

2018 FINAL BUDGET



CELEBRATING 100 YEARS

1883-1915



1917- PRESENT



STATE OF COLORADO

COUNTY OF WELD

2018

**PROPOSED
BUDGET MESSAGE**

PRESENTED TO:

WELD COUNTY BOARD OF COMMISSIONERS

Julie A. Cozad, Chair

Steve Moreno, Pro-Tem

Sean P. Conway, Commissioner

Mike Freeman, Commissioner

Barbara Kirkmeyer, Commissioner

BY THE DIRECTOR OF FINANCE AND ADMINISTRATION

DONALD D. WARDEN

December 2017



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Weld County
Colorado**

For the Fiscal Year Beginning

January 1, 2017

Executive Director





DEPARTMENT OF FINANCE AND ADMINISTRATION

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GREELEY, COLORADO 80632

December 13, 2017

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

Board Members:

As Weld County begins 2018 the County is in excellent financial condition with no debt, no sales tax, one of the lowest mill levies among all Colorado counties, a significant cash reserve, and a fully funded pension plan. In August, 2017 Weld County received an honor never before given to a county government. The first-ever award for being the Taxpayer Friendliest Community was given to Weld County by the National Director of the American City County Exchange (ACCE).

The Weld County 2018 Final Budget for operations and capital outlay totals a gross amount of \$298,178,523 with a net of \$292,437,696 when interfund transfers are excluded. The Proprietary Funds total an additional \$35,003,524. The budget has been prepared in accordance with your directives developed during the budget process. The budget is funded with revenue estimates of \$173,539,939, anticipated fund balances of \$121,860,000, and the maximum allowed property tax under Amendment One (TABOR) and the Weld County Home Rule Charter of \$145,754,379.

2018 BUDGET HIGHLIGHTS

- Assessed value increased 2.72%, or \$249.2 million due to reappraisal.
- Complete the five-lane concrete road for the CR 47 extension from CR 60.5 to SH 392.
- Complete bridge mitigation projects resulting from the 2013 flooding.
- Provide for the long-term financial sustainability of the Bright Future program.
- Fund the oil and gas revenue fluctuation reserve in the Contingency Fund at \$36.0 million.
- Fund a Hazardous Material Planning grant and FEMA training exercise in 2018.
- Increase the WCRCC staff by 7 FTE to cope with the E911 call volume.
- Fund FRCC DSR switch and four radio upgrades for redundancy and system upgrades.

- Reallocate four Sheriff Contract Service deputies to Patrol to increase law enforcement services in the field.
- Add 32 FTE in the North Jail due to inmate population growth.
- Begin the design phase of the \$44.5 million jail expansion.
- Create a Criminal Justice Coordinator position.
- Implement the new pay grade and flexible staffing for sworn officers in the Sheriff's Office.
- Add a Family and Consumer Sciences agent in the Extension Service.
- Increase the District Attorney staff by 4 FTE due to 40% increase in caseload since 2011.
- Begin the Lean process to both identify and then implement the most efficient, value added way to provide government services.
- Celebrate the 100th Anniversary of the Weld County Fair.

FINANCIAL PLAN

ECONOMIC CONDITIONS AND OUTLOOK

The U.S. and Colorado economies are expected to continue to expand in 2018 at a moderate pace. Business activity has improved in recent months, sparking renewed optimism in U.S. economic growth prospects. The two-year downturn in the oil and gas industry appears to have ended as rig counts have begun to increase. Consumer spending remains robust and employers continue to add jobs at a moderate rate, further lowering unemployment. However, full employment and an aging population are expected to dampen economic growth. Full employment may subdue economic growth if employers cannot fill vacant positions. A tighter labor market may also fuel inflation. Finally, robust investor confidence, spurred by promises of reduced business regulations and changes to the federal corporate and individual income tax systems, have lifted key stock indices to new highs.

The U.S. labor market continued to add jobs in 2017, giving the nation eight consecutive years of job growth and falling unemployment rates. Job gains were realized across most major industries. Colorado's labor market also continues to improve, but after consistently outperforming the nation since the last recession, Colorado's employment growth is aligning closer to the nation's pace of job growth. The state still boasts one of the lowest unemployment rates in the country. Weld County's unemployment rate has stayed in the 2.1% to 3.5% range for the last year.

Lower oil production and an improving global economy have lifted oil prices from a low of \$26 a barrel in February 2016 to \$53 a barrel one year later. In Colorado, the rise in oil prices has encouraged some producers to start drilling, but activity remains modest. Meanwhile, natural gas prices have failed to gain momentum, as unanticipated warm winter weather has created a backlog. Low natural gas prices continue to depress demand for coal as fuel for electrical generation. However, U.S. coal producers are optimistic that changes in federal regulations may help the struggling industry.

Over the last eight years, Weld County has been the epicenter of oil and natural gas production in the state, and that concentration of activity is only increasing. New drilling activity, as measured by active drilling rigs, has crept up slightly over the last year as oil prices have stabilized and trended modestly upward. While new drilling has been rising, crude oil production continues to fall, reflecting shifts made by producers to curb production in areas that are more costly to drill. In Colorado, energy industry investment has also picked up modestly and is expected to rise further with the recent rise in oil prices. The Denver-Julesburg Basin, located primarily in Weld County, is expected to experience the greatest increase in activity due to lower production costs relative to other areas in the U.S.

Residential real estate indicators remain encouraging for both the national and Colorado housing markets. However, tight inventories continue to push home prices higher, making more homes less affordable and slowing momentum in the market. The Colorado real estate market remains one of the strongest in the nation, but there are indications that rapid price appreciation is dampening growth as first time buyers are being priced out of the market. Although mortgage interest rates remain near historical lows, rate hikes by the Federal Reserve will likely contribute to lower affordability and moderating growth in the industry. Rising prices, healthy demand, and a low supply of available properties continue to drive the U.S. housing market. The number of non-residential construction projects increased this year, but they are smaller projects with less square footage than those built last year.

Weld County's economic future is bright with a strong mix of agricultural, energy, manufacturing, and health industries. Greeley Metropolitan Statistical Area is the fourth-fastest growing area in the country and the fastest in Colorado. People are moving to Weld County because of the quality of life, housing is more affordable, low taxes, and because there are good jobs and we have a growing, healthy economy.

2018 BUDGET PLAN AND FOR THE FUTURE

A cornerstone of a budget process is to convert the County's long-range and strategic plans and policies into services and programs. Once adopted by the Board of Weld County Commissioners, the budget becomes a work plan of objectives to be accomplished during the next fiscal year. As the budget process was implemented, each department head and elected official needs to examine his or her department's operations in relationship to the mission and the strategic goals of Weld County. From this examination budgets to support the programs and services to accomplish the objectives and reach these goals need to be developed.

During the recovery of the Great Recession and last few years of dealing with the volatility of oil and gas prices and production, Weld County has reinforced our commitment to maintaining the legacy of fiscal stability and operational excellence. When one stops and thinks about how County services connect with so many parts of residents' lives, it is inspiring. County employees are involved with and care about the community we serve. From disaster preparedness to human services, voting, health programs, inspections, public safety, providing a transportation system and much more, the County remains committed to upholding public trust by conducting the public's business with excellence and integrity.

Although the financial health of Weld County government is currently excellent, it is important to look to the future issues, possible problems, and alternative solutions to these problems. Besides the traditional role of budgeting to responsibly manage available current year funding, there must be a continued emphasis of long-term planning, recognition of the cumulative of individual

decisions, an awareness of changing realities, flexibility, citizen input in setting priorities, and a focus of goals and objectives consistent with the core services philosophy and mission statement.

Weld County is a leader in innovative approaches to better government and service delivery. We are constantly working to advance our organization and strengthen government in innovative and financially responsible ways that improve the lives of our residents. As we prepared the 2018 budget, we strived for a budget that outlines our plan to optimize the resources we have available to deliver county services and shows the areas of funding challenges facing the county, but also demonstrates our commitment to organizational excellence, our organizational goals and our core values. The 2018 budget is built on several strategies that our organization has implemented over the past few years which continue to make us stronger, more nimble and more focused as a team working toward common goals. The 2018 budget supports strategies for both short-term and long-term success for our organization and for our residents' future. The foundation for our strategies began with creating an aligned county structure that pursues collaboration, cooperation, engagement and accountability in developing common strategies and goals. We are one organization, with aligned strategies to enhance flexibility and communication, reduce duplication of effort, encourage continuous improvement and nurture innovation. We have created this organizational foundation and culture to focus on serving residents in a responsive and compassionate manner with strong stewardship of our valuable resources.

Weld County was recently recognized as the fourth-fastest growing area in the county. The question that we as an organization need to address is how can we keep up with and sustain the level of services and types of growth we are seeing. We must continue to be proactive in our efforts to redesign, innovate, and demand accountability for better outcomes. Weld County is always reinventing what government looks like and acts like, while providing the necessary services mandated by state and federal governments. This is the value proposition. The 2018 budget process represents an opportunity to be proactive in health and human services, workforce development, land use planning, energy development, transportation, and criminal justice with a goal to improve the lives of residents by reducing reliance on government for basic needs. A great example of promoting self-reliance is investing public and private funds to give our young high school graduates through the Bright Futures program the needed skills to be successful in the future Weld County workforce. Through this self-reliance, people can thrive.

In the 2018 budget, besides addressing the growing program service needs the county's capital budget continues to be robust, as we manage our current assets, modernize our buildings and plan new buildings for the future. The county's footprint of owned and managed space is approximately 1.5 million square feet. Given the number of staff, clients and visitors the annual maintenance and day-to-day operations for the county's real estate is significant. In addition, we are looking over the next five years to spend nearly \$50 million on new facilities and equipment, including a \$44.5 million jail expansion, which increases maintenance and operational costs. There are major costs associated with preservation of our existing facilities. Weld County properties and buildings are important assets, ones we are proud of and that are critical to maintain. In 2017, we celebrated our beautiful Courthouse's 100th anniversary. It is still functioning well as a viable court facility due to the care and investment in it over the years. Another capital investment is in our continued effort to keep our 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 at a state of the art level.

The greatest asset we have in this organization is our employees. The 2018 funding recommendations for 2018 reflect the value and commitment to our staff and demonstrate the core values of continuous improvement, customer service, diversity and inclusion, employee engagement and workforce development. The core values directly impact how we provide high-quality, cost-effective, result-focused services and outcomes, and they start with each of our employees. We all need to thank Weld County employees for the work they do and their commitment to serving residents.

As has been true in the past few years there are a number of future issues and concerns that will be impacting Weld County's budget in 2018 and subsequent fiscal years. The continued impact of oil and gas development in the county touches on many aspects of Weld County currently, and in planning for the future. The energy development presents both challenges and opportunities for Weld County government. As has been the case for the last six to seven years, growth and development activity directly, or indirectly, related to oil and gas exploration seems to be the main economic driver in the majority of positive economic activities in Weld County. The County has seen several compressor stations, injection wells, new pipelines, and other oil and gas support and service industries developments. Given the commitments of the large oil and gas companies in Weld County, the County seems primed to see considerable long-term investment and development in the oil and gas arena, even at the lower oil price levels. Although the future of energy development in Weld County appears bright, it is not without risks. Oil and gas production in Colorado has risks associated with the potential of more government regulations and voter initiatives trying to restrict or limit fracking in Colorado communities. These regulatory risks, if implemented, could dramatically impact future oil and gas development in Colorado.

The volatility of the oil and gas assessed values continues to be a major impact to the County's budget planning. The county's assessed value from oil and gas values peaked in the 2016 budget when oil and gas assessed valuation was close to two-thirds of the county's total assessed valuation. Since November 2014, due to the oversupply of oil worldwide the price of oil has dropped from over \$100 a barrel to a low of around \$26 per barrel in 2015. As we look at the prices in 2017, they seemed to have stabilized in the price range of \$45-55 per barrel. Because of the volatility of production levels and price fluctuations of the oil and gas values, the County must continue to prudently manage the property tax base created by the energy development. As we developed the 2016 budget, we prepared for a significant drop in the assessed valuation for the 2017 and 2018 budgets. The drop in assessed valuation for the 2017 budget lowered the Weld County assessed valuation 21% below the 2016 budget level for property tax. Looking forward to the 2018 budget the assessed value is very near the same level as the 2017 budget due to oil and gas price stabilization and the reappraisal year's increase values from the other classes of property, even with the drop in the residential property assessment ratio to 7.2% from 7.96%. In anticipation of the drop in the county's assessed valuation, the 2016 budget had \$62 million in one-time budget items, and for the 2017 budget there was nearly \$29 million in one-time budget items, so the net operational spending requires around \$130 million in property tax revenue to maintain the current spending levels in 2018. Based upon the price recovery of oil and gas, the 2019 budget should see a 10-15% increase in overall assessed valuation.

The financial planning done by Weld County the last six years has funded the unfunded liability of the retirement plan, a fluctuation contingency reserve of \$36.0 million, and has reserves in the Public Works Fund and Capital Fund. The \$36.0 million contingency fund will provide the financial flexibility to adjust to the volatile property tax revenue patterns in future years without having to make significant reductions to basic operational spending. The capital reserve will leave the County on track to be able to construct the \$44.5 million jail expansion in 2018-2020. The fund balance in the Public Works Fund should be adequate to complete the major capital

improvements to the CR 49/47 Corridor, north from CR 60.5 (SH 263) to SH 392 in 2018, leaving the property tax at \$16.5 million in 2018 to fund the road improvements. To finish the \$160 million CR 49/47 Corridor project, a funding level of \$25 million will be required in 2018. In the 2018 budget there is nearly \$18 million in one-time expenses.

The other challenge for 2018 will be the funding levels of state and federal programs due to the many unknowns about the direction the Trump administration and Congress will take as they develop the federal budget for domestic programs. In addition, the State of Colorado continues to have funding issues due to TABOR limits, and the state-federal funding relationship.

In light of the challenges faced by departments, the 2018 budget development process must continue to be a collaborative effort by staff, department heads, and elected officials. The strategic plan, core values, and the financial policies of Weld County provide the cornerstone for the financial plan to achieve the county's goals and objectives. The Board of Weld County Commissioners provide the consistent leadership and fiscal oversight that maintains Weld County's financial stability and reputation. In support of this fiscal management, the team of department heads, elected officials, and finance staff provide the foundation of the system. The Weld County team continues to mitigate challenging budget obstacles, the fluctuation of energy prices, and the state and federal fiscal realignments to insure strong leadership and stewardship of Weld County's long-term fiscal and operational integrity.

GENERAL GOVERNMENT FUNCTIONS

Revenue for general government functions, including General, Special Revenue, Capital Expenditures, Internal Service, and Enterprise Funds, total \$319,294,318 in 2018, an increase of 5.75 percent over 2017, primarily in property taxes, intergovernmental, and miscellaneous revenues. The amount of revenue from various sources and the changes compared to 2017 are shown in the following tabulation:

	2017 Amount	2017 Percent of Total	2018 Amount	2018 Percent of Total	Increase - Decrease from 2017
Revenue Sources					
Property Taxes	\$141,946,827	47.0%	\$145,754,379	45.6%	\$ 3,807,552
Other Taxes	11,830,000	3.9%	13,630,000	4.3%	1,800,000
Licenses and Permits	5,437,350	1.8%	4,473,750	1.4%	-963,600
Intergovernmental					
Revenues	67,305,192	22.3%	73,012,071	22.9%	5,706,879
Charges for Services	8,898,159	3.0%	9,558,280	3.0%	660,121
Miscellaneous Revenue	23,989,103	7.9%	27,302,514	8.5%	3,313,411
Fee Accounts	11,148,250	3.7%	13,059,800	4.1%	1,911,550
Internal Service Charges	<u>31,383,694</u>	<u>10.4%</u>	<u>32,503,524</u>	<u>10.2%</u>	<u>1,119,830</u>
TOTAL	<u>\$301,938,575</u>	<u>100.0%</u>	<u>\$319,294,318</u>	<u>100.0%</u>	<u>\$ 17,355,743</u>

Expenditures by function for the General, Special Revenue, Capital Expenditures, Internal Services, and Enterprise Funds total \$327,441,220 for 2018, which is a increase of 2.27 percent over 2017. The amounts by function and the increase over 2017 are as follow:

Expenditure Sources	2017 Amount	2017 Percent of Total	2018 Amount	2018 Percent of Total	Increase - Decrease from 2017
General Government	\$ 38,395,981	12.0%	\$ 41,662,912	12.7%	\$ 3,266,931
Social Services	38,680,234	12.1%	40,935,653	12.5%	2,255,419
Road and Bridge	81,400,232	25.4%	82,808,926	25.3%	1,408,694
Public Safety	58,135,561	18.2%	68,886,032	21.0%	10,750,471
Human Services	8,434,300	2.6%	7,493,838	2.3%	-940,462
Health	11,053,379	3.5%	11,790,668	3.6%	737,289
Capital	11,801,500	3.7%	10,775,000	3.3%	-1,026,500
Public Works	22,340,755	7.0%	9,065,907	2.8%	-13,274,848
Contingency	10,000,000	3.1%	10,000,000	3.1%	0
Miscellaneous	5,022,668	1.5%	7,108,958	2.2%	2,086,290
Culture and Recreation	903,868	0.3%	1,106,795	0.3%	202,927
Auxiliary	623,230	0.2%	803,007	0.2%	179,777
Internal Services	<u>33,383,694</u>	<u>10.4%</u>	<u>35,003,524</u>	<u>10.7%</u>	<u>1,619,830</u>
TOTAL	<u>\$ 320,175,402</u>	<u>100.0%</u>	<u>\$ 327,441,220</u>	<u>100.0%</u>	<u>\$ 7,265,818</u>

Capital Expenditures Fund: The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2018 program is funded at \$10,775,000, with \$10,250,000 in property tax, \$225,000 from capital expansion fees, and \$300,000 from interest. Anticipated projects include \$300,000 for a grader shed for Public Works, \$750,000 for Chase Building improvements, \$130,000 for communications equipment, \$1,000,000 to upgrade Human Services Buildings, \$4,500,000 for the design phase of the jail expansion, and \$1,369,000 for special projects. There will be \$1,906,000 going into the jail reserve and \$820,000 into the Communications System reserve. A carry-over beginning fund balance of \$24,950,000 is anticipated, and \$27,676,000 ending reserve fund balance for the future jail expansion (\$26,356,000), Communications System reserve (\$820,000), and Downtown Greeley land reserve (\$500,000) is anticipated at the end of 2018.

Debt Administration: The County continues to have no bonded indebtedness. The passage of HB1579, in 1981, Section 30-35-201, C.R.S., now allows the debt ceiling to be three percent of the assessed valuation of the county. Thus, Weld County maintains nearly a \$280 million allowable debt capacity in accordance with Colorado State statute. The 1997 Certificate of Participation Bonds for the construction of the Correctional Facility were paid off on the call date of August 1, 2007. Weld County currently has no debt of any type and is one of only a few local jurisdictions in the nation that can make that claim.

Cash Management: Cash temporarily idle during the year will be invested in time deposits ranging up to 180 days to maturity. Interest earned on investments of cash held by the County Treasurer will be recorded as revenue in the General Fund, with the exception of interest attributed to the Conservation Trust Fund, Insurance Fund, Capital Expenditure Fund, Trust Funds, and the interest earned on certain deposits held for other taxing authorities. The amount of interest anticipated in 2018 is \$2,332,000.

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

Risk Management: During 2018, Weld County will continue to be a member of Colorado Counties Casualty and Property Pool, therefore, all casualty insurance coverage is being provided via pooling with other Colorado counties. The pool offers full safety and risk management programs to minimize losses. Losses are funded on a self-insurance option basis. Worker's Compensation will be provided via a state approved self-insurance program.

Mill Levy: The mill levy will remain at 15.800 mills. The assessed value for the 2018 Budget is \$9,224,960,710, which is up \$226,093,790 or 2.51 percent over last year. The assessed value for vacant land is up \$24.30 million, or 37.19 percent. Residential is up \$276.50 million, or 18.28 percent; and commercial property is up \$99.69 million, or 12.37 percent. Agricultural property is up \$25.36 million, or 13.75 percent; industrial is up \$129.46 million, or 16.23 percent; natural resources is up \$0.39 million, or 2.11 percent; and State assessed property is up \$41.68 million, or 5.16 percent. The major decrease is in oil and gas, down \$348.20 million, or 7.02 percent, which is due to oil and gas prices being down. There is an actual value increase of new construction of \$1.011 billion, or 3.50 percent.

Employee Compensation Pay: For the 2018 budget, a salary increase of 3.0 percent to Weld County employees is included. Employees will get step increases for longevity and performance. Health insurance rates will increase 3.2% for the employees and the county for 2018. This is the first health insurance rate increase in four years. Measures to control health care costs, such as the wellness program, employee clinic, consumer driven plans, and health reimbursement accounts have been making a positive impact on controlling the health insurance costs for the county. Health coverage will be provided by CIGNA on a partially self-insured basis with a Preferred Provider Organization (PPO) option and a High Deductible Health Plan/Health Reimbursement Account (HDHP/HRA) option. No other benefit changes are anticipated.

Fund Balances: County fund balances continue to remain very healthy, with an anticipated \$121,860,000 to begin 2018. This remains at one of the highest levels in many years. The strong fund balance figures have been achieved through conservative budget practices and the high assessed value from oil and gas revenues. The ending fund balances are projected at \$113,5713,098. However, the ending fund balance is actually understated because \$10,000,000 in the Contingency Fund is appropriated, thus not showing up in the ending fund balance figure. The \$10,000,000 is not anticipated to be spent in 2018, and if no emergencies or unforeseen events happen, the amount should be in the ending fund balance. There is no fund balance earmarked in the 2018 budget. All other fund balance amounts are undesignated. With the above projection, ending fund balances should be \$123,713,098. The increase of approximately \$1.85 million in the ending fund balance is primarily attributed to the planned draw down of the Public Works fund balance by \$11.9 million for the WCR 47/49 project, and Solid Waste fund by \$1.4 million, which is offset by adding \$12.0 million to the Contingency Fund, and \$2.94 million to the General Fund's fund balance. The Contingency Fund also serves as a stabilization reserve for the fluctuating revenues due to Weld County's heavy dependency on oil and gas assessed values that can fluctuate dramatically from year to year due to production levels and price changes.

MAJOR FACTORS IMPACTING THE 2018 BUDGET

As stated earlier, as Weld County begins 2018 the County is in excellent financial condition with no debt, no sales tax, one of the lowest mill levies among all Colorado counties, a significant cash reserve, and a fully funded pension plan. The major factors impacting the 2018 budget continue to be dominated by the oil and gas development in Weld County, population growth, state and

federal budget issues, service restructuring in Weld County government, and the execution of the *Strategic Investment Plan for the Future of Weld County*.

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

Two significant long term capital projects will be the construction of a \$44.5 million addition to the jail in 2018-2020, and the completion in 2018 of the four-year project for capital improvements to the CR 49/47 Corridor, south from Highway 34 to I-76, and north from CR 60.5 (SH 263) to SH 392. The road project will require over \$25 million in 2018.

On May 20, 2014, the Board approved the design/build option for the CR 47/49 Corridor at a total cost of approximately \$160 million. The first section of the project from Highway 34 to CR 60.5 was completed in November, 2015 at a cost of \$25 million. A design/build contract of \$109 million for the section from Highway 34 to I-76 was awarded in August, 2015, with construction was completed in November, 2017. The last section of the project from CR 60.5 to SH 392 is estimated to cost \$25 million in 2018. Savings have been realized by doing a design/build. The schedule is as follows:

CIP	2014	2015	2016	2017	2018	2019
CR 49 South						
US 34 to I-76 (20 miles)	Design/ROW	Design/ROW	Construction	Construction		
Optional Bid CR 47 North						
CR 60.5 - SH 392 (3.5 miles)			Design/ROW	Construction	Construction	

The project has been funded within the resources of the Public Works Fund over the period of 2013-2018. The property tax for the Public Works Fund has been increased \$10 million the last five years from \$6.5 million in 2013, to \$16.5 million in 2018. No debt has been incurred, nor have funds had to be advanced from other county funds to accomplish this project.

Finally, for the sixth year the *Strategic Investment Plan for the Future of Weld County* recommendations are incorporated into the 2018 Budget. The plan calls for developing a long-term strategy of investment in the County's infrastructure, technology and innovation, staff and workforce development, economic development for diversification of the local economy, and establishing a fluctuation reserve to deal with the volatility of the peaks and valleys in energy prices and production. In addition, in 2018 the county will initiate a "lean" government process program. 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. Resources for the Technology Projects budget unit will also be used for this effort.

The General Fund is funded at the level of \$131,544,733 up \$1,785,984. A major decrease is the \$15.5 million decrease for the engineering costs of the Weld Parkway (WCR 47/49 Corridor) project. Without including adjustments for cost of living, and salary step increases, the budget for general government functions is up \$1,721,292. The Election budget which is up \$767,845 when the \$500,000 included last year for the one-time cost of new elections equipment is adjusted out. The increase is due to 2018 being both a primary and general election year, and the cost impact of Proposition 108 allowing unaffiliated electors to vote in the primary election. The Office of Public Information is up \$69,260 with the addition of two positions. Building and Grounds is up \$156,927 for an additional Building Automation Supervisor, and Grounds Technician. The District Attorney is requesting four addition staff and an upgrade at a cost of \$448,090 as the caseload of the office has increased 40% since 2011.

Information Technology is up \$310,495 due to the addition of two Business Process Analysts for the lean government program efforts, and a Business Intelligence Analyst. *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. Resources for the Technology Projects budget unit will also be used for this effort. GIS is up \$105,600 primarily due to the need for imagery from Google and Nearmap in 2018.

Public Safety functions are up \$7,955,919 in the budget. The overall net Sheriff's Office recommended budget is up \$2,499,578 or 6.16%. Due to the reduction of four (4) contract positions because outside entities will no longer need their services, revenues for Contract Services are expected to decrease by approximately \$373,150. Based upon a staffing analysis, the Sheriff's Office is requesting the four positions be moved to increase Patrol, as actual 'first responders' to improve the effectiveness and efficiency of the division. Although the number of positions will not increase, the loss of revenue will result in a \$373,150 budgetary impact. The major impact is the addition of 32 positions (\$2,539,565) in the jail due to the growing inmate population, and the need to open the last pod of the jail to bring the overall capacity of the jail to 779 beds. Overall jail detention costs are up \$2,963,465. The Sheriff has increased supplies by \$203,573 for firearm supplies (\$28,976), inmate supplies (\$13,283), computers and software (\$41,384) uniforms, duty belt equipment, and bulletproof vests (\$22,481), and \$86,719 for replacement of small items of equipment in the various Sheriff's Office units. Purchased Services are up \$257,296 for training and travel (\$36,659), CPI increase for inmate medical care (\$153,578), inmate food costs (\$48,715), crime lab facility costs since the grant ended (\$62,000), inmate transports and court security (\$35,657), and phones (\$26,212). Vehicle costs dropped \$114,344. Sheriff's Office equipment is funded at \$18,600 for a DME forensic workstation (\$8,800), and scanner/printer/copier (\$8,000). In the General Fund contingency budget, there is \$1,225,963 to cover the new pay grade plan and flexible staffing for the Sheriff's Office's sworn patrol and correctional officer staff approve mid-year in 2017. This amount was allocated to the appropriate budgets in the final budget process.

Coroner's budget is up \$163,036 primarily for the addition of two Deputy Coroner positions mid-year to deal with the office's workload. Communications is up \$1,136,933 with the addition of two dispatchers for Greeley Police, two supervisors, and three call takers due to E-911 call volume. Greeley will pay for the two Greeley Police dispatchers they requested. Another large item is the \$3,738,985 costs for the Front Range Communication Consortium (FRCC) Dynamic System Resilience (DSR) switch and four radio system upgrades. ADCOM will pay for half of the cost (\$1,934,471). Office of Emergency Management is up \$99,000 primarily for a Hazardous Material Exercise and Planning grant of \$75,000 and \$20,000 for a full scale EOC exercise in 2018. Other Public Safety budgets are stable with little or no increases.

As mentioned earlier, Engineering is down \$15.5 million because the engineering and design fees have decreased for the Weld County Road WCR 49 south corridor and WCR 49/47 north corridor in the 2018 budget. General Fund's subsidy to the Public Health Department is up \$219,788 due to anticipated salary step and cost-of-living increases. The County Fair is up \$165,850 with \$147,850 for a one-time expense for livestock panels, \$28,000 for support for the Island Grove Park services, and \$10,000 in one-time costs to celebrate the 100th Anniversary of the Weld County Fair in 2018. An increase of \$2,758,296 is included for other General Fund departments' anticipated salary step and cost-of-living increases in 2018. Health insurance rates will increase 3.2% for employees and the employer in 2018. This is the first health insurance rate increase in four years.

The budgeted appropriations for Public Works in 2018 total \$82,808,926 up \$1,408,694 primarily due the construction of the CR53/58A Bridge with a FHWA flood grant. Municipal share back is funded at \$2,930,462. 2018 salary increases are for step increases due employees, and a 3.0 percent cost of living salary adjustment in this budget for a total of \$407,272.

Other Public Works budget unit is budgeted at \$46,411,435 based on the Capital Improvement Plan (CIP). Personnel Services are up \$47,703 for cost of living for 47 seasonal employees. Purchased Services decreased \$1,081,159 primarily for the construction of the Weld Parkway (WCR 49). There is \$21,164,225 budgeted for the CR 49/47 project. \$2,965,000 for the CR105/CR390 project to be done with county crews. \$3,000,000 is budgeted for the Haul Route Program (HARP). For flood related projects there is \$11,155,000 (FHWA) for Bridge 53/58A, and \$1,890,000 (FEMA) for Bridge 87/42.5A. Other contract payments are for seeding (\$50,000), low volume roads (\$3,075,000), BMP projects (\$100,000), and bridge rehabilitation (\$275,000). Fixed Charges total \$650,900 for rights-of-way funded at \$50,000, and \$600,900 for a CDOT project for Bridge 44/33A.

Pavement Management is funded at an increased level of \$960,690 primarily due to increased funding for the 5.5 miles of overlay on CR 18 with Solid Waste funds. Asphalt is funded at the same level as last year at \$3,100,000. The Trucking budget is up only \$3,690. Mining operations are up \$796,190 for contract crushing at the Peters Pit. Gravel Road Management operations are up \$56,550 primarily due to dust palliative material costs. Bridge Construction is down \$205,006 primarily due to reduced material costs. Other operating budgets for road and bridge maintenance are funded at near the 2017 funding level. With some operational economies to offset some of the inflationary costs the current service level should be able to be maintained with the funding recommended.

The Weld County Department of Human Services continues to adapt to the legislative and programmatic changes imposed on us from the State and Federal levels. The impacts from prior years' legislation, such as HB 14-1317, SB 15-012, and SB 15-242, continue to impact our decision-making. The funding for additional caseworkers, originally funded through SB 15-242 continues into Fiscal Year 2017-18, providing Weld County with funding for four additional positions, two of which are new and two of which were formerly funded through the IV-E Waiver. Concerns have been raised, both by counties and by the State of Colorado, as to the long-term sustainability of these activities, once the IV-E Waiver period is completed. We are hopeful that enabling legislation and policies will allow for the continued creative use of IV-E funding to avoid costly and non-beneficial out-of-home placements using prevention and early intervention activities, as well as kinship placements. The Colorado Legislature acted in advance of the publication of the County Administration Workload study to appropriate an additional \$19 million, from Federal, State and Local sources, to fund County Administration activities.

The total Social Services Fund budget is \$40,935,653. The programs are funded by property tax of \$11,403,328, state and federal funds of \$29,532,325, and the potential use of fund balance to cover unanticipated cost overruns.

Medicaid caseloads have grown significantly in the past several years, partially due to economic factors and partially due to Colorado's implementation of the Affordable Care Act. From May 2015 to May 2016, the number of Weld County residents enrolled in Medicaid grew from 67,732 to 73,453, an 8.4% increase. However, we are starting to see signs that it is leveling off, with the most recent report showing a total of 75,012 enrollees. Approximately 25% of Weld County residents are now enrolled in Medicaid. The LEAP (Low-Income Energy Assistance Program) is now administered by Discover Goodwill, through a direct contractual agreement with the State of Colorado. Weld County's role in administering the program will be limited to resource referral and marketing.

Prevention and Early Intervention will be a key focus of the department in the coming years. A distinct Division is being created within the department to address needs as they are presented to assist families in resolving conflict or neglect issues before they rise to the level of adjudicated dependency and neglect. We will be utilizing and coordinating a variety of funding sources to provide for these needs, while ensuring fiscal accountability and meaningful outcomes are achieved.

The Human Services Fund is funded at \$7,221,376 for 2018, which is down \$944,962 or 11.57 percent from the previous year. There are shifts in funding by program. The Community Services Block Grant is down only \$1,835, and Senior Nutrition programs are down \$20,703. Department of Labor programs are down \$759,310. Area Agency on Aging is up \$213,114 or 5.91 percent.

The Department of Public Health and Environment's total 2018 budget is \$11,562,443. The Health Department's 2018 budget continues the department's strong fiscal management record, implements thoughtful reforms that streamline staffing, achieve savings and modernize processes, and reinvests those savings in targeted initiatives toward achieving a thriving, healthy Weld County.

Building on successes in 2016 and 2017, the Health Department's 2018 budget reflects the department's commitment to the department-wide 2016-2019 strategic plan that focuses primarily on the key priority of integrating select core public health services in our community to better achieve sustainability, enhance quality, and control costs. During the past two years, the Health Department has been diligently working toward three strategic goals: formal integration of health services into an established and enduring community system of care; supporting the community in addressing behavioral health issues, including mental health and substance abuse; and increasing communication channels, both internally and within the community, using technology and other means.

In support of these strategic goals, budgetary planning for 2018 again includes an emphasis on funding technology additions and improvements in both our Greeley and Southwest Weld locations, strengthening and supporting strategic activities and community partnerships focused on behavioral health in our community, and expanding access to our services in convenient, efficient, and effective ways to engage and support all citizens of Weld County while controlling costs and meeting budget targets.

On the revenue side of the budget, property taxes are budgeted at \$145,754,379, the maximum amount under the Weld County Home Rule Charter's property tax limitation and TABOR. Revenue from interest earnings are up \$800,000 at \$2,000,000 for 2018, as interest rates are projected to increase in the next year. Planning and Building Inspection fees are down \$1,055,000 due to less oil and gas activity than anticipated in the County due to lower oil prices, as well as, the reduction in fees done in 2017 for oil and gas well permits resulted in a much greater drop in revenue than anticipated. Intergovernmental revenues are up slightly by \$127,772. Charges for Services are up \$181,039 primarily from charges related to Elections (\$100,000), and Sheriff's Office revenues. Fines from traffic enforcement are up \$3,000. Indirect cost recovery is down \$20,781 due to Social Services' allocation. Clerk and Recorder fees are up \$700,000. Treasurer's fees are up \$1,180,000. All other revenues are relatively stable with little change.

The 2018 resources for Public Works total \$109,173,797, which includes a fund balance of \$38,000,000, in addition to the revenue shown in the budget. Property tax is set at \$16,500,000 same as 2017. Specific ownership tax is estimated to be \$11,400,000, up \$1,800,000 from 2017, as vehicle sales recover. Total HUTF will be \$10,650,000, up \$150,000 from 2017. Permit revenues are budgeted at \$500,000. Motor vehicle registration fees are \$340,000, and grazing fees are \$1,150,000 due to energy development in the Pawnee Grasslands. Oil and gas revenues are \$9,500,000. The lease/purchase payment from the Hoekstra Pit is \$215,797. Federal mineral lease revenues are \$1,000,000, and PILT is budgeted at \$40,000.

Other revenues from project reimbursements total \$17,878,000, which are up \$4,125,410. Transportation impact fees are budgeted at \$2,000,000, and Solid Waste funds of \$1,850,000 for roads impacted by landfills. There are Energy Impact Assistance grants of \$3,600,000 with \$3,000,000 for the Tier 2 projects and \$600,000 for three Tier 1 projects. There is one state grant to finish Bridge 44/33A for \$600,000. There are two flood project grants for Bridge 87/42.5A (\$1,000,000), and Bridge 53/58A (\$7,540,000). There is NFRMPO funding of \$888,000, and UFRMPO funding of \$400,000. Severance tax is budgeted at \$2,000,000. In accordance with the policy adopted by the Board of County Commissioners in 2010, the severance tax revenue is budgeted at a five-year leveling average due to the fluctuations of the revenue created by the price and production levels of oil and gas commodities.

The 2018 Budget contains adequate resources to provide a level of service like 2017. The operational plan supported by the 2018 budget maintains Weld County Government's commitment to excellence and efficiency in carrying out our continued responsibilities to taxpayers. First and foremost we will maintain the fiscal discipline and prudent use of resources that have earned the County the excellent reputation it has for financial management with no bonded indebtedness. The County will continue our commitment to the highest standards of service, continuing to focus on improving service and communication with our citizens within our resources. Demands in many areas continually exceed resources available. To serve the growing needs in the county, we will continue to explore possibilities for improved efficiency while maintaining excellence in service.

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

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

Copies of all budget documents are available for the public at 1150 O Street, Greeley, Colorado. More information may be found on Weld County's website at www.co.weld.co.us.

Very truly yours,

A handwritten signature in black ink, reading "Donald D. Warden". The signature is written in a cursive, flowing style.

Donald D. Warden, Director
Finance and Administration

ABOUT WELD COUNTY

Weld County covers an area of 3,999 square miles in north central Colorado. It is bordered on the north by Wyoming and Nebraska and on the south by the Denver metropolitan area. The third largest county in Colorado, Weld County has an area greater than that of Rhode Island, Delaware and the District of Columbia combined.

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, Big Thompson, Little Thompson, Boulder, St. Vrain, and other smaller streams, flow into Weld County from the south and west, leaving the county on the east.



POPULATION

There are 31 incorporated towns in Weld County. The county seat and principal city, Greeley, is located in the west central part of the county and contains almost half the county's population. Generally, most of the remaining population resides within a 20 to 30 miles radius of Greeley; the northeastern part of the county is sparsely populated.

HISTORY

Major Stephen H. Long made an expedition to the area now known as Weld County in 1821. He reportedly said that the region would never be fit for human habitation and should remain forever the unmolested haunt of the native hunter, bison and jackal. 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 about 1840. The latter was rebuilt in the 1930's by the State Historical Society.

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 Lucius 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 the 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 1900's. Originally they came as railroad workers; many soon worked in the productive beet fields and eventually became prosperous landowners. Weld County's Spanish-surname population began to arrive during the mid-1920's as laborers for the sugar beet industry.

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

LIVEABILITY

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

Recreational opportunities are almost endless. Much of Weld County is within an hour's distance of the majestic Rocky Mountains. Sports fans don't have far to go to cheer for their favorite professional teams in Denver.



Weld County's cultural assets include Centennial Village, an authentic recreation of pioneer life on the Colorado plains. The Meeker Museum in Greeley is a national historic site. Fort Vasquez in southern Weld County has an exciting history as an early Colorado trading post. The Greeley Philharmonic Orchestra is one of the oldest symphony orchestra west of the Mississippi. The University of Northern Colorado's Little Theatre of the Rockies is one of America's premier college dramatic organizations.

North Colorado Medical Center is a leading public medical facility and the Northern Colorado Oncology Center is a major cancer treatment facility in Colorado.

EDUCATION

Education has always been an important part of life in Weld County where twelve school districts offer educational opportunities which have earned a reputation for quality. Greeley is the home of the University of Northern Colorado, a 4-year university offering bachelors, masters and doctorate degrees to 11,000 students. Aims Community College is a 2-year liberal arts and vocational college in Greeley with a second campus in Fort Lupton.



With 3,999 square miles within its borders and a population of over 250,000, Weld County has plenty of room for growth. Its thirty-one incorporated towns offer a variety of lifestyles from urban to rural.

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 businesses. Most importantly it's a nice place for people.

RESOURCES

Fertile fields of green can be found in every part County, which ranks as the eighth leading agricultural area in the United States. Weld County is Colorado's leading producer of cattle, grain and sugar beets.

An abundance of water has been important to not only the agricultural community, but also to industrial development.

Weld County is the leading area in Colorado in the production of oil and gas. The county's many abundant resources provide a sound economic base and a secure future for the area.

One of Weld County's most valuable resources is its labor force. The people resources provide a healthy labor climate for any corporation or industry.

OPPORTUNITY

Weld County offers unbounded opportunity for both employers and employees. The available services, recruit ability, location, resources and livability make Weld County a desirable place in which to work and live.

Weld County has one more important ingredient, a positive attitude toward growth. We love Colorado and we'd love having you here, too.

INDUSTRY

Numerous industrial sites are located throughout Weld County. Fully developed rail and non-rail parks; undeveloped parcels, many zoned and with rail utilities adjacent to the property; a variety of industrial and commercial sites; and availability of both new and renovated prime office space are indicative of this area's attitude toward growth. Convenient access to every type of supply artery facilitates the industrial possibilities in Weld County.



Major employers who already call Weld County "home" include:

Anadarko Petroleum Corporation
Burris Company, Inc.
Care Stream Health Care
Haliburton
Harsh International
Hensel-Phelps Construction
JBS Swift Beef Company
Noble Energy
Banner Health: Northern Colorado Medical Center
Owens-Illinois
Roche Constructors
Star Tek Inc.
State Farm Insurance
Vestas Wind Systems

PRINCIPAL PROPERTY TAX PAYERS:

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

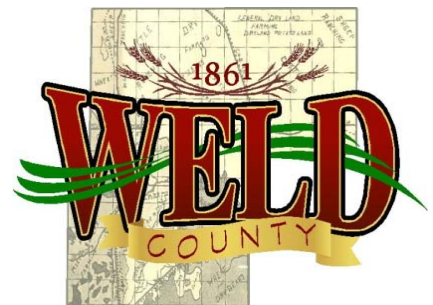
NOTE: See the ***Weld County Population and Development Report*** in the Supplemental Data Section of this document for more specific information. Plus, go to the **Discover Weld County** website showcasing the great people, places and events that call Weld County home at <http://www.discoverweld.com>.





STRATEGIC PLAN

2018-2022



WHY A STRATEGIC PLAN?

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



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



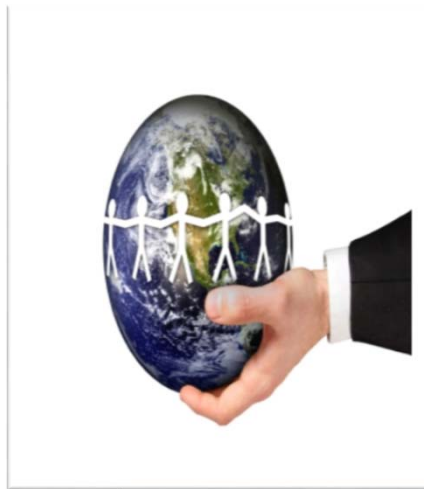
OUR PRIORITY STRATEGIC THEMES

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

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

OUR VISION FOR THE FUTURE

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



LEADING WITH RESPONSIVE,
INNOVATIVE, AND COST EFFECTIVE
SERVICES.



WELD COUNTY CULTURE

INTEGRITY

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

STEWARDSHIP

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

COMMITMENT

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




OUR GUIDING PRINCIPLES

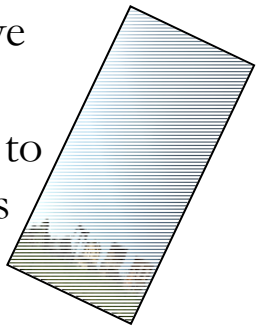
These guiding principles are the basic values of every level of Weld County government. They guide the way we make our decisions and carry out our actions every day.

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

TRENDS IMPACTING WELD COUNTY



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



- Energy Development

- Demographic Changes

- Innovation and Technology

- Transportation

- Economic Development

- County Government Financial Trends

TRENDS IMPACTING WELD COUNTY

Energy Development

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

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

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

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



Energy Development continued

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

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

Demographic Changes

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

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



Innovation and Technology

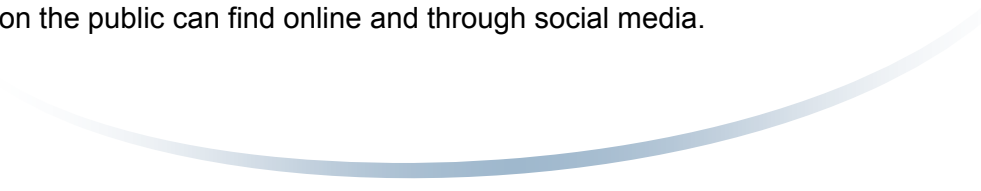
The pace of change in our world is accelerating exponentially. This dynamic is challenging all of us as individuals and as organizations, and shows no sign of abating, and in fact, continues to intensify. Fueled by technological advances, we are quickly changing and reshaping all aspects of our lives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

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

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

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

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



Transportation

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

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

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

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

Economic Development

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

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

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

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



County Government Financial Trends

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

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

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

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



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

STRENGTHS:

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

WEAKNESSES:

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



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

OPPORTUNITIES:

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

CHALLENGES:

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



STRATEGIC AREA PLANS OVERVIEW

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

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

STRATEGIC AREA:

PUBLIC SAFETY

STRATEGIC AREA: PUBLIC SAFETY

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

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

- Mission Statement: To coordinate emergency preparedness planning in Weld County. (Office of Emergency Management)
 - Goal PS OEM 1: Prevention and Mitigation - Identify situations or conditions that have the potential of causing injury to people, damage to property and to the environment.
 - Goal PS OEM 2: Preparedness - To safeguard against terrorism, manmade and natural disasters. It is focused on actions that protect citizens, residents, visitors, networks and critical assets in Weld County.
 - Goal PS OEM 3: Response - The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring that the County is able to effectively respond to any threat or hazard, including those with cascading effects, with an emphasis on saving and sustaining lives and stabilizing the incident, as well as rapidly meeting basic human needs, restoring basic services and community functionality, establishing a safe and secure environment, and supporting the transition to recovery.
 - Goal PS OEM 4: Finance and Administration - Development of fiscal and administrative procedures to support the emergency management budget for staffing and daily operations.
 - Goal PS OEM 5: Program Management - Organization of local emergency management programs; coordinating emergency preparedness, mitigation, response and recovery activities across multiple agencies and organizations.
 - Goal PS OEM 6: Planning - The collection, analysis and use of information and the development, promulgation, and maintenance of the organizational comprehensive emergency management plan, action plans and mitigation plans.
 - Goal PS OEM 7: Recovery - Recovery includes those capabilities necessary to assist communities affected by an incident in recovering effectively. It is focused on a timely restoration, strengthening, and revitalization of the infrastructure; housing; a sustainable economy; and the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

STRATEGIC AREA:

HUMAN SERVICES

STRATEGIC AREA: HUMAN SERVICES

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

STRATEGIC AREA:

HEALTH SERVICES

STRATEGIC AREA: HEALTH SERVICES

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

STRATEGIC AREA: TRANSPORTATION

STRATEGIC AREA: TRANSPORTATION

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

STRATEGIC AREA:

**ECONOMIC
DEVELOPMENT**

STRATEGIC AREA: ECONOMIC DEVELOPMENT

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

STRATEGIC AREA:

LAND USE

STRATEGIC AREA: LAND USE

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

STRATEGIC AREA:

ENABLING STRATEGIES

STRATEGIC AREA: ENABLING STRATEGIES

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

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

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



2018 BUDGET STRATEGY

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

- No local property tax initiative will be approved by the voters and the 15.800 mill levy cannot be raised without political fallout in these economic times.
- **In the 2018 budget request, any net county cost increase in a budget unit must be offset with a corresponding decrease in a department's total budget.**
- Unless a change is legally mandated, the county's share of partnership programs will not increase, it will decrease wherever possible. **County dollars will not displace federal or state reductions.**
- Program funded with state and/or federal allocation increases must be able to have a sustainability plan when staff or program costs are increased or be prepared to reduce staff or program costs, if the allocation declines.
- Program managers and the public will be made aware of the proposed service reductions as soon as possible.
- Early warning sessions will be held in September addressing budget issues identified early in the process.
- All county departments and offices will receive a set target amount for 2018 before budget preparations begin.
- **A target of ten percent off the 2017 budget base will be uniformly applied to all budget units.**
- Fringe benefits will be left at the current level of benefit.
- No salary adjustments will be included in the requested budget. The Board will determine any salary adjustments above the 2017 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 2018 classification upgrades will be treated like new position requests in the budget process, with the department funding any requests within the target amount.
- There will not be any recommended increases in staff in the recommended budget to the Board. Increased workload will be absorbed by existing personnel wherever possible through increased productivity.

- Outside agencies that provide contractual services will be treated like county departments.
- New or expanded mandates will be absorbed within the 2018 target amount by all budget units.
- Additional program options outside the overall budget plan will be proposed for Board consideration. Staff will explore the options as directed by the Board, and these options will be topics of discussion at the public work sessions and hearings.
- Self-supporting budgets will float at the 2017 funding levels.
- A review of all discretionary programs will be done by the Department Head or Elected Official and the Board.
- All vacant positions in 2018 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 2018 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 2018, while accomplishing a balanced budget. The 2018 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.
- GIS, e-government, web based applications and other 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
- Weld County must continue the initiatives required to foster area economic development and to improve the quality of life.
- The completion of the WCR 47/49 Corridor from WCR 60.5 (SH263) to SH 392 will be funded in 2018 at the level of \$25 million.

2018 BUDGET CALENDAR

April 10	Board reviews the 2018 budget plan.
May 15 - May 19	Director of Finance discusses target budgets and 2018 budget plan with department heads and elected officials.
June 16	Elected officials and department heads submit applications for the innovation investment program projects to Finance.
June 16	Elected officials and department heads submit requests for Buildings and Grounds special projects to Finance.
June 16	Elected officials and department heads submit phone service requests to Telecom Services.
June 16	Elected officials and department heads submit new position requests and any reclassification requests to Human Resources.
June 16	Elected officials and department heads submit requests for information technology services requests to Information Technology.
June 16	Elected officials and department heads submit requests for vehicles to the Controller.
July 7	Submit budget request to Director of Finance and Administration
July 7 - September 15	Finance office review.
September 19	Early warning budget work session and community agency requests.
September 19	Budget Message to Board and transmit Proposed Budget to Commissioners.
October 17 and 19	Budget work session hearings with Commissioners and elected officials and department heads.
November 3	Publish notice of final budget hearing.
October 19 - December 12	Prepare final budget.
December 13	Public Hearing to adopt mill levy.
December 13	Public Hearing on Final Budget, 9:00 a.m.

EXPLANATION OF OVERVIEW OF BUDGET AND MANAGEMENT SYSTEM

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

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

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

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

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

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

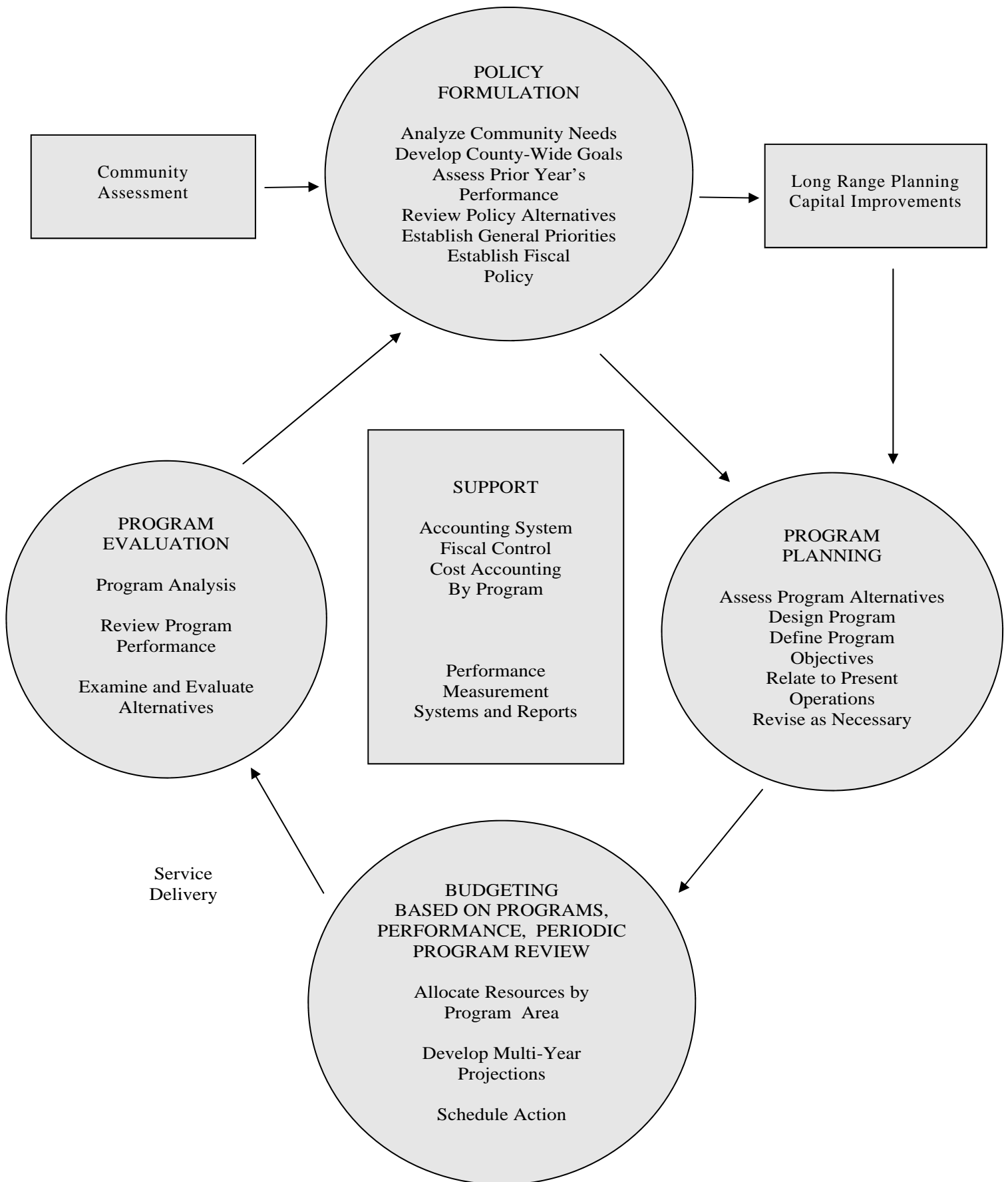
Program planning at the department level follows policy formulation. All departments assess their programs, explore alternatives, design and define existing and new programs, develop program objectives, and relate present operations to the programs planned. The budget is then based upon the program,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

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

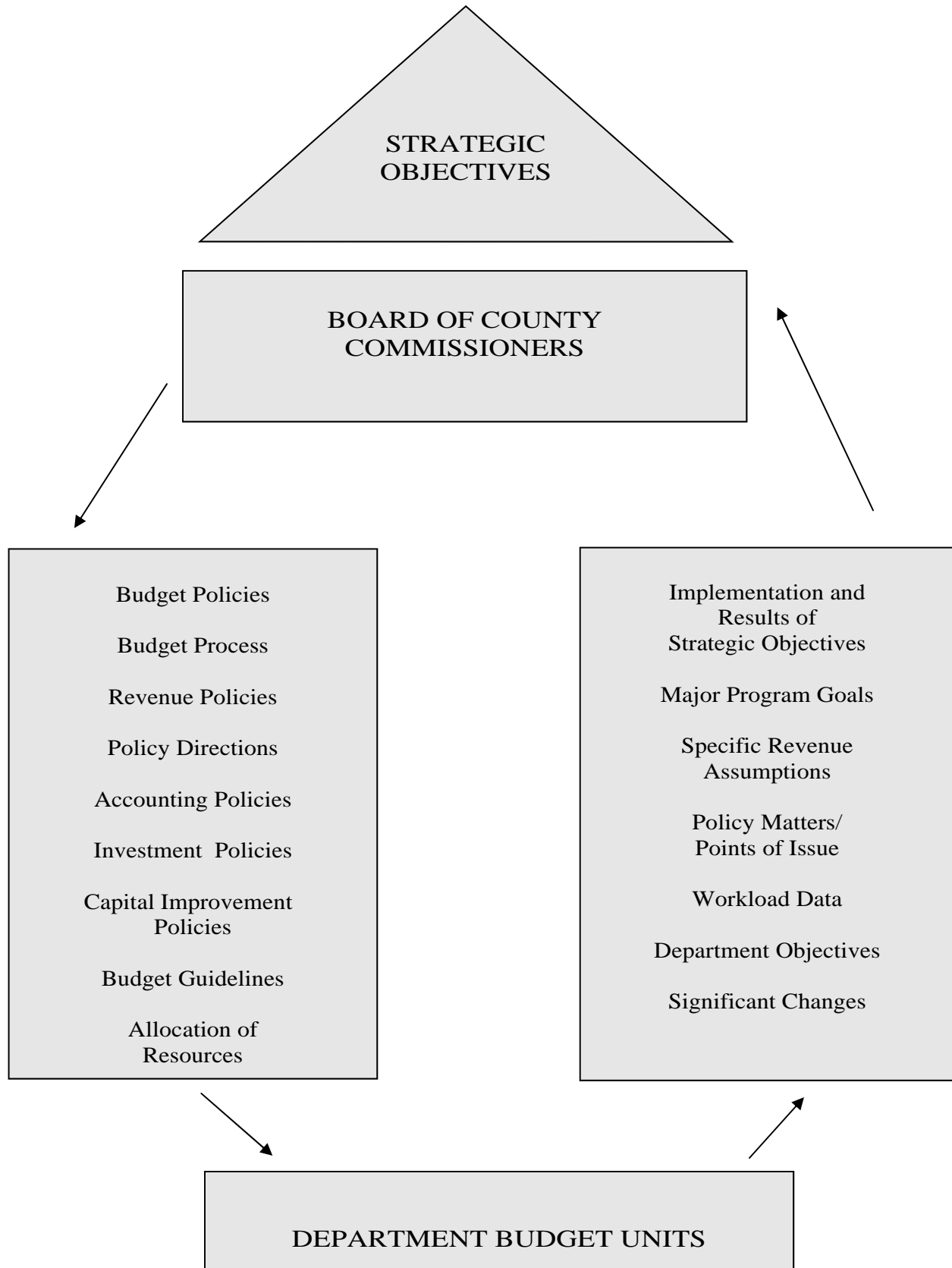
In summary, Weld County's budget process is virtually a year-around process, combining months of planning, analysis, program and policy review, and constant monitoring. The adopted budget asserts Weld County's commitment to meet or exceed the community's highest priority expectations at the lowest possible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

The following two pages show the process graphically.

OVERVIEW OF BUDGET AND MANAGEMENT SYSTEM



HIERARCHY OF BUDGET INFORMATION



BUDGET PROCESS

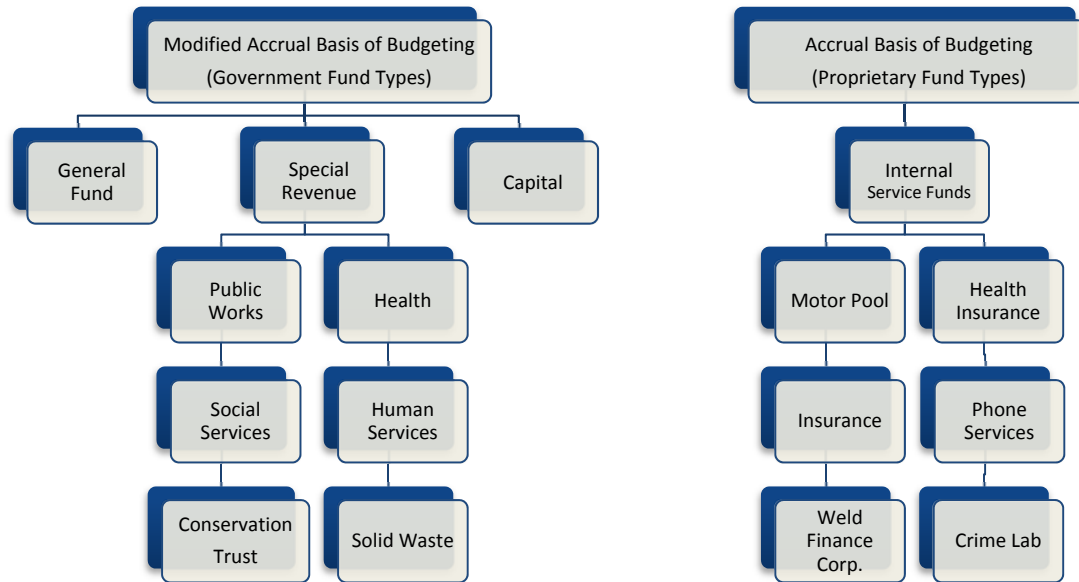
OBJECTIVES:

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

SIGNIFICANT BUDGET AND ACCOUNTING POLICIES

WELD COUNTY FUND STRUCTURE

By Budgetary Basis



BUDGETARY ACCOUNTING BASIS:

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

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

Revenue susceptible to accrual, that is, measurable and available to finance the County's operations, or of a material amount and not received at the normal time of receipt, primarily consists of 1) state highway users tax; 2) property taxes, assessed in 2017, payable in 2018, and 3) various routinely provided services (health department). Unbilled charges for services are recorded in the appropriate funds at year end.

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

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

BUDGET ADOPTION:

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

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

AMENDMENT TO BUDGET PROCESS:

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

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

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

PROPERTY TAXES:

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

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

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

EXPLANATION OF INDIVIDUAL FUNDS

GOVERNMENTAL FUND TYPES:

Funds generally used to account for tax-supported activities.

General Fund

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

Special Revenue Funds

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

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

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

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

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

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

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

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

Capital Project Funds

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

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

PROPRIETARY FUND TYPES:

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

Enterprise Funds:

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

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

Internal Service Funds:

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

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

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

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

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

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

BUDGET POLICIES

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

- Budget Process
- Program Policy Changes/Impacts
- County Strategic Objectives
- Revenue Policies and Assumptions
- Policy Directions
- Significant Budget and Accounting Policies
- 2018 Budget Guidelines

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

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

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

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

SIGNIFICANT CHANGES IN POLICY FROM PRIOR YEARS

- Complete the five-lane concrete road for the CR 47 extension from CR 60.5 to SH 392.
- Complete bridge mitigation projects resulting from the 2013 flooding.
- Provide for the long-term financial sustainability of the Bright Future program.
- Fund the oil and gas revenue fluctuation reserve in the Contingency Fund at \$36.0 million.
- Fund a Hazardous Material Planning grant and FEMA training exercise in 2018.
- Increase the WCRCC staff by 7 FTE to cope with the E911 call volume.
- Fund FRCC DSR switch and four radio upgrades for redundancy and system upgrades.
- Reallocate four Sheriff Contract Service deputies to Patrol to increase law enforcement services in the field.
- Add 32 FTE in the North Jail due to inmate population growth.
- Begin the design phase of the \$44.5 million jail expansion.
- Create a Criminal Justice Coordinator position.
- Implement the new pay grade and flexible staffing for sworn officers in the Sheriff's Office.
- Continue to implement SB 15-242 which expands the Child Welfare staffing by two in reaction to the 2014 Colorado Child Welfare Workload Study.
- Participate for the fifth year in the Title IV-E (Foster Care and Adoption Assistance Entitlement Grant) waiver project.
- Add a Family and Consumer Sciences agent in the Extension Service.
- Increase the District Attorney staff by 4 FTE due to 40% increase in caseload since 2011.
- Continue efforts to control health care costs for county employees and their dependents.
- Begin the Lean process to both identify and then implement the most efficient, value added way to provide government services.
- Celebrate the 100th Anniversary of the Weld County Fair.
- Provide fleet service with county staff versus an outside contractor.

LONG TERM FINANCIAL PLANNING POLICIES

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

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

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

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

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

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

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

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

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

Debt Capacity, Issuance, and Management: To the extent possible, Weld County will pay cash for major projects rather than borrowing. Any existing debt will be retired at the earliest possible time during the life of the debt unless circumstances change significantly. Weld County's debt level per Weld County's Home Rule Charter and state law cannot exceed three percent of the current assessed value of the county. The current debt capacity is over \$270 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 anticipated oil and gas boom in Weld County from development of the Niobrara formation Weld County property tax revenue has increased. As a result in February, 2012, staff developed and the Board of Weld County Commissioners approved the *Strategic Investment Plan for the Future of Weld County*. A long-term strategy of investment in the county's infrastructure, technology and innovation, staff and workforce development, and economic development for diversification of the local economy can all have a demonstrable long-term payoff. A good county transportation system facilitates the movement of goods and services. Investment in innovation and technology will lay the foundation for new and more efficient governmental services being provided by Weld County government. Staff development ensures that the county's employees have the skills required to provide the very best service possible to the citizens of Weld County. Investment in economic development for the diversity of the local economy will lay a solid foundation for long-term economic growth in the county and allow Weld County to be competitive in retaining and attracting quality companies and a labor force to support those companies. Weld County has to focus on investing rather than spending in order to ensure long-term economic prosperity not only while the energy boom is happening, but also when it eventually ends.

CAPITAL IMPROVEMENT POLICY

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

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

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

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

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

INVESTMENT POLICY

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

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

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

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

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

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

Deposits:

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

Investments:

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

Interest revenue is projected on the basis of an average interest rate of 1.50 percent in 2018.

FUND BALANCE AND RESERVE POLICY

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

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

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

POLICY DIRECTIONS

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

- Examine all user and service fees and make recommendations for increases or other adjustments to match the cost of providing such services.
- Clearly identify all newly mandated program costs for the Board.
- Continue the County's share of partnership programs, unless a change is legally mandated, and decrease the share wherever possible.
- Maximize manpower avoidance or substitution methods for all departments through automation, productivity improvements, or cost cutting strategies.
- Recommend capital outlay expenses for equipment only when the need has been fully justified, the useful life of equipment cannot be extended, and it has been determined that salvage equipment is unavailable for use. Vehicle replacement must be recommended by the Director of Fleet Services for consideration in the budget process.
- Continue to examine priorities, which services to provide, best way to deliver services, and most cost effective way to provide services within the constraints of TABOR.
- Minimize levels of management for departments within the County by flattening the organization and empowering employees to the maximum extent possible.

2018 GUIDELINES

- There will be no recommended increases in personnel in the recommended budget to the Board. Increased workload should be absorbed by existing personnel wherever possible through increased productivity.
- Resources for new activities should come from increased productivity and termination of existing activities wherever possible. No new non-mandated programs should be proposed without proportionate cutbacks in other programs. Any new programs or expansion of existing programs will be highlighted as a policy issue for the Board.
- All newly mandated program costs should be clearly identified for the Board.
- Unless a change is legally mandated, the county's share of partnership programs should not be increased, the share should be decreased wherever possible.
- Methods to maximize manpower avoidance or substitution should be encouraged by all departments through automation, productivity improvements, or cost cutting strategies.
- Capital outlay expenses for equipment should only be recommended when the need has been fully justified, the useful life of equipment cannot be extended, and it has been determined that salvage equipment is unavailable for use. Vehicle replacement must be recommended by the Director of Fleet Services for consideration in the budget process.
- Budgets are to be prepared on a program basis with submission in a program format, as well as in the normal line item format like 2017's budget presentation.
- Salaries should be budgeted at the 2017 level. Any salary increase for a class unique to a department must be absorbed in target amounts.
- All user and service fees should be examined and recommendations made for increases or other adjustments to match the cost of providing such services.
- Those areas where increased personnel productivity has shown gains in services and/or reductions in cost should be identified.
- Target budget amounts will be provided to each department and office. Any amount exceeding the target base will be competing for a small amount of unallocated funds during the budget hearing process in November. Therefore, all offices and departments should make concerted efforts to put together realistic programs and efforts within the target budget base amount, since the ability of the Board to fund beyond that level will be substantially restricted. Ranking forms will begin at 90% of target, and must be completed by each department.

- In reviewing the 2018 budget request, The Director of Finance and Administration will develop preliminary recommendations to the Board of County Commissioners. The Director of Finance and Administration will ask the same basic questions that, hopefully, each of the departments asked regarding the evaluation of their program activities. These questions concern need and purpose, objectives, departmental priorities and rank, achievements and benefits expected, means, if any for measuring results, consequences of not implementing the request, impact on other agencies or departments, alternative approaches or service level, resources required, means of financing, and whether or not all cost cutting and revenue generating strategies have been applied.
- Unless a significant organizational change has occurred, upgrades of specific positions that were requested but denied in the last two years will not be reconsidered in the 2018 budget process.
- **Use the following budget population data for performance measures:**

<u>YEAR</u>	<u>POPULATION</u>
2016 (Actual)	294,500
2017 (Estimated)	304,600
2018 (Projected)	315,300

- 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.

2018 SPECIAL BUDGET INSTRUCTIONS

The following are special budget instructions to be used for submission of your 2018 budget.

1. All budgets (including Enterprise and IGS) must be submitted by July 7, 2017.
2. All departments are requested to submit, on or before June 16, 2017, the following items that will be part of your 2018 budget:
 - A. Special Project Request for Building and Grounds projects estimated to be over \$5,000.
 - B. Any additional position requests or reclassifications, as outlined in the Budget Manual, to allow Human Resources to assess the need.
 - C. Telecom Service Requests for phone changes in 2018. Unplanned moves will only be done if absorbed in the 2018 budget.
 - D. Information Technology requests for computer hardware, software, system upgrades or system study. (See March 24, 2017 memo regarding 2018 IT Project Request process)
 - E. New or replacement vehicle requests to the Director of Fleet Services for inclusion in the Fleet Services budget.
 - F. Applications for the technology and innovation investment program projects to Finance.
3. Salary and fringe benefits will be budgeted at the 2017 level. Any anticipated increase over 2017 level must be absorbed in target amount.
4. For budgetary purposes, please use the 51.5¢ per mile reimbursement rate in developing your 2018 budget.
5. Any requests for equipment should be submitted as part of your departmental budget request. Once a determination has been made as to whether or not the Board of County Commissioners will approve your request for equipment purposes, the total amount will be moved to a Capital Outlay budget unit as has been the practice in past years.
6. Fleet Services IGA rates should be ascertained from the Director of Fleet Services for budget purposes. This is necessary because of the varying rates for unique kinds of vehicles, such as patrol cars, etc. Fuel costs should be budgeted as follows: unleaded \$2.00/gallon, diesel \$2.25/gallon, and E85 \$2.00/gallon.
7. Any new or replacement vehicles should be discussed with the Director of Fleet Services and a Vehicle Request Form completed. Vehicles being replaced must be identified on the Vehicle Request Form and will be turned in when the replacement arrives in 2018.
8. Postage costs are anticipated to be 49¢ in 2018.

9. The target budget amount provided to your budget unit(s) can only be adjusted after discussing it with the Director of Finance and Administration in order to coordinate the overall target amounts.
10. **Any amount in excess of the 90% target amount must have an Appropriation Request Exceeding Target Budget Level form and be ranked on the Budget Unit Ranking Form for the regular budget.**
11. Any budget unit with project account codes should prepare a worksheet summarizing each account with total comparison to 2018. See Director of Finance and Administration for exact format.
12. Any 2018 position classification upgrades will be treated the same as a new position request in the budget process, with the department funding any requests within the target amount. Unless there has been a significant organizational change, reclassification requests made in the last two years and denied by the Board will NOT be reconsidered in the 2018 budget process.
13. Early Warning Budget Hearings will be held in September.
14. As revenues are budgeted, each department should examine whether credit cards should be implemented at the point of sale for the specific service being offered. If credit card services for payment are an option, discuss with the Director of Finance and Administration, the manner in which the credit card service fee can be recovered or absorbed in the fee structure in compliance with all legal and credit card service provider requirements.
15. A worksheet showing each line item with five years' history is being provided to show historical expenditure patterns.
16. **INTERNS:** Any department planning on using interns in the next fiscal year must include any costs associated with the interns in the budget request. Costs should include any salaries, equipment (vehicle), service and supplies (e.g., mileage). No mid-year intern position requests will be approved that have a cost that is not already budgeted in the final budget.
17. The training budget for your department should be delineated in the format per the attached instructions in conjunction with the Human Capital Management Strategy.

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

2018 PROGRAM ISSUES

- Complete the five-lane concrete road for the CR 47 extension from CR 60.5 to SH 392.
- Complete bridge mitigation projects resulting from the 2013 flooding.
- Provide for the long-term financial sustainability of the Bright Future program.
- Fund the oil and gas revenue fluctuation reserve in the Contingency Fund at \$37.5 million.
- Increase the WCRCC staff by 7 FTE to cope with the E911 call volume.
- Fund Front Range Communications Consortium DSR switch and four radio upgrades for redundancy and system upgrades.
- Increase the District Attorney staff by 4 FTE due to 40% increase in caseload since 2011.
- Begin the Lean process to both identify and then implement the most efficient, value added way to provide government services.
- Reallocate four Sheriff Contract Service deputies to Patrol to increase law enforcement services in the field.
- Add 32 FTE in the North Jail due to inmate population growth.
- Begin the design phase of the \$44.5 million jail expansion.
- Create a Criminal Justice Coordinator position.
- Implement the new pay grade and flexible staffing for sworn officers in the Sheriff's Office.
- Continue to implement SB 15-242 which expands the Child Welfare staffing by two in reaction to the 2014 Colorado Child Welfare Workload Study.
- Add a Family and Consumer Sciences agent in the Extension Service.
- Provide fleet service with county staff versus an outside contractor.

REVENUE POLICIES AND ASSUMPTIONS

The following revenue policies and assumptions have been used in the preparation of the 2018 budget.

1. Wherever possible, those receiving the benefits of a government service should pay for what they receive in full through current fees, charges, and other assumptions.
2. Continual search for new sources of revenue shall be made to diversify the County's financing plan.
3. The County shall seek the establishment of a diversified and stable revenue system to shelter the County from short run fluctuations in any one revenue source.
4. Estimated revenues are conservatively projected.
5. Proposed rate increases are based upon:
 - A. Fee policies applicable to each activity.
 - B. Related cost of the service provided.
 - C. The impact of inflation in the provision of services.
 - D. Equitability of comparable fees.
6. Programs funded by state and federal revenue sources shall be reduced or eliminated accordingly if state or federal revenues are reduced or eliminated. Local funding will be substituted only after a full study by the Board and if the program has a high priority to satisfy a local need.
7. Revenue targeting for a specific program shall only be utilized whenever legally required and when a revenue source has been established for the sole purpose of providing a specific program.
8. Revenue from intergovernmental sources with a specific ending date shall not be projected beyond the date.
9. Assume a local economy similar to 2017, except the reduction in oil prices could impact employment and spending in the county. Assume interest rates averaging 1.50 percent throughout 2018.
10. Property taxes are based upon the maximum allowable under Amendment One (TABOR) and the Weld County Home Rule Charter limitation.
11. Assume that unless there is proven evidence to the contrary, federal and state categorical and entitlement grants will continue at the current level of funding.

SPECIFIC REVENUE ASSUMPTIONS OF SIGNIFICANT REVENUE

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

Property Tax: Levy with maximum allowable, per Weld County Home Rule Charter and Amendment One (TABOR) limitation. The volatility of the oil and gas assessed values continues to be a major impact to the County's budget planning, as it has been for the last six years. For the 2018 budget, the reduction in the county's assessed value from oil and gas values was 7.02%. The 2018 property tax level is slightly above the 2017 level due to 2017 being a reappraisal year for all properties. Because of the volatility of production levels and price fluctuations of the oil and gas values, the County must continue to prudently manage the increased property tax base created by the energy development. The county was prepared for the significant drop in the assessed valuation for the 2017 and 2018 budgets. In anticipation of the drop in the county's assessed valuation in the 2016 budget of \$178 million in property tax revenue there was \$62 million in one-time budget items, and for 2017 there was nearly \$30 million in one-time costs. This was achieved by keeping the county's net operational spending requirement around \$120-130 million in property tax revenue to maintain the current spending levels in 2017 and 2018.

Specific Ownership Tax: Personal property tax on vehicles (SOT) is anticipated to be up in 2018 due to increasing vehicle sales and the new vehicles figure into the five-year sliding fee schedule.

Building Inspection and Planning Permits: Continued recovery of construction is being seen. There is more activity in residential building in the unincorporated part of the County with some factors pointing towards an uptick in activity as rental vacancy rates are low and housing listing inventories are low. Although the investment in the oil and gas infrastructure is anticipated to continue for the next few years even with lower oil prices there has been a slowdown in drilling activity, which lowers building permit revenue. A fee change in 2017 regarding oil and gas well permit fees has lowered building inspection revenue more than anticipated. The combination of all these factors point to lower inspection and permit fee revenues in 2018. Hopefully as the price of oil improves there will be more activity in 2018 and beyond.

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

Police Service Contract: Based on signed contractual agreements.

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

Earning on Investments: Interest revenue is calculated on the average earnings rate of 1.50 percent, times the estimated average daily cash balances. Based upon Federal Reserve projections interest rates will go up some in 2018.

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

Rental: All rental income is based upon signed leases.

Overhead/Cost Plan: Revenues are based upon the 2016 Indirect Cost Plan approved by the Department of Health and Human Services that results in federal revenue allowable from grants. Social Services has been charged the full indirect cost allocation amount since July 1, 2012, which results in approximately an additional \$5.9 million in revenues in this area.

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

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

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

Motor Vehicle Registration Fees: Like Specific Ownership Tax this revenue is anticipated to be up in 2018 due to increasing vehicle sales and population growth.

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

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

Health Grants: Based upon contracts signed July 1, 2017.

Health Fees: Based upon historical patient/client caseload with 2018 rates applied. With more and more uninsured patients, utilization continues to increase in county clinic due to affordability.

Human Services Grants: Based upon contract funding level as of October 1, 2017,

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

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

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

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

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

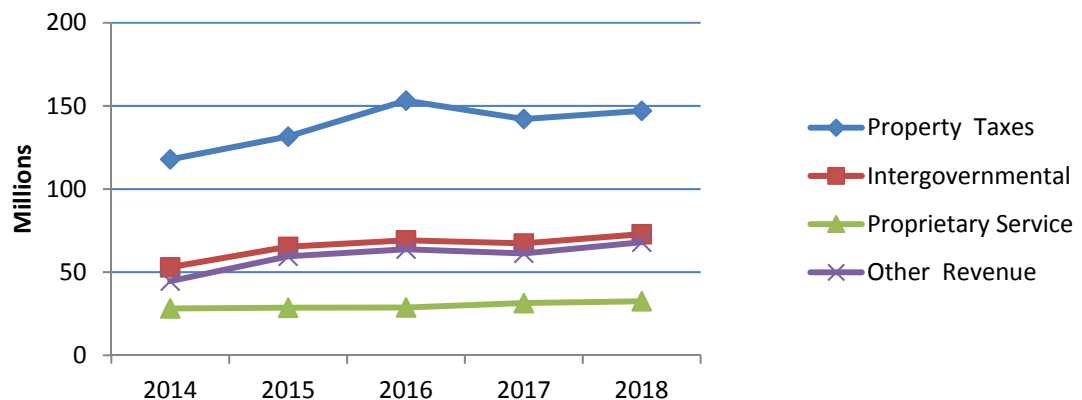
MAJOR REVENUE HISTORICAL TRENDS AND ANALYSIS

<i>DESCRIPTION</i>	<i>2014</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>
Property Taxes	\$ 117,873,505	\$ 141,724,346	\$ 153,213,068	\$ 141,946,827	\$ 145,754,379
Other Taxes	9,450,000	11,600,000	11,710,000	11,830,000	13,630,000
Fees	9,975,250	10,353,400	10,376,690	11,148,250	13,059,800
Intergovernmental	52,977,866	65,272,311	69,192,838	67,305,192	73,012,071
Licenses/Permits	3,450,225	4,721,600	6,061,000	5,437,350	4,473,750
Charges for Services	8,242,560	9,103,378	8,910,798	8,898,159	9,558,280
Proprietary Services	28,166,292	28,596,336	28,764,247	31,383,694	32,503,524
Miscellaneous	13,450,439	13,581,877	26,746,798	23,989,103	27,302,514
TOTAL REVENUES	\$ 243,586,137	\$ 284,953,248	\$ 314,975,439	\$ 301,938,575	\$ 319,294,318

TREND ANALYSIS

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

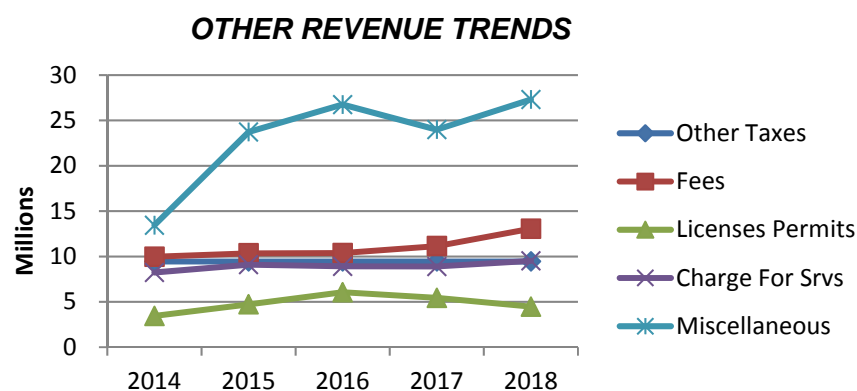
MAJOR REVENUE TRENDS



Property Tax: Increases will track with the Home Rule Charter and TABOR tax limitations, which are growth in actual property value, plus cost-of-living. As has been the case for the last five to six years' growth and development activity directly, or indirectly, related to oil and gas exploration seems to be the main influence on the growth of the property tax base in the county. The volatility of the oil and gas assessed values continues to be a major impact to the County's budget planning the last six years. For the 2018 budget, the reduction in the county's assessed value from oil and gas values was 7.02%. Oil and gas assessed valuation are close to one-half of the county's total assessed valuation. Since November, 2014, due to the oversupply of oil worldwide the price of oil has dropped from over \$100 a barrel to the price range of \$40-50 per barrel. With the volatility of production levels and price fluctuations of the oil and gas values, the county must continue to prudently manage the property tax base created by the energy development. The 2018 property tax level is slightly above 2017 level due to 2017 being a reappraisal year for all properties.

Intergovernmental: State and federal revenues increased in 2014 due the increased Child Welfare allocation and the return of State of Colorado Energy Impact Assistance grants. The significant jump of over 20% in 2015 was attributed primarily to the increased state and federal funding for Public Works projects, many associated with the recovery efforts from the September, 2013 epic flooding. The higher funding level continued into 2016 with Public Works projects including \$4.5 million for WCR 49 and four major bridge replacement projects. Many of these grants were one-time and dropped after 2016. We can anticipate moderation in non-defense discretionary spending and some spending cuts in entitlements. Spending and revenue imbalances at the state and federal levels will most likely result in lower or at best slower growth in intergovernmental revenues for the county in the future.

Proprietary Services: Predictable revenue based on stable usage. Health insurance costs in the self-insured program are slowing, so the increases in this area over the next five years should be more moderate. For example, there has been only a 3.2% increase in health insurance rates in the last four years, but participation in the insurance plan is up some.



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

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

Licenses/Permits: As cited in the *Revenue Assumption* section earlier, there is stronger recovery of construction in the county. Despite the low activity in residential building in the unincorporated part of the County some factors pointing towards an uptick in activity as rental vacancy rates are low and housing listing inventories are low. The investment in the oil and gas infrastructure is anticipated to continue for the next few years even with lower oil prices. A fee change in 2017 regarding oil and gas well permit fees has lowered building inspection revenue more than anticipated. The combination of all these factors point to lower inspection and permit fee revenues in 2018. Hopefully as the price of oil improves there will be more activity in 2018 and beyond.

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

Miscellaneous: Revenue predictable, even though some variation in specific years. Interest revenue is found in this category, and is up nearly \$1 million in 2018. Public Works contracts are up due to reimbursable road projects in 2017-2018. Fines from traffic violations are projected to be up slightly in 2018. Oil and gas royalty payments were up substantially the last three years, but should moderate in the coming five years as bonus amounts drop and oil price stabilize. The policy decision to charge Social Services the full amount of indirect costs raised this category to \$5.9 million in 2018.

FIVE YEAR PROJECTED REVENUE AND EXPENDITURE TRENDS

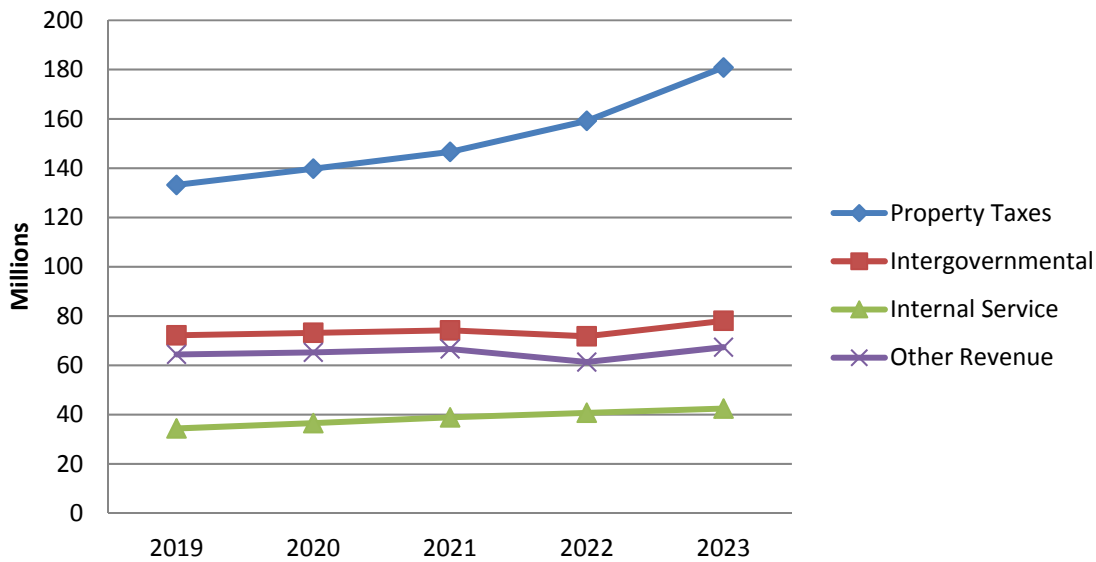
2019-2023 REVENUE PROJECTIONS

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

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

DESCRIPTION	2019	2020	2021	2022	2023
Property Taxes	\$152,590,987	\$159,608,038	\$164,975,939	\$172,712,238	\$180,835,347
Other Taxes	13,872,000	14,624,260	15,056,088	15,500,870	15,958,997
Fees	13,444,844	13,841,439	14,249,932	14,670,680	15,104,051
Intergovernmental	73,732,525	74,784,364	75,857,939	76,953,722	78,072,199
Licenses/Permits	4,092,753	4,215,325	4,341,575	4,471,612	4,605,550
Charges for Services	9,366,037	9,393,389	9,877,925	9,919,853	10,119,387
Proprietary Services	34,267,739	36,140,118	38,127,773	40,238,299	42,479,809
Miscellaneous	21,043,152	21,123,498	21,209,217	21,400,472	21,597,429
TOTAL REVENUES	\$322,410,037	\$ 333,730,431	\$ 343,696,388	\$ 355,867,746	\$ 368,772,769

Major Revenue Projections



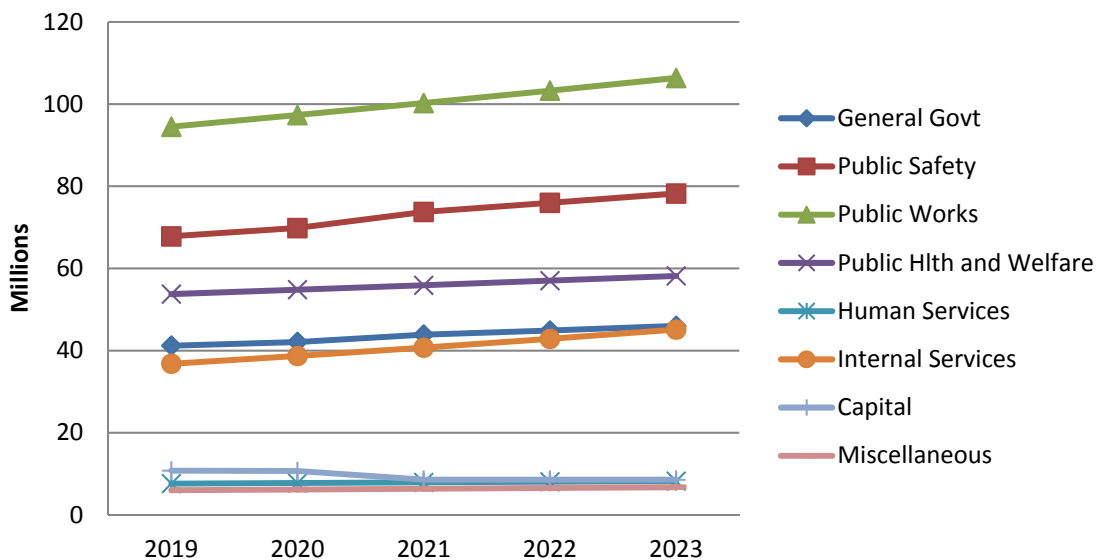
2019-2023 EXPENDITURE PROJECTIONS

DESCRIPTION	2019	2020	2021	2022	2023
General Government	\$41,192,912	\$42,102,120	\$43,889,949	\$44,882,805	\$46,606,886
Public Safety	67,819,104	69,853,677	73,759,288	75,972,066	78,251,228
Public Works	94,502,607	97,337,685	100,257,815	103,265,550	106,363,516
Public Health and Welfare	53,751,283	54,822,244	55,914,624	57,028,852	58,165,365
Human Services	7,623,766	7,771,082	7,921,344	8,074,612	8,230,945
Culture and Recreation	947,364	959,914	972,842	986,157	999,872
Proprietary Services	36,794,694	38,694,837	40,711,088	42,851,069	45,122,917
Capital	10,775,000	10,675,000	8,575,000	8,575,000	8,575,000
Miscellaneous	6,013,295	6,187,356	6,366,568	6,551,084	6,741,064
TOTAL EXPENSES	<u>\$319,420,025</u>	<u>\$ 328,403,915</u>	<u>\$ 338,368,518</u>	<u>\$ 348,187,195</u>	<u>\$ 359,056,793</u>

Assumptions used for the expenditure projections are as follows:

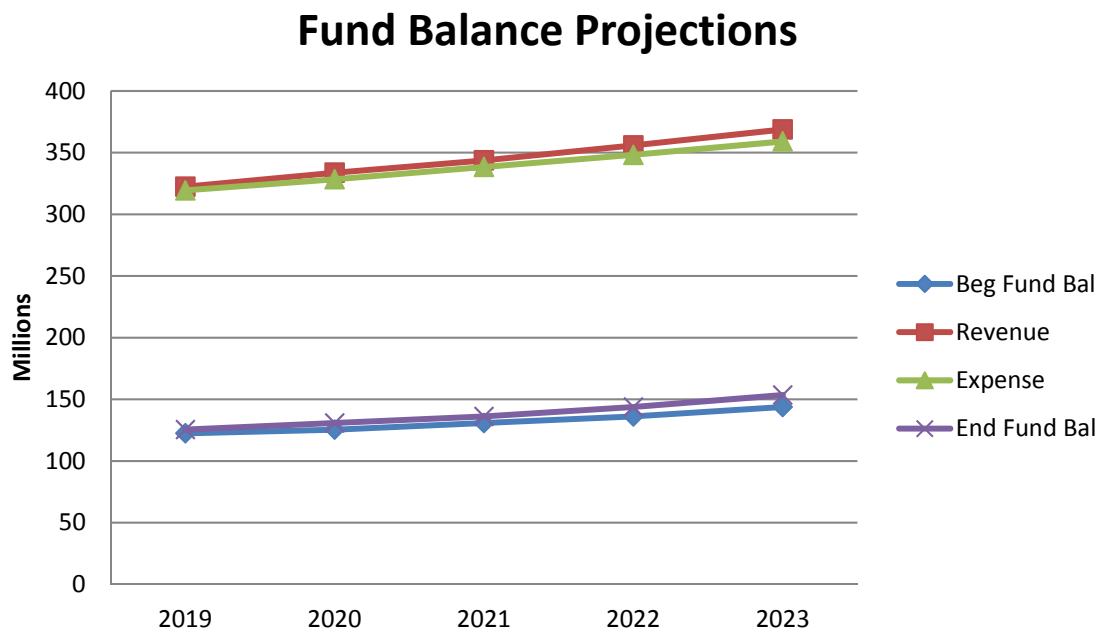
- Inflation is projected at an average 3 percent over the five-year period for all categories, except federal and state funded programs.
- Population growth follows the State Demographer's estimate of an average 2 percent growth for Weld County
- Public Health and Welfare, and Human Services program costs will follow the trend of the state and federal revenues supporting them. Therefore, the program expenditures will grow only moderately at 2% annually as non-defense discretionary spending slows and some cuts in entitlements occur due to planned federal deficit reductions.
- In election years, General Government will increase by approximately \$350,000-\$500,000, and drop by the corresponding amount in off-election years.
- Public safety will experience infusion of funds beyond inflation to fund the additional costs of opening additional jail beds as the inmate population grows.
- Proprietary Services will be driven primarily by inflation, especially the inflation of health insurance costs.
- 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.
- With the completion of WCR 49/47 Corridor in 2018, Public Works costs will level off again to normal expenditure patterns.

