



# 2021 FINAL BUDGET

State of Colorado

**COUNTY OF WELD**

**2021**

**FINAL  
BUDGET MESSAGE**

**PRESENTED TO:**

**WELD COUNTY BOARD OF COMMISSIONERS**

**Mike Freeman, Chair**

**Steve Moreno, Pro-Tem**

**Scott James, Commissioner**

**Barbara Kirkmeyer, Commissioner**

**Kevin Ross, Commissioner**

**BY THE DIRECTOR OF FINANCE AND ADMINISTRATION**

**DONALD D. WARDEN**

**December 2020**



# TABLE OF CONTENTS

	<b>PAGE</b>
DISTINGUISHED BUDGET PRESENTATION AWARD.....	1
BUDGET MESSAGE .....	3
ABOUT WELD COUNTY, COLORADO .....	17
STRATEGIC PLAN.....	21
POINTS OF ISSUE AND POLICY MATTERS:	
2021 BUDGET STRATEGY .....	55
2021 BUDGET CALENDAR.....	58
Explanation of Overview of Budget and Management System .....	59
Overview of Budget and Management System .....	61
Hierarchy of Budget Information.....	62
Budget Process .....	63
Significant Budget and Accounting Policies .....	64
Explanation of Individual Funds .....	66
Budget Policies.....	68
Significant Changes in Policy from Prior Years .....	69
Long Term Financial Planning Policies .....	70
Capital Improvement Policy .....	72
Investment Policy .....	74
Fund Balance and Reserve Policy.....	75
Policy Directions.....	76
2021 Guidelines .....	78
2021 Special Budget Instructions .....	80
2021 Program Issues .....	82
Revenue Policies and Assumptions.....	83
Specific Revenue Assumptions of Significant Revenue .....	84
Major Revenue Historical Trends and Analysis.....	86
Department/Fund Matrix and Organizational Responsibility for Budget Units .....	93
Policy Matters/Points of Issue with Fiscal Impact.....	96
EMPLOYEE SALARY SCHEDULE AND BENEFITS:	
2021 Salary and Benefit Recommendations .....	99
2021 Other Benefits.....	100
Position Authorization Changes Due to 2021 Budget .....	101
SUMMARY OF FUNDS:	
Graph - - All Funds Revenue .....	103
Graph - - All Funds Expenditures.....	104
Graph - - Mill Levy .....	105
2021 Summary of Fund Balances.....	106
2021 Summary of Major Revenues and Expenditures .....	108
2020 Estimated Summary of Major Revenues and Expenditures .....	110
2019 Actual Summary of Major Revenues and Expenditures .....	112
Governmental Funds - 2019 - 2021	
Summary of Estimated Financial Sources and Uses.....	114
2020 Assessed Values to be Used for 2021 Budget.....	116

	<b>PAGE</b>
<b>SUMMARY OF FUNDS (CONTINUED):</b>	
Net Program Cost.....	117
Seven Year Trend Data:	
Beginning Fund Balance .....	119
County Expenditures.....	120
Weld County - Organizational Chart .....	121
Summary of County Funded Positions.....	122
<b>GENERAL FUND:</b>	
Graph -- General Fund Revenues .....	125
Graph -- General Fund Expenditures .....	126
Seven Year Trend Data	
General Government .....	127
Public Safety .....	128
Health and Welfare .....	129
General Fund Summary Narrative .....	130
Summary of Revenue .....	132
Summary of Expenditures .....	134
Office of the Board.....	136
Public Information .....	138
County Attorney.....	140
Public Trustee .....	142
Clerk to the Board .....	144
Clerk and Recorder:	
Recording/Administration .....	146
Elections .....	149
Motor Vehicle.....	151
Treasurer .....	153
Assessor .....	155
County Council.....	158
District Attorney:	
Seven Year Trend Data .....	159
Budget Unit Summary .....	161
Juvenile Diversion.....	162
Juvenile Restorative Justice.....	163
Victim/Witness Assistance .....	164
Finance and Administration .....	165
Accounting .....	167
Purchasing .....	169
Human Resources.....	171
Planning and Zoning.....	174
Community Development Block Grant.....	179
Buildings and Grounds .....	180
Weld Plaza Building.....	183
Information Technology .....	184
Geographical Information System.....	188
Technology Projects.....	190
Printing and Supplies.....	191

	<b>PAGE</b>
GENERAL FUND (CONTINUED):	
Sheriff's Office:	
Seven Year Trend Data .....	193
Budget Unit Summary - All Departments .....	194
Sheriff's Administration Patrol .....	200
Sheriff's Booking Unit.....	202
Sheriff's Professional Standards .....	204
Sheriff's Civil Unit.....	206
Sheriff's Support Services .....	208
Sheriff's Records Unit .....	210
Sheriff's Evidence Unit.....	212
Sheriff's Patrol .....	214
Sheriff's Investigations Unit.....	216
Municipal Contract Enforcement .....	218
Sheriff's Office Ordinance Enforcement .....	220
Regional Forensic Laboratory .....	222
Victim Advocate Services.....	224
Multi-Jurisdictional Drug Task Force .....	226
Inmate Services .....	228
Security Unit .....	230
Courts and Transportation Unit .....	232
Contract Jail Space.....	233
Communications - County Wide .....	234
Communications System Development .....	237
Public Safety Information System .....	238
Public Safety Wireless Communication .....	240
Coroner .....	242
Pre-Trial Services .....	245
Work Release.....	248
Adult Diversion Services.....	250
Community Corrections .....	251
Building Inspection .....	253
Oil and Gas Energy .....	257
Noxious Weeds .....	259
Office of Emergency Management .....	261
General Engineering.....	263
Missile Site Park.....	266
Parks and Trails .....	267
Airport Transfer .....	268
Senior Programs .....	269
Waste Water Management.....	270
Developmentally Disabled .....	271
Mental Health .....	272
Child Advocacy Center .....	273
Transfers:	
Retirement .....	274
Human Services .....	275
Health Department.....	276
Economic Development.....	277
Building Rents .....	278
Non-Departmental .....	280

	<b>PAGE</b>
<b>GENERAL FUND (CONTINUED):</b>	
Retiree Health Insurance .....	281
Community Agency Grants .....	282
Bright Futures .....	284
Extension Service .....	286
County Fair .....	288
Veterans Services .....	290
Island Grove Building .....	292
Asset and Resource Management .....	293
Contingency (Salary) .....	294
<b>PUBLIC WORKS FUND:</b>	
Graph -- Public Works Revenues .....	295
Graph -- Public Works Expenditures .....	296
Graph -- Seven Year Trend Data .....	297
Public Works Fund Summary Narrative .....	298
Concerning Local Accountability for Money Used for Highway Purposes .....	300
Construction Bidding for State-Funded Local Projects .....	301
Summary of Revenue .....	302
Summary of Expenditures .....	303
Summary -- All Departments .....	304
Administration .....	305
Trucking .....	307
Gravel Road Management .....	309
Bridge Construction .....	311
Maintenance Support .....	313
Other Public Works .....	315
Mining .....	317
Pavement Management .....	319
Grants-in-Aid to Cities and Towns .....	321
Non-Departmental Revenue .....	322
Contingency (Salary) .....	323
<b>SOCIAL SERVICES FUND:</b>	
Graph -- Social Services Revenues .....	325
Graph -- Social Services Expenditures .....	326
Graph -- Seven Year Trend Data .....	327
Social Services Fund Summary Narrative .....	328
Estimated Revenue .....	329
Mandated Programs .....	330
Summary of Revenue .....	331
Summary of Expenditures .....	332
Summary -- All Departments .....	333
County Administration .....	340
Non-Program Revenue .....	342
Other Programs .....	343
Child Support Administration .....	345
Temporary Assistance to Needy Families .....	347
Aid to Needy Disabled .....	349
Child Care .....	351

	<b>PAGE</b>
<b>SOCIAL SERVICES FUND (CONTINUED):</b>	
Old Age Pension .....	353
Child Welfare and Administration.....	355
Core Services.....	357
Adult Protective Services.....	359
LEAP Program and Administration .....	361
General Assistance .....	362
<b>PUBLIC HEALTH AND ENVIRONMENT FUND:</b>	
Graph -- Health Fund Revenues.....	365
Graph -- Health Fund Expenditures .....	366
Graph -- Seven Year Trend Data.....	367
Public Health and Environment Fund Summary Narrative .....	368
Summary of Revenue.....	371
Summary of Expenditures .....	372
Budget Unit Summary - All Departments .....	373
Administration.....	377
Non-Program Revenue.....	379
Health Communication .....	380
Community Health Services .....	382
Environmental Health Services.....	384
Public Health Preparedness .....	386
Public Clinic Health Services .....	388
<b>HUMAN SERVICES FUND:</b>	
Graph -- Seven Year Trend Data.....	391
Human Services Fund Summary Narrative.....	392
Summary of Revenue.....	393
Summary of Expenditures .....	394
Summary -- All Departments .....	395
Job Service (Wagner/Peysner).....	396
Summer Job Hunt .....	398
Workforce Investment Act - Adult Program.....	399
Workforce Investment Act - Youth Program.....	400
10% Incentive Grant (CIMS).....	401
Workforce Investment Act - Dislocated Worker Program .....	402
Educational Lab.....	403
AmeriCorps Program.....	404
AAA Administration.....	405
AAA Support Services .....	406
AAA Congregate Meal.....	408
AAA Home Delivered Meals .....	409
AAA Health Services .....	410
AAA Colorado Health Foundation.....	411
AAA Elder Abuse Grant.....	412
AAA Special Ombudsman .....	413
AAA Single Entry Point.....	414
AAA (CCT) .....	415
AAA (VALE).....	416
AAA (State Funds).....	417



	<b>PAGE</b>
<b>HUMAN SERVICES FUND (CONTINUED):</b>	
Part E Family Caregiver Support .....	418
Community Services Block Grant .....	419
<b>SPECIAL REVENUE FUNDS:</b>	
Narrative Summary of Special Revenue Funds .....	421
Conservation Trust Fund:	
Summary of Revenue .....	422
Summary of Expenditures .....	423
Budget Unit Summary .....	424
Contingency Fund:	
Summary of Revenue .....	427
Summary of Expenditures .....	428
Budget Unit Summary .....	429
Emergency Reserve Fund:	
Summary of Revenue .....	430
Summary of Expenditures .....	431
Budget Unit Summary .....	432
Solid Waste Fund:	
Summary of Revenue .....	433
Summary of Expenditures .....	434
Budget Unit Request Summary - Code Enforcement .....	435
Budget Unit Fund Summary .....	436
Weld County Trust Fund:	
Summary of Revenue .....	438
Summary of Expenditures .....	439
Budget Unit Request Summary .....	440
<b>CAPITAL FUNDS:</b>	
Graph - - Seven Year Trend .....	441
Capital Expenditures Fund Summary Narrative .....	442
Summary of Revenue .....	443
Summary of Expenditures .....	444
Budget Unit Summary .....	445
Long Range Capital Projects Five-Year Plan .....	446

**PROPRIETARY FUNDS:**

Narrative Summary of Funds .....	489
Enterprise – Northern Colorado Regional Forensic Laboratory Fund	
Summary of Revenue .....	490
Summary of Expenditures .....	491
Budget Unit Summary .....	492
IGS – Fleet Services Fund	
Summary of Revenue .....	493
Summary of Expenditures .....	494
Budget Unit Summary – Fleet Services Administration .....	495
Budget Unit Summary – Fleet Services Equipment .....	497
IGS - Health Insurance Fund:	
Summary of Revenue .....	500
Summary of Expenditures .....	501
Budget Unit Summary .....	502
IGS - Insurance Fund:	
Summary of Revenue .....	504
Summary of Expenditures .....	505
Budget Unit Summary .....	506
IGS - Telecom Services Fund:	
Summary of Revenue .....	508
Summary of Expenditures .....	509
Budget Unit Summary .....	510
Weld County Finance Authority:	
Budget Unit Summary .....	512
GLOSSARY .....	513
SUPPLEMENTAL DATA:	
Upstate Colorado:	
Economic and Demographic Profile .....	529





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Weld County  
Colorado**

For the Fiscal Year Beginning

**January 1, 2020**

*Christopher P. Morill*

Executive Director





**DEPARTMENT OF FINANCE AND ADMINISTRATION**

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

December 14, 2020

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

Board Members:

As we begin 2021, the County is in excellent financial condition with no debt, no sales tax, one of the lowest mill levies among all Colorado counties, a significant cash reserve, and a fully funded pension plan.

The Weld County 2021 Final Budget for operations and capital outlay totals a gross amount of \$318,807,302 with a net of \$310,788,592 when interfund transfers are excluded. The Proprietary Funds total an additional \$41,420,048. The budget has been prepared in accordance with your directives developed during the budget process. The budget is funded with revenue estimates of \$176,999,666, anticipated fund balances of \$270,834,578, and the maximum allowed property tax under Amendment One (TABOR) and the Weld County Home Rule Charter of \$225,047,613.

***2021 BUDGET HIGHLIGHTS***

- Position the county financially to deal with a significant drop in oil and gas assessed valuation for the 2022 budget.
- Continue response to the COVID-19 pandemic.
- Fund the oil and gas revenue fluctuation reserve in the Contingency Fund at \$100 million.
- Communications will phase in recovering 40% of costs through user fees versus 20%.
- Open 2 West Wing jail expansion.
- 24.00 FTE in the Sheriff's Office will be added in 2021 to open expanded jail capacity.
- Sheriff's Office will assume the management of criminal records and evidence from the Greeley Police Department contract to bring the two functions in-house January 1, 2021.
- Continue efforts to control health care costs for county employees/dependents. No rate increase in 2021, meaning premiums are 11.8% lower than they were seven years ago.

- A new Coroner’s morgue will be constructed and staffed.
- The public safety information system (Spillman) will be replaced with the CentralSquare system.
- The 2021-2025 Capital Improvements Plan for facilities is funded at \$78,525,000.
- Implement an air quality monitoring system in response to SB 19-181.
- Fund the Public Works road and bridge 2021-2025 Capital Improvement Plan.
- Include the Weld County Trust Fund funding for Bright Futures in the amount of \$1.5 million.
- E-911 monthly charges will increase from \$1.20 to \$1.72 on February 1, 2021, to fund emergency dispatch services.