Major Expenditure Projections



2019-2023 FUND BALANCE PROJECTIONS

	2019	2020	2021	2022	2023
Begin Fund Balance	\$123,713,098	\$126,703,110	\$132,029,626	\$137,357,496	\$145,038,047
Total Revenues	322,410,037	333,730,431	343,696,388	355,867,746	368,772,769
Total Expenses	319,420,025	328,403,915	338,368,518	348,187,195	359,056,793
Ending Fund Balance	\$126,703,110	\$132,029,626	\$137,357,496	\$145,038,047	\$154,754,023



DEPARTMENT/FUND MATRIX AND ORGANIZATIONAL RESPONSIBILITY FOR BUDGET UNITS

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

<i>BUDGET UNIT</i>	<i>RESPONSIBLE OFFICIAL</i>
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 Information System	Chief Information Officer
Communications System Development	Director, Public Safety Communications
Coroner	Coroner
Court & Transportations and Work Release Units	Sheriff
Inmate Services and Security Units	Sheriff
Justice Services	Director, Justice Services
Community Corrections	Director, Justice Services
Work Release	Director, Justice Services
Building Inspection	Director, Planning Services
Office of Emergency Management	Director, Office of Emergency Management
Pest and Weed Control	Director, Public Works
Economic Development	Director, Finance and Administration
Waste Water Management	Director, Finance and Administration
Engineering	Director, Public Works
Extension Service	Extension Agent
Veteran's Office	Director, Buildings and Grounds
Airport	Director, Finance and Administration
Mental Health	Director, Finance and Administration
Developmentally Disabled	Director, Finance and Administration
Seniors Program	Director, Finance and Administration
Missile Site	Director, Buildings and Grounds

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

POLICY MATTERS/POINTS OF ISSUE WITH FISCAL IMPACT

FUNDING	INCLUDED	EXCLUDED
Public Information:		
Communications Specialist	\$ 55,760	
Assessor:		
Position Reclassifications	27,190	
County Council:		
Legal Services	5,000	
Information Technology:		
Business Process Analysts (2) – Lean Process	245,924	
Business Intelligence Analyst	96,945	
Justice Services:		
Criminal Justice Coordinator	89,082	
Building and Grounds:		
Building Automation Supervisor	109,345	
Grounds Tech	59,540	
Upgrade Skilled Trades Supervisor	11,542	
Technology Projects:		
Projects	500,000	
District Attorney:		
Deputy District Attorney III (3)	344,751	
Investigator II	93,459	
Office Tech III to IV	7,889	
Sheriff:		
Four Patrol Deputy II from Contract Services	373,150	
North Jail Staff (30)	2,373,204	
Inmate Services Staff (2)	166,361	
Pay Grade and Flexible Staff Change	1,225,963	
Communications:		
Dispatchers for Greeley Police (2)	178,470	
Revenue from Greeley Police	-178,470	
Supervisors (2)	188,970	
Call Takers (3)	187,641	
FRCC DSR Switch/Four Radio Upgrades	1,804,514	
Coroner:		
Medicolegal Investigator (2) -Midyear	171,236	
Bright Futures:		
Long Term Financial Sustainability	0	3,000,000

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

FUNDING	INCLUDED	EXCLUDED
<i>Office of Emergency Management:</i>		
Hazardous Material Planning Grant	\$75,000	
Grant Revenue	-60,000	
FEMA Exercise	20,000	
<i>Engineering:</i>		
Development Review Manager	145,197	
Reclassify Engineering Technician II to III (3)	15,750	
Reclassify Engineer II to III	16,000	
<i>Economic Development:</i>		
Upstate Colorado Succession Planning	0	\$50,000
<i>Mental Health:</i>		
Weld County Prevention Partners		30,000
Qualified Listeners		60,000
<i>Extension/County Fair:</i>		
Family & Consumer Science Agent	35,000	
Livestock Panels	147,850	
Fair Event Support	28,000	
100 th Anniversary	10,000	10,000
<i>Community Agencies:</i>		
Weld's Way Home	5,000	20,000
Our Land To Your Hands		2,500
211	<u>25,000</u>	<u>15,000</u>
TOTAL GENERAL FUND	<u>\$ 8,600,263</u>	<u>\$ 3,187,500</u>
PUBLIC WORKS FUND:		
Office Tech III	<u>\$40,000</u>	<u>\$0</u>
TOTAL PUBLIC WORKS FUND	<u>\$ 40,000</u>	<u>\$ 0</u>
HUMAN SERVICES:		
Child Welfare Positions (2 FTE)	N/A	
County Administration Positions (2 FTE)	N/A	
PUBLIC HEALTH:		
Position Reclassifications (10)	N/A	

NOTE:

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



2018 SALARY AND BENEFIT RECOMMENDATIONS

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

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

Salary Surveys Utilized:

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

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

- For the 2018 budget, a salary increase of 3.0 percent to Weld County employees is included. Employees will get step increases for longevity and performance.
- Health insurance rates will increase 3.2% for the employees and the county for 2018. This is the first health insurance rate increase in four years. Health coverage will be provided by CIGNA on a partially self-insured basis with a Preferred Provider Organization (PPO) option and a High Deductible Health Plan/Health Reimbursement Account (HDHP/HRA) option.
- Retirement costs will remain the same based upon the Board's policy to fully fund the Annual Retirement Contribution (ARC) calculated by the Weld County Retirement Plan's actuary each year.
- All other benefits are recommended to remain the same for 2018.

OTHER BENEFITS

VISION PROGRAM:

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

DENTAL PROGRAM:

The County offers three dental plans:

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

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

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

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

EMPLOYEE ASSISTANCE PROGRAM: Program offered by Cigna.

WELLNESS: Wellness program will be enhanced for all County employees with the addition of a full-time Wellness Coordinator and new wellness resources.

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

MILEAGE: Indexed two cents below IRS mileage allowance rate.

RETIREMENT BENEFIT:

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

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

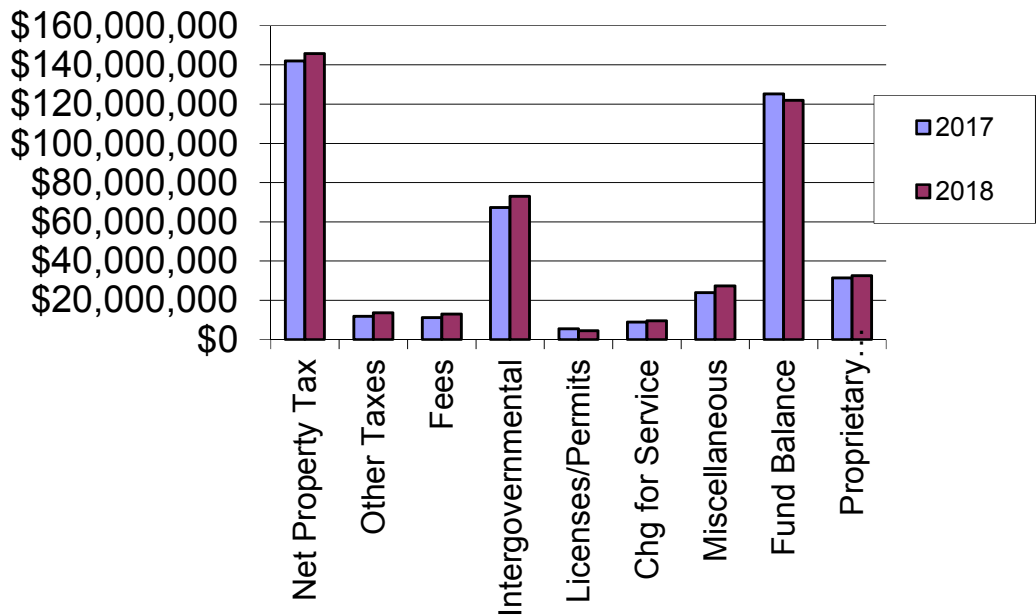
VOLUNTARY COVERAGES: Include supplemental life, accidental death and dismemberment, hospital indemnity, critical illness, and accident insurance. These plans are 100% employee paid.

POSITION AUTHORIZATION CHANGES DUE TO 2018 BUDGET

FUND AND DEPARTMENT	DEPARTMENT NAME	OLD POSITION	NEW POSITION
1000-10150	Public Information	None	Communications Specialist
1000-13100	Assessor	GIS Mapper upgrade (5)	GIS Mapper III upgrade (5)
1000-13100	Assessor	Assessment Coord. (Grade 44)	Assessment Coord. (Grade 46)
1000-13100	Assessor	Senior Analyst. (Grade 44)	Senior Analyst. (Grade 46)
1000-15100	District Attorney	Office Tech III	Office Tech IV
1000-15100	District Attorney	None	Deputy DA III (3)
1000-17200	Building and Grounds	None	Building Automation Supr. (Grade 43)
1000-17200	Building and Grounds	None	Grounds Tech
1000-17200	Building and Grounds	Skill Trades Supr. (Grade 43)	Skill Trades Supr. (Grade 46)
1000-17200	Building and Grounds	None	Project Manager
1000-17300	Information Technology	None	Business Process Analysts (2)
1000-17300	Information Technology	None	Business Intelligence Analyst
1000-21200	SO Patrol	None	4.0 SO Deputy II
1000-21210	Municipal Contract	4.0 SO Deputy II	None
1000-24410	Inmate Services	None	Counselor III
1000-24410	Inmate Services	None	Classification Specialist
1000-24415	Security	None	Correction Officer (28)
1000-24415	Security	None	Sergeant (2)
1000-22100	Communications	None	Dispatchers (2)
1000-22100	Communications	None	Supervisors (2)
1000-22100	Communications	None	Call Takers (3)
1000-23200	Coroner	None	Medicolegal Investigators (2)
1000-24150	Adult Diversion	Adult Div. Officer (Grade 25)	Adult Div. Officer (Grade 26)
1000-31100	Engineering	Engineer Tech II (3)	Engineer Tech III (3)
1000-31100	Engineering	Engineer I	Engineer II
1000-31100	Engineering	None	Development Review Mgr.
1000-31100	Engineering	PW Transportation Manager	PW Deputy Director Engineering
1000-96100	Extension Services	None	Family & Consumer Sci. Agent
1000-96100	Extension Services	4-H Coordinator (0.50 FTE)	4-H Coordinator (0.75 FTE)
2000-30100	Public Works Admin.	None	Office Tech III
2000-30100	Public Works Admin.	PW Operations Manager	PW Deputy Director Operations
2100-42110	SS County Admin.	None	Tech Support Specialist
2100-42110	SS County Admin.	None	Family Resource Division Head
2100-42410	SS Child Welfare	None	Permanency Caseworker
2100-42410	SS Child Welfare	None	Screening/Intake Supervisor
2100-42410	SS Child Welfare/Admin.	Prevention Supervisor	Assist. Fiscal Div. Head (Grade 55)
2500-41100	PH Admin	Admin Coord. (Grade 44)	Admin Coord. (Grade 54)
2500-41100	PH Admin	Office Tech IV (Grade 21)	Accounting Supr. (Grade 36)
2500-41100	PH Admin	Office Manager (Grade 30)	Office Mgr. Coord. (Grade 36)
2520-41210	PH Communications	Dir. Health Comm. (Grade 50)	Dir. Health Comm. (Grade 54)
2520-41210	PH Communications	None	Health Ed Spec. II (Grade 34)
2530-41300	Comm. Health Services	Dir. Health Svc (Grade 50)	Dir. Health Svc.. (Grade 54)
2530-41300	Comm. Health Services	Health Svc. Supr.(Grade 51)	Health Svc. Supr.(Grade 37)
2530-41300	Comm. Health Services	Hlth. Svc. Prog Coord. Grade 37)	Hlth. Svc. Prog Coord. Grade 39)
2560-41100	Environmental Health	Dir. Env. Health (0.5 FTE)	Dir. Env. Health (1.0 FTE)
2560-41100	Environmental Health	Septic Prog. Coord. (Grade 37)	Septic Prog. Coord. (Grade 37)
6000-96300	Motor Pool	None	16 FTE

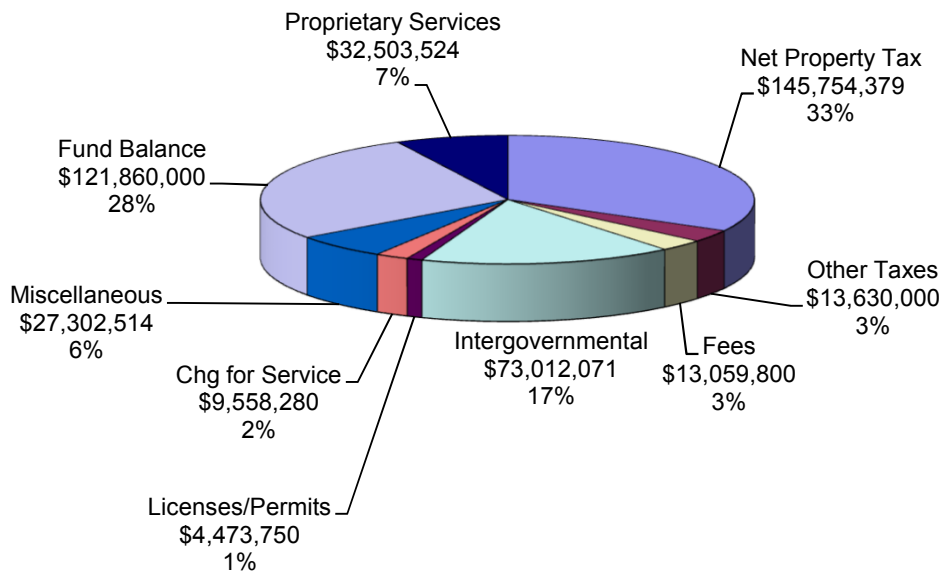


ALL FUNDS REVENUE

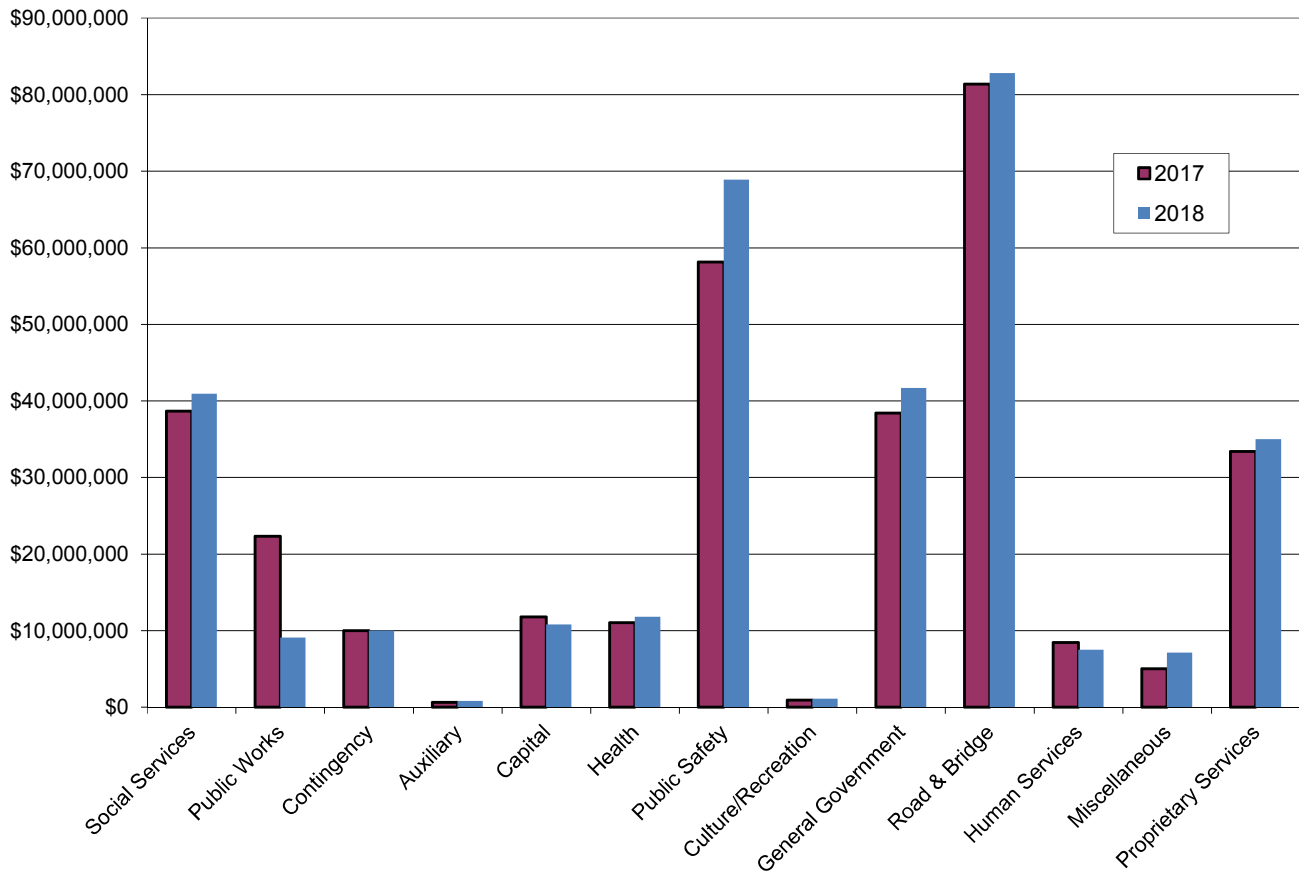


2018 Revenue

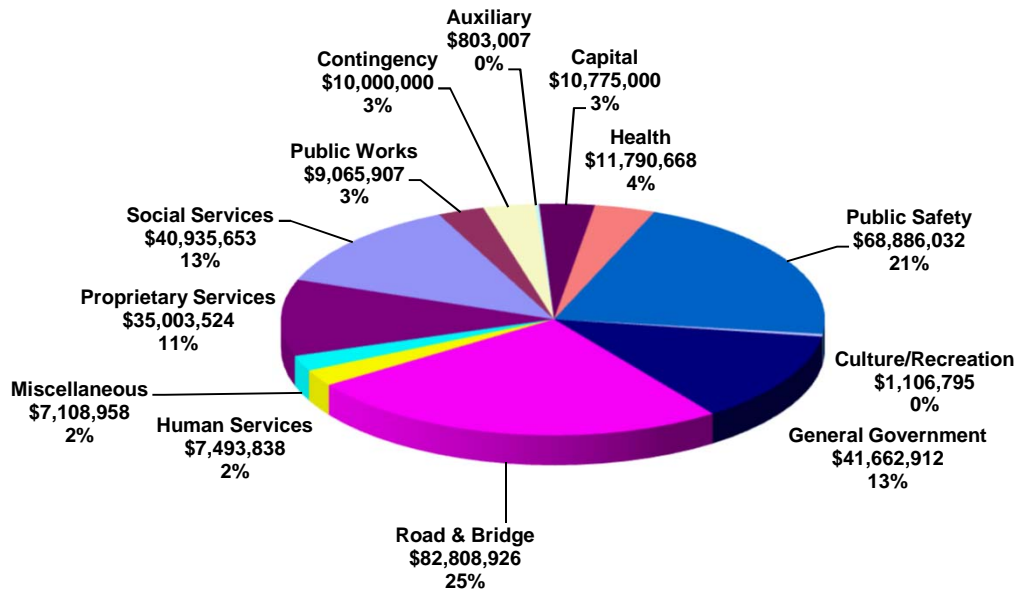
Total \$441,154,318 (2017 \$427,155,575)



ALL FUNDS EXPENDITURES

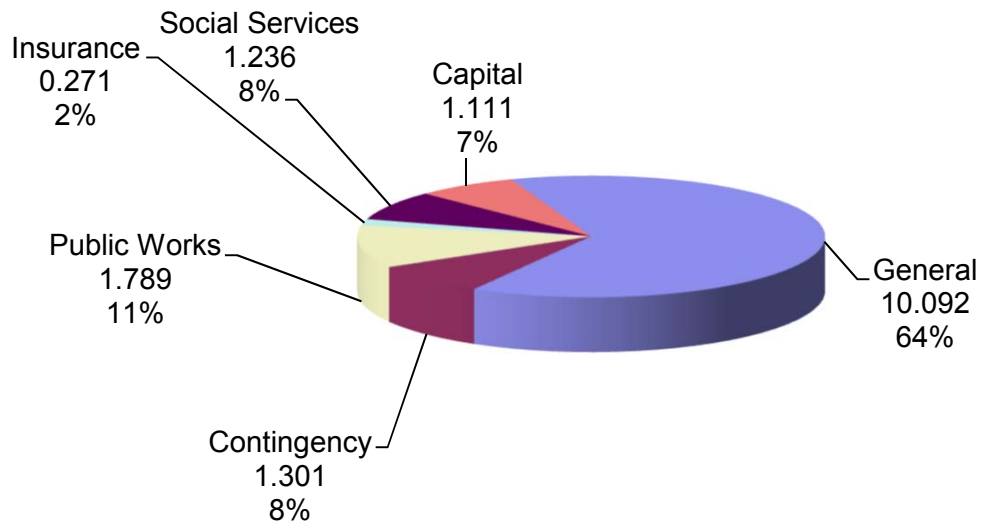


2018 EXPENDITURES Total \$327,441,220 (2017 \$320,175,402)

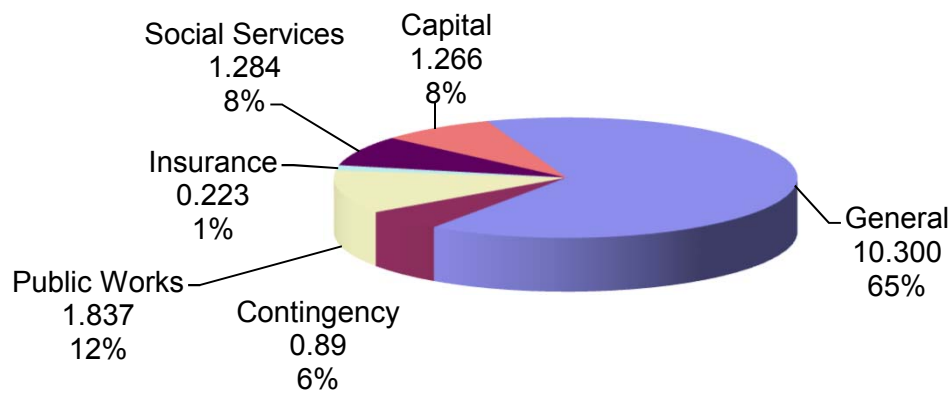


MILL LEVY

2018 TOTAL 15.800



2017 TOTAL 15.800



2018
SUMMARY OF FUND BALANCES

FUND		2017 BEGINNING BALANCE	2017 MILL LEVY		2018 BEGINNING BALANCE	2018 MILL LEVY	2018 PROPERTY TAXES
1000	General Fund	\$ 19,892,049	10.300	\$	12,000,000	10.092	\$ 93,101,051
SPECIAL REVENUE FUNDS:							
2000	Public Works	46,214,772	1.837		38,000,000	1.789	16,500,000
2100	Social Services	3,914,040	1.284		3,000,000	1.236	11,403,328
2200	Conservation Trust	541,990	-		550,000	-	-
2300	Contingent	29,580,353	0.890		24,000,000	1.301	12,000,000
2500	Health Department	510,047	-		500,000	-	-
2600	Human Services	844,116	-		800,000	-	-
2700	Solid Waste	2,715,391	-		3,200,000	-	-
CAPITAL PROJECT FUNDS:							
4000	Capital Expenditure	25,761,613	1.266		24,950,000	1.111	10,250,000
GROSS TOTALS		129,974,371	15.577	\$	107,000,000	15.529	\$ 143,254,379
LESS INTERFUND TRANSFERS			-		-	-	-
NET TOTAL		\$ 129,974,371	15.577	\$	107,000,000	15.529	\$ 143,254,379
-							
PROPRIETARY FUNDS:							
5200	Regional Crime Lab	-	-		-	-	-
6000	Fleet Services	2,662,392	-		1,600,000	-	-
6200	Health Insurance	12,307,652	-		12,000,000	-	-
6300	Insurance	992,454	0.223		1,000,000	0.271	2,500,000
6400	Telecom Service	260,930	-		260,000	-	-
6500	Weld Finance Corp	-	-		-	-	-
NET TOTAL - IS FUNDS		\$ 16,223,428	\$ 0	\$	14,860,000	\$ 0	\$ 2,500,000
GROSS TOTAL ALL FUNDS		\$ 146,197,799	15.800	\$	121,860,000	15.800	\$ 145,754,379

Assessed Value \$9,224,960,710

2018 INTERGOV'T REVENUE	2018 OTHER REVENUE	2018 INTERFUND TRANSFER	2018 AVAILABLE FINANCING	2018 APPRO- PRIATIONS	2018 ENDING BALANCE
\$ 5,095,830	\$ 36,289,471	\$ -	\$ 146,486,352	\$ 131,544,733	\$ 14,941,619
21,680,000	32,993,797	-	109,173,797	82,808,926	26,364,871
29,532,325	-	-	43,935,653	40,935,653	3,000,000
425,000	2,000	-	977,000	417,616	559,384
-	-	-	36,000,000	10,000,000	26,000,000
4,309,165	1,524,802	5,728,476	12,062,443	11,562,443	500,000
6,591,751	567,274	12,351	7,971,376	7,221,376	750,000
-	1,500,000	-	4,700,000	2,912,776	1,787,224
-	525,000	-	35,725,000	10,775,000	24,950,000
\$ 67,634,071	\$ 73,402,344	\$ 5,740,827	\$ 397,031,621	\$ 298,178,523	\$ 98,853,098
-	-	(5,740,827)	(5,740,827)	(5,740,827)	-
\$ 67,634,071	\$ 73,402,344	\$ -	\$ 391,290,794	\$ 292,437,696	\$ 98,853,098
-	310,000	-	310,000	310,000	-
-	10,945,000	-	12,545,000	10,945,000	1,600,000
-	19,727,732	-	31,727,732	19,727,732	12,000,000
-	155,000	-	3,655,000	2,655,000	1,000,000
-	1,365,792	-	1,625,792	1,365,792	260,000
-	-	-	-	-	-
\$ -	\$ 32,503,524	\$ -	\$ 49,863,524	\$ 35,003,524	\$ 14,860,000
\$ 67,634,071	\$ 105,905,868	\$ -	\$ 441,154,318	\$ 327,441,220	\$ 113,713,098

2018 BUDGET

SUMMARY OF MAJOR REVENUES AND EXPENDITURES

FUND		2018 BEGINNING BALANCE	2018 PROPERTY TAXES	2018 INTERGOV'T REVENUE	2018 OTHER REVENUE	2018 INTERFUND TRANSFER
1000	General Fund	\$ 12,000,000	93,101,051	\$ 5,095,830	\$ 36,289,471	\$ -
SPECIAL REVENUE FUNDS:						
2000	Public Works	38,000,000	16,500,000	21,680,000	32,993,797	-
2100	Social Services	3,000,000	11,403,328	29,532,325	-	-
2200	Conservation Trust	550,000	-	425,000	2,000	-
2300	Contingent	24,000,000	12,000,000	-	-	-
2500	Health Department	500,000	-	4,309,165	1,524,802	5,728,476
2600	Human Services	800,000	-	6,591,751	567,274	12,351
2700	Solid Waste	3,200,000	-	-	1,500,000	-
CAPITAL PROJECT FUNDS:						
4000	Capital Expenditure	24,950,000	10,250,000	0	525,000	-
GROSS TOTALS		\$ 107,000,000	\$ 143,254,379	\$ 67,634,071	\$ 73,402,344	\$ 5,740,827
LESS INTERFUND TRANSFER		-	-	-	-	(5,740,827)
NET TOTAL		\$ 107,000,000	\$ 143,254,379	\$ 67,634,071	\$ 73,402,344	\$ -
PROPRIETARY FUNDS:						
5200	Regional Crime Lab	0	-	-	310,000	-
6000	Fleet Services	1,600,000	-	-	10,945,000	-
6200	Health insurance	12,000,000	-	-	19,727,732	-
6300	Insurance	1,000,000	2,500,000	-	155,000	-
6400	Telecom Service	260,000	-	-	1,365,792	-
6500	Weld Finance Corp	-	-	-	-	-
NET TOTAL - IS FUNDS		\$ 14,860,000	\$ 2,500,000	\$ -	\$ 32,503,524	\$ -
GROSS TOTAL ALL FUNDS		\$ 121,860,000	\$ 145,754,379	\$ 67,634,071	\$ 105,905,868	\$ -

Assessed Value \$9,224,960,710

2018 AVAILABLE FINANCING	2018 PERSONNEL	2018 SERVICE/ SUPPLIES	2018 CAPITAL	2018 APPRO- PRIATIONS	2018 ENDING BALANCE
\$ 146,486,352	\$ 82,774,025	\$ 43,420,780	\$ 5,349,928	131,544,733	\$ 14,941,619
109,173,797	14,038,755	68,770,171	-	82,808,926	26,364,871
43,935,653	27,827,000	13,108,653	-	40,935,653	3,000,000
977,000	-	417,616	-	417,616	559,384
36,000,000	-	10,000,000	-	10,000,000	26,000,000
12,062,443	8,671,677	2,843,066	47,700	11,562,443	500,000
7,971,376	4,953,733	2,267,643	-	7,221,376	750,000
4,700,000	-	2,912,776	-	2,912,776	1,787,224
35,725,000	-	-	10,775,000	10,775,000	24,950,000
\$ 397,031,621	\$ 138,265,190	\$ 143,740,705	\$ 16,172,628	\$ 298,178,523	\$ 98,853,098
(5,740,827)		(5,740,827)		(5,740,827)	-
\$ 391,290,794	\$ 138,265,190	\$ 137,999,878	\$ 16,172,628	\$ 292,437,696	\$ 98,853,098
310,000	-	310,000	-	310,000	-
12,545,000	-	10,920,000	25,000	10,945,000	1,600,000
31,727,732	-	19,727,732	-	19,727,732	12,000,000
3,655,000	-	2,655,000	-	2,655,000	1,000,000
1,625,792	315,545	1,050,247	-	1,365,792	260,000
-	-	-	-	-	-
\$ 49,863,524	\$ 315,545	\$ 34,662,979	\$ 25,000	\$ 35,003,524	\$ 14,860,000
\$ 441,154,318	\$ 138,580,735	\$ 172,662,857	\$ 16,197,628	\$ 327,441,220	\$ 113,713,098

2017 ESTIMATE

SUMMARY OF MAJOR REVENUES AND EXPENDITURES

FUND		2017 BEGINNING BALANCE	2017 PROPERTY TAXES	2017 INTERGOV'T REVENUE	2017 OTHER REVENUE	2017 INTERFUND TRANSFER
1000	General Fund	\$ 19,892,049	92,537,350	\$ 4,980,513	\$ 32,599,634	\$ -
SPECIAL REVENUE FUNDS:						
2000	Public Works	46,214,772	16,500,000	23,002,590	33,350,000	-
2100	Social Services	3,914,040	11,532,977	27,147,257	-	-
2200	Conservation Trust	541,990	-	410,000	2,000	-
2300	Contingent	29,580,353	8,000,000	-	-	-
2500	Health Department	510,047	-	3,953,823	1,383,250	5,513,081
2600	Human Services	844,116	-	7,811,009	342,978	12,351
2700	Solid Waste	2,715,391	-	-	1,500,000	-
CAPITAL PROJECT FUNDS:						
4000	Capital Expenditure	25,761,613	11,376,500	0	425,000	-
GROSS TOTALS		\$ 129,974,371	\$ 139,946,827	\$ 67,305,192	\$ 69,602,862	\$ 5,525,432
LESS INTERFUND TRANSFER		-	-	-	-	(5,525,432)
NET TOTAL		\$ 129,974,371	\$ 139,946,827	\$ 67,305,192	\$ 69,602,862	\$ -
PROPRIETARY FUNDS:						
5200	Regional Crime Lab	0	-	-	-	-
6000	Fleet Services	2,662,392	-	-	10,852,922	-
6200	Health insurance	12,307,652	-	-	18,723,584	-
6300	Insurance	992,454	2,000,000	-	205,000	-
6400	Telecom Service	260,930	-	-	1,447,188	-
6500	Weld Finance Corp	-	-	-	-	-
NET TOTAL - IS FUNDS		\$ 16,223,428	\$ 2,000,000	\$ -	\$ 31,228,694	\$ -
GROSS TOTAL ALL FUNDS		\$ 146,197,799	\$ 141,946,827	\$ 67,305,192	\$ 100,831,556	\$ -

Assessed Value \$8,983,976,390

2017 AVAILABLE FINANCING	2017 PERSONNEL	2017 SERVICE/ SUPPLIES	2017 CAPITAL	2017 APPRO- PRIATIONS	2017 ENDING BALANCE
\$ 150,009,546	\$ 73,199,727	\$ 62,916,289	\$ 1,893,530	\$ 138,009,546	\$ 12,000,000
119,067,362	13,463,304	67,604,058	-	81,067,362	38,000,000
42,594,274	25,917,000	13,677,274	-	39,594,274	3,000,000
953,990	-	403,990	-	403,990	550,000
37,580,353	-	13,580,353	-	13,580,353	24,000,000
11,360,201	8,216,864	2,600,637	42,700	10,860,201	500,000
9,010,454	5,017,314	3,193,140	-	8,210,454	800,000
4,215,391	-	1,015,391	-	1,015,391	3,200,000
37,563,113	-	-	12,613,113	12,613,113	24,950,000
\$ 412,354,684	\$ 125,814,209	\$ 164,991,132	\$ 14,549,343	\$ 305,354,684	\$ 107,000,000
(5,525,432)		(5,525,432)		(5,525,432)	-
\$ 406,829,252	\$ 125,814,209	\$ 159,465,700	\$ 14,549,343	\$ 299,829,252	\$ 107,000,000
155,000	-	130,000	25,000	155,000	-
13,515,314	-	11,890,314	25,000	11,915,314	1,600,000
31,031,236	-	19,031,236	-	19,031,236	12,000,000
3,197,454	-	2,197,454	-	2,197,454	1,000,000
1,708,118	336,191	1,026,927	85,000	1,448,118	260,000
-	-	-	-	-	-
\$ 49,607,122	\$ 336,191	\$ 34,275,931	\$ 135,000	\$ 34,747,122	\$ 14,860,000
\$ 456,436,374	\$ 126,150,400	\$ 193,741,631	\$ 14,684,343	\$ 334,576,374	\$ 121,860,000

2016 ACTUAL
SUMMARY OF MAJOR REVENUES AND EXPENDITURES

FUND	2016 BEGINNING BALANCE	2016 PROPERTY TAXES	2016 INTERGOV'T REVENUE	2016 OTHER REVENUE	2016 INTERFUND TRANSFER
1000 General Fund	\$ 20,968,053	99,304,387	\$ 6,408,478	\$ 19,042,781	\$ -
SPECIAL REVENUE FUNDS:					
2000 Public Works	38,059,388	16,488,684	23,800,694	28,452,937	-
2100 Social Services	2,928,986	9,626,014	27,861,525	-	-
2200 Conservation Trust	433,861	-	483,370	4,180	-
2300 Contingent	6,589,755	22,990,598	-	-	-
2500 Health Department	245,008	-	3,490,584	830,127	5,156,898
2600 Human Services	1,264,584	-	6,630,786	414,443	12,351
2700 Solid Waste	2,010,595	-	-	1,624,071	-
CAPITAL PROJECT FUNDS:					
4000 Capital Expenditure	14,019,401	16,488,710	478,855	460,358	-
GROSS TOTALS	\$ 86,519,631	\$ 164,898,393	\$ 69,154,292	\$ 50,828,897	\$ 5,169,249
LESS INTERFUND TRANSFER	-	-	-	-	(5,169,249)
NET TOTAL	\$ 86,519,631	\$ 164,898,393	\$ 69,154,292	\$ 50,828,897	\$ -
PROPRIETARY FUNDS:					
5200 Regional Crime Lab	-	-	-	137,509	-
6000 Fleet Services	1,566,970	-	1,261,029	9,907,272	-
6200 Health insurance	9,697,782	-	-	19,783,899	-
6300 Insurance	1,652,790	1,998,282	-	207,088	-
6400 Telecom Service	195,840	-	-	1,846,510	-
6500 Weld Finance Corp	-	-	-	-	-
NET TOTAL - IS FUNDS	\$ 13,113,382	\$ 1,998,282	\$ 1,261,029	\$ 31,882,278	\$ -
GROSS TOTAL ALL FUNDS	\$ 99,633,013	\$ 166,896,675	\$ 70,415,321	\$ 82,711,175	\$ -

Assessed Value \$11,426,827,210

2016 AVAILABLE FINANCING	2016 PERSONNEL	2016 SERVICE/ SUPPLIES	2016 CAPITAL	2016 APPRO- PRIATIONS	2016 ENDING BALANCE
\$ 145,723,699	\$ 67,918,718	\$ 56,423,782	\$ 1,489,150	125,831,650	\$ 19,892,049
106,801,703	12,780,013	47,806,918	-	60,586,931	46,214,772
40,416,525	23,801,700	12,700,785	-	36,502,485	3,914,040
921,411	-	379,421	-	379,421	541,990
29,580,353	-	-	-	-	29,580,353
9,722,617	7,449,535	1,700,189	62,846	9,212,570	510,047
8,322,164	4,743,744	2,734,304	-	7,478,048	844,116
3,634,666	-	919,275	-	919,275	2,715,391
31,447,324	-	-	5,685,711	5,685,711	25,761,613
\$ 376,570,462	\$ 116,693,710	\$ 122,664,674	\$ 7,237,707	\$ 246,596,091	\$ 129,974,371
(5,169,249)		(5,169,249)		(5,169,249)	-
\$ 371,401,213	\$ 116,693,710	\$ 117,495,425	\$ 7,237,707	\$ 241,426,842	\$ 129,974,371
137,509	-	137,509	-	137,509	-
12,735,271	-	8,811,850	1,261,029	10,072,879	2,662,392
29,481,681	-	17,174,029	-	17,174,029	12,307,652
3,858,160	-	2,865,706	-	2,865,706	992,454
2,042,350	334,648	1,446,772	-	1,781,420	260,930
-	-	-	-	-	-
\$ 48,254,971	\$ 334,648	\$ 30,435,866	\$ 1,261,029	\$ 32,031,543	\$ 16,223,428
\$ 419,656,184	\$ 117,028,358	\$ 147,931,291	\$ 8,498,736	\$ 273,458,385	\$ 146,197,799

**GOVERNMENT FUNDS
2016-2018
SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

REVENUES	ACTUAL 2016	PROJECTED 2017	BUDGET 2018
Taxes	179,257,281	151,776,827	156,884,379
Licenses and permits	2,984,422	5,437,350	4,473,750
Intergovernmental	69,154,292	67,605,192	73,012,071
Miscellaneous	21,702,253	31,989,103	27,302,514
Fees	14,922,623	11,148,250	13,059,800
Charges for Services	<u>11,802,236</u>	<u>8,898,159</u>	<u>9,558,280</u>
Total Estimated Financial Sources	\$ 299,823,107	\$ 276,854,881	\$ 284,290,794
EXPENDITURES			
Current:			
General governemt	44,238,810	38,395,981	41,662,912
Public safety	57,652,813	58,135,561	68,886,032
Public works	77,188,910	113,975,630	91,874,833
Public health and welfare	45,602,717	50,657,700	52,726,321
Human services	7,478,048	8,478,416	7,493,838
Culture and recreation	1,499,048	903,868	1,106,795
Miscellaneous	680,407	3,088,782	7,911,965
Capital outlay	7,086,089	12,613,113	10,775,000
Contingency/Reserves	<u>\$ -</u>	<u>\$ 13,580,201</u>	<u>\$ 10,000,000</u>
Total Use of Resources	<u>\$ 241,426,842</u>	<u>\$ 299,829,252</u>	<u>\$ 292,437,696</u>
Net Increase (Decrease) in Fund Balance	58,396,265	(22,974,371)	(8,146,902)
Fund balance at Beginning of the Year	<u>\$ 71,578,106</u>	<u>\$ 129,974,371</u>	<u>\$ 107,000,000</u>
Fund Balance at End of Year - without Unspent Contingencies/Reserves	\$ 129,974,371	\$ 107,000,000	\$ 98,853,098
Contingencies/Reserves Appropriated but Unspent	<u>-</u>	<u>-</u>	<u>10,000,000</u>
Fund Balance at End of Year - with Contingencies/Reserves	<u>\$ 129,974,371</u>	<u>\$ 107,000,000</u>	<u>\$ 108,853,098</u>

PROPRIETARY FUNDS
2016-2018
SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

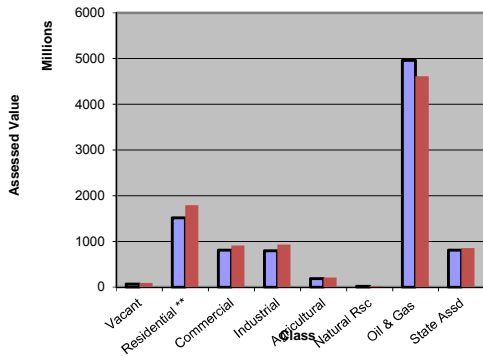
REVENUES	ACTUAL 2016	PROJECTED 2017	BUDGET 2018
Taxes	\$ 1,998,282	\$ 2,000,000	\$ 2,500,000
Intergovernmental	1,261,029	-	-
Fees	-	-	-
Charges for Services	<u>31,882,278</u>	<u>31,383,694</u>	<u>32,503,524</u>
Total Estimated Financial Sources	<u>\$ 35,141,589</u>	<u>\$ 33,383,694</u>	<u>\$ 35,003,524</u>
EXPENDITURES			
Regional Crime Lab	\$ 137,509	\$ 155,000	\$ 310,000
Fleet Services	10,072,879	11,915,314	10,945,000
Health Insurance	17,174,029	19,031,236	19,727,732
Insurance	2,865,706	2,197,454	2,655,000
Telecom Service	1,781,420	1,448,118	1,365,792
Weld Finance Corp	<u>-</u>	<u>-</u>	<u>-</u>
Total Use of Resources	<u>\$ 32,031,543</u>	<u>\$ 34,747,122</u>	<u>\$ 35,003,524</u>
Net Increase (Decrease) in Fund Balance	3,110,046	(1,363,428)	-
Fund balance at Beginning of the Year	<u>13,113,382</u>	<u>16,223,428</u>	<u>14,860,000</u>
Fund Balance at End of Year - without Unspent Contingencies/Reserves	16,223,428	14,860,000	14,860,000
Contingencies/Reserves Appropriated but Unspent	<u>-</u>	<u>-</u>	<u>-</u>
Fund Balance at End of Year - with Contingencies/Reserves	<u>\$ 16,223,428</u>	<u>\$ 14,860,000</u>	<u>\$ 14,860,000</u>

Weld County, Colorado

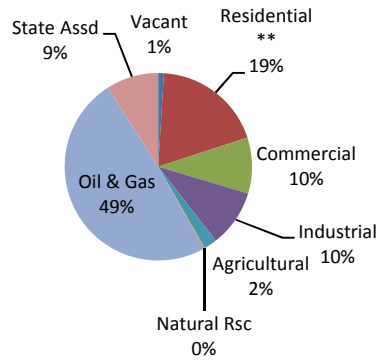
Weld 2017 Final Taxable Assessed Value (12/1/2017)

<u>Class</u>	<u>2016 Final Assd Value</u>	<u>2017 Final Assd Value</u>	<u>Change \$</u>	<u>Change %</u>
Vacant	\$ 65,331,620	\$ 89,627,330	\$ 24,295,710	37.19%
Residential **	\$ 1,512,440,970	\$ 1,788,938,260	\$ 276,497,290	18.28%
Commercial	\$ 805,968,490	\$ 905,659,640	\$ 99,691,150	12.37%
Industrial	\$ 797,643,050	\$ 927,106,280	\$ 129,463,230	16.23%
Agricultural	\$ 184,339,480	\$ 209,694,960	\$ 25,355,480	13.75%
Natural Rsc	\$ 18,552,540	\$ 18,943,470	\$ 390,930	2.11%
Oil & Gas	\$ 4,959,441,120	\$ 4,611,244,810	\$ (348,196,310)	-7.02%
State Assd	\$ 808,231,120	\$ 849,916,610	\$ 41,685,490	5.16%
Total Value:	\$ 9,151,948,390	\$ 9,401,131,360	\$ 249,182,970	2.72%
Less TIF Value	\$ (153,081,470)	\$ (176,170,650)		
Net Total:	\$ 8,998,866,920	\$ 9,224,960,710	\$ 226,093,790	2.51%

Value Changes 2016-2017



**Weld Assd Value By Type
2017**



NET PROGRAM COST

	NET COST	ALLOCATED SUPPORT	TOTAL
<u>MANDATED: CHARTER/STATE CONSTITUTIONAL OFFICES</u>			
OFFICE OF THE BOARD	\$ 924,190	\$ 363,113	\$ 1,287,303
PUBLIC TRUSTEE	0	\$ 1,709	1,709
CLERK & RECORDER	(2,511,757)	\$ 777,905	(1,733,852)
ELECTIONS	1,291,647	\$ 443,738	1,735,385
TREASURER	(2,511,757)	\$ -	(2,511,757)
ASSESSOR	3,372,583	\$ 625,957	3,998,540
COUNTY COUNCIL	51,223	\$ 4,596	55,819
DISTRICT ATTORNEY	6,153,535	\$ 594,996	6,748,531
SHERIFF	3,719,107	\$ 1,160,690	4,879,797
CORONER	1,243,271	\$ 158,843	1,402,114
CLERK TO THE BOARD	449,901	\$ 118,208	568,109
TOTAL	<u>\$ 12,181,943</u>	<u>\$ 4,249,755</u>	<u>\$ 16,431,698</u>

MANDATED:STATE/FEDERAL COUNTY COST

INMATE SERVICES AND SECURITY	\$ 25,533,471	\$ 3,510,889	\$ 29,044,360
COURTS AND TRANSPORTATION	2,963,504	\$ -	2,963,504
CONTRACT JAIL SPACE	0	\$ -	0
COMMUNITY CORRECTIONS	0	\$ 200,588	200,588
SOCIAL SERVICES	11,403,328	\$ 2,749,905	14,153,233
HUMAN RESOURCES	12,351	\$ 500,230	512,581
PUBLIC HEALTH	5,089,441	\$ 1,167,309	6,256,750
TOTAL	<u>\$ 45,002,095</u>	<u>\$ 8,128,921</u>	<u>\$ 53,131,016</u>

CRITICAL -- NON-MANDATED COUNTY COST

CRIMINAL JUSTICE INFO SYSTEM	\$ 846,040	\$ -	\$ 846,040
CRIME LAB	635,823	\$ 124,173	759,996
POLICE SERVICES (LEVEL)	9,685,662	\$ 1,455,161	11,140,823
SHERIFF CONTRACT SERVICES	0	\$ -	0
COMMUNICATIONS-COUNTY-WIDE	4,855,527	\$ -	4,855,527
COMMUNICATION SYSTEM DEVEL	1,804,514	\$ -	1,804,514
OFFICE EMERGENCY SERVICES	345,610	\$ 150,520	496,130
DRUG TASK FORCE	296,006	\$ 4,349	300,355
TOTAL	<u>\$ 15,423,566</u>	<u>\$ 1,734,202</u>	<u>\$ 20,203,384</u>

LOCAL DISCRETION

NET PROGRAM COST

	NET COST	ALLOCATED SUPPORT	TOTAL
INNOVATION & TECHNOLOGY PROJECTS	500,000	\$ -	\$ 500,000
PLANNING & ZONING/BLDG INSP	250,015	\$ 695,785	945,800
ANIMAL CONTROL/CODE ENFORCEMENT	231,487	\$ -	231,487
NOXIOUS WEEDS	958,925	\$ 35,230	994,155
EXTENSION SERVICE	387,163	\$ 120,000	507,163
VETERANS SERVICES	212,070	\$ 24,882	236,952
AIRPORT	0	\$ 10,010	10,010
MENTAL HEALTH	203,225	\$ -	203,225
MISSILE SITE PARK	69,682	\$ 13,383	83,065
COUNTY FAIR	311,157	\$ 6,885	318,042
DEVELOPMENTALLY DISABLED	38,225	\$ -	38,225
SENIOR COORDINATORS	28,500	\$ -	28,500
VICTIM/WITNESS ASSISTANCE	539,804	\$ 30,061	569,865
JUVENILE DIVERSION	18,197	\$ 10,098	28,295
JUVENILE RESTORATIVE JUSTICE	0	\$ -	0
VICTIM ADVOCATES	60,931	\$ -	60,931
WASTE WATER MANAGEMENT	10,000	\$ 559	10,559
ECONOMIC DEVELOPMENT	165,000	\$ -	165,000
PUBLIC INFORMATION	290,625	\$ -	290,625
GEOGRAPHICAL INFORMATION SYSTEM	221,395	\$ 527,860	749,255
COMMUNITY AGENCY GRANTS	35,737	\$ -	35,737
PARKS AND TRAILS	129,000	\$ -	129,000
ISLAND GROVE BUILDING	174,340	\$ -	174,340
JUSTICE SERVICES	1,024,311	\$ 119,272	1,143,583
WORK RELEASE	641,327	\$ 193,712	835,039
ADULT DIVERSION	62,612	\$ -	62,612
WELD PLAZA BUILDING	(604,098)	\$ -	(604,098)
BRIGHT FUTURES	179,542	\$ -	179,542
ASSET & RESOURCE MANAGEMENT	4,186,090	\$ -	4,186,090
TOTAL	\$10,325,262	\$ 1,787,739	\$ 12,113,001

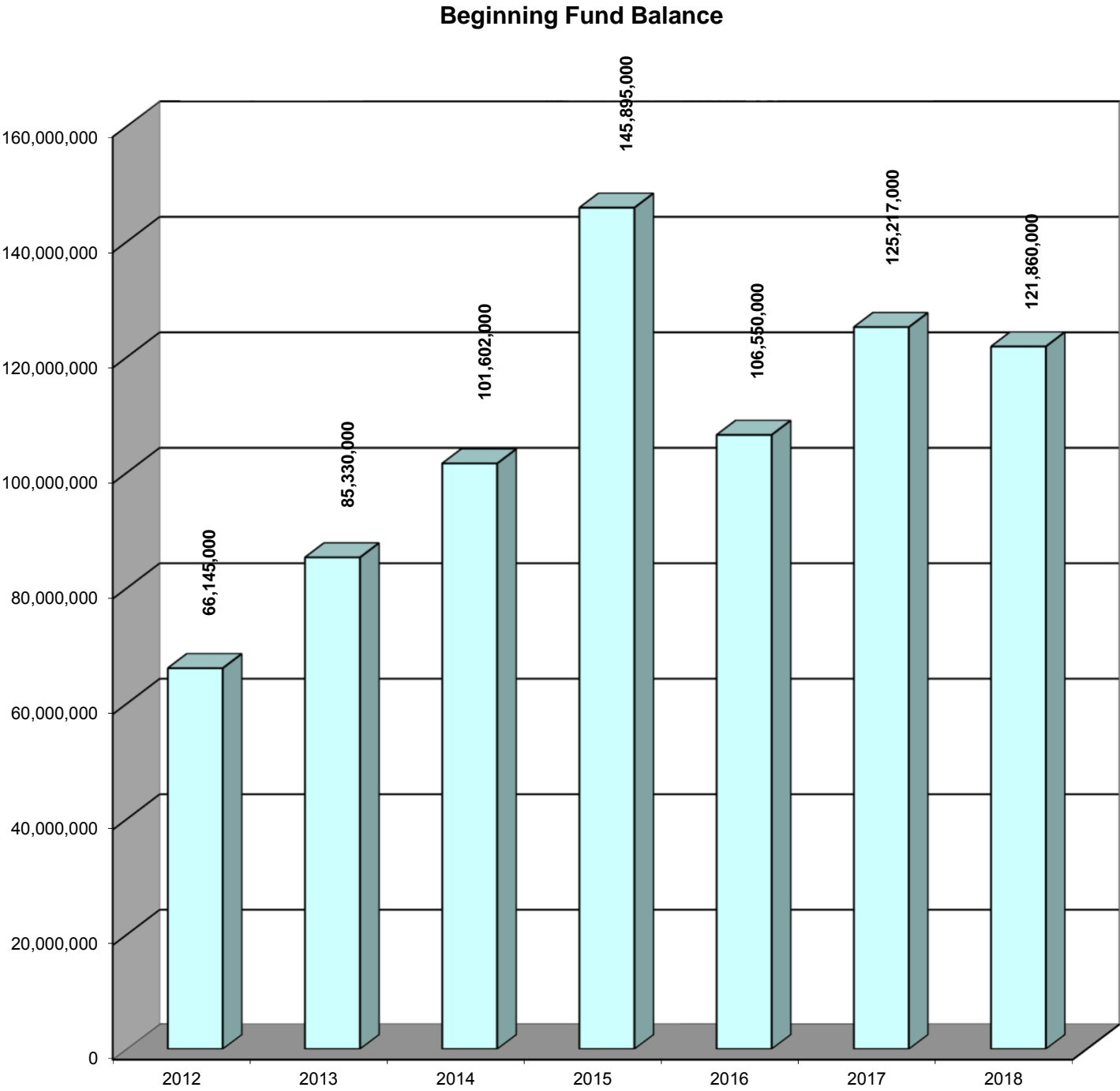
PUBLIC WORKS	\$ 16,500,000	\$ 3,121,877	\$ 19,621,877
ENGINEERING	\$ 9,065,907	\$ 255,273	\$ 9,321,180
TOTAL	\$ 25,565,907	\$ 3,377,151	\$ 28,943,058

CAPITAL:			
EQUIPMENT	\$ -	\$ -	\$ -
BUILDINGS	10,250,000	\$ -	10,250,000
TOTAL	\$ 10,250,000	\$ -	\$ 10,250,000

SUPPORT FUNCTION

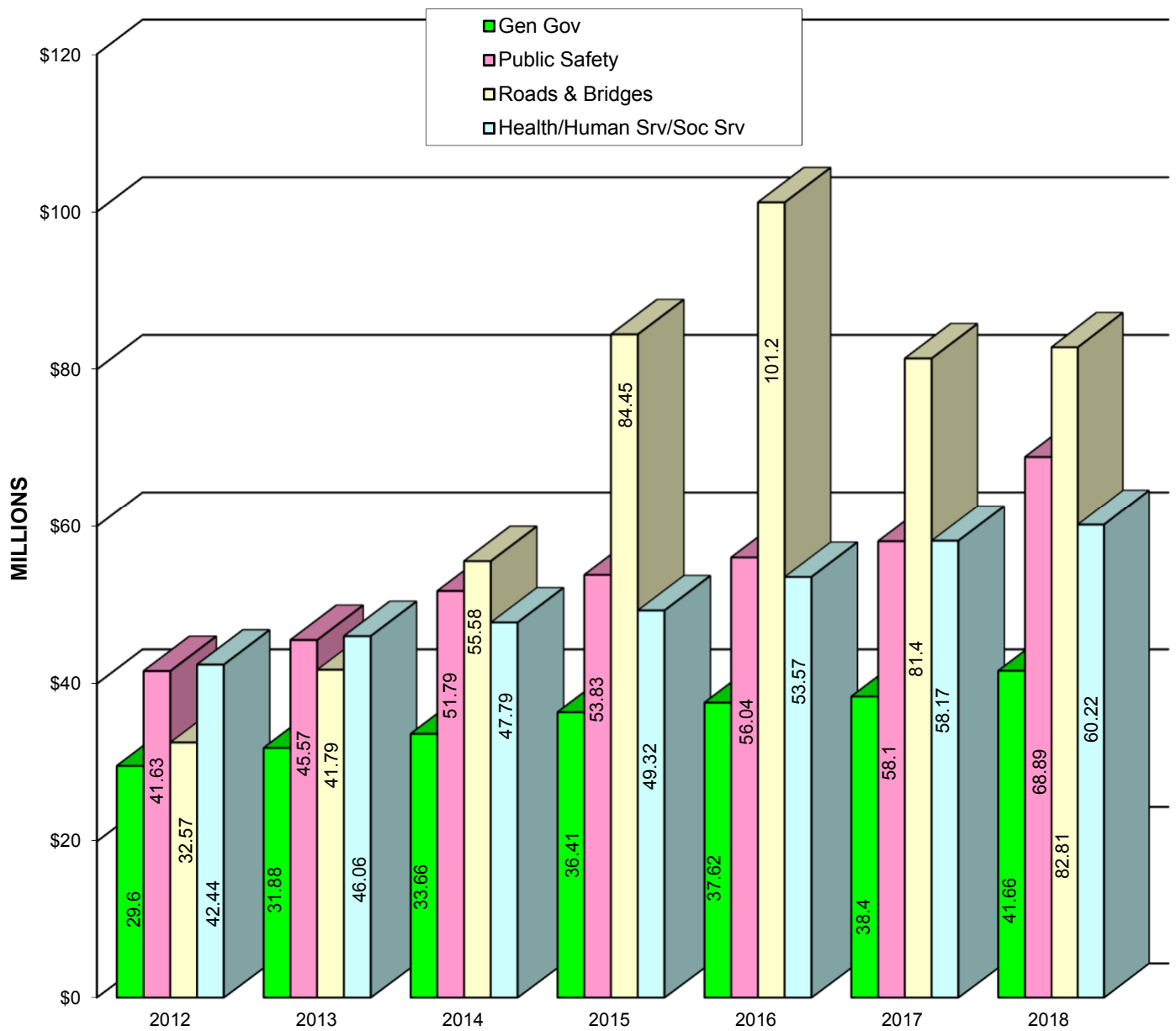
COUNTY ATTORNEY	\$ 887,004	\$ (887,004)	\$ -
BUILDING & GROUNDS	6,684,092	(6,684,092)	0
FINANCE & ADMINISTRATION	384,306	(384,306)	0
ACCOUNTING	991,113	(991,113)	0
PURCHASING	319,191	(319,191)	0
HUMAN RESOURCES	1,366,176	(1,366,176)	0
TELECOM SERVICES	0	0	0
INSURANCE	2,500,000	(2,500,000)	0
NON-DEPARTMENTAL	639,127	(639,127)	0
BUILDING RENTS	0	0	0
INFORMATION SERVICES	7,765,926	(7,765,926)	0
PRINTING & SUPPLY	140,122	(140,122)	0
TOTAL	\$ 21,677,057	\$ (21,677,057)	\$ -

SEVEN YEAR TREND

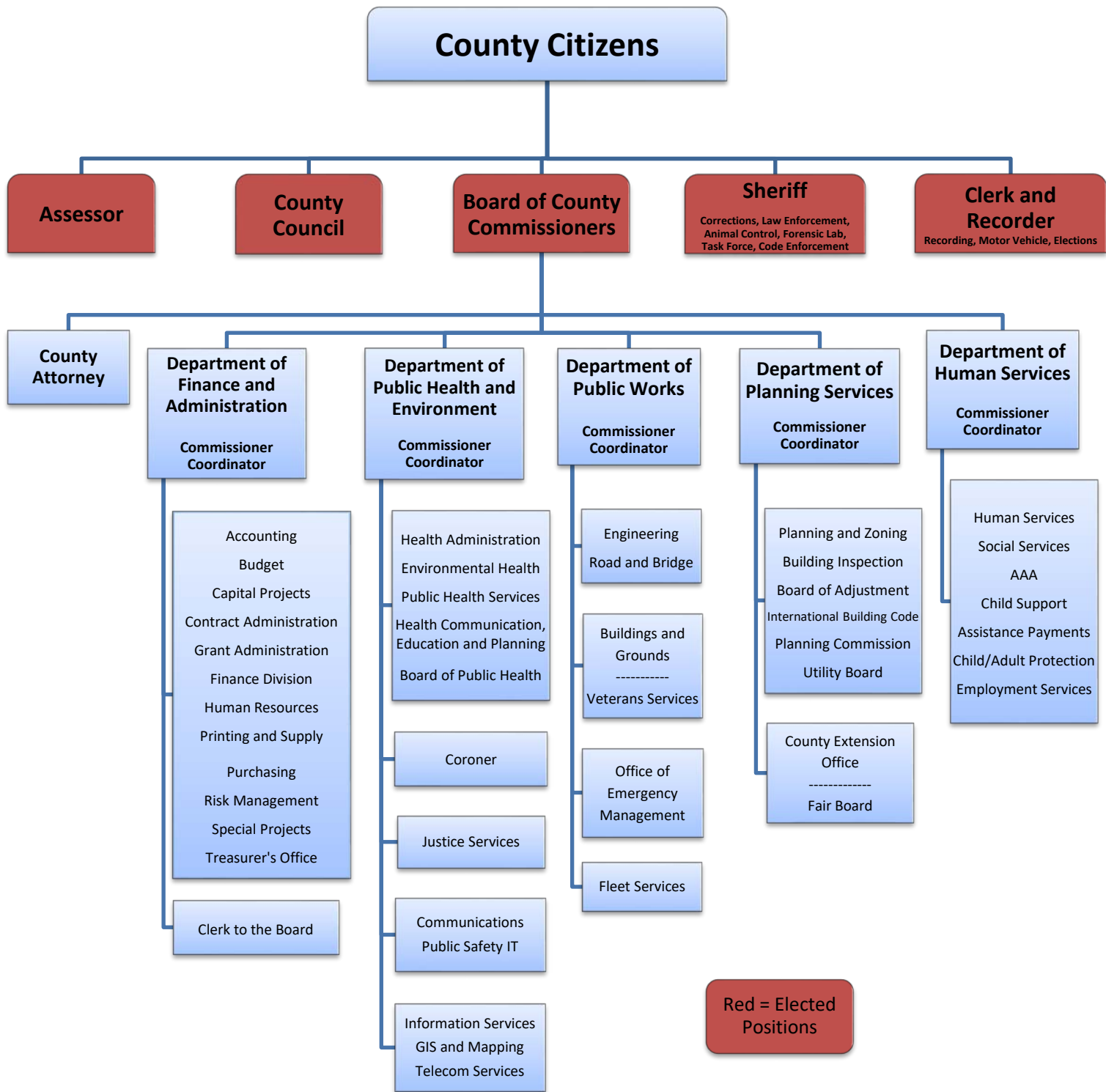


SEVEN YEAR TREND

County Expenditures



WELD COUNTY HOME RULE GOVERNMENT



Housing Authority

SUMMARY OF COUNTY FUNDED FULL TIME EQUIVALENTS (FTE) 2018

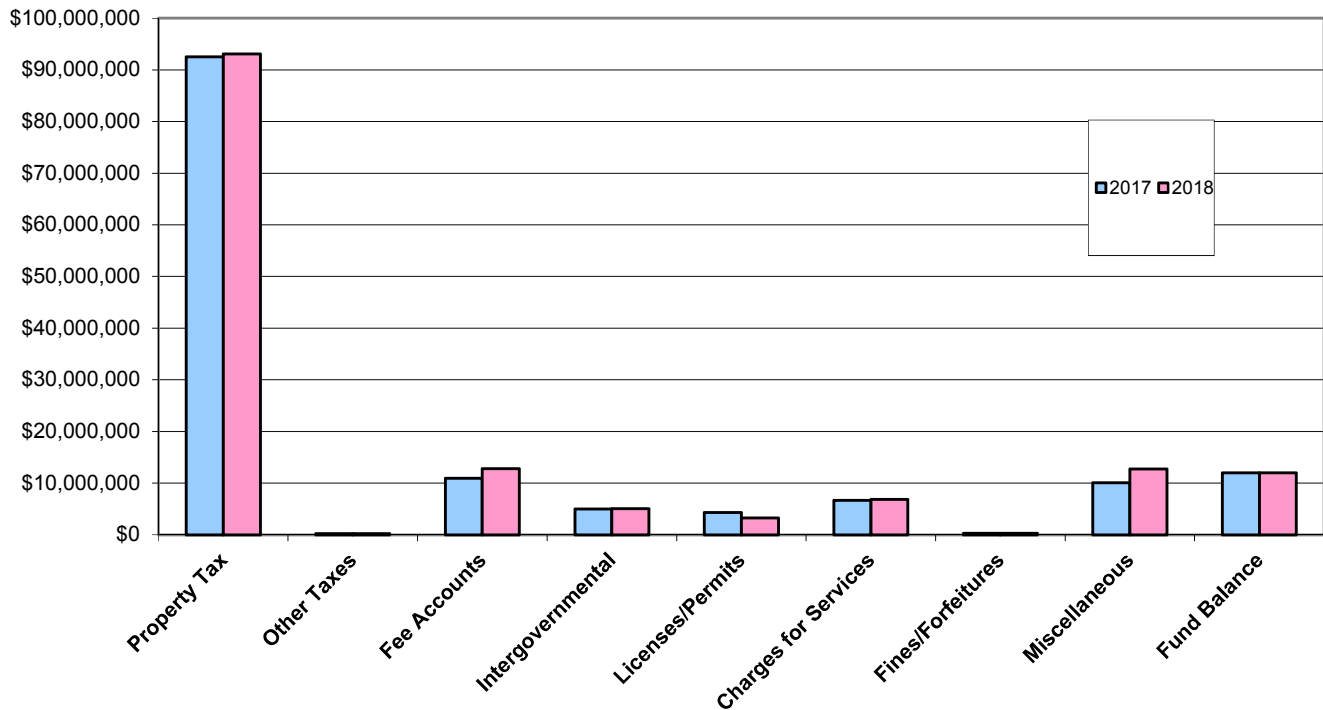
<i>DEPARTMENT</i>	<i>LAST ACTUAL YEAR 2016</i>	<i>CURRENT YEAR 2017</i>	<i>REQUEST BUDGET 2018</i>	<i>FINAL BUDGET 2018</i>	<i>CURRENT TO FINAL CHANGE</i>
GENERAL FUND:					
Office of the Board	8.000	6.000	6.000	6.000	
Public Information	0.000	2.000	4.000	4.000	+2.000
County Attorney	5.000	5.000	5.000	5.000	
Clerk to the Board	6.000	6.000	6.000	6.000	
Clerk and Recorder	51.500	53.000	53.000	53.000	
Elections	5.000	5.000	5.000	5.000	
Treasurer	10.000	10.000	10.000	10.000	
Assessor	35.000	35.000	35.000	35.000	
County Council	1.000	1.000	1.000	1.000	
District Attorney	55.000	55.000	59.000	59.000	+4.000
Juvenile Diversion	1.500	1.500	1.500	1.500	
Restorative Justice	0.500	0.500	0.500	0.500	
Victim Witness	11.000	12.375	12.375	12.375	
Finance and Administration	1.000	1.000	1.000	1.000	
Accounting	6.000	6.000	7.000	7.000	+1.000
Purchasing	2.500	2.500	3.000	3.000	+0.500
Human Resources	11.000	10.000	10.000	10.000	
Planning and Zoning	16.000	17.000	17.000	17.000	
Buildings and Grounds	25.000	26.500	28.500	29.500	+3.000
Information Services	46.000	46.000	49.000	49.000	+3.000
Printing and Supply	3.000	4.000	4.000	4.000	
SO Admin Patrol	16.000	16.000	16.000	16.000	
SO Admin Detention	29.000	29.000	29.000	29.000	
SO Prof. Standards	6.000	6.000	6.000	6.000	
SO Civil Unit	6.000	6.000	6.000	6.000	
SO Support Services	7.000	7.000	7.000	7.000	
Sheriff Patrol	52.000	56.000	60.000	60.000	+4.000
Sheriff Investigations	17.000	17.000	17.000	17.000	
Municipal Contract Enforcement	12.500	8.000	4.000	4.000	-4.000
Animal Control/Code Enforcement	3.000	3.000	3.000	3.000	
Crime Lab	4.000	4.000	4.000	4.000	
Victim Advocates	2.000	3.000	3.000	3.000	
Drug Task Force	2.000	2.000	2.000	2.000	
Inmate Services	14.000	14.000	14.000	16.000	+2.000

DEPARTMENT	LAST ACTUAL YEAR 2016	CURRENT YEAR 2017	REQUEST BUDGET 2018	FINAL BUDGET 2018	CURRENT TO FINAL CHANGE
Security	163.000	163.000	189.000	193.000	+30.000
Courts and Transport	24.000	24.000	24.000	24.000	
Communications	62.000	64.000	71.000	71.000	+7.000
Criminal Justice Info. Sys.	8.000	9.000	9.000	9.000	
Coroner	7.000	7.000	9.000	9.000	+2.000
Justice Services	9.500	10.250	11.250	11.250	+1.000
Work Release	16.000	17.000	17.000	17.000	
Adult Diversion	1.000	1.000	1.000	1.000	
Community Corrections	1.000	1.000	1.000	1.000	
Building Inspection	12.000	12.000	12.000	12.000	
Noxious Weeds	2.000	2.000	2.000	2.000	
Office of Emergency Mgt.	3.000	3.000	3.000	3.000	
General Engineering	28.000	28.000	28.000	28.000	
Missile Site	1.000	1.000	1.000	1.000	
Bright Futures	2.000	2.000	2.000	2.000	
Extension Service	13.00	11.000	11.750	11.750	+0.750
Fair	1.250	1.250	1.250	1.250	
Veteran's Office	<u>2.000</u>	<u>2.000</u>	<u>3.000</u>	<u>3.000</u>	<u>+1.000</u>
TOTAL GENERAL FUND	<u>826.250</u>	<u>834.875</u>	<u>885.125</u>	<u>892.125</u>	<u>57.250</u>
PUBLIC WORKS:					
Maintenance Support	10.000	10.000	10.000	10.000	
Administration	8.000	8.000	9.000	9.000	+1.000
Motor Graders	47.000	47.000	47.000	47.000	
Trucking	33.000	33.000	33.000	33.000	
Bridge Construction	30.000	30.000	30.000	30.000	
Pavement Management	17.000	17.000	17.000	17.000	
Mining	7.000	7.000	7.000	7.000	
TOTAL PUBLIC WORKS	152.000	152.000	153.000	153.000	+1.000
HEALTH FUND:					
Administration	10.000	10.000	10.000	10.000	
Health Communication	13.750	16.375	16.625	16.625	+0.250
Environmental Services	25.750	25.750	26.250	26.250	0.500
Health Preparedness	2.500	2.000	2.000	2.000	
Public Health Services	<u>41.350</u>	<u>42.000</u>	<u>42.200</u>	<u>42.200</u>	<u>+0.200</u>
TOTAL HEALTH FUND	<u>93.350</u>	<u>96.125</u>	<u>97.075</u>	<u>97.075</u>	<u>+0.950</u>

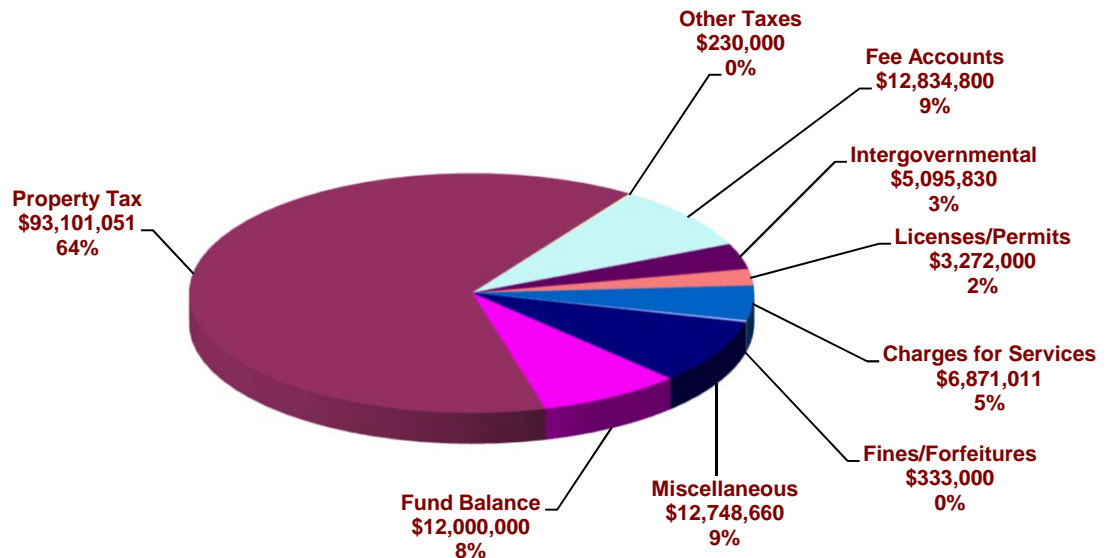
<i>DEPARTMENT</i>	<i>LAST ACTUAL YEAR 2016</i>	<i>CURRENT YEAR 2017</i>	<i>REQUEST BUDGET 2018</i>	<i>FINAL BUDGET 2018</i>	<i>CURRENT TO FINAL CHANGE</i>
SOCIAL SERVICES	338.500	354.000	358.000	358.000	+4.000
HUMAN SERVICES	82.000	85.000	85.000	85.000	
FLEET SERVICES	0.000	0.000	14.000	16.000	+16.000
PHONE SERVICES	3.000	3.000	3.000	3.000	
GRAND TOTAL	1,495.100	1,525.000	1,595.200	1,604.200	+79.200

GENERAL FUND

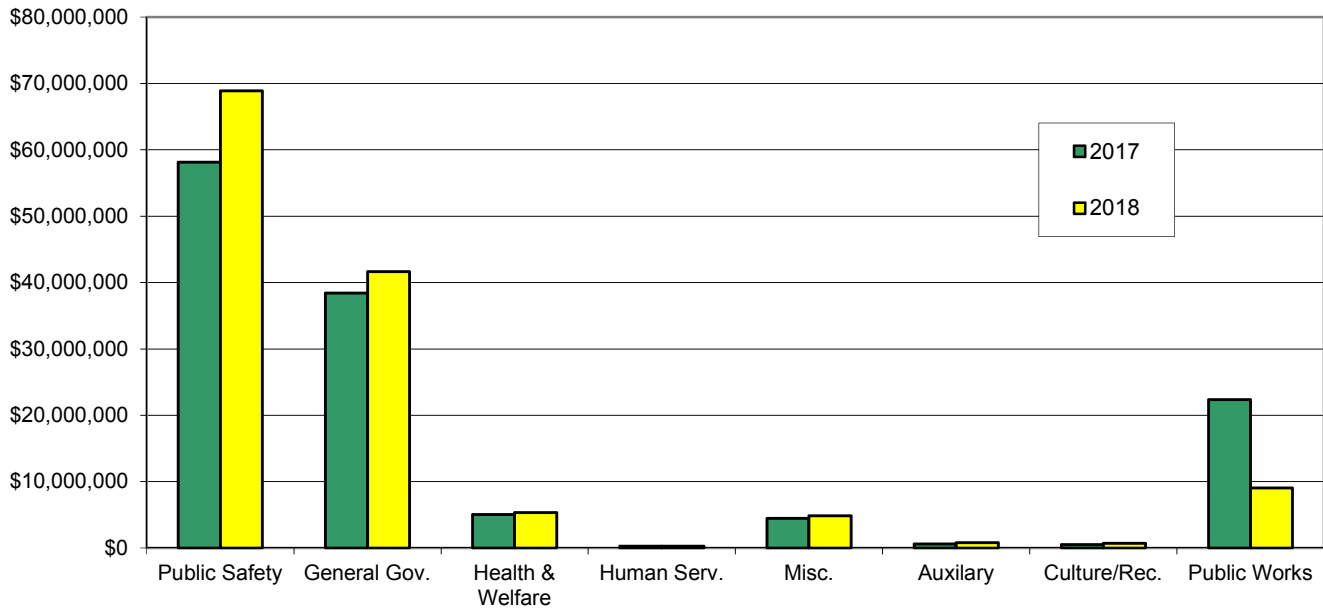
Revenue Changes



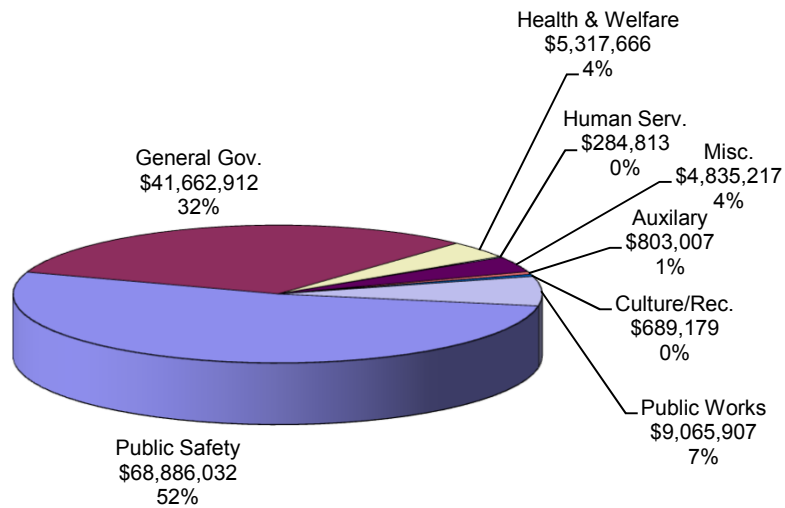
2018 Revenue Total \$146,486,352 (2017 \$142,117,497)



GENERAL FUND EXPENDITURE CHANGES

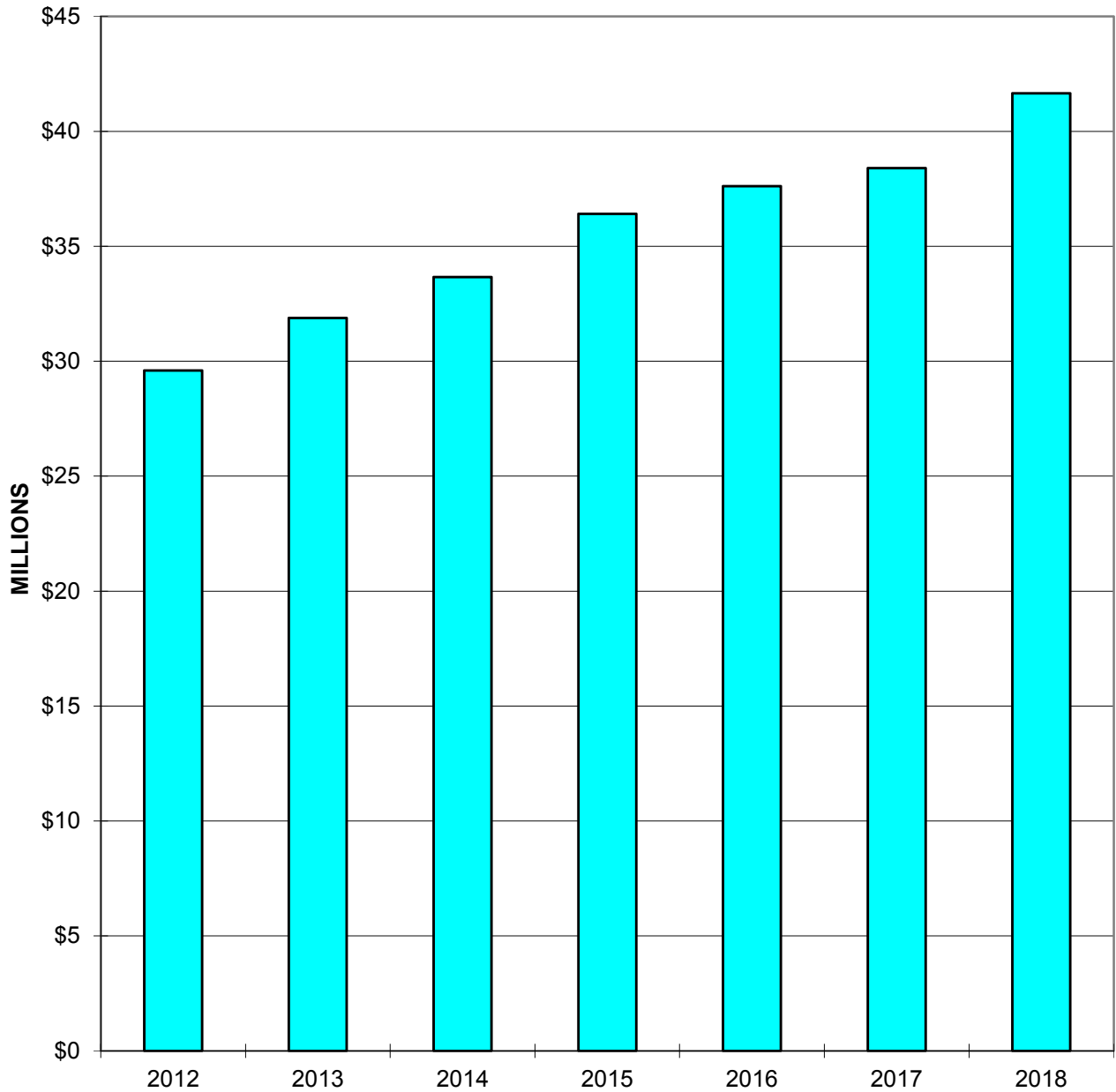


2018 Expenditures Total \$131,544,733 (2017 \$129,821,749)



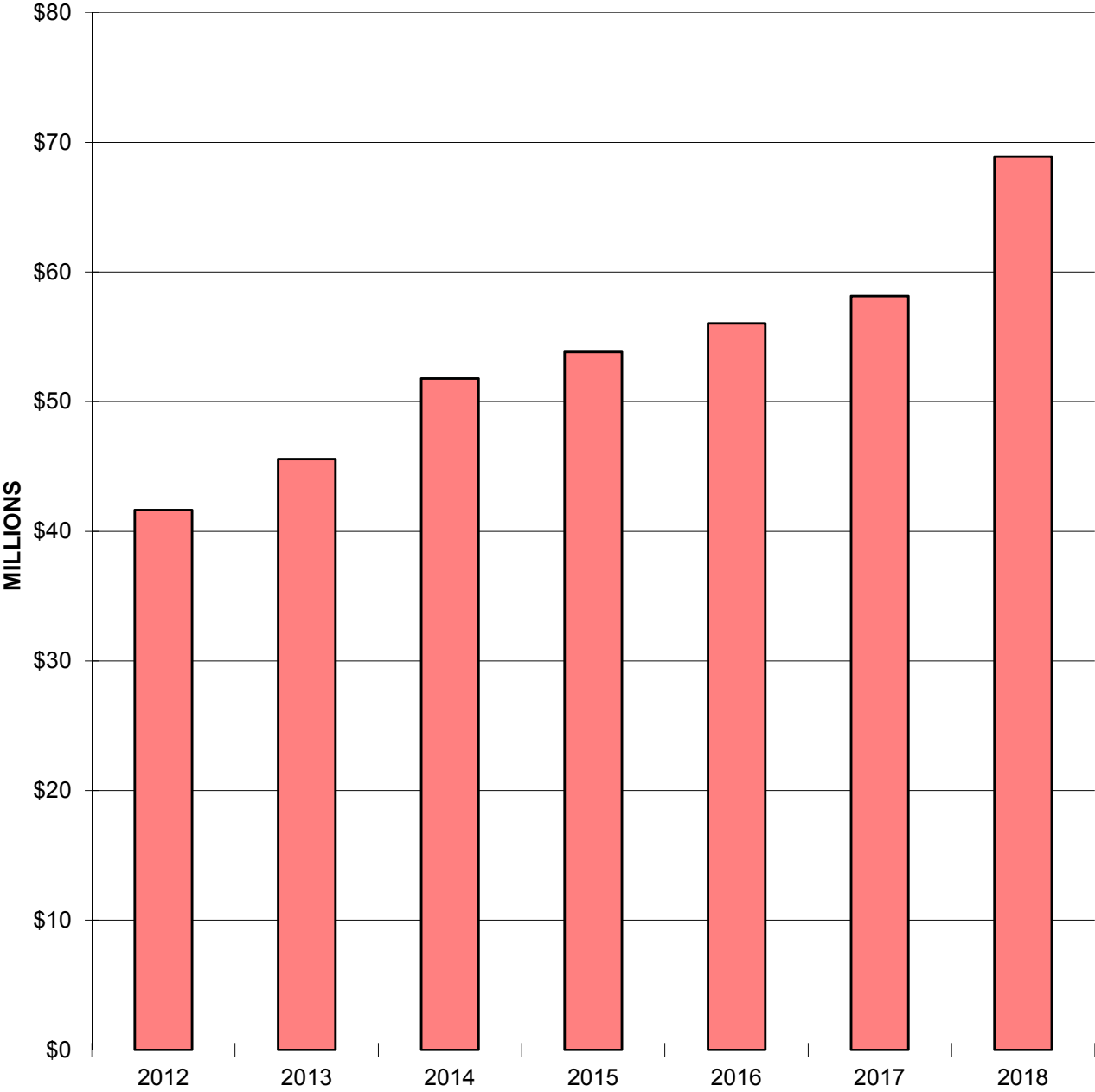
SEVEN YEAR TREND

General Government



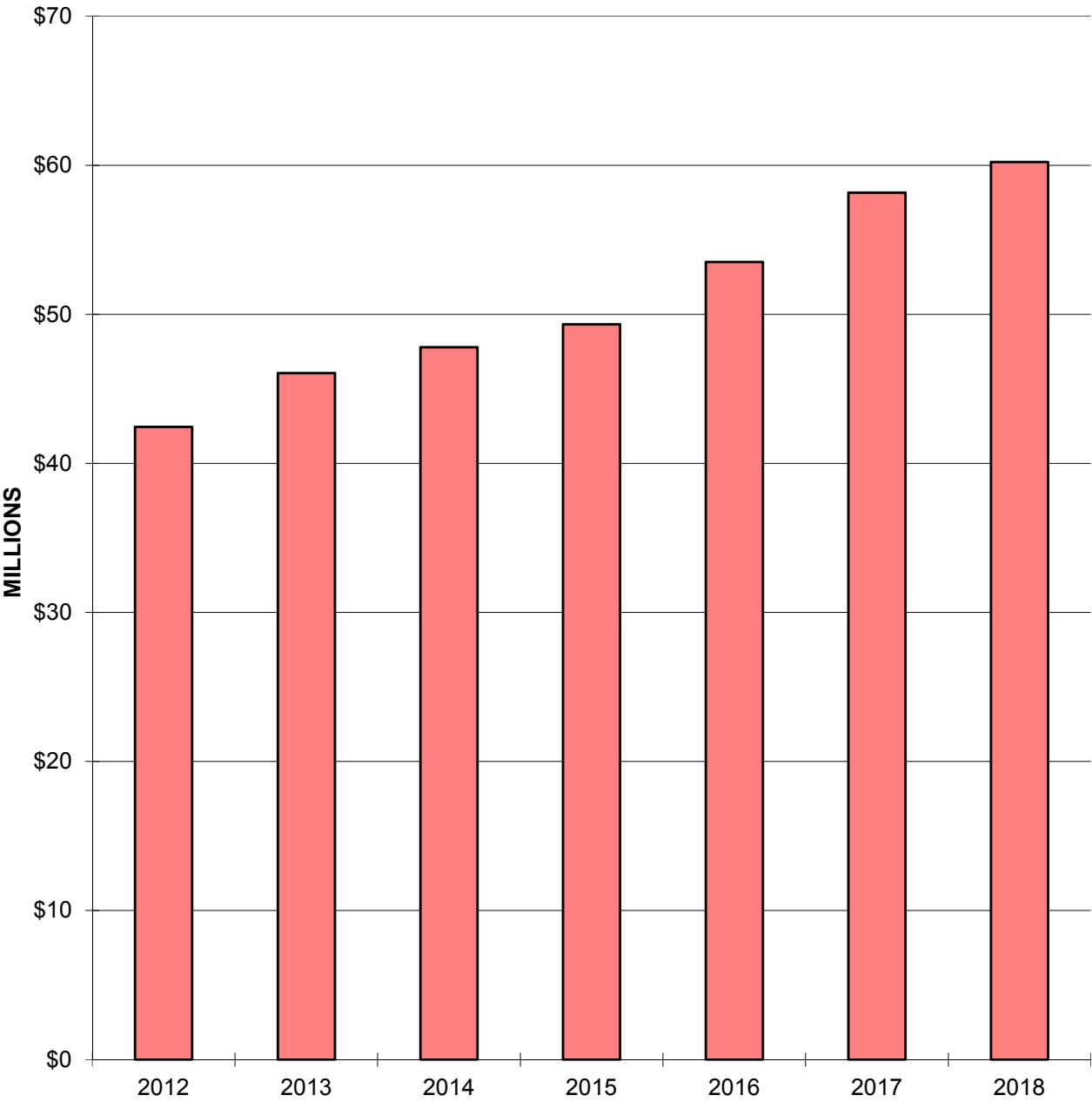
SEVEN YEAR TREND

Public Safety



SEVEN YEAR TREND

Health & Welfare



GENERAL FUND SUMMARY

The General Fund is funded at the level of \$131,544,733 up \$1,785,984. A major decrease is the \$15.5 million decrease for the engineering costs of the Weld Parkway (WCR 47/49 Corridor) project. Without including adjustments for cost of living, and salary step increases, the budget for general government functions is up \$1,721,292. The Election budget which is up \$767,845 when the \$500,000 included last year for the one-time cost of new elections equipment is adjusted out. The increase is due to 2018 being both a primary and general election year, and the cost impact of Proposition 108 allowing unaffiliated electors to vote in the primary election. The Office of Public Information is up \$69,260 with the addition of two positions. Building and Grounds is up \$156,927 for an additional Building Automation Supervisor, and Grounds Technician. The District Attorney is requesting four addition staff and an upgrade at a cost of \$448,090 as the caseload of the office has increased 40% since 2011.

Information Technology is up \$310,495 due to the addition of two Business Process Analysts for the lean government program efforts, and a Business Intelligence Analyst. 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. Resources for the Technology Projects budget unit will also be used for this effort. GIS is up \$105,600 primarily due to the need for imagery from Google and Nearmap in 2018.

Public Safety functions are up \$7,955,919 in the budget. The overall net Sheriff's Office recommended budget is up \$2,499,578 or 6.16%. Due to the reduction of four (4) contract positions because outside entities will no longer need their services, revenues for Contract Services are expected to decrease by approximately \$373,150. Based upon a staffing analysis, the Sheriff's Office is requesting the four positions be moved to increase Patrol, as actual 'first responders' to improve the effectiveness and efficiency of the division as a whole. Although the number of positions will not increase, the loss of revenue will result in a \$373,150 budgetary impact. The major impact is the addition of 32 positions (\$2,539,565) in the jail due to the growing inmate population, and the need to open up the last pod of the jail to bring the overall capacity of the jail to 779 beds. Overall jail detention costs are up \$2,963,465. The Sheriff has increased supplies by \$203,573 for firearm supplies (\$28,976), inmate supplies (\$13,283), computers and software (\$41,384) uniforms, duty belt equipment, and bulletproof vests (\$22,481), and \$86,719 for replacement of small items of equipment in the various Sheriff's Office units. Purchased Services are up \$257,296 for training and travel (\$36,659), CPI increase for inmate medical care (\$153,578), inmate food costs (\$48,715), crime lab facility costs since the grant ended (\$62,000), inmate transports and court security (\$35,657), and phones (\$26,212). Vehicle costs dropped \$114,344. Sheriff's Office equipment is funded at \$18,600 for a DME forensic workstation (\$8,800), and scanner/printer/copier (\$8,000). In the General Fund contingency budget there is \$1,225,963 to cover the new pay grade plan and flexible staffing for the Sheriff's Office's sworn patrol and correctional officer staff approve mid-year in 2017. This amount will be allocated to the appropriate budgets in the final budget process.

Coroner's budget is up \$163,036 primarily for the addition of two Deputy Coroner positions mid-year to deal with the office's workload. Communications is up \$1,136,933 with the addition of two dispatchers for Greeley Police, two supervisors, and three call takers due to E-911 call volume. Greeley will pay for the two Greeley Police dispatchers they requested. Another large item is the \$3,738,985 costs for the Front Range Communication Consortium (FRCC) Dynamic System Resilience (DSR) switch and four radio system upgrade. ADCOM will pay for half of the cost (\$1,934,471). Office of Emergency Management is up \$99,000 primarily for a Hazardous Material Exercise and Planning grant of \$75,000 and \$20,000 for a full scale EOC exercise in 2018. Other Public Safety budgets are stable with little or no increases.

As mentioned earlier, Engineering is down \$15.5 million because the engineering and design fees

have decreased for the Weld County Road WCR 49 south corridor and WCR 49/47 north corridor in the 2018 budget. General Fund's subsidy to the Public Health Department is up \$219,788 due to anticipated salary step and cost-of-living increases. The County Fair is up \$165,850 with \$147,850 for a one-time expense for livestock panels, \$28,000 for support for the Island Grove Park services, and \$10,000 in one-time costs to celebrate the 100th Anniversary of the Weld County Fair in 2018. An increase of \$2,758,296 is included for other General Fund departments' anticipated salary step and cost-of-living increases in 2018. Health insurance rates will increase 3.2% for employees and the employer in 2018. This is the first health insurance rate increase in four years.

As the Bright Futures program moves into its third year the County Commissioners have restructured the program to be operated under the umbrella of the Upstate Colorado Economic Development organization with its own governing board. The administrative costs are funded at \$179,542. The Board of County Commissioners decided to fund the 2018 student grant portion of the program from the Economic Development Trust Fund, and not the General Fund to give the new Bright Futures Board an opportunity to restructure the program and the fundraising effort in 2018. In 2019 the Board will determine the programs sustainable long-term funding level from the county.

The available resources to the General Fund are \$146,486,352 compared to \$142,117,497 in 2017, up \$4,368,855. Property taxes are budgeted at \$93,101,051 up \$563,701 Revenue from interest earnings are up \$800,000 at \$2,000,000 for 2018, as interest rates are projected to increase in the next year. Planning and Building Inspection fees are down \$1,055,000 due to less oil and gas activity than anticipated in the County due to lower oil prices, as well as, the reduction in fees done in 2017 for oil and gas well permits resulted in a much greater drop in revenue than anticipated. Intergovernmental revenues are up slightly by \$115,317. Charges for Services are up \$218,652 primarily from charges related to Elections (\$100,000), and Sheriff's Office revenues. Fines from traffic enforcement are up \$3,000. Indirect cost recovery is down \$20,781 due to Social Services' allocation. Clerk and Recorder fees are up \$700,000. Treasurer's fees are up \$1,180,000. All other revenues are relatively stable with little change.

The beginning fund balance is anticipated to be \$12,000,000 for 2018. An estimated ending fund balance of \$14,941,619 is projected for year-end. The fund balance amount serves as an additional contingency amount during the fiscal year. This fund balance amount is consistent with the anticipated ending fund balances for the last few years. It is prudent fiscal management for Weld County to maintain an anticipated fund balance of this level to respond to unforeseen needs of the citizens of Weld County in 2018 and future years.

**GENERAL FUND
SUMMARY OF REVENUES
2018**

Fund	Org	Acct	Account Title	2017 Budget	2018 Request	2018 Recommend	2018 Final
TAXES							
1000	90100	4112	CURRENT PROPERTY TAXES	92,537,350	92,908,779	92,908,779	93,101,051
1000	90100	4116	PROPERT TAX ADJUSTMENT	(100,476)	0	0	(56,781)
1000	90100	4117	PERSONAL PROPERTY TAX INCENTIVE	100,476	0	0	56,781
1000	90100	4150	TOBACCO PRODUCTS	230,000	230,000	230,000	230,000
TOTAL TAXES				92,767,350	93,138,779	93,138,779	93,331,051
LICENSES AND PERMITS							
1000	90100	4215	LICENSES, LIQUOR/DANCE	7,000	7,000	7,000	7,000
1000	17100	4221	PERMITS	585,000	615,000	615,000	615,000
1000	25100	4222	BUILDING	2,000,000	1,300,000	1,300,000	1,300,000
1000	25100	4224	ELECTRICAL	835,000	850,000	850,000	850,000
1000	25100	4226	PLAN CHECK	900,000	500,000	500,000	500,000
TOTAL LICENSES AND PERMITS				4,327,000	3,272,000	3,272,000	3,272,000
INTERGOVERNMENTAL							
1000	26200	4311	FEMA REIMBURSEMENT	0	60,000	60,000	60,000
1000	15100	4336	REIMBURSEMENTS	122,148	124,024	124,024	124,024
1000	21200	4336	REIMBURSEMENTS	54,000	54,000	54,000	54,000
1000	24410	4336	REIMBURSEMENTS	10,000	15,000	15,000	15,000
1000	15200	4340	GRANTS	90,082	91,359	91,359	91,359
1000	15250	4340	GRANTS	219,503	142,742	142,742	142,742
1000	15300	4340	GRANTS	143,000	142,298	142,298	142,298
1120	15300	4340	GRANTS	58,862	95,293	95,293	95,293
1130	15300	4340	GRANTS	136,182	136,182	136,182	136,182
114006	15300	4340	GRANTS	64,369	0	0	0
1000	21300	4340	GRANTS	136,128	133,650	133,650	133,650
1000	24200	4340	GRANTS	107,435	118,882	118,882	118,882
116016	24220	4340	GRANTS	2,795,870	0	0	0
116017	24220	4340	GRANTS	0	2,823,587	2,823,587	2,823,587
1000	24410	4340	GRANTS	65,000	0	0	0
1000	26200	4340	GRANTS	55,000	55,000	55,000	55,000
1000	96400	4340	GRANTS	16,640	24,232	24,232	24,232
1000	90100	4352	THORNTON	63,580	65,052	65,052	65,052
1000	90100	4353	BRIGHTON URBAN RENEWAL AUTHORITY	337,314	337,314	337,314	314,213
1000	21300	4354	CITIES AND TOWNS	31,500	31,500	31,500	31,500
1000	24415	4354	CITIES AND TOWNS	300,000	380,000	380,000	380,000
1000	90100	4355	ERIE URBAN RENEWAL AUTHORITY	110,582	110,582	110,582	96,305
1000	90100	4358	FORT LUPTON URA	0	0	0	14,181
1000	90100	4357	SOUTH FIRESTONE URA	63,318	63,318	63,318	73,933
1000	90100	4359	MEAD URA (MURA)	0	104,270	104,270	104,397
TOTAL GOVERNMENTAL				4,980,513	5,108,285	5,108,285	5,095,830
CHARGE FOR SERVICES							
1000	10400	4410	CHARGE FOR SERVICES	7,751	7,787	7,787	7,787
1000	11200	4410	CHARGE FOR SERVICES	300,000	400,000	400,000	400,000
1000	15100	4410	CHARGE FOR SERVICES	60,000	60,000	60,000	60,000
1000	15200	4410	CHARGE FOR SERVICES	4,000	4,000	4,000	4,000
1000	15250	4410	CHARGE FOR SERVICES	2,500	0	0	0
1000	17350	4410	CHARGE FOR SERVICES	4,800	4,500	4,500	4,500
1000	17600	4410	CHARGE FOR SERVICES	261,100	261,100	261,100	261,100
1000	21100	4410	CHARGE FOR SERVICES	210,000	215,000	215,000	215,000
1000	21110	4410	CHARGE FOR SERVICES	345,000	60,000	60,000	60,000
1000	21130	4410	CHARGE FOR SERVICES	125,000	150,000	150,000	150,000
1000	21200	4410	CHARGE FOR SERVICES	0	55,000	55,000	55,000
1000	21210	4410	CHARGE FOR SERVICES	825,862	452,712	452,712	490,325
1000	22100	4410	CHARGE FOR SERVICES	2,865,767	3,282,409	3,282,409	3,282,409
1000	22400	4410	CHARGE FOR SERVICES	373,229	502,040	502,040	502,040
1000	24100	4410	CHARGE FOR SERVICES	30,000	30,000	30,000	30,000
1000	24125	4410	CHARGE FOR SERVICES	964,350	964,350	964,350	964,350
1000	24150	4410	CHARGE FOR SERVICES	14,000	14,000	14,000	14,000
1000	24410	4410	CHARGE FOR SERVICES	0	300,000	300,000	300,000
1000	24420	4410	CHARGE FOR SERVICES	200,000	10,000	10,000	10,000
1000	26100	4410	CHARGE FOR SERVICES	6,000	6,000	6,000	6,000
1000	50100	4410	CHARGE FOR SERVICES	3,000	5,000	5,000	5,000
1000	90100	4420	PARKING	16,000	16,000	16,000	16,000
1000	13100	4430	SALE OF SUPPLIES	500	500	500	500
1000	17100	4430	SALE OF SUPPLIES	500	0	0	0
1000	17600	4430	SALE OF SUPPLIES	24,000	24,000	24,000	24,000
1000	24100	4430	SALE OF SUPPLIES	9,000	9,000	9,000	9,000
TOTAL CHARGE FOR SERVICES				6,652,359	6,833,398	6,833,398	6,871,011

**GENERAL FUND
SUMMARY OF REVENUES
2018**

Fund	Org	Acct	Account Title	2017 Budget	2018 Request	2018 Recommend	2018 Final
			FINES				
1000	21200	4510	FINES	300,000	300,000	300,000	300,000
1000	90100	4510	FINES	30,000	33,000	33,000	33,000
			TOTAL FINES	330,000	333,000	333,000	333,000
			MISCELLENOUS				
1000	90100	4610	EARNINGS ON INVESTMENTS	1,200,000	2,000,000	2,000,000	2,000,000
1000	17250	4624	RENTS FROM BUILDINGS	1,327,624	1,279,148	1,279,148	1,279,148
1000	22100	4624	RENTS FROM BUILDINGS	58,018	65,911	65,911	65,911
1000	90100	4624	RENTS FROM BUILDINGS	557,684	557,684	557,684	557,684
1000	90100	4650	OVERHEAD	6,826,159	6,805,378	6,805,378	6,805,378
1000	21260	4670	REFUND OF EXPENDITURE	78,000	52,636	52,636	52,636
1000	22100	4670	REFUND OF EXPENDITURE	39,040	25,932	25,932	25,932
1000	22200	4670	REFUND OF EXPENDITURE	0	1,934,471	1,934,471	1,934,471
1000	24410	4670	REFUND OF EXPENDITURE	0	2,000	2,000	2,000
1000	24420	4670	REFUND OF EXPENDITURE	25,000	25,000	25,000	25,000
1000	23200	4680	OTHER	500	500	500	500
			TOTAL MISCELLENOUS	10,112,025	12,748,660	12,748,660	12,748,660
			FEES				
1000	12100	4720	ADVERTISING FEES	20,000	19,800	19,800	19,800
1000	11100	4730	OTHER FEES	7,000,000	7,700,000	7,700,000	7,700,000
1000	12100	4730	OTHER FEES	3,620,000	4,800,000	4,800,000	4,800,000
1000	13100	4730	OTHER FEES	50,000	50,000	50,000	50,000
1000	21110	4730	OTHER FEES	188,250	190,000	190,000	190,000
1000	90100	4740	FEES, CABLE FRANCHISE	70,000	75,000	75,000	75,000
			TOTAL FEES	10,948,250	12,834,800	12,834,800	12,834,800
			TOTAL GENERAL FUND	130,117,497	134,268,922	134,268,922	134,486,352

**GENERAL FUND
SUMMARY OF EXPENDITURES
2018**

Fund	Org	Expenditure Function	2017 Budget	2018 Request	2018 Recommend	2018 Final
GENERAL GOVERNMENT						
1000	10100	OFFICE OF THE BOARD	894,717	894,717	894,717	924,190
1000	10150	PUBLIC INFORMATION	223,102	292,362	292,362	290,625
1000	10200	COUNTY ATTORNEY	839,614	846,470	846,470	887,004
1000	10400	CLERK TO THE BOARD	439,648	447,612	447,612	457,688
1000	11100	COUNTY CLERK	964,655	989,176	989,176	951,923
1000	11200	ELECTIONS AND REGISTRATION	1,423,802	1,691,647	1,691,647	1,700,029
1000	11300	MOTOR VEHICLE	2,734,390	2,786,163	2,786,163	2,936,291
1000	12100	TREASURER'S OFFICE	1,051,387	1,031,293	1,031,293	1,093,994
1000	13100	ASSESSOR	3,165,903	3,217,041	3,217,041	3,423,083
1000	14100	COUNTY COUNCIL	75,612	55,612	55,612	51,223
1000	15100	DISTRICT ATTORNEY	5,644,047	6,074,115	6,074,115	6,337,559
1000	15200	JUVENILE DIVERSION	125,925	125,916	125,916	113,556
1000	15250	RESTORATIVE JUSTICE	222,003	142,742	142,742	142,742
1000	15300	VICTIM WITNESS	580,700	606,223	606,223	682,102
1120	15300	VICTIM WITNESS	58,862	95,293	95,293	95,293
1130	15300	VICTIM WITNESS	136,182	136,182	136,182	136,182
114006	15300	VICTIM WITNESS	64,369	0	0	0
1000	16100	FINANCE	373,493	373,493	373,493	384,306
1000	16200	ACCOUNTING	819,314	945,193	945,193	991,113
1000	16300	PURCHASING	284,754	282,330	282,330	319,191
1000	16400	PERSONNEL	1,252,165	1,296,823	1,296,823	1,366,176
1000	17100	PLANNING OFFICE	1,920,992	2,042,003	2,042,003	2,102,457
1000	17200	BUILDINGS AND GROUNDS	6,358,711	6,515,638	6,515,638	6,684,092
1000	17250	WELD PLAZA	675,050	675,050	675,050	675,050
1000	17300	INFORMATION SERVICES	7,113,756	7,424,251	7,424,251	7,765,926
1000	17350	GEOGRAPHICAL INFORMATION SYSTEM	120,295	225,895	225,895	225,895
1000	17375	INOVATION AND TECHNOLOGY PROJECTS	428,500	500,000	500,000	500,000
1000	17600	PRINTING AND SUPPLY	404,033	404,033	404,033	425,222
TOTAL GENERAL GOVERNMENT			38,395,981	40,117,273	40,117,273	41,662,912
PUBLIC SAFETY						
1000	21100	ADMINISTRATION PATROL	1,632,929	1,629,298	1,629,298	1,563,361
1000	21110	ADMINISTRATION DETENTION	1,845,619	2,048,879	2,048,879	2,182,170
1000	21120	PROFESSIONAL STD	817,710	849,823	849,823	913,394
1000	21130	CIVIL	438,747	427,063	427,063	444,258
1000	21140	SUPPORT SERVICES	1,020,765	1,126,463	1,126,463	1,163,094
1000	21200	PATROL	7,867,250	8,186,472	8,186,472	8,341,259
1000	21205	INVESTIGATIONS	1,855,406	1,908,190	1,908,190	1,962,566
1000	21210	CONTRACT SERVICES	815,471	452,712	452,712	490,325
1000	21230	ORDINANCE ENFORCEMENT	222,753	223,176	223,176	231,487
1000	21260	REGIONAL LAB	604,945	671,642	671,642	688,459
1000	21300	VICTIM ADVOCATES	213,827	208,852	208,852	226,081
1000	21410	DRUG TASK FORCE	284,462	284,445	284,445	296,006
1000	22100	COMMUNICATIONS SERVICE	7,092,846	8,229,779	8,229,779	8,229,779
1000	22200	COMMUNICATIONS SYSTEM DEVELOPMENT	50,000	3,738,985	3,738,985	3,738,985
1000	22400	PUBLIC SAFETY INFORMATION SYSTEM	1,159,533	1,348,080	1,348,080	1,348,080
1000	23200	COUNTY CORONER	1,035,195	1,198,231	1,198,231	1,243,771
1000	24100	JUSTICE SERVICES	928,403	1,028,260	1,028,260	1,063,311
1000	24125	WORK RELEASE	1,563,493	1,563,893	1,563,893	1,605,677
1000	24150	ADULT DIVERSION	74,571	75,777	75,777	76,612
1000	24200	COMMUNITY CORRECTIONS-ADMIN	107,435	118,882	118,882	118,882
116016	24220	COMMUNITY CORRECTIONS-SERVICES	2,795,870	0	0	0
116017	24220	COMMUNITY CORRECTIONS-SERVICES	0	2,823,587	2,823,587	2,823,587
1000	24410	INMATE SERVICES	5,802,032	6,008,051	6,008,051	6,218,513
1000	24415	SECURITY	14,249,503	16,228,050	16,228,050	18,079,778
1000	24420	COURTS AND TRANSPORTATION	2,888,308	2,806,189	2,806,189	2,998,504
1000	25100	BUILDING INSPECTION	1,391,701	1,421,154	1,421,154	1,412,558
1000	26100	WEED AND PEST	947,186	956,936	956,936	964,925
1000	26200	OFFICE OF EMERGENCY MANAGEMENT	366,601	465,601	465,601	460,610
TOTAL PUBLIC SAFETY			58,072,561	66,028,470	66,028,470	68,886,032

**GENERAL FUND
SUMMARY OF EXPENDITURES
2018**

Fund	Org	Expenditure Function	2017 Budget	2018 Request	2018 Recommend	2018 Final
		PUBLIC WORKS				
1000	31100	ENGINEERING	22,340,755	8,835,865	8,835,865	9,065,907
		CULTURE AND RECURTATION				
1000	50100	MISSILE PARK	92,762	86,812	86,812	74,682
1000	50200	PARKS AND TRAILS	129,000	129,000	129,000	129,000
		TOTAL CULTURE AND RECURATION	221,762	215,812	215,812	203,682
		HEALTH AND WELFARE				
1000	56110	SENIOR PROGRAMS	19,000	19,000	19,000	28,500
1000	56120	WASTE WATER	10,000	10,000	10,000	10,000
1000	56130	DEVELOPMENTALLY DISABLED	48,225	38,225	38,225	38,225
1000	56140	MENTAL HEALTH	203,225	293,225	203,225	228,225
1000	56160	COUNTY CONTRIBUTIONS	4,882,004	5,101,792	5,101,792	5,101,792
		TOTAL HEALTH AND WELFARE	5,162,454	5,462,242	5,372,242	5,406,742
		ECONOMIC ASSISTANCE				
1000	60200	ECONOMIC ASSISTANCE	165,000	215,000	165,000	165,000
		MISCELLANEOUS				
1000	90100	NON DEPARTMENTAL	610,535	639,127	639,127	639,127
1000	90150	COMMUNITY AGENCIES GRANTS	35,737	78,237	35,737	40,737
1000	90160	BRIGHTER WELD	143,940	3,179,542	3,179,542	179,542
1000	96100	EXTENSION	360,426	404,482	404,482	387,163
1000	96200	FAIR	141,377	317,227	317,227	311,157
1000	96400	VETERANS	118,864	177,481	177,481	236,302
1000	96500	ISLAND GROVE BUILDINGS	143,796	174,340	174,340	174,340
1000	96600	ASSET AND RESOURCE MANAGEMENT	3,845,561	4,186,090	4,186,090	4,186,090
1000	99999	SALARY CONTINGENCY	0	3,984,259	3,984,259	0
		TOTAL MISCELLANEOUS	5,400,236	13,140,785	13,098,285	6,154,458
		TOTAL GENERAL FUND	129,758,749	134,015,447	133,832,947	131,544,733

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BOARD OF COUNTY COMMISSIONERS

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 866,213	\$ 775,972	\$ 775,972	\$ 805,445
Supplies	928	1,900	1,900	1,900
Purchased Services	65,800	116,845	116,845	116,845
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 932,941	\$ 894,717	\$ 894,717	\$ 924,190
Revenue	0	0	0	0
Net County Cost	\$ 932,941	\$ 894,717	\$ 894,717	\$ 924,190
Budgeted Positions	8.00	6.00	6.00	6.00

SUMMARY OF CHANGES: No change to overall total budget. Line items were reallocated to reflect historical expenditure patterns.

Final budget adjustments include an increase in salaries of \$29,473.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

OFFICE OF THE BOARD (CONTINUED) 1000-10100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.272	0.197	0.190
Per capita cost (county support)	\$3.17	\$2.93	\$2.93

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

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BOARD OF COUNTY COMMISSIONERS

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 188,502	\$ 244,262	\$ 242,525
Supplies	0	1,500	9,500	9,500
Purchased Services	0	33,100	38,600	38,600
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 223,102	\$ 292,362	\$ 290,625
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 223,102	\$ 292,362	\$ 290,625
Budgeted Positions	0	2.00	4.00	4.00

SUMMARY OF CHANGES: The budget is up \$69,260. Due to projects and workload requirements an additional Communication Specialist has been requested and is recommended (\$55,760). Software has been increased \$8,000 to cover the cost of GovDeliver (\$8,663). The Other Purchased Services account has been increased \$4,000 to cover the tourism booklet (\$16,000), Fair Anniversary (\$10,000), and \$4,000 for miscellaneous items, such as Facebook boosts and other small project costs. Phone costs are up \$1,500 to cover the added staff.

An additional Communication Specialist position (\$55,760) was added mid-year 2017. This position works exclusively for Human Services projects and the cost of the position is charged to Human Services directly through the payroll process. The costs of the position do not show up in this budget, but the position is under the management of the Communications Director and is counted as an FTE in this budget.

Final budget adjustments include a decrease in salaries of \$1,737.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommended approval including the additional Communication Specialist position and the additional service and supply amounts to cover the anticipated projects for the department.

BOARD ACTION: Approved as recommended, including the additional Communication Specialist requested.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.000	0.066	1.267
Per capita cost (county support)	\$0.00	\$0.73	\$0.093

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

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COUNTY ATTORNEY

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 715,811	\$ 726,563	\$ 726,563	\$ 767,097
Supplies	1,199	2,900	2,900	2,900
Purchased Services	254,199	110,151	117,007	117,007
Fixed Charges	-11,826	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 959,383	\$ 839,614	\$ 846,470	\$ 887,004
Revenue	0	0	0	0
Net County Cost	\$ 959,383	\$ 839,614	\$ 846,470	\$ 887,004
Budgeted Positions	5	5	5	5

SUMMARY OF CHANGES: Purchased Services are up \$6,856 for West Law subscription (\$3,800), publications (\$1,500), memberships and dues (\$1,220), phones (\$500), and chargeback from Clerk to the Board (\$36) with an offset of a \$200 reduction in postage costs. No other changes.

Final budget adjustments include an increase in salaries of \$40,534.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of new requests for legal assistance	500	500	500
Number of new mental health cases	70	70	70
Number of new code violations	120	120	120
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.170	0.164	0.159
Per capita cost (county support)	\$3.26	\$2.76	\$2.81
Number of agenda requests/D&N/mental cases per FTE	175	175	175

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PUBLIC TRUSTEE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	687	0	0	0
Purchased Services	3,544	0	0	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 4,231	\$ 0	\$ 0	\$ 0
Revenue	77,152	0	0	0
Net County Cost	\$ -72,921	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Per Section 37-37-104(3), C.R.S., all expenses of the office are to be paid from Trustee fees prior to payment to the County Treasurer. Excess funds are to be maintained in a special reserve fund until one year's operating costs are accumulated. It is not anticipated that any excess revenue will be transferred to the General Fund in 2018. The amount has been less the last two years based upon an anticipated drop in foreclosure and refinancing activity.

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

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

BOARD ACTION: Approved as recommended.

PUBLIC TRUSTEE BUDGET 2018

INCOME

Release income after Recording Fees	\$ 275,000
Foreclosure income from Statutory Fees	77,000
Interest Earned on Balances	<u>1,200</u>
Total Income	<u><u>\$ 353,200</u></u>

EXPENSES

Personnel:

Public Trustee Salary	\$ 72,500
Staff Salaries	125,000
Temporary Labor	0
FICA Contribution	15,000
SUTA Taxes	600
Workers Comp	600
Retirement Plans	13,000
Medical Insurance	34,000
Education/Training	1,800
Misc./Other	<u>0</u>
Total Personnel	<u><u>\$ 262,500</u></u>

Operating Expenses:

Accounting/Auditing/Legal Services	\$ 1,700
Audit CRS 38-37-104 (7)	10,000
Building/Office Rental/Storage	30,000
Dues and Meetings	1,000
Equipment Maintenance/Rental	4,000
IT Support	8,000
Office Supplies	3,600
Postage	150
Misc/Other	800
Telephone/Utilities	3,800
Travel/Mileage	300
Bank Fees	<u>2,800</u>
Total Operating	<u><u>\$ 66,150</u></u>

Capital Outlay:

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

Total Expenses	<u><u>\$ 328,650</u></u>
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NET FUNDS PAYABLE TO PUBLIC TRUSTEE SALARY FUND	<u><u>\$ 24,550</u></u>
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BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CLERK TO THE BOARD

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 362,699	\$ 399,830	\$ 399,830	\$ 409,906
Supplies	12,026	29,494	29,494	29,494
Purchased Services	22,624	18,075	26,075	26,075
Fixed Charges	0	- 7,751	- 7,787	- 7,787
Capital	0	0	0	0
Gross County Cost	\$ 397,349	\$ 439,648	\$ 447,612	\$ 457,688
Revenue	15,258	7,751	7,787	7,787
Net County Cost	\$ 382,091	\$ 431,897	\$ 439,825	\$ 449,901
Budgeted Positions	6.0	6.0	6.0	6.0

SUMMARY OF CHANGES: Purchased Services are up \$8,000 for phones (\$300), other professional service for MuniCode (\$6,600), registration for Tyler conference \$350, and travel for Tyler conference (\$750). Chargeback for County Attorney and Telecom Services are both up \$36. Net county costs are up \$7,798.

Final budget adjustments include an increase in salaries of \$10,076.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOA BOARD ACTION: Approved as recommended.

CLERK TO THE BOARD (CONTINUED) 1000-10400

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of meetings transcribed	200	200	200
Number of images optically scanned	60,000	60,000	60,000
Number of BOE appeals processed	50	750	50
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.204	0.197	0.190
Per capita cost (county support)	\$1.30	\$1.42	\$1.43
Cost per meeting/hearing	\$1,910.46	\$2,011.81	\$2,249.51

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CLERK AND RECORDER

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 654,767	\$ 782,996	\$ 782,996	\$ 745,743
Supplies	27,629	97,412	121,933	121,933
Purchased Services	51,783	82,747	82,747	82,747
Fixed Charges	0	1,500	1,500	1,500
Capital	0	0	0	0
Gross County Cost	\$ 734,179	\$ 964,655	\$ 989,176	\$ 951,923
Revenue	7,715,468	7,000,000	7,700,000	7,700,000
Net County Cost	\$ - 6,981,289	\$ - 6,035,345	\$ -6,710,824	\$ -6,748,077
Budgeted Positions	8 FTE Recording 3 FTE Admin.	7 FTE Recording 3 FTE Admin.	7 FTE Recording 3 FTE Admin.	7 FTE Recording 3 FTE Admin.

SUMMARY OF CHANGES: The only change to this budget is software maintenance and computer equipment are up \$24,521 based upon maintenance contracts. All other line items are the same.

Revenues are budgeted at \$7,700,000 up \$700,000 primarily from increases vehicle registrations and recorded documents.

Final budget adjustments include a decrease in salaries of \$37,253.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

CLERK AND RECORDER (CONTINUED) 1000-11100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of documents recorded	91,574	92,650	95,162
Number of copies produced	172,988	133,227	186,714
Number of marriage licenses issued	1,636	1,792	1,800
<u>Efficiency Measures</u>			
FTE's per 10,000/capita – Recording	0.340	0.328	0.317
Per capita contribution	\$2.49	\$3.28	\$3.02
Number of documents recorded per FTE	9,157	11,581	13,595

CLERK AND RECORDER (CONTINUED) 1000-11100

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CLERK AND RECORDER

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 677,063	\$ 418,964	\$ 802,395	\$ 810,777
Supplies	414,108	277,490	605,840	605,840
Purchased Services	167,237	222,348	275,312	275,312
Fixed Charges	6,174	5,000	8,100	8,100
Capital	0	500,000	0	0
Gross County Cost	\$ 1,264,582	\$ 1,423,802	\$ 1,691,647	\$ 1,700,029
Revenue	491,139	300,000	400,000	400,000
Net County Cost	\$ 773,443	\$ 1,123,802	\$ 1,291,647	\$ 1,300,029
Budgeted Positions	5	5	5	5

SUMMARY OF CHANGES: In 2018, there will be both a General and a Primary Election. The costs of the Primary Election have increase because of Proposition 108 passing in the November 2016 Election. Proposition 108 allowed unaffiliated electors to vote in the primary elections of major political parties without declaring an affiliation with the party. The measure provided that unaffiliated voters receive a combined ballot with primary candidates separated by political party and chose which one party's primary to vote. Because there are two elections in 2018, and with the added costs of Proposition 108, the Election budget is up \$267,845 over 2017, and up \$767,845, if you take into account the 2017 budget had \$500,000 for new voting equipment.

Final budget adjustments include an increase in salaries of \$8,382.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended. On October 11, 2017, the Board approved paying Election Judges by the hour, instead of by the day. The change is anticipated to be cost neutral, so no budgetary impact.

ELECTIONS (CONTINUED)

1000-11200

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of voter transactions	368,816	378,487	364,452
Revenue generated from elections	\$491,139	\$300,000	\$400,000
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.170	0.164	0.159
Per capita cost (county support)	\$2.63	\$3.69	\$4.12
Transactions per FTE	73,763	75,697	72,890

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

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CLERK AND RECORDER

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 2,403,770	\$ 2,495,620	\$ 2,495,620	\$ 2,645,748
Supplies	28,348	16,720	29,834	29,834
Purchased Services	216,642	222,050	260,709	260,709
Fixed Charges	27	0	0	0
Capital	6,350	0	0	0
Gross County Cost	\$ 2,655,137	\$ 2,734,390	\$ 2,786,163	\$ 2,936,291
Revenue	0	0	0	0
Net County Cost	\$ 2,655,137	\$ 2,734,390	\$ 2,786,163	\$ 2,936,291
Budgeted Positions	39 Full-time 3 Part-time	41 Full-time 2 Part-time	41 Full-time 2 Part-time	41 Full-time 2 Part-time

SUMMARY OF CHANGES: Supplies are up \$13,114 due to increases in software and computer equipment maintenance. Purchased Services are up \$38,659 in postage (\$21,425), printing (\$1,500), legal notices (\$3,000) due to the increase in population and vehicle registrations along with the implementation of the new State Motor Vehicle System DRIVES. The increase of \$11,234 for travel and training funding is because of the implementation of DRIVES in 2018. Final budget adjustments include an increase in salaries of \$150,128.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The increases appear justified based the increase in population and vehicle registrations. The increase in travel and training costs are required for the implementation of the new State Motor Vehicle System DRIVES in 2018.

The performance review of the Clerk and Recorder's Office conducted by Harvey M. Rose Associates, LLC, was completed nearly three months late on August 21, 2017. As a result it was too late for the Clerk and Recorder to include the request for positions in her 2018 budget request, so it must be addressed in the final budget process in October. The audit recommended the County increase Motor Vehicle staff by an additional 7 employees: one Motor Vehicle Office Coordinator (\$83,321), three Office Tech IV's (\$198,441) and three Office Tech III's (\$172,950) for a total cost of \$454,712. These funds are not included in the 2018 Proposed Budget figures for Motor Vehicle. Board policy issue.

MOTOR VEHICLE (CONTINUED)

BOARD ACTION: Approved as recommended. Based upon an analysis of the transaction workload and required FTE no additional staff is justified. The Board did allow the department to overfill two (2) Office Tech III positions due to excess sick leave and vacancies to reduce mandatory overtime. No additional funds were budgeted, since the cost of the two overfilled positions should be covered by vacancies and leave without pay.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of titles/registrations issued	605,466	700,435	730,355
FORT LUPTON BRANCH OFFICE: Number of marriage licenses issued	178	181	201
DEL CAMINO BRANCH OFFICE: Number of marriage licenses issued	240	217	260
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita – DMV	1.43	1.41	1.36
Per capita cost	\$9.02	\$8.98	\$9.31
Number of titles/registrations issued per FTE	14,950	16,677	16,985

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

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 704,833	\$ 742,362	\$ 742,362	\$ 805,063
Supplies	37,401	102,750	115,383	115,383
Purchased Services	207,988	206,275	173,548	173,548
Fixed Charges	21	0	0	0
Capital	5,108	0	0	0
Gross County Cost	\$ 955,351	\$ 1,051,387	\$ 1,031,293	\$ 1,093,994
Revenue	4,867,644	3,640,000	4,819,800	4,819,800
Net County Cost	\$ - 3,912,293	\$ -2,588,613	\$ 3,788,507	\$ 3,725,806
Budgeted Positions	10	10	10	10

SUMMARY OF CHANGES: Supplies are up \$12,633 primarily for software maintenance. Purchased Services are down \$32,727 with banking services down \$38,652 with offsetting increases in postage (\$3,000), advertising (\$1,800), travel (\$600), repair and maintenance (\$500), and publications (\$25). Overall gross county costs are down \$20,094.

Revenues are budgeted at \$4,800,000 for treasurer fees and \$19,800 for advertising reimbursement for a total of \$4,819,000.

Final budget adjustments include an increase in salaries of \$62,701.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

TREASURER (CONTINUED) 1000-12100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Property Tax Collected	\$712M	\$642 M	\$656 M
Investments	\$255M	\$255M	\$255M
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.340	0.328	0.317
Per capita expenditure	\$3.25	\$3.45	\$3.47

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

DESIRED OUTCOMES	DESIRED OUTCOMES	DESIRED OUTCOMES	DESIRED OUTCOMES	DESIRED OUTCOMES
ES8-1: Effective and cost-efficient County tax collection	Cost per tax bill	\$5.37	\$5.42	\$5.91
	Number of tax bills per FTE	18,000	18,400	18,700
ES8-2: Investments that are safe, liquid and deliver the best yield possible – in that order	Return on investments	0.892%	0.987%	1.08%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: ASSESSOR'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 2,753,976	\$ 2,803,214	\$ 2,830,404	\$ 3,036,446
Supplies	186,569	189,589	198,037	198,037
Purchased Services	239,877	173,100	188,600	188,600
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 3,180,422	\$ 3,165,903	\$ 3,217,041	\$ 3,423,083
Revenue	251,264	50,500	50,500	50,500
Net County Cost	\$ 2,929,158	\$ 3,115,403	\$ 3,166,541	\$ 3,372,583
Budgeted Positions	35.0	35.0	35.0	35.0

SUMMARY OF CHANGES: Supplies are up \$8,448 for software maintenance. Purchased Services are up for expenditures for printing and postage for Notices of Value (\$12,500). 2018 is a non-reappraisal year for all real property, but the Assessor must send notices to all new construction properties and for all other intervening year changes. The office is experiencing increased costs in mileage (\$3,000) driven because of new construction.

Personnel Services are up \$27,190. The Assessor is not asking to increase staff, but is asking to consider reclassification of five GIS Mapper II positions (\$19,420), the Assessment Coordinator (\$3,885), and the Senior Analyst (\$3,885). Based upon salary survey data the upgrades are justified, plus the change will standardize all of the office's GIS Mapper positions as to grade.

Final budget adjustments include an increase in salaries of \$178,852.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Based upon salary survey data the upgrades are justified, plus the change will standardize all of the office's GIS Mapper positions as to grade.

BOARD ACTION: Approved as recommended, including the position reclassifications.

ASSESSOR (CONTINUED) 1000-13100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of parcels (including personal property and SA)	219,000	221,000	223,000
Telephone Calls Answered	28,000	27,000	26,000
Number of administrative updates to database	145,000	148,000	150,000
Number of walk-ins requesting assistance	3,000	5,000	4000
Number of Property Inspections	9,000	9,000	10,000
Sales Verification	12,000	12,000	12,500
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	1.19	1.15	1.12
Per capita cost (county support)	\$9.95	\$10.23	\$10.70
Cost per parcel	\$13.38	\$14.10	\$15.12
Parcels Per FTE	6,169	6,225	6,281
<u>Effectiveness Measures (desired results)</u>			
Deed Processing Time (days)	5	5	5
Requests for Information per FTE	873	901	845
Percent of Properties Site Reviewed	5%	5%	5%
Assessment Levels compared to market value	100%	100%	100%

ASSESSOR (CONTINUED) 1000-13100

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COUNTY COUNCIL

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 13,184	\$ 20,412	\$ 20,412	\$ 21,023
Supplies	272	300	300	300
Purchased Services	1,140	54,900	34,900	29,900
Fixed Charges	17	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 14,613	\$ 75,612	\$ 55,612	\$ 51,223
Revenue	0	0	0	0
Net County Cost	\$ 14,613	\$ 75,612	\$ 55,612	\$ 51,223
Budgeted Positions	1 PT	1 PT	1 PT	1 PT

SUMMARY OF CHANGES: The budget has been reduced \$20,000 over 2017. Costs for audits have been reduced to the historical level of \$25,000, which is a \$25,000 reduction. The County Council is requesting \$5,000 for legal services in the event there is a conflict of interest with the County Attorney and a special counsel is required in 2018.

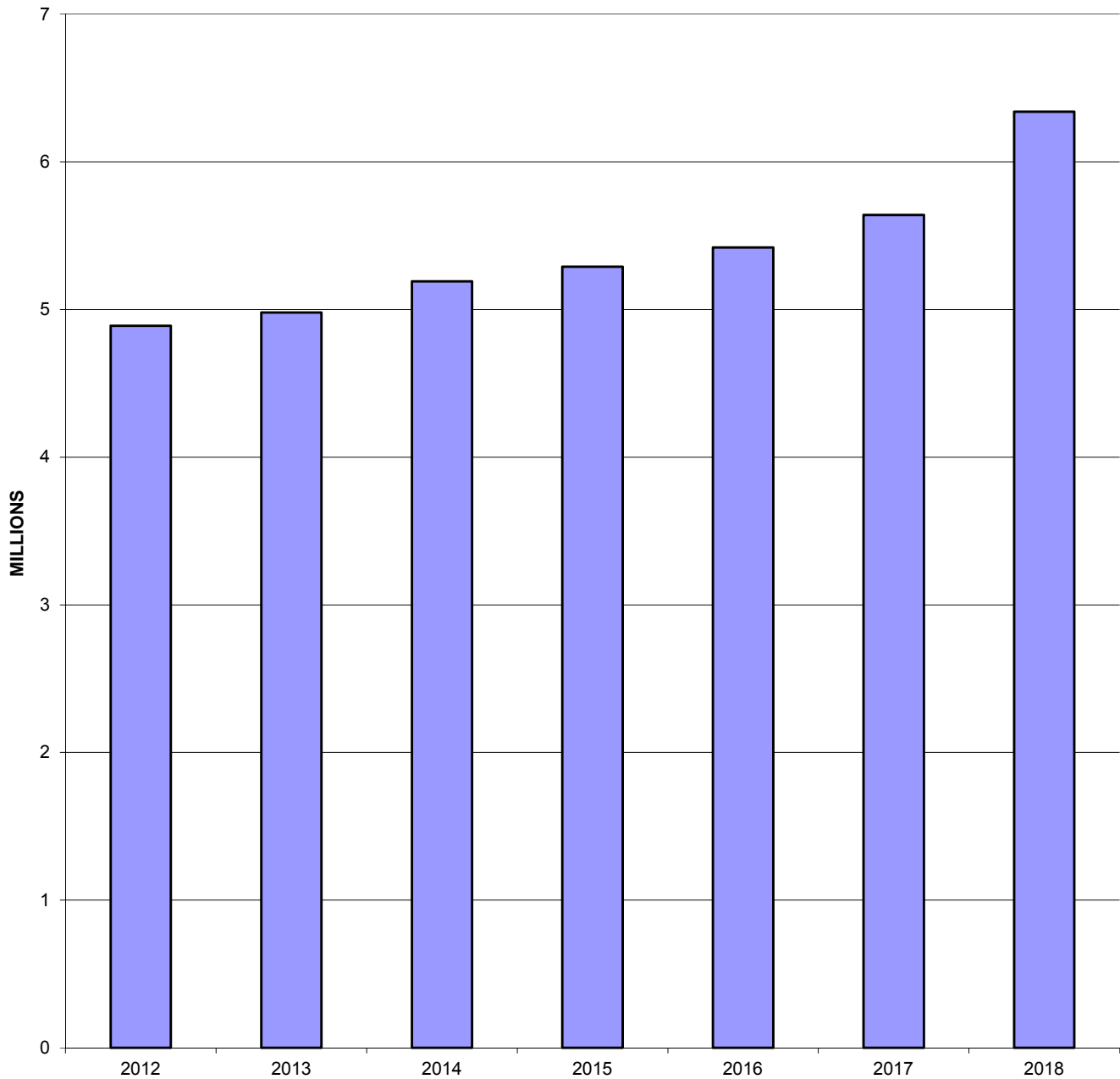
Final budget adjustments include an increase in salaries of \$611.

FINANCE/ADMINISTRATION RECOMMENDATION: The request for \$5,000 for legal services is a policy issue for the Board to address. Historically the county has never budgeted for legal services in the event there is a conflict of interest with the County Attorney. The understanding has always been that if a conflict arises the Board of County Commissioners would address it at the time and do a supplemental appropriation to cover the costs.

BOARD ACTION: The Board reduced the \$5,000 for legal services. The Board felt that adequate funds were budgeted in the County Attorney's budget in line item 1000-10200-6372 (\$40,000). No other changes.

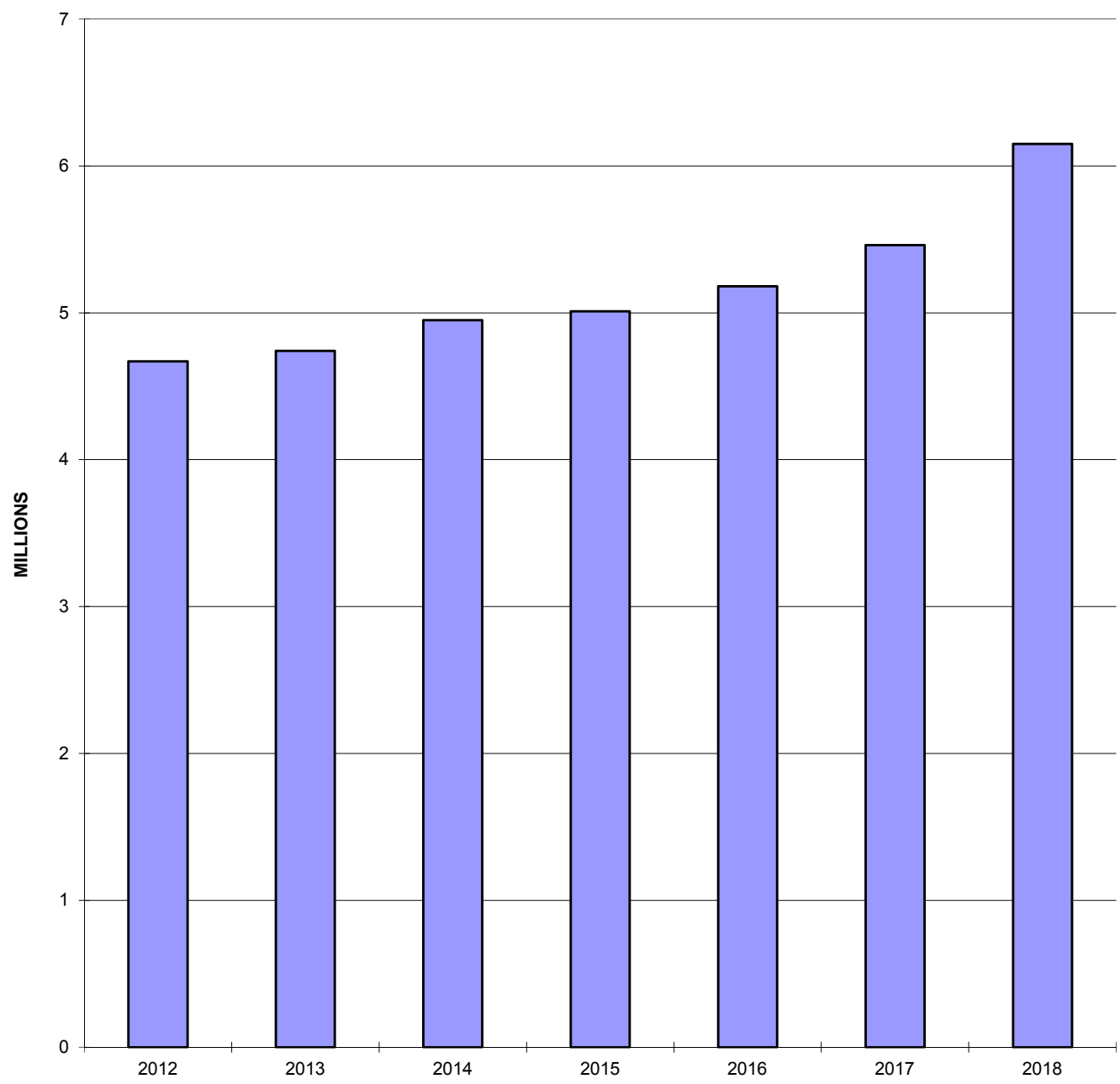
SEVEN YEAR TREND

District Attorney



SEVEN YEAR TREND

District Attorney Local Cost



BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 5,184,659	\$ 5,337,007	\$ 5,783,097	\$ 6,046,541
Supplies	42,641	65,721	50,756	50,756
Purchased Services	223,437	241,319	240,262	240,262
Fixed Charges	1,406	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 5,452,143	\$ 5,644,047	\$ 6,074,115	\$ 6,337,559
Revenue	280,471	182,148	184,024	184,024
Net County Cost	\$ 5,171,672	\$ 5,461,899	\$ 5,890,091	\$ 6,153,535
Budgeted Positions	55.00	55.000	59.000	59.000

SUMMARY OF CHANGES: Supplies have been reduced \$14,965 due to the paperless office conversion. Purchased Services are down \$1,057 primarily in vehicle fuel costs, and realignment of line items to reflect historical expenses.

Personnel Services has been increased \$446,090 for four additional positions and one upgrade. The District Attorney is requesting three additional Deputy District Attorneys III (DDA III) (Grade 49, Step 1) at a cost of \$344,751. Weld County has had an exponentially increasing caseload over the past several years with a 40% increase since 2011. This increasing caseload, coupled with the expanding numbers of public defenders, enhanced information in every case (i.e. Body cameras, dash cameras, digital forensics, etc.), necessitate three DDAs handling a felony docket in each of the four district courts.

The District Attorney is also requesting an additional Investigator II position (Grade 40, Step 1) at a cost of \$93,459. The DA believes a jurisdiction the size of Weld County necessitates more than three investigators handling the numerous major criminal investigations and other requisite duties. The District Attorney's Office has attempted to utilize volunteers and retired law enforcement officers to assist, however, the need for additional resources remains. Local law enforcement agencies continue to lack the expertise in white collar crime as they are uniquely difficult cases. Further, the office continues to go to trial more frequently than any other office its size, and continuous trial support from investigators is essential. Officer involved shootings are highly intensive investigations and demand an investigator's immediate and undivided attention. The need for another investigator appear to justified given these required responsibilities.

DISTRICT ATTORNEY (CONTINUED) 1000-15100

SUMMARY OF CHANGES (CONTINUED):

The office is requesting the reclassification of one Office Tech III to an Office Tech IV (\$7,880). The person who is currently assigned to this position, has begun performing many more paralegal duties than her Office Tech III counterparts out of necessity. The office redefined this position in October of 2016 in response to their need to increase the professionalism of evidence presentation to juries in non-homicide cases, both district and county court. This position is currently doing many of the duties another Office Tech IV is doing in homicides and other major cases. These include but are not limited to audio/video redactions, preparation of trial exhibits, exhibit lists, and courtroom technology support.

Final budget adjustments include an increase in salaries of \$263,444.

FINANCE/ADMINISTRATION RECOMMENDATION: The four additional positions are recommended to be funded in the 2018 budget. The District Attorney makes a good case for the staffing increases based upon the growth of the caseload and nature of the cases. The increase in felony caseload from 2011 (1,862) to 2017 (3,054) is a 40% increase. In 2011, the DA had 54.125 FTE's, which changed to 55 FTE in 2012, and has not increased until these requests for the four additional positions. Approval by the Board is a policy issue regarding level of service in the office.

The upgrade of the Office Tech III to an Office Tech IV is recommended based upon the assigned duties it is justified. The upgrade also will maintain parity among other positions in the office.

BOARD ACTION: Approved as recommended, including the additional positions and the reclassification requested.

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 131,839	\$ 123,816	\$ 123,816	\$ 111,456
Supplies	121	409	400	400
Purchased Services	3,785	1,700	1,700	1,700
Gross County Cost	\$ 135,745	\$ 125,925	\$ 125,916	\$ 113,556
Revenue	105,433	94,082	95,359	95,359
Net County Cost	\$ 30,312	\$ 31,843	\$ 30,557	\$ 18,197
Budgeted Positions	1.5	1.5	1.5	1.5

SUMMARY OF CHANGES: There is no proposed changes to this program. Minor decrease of \$9 in supplies. Revenues are up \$1,277.

Final budget adjustments include a decrease in salaries of \$12,360.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 38,564	\$ 52,401	\$ 52,401	\$ 52,401
Supplies	982	200	0	0
Purchased Services	151,120	169,402	90,341	90,341
Gross County Cost	\$ 190,666	\$ 222,003	\$ 142,742	\$ 142,742
Revenue	223,417	222,003	142,742	142,742
Net County Cost	\$ -32,751	\$ 0	\$ 0	\$ 0
Budgeted Positions	.5	.5	.5	.5

SUMMARY OF CHANGES: Weld County's involvement in this project is decreasing according to plan and therefore, the income generated through this grant is also decreasing. This program works in conjunction Juvenile Diversion program.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 738,764	\$ 808,556	\$ 808,556	\$ 884,435
Supplies	815	2,700	700	700
Purchased Services	28,404	28,857	28,442	28,442
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 767,983	\$ 840,113	\$ 837,698	\$ 913,577
Revenue	243,037	402,413	373,773	373,773
Net County Cost	\$ 524,946	\$ 437,700	\$ 463,925	\$ 539,804
Budgeted Positions	11.0	12.375	12.375	12.375

SUMMARY OF CHANGES: Supplies are down \$2,000 for office supplies. Purchased Services are down \$415 primarily in travel (\$2,618), and printing (\$136) with offsetting increases in phones (\$2,157), postage (\$107), and memberships (\$75).

Revenue for the program comes from the following grants: VALE (\$136,182); VOCA/VAWA (\$95,293); Administrative funds from VALE (\$91,335), and COMP (\$46,963). VALE Scholarships for COVA and COMP/VALE Conferences (\$4,000). Total revenue is \$373,773 down \$28,640.

Net county costs are up \$26,225 for the requested budget. However, in 2017, net county costs were down \$36,406, so the program's net county cost is returning to its historical level.

Final budget adjustments include an increase in salaries of \$75,879.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 341,763	\$ 365,983	\$ 359,924	\$ 376,796
Supplies	203	1,000	1,000	1,000
Purchased Services	7,532	6,510	6,510	6,510
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 349,498	\$ 373,493	\$ 367,434	\$ 384,306
Revenue	0	0	0	0
Net County Cost	\$ 349,498	\$ 373,493	\$ 367,434	\$ 384,306
Budgeted Positions	1.00	1.00	1.00	1.00

SUMMARY OF CHANGES: No change.

Final budget adjustments include an increase in salaries of \$10,813.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

FINANCE AND ADMINISTRATION (CONTINUED) 1000-16100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Excess revenue over expenditures	4.62%	3.00%	3.00%
Budgeted fund balance vs. actual variance	6.60%	3.00%	3.00%
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.034	0.033	0.032
Per capita cost (county support)	\$1.19	\$1.23	\$1.22

Goal ES10: Ensure the financial viability of the County through sound financial management practices.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES10-1: Sound asset management and financial investment strategies	Number of audit exceptions	0	0	0
	Return on investments	1.25%	1.25%	1.25%
ES10-2: Plan necessary resources to meet current and future operating and capital needs (priority outcome)	Percent of cash reserves	46%	36%	30%

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 662,553	\$ 673,614	\$ 786,593	\$ 832,513
Supplies	98,819	111,000	118,800	118,800
Purchased Services	42,786	34,700	39,800	39,800
Fixed Charges	5,870	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 810,028	\$ 819,314	\$ 945,193	\$ 991,113
Revenue	0	0	0	0
Net County Cost	\$ 810,028	\$ 819,314	\$ 945,193	\$ 991,113
Budgeted Positions	6.0	6.0	7.0	7.0

SUMMARY OF CHANGES: Personnel Services are up \$112,979 with the mid-year Board approved staff changes to accommodate a reorganization and succession planning in the department. The upgrade of the Senior Accountant to Assistant Controller (\$20,727), and creation of a new Accountant III position (\$92,252) total the \$112,979.

Software maintenance is up \$10,000. Required advertising for county warrants and payroll is up \$2,000. Additional funds in the amount of \$3,000 have been added for travel to allow staff to keep current with changes in the profession.

Final budget adjustments include an increase in salaries of \$45,920.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Staffing changes were approved by the Board in April. Other increases are justified.

BOARD ACTION: Approved as recommended. Board reaffirmed mid-year staff changes to accommodate a reorganization and succession planning in the department.

ACCOUNTING (CONTINUED) 1000-16200

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of Account Payable warrants issued	15,556	15,500	15,500
Average number of employees paid	1,558	1,600	1,600
Number of employees trained on General Ledger	300	300	300
Total County federal funds	\$32.1M	\$33.0M	\$33.0M
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.204	.197	.222
Per capita cost (county support)	\$2.83	\$2.73	\$3.14
Account Payable warrants per week per A/P FTE	299	300	300
Employees paid monthly per Payroll FTE	1,558	1,600	1,600

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

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

DEPARTMENT DESCRIPTION: Is responsible for all purchases whether by formal bid, telephone proposal, or quotation. Maintains vendor bid list for all types of bidding. Department seeks approval from the Board of County Commissioners on all bids over \$10,000.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 171,579	\$ 175,620	\$ 272,330	\$ 309,191
Supplies	214	250	250	250
Purchased Services	4,926	7,050	9,750	9,750
Fixed Charges	94,378	101,834	0	0
Gross County Cost	\$ 271,097	\$ 284,754	\$ 282,330	\$ 319,191
Revenue	0	0	0	0
Net County Cost	\$ 271,097	\$ 284,754	\$ 282,330	\$ 319,191
Budgeted Positions	2.5	2.5	3.0	3.0

SUMMARY OF CHANGES: Budget reflects the May 8, 2017, decision of the Board to eliminate the GSA Director's position (\$101,834) and hire a full-time Purchasing Manager (\$96,710) that will report to the Controller. The net savings will be \$5,124. This changes is part of an overall reorganization and succession planning effort for the Finance and Administration area.

Other changes are phone charges have been increased \$950, and travel and meeting expenses \$1,750 in case the Purchasing Manager needs to attend training or a professional conference. No other changes.

Final budget adjustments include an increase in salaries of \$36,861.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PURCHASING (CONTINUED) 1000-16300

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of formal bids presented to BOCC	138	140	140
Number of bids	201	205	205
Number of Purchase Orders placed	975	990	990
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	.085	.082	.095
Per capita cost (county support)	\$0.92	\$0.93	\$1.01
No. of formal bids/FTE presented to BOCC	55	56	47

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

DESIRED OUTCOMES*	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)*	ACTUAL	ESTIMATED	PROJECTED
ES-13-1: To acquire goods and services at the best possible value.	Inclusion of as many vendors as possible on every bidding opportunity. Evaluation of current practices by attending appropriate training and review of peer codes.	On-going and continual. 1 seminar attended.	On-going and continual. Attendance of 3 seminars.	On-going and continual. Attendance at 1 seminar.
ES 13-2: Ensure all procurement processes are conducted in accordance with county, state, and federal rules.	All goods and services acquired via requirements of the Weld County Code. Development of guidance documents and other tools so that Departments are confident in their practices. Purchases will be audited for compliance with Weld County Code.	100% 8 developed and updated. On-going and continual.	100% All developed documents updated. On-going and continual.	100% All developed documents updated. On-going and continual.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 1,044,182	\$ 923,260	\$ 923,260	\$ 992,613
Supplies	89,138	248,005	306,463	306,463
Purchased Services	69,630	80,900	67,100	67,100
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,202,950	\$ 1,252,165	\$ 1,296,823	\$ 1,366,176
Revenue	0	0	0	0
Net County Cost	\$ 1,202,950	\$ 1,252,165	\$ 1,296,823	\$ 1,366,176
Budgeted Positions	11	10	10	10

SUMMARY OF CHANGES: Supplies are up \$58,458 with nearly all of the increase attributed to software maintenance (\$57,658), and supplies (\$800). Purchased Services are down \$13,800 due to a reduction in advertising with the use of NeoGov.

Final budget adjustments include an increase in salaries of \$69,353.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

HUMAN RESOURCES (CONTINUED) 1000-16400

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Authorized County positions (FTE'S)	1,492	1,505	1,550
Occupied FTE'S	1,410	1,440	1,440
Employees			
Terminated/Resigned/Retired	100	100	100
Employees Hired	120	120	120
Turnover Rate	9%	10%	10%
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	.374	.328	.317
Per capita cost (county support)	\$4.08	\$4.11	\$4.33
Personnel served per FTE	136	151	155

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

HUMAN RESOURCES

(CONTINUED)

1000-16400

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PLANNING AND ZONING

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 1,418,807	\$ 1,635,235	\$ 1,635,235	\$ 1,695,689
Supplies	3,160	21,500	17,500	17,500
Purchased Services	439,518	438,284	536,485	536,485
Contra Account	-138,415	-174,027	-147,217	-147,217
Gross County Cost	\$ 1,723,070	\$ 1,920,992	\$ 2,042,003	\$ 2,102,457
Revenue	426,092	585,500	615,000	615,000
Net County Cost	\$ 1,296,978	\$ 1,335,492	\$ 1,427,003	\$ 1,487,457
Budgeted Positions	16.00	17.00	17.00	17.00

SUMMARY OF CHANGES: Supplies are down \$4,000 primarily due to drop in software costs. Purchased services are up \$98,201 due to chargebacks from Engineering and the Oil and Gas Liaison position from Environmental Health. The contra account is down \$26,810 based upon the anticipated chargeback to Building Inspection from Planning.

Revenues are up \$29,500 based upon increase in land use permit activity.

Final budget adjustments include an increase in salaries of \$60,454.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PLANNING AND ZONING (CONTINUED) 1000-17100

PERFORMANCE MEASURES

	<u>ACTUAL</u> <u>(2016)</u>	<u>ESTIMATED</u> <u>(2017)</u>	<u>PROJECTED</u> <u>(2018)</u>
<u>Current Planning Work Outputs</u>			
Number of total applications submitted	593	625	650
Number of administrative land use cases	386	400	450
Number of Grading Permits	38	45	50
Number of Geo Hazard Permits	0	2	4
Number of FHDP and FP (Flood Hazard Dev. Permits)	73	75	80
WOGLA (Oil and Gas Location Assessments)	0	75	300
<u>Long Range Planning Work Outputs</u>			
Special Projects	1	1	1
Walk in's	1,302	1,350	1,400
Pre-Application Meetings	270	280	300
Code Revisions	8	6	9
Comp Plan Amendments	0	1	2
<u>Technical Support Work Outputs</u>			
Total Public Hearings (PC and BOCC)	160	175	200
Case Clean Up (RE, SE, USR, Subdivisions)	10	20	20
Town/County Staff Outreach Meetings	2	2	2
<u>Compliance Planning Work Outputs</u>			
Number of Complaints	154	300	300
Number of violations issued	148	300	300
Number of violations closed	122	200	200
Average number of County Court hearings	12	12	12
(Vouchers)	1	2	2
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.543	.558	.539
Per capita cost (county support)	\$4.40	\$4.38	\$4.72

PLANNING AND ZONING (CONTINUED) 1000-17100

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

PLANNING AND ZONING (CONTINUED) 1000-17100

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

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

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

PLANNING AND ZONING (CONTINUED) 1000-17100

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

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BUILDINGS AND GROUNDS

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 2,087,535	\$ 2,163,637	\$ 2,344,064	\$ 2,512,518
Supplies	738,540	638,324	749,824	749,824
Purchased Services	3,540,395	3,784,750	3,674,750	3,674,750
Fixed Charges	10,223	32,000	22,000	22,000
Contra Account	- 275,630	-260,000	-275,000	-275,000
Capital	20,429	0	0	0
Gross County Cost	\$ 6,121,492	\$ 6,358,711	\$ 6,515,638	\$ 6,684,092
Revenue	0	0	0	0
Net County Cost	\$ 6,121,492	\$ 6,358,711	\$ 6,515,638	\$ 6,684,092
Budgeted Positions	25	26.5	28.5	29.5

SUMMARY OF CHANGES: Requested budget is up \$156,927 or 2.47%. Personnel Services are up \$180,427 for a Building Automation Supervisor (\$109,345), Grounds Technician (\$59,540), and a 10% upgrade to the Skilled Trades Supervisor (\$11,542). The Building Automation Supervisor and other upgrade are necessary to handle all the new automated systems, like proxy cards, camera system, jail controls, digital lighting, and new fuel system. The Grounds Technician is necessary to keep up with the workload of maintaining the outside of the buildings. Final budget adjustments include an increase in salaries of \$168,454.

Supplies are up \$111,500 primarily with a shift in the accounting for janitorial supplies and services (\$110,000). Purchased Services are down \$110,000 because of the same accounting shift. Line items in both categories have been adjusted to reflect historical expenditure patterns. Fixed costs are down \$10,000 for equipment rental costs. Contra account is up \$15,000 for charge back amounts to departments for grant recovery purposes.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. New position and upgrade are both necessary and cost effective. At an average cost of \$4.45 per square foot, the department is very good by industrial standards. Most entities are in the \$7.00 to \$10.00 per square foot range for building and grounds maintenance.

BUILDINGS AND GROUNDS (CONTINUED) 1000-17200

BOARD ACTION: Approved as recommended, including the additional positions and the upgrade requested. On November 14, 2017, the Board approved an additional Project Manager position (Grade 46) to oversee special projects (\$123,263).

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of square feet maintained	1,501,082	1,501,082	1,501,082
Number of preventative maintenance work orders (PMs)	990	990	990
Number of tracked repair work orders	9,629	9,600	9,600
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.85	0.87	0.94
Per capita cost (county support)	\$20.79	\$20.88	\$21.20
Cost per square foot	\$4.07	\$4.23	\$4.45

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

BUILDINGS AND GROUNDS (CONTINUED) 1000-17200

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

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

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BUILDINGS AND GROUNDS

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	595,267	0	0	0
Purchased Services	52,543	633,800	633,800	633,800
Fixed Charges	44,544	41,250	41,250	41,250
Capital	0	0	0	0
Gross County Cost	\$ 692,354	\$ 675,050	\$ 675,050	\$ 675,050
Revenue	1,123,049	1,327,624	1,279,148	1,279,148
Net County Cost	\$ -430,695	\$ -652,574	\$ -604,098	\$ -604,098
Budgeted Positions	n/a	n/a	n/a	n/a

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

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: INFORMATION TECHNOLOGY

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 5,191,701	\$ 5,307,010	\$ 5,679,175	\$ 6,020,850
Supplies	1,971,970	1,184,076	1,345,738	1,345,738
Purchased Services	492,469	680,170	928,838	928,838
Contra Account	- 1,902,320	- 1,200,000	- 1,600,000	- 1,600,000
Capital	197,690	1,142,500	1,070,500	1,070,500
Gross County Cost	\$ 5,951,510	\$ 7,113,756	\$ 7,424,251	\$ 7,765,926
Revenue	0	0	0	0
Net County Cost	\$ 5,951,510	\$ 7,113,756	\$ 7,424,251	\$ 7,765,926
Budgeted Positions	46	46	49	49

SUMMARY OF CHANGES: Personnel Services are up \$372,165 for the two additional Business Process Analysts (\$245,924) and upgrades (\$29,296) approved mid-year. Plus, an additional Business Intelligence Analyst position for the dashboard reporting is included in the 2018 budget (\$96,945). Supplies are up \$161,662 due to increases in software maintenance (\$131,162), software (\$5,500), and computer equipment (\$25,000), which is in accordance with the Five-Year Capital Improvement Plan. Final budget adjustments include an increase in salaries of \$341,675.

Purchased Services are up \$248,668 primarily for computer and software maintenance. Charge backs in the contra account are up \$400,000 due to the two new Business Process Analysts, and recent usage trends by grant funded departments. Capital is funded in accordance with the Five-Year Capital Improvement Plan with \$490,500 for computer equipment and \$80,000 for software.

For 2018, compliance projects (legal, vendor or state mandated) and departmental projects there has been \$500,000 funded in account 6570 Miscellaneous. Like last year, it is anticipated that a IT budget work session will be held with IT staff and requesting departments presenting the requests along with IT management and Finance and Administration recommendations for the Board's review. The Commissioners will make the final determination of 2018 funding of each project.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The budget is broken out more accurately in the respective line items since the department is gathering better detail after assuming the operation from a contractor in 2014. The expenditures are consistent with the Five-Year Capital Improvement Plan.

BOARD ACTION: Approved as recommended.

INFORMATION TECHNOLOGY (CONTINUED) 1000-17300

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of Computing Devices Supported	3,150	2,201	2,300
Number of Personal Computer systems installed/replaced	497	165	458
Number of IT Managed Projects	121	70	65
Number of Technical Support Calls/Month	1,400	1,244	1,300
Number of Office 365 Accounts Migrated	1,000	646	0
Number of Virtual Servers Managed	175	275	275
Number of Application Managed	125	125	125
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	1.562	1.510	1.554
Per capita cost (county support)	\$20.21	\$23.35	\$24.63

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

INFORMATION TECHNOLOGY (CONTINUED) 1000-17300

Goal 1: – Information Technology Security

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

Goal 2: – Adopting Cloud Services

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

Goal 3: – Consolidation and Optimization

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

Goal 4: – Budget and Cost Control

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

Goal 5: – Human Resource / Talent Management

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

Goal 6: – Strategic IT Planning

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

INFORMATION TECHNOLOGY (CONTINUED) 1000-17300

Goal 7: – Mobility

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

Goal 8: – Disaster Recovery and Business Continuity

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

Goal 9: – Geographic Information Systems (GIS)

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

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

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: INFORMATION TECHNOLOGY

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	151,473	111,075	125,675	125,675
Purchased Services	67,433	9,220	9,220	9,220
Fixed Charges	0			
Capital	0	0	91,000	91,000
Gross County Cost	\$ 218,906	\$ 120,295	\$ 225,895	\$ 225,895
Revenue	4,441	4,800	4,500	4,500
Net County Cost	\$ 214,465	\$ 115,495	\$ 221,395	\$ 221,395
Budgeted Positions	0	0	0	0

SUMMARY OF CHANGES: Supplies are up \$14,600 for software maintenance. Capital is up \$91,000 for Google imagery for 2,400 square miles (\$31,000), and Nearmap imagery for 1,200 square miles (\$60,000). The imagery is done every two years. Use of the Google and Nearmap imagery will eliminate the need to participate with DRCOG's aerial photography, and will result in better quality imagery at less cost.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Every two years this budget has the imagery update costs.

BOARD ACTION: Approved as recommended.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
# Parcels in Database	129,200	129,500	130,000
# Parcels Updated	600	600	600
# Available Coverage (Layers) in GIS	3,200	3,200	3,200
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.000	0.000	0.000
Per capita costs (County support)	\$0.73	\$0.38	\$0.70

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: INFORMATION TECHNOLOGY

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	48,523	428,500	500,000	500,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 48,523	\$ 428,500	\$ 500,000	\$ 500,000
Revenue	0	0	0	0
Net County Cost	\$ 48,523	\$ 428,500	\$ 500,000	\$ 500,000
Budgeted Positions	0	0	0	0

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

The \$500,000 remaining in the 2018 budget for projects should be adequate to address enterprise solutions, and technology projects not fitting into the IT budget.

TECHNOLOGY PROJECTS (CONTINUED) 1000-17375

FINANCE/ADMINISTRATION RECOMMENDATION: Like last year it is anticipated that a Technology project budget work session will be held with IT staff and requesting departments presenting the requests along with IT management and Finance and Administration recommendations for the Board's review. The Commissioners will make the final determination of 2018 funding of each project. Some of the funds in this budget can also be used for needed resources identified in the Lean process as projects are done during 2018.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 227,787	\$ 258,753	\$ 258,753	\$ 279,942
Supplies	74,255	82,500	82,500	82,500
Purchased Services	52,635	62,780	62,780	62,780
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 354,677	\$ 404,033	\$ 404,033	\$ 425,222
Revenue	268,931	285,100	285,100	285,100
Net County Cost	\$ 85,746	\$ 118,933	\$ 118,933	\$ 140,122
Budgeted Positions	3	4	4	4

SUMMARY OF CHANGES: No change in overall budget. Line-item accounts have been adjusted to reflect historical expenditure patterns.

Final budget adjustments include an increase in salaries of \$21,189.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PRINTING AND SUPPLIES (CONTINUED) 1000-17600

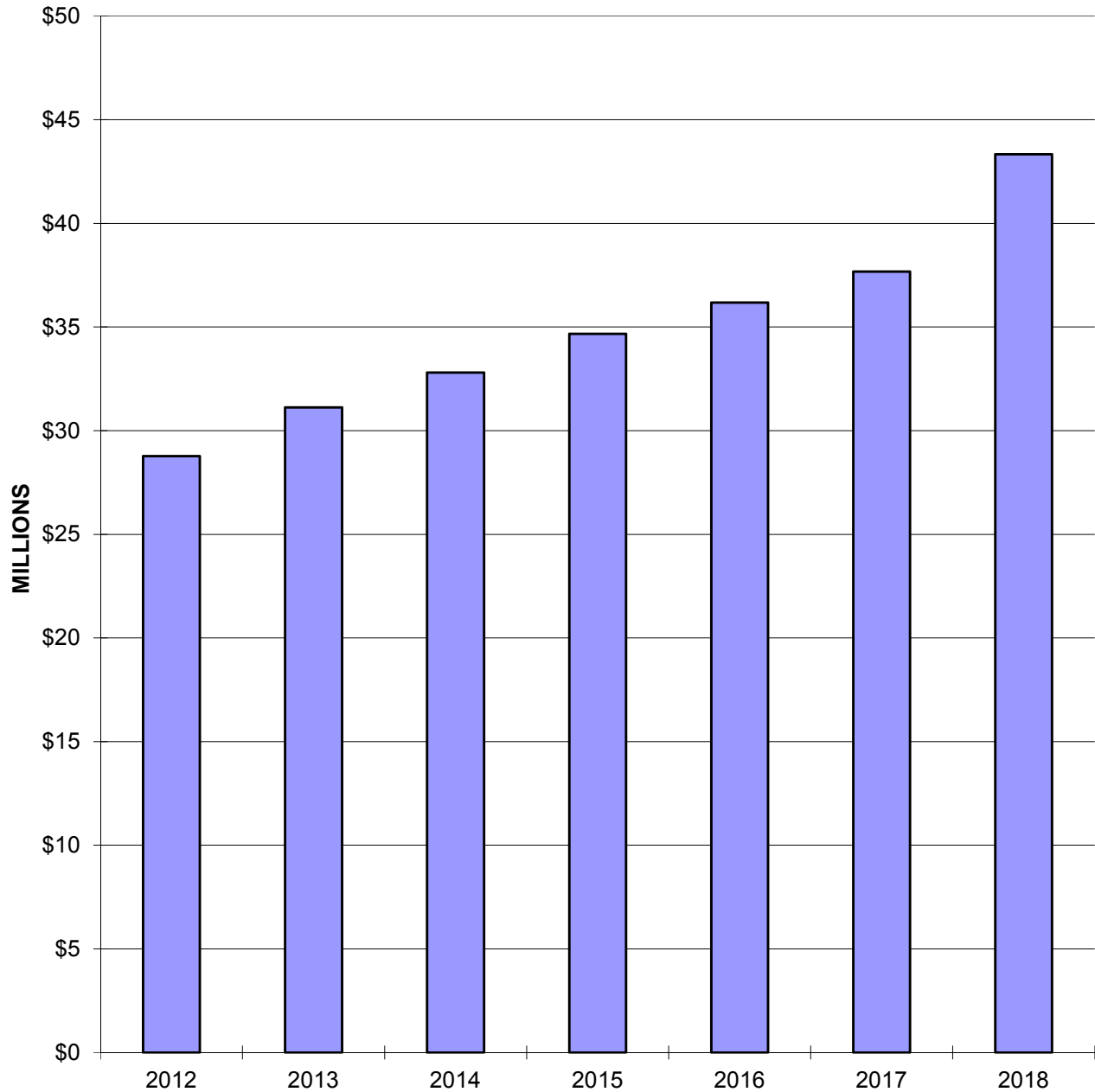
PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Print Orders	2,855	2,900	2,900
Mail Pieces	700,000	700,000	700,000
Supply Orders	1,289	1,300	1,300
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.102	0.131	0.127
Per Capita cost (county support)	\$0.291	\$0.390	\$0.444

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

SEVEN YEAR TREND

Sheriff's Office Local Costs



BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Summary All Departments

DEPARTMENT DESCRIPTION: See individual budget units.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 31,571,720	\$ 31,214,177	\$ 33,277,116	\$ 35,717,067
Supplies	953,641	1,177,764	1,381,337	1,381,337
Purchased Services	7,677,675	8,209,560	8,466,856	8,466,856
Fixed Charges	-84,136	-82,804	-82,804	217,196
Capital	28,963	41,030	16,800	16,800
Gross County Cost	\$ 40,147,863	\$ 40,559,727	\$ 43,059,305	\$ 45,799,256
Revenue	3,391,053	2,893,740	2,426,498	2,264,111
Net County Cost	\$ 36,756,810	\$ 37,665,987	\$ 40,632,807	\$ 43,535,145
Budget Positions	356.25	358.0	384.0	390.0

SUMMARY OF CHANGES:

The Sheriff's Office is requesting an increase in Net County Cost from the 2017 approved budget of \$2,966,820. This accounts for a 7.89% total increase from 2017. The justification for this change is detailed below.

Revenues:

Overall revenues from the Sheriff's Office have decreased by \$467,242.

- Due to the reduction of four (4) municipal contract and school resource positions under Contract Services (Org 21210), revenue is expected to decrease by \$373,150.
- Under Courts and Transport, revenue was still budgeted for Work Release, which is no longer under the Sheriff's Office and hasn't received revenues since the beginning of 2016. This is a \$200,000 reduction in revenues.
- There are minor increases in revenue throughout the budget based on historical collections and anticipated volume in 2018. The Sheriff's Office is also regularly pursuing grants and other sources of revenue to offset budget requirements.

Personnel:

The Sheriff's Office is asking for an increase of 26.0 FTE to fully staff the North Jail Complex (NJC), and movement of 4.0 FTE within the Patrol Division instead of eliminating positions.

- Detentions Division is requesting an increase of 26.0 FTE. This includes 24.0 Deputies and 2 Sergeants for supervision. Approval will allow for four (4) duty stations requiring 6.0 FTE each to operate consistently at 24-hour staffing. The remaining two (2) supervisor positions are consistent with current workloads throughout the NJC. The increase in staffing will allow the NJC to operate at full capacity of 779 beds. Based on current populations, the increase in staffing and capacity will bring the current inmate population to 86%-89% capacity, which is still slightly higher than the targeted 80% capacity. This is consistent with past duty station requests for staffing.

SHERIFF OFFICE SUMMARY (CONTINUED)

Personnel, continued

- Patrol Division is losing four (4) Contract Services positions by 2018 because of a reduction in services requested by outside entities. The Patrol Unit (Org 21200) has requested those four (4) positions be moved to increase Patrol for actual 'first responders' to improve the effectiveness and efficiency of the division as a whole. This is done without increasing the FTE to the County while asking for such a large, needed increase for Detentions. The move reflects a zero expense increase to the Patrol Division, but is reflected in the reduction of revenues anticipated for 2018.

Supplies (total increase of \$203,573):

- Small Items of Equipment has increased by \$86,719, of which there are reductions in Purchased Services to offset some of these expenses. Some of these increases are due to a new critical response team in the Jail called SOG that is being outfit as a new expense (\$42,410), replacing old and outdated riot gear for Patrol (\$25,975), replacement of a K-9 (\$8,000), and adding laptops to the FTO Training program (\$20,288).
- Computer Software has increased by \$41,384. Of this, \$36,000 is for APS E-ticketing and E-crash software anticipated for the increase in MDTs as a project for IT. The Regional Lab is also asking for an increase of \$8,270 specific to software necessary to perform investigations on smartphones and the evolving technology required to do so.
- Firearms supplies is increasing by \$28,976 due to the increased training required for more deputies and more deputies carrying weapons. Firearms training is a high liability area and adequate training supplies are imperative.
- Client Supplies has increased by \$13,283 as calculated by the increase in inmate population, and the increased need for suicide smocks and blankets within this category.
- Uniforms has increased by \$22,481. This can be reduced by \$28,262 if the additional FTE are not approved, as the increase is specific to these new deputies.

Purchased Services (total increase of \$257,296):

- The inmate medical contract is the largest part of this increase (\$153,578). Paired with the increase in inmate food contract (\$48,715), the entire increase is accounted for here.
- Courts and Transport has budgeted for a \$35,657 increase in the Courts Security contract, which is going out to RFP late 2017. This is a reasonable increase for the services provided.
- Phones were increased by \$26,212 due to the Patrol Unit cell phone service increased in 2017. This may be offset by the VOIP savings anticipated, but without having numbers, the increase is only anticipated. Please note: In Detentions, phone charges have been allocated to each unit instead of all being charged to Courts and Transport, and the Sheriff's Office is working with IT to clarify actual expense allocations for 2018.
- Training and Travel associated with training has increased by \$36,659, and this is reflective of the increase in staff recommended, the annual training for the jail's SOG team (\$18,700) as a high liability response team, and keeping the Polygraph school (\$10,900) as the current deputy has fulfilled their three-year commitment and this may be a new deputy in 2018.
- The County's share of the Regional Crime Lab operations and maintenance shared with the five partners is included in the 2018 budget for the first time since the original Department of Justice grant funding ended (\$62,000).
- Vehicle expenses are budgeted as a decrease from 2017 of -\$114,344.

SHERIFF OFFICE SUMMARY (CONTINUED)

Equipment (total request of \$16,800):

- Regional Lab is asking to replace a DME Forensic Workstation at \$8,800.
- Investigations is asking for a color copier/printer/scanner for new buildout at \$8,000.

In the General Fund Salary Contingency budget (1000-99999) there is \$1,225,963 budgeted to fund the changes to address the recruitment and retention problem in the Sheriff's Office that were approved by the Board in April, 2017. The three strategies approved are:

- Adjust the pay steps system for public safety personnel (both Security and Patrol) only by having step movements annually for good performers, so a public safety employee reaches the top pay step in 9 years versus 16 years under the current system. This will be more consistent and competitive with other law enforcement agencies in the area.
- In Security flexibly staffing all Detention Deputy positions as Detention Deputy III positions authorized for grade 36. Currently there are a set number of Detention Deputy I, II, and III positions, so there is not promotional opportunity until vacancies opens. A Detention Deputy would have to meet specific performance and training requirement to be promoted, much like how engineering staff works in Engineering, and certain clerical positions in the county.
- Allow the Sheriff to hire experienced public safety employees and bring them into the pay system laterally based upon qualifications and experience.

FINANCE/ADMINISTRATION RECOMMENDATION: See individual budget units.

BOARD ACTION: See individual budget units. Final budget is an increase of \$5,869,158 or 15.58%.

SHERIFF'S OFFICE

DETENTIONS DIVISION

COMBINED GOAL/DESIRED OUTCOMES

KEY PERFORMANCE INDICATORS

Sheriff's Office Mission Statement: "To provide effective public safety services with honor and integrity." Detentions Division Mission Statement: "To accept and lawfully hold prisoners in a safe, humane and wholesome environment that returns people to the community better, or no worse, than they arrived."				
Goal SO DD 1: Lawfully hold prisoners in a safe and humane environment.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
SO DD 1-1: Inmates comply with facility rules and regulations	(1) Average number of rule violations per day in the jail.	9	10	12
	(2) The number of serious rule violations per day in the jail.	4	3	5
SO DD 1-2: Food service operations are hygienic, sanitary and provide a nutritional diet	(1) The number of documented inmate illnesses attributed to food service operations.	0	0	0
	(2) The number of inmate grievances about food service decided in favor of the inmate in the past 12 months divided by the average daily jail population in the past 12 months	29	34	40
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	92.6%	98%	105%
	(2) The number of sustained inmate grievances about crowding and housing conditions.	49	70	100
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.	3	5	7
	(2) The number of inmate deaths due to suicide or homicide.	0	1	0
	(3) The number of medical prescriptions written in the jail population.	9,231	10,386	11,528
SO DD 1-5: Safe operation of the facility with the proper number of employees to ensure Inmate safety.	(1) The number of Deputy overtime sign-up to work a shift in the jail.	3,270	3,884	4,497
SO DD 1-6: An investigation is conducted and documents sexual assault or threats reported in the jail.	(1) Number of sexual assaults reported in the jail population.	21	26	31
	(2) Number of reported sustained sexual assaults in the jail population.	1	3	3
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.	24%	25%	30%
	(3) Percentage of time contraband is found on inmates or property in jail population outside of booking.	100%	100%	100%

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

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

SHERIFF'S OFFICE

PATROL DIVISION

COMBINED GOAL/DESIRED OUTCOMES

KEY PERFORMANCE INDICATORS

Patrol Division Mission Statement: “To provide effective public safety services with honor and integrity.”				
Goal SO PD 1: Protecting the well-being of the citizens of Weld County.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
SO PD 1-1: Proactively work to reduce crime	(1) Total number of UCR Part I Reported Crimes per 10000 population (2) Total number of UCR Part II Reported Arrests per 10000 population (3) Total NIBR reported crimes for unincorporated Weld County per 10000 population (4) Total patrol division FTEs per 10000 population	(1) 44.35 (2) 17.96 (3) 72.70 (4) 3.14	(1) 44.35 (2) 17.96 (3) 72.69 (4) 3.12	(1) 44.33 (2) 17.96 (3) 72.69 (4) 3.01
SO PD 1-2: Identify crime trends and effectiveness of forensic science to reduce crime	(1) Total submissions to the crime lab (2) Total cases generated (3) Total pieces of evidence processed	(1) 1462 (2) 1382 (3) 7117	(1) 1500 (2) 1418 (3) 7302	(1) 1600 (2) 1512 (3) 7789
SO PD 1-3: Traffic Safety	(1) Total traffic accidents in Sheriff's Office Jurisdiction (2) Total traffic tickets (3) Total model traffic tickets (4) Total written warnings (5) Alcohol related crashes in Sheriff's Office Jurisdiction (6) Traffic fatalities	(1) 537 (2) 2423 (3) 1242 (4) 5009 (5) 19 (6) 57	(1) 512 (2) 2495 (3) 1279 (4) 5000 (5) 18 (6) 55	(1) 487 (2) 2570 (3) 1317 (4) 4990 (5) 17 (6) 53
SO PD 1-4: Recover victim property	(1) Maximize the rate of property recovery by monitoring the reported value of recovered property in relation to the reported value of stolen property (reported in NIBR for Sheriff's Office jurisdiction)	Recovered \$1,432,297 .58% increase Stolen \$4,086,992 5% increase Theft Recovery Rate 35.04%	Recovered \$1,460,943 2% increase Stolen \$4,046,112 -1% decrease Theft Recovery Rate 36.10%	Recovered \$1,475,552 1% increase Stolen \$4,127,034 2% increase Theft Recovery Rate 35.75%
SO PD 1-5: Service of civil process	(1) Total civil process served/attempted (2) Total civil process served by public safety deputies.	(1) 5631 (2) 111	(1) 5300 (2) 100	(1) 5860 (2) 120

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

Goal SO PD 2: Establish and maintain meaningful communication with the citizens of Weld County				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
SO PD 2-1: Inform victims of restorative services available to them in the community	(1) Advocate contacts for Sheriff's Office Service area	(1) 1303	(1) 1450	(1) 1500
SO PD 2-2: Appropriate dissemination of public safety information	(1) Number of required violent sexual offender notifications.	(1) 1	(1) 1	(1) 1
	(2) Number of registered sex offenders for unincorporated Weld County and the jurisdictions serviced by the Weld County Sheriff's Office for sex offender registration.	(2) 215	(2) 220	(2) 225

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 1,446,704	\$ 1,428,357	\$ 1,428,357	\$ 1,362,420
Supplies	27,435	73,673	74,035	74,035
Purchased Services	103,552	124,399	126,906	126,906
Fixed Charges	0	0	0	0
Capital	0	6,500	0	0
Gross County Cost	\$ 1,577,691	\$ 1,632,929	\$ 1,629,298	\$ 1,563,361
Revenue	209,236	210,000	215,000	215,000
Net County Cost	\$ 1,368,455	\$ 1,422,929	\$ 1,414,298	\$ 1,348,361
Budget Positions	16.0	16.0	16.0	16.0

SUMMARY OF CHANGES: Overall reduction in Admin Patrol budget is due to a slight increase in Revenue and no equipment request. There is a small increase in Supplies due to requested ergonomic standing workstations for the Administrative staff. Other office equipment for both sub-stations and the Patrol Admin building (such as replacement chairs, tables and printers) were moved to Support Services. The increase in Purchased Services is for an increase in Out of Town Travel associated with training for the staff in this unit based on required training.

Final budget adjustments include a decrease in salaries of \$65,937.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

SHERIFF ADMINISTRATION PATROL (CONTINUED) 1000-21100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Press Releases	72	75	77
Vin Checks	2,787	2,891	2,998
Fingerprints*	967	1,003	1,036
Concealed Weapon Permits Issued	15,116	15,626	16,153
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.543	0.525	0.507
Per Capita Net County Cost	\$4.65	\$4.67	\$4.28

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

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 1,694,511	\$ 1,744,124	\$ 1,744,124	\$ 1,877,415
Supplies	199,778	92,510	279,490	279,490
Purchased Services	4,688	8,985	25,265	25,265
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,898,977	\$ 1,845,619	\$ 2,048,879	\$ 2,182,170
Revenue	236,994	533,250	250,000	250,000
Net County Cost	\$ 1,661,983	\$ 1,312,369	\$ 1,798,879	\$ 1,932,170
Budget Positions	29.0	29.0	29.0	29.0

SUMMARY OF CHANGES: This unit was moved from Administration to the Detentions Division in 2017, and \$300,000 in Revenue was removed from this unit and added to Inmate Services (24410) to accurately reflect each unit and the services provided.

The increase in Supplies is a direct correlation in removing Client Supplies (\$179,630) from the Security Unit and adding to this unit. There are also small increases based on the anticipated increase in staffing for Security in 2018, such as office supplies and disposable gloves. The increase in Supplies also includes a request for locked cash boxes for the Booking kiosk (\$2,200) to maximize effective cash handling procedures within the jail. The increase in Purchased Services is a result of reallocating Phone costs to the appropriate Detentions units. That accounts for an increase of \$16,500, and is removed from Courts and Transport (Org 24420).

Final budget adjustments include an increase in salaries of \$133,291.

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>
<u>Work Output</u>			
Booking	11,270	11,978	12,600
Jail mail out	30,700	36,247	41,580
Jail mail in	28,085	33,324	40,400
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.985	0.952	0.920
Per Capita Net County Cost	\$5.64	\$4.31	\$6.13

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: Sheriff's Professional Standards - - 1000-21120

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 588,358	\$ 564,693	\$ 564,693	\$ 628,264
Supplies	18,279	48,704	68,796	68,796
Purchased Services	100,826	204,313	216,334	216,334
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 707,463	\$ 817,710	\$ 849,823	\$ 913,394
Revenue	0	0	0	0
Net County Cost	\$ 707,463	\$ 817,710	\$ 849,823	\$ 913,394
Budget Positions	6.0	6.0	6.0	6.0

SUMMARY OF CHANGES: Professional Standards has been working with IT to find the most effective way to document the Field Training Officer (FTO) process, and is requesting \$20,288 under Supplies to get 12 small laptops and three docking stations for the Patrol Division's training program. The increase in Purchased Services is due to moving a subscription for the Greeley Rec Centers for the Sheriff's required fitness program from Admin Patrol (Org 21100) to Professional Standards. This is an increase of \$11,500 to this unit, and was reduced in Admin Patrol. There was also an increase of \$2,975 in Books, as the Sheriff's Office attempted to save money in 2017 and provide Deputies with a phone App for Colorado Revised Statutes, but the App was not available when it came time to provide the updated CRS books. For 2018, the required CRS books are budgeted and the phone App is still being pursued as a cost savings possibility.

Final budget adjustments include an increase in salaries of \$63,571.

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>
<u>Work Output</u>			
Hiring	76	78	80
Training (hours)	2,912	3,020	3,132
Academies	6	6	6
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.204	0.197	0.190
Per Capita Net County Cost	\$2.40	\$2.68	\$2.90

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 456,778	\$ 407,485	\$ 407,485	\$ 424,680
Supplies	1,267	800	0	0
Purchased Services	16,930	30,462	19,578	19,578
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 474,975	\$ 438,747	\$ 427,063	\$ 444,258
Revenue	162,674	125,000	150,000	150,000
Net County Cost	\$ 312,301	\$ 313,747	\$ 277,063	\$ 294,258
Budget Positions	6.0	6.0	6.0	6.0

SUMMARY OF CHANGES: The structure of the Civil Unit provides a cost-effective way of providing a mandatory service. Revenues have been increasing, which is reflected here, and the decrease in expenses reflects the provided Motor Pool calculations for 2018. Overall, there is a net decrease of \$36,694 for this unit.

Final budget adjustments include an increase in salaries of \$17,195.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

SHERIFF CIVIL UNIT (CONTINUED) 1000-21130

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Civil Process Processed	6,496	6,300	6,500
Concealed Weapon Permits Issued	3,425	3,225	3,325
Evictions	525	475	500
Sheriff's Sales	6	10	10
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.204	0.197	0.190
Per Capita Net County Cost	\$1.06	\$1.03	\$0.93

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 478,076	\$ 478,827	\$ 478,827	\$ 515,458
Supplies	305,234	485,051	580,666	580,666
Purchased Services	-17,419	54,691	64,774	64,774
Fixed Charges	0	2,196	2,196	2,196
Capital	0	0	0	0
Gross County Cost	\$ 765,891	\$ 1,020,765	\$ 1,126,463	\$ 1,163,094
Revenue	542	0	0	0
Net County Cost	\$ 765,349	\$ 1,020,765	\$ 1,126,463	\$ 1,163,094
Budget Positions	7.0	7.0	7.0	7.0

SUMMARY OF CHANGES: The Sheriff's Office is constantly improving the tracking of all equipment and supplies issued to employees, and having that equipment come through the Support Services unit streamlines this process. In doing so, the increase from the 2017 budget in Supplies is made up of tasers being removed from Courts and Security (\$24,150), replacement of furniture and printers removed from Admin Patrol (\$8,000), increasing Firearms Supplies for the increasing number of weapons carrying deputies (\$28,976), Uniforms specific to the request for 26.0 FTE (\$28,262), and smaller, consumable items such as OC spray, first aid kits, flex cuffs, bio hazard kits, etc., being removed from Patrol and placed here (\$10,434). Purchased Services has an increase of \$10,083, which is made up of a slight increase in phone charges, maintenance contracts for the finger printing machines, and semi-annual training for the armorer that is required for certifications, and provides cost savings elsewhere by being able to complete many weapons related checks in house instead of contracting with another company.

Final budget adjustments include an increase in salaries of \$36,631.

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>
<u>Work output</u>			
Jail Incidents	5,102	5,292	5,489
Jail Hearings	691	716	742
Videos copied	306	317	328
Use of force	452	468	485
Investigations	98	101	104
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.238	0.230	0.222
Per Capita Net County Cost	\$2.60	\$3.35	\$3.69

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 4,770,450	\$ 5,604,502	\$ 5,991,349	\$ 6,146,136
Supplies	99,128	116,782	176,579	176,579
Purchased Services	1,540,611	2,145,966	2,018,544	2,018,544
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 6,410,189	\$ 7,867,250	\$ 8,186,472	\$ 8,341,259
Revenue	201,125	354,000	409,000	409,000
Net County Cost	\$ 6,209,064	\$ 7,513,250	\$ 7,777,472	\$ 7,932,259
Budgeted Positions	52	56	60.0	60.0

SUMMARY OF CHANGES: Patrol has requested an increase of 4.0 FTE due to the elimination of 4.0 FTE in Contract Services (Org 21210), and the request is based off of information provided in a staffing study completed during 2016 for this Unit. Please see the Summary of all Departments for more detail on this request. The increase in Revenue of \$55,000 is based on indirect service provided within other jurisdictions that is charged based on requests for assistance. These had originally been credited to Contract Services, however, the deputies providing this service are based out of Patrol and will be accurately reflected for 2018. Patrol has requested an increase in Supplies of approximately \$60,000. Of this amount, \$36,000 is a one-time expense in Computer Software for the anticipated increase in the number of MDTs as a project with IT. The remaining increase is due to replacing old and antiquated riot gear (\$25,975) and the anticipated replacement of a K-9 (\$8,000). The decrease in Purchased Services reflects the Motor Pool calculations provided for the Sheriff's Office Patrol fleet.

Final budget adjustments include an increase in salaries and adjustments for flexible staffing and the new pay grade system of \$154,787.

SHERIFF'S PATROL (CONTINUED) 1000-21200

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval including the four (4) additional FTE. The additional staffing in the patrol division is consistent with the staffing study done in 2016 calling for 12 additional officers over a three-year period for actual 'first responders' to improve the effectiveness and efficiency of the division as a whole. Four additional staff were added in the 2017 budget, and this addition of four more will mean the division has eight of the twelve called for in the study. It is anticipated the last four officers will be requested in the 2019 budget.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Adult Arrest	1,319	1,365	1,413
Juvenile Arrest	85	60	62
Total Traffic Stops	7,244	8,837	9,146
Total Traffic Warnings	5,009	3,308	3,424
Dispatched Calls for Service	46,928	47,836	49,510
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	1.77	1.84	1.90
Per capita net cost	\$21.08	\$24.67	\$25.16

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 1,869,660	\$ 1,743,025	\$ 1,743,025	\$ 1,797,401
Supplies	56,489	21,310	17,050	17,050
Purchased Services	69,204	91,071	140,115	140,115
Fixed Charges	0	0	0	0
Capital	0	0	8,000	8,000
Gross County Cost	\$ 1,995,353	\$ 1,855,406	\$ 1,908,190	\$ 1,962,566
Revenue	1,653	0	0	0
Net County Cost	\$ 1,993,700	\$ 1,855,406	\$ 1,908,190	\$ 1,962,566
Budgeted Positions	17.0	17.0	17.0	17.0

SUMMARY OF CHANGES: Purchased Services has a \$49,044 increase from 2017, and is made up of an increase in vehicle depreciation based on the provided Motor Pool calculations (up \$29,680), phones up \$5,020 based on prior under budgeting, subscription services for GPS devices and fingerprint identification scanners (\$3,700), and training with associated travel (\$7,814) as the unit has rotated in many new Deputies where specialized training for the types of cases worked in this unit is necessary. There is also an equipment request for a color copier/scanner/printer, and working with the Print Shop it was determined that purchasing a large machine for this unit would be a cost-effective approach based on their current needs.

Final budget adjustments include an increase in salaries and adjustments for flexible staffing and the new pay grade system of \$54,376.

FINANCE/ADMINISTRATION RECOMMENDATION: 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>
<u>Work Outputs</u>			
Cases Assigned	363	365	401
Cases Solved	321	275	297
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.577	0.558	0.539
Per capita net cost	\$6.77	\$6.09	\$6.22

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 1,097,515	\$ 773,693	\$ 386,846	\$ 424,459
Supplies	60,976	0	0	0
Purchased Services	404,758	41,778	65,866	65,866
Contra	0	0	0	0
Capital	12,149	0	0	0
Gross County Cost	\$ 1,575,398	\$ 815,471	\$ 452,712	\$ 490,325
Revenue	1,473,254	825,862	452,712	490,325
Net County Cost	\$ 102,144	\$ (10,391)	\$ 0	\$ 0
Budget Positions	12.5	8.0	4.0	4.0

SUMMARY OF CHANGES: Contract Services is being reduced by 4.0 FTE due to the reductions of services requested by municipalities, and school districts for 2018. Purchased Services are made up specifically of phones and vehicle expenses, and revenues are anticipated to match expenses in 2018, for a net cost of zero.

Final budget adjustments include an increase in salaries of \$37,613. Revenue increased \$37,613 also to match expenses in 2018, for a net cost of zero.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The budget is consistent with the Board's desire for full cost recovery, and for the Sheriff's Office to try minimize contracting for municipal and school services, especially in jurisdiction that have grown to a size to justify their own police department.

BOARD ACTION: Approved as recommended.

MUNICIPAL CONTRACT ENFORCEMENT (CONTINUED) 1000-21210

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of Dispatched Calls	1,085	779*	300*
Adult Arrests	182	119*	30*
Juvenile Arrests	34	6*	5*
Traffic Citations	190	219	146*
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.424	.263	.127
Per capita net cost	\$0.35	-\$0.03	\$0.00

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

*Denotes no longer serving Mead (1/2 year in 2017) and Garden City in 2018.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 182,471	\$ 179,696	\$ 179,696	\$ 188,007
Supplies	3,568	5,650	5,250	5,250
Purchased Services	108,690	122,407	123,230	123,230
Fixed Charges	- 85,000	-85,000	-85,000	-85,000
Capital	0	0	0	0
Gross County Cost	\$ 209,729	\$ 222,753	\$ 223,176	\$ 231,487
Revenue	0	0	0	0
Net County Cost	\$ 209,729	\$ 222,753	\$ 223,176	\$ 231,487
Budgeted Positions	3.0	3.0	3.0	3.0

SUMMARY OF CHANGES: Ordinance Enforcement is structured as a cost-effective way of providing this service to the County. This unit has a net increase of \$423 from the 2017 request. The is due to an increase in Motor Pool calculations, up \$7,105 for this unit in 2018. Other areas were reduced based on historical spending, and to help offset this increase.

Final budget adjustments include an increase in salaries of \$8,311.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of dispatched calls	2,094	2,170	2,246
Animals Transported to Shelter	527	550	575
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.102	0.098	0.095
Per capita cost (county support)	\$0.71	\$0.73	\$0.73

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 493,176	\$ 495,350	\$ 495,350	\$ 512,167
Supplies	32,869	45,615	53,594	53,594
Purchased Services	33,593	55,180	51,898	51,898
Fixed Charges	0	0	62,000	62,000
Capital	16,814	8,800	8,800	8,800
Gross County Cost	\$ 576,452	\$ 604,945	\$ 671,642	\$ 688,459
Revenue	102,534	78,000	52,636	52,636
Net County Cost	\$ 473,918	\$ 526,945	\$ 619,006	\$ 635,823
Budget Positions	4.0	4.0	4.0	4.0

SUMMARY OF CHANGES: The Regional Lab restructured the existing partnerships with all the participating agencies in 2017. A result of this restructure meant a reduction in Revenue in this unit, but is reflected as an increase in another fund for the operations and maintenance of the facility. This revenue is approximately half of the Supplies and Purchased Services, as agreed upon with the City of Greeley. The increase under Supplies is due to a request for additional and more advanced software (\$8,270) to help with investigations into the evolving smartphone technology. A decrease in requested Tuition makes up the Purchased Services reduction.

The county's share of the Regional Crime Lab operations and maintenance shared with the five partners is included in the 2018 budget for the first time, since the original Department of Justice grant funding ended (\$62,000).

Final budget adjustments include an increase in salaries of \$16,817.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

REGIONAL FORENSIC LABORATORY (CONTINUED) 1000-21260

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Cases/items completed – drugs, computer forensics, latent prints, shoe and tire tracks, DNA	509 / 3,081 WCSO/GPD only	530 / 3,208 WCSO/GPD only	550 / 3,329 WCSO/GPD only
	1,083 / 6,557 all lab staff except CBI	1,100 / 6,659 all lab staff except CBI	1,200 / 7,265 all lab staff except CBI
Court Testimony	19 appearances	22 appearances	23 appearances
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.136	.131	.127
Per capita cost (county support)	\$1.60	\$1.73	\$2.02
<u>Effectiveness Measures (desired results)</u>			
Quality Audit	29	27	29
Proficiency Testing (Test Run/Errors)	17 / 0	16 / 0	18 / 0

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 135,165	\$ 185,614	\$ 185,614	\$ 202,843
Supplies	3,130	6,510	5,044	5,044
Purchased Services	26,859	21,703	18,194	18,194
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 165,154	\$ 213,827	\$ 208,852	\$ 226,081
Revenue	110,877	167,628	165,150	165,150
Net County Cost	\$ 54,277	\$ 46,199	\$ 43,702	\$ 60,931
Budgeted Positions	2.0	3.0	3.0	3.0

SUMMARY OF CHANGES: Overall, the Victim Advocate Services unit has a small decrease in revenue and expenditures. In 2017, a VOCA grant was received to start a new bi-lingual project for this unit. This included grant funding for the purchase of a new radio (\$4,000) for Victim Advocate responders, and this revenue and expense are not included for 2018. There is also an anticipated reduction in vehicle expenses calculated for 2018, which explains the reduction in Purchased Services. These reductions are offset by inclusion of the CiviCore software (\$1,800) agreed upon in partnership with Greeley, and an increase in phones (\$410) to allow for one additional smartphone instead of flip phone for a part-time employee.