## ***FINANCIAL PLAN***

### **ECONOMIC CONDITIONS AND OUTLOOK**

As we approach 2021, we stand several months into a grave economic crisis caused by the impact of the coronavirus pandemic. The economic landscape continues to evolve as businesses dramatically shift workflows, households reevaluate their finances, and federal, state, and local governments seek new policies to both reopen economically while at the same time tempering the spread of COVID-19. The Colorado and U.S. economies contracted in 2020 at rates more severe than those experienced during the Great Recession. A sharp decline that began in the first quarter of 2020 deepened significantly in the second quarter, reflecting shutdown orders that spanned most states. Phased reopening has given way to a gradual rise in economic activity through the remainder of the calendar year. Yet, the effects of the shutdown will continue to ripple through the economy well into the future. Many, but not all, workers furloughed or laid off during the shutdown will regain employment as some businesses will downsize or fail to reopen. Ongoing uncertainty and health-related concerns, combined with the economic blow of the shutdown, will constrain business investment, consumer activity, and the strength of the job market well into 2021.

The impacts of the COVID-19 pandemic and the related public health response of the past months have been widespread, leaving no part of the U.S. and Colorado economies untouched. Unemployment rates have been in the high teens, which have not been seen since the Great Depression. Some business closures and job losses will be permanent, leaving a lasting mark on economic activity. The global oversupply of crude oil, met with the COVID-19-related plummet in fuel demand, sent crude oil prices to unprecedented lows. As the U.S. oil and gas industry contracts, upstream and downstream industry impacts are mounting, compounding the impacts of the COVID-induced recession. Unprecedented federal stimulus and monetary policy have helped to stabilize and soften the impact of economic contraction. Yet, the strength of the recovery remains uncertain and dependent on an effective means to isolate and contain COVID-19. Most economic forecasts assume that a vaccine will not be available for at least a few months into 2021, necessitating ongoing social distancing restrictions.

The phased reopening will begin to show signs of an economic rebound in 2021. However, job

losses, wage cuts, health concerns, and ongoing uncertainty will restrain consumer spending into 2021. Amid uncertainty and profit losses, business investment will falter. A slowing global economy and trade uncertainty had already created challenges for many U.S. businesses before the spread of COVID-19 to the U.S. The full impact of COVID-19-related closures is not yet well known as surveys struggle to keep up with rapidly changing economic circumstances. The shutdown has pushed cash flow dependent industries to the brink of collapse. Bankruptcies are likely in the retail and leisure and hospitality sectors, and many businesses will not reopen their doors. While some industries were more affected than others, none have been untouched.

A major impact to the local economy is the effect of the oil and gas industry. Energy industry activity collapsed in 2020, led by historically low crude oil prices that defied logical expectations when the price of oil fell to below zero. The crude oil industry is faced with twin supply and demand shocks resulting in an unprecedented drop in prices and storage nearing full capacity. Oil production in the U.S. declined, with natural gas production falling in tandem. With oil prices hovering around \$20-30 per barrel, intermittently plunging to near zero, and supply exceeding demand during the shutdown, recovery will depend on how quickly businesses reopen and the extent to which consumer travel activity resumes. At the beginning of March, Saudi Arabia and Russia flooded the global market with oil, causing prices to drop 24 percent overnight. As COVID-19 shutdowns went into effect across the world, demand for gasoline and jet fuel declined precipitously and has yet to recover. Forecasts for oil prices vary but generally peg West Texas Intermediate crude oil at around \$30-\$40 per barrel during 2020 before increasing to around \$40-\$45 per barrel in 2021. More efficient firms with lower per barrel breakeven prices and those with price hedges through at least 2020 stand to fare better through this crisis; however, many firms are overleveraged and may be forced into bankruptcy.

Other sectors of the economy important to Weld County have also been impacted by the coronavirus, such as the slowing of housing and commercial development as demand has dropped. As economies reopen, the residential housing market is expected to improve and remain relatively stable as tight inventories and low mortgage rates are expected to support the market in spite of economic uncertainty. COVID-19 has significantly dampened the outlook for agricultural producers, who are already in the midst of a prolonged industry downturn. COVID-19-related slowdowns at meatpacking facilities across the country have created supply chain bottlenecks, compounding demand shortfalls due to the closing of schools and restaurants. Prices for most major farm commodities, including hogs, ethanol, cattle, milk, corn, soybeans, and wheat, have declined. Both demand and supply conditions in the months ahead are likely to continue to weigh on agricultural commodity prices.

The State of Colorado government's budget woes will also impact Weld County government. As the recession causes a reduction in sales tax and income tax revenues, the state struggles to balance its budget. With many county programs tied to the finances of the state, the Weld County budget is always in jeopardy when the state begins to look for places to cut its budget. This problem will persist through 2021 and perhaps longer. Even if the economy rebounds, analysts are warning that income taxes from capital gains from sale of assets may lag several years due to the dramatic drop in the prices of equities and real estate. The portion of state and federal income tax from capital gains is significant.

The current recession has posed unprecedented challenges to policymakers and corporate leaders alike. As difficulties from the coronavirus crisis persist nationally, consumer confidence, and labor market disturbances will likely persist in Colorado. A recovery of the Colorado economy will be closely correlated with improvements in the national economy, and improvement in the national economy is contingent upon a variety of volatile factors. Anticipating the effects of future



monetary and fiscal policy actions is quite difficult. Additionally, the overall effect of the enacted federal stimulus acts remains unknown, as does the lag between the legislation's implementation and consequent benefits.

### ***2021-2024 BUDGET PLAN FOR THE FUTURE***

The main purpose of county government is to be able to continue providing essential public safety, health, welfare services, and a county transportation system. The national and international economies are struggling under unprecedented uncertainties and challenges resulting from the COVID-19 pandemic. With unemployment rates we have not seen in years, volatile energy prices, and slow economic growth, many local governments are feeling financial pressures. Fortunately, Weld County is weathering this storm better than many other local governments thanks to our past prudent and conservative financial management. Over the years, Weld County has taken several steps to restrict spending and safeguard taxpayer dollars. However, despite these sound fiscal practices, Weld County will not escape some of the consequences of the economic downturn and turmoil around it. The added factors of the Saudi Arabia and Russia oil price war and new oil and gas regulations resulting from SB19-181 have sent oil prices tumbling to below \$30 per barrel. At \$30 to \$35 per barrel of oil many U.S. shale companies doing business in Weld County will find it unprofitable to drill new wells.

The energy melt down threatens to cause a repeat of the last crash which bankrupted dozens of American oil and gas companies and caused hundreds of thousands of layoffs in the industry. The industry was already under stress from Wall Street, banks, and investors who want them to cut their debt. The net result is the oil price drop threatens to set off a cascade of bankruptcies and layoffs in an industry that was built on shaky financial ground marked by heavy debt. The big unknown is how long will the shrinking demand for oil from the coronavirus and the swelling supply of oil from the OPEC production limits increase last. The coronavirus could get under control sooner than the OPEC production limits are resolved. Analysts are predicting oil will remain between \$30-\$40 per barrel through 2020 and reach \$40-\$45 in 2021.

In analyzing Weld County's economic impact, the situation will most definitely result in a slowdown in drilling and production in Weld County. This will mean fewer new wells, less capital investment, a drop in royalty payments, job layoffs, and an economic slowdown for local businesses serving the industry and its employees. For Weld County government and other local governments benefiting from the assessed valuation from oil and gas production, we will see a significant drop in the assessed valuation and property tax revenues for the 2022 budgets. The 2021 budgets will not be impacted because the assessed valuation is based upon the 2019 oil and gas production; however the 2019 assessed valuation from oil and gas in Weld County is estimated to be down approximately 5-10% due to the price drop in 2019 from the 2018 price levels, even though production was up in 2019. Prior to the coronavirus and oil price war, it was anticipated oil and gas production could drop by 30% due to SB 19-181 regulations in 2020, as evidenced by the drop in the number of active drilling rigs operating in Weld County.

With oil prices being below \$30 per barrel, that is a one-third drop in the price over a year ago which will be coupled with the anticipated drop in production. The combination of the two factors will most likely result in a drop of nearly \$70 million, or more than a 30% decrease in property tax collections for Weld County government alone from 2020 to 2022. Fortunately, Weld County strategically had one-time spending for 2020 of \$80 million and \$72 million for 2021 to help absorb the shock in 2022. With some price recovery in the next two years, hopefully the lower oil production and price will stabilize.

Weld County has been building up a rainy-day fund (Contingency Fund) over the last few years that is at \$60 million currently and is planned to increase to \$100 million in 2021. This fund will allow the county to adapt to the changing reality of oil and gas revenues and provide for a soft landing in doing so by avoiding any crashing shocks to the budget and county services. Besides the rainy-day fund, the county has 7.0 mills of property tax that have been providing temporary tax credits to property taxpayers in Weld County. Future County Commissioners will have the option of reducing the temporary tax credits to avoid budget cuts if they so choose.

As Weld County policymakers and managers face the next three to four years, it will take extra efforts on everyone's part to deliver conservative and balanced budgets in fiscal years 2021-2024. Based upon some reasonable projections of future assessed values and demand for services, it will be essential to develop budgets that tighten county government's belt, focus on critical services, and reflect the needs of the citizens of Weld County. While weathering these economic times over the next few years, the budget must continue to deliver essential services and also make strategic investments in human capital management, as well as the county's infrastructure, so that our county is well-positioned for a strong economic rebound when the downturn becomes an upturn.

As stated earlier, the main issue facing Weld County is the impact the volatility of the price and production of oil and gas will have on Weld County's assessed value, which generates over 60% of the property taxes to support over 40% of the county's budget. The problem will come in configuring the 2022 budget, because with the drop in oil and gas prices in 2020, the oil and gas assessed value may well drop over 50%. In doing a reasonable forecast of assessed values due to the volatility of oil and gas values, the structural and cyclical problem of the property tax revenues for the next three years must be dealt with as one budgetary issue, and not left to be dealt with in the individual years – thus creating a major problem for 2023 and 2024. Hopefully, by 2025 the assessed values will begin to stabilize with an economic recovery and stable oil and gas prices.

Another area of concern is the State of Colorado budget crisis with the drop in sales tax and income tax resulting from the economic slowdown. Many of the county's programs are dependent upon our funding partnership with the state. As the state seeks to balance its budget, the county can expect cuts to state programs impacting the county until the economy and state revenues improve.

Challenging fiscal times test the strength of an organization's backbone, but they also provide an opportunity to review and strengthen policies, enhance the analytical knowledge of the organization, and inspire fresh perspectives. It is an opportunity for departmental-level reviews and analysis. It is a time to align strategies and programs to maximize the positive impacts on services to the county's residents and find innovative ways to reduce costs and leverage resources. A major challenge or crisis can provide impetus to innovate and make changes that would be nearly impossible in better times.

Prioritizing services is essential in dealing with the budgetary challenge. Services cannot be provided as they always have been. There may be some fat that can be trimmed from the existing service mix, but more likely Weld County will have to do more with less, do less of, or simply stop providing some services to concentrate on a more limited number of high priority programs.

To facilitate this effort as the 2021 budget was prepared, departments were asked to complete the following:

- *Budget Review* forms for each of their programs.
- Identify all programs and, where possible, the costs of each program.
- As indicated on the *Budget Review* form, an overview of each program in the department was presented and any ideas of how the program could be changed, consequences of elimination or reduction in the program, and any cost cutting/revenue raising strategies associated with the specific program.
- Identify any known or anticipated changes or impacts in department's programs, such as a state budget cut.
- Identify on the *Budget Unit Ranking* form the priority of reductions for programs totaling **fifteen percent (15%)** of the net county costs (target budget level).
- An *Appropriation Request Exceeding Target Budget Level* form for each program that is in the lowest 15% priority on the Budget Unit Ranking form.
- A *Cost Cutting/Revenue Raising Strategy* form for any program that the department proposed as a cost cutting/revenue raising approach.
- An *Activity Analysis* form for any recommended change in a program or activity.

Information from the above forms and processes was used in evaluating departments' 2021 budget requests and will be used for planned in-depth budget reviews in the Spring of 2021 with the new Board of County Commissioners, similar to what was done in 2009 and 2015. The review will facilitate the identification of anticipated 2022 budget impacts and potential changes.

## **GENERAL GOVERNMENT FUNCTIONS**

Revenue for general government functions, including General, Special Revenue, Capital Expenditures, Internal Service, and Enterprise Funds, total \$402,047,279 in 2021, an increase of 1.51 percent over 2020, primarily in property taxes, licenses and permits, charges for services, internal service charges, miscellaneous revenues, and fees account revenues. The amount of revenue from various sources and the changes compared to 2020 are shown in the following tabulation:

	<b>2021 Amount</b>	<b>2021 Percent of Total</b>	<b>2020 Amount</b>	<b>2020 Percent of Total</b>	<b>Increase - Decrease from 2020</b>
<b>Revenue Sources</b>					
Property Taxes	\$225,047,613	56.2%	\$224,660,533	56.7%	\$ 387,080
Other Taxes	12,800,000	3.2%	12,970,000	3.3%	-170,000
Licenses and Permits	5,366,500	1.3%	6,880,000	1.7%	-1,513,500
Intergovernmental Revenues	67,669,679	16.7%	67,679,862	17.1%	-10,183
Charges for Services	11,544,735	2.9%	11,499,426	2.9%	45,309
Miscellaneous Revenue	28,141,881	7.0%	24,559,545	6.2%	3,582,336
Fee Accounts	16,178,350	4.0%	14,109,600	3.6%	2,068,750
Internal Service Charges	<u>35,298,521</u>	<u>8.7%</u>	<u>33,706,303</u>	<u>8.5%</u>	<u>1,592,218</u>
<b>TOTAL</b>	<b><u>\$402,047,279</u></b>	<b><u>100.0%</u></b>	<b><u>\$396,065,269</u></b>	<b><u>100.0%</u></b>	<b><u>\$ 5,982,010</u></b>

Expenditures by function for the General, Special Revenue, Capital Expenditures, Internal Services, and Enterprise Funds total \$352,208,640 for 2021, which is a decrease of 1.22 percent over 2020. The major decrease is in capital and public works with offsetting increase in public safety, road and bridge, internal services and salary adjustments. The amounts by function and the increase over 2020 are as follows:

	2021 Amount	2021 Percent of Total	2020 Amount	2020 Percent of Total	Increase - Decrease from 2020
<b>Expenditure Sources</b>					
General Government	\$ 50,974,025	14.4%	\$ 51,702,785	14.5%	\$ -728,760
Social Services	45,887,094	13.0%	45,777,213	12.8%	109,881
Road and Bridge	68,906,158	19.6%	65,348,108	18.4%	3,558,050
Public Safety	80,497,068	22.9%	78,978,533	22.1%	1,518,535
Human Services	9,190,975	2.6%	9,207,825	2.6%	-16,850
Health	12,744,704	3.6%	12,694,543	3.6%	50,161
Capital	11,566,500	3.3%	22,057,000	6.2%	-10,490,500
Public Works	11,469,946	3.3%	14,919,812	4.2%	-3,449,866
Contingency	10,000,000	2.8%	10,000,000	2.8%	0
Miscellaneous	7,512,604	2.1%	6,586,061	1.8%	926,543
Culture and Recreation	1,078,270	0.3%	1,118,796	0.3%	-40,526
Auxiliary	961,248	0.3%	977,778	0.3%	-16,530
Internal Services	<u>41,420,048</u>	<u>11.8%</u>	<u>37,206,303</u>	<u>10.4%</u>	<u>4,213,745</u>
TOTAL	<u>\$ 352,208,640</u>	<u>100.0%</u>	<u>\$ 356,574,757</u>	<u>100.0%</u>	<u>\$ -4,366,117</u>

**Capital Expenditures Fund:** The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2021 program is funded at \$11,566,500 with \$34,300,000 in property tax, \$225,000 from capital expansion fees, and \$500,000 from interest and fund balance reserve. Anticipated projects include \$870,000 for a Public Works storage building, \$500,000 for the Ault grader shed, \$750,000 for Chase Building improvements, \$200,000 to remodel the Probation office, \$1,750,000 to remodel office buildings in the Weld Business Park, \$5,000,000 for the Sheriff's firing range/training facility, \$750,000 to remodel the Courthouse holding cell area, and \$1,746,500 for special projects. A carry-over beginning fund balance of \$7,000,000 is anticipated, and \$30,458,500 ending reserve fund balance for the future jail/court facility (\$29,108,500), Communications building reserve (\$850,000), and Downtown Greeley land reserve (\$500,000) is anticipated at the end of 2021.