Final budget adjustments include an increase in salaries of \$17,229.

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>
<u>Work Outputs</u>			
Number of victims and witnesses served	1,333	1,382	1,433
Victims served per 10,000/capita	45.26	45.37	45.45
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.068	0.098	0.095
Per capita cost (county support)	\$0.18	\$0.15	\$0.19

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	RECOMMEND NEXT FY
Personnel Services	\$ 216,286	\$ 214,197	\$ 214,197	\$ 225,758
Supplies	0	0	0	0
Purchased Services	70,248	70,265	70,248	70,248
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 286,534	\$ 284,462	\$ 284,445	\$ 296,006
Revenue	2,315	0	0	0
Net County Cost	\$ 284,219	\$ 284,462	\$ 284,445	\$ 296,006
Budgeted Positions	2.0	2.0	2.0	2.0

SUMMARY OF CHANGES: The Sheriff's Office has agreed to help support the financial obligations of the Weld County Drug Task Force, and participates by designating two deputies to the Task Force Operations. The amount in Purchased Services reflects the payments made to support the Task Force as agreed by MOU. There are no changes, except to more accurately reflect the cost of the financial support.

Final budget adjustments include an increase in salaries of \$11,561.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Criminal Cases Opened	181	180	180
Drug Arrests	141	156	150
Search Warrants Executed	39	41	40
Cocaine Seizures (Pounds)	0.26	.3	.3
Methamphetamine Seizures (Pounds)	3.9	4	4.5
Marijuana Seizures (Pounds)	28.7	30	31
Meth Lab Seized	1	1	1
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.068	0.066	0.063
Per capita cost (county support)	\$0.96	\$0.93	\$0.94

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 1,098,567	\$ 1,202,157	\$ 1,202,157	\$ 1,412,619
Supplies	48,150	35,418	32,511	32,511
Purchased Services	4,568,063	4,564,457	4,773,383	4,773,383
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 5,714,780	\$ 5,802,032	\$ 6,008,051	\$ 6,218,513
Revenue	443,442	75,000	317,000	317,000
Net County Cost	\$ 5,271,338	\$ 5,727,032	\$ 5,691,051	\$ 5,901,513
Budgeted Positions	14.0	14.0	14.0	16.0

SUMMARY OF CHANGES: The increase in Purchased Services is due to a 5% contracted increase for the inmate medical contract (\$153,578) and inmate food services (\$48,715) for the increases in inmate populations. There is also an increase of approximately \$8,000 in phones, which will be reflected in a decrease to Courts and Transport (Org 24420).

The increase in revenue is reflective of removing \$300,000 from 21110 Booking to accurately reflect revenues in each unit.

Final budget adjustments include an increase in salaries of \$44,101.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Agree with revenue accounting change.

BOARD ACTION: Due to the growing inmate population and staffing study the Board approved the addition of one Counselor III (\$85,794), and one Classification Specialist (\$80,567). All other items approved as recommended.

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

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

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 14,773,302	\$ 13,988,898	\$ 16,051,837	\$ 17,603,565
Supplies	76,692	211,780	66,210	66,210
Purchased Services	32,116	48,825	110,003	110,003
Fixed Charges	0	0	0	300,000
Capital	0	0	0	0
Gross County Cost	\$ 14,882,110	\$ 14,249,503	\$ 16,228,050	\$ 18,079,778
Revenue	416,512	300,000	380,000	380,000
Net County Cost	\$ 14,465,598	\$ 13,949,503	\$ 15,848,050	\$ 17,699,788
Budgeted Positions	163.0	163.0	189.0	193.0

SUMMARY OF CHANGES: The Personnel increase is reflective of the request to add 26.0 FTE to allow staffing the jail at maximum capacity with 779 beds. Please see the Sheriff's Office Summary of Departments for more detail on the Personnel request. The higher inmate populations also account for an increase in recovering revenues from other jurisdictions when housing inmates for their charges. It is anticipated revenues will increase by approximately \$80,000 in 2018. Final budget adjustments include an increase in salaries and adjustments for flexible staffing and the new pay grade system of \$1,241,463.

Supplies decreased by \$145,570 due to Client Supplies being moved to 21110 (Booking Unit). In 2017, the Security Unit created a new special response team for the jail to replace the STAR team. There is an increase in Small Items of Equipment for 2018 to finish outfitting the team with new equipment to safely and effectively extricate combative inmates from potentially harmful situations. The increase in Purchased Services is the reallocation of phones throughout Detentions, and includes a \$62,500 increase in the Security Unit. This amount has been removed from Courts and Transport (Org 24420).

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The additional staff is justified by the inmate population increase, and the need to adequately staff for the safety of inmates and staff.

BOARD ACTION: Due to the growing inmate population and staffing study the Board approved the addition of thirty (30) Deputy Corrections Officer II positions and two (2) Sergeant positions. This is four more Deputy Corrections Officer II than originally requested (\$310,265), plus \$300,000 for recruitment and retention programs. All other items approved as recommended.

SECURITY UNIT (CONTINUED) 1000-24415

COMBINED PERFORMANCE MEASURES FOR ALL OFFENDER SUPERVISION

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Avg. Secure Jail Population Daily	628	700	750
Number of Offenders Transported to Court Appearances	24,687	27,000	30,000
New Correctional Officers Entering Basic Training	59	80	90
<u>Efficiency Measures</u>			
Detention Division FTE's per 10,000 Capita	7.81	7.55	8.31
Per capita net cost	\$82.43	\$77.65	\$90.38
Avg. Medical Cost Per Inmate Daily	\$14.48	\$14.45	\$13.74
Avg. Food Cost Per Inmate Daily	\$3.44	\$3.24	\$3.11
Secure Facility Occupancy Rate	88.1% at 713	98.2% at 713	96.3% at 779
<u>Work Outputs</u>			
Avg. Secure Jail Population Daily	628	700	750
Number of Offenders Transported to Court Appearances	24,687	27,000	30,000
New Correctional Officers Entering Basic Training	59	80	90

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

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

Total FTE in Detentions Division:
2016: 230
2017: 230
2018: 256

Population:
2016 (Actual): 294,500
2017 (Estimated): 304,600
2018 (Projected): 315,300

Per Capita Net Cost:
2016 Actual: \$24,276,200
2017 Estimated: \$23,652,212
2018 Projected: \$26,109,169

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 2,270,701	\$ 2,203,559	\$ 2,203,559	\$ 2,395,874
Supplies	20,646	33,961	22,112	22,112
Purchased Services	614,956	625,058	580,518	580,518
Fixed Charges	864	0	0	0
Capital	0	25,730	0	0
Gross County Cost	\$ 2,907,167	\$ 2,888,308	\$ 2,806,189	\$ 2,998,504
Revenue	29,895	225,000	35,000	35,000
Net County Cost	\$ 2,877,272	\$ 2,663,308	\$ 2,771,189	\$ 2,963,504
Budgeted Positions	24.0	24.0	24.0	24.0

SUMMARY OF CHANGES: Courts and Transportation had revenue budgeted for Work Release, which is no longer under the Sheriff's Office and has not received revenues since the beginning of 2016. This is a \$190,000 reduction in revenues, and a correction from the previous year. Final budget adjustments include an increase in salaries and adjustments for flexible staffing and the new pay grade system of \$192,315.

A decrease in Supplies was due to taser replacements being moved under Support Services (21140). The decrease in Purchased Services is a result of phone charges being allocated throughout Detentions, and not all charged here. There is also a \$35,657 increase anticipated with contracted security for the Courts facility, which operates the metal detectors at the entrances, and provides a significant cost savings to the County over having sworn deputies provide this service. No other significant changes to this unit.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Concur with Work Release revenue change.

BOARD ACTION: Approved as recommended.

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

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

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

SUMMARY OF CHANGES: Current trends do not indicate there will be a need for contracted jail space to supplement on-site jail capacity. This indication, however, is based upon reasonable forecasts about the future and does not account for unforeseen impacts on jail utilization during 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES: See Security Unit budget for details.

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COMMUNICATIONS

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 5,880,754	\$ 5,529,347	\$ 6,413,922	\$ 6,413,922
Supplies	152,691	34,358	36,502	36,502
Purchased Services	943,172	1,529,141	1,508,712	1,508,712
Fixed Charges	25,384	0	0	0
Contra Account	-36,495	0	0	0
Capital	219,809	0	270,643	270,643
Gross County Cost	\$ 7,185,315	\$ 7,092,846	\$ 8,229,779	\$ 8,229,779
Revenue	2,570,536	2,962,825	3,374,252	3,374,252
Net County Cost	\$ 4,614,779	\$ 4,130,021	\$ 4,855,527	\$ 4,855,527
Budgeted Positions	62	64	71	71

SUMMARY OF CHANGES: The gross county cost is up \$1,136,933 and nets county costs are up \$725,506. The major increase is for seven FTE's comprised of two dispatch positions, two supervisor positions, and three call takers for a total of \$497,787. The 3% cost of living is included in the recommended budget in order to provide users their 2018 charges by June 1st. Greeley Police will be reimbursing for the two dispatchers to allow additional service of splitting their call channel (\$146,000).

Supplies are up \$2,144 for membership and general supplies. Purchased Services are down \$20,429 primarily in phone costs. Capital is funded at \$270,643 for the NICE software (\$225,000) and \$45,643 for the Power ECATS-Viper 9-1-1 system.

COMMUNICATIONS (CONTINUED) 1000-22100

SUMMARY OF CHANGES (CONTINUED): Revenues are based upon the new user rate structure adopted by the Board on December 29, 2014, which began charging all agencies for 10% of the actual cost in 2016 and progressively increasing the actual cost by 2.5% each year until 2020, when the user rates will be 20% of actual costs for dispatching based on the prior four year average of call volume. Fire and law users will each have their own rate based upon dispatch console assignment. The costs include the total operational costs and infrastructure depreciation, less what the E911 Authority contributes. For 2018, users will be paying 15.0% of actual costs, so they will be charged \$951,562 under the formula. E911 will pay \$1,764,989 and Banner will pay \$387,388. Greeley Police will pay \$146,000 to fund two dispatchers to allow the additional service of splitting their call channel. In addition, there is revenue from tower rentals of \$65,911, and the Niwot tower maintenance of \$8,000 and loan repayment of \$17,932 for total revenue of \$3,374,252.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval, including the additional staff. Call volume justifies the staffing increases, and Greeley Police will be paying 100% for two of the seven positions.

BOARD ACTION: Approved as recommended. Staff was instructed to develop a cost allocation methodology to charge additional service requests beginning in the 2019 budget.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
E-911 Calls	148,463	155,000	156,000
Non-911 Calls	407,399	415,000	420,000
CAD Incidents for Law and Fire/Ambulance	519,803	544,000	551,000
EMD Calls	31,467	32,411	33,383
Wireless Subscriber Service Tickets	369	600	300
<u>Efficiency Measures</u>			
FTE's per 10,000 per Capita	2.11	2.10	2.25
Per Capita Cost - Operating Budget	\$15.67	\$13.56	\$15.40
EMD Call per FTE	507	506	470
CAD Incident per FTE	8,384	8,500	7,760

COMMUNICATIONS (CONTINUED) 1000-22100

Goal PS WCRCC1: To answer 90% of 9-1-1 calls during the average busy hour each day within 10 seconds.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS WCRCC 1-1: Improve customer service in the most critical components of emergency dispatch services.	Percentage of calls answered within 10 seconds	90.04%	90%	90%
Goal PS WCRCC 2: To answer 95% of 9-1-1 calls during the average busy hour each day within 20 seconds.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS WCRCC 2-1: Improve customer service in the most critical components of emergency dispatch services.	Percentage of calls answered within 20 seconds	98.45%	97%	95%
Goal PS Wireless 1: Resolve all Wireless Subscriber Service Requests within 20 days (includes repairs)				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS-Wireless 1-1: Improve customer service to Weld County Radio System Users.	Resolve all subscriber service requests with 20 days of report. (includes repair/replacement)	93%	100%	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COMMUNICATIONS

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	62	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Capital	0	50,000	3,738,985	3,738,985
Gross County Cost	\$ 62	\$ 50,000	\$ 3,738,985	\$ 3,738,985
Revenue	0	0	1,934,471	1,934,471
Net County Cost	\$ 62	\$ 50,000	\$ 1,804,514	\$ 1,804,514
Budgeted Positions	0	0	0	0

SUMMARY OF CHANGES: Since 2013, Weld County has funded \$950,000 per year, for the Communications System Reserve for future communications systems upgrades. In 2011, the Board approved budgeting Communications system upgrade funding in the Capital Expenditure Fund. The E911 Authority also has a capital funding and capital reserve program to replace E911 capital items that they fund annually.

At the end of 2018, there will be a reserve of \$820,000 in the Capital Expenditure Fund for communications equipment, and the E911 Authority will have a reserve of approximately \$1,400,000.

For 2018, \$3,738,985 is budgeted for the Front Range Communication Coalition (FRCC) Dynamic System Resilience (DSR) switch and four (4) radio system upgrades. Weld County's portion of the costs will be \$1,804,514. In partnership with ADCOM they will pay \$1,934,471. ADCOM will reimburse Weld County 50% (\$967,236) by December, 2018, and the remainder in January, 2019. The full reimbursement amount is shown as revenue in 2018, since the remaining \$967,235 at year end will be an accounts receivable from ADCOM.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: INFORMATION TECHNOLOGY

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 905,614	\$ 1,073,340	\$ 1,211,989	\$ 1,211,989
Supplies	79,956	15,810	15,355	15,355
Purchased Services	607,534	577,131	684,626	684,626
Fixed Charges	0	0	0	0
Contra Account	-546,644	-622,048	-725,890	-725,890
Capital	33,400	115,300	162,000	162,000
Gross County Cost	\$ 1,079,860	\$ 1,159,533	\$ 1,348,080	\$ 1,348,080
Revenue	339,686	373,229	502,040	502,040
Net County Cost	\$ 740,174	\$ 786,304	\$ 846,040	\$ 846,040
Budgeted Positions	8.0	9.0	9.0	9.0

SUMMARY OF CHANGES: The gross county costs are up \$188,547, and net county costs are up \$59,736. The 3% cost of living plus step increases are included in the recommended budget in order to provide the Greeley Police and E911 their 2018 charges by June 1st.

Supplies are down \$455 for food expenses. Purchased Services are up \$107,495 primarily for software maintenance for Spillman version 6.3, Netmotion licenses, and RSA tokens. The county will recover a portion of the Netmotion and RSA token costs from user reimbursement. Capital is funded at \$162,000 for 25 MDT replacements (\$120,000) and for DMZ VM host/software licenses (\$42,000).

The contra account for the E911 reimbursement for the CAD portion of the system is \$725,890. Revenues include \$435,534 for charges to Greeley Police for the Records portion of the system, and \$66,506 from user reimbursement for Netmotion.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended. The Board decided effective October 18, 2017, to move the Public Safety Information System staff under the management of the Chief Information Officer, so all information technology functions are under one organization.

PUBLIC SAFETY INFORMATION SYSTEM (CONTINUED) 1000-22400

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Service Tickets	3,355	3,523	3,701
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.272	0.295	0.285
Per capita cost (county support)	\$2.51	\$2.58	\$2.68

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CORONER'S OFFICE

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

DEPARTMENT DESCRIPTION: Responds to all unattended deaths in Weld County. Autopsies are performed in all cases of suspicious death, or at the discretion of the Coroner's or District Attorney's Office. State laboratories are available in Denver, however, Weld County's Coroner employs the registered pathologists and laboratory facilities of McKee Medical Center.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 627,377	\$ 657,245	\$ 828,481	\$ 874,021
Supplies	13,976	25,800	25,800	25,800
Purchased Services	315,732	313,950	343,950	343,950
Fixed Charges	0	0	0	0
Capital	0	38,200	0	0
Gross County Cost	\$ 957,085	\$ 1,035,195	\$ 1,198,231	\$ 1,243,771
Revenue	10	500	500	500
Net County Cost	\$ 957,075	\$ 1,034,695	\$ 1,197,731	\$ 1,243,271
Budgeted Positions	7	7	9	9

SUMMARY OF CHANGES: As the result of the mid-year approval of the Board of County Commissioners to augment the current staff by two full-time FTE medicolegal investigators, Personnel Services have increases by \$171,236. Supplies are unchanged. Purchased Services are up \$30,000 due primarily increases fees for autopsies and lab fees. Equipment was reduced by \$38,200 since the department has five fully-equipped coroner vehicles, and no equipment is required in 2018.

Revenues remain unchanged at \$500

Final budget adjustments include an increase in salaries of \$45,540.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended. Board reaffirmed the funding of the two additional positions.

CORONER (CONTINUED) 1000-23200

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Total Number of cases	1,584	1,821	2,000
Number of scene investigations	560	585	600
Number of full autopsies	180	180	190
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.238	0.230	0.285
Per capita cost (county support)	\$3.25	\$3.40	\$3.94
Cost per autopsy (contractor)	\$1,085	\$1,304	\$1,304

Goal PS C1: Continually adjust to meet readiness and service needs				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED End of 2015
PSC 1-1: Investigative report cycle time	100% of investigative reports are submitted to the supervisor within 14 days of assignment.	97%	97%	98%
PSC 1-2: Autopsy cycle time	100% of autopsies are conducted within 24 hours of the death/decision to autopsy	97%	98%	98%
PSC 1-3: Decedent property	80% of decedent property is returned to family within 21-days	96%	98%	99%
PPSC 1-4: Indigent Bodies	Working with the Public Administrator and local Funeral Homes to release indigent bodies from the Coroner's possession within 60 days from the date of death	90%	90%	90%
PSC 1-5: Performance Reports	100% of annual performance reports of employees submitted on time	70%	70%	70%

CORONER (CONTINUED) 1000-23200

Goal PS C2: Enhance professionalism and promote department excellence.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS C2-1: Maintain positive working relationships with local area funeral homes, GPD and SO	Continue to meet annually (or as needed) with outlined agencies to inquire about areas of satisfaction and/or improvement. In addition, add NCMC to include their feedback. Performance will be measured by meeting minutes	Meetings completed with FH, SO and GPD	100%	100%
PS C2-2: Reduce/eliminate task redundancy in computer case reporting	Conversion to Spillman.	Not monitored	Not monitored	100%
PS C2-3: Review and update the department Strategic Plan in support of the Director's goal to the BOCC	Date changes to the Strategic Plan	N/A	100%	On going
PS C2-3: Monthly training or readiness exercise	Continue to provide training and readiness exercises to staff at monthly meetings Performance will be measured by meeting minutes.	65%	75%	100%
PS C2-4: Participate in the Colorado conversation to an electronic death registration format	Statewide start date	New item	50%	100%

CORONER (CONTINUED) 1000-23200

Goal PS C3: Maintain highly qualified investigation staff prepared to meet the present and future needs of the department				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS C3-1: National certification for all eligible investigators	Making sure every investigator is nationally certified within first year of employment.	100%	100%	100%
PS C3-2: Meet annual 16 Continuing Education hours for the Coroner at required by Colorado Coroner Standards and Training Board (CRS 30-10-601.8)	100% of investigators certified through testing	100% 2016 Goal was met and reported to CCSTB on time.	100%	100%
PS C3-3: Meet the 5-year 45 hours of Continuing Education hours for self and staff who qualify under ABMDI	Investigator credentials renewed	2015 Goal was met and reported to ABMDI	100%	100% On going
PS C3-4: Meet the 4-year 64 hrs of required Continuing Education for self and staff who qualify under the Colorado Coroner's Association.	Investigator credentials renewed	84% of eligible investigators renewed	In progress	100% On going
PS C 3-5: Develop a staff that is fully absorbed by and enthusiastic about their work and who take positive action to further the organization's reputation and interests.	Annual Survey Previous survey was reviewed and evaluated. Leadership meeting was held.	100%	In progress	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: JUSTICE SERVICES

BUDGET UNIT TITLE AND NUMBER: Pretrial Services – 1000-24100

DEPARTMENT DESCRIPTION: Pretrial Services personnel gather and present information to the Court about newly arrested persons entering the jail, and offer recommendations on possible safe release options of these persons. They also provide supervision methods for selected defendants released from jail before trial in order to decrease any unnecessary and costly pretrial incarceration, to assure that they will appear and answer before the Court and to reduce any future criminal acts. Department also provides administrative support to the Criminal Justice Advisory Committee (CJAC).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 761,127	\$ 843,782	\$ 932,865	\$ 967,916
Supplies	6,317	37,270	48,045	48,045
Purchased Services	44,391	47,350	47,350	47,350
Gross County Cost	\$ 811,835	\$ 928,402	1,028,260	1,063,311
Revenue	33,664	39,000	39,000	39,000
Net County Cost	\$ 778,171	\$ 889,402	\$ 989,260	\$ 1,024,311
Budgeted Positions	9.5	10.50	11.50	11.50

SUMMARY OF CHANGES: The department is requesting an increase in Personnel Services to fund a 1.0 FTE Criminal Justice Coordinator at Grade 40, Step 1 (\$89,083) to lead/support work of the Weld County Criminal Justice Advisory Committee (CJAC). Position would provide objective information and analysis of local criminal justice system interoperability, effectiveness and efficiency as a resource to justice system policymakers and Weld County government for system improvements and strategic planning.

Supplies are up \$10,775 for Pretrial Services program software maintenance/support with vendor application. No other changes.

Final budget adjustments include an increase in salaries of \$35,051.

FINANCE/ADMINISTRATION RECOMMENDATION: The addition of 1.0 FTE Criminal Justice Coordinator (\$89,083) to lead/support work of the Weld County Criminal Justice Advisory Committee (CJAC) is a policy issue for the Board. The function has been performed via a part time contract for the last four years. The person performing the services is fully retiring after this year and concurs with the recommendation that a full-time position is needed and justified.

BOARD ACTION: Approved as recommended, including the Criminal Justice Coordinator position.

PRETRIAL SERVICES (CONTINUED) 1000-24100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Pretrial Services Risk Assessments	3,052	3,558	3,600
Defendants on Pretrial Supervision (ADP)	900	900	950
Court Date Call Notifications	N/A	4,000	4,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.310	.344	.364
Per capita net cost	\$2.64	\$2.91	\$3.25

Goal PS JS1: To reduce the cost of pretrial incarceration through effective pretrial release and supervision services; assure defendant court appearance and no new law enforcement contact while on supervision in the community.

DESIRED OUTCOMES	DESIRED OUTCOMES	ACTUAL	ESTIMATED	PROJECTED
PS JS-1: Pretrial Services. Assist county and judicial officials by formulating release recommendations and providing supervision of defendants that reasonably assure that those on conditional release return to court and do not engage in criminal activity pending their trial and/or sentencing.	To use evidence based practices in defendant risk assessment for pretrial release and supervision of defendants in the community; assure court appearance and public safety; and	3,052 defendant risk assessments at the jail and 900 defendants on average daily supervision	1,779 defendant risk assessments at the jail and 900 defendants on supervision	3,600 projected defendant risk assessments at the jail and 900 projected defendants on supervision
	Estimated variable cost avoidance/savings to help manage high expense of operating the jail.	\$3,235,120	\$4,947,754	\$5,006,160

PRETRIAL SERVICES

(CONTINUED)

1000-24100

Goal PS JS2: To assist the Criminal Justice Advisory Committee (CJAC) be a resource to local justice system policy makers to analyze, problem solve and create efficiencies to overall service delivery. Use this information to regularly update and maintain long-term resource and capital needs for Weld County.				
DESIRED OUTCOMES	DESIRED OUTCOMES	ACTUAL	ESTIMATED	PROJECTED
PS JS-2: CJAC. Provide professional staffing and guidance to the committee; facilitate, and advance their work.	Set meeting dates, agendas, take meeting minutes and distribute to members and the BOCC; maintain CJAC Bylaws. Provide analysis, and coordination with justice system agencies.	Four to six meetings	Four to six meetings	Four to six meetings
PS JS-3: Court Date Notification. Provide call ahead reminders to defendants scheduled for court hearings.	Improve efficiencies and cost avoidance at the Weld County Jail, for the 19th Judicial District courts and for local law enforcement agencies.	N/A	85-90% Appearance Rate to Division A (first appearance court, via summons)	85-90% Appearance Rate to Division A

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: JUSTICE SERVICES

BUDGET UNIT TITLE AND NUMBER: Work Release - - 24125 (Formerly 1000-24425)

DEPARTMENT DESCRIPTION: Section 18-1.3-106, C.R.S., allows for the operation of jail alternative programs to be used by the court in sentencing. This unit offers a cost effective alternative to secure custody for low risk offenders.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 1,305,540	\$ 1,348,705	\$ 1,348,705	\$ 1,390,489
Supplies	19,400	27,690	27,690	27,690
Purchased Services	172,260	187,098	187,498	187,498
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,497,200	\$ 1,563,493	\$ 1,563,893	\$ 1,605,677
Revenue	764,508	964,350	964,350	964,350
Net County Cost	\$ 732,692	\$ 599,143	\$ 599,543	\$ 641,327
Budgeted Positions	16.0	17.0	17.0	17.0

SUMMARY OF CHANGES: Alternative Programs (work release and electronic monitoring) transferred to this department in 2016. Offender placements, performance outcomes and revenue remain stable. Case management and other in-house treatment services introduced this year, with continued implementation of enhanced work processes and correctional supervision strategies.

Additional \$400 for software maintenance costs. No other changes to proposed budget.

Final budget adjustments include an increase in salaries of \$41,784.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

Work Release / Electronic Monitoring (Continued) 1000-24125

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Avg. Work Release Clients - Daily	160	160	160
Avg. Electronic Home Monitoring - Daily	70	70	70
FTE's per 10,000/capita	.543	.558	.539
Per capita net cost	\$2.49	\$1.97	\$2.03

Goal PS JS4: To provide safe and less expensive sentencing alternatives to the use of jail; deliver effective offender services for seamless community re-entry.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS JS4-1: Alternative Programs - Provide safe, community based correctional placement for eligible adult offenders ordered by the Courts, in lieu of traditional jail sentence. Ensure offenders are given opportunities & access to resources; treatment and employment services, while living in a staff-secure correctional setting or on electronic monitoring home confinement.	Offender utilization by providing less costly sentencing alternative to jail incarceration for adult convicted offenders;	160 ADP - Work Release	160 ADP - Work Release	160 ADP - Work Release
		70 ADP – Electronic Monitoring	70 ADP – Electronic Monitoring	70 ADP – Electronic Monitoring
	Offenders participating in educational and/or employment programming; and	100%	100%	100%
	Estimated variable cost savings of programs to taxpayers for clients' average length of stay at Work Release.	\$1,564,425	\$1,564,425	\$1,564,425

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY'S OFFICE

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

DEPARTMENT DESCRIPTION: Adult Diversion Services offers persons charged with criminal offenses alternatives to traditional criminal justice or juvenile justice proceedings. Staff screens defendants for acceptance into the program and develop service plans to address defendants' risks and needs. Completion of the program will result in dismissal of charges or its equivalent.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 71,897	\$ 73,571	\$ 74,777	\$ 75,612
Supplies	238	500	500	500
Purchased Services	1,190	500	500	500
Gross County Cost	\$ 73,325	\$ 74,571	\$ 75,777	\$ 76,612
Revenue	18,430	14,000	14,000	14,000
Net County Cost	\$ 54,895	\$ 60,571	\$ 61,777	\$ 62,612
Budgeted Positions	1	1	1	1

SUMMARY OF CHANGES: The department has requested to move the Adult Diversion Case Manager to pay grade 26, step 3 to be consistent with the pay grade of the Juvenile Diversion Case Manager (\$1,206). No other changes.

Final budget adjustments include an increase in salaries of \$835.

FINANCE/ADMINISTRATION RECOMMENDATION: For parity between very similar position classifications the move of the Adult Diversion Case Manager to pay grade 26, step 3 to be consistent with the pay grade of the Juvenile Diversion Case Manager is recommended.

BOARD ACTION: Approved as recommended, including the upgrade of the Adult Diversion Officer position to grade 26.

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: JUSTICE SERVICES

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

DEPARTMENT DESCRIPTION: Community Corrections Boards in Colorado are authorized under Title 17, Article 27 of the Colorado Revised Statute to administer funds allocated by the Colorado legislature through the Division of Criminal Justice (DCJ) for administration and placement of offenders into community corrections programs. The Weld County Community Corrections Board, under the authority of the Board of Commissioners of Weld County, sub-contracts with selected vendors to provide residential and/or non-residential supervision services of adult felony offenders sentenced directly to these programs, or in lieu of, or as a transition from prison. Justice Services oversees all aspects to the administration of community corrections.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 57,976	\$ 59,374	\$ 60,793	\$ 60,793
Supplies	1,241	3,111	6,000	6,000
Purchased Services	2,775,286	2,815,769	2,850,625	2,850,625
Fixed Charges	25,547	25,051	25,051	25,051
Capital	0	0	0	0
Gross County Cost	\$ 2,860,050	\$ 2,903,305	\$ 2,942,469	\$ 2,942,469
Revenue	2,882,799	2,903,305	2,942,469	2,942,469
Net County Cost	\$ -22,749	\$ 0	\$ 0	\$ 0
Budgeted Positions	1	1	1	1

SUMMARY OF CHANGES: Average daily residential & non-residential offender populations at the community corrections facility remain steady. State allocation for SFY 17/18: \$1,464,351 for Residential Diversion services, \$747,753 for Residential Transition services, \$264,829 for Residential Condition of Parole services, \$54,487 for Non-Residential Diversion services, \$110,000 for Correctional Treatment Support services, \$62,313 for Residential Condition of Probation services, \$119,854 for Facility Payment funding to mitigate vendor staff turnover and promote evidence based programming and \$118,882 for Community Corrections Board and department administration.

Program revenues are up \$39,164 over last year.

Lease amount to vendor to use the community corrections facility increased to \$296,616 per year and is listed under Budget Unit #1000-90100.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Program is 100% funded by the state.

BOARD ACTION: Approved as recommended.

COMMUNITY CORRECTIONS ADMINISTRATION (CONTINUED) 1000-24200 & 24220

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Intervention Community Correction Services:			
Total Average Daily Populations of Offender Populations by Type - Residential Transition, Residential Diversion, Non-Residential Diversion and IRT Placements:			
	250	250	250
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.034	0.033	0.032

Goal PS JS5: To provide safe and less expensive alternatives to the use of jail and prison; administer the Weld County Community Corrections Board, various contracts and agreements with the Colorado Department of Public Safety and the Department of Corrections, provide oversight of selected vendors and of the Community Corrections Facility.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS JS3-1: Community Corrections - Provide safe, community based correctional placement for eligible adult offenders ordered by the Courts and/or Department of Corrections. Ensure offenders are given opportunities & access to resources; treatment and employment services, while living in staff-secure correctional setting	Cost savings by providing a less costly alternative jail and prison incarceration for adult convicted offenders;	160 residential (ADP)	160 residential (ADP)	160 residential (ADP)
		50 non residential	50 non residential	50 non residential
	Recidivism rates for offenders, completing the Community Corrections Program is substantially lower after release than offenders either released from prison or placed directly on parole.	2%	2%	2%
	All offenders participate in some form of educational and/or vocational programming.	240	240	240
	Receive, manage, and process all community corrections funds from the State;	\$2,949,396	\$2,903,305	\$2,942,350
	Cost avoidance/savings ratio of Community Corrections Programs to County.	\$1,800,000	\$1,800,000	\$1,800,000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PLANNING AND ZONING

BUDGET UNIT TITLE AND NUMBER: Building Inspection 1000-25100

DEPARTMENT DESCRIPTION: Building Inspection administers building codes, reviews plans, and makes on-site inspections during each phase of construction to insure minimum requirements are met. The Department also assists Weld County citizens in understanding and applying the International Building Code for utmost construction safety.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 1,011,182	\$ 1,057,695	\$ 1,057,695	\$ 1,049,099
Supplies	127,109	48,440	107,738	107,738
Purchased Services	87,588	111,539	108,504	108,504
Fixed Charges	138,415	174,027	147,217	147,217
Capital	0	0	0	0
Gross County Cost	\$ 1,364,294	\$ 1,391,701	\$ 1,421,154	\$ 1,412,558
Revenue	2,629,184	3,735,000	2,650,000	2,650,000
Net County Cost	\$ -1,264,890	\$ -2,343,299	\$ -1,228,846	\$ -1,237,442
Budgeted Positions	12.00	12.00	12.00	12.00

SUMMARY OF CHANGES: Supplies are up \$59,298 due to software costs for Accela. Purchased Services are down \$3,035 for vehicle costs. Fixed Charges are down \$26,810 due to lower chargeback costs from Planning.

Revenues are significantly down from the 2017 estimate by \$1,085,000. Even though in 2017 the county moved to the 2016 IBC fees, the amending of the permit structure for tank batteries and other oil and gas equipment from the historical methodology to \$1,000 per site lowered the revenue actually collected. Therefore, the 2018 estimated revenue amount has been reduced based upon the actual 2017 revenue being collected with the changes.

Final budget adjustments include a decrease in salaries of \$8,596.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUILDING INSPECTION (CONTINUED) 1000-25100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Field Inspection Work Outputs</u>			
Number of Building Permits Issued	2,225	2,230	2,300
Number of inspections performed	24,467	22,125	23,000
Avg. # of inspections per Inspector	19.57	17.77	18.2
Number of Inspectors	5	5	5
Number miles driven by Inspectors	133,481	134,600	135,000
Walk-ins	4,264	4,500	5,000
Number of Plan Reviews	1,895	2,091	2,100
Number of Plan Examiners	2	2	2
Number of Building Compliance violations	38	48	50
Number of Building Complaints	41	60	65
Number Compliance cases closed	51	37	40
Number of Building Compliance Officers	1	1	1

BUILDING INSPECTION (CONTINUED) 1000-25100

Goal CED 7: Ensure safe construction throughout unincorporated Weld County.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
CED7-1: Conduct safe and quality plan reviews and inspections following adopted codes	Attendance of each Plans Examiner/Building Inspector/Building Official/Tech at 2 ICC classes (7 staff)	18	18	18
	Maintenance of appropriate certifications	100%	100%	100%

Goal CED 8: Increase knowledge and understanding of adopted codes to citizens, homeowners, contractors, and builders through education.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
CED 8-1: To ensure current and updated information is available to the public on handouts and website	Revise handouts and update website quarterly	100%	100%	100%
Ensure routine communication with builders and contractors	Host/attend two Building Trades Advisory meetings per year	2	2	2
Ensure inspectors have more handouts in the field for a non-technical audience	Plans examiner present to the Building Official any changes to code quarterly	4	4	4
Consistent inspections conducted in the field	Provide “team training” in the field to ensure consistency by inspectors	3	3	3

BUILDING INSPECTION (CONTINUED) 1000-25100

Goal CED 9: Maintain quality, professional and timely site inspections.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
CED 9-1: Maintain a record of permit expirations and inspections to ensure permits are current.	Percentage of complete records	100%	100%	100%
Provide 24 hour turnaround time for inspections.	Percentage of 24 hour turnaround inspections(measured by complaints)	99%	99%	99%
Ensure timeliness of entering inspections and appropriate follow-up.	Maintain proficiency in Accela to ensure information is updated and available	95%	95%	100%
Provide plan review turnaround within current policy time frame.	Review plans in a timely manner current with policy time frame – measurable by complaints	100%	100%	100%
Return customers call and questions within 24 hours.	Measurable by number of complaints annually	100%	100%	100%
Maintain quality customer service with existing staff levels	Measurable by annual complaints	100%	100%	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

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

DEPARTMENT DESCRIPTION: Responsible for noxious weed control and enforcement in the County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 426,185	\$ 461,100	\$ 461,100	\$ 469,089
Supplies	85,743	76,200	76,850	76,850
Purchased Services	365,410	409,886	418,986	418,986
Fixed Charges	10,450	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 887,788	\$ 947,186	\$ 956,936	\$ 964,925
Revenue	18,222	6,000	6,000	6,000
Net County Cost	\$ 869,566	\$ 941,186	\$ 950,936	\$ 958,925
Budgeted Positions	2 FTE 7 PT	2 FTE 7 PT	2 FTE 10 PT	2 FTE 10 PT

SUMMARY OF CHANGES: Supplies increased a total of \$650 due to an increase in Computer Software and Attachments of \$500 to reflect historic costs, and Uniforms and Clothing increased \$150 for outerwear reimbursement for an additional seasonal employee.

Fixed Charges increased \$9,100 to fund the Diffuse Knapweed cost share program under Grants and Donations.

Final budget adjustments include an increase in salaries of \$7,989.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

NOXIOUS WEEDS (CONTINUED) 1000-26100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Mowing Lane Miles	2,543	2,400	2,400
Spraying Lane Miles	8,887	7,500	7,500
Acres Sprayed (Only noxious weeds being sprayed beginning in 2017)	3,585	2,100	2,100
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.066	.064	.062
Per capita cost (county support)	\$2.95	\$3.12	\$3.04

Goal TPW9: Implement the Colorado Weed Management Act on County properties and in assist landowners with compliance with the law through public education and assistance.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW9-1: Respond to calls and emails from landowners within one working day.	98% of citizen and landowner generated contacts responded to within one working day.	100%	100%	100%
TPW9-2: Perform noxious weed control on all Weld County owned properties.	95% of non-roadway properties owned by Weld County sprayed or otherwise controlled for noxious weeds annually.	Yes	Yes	Yes
TPW9-3: Mowing/spraying of all roads maintained by Weld County.	95% of all Weld County maintained roads and intersections will be addressed for noxious weeds annually.	Yes	Yes	Yes
TPW9-4: Resolve all legal notices mailed to landowners for noxious weed infestations.	90% of all legal notices mailed to landowners in Weld County will be brought into compliance.	100%	90%	90%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BOARD OF COUNTY COMMISSIONERS

BUDGET UNIT TITLE AND NUMBER: Office of Emergency Management - - 1000-26200

DEPARTMENT DESCRIPTION: Section 24-32-2107, C.R.S., requires each county to maintain a Disaster Agency which has jurisdiction over and serves the entire county. The Director or Coordinator of the Disaster Agency is responsible for the planning and coordination of local disaster services, develops plans, and coordinates emergency planning in case of either natural or other disasters on county, state, and federal level. The focus for OEM is All-Hazards Planning and Coordination with county departments, agencies and organizations.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 285,936	\$ 293,906	\$ 293,906	\$ 288,915
Supplies	9,326	26,400	29,900	29,900
Purchased Services	52,517	46,295	141,795	141,795
Fixed Charges	-710	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 347,069	\$ 366,601	\$ 465,601	\$ 460,610
Revenue	41,612	55,000	115,000	115,000
Net County Cost	\$ 305,457	\$ 311,601	\$ 350,601	\$ 345,610
Budgeted Positions	3.0	3.0	3.0	3.0

SUMMARY OF CHANGES: Supplies are up \$3,500 for software for Ready Ops, Orion Damage Assessment and stream gages. OEM has encountered several areas of improvements over the last five years. The Emergency Management Program continues to grow throughout the County. Training and exercises continue to be a focus and have proven to show success during emergencies. OEM is requesting \$20,000 to support a full scale EOC exercise in 2018. This will support a contractor and planning for the exercise. Final budget adjustments include a decrease in salaries of \$4,991.

OEM has also requested and received a Hazardous Materials Exercise and Planning grant for \$60,000 with a \$15,000 local match to support the need for coordination with our chemical facilities in the County. The Oil and Gas industry has added over 7,000 new facilities in the last five years. We have 153 facilities that have Extremely Hazardous Chemicals and require specific coordination for planning with First Responders. We also have 32 Risk Management Plan Facilities that require coordination with the LEPC and First Responders. The tasks, required coordination, planning and attending meetings is not possible to accomplish with current staffing, so the grant which will contract with a part-time contractor should help in this area. The grant is for the period of October 1, 2017, through September 30, 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The additional \$20,000 for the FEMA training is recommended. FEMA has approved the training and scheduled it for August, 2018. The Hazardous Materials Exercise and Planning grant is also recommended. The grant will end September 30, 2018. If the grant is not continued in the 2019 budget, the department will need to assess whether a permanent position doing this function is needed.

OFFICE OF EMERGENCY MANAGEMENT (CONTINUED) 1000-26200

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of drills and exercises	12	12	12
Number of people participating in drills	500	500	500
Number of inspections and/or reports	18	18	18
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.102	0.095	0.126
Per capita cost	\$1.04	\$1.06	\$1.10

Mission Statement: To support Weld County and its citizens in Preparedness, Prevention, Mitigation, Response, and Recovery using an All-Hazards approach, and to develop and sustain broad and sincere relationships among individuals and organization to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.

- **Goal PS OEM 1:** Prevention and Mitigation - Identify situations or conditions that have the potential of causing injury to people, damage to property and to the environment.
- **Goal PS OEM 2:** Preparedness - To safeguard against terrorism, manmade and natural disasters. It is focused on actions that protect citizens, residents, visitors, networks and critical assets in Weld County.
- **Goal PS OEM 3:** Response - The capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring that the County is able to effectively respond to any threat or hazard, including those with cascading effects, with an emphasis on saving and sustaining lives and stabilizing the incident, as well as rapidly meeting basic human needs, restoring basic services and community functionality, establishing a safe and secure environment, and supporting the transition to recovery.

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

- **Goal PS OEM 4:** Finance and Administration - Development of fiscal and administrative procedures to support the emergency management budget for staffing and daily operations.
- **Goal PS OEM 5:** Program Management - Organization of local emergency management programs; coordinating emergency preparedness, mitigation, response and recovery activities across multiple agencies and organizations.
- **Goal PS OEM 6:** Planning - The collection, analysis and use of information and the development, promulgation, and maintenance of the organizational comprehensive emergency management plan, action plans and mitigation plans.
- **Goal PS OEM 7:** Recovery - Recovery includes those capabilities necessary to assist communities affected by an incident in recovering effectively. It is focused on a timely restoration, strengthening, and revitalization of the infrastructure; housing; a sustainable economy; and the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

NOTE: OFFICE OF EMERGENCY MANAGEMENT HAS A COMPREHENSIVE STRATEGIC PLAN AVAILABLE ONLINE AT: <http://www.co.weld.co.us/Departments/OEM/index.html>

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

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

DEPARTMENT DESCRIPTION: Provides engineering services for bridge designs; development referrals; field survey operations to establish line and grade control; administrative and inspection work in utility and subdivision construction; performs laboratory tests to determine soil properties, construction and materials quality; all phases of highway engineering, bridge engineering, design and construction inspection.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 2,932,367	\$ 2,968,764	\$ 2,878,270	\$ 3,108,312
Supplies	169,943	193,200	159,245	159,245
Purchased Services	12,778,577	19,526,846	6,127,921	6,127,921
Capital	116,323	0	0	0
Contra	-235,858	-348,055	-329,571	-329,571
Gross County Cost	\$ 15,761,352	\$ 22,340,755	\$ 8,835,865	\$ 9,065,907
Revenue	0	0	0	0
Net County Cost	\$ 15,752,352	\$ 22,340,755	\$ 8,835,865	\$ 9,065,907
Budgeted Positions	28	28	28	28

SUMMARY OF CHANGES: Personnel Services increased \$9,506 with the addition of the Development Review Manager (\$102,660), upgrade of Deputy Director Engineering (\$8,772), \$15,750 to promote three current Engineers from Tech II to III, and promote one Engineer I to II for a total increase of \$16,000. In house appraiser position was eliminated mid-year for a savings of \$133,676 Engineering and Architectural increased \$75,000 for appraisal service fees due to the elimination of an in-house appraiser for a net savings of \$58,676. Final budget adjustments include an increase in salaries of \$230,042.

Supplies decreased \$33,955 as Small Items of Equipment was decreased \$40,000 with the elimination of the lab remodel, which was completed in 2017. Software Maintenance increased \$6,045 for the PubWorks program annual fee and charges for the on-line comments form.

Purchased Services decreased a total of \$13,398,925 based on the following: Publications and Subscriptions increased \$4,000 for additional inspection manuals. Memberships and Registration Fees increased \$5,650 for the cost of the nuclear gauge license registration fees. Other Purchased Services increased \$7,300 for construction permits and dewatering and stormwater annual permit fees. As stated above Engineering and Architectural increased \$75,000 for appraisal service fees due to the elimination of an in-house appraiser for Public Works. Other Professional Services increased \$15,000 for environmental audits needed in 2018. Repair and Maintenance Equipment increased \$2,500 for increased fees for lab equipment and nuclear gauge calibrations. Repair and Maintenance Other in the amount of \$975 was eliminated from this budget and will now be funded from the Administration budget. Travel and Meetings increased \$12,200 due to anticipated travel expenses for 2018. Training increased \$10,000 based on continuing training needs for engineering staff. Strategic Roads decreased \$12,679,600 based on road and bridge projects to be completed in 2018. Grants and Donations decreased \$850,000 based on projects for 2018.

GENERAL ENGINEERING (CONTINUED) 1000-31100

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval including personnel changes. Board approved the creation of the Development Review Manager position, and reclassification of the PW Transportation Manager to Deputy Director Engineering position on August 14, 2017.

BOARD ACTION: Approved as recommended, including the personnel changes requested.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of designs completed	17	26	15
Number of construction projects completed	6	16	6
Number of land use case reviews	673	150	350
Access Permit	601	525	525
Right-of-Way Permits	522	405	405
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.951	0.919	0.889
Per capita cost	\$53.49	\$73.34	\$28.75

*Numbers do not include flood projects.

Goal TPW8: Development, design, inspection, testing, planning, and review of all phases of County road and bridge engineering services for both in-house and contracted projects.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW8-1: Develop accurate Capital Improvement Plans	Plans will not require changes after project goes to construction 95% of the time	100%	100%	100%
TPW8-2: Perform accurate construction testing	Construction tests will not require repeat tests or re-calculations 95% of the time	100%	100%	100%
TPW8-3: Present accurate improvement agreements	Improvement agreements will be error free when presented to the BOCC 98% of the time	100%	100%	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BUILDINGS AND GROUNDS

BUDGET UNIT TITLE AND NUMBER: Missile Site Park -- 1000-50100

DEPARTMENT DESCRIPTION: Maintains Missile Site Park which includes camp grounds and related equipment, as well as the missile silo and archive storage areas. Also provides security for the park.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 45,657	\$ 72,162	\$ 72,162	\$ 60,032
Supplies	822	3,200	1,750	1,750
Purchased Services	5,718	17,400	12,900	12,900
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 52,197	\$ 92,762	\$ 86,812	\$ 74,682
Revenue	6,604	3,000	5,000	5,000
Net County Cost	\$ 45,593	\$ 89,762	\$ 81,812	\$ 69,682
Budget Positions	1	1	1	1

SUMMARY OF CHANGES: Gross county costs are down \$5,950 with the net county costs down \$7,950. The reductions are primarily attributed to the fact the caretaker no longer resides at the park, thus reducing some utility costs (\$3,000). Other supplies are down \$1,450, and vehicle maintenance is down \$1,500. The position is also being utilized at other county facilities as time allows.

Revenues are up \$2,000 due to the fee change done in 2016.

Final budget adjustments include a decrease in salaries of \$12,130.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

MISSILE SITE PARK (CONTINUED) 1000-50100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of visitors	600	600	600
<u>Work Outputs</u>			
FTE's per 10,000/capita	0.034	0.033	0.032
Per capita cost (county support)	\$0.155	\$0.295	\$0.221

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Building and Grounds Budget Unit (1000-17200).

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BUILDINGS AND GROUNDS

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

DEPARTMENT DESCRIPTION: Development and maintenance costs of County trails and future park projects.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	29,000	129,000	129,000	129,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 29,000	\$ 129,000	\$ 129,000	\$ 129,000
Revenue	0	0	0	0
Net County Cost	\$ 29,000	\$ 129,000	\$ 129,000	\$ 129,000
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Budget includes \$29,000 for the joint maintenance and administration of the Poudre River Trail with Windsor and Greeley. This represents \$18,000 towards the staff position and \$11,000 towards maintenance. The budget is the same as last year. The Board agreed, in April, 2004, to fund the County's share. A new IGA was developed in 2006, which includes full maintenance and administration of the trail, with each party paying one-third of the costs. The City of Greeley actually does the maintenance and administration through its Parks Department.

An additional \$100,000 was included in the 2017 budget for trail repairs. Weld County, Windsor, and Greeley each committed to funding \$200,000 over two years for trail repairs. Therefore, the additional \$100,000 is included again in the 2018 budget. In the Public Works budget unit 2000-32500 a TAP grant in the amount of \$447,890 is included for Poudre River Trail repairs also.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: GREELEY-WELD COUNTY AIRPORT

BUDGET UNIT TITLE AND NUMBER: Airport Transfer - - 1000-56100

DEPARTMENT DESCRIPTION: County support for capital improvements to the Greeley - Weld County Airport.

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

SUMMARY OF CHANGES: The Airport Board has adopted the policy that they will be self-sufficient and will no longer request funding for local grant matches for capital FAA projects.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES

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

DEPARTMENT DESCRIPTION: Weld County's financial support to the nineteen senior centers throughout the county.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	19,000	19,000	19,000	28,500
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 19,000	\$ 19,000	\$ 19,000	\$ 28,500
Revenue	0	0	0	0
Net County Cost	\$ 19,000	\$ 19,000	\$ 19,000	\$ 28,500
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Recommended budget of \$19,000 is the same as 2017. The funds will be equally divided among the nineteen (19) senior centers throughout Weld County resulting in \$1,000 per site. Each site determines how the money can best be spent to benefit their senior program.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Board increased the funding to \$28,500 to be equally divided among the nineteen (19) senior centers throughout Weld County resulting in \$1,500 per site.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: WASTE WATER MANAGEMENT

BUDGET UNIT TITLE AND NUMBER: Waste Water Management - - 1000-56120

DEPARTMENT DESCRIPTION: County assessment for North Front Range Water Quality Planning Association for waste water management, and Big Thompson Watershed Forum.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	9,215	10,000	10,000	10,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 9,215	\$ 10,000	\$ 10,000	\$ 10,000
Revenue	0	0	0	0
Net County Cost	\$ 9,215	\$ 10,000	\$ 10,000	\$ 10,000
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: This budget is the same as 2017 for the North Front Range Water Quality Planning Organization (NFRWQPO) (\$9,000), and the Big Thompson Watershed Forum (\$1,000).

Membership for the Little Dry Creek Watershed Group (\$6,000) is included in the Budget Unit account 1000-31100-6340 budget, since it involves drainage issues and not water quality.

FINANCE/ADMINISTRATION RECOMMENDATION: 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.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	38,225	48,225	38,225	38,225
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 38,225	\$ 48,225	\$ 38,225	\$ 38,225
Revenue	0	0	0	0
Net County Cost	\$ 38,225	\$ 48,225	\$ 38,225	\$ 38,225
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: The 2018 request is back to the historical base amount of \$38,225. In 2017 the county provided a one-time additional amount of \$10,000 to help sustain the Person-Centered Organization (PCO) project.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval of the base amount of \$38,225.

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	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	186,937	203,225	293,225	228,225
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 186,937	\$ 203,225	\$ 293,225	\$ 228,225
Revenue	0	0	0	0
Net County Cost	\$ 186,937	\$ 203,225	\$ 293,225	\$ 228,225
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: NRBH is requesting \$108,225 for the base amount funded historically. NRBH is also requesting the continuation of the \$20,000 funded since 2013, for the Suicide Education and Support Services (SESS). SESS' primary mission is to address the suicide rate in Weld County. The NRBH request is the same as 2017.

NRBH has also requested an additional \$30,000 for the Weld County Prevention Partners (WCPP). The WCPP has been operating in Weld County for ten years funded via a SAMHSA grant. The program has lost \$30,000 in state funding through the Tony Grampsas Youth Services fund. The program's mission is to promote a safer, healthier Weld County through strategies that prevent and reduce youth substance abuse. Funding is a policy issue for the Board.

\$75,000 is included for the Weld County Adult Treatment Court program to treat clients in with alcohol, drug and other substance abuse issues. In 2016, the county and courts developed an ongoing MOU for this arrangement.

Qualified Listeners has requested \$60,000 for 2018. The program is a newly formed organization dedicated to supporting the mental health needs of veterans and their families with the objective of reducing the number of suicides and home stress. It is a system by which combat veterans listen to veterans so the organization can begin to connect veterans to resources which already exist and are paid for by taxpayers. Funding is a policy issue for the Board.

MENTAL HEALTH (CONTINUED) 1000-56140

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval of the NRBH base amount of \$108,225, the \$20,000 for SESS, and the \$75,000 for Weld County Adult Treatment Courts. This is the same funding level as 2017.

Funding of the Weld County Prevention Partners (WCPP) is a policy issue for the Board to decide. This would be displacing state funds that have been reduced with county General Fund dollars.

Funding of the *Qualified Listeners* program is a policy issue for the Board to decide. If the Board considers funding the program is recommended that it be for start-up funds in the range of \$15,000-\$20,000, not \$60,000 requested, to see if the program has some of the desired outcomes. It is also recommended that if the program is funded that it be funded through NRBH along with other mental health programs in the county. It is questionable if it makes economic or administrative sense for *Qualified Listeners* to be a stand-alone non-profit until it has some track record as a program.

BOARD ACTION: The Board funded the NRBH base amount of \$108,225, the \$20,000 for SESS, and \$100,000 for Weld County Adult Treatment Courts. This an increase of \$25,000 over last year for the Weld County Adult Treatment Courts.

The Board did not fund the Weld County Prevention Partners (WCPP) request for \$30,000. The Board consistently does not fund state or federal grant programs with local tax dollars, if the state and federal funding goes away.

The Board did not fund the *Qualified Listeners* program because the program is not up and operating to provide a service the county can purchase through a Memorandum of Agreement. In accordance with Colorado Constitution, Article XI, Public Indebtedness, Section 2 – No aid to corporations, which states in part, “Neither the state, nor any county...shall make a donation or grant to, or in aid of...any corporation or company...” Case law has included non-profit corporations as corporations referred to in this section. As a result of this state requirement Weld County only provides funds to non-profits in cases where a specific service for Weld County citizens can be purchased through a Memorandum of Agreement. The Board encouraged the *Qualified Listeners* program to come back with their request when they are a fully operating organization and propose a specific needed service for identified Weld County citizens with measurable performance results. The Board also encouraged the *Qualified Listeners* program to continue working with NRBH to see if the program can be affiliated with NRBH to avoid duplication and overhead costs.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CHILD ADVOCACY CENTER

BUDGET UNIT TITLE AND NUMBER: A Kid's Place - - 1000-56150

DEPARTMENT DESCRIPTION: Funds a facility for interviewing and providing services to young victims of child abuse and non-offending family members.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND 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 2018, 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	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: This unit is for the transfer to the Weld County Retirement Plan Fund for the administrative costs of the program. With the underfunding of the Weld County Retirement Plan the Board decided to reimburse the Retirement Fund for the administrative costs of the plan. The administrative costs include the investment fees and other administrative costs. Annually the costs are approximately \$1,000,000. The County stopped paying the fees in the 1980's. From 2011-2015 the General Funds made substantial contributions to repay the Retirement Fund for the past administrative costs. As a result as of December 31, 2015, the Weld County Retirement Plan was fully funded under the new accounting rules of GASB 67 and 68. The level of funding for this purpose can be reduced in years where the property tax revenues from oil and gas fluctuate downward and when the retirement fund is fully funded. Due the retirement plan being totally funded no contribution is required in the 2018 budget.

As funds are available the county should consider funding the retirement plan to reduce the investment rate assumption from 7.75% to 6.25% over time, which is more realistic based upon projected investment returns.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: TRANSFERS

BUDGET UNIT TITLE AND NUMBER: Human Services Transfer - - 1000-56160

DEPARTMENT DESCRIPTION: General Fund contribution to Area Agency on Aging Program (Human Services Budget).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	12,351	12,351	12,351	12,351
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 12,351	\$ 12,351	\$ 12,351	\$ 12,351
Revenue	0	0	0	0
Net County Cost	\$ 12,351	\$ 12,351	\$ 12,351	\$ 12,351
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: The transfer to the Human Services Fund of \$12,351 is for the Area Agency on Aging Administration match.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services Fund.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: TRANSFERS

BUDGET UNIT TITLE AND NUMBER: Health Department Transfer - - 1000-56160

DEPARTMENT DESCRIPTION: General Fund contribution to Health Department operations.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	4,537,102	4,869,653	5,089,441	5,089,441
Capital	0	0	0	0
Gross County Cost	\$ 4,537,102	\$ 4,869,653	\$ 5,089,441	\$ 5,089,441
Revenue	0	0	0	0
Net County Cost	\$ 4,537,102	\$ 4,869,653	\$ 5,089,441	\$ 5,089,441
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: See Health Fund for details.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health Fund.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Economic Development - - 1000-60200

DEPARTMENT DESCRIPTION: General Fund Department used to fund the County's economic development program through the Upstate Colorado Economic Development (Upstate Colorado), a public/private non-profit organization. Starting in 2009, the County began contributing to the East Colorado Small Business Development Center (SBDC), in addition to Upstate Colorado Economic Development.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	530,077	165,000	215,000	165,000
Gross County Cost	\$ 530,077	\$ 165,000	\$ 215,000	\$ 165,000
Revenue	190,720	0	0	0
Net County Cost	\$ 339,357	\$ 165,000	\$ 215,000	\$ 165,000
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: East Colorado Small Business Development Center has requested \$65,000, same as 2017. Upstate Colorado requested \$150,000, which is \$50,000 more than the 2017 level of funding. Upstate is currently identifying the appropriate programs and staff resources needed to fulfill their existing and future capacity needs. Upstate is looking at the imperative need to implement succession programming for the next 3-5 years, and the additional amount above our 2017 funding level will assist in that staffing overlap.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval including the additional \$50,000 for Upstate's succession planning. However, it is recommended the additional \$50,000 come out of the Economic Development Trust Fund in 2018. Since nearly two-thirds of the property tax base of Weld County is derived from the energy industry it is critical long term for the county to increase the diversification of the local property tax base, and the primary job employment base to have a long-term sustainable local economy. Upstate Colorado and SBDC are the two primary agencies for promoting economic development in Weld Colorado.

In addition to this funding in the General Fund there is a request for \$90,000 for the Economic Development Trust Fund to continue to fund the Upstate Colorado Economic Development Community Support Program for the third year. It was anticipated in the beginning of the program that the small communities would gradually assume some of the costs of the program. In 2018, perhaps there should be discussions with the communities regarding sharing of costs to support the program long term.

BOARD ACTION: Approved as recommended.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See County's overall Economic Development goals in the Strategic Plan Section of the Budget Message.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Building Rents - - 1000-60300

DEPARTMENT DESCRIPTION: General Fund Department used to fund lease/purchase contracts for county buildings.

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

SUMMARY OF CHANGES: Budget reflects the County's debt service on any long-term debt and/or lease purchase debt in any given year. With the payoff of the correctional facilities' Certificates of Participation (COP), as of August 1, 2007, Weld County has no long-term debt or long-term lease obligations.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

LEASE-PURCHASE AGREEMENTS

The following supplemental data regarding lease-purchase agreements involving real property is required under Section 29-1-104(2)(d), C. R. S., 1973:

- | | | |
|----|---|--------|
| A. | The total amount to be expended during the ensuing fiscal year for payment obligations under all lease-purchase agreements involving real property | \$ -0- |
| B. | The total maximum payment liability of the local government under all lease-purchase agreements involving real property over the entire terms of such agreements, including all optional renewal terms | \$ -0- |
| C. | The total amount to be expended during the ensuing fiscal year for payment obligations under all lease-purchase agreements other than those involving real property | \$ -0- |
| D. | The total maximum payment liability of the local government under all lease-purchase agreements other than those involving real property over the entire terms of such agreements, including all optional renewal | \$ -0- |

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Non-Departmental - - 1000-90100

DEPARTMENT DESCRIPTION: Central budget unit containing county-wide costs that are not allocated to program budgets, e.g. training, audit fees, etc.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	70,926	70,000	70,000	70,000
Purchased Services	602,241	425,535	449,127	449,127
Fixed Charges	88,732	115,000	120,000	120,000
Gross County Cost	\$ 761,899	\$ 610,535	\$ 639,127	\$ 639,127
Revenue	91,220,185	102,048,987	103,313,377	103,493,194
Net County Cost	\$ - 90,458,286	\$- 101,438,452	\$- 102,674,250	\$- 102,854,067

SUMMARY OF CHANGES: The expense side of this budget is up \$28,592 from 2017. Memberships and dues are up \$2,200 due to DRCOG dues, auditing costs are up \$900, and training is up \$5,000. Professional services are up \$20,492 for deferred compensation program fees (\$10,892), and medical services from Ergomed (\$9,600).

Revenues are up \$1,251,935 over the current year. Property taxes are budgeted at \$92,908,779 up \$371,429. Revenue from interest earnings are up \$800,000 at \$2,000,000 for 2018. Fines are up \$3,000, Thornton PILT is up \$1,472, and cable fees are up \$5,000. Rents from Buildings total \$557,684 from Social Services (\$166,234), PS Trophy (\$16,800), Community Corrections Building (\$288,612), ambulance station (\$15,600), and Fredrick library building lease/purchase (\$70,438). Recovery of indirect costs is \$6,826,159, and revenues from Urban Renewal Authorities (URA) are budgeted at \$337,314 for Brighton URA, \$110,582 for the Erie URA, \$104,270 from Mead, and \$63,318 for Firestone URA. Other smaller revenues are stable with little change. Total revenues are \$103,300,922.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Expenses approved as recommended.

Urban Renewal Authorities were adjusted to final assessed valuations. Final revenues from Urban Renewal Authorities (URA) are budgeted at \$314,213 for Brighton URA, \$96,305 for the Erie URA, \$14,181 from Fort Lupton, \$104,397 from Mead, and \$73,933 for Firestone URA. Final property tax was adjusted by \$192,272. No other revenue changes.

Tax incentives were approved for Specialty Products (\$1,524), Vestas (\$35,570), Norfork Steel (\$3,558), Carestream (\$7,203), Boulder Scientific (\$2,830), Cargill (\$2,712), Advance Forming Technology (\$1,077), Agrium (\$977), and Rocky Mountain Waterjet (\$1,330), for a total of \$56,781.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Retiree Health Insurance - - 1000-90120

DEPARTMENT DESCRIPTION: Central budget unit to account for the costs for retiree health benefits.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Beginning January 1, 2007, in accordance with GASB 45, employers must account for the actuarial cost of post-employment benefits paid to retirees. Weld County's only program outside of the retirement program is the payment of health insurance benefits to retirees. Under GASB 45 an estimated actuarial amount is needed to be reserved to recognize the cost of the benefit in periods related to when services are received by the employer (Weld County). However, with the changes described below, funding is no longer needed in this budget unit. Based upon the reserve amount in the Other Post Employment Benefits (OPEB) Trust and the amount paid out each year for active retirees in department budgets, the reserve requirement is being met.

FINANCE/ADMINISTRATION RECOMMENDATION: On July 21, 2010, the Board amended the Other Post Employment Benefits (OPEB) Plan to stop coverage for any eligible retiree, effective June 30, 2012, that did not have a signed retiree health agreement as of July 21, 2010. This change was in response to the passage of the Patient Protection and Affordable Care Act (PPACA) creating gap insurance coverage for early retirees through state insurance exchanges, effective January 1, 2014. Retirees impacted can obtain insurance coverage under COBRA from July 1, 2012, to January 1, 2014. As a result of this Board action, the OPEB Plan was fully funded, as of 2012, and no longer requires additional contributions.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COMMUNITY AGENCY GRANTS

BUDGET UNIT TITLE AND NUMBER: Community Agency Grants - - 1000-90150

DEPARTMENT DESCRIPTION: Weld County's financial support to community agencies that do not fit under a specific county program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	90,737	35,737	78,237	40,737
Gross County Cost	\$ 90,737	\$ 35,737	\$ 78,237	\$ 40,737
Revenue	0	0	0	0
Net County Cost	\$ 90,737	\$ 35,737	\$ 78,237	\$ 40,737
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Funding is included for the following community agencies:

<u>AGENCY</u>	<u>PRIOR YEAR</u>	<u>REQUEST</u>	<u>RECOMMEND</u>	<u>FINAL</u>
Promises for Children	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
211 Information and Referral	25,000	40,000	25,000	25,000
Youth and Family Connection	0	0	0	0
1451 Collaboration Management	0	0	0	0
Catholic Charities	0	0	0	0
Greeley Transitional House	0	0	0	0
A Woman's Place	0	0	0	0
Weld's Way Home	0	25,000	0	5,000
Our Land to Your Hands	0	2,500	0	0
Audio Information Network	5,737	5,737	5,737	5,737
Total	<u>\$35,737</u>	<u>\$78,237</u>	<u>\$35,737</u>	<u>\$ 40,737</u>

FINANCE/ADMINISTRATION RECOMMENDATION: This budget unit consolidates community agencies with requests that do not fit under a specific program. The following is the recommendation for each agency:

Promises for Children. The Board, in May, 2004, made a commitment to fund this program along with other partners in the community. A request for \$5,000 was made. This is the same as 2017. Recommend approval. *Final funding \$5,000.*

COMMUNITY AGENCY GRANTS (CONTINUED) 1000-90150

FINANCE/ADMINISTRATION RECOMMENDATION (Continued):

211 Information and Referral program has requested \$40,000 for the 211 information and referral system operated by United Way. This is an increase of \$15,000 over the 2017 funding level of \$25,000. The recommended budget includes base level funding of \$25,000. Increase in funding is a Board policy issue. *Final funding \$25,000.*

Audio Information Network of Colorado (formerly Radio Reading Service of the Rockies) has requested \$5,737 to provide radio reading services for the visually impaired in Weld County. This is the same as 2017. Recommend approval. *Final funding \$5,737.*

Youth and Family Connections (YFC) in 2015 YFC was funded \$93,969 to cover the three-year period of 2016-2018 for Weld County's share of law enforcement support. Therefore, no additional requests for funding will be made until 2019.

Collaborative Management Program (formerly the Interagency Oversight Group) was funded \$108,000 to cover the three-year period of 2016-2018 for Weld County's share of the 1451 Collaborative Management Program. Therefore, no additional requests for funding will be made until 2019.

Homeless Shelters have not been funded in the past by General Fund dollars. Catholic Charities, A Woman's Place, and Greeley Transitional House did not request General Fund monies for 2018. Human Services has been doing a \$20,000 program with a voucher process through CSBG for the shelters. If the homeless shelters are funded it should be by a Human Services allocation of CSBG dollars as vouchers to clients or other Human Services program funds. Recommend no General Fund funding. Social Services may fund with CSBG funds, if funds are available. *Programs to be funded through CSBG program.*

Weld's Way Home has requested \$25,000 for 2018. The funding would be for the Weld's Way Home (WWH) effort, which is a long-term countywide strategic plan to address homelessness and housing instability. WWH does not intend to offer direct services; instead they aim to support and expand the capacity of the expert service provider already addressing this challenge in Weld County. Funding is a policy issue for the Board. *Final funding \$5,000.*

Our Land to Your Hands Committee has requested \$2,500 for 2018. The funding would be for the transportation costs for St. Vrain School District students to be bused to the event. While the event is worthwhile, staff does not believe this a funding responsibility of the county and the school district should be paying for the transportation costs. Also, St. Vrain School District has received from the county a windfall of \$356,955 in 2016, and \$76,034 in 2017 from the Bankhead-Jones shared revenues from the Pawnee Grasslands without any direct impact, so perhaps they could use some of the Bankhead-Jones funding for this program. Funding is a policy issue for the Board. *No funding*

BOARD ACTION: See notes for each agency regarding final funding in *italics*. No change.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: Treasurer

BUDGET UNIT TITLE AND NUMBER: Weld County Bright Futures - 1000-90160

DEPARTMENT DESCRIPTION: This budget unit administers the Weld County Bright Futures Program and the donations and tax credits that support it. The program offers student grants from donations to eligible Weld County high school graduates, students earning GEDs and veterans pursuing post high school education or training. Under SB 15-82 the County is authorized to allow the use of county property tax incentive payments or credits to taxpayers contributing to the program for workforce development.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 35,750	\$ 95,940	\$ 38,544	\$ 38,544
Supplies	25,354	34,750	18,500	18,500
Purchased Services	3,211	13,250	122,498	122,498
Fixed Charges	10	0	3,000,000	0
Capital	70,000	0	0	0
Gross County Cost	\$ 134,325	\$ 143,940	\$ 3,179,542	\$ 179,542
Revenue	0	0	0	0
Net County Cost	\$ 134,325	\$ 143,940	\$ 3,179,542	\$ 179,542
Budgeted Positions	2	2	2	2

SUMMARY OF CHANGES: This is the third Weld County Bright Futures Program administration budget request. The actual budgetary needs are still evolving, so for 2018 the program still includes two part time positions. Supplies and services of \$24,500 for administration have been reallocated based upon the evolving needs and expenditure patterns of the program.

The Bright Futures program was formed and implemented in 2015 with the intention of creating an incentive to property tax payers to pay less taxes to the county by directing a donation to the Bright Futures program to fund students living in Weld County who wish to pursue post-secondary education. The program is a workforce development program that is a win-win for the taxpayers, students, and employers in Weld County.

After the first year of the program's implementation student interest and participation in the program is strong. However, the property tax incentive has not brought in the funding to sustain the program long term. To make the program sustainable long term for a four-year program of the students the program needs approximately \$10 million per year to fully fund it, and \$6,000,000, if structured to fund only two years. Other program changes could reduce the cost even more. Based upon a marketing and feasibility study done by Mantooth Marketing Company the program needed to consider some structural changes and new marketing approach.

BRIGHT FUTURES (CONTINUED) 1000-90160

SUMMARY OF CHANGES (Continued):

As a result of the marketing study and staff financial and program analysis the Board of Weld County Commissioners on June 5, 2017, entered into an agreement with Upstate Colorado Economic Development (Upstate) to administer the marketing and fundraising function of the program under the direction of an autonomous Bright Futures Board. The student grant administration will remain with the Weld County Treasurer's Office costing \$62,975 in 2018. The county will pay Upstate \$116,498 for the marketing and fundraising function for a total program administration cost of \$179,542.

For long term sustainability, the Bright Futures program, if it is structured to fund only two years of a student's program will require an annual fundraising effort of \$1,500,000 and \$3,000,000 in General Fund subsidy. The 2018 student grant budget is funded at the \$3,000,000 level. To transition to the program changes may require some funding from the Economic Development Trust to get to the \$3,000,000 General Fund funding level for the next two years.

In 2016, \$15,000,000 in property tax incentive credits were budgeted and placed in a trust fund. This portion of the program should not require additional county funds for 15-20 years. Donations for this program are placed in a separate trust fund to pay the student grants.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The 2018 budget as funded on an ongoing basis, and the changes in the structure should make the program sustainable long term.

BOARD ACTION: The Board decided to fund the 2018 student grant portion of the program from the Economic Development Trust Fund, and not the General Fund to give the new Bright Futures Board an opportunity to restructure the program and the fundraising effort in 2018. In 2019 the Board will determine the programs sustainable long-term funding level from the county.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Students in Program	1,109	1,200	2,000
Investments	\$1.25M	\$3.00M	\$4.50M
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.068	0.66	0.63
Per capita administrative expenditure	\$0.46	\$0.47	\$0.57
Per capita student grant expenditure	\$4.24	\$9.85	\$9.51

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: EXTENSION SERVICES

BUDGET UNIT TITLE AND NUMBER: Extension - - 1000-96100

DEPARTMENT DESCRIPTION: Provide adults and 4-H youth with unbiased, research-based education for agricultural, environmental, and consumer issues.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 276,314	\$ 314,726	\$ 355,782	\$ 338,463
Supplies	3,936	6,300	6,300	6,300
Purchased Services	26,225	39,400	42,400	42,400
Fixed Charges	785	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 307,260	\$ 360,426	\$ 404,482	\$ 387,163
Revenue	0	0	0	0
Net County Cost	\$ 307,260	\$ 360,426	\$ 404,482	\$ 387,163
Budgeted Positions	13.00	11.00	11.75	11.75

SUMMARY OF CHANGES: In the Fall of 2016, Weld County Extension conducted a community needs assessment. Results showed many issues pertaining to Family and Consumer Sciences (FCS). Discussions were held with the BOCC, and with department heads from Human Services and the Health Department, with agreement that the addition of an Extension FCS Agent was justified. Included in Personnel Services is an increase of \$35,000, which would represent the County's portion of a 50/50 split of the FCS position with CSU. Also in Personnel Services is a request to increase the 4-H Events Coordinator position from 0.5 FTE with 250 additional hours to 0.75 FTE. The added cost with benefits would be \$6,056.

In addition, \$3,000 was added to Purchased Services to provide support for the new FCS position (travel, etc.).

Final budget adjustments include a decrease in salaries of \$17,319.

FINANCE/ADMINISTRATION RECOMMENDATION: In a previous work session the Board had agreed to the new FCS position, if CSU shared the funding 50/50%. The added workload for the 4-H Program appears to justify the additional hours for the 4-H Events Coordinator position.

BOARD ACTION: CSU has not been able to fund the matching monies for the addition of an Extension FCS Agent. The Board agreed to leave the \$35,000 in the budget in case CSU gets funding mid-year. The position cannot be filled until CSU comes up with the matching funds.

The Board also approved increasing the 4-H Events Coordinator position from 0.5 FTE with 250 additional hours to 0.75 FTE. All other items in the budget were approved as recommended.

EXTENSION SERVICES (CONTINUED) 1000-96100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
4-H enrollment	942	1,000	1,000
4-H outreach	3,720	4,000	4,000
Master Gardener contacts	999	3,000	1,500
Master Gardener Volunteer Hours	1,580	1,800	2,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.441	.361	.373
Per capita cost (county support)	\$1.11	\$1.18	\$1.23

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: This Budget Unit's goals and objectives are part of a separate CSU Extension's published document available through Colorado State University.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: EXTENSION SERVICE

BUDGET UNIT TITLE AND NUMBER: County Fair - - 1000-96200

DEPARTMENT DESCRIPTION: To organize, plan, and administer the annual County Fair.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 84,928	\$ 80,382	\$ 80,382	\$ 84,312
Supplies	0	20,000	147,850	147,850
Purchased Services	40,995	40,995	88,995	78,995
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 125,923	\$ 141,377	\$ 317,227	\$ 311,157
Revenue	0	0	0	0
Net County Cost	\$ 125,923	\$ 141,377	\$ 317,227	\$ 311,157
Budgeted Positions	1.25	1.25	1.25	1.25

SUMMARY OF CHANGES: The increase in Supplies reflects the purchase of replacement panels for the Livestock Building at Island Grove Park. The bid estimate is \$147,850. There is \$35,295 of unused capital improvement funds from 2016 and 2017, leaving \$112,555 for 2018. However, the entire amount of \$147,850 needs to be budgeted and appropriated in 2018.

The increase of \$48,000 in Purchased Services consists of two items:

1. Additional expense the Fair will incur on an annual basis as a result of decreased support from Island Grove Park staff is estimated to be \$28,000. There are offsetting costs in the Island Grove Park budget. Plus, in the Island Grove Park budget the actual expenses are reconciled each year to only pay actual costs.
2. \$20,000 in one-time additional support for expenses associated with the 100th anniversary of the Fair. It is expected that the total cost of the 100th Anniversary Fair will be approximately \$50,000. A fundraising committee is working to raise the additional \$30,000.

It should be noted that the Purchased Services expenses represent a fraction of the total annual operational costs of the Fair. The Fair Coordinator and Fair Board members work to raise contributions, both in-kind and cash donations, from community partners to support the overall Fair activities. This amounts to approximately \$125,000 annually (\$155,000 for the 2018 100th Anniversary Fair).

Final budget adjustments include an increase in salaries of \$3,930.

COUNTY FAIR (CONTINUED) 1000-96100

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. This budget, in 2018, has \$147,850 in one-time expenses, with \$127,850 for the panels and \$20,000 for the cost of the 100th Anniversary Fair. The \$28,000 budgeted in the Fair budget has been the result of staff working with the Island Grove Park staff to best accommodate the needs of the Fair that exceed what is contracted for with the City of Greeley for normal Island Grove Park maintenance.

BOARD ACTION: Board reduced the 100th Anniversary Fair budget amount from \$20,000 to \$10,000 due to the success in raising funds from donors. All other items approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Exhibits registered	5,551	7,500	7,500
Exhibitors registered	1,464	1,800	1,800
Attendees	43,311	37,000	45,000
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$0.428	\$0.461	\$0.97

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BUILDINGS AND GROUNDS

BUDGET UNIT TITLE AND NUMBER: Veterans Services - - 1000-96400

DEPARTMENT DESCRIPTION: Provides all types of services to veterans of Weld County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 126,940	\$ 109,514	\$ 161,981	\$ 220,802
Supplies	2,917	2,000	3,000	3,000
Purchased Services	11,056	7,350	12,500	12,500
Gross County Cost	\$ 140,913	\$ 118,864	\$ 177,481	\$ 236,302
Revenue	8,388	16,640	24,232	24,232
Net County Cost	\$ 132,525	\$ 102,224	\$ 153,249	\$ 212,070
Budgeted Positions	2.0	2.0	3.0	3.0

SUMMARY OF CHANGES: Personnel Services are up due to the increased workload to service veterans and, as a result, the Board approved an additional Office Tech III mid-year (\$52,467). Supplies are up \$1,000 primarily to provide \$1,500 for bus passes to veterans to access services. Purchased Services are up \$2,500 for travel for staff to attend mandatory state training and other meeting and travel costs. Phones are up \$1,700, postage \$500, and printing (\$800) with an offsetting reduction in outside printing (\$350). All the increases are attributed to the increased workload to service veterans.

Revenues are up \$7,592 at \$24,232 for state reimbursement. Effective July 1, 2017, the reimbursement rate was changed from \$8.00/hour to \$11.65/hour.

Final budget adjustments include an increase in salaries of \$58,821.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval all increases are justified due to increased workload to service veterans.

BOARD ACTION: Approved as recommended.

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Active files	3,108	3,200	3,200
Office visits	6,419	6,400	6,400
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.068	0.066	0.095
Per capita cost (county support)	\$0.450	\$0.336	\$0.673

VETERANS SERVICES (CONTINUED) 1000-96400

Goal VS1: Perform as advocate for Veterans and dependents seeking Service Connected Disability Compensation and Non-Service Pension claims				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
Obtain the appropriate claim outcome for the veterans documented conditions	Ensure accurate submission of claim applications that include proper supporting documents	100%	100%	100%

Goal VS2: Assist veterans and dependents enroll in Veterans Administration health care				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
Register eligible veterans in the VA health care system	Accurately complete appropriate VA health care applications along with supporting credentials	100%	100%	100%

Goal VS3: Provide education assistance and burial and survivor benefits for veterans and dependents services				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
Veteran and/or dependents received education, burial and survivor benefits they are entitled	Obtain and submit appropriate credentials to support entitlement applications	100%	100%	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Island Grove Building - - 1000-96500

DEPARTMENT DESCRIPTION: Maintenance for the Island Grove Park Community Building (Event Center).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	92,145	143,796	174,340	174,340
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 92,145	\$ 143,796	\$ 174,340	\$ 174,340
Revenue	0	0	0	0
Net County Cost	\$ 92,145	\$ 143,796	\$ 174,340	\$ 174,340
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: The Event Center's proposed budget for 2018 is \$509,681, which is an increase from the 2017 budget of \$31,589 or 6.6 percent. Revenue from rents and facility use fees for 2018 will increase \$10,500 to \$201,000. The County payment for the Event Center is proposed to be \$154,340, which is an increase of \$10,544 from the 2017 payment of \$143,796 or 7.3 percent. The increase is primarily in salaries and benefits, and the addition of a part time position for succession planning. The workload is increasing from getting more and more requests from Extension and 4-H for use of the facility, and staff has been shifted from other Island Grove County buildings to the Event Center. Historically, when the final costs are reconciled with the City of Greeley at the end of the year the amount paid by the county is less than budgeted.

In addition \$20,000 is being budgeted by both the county and Greeley to begin a five year replacement program for the HVAC units. Therefore, the total 2018 county cost is \$174,340.

The City of Greeley will also contribute \$174,340 for 2018, per the intergovernmental agreement between Weld County and the City of Greeley for the operation of the facility.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Asset and Resource Management - - 1000-96600

DEPARTMENT DESCRIPTION: Funds costs associated with the management of county property assets and leases.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	3,167,593	3,496,170	3,666,040	3,666,040
Fixed Charges	260,546	349,391	520,050	520,050
Capital	0	0	0	0
Gross County Cost	\$ 3,428,139	\$ 3,845,561	\$ 4,186,090	\$ 4,186,090
Revenue	0	0	0	0
Net County Cost	\$ 3,428,139	\$ 3,845,561	\$ 4,186,090	\$ 4,186,090
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: This budget consolidates the funding of costs associated with the management of county property assets and leases. \$35,000 for engineering for water rights on gravel pits, \$2,085 for discharge permits, and \$43,400 for water right assessments owned by the county. \$474,665 is funded for the leases of county assets. \$3,631,040 is funded for depreciation of county assets.

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: Funds to cover reasonably unforeseen expenditures. In the proposed budget, this includes appropriations for points of issue.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 3,984,259	\$ 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	\$ 3,984,259	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 3,984,259	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Budget reflects a 3.2% increase in health insurance costs. This is the first health insurance rate increase in four years. 2018 salary increases are a policy issue for the Board, but there are funds for step increases due employees in 2018 and 3.0 percent contingency salary amount included in this budget. There are no other benefit changes. The cost for 2018 is \$2,758,296.

An additional \$1,225,963 is included to cover the new pay grade plan and flexible staffing for the Sheriff's Office's sworn patrol and correctional officer staff. This plan was approved by the Board with an ordinance change in July, 2017.

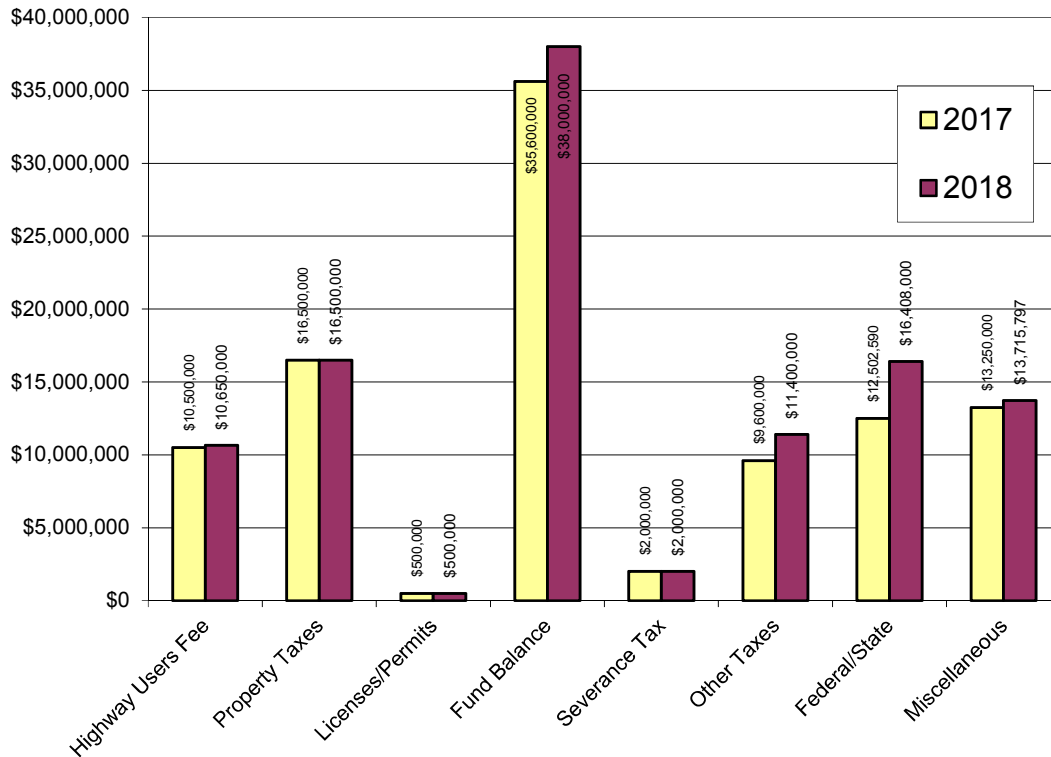
FINANCE/ADMINISTRATION RECOMMENDATION: Salary adjustment amount is a Board policy issue.

BOARD ACTION: Approved as recommended.

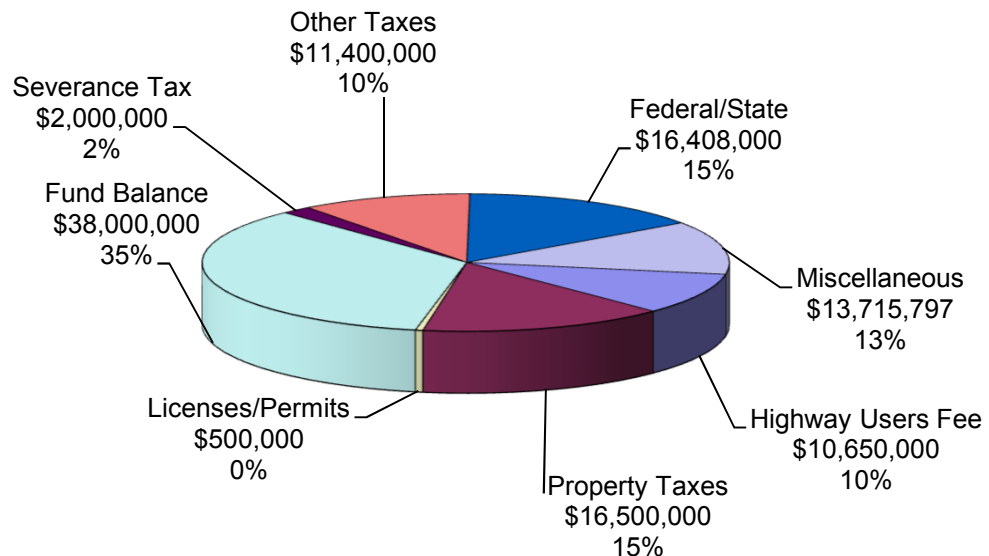


PUBLIC WORKS

Revenue Changes

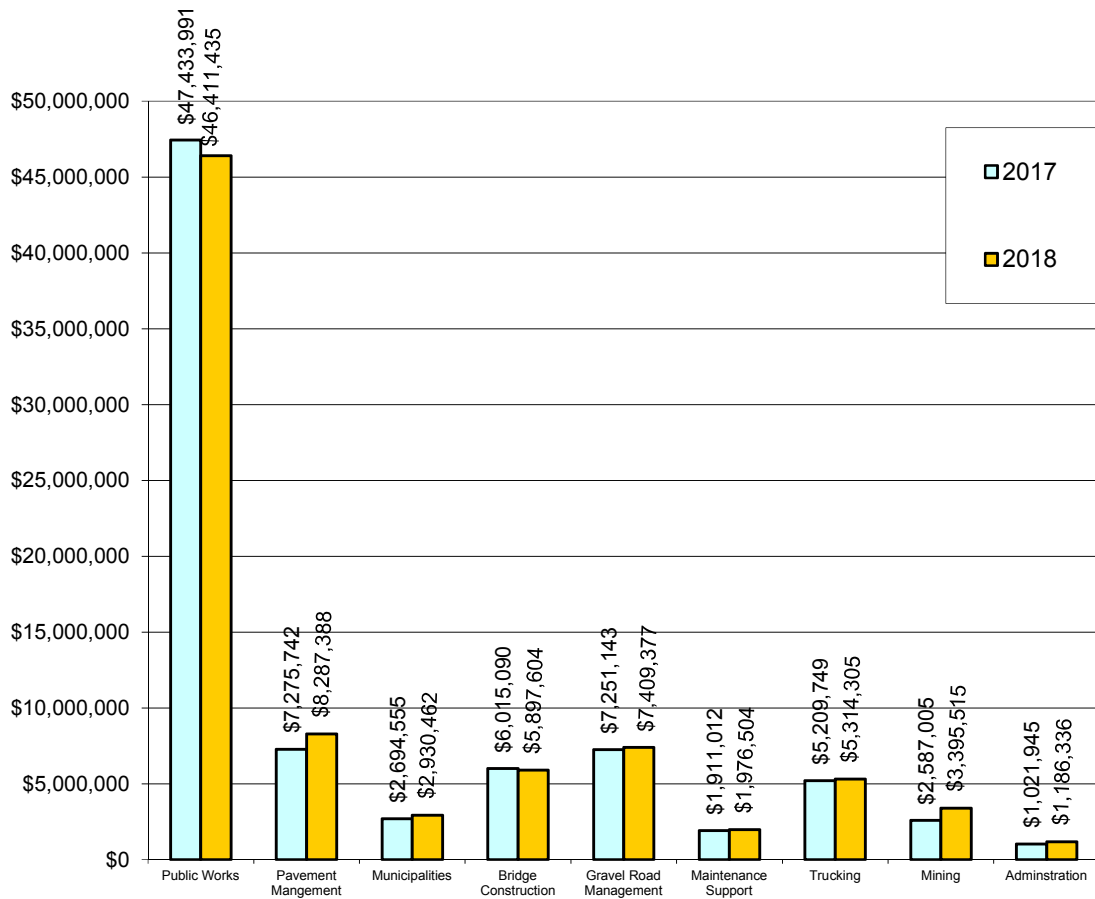
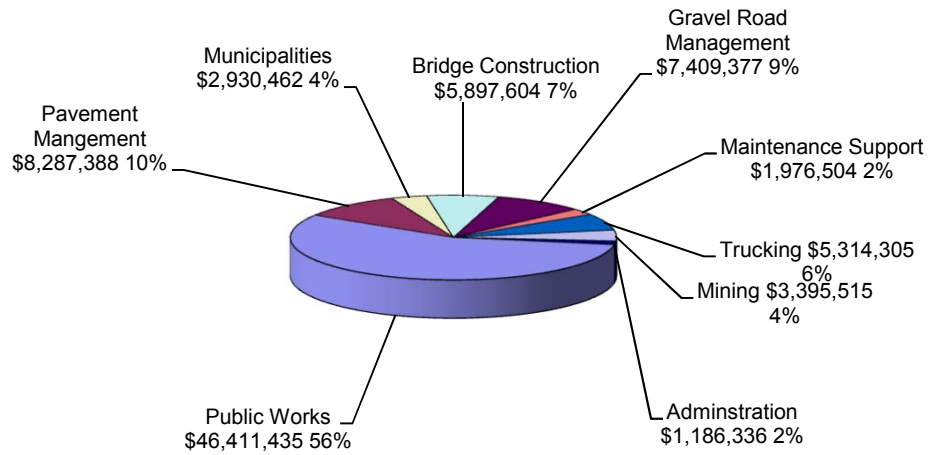


2018 Revenue Total \$109,173,797 (2017 \$100,452,590)



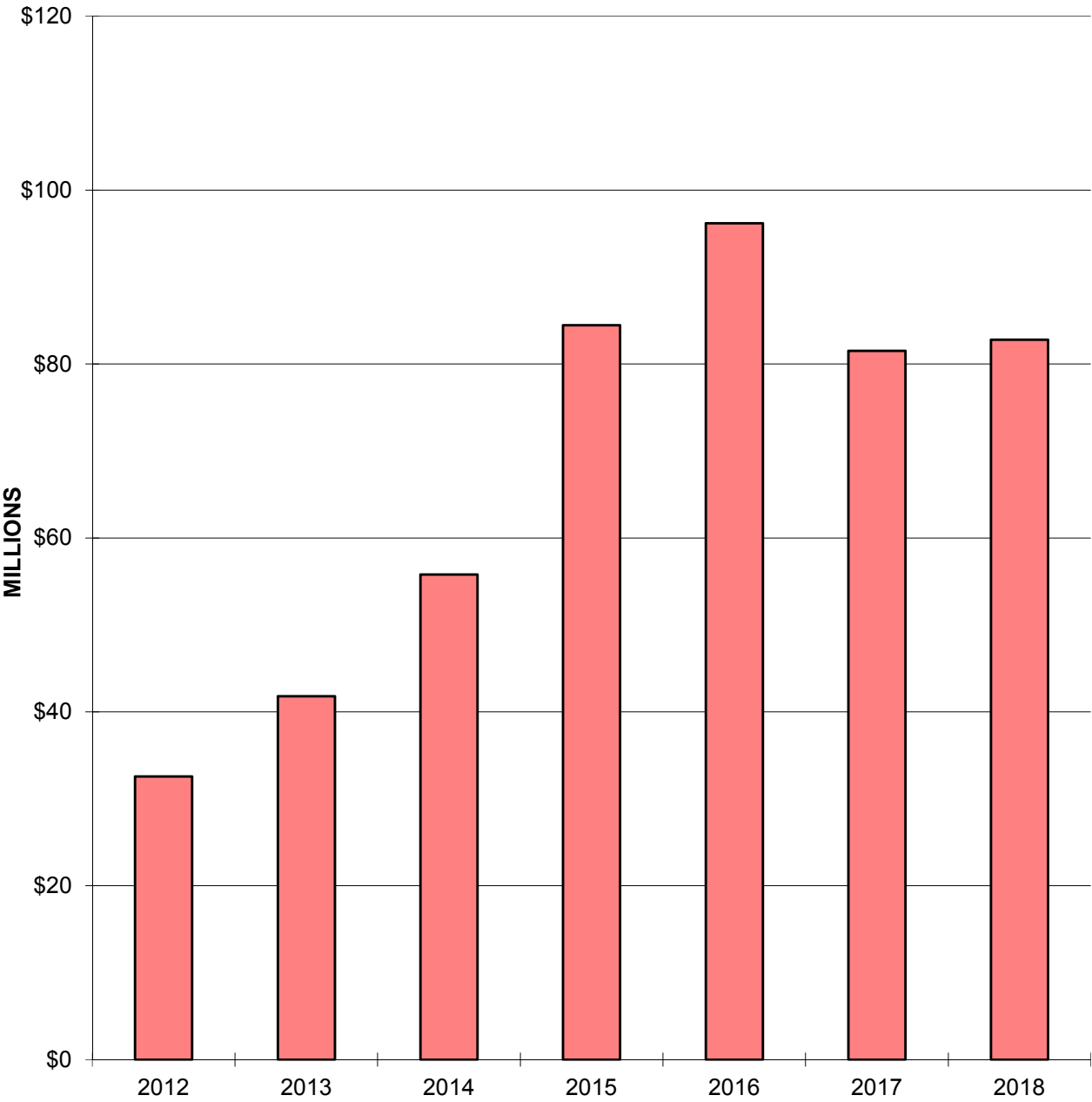
PUBLIC WORKS 2018 EXPENDITURES

Total \$82,808,926 (2017 \$81,400,232)



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 2018 total \$109,173,797, which includes a fund balance of \$38,000,000, in addition to the revenue shown in the budget. Property tax is set at \$16,500,000 same as 2017. Specific ownership tax is estimated to be \$11,400,000, up \$1,800,000 from 2017, as vehicle sales recover. Total HUTF will be \$10,650,000, up \$150,000 from 2017. Permit revenues are budgeted at \$500,000. Motor vehicle registration fees are \$340,000, and grazing fees are \$1,150,000 due to energy development in the Pawnee Grasslands. Oil and gas revenues are \$9,500,000. The lease/purchase payment from the Hoekstra Pit is \$215,797.

Federal mineral lease revenues are \$1,000,000 due to the creation of the Weld County Federal Mineral Lease District. The federal mineral lease revenue will flow through the new district and then Public Works will apply to the district for the funding of projects. In 2018, the district is funding \$1,000,000 in oil and gas haul route projects. PILT is budgeted at \$40,000 with the Federal Mineral Leasing District funding change.

Other revenues from project reimbursements total \$17,878,000, which are up \$4,125,410. Transportation impact fees are budgeted at \$2,000,000, and Solid Waste funds of \$1,850,000 for roads impacted by landfills. There are Energy Impact Assistance grants of \$3,600,000 with \$3,000,000 for the Tier 2 projects and \$600,000 for three Tier 1 projects. There is one state grant to finish Bridge 44/33A for \$600,000. There are two flood project grants for Bridge 87/42.5A (\$1,000,000), and Bridge 53/58A (\$7,540,000). There is NFRMPO funding of \$888,000, and UFRMPO funding of \$400,000. Severance tax is budgeted at \$2,000,000. In accordance with the policy adopted by the Board of County Commissioners in 2010, the severance tax revenue is budgeted at a five-year leveling average due to the fluctuations of the revenue created by the price and production levels of oil and gas commodities.

The budgeted appropriations for Public Works in 2018 total \$82,808,926 up \$1,408,694 primarily due the construction of the CR53/58A Bridge with a FHWA flood grant. Municipal share back is funded at \$2,930,462. 2018 salary increases are for step increases due to employees, and a 3.0 percent cost of living salary adjustment in this budget for a total of \$407,272.

Other Public Works budget unit is budgeted at \$46,411,435 based on the Capital Improvement Plan (CIP). Personnel Services are up \$47,703 for cost of living for 47 seasonal employees. Purchased Services decreased \$1,081,159 primarily for the construction of the Weld Parkway (WCR 49). There is \$21,164,225 budgeted for the CR 49/47 project. \$2,965,000 for the CR105/CR390 project to be done with county crews. \$3,000,000 is budgeted for the Haul Route Program (HARP). For flood related projects there is \$11,155,000 (FHWA) for Bridge 53/58A, and \$1,890,000 (FEMA) for Bridge 87/42.5A. Other contract payments are for seeding (\$50,000), low volume roads (\$3,075,000), BMP projects (\$100,000), and bridge rehabilitation (\$275,000). Fixed Charges total \$650,900 for rights-of-way funded at \$50,000, and \$600,900 for a CDOT project for Bridge 44/33A.

Pavement Management is funded at an increased level of \$960,690 primarily due to increased funding for the 5.5 miles of overlay on CR 18 with Solid Waste funds. Asphalt is funded at the same level as last year at \$3,100,000. The Trucking budget is up only \$3,690. Mining operations are up \$796,190 for contract crushing at the Peters Pit. Gravel Road Management operations are up \$56,550 primarily due to dust palliative material costs. Bridge Construction is down \$205,006 primarily due to reduced material costs. Other operating budgets for road and bridge maintenance are funded at near the 2017 funding level. With some operational economies to

offset some of the inflationary costs the current service level should be able to be maintained with the funding recommended.

While the growth in the County's assessed value and economic stimulus of the energy industry in Weld County has been positive, the downside is the County has had to add significant resources to the Public Works budget over the last four to five years to accommodate heavy hauling traffic, address safety issues, and improve roads impacted by the oil and gas industry's heavy hauling on county roads due to new exploration. A five-year Public Works Capital Improvement Plan will continue to be updated annually and will ensure a fair and reasonable determination of project priorities in accordance with the County's overall transportation needs, especially in dealing with the impact of energy development in the County. As oil and gas prices and production stabilize, looking forward to 2018 and beyond, the amount spent on capital projects should also be stable.

A significant long-term project has been the capital improvements to the CR 49/47 Corridor, south from Highway 34 to I-76, and north from CR 60.5 (SH 263) to SH 392 over the period of time of 2016-2018 requiring \$45 million to fund the road improvements in 2016, \$29.4 million in 2017, and \$21,164,225 million in 2018. To accomplish the project, added property tax resources have been included in the Public Works Fund for the same three years.

On May 20, 2014, the Board approved the design/build option for the CR 47/49 Corridor at a total cost of \$160 million. The first section of the project from Highway 34 to CR 60.5 was completed in October 2016. A design/build contract for the section from SH 34 to I-76 was awarded in August 2015, with construction to be completed in November, 2017. The final stage of the project from CR 60.5 to SH 392 will be completed in 2018. Savings have been realized by doing a design/build. The schedule is as follows:

CIP	2014	2015	2016	2017	2018	2019
CR 49 South						
US 34 to I-76 (20 miles)	Design/ROW	Design/ROW	Construction	Construction		
Optional Bid CR 47 North						
CR 60.5 - SH 392 (3.5 miles)			Design/ROW	Construction	Construction	

The project has been able to be funded within the resources of the Public Works Fund over the period of 2013-2018. The property tax for the Public Works Fund has been increased \$10,000,000 the last five years from \$6.5 million in 2013 to \$16.5 million in 2014-2018. No debt has been incurred, nor have funds had to be advanced from other county funds to accomplish this project.

The 2018 Public Works Capital Improvements Plan is available on the County web site at http://www.co.weld.co.us/departments/public_works/index.html.

CONCERNING LOCAL ACCOUNTABILITY FOR MONEY USED FOR HIGHWAY PURPOSES

In accordance with Section 29-1-110, C.R.S., 1973, at a public hearing on the budget, Weld County must discuss the proposed use of its allocation of highway users tax fund monies and the County Public Works Fund and provide an opportunity for any elector to be heard on the expenditure of such monies for the current year and for the fiscal year governed by the proposed budget.

The proposed use of the 2018 allocation of highway user tax fund monies and county road and bridge fund are as follows:

Gravel Road Management	\$ 7,409,377
Maintenance Support	1,976,504
Trucking	<u>1,264,119</u>
TOTAL	<u>\$ 10,650,000</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 of 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 2018 budget would be allocated as follows by the above categories:

	<u>TOTAL</u>	<u>HUTF STATE</u>	<u>LOCAL/OTHER</u>
Bridge Construction	\$ 5,897,604	\$ 0	\$ 5,897,604
Gravel Road Management	7,409,377	7,409,377	0
Maintenance Support	1,976,504	1,976,504	0
Trucking	5,314,305	1,264,119	4,050,186
Mining	3,395,515	0	3,395,515
Administration	1,186,336	0	1,186,336
Pavement Management	8,287,388	0	8,287,388
Municipalities	2,930,462	0	2,930,462
Public Works:			
Haul Route Program (HARP)	3,000,000	0	3,000,000
Part-time	1,637,820	0	1,637,820
Contract	41,773,615	0	41,773,615
TOTAL	<u>\$82,808,926</u>	<u>\$ 10,650,000</u>	<u>\$72,158,926</u>

Based upon the above allocation, Weld County is not required to competitively bid any service. However, it is anticipated that Weld County will bid out \$3,100,000 in asphalt purchases and contracts for overlays and reconstruction, and chip and seal of \$2,200,000, for a total of \$5,300,000 in bid projects for 2018. A major portion of the \$41,773,615 may also be contracted, which raises the potential bid project amount to \$47,073,615. Maintenance of effort requirement was eliminated by the 1994 State Legislature, effective with the 1995 budget; therefore, it is not demonstrated in this budget document.

**PUBLIC WORKS
SUMMARY OF REVENUES
2018**

Fund	Org	Acct	Account Title	2017 Budget	2018 Request	2018 Recommend	2018 Final
			TAXES				
2000	90100	4112	CURRENT PROPERTY TAXES	16,500,000	16,500,000	16,500,000	16,500,000
2000	90100	4130	SPECIFIC OWNERSHIP TAXES	9,600,000	11,400,000	11,400,000	11,400,000
2000	90100	4140	SEVERANCE TAXES	2,000,000	2,000,000	2,000,000	2,000,000
			TOTAL TAXES	28,100,000	29,900,000	29,900,000	29,900,000
			PERMITS				
2000	90100	4221	PERMITS	500,000	500,000	500,000	500,000
			INTERGOVERNMENTAL				
2000	90100	4316	GRAZING ACT	1,120,000	1,150,000	1,150,000	1,150,000
2000	90100	4318	PAYMENT IN LIEU OF TAXES	40,000	40,000	40,000	40,000
2000	90100	4334	HIGHWAY USER	10,500,000	10,500,000	10,500,000	10,650,000
2000	90100	4338	MOTOR VEHICLE REG	340,000	340,000	340,000	340,000
2000	90100	4340	GRANTS	11,002,590	14,878,000	14,878,000	14,878,000
			TOTAL INTERGOVERNMENTAL	23,002,590	26,908,000	26,908,000	27,058,000
			MISCELLANEOUS				
2000	90100	4640	OIL AND GAS	9,500,000	9,500,000	9,500,000	9,500,000
2000	90100	4680	OTHER	3,750,000	4,215,797	4,215,797	4,215,797
			TOTAL MISCELLANEOUS	13,250,000	13,715,797	13,715,797	13,715,797
			TOTAL PUBLIC WORKS	64,852,590	71,023,797	71,023,797	71,173,797

**PUBLIC WORKS
SUMMARY OF EXPENDITURES
2018**

Fund	Org	Expenditure Function	2017 Budget	2018 Request	2018 Recommend	2018 Final
2000	30100	ADMINISTRATION	1,021,945	1,152,752	1,152,752	1,186,336
2000	32100	TRUCKING	5,209,749	5,213,439	5,213,439	5,314,305
2000	32200	GRAVEL ROAD MANAGEMENT	7,251,143	7,307,693	7,307,693	7,409,377
2000	32300	ROAD AND BRIDGE CONSTRUCTION	6,015,090	5,810,084	5,810,084	5,897,604
2000	32400	MAINTENANCE SUPPORT	1,911,012	1,956,162	1,956,162	1,976,504
2000	32500	OTHER PUBLIC WORKS	47,433,991	46,411,435	46,411,435	46,411,435
2000	32600	MINING	2,587,005	3,383,195	3,383,195	3,395,515
2000	32700	PAVEMENT MANAGEMENT	7,275,742	8,236,432	8,236,432	8,287,388
2000	56200	CITIES AND TOWNS	2,694,555	2,953,654	2,953,654	2,930,462
2000	99999	SALARY CONTINGENCY	0	490,306	490,306	0
TOTAL PUBLIC WORKS			81,400,232	82,915,152	82,915,152	82,808,926

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Summary - - All Departments - - Fund 2000

DEPARTMENT DESCRIPTION: See individual units.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 12,780,013	\$ 13,463,304	\$ 14,121,789	\$ 14,038,755
Supplies	10,129,522	10,137,373	11,698,457	11,698,457
Purchased Services	37,734,399	57,114,555	56,399,006	56,375,814
Fixed Charges	-57,003	685,000	695,900	695,900
Contra Expense	0	0	0	0
Capital	11,470	0	0	0
Gross County Cost	\$ 60,598,401	\$ 81,400,232	\$ 82,915,152	\$ 82,808,926
Revenue/Fund Bal.	44,107,627	64,900,232	66,415,152	66,308,926
Net County Cost	\$ 16,490,774	\$ 16,500,000	\$ 16,500,000	\$ 16,500,000
Budgeted Positions	152	152	153	153

SUMMARY OF CHANGES: See individual units.

FINANCE/ADMINISTRATION RECOMMENDATION: See individual units.

BOARD ACTION: See individual units.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Administration - - 2000-30100

DEPARTMENT DESCRIPTION: Directs the activities of Public Works, as necessary; coordinates complaints; and maintains cost accounting records on projects.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 743,554	\$ 797,265	\$ 900,241	\$ 933,825
Supplies	77,498	65,000	88,000	88,000
Purchased Services	223,280	159,680	164,511	164,511
Fixed Charges	-2,176	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,042,156	\$ 1,021,945	\$ 1,152,752	\$ 1,186,336
Revenue	0	0	0	0
Net County Cost	\$ 1,042,156	\$ 1,021,945	\$ 1,152,752	\$ 1,186,336
Budgeted Positions	8	8	9	9

SUMMARY OF CHANGES: Personnel Services increased \$102,976 based on the following: One additional Office Tech III position which increased Salaries by \$38,622. Reclassification of Operations Manager to Deputy Director Operations (\$8,522). The additional position increased Health Insurance \$17,651. Due to historic figures, Health Insurance was also increased \$16,599. FICA increased \$4,963 with the new position. FICA was also increased by \$3,675 based on historic figures. Retirement increased \$8,196 with the new position. Retirement increased \$3,092 based on historic costs. The new position increased Medicare by \$967. Medicare was decreased \$689 per historic figures.

Supplies increased \$23,000 based on historic costs and anticipated needs for Other Operating Supplies.

Purchased Services increased \$4,831 based on the following: Other Purchased Services increased \$324 due to higher Dish Network monthly fees. Vehicle Expense increased \$2,207 based on historic costs. Repair and Maintenance Other increased \$1,600 based on historic maintenance costs. Travel and Meetings increased \$700 based on historic costs.

Final budget adjustments include an increase in salaries of \$33,584.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Board approved the reclassification of the Operations Manager to Deputy Director Operations position on August 14, 2017.

BOARD ACTION: Approved as recommended.

ADMINISTRATION (CONTINUED) 2000-30100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Perform administrative duties with less than 1% error	95%	95%	95%
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.297	.288	.279
Per capita cost (county support)	\$3.91	\$3.78	\$3.76

Goal TPW1: Provide effective and efficient administrative and managerial support and supervision to the Public Works Department.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW1-1: Accurately monitor and report activities of the department	Perform duties with less than 1% errors, 95% of the time	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Trucking - - 2000-32100

DEPARTMENT DESCRIPTION: Conducts snow removal operations and provides loading and transportation of materials and equipment to all job sites, gravel roads, aggregate pits, stockpile sites, and capital improvement projects with 33 full time employees, 31 assigned truck tractors and 37 trailers, 4 loaders and 3 dump trucks. This department is responsible for organizing and supervising the County Community Service Work Program and operational supervision and management of the trucking contract.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,394,545	\$ 2,452,870	\$ 2,452,870	\$ 2,553,736
Supplies	1,992	7,000	7,000	7,000
Purchased Services	2,210,034	2,749,879	2,753,569	2,753,569
Fixed Charges	-1,095	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 4,605,476	\$ 5,209,749	\$ 5,213,439	\$ 5,314,305
Revenue	0	0	0	0
Net County Cost	\$ 4,605,476	\$ 5,209,749	\$ 5,213,439	\$ 5,314,305
Budgeted Positions	33	33	33	33

SUMMARY OF CHANGES: Purchased Services increased a total of \$3,690 based on the following: Utilities increased \$690 to reflect costs for port-o-let maintenance and Repair and Maintenance Other increased \$3,000 to reflect historical costs.

Final budget adjustments include an increase in salaries of \$100,866.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

TRUCKING (CONTINUED) 2000-32100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Tons of Surface Gravel Transported	271,866	285,459	299,731
Tons of All Material Transported	469,831	493,322	517,988
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	1.09	1.05	1.02
Per capita cost (county support)	\$17.70	\$17.11	\$16.85

Goal TPW2: Perform transportation of materials for maintenance and construction projects by delivering the quantities required within the time frames requested and by surpassing past efficiencies.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW2-1: Operate within budget limits	95% of the time operate within established budget guidelines; emergencies, e.g. weather, etc. excepted	Yes	Yes	Yes
TPW2-2: Complete annual gravel plan	100% of scheduled gravel plan accomplished annually	90%	100%	100%
TPW2-3: Respond to calls for service within one working day	98% of service calls responded to within 24 hours	100%	100%	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Gravel Road Management - 2000-32200

DEPARTMENT DESCRIPTION: Fleet of 42 motor graders, 9 water tankers, 4 rollers, 2 reclaimers, 29 grader zones, 20 satellite Public Works facilities, and four fugitive dust/roving maintenance teams responsible for the upkeep of gravel roads in Weld County (approximately 2,500 miles).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 3,502,853	\$ 3,577,120	\$ 3,577,120	\$ 3,678,804
Supplies	1,466,153	1,671,650	1,719,650	1,719,650
Purchased Services	1,686,804	2,002,373	2,010,923	2,010,923
Fixed Charges	-1,095	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 6,654,715	\$ 7,251,143	\$ 7,307,693	\$ 7,409,377
Revenue	0	0	0	0
Net County Cost	\$ 6,654,715	\$ 7,251,143	\$ 7,307,693	\$ 7,409,377
Budgeted Positions	47	47	47	47

SUMMARY OF CHANGES: Supplies increased a total of \$48,000 as Other Operating Supplies was increased due to anticipated costs for dust palliative chemical.

Purchased Services increased a total of \$8,550 based on the following: a decrease of \$240 for Other Purchased Services for mag chloride tank monitoring fees, an increase of \$3,090 under Utilities for utility costs at satellite grader stations and port-o-let maintenance costs. Repair and Maintenance Other increased \$5,700 based on anticipated equipment repairs and bare ground spraying at satellite grader stations.

Final budget adjustments include an increase in salaries of \$101,684.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

GRAVEL ROAD MANAGEMENT (CONTINUED) 2000-32200

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Miles of Topical Application	103	126	138
Miles of Full Depth Application	42	53	47
Miles of Road Rehabilitation	25	32	32
Miles of Gravel Replenished	321	425	450
Lane Miles of Gravel Roads Maintained	111,799	111,700	111,800
Lane Miles of Snow Removed on Gravel Roads	89,407	85,000	88,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	1.55	1.50	1.45
Per capita cost (county support)	\$24.81	\$23.99	\$24.50

Goal TPW3: Provide regularly scheduled maintenance of all HUTF roads, continuous improvement of road conditions, and opening all non-paved roads within 72 hours after a snow event				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW3-1: Perform surface maintenance on gravel roads	90% of surface maintenance schedule accomplished annually	Yes	Yes	Yes
TPW3-2: Perform HUTF surface maintenance	100% of HUTF roads receive annual surface maintenance	Yes	Yes	Yes
TPW3-3: Respond to calls for service within one working day	98% of service calls responded to within one working day	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Bridge Construction - - 2000-32300

DEPARTMENT DESCRIPTION: This unit consists of 28 full time employees and 14 seasonal positions, with over \$5 million of reportable equipment. It is organized as a Bridge section, Construction section, and Drainage section which perform a variety of tasks in those areas. This unit also supports snow and ice control and conducts tree removal on county rights-of-way.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,294,278	\$ 2,408,968	\$ 2,408,968	\$ 2,496,488
Supplies	1,212,290	2,587,512	2,396,946	2,396,946
Purchased Services	722,258	973,610	959,170	959,170
Fixed Charges	6,488	45,000	45,000	45,000
Capital	0	0	0	0
Gross County Cost	\$ 4,235,314	\$ 6,015,090	\$ 5,810,084	\$ 5,897,604
Revenue	2,090	0	0	0
Net County Cost	\$ 4,233,224	\$ 6,015,090	\$ 5,810,084	\$ 5,897,604
Budgeted Positions	30	30	30	30

SUMMARY OF CHANGES: Supplies decreased \$190,566 due to the following: Road Construction Supplies decreased \$249,104 based on the decreased tonnage for purchased Class 6 material and bulk cement. Other Operating Supplies increased \$6,880 due to higher costs for washed rock and concrete. Cost of Goods Sold increased \$51,658 based on increased costs for cattle guards and anticipated costs of material for new bridge projects.

Purchased Services decreased \$14,440 based on the following: Utilities increased \$690 based on port-o-let maintenance costs. Vehicle Expense decreased \$15,130 due to anticipated repair costs for 2018.

Final budget adjustments include an increase in salaries of \$87,520.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BRIDGE CONSTRUCTION (CONTINUED) 2000-32300

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Miles of Road Construction Completed	19.75	15	15
Bridge Projects Completed	9	9	9
Culverts Replaced	92	80	80
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.99	0.96	0.93
Per capita cost (county support)	\$19.72	\$19.07	\$19.34

GoalTPW4: Perform the construction, repair, and replacement of County Road and Bridge infrastructure projects by staying within the scope, within the budget, and on time.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW4-1: Complete all projects as scheduled	80% of construction projects completed within established timelines	90%	100%	85%
TPW4-2: Maintain bridge system	Less than 10% restricted bridges, 100% of critical repair of bridges completed within one year of discovery	100%	100%	100%
TPW4-3: Complete all scheduled culvert replacements	100% of culvert replace/repairs completed ahead of scheduled road projects	Yes	Yes	Yes
TPW4-4: Respond to calls for service within one working day	98% of service calls responded to within one working day	93%	94%	98%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Maintenance Support - - 2000-32400

DEPARTMENT DESCRIPTION: Performs all traffic control maintenance, management of signs, barricades, construction project signing, and roadway striping county-wide. The unit conducts routine and sustained snow removal operations as needed.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 794,237	\$ 800,199	\$ 817,699	\$ 838,041
Supplies	568,537	908,860	936,510	936,510
Purchased Services	125,931	201,953	201,953	201,953
Fixed Charges	-1,095	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,487,610	\$ 1,911,012	\$ 1,956,162	\$ 1,976,504
Revenue	0	0	0	0
Net County Cost	\$ 1,487,610	\$ 1,911,012	\$ 1,956,162	\$ 1,976,504
Budgeted Positions	10	10	10	10

SUMMARY OF CHANGES: Personnel Services increased \$17,500 for anticipated overtime hours in 2018.

Supplies increased a total of \$27,650 based on the following: Road Construction Supplies increased \$13,400 due in part to increased costs per ton for sand and ice slicer and the addition of liquid deicer to assist with snow and ice control. Cost of Goods Sold increased \$14,250 due to wear blocks and Joma plow blades being added as inventory items.

Final budget adjustments include an increase in salaries of \$20,342.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

MAINTENANCE SUPPORT (CONTINUED) 2000-32400

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Stop Signs Repaired	622	623	624
Miles of Pavement Striped	723	723	727
Scheduled Construction Closures	105	105	105
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.330	0.320	0.310
Per capita cost (county support)	\$6.64	\$6.42	\$6.27

Goal TPW5: Maintain traffic control devices on County roads and bridges.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW5-1: Respond to service calls within one working day	98% of service calls will be responded to within one working day	100%	100%	100%
TPW5-2: Respond to missing stop signs	Respond within one working day after notice 100% of the time	100%	100%	100%
TPW5-3: Replace warning advisory and regulatory signs	Replace warning, advisory, and regulatory signs within 10 working days 100% of the time	100%	100%	100%
TPW5-4: Schedule road line painting	100% of all new or improved hard surface to be painted	100%	100%	100%
Centerline	100% of centerline completed annually			
Shoulder line	50% shoulder lines painted annually			

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Other Public Works - - 2000-32500

DEPARTMENT DESCRIPTION: Reserve/Temporary employees for seasonal work. Contract payments for bridge grants and road construction projects are included in this budget unit.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,257,434	\$ 1,590,117	\$ 1,637,820	\$ 1,637,820
Supplies	0	0	0	0
Purchased Services	27,950,389	45,203,874	44,122,715	44,122,715
Fixed Charges	-56,935	640,000	650,900	650,900
Capital	0	0	0	0
Gross County Cost	\$ 29,150,888	\$ 47,433,991	\$ 46,411,435	\$ 46,411,435
Revenue	0	0	0	0
Net County Cost	\$ 29,150,888	\$ 47,433,991	\$ 46,411,435	\$ 46,411,435
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Personnel Services are up \$47,703 for cost of living for 47 seasonal employees.

Purchased Services decreased \$1,081,159 primarily for the construction of the Weld Parkway (WCR 49). There is \$21,164,225 budgeted for the CR 49/47 project. \$2,965,000 for the CR105/CR390 project to be done with county crews. \$3,000,000 is budgeted for the Haul Route Program (HARP). For flood related projects there is \$11,155,000 (FHWA) for Bridge 53/58A, and \$1,890,000 (FEMA) for Bridge 87/42.5A. Other contract payments are for seeding (\$50,000), low volume roads (\$3,075,000), BMP projects (\$100,000), and bridge rehabilitation (\$275,000). Fixed Charges total \$650,900 for rights-of-way funded at \$50,000, and \$600,900 for a CDOT project for Bridge 44/33A.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**OTHER PUBLIC WORKS
(CONTINUED)
2000-32500**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Bridge Abutments	6	7	7
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0	0	0
Per capita cost (county support)	\$98.98	\$155.73	\$147.20

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Mining - - 2000-32600

DEPARTMENT DESCRIPTION: Responsible for mining, crushing, and screening of gravel in county-owned quarries.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 452,005	\$ 483,157	\$ 483,157	\$ 495,477
Supplies	3,812,032	1,773,601	2,576,601	2,576,601
Purchased Services	238,136	330,247	323,437	323,437
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 4,502,173	\$ 2,587,005	\$ 3,383,195	\$ 3,395,515
Revenue	0	0	0	0
Net County Cost	\$ 4,502,173	\$ 2,587,005	\$ 3,383,195	\$ 3,395,515
Budgeted Positions	7	7	7	7

SUMMARY OF CHANGES: Supplies increased \$803,000 due in part to the anticipated increase in the cost per ton for surface gravel and costs for the North Pierce Gravel Pit diversion channel from Road Construction Supplies.

Purchased Services decreased a total of \$6,810 based on the following: Other Purchased Services was eliminated as prairie dog control costs of \$7,500 will now be paid by Weld County Buildings and Grounds. Utilities increased \$690 based on port-o-let maintenance costs.

Final budget adjustments include an increase in salaries of \$12,320.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

MINING (CONTINUED) 2000-32600

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Tons of Pit Run Material Processed	224,115	235,320	247,086
Tons of Road Base Produced	180,715	189,750	199,237
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.210	.224	.217
Per capita cost (county support)	\$11.49	\$11.11	\$10.77

Goal TPW6: Perform the production of aggregate materials, reclamation activities, and safety measures.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW6-1: Complete annual production requirements	Produce 100% of the aggregate material required for road maintenance and construction projects annually	Yes	Yes	Yes
TPW6-2: Complete reclamation activities within required timeline	Complete all mine reclamation's within the timelines set by the Colorado Division of Reclamation Mine Safety (DRMS)	Yes	Yes	Yes
TPW6-2: All employees current with MSHA safety requirements	100% of Mining Division employees current with new miner or refresher training annually	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Pavement Management -- 2000-32700

DEPARTMENT DESCRIPTION: Performs paved road maintenance involving asphalt patching, potholes, and paving operations. Responsible for pavement testing, concrete curb and gutter, crack fill, seal coat, and gravel shoulder improvements, as well as snow removal operation as needed.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,341,107	\$ 1,353,608	\$ 1,353,608	\$ 1,404,564
Supplies	2,991,020	3,123,750	3,973,750	3,973,750
Purchased Services	2,356,917	2,798,384	2,909,074	2,909,074
Fixed Charges	-1,095	0	0	0
Capital	11,470	0	0	0
Gross County Cost	\$ 6,699,419	\$ 7,275,742	\$ 8,236,432	\$ 8,287,388
Revenue	0	0	0	0
Net County Cost	\$ 6,699,419	\$ 7,275,742	\$ 8,236,432	\$ 8,287,388
Budgeted Positions	17	17	17	17

SUMMARY OF CHANGES: Supplies increased \$850,000 for asphalt material needed to pave 5.5 miles of County Road 18 between County Roads 49 and 55.5.

Purchased Services increased \$110,690 based on the following: Utilities increased \$690 for port-o-let maintenance costs. Contract Payments increased \$110,000 due to additional concrete curb and gutter work in subdivisions and to fund railroad crossing improvements.

Final budget adjustments include an increase in salaries of \$50,956.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PAVEMENT MANAGEMENT (CONTINUED) 2000-32700

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Miles of Paving	36.5	32	33
Miles of Milling	27.5	23.25	24.5
Miles of Chip Seal	52.8	50	50
Miles of Crack Seal	87.17	75	75
Miles of Sand & Slurry Seal	27.41	30	30
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.561	.544	.527
Per capita cost (county support)	\$27.96	\$27.04	\$26.28

Goal TPW7: Provide pavement management to include pavement testing, paving, patching, crack sealing, and sweeping. Contract administration of concrete curb and gutter, seal coat, aggregate, and other contracted services as assigned.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW7-1: Complete all scheduled paving and milling operations	100% of all new pavement, maintenance pavement, and milling operation schedules completed annually	100%	100%	100%
TPW7-2: Complete all of the contracted sand sealing operations	100% of all contracted services to be completed annually	100%	100%	100%
TPW7-3: Assure paved roads are maintained and evaluated in accordance with established GASB standards and reporting requirements	Maintain the following standards for paved roads: 70% good 25% fair 5% poor	70%G 29.5%F .50%P	71%G 29%F .0%P	72%G 28%F .0%P
TPW7-4: Respond to calls for service within one working day	98% of service calls responded to within one working day	78%	98%	98%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Grants-In-Aid to Cities and Towns - - 2000-56200

DEPARTMENT DESCRIPTION: In accordance with Section 43-2-202, C.R.S., 1973, 50 percent of the mill levy collected by the County on assessed values within incorporated municipalities to maintain county roads is paid to municipalities.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	2,220,650	2,694,555	2,953,654	2,930,462
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 2,220,650	\$ 2,694,555	\$ 2,953,654	\$ 2,930,462
Revenue	0	0	0	0
Net County Cost	\$ 2,220,650	\$ 2,694,555	\$ 2,953,654	\$ 2,930,462
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 2018 mill levy applied.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PUBLIC WORKS FUND

BUDGET UNIT TITLE AND NUMBER: Non-Departmental Revenue - - 2000-90100

DEPARTMENT DESCRIPTION: Revenue generated by Public Works Fund.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue/Fund Balance	\$ 44,107,627	\$ 64,900,232	\$ 66,415,152	\$ 66,308,926
Net County Cost	\$ 16,488,684	\$ 16,500,000	\$ 16,500,000	\$ 16,500,000
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: The resources for 2018 total \$109,173,797 which includes a fund balance of \$38,000,000, in addition to the revenue shown in the budget. Property tax is set at \$16,500,000 same as 2017. Specific ownership tax is estimated to be \$11,400,000, up \$1,800,000 from 2017, as vehicle sales recover. Total HUTF will be \$10,650,000, up \$150,000 from 2017. Permit revenues are budgeted at \$500,000. Motor vehicle registration fees are \$340,000, and grazing fees are \$1,150,000 due to energy development in the Pawnee Grasslands. Oil and gas revenues are \$9,500,000. The lease/purchase payment from the Hoekstra Pit is \$215,797.

Federal mineral lease revenues are \$1,000,000 due to the creation of the Weld County Federal Mineral Lease District. The federal mineral lease revenue will flow through the new district and then Public Works will apply to the district for the funding of projects. In 2018, the district is funding \$1,000,000 in oil and gas haul route projects. PILT is budgeted at \$40,000 with the Federal Mineral Leasing District funding change.

Other revenues from project reimbursements total \$17,878,000, which are up \$4,125,410. Transportation impact fees are budgeted at \$2,000,000, and Solid Waste funds of \$1,850,000 for roads impacted by landfills. There are Energy Impact Assistance grants of \$3,600,000 with \$3,000,000 for the Tier 2 projects and \$600,000 for three Tier 1 projects. There is one state grant to finish Bridge 44/33A for \$600,000. There are two flood project grants for Bridge 87/42.5A (\$1,000,000), and Bridge 53/58A (\$7,540,000). There is NFRMPO funding of \$888,000, and UFRMPO funding of \$400,000. Severance tax is budgeted at \$2,000,000. In accordance with the policy adopted by the Board of County Commissioners in 2010, the severance tax revenue is budgeted at a five year leveling average due to the fluctuations of the revenue created by the price and production levels of oil and gas commodities.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: HUTF revenue was increased by \$150,000 based up CDOT estimates. No other changes.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PUBLIC WORKS FUND

BUDGET UNIT TITLE AND NUMBER: Contingency - - 2000-99999

DEPARTMENT DESCRIPTION: Funds to cover recommended salary increase amounts.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 490,306	\$ 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	\$ 490,306	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 490,306	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Budget reflects a 3.2 percent increase in health insurance costs. 2018 salary increases are a policy issue for the Board, but there are funds for step increases due employees in 2018 and a 3.0 percent salary cost-of living amount included in this budget. There are no other benefit changes.

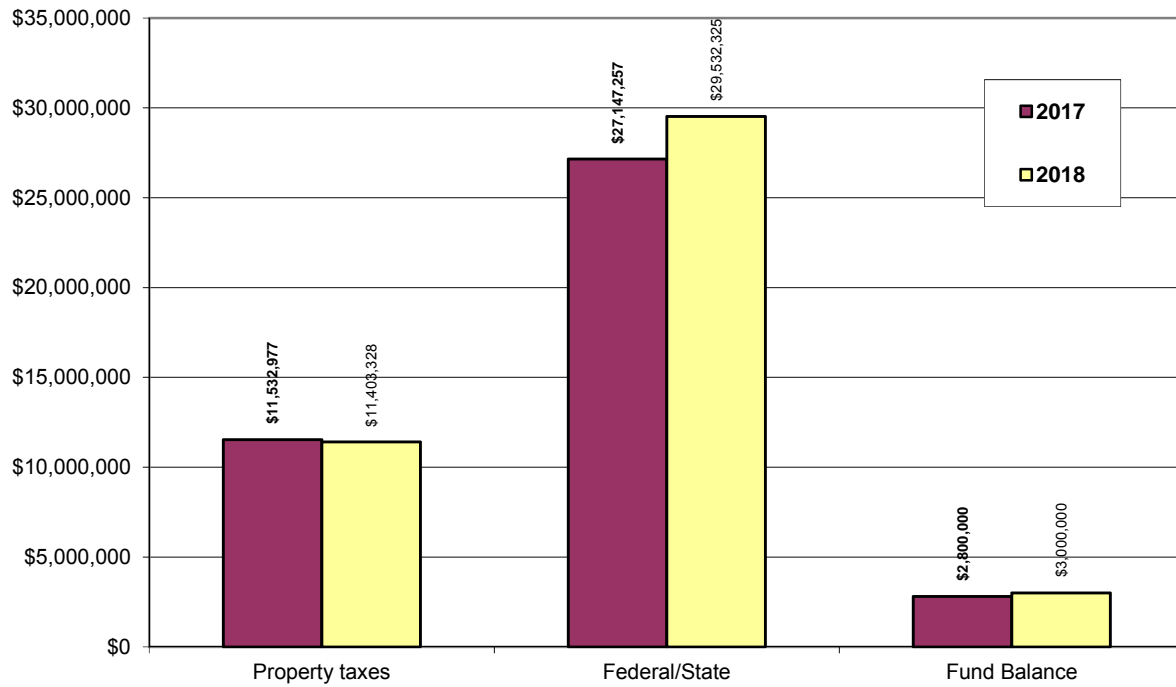
FINANCE/ADMINISTRATION RECOMMENDATION: Salary adjustment amount is a Board policy issue.

BOARD ACTION: Approved as recommended.

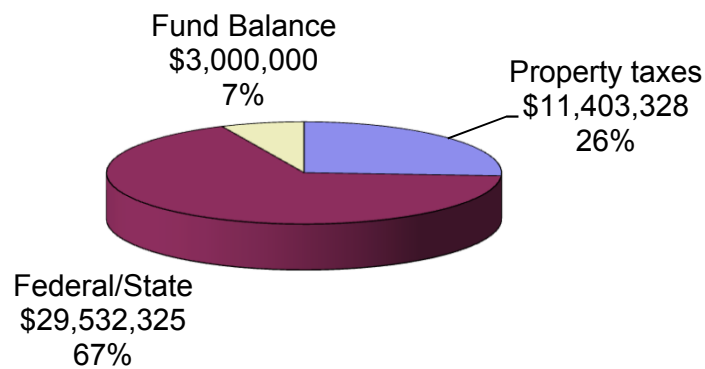


SOCIAL SERVICES

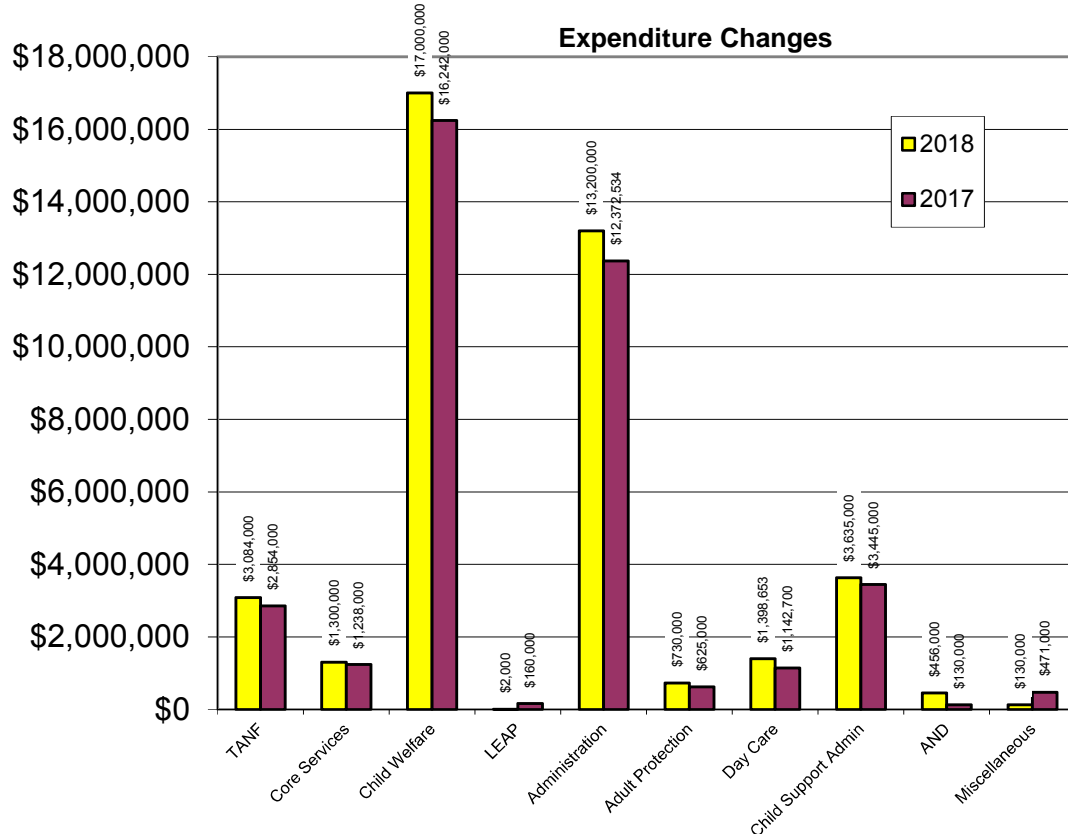
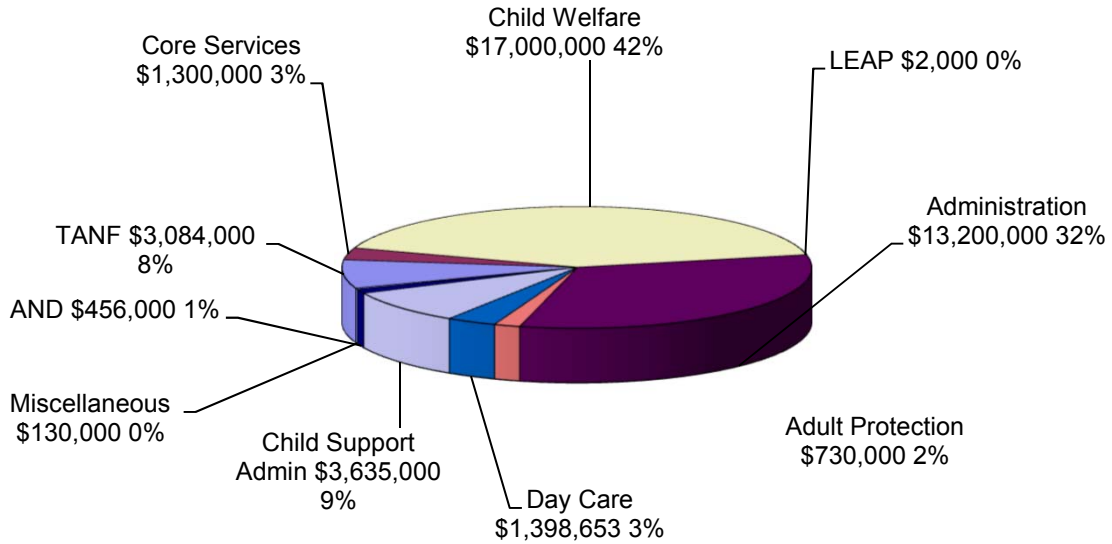
Revenue Changes



2018 Revenue
Total \$43,935,653 (2017 \$41,480,234)

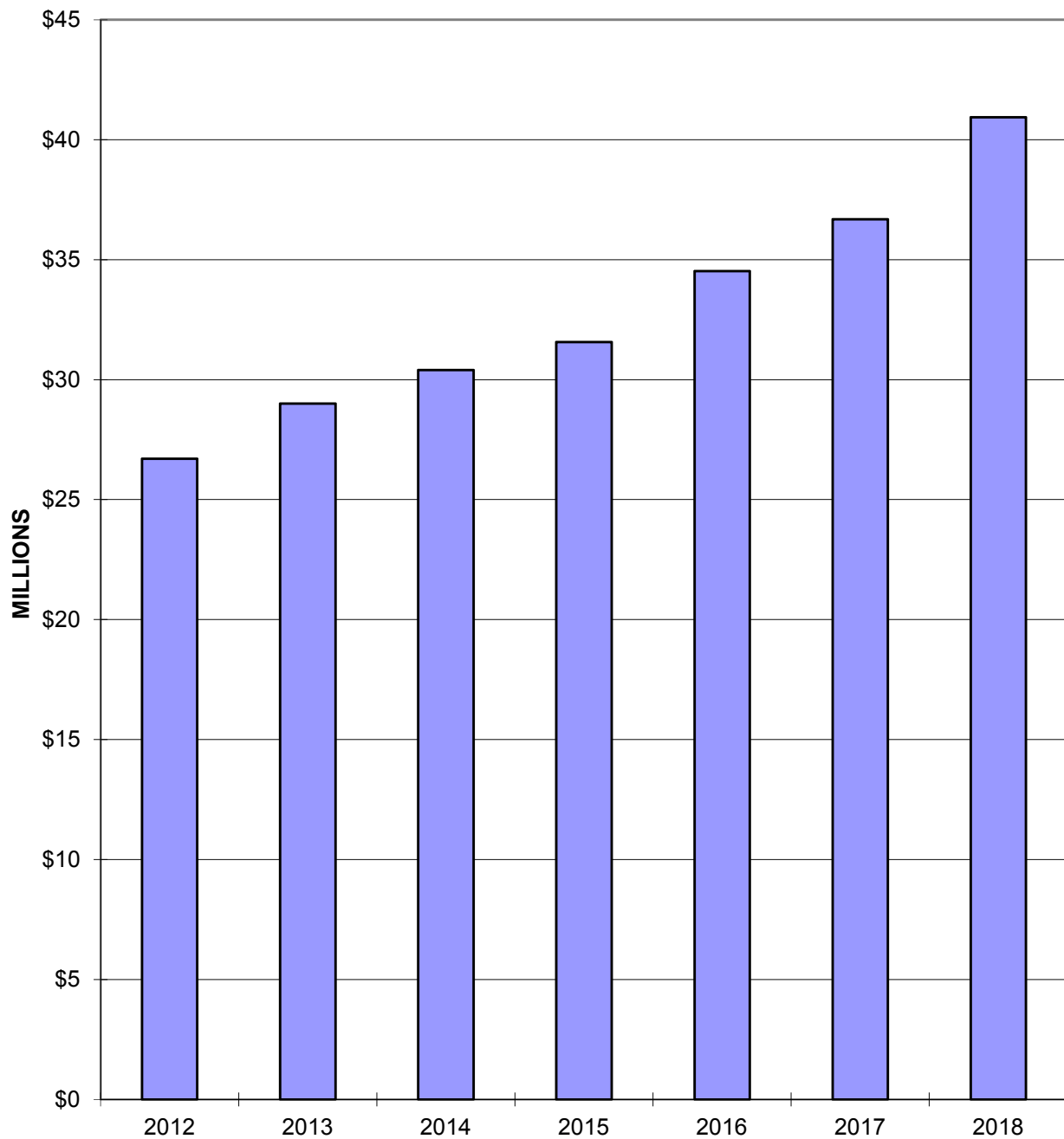


SOCIAL SERVICES 2018 Expenditures Total \$40,935,653 (2017 \$38,680,234)



SEVEN YEAR TREND

Social Services



SOCIAL SERVICES FUND SUMMARY

The Weld County Department of Human Services continues to adapt to the Legislative and Programmatic changes imposed on us from the State and Federal levels. The impacts from prior years' legislation, such as HB 14-1317, SB 15-012, and SB 15-242, continue to impact our decision-making. The funding for additional caseworkers, originally funded through SB 15-242 continues into Fiscal Year 2017-18, providing Weld County with funding for four additional positions, two of which are new and two of which were formerly funded through the IV-E Waiver. Concerns have been raised, both by counties and by the State of Colorado, as to the long-term sustainability of these activities, once the IV-E Waiver period is completed. We are hopeful that enabling legislation and policies will allow for the continued creative use of IV-E funding to avoid costly and non-beneficial out-of-home placements through the use of prevention and early intervention activities, as well as kinship placements. The Colorado Legislature acted in advance of the publication of the County Administration Workload study to appropriate an additional \$19 million, from Federal, State and Local sources, to fund County Administration activities.

The total Social Services Fund budget is \$40,935,653. The programs are funded by property tax of \$11,403,328, state and federal funds of \$29,532,325, and the potential use of fund balance to cover unanticipated cost overruns.

Medicaid caseloads have grown significantly in the past several years, partially due to economic factors and partially due to Colorado's implementation of the Affordable Care Act. From May 2015 to May 2016, the number of Weld County residents enrolled in Medicaid grew from 67,732 to 73,453, an 8.4% increase. However, we are starting to see signs that it is leveling off, with the most recent report showing a total of 75,012 enrollees. Approximately 25% of Weld County residents are now enrolled in Medicaid. The LEAP (Low-Income Energy Assistance Program) is now administered by Discover Goodwill, through a direct contractual agreement with the State of Colorado. Weld County's role in administering the program will be limited to resource referral and marketing.

Prevention and Early Intervention will be a key focus of the Department in the coming years. A distinct Division is being created within the Department to address needs as they are presented to assist families in resolving conflict or neglect issues before they rise to the level of adjudicated dependency and neglect. We will be utilizing and coordinating a variety of funding sources to provide for these needs, while ensuring fiscal accountability and meaningful outcomes are achieved.

Weld County will be starting Fiscal Year 2017-2018 with a reasonably adequate amount of TANF County Reserve, which will serve to insulate us, to some extent, from the requirement to use county-only funds in covering Child Welfare and Colorado Works over-expenditures. Colorado will be focusing much more attention, in coming years, on assisting TANF participants to obtain gainful, self-sufficient employment.

SOCIAL SERVICES FUND

ESTIMATED REVENUE

2018

	FEDERAL AND STATE	COUNTY	TOTAL
County Administration	\$ 8,200,000	\$ 5,000,000	\$ 13,200,000
Other Programs	415,000	0	415,000
Non-Program Revenue	0	-130,000	-130,000
Child Support Administration	2,650,000	985,000	3,635,000
TANF-Colorado Works	1,598,917	1,485,083	3,084,000
Aid to the Needy Disabled	0	130,000	130,000
Child Care	854,000	544,653	1,398,653
Old Age Pension	143,000	7,000	150,000
Child Welfare	13,600,000	3,400,000	17,000,000
Core Services	900,000	400,000	1,300,000
Adult Protective Services	584,000	146,000	730,000
LEAP	2,000	0	2,000
General Assistance	<u>0</u>	<u>21,000</u>	<u>21,000</u>
Sub-Total	<u>\$ 28,946,917</u>	<u>\$ 11,988,736</u>	<u>\$ 40,935,653</u>
Federal/State Reimbursement	\$ 28,946,917		
Claims Collection Incentives	230,000		
TANF Adjustment	355,408		
Usage of Deferred Revenues	<u>0</u>		
Sub-Total Revenue	\$ 29,532,325		
Potential Use of Fund Balance	0		
County Property Tax / Penalties	<u>11,403,328</u>		
Total Revenue	<u>\$ 40,935,653</u>		

SOCIAL SERVICES FUND

MANDATED FEDERAL AND STATE PROGRAMS

Assistance Payment Programs: Most assistance payment programs are mandated by the federal or state government. Consequently, local government is limited as to what can be done to reduce costs from these programs.

	Federally Mandated	State
Mandated		
Temporary Assistance to Needy Families – Colorado Works	X	X
Aid to the Needy Disabled		X
Low Income Energy Assistance Program	X	X
Old Age Pension		X
General Assistance*	Optional	Optional

* State law allows counties the option of having a general assistance program and, if established, to determine the benefit level.

Social Service Programs: Social service programs administered by the department are mandated by federal or state law; however, local governments have a higher degree of managerial flexibility with these programs.

	Federally Mandated	State Mandated
Child Protection – Casework Services	X	X
Youth Services – Casework Services	X	X

Administration: Costs associated with administration include compensation for direct services through caseworkers, technicians and support staff. In addition, overhead such as rent, utilities, travel, supplies, and equipment are funded through administrative allocations. The State establishes administrative allocations and reimburses at various rates depending on the type of expenditure and program. Expenditures greater than allocation are not guaranteed to be reimbursed. Generally, they are at least partially reimbursed through the use of transferred TANF funds, surplus distribution, or Federal pass-thru revenues.

**SOCIAL SERVICES
SUMMARY OF REVENUES
2018**

Fund	Org	Acct	Account Title	2017 Budget	2018 Request	2018 Recommend	2018 Final
			TAXES				
2100	42111	4112	CURRENT PROPERTY TAXES	11,532,977	11,403,328	11,403,328	11,403,328
			INTERGOVERNMENTAL				
2100	42110	4336	REIMBURSEMENTS	6,900,000	8,200,000	8,200,000	8,200,000
2100	42111	4336	REIMBURSEMENTS	611,340	585,408	585,408	585,408
2100	42115	4336	REIMBURSEMENTS	500,000	415,000	415,000	415,000
2100	42200	4336	REIMBURSEMENTS	2,600,000	2,650,000	2,650,000	2,650,000
2100	42365	4336	REIMBURSEMENTS	1,368,917	1,598,917	1,598,917	1,598,917
2100	42375	4336	REIMBURSEMENTS	550,000	854,000	854,000	854,000
2100	42380	4336	REIMBURSEMENTS	107,000	143,000	143,000	143,000
2100	42410	4336	REIMBURSEMENTS	13,000,000	13,600,000	13,600,000	13,600,000
2100	42415	4336	REIMBURSEMENTS	850,000	900,000	900,000	900,000
2100	42450	4336	REIMBURSEMENTS	500,000	584,000	584,000	584,000
2100	42610	4336	REIMBURSEMENTS	160,000	2,000	2,000	2,000
			TOTAL INTERGOVERNMENTAL	27,147,257	29,532,325	29,532,325	29,532,325
			TOTAL SOCIAL SERVICES	38,680,234	40,935,653	40,935,653	40,935,653

**SOCIAL SERVICES
SUMMARY OF EXPENDITURES
2018**

Fund	Org	Expenditure Function	2017 Budget	2018 Request	2018 Recommend	2018 Final
2100	42110	ADMINISTRATION-REGULAR	12,372,534	13,200,000	13,200,000	13,200,000
2100	42111	NON PROGRAM REVENUE	(130,000)	(130,000)	(130,000)	(130,000)
2100	42115	OTHER PROGRAMS	466,000	415,000	415,000	415,000
2100	42200	CHILD SUPPORT ADMINISTRATION	3,445,000	3,635,000	3,635,000	3,635,000
2100	42365	COLORADO WORKS	2,854,000	3,084,000	3,084,000	3,084,000
2100	42370	NEEDY AND DISABLED	130,000	130,000	130,000	130,000
2100	42375	DAY CARE & ADMINISTRATION	1,142,700	1,398,653	1,398,653	1,398,653
2100	42380	OLD AGE PENSION	114,000	150,000	150,000	150,000
2100	42410	CHILD WELFARE & ADMINISTRATION	16,242,000	17,000,000	17,000,000	17,000,000
2100	42415	PLACEMENT ALTERNATIVE CARE	1,238,000	1,300,000	1,300,000	1,300,000
2100	42450	ADULT PROTECTION	625,000	730,000	730,000	730,000
2100	42610	LEAP ADMINISTRATION & OUTREACH	160,000	2,000	2,000	2,000
2100	42700	GENERAL ASSISTANCE	21,000	21,000	21,000	21,000
TOTAL SOCIAL SERVICES			38,680,234	40,935,653	40,935,653	40,935,653

BUDGET UNIT REQUEST SUMMARY

/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Summary - - All Departments - - Fund 2100

DEPARTMENT DESCRIPTION: See individual units.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 26,723,784	\$ 25,917,000	\$ 27,827,000	\$ 27,827,000
Supplies	1,111,645	1,272,000	1,190,000	1,190,000
Purchased Services	6,912,846	6,134,000	6,404,653	6,404,653
Fixed Charges	2,244,659	5,891,234	6,047,000	6,047,000
Capital	0	0	0	0
Contra Expense	- 490,030	- 534,000	- 533,000	- 533,000
Gross County Cost	\$ 36,502,904	\$ 38,680,234	\$ 40,935,653	\$ 40,935,653
Revenue/Fund Bal.	27,867,223	27,147,257	29,532,325	29,532,325
Net County Cost	\$ 8,635,681	\$ 11,532,977	\$ 11,403,328	\$ 11,403,328
Budget Positions	338.5	354.0	358.0	358.0

SUMMARY OF CHANGES: See Individual Budget Units.

FINANCE/ADMINISTRATION RECOMMENDATION: See Individual Budget Units.

BOARD ACTION: See Individual Budget Units.

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

Goal HHS1: “To continuously strengthen services and support innovation that leads to a culture that empowers people to improve their quality of life.”

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS1-1: Increase quality of work	Implement continuous improvement system to accomplish the following: Analyze current processes to determine if they are achieving expected outcomes; develop remedies and improvements; deploy follow up tracking system measuring the effectiveness of improvements; reduce the duplication of services provided to customers requiring wrap around services; train service coordinators to provide upfront departmental-wide coordinated services.	<p>Develop and/or refine methodology to gather statistics in order to establish baselines against which performance will be measured in future years. Certain Divisions of the Department were able to define their methodology in 2013-2014 and will refine it in 2017.</p> <p>Continuous improvement system designed and implemented within DHS.</p> <p>Initial improvement teams launched addressing four key opportunities for improvement.</p>

Goal HHS2: Develop & deploy consistent performance management approaches across the Human Services Department.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS2-1: Increase retention of quality staff	Identify existing performance management approaches within Human Services to include individual department approaches, County approaches, and different performance management philosophies and styles within Human Services.	<p>Statistically valid retention baseline developed using several past years to determine trends.</p> <p>- Used to gauge realistic and appropriate retention levels within DHS</p>
HHS2-2: Increase fulfillment of promotion opportunities	Research Baldrige Category 5 (Workforce Focus) and implement “best practice” concepts to include factors affecting employee satisfaction and engagement, staff development, supervisory development, employee safety and well-being, morale, motivation and teamwork.	By the end of 2017 all employees will have professional development plans incorporated and addressed within their formal evaluation system.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS2-3: Viable succession plans created across the Department	<p>Assess capacity and staffing levels to administer system.</p> <p>Develop and deploy follow up tracking system measuring the effectiveness of the Human Services Department Human Capital Management efforts.</p> <p>Define how employees are measured.</p> <p>Fully implement new County performance management system.</p> <p>Implement and perfect performance appraisal system.</p> <p>Train supervisors and staff on how to use the performance appraisal system.</p> <p>Identifying current practices used for measuring employee performance, best practices and standards are set to reflect Core Values.</p> <p>Develop a uniform approach for performance management and evaluation that contains standards as dictated by job descriptions.</p> <p>Develop employee measurements based job standards and assessments that will be defined and implemented in the County performance management system.</p>	Upper level DHS organization structure evaluated and assessed.
HHS2-4: Team culture developed across the board within the Department of Human Services	Develop and deploy continuous training and job sharing opportunities (using creative technological options) that will help improve organizational knowledge, job performance and core values.	Increase employee core knowledge of all departments across Human Services.

Goal HHS3: Establish a systematic structure to effectively communicate inside and outside of the Human Services Department.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS3-1: Improved customer and stakeholder access to DHS program information and services	<p>Implement the best methods to communicate with clients, stakeholders and other agencies to include using the intranet; newsletter, web page; email or newsletters.</p> <p>Implement the best methods to review policy with the County Commissioners; communicate with County departments; the best methods to communicate with the rest of the County.</p> <p>Develop a process to share positive information with the community. Greater emphasis will be placed on positive outcomes of the services provided by Human Services and statistics that point to success, the image of the department could be enhanced and could improve relationships that are considered confrontational.</p>	<p>An improved Human Services' website that provides more program-related information including qualification details could help customers identify eligibility even before coming into Human Services.</p> <p>Increased and measureable use of the PEAK system that enables customers to apply for benefits on-line.</p>
HHS3-2: Ensure all DHS staff are fully engaged in the communications loop	<p>Create team backups from each division to maintain continuity.</p> <p>Form staff driven improvement teams.</p> <p>Train staff members on project management and process improvement methodologies that will be used during the process.</p> <p>Conduct research around the following: The 5 most important methods to communicate info in HS; Communication methods that are currently working and methods not working; The best way to attain the voice of all staff.</p>	<p>Top five internal communication methods for DHS identified and validated.</p>

Goal HHS4: To prepare for the future by identifying appropriate actions to opportunities and challenges that may impact the Department of Human Services.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS4-1: Increased preparedness to handle future contingencies	<p>Develop & assess budget.</p> <p>Formulate program projections based on increased demand.</p> <p>Identify mandatory program commitments</p>	<p>Forecast shell created through identified reports and data that predict future trends and needs.</p> <p>Developing Management Reports that will provide fiscal data, useful for decision-making, across all programs. Several programs are now being piloted for refinement of format.</p>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS4-2: Increased flexibility and agility in meeting future customer demands	<p>Explore ramifications of child welfare 90/10 to 80/20 switch.</p> <p>Conduct scenario planning addressing the following: What can be cut first; the consequences; the potential alternative funding strategies and the business case in supporting individual programs compared to others.</p> <p>Identify “big ticket” items that must be supported.</p>	<p>DHS revenue generating sources compiled.</p> <p>Cost Containment / Revenue Maximization strategies were identified, evaluated and, where feasible, implemented during 2013 and 2014. The Department has identified four additional strategies for 2017 that are reflected in the budget narrative.</p>
HHS4-3: Enhanced DHS emergency preparedness	<p>Form staff driven Continuity of Operations project planning team.</p> <p>Develop and deploy Continuity of Operations Plan.</p>	<p>Continuity of Operation Plan will have been implemented and revised as appropriate and all staff will participate in and be aware of the plan.</p>

Goal HHS5: To develop a means to clearly and effectively communicate the value of Human Service programs to any person inside and outside of the organization on a continuous basis

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS5-1: County Commissioners and other stakeholders understand the tangible value that Weld County Human Services provides to the local community	<p>Increase awareness of DHS programs and services.</p> <p>Enhance image of DHS programs and services.</p> <p>Development and implantation of the recommendations of the OI Group for the reorganization of the Service Delivery Entry Points to Human Services.</p>	<p>Individual DHS division education and promotion plans developed that includes the Department’s mission, vision and purpose.</p>
HHS5-2: High level connections can be demonstrated from the services that each team provides to any family	<p>Analyze coordinated services within a targeted group of customers and identify what everyone is gathering.</p> <p>Expand coordinated service analysis after targeted group analysis and construct ethics guidelines regarding the information used in conjunction with the coordinated service analysis.</p> <p>Determine what funding sources and tracking/reporting are potential barriers and explored possible resolutions.</p>	<p>Organizational report card shell designed.</p>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS5-3: Effective stewardship of the taxpayer dollar	<p>Build organizational report card: Benchmark Adams county; Incorporated “Return on Investment” language into report card based on outcomes that can justify current Department activities.</p> <p>Validate the report card with stakeholders.</p> <p>Publish report card on a routine basis.</p>	DHS stakeholder and customer perception baseline established.

Goal HHS6: To develop and reinforce “best customer service” standards and commitment within all employees and partners of the Weld County Department of Human Services

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS6-1: Increased customer satisfaction levels	<p>Ensure that customer goals are embedded within employee performance standards.</p> <p>Test the feasibility in monitoring phone calls to test for quality customer service.</p> <p>Develop multiple methods to assess the quality of customer service (staff, partners, boards, etc.); identify the meaning of “respect” mean in the eyes of all customers?</p> <p>Determine key requirements for all DHS customers – as well as their priorities (ease of use, quality of contact, quality of service, etc.)</p> <p>Offer ongoing training to all staff to improve basic customer service skills.</p> <p>Offer training for managers on the nuts and bolts of reinforcing customer service standards.</p> <p>Ensure partner accountability to Human Service customer service standards through contract language that can be developed to drive a closer alignment and assisting partners by communicating standards, training, and reinforcement.</p> <p>Develop strategies to quantify intangible aspects of customer service (focus groups).</p>	<p>Individual DHS division customer satisfaction assessment tools developed.</p> <p>Overall DHS customer satisfaction index designed.</p> <p>Initial DHS customer satisfaction baseline established.</p>

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: County Administration - - 2100-42110

DEPARTMENT DESCRIPTION: Expenditures for Staff Compensation and Operations, attributable to Food Assistance, Medicaid, Common Support programs, and Fraud Investigation. The State establishes an allocation that limits the reimbursement for administrative expenditures.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 7,075,247	\$ 6,600,000	\$ 7,300,000	\$ 7,300,000
Supplies	- 381,440	- 400,000	- 400,000	- 400,000
Purchased Services	1,731,055	1,240,000	1,320,000	1,320,000
Fixed Charges	1,249,803	4,952,534	5,000,000	5,000,000
Contra Expense	- 38,141	- 20,000	- 20,000	- 20,000
Capital	0	0	0	0
Gross County Cost	\$ 9,636,524	\$12,372,534	\$13,200,000	\$13,200,000
Revenue	7,476,856	6,900,000	8,200,000	8,200,000
Net County Cost	\$ 2,159,668	\$ 5,472,534	\$ 5,000,000	\$ 5,000,000
Budget Positions	169.0	169.0	171.0	171.0

SUMMARY OF CHANGES: Senate Bill 16-190 authorized CDHS to conduct a Workload Study to be performed during State Fiscal Year 2016-17. The State Legislature has not yet acted on the recommendations made in the study. We are hopeful that the results of this study will convince the Legislature to fully fund the appropriation, which is currently under-funded by more than \$10 million, state-wide. The bill also allows Federal performance incentives and sanctions to be passed through to counties. CDHS and CDHCPF did request and were granted, unrelated to the Workload Study, an increase to the County Administration appropriation, totaling approximately \$19.1 Million. This should result in a substantial increase to our County Administration allocation, bringing the funding source closer to full reimbursement.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended. Board approved the additional positions as recommended. The Board also affirmed approval of mid-year position reclassification previously approved, including the reclassification of the Prevention Supervisor in Child Welfare to Assistant for Fiscal Head (Grade 55).

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load (Average)	97,744	97,370	98,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	5.739	5.548	5.423
Per capita cost	\$ 7.333	\$ 17.966	\$ 15.858

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Non-Program Revenue - - 2100-42111

DEPARTMENT DESCRIPTION: Property Taxes, Claim-Collection Incentives, TANF Adjustment, TANF MOE Reduction, and Miscellaneous Revenue Sources.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Contra	-111,288	-130,000	- 130,000	- 130,000
Gross County Cost	\$ -111,288	\$ -130,000	\$ - 130,000	\$ - 130,000
Revenue	200,276	611,340	585,408	585,408
Net County Cost	\$ 9,611,363	\$ 11,532,977	\$ 11,403,328	\$ 11,403,328
Budget Positions	- -	- -	- -	- -

SUMMARY OF CHANGES: Property tax is budgeted at \$11,403,328 for 2018. The difference is a combination of special revenue from various department programs. The TANF Adjustment is \$355,408. Incentives earned as the result of claims collections for Food Assistance, Medicaid, TANF, and State-Only programs are estimated to be \$230,000. Counties will not receive the Work Participation bonus funds during 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Other Programs - - 2100-42115

DEPARTMENT DESCRIPTION: This budget unit was established for minor or temporary programs for the Department of Social Services. It includes Employment First, Medical Exams, Food Stamps Refunds, AFDC Retained Collections, and Collaborative Management.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 478,463	\$ 360,000	\$ 360,000	\$ 360,000
Supplies	27,049	45,000	25,000	25,000
Purchased Services	102,065	62,000	31,000	31,000
Fixed Charges	0	0	0	0
Contra	- 2,826	- 1,000	- 1,000	- 1,000
Gross County Cost	\$ 604,751	\$ 466,000	\$ 415,000	\$ 415,000
Revenue	622,574	500,000	415,000	415,000
Net County Cost	\$ - 17,823	\$ - 34,000	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: The Employment First (Food Stamp Job Search) program continues to be placed in a state of change. Although requiring broader participation in the program, the Federal Government has reduced its funding of the program to the State of Colorado. In response, Colorado has, at least preliminarily, chosen to allow counties to choose whether components of the program will be implemented as a mandatory participation program or a voluntary program. Weld County has been successful in leveraging its Workfare Incentive funds to meet the 50% County match for funding such excess costs, historically. Therefore, we believe it is prudent to continue the program as a mandated participation program. We will closely monitor whether or not the new Federal requirements jeopardize our ability to continue doing so with existing funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

OTHER PROGRAMS (CONTINUED) 2100-42115

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	10,117	9,575	9,600
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$0.00	\$0.00	\$0.00

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Child Support Administration - - 2100-42200

DEPARTMENT DESCRIPTION: This program is designed to obtain and enforce child support and medical support for dependent children to offset part of the TANF and foster care costs. In addition, child support and medical support are enforced for non-TANF clients based on court orders.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,852,257	\$ 2,800,000	\$ 2,960,000	\$ 2,960,000
Supplies	86,544	75,000	75,000	75,000
Purchased Services	428,354	480,000	500,000	500,000
Fixed Charges	74,769	90,000	100,000	100,000
Contra Expense	- 8,785	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 3,433,139	\$ 3,445,000	\$ 3,635,000	\$ 3,635,000
Revenue	2,545,412	2,600,000	2,650,000	2,650,000
Net County Cost	\$ 887,727	\$ 845,000	\$ 985,000	\$ 985,000
Budget Positions	31	31	31	31

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

CHILD SUPPORT ADMINISTRATION (CONTINUED) 2100-42200

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	7,303	7,300	7,300
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	1.1	1.0	1.0
Per capita cost (county support)	\$ 3.014	\$ 2.774	\$ 3.124

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Temporary Assistance to Needy Families and Administration (TANF) - - 2100-42365

DEPARTMENT DESCRIPTION: Assistance payment grants for eligible recipients of the TANF program. This budget unit also has administrative funding for TANF staff and operating costs.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,418,419	\$ 1,400,000	\$ 1,430,000	\$ 1,430,000
Supplies	330,032	230,000	230,000	230,000
Purchased Services	1,367,944	1,200,000	1,400,000	1,400,000
Fixed Charges	30,696	34,000	34,000	34,000
Contra Expense	- 8,962	- 10,000	- 10,000	- 10,000
Capital	0	0	0	0
Gross County Cost	\$ 3,138,129	\$ 2,854,000	\$ 3,084,000	\$ 3,084,000
Revenue	2,204,832	1,368,917	1,598,917	1,598,917
Net County Cost	\$ 933,297	\$ 1,485,083	\$ 1,485,083	\$ 1,485,083
Budget Positions	0	0	0	0

SUMMARY OF CHANGES: The impending end of the Child Welfare Title IV-E Waiver and significant changes to the Child Care Assistance Program may require us to utilize funds transferred from the Colorado Works Block Grant (TANF) to Title XX and/or the Child Care Development Fund in order to close-out those program allocations. Additionally, we are utilizing TANF funds to provide services that enhance the quality of Child Care in Weld County, specifically focusing on training Child Care providers in dealing with children who may otherwise be expelled from the program, due to their behaviors. Recent increases in our Colorado Works Block Grant, as well as the modest County Reserves we have accumulated, should serve to protect us from over-expenditure conditions for future years. Conversely, as our allocation increases, we will also monitor our County Reserve level to ensure that it does not exceed the 40% level, which would require a reversion of funds under the provisions of SB 11-124.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

TANF ADMINISTRATION (CONTINUED) 2100-42365

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Loads (Average)	719	636	650
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$ 3.169	\$ 4.876	\$ 4.710

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Aid to Needy Disabled - - 2100-42370

DEPARTMENT DESCRIPTION: Assistance grants for eligible disabled and Medicaid benefits for SSI clients.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Fixed Charges	147,764	150,000	150,000	150,000
Contra Account	- 23,454	- 20,000	- 20,000	- 20,000
Capital	0	0	0	0
Gross County Cost	\$ 124,310	\$ 130,000	\$ 130,000	\$ 130,000
Revenue	0	0	0	0
Net County Cost	\$ 124,310	\$ 130,000	\$ 130,000	\$ 130,000
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

AID TO NEEDY DISABLED (CONTINUED) 2100-42370

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	200	200	200
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$ 0.422	\$ 0.427	\$ 0.412

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Child Care - - 2100-42375

DEPARTMENT DESCRIPTION: Provision of day care services for children from TANF and "income eligible" households.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 708,459	\$ 515,000	\$ 715,000	\$ 715,000
Supplies	- 3,368	16,000	17,000	17,000
Purchased Services	808,164	600,000	654,653	654,653
Fixed Charges	13,350	12,700	13,000	13,000
Contra Expense	40	- 1,000	- 1,000	- 1,000
Capital	0	0	0	0
Gross County Cost	\$ 1,526,645	\$ 1,142,700	\$ 1,398,653	\$ 1,398,653
Revenue	917,027	550,000	854,000	854,000
Net County Cost	\$ 609,618	\$ 592,700	\$ 544,653	\$ 544,653
Budget Positions	9.0	9.0	9.0	9.0

SUMMARY OF CHANGES: HB 14-1317 significantly changed the activities eligible under this program. Many of those changes are postponed until the CHATS system can be modified to accommodate those changes. Weld County is in a relatively good position to absorb the increased costs that will be associated with the legislation, but will continue to monitor our position and make program adjustments, as necessary, to remain within our available funding. Based on a provider survey and audit, conducted by United Way, Weld County has adjusted its CCAP reimbursement rates to more closely align with existing provider rates. We will continue to monitor the adequacy of these reimbursements, in light of the available funds. We are also reaching out to potential Child Care providers in an attempt to fill the service gaps identified in the survey.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

CHILD CARE (CONTINUED) 2100-42375

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	750	820	820
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.306	0.295	0.285
Per capita cost (county support)	\$ 2.070	\$ 1.946	\$ 1.727

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Old Age Pension - - 2100-42380

DEPARTMENT DESCRIPTION: This program provides money payments to eligible seniors who meet income, resource and age tests. Program costs are reimbursed approximately 99.5 percent by the state. Administrative costs are reimbursed 100 percent.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 108,076	\$ 72,000	\$ 100,000	\$ 100,000
Supplies	51,896	23,000	23,000	23,000
Purchased Services	17,422	21,000	28,000	28,000
Fixed Charges	5,966	0	0	0
Contra Expense	- 957	- 2,000	- 1,000	- 1,000
Gross County Cost	\$ 182,403	\$ 114,000	\$ 150,000	\$ 150,000
Revenue	177,233	107,000	143,000	143,000
Net County Cost	\$ 5,170	\$ 7,000	\$ 7,000	\$ 7,000
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**OLD AGE PENSION
(CONTINUED)
2100-42380**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	965	917	900
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$ 0.018	\$ 0.023	\$ 0.022

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Child Welfare and Administration - - 2100-42410

DEPARTMENT DESCRIPTION: Placement of children in kinship homes, substitute 24-hour care family foster homes, group homes, residential treatment centers, and residential child care facilities.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 12,519,732	\$ 12,700,000	\$ 13,400,000	\$ 13,400,000
Supplies	981,846	1,270,000	1,200,000	1,200,000
Purchased Services	2,247,149	2,300,000	2,400,000	2,400,000
Capital Outlay	0	0	0	0
Fixed Charges	291,059	322,000	350,000	350,000
Contra Expenses	- 281,906	- 350,000	- 350,000	- 350,000
Gross County Cost	\$ 15,757,880	\$ 16,242,000	\$ 17,000,000	\$ 17,000,000
Revenue	12,062,807	13,000,000	13,600,000	13,600,000
Net County Cost	\$ 3,695,073	\$ 3,242,000	\$ 3,400,000	\$ 3,400,000
Budget Positions	124.5	139	141	141

SUMMARY OF CHANGES: The Child Welfare Division is completing its fourth year of operations under the IV-E Waiver Demonstration interventions. It is too early to accurately measure the success of the project. Referrals and assessments have begun to increase. However, our focus on preserving families and achieving successful outcomes for children has enabled us to avoid significant increases in out-of-home placements. Our intention is to complete the Waiver Demonstration with sufficient ongoing cost savings to fund the additional staff necessary to continue the interventions. Weld County's allocation of funding continues to grow at a moderate pace, which should assist us in this endeavor. The Department will be requesting authorization to hire four (4) additional positions prior to the end of 2018. These positions would be funded through the Legislature's funding of additional Child Welfare positions, state-wide, and the Child Welfare appropriation.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended. Board approved the additional positions as recommended. The Board also affirmed approval of mid-year position reclassification previously approved, including the reclassification of the Prevention Supervisor in Child Welfare to Assistant for Fiscal Head (Grade 55).

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Average Case Load	2,100	1,836	2,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	4.227	4.472	4.472
Per capita cost (county support)	\$ 12.547	\$ 10.643	\$ 10.783

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Core Services - - 2100-42415

DEPARTMENT DESCRIPTION: Program designed to avoid placement of children into the foster care program primarily through counseling and parental education.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 944,318	\$ 900,000	\$ 900,000	\$ 900,000
Supplies	0	8,000	0	0
Purchased Services	0	0	0	0
Fixed Charges	414,497	330,000	400,000	400,000
Contra Expense	- 8,944	0	0	0
Gross County Cost	\$ 1,349,871	\$ 1,238,000	\$ 1,300,000	\$ 1,300,000
Revenue	947,750	850,000	900,000	900,000
Net County Cost	\$ 402,121	\$ 388,000	\$ 400,000	\$ 400,000
Budget Positions	0	0	0	0

SUMMARY OF CHANGES: We have modified our accounting of the TIGHT program, such that expenditures on the program are now recorded directly out of the Social Services Fund. This will enable us to report and be reimbursed for expenditures on a timelier basis. The hiring and re-classification of Parent Education Center positions will initially decrease vacancy savings and increase personnel costs, but should also reduce direct program costs paid to external contractors.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**CORE SERVICES
(CONTINUED)
2100-42415**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	450	497	500
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$ 1.365	\$ 1.274	\$ 1.269

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Adult Protective Services - 42450

DEPARTMENT DESCRIPTION: Adult Protective Services offers protective services to prevent, reduce, or eliminate the current or potential risk of mistreatment, exploitation, or self-neglect to the at-risk adult using community based services and resources, health care services, family and friends when appropriate, and other support systems.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 615,980	\$ 570,000	\$ 660,000	\$ 660,000
Supplies	18,382	5,000	20,000	20,000
Purchased Services	52,422	50,000	50,000	50,000
Fixed Charges	16,755	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 703,539	\$ 625,000	\$ 730,000	\$ 730,000
Revenue	555,345	500,000	584,000	584,000
Net County Cost	\$ 148,194	\$ 125,000	\$ 146,000	\$ 146,000
Budget Positions	5	6	6	6

SUMMARY OF CHANGES: This is a new Budget Unit, within the Social Services Fund Budget Group. The staff is housed within the Area Agency on Aging Division. The allocation was separated from the County Administration allocation in SFY 13-14. However, for its first four years, it was tied very closely to that allocation. Beginning with SFY 18-19, the allocation is intended to stand, largely, on its own for all but the close-out process.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Referrals Reviewed	910	1,057	1,000
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$ 0.503	\$ 0.410	\$ 0.463

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Low Income Energy Assistance Program
and Administration - - 2100-42610/42620

DEPARTMENT DESCRIPTION: Administration of the Low Income Energy Assistance Program. This program is 100 percent federally funded.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,833	\$ 0	\$ 2,000	\$ 2,000
Supplies	704	0	0	0
Purchased Services	139,693	160,000	0	0
Fixed Charges	0	0	0	0
Contra Expenses	- 4,807	0	0	0
Gross County Cost	\$ 138,423	\$ 160,000	\$ 2,000	\$ 2,000
Revenue	154,624	160,000	2,000	2,000
Net County Cost	\$ - 16,201	\$ 0	\$ 0	\$ 0
Budget Positions	0	0	0	0

SUMMARY OF CHANGES: Beginning October, 2016, this program is contracted, at the State level, to Discover Goodwill. Weld County's only participation in the program is that of referral and marketing.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: General Assistance - - 2100-42700

DEPARTMENT DESCRIPTION: Temporary and emergency assistance for applicants for Federal/State categorical assistance programs and help for some medical indigents, totally funded by the County. Expenditures from this program are not covered by TANF, OAP, AND, etc.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	18,578	21,000	21,000	21,000
Contra Expense	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 18,578	\$ 21,000	\$ 21,000	\$ 21,000
Revenue	2,487	0	0	0
Net County Cost	\$ 16,091	\$ 21,000	\$ 21,000	\$ 21,000
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated for this program during 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

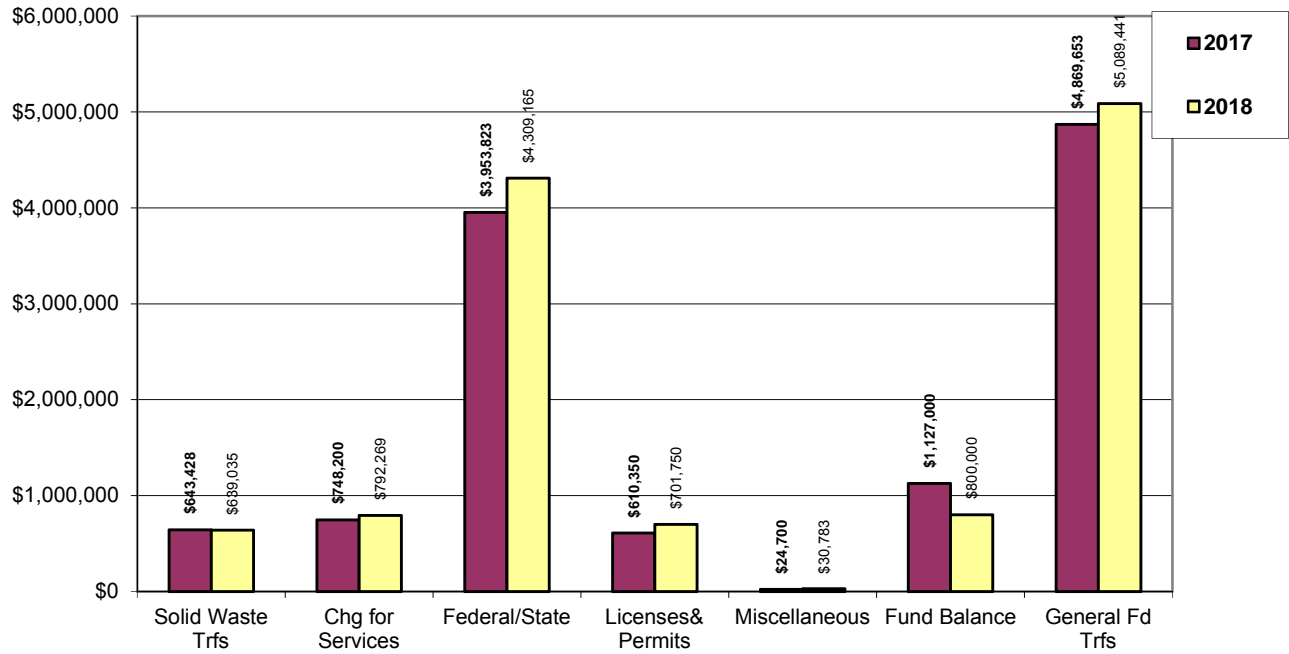
**GENERAL ASSISTANCE
(CONTINUED)
2100-42700**

PERFORMANCE MEASURES

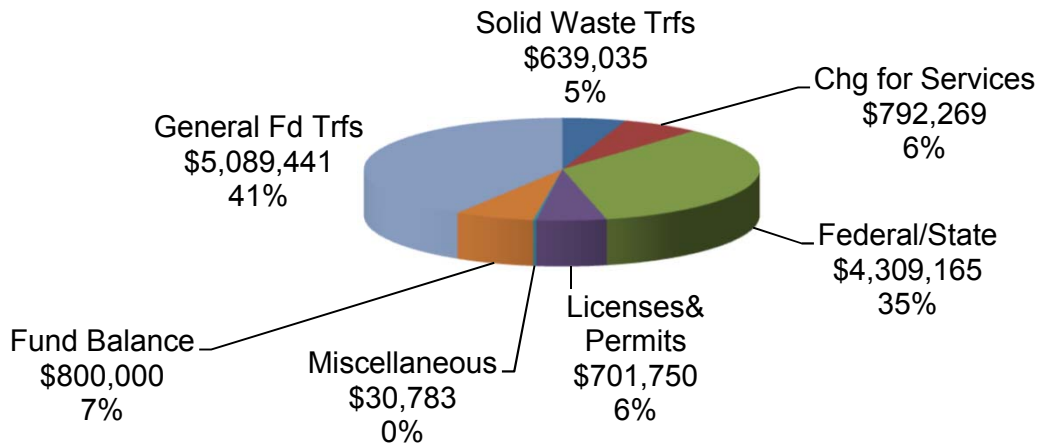
	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load excluding shelter (Average)	10	10	10
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$ 0.055	\$ 0.069	\$ 0.067

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

HEALTH FUND Revenue Changes



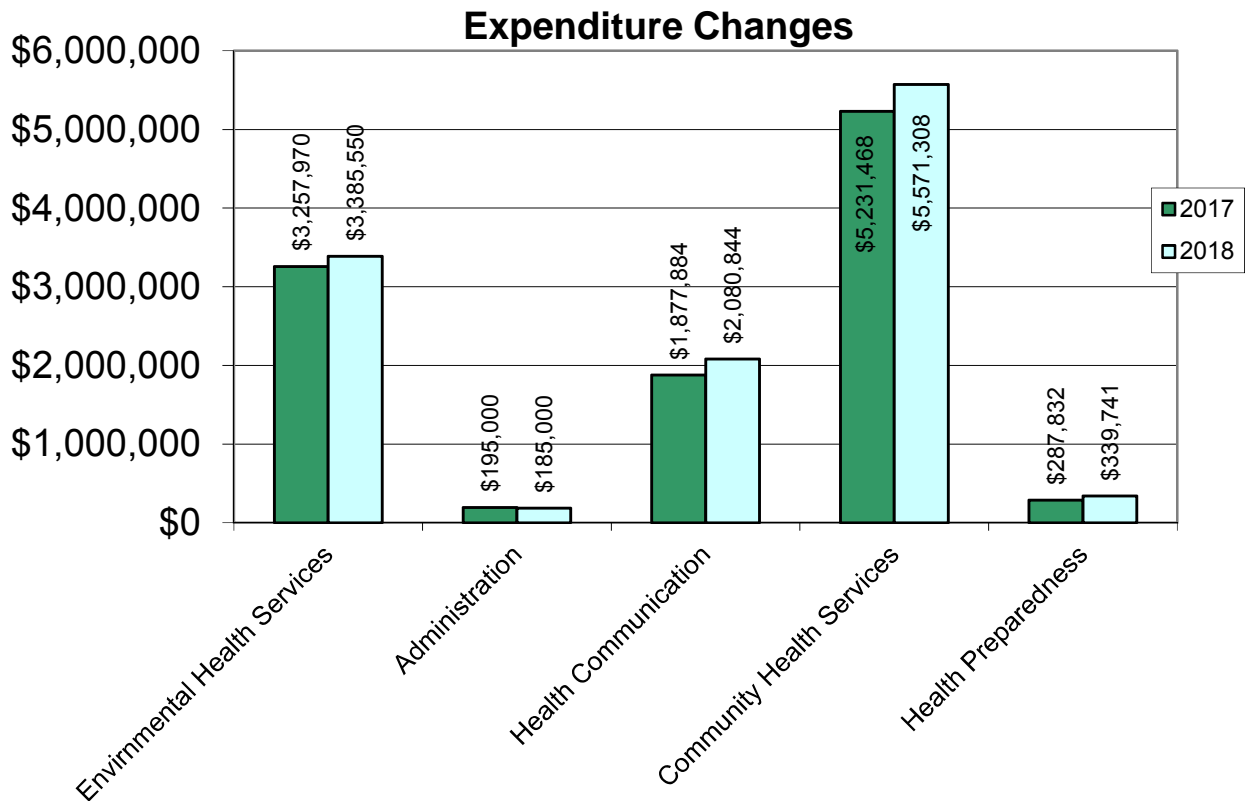
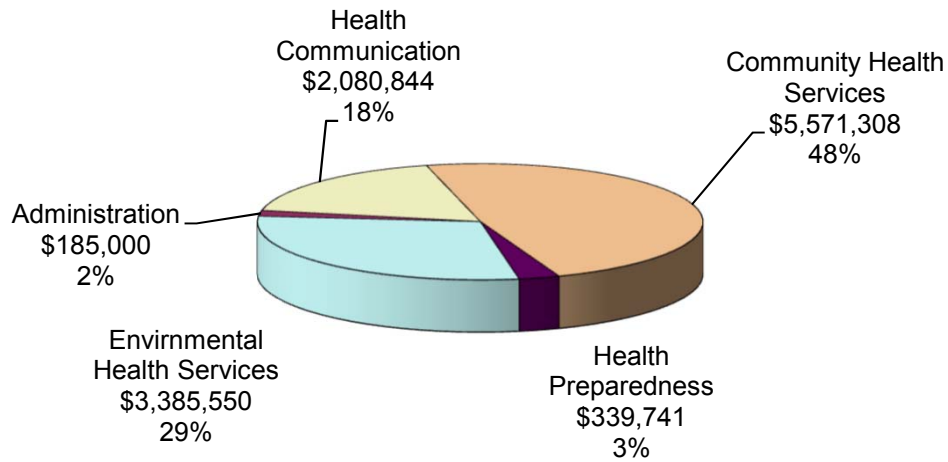
2018 Revenue
Total \$12,362,443 (2017 \$11,977,154)



HEALTH FUND

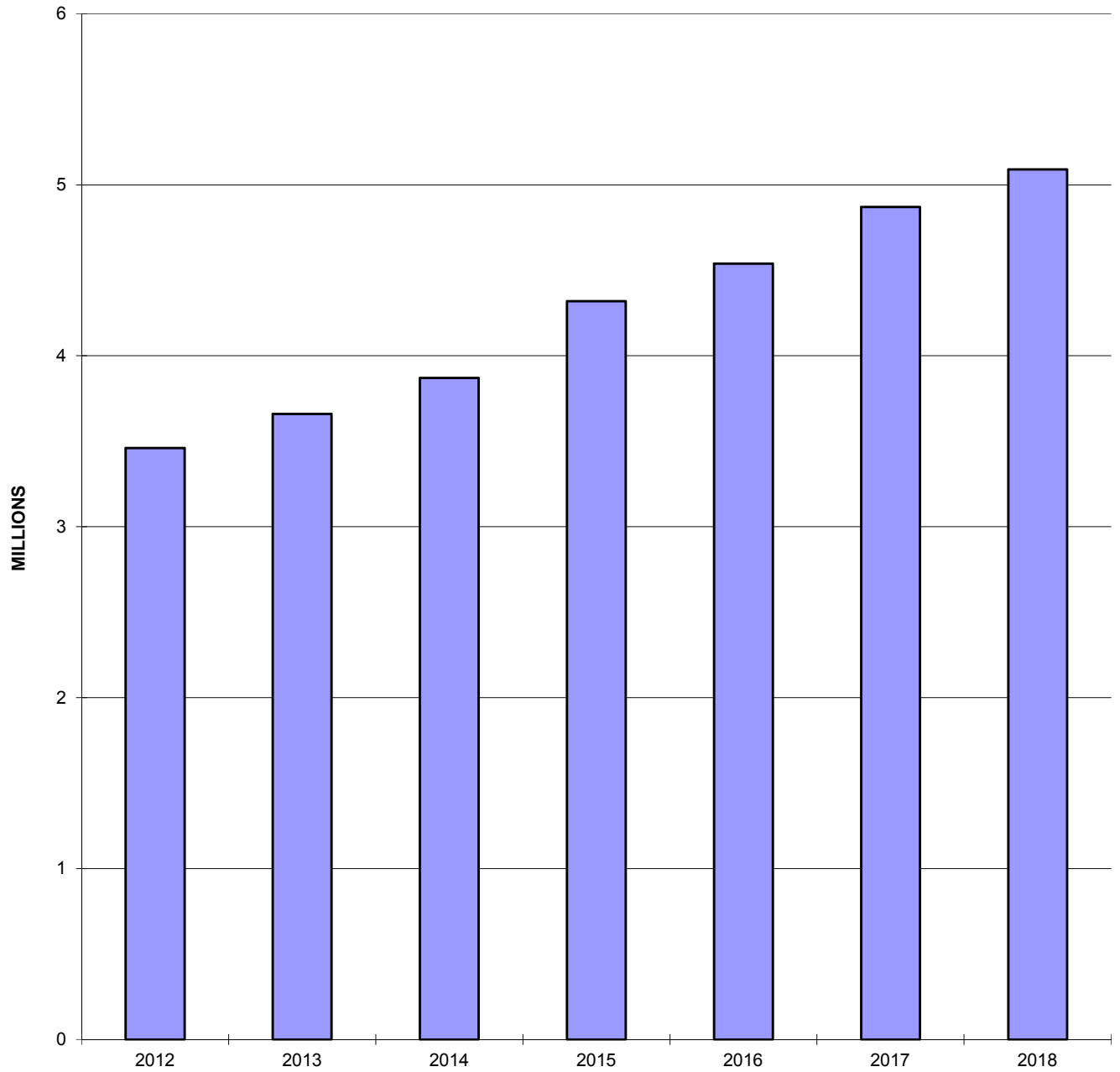
2018 Expenditures

Total \$11,562,443 (2017 \$10,850,154)



SEVEN YEAR TREND

Health Subsidy



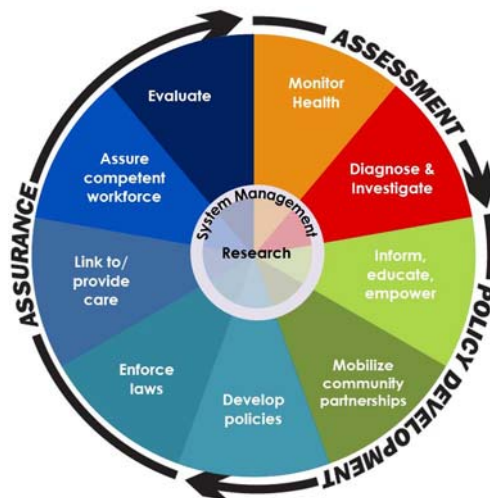
PUBLIC HEALTH & ENVIRONMENT FUND SUMMARY

*Together, we are working to make Weld County
a healthy place to live, learn, work and play.*

“Public health service should be as fully organized and as universally incorporated into our governmental system as is public education. The returns are a thousand-fold in economic benefits, and infinitely more in reduction of suffering and promotion of human happiness”. -- Herbert Hoover

Public health is the science of protecting and improving the health of families and communities through promotion of healthy lifestyles, research for disease and injury prevention and detection and control of infectious diseases. Overall, public health is concerned with protecting the health of entire populations. <https://www.cdcfoundation.org/content/what-public-health>

The Weld County Department of Public Health and Environment promotes health and wellness for the entire community by monitoring the health of the community, promoting healthy behaviors, preventing injuries and the spread of disease, protecting against environmental hazards, responding to disasters and assisting in recovery, and assuring access to quality health care services. The Department performs its work in the context of the Ten Essential Services, as defined by the Centers for Disease Control and Prevention (CDC).



The Health Department’s 2018 budget continues the Department’s strong fiscal management record, implements thoughtful reforms that streamline staffing, achieve savings and modernize processes, and reinvests those savings in targeted initiatives toward achieving a thriving, healthy Weld County.

Building on successes in 2016 and 2017, our 2018 budget reflects our commitment to the department-wide 2016-2019 strategic plan that focuses primarily on the key priority of integrating select core public health services in our community to better achieve sustainability, enhance quality, and control costs. During the past two years, the Health Department has been diligently working toward three strategic goals: formal integration of health services into an established and enduring community system of care; supporting the community in addressing behavioral health

issues, including mental health and substance abuse; and increasing communication channels, both internally and within the community, using technology and other means.

In support of these strategic goals, budgetary planning for 2018 again includes an emphasis on funding technology additions and improvements in both our Greeley and Southwest Weld locations, strengthening and supporting strategic activities and community partnerships focused on behavioral health in our community, and expanding access to our services in convenient, efficient, and effective ways to engage and support all citizens of Weld County while controlling costs and meeting budget targets.

At the end of 2016, the Health Department proudly announced the significant achievement of our long-term goal of national public health accreditation. A cornerstone of public health accreditation, our 2018 budget continues to support our commitment to performance management. Our performance management system embeds a continuous system focused on assessment, planning, essential services, quality improvement, and workforce development to achieve our strategic priorities and provide outstanding customer service to Weld County residents. In 2017, as part of this performance management system, the Health Department restructured its staffing resources to realign and strengthen the delivery of our core public health services to the county's constituents. Most noteworthy was the split of what was formerly known as the Public Health Services division into two divisions, now known as Community Health Services and Public Health Clinical Services. The 2018 budget reflects the creation of these two divisions with the preparation of two distinct budgets for each division.

The Department's target budget for 2018 was established at \$5,089,441 by the Weld County Director of Finance and Administration and Board of County Commissioners. The Department again achieved its goal of hitting the target budget for 2018 with level funding except for annual increases related to personnel costs. To achieve the goals of preserving, promoting and protecting the health and environment of current residents and future generations in Weld County, the Department's available funding was allocated among the Department's newly realigned divisions (Administration, Environmental Health Services, Health Communication, Education and Planning [including Public Health Emergency Preparedness and Response], Community Health Services and Public Health Clinical Services).

Highlights of proposed changes in the 2018 budget include:

- Increased revenues. Overall, revenues are expected to increase by approximately 8.24% in 2018. The Community Health and Public Health Clinical Services divisions are projecting increases in Medicaid reimbursements in our clinical operations because of increased enrollment in Medicaid. In addition, patient payments are expected to increase slightly under charges for services. Due to new contracts with private health insurance providers, our clinical operations again project small increases in health insurance reimbursements. Environmental Health is projecting notable increases in fee income for licenses, permits and fines.
- Increased grant activity and funding. In 2018, all five divisions are projecting increased grant revenue averaging approximately 9% across the Department.