**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 \$450 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 2021 is \$4,588,675. In addition, \$2.6 million in invest earnings is estimated for the Weld Trust Fund. Investment earnings in the Weld County Trust Fund are estimated to be \$2,600,000 in 2021.

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 2021, Weld County will continue to be a member of Colorado Counties Casualty and Property Pool, therefore, all casualty insurance coverage is being provided via pooling with other Colorado counties. The pool offers full safety and risk management programs to minimize losses. Losses are funded on a self-insurance option basis. Worker's Compensation will be provided via a state approved self-insurance program.

**Mill Levy:** The mill levy will remain 15.038 mills. The assessed value for the 2021 Budget is \$14,965,262,185, which is down \$522,786,177, or -3.38 percent compared to last year. The assessed value for vacant land is down \$14.2 million, or -13.19 percent. Residential is up \$99.9 million, or 4.37 percent; and commercial property is up \$46.7 million, or 4.06 percent. Agricultural property is up \$4.86 million, or 2.37 percent; industrial is up \$280.4 million, or 25.52 percent; natural resources is up \$1.1 million, or 4.25 percent; and State assessed property is up \$147.1 million, or 15.76 percent. The major decrease is in oil and gas, down \$1.017 billion, or -10.25 percent, which is due to oil and gas prices being down. There is an actual value increase of new construction of \$4.40 billion, or 9.02 percent.

**Employee Compensation Pay:** For the 2021 budget, no cost of living salary increases for Weld County employees is included. Employees will get step increases for longevity and performance. The planned 2.5% adjustment for all Sheriff Deputy and Correctional Officer positions to remain competitive with other law enforcement agencies in the area is not included either, since other law enforcement agencies are also not providing cost of living adjustments in 2021, due to the economic downturn caused by the COVID-19 pandemic.

Health insurance rates will remain the same for the employees and the county for 2021. This will mean over the last seven years health insurance rates have dropped 11.8%. Measures to control health care costs, such as the wellness program, employee clinic, consumer driven plans, and health reimbursement accounts have been making a positive impact on controlling the health insurance costs for the county. Health coverage will be provided by Aetna on a partially self-insured basis with a Preferred Provider Organization (PPO) option and a High Deductible Health Plan/Health Reimbursement Account (HDHP/HRA) option. No other benefit changes are anticipated.

**Fund Balances:** County fund balances continue to remain very healthy, with an anticipated \$270,834,578 to begin 2021. This is up from 2020 and is at one of the highest levels in many years. The strong fund balance figures have been achieved through conservative budget practices and the high assessed value from oil and gas revenues. The ending fund balances are projected at \$320,673,217. 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 2021, 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 2021 budget. All other fund balance amounts are undesignated. With the above projection, ending fund balances should be \$330,673,217. The increase of approximately \$59.8 million in the ending fund balance is primarily attributed to adding \$47.5 million to the Contingency Fund, \$1.1 million in the Weld Trust Fund, and \$23.5 million to the Capital Expenditure Fund, with \$0.6 million reduction in the General Fund, an \$8.3 million reduction in the Public Works Fund, \$2.6 million reduction the Health Insurance Fund, and \$0.6

million reduction in the Solid Waste Fund. The Contingency Fund also serves as a stabilization reserve for the fluctuating revenues due to Weld County's heavy dependency on oil and gas assessed values that can fluctuate dramatically from year to year due to production levels and price changes.

### **MAJOR FACTORS IMPACTING THE 2021 BUDGET**

As we begin 2021, 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. As discussed earlier, the national and international economies are struggling under unprecedented uncertainties and challenges resulting from the COVID-19 pandemic. With unemployment rates we have not seen in years, volatile energy prices, and slow economic growth, many local governments are feeling financial pressures. Fortunately, Weld County is weathering this storm better than many other local governments thanks to past prudent and conservative financial management. In analyzing Weld County's economic impact, the situation will most definitely result in a slowdown in drilling and production in Weld County. This will mean fewer new wells, less capital investment, a drop in royalty payments, job layoffs, and an economic slowdown for local businesses serving the industry and their employees. For Weld County government and other local governments benefiting from the assessed valuation from oil and gas production, we will see a significant drop in the assessed valuation and property tax revenues for the 2022 budgets. The 2021 budgets will not be impacted because the assessed valuation is based upon the 2019 oil and gas production. However, due to the anticipated drop in assessed valuation for 2022 the 2021 budget has been developed in anticipation of the revenue drop in 2022 to position the county to be able to deal with the revenue drop without adversely impacting county services in 2022.

Finally, the 2021 budget must continue to emphasize long-term planning and investment consistent with the Weld County Strategic Plan and the *Strategic Investment Plan for the Future of Weld County*. The 2021 budget must address: 1) investment in the long term; 2) continue to strengthen financial management; 3) improve County operations; 4) investment in technology; and 5) focus on employee engagement and workforce development.

The General Fund is funded at the level of \$156,053,509 down \$2,566,225 or 1.62%. Without including adjustments for salary step increases, the budget for general government functions is down \$727,680. Building and Grounds is up \$994,742 or 12.67% largely due to County construction on ten facilities and additions: Evidence Storage Building, Coroner Building, Clerk and Recorder Building, Jail 2 West Wing addition, Oil and Gas Energy building, Car Wash building, Public Works office addition, and three buildings at the new Mead Grader Complex. These new or expanded facilities result in increases of personnel service, supplies and purchased services. The Elections budget is down \$1,205,788 since there will only be one election in 2021, versus three in 2020. District Attorney is up \$90,218 due to the upgrade of four positions.

Information Technology (IT) is down \$897,810 primarily due a reduction in capital expenditure. IT capital is funded in accordance with the Five-Year Capital Improvement Plan. \$500,000 included for new technology and innovation projects in the Innovation and Technology budget for the last six years has been transferred to the IT budget, since the projects were primarily IT projects. With this budget transfer the IT budget is down a total of \$1,397,810.

Public Safety functions are up \$104,680. The overall Sheriff's Office recommended budget is up in net county costs by \$2,153,329 or 4.20%. The Sheriff's Personnel Services are increasing by \$2,520,640 or 6.01%. The Sheriff's Office is requesting a total increase of 24 positions in 2021 primarily to accompany the increased demand in Civil Unit, cover shifts in the jail appropriately

and to be able to shift existing inmates over to the new 2 West Wing once it opens in 2021. Sheriff supplies are up \$145,257 for new uniforms, radios, and ammunition. Purchased Services for the Sheriff are down \$422,156 primarily due to the Sheriff no longer contracting with the Greeley Police Department for evidence and records. Revenues in the Sheriff's Office are up \$29,462 primarily from grants. The total impact of SB 20-217 on the Sheriff's operations and budget may require some adjustments in the budget in 2021 as the changes evolve.

Communications gross county costs are down \$1,737,529 due to an accounting change between the General Fund and E911. Net county costs are down \$1,857,703 with the new user rate structure adopted by the Board in May 2019, which increased the user fee for fire agencies to 40% of actual costs starting in 2020, and phase in the user fee increase for law agencies by charging 25% in 2020, 32.5% in 2021, and 40% in 2022. In addition, the E-911 Authority Board increased the monthly emergency telephone charge (ETC) from \$1.20 to \$1.72 effective February 1, 2021. This will generate an additional \$1,395,000 in E-911 revenue, saving the user agencies \$420,256, and the county \$974,744 in 2021. Public Safety Information Services is up \$360,506 primarily for software increases and the accommodation of the Spillman conversion to the Central Square software. Other Public Safety budgets are stable with little or no increases.

Due to the passage of SB 19-181 making major changes in the regulation of oil and gas development in the state, the Board of County Commissioners created the Oil and Gas Energy Department on July 16, 2019. With the slowdown in oil and gas activity due to the COVID pandemic and drop in oil and gas prices the department has been reduced from 15 employees to 9 employees. The 2021 budget has dropped \$564,354 to \$1,415,646 and revenues are down \$942,500 to \$1,037,500 resulting in a net county cost of \$378,146.

Engineering is down \$3,692,148 because of reductions in the amount for engineering, design and rights-of way acquisitions for road and bridge projects in 2021. General Fund's subsidy to the Public Health Department is up \$114,957 due to anticipated salary step increases. An increase of \$1,767,391 is included for other General Fund departments' anticipated salary step increases in 2021. No cost of living adjustment is included due to the economic downturn from the COVID-19 pandemic. Health insurance rates will remain the same for employees and the employer in 2021. This will mean health insurance rate decreased 11.8% in the last seven years.

The budgeted appropriations for Public Works in 2021 total \$68,906,158 and are up \$3,558,050 primarily due to larger design and construction projects funded in 2021. Municipal share back is funded at \$3,336,195. With the economic downturn and record high unemployment resulting from COVID-19, there is no cost of living adjustment recommended for 2021, and salaries will be adjusted down \$35,992 to correct an overestimated amount budgeted for insurance expenses from 2020.

Other Public Works budget unit is budgeted at \$25,688,670 based on the Capital Improvement Plan (CIP). This is a total increase of \$3,243,693 from 2020. Personnel decreased \$159,207 due to \$140,230 for a decrease of seasonal staff by four in relation to the two new FTE added to the Gravel Road (Org 32200) division, Overtime decreased \$7,000, and benefits decreased \$11,977. Purchased Services increased \$3,402,900 overall. Utilities increased \$5,472 to cover the electricity of a traffic signal, sixteen new streetlights at the County Road 54 and 17 roundabout, and the eleven Weather Stations. Contract Payments increased \$7,139,236 due to the cost of the construction of intersection CR 41/66 (\$3,000,000) and connector CR 80/37 (\$3,777,836) but is offset by a decrease of \$3,741,808 due to the changes in road projects for the year.

Under Other Public Works, Strategic Roads was renamed Infrastructure Projects and for 2021

includes; 'O' Street/35<sup>th</sup> Avenue Roundabout Construction at \$4,280,669; CR 66/41 Intersection Construction with 2021 costs of \$2,200,000; Hokestra Trail Construction cost of \$80,000; CR 33/74 Roundabout Joint Project with CDOT, CMAQ, and Town of Eaton for Right-of-Way and Utilities Relocation at a cost of \$750,000; CR 47/State Highway 392 Traffic Signal Construction - joint project with CDOT at a cost of \$600,000; and the County's proportional share of the 18<sup>th</sup> Street/Market Street Intersection Improvement Project at a cost of \$787,500. The Solid Waste Fund will cover this cost as this project is needed due to the haul route of a nearby solid waste facility. \$3,000,000 is budgeted for the Haul Route Program (HARP) and \$200,000 for the maintenance of the County Highway. Fixed Charges saw no change. Grants and Donations stayed at \$600,000 for costs related to the construction of Bridge 19/46.5A, which is a project in conjunction with CDOT.

The other significant changes for 2021 in the Public Works Fund include increases in the Bridge Construction and Maintenance Support units. Supplies increased overall by \$251,499 in Bridge Construction for the cost of supplies, and Contract Payments increased by \$140,000 due to the addition of Dewatering/Watering Filtration services required by Water Discharge Permits for short-term projects. Vehicle Expense increased \$39,125 to adjust for gallons of fuel as well. For Maintenance Support, Road Construction Supplies were up \$304,800 for increased quantities and costs of snow removal materials due to County Road 49 operations, and Cost of Goods Sold increased \$16,500 due to an increase in prices and quantities of striping paint.

The total Social Services Fund budget is \$45,887,094. The programs are funded by property tax of \$12,226,460, as well as state and federal funds of \$33,660,634, and the potential use of fund balance to cover both anticipated and unanticipated cost overruns.

As with businesses and organizations around the world, 2020 has presented the Human Services Department with unique challenges, unlike any we have encountered previously. The economic downturn created by the COVID-19 lockdown of business operations and the pressures placed upon the oil and gas industry, both globally and locally, has caused many residents of the county who previously experienced income security to require assistance, both for meeting basic needs and for locating and being trained for employment. At the same time, funding for the administration from the State level has been reduced for State Fiscal year 2020-2021, due to many of the same economic events.

In order to meet these needs, the Human Services Department has taken measures to expedite verification of eligibility of applicants for programs and continues to work with local industry representatives to identify employment opportunities. Likewise, we have modified the way in which services are delivered to the population most impacted by the COVID-19 pandemic, directly, our senior adult population. Despite the increased difficulties in delivering meals to these residents created by social distancing directives, we have modified practices in order to increase our provision of these resources.

The Family Resource Division has taken a lead role in coordinating the resources available to address the needs of Weld County residents in instances where those needs may not be fully addressed through traditional assistance programs. We have provided shelter, transportation, utility and other assistance to individuals who demonstrate the ability to meet these needs in the future but present an immediate need due to circumstances beyond their control, such as the economic downturn.

Assisting parents in identifying and affording day care continues to be one of our highest priorities. At the height of the COVID-19-related lockdown, we took measures to assist parents and



providers with temporary measures that reduced the impact of the downturn. As the lockdown eases, we will return to our ongoing policies regarding this assistance. We have also increased our efforts toward recruiting, training, and certifying new providers of these services, along with similar efforts to increase the availability of foster care providers in the county, so that children in need of such services can be kept closer to home and in a loving home-like environment.