- Increased personnel services. An increase of approximately 5.54% is anticipated due to cost of living adjustments, step increases and benefit adjustments (PERA, Medicare and health insurance costs) in 2018. Furthermore, reclassifications of certain positions within the Health Department that are proposed to occur in 2017 will also play a role in this increase.
- Increased health insurance costs. For 2018 we are projecting an increase in health insurance costs of approximately 21.5%. This is primarily due to increased individual and family enrollment in the County's health plans.
- Decreased Information Technology Costs. Based on actual costs incurred in 2016, our data processing cost projections were decreased by approximately 8% in 2018.
- Increased Equipment (Small and Capitalized) Costs. All divisions are projecting higher equipment costs because of our proposed technology refresh and additions in 2018. These planned implementations are, among other things, geared toward reducing costs associated with attending local and regional meetings that are increasingly becoming available via teleconferences and webinars as alternative options to costly travel, recruiting the best personnel available who would like to relocate to Weld County, and continuing our technological interfaces between our electronic medical records and laboratory for both internal and external customers.

"For he who has health has hope; and he who has hope, has everything." – Owen Arthur

**PUBLIC HEALTH
SUMMARY OF REVENUES
2018**

Fund	Org	Acct	Account Title	2017 Budget	2018 Request	2018 Recommend	2018 Final
			LICENSES				
2560	41400	4210	LICENSES	294,000	318,400	318,400	318,400
2560	41400	4221	PERMITS	316,350	383,350	383,350	383,350
			TOTAL LICENSES	610,350	701,750	701,750	701,750
			INTERGOVERNMENTAL				
2530	41300	4321	MEDICAID	38,800	117	117	117
2534	41300	4321	MEDICAID	31,000	0	0	0
2535	41300	4321	MEDICAID	55,000	0	0	0
252211	41300	4321	MEDICAID	50,000	0	0	0
253211	41300	4321	MEDICAID	200,000	0	0	0
253910	41300	4321	MEDICAID	0	38,804	38,804	38,804
2560	41400	4321	MEDICAID	77,500	77,500	77,500	77,500
2590	41600	4321	MEDICAID	0	28,556	28,556	28,556
2591	41600	4321	MEDICAID	0	247,723	247,723	247,723
2592	41600	4321	MEDICAID	0	73,354	73,354	73,354
2599	41600	4321	MEDICAID	0	37,036	37,036	37,036
255810	41300	4336	REIMBURSEMENTS	54,352	54,352	54,352	54,352
2500	41100	4340	GRANTS	412,498	414,809	414,809	414,809
2512	41210	4340	GRANTS	12,500	12,500	12,500	12,500
2517	41210	4340	GRANTS	318,903	318,903	318,903	318,903
2523	41210	4340	GRANTS	199,527	233,992	233,992	233,992
2524	41210	4340	GRANTS	0	8,250	8,250	8,250
2525	41210	4340	GRANTS	116,785	126,549	126,549	126,549
2528	41210	4340	GRANTS	85,750	68,088	68,088	68,088
251010	41210	4340	GRANTS	147,901	179,911	179,911	179,911
252710	41210	4340	GRANTS	96,500	85,000	85,000	85,000
2531	41300	4340	GRANTS	0	12,075	12,075	12,075
2535	41300	4340	GRANTS	98,836	0	0	0
252211	41300	4340	GRANTS	829,566	837,404	837,404	837,404
253211	41300	4340	GRANTS	169,892	0	0	0
253310	41300	4340	GRANTS	191,432	234,054	234,054	234,054
253910	41300	4340	GRANTS	57,500	52,500	52,500	52,500
254311	41300	4340	GRANTS	158,382	0	0	0
254911	41300	4340	GRANTS	135,000	137,000	137,000	137,000
2560	41400	4340	GRANTS	55,500	67,200	67,200	67,200
254610	41400	4340	GRANTS	130,000	110,747	110,747	110,747
258110	41500	4340	GRANTS	230,699	273,284	273,284	273,284
2591	41600	4340	GRANTS	0	259,646	259,646	259,646
2592	41600	4340	GRANTS	0	169,129	169,129	169,129
2593	41600	4340	GRANTS	0	134,382	134,382	134,382
2594	41600	4340	GRANTS	0	16,300	16,300	16,300
2500	41100	4356	COUNTIES	4,869,653	5,089,441	5,089,441	5,089,441
			TOTAL INTERGOVERNMENTAL	8,823,476	9,398,606	9,398,606	9,398,606
			CHARGE FOR SERVICES				
2500	41100	4410	CHARGE FOR SERVICES	195,000	185,000	185,000	185,000
2530	41300	4410	CHARGE FOR SERVICES	80,700	25,506	25,506	25,506
2535	41300	4410	CHARGE FOR SERVICES	90,000	0	0	0
253211	41300	4410	CHARGE FOR SERVICES	60,000	0	0	0
253910	41300	4410	CHARGE FOR SERVICES	0	8,528	8,528	8,528
2560	41400	4410	CHARGE FOR SERVICES	322,500	329,900	329,900	329,900
2590	41600	4410	CHARGE FOR SERVICES	0	93,294	93,294	93,294
2591	41600	4410	CHARGE FOR SERVICES	0	67,474	67,474	67,474
2592	41600	4410	CHARGE FOR SERVICES	0	67,081	67,081	67,081
2593	41600	4410	CHARGE FOR SERVICES	0	15,486	15,486	15,486
			TOTAL CHARGE FOR SERVICES	748,200	792,269	792,269	792,269
			MISCELLANEOUS				
2560	41400	4510	FINES	7,500	15,000	15,000	15,000
2530	41300	4690	DONATIONS	800	0	0	0
2535	41300	4690	DONATIONS	100	0	0	0
253211	41300	4690	DONATIONS	16,000	0	0	0
253910	41300	4690	DONATIONS	0	1	1	1
254311	41300	4690	DONATIONS	300	0	0	0
2590	41600	4690	DONATIONS	0	800	800	800
2591	41600	4690	DONATIONS	0	14,383	14,383	14,383
2592	41600	4690	DONATIONS	0	170	170	170
2593	41600	4690	DONATIONS	0	429	429	429
			TOTAL MISCELLANEOUS	24,700	30,783	30,783	30,783
			TRANSFER				
2560	41400	712700	TRANSFER	643,428	639,035	639,035	639,035
			TOTAL PUBLIC HEALTH	10,850,154	11,562,443	11,562,443	11,562,443

**PUBLIC HEALTH
SUMMARY OF EXPENDITURES
2018**

Fund	Org	Expenditure Function	2017 Budget	2018 Request	2018 Recommend	2018 Final
2500	41100	ADMINISTRATION	195,000	185,000	185,000	185,000
251010	41210	GENERAL HEALTH EDUCATION	153,343	159,542	159,542	159,542
2517	41210	GENERAL HEALTH EDUCATION	327,534	329,565	329,565	329,565
2520	41210	GENERAL HEALTH EDUCATION	813,475	930,647	930,647	930,647
2621	41210	GENERAL HEALTH EDUCATION	25,261	20,130	20,130	20,130
2523	41210	GENERAL HEALTH EDUCATION	215,763	256,878	256,878	256,878
2524	41210	GENERAL HEALTH EDUCATION	0	13,033	13,033	13,033
2525	41210	GENERAL HEALTH EDUCATION	144,307	147,783	147,783	147,783
252710	41210	GENERAL HEALTH EDUCATION	101,796	138,383	138,383	138,383
2528	41210	GENERAL HEALTH EDUCATION	96,405	84,883	84,883	84,883
2530	41300	COMMUNITY HEALTH SERVICES	938,800	394,807	394,807	394,807
2531	41300	COMMUNITY HEALTH SERVICES	0	14,360	14,360	14,360
253211	41300	COMMUNITY HEALTH SERVICES	1,313,775	0	0	0
253310	41300	COMMUNITY HEALTH SERVICES	521,466	433,337	433,337	433,337
2535	41300	COMMUNITY HEALTH SERVICES	638,431	0	0	0
253910	41300	COMMUNITY HEALTH SERVICES	299,317	407,678	407,678	407,678
254311	41300	COMMUNITY HEALTH SERVICES	201,232	0	0	0
254911	41300	COMMUNITY HEALTH SERVICES	247,918	249,128	249,128	249,128
255211	41300	COMMUNITY HEALTH SERVICES	998,956	984,464	984,464	984,464
255810	41300	COMMUNITY HEALTH SERVICES	71,573	75,998	75,998	75,998
2560	41400	ENVIROMENTAL	3,116,798	3,250,091	3,250,091	3,250,091
256410	41400	ENVIROMENTAL	141,172	135,459	135,459	135,459
2580	41500	PUBLIC HEALTH PREPAREDNESS	47,133	54,488	54,488	54,488
258110	41500	PUBLIC HEALTH PREPAREDNESS	240,699	285,253	285,253	285,253
2590	41600	PUBLIC HEALTH CLINICAL SERVICES	0	747,037	747,037	747,037
2591	41600	PUBLIC HEALTH CLINICAL SERVICES	0	1,169,664	1,169,664	1,169,664
2592	41600	PUBLIC HEALTH CLINICAL SERVICES	0	674,151	674,151	674,151
2593	41600	PUBLIC HEALTH CLINICAL SERVICES	0	313,934	313,934	313,934
2594	41600	PUBLIC HEALTH CLINICAL SERVICES	0	106,750	106,750	106,750
TOTAL PUBLIC HEALTH			10,850,154	11,562,443	11,562,443	11,562,443

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH & ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Summary - - All Departments - - Fund 2500

DEPARTMENT DESCRIPTION: See individual units.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 7,449,535	\$ 8,216,864	\$ 8,671,677	\$ 8,671,677
Supplies	591,626	652,629	798,581	798,581
Purchased Services	1,274,965	2,144,181	2,134,921	2,134,921
Fixed Charges	726,261	841,732	937,306	937,306
Contra Expense	-892,663	-1,047,952	-1,027,742	-1,027,742
Capital	62,846	42,700	47,700	47,700
Gross County Cost	\$ 9,212,570	\$ 10,850,154	\$ 11,562,443	\$ 11,562,443
Revenue/Fund Bal.	5,945,577	5,980,501	6,473,002	6,473,002
Net County Cost	\$ 3,266,993	\$ 4,869,653	\$ 5,089,441	\$ 5,089,441
Budgeted Positions	93.350	96.125	97.075	97.075

SUMMARY OF CHANGES: See individual units. The following position reclassifications have been requested by the department.

<u>Dept. No.</u>	<u>Department</u>	<u>Current Position</u>	<u>New Position</u>
2500-41100	PH Admin	Admin Coord. (Grade 44)	Admin Coord. (Grade 54)
2500-41100	PH Admin	Office Tech IV (Grade 21)	Accounting Supr. (Grade 36)
2500-41100	PH Admin	Office Manager (Grade 30)	Office Mgr. Coord. (Grade 36)
2520-41210	PH Communications	Dir. Health Comm. (Grade 50)	Dir. Health Comm. (Grade 54)
2520-41210	PH Communications	None	Health Ed Spec. II (Grade 34)
2530-41300	Comm. Health Services	Dir. Health Svc (Grade 50)	Dir. Health Svc.. (Grade 54)
2530-41300	Comm. Health Services	Health Svc. Supr.(Grade 51)	Health Svc. Supr.(Grade 37)
2530-41300	Comm. Health Services	Hlth. Svc. Prog Coord. Grade 37)	Hlth. Svc. Prog Coord. Grade 39)
2560-41100	Environmental Health	Dir. Env. Health (0.5 FTE)	Dir. Env. Health (1.0 FTE)
2560-41100	Environmental Health	Septic Prog. Coord. (Grade 37)	Septic Prog. Coord. (Grade 39)

FINANCE/ADMINISTRATION RECOMMENDATION: See individual units.

BOARD ACTION: See individual units. Board approved all position reclassifications as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
See individual budget units			
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	3.16	3.16	3.08
Per capita cost (county support)	\$11.09	\$15.98	\$16.14

HEALTH FUND SUMMARY (CONTINUED) FUND 2500

Mission Statement: In partnership with the communities we serve, Weld County Department of Public Health and Environment preserves, promotes and protects the health and environment of the residents of Weld County. (Department of Public Health and Environment)

- Goal PHS1: Formally integrate health services into an established and enduring community system of care.
- Goal PHS2: Support the community in addressing behavioral health issues, including mental health and substance abuse.
- Goal PHS3: Increase communication channels, both internally and with the community, through the use of technology and other means.

**NOTE: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT HAS A
COMPREHENSIVE STRATEGIC PLAN AVAILABLE ONLINE AT:**

<http://www.co.weld.co.us/Departments/HealthEnvironment/index.html>

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Administration Services - - 2500-41100

DEPARTMENT DESCRIPTION: Overall administration of the Department of Public Health and Environment, including personnel, procurement, budgeting, fiscal management, data and records management, contract and grant management, and facilities management. The Executive Director is the official registrar of vital statistics for Weld County. Records of deaths that occurred in Weld County are kept and certified copies are available upon request from the Deputy Registrars. Birth records for births that occurred anywhere in the State of Colorado are available electronically and certified copies can be issued upon request from the Deputy Registrars.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 767,276	\$ 827,674	\$ 906,084	\$ 906,084
Supplies	27,280	57,650	45,975	45,975
Purchased Services	60,897	98,550	95,223	95,223
Fixed Charges	0	0	0	0
Contra Expense	-678,110	-831,574	-909,982	-909,982
Capital	8,469	42,700	47,700	47,700
Gross County Cost	\$ 185,812	\$ 195,000	\$ 185,000	\$ 185,000
Revenue	185,812	195,000	185,000	185,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	10.0	10.0	10.0	10.0

SUMMARY OF CHANGES: There is a \$78,410 (9.47%) increase in Personnel Services costs for 2018. This net increase is the result of increased health insurance costs (changes to enrolled family members) and increases in salaries and benefits due to position reclassifications, step increases and cost of living adjustment in 2018.

Supplies decreased by \$11,675. Purchased Services will decrease by \$3,327. The changes are due to the Administration division reducing the allocated costs of postage and phones by more direct charges to Health department divisions. In 2018, as part of the department's efforts to refresh technology items of equipment will fall into the capital expenditures category in the amount of \$47,700.

There will be an increase of 9.43%, or \$78,408, in contra expenditures that will be reallocated to the divisions of the Health Department.

The department anticipates birth certificate issuance volume to maintain at historical levels and death certificate issuance volume to decrease due to the full implementation of the State's electronic death registry (EDR) system. This reduction has led the department to adjust revenue projections by \$(10,000), which is an 5.13% decrease over prior years' budgeted revenue expectations.

HEALTH ADMINISTRATION (CONTINUED) 2500-41100

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Greeley Office:			
Birth Certificates issued	6,947	7,000	7,000
Death Certificates issued	8,475	9,000	9,000
Southwest Weld Office:			
Birth Certificates issued	895	1,000	1,000
Death Certificates issued	159	200	200
VitalChek:			
Birth Certificates issued	372	450	450
Death Certificates issued	24	50	50
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.340	.328	.317
Per capita cost	\$2.30	\$2.73	\$2.89

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	408,831	412,498	414,809	414,809
Net County Cost	\$ -408,831	\$ -412,498	\$ -414,809	\$ -414,809
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Non-program revenue from Local Planning and Support, formerly known as Per Capita, to support essential public health services is projected to increase by \$2,311, or 0.56%.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BO BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Health Communication Section - - 2520-41210

DEPARTMENT DESCRIPTION: Health Communication, Education and Planning (HCEP) includes county and grant funded health communication/prevention programs that promote healthy behaviors to reduce the burden of chronic disease in our county. The Health Communication team coordinates the Community Health Improvement Plan and strategic planning functions for the department. HCEP serves as the liaison with the local TV/radio/newspaper media for the Health Department. They develop and disseminate emergency communication and educational materials to the public. The HCEP team provides support internally for producing educational materials, reports, and local health data. Health Communication partners with the community to implement strategies that promote and support healthy behaviors. These include improving access to healthy foods and recreation for all residents, cardiovascular disease and diabetes prevention and management, men's health screening and lifestyle education, healthy relationships for teens and parents to prevent unintended pregnancy and STI, tobacco use prevention, and traffic safety and prevention of unintentional injuries for teens. Coalitions such as Drive Smart Weld County, the Community Health Improvement Plan (CHIP) coalition, and the Weld Tobacco-Free Coalition, provide guidance to the department to address these important health issues in Weld County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,151,910	\$ 1,289,461	\$ 1,446,098	\$ 1,446,098
Supplies	11,736	29,244	26,536	26,536
Purchased Services	206,926	402,886	434,470	434,470
Fixed Charges	127,468	156,293	173,740	173,740
Contra Expense	0	0	0	0
Gross County Cost	\$ 1,498,040	\$ 1,877,884	\$ 2,080,844	\$ 2,080,844
Revenue	928,682	977,866	1,033,193	1,033,193
Net County Cost	\$ 569,358	\$ 900,018	\$ 1,047,651	\$ 1,047,651
Budget Positions	13.75	16.375	16.625	16.625

SUMMARY OF CHANGES: Personnel Services have an increase of \$156,637, due to increased health insurance costs (changes to enrolled family members), position reclassification, cost of living adjustments and step increases, including the net addition of 0.25 FTE.

Revenue has an increase of \$55,327 which is an increase in grants, and helps adjust for the overall increase of \$147,633 in Net County Cost.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

HEALTH COMMUNICATION SECTION (CONTINUED) 2520-41210

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
# residents reached by the classes, programs	170,000	175,000	180,000
News release exposure	700,000	720,000	750,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.467	.4538	.527
Per capita cost (county support)	\$1.93	\$2.95	\$3.32
<u>Effectiveness results</u>			
Reduction in motor vehicle fatalities	55	35	51
Reduction in teen birth rate for			
15 - 17 yr. olds -- MCH data	19/1,000	18/1,000	13/1,000
Number of obese/overweight adults -- CHA data	64%	64%	67%
Adult Smoking rates -- CHA data	14.0%	14.0%	14.5%

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 Services - - 2530-41300

DEPARTMENT DESCRIPTION: The division holds clinics for immunizations, family planning, international travel health, and Tuberculosis. It also provides immunizations, screening, counseling, communicable disease surveillance, containment, treatment, and teaching. Provides home visits for health promotion, evaluation, health assessment, and community activities.

RESOURCES 41300 & 41600	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,976,040	\$ 3,437,257	\$ 3,614,478	\$ 3,614,478
Supplies	359,636	350,795	501,924	501,924
Purchased Services	590,807	1,028,462	986,568	986,568
Fixed Charges	328,947	414,954	468,338	468,338
Contra Expense	0	0	0	0
Capital	14,525	0	0	0
Gross County Cost	\$ 4,269,955	\$ 5,231,468	\$ 5,571,308	\$ 5,571,308
Revenue	2,598,160	2,317,660	2,625,584	2,625,584
Net County Cost	\$ 1,671,795	\$ 2,913,808	\$ 2,945,724	\$ 2,945,724
Budgeted Positions	41.35	42.00	42.2	42.2

RESOURCES 41300	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services			\$ 1,836,013	\$ 1,836,013
Supplies			72,146	72,146
Purchased Services			422,156	422,156
Fixed Charges			229,457	229,457
Contra Expense			0	0
Capital			0	0
Gross County Cost			\$ 2,559,772	\$ 2,559,772
Revenue			1,400,341	1,400,341
Net County Cost			\$ 1,159,431	\$ 1,159,431
Budgeted Positions			22.542	22.542

**COMMUNITY HEALTH SERVICES
PUBLIC HEALTH CLINIC SERVICES
(CONTINUED)
2530-41300 2590-41600**

RESOURCES 41600	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services			\$ 1,778,465	\$ 1,778,465
Supplies			429,778	429,778
Purchased Services			564,412	564,412
Fixed Charges			238,881	238,881
Contra Expense			0	0
Capital			0	0
Gross County Cost			\$ 3,011,536	\$ 3,011,536
Revenue			1,225,243	1,225,243
Net County Cost			\$ 1,786,293	\$ 1,786,293
Budgeted Positions			19.658	19.658

SUMMARY OF CHANGES: In 2017 the division of Public Health Services, also known as Nursing, was split into two divisions, Community Health Services (41300) and Public Health Clinical Services (41600). The three tables above are meant to disseminate historical information for 2016 and 2017 and expenditures and revenues for the two new divisions in 2018. The descriptions below combine the two divisions to more easily describe the changes that will occur in 2018 as though the two divisions had not split.

Personnel Services expenditures increased by 5.16%, or \$177,221. The increase of \$177,221 is attributable to planned position reclassifications, step increases and a cost of living increase in 2018.

Supplies and Purchased Services categories have increased by \$109,235. This increase is primarily due to projected increased costs of medical supplies and services across several clinical programs. In addition, the department has budgeted for the replacement of small items of equipment as medical equipment/technology becomes worn and/or outdated. There are also increases in information technology charges as a result of higher costs associated with our electronic health record used for clinical charting and billing in the Public Health Services division. The department budgeted for an update to its electronic medical record system to add bar-coding technology that will eliminate human error and increase efficiencies in the clinic and the clinical pharmacy.

Fixed charges increased \$53,384, or 12.87% primarily due to an increase in projected administration overhead costs. Overall revenue is expected to increase by \$307,924 or approximately 10.57%. This is primarily due to increases in both Medicaid and grant funding in many of our Public Health Services programs.

**COMMUNITY HEALTH SERVICES
PUBLIC HEALTH CLINIC SERVICES
(CONTINUED)
2530-41300 2590-41600**

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES – COMMUNITY HEALTH SERVICES - 41300

Work Outputs	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
Communicable Disease Program			
Outbreak Investigations	13	13	15
Reportable Disease Investigations	343	366	370
Tuberculosis Visits	1,366	1,200	1,500
Skilled Nursing Facility Infection Program Trainings	0	5	5
Health Communities – Clients Contacted	17,000	20,000	18,000
Mobile Unit			
Outings	163	170	160
Sites Visited	418	425	400
Nurse-Family Partnership for First-Time Mothers			
Homes Visits	2,367	2,100	2,800
Mothers and Infants Served	319	290	330
Total Time Spent with Clients (hours)	2,703	2,500	2,800
Maternal and Child Health – HCP – CC			
Clients Served	517	470	500
Direct referrals received	118	150	120
Community Outreach Programs			
Clients Assisted	490	505	540
Outreach Events	11	50	70
Community Partner Meetings	23	50	100

**COMMUNITY HEALTH SERVICES
PUBLIC HEALTH CLINIC SERVICES
(CONTINUED)
2530-41300 2590-41600**

PERFORMANCE MEASURES – PUBLIC HEALTH CLINICAL SERVICES - 41600

Work Outputs	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
Immunization/Communicable Disease Program			
Immunization Visits	1,827	1,900	2,000
Vaccinations Given (North)	4,775	6,500	5,000
Vaccinations Given (South)	928	800	900
Outreach Events	12	12	12
Telethon Contacts-Outreach Calls	4,439	5,700	5,700
Travel Immunization Clinic Visits	137	170	200
Family Planning Visits	2,619	2,700	2,800
MD Clinic Visits	108	200	120
Sexually Transmitted Infections Visits	272	300	350
Women's Wellness Connection (WWC) Visits	81	115	240
WISEWOMAN Visits	68	100	160
WWC – Targeted Outreach – Clients Contacted	5,200	7,600	7,800
<u>Efficiency Measures - 41300 & 41600</u>			
FTE's per 10,000/capita	1.4	1.38	1.34
Per capita cost (county support)	\$5.68	\$9.57	\$9.34
<u>Efficiency Measures - 41300</u>			
FTE's per 10,000/capita	0.0	0.0	0.715
Per capita cost (county support)	\$0.00	\$0.00	\$3.68
<u>Efficiency Measures - 41600</u>			
FTE's per 10,000/capita	0.0	0.0	0.623
Per capita cost (county support)	\$0.00	\$0.00	\$5.67

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment Budget Unit Request Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Environmental Health Services - - 2560-41400

DEPARTMENT DESCRIPTION: The primary mission of the division is to protect and perpetuate the public health of the citizens of the county with scientific risk assessments, the development of policies, monitoring and inspections, consultation, and the enforcement of regulations designed to protect food, water, and air supplies. Services include technical assistance and consultation, monitoring and sampling, inspection and enforcement, education and outreach, and planning activities. The laboratory's purpose is to process medical and water samples.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,331,886	\$ 2,450,893	\$ 2,484,117	\$ 2,484,117
Supplies	181,429	211,550	220,756	220,756
Purchased Services	402,666	556,587	524,110	524,110
Fixed Charges	250,118	255,318	274,327	274,327
Contra Expense	-214,553	-216,378	-117,760	-117,760
Capital	39,852	0	0	0
Gross County Cost	\$ 2,991,398	\$ 3,257,970	\$ 3,385,550	\$ 3,385,550
Revenue	1,981,503	1,846,778	1,941,132	1,941,132
Net County Cost	\$ 1,009,895	\$ 1,411,192	\$ 1,444,418	\$ 1,444,418
Budgeted Positions	25.75	25.75	26.25	26.25

SUMMARY OF CHANGES: Net County Cost has increased by \$33,226. Personnel services have increased by \$33,224 (only \$2 less than the net county cost increase). The increase is due to greater costs for health insurance as well as an additional 0.50 FTE to bring the EH Director position back to full-time. These increases have been offset somewhat by decreased salary costs due to retirement of long-term employees.

The EHS Division's request for Supplies has increased by \$9,206. The increase is due to greater costs for computer software for all programs as well as laboratory medical costs for consumables. Purchased services decreased by \$32,477. Overhead charges increased by \$19,009.

Revenue is expected to increase by \$94,354. The increase is due to the additional license fee revenue from the legislative action that raised the retail food establishment license fees (additional \$22,400 for the second year) and increased revenue from the issuance of ISDS permits (\$167,000).

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**ENVIRONMENTAL HEALTH SERVICES
(CONTINUED)
2560-41400**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs*</u>			
Food inspections, activities, complaints	3,870	3,900	3,900
Laboratory analyses	17,788	18,000	18,000
Household Hazardous Waste Disposed (#'s)	430,346	510,000	510,000
Environmental Planning Reviews	593	573	593
I.S.D.S. permits and inspections	1,374	1,493	1,374
Waste inspections, complaints, spill reports	248	264	250
Biosolids Inspections, activities, complaints	155	175	155
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.874	.845	.833
Per capita cost (county support)	\$3.43	\$4.63	\$4.58

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment Budget Unit Request Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Public Health Preparedness - - 2580-41500

DEPARTMENT DESCRIPTION: Public Health Preparedness utilizes grants and county funding to enhance the ambient level of emergency preparedness, both internally (county organization) and externally (constituents). This unit is charged with preparing for, and responding to, incidents and events which threaten the quality and quantity of life within the purview of health and environment; develops exercises and evaluates various plans, procedures and protocols associated with emergency preparedness; is assigned disease investigation duties and functions, along with regional bioterrorism laboratory duties and functions; houses the county-wide Health Alert Network, communications and warning operations; and is engaged in local, regional, state and national collaborative efforts associated with these disciplines.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 222,423	\$ 211,579	\$ 220,900	\$ 220,900
Supplies	11,545	3,390	3,390	3,390
Purchased Services	13,669	57,696	94,550	94,550
Fixed Charges	19,728	15,167	20,901	20,901
Capital	0	0	0	0
Gross County Cost	\$ 267,365	\$ 287,832	\$ 339,741	\$ 339,741
Revenue	251,420	230,699	273,284	273,284
Net County Cost	\$ 15,945	\$ 57,133	\$ 66,457	\$ 66,457
Budgeted Positions	2.5	2.0	2.0	2.0

SUMMARY OF CHANGES: No increase in FTE; however slight increases in Personnel Services to adjust for cost of living and step increases (\$9,321). No increase in Supplies (\$0); but an increase in Purchased Services (\$36,854), which is offset by an increase in Revenue (\$42,585). Net County Cost increased slightly (\$9,324).

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

PERFORMANCE MEASURES

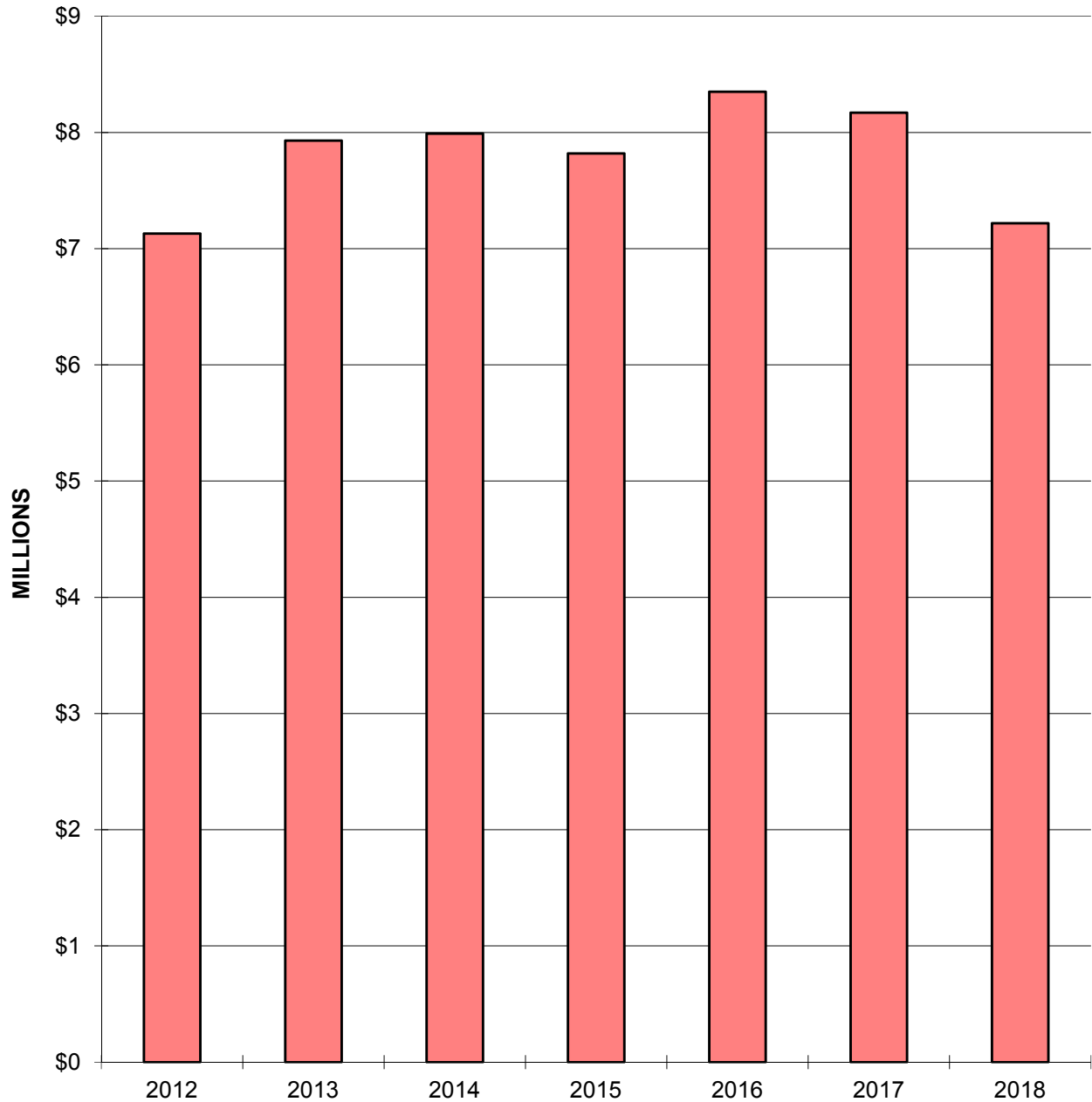
	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
FTE's per 10,000 capita	.085	.066	.063
Per capita cost (county support)	\$0.05	\$0.19	\$0.21

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 \$7,221,376 for 2018, which is down \$944,962 or 11.57 percent from the previous year. There are shifts in funding by program. The Community Services Block Grant is down only \$1,835, and Senior Nutrition programs are down \$20,703. Department of Labor programs are down \$759,310. Area Agency on Aging is up \$213,114 or 5.91 percent.

Being totally reliant upon state and federal funding sources, Human Services continues to operate in an uncertain environment. The Human Services Fund budget has been constructed based upon the best available information on the funding levels. It is very likely that many of the amounts will be changed between now and the actual execution of the 2018 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 \$2,020,490 for 2018. In addition, the Job Service contract will be \$860,000 down \$203,200. Funding for this program should remain fairly constant, depending on budget control measures enacted at the Federal level.

The Human Services Fund is totally funded through state and federal programs, with the exception of the 25 percent local match for the Area Agency on Aging program, which amounts to \$12,351.

Other programs of the Human Services Fund remain relatively stable programmatically with the following 2018 funding levels:

Area Agency on Aging	\$ 3,395,336
Senior Nutrition	\$ 651,274
CSBG	\$ 294,276

In the above programs, Weld County must continue to be responsive and reactive to federal and state administrative and budget changes in 2018.

**HUMAN SERVICES
SUMMARY OF REVENUES
2018**

Fund	Org	Acct	Account Title	2017 Budget	2018 Request	2018 Recommend	2018 Final
INTERGOVERNMENTAL							
2650	61750	4314	USDA	145,000	0	0	0
2650	61751	4314	USDA	79,545	50,000	50,000	50,000
2650	61765	4314	USDA	75,005	75,005	75,005	75,005
2650	61775	4314	USDA	7,985	7,279	7,279	7,279
2625	61401	4320	FEDERAL GRANTS	677,400	400,000	400,000	400,000
2625	61420	4320	FEDERAL GRANTS	415,800	185,000	185,000	185,000
2625	61422	4320	FEDERAL GRANTS	0	145,000	145,000	145,000
2625	61430	4320	FEDERAL GRANTS	0	50,000	50,000	50,000
2625	61440	4320	FEDERAL GRANTS	415,800	320,000	320,000	320,000
2625	61450	4320	FEDERAL GRANTS	180,000	116,250	116,250	116,250
2625	61451	4320	FEDERAL GRANTS	540,000	348,750	348,750	348,750
2625	61460	4320	FEDERAL GRANTS	1,063,200	810,000	810,000	810,000
2625	61461	4320	FEDERAL GRANTS	0	40,000	40,000	40,000
2625	61505	4320	FEDERAL GRANTS	0	20,490	20,490	20,490
267895	61601	4320	FEDERAL GRANTS	23,700	294,276	294,276	294,276
267895	61610	4320	FEDERAL GRANTS	8,800	0	0	0
267895	61620	4320	FEDERAL GRANTS	8,800	0	0	0
267895	61630	4320	FEDERAL GRANTS	133,511	0	0	0
267895	61640	4320	FEDERAL GRANTS	88,800	0	0	0
267895	61650	4320	FEDERAL GRANTS	32,500	0	0	0
2650	61701	4320	FEDERAL GRANTS	147,755	105,206	105,206	105,206
2650	61705	4320	FEDERAL GRANTS	70,000	46,900	46,900	46,900
2650	61710	4320	FEDERAL GRANTS	40,896	35,244	35,244	35,244
2650	61715	4320	FEDERAL GRANTS	13,088	10,000	10,000	10,000
2650	61720	4320	FEDERAL GRANTS	13,087	7,500	7,500	7,500
2650	61730	4320	FEDERAL GRANTS	33,000	53,900	53,900	53,900
2650	61740	4320	FEDERAL GRANTS	22,500	19,900	19,900	19,900
2650	61745	4320	FEDERAL GRANTS	10,000	10,000	10,000	10,000
2650	61750	4320	FEDERAL GRANTS	322,509	343,000	343,000	343,000
2650	61755	4320	FEDERAL GRANTS	79,545	86,000	86,000	86,000
2650	61760	4320	FEDERAL GRANTS	13,278	12,848	12,848	12,848
2650	61770	4320	FEDERAL GRANTS	2,266	2,043	2,043	2,043
265995	61780	4320	FEDERAL GRANTS	1,395,950	1,756,300	1,756,300	1,756,300
2650	61785	4320	FEDERAL GRANTS	15,453	18,843	18,843	18,843
265995	61790	4320	FEDERAL GRANTS	465,332	49,000	49,000	49,000
2650	61935	4320	FEDERAL GRANTS	16,904	14,966	14,966	14,966
2650	61940	4320	FEDERAL GRANTS	37,500	39,042	39,042	39,042
2650	61945	4320	FEDERAL GRANTS	40,000	40,000	40,000	40,000
2650	61805	4340	GRANTS	10,000	10,000	10,000	10,000
2650	61835	4340	GRANTS	105,638	103,625	103,625	103,625
2650	61840	4340	GRANTS	118,753	135,000	135,000	135,000
2650	61841	4340	GRANTS	50,500	48,000	48,000	48,000
2650	61845	4340	GRANTS	0	18,800	18,800	18,800
2650	61850	4340	GRANTS	96,834	189,851	189,851	189,851
2650	61855	4340	GRANTS	43,525	0	0	0
2650	61860	4340	GRANTS	10,300	0	0	0
2650	61865	4340	GRANTS	67,500	32,500	32,500	32,500
2650	61866	4340	GRANTS	0	30,000	30,000	30,000
2650	61875	4340	GRANTS	71,800	48,000	48,000	48,000
2650	61880	4340	GRANTS	56,000	61,000	61,000	61,000
2650	61885	4340	GRANTS	65,000	0	0	0
2650	61890	4340	GRANTS	70,872	59,477	59,477	59,477
2650	61895	4340	GRANTS	910	0	0	0
2650	61900	4340	GRANTS	10,000	5,000	5,000	5,000
2650	61905	4340	GRANTS	25,380	25,509	25,509	25,509
2650	61915	4340	GRANTS	124,000	92,000	92,000	92,000
2650	61920	4340	GRANTS	0	58,000	58,000	58,000
2650	61925	4340	GRANTS	37,210	27,247	27,247	27,247
2650	61930	4340	GRANTS	134,750	135,000	135,000	135,000
2650	61701	711000	TRANSFER	12,351	12,351	12,351	12,351
TOTAL INTERGOVERNMENTAL				7,746,232	6,604,102	6,604,102	6,604,102
CHARGE FOR SERVICES							
2645	61200	4410	CHARGE FOR SERVICES	222,800	270,000	270,000	270,000
2646	61300	4410	CHARGE FOR SERVICES	74,800	125,000	125,000	125,000
2650	61890	4410	CHARGE FOR SERVICES	77,128	0	0	0
TOTAL CHARGE FOR SERVICES				374,728	395,000	395,000	395,000
MISCELLANEOUS							
2650	61750	4690	DONATIONS	45,378	172,274	172,274	172,274
TOTAL HUMAN SERVICES				8,166,338	7,171,376	7,171,376	7,171,376

**HUMAN SERVICES
SUMMARY OF EXPENDITURES
2018**

Fund	Org	Expenditure Function	2017 Budget	2018 Request	2018 Recommend	2018 Final
2625	61401	WIOA ADULT	677,400	400,000	400,000	400,000
2625	61420	WIOA DILOCATED WORKER	415,800	185,000	185,000	185,000
2625	61422	WIOA DW ENHANCED	0	145,000	145,000	145,000
2625	61430	WIOA DW UI PILOT	0	50,000	50,000	50,000
2625	61440	WIOA DW NEG	415,800	320,000	320,000	320,000
2625	61450	WIOA YOUTH IN SCHOOL	180,000	116,250	116,250	116,250
2625	61451	WIOA YOUTH OUT OF SCHOOL	540,000	348,750	348,750	348,750
2625	61460	WAGNER/PEYSER	1,063,200	860,000	860,000	860,000
2625	61461	SUMMER JOB HUNT	0	40,000	40,000	40,000
2625	61505	WIOA PERFORMANCE INCENTIVE	0	20,490	20,490	20,490
2645	61200	EDUCATION LAB	222,800	270,000	270,000	270,000
2646	61300	AMERICORPS	74,800	125,000	125,000	125,000
2650	61701	AAA ADMIN	160,106	117,557	117,557	117,557
2650	61705	AAA PART B LEGAL	70,000	46,900	46,900	46,900
2650	61710	AAA PART B OMBUDSMAN	40,896	35,244	35,244	35,244
2650	61715	AAA PART B HOMEMAKER	13,088	10,000	10,000	10,000
2650	61720	AAA PART B PERSONAL CARE	13,087	7,500	7,500	7,500
2650	61730	AAA PART B COUNSELING	33,000	53,900	53,900	53,900
2650	61740	AAA PART B OUTREACH	22,500	19,900	19,900	19,900
2650	61745	AAA PART B TRANSPORTATION	10,000	10,000	10,000	10,000
2650	61750	AAA PART C 1	512,887	515,274	515,274	515,274
2650	61751	AAA NSIP	79,545	50,000	50,000	50,000
2650	61755	AAA C 2	79,545	86,000	86,000	86,000
2650	61760	AAA PART D	13,278	12,848	12,848	12,848
2650	61765	AAA CHF	75,005	75,005	75,005	75,005
2650	61770	AAA ELDER ABUSE	2,266	2,043	2,043	2,043
2650	61775	AAA SPECIAL OMBUDSMAN	7,985	7,279	7,279	7,279
2650	61785	AAA CCT	15,453	18,843	18,843	18,843
2650	61805	AAA VALE	10,000	10,000	10,000	10,000
2650	61835	AAA STATE ADMIN	105,638	103,625	103,625	103,625
2650	61840	AAA STATE INFORMATION AND ASSISTANC	118,753	135,000	135,000	135,000
2650	61841	AAA STATE HEALTH PROMOTIONS	50,500	48,000	48,000	48,000
2650	61845	AAA STATE EDUCATION	0	18,800	18,800	18,800
2650	61850	AAA STATE OMBUDSMAN	96,834	189,851	189,851	189,851
2650	61855	AAA STATE HOMEMAKER	43,525	0	0	0
2650	61860	AAA STATE PERSONAL CARE	10,300	0	0	0
2650	61865	AAA STATE OUTREACH	67,500	32,500	32,500	32,500
2650	61866	AAA STATE CASE MANAGEMENT	0	30,000	30,000	30,000
2650	61875	AAA STATE COUNSELING	71,800	48,000	48,000	48,000
2650	61880	AAA STATE CHORE	56,000	61,000	61,000	61,000
2650	61885	AAA STATE TRANSPORTATION	65,000	0	0	0
2650	61890	AAA STATE PART C1	148,000	59,477	59,477	59,477
2650	61895	AAA STATE PART C2	910	0	0	0
2650	61900	AAA STATE SHELF STABLE MEALS	10,000	5,000	5,000	5,000
2650	61905	AAA STATE VISUALLY IMPAIRED	25,380	25,509	25,509	25,509
2650	61915	AAA STATE DENTAL VISION & HEARING	124,000	92,000	92,000	92,000
2650	61920	AAA STATE SENIOR CENTER OPERATIONS	0	58,000	58,000	58,000
2650	61925	AAA STATE PART E RESPITE	37,210	27,247	27,247	27,247
2650	61930	AAA STATE SOUTH COUNTY RVNA	134,750	135,000	135,000	135,000
2650	61935	AAA PART E GRANDPARENTING	16,904	14,966	14,966	14,966
2650	61940	AAA PART E CAREGIVER	37,500	39,042	39,042	39,042
2650	61945	AAA PART E RESPITE	40,000	40,000	40,000	40,000
265995	61780	SINGLE ENTRY POINT	1,395,950	1,756,300	1,756,300	1,756,300
265995	61790	HOME CARE ALLOWANCE	465,332	49,000	49,000	49,000
267895	61601	CSBG EF	23,700	63,600	63,600	63,600
267895	61610	CSBG ADMIN	8,800	12,100	12,100	12,100
267895	61620	CSBG AAAA LINKAGES	8,800	46,500	46,500	46,500
267895	61630	CSBG EMERGENCY SERVICES	133,511	55,450	55,450	55,450
267895	61640	CSBG TANF EMPLOYMENT INTERSHIP	88,800	86,700	86,700	86,700
267895	61650	CSBG AMERICORPS SERVICES	32,500	29,926	29,926	29,926
TOTAL HUMAN SERVICES			8,166,338	7,221,376	7,221,376	7,221,376

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Summary – All Budget Units in Human Services Fund

DEPARTMENT DESCRIPTION: See Individual Units.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 4,934,345	\$ 5,017,314	\$ 4,953,733	\$ 4,953,733
Supplies	300,247	237,411	248,694	248,694
Purchased Services	2,192,239	2,911,613	2,018,949	2,018,949
Fixed Charges	42,760	0	0	0
Gross County Cost	\$ 7,469,591	\$ 8,166,338	\$ 7,221,376	\$ 7,221,376
Revenue	7,047,461	8,153,987	7,159,025	7,159,025
Net County Cost	\$ - 422,130	\$ 12,351	\$ 62,351	\$ 62,351
Budget Positions	82	85	85	85

SUMMARY OF CHANGES: See Individual Budget Units.

OBJECTIVES: See Individual Budget Units.

BOARD ACTION: See Individual Budget Units.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary for all budget units in this fund.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Wagner/Peyser - - 2625-61460 [Formerly 60000-2626]

DEPARTMENT DESCRIPTION: Administer all Job Service activities in Weld County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$729,381	\$ 950,200	\$ 750,000	\$ 750,000
Supplies	20,305	83,000	80,000	80,000
Purchased Services	25,548	30,000	30,000	30,000
Gross County Cost	\$ 775,234	\$ 1,063,200	\$ 860,000	\$ 860,000
Revenue	788,295	1,063,200	810,000	810,000
Net County Cost	\$ - 13,061	\$ 0	\$ 50,000	\$ 50,000
Budget Positions	16	19	19	19

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	21,000	21,000	21,000
<u>Efficiency Measures</u>			
Per capita cost	\$ 2.632	\$ 3.490	\$ 2.728
<u>Effectiveness Measures (desired results)</u>			
Job placements	50%	50%	50%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Summer Job Hunt - 2625-61461 [Formerly 60000-2627]

DEPARTMENT DESCRIPTION: Administer youth employment program for the summer months.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 38,130	\$ 0	\$ 33,975	\$ 33,975
Supplies	52	0	25	25
Purchased Services	1,870	0	6,000	6,000
Gross County Cost	\$ 40,052	\$ 0	\$ 40,000	\$ 40,000
Revenue	40,359	0	40,000	40,000
Net County Cost	\$ - 307	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: Weld County Employment Services has not received notification of funding for the Summer Job Hunt program for 2018. Funding, however, will likely be provided for the program.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	2,500	-	2,500
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.136	-	\$0.127
<u>Effectiveness Measures (desired results)</u>			
Clients placed in employment	2,500		2,500

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Workforce Innovation and Opportunity Act (WIOA)

BUDGET UNIT TITLE AND NUMBER: (Admin.) 60000-2635 [Discontinued]

DEPARTMENT DESCRIPTION: This program tracks the administration for all of the Workforce Innovation and Opportunity Act (WIOA) grants.

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
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	-	-	--

SUMMARY OF CHANGES: The costs formerly tracked as WIOA Admin will now be tracked as administrative charges within the WIOA Program Components, including H1B, WIOA-Adult, WIOA-Youth, and WIOA-Dislocated Worker.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
Per capita cost	-	-	-

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

WIOA (Adult) 2625-61401

BUDGET UNIT TITLE AND NUMBER: and H1B 2625-61410 [Formerly 60000-2636]

DEPARTMENT DESCRIPTION: This program provides employment and training for eligible adults.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 208,541	\$ 278,800	\$ 220,000	\$ 220,000
Supplies	2,368	1,000	1,000	1,000
Purchased Services	193,842	397,600	179,000	179,000
Fixed Charges	0	0	0	0
Gross County Cost	\$ 404,751	\$ 677,400	\$ 400,000	\$ 400,000
Revenue	408,902	677,400	400,000	400,000
Net County Cost	\$ - 4,151	\$ 0	\$ 0	\$ 0
Budget Positions	6	6	6	6

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	235	240	231
<u>Efficiency Measures</u>			
Per capita cost	\$ 1.374	\$ 2.224	\$ 1.269
<u>Effectiveness Measures (desired results)</u>			
Entered employment rate	66.2%	66.2%	70.4%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

WIOA (Youth) 2625-61450/61451

BUDGET UNIT TITLE AND NUMBER: [Formerly 60000-2637]

DEPARTMENT DESCRIPTION: This program provides employment and training programs for in-school and out-of-school youth.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 387,347	\$ 447,000	\$ 390,000	\$ 390,000
Supplies	2,892	3,000	3,000	3,000
Purchased Services	176,696	270,000	72,000	72,000
Fixed Charges	0	0	0	0
Gross County Cost	\$ 566,935	\$ 720,000	\$ 465,000	\$ 465,000
Revenue	578,885	720,000	465,000	465,000
Net County Cost	\$ - 11,950	\$ 0	\$ 0	\$ 0
Budget Positions	8	8	8	8

SUMMARY OF CHANGES: Grant funding dropped by \$255,000 for this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Youth served	230	210	210
<u>Efficiency Measures</u>			
Per capita cost	\$ 1.925	\$ 2.364	\$ 1.475
<u>Effectiveness Measures (desired results)</u>			
Entered Employment rate (Older Youth)	58.5%	58.5%	56.8%
Skill Attainment rate (Younger Youth)	62.0%	62.0%	57.5%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: 10% Incentive Grant (CIMS) 60000-2639

DEPARTMENT DESCRIPTION: To foster the development and continuous improvements of the Weld County region workforce system.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 16,971	\$ 0	\$ 20,490	\$ 20,490
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Gross County Cost	\$ 16,971	\$ 0	\$ 20,490	\$ 20,490
Revenue	16,971	0	20,490	20,490
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: Funding is being restored in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
Per capita cost	\$0.058	\$0.000	\$0.065

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Workforce Investment Act

BUDGET UNIT TITLE AND NUMBER: (Statewide Activities Grant) 60000-2640

DEPARTMENT DESCRIPTION: These funds are incentive grants based on performance of the WIOA programs and are used for staff training, administration, contracted services and other programs.

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

SUMMARY OF CHANGES: This funding was not made available to local workforce centers for the 2015-16 or 2016-17 State Fiscal Years and will likely continue to be unfunded during the 2017-18 Year.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
Per capita cost	\$0	\$0	\$0

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

WIOA (Dislocated Worker Prog)

BUDGET UNIT TITLE AND NUMBER: 2625-61420/61430/61440 [Formerly 60000-2643]

DEPARTMENT DESCRIPTION: This program provides retraining for laid off clients.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 364,370	\$ 374,100	\$ 374,100	\$ 374,100
Supplies	3,511	27,500	27,500	27,500
Purchased Services	174,299	430,000	298,400	298,400
Fixed Charges	41,391	0	0	0
Gross County Cost	\$ 583,571	\$ 831,600	\$ 700,000	\$ 700,000
Revenue	467,440	831,600	700,000	700,000
Net County Cost	\$ 116,131	\$ 0	\$ 0	\$ 0
Budget Positions	2	2	2	2

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	140	140	164
<u>Efficiency Measures</u>			
Per capita cost	\$ 1.982	\$ 2.730	\$ 2.220
<u>Effectiveness Measures (desired results)</u>			
Entered employment rate	66.8%	66.8%	71.5%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Educational Lab - 2645-61200 [Formerly 60000-2645]

DEPARTMENT DESCRIPTION: This fund covers the cost of operating the Computer Education Lab.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 175,053	\$ 133,500	\$ 175,000	\$ 175,000
Supplies	78,833	71,800	75,000	75,000
Purchased Services	20,514	17,500	20,000	20,000
Gross County Cost	\$ 274,400	\$ 222,800	\$ 270,000	\$ 270,000
Revenue	236,796	222,800	270,000	270,000
Net County Cost	\$ 37,604	\$ 0	\$ 0	\$ 0
Budget Positions	4	4	4	4

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	2,500	2,500	2,500
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.932	\$ 0.731	\$ 0.856
<u>Effectiveness Measures (desired results)</u>			
GED's obtained	120	120	120

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: AmeriCorps Prog - 2646-61300 [Formerly 60000-2646]

DEPARTMENT DESCRIPTION: The AmeriCorps Program is a youth corps work program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 148,263	\$ 57,500	\$ 95,000	\$ 95,000
Supplies	3,016	4,800	4,800	4,800
Purchased Services	27,193	12,500	25,200	25,200
Fixed Charges	0	0	0	0
Gross County Cost	\$ 178,472	\$ 74,800	\$ 125,000	\$ 125,000
Revenue	136,694	74,800	125,000	125,000
Net County Cost	\$ 41,778	\$ 0	\$ 0	\$ 0
Budget Positions	1	1	1	1

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Participants in program	30	30	30
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.606	\$ 0.246	\$ 0.396
<u>Effectiveness Measures (desired results)</u>			
Clients completing program	30	30	30

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	\$ 88,750	\$ 153,300	\$ 107,300	\$ 107,300
Supplies	268	0	0	0
Purchased Services	14,020	6,806	10,257	10,257
Gross County Cost	\$ 103,038	\$ 160,106	\$ 117,557	\$ 117,557
Revenue	89,782	147,755	105,206	105,206
Net County Cost	\$ 13,256	\$ 12,351	\$ 12,351	\$ 12,351
Budget Positions	3	3	3	3

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Programs administered	11	11	11
<u>Efficiency Measures</u>			
Per capita cost (other)	\$ 0.350	\$ 0.526	\$ 0.373

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

AAA (Support) 2650-61705/61710/61715/61720/61725/

BUDGET UNIT TITLE AND NUMBER: 61730/61735/61740/61745 [Formerly 60000-2652]

DEPARTMENT DESCRIPTION: This grant provides several contracted services to the elderly; legal counseling, ombudsman services, homemaker services, personal care, peer counseling, outreach, and transportation.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 27,569	\$ 37,571	\$ 23,944	\$ 23,944
Supplies	14	0	0	0
Purchased Services	193,012	165,000	159,500	159,500
Gross County Cost	\$ 220,595	\$ 202,571	\$ 183,444	\$ 183,444
Revenue	226,657	202,571	183,444	183,444
Net County Cost	\$ - 6,062	\$ 0	\$ 0	\$ 0
Budget Positions	4	4	4	4

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

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>
<u>Work Outputs</u>			
Outreach – Hispanic Senior Outreach	1,000	1,000	1,000
Adult day care	1,700	0	0
Peer Counseling	2,000	2,000	2,000
Legal consultation/representation	800	800	800
Homemaker and personal care	2,270	2,270	2,270
Ombudsman Services	1,600	1,600	1,600
Transportation	753	797	800
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.749	\$ 0.665	\$ 0.582
<u>Effectiveness Measures (desired results)</u>			
Work output goals are maintained	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (Congregate Meal Program)

BUDGET UNIT TITLE AND NUMBER: 2650-61750 [Formerly 60000-2653]

DEPARTMENT DESCRIPTION: This grant provides meals to the senior population at 23 nutrition sites around the county.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 122,421	\$ 130,687	\$ 164,600	\$ 164,600
Supplies	13,908	12,200	19,774	19,774
Purchased Services	266,010	370,000	330,900	330,900
Fixed Charges	1,369	0	0	0
Gross County Cost	\$ 403,708	\$ 512,887	\$ 515,274	\$ 515,274
Revenue	398,526	512,887	515,274	515,274
Net County Cost	\$ 5,182	\$ 0	\$ 0	\$ 0
Budget Positions	3	3	3	3

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Meals served	50,000	50,000	50,000
<u>Efficiency Measures</u>			
Per capita cost	\$ 1.371	\$ 1.684	\$ 1.634

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (Home Delivered Meals)/NSIP

BUDGET UNIT TITLE AND NUMBER: 2650-61751/61755 [Formerly 60000-2654]

DEPARTMENT DESCRIPTION: This grant provides home delivered meals through Meals on Wheels.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	299	0	0	0
Purchased Services	134,494	159,090	136,000	136,000
Gross County Cost	\$ 134,793	\$ 159,090	\$ 136,000	\$ 136,000
Revenue	134,793	159,090	136,000	136,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Meals Served	20,000	20,000	20,000
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.470	\$ 0.337	\$ 0.517
<u>Effectiveness Measures (desired results)</u>			
Work output goals are maintained.	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (Health Services) 2650-61760

BUDGET UNIT TITLE AND NUMBER: [Formerly 60000-2655]

DEPARTMENT DESCRIPTION: This grant provides health services to the senior community. This grant supports evidence-based health programs.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 9,639	\$ 13,000	\$ 12,600	\$ 12,600
Supplies	0	0	0	0
Purchased Services	426	278	248	248
Gross County Cost	\$ 10,065	\$ 13,278	\$ 12,848	\$ 12,848
Revenue	10,237	13,278	12,848	12,848
Net County Cost	\$ - 172	\$ 0	\$ 0	\$ 0
Budget Positions	1	1	1	1

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	300	200	200
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.035	\$ 0.044	\$ 0.043
<u>Effectiveness Measures (desired results)</u>			
Work output goals are maintained	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (Co. Health Foundation)

BUDGET UNIT TITLE AND NUMBER: 2650-61765 [Formerly 60000-2656]

DEPARTMENT DESCRIPTION: This grant provides health services to the senior community, providing long-term care information and assistance for individuals 18 years of age and older.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 21,306	\$ 74,005	\$ 74,005	\$ 74,005
Supplies	0	0	0	0
Purchased Services	295	1,000	1,000	1,000
Gross County Cost	\$ 21,601	\$ 75,005	\$ 75,005	\$ 75,005
Revenue	96,605	75,005	75,005	75,005
Net County Cost	\$ - 75,004	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BO BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.075	\$ 0.109	\$ 0.244
<u>Effectiveness Measures (desired results)</u>			
Work output goals are maintained	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (Elder Abuse Grant)

BUDGET UNIT TITLE AND NUMBER: 2650-61770 [Formerly 60000-2657]

DEPARTMENT DESCRIPTION: This grant provides for educational training to the community on elder abuse.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,144	\$ 2,266	\$ 2,043	\$ 2,043
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Gross County Cost	\$ 2,144	\$ 2,266	\$ 2,043	\$ 2,043
Revenue	2,144	2,266	2,043	2,043
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Complaints investigated	75	75	75
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.026	\$ 0.026	\$ 0.023
<u>Effectiveness Measures (desired results)</u>			
Work outputs are maintained	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (Special Ombudsman)

BUDGET UNIT TITLE AND NUMBER: 2650-61775 [Formerly 60000-2658]

DEPARTMENT DESCRIPTION: These funds supplement the Ombudsman program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 7,536	\$ 7,985	\$ 7,279	\$ 7,279
Supplies	19	0	0	0
Purchased Services	0	0	0	0
Gross County Cost	\$ 7,555	\$ 7,985	\$ 7,279	\$ 7,279
Revenue	7,555	7,985	7,279	7,279
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOAR BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Ombudsman Services	20	20	20
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.007	\$ 0.007	\$ 0.006
<u>Effectiveness Measures (desired results)</u>			
Education of long term staff	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (Single Entry Point/HCA)

BUDGET UNIT TITLE AND NUMBER: 265995-61780/61790 [Formerly 60000-265995]

DEPARTMENT DESCRIPTION: This grant provides case management services to Medicaid eligible clients.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,944,575	1,819,000	1,772,900	1,772,900
Supplies	3,039	4,000	4,000	4,000
Purchased Services	36,404	38,282	28,400	28,400
Gross County Cost	\$ 1,984,018	\$ 1,861,282	\$ 1,805,300	\$ 1,805,300
Revenue	1,747,739	1,861,282	1,805,300	1,805,300
Net County Cost	\$ 236,279	\$ 0	\$ 0	\$ 0
Budget Positions	32	32	32	32

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	1,800	1,800	1,800
<u>Efficiency Measures</u>			
Per capita cost	\$ 6.737	\$ 6.111	\$ 5.726
<u>Effectiveness Measures (desired results)</u>			
Divert Medicaid Eligible clients from Institutional care to cost effective home care	1,350	1,350	1,350

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (CCT) - - 2650-61785

BUDGET UNIT TITLE AND NUMBER: [Formerly 60000-2660]

DEPARTMENT DESCRIPTION: This area includes minor sources of funding that supplement the aging programs, including Colorado Choice Transition (CCT).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 7,754	\$ 14,000	\$ 17,000	\$ 17,000
Supplies	0	0	0	0
Purchased Services	461	1,453	1,843	1,843
Gross County Cost	\$ 8,215	\$ 15,453	\$ 18,843	\$ 18,843
Revenue	15,445	15,453	18,843	18,843
Net County Cost	\$ - 7,230	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BO BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.028	\$ 0.051	\$ 0.060
<u>Effectiveness Measures (desired results)</u>			
Maintain work output goals	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (VALE) - - 2650-61805

BUDGET UNIT TITLE AND NUMBER: [Formerly 60000-2667]

DEPARTMENT DESCRIPTION: This area includes minor sources of funding that supplement the aging programs. These funds supplement the ombudsman program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 9,125	\$ 9,300	\$ 9,300	\$ 9,300
Supplies	0	0	0	0
Purchased Services	749	700	700	700
Gross County Cost	\$ 9,874	\$ 10,000	\$ 10,000	\$ 10,000
Revenue	9,500	10,000	10,000	10,000
Net County Cost	\$ 374	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	600	600	600
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.034	\$ 0.033	\$ 0.032
<u>Effectiveness Measures (desired results)</u>			
Maintain work output goals	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (State Funds)- 2650-61835-61925

BUDGET UNIT TITLE AND NUMBER: [Formerly 60000-2671]

DEPARTMENT DESCRIPTION: State General Fund appropriation intended to mirror Federal Funding of the Older Americans Act: Administration, Information and Assistance, Health promotions, Education, Ombudsman, Homemaker, Personal Care, Outreach, Case Management, Adult Day Care, Counseling, Chore, Transportation, Congregate Meals, Home-Delivered Meals, Visually Impaired, Reassurance, Dental-Vision-Hearing, Senior Centers Operations, Respite.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 392,590	\$ 370,300	\$ 525,621	\$ 525,621
Supplies	165,410	23,000	28,195	28,195
Purchased Services	616,671	772,800	515,193	515,193
Gross County Cost	\$ 1,174,671	\$ 1,166,100	\$ 1,069,009	\$ 1,069,009
Revenue	1,169,318	1,166,100	1,069,009	1,069,009
Net County Cost	\$ 5,353	\$ 0	\$ 0	\$ 0
Budget Positions	--	1	1	1

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Dental/Vision/Hearing Clients Served	160	160	160
Meals served	23,000	23,000	23,000
Other clients served	13,000	13,000	13,000
<u>Efficiency Measures</u>			
Per capita cost	\$ 3.989	\$ 3.828	\$ 3.391

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

AAA – Part E-Grandparenting/Caregiver Support/Resp

BUDGET UNIT TITLE AND NUMBER: 2650-61935/61940/61945 [Formerly 60000-2673]

DEPARTMENT DESCRIPTION: This program provides support to family who are caring for relatives at home.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 47,851	\$ 44,300	\$ 44,300	\$ 44,300
Supplies	1,010	0	0	0
Purchased Services	47,165	50,104	49,708	49,708
Gross County Cost	\$ 96,026	\$ 94,404	\$ 94,008	\$ 94,008
Revenue	92,848	94,404	94,008	94,008
Net County Cost	\$ 3,178	\$ 0	\$ 0	\$ 0
Budget Positions	1	1	1	1

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Care giver Support - units of services	200	200	200
<u>Efficiency Measures</u>			
Per capita cost	\$ 0.326	\$ 0.310	\$ 0.298
<u>Effectiveness Measures (desired results)</u>			
Maintain requirements of grant	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Comm. Services Block Grant - - 267895 - 61600-61650

BUDGET UNIT TITLE AND NUMBER: [Formerly 60000-267895]

DEPARTMENT DESCRIPTION: This grant provides a range of community services to the low income and elderly of the community.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 194,275	\$ 100,500	\$ 134,276	\$ 134,276
Purchased Services	134,174	188,500	154,600	154,600
Supplies	5,602	7,111	5,400	5,400
Gross County Cost	\$ 334,051	\$ 296,111	\$ 294,276	\$ 294,276
Revenue	336,249	296,111	294,276	294,276
Net County Cost	\$ - 2,198	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: This program was previously split between the Human Services Fund and the Social Services Fund. It is now wholly tracked within the Human Services Fund. Funding from the Colorado Department of Local Affairs was initially cut during the 2013-14 Program Year. The cut was almost fully restored, which should enable the county to fund the services that have been traditionally funded under this program into the foreseeable future.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Employment opportunities low-income unskilled adult labor force	2,000	2,000	2,000
<u>Efficiency Measures</u>			
Per capita cost	\$ 1.134	\$ 0.972	\$ 0.933
<u>Effectiveness Measures (desired results)</u>			
Work output goals maintained	Yes	Yes	Yes

SPECIAL REVENUE FUNDS

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

CONTINGENCY FUND:

The Contingency Fund is funded at the level of \$10,000,000 with \$12,000,000 from property tax, and \$2,000,000 going into the fund balance. A beginning fund balance of \$24,000,000 is anticipated. An ending fund balance of \$36,000,000 is projected, assuming no contingency funds are needed in 2018. The fund balance will serve as a stabilization reserve for fluctuating revenues due to Weld County's heavy dependency on oil and gas assessed values that can fluctuate dramatically from year to year due to production levels and price changes. Besides serving as a general contingency reserve, the fund is available to mitigate impacts from the oil and gas industry, such as unanticipated road and bridge heavy hauling impacts.

SOLID WASTE FUND:

The Solid Waste Fund is funded at the anticipated revenue level of fees at \$1,500,000. There is an anticipated beginning fund balance of \$3,200,000. The Department of Public Health and Environment costs for the Household Hazardous Waste program will be \$429,925. \$40,000 is budgeted for community clean-ups, and \$90,000 to fund the roadside trash pick-up program with Useful Public Service clients. \$209,110 is funded for solid waste inspections and monitoring by the Health Department. \$208,741 is budget for indirect costs. \$1,850,000 is budgeted for road projects to mitigate landfill impacts.

CONSERVATION TRUST FUND:

The Conservation Trust Fund is budgeted at \$417,616 based upon the anticipated operating costs for 2018. The budget reflects funding of Island Grove Park only. Revenues are from the Colorado Lottery proceeds.

EMERGENCY RESERVE FUND:

The Emergency Reserve Fund was established per Amendment One (TABOR), passed November 3, 1992. The amendment requires that an emergency reserve be created to be used for declared emergencies only. It also requires each local government to reserve one percent or more for 1993, two percent or more for 1994, and three percent or more for all later years of the fiscal year spending, excluding bonded debt service. Caused reserves apply to the next year's reserve. With the adoption of the new accounting rules under GASB 54 the three-percent TABOR emergency reserve required by Article X, Section 20(5) of the Colorado Constitution shall be a restricted fund balance in the General Fund in an amount equal to eight-million dollars or three-percent of the TABOR revenue limit, whichever is greater. This Emergency Reserve Fund will no longer be used to budget or account for the TABOR emergency reserve.

**CONSERVATION FUND
SUMMARY OF REVENUES
2018**

Fund	Org	Acct	Account Title	2017 Budget	2018 Request	2018 Recommend	2018 Final
2200	73700	4332	LOTTERY LOTTERY	410,000	425,000	425,000	425,000
2200	73700	4610	MISCELLANEOUS EARNINGS ON INVESTMENTS	2,000	2,000	2,000	2,000
TOTAL CONSERVATION FUND				412,000	427,000	427,000	427,000

**CONSERVATION TRUST
SUMMARY OF EXPENDITURES
2018**

Fund	Org	Expenditure Function	2017 Budget	2018 Request	2018 Recommend	2018 Final
2200	73700	CONSERVATION TRUST	396,933	417,616	417,616	417,616
		TOTAL CONSERVATION TRUST	396,933	417,616	417,616	417,616

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CONSERVATION TRUST FUND

BUDGET UNIT TITLE AND NUMBER: Conservation Trust Fund - - 2200-73700

DEPARTMENT DESCRIPTION: Accounts for revenue received from the State of Colorado to be used for the acquisition, development, and maintenance of new conservation sites within Weld County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	379,421	396,933	417,616	417,616
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 379,421	\$ 396,933	\$ 417,616	\$ 417,616
Revenue	487,550	412,000	427,000	427,000
Net County Cost	\$ - 108,129	\$-15,067	\$-9,384	\$-9,384

SUMMARY OF CHANGES: Revenue from the Colorado Lottery is being projected at \$425,000 and \$2,000 from interest earnings. For 2018, the budget for the county buildings at Island Grove Park is proposed at \$547,616. Revenue from rents and facility use fees for 2018 is estimated at \$130,000. The county payment for 2018 maintenance is proposed at \$417,616, which is a increase of \$20,683 from the 2017 payment. The increase is primarily in salaries and benefits, and the addition of a part time position for succession planning. The workload in the Island Grove buildings is changing from getting more and more requests from Extension and 4-H for use of the facility.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

CONSERVATION TRUST FUND (CONTINUED) 2200-73700

FINANCE/ADMINISTRATION RECOMMENDATION (CONTINUED):

Historically, the following is the amount of money received annually since the lottery started:

1983	\$ 194,698	2000	\$358,802
1984	195,304	2001	361,050
1985	151,033	2002	391,780
1986	138,069	2003	385,070
1987	162,736	2004	361,926
1988	154,074	2005	371,213
1989	130,764	2006	453,233
1990	136,726	2007	423,260
1991	200,103	2008	430,795
1992	220,219	2009	408,648
1993	264,371	2010	386,999
1994	205,534	2011	376,031
1995	327,162	2012	411,891
1996	312,024	2013	450,659
1997	356,262	2014	404,589
1998	373,962	2015	358,431
1999	286,971	2016	487,550

The funds have been used for maintenance and development of Island Grove Park and the Missile Site Park, with the exception of the following items:

Entity	Purpose	Amount
1983:		
Greeley	Civic Auditorium	\$ 141,464
1984:		
Greeley	Civic Auditorium	\$ 143,000
1985:		
Greeley	Civic Auditorium	\$ 90,000
1986:		
Greeley	Civic Auditorium	\$ 51,500
LaSalle	Community Center	10,000
Ault	Park System	7,500
Dacono	Park Improvements	3,000
Windsor	Park Improvements	6,000
Ft. Lupton	Pearsin Park Sports Complex	10,000
Independence Stampede	Headquarters Facility	5,000

Since **1987** all funds have gone to the two county parks. Beginning in 2002, only Island Grove Park has been funded.

CONSERVATION TRUST FUND (CONTINUED) 2200-73700

FINANCE/ADMINISTRATION RECOMMENDATION (CONTINUED):

In 1984, the Board adopted the following criteria, in priority order, for the use and allocation of Weld County lottery funds. This policy remains in force today:

1. To maintain and develop the two existing county parks.
2. Projects must enhance the quality of life for the citizens of Weld County.
3. Projects must contribute to, or compliment, the economic development activities of Weld County.
4. Projects must have an area impact or significance.
5. Funds used for local community projects must have substantial local support.
6. Outside of existing county parks, no operating funds shall be contributed to projects.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Island Grove Park Visitors	419,500	420,000	420,000
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$1.29	\$1.30	\$1.32
Cost Per Visitor	\$0.90	\$0.95	\$0.99

BOARD ACTION: Approved as recommended.

**CONTINGENCY FUND
SUMMARY OF REVENUES
2018**

Fund	Org	Acct	Account Title	2017 Budget	2018 Request	2018 Recommend	2018 Final
			TAXES				
2300	90300	4112	CURRENT PROPERTY TAXES	8,000,000	12,000,000	12,000,000	12,000,000
			TOTAL CONTINGENCY FUND	8,000,000	12,000,000	12,000,000	12,000,000

**CONTINGENCY
SUMMARY OF EXPENDITURES
2018**

Fund	Org	Expenditure Function	2017 Budget	2018 Request	2018 Recommend	2018 Final
2300	90300	CONTINGENT	10,000,000	10,000,000	10,000,000	10,000,000
		TOTAL CONTINGENT FUND	10,000,000	10,000,000	10,000,000	10,000,000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CONTINGENCY FUND

BUDGET UNIT TITLE AND NUMBER: Contingency Fund - - 2300-90300

DEPARTMENT DESCRIPTION: The Contingency Fund exists to cover reasonably unforeseen expenditures or revenue short-falls.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	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.	4,606	2,000,000	-2,000,000	-2,000,000
Net County Cost	\$ 22,985,992	\$ 8,000,000	\$ 12,000,000	\$ 12,000,000

SUMMARY OF CHANGES: The Contingency Fund is funded at the level of \$10,000,000 with \$12,000,000 from property tax, and \$2,000,000 going into the fund balance. A beginning fund balance of \$24,000,000 is anticipated. An ending fund balance of \$36,000,000 is projected, assuming no contingency funds are needed in 2018. The fund balance will serve as a stabilization reserve for fluctuating revenues due to Weld County's heavy dependency on oil and gas assessed values that can fluctuate dramatically from year to year due to production levels and price changes. Besides serving as a general contingency reserve, the fund is available to mitigate impacts from the oil and gas industry, such as unanticipated road and bridge heavy hauling impacts.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**EMERGENCY RESERVE FUND
SUMMARY OF REVENUES
2018**

Fund	Org	Acct	Account Title	2017 Budget	2018 Request	2018 Recommend	2018 Final
			TAXES				
2400	53100	4112	CURRENT PROPERTY TAXES	0	0	0	0
			TOTAL EMERGENCY RESERVE FUND	0	0	0	0

**EMERGENCY RESERVE
SUMMARY OF EXPENDITURES
2018**

Fund	Org	Expenditure Function	2017 Budget	2018 Request	2018 Recommend	2018 Final
2400	53100	EMERGENCY RESERVE	0	0	0	0
		TOTAL EMERGENCY RESERVE	0	0	0	0

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: EMERGENCY RESERVE FUND

BUDGET UNIT TITLE AND NUMBER: Emergency Reserve - - 2400-53100

DEPARTMENT DESCRIPTION: The Emergency Reserve Fund is established per Amendment One (TABOR), passed November 3, 1992, which requires that an emergency reserve be established to be used for declared emergencies only, and that each local government shall reserve for 1993, 1 percent or more, for 1994, 2 percent or more, and for all later years, 3 percent or more of the fiscal year spending, excluding bonded debt service. Caused reserves apply to the next year's reserve.

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

SUMMARY OF CHANGES: With the adoption of the new accounting rules under GASB 54 the three-percent TABOR emergency reserve required by Article X, Section 20(5) of the Colorado Constitution shall be a restricted fund balance in the General Fund in an amount equal to six-million dollars or three-percent of the TABOR revenue limit, whichever is greater. This Emergency Reserve Fund will no longer be used to budget or account for the TABOR emergency reserve.

FINANCE/ADMINISTRATION RECOMMENDATION: Concur with policy per GASB 54.

BOARD ACTION: Reaffirmed policy per GASB 54.

**SOLID WASTE
SUMMARY OF REVENUES
2018**

Fund	Org	Acct	Account Title	2017 Budget	2018 Request	2018 Recommend	2018 Final
			CHARGE FOR SERVICES				
2700	90200	4410	CHARGE FOR SERVICES	1,200,000	1,500,000	1,500,000	0
			TOTAL SOLID WASTE	1,200,000	1,500,000	1,500,000	0

**SOLID WASTE
SUMMARY OF EXPENDITURES
2018**

Fund	Org	Expenditure Function	2017 Budget	2018 Request	2018 Recommend	2018 Final
2700	21240	TRANSFER	85,000	85,000	85,000	85,000
2700	90200	SOLID WASTE	471,572	2,188,741	2,188,741	2,188,741
2700	90200	TRANSFER	643,428	639,035	639,035	639,035
		TOTAL SOLID WASTE	1,200,000	2,912,776	2,912,776	2,912,776

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOLID WASTE FUND

BUDGET UNIT TITLE AND NUMBER: Code Enforcement - - 2700-21240

DEPARTMENT DESCRIPTION: This budget accounts for code enforcement for littering, illegal dumping, and roadside trash pick-up program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	85,000	85,000	85,000	85,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000
Revenue	0	0	0	0
Net County Cost	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000

SUMMARY OF CHANGES: The Code Enforcement function has been combined with the Animal Control function in the Sheriff's Office. The cost of the code enforcement function is \$85,000. See budget unit number 1000-21230 for a detailed discussion of the program.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval and funding of program from the Solid Waste surcharge.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of Complaints	778	800	800
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$0.289	\$0.279	\$0.270

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Sheriff Public Safety Bureau (Budget Unit 1000-21200) goals.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOLID WASTE FUND

BUDGET UNIT TITLE AND NUMBER: Solid Waste Fund - - 2700-90200

DEPARTMENT DESCRIPTION: This fund accounts for revenue received from a surcharge on dumping fees at solid waste disposal sites to combat environmental problems, promote trash clean-up, provide for the household hazardous materials program, and to further improve and develop landfill sites within the county.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	95,347	471,572	338,741	338,741
Fixed Charges	697,031	643,428	2,489,035	2,489,035
Capital	0	0	0	0
Gross County Cost	\$ 792,378	\$ 1,115,000	\$ 2,827,776	\$ 2,827,776
Revenue/Fund Bal.	1,624,070	1,200,000	2,912,776	2,912,776
Net County Cost	\$ - 831,692	\$ - 85,000	\$ - 85,000	\$ - 85,000

SUMMARY OF CHANGES: The projected revenue estimate is \$1,500,000 up \$300,000 over last year and consistent with recent revenue trends. The Department of Public Health and Environment costs for the Household Hazardous Waste program is projected to be \$429,925. \$40,000 is budgeted for community clean-ups, and \$90,000 to fund the roadside trash pick-up program with Useful Public Service clients. \$209,110 is funded for solid waste inspections and monitoring by the Health Department. \$208,741 is budget for indirect costs. \$1,850,000 is budgeted for road projects to mitigate landfill impacts.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**SOLID WASTE FUND
(CONTINUED)
2700-90200**

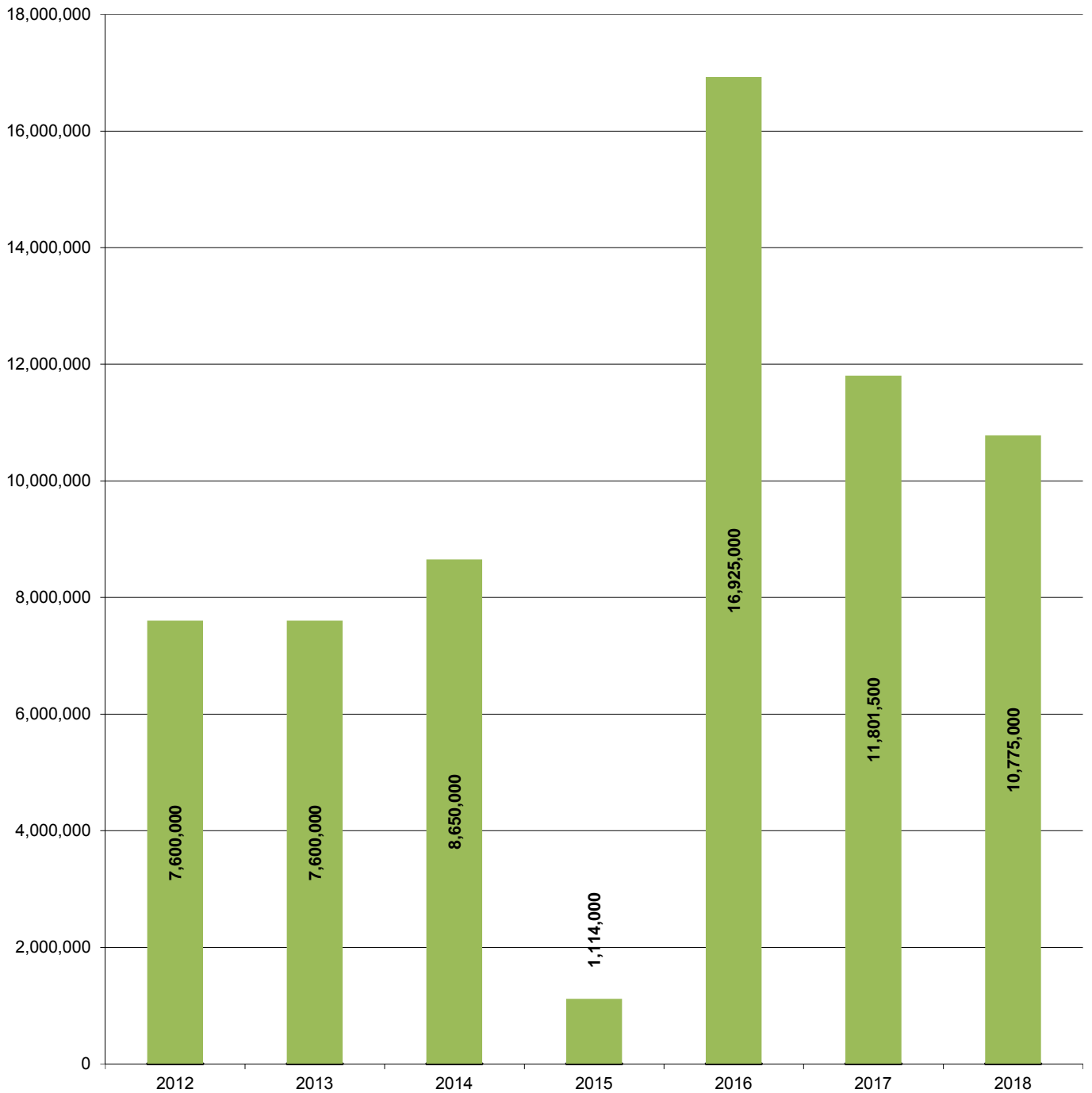
PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Landfill Inspections	45	45	45
Household Hazardous Material (HHM)	\$446,405	\$445,559	\$429,925
Surcharge Collected	\$1,658,903	\$1,200,000	\$1,500,000
<u>Efficiency Measures</u>			
Per capita cost (collected)	\$2.69	\$3.66	\$4.75
Per capita HHM cost	\$1.52	\$1.48	\$1.36



SEVEN YEAR TREND

Capital Expenditures



CAPITAL EXPENDITURES FUND SUMMARY

The Capital Expenditures Fund was established to budget the financial resources used for the acquisition or improvement of capital facilities of the county. A detailed Long Range Capital Plan for 2018-2022 is presented in this section and relates to the specifics of the 2018 capital project budget.

The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2018 program is funded at \$10,775,000, with \$10,250,000 in property tax, \$225,000 from capital expansion fees, and \$300,000 from interest. Anticipated projects include \$300,000 for a grader shed for Public Works, \$750,000 for Chase Building improvements, \$130,000 for communications equipment, \$1,000,000 to upgrade Human Services Buildings, \$4,500,000 for the design phase of the jail expansion, and \$1,733,500 for special projects. There will be \$1,541,500 going into the jail reserve and \$820,000 into the Communications System reserve. A carry-over beginning fund balance of \$24,950,000 is anticipated, and \$27,311,500 ending reserve fund balance for the future jail expansion (\$25,991,500), Communications System reserve (\$820,000), and Downtown Greeley land reserve (\$500,000) is anticipated at the end of 2018.

Capital projects impacting the 2018 and future years' operational costs include the additional jail space planned for construction in 2019-2020 will impact the operational budget by \$1,210,000 in 2020, \$770,000 in 2021, and \$1,100,000 in 2022. In 2022 the addition of a 20,000 square foot office building in the Weld Business Park will add approximately \$160,000 per year for utilities and maintenance. Special projects and Public Works facility projects are primarily cosmetic enhancements to buildings that will not impact operating costs, but will improve the appearance and functionality of the buildings involved.

**CAPITAL EXPENDITURES
SUMMARY OF REVENUES
2018**

Fund	Org	Acct	Account Title	2017 Budget	2018 Request	2018 Recommend	2018 Final
			TAXES				
4000	17500	4112	CURRENT PROPERTY TAXES	11,376,500	10,250,000	10,250,000	10,250,000
			MISCELLANEOUS				
4000	17500	4610	EARNINGS ON INVESTMENTS	225,000	300,000	300,000	300,000
			FEES				
4000	17500	4730	OTHER FEES	200,000	225,000	225,000	225,000
			TOTAL CAPITAL EXPENDITURES	11,801,500	10,775,000	10,775,000	10,775,000

**CAPITAL EXPENDITURES
SUMMARY OF EXPENDITURES
2018**

Fund	Org	Expenditure Function	2017 Budget	2018 Request	2018 Recommend	2018 Final
4000	17500	CAPITAL IMPROVEMENT AND ACQUISITION	11,801,500	10,775,000	10,775,000	10,775,000
		TOTAL CAPITAL EXPENDITURES	11,801,500	10,775,000	10,775,000	10,775,000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CAPITAL EXPENDITURE FUND

BUDGET UNIT TITLE AND NUMBER: Capital Expenditures - - 4000-17500

DEPARTMENT DESCRIPTION: Capital projects for general county use. Created in accordance with Section 29-1-301(1.2), C.R.S., April 5, 1984. Formerly Public Works - County Buildings Fund (Fund 33).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Capital	5,831,618	11,801,500	10,775,000	10,775,000
Gross County Cost	\$ 5,831,618	\$ 11,801,500	\$ 10,775,000	\$ 10,775,000
Revenue/Fund Bal.	17,099,269	425,000	525,000	525,000
Net County Cost	\$ -11,267,651	\$ 11,376,500	\$ 10,250,000	\$ 10,250,000

SUMMARY OF CHANGES: The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2018 program is funded at \$10,775,000, with \$10,250,000 in property tax, \$225,000 from capital expansion fees, and \$300,000 from interest. Anticipated projects include \$300,000 for a grader shed for Public Works, \$750,000 for Chase Building improvements, \$130,000 for communications equipment, \$1,000,000 to upgrade Human Services Buildings, \$4,500,000 for the design phase of the jail expansion, and \$1,733,500 for special projects. There will be \$1,541,500 going into the jail reserve and \$820,000 into the Communications System reserve. A carry-over beginning fund balance of \$24,950,000 is anticipated, and \$27,311,500 ending reserve fund balance for the future jail expansion (\$25,991,500), Communications System reserve (\$820,000), and Downtown Greeley land reserve (\$500,000) is anticipated at the end of 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Budget reflects the 2018 funding level of the Proposed Long Range Capital Plan for 2018 - 2022. The actual plan is on the pages immediately following.

BOARD ACTION: Approved as recommended.

WELD COUNTY
LONG RANGE CAPITAL PROJECTS
FIVE-YEAR PLAN
2018 - 2022

Presented By: Donald D. Warden
Director of Finance and Administration
September, 2017

LONG RANGE CAPITAL PROJECTS FIVE YEAR PLAN 2018 - 2022

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 2018 - 2022.

The recommended program for capital construction is intended as a guideline to be adjusted by the Board of County Commissioners on an annual basis. It represents flexible goals for organizing solutions to county program needs, and it is intended to provide the Board of County Commissioners with the perspective for making fiscal policy decisions. Annual modifications in the plan will reflect necessary adjustments and priorities, changes in programs, and readjustments of other county fiscal requirements.

This report has four (4) sections:

1. Introduction
2. Financing Alternatives
3. 2018 - 2022 Five-year Plan
4. 2018 Budgetary Impact

The section on financing recommends a program for funding the next five years' capital construction. This section lists the various sources of revenue currently available to the county, and the alternatives available for financing the remainder of the capital projects program. The 2018 - 2022 five-year plan section provides a list of recommended projects and the time schedule for the next five fiscal years. Additionally, it provides justification for the recommendation and attempts to enumerate problems and recommended solutions for the capital improvements program over the next five years. The project section describes each recommended project, and provides information on the existing situation, the proposed solution, and the financing plan for each project.

The last section of the report provides a recommended 2018 budget for the capital construction program. It provides specific detail regarding each recommended project and the impact on the 2018 county budget.

FINANCING ALTERNATIVES

FINANCING

Overview:

There are a number of ways to finance capital improvement projects. Some of the most common methods are:

1. ***Pay as you go:***

Pay as you go is a method of financing capital projects with current revenues -- paying cash instead of borrowing against future revenues. Pay as you go has several advantages. First, it saves interest cost. Second, pay as you go protects borrowing capacity for unforeseen major outlays that are beyond any current year's capacity. Third, when coupled with regular, steady completion of capital improvements and good documentation and publicity, pay as you go fosters favorable bond ratings when long term financing is undertaken. Finally, the technique avoids the inconvenience and considerable cost associated with marketing of bond issues, advisors, counsel, printing, etc.

However, there are practical and theoretical disadvantages to a pay as you go policy. First, pay as you go puts a heavy burden on the project year. Second, it creates awkward fluctuating expenditure cycles which do not occur with extended financing. Third, a long life asset should be paid for by its users throughout its normal life rather than all at once by those who may not have the use of it for the full term. Finally, when inflation is driving up construction costs, it may be cheaper to borrow and pay today's prices rather than wait and pay tomorrow's.

2. ***All borrowing policy:***

An all borrowing policy or a substantial reliance on debt financing is another approach. The annual available resources could be used entirely for debt service with the size of the annual resources setting the limit on the amount that could be borrowed.

3. ***Capital reserve:***

A capital reserve plan is an approach where the annual resources available could be accumulated in one or more capital reserve funds, the amounts invested, and when any funds become adequate to pay for a proposed project, the fund could be expended. This is a good approach when a county has a capital requirement which can wait. Accumulation of the necessary capital funds over a period of time is a feasible approach, assuming a relatively stable construction dollar.

HB 82-1111, passed in 1982, specifically provides for a capital improvements trust fund for capital reserves.

4. ***Partial pay as you go policy:***

A partial pay as you go policy is a common approach. Some of the annual resources would be used to finance capital improvements directly, and the remainder would go for supporting a debt program. Even if a local government pursues a borrowing policy, an initial down payment out of current revenues is a possibility. A customary five to ten percent down is a limited pay as you go policy, and assures that the voters authorizing the approval will make a cash contribution so all of the burden will not be postponed.

5. ***Joint financing:***

An ever increasing number of cities and counties are benefitting from joint development of a project. The construction of a city/county office building and recreational areas are examples. This avenue of funding and planning capital projects normally is advantageous to both jurisdictions.

6. ***Lease/Purchase:***

Local governments can utilize lease/purchase methods for needed public works projects by having it constructed by a private company or authority. The facility is then leased by the jurisdiction on an annual or a monthly rental. At the end of the lease period, the title to the facility can be conveyed to the jurisdiction without any future payments. The rental over the years will have paid the total original cost plus interest. This method has been used successfully in a number of jurisdictions. The utilization of a building authority would fall under this category of financing.

Numerous considerations are involved in the selection of the foregoing approaches, or some combination thereof:

1. Political realities may preclude utilization of one or more of the above alternatives. For example, the passage of general obligation bonds as a debt financing mechanism has not met recent success at the polling places in most jurisdictions.
2. The pay as you go concept has three distinct advantages.
 - A. It provides great flexibility to the county for future periods of economic recession or depression but does not accumulate large fixed-charge costs.
 - B. It avoids the payment of interest charges.
 - C. It imposes upon public officials the full political responsibility for levy of the taxes necessary to pay the local share of such projects.
3. The debt financing approach has the advantage of spreading the cost over a generation of current users of public facilities, thereby imposing upon each a significant portion of the cost of each project.
4. In an inflationary period, one must take into account the extent to which prepayment for capital outlay is warranted, when the opportunity for repayment of the principal and interest in dollars that are less expensive can be arranged.

5. During periods of rapid rise in costs, the time delay necessary to accumulate down payments or full pay as you go resources invites higher costs which may wipe out most, if not all, of the advantages of non-payment of interest.

In the five-year capital projects plan, a combination of funding methods will be recommended to finance capital construction in an attempt to balance the economy of a payment in full program with the fairness of sharing the burden among present and future taxpayers.

This recommended financial program reflects consideration of many factors, including the availability of cash, anticipated interest rates at the time of construction, and projected inflationary cost increases that would result from project delays.

DEBT FINANCING

Before discussing specific types of borrowing, it is appropriate to review some of the basic constitutional statutory provisions which generally are applicable to debt financing.

Article XI, Section 6, of the Colorado Constitution, provides that no debt may be created by a political subdivision of the state, unless the question of incurring such debt has been approved by a majority of the qualified electorate voting. Any obligation paid, or contracted to be paid, out of a fund that is a product of a tax levy is a debt within the means of the Constitution (Trinidad vs. Haxby, 136 Colorado 168, 315 p 2d 204 -- 1957).

In addition to voter approval, Article XI, Section 6, requires the debt be incurred by adoption of a legislative measure which is irrevocable until the indebtedness is fully paid or discharged. The ordinance must:

1. Set forth the purpose for which the bond proceeds will be applied, and
2. Provide for the levy of the tax which, together with such other revenues as may be pledged, will be sufficient to pay the principal and interest of the debt.

The Constitution delegates to the Legislature the duty to establish statutory limitations on the incurrence of debt. The total amount of debt which a county may incur may not exceed three percent (3%) of the assessed value in the county, which is over \$270 million dollars in Weld County.

Section 4 of Article X, Section 20 (TABOR Amendment), requires voter approval for any form of multi-year debt. It states that an election is required: "Except for the refinancing of district bonded debt at a lower interest rate or adding new employees to existing district pension plans, creation of any multiple-fiscal year direct or indirect district debt or other financial obligation whatsoever without adequate present cash reserves pledged irrevocable and held for payments in all future fiscal years."

In addition to the state statute, Section 14-6 of the Weld County Home Rule Charter specifies:

"The incurring of indebtedness by the county and the issuance of evidences of such indebtedness shall be authorized, made and executed in accordance with the laws of the state, including the borrowing of money to fund county projects, the pledging of project revenues and repayment thereof, and the issuance of revenue warrants, or revenue bonds, or other forms of evidence of such obligations."

Before discussing specific types of bonds, it is appropriate to review some of the general characteristics of bonds. Bonds mature serially, that is, a portion of the principal is retired over the entire term of the bond issue. Interest on municipal bonds is free from Federal Income Tax which is an important feature to prospective purchasers. The term or the length of time to maturity of municipal bonds can vary considerably. Generally, the last maturing bond comes due ten to thirty years from the date of issue. Normally, the longer the maturity of the bonds, the higher the yields or return on investment is demanded by the market price. Thus, a bond issue that runs thirty years will pay a higher net effective interest rate than a bond issue that runs twenty years.

General Obligation Bonds:

General obligation bonds are secured by a pledge of the full faith, credit and taxing power of the county. The county is obligated to levy sufficient taxes each year to pay the principal and interest of the bond issue. Consequently, general obligation bonds are a debt subject to the constitutional and statutory provisions discussed earlier. Because the issue of general obligation bond pledges its full faith and credit and agrees to levy the ad valorem taxes necessary to repay the principal and interest of the bond, it is generally agreed to be a more secure investment than other types of bonds. Thus, the major advantage of general obligation financing is the low rate of interest as compared to the interest of other types of bonds. The law permits general obligation bonds to have a thirty-year term; however, general obligation bond issues usually have terms of twenty years or less.

General obligation bonds, in addition to being secured by full faith and credit of the issuer, may provide additional security by pledging certain available revenues.

The major disadvantage of general obligation bonds is the fact that it does require voter approval prior to issuance. Voter resistance to increased taxes may prevent a successful bond election.

Revenue Bonds:

Revenue bonds are not a debt in the constitutional sense. They are secured by the revenue derived from the project to be constructed, not by pledge of the full faith, credit, and taxing authority of the county. Projects typically financed by revenue bonds include airports, stadiums, and park facilities. Under the TABOR Amendment, revenue bonds can only be used for enterprise funds and operations.

Although it may seem possible to pledge any non-tax revenues for payment of revenue bonds, there should be a relationship between the type of revenue pledged for payment of the bonds and the project to be financed. Although revenue bonds need not comply with the constitutional statutory provisions generally applicable to a debt, there are several statutory provisions which may affect the issuance of certain types of revenue bonds and the statutes should be consulted for specific provisions regarding the issue of revenue bonds if this method is considered.

Revenue bonds are considered to be less secure than general obligation bonds because of the inability of the issuer to levy taxes to assure the payment of principal and interest. Thus, there is normally a higher interest rate on revenue bonds. The term of revenue bonds is often beyond twenty years, frequently as long as thirty years.

The concept of issuing revenue bonds is based on the theory that certain projects which benefit only certain individuals should be self-supporting and should be paid for by the user of that project rather than the populace as a whole. Thus, airport revenue bonds are paid for by air travelers and airlines and parking revenue bonds are paid for by users, etc.

In order for a county to issue a revenue bond, the system which generates the revenues to repay the principal and interest of the bond must:

1. Have a good operating history documented by audited figures.
2. Reflect good debt service coverage through use of a feasibility study completed by a recognized expert in the field.

In analyzing a revenue bond issue for underwriting, an investment banker will look not only at operating statistics and coverage, but also at more basic elements, such as the necessity of the service, control over competition, and delinquency procedures. Revenue bonds are becoming more popular because they do not require voter approval and do not apply in statutory debt limits.

Leases:

A less traditional method of financing county facilities is a lease arrangement. A lease is executed with the county, which gives the county the option to purchase the equipment or facility during the term of the lease. All or part of the lease payments may be applied to the purchase prices.

A bona fide lease option agreement is not a debt; however, an installment purchase program is a debt. A bona fide lease/option agreement is characterized by two factors:

1. Annual rental payments with automatic renewal of the lease unless terminated by either party, and
2. No obligation on the part of the local government to purchase the property if the lease is terminated.

Also, some court cases indicate the annual rental must be paid from non-property tax revenues to avoid the lease being considered a general obligation. Upon exercise of the option, the local government obtains full legal title to the property. Leases of this nature are distinctively different from more conventional means of financing. Of primary importance is the security which underlies the lease period. It is not a promise to levy taxes or a pledge of revenues from the system. Rather, it is usually a promise to pay only one year at a time, with an implied intention to continue payment until ownership is transferred. As ultimate security, the holder of the lease may look to the asset which is being leased in the event of a default.

There is little statutory or judicial guidance in the area of leases of this type, and the obligation to continue lease payments until title transfers is a moral, rather than a legal obligation. As a consequence, the underwriting or placement of a lease is more difficult than the underwriting of conventional bonds. The term of the leases generally are short, usually from seven to ten years. Because the security underlying the lease is not good compared with conventional financing, interest rates on leases are higher.

Building Authority:

A building authority is a non-profit corporation which generally is formed at the request of the governing body of the county or local jurisdiction, which also appoints the Board of Directors of the corporation. Weld County created such an authority in 1987, named the Weld County Finance Corporation. The directors are the Director of Finance, County Attorney, and Director of Buildings and Grounds, each appointed for ten-year terms.

The building authority issues its own bonds to finance a facility. To achieve the same lower interest rates that traditional municipal bonds enjoy, the building authority must obtain a ruling from the Internal Revenue Service (IRS) that the interest on the authority's bonds is exempt from Federal Income Tax. Such an exemption is granted if the IRS finds the authority's bonds are issued on behalf of a political subdivision, which is determined based upon the following factors as detailed in IRS Revenue Ruling 63-20.

1. The authority engages in activities which are essentially public in nature.
2. The corporation is not organized for profit.
3. The corporate income does not inure to the benefit of any private person.
4. The political subdivision has a beneficial interest in the corporation, while the indebtedness is outstanding, and it obtains full legal title to the property on the retirement of the debt.
5. The corporation has been approved by the political subdivision which has approved the specific obligation of the corporation.

Like municipal bonds, bonds issued by a corporation usually are subject to registration and other requirements of the Securities Act of 1933 and the Security Exchange Act of 1934. After receiving a favorable ruling from the IRS, a "no action" letter should be secured from the Security and Exchange Commission, exempting the authority's bonds from these requirements. The authority then issues bonds pledging the annual rental payments as security. After issuance of bonds and construction of the facilities, the authority leases the facilities to the county. Again, this must be a bona fide lease and possess all the elements discussed under Lease/Purchase.

The bonds of a building authority are similar to municipal leases in the manner in which they are viewed by investors. As with a simple municipal lease, building authority bonds are less secure than general obligation or revenue bonds. As a result, bonds issued through a building authority bear higher interest than more secure issues.

Certificates of Participation (COP) may be issued in the same manner as bonds. As a practical matter the COP is the same as a bond, except from a legal point of view, the COP is evidencing assignment of proportionate undivided interests in rights to receive certain revenues in the form of a lease or rental amount for the purpose of providing funding for capital improvements. The lease and COP do not constitute a general obligation or other indebtedness of the county within the meaning of any constitutional, statutory or home rule charter debt limitation. The lease is a year-to-year obligation.

The use of Certificates of Participation (COP) has been the only debt vehicle Weld County has ever used in the implementation of its debt policy options. The only COP issued by Weld County was done in 1997, and was paid off August 1, 2007. No outstanding debt exists for Weld County.

BUILDING AUTHORITY FINANCE

The Philosophy:

Tax-exempt financing is available through a building authority with the issuance of bonds when the facilities financed are for public purposes and the benefit is to the sponsoring public entity.

The Building Authority:

A building authority is a Colorado non-profit corporation created by the county itself. The county adopts a resolution calling for the creation of the Building Authority and directing counsel to draw articles of incorporation and by-laws in compliance with Colorado Statutes. A board of directors is formed. The board may consist of County Commissioners or administrative personnel or individuals not associated with any public entity. The Weld County Finance Corporation, created in 1987, consists of the Director of Finance, County Attorney, and Director of Building and Grounds as directors.

Tax-Exemption of Interest:

Once the non-profit corporation is created, the tax-exempt nature of interest paid on the corporation's bonds must be assured. A revenue ruling is requested from the Internal Revenue Service on the non-profit status of the corporation pursuant to Internal Revenue Code, 103(a) 1 and Revenue Ruling 63-20, and on the tax-exempt status of interest paid.

Such an application involves considerable work and a detailed analysis of the situation which is presented to the Internal Revenue Service. The application includes information as to public purpose, the county, the agency using the facilities, the proposed lease terms, terms of title reversion to the county and the proposed method of financing.

Corporate Bonds and the S.E.C.:

As corporate bonds are subject to registration requirements of the Securities and Exchange Commission, a "no action" letter must be obtained from the S.E.C. In essence, the S.E.C. says that no action will be taken if the bonds of the building authority/non-profit corporation are not registered.

The Purchase Contract:

Once the building authority is created with powers to act, it may enter into a contract to purchase the facility. The contract should be subject to:

1. A favorable revenue ruling from the Internal Revenue Service.
2. Receipt of an S.E.C. "no action" letter.
3. Finalization of financing.

The Bond Issue:

When all legal and tax questions are answered the building authority may issue bonds for the purchase of the facility. Normally the bonds are sold directly to an underwriter who then resells the bonds to the ultimate investor.

The bonds that are issued will be an obligation of the building authority only and not a debt obligation of the county.

The County Lease:

Upon the issuance of the bonds and the purchase of the building by the building authority, the county can lease the building from the authority. The lease would be from year-to-year with automatic renewal unless otherwise terminated. A county lease for any period in excess of one year constitutes a debt and must be approved by voters.

The Bond Security:

The security of the bond holders may be only in a pledge of lease revenues by the authority. The bond holders may also have a first mortgage lien on the building. The combination of the two results in a more secure bond and a correspondingly lower rate of interest.

Partial Seller Financing:

Depending on factors such as the seller's motivation, whether there is an existing loan on the building, and negotiations, a bond issue can be for only the amount necessary for a down payment. The sellers can carry back the balance, receiving installment sale tax benefits on the capital gains. A revenue ruling would be required; however, interest paid on a promissory note to the seller may also be tax exempt. The total cost to the county and the building authority then may be substantially lower on this basis.

COMPLETED CAPITAL PROJECTS 2012- 2016

	<i>Total</i>	<i>Actual 2012</i>	<i>Actual 2013</i>	<i>Actual 2014</i>	<i>Actual 2015</i>	<i>Actual 2016</i>
Centennial Complex	\$ 1,347,760	\$ 148,554	\$ 19,999	\$ 299,498	\$ 560,310	\$ 319,399
Courthouse	275,504	8,104			267,400	
Land Reserve	2,234,933	19,594		1,547,268	668,071	
Chase Building	9,021,153			5,775,000	84,944	3,161,209
Grader Sheds	1,267,740	518,979	375,508	138,980	193,684	40,589
Motor Pool	806,924	230,868				576,056
Health Department	284,704	69,442	215,262			
Island Grove	186,939	53,800	48,283			84,856
North Jail	928,101	275,755	122,187	103,329	345,404	81,426
Back-up Dispatch Center	808,401	808,401				
Crime Lab	4,332,536	211,966	4,120,570			
Public Works	1,815,192			698,565	149,260	967,367
Human Services	242,946			82,800	160,146	
Gravel Pits	5,541,189	1,390,684		4,150,505		
SW Weld Building	225,951	18,736		8,770	101,344	97,101
North 1401-1402	488,659	202,578	211,007	75,074		
County Clinic	93,400				38,600	54,800
Admin. Bldg (Sykes)	100,366	60,591			39,775	
Southeast Weld Building	116,306			7,984		108,322
Law Administration	138,819			138,819		
Miscellaneous	305,921				22,620	283,301
CNG Station	359,253	359,253				
Towers	11,134,868	2,256,827		7,305,629	1,572,412	
918 10th Street	675,168				675,168	
TOTAL	\$42,732,733	\$6,634,132	\$5,112,816	\$20,332,221	\$4,879,138	\$5,774,426

NOTE: Expenditures listed in year incurred.

**FIVE YEAR
CAPITAL PROJECTS PROGRAMS
2018-2022**

<i>Requirements</i>	<i>Total</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
Jail Capital Reserve	-\$19,278,500	\$1,541,500	-\$13,586,000	-\$12,366,000	\$5,572,000	-\$440,000
Comm. System Reserve	3,412,500	820,000	827,500	-135,000	950,000	950,000
Jail Expansion	44,500,000	4,500,000	20,000,000	20,000,000	0	0
Comm. System	1,337,500	130,000	122,500	1,085,000	0	0
Misc Projects	6,153,500	1,733,500	1,361,000	1,041,000	1,003,000	1,015,000
PW Projects	1,500,000	300,000	300,000	300,000	300,000	300,000
Human Services	2,000,000	1,000,000	1,000,000	0	0	0
Office Building Business Park	6,000,000	0	0	0	0	6,000,000
Weld Plaza Building	3,750,000	750,000	750,000	750,000	750,000	750,000
TOTAL	\$49,375,000	\$10,775,000	\$10,775,000	\$10,675,000	\$8,575,000	\$8,575,000

RESOURCE CAPACITY

FUNDING SOURCES

CASH FLOW ANALYSIS

CAPITAL EXPENDITURES FUND

RESOURCE CAPACITY

2018- 2022

YEAR	PROPERTY TAX	INTEREST	FEES	TOTAL
2018	\$10,250,000	\$300,000	\$225,000	\$10,775,000
2019	10,250,000	300,000	225,000	10,775,000
2020	10,250,000	200,000	225,000	10,675,000
2021	8,250,000	100,000	225,000	8,575,000
2022	8,250,000	100,000	225,000	8,575,000

CASH FLOW ANALYSIS

YEAR	BEGINNING FUND BALANCE	REVENUE	EXPENDITURES	ENDING FUND BALANCE
2018	\$ 24,950,000	\$ 10,775,000	\$ 8,413,500	\$ 27,311,500
2019	\$ 27,311,500	\$ 10,775,000	\$ 23,533,500	\$ 14,553,000
2020	\$ 14,553,000	\$ 10,675,000	\$ 23,176,000	\$ 2,052,000
2021	\$ 2,052,000	\$ 8,575,000	\$ 2,053,000	\$ 8,574,000
2022	\$ 8,574,000	\$ 8,575,000	\$ 8,065,000	\$ 9,084,000

CORRECTIONAL FACILITY

Existing Situation:

The Centennial Complex Jail was constructed in 1978, and was remodeled three times to increase the capacity to 294 beds. In 1997, Phase I of the North Jail Complex was constructed with 160 beds and all of the core service facilities. The North Jail Complex is currently designed for a build out of 779 beds, but the site can accommodate over a 1,000-bed facility. Each phase would be in increments of approximately 160 - 375 beds. Jail population continues to grow in Weld County, but the growth rate has slowed the last few years due to more use of jail alternative programs. Phase II was completed and opened in January, 2004. Phase II added 245 beds based upon the design. Construction of Phase II allowed for the closure of the Centennial Jail and conversion of the space to accommodate Court needs. Phase III, which added 374 beds, was constructed in 2006 - 2007, and was opened in February 2008.

Proposed Solution:

It is proposed that additional phases of the North Jail Complex be constructed in increments of beds, as needed. The total project of approximately 331,143 square feet will be constructed in phases. The first phase, constructed in 1997, was 125,775 square feet. It included the core service facilities, such as kitchen, administrative offices, medical detention, booking area, and lobby to accommodate over 1,000 inmates. Phase II has 245 beds and is both maximum and medium security to accommodate the projected inmate classifications. Phase II was constructed in the 2002 - 2003 time frame and became fully operational as of 2004. Phase III has 374 beds and was constructed in 2006 - 2007. There is currently 217,568 square feet of building with 779 beds available.

Financing:

It is recommended that the county budget \$44,500,000 in the 2018 - 2022 capital plan budget to construct an additional 113,575 square feet of building for 350 additional beds. In 2018 \$4,500,000 is included in the capital budget for the design phase of the jail. In both 2019 and 2020 there is \$20,000,000 included each year for the jail construction. The capital plan is consistent with the inmate population projections that calls for the opening of added jail beds at the end of 2020.

Impact on Operational Costs:

At the end of 2020, it is anticipated that the new jail capacity will be opened. The use of the capacity will be phased in over a two to three year period, depending on inmate population growth. Based upon past phased openings of the jail, the estimated additional annual costs are:

<i>Item</i>	<i>2020</i>	<i>2021</i>	<i>2022</i>
<i>Staffing</i>	\$ 1,210,000	\$ 770,000	\$ 1,100,000
<i>Medical Costs</i>	0	600,000	320,000
<i>Food</i>	0	400,000	200,000
<i>Utilities</i>	0	60,000	0
<i>Maintenance</i>	0	60,000	0

WELD COUNTY BUSINESS PARK

Existing Situation:

In 1987, Weld County acquired 160 acres located in the southwest corner of "O" Street and North 11th Avenue in Greeley. Funds for the property came from the sale of the Health Building.

Proposed Solution:

The property is large enough to allow for future consolidation of county facilities in one area. The utilities and site improvement were developed in 1988, at an estimated cost of \$1,750,000 with the aid of a \$630,000 EDA Grant. The first facilities, completed in 1989, included a 15,000 square foot building for Human Services and a county motor vehicle shop. Fifty to 60 acres have been developed for building and storage sites and approximately 60 acres can be mined for gravel and reclaimed in an attractive way. The new correctional facility is located on this site, as well as the Health Department, Household Hazardous Waste Building, Training Center, Motor Pool, Public Works, Law Administration, Buildings and Grounds, Alternative Programs Facility, Community Corrections Facility, and four administrative buildings. A portion of the property was made available for commercial development and offered at no cost or low cost to private parties for economic development incentives. A PUD was approved for land use purposes in 1989.

Financing:

Development, using future years' funds, is programmed into the long-range plan under specific projects, which include a correction facility (\$44,500,000), and an additional 20,000 square foot office building (\$6,000,000).

Impact on Operational Costs:

See individual projects for cost impacts.

COMMUNICATIONS SYSTEM

Existing Situation:

Weld County, in 1975, created the Weld County Regional Communications Center and agreed to fund the infrastructure to accommodate the communications system. The system consisting of towers, radio receivers and transmitters, system controllers, consoles, computers, and various communications equipment has been required to be replaced or upgraded approximately every ten years with growth and technological changes. The costs have been paid for by grants, Weld County government, and the E911 Authority.

Proposed Solution:

The communications system was upgraded in 2012 at a total cost of \$7,700,000. The E911 Authority Board agreed to fund the console equipment upgrade in the amount of \$2,000,000, and Weld County, in the Capital Expenditure Fund, funded the remaining costs. In addition, the Board of County Commissioners has agreed to adopt a policy of funding a \$9,500,000 capital reserve in the amount of \$950,000 per year, so that in ten years funds will be in the capital reserve for the next upgrade and the 700 MHz conversion. \$2,200,000 was placed in the capital reserve for the mobile and portable radio replacement. Purchase of the radios was made in 2017 for the 700 MHz conversion.

Financing:

The upgrade for 2012 was funded by the E911 Authority Board funding \$2,000,000 from its reserve, and Weld County funded \$5,700,000 in 2012 from the Capital Expenditure Fund for the total cost of \$7,700,000. Beginning in 2013, Weld County will fund \$950,000 per year for the Communications System Reserve for future communications systems upgrades and the 700 MHz conversion. In 2018 a total of \$130,000 is included for tower equipment upgrades, \$122,500 in 2019, and \$1,085,000 in 2020.

Impact on Operational Costs:

There will be no additional operational costs for the system. Operational costs are currently funded by Weld County, the E911 Authority Board, and users through an allocation of cost formula charging 10% in 2016 with an additional 2.5% each year progressing until it reaches 20% in 2021. It is not anticipated that the upgraded systems will be any more expensive, operationally, to maintain than the current system.

GRADER SHEDS / STORAGE BUILDING

Existing Situation:

The County currently has 20 grader sheds throughout Weld County, to accommodate road maintenance functions in all sectors of the county. The grader sheds are in various conditions, ranging from good to needing replacement. Eleven have recently been replaced -- Johnstown (1945), Vim (1983), Mead (1985), Severance (1987), Ault (1989), Briggsdale (1991), Keenesburg (1994), Stoneham (1994), Dacono (1995), Fort Lupton (2000), Gill (2001), Galeton (2003), New Raymer (2004), Rockport (2007), Keota (2008), Kersey (2010), Grover (2013), Peckham (2014), Kiowa (2015), and Nunn (2017). In addition, four ice control storage buildings were constructed in 2001 - 2003. Additional storage facilities at the Public Works Headquarters were built in 2003 and 2013. A new Buildings and Grounds facility was built in 2007, and the old facility was converted to a Printing and Supply facility. An additional storage facility was purchased in 2009. An addition to the Public Works Headquarters for Engineering was completed in 2015.

Proposed Solution:

An analysis of existing grader sheds determined which are required for the operational functions of the road maintenance operation in Weld County. In the process some have been sold, others consolidated, and some identified for replacement. In cases where existing grader sheds will accommodate the maintenance function, it is suggested that attention be given to those sheds that need maintenance or major improvements. Where necessary, replacement sheds have been identified.

Financing:

The county, since 1982, has totally reconstructed and upgraded all grader and road maintenance facilities. The county should continue a sound maintenance and replacement program, so the buildings do not fall into the disrepair condition they were in prior to 1982. The funding mechanism is a pay-as-you-go function out of the Capital Fund. In 2014, a 15,000 square foot heavy equipment storage facility was constructed (\$800,000). In 2015 additional office space was added for Engineering. Funds in the amount of \$300,000 per year for the years 2017-2021 are included for Public Works facilities. The grader sheds will be replaced in Johnstown (2018), Mead (2019), Vim (2020), and Severance (2021).

Impact on Operational Costs:

Vehicle storage facility will have utility costs of approximately \$2,400 per year. Since the old grader sheds are being replaced with new sheds, the county's experience is that there is approximately a \$1,000 per year savings on the utilities due to the use of radiant heat and improved insulation. Staffing is unchanged.

JUSTICE CENTER

Existing Situation:

The Justice Center includes the Courthouse, Court Annexes, and Centennial Center buildings. It provides for the space needs of the 19th Judicial District. Under state law the county is obligated to provide and maintain the facilities for court related activities. The Courthouse was built in 1917 and is maintained on the Federal Register of Historical Buildings. After many remodels and upgrades it still functions as the main court facility for Weld County. In the mid-1980's two buildings across the street from the Courthouse were acquired and remodeled to house the Probation Department. In 2001, the West Courthouse Annex Building was acquired to house the District Attorney Juvenile Division. As the population grows and court related activities grow the space requirements continue to expand. Four courtrooms were added in 2008.

Proposed Solution:

With the growing needs of the courts it will require that the county convert the Centennial Center, including the jail, to courtrooms and court-related offices. With the construction of Phase II of the North Jail, the Centennial Jail was closed and remodeled into court-related space in 2004. All Sheriff's office administrative functions, along with Communications and Records, were moved to the new Public Safety Administrative Building next to the North Jail in 2003. Over time the entire Centennial Complex will become court-related space, as well as the two annex buildings to the west and east of the Courthouse. In 2004, three additional district courtrooms were created, a juvenile courtroom, and one additional county courtroom, and in 2009 four additional court rooms were built. The first floor of the Centennial Jail has been converted into courtrooms. The second and third floors of the jail were remodeled in 2010 for additional court and office facilities. First floor Centennial offices were converted into office space for the Clerk to the Court. The space in the Courthouse occupied by the Clerk to the Court was converted into a district courtroom. These courtrooms will supplement the current vacant district courtroom and the visiting judge courtroom to accommodate four anticipated additional judges through 2022+. Space formerly occupied by the Weld County Commissioners and administrative functions will be converted to court-related space since those functions moved to a new administrative building in 2011. The Chase Building purchased in 2014 will provide space for court support functions for years with its 119,875 square foot of space.

Financing:

The County can accommodate court related activities in the space of the Justice Center for several years. In addition, the block to the southeast of the Centennial Complex has been acquired by the county and converted into a parking lot. In the future when the need arises, that block can serve as a site for court building expansion and a parking garage structure to accommodate court space needs. Also, in the next decade it may be necessary to have court facilities in the southern part of Weld County where the population is growing at a rapid rate. The funding mechanism for all court facility needs should be a pay-as-you-go function out of the Capital Fund. The following page is a schedule of proposed conversion of Justice Center space.

CAPITAL PLAN FOR JUSTICE CENTER

<i>YEAR</i>	<i>CURRENT USE</i>	<i>NEW USE</i>	<i>COST</i>
2008	Vacant	Work Release (30,000 sf)	\$ 4,275,000
2008	Second Floor Old Jail	2 Courtrooms	\$ 1,500,000
2008	Third Floor Work Release	2 Courtrooms	\$ 1,500,000
2008	Third Floor Work Release	DA Offices	\$ 1,000,000
2011	Vacant	Administrative Bldg.	\$ 5,000,000
2015	Planning	Probation	\$ 400,000
2023+	Third Floor Centennial	2 Courtrooms	\$ 1,200,000
2023+	First Floor Centennial	1 Courtroom	\$ 300,000
2023+	Vacant	Justice Center Annex Building	\$ 5,000,000
2023+	Third Floor Centennial (DA)	2 Courtrooms	\$ 750,000
2023+	Second Floor Centennial	2 Courtrooms	\$ 750,000
2023+	First Floor Centennial (DA)	Court Offices	\$ 200,000

Impact on Operational Costs:

Under Colorado law, county governments are required to provide space for the courts and maintenance of the facility, but all personnel and other operating expenses are paid for by the State of Colorado. The estimated additional building maintenance costs by year are:

2016	0
2017	0
2023+	\$ 176,000

ALTERNATIVE PROGRAMS BUILDING

Existing Situation:

Alternative programs were housed in the old jail and in the West Courthouse Annex. As jail crowding became more and more of a problem, the alternative programs, such as work release and pre-trial programs, are used more and more by the Court. The programs formerly occupy approximately 20,000 square feet. The space that the programs occupied was needed for courtrooms and Probation office space.

Proposed Solution:

To accommodate the space needs of the alternative programs and allow for growth in the programs, a 30,000 square foot building was proposed. The facility was constructed in the Weld County Business Park. This puts the facility in closer proximity to the jail for support services.

Financing:

The new 30,000 square foot Alternative Programs Building was completed in 2008.

Impact on Operational Costs:

Impact of additional costs on the 2008 budget was \$156,300 for utilities and maintenance. Staffing costs were unchanged, since personnel were transferred from the old facility to the new building.

LAW ENFORCEMENT ADMINISTRATION BUILDING

Existing Situation:

Growing needs of the courts require that the county convert the Centennial Center, including the jail, to courtrooms and court-related offices. With the construction of Phase II of the North Jail, the Centennial Jail will be closed and remodeled into court-related space. In addition, all Sheriff's office administrative functions, along with the Communications and Records, were relocated in 2004 to accommodate the courts.

Proposed Solution:

Since the entire jail operation was moved to the North Jail there are logistical advantages to relocate all Sheriff Office functions near the jail site. To accommodate the space needs of the Sheriff's Office, a 22,000 square foot office building near the North Jail site was constructed in 2002. The building houses the Sheriff's office functions, Communications, and Records. This allows for the consolidation of all criminal justice functions at one site with the exception of patrol substations.

Financing:

The new Public Safety Administration Building was constructed in 2002. Funds in the amount of \$2,500,000 were budgeted in 2002 for the construction of a 22,000 square foot office building. In 2010 and 2014 respectively, the Records Unit and the Weld County Regional Communications Center were moved from the Law Enforcement Administration Building to the former Human Services Building to free up space for the Sheriff's Office.

Impact on Operational Costs:

There were no impact of additional costs on the 2010 or 2014 budget for utilities and maintenance, since the space has been maintained in the past. Staffing costs were unchanged, since personnel were transferred from the old facility to the new building.

REGIONAL CRIME LAB

Existing Situation:

Formerly the county had a crime lab located in the basement of the Centennial Complex, and the former Planning Department office. The space was inadequate to meet the size and program requirements. Weld County took the lead to create a regional crime lab for Northern Colorado that houses approximately 40 crime lab staff members from various law enforcement agencies and CBI.

Proposed Solution:

The regional crime lab facility consists of approximately 20,000 square feet. It contains private and open office areas, waiting areas, lobby space, meeting/conference rooms, complete laboratory and forensics discovery area. It is fully fire sprinkled. The crime lab's location is in a business park off Highway 34 and WCR 17, which is a central location for the Northern Colorado region.

Financing:

The construction of the regional crime lab started in 2012 financed by \$4,000,000 in county funds. It was completed and fully operational in August, 2013.

Impact on Operational Costs:

When the crime lab was constructed there was additional costs in the budget for utilities and maintenance, in the amount of \$310,000. However, five participating agencies pay approximately 80% of this cost, or \$248,000 for a net county cost of \$62,000. Staffing costs are unchanged, since personnel were transferred from the old crime lab to the new building. A Federal grant for \$500,000 funded the first three to four years of operational costs.

COMMUNITY CORRECTIONS FACILITY

Existing Situation:

The Community Corrections program had been operated by private contractors since its inception in Weld County in the early 1980's. The facility that the contractors had used was the site known as The Villa, which were old dormitories on the UNC campus. UNC encouraged the Community Corrections Facility to move off campus due to the facility housing convicted felons that are returning to the community from the Colorado Department of Corrections. In 2008 there were problems with the contractor that owns the facility providing the community correction services. The county realizes that without a county-owned community corrections facility it limits the county's choices for a contract provider of the service and the option of the county operating the facility itself through the Justice Services Department.

Proposed Solution:

The Board of Weld County Commissioners, in May 2008, made the decision that the county should construct its own Community Corrections Facility in the Weld County Business Park. The site is at the entrance of the park at the northwest corner of 11th Avenue and H Street. A 30,000 square-foot building was constructed in 2010 to accommodate the program. The site can accommodate a doubling of the facility size at some future date at a cost of approximately \$5,000,000.

Financing:

The new Community Corrections Facility was constructed, in 2010, within the Weld County Business Park. An Energy Impact Grant, in the amount of \$400,000, along with \$4,600,000 in county funds, funded the project.

Impact on Operational Costs:

There were additional costs in the 2010 and future budgets for utilities and maintenance, in the amount of \$160,000. However, the majority of the program costs are paid for from state contracts with the State Department of Corrections through a lease to ICCS, which is the sub-contractor operating the facility. Currently, the program services are provided by a private contractor (ICCS).

DOWNTOWN GREELEY PARKING AND LAND

Existing Situation:

The Courthouse and Centennial Center are located in the center of downtown Greeley. The future plans are for these facilities to be the judicial center for the 19th Judicial District that serves Weld County. Parking has been a long time problem in the area for citizens using the facilities. In addition, as Weld County looks to the future there will be a need to have land to locate future court facilities. The court administration is insistent upon having a centralized location, since other jurisdictions have had logistical problems attempting to split court facilities into more than one location. As a result, there is a need to acquire land adjacent to the current location to accommodate future court facilities.

Proposed Solution:

In July, 2003, the County purchased a portion of an adjacent block of property to the Centennial Complex and Courthouse to allow for surface parking in the immediate future, and to provide future building sites for future court facilities. Opportunity existed to purchase approximately 100,000 square feet adjacent to the current facilities in 2003. The parking was developed in 2004, and needed facilities can be constructed on this site in the future.

Financing:

In 2003, fund balance from the General Fund, in the amount of \$1,500,000, was transferred to the Capital Expenditure Fund to acquire the site and put money aside for the parking improvements in 2004. Approximately 250 parking spots have been developed to serve the area. As portions of the site are needed for court building sites, a parking structure can be built to accommodate added parking needs or land to the east or south of the site can be acquired for surface parking. In the 2012 budget \$2,000,000 was reserved for the purchase of property adjacent to the current Justice Center location to accommodate future court facilities and support services. In 2014 \$1,500,000 was used for property acquisitions leaving \$500,000 reserved for future property purchases in the area of the Courthouse.

Impact on Operational Costs:

No new operation costs are anticipated.

WELD PLAZA BUILDING 804-822 7TH STREET, GREELEY

Existing Situation:

Weld County has a major investment in court facilities in the downtown Greeley area. For many years the county has gradually been acquiring buildings and land for the court operations and parking accommodations. The court operations and support function will grow over time and require a long term plan.

Proposed Solution:

In 2014 the county purchased the Weld Plaza Building located at 804-822 7th Street, in Greeley, Colorado, located a block and half from the Courthouse. The building is a 119,875 square foot complex that will allow Weld County over time to create a more complete judicial complex in downtown Greeley area. The District Attorney's Office, probation, and other human services with court related responsibilities can eventually be consolidated in the complex. Until the space is needed the county will continue to lease the space to private business to offset the cost of the building.

Financing:

In 2014 the 119,875 square foot Weld Plaza Building complex was purchased for \$5,775,000. In late 2016 the county relocated child protection services into the two story plaza that contains approximately 27,000 square feet and the first floor of the main building. The remodel costs in 2016 will be approximately \$2,800,000. In the 2018-2022 the capital plan provides \$750,000 a year for improvements to the building to better accommodate the future use of the facility by county departments.

Impact on Operational Costs:

With the current private leases the building is projected to provide a net operating income gain of \$250,000-\$700,000 per year, so no additional operating costs are anticipated for the immediate future.

ADMINISTRATIVE OFFICE BUILDING

Existing Situation:

The long term plan with the development of the Weld County Business Park was for the eventual move of all administrative functions of the county to the business park. All of the functions were housed at the Centennial Complex in 1976. In 1990-91 the Assessor, Treasurer, Clerk and Recorder, and Planning were relocated to the business park. With the future space demands of the courts it is anticipated that the remaining county administrative functions at the Centennial Complex will need to be relocated to the Weld County Business Park. This will leave the Centennial Complex as a justice and law enforcement center exclusively.

Proposed Solution:

In order to accommodate the Court's space needs and the County's administrative functions it was necessary to acquire a new administrative facility at the Weld County Business Park. To accommodate the space needs of the existing administrative functions, and plan for future growth, an existing 43,000 square-foot office building was purchased in 2010, and remodeled to accommodate current and future County administrative functional needs. In 2022 it is anticipated that an additional 20,000 square foot office building will be required to house county functions.

Financing:

The County purchased the existing Sykes Building for \$3,500,000 in June, 2010. Approximately another \$2,300,000 was spent to remodel the building to make a fully functional administrative building to house the County Commissioners' Office and associated administrative functions. Vacant space will exist to accommodate growth for a number of years. The project was funded by Capital Reserve funds. \$6,000,000 is budgeted in 2022 to construct an additional 20,000 square foot office building to house county functions, such as Planning, Building Inspection and others.

Impact on Operational Costs:

There were additional costs in the 2011 budget for utilities and maintenance, in the amount of \$180,000. There were no additional staffing costs since the staff moved from other facilities to occupy this building. Moving and relocation costs were \$50,000.

In 2022 the addition of a 20,000 square foot office building in the Weld Business Park will add approximately \$160,000 per year for utilities and maintenance.

HUMAN SERVICES BUILDING ANNEX

Existing Situation:

The Human Services Building was acquired in the 1970's and in the mid 1990's an annex was added. In 2005, additional land was purchased, adjacent to and south of the two existing buildings. The additional land will accommodate another 20,000 square foot building and parking.

Proposed Solution:

A new 40,000 square foot building was constructed in Greeley on the Social Services site in 2009. The building will accommodate the current services, plus allow room for future expansion and consolidation of the Human Services and Social Services Departments. In late 2016 the Child Protection unit was relocated to the Chase Building freeing up space at the Human Service Complex.

Financing:

The building was constructed in 2009. Funds in the amount of \$5,000,000 were budgeted in the 2008 budget for the 40,000 square foot building. Additional parking was constructed in 2007, in the amount of \$300,000. \$2,000,000 was spent in 2017 to remodel and upgrade the oldest building, and another \$2,000,000 will be spent over 2018-2019 to upgrade the two remaining buildings.

Impact on Operational Costs:

There were additional costs in the 2010 budget and beyond for utilities and maintenance, in the amount of \$210,000. However, the majority of the program costs are paid for from grants from the State Department of Social Services. There were no additional staffing costs since the staff moved from other facilities to occupy this building. The added space costs for the Chase Building will be paid from the State Child Welfare Allocation. No additional costs are anticipated for the areas remodeled in 2017-2019.

SOUTHWEST COUNTY SERVICE CENTER

Existing Situation:

The Southwest County Service Center was developed in 2000 - 2001. With the growth in the area, additional facilities will be required to house all the County functions required to service the area.

Proposed Solution:

It is proposed that an additional 20,000 square foot building be constructed on the Southwest Weld County Service Center site in the future. The building will accommodate the current services, plus allow room for future expansion of services in the area.

Financing:

The building will be constructed in 2022, or beyond. Funds in the amount of \$5,700,000 are budgeted in the 2023 budget or beyond for the 20,000 square foot building.

Impact on Operational Costs:

There will be additional costs in the budget for utilities and maintenance, in the amount of \$120,000 when the facility is built. There will be no additional staffing costs since the staff will be moving from other facilities to occupy this building. Moving and relocation costs are estimated to be \$30,000.

SOUTHEAST COUNTY SERVICE CENTER

Existing Situation:

The Southeast County Service Center was acquired as a used building in the early 1980's from the City of Fort Lupton. With the growth in the area, the building was no longer large enough for the functions located in the building, and the building was in need of remodeling.

Proposed Solution:

In 2006, a new 20,000 square foot building was constructed in east Fort Lupton on a five-acre site. The building accommodates the historic services provided, plus Probation and increased Human Services. The location of the building in east Fort Lupton will better accommodate not only Fort Lupton residents, but also residents from the Hudson and Lochbuie areas. Additional space may be added to the site in 2022, or beyond.

Financing:

The additional building will be constructed in 2022, or beyond. Funds in the amount of \$6,000,000 are budgeted in the 2023 budget or beyond for the 20,000 square foot building.

Impact on Operational Costs:

There will be additional costs in the budget for utilities and maintenance, in the amount of \$120,000 when the facility is built. There will be no additional staffing costs since the staff will be moving from other facilities to occupy this building. Moving and relocation costs are estimated to be \$30,000.

MISCELLANEOUS PROJECTS

Existing Situation:

Each year there are several special projects to do major maintenance to buildings, update or renovate county facilities, provide for new county programs, and remodel to accommodate changing programs or meet new legal standards. An approach which provides miscellaneous funds of this nature can prevent postponing necessary major maintenance or remodeling of facilities and, thus, avoid added cost or delay of potential savings to the county and taxpayers. In addition, such an approach can also make better utilization of existing facilities in order to avoid the acquisition of new space and facilities. Carpet replacement, HVAC replacement, roof replacement, elevator upgrades, remodels, and major maintenance projects should be included in this category.

Proposed Solution:

It is recommended that an amount of \$6,153,500 be set aside for such projects in the Long Range Capital Projects Plan. A detailed listing of special projects is on the following two pages.

Financing:

It is recommended the county budget \$6,153,500 over the next five years to accommodate the detailed listing of special projects found on the following two pages.

Impact on Operational Costs:

No new operational costs are anticipated. In most cases the HVAC systems replaced should be more energy efficient resulting in energy cost savings.

B&G Capital Maintenance Projects 2018 - 2022			
FY 2018			
Building Name	Address	Type of Improvement	Budget Estimate
Ambulance	1121 M Street, Greeley	Carpet	\$18,000
Ambulance	1121 M Street, Greeley	Paint	\$10,000
Jail	2110 O-Street Greeley	Clothes Washers (3 each)	\$50,000
Jail	2110 O-Street Greeley	Clothes Dryers (3)	\$28,000
Extension	Island Grove	Carpet	\$28,000
Extension	Island Grove	Paint	\$17,000
Extension	Island Grove	Furniture Teardown/rebuild for Carpet	\$10,000
Jail	2110 O-Street Greeley	Two Food Warmers	\$17,000
Jail (Gym)	2110 O-Street Greeley	1-West Water Storage Tanks	\$150,000
Jail (Gym)	2110 O-Street Greeley	1-West Boilers	\$140,000
Extension (Office Only)	Island Grove	Roof Top Unit	\$65,000
Public Health	1555 N. 17th Ave, Greeley	Public Health Roof Replacement	\$300,000
Missile Site	10611 Spur 257, Greeley	Concrete Repairs (Settling)	\$50,000
Public Works	1111 H Street	HVAC Controls Update	\$50,000
Public Health	1555 N. 17th Ave., Greeley	HVAC Controls Update	\$80,000
Jail 1-East	2110 O-Street Greeley	HVAC Controls Update	\$80,000
Jail 1-West	2110 O-Street Greeley	HVAC Controls Update	\$80,000
Jail	2110 O-Street Greeley	Visitation Components	\$12,000
Public Health	1555 N. 17th Ave, Greeley	Fire Alarm Controls	\$34,000
Southwest	4209 CR 24 1/2, Firestone	Gut & remodel Booking area (1,204 square feet)	\$180,000
Jail	2110 O-Street Greeley	Jail Classroom Night Lights (Pod A, B, & C)	30,000
Law Admin	1950 O-Street, Greeley	Patrol Area Furniture Reconfiguration	45,000
Training Center	1104 H-Street, Greeley	Pave Obstacle Course (between obstacles)	3,000
Administration	1150 O-Street, Greeley	Office/Conference Rooms Additions	\$150,000
Administration	1150 O-Street, Greeley	Add 12x12 office (Coordinator Position)	15,000
Centennial Center	915 10th Street, Greeley	Create restroom in 19th Judicial Clerks Office	\$50,000
Centennial Center	915 10th Street, Greeley	19th Judicial - Remove cubicles & build Clerks Supervisor Office	\$12,000
Centennial Center	915 10th Street, Greeley	Centennial Conference Room A&B projector & screen	1,500
Administration	1150 O-Street, Greeley	HAM Radio Antenna at 1150 Building (conduit path only)	4,000
Southwest	4209 CR 24 1/2, Firestone	HAM Radio Antenna at Southwest Building (conduit path only)	4,000
HHW - Dacono	5510 Hwy 52, Dacono	Add three bay storage unit & sidewalk to Dacono	20,000
Total			\$1,733,500
FY 2019			
Building Name	Address	Type of Improvement	Budget Estimate
Centennial	915 10th Street, Greeley	Plaza West Roof	\$360,000
Planning & Health	1555 N. 17th Ave., Greeley	Chiller	\$526,000
Centennial	915 10th Street, Greeley	Centennial/Plaza East Roof	\$475,000
Total			\$1,361,000
FY 2020			
Building Name	Address	Type of Improvement	Budget Estimate
Centennial	915 10th Street, Greeley	Hot Water Generator	\$140,000
Planning & Public Health	1555 N. 17th Ave. Greeley	Boilers	\$120,000
Centennial	915 10th Street, Greeley	Lighting Upgrade	\$120,000
Centennial	915 10th Street, Greeley	Chiller Pumps	\$30,000
Centennial	915 10th Street, Greeley	Isolation Valves	\$30,000
Courthouse Annex	934 9th Ave, Greeley	Roof	\$120,000
Print Shop	1500 2nd Street, Greeley	Roof (sloped portion)	\$66,000
Centennial	915 10th Street, Greeley	Ceiling Grid 2nd Floor	\$50,000
Sand Salt Sheds	5 Locations	Replace siding that has rusted through	\$125,000
Human Services A	315 A N. 11th Ave, Greeley	Roof	\$150,000
Grover Tower	Grover	Generator Replacement	\$30,000
New Raymer Tower	New Raymer	Generator Replacement	\$30,000
LaSalle Tower	LaSalle	Generator Replacement	\$30,000
Total			\$1,041,000

FY 2021			
Building Name	Address	Type of Improvement	Budget Estimate
Centennial	915 10th Street, Greeley	Cooling Tower Replacement	\$150,000
Fuel Island	1115 H Street	Fuel Tanks Replacement	\$100,000
Jail	2110 O-Street Greeley	Shower Boxes M,N,O,R,TM,TF&S	\$30,000
4H Building	Island Grove	Roof	\$65,000
Centennial	915 10th Street, Greeley	Heat Pumps	\$68,000
8th Ave Storage	300 8th Avenue	Roof - South half	\$25,000
Plaza West	910 10th Ave, Greeley	Clapper Valve in Parking Garage	\$17,000
Law Administration	1950 O-Street, Greeley	Boiler	\$22,000
Law Administration	1950 O-Street, Greeley	Roof Top Unit	\$200,000
Public Health	1555 N. 17th Ave, Greeley	Booster Pump	\$35,000
Hazardous Waste (North)	1311 N.17th Ave, Greeley	Roof	\$46,000
Courthouse	901 9th Ave, Greeley	Hot Water Generator	\$80,000
Exhibition/4H		Exhaust Hood Replacement	\$35,000
Community Corrections	1101 H Street	Camera Replacement	\$50,000
Public Works	1111 H Street, Greeley	Roof Top Units	\$80,000
Total			\$1,003,000
FY 2022			
Building Name	Address	Type of Improvement	Budget Estimate
Courthouse	901 9th Ave, Greeley	Carpet	\$150,000
Centennial	915 10th Street, Greeley	DA Carpet	\$80,000
Courthouse Annex	934 9th Ave, Greeley	Carpet Replacement	\$70,000
Courthouse Annex	934 9th Ave, Greeley	Teardown/Rebuild Furniture for Carpet	\$35,000
Centennial	915 10th Street, Greeley	DA Teardown/Rebuild Furniture for Carpet	\$40,000
Centennial	915 10th Street, Greeley	3rd Teardown/Rebuild Furniture for Carpet	\$10,000
Centennial	915 10th Street, Greeley	CH Teardown/Rebuild Furniture for Carpet	\$40,000
Centennial	915 10th Street, Greeley	3rd Floor Carpet	\$30,000
Centennial	915 10th Street, Greeley	1st Floor Carpet	\$30,000
Jail	2110 O-Street Greeley	1-West RTUs (11 Each)	\$380,000
Jail	2110 O-Street Greeley	IT Room AC	\$36,000
West Annex	Both Buildings, Greeley	Roof	\$35,000
Veterans	1008 9th Street, Greeley	Roof	\$19,000
918	918 10th Street, Greeley	Roof	\$60,000
Total			\$1,015,000

ACCUMULATIVE CAPITAL OUTLAY/CONTINGENCY

Existing Situation:

If Weld County is to embark upon a number of ventures in capital projects over the next five years, it is suggested the county proceed very cautiously and very conservatively in the area of financing. To do this, it is suggested that a contingency be set aside each year on a pay-as-you-go basis to accommodate unanticipated cost increases or emergency situations which cannot be foreseen at this time. If the contingency amount is accumulated over the next five years, it can be used as a reserve for the capital projects program in future years, or it can be used as a funding mechanism in years beyond 2022. The primary reserve would be for a future correctional facility or other facilities at the North County Complex and southwest and southeast County administrative office sites and to fund the replacement of the Communications system.

Proposed Solution:

Budget any carry-over amount each year on a contingency basis that ultimately could be used to meet any contingency or emergency situation, or could be used as an accumulation of capital outlay funds for funding of projects beyond 2023.

Financing:

It is recommended that the county budget fund balance carry-overs in the capital fund each year as a contingency.

Impact on Operational Costs:

None.

MISCELLANEOUS FUNDS

CONSERVATION TRUST FUND

Existing Situation:

With the passage of SB119 (The Colorado Lottery), 40 percent of the proceeds of the lottery are earmarked for Conservation Trust Funds in local governments. The earning potential of the lottery is anticipated to be \$376,000 per year. The funds must be used for "the acquisition, development, and maintenance of new conservation sites, or for capital improvements or maintenance for recreational purposes on any public site". (Section 29-21-101, C.R.S.) With the passage of Amendment 8 (GO COLORADO) these funds should stabilize at \$450,000 per year, plus lottery sales growth. See Conservation Trust Fund for detailed discussion.

Proposed Solution:

The Board has the option to use the funds in the following ways:

1. Maintain and improve Island Grove Park.
2. Maintain and improve the Missile Site Park.
3. Acquire and maintain open space.
4. Develop and maintain trails.
5. Other project requests from throughout the county.

Financing:

In addition to Conservation Trust Funds, it is recommended that the county finance parks and recreation projects at a level of \$129,000 in the General Fund from property taxes. Funds from 2017 forward are uncommitted.

Impact on Operational Costs:

No new operational costs are anticipated.

ISLAND GROVE

Existing Situation:

Weld County and the City of Greeley currently have certain joint ventures and commitments to develop the Island Grove Park facility. Some discussion has been held regarding the creation of an Island Grove Park Authority for development and management of the facility.

Proposed Solution:

If the Board of County Commissioners decides to continue participation in the development of the Island Grove facility, it is recommended that Conservation Trust Funds from the lottery be used to the maximum amount prior to use of county general tax funds.

Financing:

It is recommended that the county finance any Island Grove enhancements with Conservation Trust Funds resulting from the lottery, to the maximum amount possible, prior to use of general county tax funds. Beginning in 2003, \$100,000 per year in General Fund dollars has been committed to the maintenance of an indoor arena facility. Also, in 2000, the County contributed \$1,500,000 towards the construction of the indoor arena facility, known as the Island Grove Community Building. The facility was constructed and will be maintained jointly by the City of Greeley, Farm Show, and Weld County. \$250,000 was included in the 2004 General Fund budget to add air conditioning to the Island Grove Community Building. The county paid \$1,500,000, in 2006, for the Island Grove Park Master Plan that covers improvements to the park for the next 10 - 20 year period.

Impact on Operational Costs:

Although the Island Grove Park Authority may incur additional operational costs from the projects in the park's CIP, no new operational costs are anticipated as a result of the park's CIP for Weld County government. In most cases, the new park facilities planned will generate revenues to support the additional operating costs.



PROPRIETARY FUNDS SUMMARY

Proprietary funds include both Internal Service Funds and Enterprise Funds. Internal Service Funds are established to account for goods and services provided to other departments of the county on a cost-reimbursement basis. Enterprise Funds account for departments providing services primarily to third party payers.

NORTHERN COLORADO REGIONAL FORENSIC LABORATORY FUND: This fund accounts for the maintenance and operational costs of the Northern Colorado Regional Forensic Laboratory. It is funded by rent paid by participating agencies.

FLEET SERVICES FUND: The Fleet Services Fund accounts for the revenue and costs generated by equipment and vehicles rented to other county departments. The gross operating budget amounts to \$10,945,000 in 2018, with \$6,393,500 budgeted for new capital equipment. The budget reflects the decision of the Board in March, 2017, to bring the fleet management function in-house versus contracting the service out effective October 1, 2017. Depreciation is \$4,625,000 for new equipment purchases, plus sale of surplus items of \$850,000. Grants in the amount of \$888,100 for CNG vehicles and conversions are included in the 2018 budget.

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 2018, the county will continue with only dental and vision being self-insured. Health coverage will be provided by a private company on a partially self-insured basis with a Preferred Provider Organization (PPO) option and a High Deductible Health Plan/Health Reimbursement Account (HDHP/HRA) option.

INSURANCE FUND: The Insurance Fund accounts for all insurance costs for the county. The program is a combination of insured risks and protected self-insurance risks. Gross budget costs are \$2,655,000 in 2018, with a property tax levy of \$2,500,000. 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 \$1,365,792 in Weld County. Funding is at current level and reflects no capital upgrades in 2018.

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
2018

Fund	Org	Acct	Account Title	2017 Budget	2018 Request	2018 Recommend	2018 Final
			CHARGE FOR SERVICES				
5200	27100	4410	CHARGE FOR SERVICES	155,000	310,000	310,000	310,000
			TOTAL REGIONAL CRIME LAB	155,000	310,000	310,000	310,000

**REGIONAL CRIME LAB
SUMMARY OF EXPENDITURES
2018**

Fund	Org	Expenditure Function	2017 Budget	2018 Request	2018 Recommend	2018 Final
5200	27100	CRIME LAB - JOINT OPS	155,000	310,000	310,000	310,000
		TOTAL REGIONAL CRIME LAB	155,000	310,000	310,000	310,000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: NO. CO. REGIONAL FORENSIC LABORATORY FUND

BUDGET UNIT TITLE AND NUMBER: No. Co. Regional Forensic Laboratory - - 5200-27100

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	5,686	5,250	0	0
Purchased Services	129,015	144,750	147,000	147,000
Fixed Charges	2,808	5,000	163,000	163,000
Capital	0	0	0	0
Gross County Cost	\$ 137,509	\$ 155,000	\$ 310,000	\$ 310,000
Revenue	137,509	155,000	310,000	310,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Purchased Services total \$147,000 which includes electricity (\$40,000), water (\$6,000), gas (\$26,000), phones (\$35,000), trash (\$700), janitorial (\$17,600), professional services (\$1,700), and repair and maintenance (\$20,000). Fixed costs are \$163,000 for depreciation (\$86,038), and indirect costs (\$76,962). The total expenditure budget is \$310,000 with \$310,000 in revenue from charges paid by the five member jurisdictions per an MOU in the amount of \$62,000 each.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**FLEET SERVICES
SUMMARY OF REVENUES
2018**

Fund	Org	Acct	Account Title	2017 Budget	2018 Request	2018 Recommend	2018 Final
6000	17550	4340	GRANTS				
			GRANTS	449,000	888,100	888,100	888,100
6000	96300	4410	CHARGE FOR SERVICES				
			CHARGE FOR SERVICES	6,552,922	6,320,000	6,320,000	6,320,000
6000	96300	4680	MISCELLANEOUS				
			OTHER	4,300,000	4,625,000	4,625,000	4,625,000
6000	17550	4810	GAIN LOSS ON SALE	373,000	850,000	850,000	850,000
			TOTAL MISCELLANEOUS	4,673,000	5,475,000	5,475,000	5,475,000
			TOTAL FLEET SERVICES	11,674,922	12,683,100	12,683,100	12,683,100

**FLEET SERVICES
SUMMARY OF EXPENDITURES
2018**

Fund	Org	Expenditure Function	2017 Budget	2018 Request	2018 Recommend	2018 Final
6000	17550	VEHICLE REPLACEMENT	3,937,000	0	0	0
6000	96300	FLEET SERVICES	10,852,922	10,945,000	10,945,000	10,945,000
		TOTAL FLEET SERVICES	14,789,922	10,945,000	10,945,000	10,945,000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: IS – FLEET SERVICES

BUDGET UNIT TITLE AND NUMBER: Fleet Services Administration - - 6000-96300

DEPARTMENT DESCRIPTION: Centralized motor pool support for Weld County. Contract for fleet maintenance is included in this budget unit.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 1,123,906	\$ 1,339,486
Supplies	1,166,775	1,621,000	1,666,000	1,666,000
Purchased Services	4,717,161	4,806,000	3,323,221	3,107,641
Fixed Charges	4,180,949	4,400,922	4,806,873	4,806,873
Capital	7,995	25,000	25,000	25,000
Gross County Cost	\$ 10,072,880	\$ 10,852,922	\$ 10,945,000	\$ 10,945,000
Revenue	9,907,272	10,852,922	10,945,000	10,945,000
Net County Cost	\$ 165,608	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	14	16

SUMMARY OF CHANGES: The 2018 budget reflects the Board's decision to bring the motor pool operation in-house and not renew the contract for vehicle maintenance effective October 1, 2017. The operation will be staffed with 16 FTE's at a cost of \$1,339,486. Depreciation will be \$4,625,000. Costs of Goods for fuel is \$1,650,000. Contract payments are funded at \$2,691,641, overhead at \$151,873 for indirect costs, equipment at \$25,000, \$250,000 for vehicle expenses, \$50,000 for repairs, \$80,000 for utilities, and the remaining \$82,000 for miscellaneous supplies and service costs.

The revenue for the budget includes \$4,625,000 from depreciation of the fleet, \$1,650,000 from fuel sales, and \$4,670,000 from vehicle maintenance charges for a total of \$10,945,000.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Based upon a cost analysis the bringing of the motor vehicle maintenance and fleet management function in-house will allow the county to take advantage of cost savings by doing more services in-house, versus contracting them out, and savings from shortening the life cycle of certain vehicles, such as motor graders and heavy trucks.

BOARD ACTION: Budget reflects the Board's approved staffing adjustments done at the work session on October 11, 2017. All other items approved as recommended.

FLEET SERVICES ADMINISTRATION (CONTINUED) 6000-96300

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of work orders issued	8,416	8,500	8,700
Number of service/maintenance orders per technician	935	944	966
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.441	.427	.507
Work orders issued per FTE	647	654	544

Goal ES15: To provide quality, sufficient, and well-maintained county vehicles to county departments.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES19-1: Safe and reliable vehicles ready to meet needs	90% of department users satisfied with the quality and timeliness of fleet management services	90%	90%	90%
ES19-2: Worker-friendly and functional vehicles	90% of internal customers satisfied with county vehicle	90%	90%	90%
ES19-3: Cost effective vehicles	Cost (acquisition, operating, resale value) within prescribed industry standards	95%	95%	95%
ES19-4: Fuel-efficient/ environmentally-friendly vehicles	90% of internal customers satisfied with county vehicle	90%	90%	90%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: IS – 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	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Capital	4,294,324	3,937,000	6,393,500	6,393,500
Gross County Cost	\$ 4,294,324	\$ 3,937,000	\$ 6,393,500	\$ 6,393,500
Revenue	1,581,761	822,000	1,738,100	1,738,100
Net County Cost	\$ 2,712,563	\$ 3,115,000	\$ 4,655,400	\$ 4,655,400
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: See listed equipment on next page. The budget includes revenue of \$888,100 from a CMAQ grant for CNG vehicles on the equipment list. The other revenue is \$850,000 from anticipated sale of vehicles in 2018. The equipment purchases are consistent with the Board's policy decision in 2017 to shorten the life cycle for graders, belly dump trucks, and tandem trucks from ten years to seven years over the next three budget cycles.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

IGA EQUIPMENT

		<u>Request</u>	<u>Recommend</u>	<u>Approved</u>
<u>Sheriff:</u>				
Patrol - SUV	1	46,000	46,000	46,000
Patrol - sedans	10	290,000	290,000	290,000
Patrol - K9 SUV	2	56,000	56,000	56,000
Investigations- mini van	1	26,000	26,000	26,000
Detention - 1/2 ton 7 passanger SUV	2	64,000	64,000	64,000
Human Services/WCYCC				
Chipper	1	25,000	25,000	25,000
Planning				
Small SUV	1	22,000	22,000	22,000
District Attorney				
Sedan - Investigator	1	25,000	25,000	25,000
Health				
Forklift	1	12,000	12,000	12,000
Engineering				
1/2 Ton Extended Cab Pickup *	2	80,000	80,000	80,000
Weed				
Front Mounting Snow Blower	2	28,500	28,500	28,500
Farm Tractor	1	65,000	65,000	65,000
Public Works				
See Basic List		<u>5,654,000</u>	<u>5,654,000</u>	<u>5,654,000</u>
Total		<u><u>\$6,393,500</u></u>	<u><u>\$6,393,500</u></u>	<u><u>\$6,393,500</u></u>

* Identified as CNG

2018 EQUIPMENT REPLACEMENT FOR PUBLIC WORKS DEPT

Division	Qty	Description (Shaded items reflect outgoing equip)	Estimated Price	Est. Auction Value	Addition To Fleet
Trucking	10	Tandem Axle Trucks	1,250,000		
		15410064/2007 Sterling Tandem Truck		15,000	
		15410065/2007 Sterling Tandem Truck		15,000	
		15410066/2007 Sterling Tandem Truck		15,000	
		15410069/2007 Sterling Tandem Truck		15,000	
		15410070/2007 Sterling Tandem Truck		15,000	
		15410072/2007 Sterling Tandem Truck		15,000	
		15410073/2007 Sterling Tandem Truck		15,000	
		15410074/2007 Sterling Tandem Truck		15,000	
		15410075/2007 Sterling Tandem Truck		15,000	
		15410078/2007 Sterling Tandem Truck		15,000	
	4	Tandem Axle Belly Dump Trailers	180,000		
		15610024/2000 Belly Dump Trailer		17,000	
		15610025/2005 Belly Dump Trailer		17,000	
		15610026/2005 Belly Dump Trailer		17,000	
		15610027/2005 Belly Dump Trailer		17,000	
Gravel Rd Mgmt	1	3/4-Ton, 4X4, Ext Cab, Single Axle, Long Box Pickup - CNG	45,000		
		15230062/2011 Ford Pickup		15,000	
	1	3/4-Ton, 4X4, Crew Cab, Single Axle, Long Box Pickup - CNG	45,000		
		15230056/2008 GMC Pickup		15,000	
	1	3/4-Ton, 4X4, Ext Cab, Single Axle, Long Box Pickup - CNG	45,000		
		15220142/2006 Chevy Pickup		5,000	
	1	3/4-Ton, 4X4, Crew Cab, Single Axle, Long Box Pickup - CNG	45,000		
		15230055/2007 Ford Pickup		15,000	
	1	3/4-Ton, 4X4, Ext Cab, Single Axle, Long Box Pickup - CNG	45,000		
		15220145/2007 Ford Pickup		5,000	
	6	Motor Graders - 225 HP	1,890,000		
		15820149/2011 Volvo Motor Grader		50,000	
		15820150/2011 Volvo Motor Grader		50,000	
		15820151/2011 Volvo Motor Grader w/Rippers		56,000	
		15820169/2013 Volvo Motor Grader		55,000	
		15820170/2013 Volvo Motor Grader		55,000	
		15820171/2013 Volvo Motor Grader		55,000	
	1	3/4-Ton, 4X4, Ext Cab, Single Axle, Long Box PU - CNG	45,000		YES
Bridge	1	Wheel Loader	225,000		
		15830019/1997 John Deere Loader		25,000	
	1	One-Ton Single Axle w/Utility Box	50,000		
		15420076/2005 Chevy One-Ton		9,000	
	1	Smooth Steel Drum Roller	60,000		
		16010017/1999 Caterpillar Compactor		9,000	
	1	3/4-Ton 4X4, Ext Cab, Short Box Pickup w/Snow Plow - CNG	45,000		
		15220160/2009 Chevy Pickup		7,000	
	1	Tandem w/Sander/Plow/Wing Plow - CNG	280,000		
		15460031/2004 Sterling Dump Truck		28,000	
Maint-Supt		No Equipment			
Mining	1	10 Inch Trash Pump	45,000		
		17010021/2010 Godwin Pump		8,000	
Pvmt Mgmt	1	Rubber-tired Roller	140,000		
		16030005/2005 Hypac Compactor		25,000	
	1	Double Steel Wheel Roller	175,000		
		16010019/2003 Hamm Roller		30,000	
	1	Tandem with Snow Plow/Sander/Wing Plow- CNG	280,000		
		15460033/2004 Sterling Tandem Truck		35,000	
	1	Shoulder Machine	115,000		
		16050008/2006 Midland Road Widener		12,500	
	1	Road Broom Sweeper	52,000		
		16440007/2007 Broom Sweeper		15,000	
	1	Snow Blower Attachment	132,000		
		18001047/2007 Kohler Snow Blower		3,000	
	1	Tandem with Snow Plow/Sander/Wing Plow- CNG	280,000		YES

**HEALTH INSURANCE
SUMMARY OF REVENUES
2018**

Fund	Org	Acct	Account Title	2017 Budget	2018 Request	2018 Recommend	2018 Final
			MISCELLANEOUS				
6200	93400	4690	DONATIONS	245,000	245,000	245,000	245,000
6200	93100	46902	EMPLOYEE CONTRIBUTIONS	18,478,584	19,482,732	19,482,732	19,482,732
			TOTAL HEALTH INSURANCE	18,723,584	19,727,732	19,727,732	19,727,732

**HEALTH INSURANCE
SUMMARY OF EXPENDITURES
2018**

Fund	Org	Expenditure Function	2017 Budget	2018 Request	2018 Recommend	2018 Final
6200	93100	HEALTH INSURANCE	17,029,668	17,799,337	17,799,337	17,799,337
6200	93400	DENTAL/VISION	1,693,916	1,928,395	1,928,395	1,928,395
		TOTAL HEALTH INSURANCE	18,723,584	19,727,732	19,727,732	19,727,732

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: IS - HEALTH INSURANCE

BUDGET UNIT TITLE AND NUMBER: Health Insurance Fund - - 6200-93100/93400

DEPARTMENT DESCRIPTION: Provides for the costs associated with Weld County's self-insured health program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	1,445,421	1,348,916	1,683,395	1,683,395
Fixed Charges	15,728,609	17,374,668	18,044,337	18,044,337
Gross County Cost	\$ 17,174,030	\$ 18,723,584	\$ 19,727,732	\$ 19,727,732
Revenue	19,783,899	18,723,584	19,727,732	19,727,732
Net County Cost	\$ - 2,609,869	\$ 0	\$ 0	\$ 0

SUMMARY OF CHANGES: The budget reflects the cost of self-insuring the dental and vision reimbursement plan (\$245,000), Wellness Program and administration costs (\$437,550), and the on-site county clinic (\$1,245,845). In addition, the budget, in 2005, started to include the partially self-insured health program offered county employees through CIGNA. The partially self-insured health program is funded at the level of \$17,799,337 in 2018.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. For the first time in four years there will be an increase in insurance rates of 3.2%, which takes into account the cost increase of medical care. Weld County will utilize CIGNA, with a hybrid universal health PPO/HMO plan as the health insurance provider in 2018, plus offer a high deductible health plan with a health reimbursement account option through CIGNA.

In 2005, the county moved its health insurance plan to a consumer driven plan that combines a high deductible PPO insurance policy along with an HMO component for preventative care, with a low co-pay and low cost prescriptive drug program. The high deductible policy protects the insured from catastrophic losses, such as prolonged illness, hospitalization or simply an unexpected period of poor health. The plan is a partially self-insured program with stop loss insurance. The goal is to make the employees aware of the true cost of health care, with a program that will encourage employees and their families to make more judicious spending decisions in return for paying lower insurance premiums and lower health care costs. The health plan is being offered through CIGNA. In 2008, the County moved to a universal health care option that has lower employee premiums and higher co-insurance and out-of-pocket costs. A comprehensive wellness program was also implemented in 2008. In July, 2010, the County opened its own health clinic in an attempt to better serve county employees' and their dependents' primary health needs in a more convenient and cost effective manner. The clinic contract will cost \$1,245,845 in 2018 with primary care being added for employees. It is anticipated that there will be a savings to the insurance plan of over \$2,600,000, with a return on investment of at least 2 to 1. All of these efforts have contributed towards our goal of holding down healthcare costs to our employees and their dependents. The success of the efforts is demonstrated by only a 3.2% insurance rate increases for 2018 for the county or its employees. This is the first rate increase in four years.

IS - HEALTH INSURANCE

(CONTINUED)

6200-93100/93400

FINANCE/ADMINISTRATION RECOMMENDATION (CONTINUED):

In 2018, it is recommended to continue that the base health plan offered along with the standard PPO be a high deductible health plan with a health reimbursement account (HRA) option through CIGNA. The County will contribute \$1,000 to the HRA for those employees taking the high deductible health/HRA plan. The standard PPO option offered will have higher deductibles, co-pays, and out of pocket expenses. The health plan options are consistent with the changes being made by the health insurance industry and by major employers offering employee and dependent healthcare benefits.

The 2018 program is calculated with current participation as follows:

	Single Coverage:	554
	Dependent Coverage:	661
FIXED COSTS:		
Health Insurance	\$	1,614,201
On-site Clinic		1,245,845
Administration/Wellness/EAP Costs		<u>437,550</u>
Fixed Costs:	\$	<u>3,297,596</u>
LOSS FUND:		
Medical	\$16,185,136	
Dental	135,000	
Vision	<u>110,000</u>	
Loss Fund Costs	<u>\$16,430,136</u>	
GRAND TOTAL - COSTS	<u>\$19,727,732</u>	
REVENUE:		
Health Premiums		\$19,482,732
Dental/Vision		<u>245,000</u>
TOTAL REVENUE		<u>\$19,727,732</u>

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Single coverage	552	558	554
Family coverage	614	640	661

**INSURANCE FUND
SUMMARY OF REVENUES
2018**

Fund	Org	Acct	Account Title	2017 Budget	2018 Request	2018 Recommend	2018 Final
			TAXES				
6300	93300	4112	CURRENT PROPERTY TAXES	2,000,000	2,500,000	2,500,000	2,500,000
			CHARGE FOR SERVICES				
6300	93200	4410	CHARGE FOR SERVICES	75,000	50,000	50,000	50,000
			MISCELLANEOUS				
6300	93300	4610	EARNINGS ON INVESTMENTS	30,000	30,000	30,000	30,000
6300	93300	4820	COMPENSATION FOR LOSSES	100,000	75,000	75,000	75,000
			TOTAL MISCELLANEOUS	130,000	105,000	105,000	105,000
			TOTAL INSURANCE FUND	2,205,000	2,655,000	2,655,000	2,655,000

**INSURANCE FUND
SUMMARY OF EXPENDITURES
2018**

Fund	Org	Expenditure Function	2017 Budget	2018 Request	2018 Recommend	2018 Final
6300	93200	WORKERS COMPENSATION	1,276,500	1,601,500	1,601,500	1,601,500
6300	93300	LIABILITY	928,500	1,053,500	1,053,500	1,053,500
		TOTAL INSURANCE FUND	2,205,000	2,655,000	2,655,000	2,655,000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: IS - INSURANCE

BUDGET UNIT TITLE AND NUMBER: Insurance Fund - - 6300-93200/93300

DEPARTMENT DESCRIPTION: Central fund to provide county-wide insurance coverage. This fund is administered by Finance and Administration unit in the General Fund.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	652	3,500	3,500	3,500
Purchased Services	43,806	41,750	42,375	42,375
Fixed Charges	2,819,789	2,159,750	2,609,125	2,609,125
Gross County Cost	\$ 2,864,247	\$ 2,205,000	\$ 2,655,000	\$ 2,655,000
Revenue /Fund Bal.	865,965	205,000	155,000	155,000
Net County Cost	\$ 1,998,282	\$ 2,000,000	\$ 2,500,000	\$ 2,500,000

SUMMARY OF CHANGES: The budget is structured with Weld County remaining a member of CAPP, but using the self-insured option under the insurance pool for a fixed cost of \$610,500. Effective January 1, 1992, Weld County became self-insured for workers compensation. Workers Compensation includes excess insurance and bonds costing \$181,000, claims administration costs of \$42,375, and a loss fund of \$1,378,125. A loss fund for all other insurance coverage is budgeted at \$450,000. Unemployment insurance is being charged directly to departments. The program is supported by property tax (\$2,500,000), charges for service (\$50,000), interest (\$30,000), and compensation for losses (\$75,000). No fund balance reserves are anticipated to be needed to support the loss fund in 2018.

Property tax has been increased by \$500,000 to \$2,500,000 due to workers' compensation claim history. Claim costs for workers compensation have remained high due to rising healthcare costs.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval of the insurance program as outlined above in the summary of changes. In accordance with Section 8-44-204, C.R.S., it is recommended that a mill levy be used to fund the insurance program for local county activities and a charge back mechanism be used only for programs funded by state and federal funding sources. Weld County, through CAPP, has reduced limits of coverage and placed reliance on sovereign immunity to stay within the budgeted amount. The legislative changes in 1986 strengthened the county's position in the use of sovereign immunity limits in Colorado cases. In addition, the county can levy up to 10 mills per year to discharge any judgment against it. Continuation of the self-insured program for workers compensation is recommended, which should result in cost savings, plus no shared risks with other counties. Unemployment costs are recommended to be charged directly to departments for revenue raising strategies and departmental accountability for costs.

BOARD ACTION: Approved as recommended.

**INSURANCE FUND
(CONTINUED)
6300-93200/93300**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of training sessions	36	36	36
Dollar amount workers compensation claims	\$1,501,860	\$1,061,750	\$1,378,125
Dollar amount of prop/casualty claims paid	\$527,325	\$325,000	\$450,000
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.034	0.033	0.032
Per capita cost (county support)	\$6.79	\$6.57	\$7.93

**TELECOM SERVICES
SUMMARY OF REVENUES
2018**

Fund	Org	Acct	Account Title	2017 Budget	2018 Request	2018 Recommend	2018 Final
			CHARGE FOR SERVICES				
6400	17400	4410	CHARGE FOR SERVICES	1,447,188	1,365,792	1,365,792	1,365,792
			TOTAL TELECOM SERVICES	1,447,188	1,365,792	1,365,792	1,365,792

**TELECOM SERVICES
SUMMARY OF EXPENDITURES
2018**

Fund	Org	Expenditure Function	2017 Budget	2018 Request	2018 Recommend	2018 Final
6400	17400	TELECOM SERVICES	1,447,188	1,365,792	1,365,792	1,365,792
		TOTAL TELECOM SERVICES	1,447,188	1,365,792	1,365,792	1,365,792

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: INFORMATION TECHNOLOGY

BUDGET UNIT TITLE AND NUMBER: Telecom Services - - 6400-17400

DEPARTMENT DESCRIPTION: Provide telecom services to Weld County offices and departments.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 334,648	\$ 336,191	\$ 315,545	\$ 315,545
Supplies	10,091	24,100	27,800	27,800
Purchased Services	1,277,287	689,511	682,160	682,160
Fixed Charges	159,394	312,386	340,287	340,287
Capital	0	85,000	0	0
Gross County Cost	\$ 1,781,420	\$ 1,447,188	\$ 1,365,792	\$ 1,365,792
Revenue	1,846,510	1,447,188	1,365,792	1,365,792
Net County Cost	\$ -65,090	\$ 0	\$ 0	\$ 0
Budgeted Positions	3	3	3	3

SUMMARY OF CHANGES: Personnel Services are down \$20,646 even with the cost-of-living adjustment, due to the retirement of the Telecommunications Manager position being replaced by a Telecommunications Technician position. Supplies are up \$3,700 due to software maintenance. Phone costs are up only \$400, and utility location costs are up \$10,000. Depreciation is \$100,000 with the new VoIP system. Other line items are only slightly changed to adjust for expenditure patters. Indirect costs are budgeted at \$240,287, up from \$212,386 due to more IT support. Capital is funded at zero down \$85,000. Overall the budget is down \$81,396.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

TELECOM SERVICES (CONTINUED) 6400-17400

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Incoming calls	5,950,000	6,000,000	6,000,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.102	0.098	0.095
Per capita cost (county support)	\$6.05	\$4.75	\$4.33
Annual cost per call	\$0.297	\$0.241	\$0.228

Goal ES20: Capitalize on phone technology to improve service, increase efficiency and provide greater telecom access and exchange.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES18-1: User friendly phone services	Percent of users (residents, visitors, employees, etc.) satisfied with telecom access to services and information	99%	99%	99%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: WELD COUNTY FINANCE AUTHORITY

BUDGET UNIT TITLE AND NUMBER: Weld County Finance Authority - - 6500-17700

DEPARTMENT DESCRIPTION: Provides funds to cover the lease/purchase of county buildings.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	RECOMMEND NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Fixed Charges	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0

SUMMARY OF CHANGES: Budget reflects the county's debt service on any long-term debt and/or any lease purchase debt in any given year. With the payoff of the correctional facilities' Certificates of Participation (COP) as of August 1, 2007, Weld County has no long-term debt or long-term lease obligations.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

GLOSSARY

ACCOUNTING PROCEDURES	All processes which discover, record, classify, and summarize financial information to produce financial reports and to provide internal control.
ACCRUAL BASIS	The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.
ACCRUED EXPENSES	Expenses incurred but not due until a later date.
ACTIVITY	A specific and distinguishable line of work performed by one or more organizational components of a government for the purpose of accomplishing a function for which the government is responsible. For example, "food inspection" is an activity performed in the discharge of the "health" function.
ACTIVITY CLASSIFICATION	Expenditure classification according to the specific lines of work performed by organization units. For example, "sewage treatment and disposal", "garbage collection", "garbage disposal", and "street cleaning" are activities performed in carrying out the function of "sanitation". The segregation of the expenditures made for each of these activities constitutes an activity classification.
ALLOCATE	To divide a lump-sum appropriation into parts which are designated for expenditure by specific organizational units and/or for specific purposes, activities, or objects.
ALLOCATED COSTS	Indirect costs distributed to programs or departments via a cost allocation plan.
ALLOCATION	A part of a lump-sum appropriation which is designated for expenditure by specific organizational units and/or for special purposes, activities, or objects.
ALLOT	To divide an appropriation into amounts which may be encumbered or expended during an allotment period.
ALLOTMENT	A part of an appropriation which may be encumbered or expended during an allotment period.
ALLOTMENT PERIOD	A period of time less than one fiscal year in length during which an allotment is effective. Bi-monthly and quarterly allotment periods are most common.
ANNUAL BUDGET	A budget applicable to a single fiscal year.

APPROPRIATION

A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

**APPROPRIATION BILL,
ORDINANCE, RESOLUTION,
or ORDER**

A bill, ordinance, resolution, or order by means of which appropriations are given legal effect. It is the method by which the expenditure side of the annual operating budget is enacted into law by the legislative body. In many governmental jurisdictions, appropriations cannot be enacted into law by resolution but only by a bill, ordinance, or order.

**APPROPRIATION
EXPENDITURE**

An expenditure chargeable to an appropriation. Since virtually all expenditures of governments are chargeable to appropriations, the term expenditures by itself is widely and properly used.

ASSESSED VALUATION

A valuation set upon real estate or other property by a government as a basis for levying taxes.

AUTHORITY

A government or public agency created to perform a single function or a restricted group of related activities. Usually such units are financed from service charges, fees, and tolls, but in some instances they also have taxing powers. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing, or the exercise of certain powers.

AUTHORIZED POSITION

A position (job) authorized by the Board of County Commissioners as part of the annual adopted budget.

BOND

An interest bearing promise to pay with a specific maturity.

BALANCED BUDGET

A balanced budget occurs when the total sum of money a government collects in a year is equal to the amount it spends on goods, services, and debt interest.

BUDGET

A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the appropriating body.

BUDGET DOCUMENT

The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show, in detail, the information as to past years' actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.

BUDGET MESSAGE

A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government's experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.

BUDGETARY ACCOUNTS

Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

BUDGETARY COMPARISONS

Governmental GAAP financial reports must include comparisons of approved budgeted amounts with actual results of operations. Such reports should be subjected to an independent audit, so that all parties involved in the annual operating budget/legal appropriation process are provided with assurances that government monies are spent in accordance with the mutually agreed-upon budgetary plan.

BUDGETARY CONTROL

The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

BUDGETARY EXPENDITURES

Decreases in net current assets. In contrast to conventional expenditures, budgetary expenditures are limited in amount to exclude amounts represented by noncurrent liabilities. Due to their spending measurement focus, governmental fund types are concerned with the measurement of budgetary expenditures.

BUDGETED FUNDS

Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The budget document that is submitted for Board approval is composed of budgeted funds.

CALLABLE BONDS

Bonds which are redeemable by the issuer prior to the maturity date at a specified price at or above par.

CAPITAL BUDGET

A plan of proposed capital outlays and the means of financing them.

<i>CAPITAL OUTLAY</i>	Expenditures for equipment, vehicles, or machinery that results in the acquisition or addition to fixed assets.
<i>CAPITAL PROGRAM</i>	A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.
<i>CAPITAL PROJECTS FUND</i>	A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, Special Assessment Funds, and Trust Funds).
<i>CAPITAL RESOURCES</i>	Resources of a fixed or permanent character, such as land and buildings, which cannot ordinarily be used to meet current expenditures.
<i>CERTIFICATES OF PARTICIPATION (COP)</i>	Form of financial instrument similar to a bond to facilitate lease/purchase agreements. Not a debt of the County.
<i>CONSERVATION TRUST</i>	State of Colorado lottery funds remitted to the County for parks and recreation use.
<i>CONTINGENCY ACCOUNT</i>	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise included in the budget.
<i>CONTINUING APPROPRIATION</i>	An appropriation which, once established, is automatically renewed without further legislative action, period after period, until altered or revoked. The term should not be confused with INDETERMINATE APPROPRIATION.
<i>COST ALLOCATION PLAN</i>	Identification, accumulation and distribution of costs relative to the provision of those services, along with the methods used.
<i>DEFAULT</i>	Failure to pay principal or interest when due. Defaults can also occur for failure to meet nonpayment obligations, such as reporting requirements, or when a material problem occurs for the issuer, such as a bankruptcy.
<i>DEFICIT</i>	(1) The excess of the liabilities of a fund over its assets. (2) The excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expense over income during an accounting period.

DEPRECIATION

(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.

(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.

DIRECT COSTS

Costs that have a clearly identifiable beneficial or causal relationship to the services performed.

DURATION

The weighted maturity of a fixed-income investment=s cash flows, used in the estimation of the price sensitivity of fixed-income securities for a given change in interest rates.

ENCUMBRANCES

Obligations in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability is set up.

ENTERPRISE FUND

A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supporting by user charges. The Paramedic Service operates as an Enterprise Fund.

ESTIMATED REVENUE

The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Board.

EXPENDITURES

Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service, and capital outlays. The unmodified use of the term expenditures in this text is intended to mean budgetary expenditures.

FISCAL PERIOD

Any period at the end of which a government determines its financial position and the results of its operations.

FISCAL YEAR

A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.

FIXED ASSETS

Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.

FTE (FULL-TIME EQUIVALENT)	Numeric equivalent of one person occupying one employment position for one year (equivalent of 2,080 hours or 52 forty-hour weeks).
FUNCTION	A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. For example, public health is a function.
FUNCTIONAL CLASSIFICATION	Expenditure classification according to the principal purposes for which expenditures are made. Examples are public safety, public health, public welfare, etc.
FUND	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
FUND BALANCE	Fund balance is the excess of assets over liabilities and is therefore also known as surplus funds.
GAAP (GENERALLY ACCEPTED ACCOUNTING PRINCIPLES)	Standards for financial accounting and reporting.
GENERAL FUND	The fund used to account for all financial resources except those required to be accounted for in another fund.
GENERAL OBLIGATION BOND	A municipal bond secured by the pledge of the issuer=s full faith, credit and taxing power.
GEOGRAPHICAL INFORMATION SYSTEM (GIS)	A computerized data base of all land attributes within the County. The “base map” contains the least amount of common data which is supplemented by attribute overlays.
GOVERNMENTAL FUNDS	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital funds, and permanent funds.
GRANT	A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.
HIGHWAY USER TAX (HUTF)	Revenue that is derived from the state gasoline tax, and restricted for Road and Bridge activities.

**INDETERMINATE
APPROPRIATION**

An appropriation which is not limited either to any definite period of time or to any definite amount. A distinction must be made between an indeterminate appropriation and a continuing appropriation. In the first place, whereas a continuing appropriation is indefinite only as to time, an indeterminate appropriation is indefinite as to both time and amount. In the second place, even indeterminate appropriations which are indefinite only as to time are to be distinguished from continuing appropriations in that such indeterminate appropriations may eventually lapse. For example, an appropriation to construct a building may be made to continue in effect until the building is constructed. Once the building is completed, however, the unexpended balance of the appropriation lapses. A continuing appropriation, on the other hand, may continue forever; it can only be abolished by specific action of the legislative body.

INDIRECT COSTS

Costs associated with, but not directly attributable to, the providing of a product or service. These costs are usually incurred by other departments in the support of operating departments.

INTERFUND TRANSFER

Amounts transferred from one fund to another.

**INTERGOVERNMENTAL
REVENUE**

Revenue received from another government for a specified purpose. In Weld County, these are funds from municipalities, the State of Colorado, and the Federal Government.

INTERNAL SERVICE FUND

Funds used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis, for example, the Phone Services Fund.

LEAN

Lean government refers to the application of lean production (also known as "Lean") principles and methods to both identify and then implement the most efficient, value added way to provide government services.

LINE-ITEM BUDGET

A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

MANDATE

Any responsibility, action or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order or that is required as a condition of aid.

MATURITY

The date when the principal amount of a security is payable.

MILL LEVY (TAX RATE)

Rate applied to assessed valuation to determine property taxes. A mill is 1/10th of a penny or \$1.00 of tax for each \$1,000 of assessed valuation.

MODIFIED ACCRUAL BASIS

The accrual basis of accounting adapted to the governmental fund type Spending Measurement Focus. Under it, revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period". Expenditures are recognized when the related fund liability is incurred except for:

- (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used;
- (2) prepaid insurance and similar items which need not be reported;
- (3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements;
- (4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; and
- (5) principal and interest on long-term debt which are generally recognized when due. All governmental funds and Expendable Trust Funds are accounted for using the modified accrual basis of accounting.

NET BUDGET

The net budget eliminates double counting in the budget, such as fund transfers, and thus represents the true level of programmed spending in the budget.

NON-DEPARTMENTAL

A category established to account for expenses not associated with any specific department, but all departments or many, within a fund.

OBJECT

As used in expenditure classification, this term applies to the article purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personal services, contractual services, materials, and supplies.

OPERATING BUDGET

Plans of current expenditures and the proposed means of financing them. The annual operating budget (or, in the case of some state governments, the biennial operating budget) is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law. Even where not required by law, however, annual operating budgets are essential to sound financial management and should be adopted by every government.

OPERATING EXPENSES

Proprietary fund expenses which are directly related to the fund's primary service activities.

OPERATING GRANTS	Grants which are restricted by the grantor to operating purposes or which may be used for either capital or operating purposes at the discretion of the grantee.
OPERATING INCOME	The excess of proprietary fund operating revenues over operating expenses.
OPERATING TRANSFER	Routine and/or recurring transfers of assets between funds.
ORGANIZATIONAL UNIT	A responsibility center within a government.
ORGANIZATION UNIT CLASSIFICATION	Expenditure classification according to responsibility centers within a government's organization structure. Classification of expenditures by organization unit is essential to fixing stewardship responsibility for individual government resources.
OVERHEAD	Those elements of cost necessary in the production of an article or the performance of a service which are of such a nature that the amount applicable to the product or service cannot be determined accurately or readily. Usually they relate to those objects of expenditure which do not become an integral part of the finished product or service such as rent, heat, light, supplies, management, supervision, etc.
PROGRAM	An organized set of related work activities which are directed toward a common purpose or goal and represent a well defined expenditure of county resources.
PROGRAM BUDGET	A budget wherein expenditures are based primarily on programs of work and secondarily on character and object class. A program budget is a transitional type of budget between the traditional character and object class budget, on the one hand, and the performance budget, on the other.
PROPRIETARY FUND	A fund used to account for business-type activities in government. The activities are usually financed with user fees that are directly related to the services received. There are two types of proprietary funds - enterprise and internal service funds.
RATINGS	Designations used by credit rating agencies to give relative indications of credit quality.
RECIDIVISM	A relapse into criminal habits after punishment.
REGISTERED BOND	A bond whose owner is registered with the issuer or its agent. Transfer of ownership can only be accomplished when the securities are properly endorsed by the registered owner.
REIMBURSEMENTS	<p>(1) Repayments of amounts remitted on behalf of another party.</p> <p>(2) Interfund transactions which constitute reimbursements of a fund for expenditures or expenses initially made from it which</p>

are properly applicable to another fund -- e.g., an expenditure properly chargeable to a Special Revenue Fund was initially made from the General Fund, which is subsequently reimbursed. They are recorded as expenditures or expenses (as appropriate) in the reimbursing fund and as reductions of the expenditure or expense in the fund that is reimbursed.

RESERVE

(1) An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure.

(2) An account used to earmark a portion of fund equity as legally segregated for a specific future use.

**RESIDUAL EQUITY
TRANSFER**

Non-recurring or non-routine transfers of assets between funds.

REVENUE

(1) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. Under NCGA Statement 1, general long-term debt proceeds and operating transfers-in are classified as "other financing sources" rather than revenues.

(2) Increases in proprietary fund type net total assets from other than expense refunds, capital contributions, and residual equity transfers. Under NCGA Statement 1, operating transfers-in are classified separately from revenues.

REVENUE BOND

A municipal bond payable from revenues derived from tolls, charges or rents paid by users of the facility constructed with the proceeds of the bond issue.

SOURCE OF REVENUE

Revenues are classified according to their source or point of origin.

SPECIAL REVENUE FUND

A fund used to account for revenues legally earmarked for a particular purpose.

SUBACTIVITY

A specific line of work performed in carrying out a governmental activity. For example, "cleaning luminaries" and "replacing defective street lamps" would be subactivities under the activity of "street light maintenance".

SUBFUNCTION

A grouping of related activities within a particular governmental function. For example, "police" is a subfunction of the function "public safety".

SURPLUS

The use of the term "surplus" in governmental accounting is generally discouraged because it creates a potential for misleading inference.

**TABOR (TAXPAYERS
BILL OF RIGHTS)**

An amendment to the Colorado Constitution approved by the voters in November 1992. The Taxpayers Bill of Rights has been incorporated in the State Constitution as Section 20 of Article X. The amendment limits growth in both state and local government revenue and expenditures, makes provision for annual elections, and requires voter approval for tax increases.

TABOR RESERVE

Term applied to a reserve which is required by the TABOR Amendment. Starting in 1995 this reserve is 3% of "Fiscal Year Spending" excluding bonded debt service. This reserve is for use in declared emergencies only.

TAXES

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

TAX LEVY

The total amount to be raised by general property taxes.

TAX RATE

The amount of tax stated in terms of a unit of the tax base; for example, 25 mills per dollar of assessed valuation of taxable property.

TAX RATE LIMIT

The maximum rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose, or to taxes imposed for all purposes, and may apply to a single government, to a class of governments, or to all governments operating in a particular area. Overall tax rate limits usually restrict levies for all purposes and of all governments, state and local, having jurisdiction in a given area.

TAX ROLL

The official list showing the amount of taxes levied against each taxpayer or property. Frequently, the tax roll and the assessment roll are combined, but even in these cases the two can be distinguished.

TRADITIONAL BUDGET

A term sometimes applied to the budget of a government wherein expenditures are based entirely or primarily on objects of expenditure.

UNINCORPORATED COUNTY

Those portions of the county that are not part of a legal entity such as a city or some towns.

WELL PROGRAM

Wellness health program provided as a fringe benefit to employees.

WORKLOAD MEASURES

Specific quantitative and qualitative measures of work performed as an objective of the department.

WORK PROGRAM

A plan of work proposed to be done during a particular period by the administrative agency in carrying out its assigned activities.

WORK UNIT

A fixed quantity which will consistently measure work effort expended in the performance of an activity or the production of a commodity.

YIELD

The annual percentage rate of return earned on a security. Yield is a function of a security's purchase price and coupon interest rate.

NOTE: Most of the above definitions were taken from *Governmental Accounting, Auditing, and Financial Reporting*, GFOA, Chicago, 2012, Appendix G. pp. 1051-1093.

ACRONYMS

AAA	Area Agency on Aging
ACS	Affiliated Computer Services
ADCOM	Adams County Communications
CAFR	Comprehensive Annual Financial Report
CAPP	Colorado Counties Casualty and Property Pool
CCI	Colorado Counties Inc. association of Colorado counties.
CDBG	Community Development Block Grant
CDHS	Colorado Department of Human Services
CDOT	Colorado Department of Transportation
CIP	Capital Improvement Plan
COPS UHS	Federal community oriented policing grant.
COLA	Cost of Living Allowance
CMAQ	Congestion Mitigation and Air Quality Improvement Program
CPI	Consumer Price Index
C.R.S.	Colorado Revised Statutes
CSBG	Community Services Block Grant
DA	District Attorney
DHS	Department of Human Services
DOC	Colorado Department of Corrections
DOLA	Colorado Department of Local Affairs
DUI	Driving Under the Influence
EDAP	Economic Development Action Partnership.
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
FOMC	Federal Open Market Committee
FRRC	Front Range Communication Consortium

FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographical Information System
HARP	Haul Route Program
HES	Hazard Elimination Program for transportation projects.
HUTF	Highway Users Tax Fund.
HRA	Health Reimbursement Account
HVAC	Heating, ventilation, and air conditioning
IT	Information Technology
IGS	Intergovernmental Service Fund
IGA	Intergovernmental Agreement
LEAP	Low-income Energy Assistance Program
MOU	Memorandum of Understanding
MOE	Maintenance of Effort
MS4	Municipal Separate Storm Sewer for storm management
NCMC	North Colorado Medical Center
NFRMPO	North Front Range Metropolitan Planning Organization
NRBH	North Range Behavioral Health
O&M	Operations and maintenance
OEM	Office of Emergency Management
OPED	Other Post-Employment Benefits
PERA	Colorado Public Employees' Retirement Association
PPACA	Patient Protection and Affordable Care Act (Obamacare)
PPO	Preferred Provider Organization
ROW	Right-of way
SH	Abbreviation for State Highway

<i>TABOR</i>	Taxpayers Bill of Rights
<i>TANF</i>	Temporary Assistance to Needy Families.
<i>UNC</i>	University of Northern Colorado
<i>URA</i>	Urban Renewal Authority
<i>VALE</i>	Victim Assistance Law Enforcement
<i>VW</i>	Victim Witness
<i>WCR</i>	Weld County Road.
<i>WCRCC</i>	Weld County Regional Communications Center





UPSTATECOLORADO

ECONOMIC DEVELOPMENT

2017 / WELD COUNTY COLORADO ECONOMIC AND DEMOGRAPHIC PROFILE



SNAPSHOT

Square
Miles/
3,996

Communities
Total/
31

Population
Total/
284,876

Labor
Force/
153,533

Unemployment
Rate/
2.5

Median
Age/
33.7

Per Capita
Personal Income/
\$42,787

Household
Income/
\$69,434

High School
Diploma +/
86.7%

Average
Annual Wage/
\$46,614

GRP
Total/
10.6 Billion

County
Seat/
Greeley

Key Industry Sectors/ **Manufacturing / Agriculture / Energy Production / Health & Wellness**

Note: Most recent published annual statistic

DEMOGRAPHICS

Population Over Time	Number
2015	284,876
2010	254,230
2010 to 2015 % change	11.9%

Components of change 2015	
Net Migration	6,431
Natural (births – deaths)	2,356

Source: Colorado Demography Office

2015 Population by Age	
0-14 years	22.4%
15-29 years	22.6%
30-44 years	20.4%
45-59 years	18.3%
60-74 years	12.1%
75+ years	4.5%

Median Age	33.7
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Source: Colorado Demography Office

Note: Percentage may not add due to rounding

2015 Population by Race and Ethnicity	
Not Hispanic or Latino	71.3%
– White alone	87.2%
– Black alone	1.1%
– American Indian & Alaska Native alone	0.9%
– Asian alone	1.3%
– Native Hawaiian/Other Pacific Island alone	0.1%
– Two or More Races	2.8%
Hispanic or Latino (Any Race)	28.7%

Source: US Census, StatsAmerica

2015 Educational Attainment	% of Pop
HS Diploma +	86.7%
Bachelor's Degree +	26.1%

Source: US Census Fact Finder

2015 Per Capita Personal and Household Income	Number
PC Personal Income	\$42,787
Median HH Income	\$69,434

Source: Bureau of Economic Analysis;
Stats America

WELD COUNTY POPULATION

284,876

Weld County 2015 Population, Households & 2016 Sales Tax Rate by Municipality			
	Population	Households	Sales Tax
Weld County	284,876	103,362	None
Ault	1,631	627	3.00%
Berthoud (mcp)	73	22	3.00%
Brighton (mcp)	380	123	3.75%
Dacono	4,486	1,595	3.00%
Eaton	4,925	1,819	3.00%
Erie (mcp)	11,967	4,307	3.50%
Evans	19,933	6,903	3.50%
Firestone	11,961	3,916	3.00%
Fort Lupton	7,847	2,559	4.00%
Frederick	11,387	3,824	2.50%
Garden City	244	127	3.00%
Gilcrest	1,083	344	4.00%
Greeley	101,302	37,780	4.11%
Grover	144	90	4.00%
Hudson	1,584	564	3.00%
Johnstown (mcp)	14,064	4,687	3.00%
Keenesburg	1,197	467	3.00%
Kersey	1,558	540	3.60%
La Salle	2,068	749	3.50%
Lochbuie (mcp)	5,459	1,932	4.00%
Longmont (mcp)	126	82	
Mead	4,386	1,486	2.00%
Milliken	6,351	2,126	2.50%
Northglenn (mcp)	13	11	4.00%
Nunn	442	199	2.00%
Pierce	878	337	2.00%
Platteville	2,656	951	3.00%
Raymer	101	55	
Severance	3,744	1,304	3.00%
Windsor (mcp)	16,958	6,344	3.95%
Unincorporated Area	45,928	17,492	None

Source: Colorado Demography Office / Note: mcp indicates multi-county place. Figures reported are the portion of total population/households in Weld County

CLIMATE/

The area offers a dry, sunny climate with low humidity and four seasons.

	Weld	U.S.
Rainfall (inches)	13.9	39.2
Snowfall (inches)	34	25.8
Precipitation Days	37.5	102
Sunny Days	240	205
Elevation (feet)	4,970	86.1

Source: Sperling's Best Places, December, 2016

	Weld	U.S.
Avg. Temp July High	89.5	86.1
Avg. Temp Jan Low	14.6	22.6
Comfort Index (higher = better)	69	54
UV Index	5.2	4.3

LOCATION & TRANSPORTATION/

HIGHWAY ACCESS

North/South Demand: I-25, State Hwy 85

East/West Demand: I-76, State Hwy 34 & State Hwy 14

FREIGHT RAIL ACCESS

Class 1: Union Pacific (UP) & Burlington Northern Santa Fe (BNSF)

Short Line: The Great Western Railway of Colorado (GWR)

AIR ACCESS

Denver International Airport (DIA): Sixth busiest airport in the US (30 minute commute from South Weld—hour from Central/West Weld)

Greeley/Weld County Airport: General Aviation (www.gxy.net)

Erie Municipal Airport: General Aviation (www.eriecogov.com)

Fort Collins/Loveland Airport: General Aviation (www.fortloveair.com)



GROSS REGIONAL PRODUCT (GRP)/

Exports and Imports / 2015 Total Weld GRP: \$10.6 Billion

Earnings..... \$6.7 Billion
 Property Income..... \$3.2 Billion
 Taxes on Production \$638 Million

Exports..... \$16.4 Billion (77% of Supply)
 Imports \$20.9 Billion (80% of Demand)
 Locally Produced/Consumed \$5.1 Billion (20% of Demand)

Note: GRP measures final market value of goods/services produced. Source: Economic Modeling Specialists, Inc.