Our efforts to reduce congregate care placements of children and youth have been very successful, both in reducing the cost of our Child Welfare program and providing a more nurturing environment for those in out-of-home placement. Placement of children in kinship settings has replaced more restrictive settings as our initial focus when presented with a need for placement. This prepares us well for the impending implementation of the Family First Prevention Services Act. While we know 2021 will continue to present challenges which may stretch our capacity, both fiscally and organizationally, we believe we are in a good position to meet those challenges and connect Weld County residents to the resources needed to thrive.

The Human Services Fund is funded at \$9,097,750 for 2021, which is up \$173,150 or 1.94 percent from the previous year. Program funding is relatively stable for 2021. The Community Services Block Grant is up \$16,700, and Senior Nutrition programs are up \$60,000. Department of Labor programs are up \$35,900. Area Agency on Aging is up \$60,550 or 1.38 percent.

The Department of Public Health and Environment's total 2021 budget is \$12,453,704. The Health Department's budgetary planning for 2021 continues to emphasize strengthening and supporting strategic activities and community partnerships while controlling costs and meeting budget targets. While the department has made great strides in working toward the goals established in the department's strategic plan, the department has learned a lot and recognized that these goals are worthy of continuation in 2021. Therefore, the department is reaffirming its commitment to continue working toward the same priorities which include: formal integration of health services into an established and enduring community system of care; supporting the community in addressing behavioral health issues, including mental health and substance abuse; and increasing communication channels, both internally and within the community, through community engagement and by using technology and other means.

The 2021 budget will be the first time the Weld County Trust Fund will appear in the Weld County budget. The Weld County Trust Fund is a permanent fund accounting for the assets held by the Weld Trust, a Colorado nonprofit corporation recognized by the Internal Revenue Service as an exempt charitable organization under Internal Revenue Code section 501 (c)(3), for charitable purposes to benefit the citizens of Weld County. The funds are from the 2019 sale of the North Colorado Medical Center hospital, which netted \$59.6 million. The investment earnings from the Weld County Trust Fund are estimated to be \$2,600,000 in 2021, with \$1.5 million of the earning being used to provide student college tuition grants through the Bright Futures program. The difference will go into the fund balance to allow the fund to keep pace with inflation over time.

On the revenue side of the budget, property taxes are budgeted at \$225,047,613 the maximum amount under the Weld County Home Rule Charter's property tax limitation and TABOR. In the General Fund revenue from interest earnings are unchanged at \$4,000,000 for 2021, due to higher cash balances in the next year, but lower interest rates. Intergovernmental revenues are up \$1,125,913 primarily from budgeting for the first time Community Development Block Grant revenues of \$1,000,000 and urban renewal authority revenue increases. Charges for Services are up \$45,641. Fines from traffic enforcement are down \$35,000 due to less traffic enforcement resulting from SB 20-217. Licenses and permits are down \$1,402,500 with \$942,500 attributed to the reduction from oil and gas energy fees and \$460,000 for building inspection and planning

fees. Indirect cost recovery is up \$536,277 due to Social Services' allocation. Treasurer fees are up \$2,000,000. All other revenues are relatively stable with little change.

The 2021 resources for Public Works total \$146,817,500 which includes a fund balance of \$86,250,000, in addition to the revenue shown in the budget. Property tax is set at \$20,000,000, down \$4,000,000 from 2020. Specific Ownership tax is estimated to be the same at \$11,300,000. Total HUTF will be \$10,500,000, down \$500,000 from 2020. Permit revenues are budgeted at \$500,000, down \$125,000. Motor vehicle registration fees are \$350,000, down \$20,000 from 2020, and grazing fees are \$300,000, down \$200,000. Oil and gas revenues are \$6,650,000, down \$2,850,000 due to the reduction in drilling from the regulatory climate in Colorado, as well as the economic downturn resulting from COVID-19. There is \$1,787,500 from Solid Waste Fund, for paving of impacted roads at \$1,000,000 and the County's proportional share of the 18<sup>th</sup>/Market Street paving project at \$787,500.

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 district and then Public Works will apply to the district for funding of projects. In 2021, the district is funding \$1,000,000 in oil and gas haul route projects. PILT is budgeted at \$80,000 with no change from last year.

Other revenues from project reimbursements total \$4,300,000 from the Transportation Impact Fees. Revenue from the Energy Impact Assistance grants decreased by half and totals \$1,200,000. There is a State grant for Bridge 19/46.5A for \$500,000 and \$600,000 in HISP funds for the traffic signal at CR 47. Severance tax is \$1,500,000, and in accordance with policy adopted by the Board of County Commissioners in 2010, the severance tax revenue is budgeted at a five-year leveling average due to the fluctuations of the revenue created by the price and production levels of oil and gas commodities.

The changes in the 2021 budget from the proposed to the final version included the allocation of 2021 salary and benefit changes from the salary contingencies to the respective departments, added revenues for the increased E911 surcharge and tower rentals totaling \$1,029,094 for Communications, \$40,000 added to the Office of Emergency Management budget for training, an addition of \$100,000 in Engineering for a transportation impact fee study, reorganization in Public Works saving \$88,978, urban renewal authority revenues increased \$33,570, the addition of the \$1.5 million for the Weld Trust Fund, and the final assessed valuation's drop decreased property tax in the General Fund by \$1,978,319. No other significant changes.

The 2021 Budget contains adequate resources to provide a level of service like 2020. The operational plan supported by the 2021 budget maintains Weld County Government's commitment to excellence and efficiency in carrying out our continued responsibilities to taxpayers. First and foremost, we will maintain the fiscal discipline and prudent use of resources that have earned the County the excellent reputation it has for financial management with no bonded indebtedness. The County will continue our commitment to the highest standards of service, continuing to focus on improving service and communication with our citizens within our resources. Demands in many areas continually exceed resources available. To serve the growing needs in the county, we will continue to explore possibilities for improved efficiency while maintaining excellence in service.

Many uncertainties face county governments like Weld County, as we operate in an environment of constant change that has never been more apparent. The State of Colorado faces long-term structural budget issues and the federal government continues to wrestle with a major deficit

issue. Many tough decisions associated with implementation of programs, and how they are to be funded, must be dealt with by the Board of County Commissioners with citizen input. Hopefully, this budget document will allow the Board to make those difficult decisions to maximize the value of the tax dollars of the citizens of Weld County.

As a final note, what we can do for our community, day in and day out, is to give our very best. We must always strive to improve. Our Board expects it, our organization is committed to it, and our community deserves it. In conclusion, I would like to thank department heads and elected officials and their staff for their diligent efforts in the preparation of the 2021 budget. Much time and effort went into its development.

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

Very truly yours,

A handwritten signature in black ink that reads "Donald D. Warden". The signature is written in a cursive style with a large, stylized initial "D".

Donald D. Warden, Director  
Finance and Administration

# About Weld County

## County Overview



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

As Colorado’s third largest county, Weld County covers 3,987 square miles in the northern part of the state and is larger than the size of Rhode Island, Delaware and the District of Columbia combined, so while 333,000 people call Weld County home, we still have plenty of room for growth.

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

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

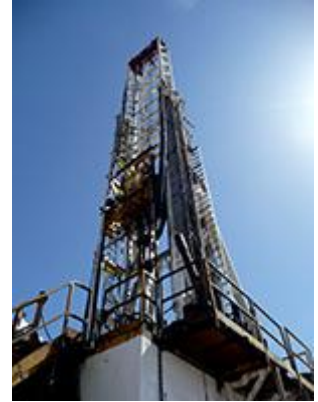
## Industry



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

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

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



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

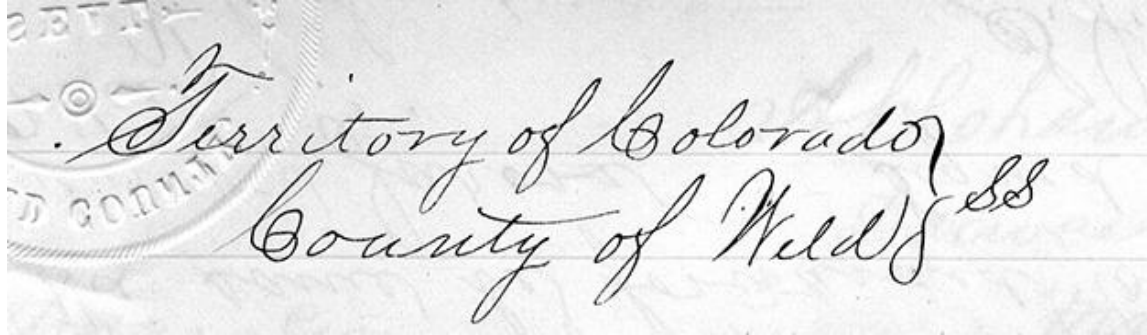
To make certain Weld County maintains its quality of life, a Comprehensive Plan has been developed and implemented. The plan, simply stated, puts the right things in the right places. The result is that Weld County provides an ideal location for corporations, industry and business.

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

**Principal Property Tax Payers:**

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

## History



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

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

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

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



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

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

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

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

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

County's Spanish-surname population began to arrive during the mid 1920s as laborers for the sugar beet industry.

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

## **Education**

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



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

## **Livability**

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



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

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

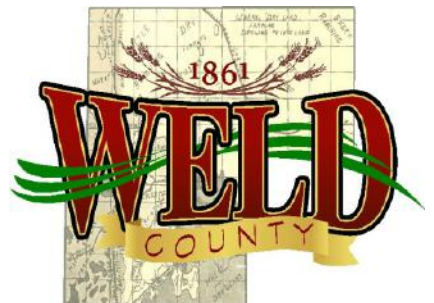
Weld County's location make it an ideal spot as well, as Denver, Cheyenne, DIA and Rocky Mountain National Park are just an hour's drive from the county seat.

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



# STRATEGIC PLAN

## 2021-2025





# 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 funds.

## 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 who have a history of turning plans and resources into achievement and success in serving Weld County residents.

# OUR GUIDING PRINCIPLES

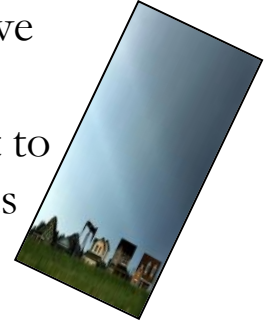
These guiding principles are the basic values of every level of Weld County Government.

They guide the way we make our decisions and carry out our actions every day.

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

# TRENDS IMPACTING WELD COUNTY

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



- Energy Development

- Demographic Changes

- Innovation and Technology

- Transportation

- Economic Development

- County Government Financial Trends

# TRENDS IMPACTING WELD COUNTY

## *Energy Development*

Although fossil fuel extraction in Weld County is as old as the county itself, in the last few years Weld County has experienced the biggest oil and gas boom in its history. Weld County has over 20,000 active wells – about 90 percent of the state’s total. The Niobrara Formation is a geologic formation that is bountiful in fossil fuel reserves within the Denver-Julesburg basin, including nearly all of Weld County’s 4,000 square miles. New technologies have made the extracting oil and gas through the tight shale that underlies the formation an economically viable proposition. Energy companies are investing in new wells and infrastructure in Weld County to tap into the estimated oil and gas reserve of as much as 1 billion to 1.5 billion barrels of oil-equivalent in the Wattenberg Field. The production has translated into a boost for the local economy, job creation, and tens of millions of dollars in property taxes and severance taxes for local jurisdictions.

As has been the case for the last decade, growth and development activity directly, or indirectly, related to oil and gas exploration seems to be the main economic driver in the majority of positive economic activities in Weld County. The County has seen several compressor stations, injection wells, new pipelines, and other oil and gas support and service industries seeking permits. Given the commitments of large oil and gas companies in Weld County, the County seems primed to see considerable long-term investment and development in the oil and gas arena. The volatility of the oil and gas assessed values continue to be a major impact to the County’s budget planning the last several years and will continue to be going forward with all the long-term energy development planned in the county by energy companies. In addition, legislative proposals and ballot initiatives regulating energy development in Colorado continue to threaten the long-term viability of the energy industry in the state. In the 2019 legislative session, SB19-181 was passed and signed into law. SB19-181 is a major rewrite of Colorado’s oil and gas regulations. We will not be able to quantify the bill’s full impact on oil and gas production in Colorado until the State Oil and Gas Commission promulgates new rules, and we see how each city and county responds with its own new rules.

The additional production of oil and gas has resulted in significant increases in the county’s assessed value with the oil and gas production being nearly sixty percent of the county’s total assessed valuation in 2020. Because of the volatility of production levels and price fluctuations of the oil and gas production, the county must continue to prudently manage the increased property tax base created by the energy development. In 2012, the Board of Weld County Commissioners approved the *Strategic Investment Plan for the Future of Weld County*. The plan is a long-term strategy of investment in the county’s infrastructure, technology and innovation, workforce training and development, economic development for diversification of the local economy, and to establish a fluctuation reserve to deal with the volatility of the peaks and valleys in energy prices and production. The energy production revenues have allowed for lower property tax rates, which resulted in savings for all taxpayers in Weld County.

The county and energy industry have forged a relationship that is one of cooperation. The most significant impact of energy development has been on the county transportation system. The system originally designed to serve farm-to-market routes has been inundated by trucks servicing oil and gas wells. The county has worked closely with the energy industry to stay proactive in its approach to road

## ***Energy Development continued***

maintenance and improvements. The county has embarked on its Haul Route Program (HARP) to improve roads impacted specifically by oil and gas operations. The program has been developed in conjunction with the energy industry to identify haul routes that need to be improved to access new drilling sites. In addition, the county constructed a 26-mile, five-lane concrete corridor on CR 47/49 (Weld Parkway) between I-76 and SH 392 in 2016-2018 to accommodate the growth in the area and heavy truck traffic from the energy industry.

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

Even with the uncertainty of SB19-181, Weld County is better positioned financially than many counties, in part due to its diverse economic base, energy development, productive workforce, and fiscally prudent management policies. A continued disciplined approach to fiscal management of the county's limited resources will ensure alignment with county-wide strategic priorities and values. Commitment to the Board of Commissioners' priorities of budget stabilization, preparation for contingencies, and funding of the county's infrastructure, accentuates the need for long-term strategic planning, including building a reserve balance that best positions the county to weather future economic variations with minimal impact on the community it serves. We must continue to maintain our strong fiscal management practices and recruit for a dedicated workforce to ensure we are prepared to face whatever the future may hold. The future county budgets must continue to address both the needs of today and the potential challenges of tomorrow.

## **Demographic Changes**

As growth has occurred the demographics of Weld County have changed. The Weld County population is much more diversified than it was even a decade ago, as 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, resulting in a change in land use patterns. The political make-up of the population will most likely change, as 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. In fact, the pace of change now underway in our world continues to intensify. Fueled by technological advances, we are quickly changing and reshaping all aspects of our lives from how we live and work to how we share information and communicate. These technological advances in many ways are fundamentally changing the public's expectations of, and relationship to, their government.

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

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

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

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

# Transportation

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

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

The total projected costs identified in the *Weld County 2035 Transportation Plan* are over \$400 million. When the plan is broken down into ten-year time increments, the short-term (2011-2016) amount is \$39.8 million, mid-range (2016-2025) \$178 million, and long-range (2026-2035) \$186.4 million. Prior to 2013, many of the projects in the *Weld County 2035 Transportation Plan* were unfunded in the budget projections for future years. This changed with the *Strategic Investment Plan for the Future of Weld County*. In approaching the funding requirement, it required another \$15 million going to the Public Works Fund from property taxes, raising property tax levels to \$24 million in 2019 and 2020, and back to \$20 million for 2021 and going 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.

# ***Economic Development***

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

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

Working with economic development partners, such as Upstate Colorado Economic Development, Small Business Development Centers, Colorado Enterprise Fund, and state agencies, Weld County has many economic development incentives to offer and tools to assist existing and new businesses. The county offers a personal property tax incentive program, small business incentives, Larimer/Weld Business Revolving Loan Fund, and Colorado Enterprise Loan Fund. Portions of the county are designated as an Enterprise Zone under the state program. Other state incentives and jobs program are available for businesses looking to locate and expand in Weld County. In addition to the programs cited, in 2016 the county established through property tax credits, donations, and a \$63 million endowment from the sale of NCMC hospital property, a *Brighter Weld County Scholarship Program* for all Weld County high school graduates for enhanced workforce development.

Weld 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 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 and 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, fully fund its pension plan, and provide core services to residents. The county's financial discipline has enabled us to embrace the changes that are reshaping all aspects of our lives – from how we live and work to how we share information and communicate – in many ways fundamentally changing the public's expectations of, and relationship with, government.

There are a number of future issues and concerns that will be impacting Weld County's budget in subsequent fiscal years. Some of the issues are shared by many local governments, such as the state's long-term structural budget issues, federal debt, ever increasing healthcare costs, and growing citizen service demands. Unique to Weld County is the continued impact of oil and gas development touching on many aspects of Weld County currently, and in planning for the future. The energy development presents both challenges and opportunities for Weld County government.

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

The 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 plan, 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 when they arrived. (Detention Division)
  - Goal SO DD1: Lawfully hold prisoners in a safe and humane environment.
  - Goal SO DD2: Maintain a continuum of effective jail alternatives that offer a range of sentencing and pre-adjudication options to secure custody.
  
- **Mission Statement:** The Weld County Regional Communications Center will provide professional public safety communications support to the agencies we serve as we work together to preserve and improve the quality of life for our citizens. This is accomplished through the prompt, efficient and accurate collection and dissemination of information.  
(Weld County Regional Communications Center)
  - Goal PS WCRCC1: To answer 90% of 9-1-1 calls during the average busy hour each day within 10 seconds.

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

- Goal JS-4: To provide safe and less expensive alternatives to the use of jail and prison; administer the Weld County Community Corrections Board, various contracts and agreements with the Colorado Department of Public Safety and the Department of Corrections, provide oversight of selected vendors and of the Community Corrections Facility. (Community Corrections)
- Mission Statement: To support Weld County and its citizens in Preparedness, Prevention, Mitigation, Response, and Recovery using an All-Hazards approach, and to develop and sustain broad and sincere relationships among individuals and the organization to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication. (Office of Emergency Management)
  - Goal PS OEM 1: Enhance capability necessary to protect the community from all hazards.
    1. Enrich outreach initiatives to create “Culture of preparedness” in Weld County.
    2. Ensure and improve the level of preparedness through training and exercise opportunities.
    3. Bolster planning efforts through cooperative collaboration with community partners.
  - Goal PS OEM 2: Increase response capability necessary to improve life safety, property protection and environmental preservation
    1. Heighten the level of readiness through emerging technologies.
    2. Expand public, private, non-profit and faith-based partnerships to strengthen response capabilities.
    3. Assess, identify, maintain and enhance resources for emergency response.
  - Goal PS OEM 3: Implement initiatives to engage the whole community in order to more effectively recover from disasters.
    1. Enhance community partnerships to identify and resolve unmet needs.
    2. Review and enhance short and long-term recovery methods.
    3. Pioneer new techniques for more accurate and timely damage assessments.
  - Goal PS OEM 4: Build a more resilient community through innovative mitigation strategies.
    1. Identify and apply new research to accurately assess possible risks and hazards to the community.
    2. Leverage various funding sources to complete mitigation projects.

**STRATEGIC AREA:**

**HUMAN SERVICES**

## **STRATEGIC AREA: HUMAN SERVICES**

- Mission Statement: We are an innovative organization that provides comprehensive and responsive services to the Weld County community, always exceeding performance expectations. (Department of Human Services)
  - Goal HHS1: To continuously strengthen services and support innovation that leads to a culture that empowers people to improve their quality of life.
  - Goal HHS2: Develop and deploy consistent performance management approaches across the 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 opportunities and challenges that may impact the Department of Human Services.
  - Goal HHS5: To develop a means to clearly and effectively communicate the value of Human Service programs to any person inside or outside of the organization on a continuous basis.
  - Goal HHS6: To develop and reinforce “best customer service” standards and commitment within all employees and partners of the Weld County Department of Human Services.
  - Goal VS1: Perform as advocate for Veterans and dependents seeking Service Connected Disability Compensation and Non-Service Pension claims. (Veterans Services)
  - Goal VS2: Assist veterans and dependents enroll in Veterans Administration health care. (Veterans Services)
  - Goal VS3: Provide education assistance and burial and survivor benefits for veterans and dependents services. (Veterans Services)

**STRATEGIC AREA:**  
**HEALTH SERVICES**

## **STRATEGIC AREA: HEALTH SERVICES**

- Mission Statement: In partnership with the communities we serve, the Weld County Department of Public Health and Environment preserves, promotes and protects the health and environment of the residents of Weld County. (Department of Public Health and Environment)
  - Goal HS1: Implement a workforce development plan.
  - Goal HS2: Support the community by addressing various health issues, including mental health and substance abuse.
  - Goal HS3: Develop a culture of quality improvement department-wide.

**STRATEGIC AREA:  
TRANSPORTATION**



## STRATEGIC AREA: TRANSPORTATION

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

**STRATEGIC AREA:**

**ECONOMIC  
DEVELOPMENT**

## **STRATEGIC AREA: ECONOMIC DEVELOPMENT**

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

**STRATEGIC AREA:**

**LAND USE**

## STRATEGIC AREA: LAND USE

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

**STRATEGIC AREA:**  
**ENABLING STRATEGIES**

## **STRATEGIC AREA: ENABLING STRATEGIES**

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

- Goal ES8: To provide County treasury and tax collection services in the most accurate, efficient and cost-effective manner possible. (Treasurer)
- Goal ES9: Correctly discover, list, value and defend values for property taxes for Weld County taxing authorities. (Assessor)
- Goal ES10: Ensure the financial viability of the County through sound financial management practices. (Finance & Administration)
- Goal ES11: Deliver on promises and be accountable for performance. (Finance & Administration)
- Goal ES12: Ensure the financial accounting of County funds is accurate (Accounting)
- Goal ES13: To provide the effective procurement of quality products and services at the best value to Weld County tax payers. (Purchasing)
- Goal ES14: Attract, develop and retain an effective diverse and dedicated team of employees. (Human Resources)
- Goal ES15: Plan, construct, and maintain well-designed County facilities in time to meet the needs of Weld County. (Building & Grounds)
- Goal ES16: Direct planning, design, engineering, construction services, and capital improvements. (Building & Grounds)
- Goal ES17: Ensure responsive, service-oriented, and effective maintenance services. (Building & Grounds)
- Goal ES18: Perform preventative maintenance actions to reduce lifetime operational cost. (Building & Grounds)
- Goal ES19: Deliver timely, high quality and cost-effective printing and supply services to County departments. (Print Shop)
- Goal ES20: To provide quality, sufficient, and well-maintained county vehicles to county departments. (Motor Pool)
- Goal ES21: Capitalize on phone technology to improve service, increase efficiency and provide greater telecom access and exchange. (Telecom)



- **Mission Statement:** Provide responsive, adaptive, transformative, innovative, and cost-effective information technology solutions and services. This assists County departments and offices to successfully achieve their objectives. IT will assist with the implementation and support of technology solutions empowering the citizens of Weld County to access information and mission critical services in a comprehensive, responsive and effective manner. (Information Technology (IT) Department)
  - Goal 1: Information Technology Security
  - Goal 2: Adopting Cloud Services
  - Goal 3: Consolidation and Optimization
  - Goal 4: Budget and Cost Control
  - Goal 5: Human Resource / Talent Management
  - Goal 6: Strategic IT Planning
  - Goal 7: Mobility
  - Goal 8: Disaster Recovery and Business Continuity
  - Goal 9: Geographic Information Systems (GIS)

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

# **2021 BUDGET STRATEGY**

---

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

- No local property tax initiative will be approved by the voters and the 15.038 mill levy cannot be raised without political fallout.
- **In the 2021 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 replace federal or state reductions.**
- Programs 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 2021 before budget preparations begin.
- **A target of fifteen percent (15%) off the 2020 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 2020 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 2021 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 2021 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 2020 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 2021 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 2021 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 2021, while accomplishing a balanced budget. The 2021 budget must be structured to attempt, within available funds, to ensure that:

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

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

# **2021 BUDGET CALENDAR**

---

April 6	Board reviews the 2021 budget plan.
May 11 - May 14	Director of Finance discusses target budgets and 2021 budget plan with department heads and elected officials.
June 12	Elected officials and department heads submit applications for the innovation investment program projects to Finance.
June 12	Elected officials and department heads submit requests for Buildings and Grounds special projects to Finance.
June 12	Elected officials and department heads submit telecom service requests to Telecom Services.
June 12	Elected officials and department heads submit new position requests and any reclassification requests to Human Resources.
June 12	Elected officials and department heads submit requests for information technology services requests to Information Technology.
June 12	Elected officials and department heads submit requests for vehicles to the Fleet Manager.
July 2	Submit budget request to Director of Finance and Administration
July 2 - September 14	Finance office review.
September 15	Early warning budget work session and community agency requests.
September 15	Budget Message to Board and transmit Proposed Budget to Commissioners.
September 18	Publish notice of availability of Proposed Budget.
October 20 and 22	Budget work session hearings with Commissioners and elected officials and department heads.
November 2	Publish notice of final budget hearing.
October 22 - December 13	Prepare final budget.
December 14	Public Hearing on Final Budget and adopt mill levy.

# ***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.

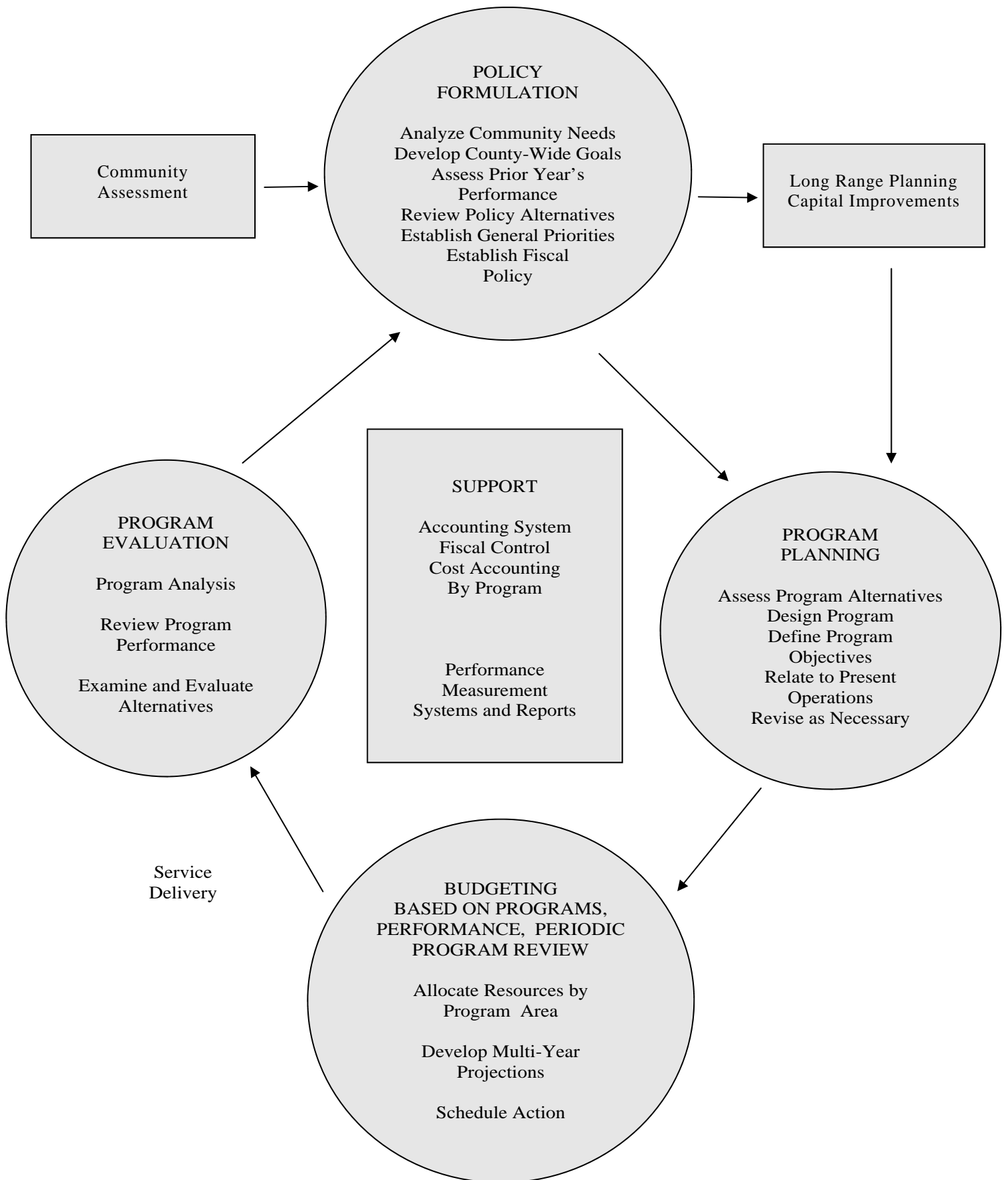
Program planning at the department level follows policy formulation. All departments assess their programs, explore alternatives, design and define existing and new programs, develop program objectives, and relate present operations to the programs planned. The budget is then based upon the program,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