Total Labor Force / Weld County: 153,533 / Colorado: 2,945,275

Employed – **150,385** (Weld) / **2,876,931** (Colorado) / Unemployed – **3,148** (Weld) / **68,344** (Colorado)

Unemployment Rate – **2.1%** (Weld) / **2.3%** (Colorado)

Source: Colorado Department of Labor & Employment April 2017

LABOR SHEDS/

CENTRAL/WEST WELD LABOR SHED

5-10-15 mile ring from Hwy 34 Business & Hwy 34 Bypass

	5 Miles		10 Miles		15 Miles	
	2016 Estimate	2021 Estimate	2016 Estimate	2021 Estimate	2016 Estimate	2021 Estimate
Total Population	31,870	34,969	191,839	211,637	366,305	403,634
Population 18+	23,584	26,018	141,577	156,823	275,827	306,359
Edu. Attain. 25+ Some College	27.7%	–	23.2%	–	23.1%	–

Source: ESRI, 2016 Estimates

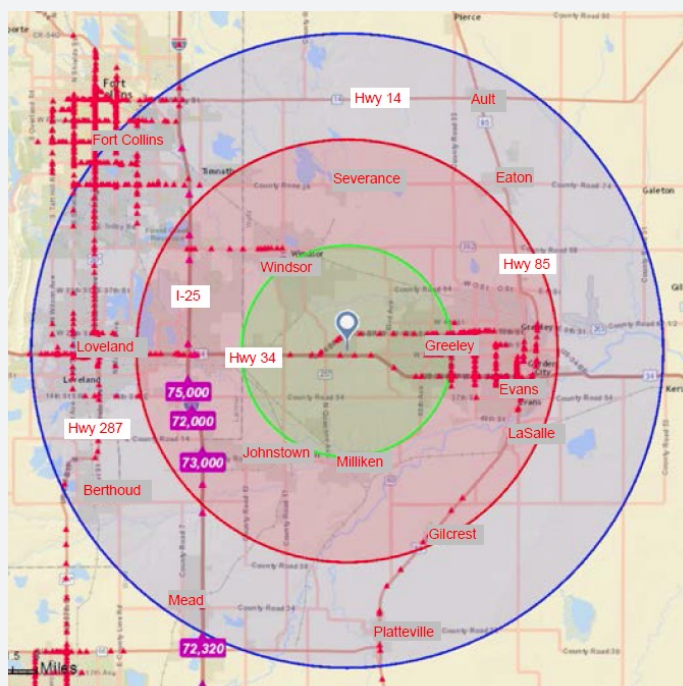
SOUTH WELD LABOR SHED

5-10-15 mile ring from I-25 & Hwy 52

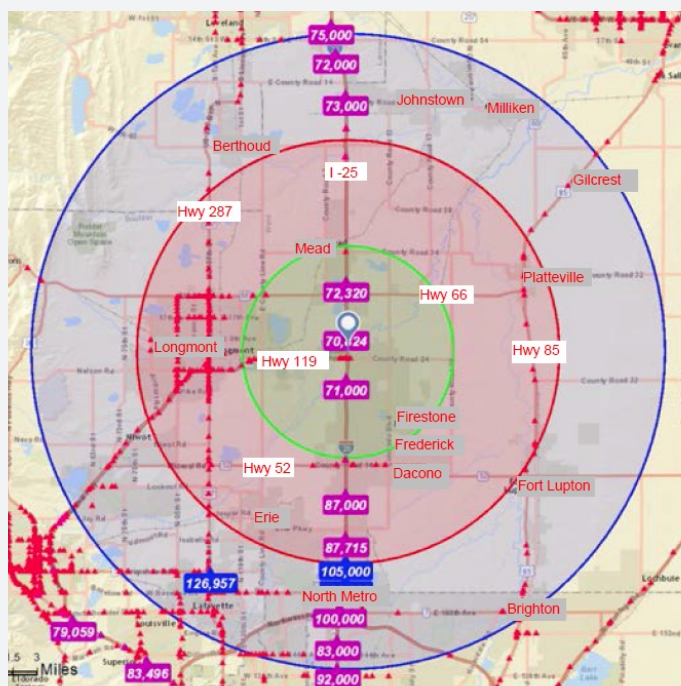
	5 Miles		10 Miles		15 Miles	
	2016 Estimate	2021 Estimate	2016 Estimate	2021 Estimate	2016 Estimate	2021 Estimate
Total Population	35,568	40,416	154,571	173,733	303,372	342,910
Population 18+	25,005	28,616	114,226	129,258	224,495	255,810
Edu. Attain. 25+ Some College	27.0%	–	24.1%	–	26.2%	–

Source: ESRI, 2016 Estimates

CENTRAL/WEST WELD LABOR SHED



SOUTH WELD LABOR SHED



2015 Employment by Industry Sector with Average Annual Wage

	Establishments	Jobs	% Distribution	Average Annual Wage
Total All Industries	6,665	101,496	100.00	\$46,614
Agriculture, Forestry, Fishing & Hunting	224	3,868	3.80	39,176
Mining	242	7,616	7.50	79,692
Utilities	32	326	0.30	85,978
Construction	902	9,553	9.40	54,856
Manufacturing	312	12,656	12.50	49,059
Wholesale Trade	457	4,123	4.10	70,199
Retail Trade	625	9,718	9.60	29,612
Transportation & Warehousing	424	4,084	4.00	56,196
Information	82	658	0.60	50,028
Finance and Insurance	345	3,071	3.00	58,887
Real Estate, Rental and Leasing	274	1,268	1.20	46,029
Professional, Scientific and Technical Services	750	2,555	2.50	60,982
Management of companies and Enterprises	52	1,470	1.40	119,775
Admin & Support & Waste Mgt. & Rem. Services	374	5,951	5.90	29,806
Education Services	95	7,043	6.90	34,806
Health Care and Social Services	447	8,734	8.60	46,173
Arts, Entertainment and Recreation	76	986	1.00	19,173
Accommodation and Food Services	420	7,520	7.40	15,060
Other Services (Except Public Administration)	454	2,288	2.30	33,069
Public Administration	72	5,004	4.90	46,685
Unallocated	9	10	0.00	76,506

Source: BLS; Note: Average wage may not match published numbers due to rounding.

2015 Employment and Average Wage by Occupation

Description	2015 Jobs	Avg. Hourly Earnings	Location Quotient
Sales and Related Occupations	18,930	\$16.80	1.00
Construction and Extraction Occupations	15,391	\$19.54	2.37
Office and Administrative Support Occupations	14,723	\$16.64	0.79
Transportation and Material Moving Occupations	11,711	\$19.76	1.29
Management Occupations	11,447	\$27.48	1.08
Production Occupations	10,978	\$18.02	1.41
Food Preparation and Serving Related Occupations	8,006	\$10.49	0.78
Education, Training, and Library Occupations	7,223	\$21.50	1.00
Business and Financial Operations Occupations	7,101	\$29.73	0.84
Installation, Maintenance, and Repair Occupations	5,511	\$21.36	1.10
Personal Care and Service Occupations	5,459	\$11.79	0.80
Healthcare Practitioners and Technical Occupations	4,661	\$38.95	0.66
Building and Grounds Cleaning and Maintenance Occupations	4,575	\$12.57	0.84
Arts, Design, Entertainment, Sports, and Media Occupations	3,844	\$15.85	0.86
Farming, Fishing, and Forestry Occupations	3,045	\$12.06	2.97
Healthcare Support Occupations	2,357	\$14.23	0.64
Protective Service Occupations	2,103	\$21.68	0.77
Architecture and Engineering Occupations	1,940	\$40.21	0.89
Community and Social Service Occupations	1,341	\$22.42	0.72
Computer and Mathematical Occupations	1,330	\$31.99	0.37
Life, Physical, and Social Science Occupations	954	\$30.23	0.78
Legal Occupations	716	\$33.60	0.58
Unclassified Occupation	396	\$13.46	1.40
TOTAL	143,741	\$19.93	

Location Quotient quantifies how concentrated an occupation is compared to the nation. The higher the number the more concentrated – US=1.0.

MAJOR EMPLOYERS/

Largest Private, Non-Retail Employers (November, 2016 - FTE Employment)

Rank	Company	Product/Service	Location	FTE
1	JBS USA & Affiliates	Protein Processing, Corporate HQ, Trucking	Greeley/Weld	4,520
2	Banner Health: North CO Medical Ctr	Regional Hospital, Corporate Center, Clinics	Greeley/Weld	3,600
3	Vestas	Wind Turbine Blade/Nacelle Mfg.	Windsor/Brighton	2,570
4	State Farm Insurance	Regional Claims Center	Greeley	1,300
5	TeleTech	Financial Services Support Center	Greeley	780
6	Halliburton Energy Services	Oil/Gas Development Services	Fort Lupton	700
7	Anadarko Petroleum	Oil/Gas District Field Office/Warehouse	Evans/Platteville	510
8	Select Energy Services	Oil/Gas District Field Office	Greeley/Brighton	500
9	Noble Energy	Oil/Gas Development Services	Greeley	470
10	Leprino Foods	Cheese/Dairy Foods Manufacturing	Greeley	450

Largest Public, Non-Retail Employers November, 2016 - FTE Empl

1	University of Northern Colorado	Public Four-Year University	Greeley	1,623
2	Weld County	Government	Greeley/Weld	1,615
3	Greeley/Evans School District 6	Public School District	Greeley/Evans	1,609
4	City of Greeley	Government	Greeley	812
5	Aims Community College	Public Community College	Weld County	498

Source: Colorado Demography Office, Upstate Colorado Economic Development – 11/2016

UTILITY PROVIDERS/

Water/Sewer Providers

Water is available for purchase from municipalities throughout the county who typically provide water treatment/delivery services within municipal boundaries. In addition, there are several water districts that partner with communities and/or can provide raw water. Water rates will vary depending upon location and provider.

Sewer services are also provided by municipalities in the most developed areas. Saint Vrain Sanitation District provides services in much of Southwest Weld. Septic and/or packaged systems can also be viable in the most rural circumstances and locations. Rates will vary depending upon location and provider.

Major Electricity Providers

Company	Service Area	Rate Info
Xcel Energy	Central/West Weld	www.xcelenergy.com
Poudre Valley REA	Central/West & North/East Weld	www.poudrevalleyrea.com
United Power, Inc.	South Weld	www.unitedpower.com

Major Gas Providers

Atmos Energy	Central/West Weld	www.atmosenergy.com
Xcel Energy	Central/West Weld	www.xcelenergy.com
Source Gas	South Weld	www.sourcegas.com

K-12 EDUCATION/

Weld County is served by 13 public school districts which includes numerous charter schools. There are also ten private school education opportunities throughout Weld County.

Weld K-12 Public Education Statistics			
	Year	Weld Stats	CO Stats
Weld Enrollment	2015-16	51,366	898,284
Number of Schools	2015-16	93	1,878
Classroom Teacher FTE	2015-16	2,810	51,251
Pupil/Teacher Ratio	2015-16	17.6 / 1	17.53 / 1
Dropout Rate (High School)	2015-16	1.4%	2.5%
Completer Rate	2015-16	90.7%	79.52%
Graduation Rate	2015-16	81.6%	77.3%
ACT Composite Score	2016	18.7	20.6

Source: Colorado Dept. of Education. Note: Includes Weld Schools in RE1J District

Weld Public School Districts Enrollment

Gilcrest/Platteville RE-1.....	2,085
St. Vrain Valley RE-1J.....	9,942
Eaton RE-2.....	1,918
Keenesburg RE-3J.....	2,341
Windsor RE-4.....	5,524
Johnstown/Milliken RE5J.....	3,732
Greeley/Evans RE-6.....	21,505
Platte Valley (Kersey) RE-7.....	1,110
Fort Lupton RE-8.....	2,216
Ault-Highland RE-9.....	829
Briggsdale RE-10.....	173
Prairie RE-11.....	207
Pawnee RE-12.....	87

Source: Colorado Department of Education

2016/17 Total Enrollment / 51,669

HIGHER EDUCATION/



UNIVERSITY OF NORTHERN COLORADO (UNC)/

Fall 2016 Enrollment - 12,260

UNC offers a comprehensive baccalaureate and specialized graduate research Liberal Arts education through their six colleges. Top 5 Undergraduate Degrees Awarded: Interdisciplinary Studies (includes Elementary Ed); Business Administration; Nursing; Sport and Exercise Science and Psychology. Top 5 Graduate Degrees Awarded: Education; Special Education; Sport and Exercise Science; Speech Language Pathology and Music.

For more info see www.unco.edu.



AIMS COMMUNITY COLLEGE/

Fall 2016 Enrollment – 7,107

With two Weld campus locations, Aims offers 160+ degree and certificate programs. Two-Year Degrees Awarded - Associate of Arts, Associate of Science, Associate of General Studies, Associate of Applied Science plus numerous Career and Technical Education Certificates.

For more info see www.aims.edu.

Public Higher Education Facilities in N. Colorado & Metro Denver

Four Year Public Colleges/Universities	Fall 2016 Enrollment
Colorado School of Mines–Golden	5,794
Colorado State University–Fort Collins	33,198
Metropolitan State University–Denver	22,316
University of Colorado–Boulder	30,789
University of Colorado–Denver	18,937
University of Northern Colorado–Greeley	12,260

Source: Individual Schools

2015 Weld/Larimer Top Education Program Completions

Program	Number
Business, Management, Marketing & Related	1,529
Health Professions & related programs	1,274
Biological & Biomedical Science	744
Social Sciences	698
Parks, Recreation, Leisure & Fitness Studies	651
Education	623
Engineering	608
Communication, Journalism & Related Programs	550
Visual and Performing Arts	526
Family & Consumer Sciences/Human Sciences	512

Source: EMSI

COMMERCIAL/INDUSTRIAL REAL ESTATE/

Commercial/industrial real estate opportunities can be found throughout Weld County to meet virtually any business need from an existing building to developed sites for construction.

Real estate prices will vary widely depending upon the level of development and location within the County.

2016 Real Estate Sales

	# Sales	Total \$ Vol.	Average \$
Office	35	\$57.1 M	\$178.93/sf
Commercial/Industrial	55	\$57.8 M	\$ 85.36/sf
Retail	75	\$67.5 M	\$104.90/sf
Land	100	\$104.6 M	\$23,881/ac

Source: Xceligent/Northern Colo Commercial Area Realtors

2016 Real Estate Lease Rates

	# of NNN Leases Executed	Asking Low/sf NNN	Asking High/sf NNN	Average NNN
Office	45	6.00	19.00	\$12.23
Commercial /Industrial	57	4.09	37.00	\$9.54
Retail	45	8.00	18.00	\$12.60

Source: Xceligent/Northern Colo Commercial Area Realtors

Weld County Industrial Sites

Name	Acres	Location
AFT Industrial Park	65	Firestone
Bear Industrial Park	77	Frederick
Bellmore Industrial Park	47	Nunn
Center Drive Park	21	Milliken
Clayton Place	18	Berthoud
Diamond Valley Industrial Park	91	Windsor
Eagle Business Park	133	Frederick
Eaton Industrial Rail Park	160	Eaton
Erie Aero Tech Industrial Park	61	Erie
Erie Parkway	120	Erie
Falcon Point Business Park	32	Windsor
Grainery Park	156	Greeley
Great Western Industrial Park	500	Windsor
Highland Industrial Park	147	Ault
Highpointe Business Center	136	Greeley
I-25 Gateway Center	146	Johnstown
Ironwood Business Park	20	Greeley
Jackson Industrial	58	Berthoud
Lost Creek Commons	74	Keenesburg
Meadowlark Business Park	35	Frederick
Niobrara Energy Park	662	N Weld
Northland Industrial Park	55	Fort Lupton
Platteville Energy Park	45	Platteville
Promontory Business Park	200	Greeley
Ritchie Brothers Park	82	Mead
Silver Peaks Business Park	148	Dacono
Stonegate Industrial Park	25	Evans
2534 Park	542	Johnstown
Weld County Industrial Park	100	(Peckham)

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%. Colorado has a 2.9% sales/use tax rate.

REAL & PERSONAL PROPERTY TAX

Industrial/commercial property (building, land and equipment) is assessed for property tax purposes at 29% of actual value (based on a variety of factors). The mill levy assigned to each property location includes the taxing jurisdictions serving that location and represents the number of dollars, or property taxes, levied for each \$1,000 of assessed value. For example; with a mill levy of 75.7333 mills the owner pays \$75.73 in taxes for every \$1,000 in assessed value. Weld has over 3,000 unique tax areas with mill levies ranging from about 54 mills to 148 mills. The 2015 Weld County average total mill levy rate was 61.807 mills. Property taxes fund local schools, special propose districts and a portion of city/county government.

RESIDENTIAL PROPERTY TAX

Residential property is assessed at 7.96% of the actual value and is exempt from personal property taxation.

STATE INCOME TAX – CORPORATE & PERSONAL

The corporate and personal Colorado income tax rate is a flat rate of 4.63% of federal taxable income. Local governments DO NOT assess income taxes. Inventories, Goods in Transit and Intangibles are not taxed in Colorado and there is no Franchise Tax. Colorado has established Enterprise Zones (EZ) that offer state income tax credits. Select Weld locations/communities have EZ designation. Companies that locate or expand within the physical boundaries of an EZ are eligible to earn a variety of state income tax credits based on their specific activities primarily in equipment investment, job creation/training, research and development activities, etc. Earned credits are applied to the company's Colorado income tax liability.

Source: Weld County Government, Colorado Division of Property Taxation, Colorado Department of Revenue

COST OF LIVING/

The Cost of Living Indices (COLI) are based on a U.S. average of 100. Below 100 is cheaper than the U.S. average and above is more expensive. Below are Cost of Living Indices for Central/Northern Counties in Colorado.

U.S. Average = 100 / WELD = 110

Adams – 115	Arapahoe – 120	Boulder – 178	Broomfield – 131
Denver – 128	Douglas – 120	Jefferson – 128	Larimer – 122

Source: Sperling Best Places, Dec. 2016

No county-wide sales/use tax

SINGLE FAMILY HOME PRICES/

Central/West Weld

(Ault, Eaton, Evans, Greeley, Gilcrest, LaSalle, Johnstown, Kersey, Milliken, Pierce, Severance, Windsor)

Year	# Sold	Median Price
2017 (Jan-May)	414	\$380,000
2016	1233	\$368,000
2015	1333	\$342,000

Source: Sears & Company Real Estate

South Weld

(Dacono, Erie, Firestone, Fort Lupton, Frederick, Hudson, Keenesburg, Platteville)

Year	# Sold	Median Price
2017 (Jan-May)	1078	\$313,500
2016	3451	\$277,814
2015	3936	\$252,000

Source: Sears & Company Real Estate

East/North Weld

(Grover, New Raymer, Nunn)

Year	# Sold	Median Price
2017 (Jan-May)	6	\$255,000
2016	28	\$257,219
2015	26	\$191,250

Source: Sears & Company Real Estate

CULTURAL/RECREATIONAL AMENITIES/

Weld County offers a rich and diverse selection of cultural and recreational opportunities including numerous golf courses, a multitude of parks, miles of paved bike/ pedestrian paths, the Pawnee National Grasslands and numerous annual events including:

- + The Greeley Stampede
- + Greeley Blues Jam
- + Weld County Fair
- + Numerous Community Summer Celebrations
- + Colorado Farm Show
- + UNC/Greeley Jazz Festival
- + Windsor Harvest Festival

The 1,600 seat Greeley Union Colony Civic Center provides even more entertainment options along with UNC Bears Division I Athletics. A Weld location also offers easy access to multiple world class ski areas, camping, fishing, hunting, snow sports, hiking and all the Rocky Mountains have to offer. Weld County is Colorado after all!

For more information visit websites of our 31 communities and the following Weld County web sites:
www.discoverweld.com
www.upstatecolorado.org

BUSINESS ASSISTANCE/

Weld County and its communities are pro-growth, prepared to handle company needs and will do what can reasonably be done to reduce the development/start-up costs of qualifying primary sector companies looking to locate/expand.

Key Assistance/Incentives Include:

- Municipal Development Incentives
- Personal Property Tax Partial Rebate
- Weld Employment Service recruitment/training assistance and training grants
- Financing through the Weld/Larimer Revolving Loan Fund or Greeley Development Fund

- Weld County EZ State Income Tax Credits
- Colorado First Customized Training Grants
- Colorado Job Growth Incentive State Income Tax Credit OR Colorado Strategic Fund Grant

For more detailed assistance information contact Upstate Colorado Economic Development,

a private, non-profit economic development agency, that serves as a single confidential source of information about the Weld region. Upstate maintains information concerning communities, real estate, labor, etc., and can coordinate/facilitate customized local, county and state government economic incentive packages.



Promontory Corporate Park, Greeley

State Farm Operations Center & JBS North American Corporate Headquarters



UPSTATECOLORADO

ECONOMIC DEVELOPMENT

Supporting Job Opportunities in Greeley & Weld County Communities

822 7th Street / Suite 550
Greeley, CO 80631
Phone (970) 356-4565
Fax (970) 352-2436
www.upstatecolorado.org

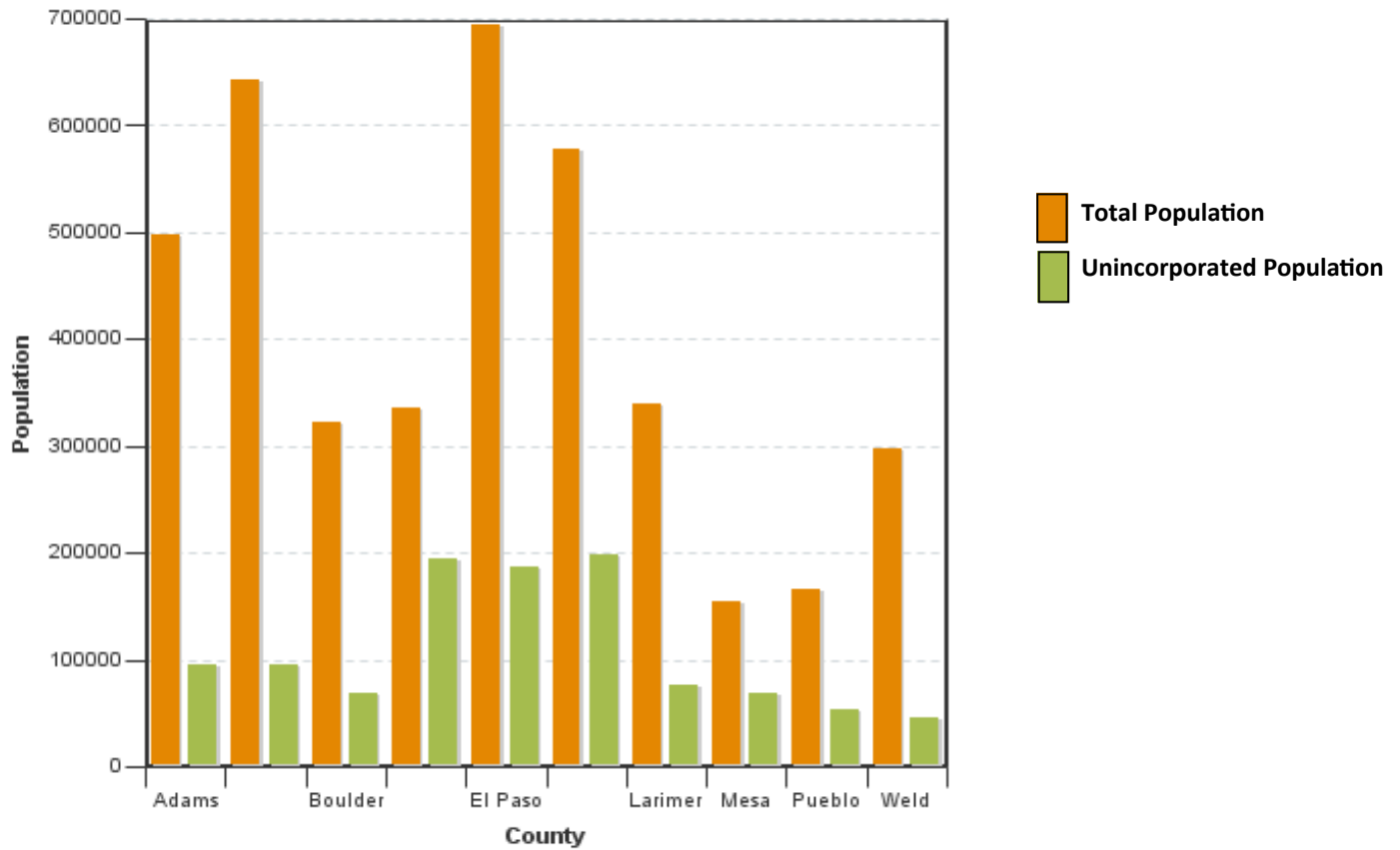
COLORADO'S LARGEST TEN COUNTY BUDGET COMPARISONS FOR THE PRIOR YEAR

The *Colorado's Largest Ten County Budget Comparison for the Prior Year* is a collection of data and graphs produced by the ten largest counties in Colorado. The data is based on adopted budgets, as provided by participating counties. Budget information is readily available to all citizens in each county. This compilation helps identify similarities and differences between participating counties. It is important to note that these are not exact comparisons. Therefore, further investigation and analysis is required to make comparisons.

Out of Colorado's largest ten counties Weld County compares as follows:

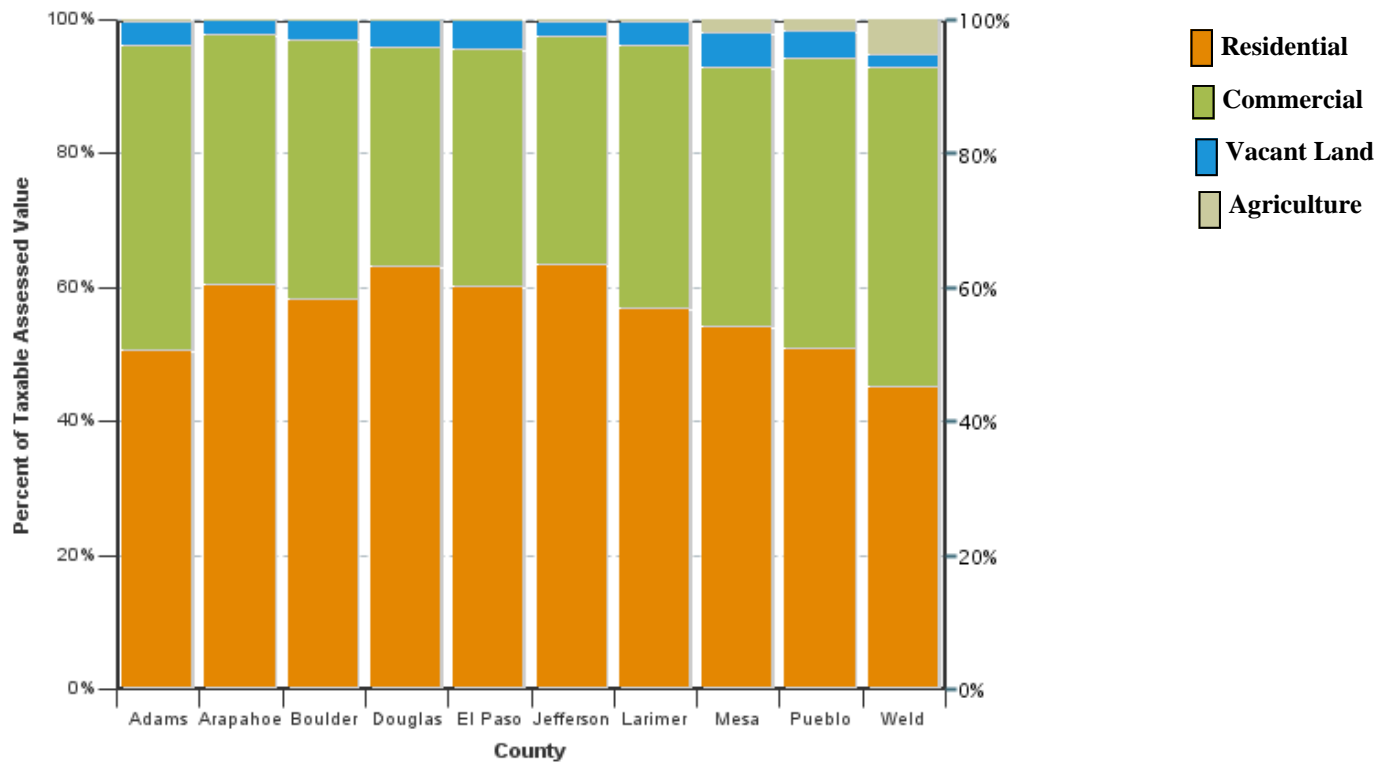
- Largest county geographically at 3,999 square miles
- Ranks eight in population with a population of 297,643
- Weld County is the only large county with NO sales tax
- Weld County is the only large county with NO debt
- Weld County has the seventh lowest mill levy at 15.800 mills
- Weld County ranks sixth lowest in budget amount per capital at \$1,032.92
- In per capital for local tax costs Weld County per ranks eight lowest at \$517.71
- Weld County ranks seventh lowest in total FTE at 1,529

Population Distribution



	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Total Population	498,187	642,824	322,226	334,879	694,967	578,101	340,228	154,550	165,926	297,032
Unincorporated Population	95,482	94,912	68,083	194,440	186,715	198,805	76,211	68,921	53,106	45,928

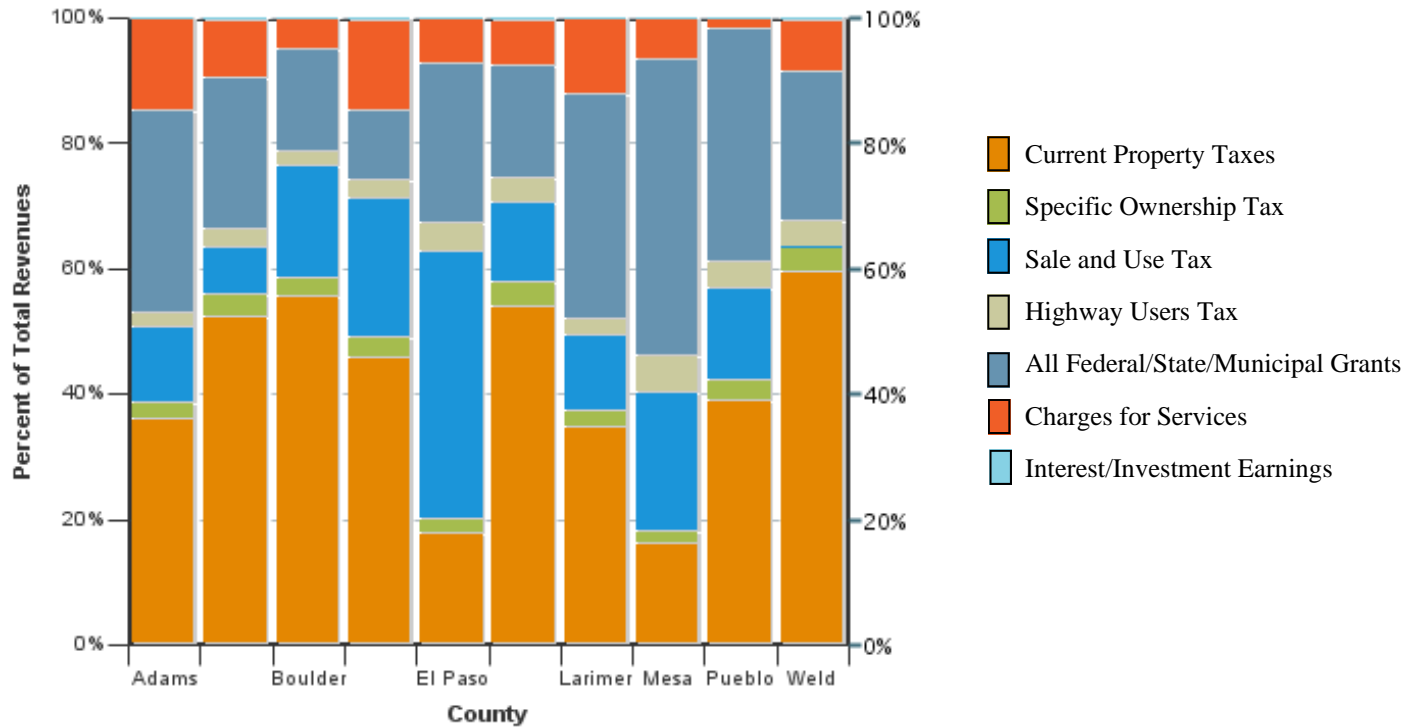
Taxable Assessed Value by Type



\$ Millions

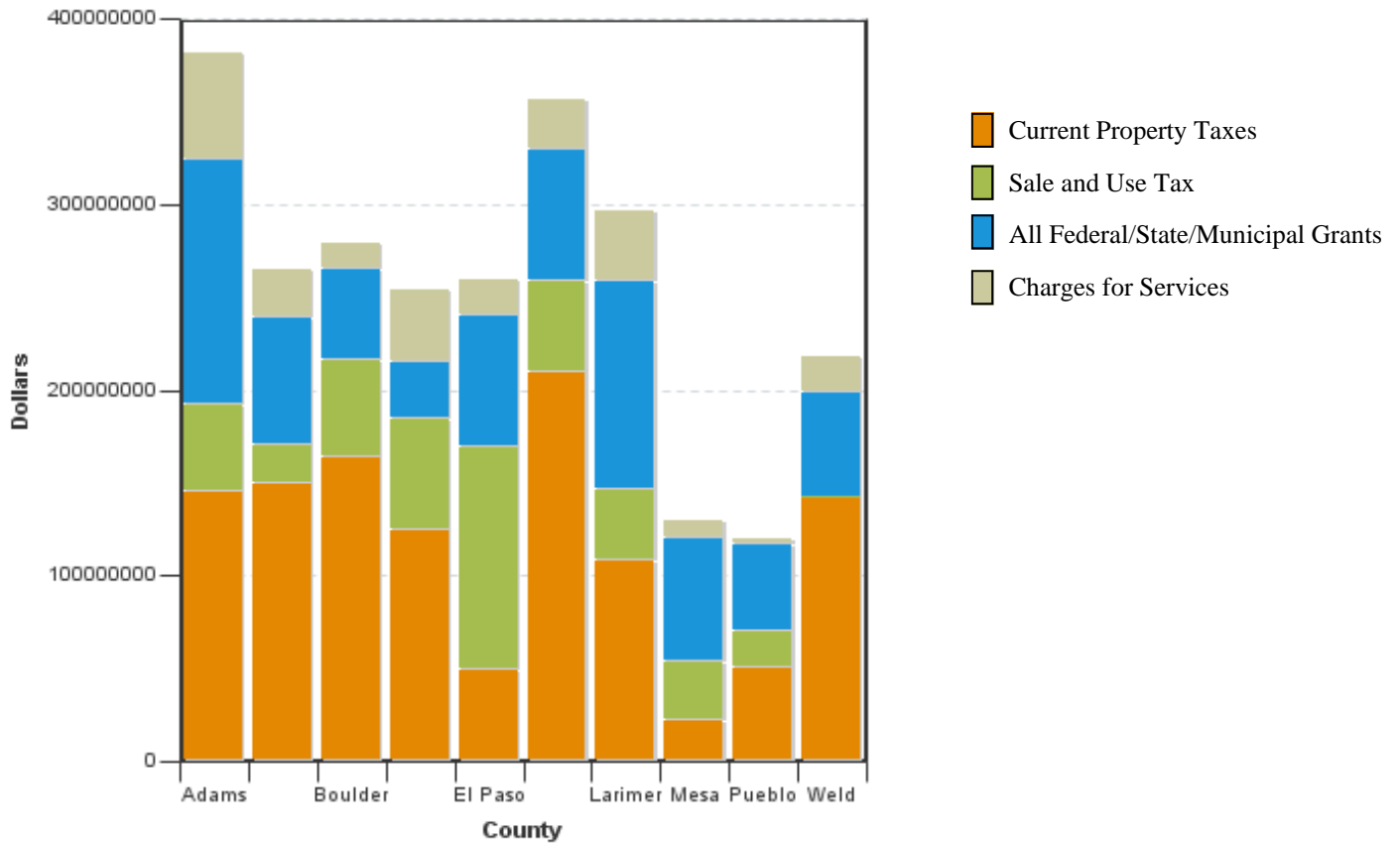
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Residential	2,966	4,875	3,883	3,437	3,979	5,150	2,790	849	618	1,512
Commercial	2,673	3,034	2,597	1,772	2,350	2,764	1,919	607	529	1,604
Vacant Land	210	178	192	222	284	194	182	82	50	65
Agriculture	34	16	19	18	14	37	25	33	23	184

Revenue Sources



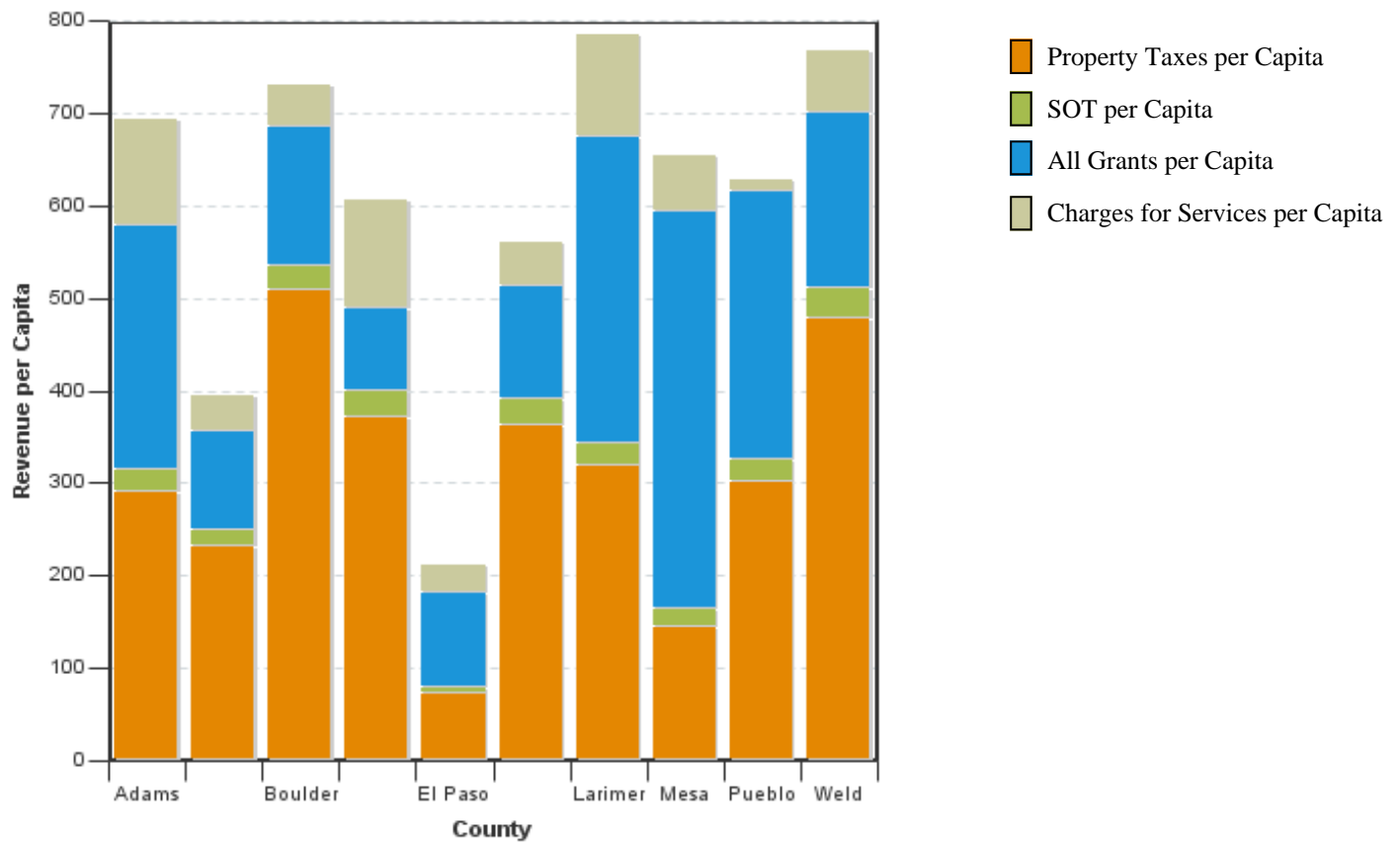
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Current Property Taxes	35.7%	52.3%	55.4%	45.5%	17.8%	53.6%	34.4%	15.9%	38.8%	59.2%
Specific Ownership Tax	2.9%	3.5%	2.9%	3.5%	2.0%	4.2%	2.6%	2.1%	3.1%	4.0%
Sales and Use Tax	11.8%	7.3%	17.9%	22.1%	42.7%	12.6%	12.0%	22.1%	14.8%	0.0%
Highway Users Tax	2.4%	3.0%	2.1%	3.0%	4.8%	3.9%	2.7%	6.0%	4.0%	4.4%
All Federal/State/Municipal Grants	32.4%	24.2%	16.5%	11.0%	25.2%	18.0%	36.0%	47.0%	37.1%	23.5%
Charges for Services	14.5%	9.0%	4.9%	14.4%	7.4%	7.2%	12.0%	6.8%	1.8%	8.4%
Interest/Investment Earnings	0.4%	0.8%	0.2%	0.7%	0.1%	0.5%	0.3%	0.2%	0.2%	0.6%

Primary Sources of Revenues



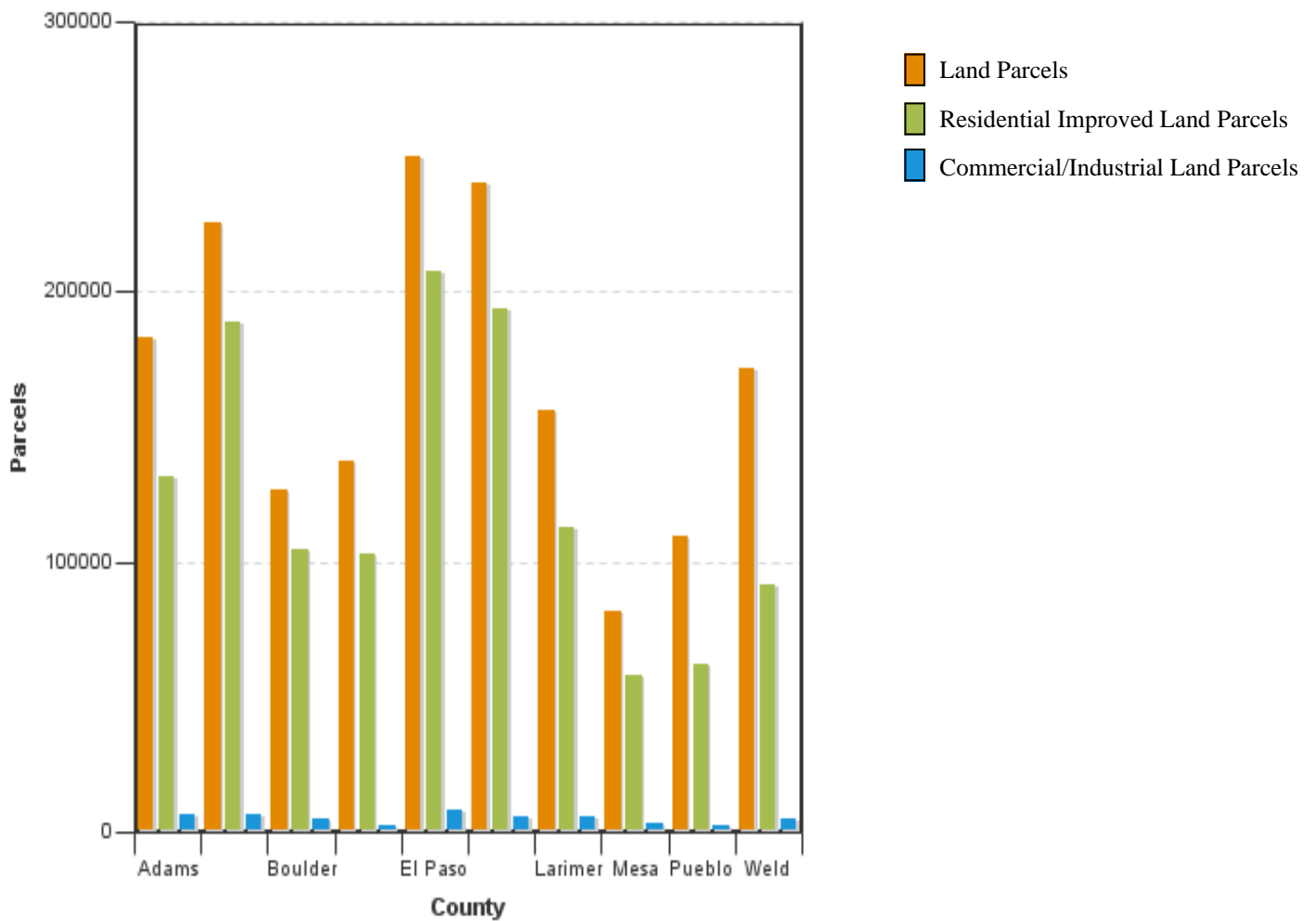
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Current Property Taxes	\$144,436,000	\$149,212,000	\$163,392,000	\$124,234,000	\$49,588,000	\$209,212,000	\$108,000,000	\$22,342,000	\$50,073,000	\$141,947,000
Sales and Use Tax	\$47,794,000	\$20,776,000	\$52,938,000	\$60,300,000	\$119,163,000	\$49,238,000	\$37,679,000	\$31,167,000	\$19,140,000	\$0
All Federal/State/Municipal Grants	\$131,170,000	\$69,009,000	\$48,575,000	\$29,960,000	\$70,490,000	\$70,329,000	\$112,897,000	\$66,167,000	\$47,866,000	\$56,395,000
Charges for Services	\$58,488,000	\$25,590,000	\$14,554,000	\$39,231,000	\$20,700,000	\$28,045,000	\$37,561,000	\$9,534,000	\$2,377,000	\$20,046,000

Primary Revenue Sources (Normalized to Population)



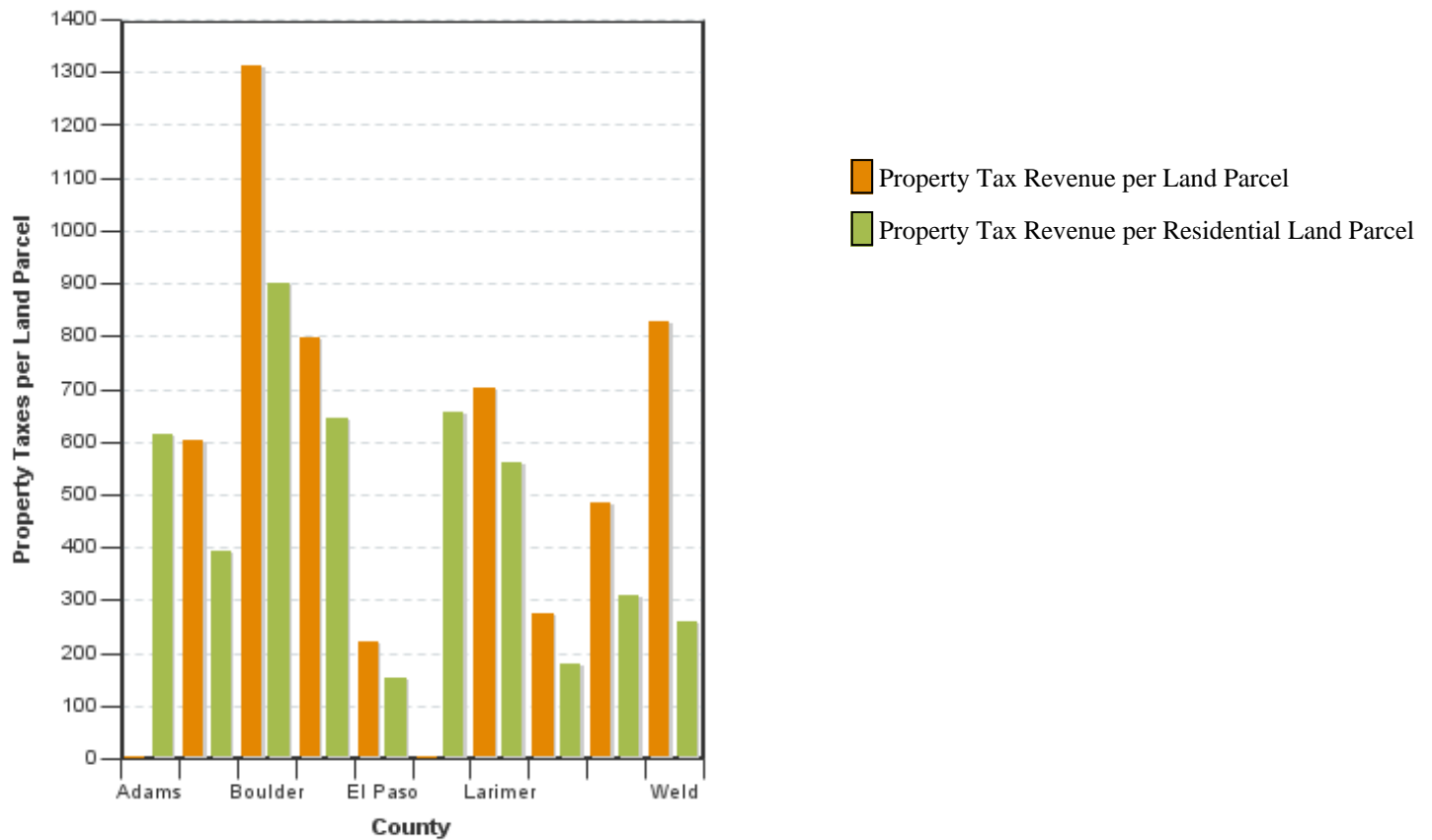
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Property Taxes per Capita	\$289.92	\$232.12	\$507.07	\$370.98	\$ 71.35	\$361.90	\$317.43	\$144.56	\$301.78	\$477.88
SOT per Capita	\$ 23.66	\$ 15.53	\$ 26.51	\$ 28.37	\$ 8.16	\$ 28.32	\$ 24.35	\$ 19.29	\$ 23.84	\$ 32.32
All Grants per Capita	\$263.29	\$107.35	\$150.75	\$ 89.47	\$101.43	\$121.66	\$331.83	\$428.13	\$288.48	\$189.86
Charges for Services per Capita	\$117.40	\$ 39.81	\$ 45.17	\$117.15	\$ 29.79	\$ 48.51	\$110.40	\$ 61.69	\$ 14.33	\$ 67.49

Parcel Counts



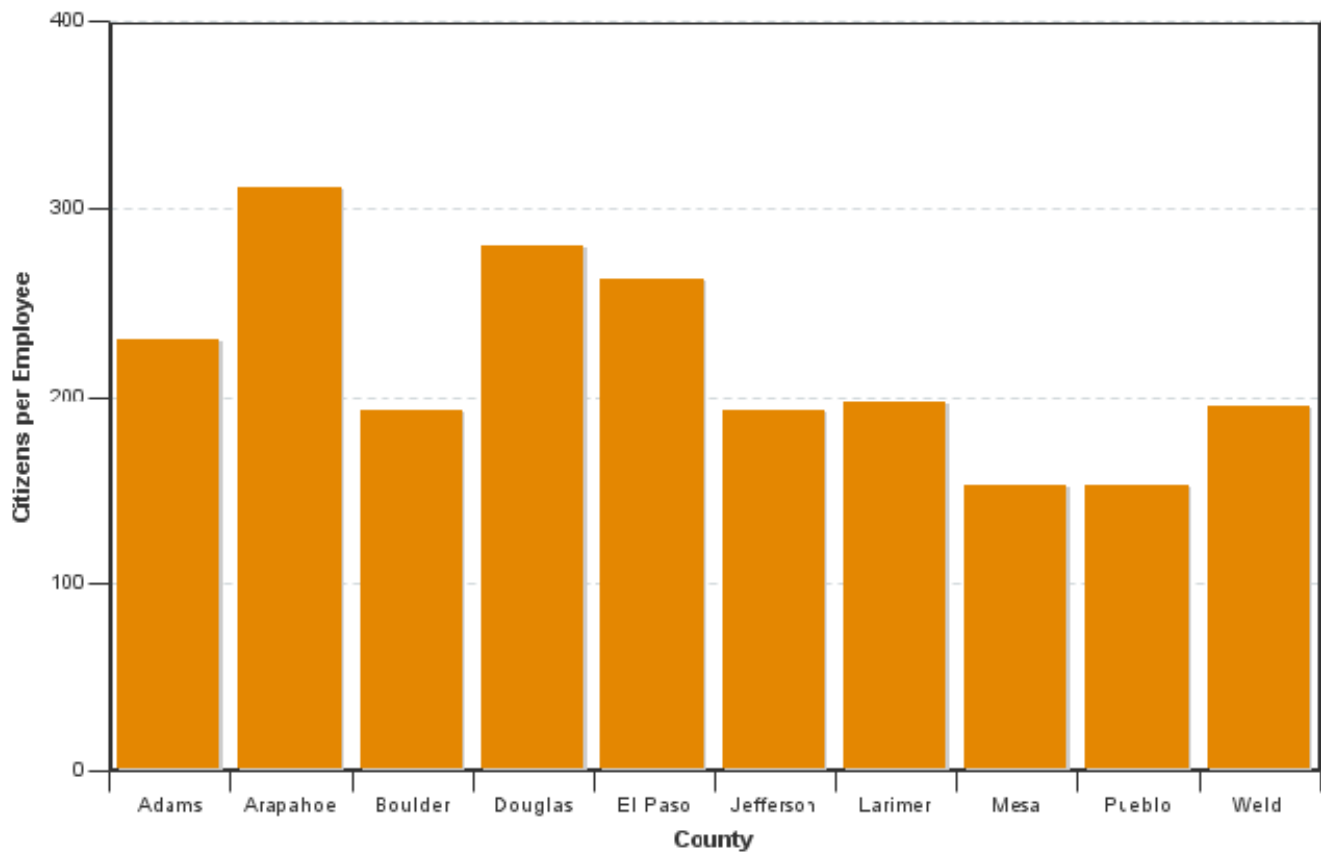
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Land Parcels	182,810	225,817	126,930	137,663	250,029	240,559	155,980	81,479	109,920	171,851
Residential Improved Land Parcels	131,584	189,122	104,778	102,947	207,429	193,642	112,996	58,252	61,771	91,694
Commercial/Industrial Land Parcels	6,725	6,506	5,224	2,421	8,201	5,421	5,875	3,483	2,778	4,880

Property Tax per Parcel



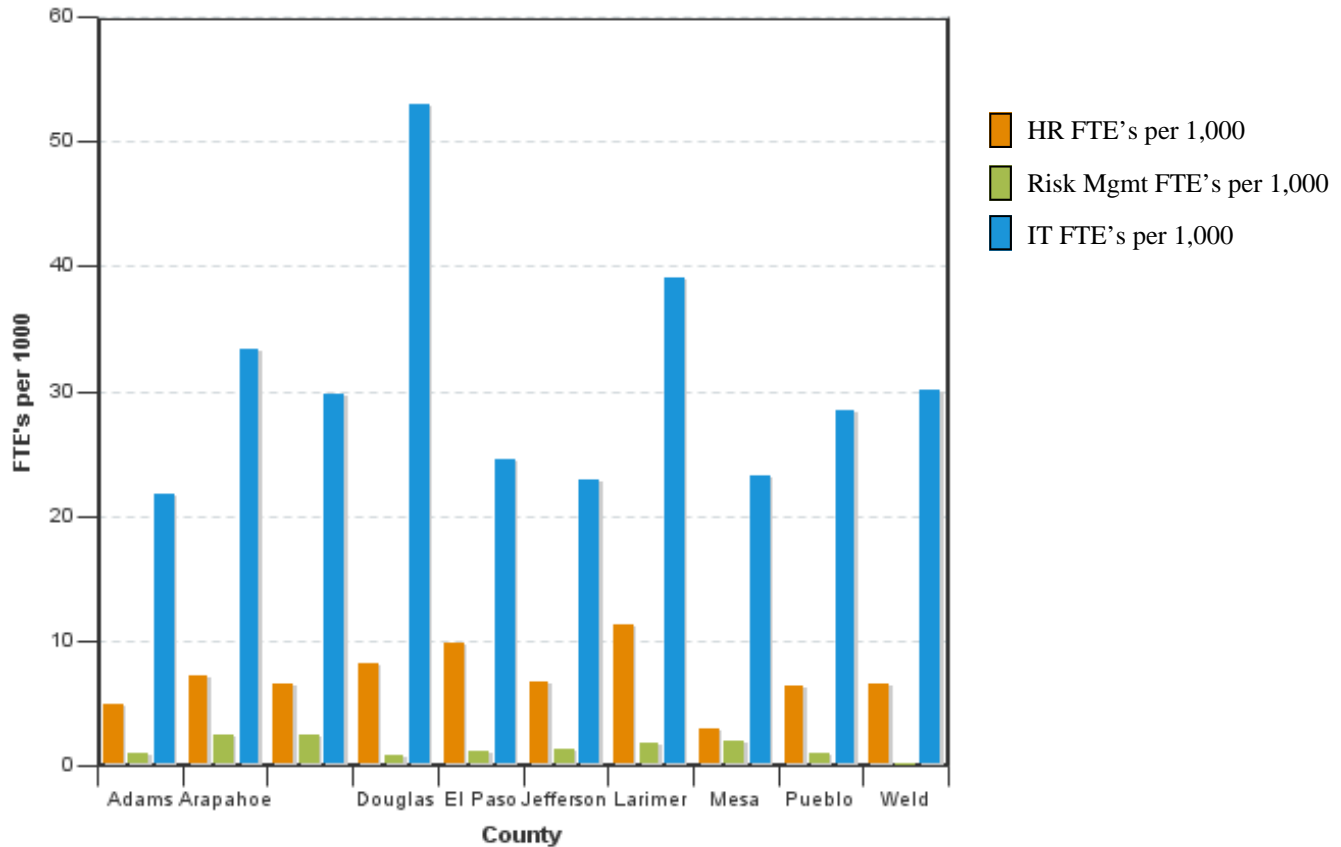
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Property Tax Revenue per Land Parcel	\$ 0.00	\$ 601.78	\$ 1,310.95	\$ 796.09	\$ 219.92	\$ 0.00	\$ 701.38	\$ 276.39	\$ 485.91	\$ 825.99
Property Tax Revenue per Residential Land Parcel	\$ 616.06	\$ 391.17	\$ 899.32	\$ 643.48	\$ 152.87	\$ 657.15	\$ 561.01	\$ 178.77	\$ 310.68	\$ 260.54

Citizens Served per County Employee



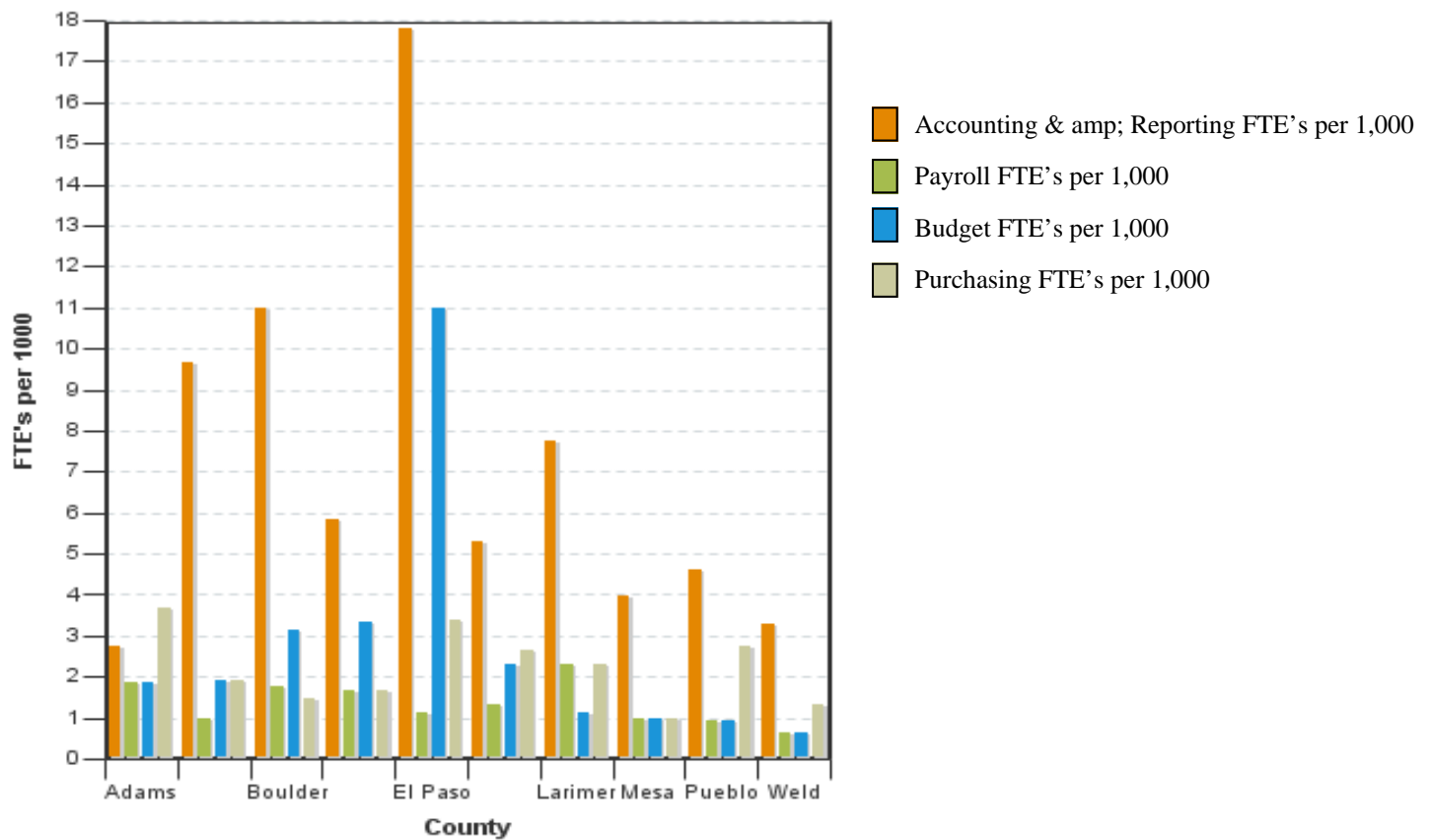
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Citizens Served per Employee	230	311	191	280	263	192	196	153	153	194

Support Functions per 1,000 Employees



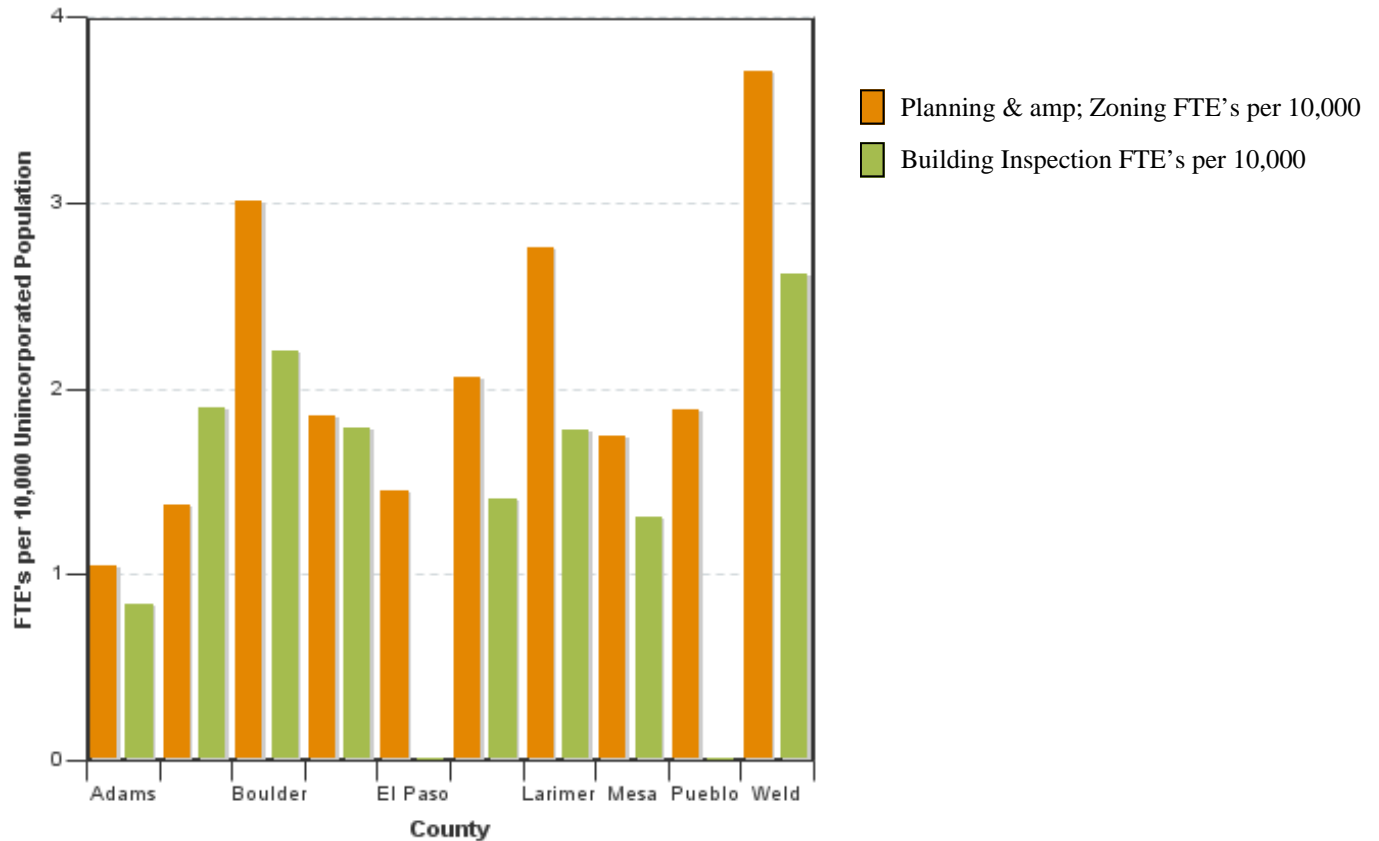
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
HR FTE's per 1,000	5.0	7.2	6.5	8.1	9.8	6.6	11.2	3.0	6.4	6.5
Risk Mgmt FTE's per 1,000	0.9	2.4	2.4	0.8	1.1	1.3	1.9	2.0	0.9	0.0
IT FTE's per 1,000	21.7	33.3	29.7	53.0	24.6	22.9	39.1	23.2	28.5	30.1

Finance Support Functions per 1,000 Employees



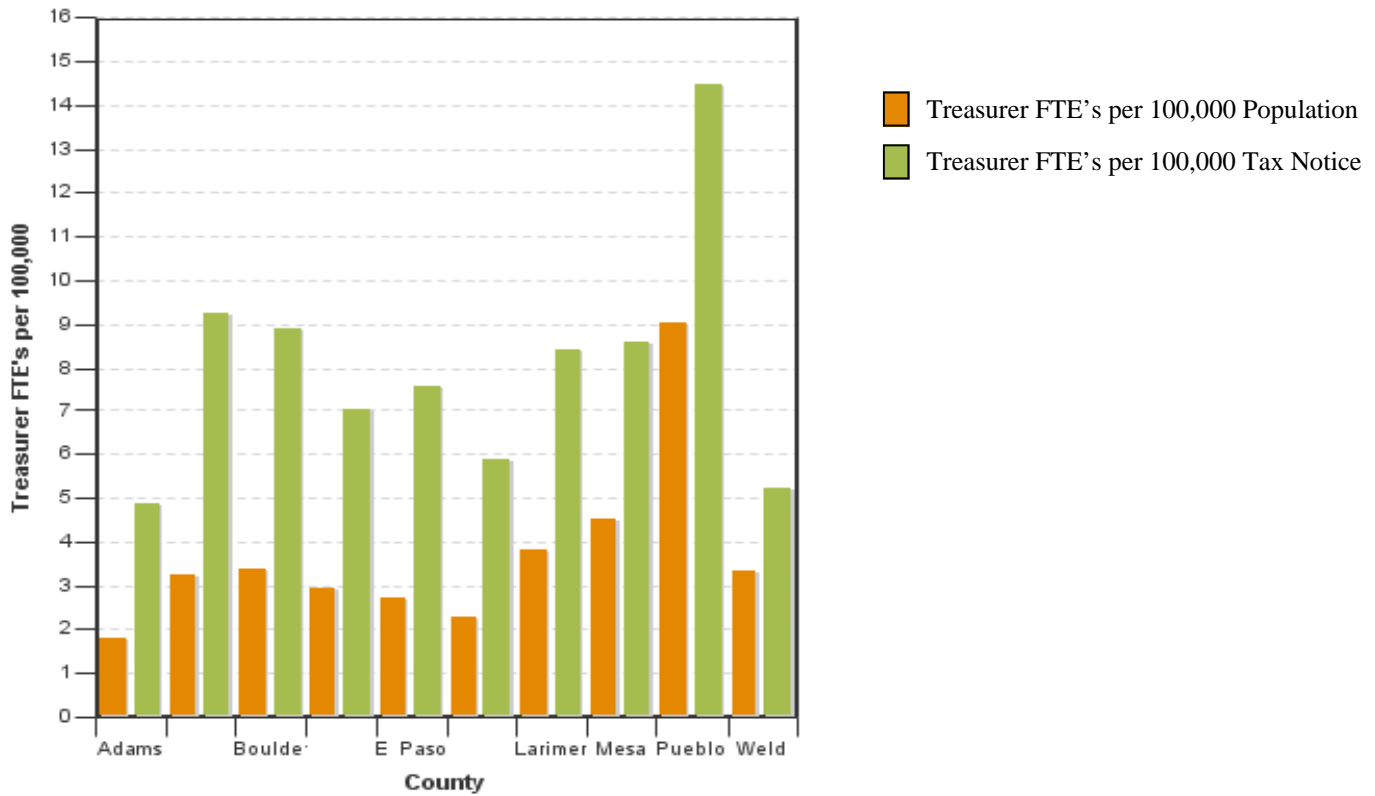
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Accounting & Reporting FTE's per 1,000	2.8	9.7	11.0	5.8	17.8	5.3	7.8	4.0	4.6	3.3
Payroll FTE's per 1,000	1.8	1.0	1.8	1.7	1.1	1.3	2.3	1.0	0.9	0.7
Budget FTE's per 1,000	1.8	1.9	3.1	3.3	11.0	2.3	1.2	1.0	0.9	0.7
Purchasing FTE's per 1,000	3.7	1.9	1.5	1.7	3.4	2.7	2.3	1.0	2.8	1.3

Planning & Zoning and Building Inspection FTE per 10,000 Unincorporated Population



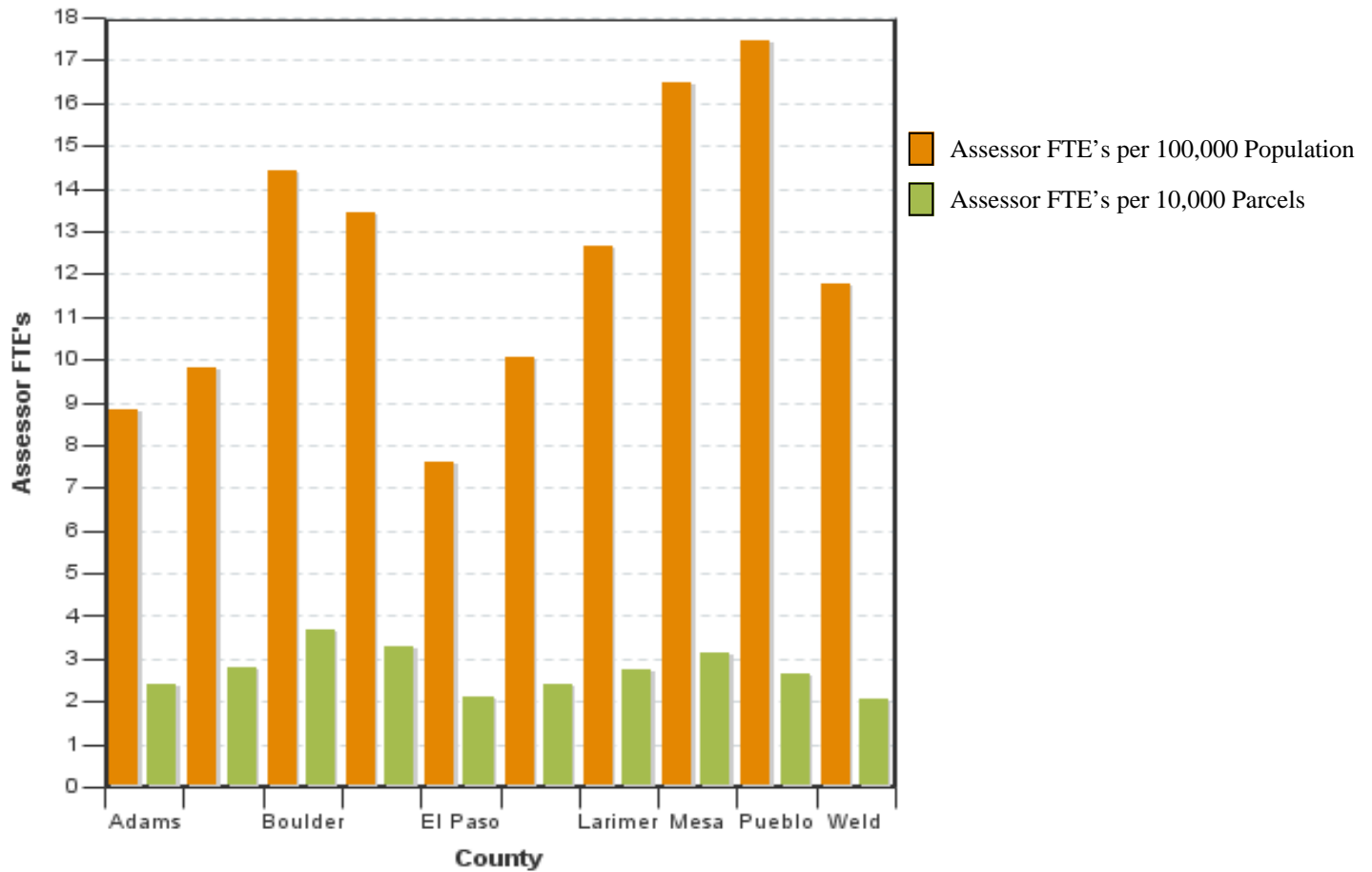
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Planning & Zoning FTE's per 10,000	1.0	1.4	3.0	1.9	1.4	2.1	2.8	1.7	1.9	3.7
Building Inspection FTE's per 10,000	0.8	1.9	2.2	1.8	0.0	1.4	1.8	1.3	0.0	2.6

Treasurer FTE per 100,000 Population/100,000 Tax Notices



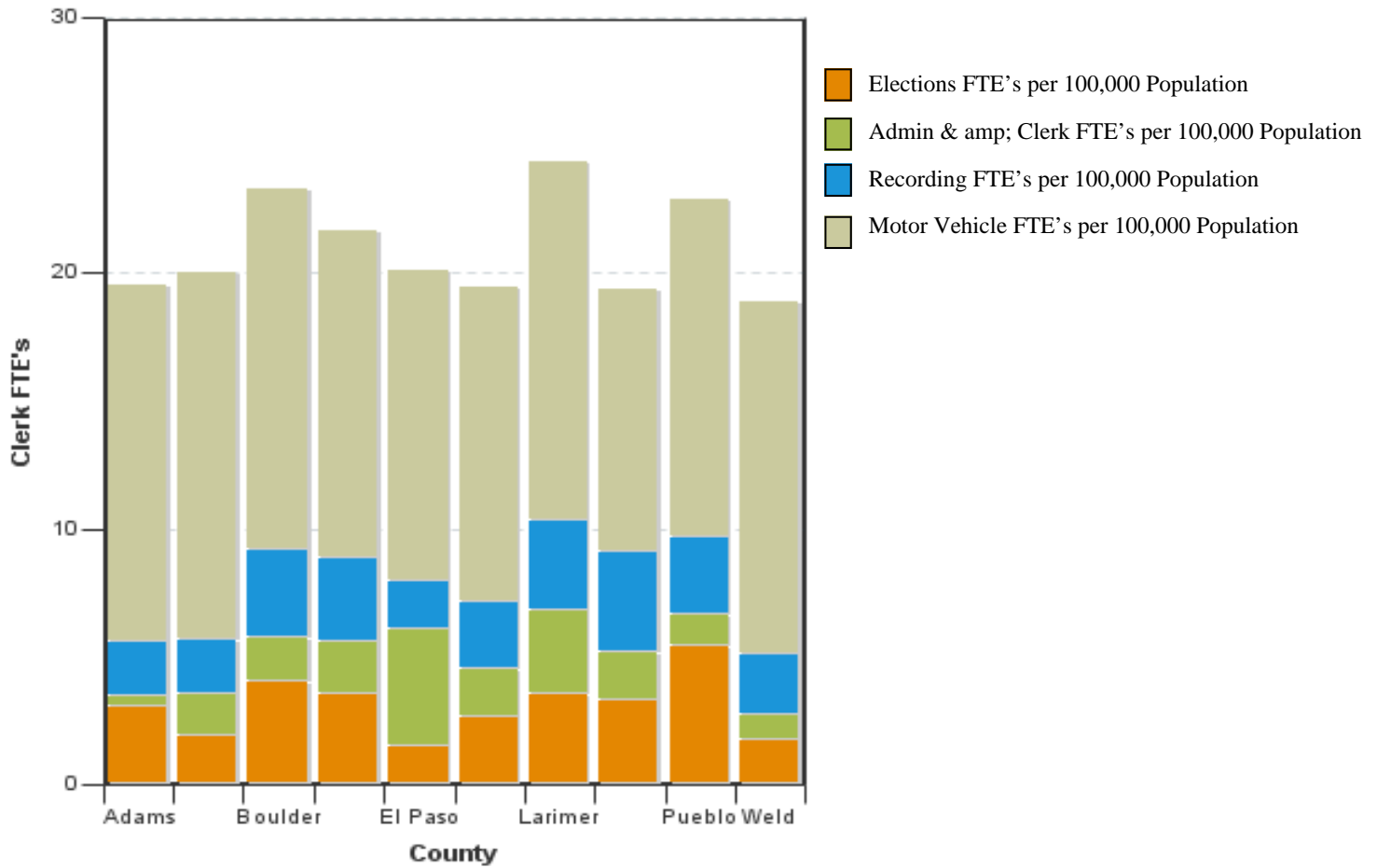
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Treasurer FTE's per 100,000 Population	1.8	3.3	3.4	3.0	2.7	2.2	3.8	4.5	9.0	3.4
Treasurer FTE's per 100,000 Tax Notices	4.9	9.2	8.9	7.0	7.6	5.9	8.4	8.6	14.5	5.2

Assessor FTE per 100,000 Population/10,000 Parcels



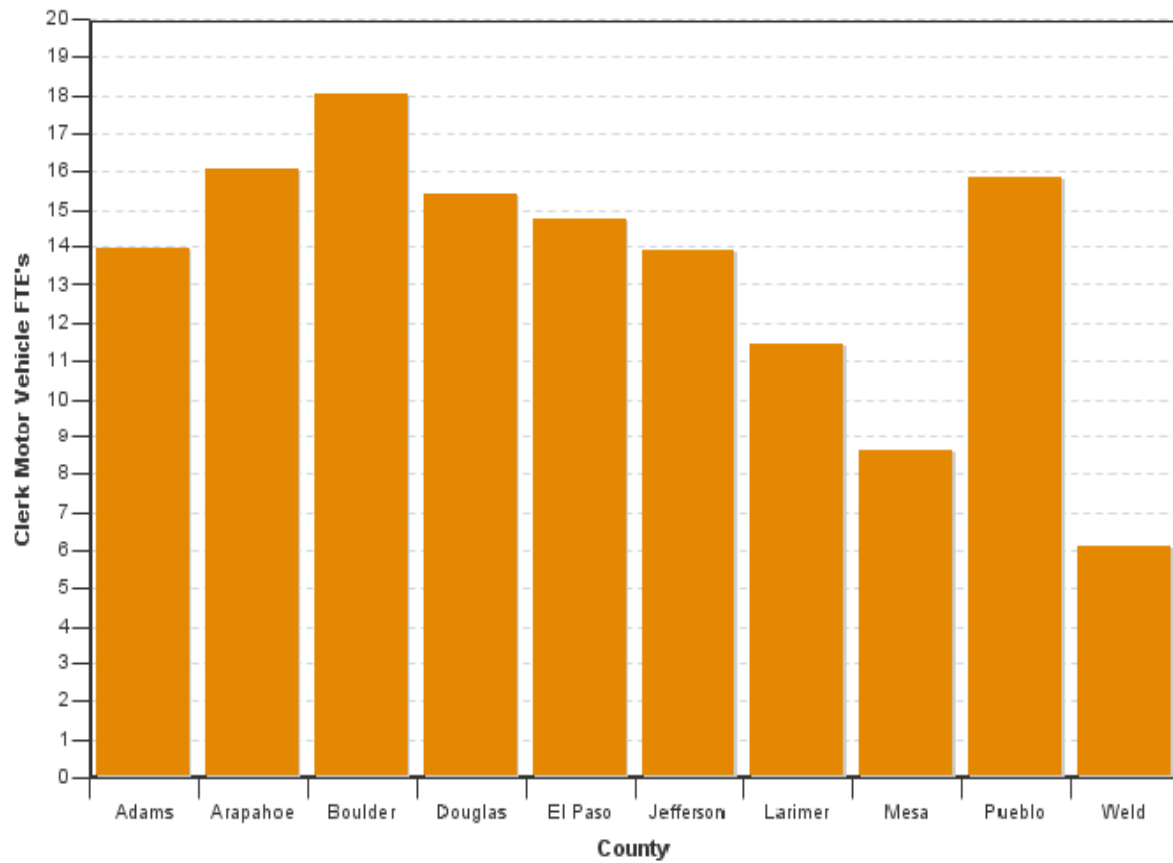
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Assessor FTE's per 100,000 Population	8.8	9.8	14.4	13.4	7.6	10.0	12.6	16.5	17.5	11.8
Assessor FTE's per 10,000 Parcels	2.4	2.8	3.7	3.3	2.1	2.4	2.8	3.1	2.6	2.0

Clerk & Recorder FTE per 100,000 Population



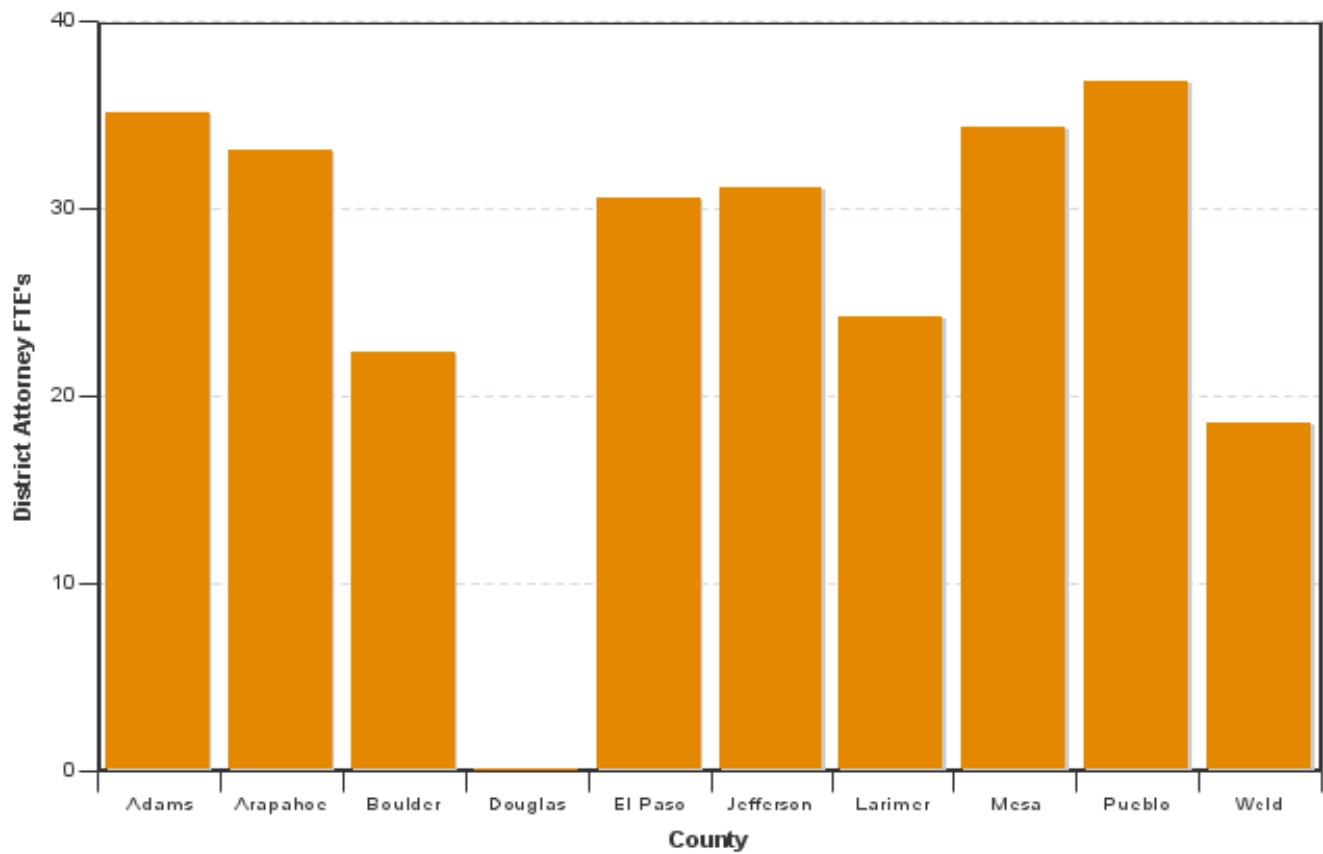
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Elections FTE's per 100,000 Population	3.0	1.9	4.0	3.5	1.4	2.6	3.5	3.2	5.4	1.7
Admin & Clerk FTE's per 100,000 Population	0.4	1.6	1.7	2.0	4.6	1.9	3.2	1.9	1.2	1.0
Recording FTE's per 100,000 Population	2.1	2.2	3.4	3.3	1.9	2.6	3.5	3.9	3.0	2.4
Motor Vehicle FTE's per 100,000 Population	14.1	14.3	14.1	12.8	12.2	12.4	14.1	10.4	13.3	13.8

Clerk Motor Vehicle FTE per 100,000 Vehicle Registrations



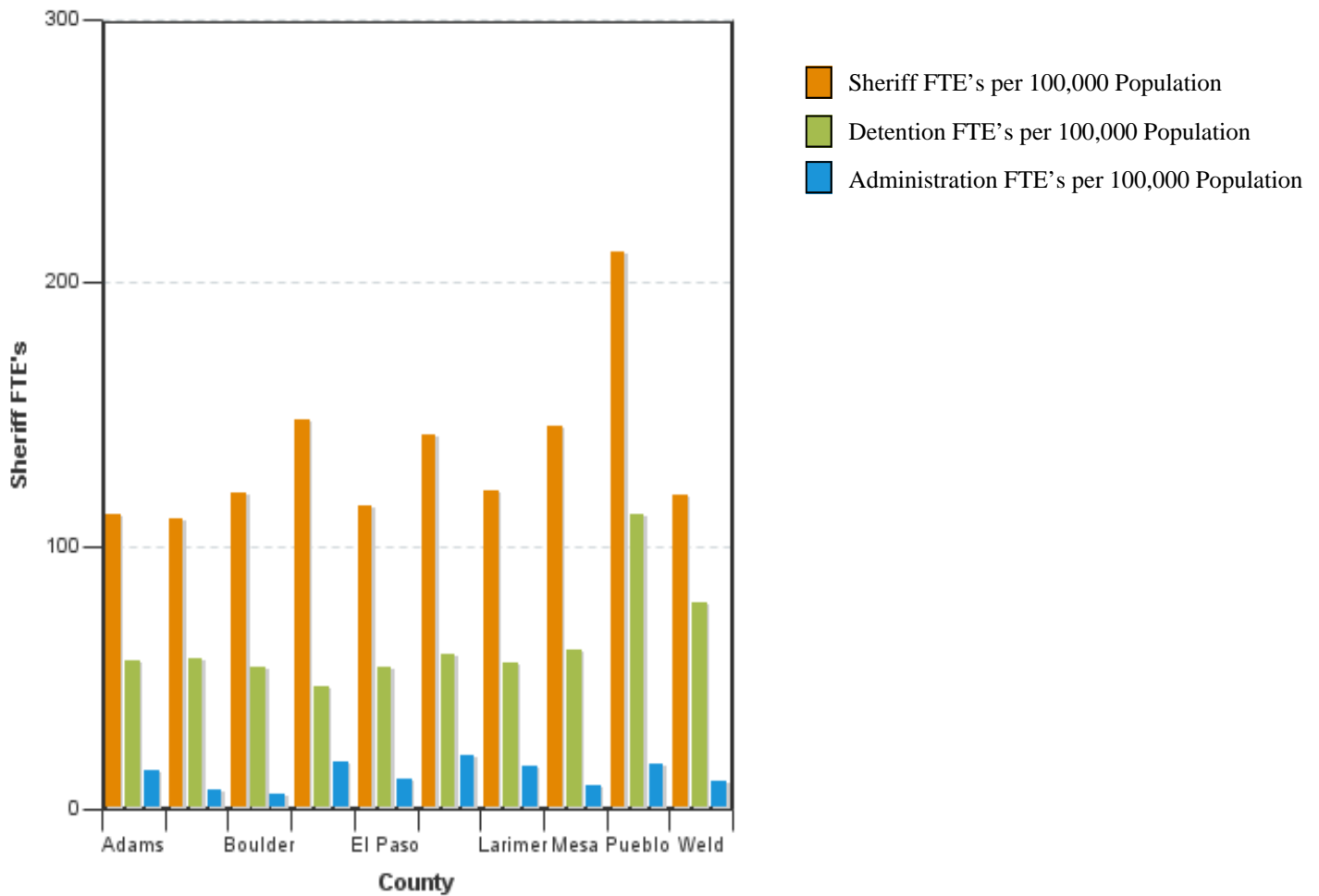
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Clerk Motor Vehicle FTE per 100,000 Vehicle Registrations	14.0	16.1	18.1	15.4	14.7	13.9	11.4	8.6	15.9	6.1

District Attorney FTE per 100,000 Population



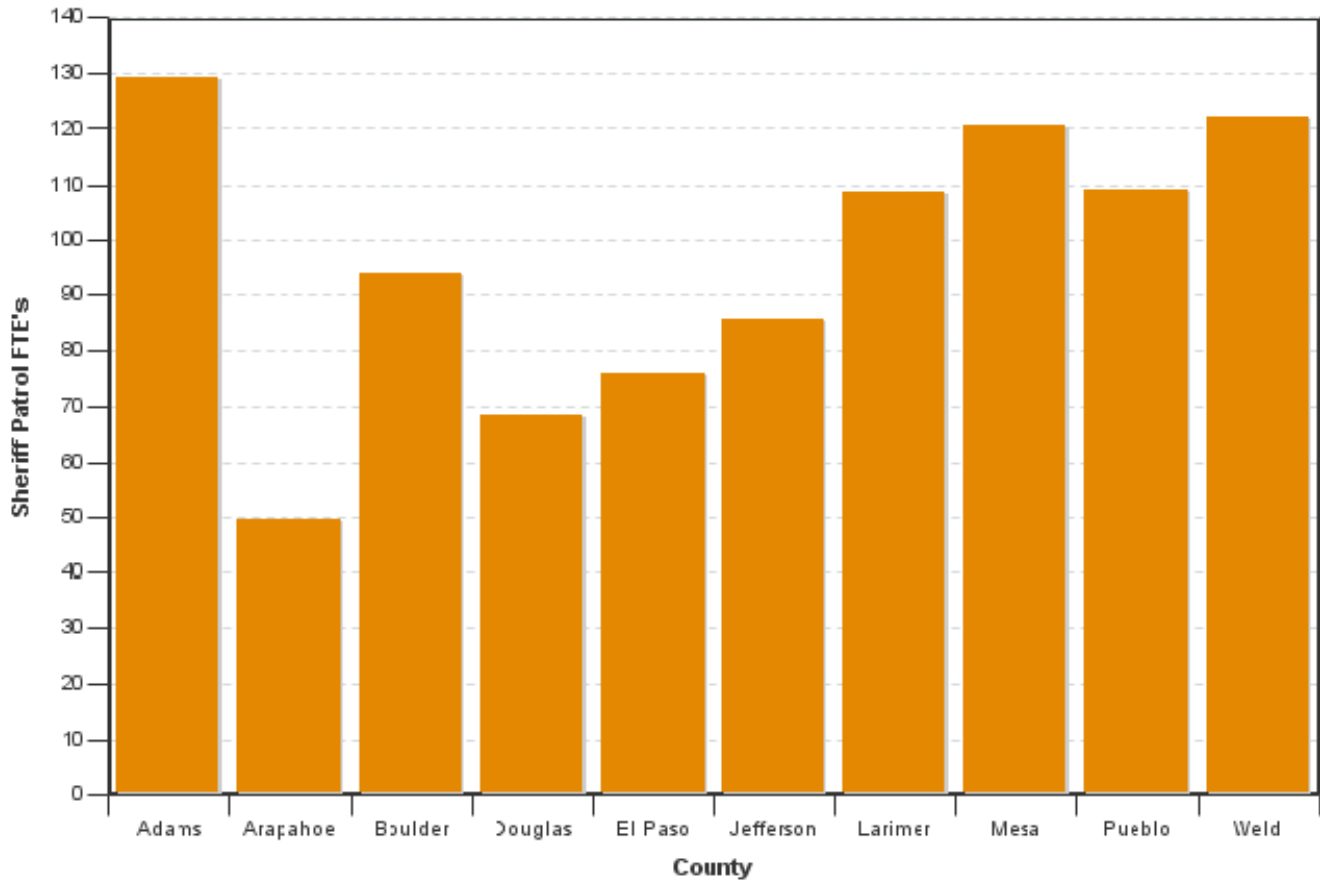
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
District Attorney FTE's per 100,000 Population	35.1	33.1	22.3	0.0	30.5	31.0	24.2	34.3	36.8	18.5

Sheriff Office FTE per 100,000 Population



	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Sheriff FTE's per 100,000 Population	111.6	110.1	120.1	147.9	115.4	142.5	121.1	145.6	211.8	119.5
Detention FTE's per 100,000 Population	56.6	57.0	54.3	46.3	53.8	58.5	56.0	60.2	112.1	78.1
Administration FTE's per 100,000 Population	14.6	7.0	6.1	18.3	11.7	20.6	16.8	9.1	16.9	10.4

Sheriff Patrol FTE per 100,000 Unincorporated Population



	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Sheriff Patrol FTE's per 100,000 Unincorporated Population	129.3	49.5	94.0	68.4	76.1	86.0	108.8	120.4	109.2	121.9