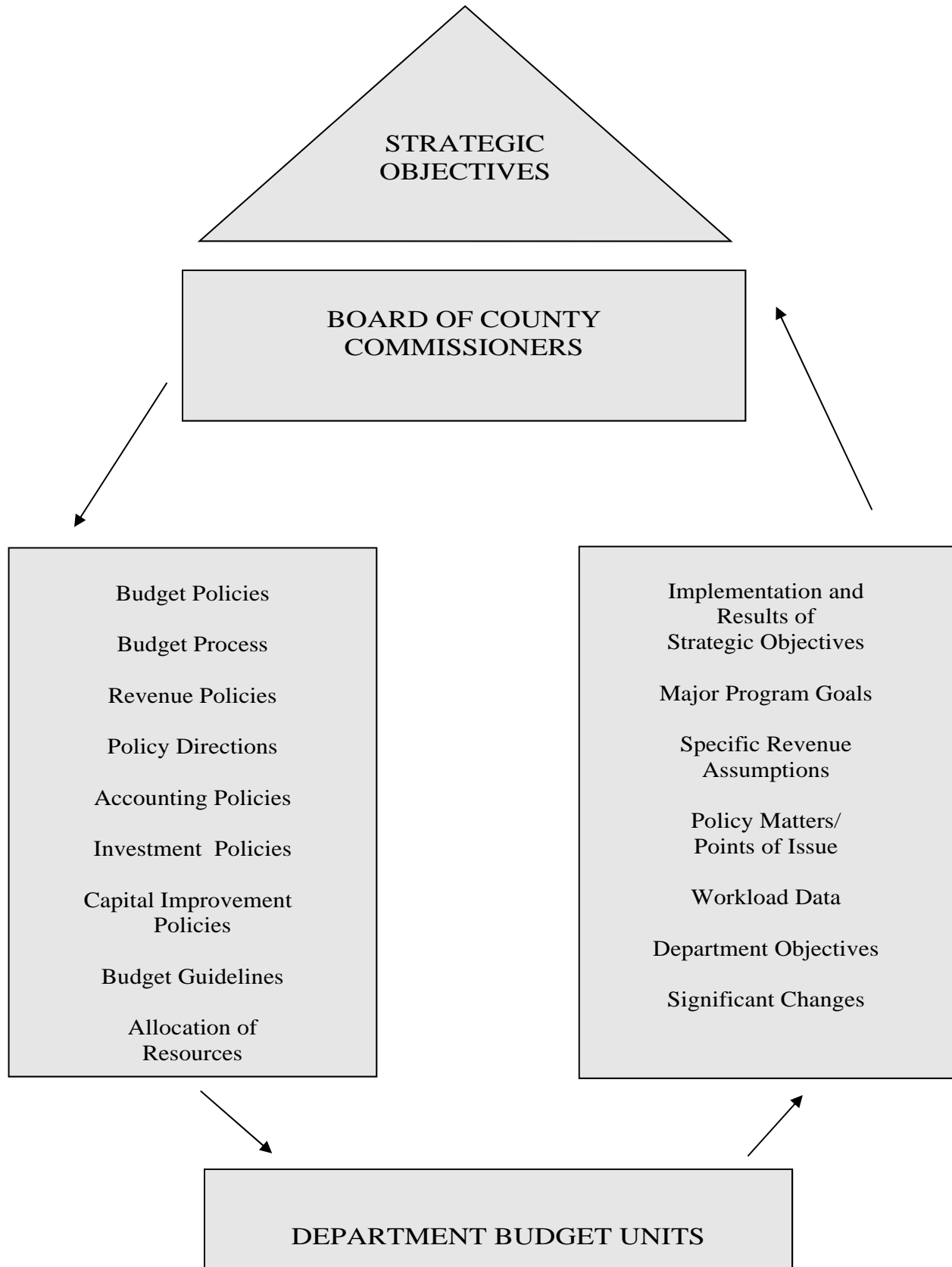
The following two pages show the process graphically.

# OVERVIEW OF BUDGET AND MANAGEMENT SYSTEM





# HIERARCHY OF BUDGET INFORMATION



# 2021 BUDGET PROCESS

---

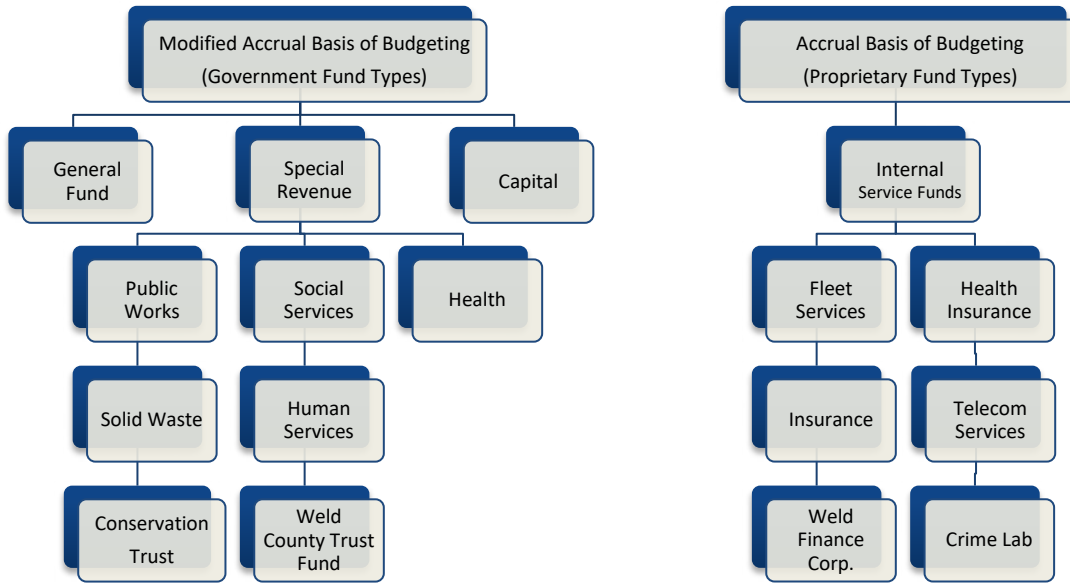
## **OBJECTIVES:**

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. Analyze and give a thorough explanation of each existing program and services with the Budget Review Form and Performance Measures.
4. Rank, in priority order, all new and existing services which fall within a marginal range of funding.
5. Aggressively analyze major revenue sources.
6. Eliminate procedures which were not fully utilized in the decision-making process of the budget.
7. Identify optional programs and service levels which may be reduced if necessary.
8. Continue refinement of the budget process with the key aspects of planning, evaluation, priority setting, rational resources allocation process, and creative management approaches.
9. Utilize the target budget approach.
10. 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 2020, payable in 2021, 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.

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

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

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

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

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

### **Capital Project Funds**

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

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

### **PROPRIETARY FUND TYPES:**

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

#### **Enterprise Funds:**

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

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

#### **Internal Service Funds:**

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

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

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

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

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

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

# **BUDGET POLICIES**

---

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
- 2021 Budget Guidelines

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

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

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

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

## ***SIGNIFICANT CHANGES IN POLICY FROM PRIOR YEARS***

---

- Position the county financially to deal with a significant drop in oil and gas assessed valuation for the 2022 budget.
- Continue response to the COVID-19 pandemic.
- Fund the oil and gas revenue fluctuation reserve in the Contingency Fund at \$100 million.
- Communications will phase in recovering 40% of costs through user fees, versus 20%.
- Open 2 West Wing jail expansion.
- 24.00 FTE in the Sheriff's Office will be added in 2021 to open expanded jail capacity.
- Sheriff's Office will assume the management of criminal records and evidence from the Greeley Police Department contract to bring the two functions in-house, effective January 1, 2021.
- Continue efforts to control health care costs for county employees/dependents. No rate increase in 2021, meaning premiums are 11.8% lower than they were seven years ago.
- A new Coroner's morgue will be constructed and staffed.
- The public safety information system (Spillman) will be replaced with the CentralSquare system.
- The 2021-2025 Capital Improvements Plan for facilities is funded at \$78,525,000.
- Implement an air quality monitoring system in response to SB 19-181.
- Fund the Public Works road and bridge 2021-2025 Capital Improvement Plan.
- Include the Weld County Trust Fund funding for Bright Futures in the amount of \$1.5 million.
- E-911 monthly charges will increase from \$1.20 to \$1.72, effective February 1, 2021, to fund emergency dispatch services.



# ***LONG TERM FINANCIAL PLANNING POLICIES***

---

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

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

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

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

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

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

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

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

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

**Debt Capacity, Issuance, and Management:** To the extent possible, Weld County will pay cash for major projects rather than borrowing. Any existing debt will be retired at the earliest possible time during the life of the debt unless circumstances change significantly. Weld County's debt level per Weld County's Home Rule Charter and state law cannot exceed three percent of the current assessed value of the county. The current debt capacity is nearly \$450 million. Debt under the debt limit includes all financial obligations over one year in duration, e.g. general obligation bonds, revenue bonds, certificates of participation, notes, lease purchase agreements, letters of credit, revenue warrants, long term lease obligations, or any other multiple-fiscal year direct or indirect debt or other financial obligation. Obligations for pension plans are excluded under Colorado state law.

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

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

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

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

# CAPITAL IMPROVEMENT POLICY

---

1. **Capital Improvement Plan** - A plan for capital expenditures to be incurred each year over a fixed period of several years (normally on a five-year cycle) setting forth each capital project and identifying the expected fiscal year for each project and the anticipated revenues to finance those projects.
2. **Capital Improvement Staff Committee** - The Director of Finance and Administration in conjunction with the Director of Buildings and Grounds 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 Director of Building and Grounds 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, rights-of-way, intangible assets, and land are depreciated. Improvements are depreciated over the remaining useful lives of the related capital assets. Depreciation on all assets is provided on the straight-line basis (asset value divided by years of useful life) over the following estimated useful lives:

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

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

# **INVESTMENT POLICY**

---

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

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

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

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

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

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

## ***Deposits:***

At year end, the estimated carrying amount of the County's deposits is nearly \$310 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 0.75 to 1.00 percent in 2021.

# **FUND BALANCE AND RESERVE POLICY**

---

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

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

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

## ***POLICY DIRECTIONS***

---

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

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



## 2021 GUIDELINES

---

- There will be limited recommended increases in personnel in the recommended budget to the Board. Increased workload should be absorbed by existing personnel wherever possible through increased productivity.
- Resources for new activities should come from increased productivity and termination of existing activities wherever possible. No new non-mandated programs should be proposed without proportionate cutbacks in other programs. Any new programs or expansion of existing programs will be highlighted as a policy issue for the Board.
- All newly mandated program costs should be clearly identified for the Board.
- Unless a change is legally mandated, the county's share of partnership programs should not be increased, the share should be decreased wherever possible.
- Methods to maximize manpower avoidance or substitution should be encouraged by all departments through automation, productivity improvements, or cost cutting strategies.
- Capital outlay expenses for equipment should only be recommended when the need has been fully justified, the useful life of equipment cannot be extended, and it has been determined that salvage equipment is unavailable for use. Vehicle replacement must be recommended by the Director of Fleet Services for consideration in the budget process.
- Budgets are to be prepared on a program basis with submission in a program format, as well as in the normal line item format like 2020's budget presentation.
- Salaries should be budgeted at the 2020 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 October. 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 85% of target, and must be completed by each department.

- In reviewing the 2021 budget request, The Director of Finance and Administration will develop preliminary recommendations to the Board of County Commissioners. The Director of Finance and Administration and Budget Manager 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 2021 budget process.
- **Use the following budget population data for performance measures:**

<u>YEAR</u>	<u>POPULATION</u>
<b>2019 (Actual)</b>	<b>323,650</b>
<b>2020 (Estimated)</b>	<b>333,000</b>
<b>2021 (Projected)</b>	<b>342,450</b>

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

# **2021**

## **SPECIAL BUDGET INSTRUCTIONS**

---

The following are special budget instructions to be used for submission of your 2021 budget.

1. All budgets (including Enterprise and IGS) must be submitted by July 2, 2020.
2. All departments are requested to submit, on or before June 12, 2020, the following items that will be part of your 2021 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 2021. Unplanned moves will only be done if absorbed in the 2021 budget.
  - D. Information Technology requests for computer hardware, software, system upgrades or system study. (See memo from the CIO regarding 2021 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 Information Technology and Finance.
3. Salary and fringe benefits will be budgeted at the 2020 level. Any anticipated increase over 2020 level must be absorbed in target amount.
4. For budgetary purposes, please use the 56¢ per mile reimbursement rate in developing your 2021 budget.
5. Any requests for equipment should be submitted as part of your departmental budget request. Once a determination has been made as to whether the Board of County Commissioners will approve your request for equipment purposes, the total amount 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 2021.
8. Postage costs are anticipated to be 55¢ in 2021.

9. The target budget amount provided to your budget unit(s) can only be adjusted after discussing it with the Director of Finance and Administration to coordinate the overall target amounts.
10. **Any amount in excess of the 85% 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 2021. See Director of Finance and Administration for exact format.
12. Any 2021 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 2021 budget process.
13. Early Warning Budget Hearings will be held in September.
14. As revenues are budgeted, each department should examine whether credit cards should be implemented at the point of sale for the specific service being offered. If credit card services for payment are an option, discuss with the Director of Finance and Administration, the way the credit card service fee can be recovered or absorbed in the fee structure in compliance with all legal and credit card service provider requirements.
15. A worksheet showing each line item with five years' history is being provided to show historical expenditure patterns.
16. **INTERNS:** Any department planning on using interns in the next fiscal year must include any costs associated with the interns in the budget request. Costs should include any salaries, equipment (vehicle), service and supplies (e.g., mileage). No mid-year intern position requests will be approved that have a cost that is not already budgeted in the final budget.
17. The training budget for your department should be delineated in the format per the attached instructions in conjunction with the Human Capital Management Strategy.
18. **Part of the 2021 budget process will include an in-depth look with every department head, elected official and the Weld County Commissioners of each program county-wide, so the preparation of the Budget Review Form, Budget Unit Ranking Form, as well as the existing Performance Measures and Strategic Goals is vital to the completion of the 2021 budget process.**

If, in the development of your budget request, you determine that there are unique requirements or unique situations in your department that affect your budget presentation, please do not hesitate to contact the Budget Manager at 970-400-4202, or the Director of Finance and Administration at 970-400-4218 to answer questions, or to get approval for variation to the normal procedures outlined in the special instructions.

## **2021 PROGRAM ISSUES**

---

- Position the county financially to deal with a significant drop in oil and gas assessed valuation for the 2022 budget.
- Continue response to the COVID-19 pandemic.
- Fund the oil and gas revenue fluctuation reserve in the Contingency Fund at \$100 million.
- Open 2 West Wing jail expansion.
- Fund the Public Works road and bridge 2021-2025 Capital Improvement Plan.
- Communications will phase in recovering 40% of costs through user fees, versus 20%.
- 24.00 FTE in the Sheriff's Office will be added in 2021 to open expanded jail capacity.
- Sheriff's Office will assume the management of criminal records and evidence from the Greeley Police Department contract to bring the two functions in-house effective January 1, 2021.
- E-911 monthly charges will increase from \$1.20 to \$1.72, effective February 1, 2021, to fund emergency dispatch services.
- Continue efforts to control health care costs for county employees/dependents. No rate increase in 2021, meaning premiums are 11.8% lower than they were seven years ago.
- A new Coroner's morgue will be constructed and staffed.
- The public safety information system (Spillman) will be replaced with the CentralSquare system.
- The 2021-2025 Capital Improvements Plan for facilities is funded at \$78,525,000.
- Implement an air quality monitoring system in response to SB 19-181.
- Include the Weld County Trust Fund funding for Bright Futures in the amount of \$1.5 million.

# **REVENUE POLICIES AND ASSUMPTIONS**

---

The following revenue policies and assumptions have been used in the preparation of the 2021 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 with the COVID-19 economic slowdown with some recovery by midyear in 2021. Assume interest rates averaging 1.00 percent throughout 2021.
10. Property taxes are based upon the maximum allowable under Amendment One (TABOR) and the Weld County Home Rule Charter limitation.
11. Assume that unless there is proven evidence to the contrary, federal and state categorical and entitlement grants will continue at the current level of funding.

# SPECIFIC REVENUE ASSUMPTIONS OF SIGNIFICANT REVENUE

---

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

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

For the 2021 budget, the county's assessed value from oil and gas values will be close to the same level as 2020. With the COVID-19 economic downturn and the Saudi Arabia and Russian oil price war, the drop in production and prices during 2020 will significantly impact the assessed valuation for the 2022 budget. Weld County is estimating as much as a 50% drop in the oil and gas assessed valuation for the 2022 budget. 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. The county has dealt with fluctuations in the oil and gas assessed valuations by keeping the county budget's base costs level and using increased property tax in good years for one-time expenses or putting funds into the fluctuating contingency reserve. In the 2021 budget there is \$72 million in one-time expenses. Going forward the county will levy with maximum allowable, per Weld County Home Rule Charter and Amendment One (TABOR) limitation.

**Specific Ownership Tax:** Personal property tax on vehicles (SOT) is anticipated to be the same in 2021 due to projected vehicle sales and how the new vehicles figure into the five-year sliding fee schedule.

**Building Inspection, Oil and Gas Permits, and Planning Permits:** Although growth is still occurring in the county, due to the slowdown in the economy as a result of the COVID-19 pandemic and decline in the oil and gas activity, permit revenues are anticipated to be down approximately \$1.5 million in 2021. Although the investment in the oil and gas infrastructure is anticipated to continue for the next few years, there has been a significant decline in drilling activity, which impacts building permit revenue.

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

**Charges for Services:** Charges are anticipated to be down due to the economic slowdown.

**Earning on Investments:** Interest revenue is calculated on the average earnings rate of 0.75 to 1.00 percent, times the estimated average daily cash balances. Based upon Federal Reserve projected interest rates and increased cash balances in 2021, interest income is estimated to be the same as the larger cash balance of the county will be offset by lower interest rates.

**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 six years but are anticipated to drop due to lower oil prices going forward, economic downturn, and the impact of SB 19-181.

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

**Overhead/Cost Plan:** Revenues are based upon the 2019 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 \$5.8 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 housing refinancing recording activity is being offset by declining oil and gas leasing activity in the county resulting in the projected revenues being the same in this area.

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

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

**Motor Vehicle Registration Fees:** Like Specific Ownership Tax this revenue is anticipated to be flat in 2021 due to projected vehicle sales and population growth.

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

**Social Service Revenue:** Based on anticipated caseload as discussed under each program plus state and federal funding formula for each program. The new Child Welfare allocation formula adopted in 2013 has resulted in the county's allocation going up over \$3 million from the prior formula. However, beginning in 2019, the allocation has declined and will be flat in 2021.

**Health Grants:** Based upon contracts signed July 1, 2020.

**Health Fees:** Based upon historical patient/client caseload with 2021 rates applied. With more and more uninsured patients, utilization continues to increase in the county clinic due to affordability.

**Human Services Grants:** Based upon contract funding level as of October 1, 2020,

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

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

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

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

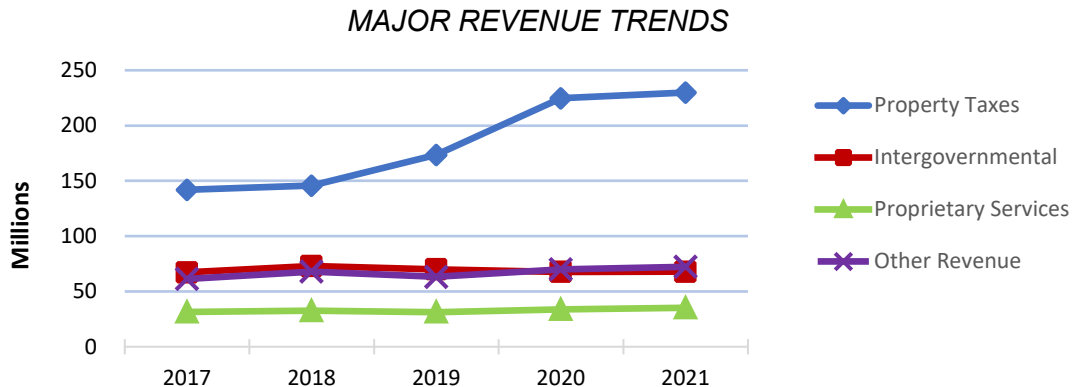


## **MAJOR REVENUE HISTORICAL TRENDS AND ANALYSIS**

<b>DESCRIPTION</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>
Property Taxes	\$ 141,946,827	\$ 145,754,379	\$ 173,539,158	\$ 224,660,533	\$ 225,047,613
Other Taxes	11,830,000	13,630,000	12,770,000	12,970,000	12,800,000
Fees	11,148,250	13,059,800	13,481,000	14,109,600	16,178,350
Intergovernmental	67,305,192	73,012,071	70,021,975	67,679,862	67,669,679
Licenses/Permits	5,437,350	4,473,750	4,678,000	6,880,000	5,366,500
Charges for Services	8,898,159	9,558,280	10,182,870	11,499,426	11,544,735
Proprietary Services	31,383,694	32,503,524	31,228,972	33,706,303	35,298,521
Miscellaneous	23,989,103	27,302,514	22,059,361	24,559,545	28,141,881
<b>TOTAL REVENUES</b>	<b>\$ 301,938,575</b>	<b>\$ 319,294,318</b>	<b>\$ 337,961,336</b>	<b>\$ 396,065,269</b>	<b>\$ 402,047,279</b>

### **TREND ANALYSIS**

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



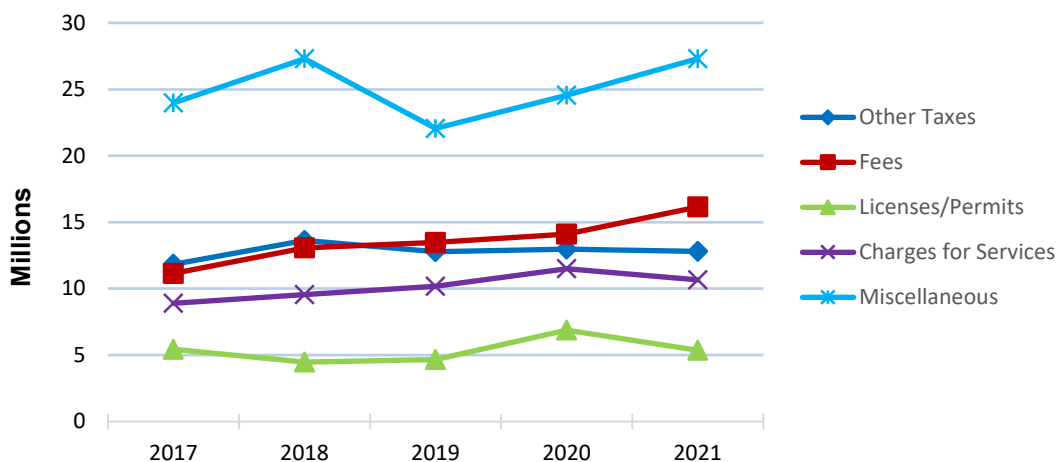
**Property Tax:** Increases will track with the Home Rule Charter and TABOR tax limitations, which are growth in actual property value, plus cost-of-living. As has been the case for the last few years' growth and development activity directly, or indirectly, related to oil and gas exploration seems to be the main influence on the growth of the property tax base in the county. The volatility of the oil and gas assessed values continues to be a major impact to the County's budget planning the last decade. For the 2020 budget, the increase in the county's assessed value from oil and gas values was over 34%. Oil and gas assessed valuation are close to two-thirds of the county's total assessed valuation. For the 2021 budget, the county's assessed value from oil and gas values will be close to the same level as 2020. However, legislative proposals and ballot initiatives regulating energy development in Colorado continue to threaten the long-term viability of the energy industry in the state. In the 2019 legislative session SB 19-181 was passed and signed into law. SB19-181 is a major rewrite of Colorado's oil and gas regulations. With the COVID-19 economic downturn and the Saudi Arabia and Russian oil price war, the drop in production and prices during 2020 will significantly impact the assessed valuation for the 2022 budget. Weld

County is estimating as much as a 50% drop in the oil and gas assessed valuation for the 2022 budget. With the volatility of production levels and price fluctuations of the oil and gas values, the county must continue to prudently manage the property tax base created by the energy development. The 2020-2021 assessed valuation level and resulting property tax is above the previously high 2019 level due to oil and gas production and growth in the county. With the potential impact of SB 19-181 oil and gas assessed valuation may have its peak in 2020-2021.

**Intergovernmental:** The significant jump in state and federal revenues in 2018 was attributed primarily to the increased state and federal funding for Public Works projects, many associated with the recovery efforts from the September 2013 epic flooding. Many of these grants were one-time and dropped after 2018. The drop from 2018 to 2019 and into 2020 was primarily due to reductions in energy impact and flood recovery related federal grants for road projects. We can anticipate moderation in non-defense discretionary spending and some spending cuts in entitlements. Spending and revenue imbalances at the state and federal levels, especially with the economic downturn from the COVID-19 pandemic, will most likely result in lower or, at best, slower growth in intergovernmental revenues for the county in the future.

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

### OTHER REVENUE TRENDS



**Other Taxes:** Primarily, specific ownership taxes that track car registrations and severance tax. The fluctuating trend the last few years is due to a new formula for the direct distribution of severance tax to cities and counties from the state. Severance tax revenues follow the price of oil and gas, since that is where they are derived. With oil and gas production projected to be down the next 2-3 years these revenues will most likely be lower also.

**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, even with the slowing economy. Refinancing of mortgages are increasing Recording fees. Public Trustee fees were first budgeted when the Treasurer assumed the role of Public Trustee on July 1, 2020. The big jump in 2021 is the increase in fees from the Treasurer's Office, based on the increase in taxing entities and including the new Public Trustee fees.

**Licenses/Permits:** Even with the slowdown in drilling in 2020, the investment in the oil and gas infrastructure is anticipated to continue for the next few years once the economy recovers. A change in fees in 2018 regarding oil and gas well permit fees lowered building inspection revenue more than anticipated. The new oil and gas regulations resulting from SB 19-181 increased permit revenues in 2020 by nearly \$2 million. With the COVID-19 pandemic slowdown in the economy, oil and gas drilling activity fees from new construction and oil and gas permits are dropping for 2021.

**Charges for Services:** Revenue is predictable based on contracts for service and reimbursable projects. The increase of over \$1 million in 2020 is due to dispatch user fees moving from 20% to 40% of cost recovery. The drop in 2021 is attributed to an accounting change between Communications and the E911 Authority.

**Miscellaneous:** Revenue predictable, even though some variation in specific years. Interest revenue is found in this category and was up nearly \$1.5 million in 2019 and remained the same in 2020. Public Works contracts were down due to reimbursable road projects in 2019, but up nearly \$500,000 in 2020, and up \$2.89 million in 2021. Fines from traffic violations are projected to be flat in 2021. Oil and gas royalty payments were up substantially the last five years but are anticipated to be down \$2.85 million in 2021 due to lower production and prices. The policy decision to charge Social Services the full amount of indirect costs raised this category to \$5.8 million in 2021, which is up \$800,000 from 2019, and \$500,000 from 2020. The one-time reimbursement of \$1.9 million for a communications project with Adams County increased revenues in 2018 and then dropped in 2019.

# FIVE YEAR PROJECTED REVENUE AND EXPENDITURE TRENDS

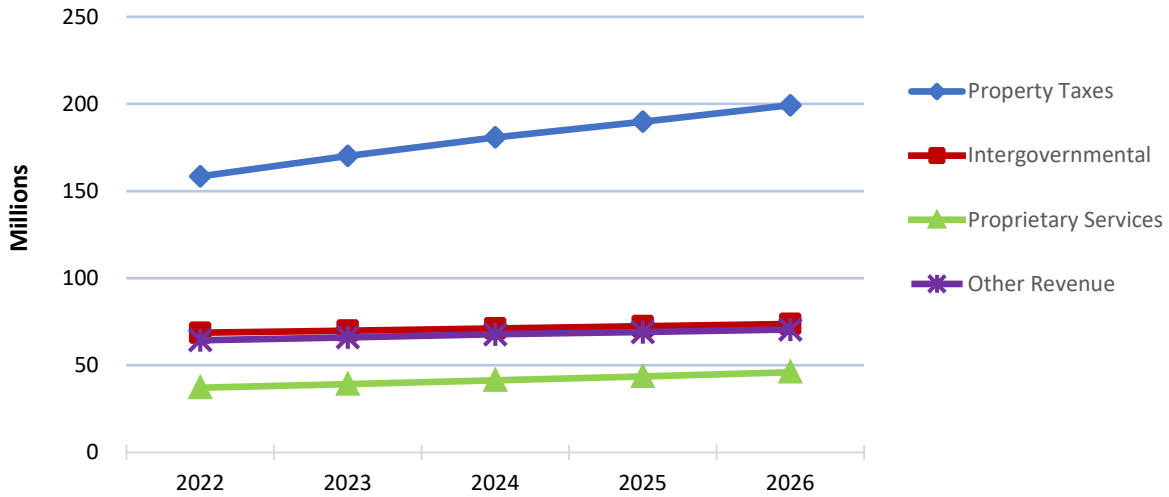
## 2022-2026 REVENUE PROJECTIONS

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

- Property tax levy with maximum allowable, per Weld County Home Rule Charter and Amendment One (TABOR) limitation. The projections are set at 5% annually. However, the impact of SB 19-181 regulating oil and gas production and the COVID-19 economic slowdown could reduce property tax revenue starting in 2022-2024.
- Assessed value from oil and gas will fluctuate, but the Contingency Reserve will allow for a leveling effect with oil prices being in the range of \$45-65 long term.
- Intergovernmental revenues will show only moderate annual changes of 2% as non-defense discretionary spending slows and some cuts in entitlements occur due to planned federal deficit reductions.
- Fees, licenses, charges for service, and miscellaneous revenues will grow at the rate of inflation and population growth.
- Proprietary Services will be driven primarily by inflation.
- Proprietary Services revenues are offset by the same expenditure amount with an adjustment for the property tax assessed for the Insurance Fund.

<b>DESCRIPTION</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Property Taxes	\$ 158,439,764	\$ 170,201,878	\$ 180,793,182	\$ 189,832,841	\$ 199,324,483
Other Taxes	13,539,000	14,438,170	14,866,815	15,308,320	15,763,069
Fees	16,623,218	17,115,165	17,621,869	18,143,776	18,681,339
Intergovernmental	68,709,547	69,922,330	71,160,393	72,424,293	73,714,596
Licenses/Permits	5,012,315	5,162,504	5,317,200	5,476,536	5,640,652
Charges for Services	10,370,009	10,419,366	10,926,398	10,991,325	11,214,373
Proprietary Services	37,131,072	39,152,157	41,297,376	43,574,897	45,993,445
Miscellaneous	18,807,372	18,914,441	19,024,681	19,138,185	19,255,055
<b>TOTAL REVENUES</b>	<b>\$ 328,632,297</b>	<b>\$ 345,326,011</b>	<b>\$ 361,007,914</b>	<b>\$ 374,890,173</b>	<b>\$ 389,587,012</b>

## MAJOR REVENUE PROJECTIONS



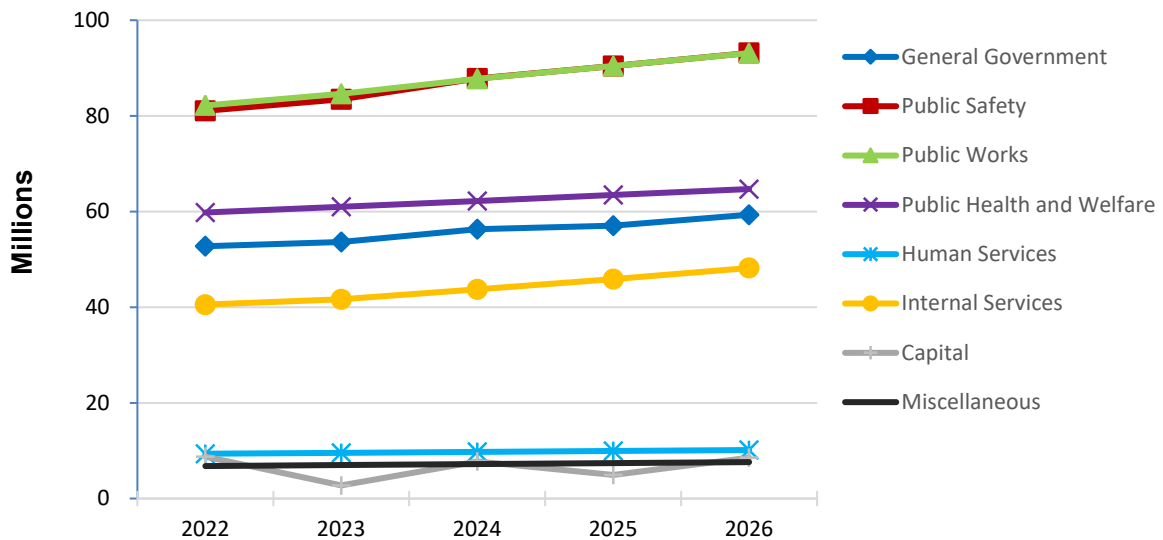
## 2022-2026 EXPENDITURE PROJECTIONS

<b>DESCRIPTION</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
General Government	\$52,749,483	\$53,653,263	\$56,317,571	\$57,063,722	\$59,334,240
Public Safety	81,060,293	83,492,102	87,806,865	90,441,071	93,154,303
Public Works	82,175,044	84,640,296	87,779,505	90,412,890	93,125,276
Public Health and Welfare	59,798,614	60,988,766	62,202,722	63,440,956	64,703,955
Human Services	9,372,930	9,558,524	9,747,830	9,940,922	10,137,876
Culture and Recreation	1,080,363	1,090,604	1,101,152	1,112,016	1,123,207
Proprietary Services	39,471,532	40,584,723	42,622,015	44,782,775	47,075,072
Capital	8,763,000	2,747,000	7,750,000	4,963,000	8,575,000
Miscellaneous	6,788,637	6,985,957	7,189,126	7,398,322	7,613,719
<b>TOTAL EXPENSES</b>	<b><u>\$ 341,259,896</u></b>	<b><u>\$ 343,741,235</u></b>	<b><u>\$ 362,516,786</u></b>	<b><u>\$ 369,555,674</u></b>	<b><u>\$ 384,842,648</u></b>

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

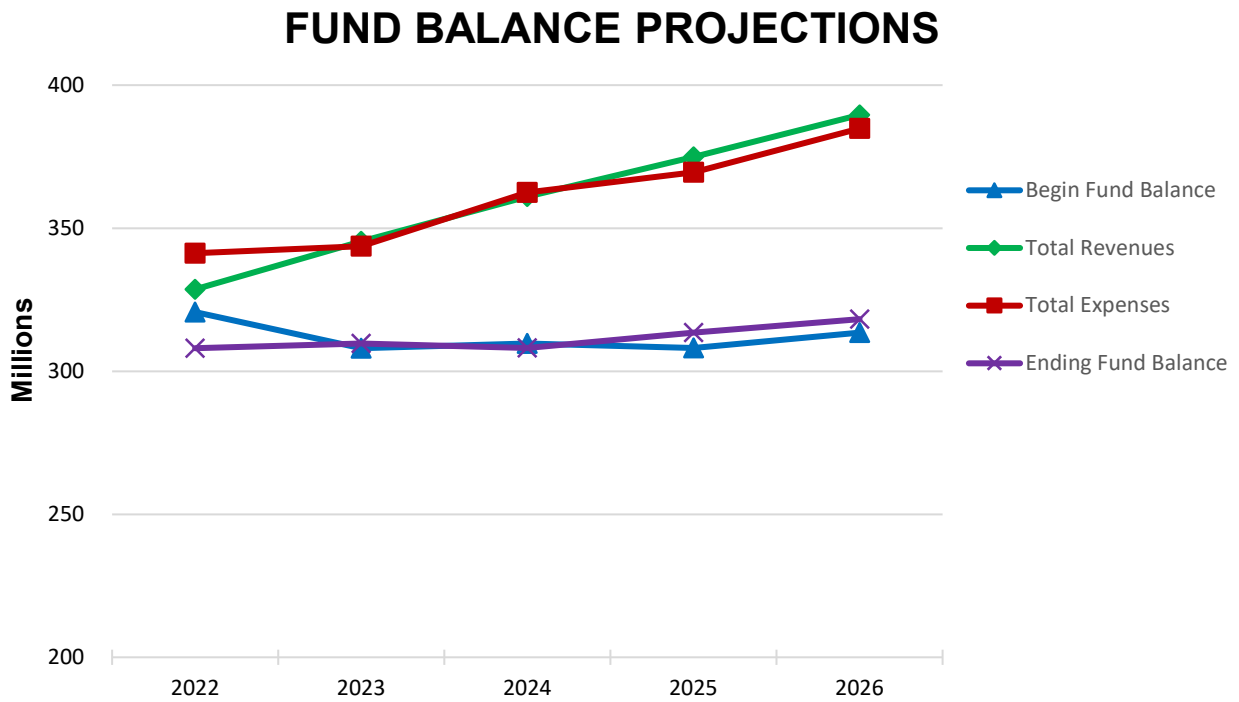
- Inflation is projected to slow over the next year due to the economic downturn and then resume at an average 3 percent over the five-year period for all categories, except federal and state funded programs.
- Population growth follows the State Demographer’s estimate of an average 2-3 percent growth for Weld County.
- Public Health and Welfare, and Human Services program costs will follow the trend of the state and federal revenues supporting them. Therefore, the program expenditures will grow only moderately at 2% annually as non-defense discretionary spending slows and some cuts in entitlements occur due to planned federal deficit reductions.
- In election years, General Government will increase by approximately \$500,000 for General Election years and \$1,000,000 for Presidential Election years and drop by the corresponding amount in off-election years.
- Public safety will experience infusion of funds beyond inflation to fund the additional costs of opening additional jail beds as the inmate population grows.
- Proprietary Services will be driven primarily by inflation.
- Proprietary Services revenues are offset by the same expenditure amount.
- Capital costs follow the revenue contribution to the Capital Expenditure Fund in accordance with the Capital Improvements Plan.
- Public Works costs will be increased to accommodate the growth in traffic as the county’s population increases, and energy development continues to impact the road system.

## MAJOR EXPENDITURE PROJECTIONS



## 2022-2026 FUND BALANCE PROJECTIONS

	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
Begin Fund Balance	\$320,673,217	\$308,045,618	\$309,630,394	\$308,121,523	\$313,456,021
Total Revenues	328,632,297	345,326,011	361,007,914	374,890,173	389,587,012
Total Expenses	341,259,896	343,741,235	362,516,786	369,555,674	384,842,648
Ending Fund Balance	\$308,045,618	\$309,630,394	\$308,121,522	\$313,456,021	\$318,200,385



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

<b>BUDGET UNIT</b>	<b>RESPONSIBLE OFFICIAL</b>
<b>General Fund:</b>	
Office of the Board	Chairman, Board of County Commissioners
Public Information	Communications Director
County Attorney	County Attorney
Public Trustee	Treasurer
Planning and Zoning	Director, Planning Services
Clerk to the Board	Clerk to the Board
Clerk and Recorder	Clerk and Recorder
Elections	Clerk and Recorder
Motor Vehicle	Clerk and Recorder
Treasurer	Treasurer
Assessor	Assessor
Maintenance of Building and Grounds	Director, Buildings and Grounds
County Council	Chairman, County Council
District Attorney	District Attorney
Juvenile Diversion	District Attorney
Victim Witness	District Attorney
Adult Diversion	District Attorney
Finance and Administration	Director, Finance and Administration
Accounting	Controller
Purchasing	Controller
Printing and Supply	Controller
Human Resources	Director, Human Resources
Community Dev Block Grant	Director, Finance and Administration
Information Services	Chief Information Officer
Geographical Information System	Chief Information Officer
Technology Projects	Chief Information Officer



<b>BUDGET UNIT</b>	<b>RESPONSIBLE OFFICIAL</b>
Sheriff Administration Units (21100-21160)	Sheriff
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
Public Safety Wireless Communication	Director, Public Safety Communications
Public Safety Information System	Chief Information Officer
Communications System Development	Director, Public Safety Communications
Coroner	Coroner
Court and Transportation	Sheriff
Inmate Services and Security Units	Sheriff
Justice Services	Director, Justice Services
Community Corrections	Director, Justice Services
Work Release	Director, Justice Services
Building Inspection	Director, Planning Services
Oil and Gas Energy	Director, Oil and Gas Energy
Office of Emergency Management	Director, Office of Emergency Management
Pest and Weed Control	Director, Public Works
Economic Development	Director, Finance and Administration
Waste Water Management	Director, Finance and Administration
Engineering	Director, Public Works
Extension Service	Extension Agent
Veteran's Office	Director, Buildings and Grounds
Mental Health	Director, Finance and Administration
Developmentally Disabled	Director, Finance and Administration
Seniors Program	Director, Finance and Administration

<b>BUDGET UNIT</b>	<b>RESPONSIBLE OFFICIAL</b>
Missile Site	Director, Buildings and Grounds
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
<b>Special Revenue Funds:</b>	
Public Works Fund	Director, Public Works
Social Services Fund	Director, Human Services
Health Fund	Director, Public Health and Environment
Human Services Fund	Director, Human Services
Conservation Trust Fund	Director, Finance and Administration
Contingency Fund	Director, Finance and Administration
Weld County Trust Fund	Director, Finance and Administration
Solid Waste Fund	Director, Finance and Administration
<b>Capital Fund:</b>	
Capital Expenditure Fund	Director, Finance and Administration
<b>Proprietary Funds:</b>	
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**

<b>FUNDING</b>	<b>INCLUDED</b>	<b>EXCLUDED</b>
<b>Clerk and Recorder:</b>		
Remove two 0.5 FTE and create one 1.0 FTE	\$ 14,129	
<b>District Attorney:</b>		
Reclassify two Deputy District Attorney III to IV	34,182	
Reclassify two Deputy District Attorney III to V	63,630	
<b>Victim Witness:</b>		
Increase 0.5 FTE to 0.75 FTE	0	
<b>Planning:</b>		
Reclassify Planner I to Planner II	11,665	
<b>Community Development Block Grant:</b>		
Administrative Assistant	71,041	
Other Administrative Costs	128,959	
Program Grants	800,000	
CDBG Revenue	-1,000,000	
<b>Building and Grounds:</b>		
Missile Site employee to Grounds Technician	54,753	
HVAC Technician	58,639	
Carpenter	48,157	
<b>Information Technology:</b>		
Projects	500,000	
Technical Support FTE from Telecom	80,978	
Innovation and Technology Transfer	500,000	
<b>Innovation and Technology:</b>		
Transfer to Information Technology	-500,000	
<b>Sheriff:</b>		
Booking Supervisor	69,145	
Civil Unit Deputy	98,398	
Records Contract with Greeley		183,340
Evidence Software and Equipment		73,000
Patrol SWAT "Throwbot"	15,000	
Investigations Surveillance platform "IRIS"	30,000	
Security Unit 4.0 FTE for Master Control	276,580	
Security Unit 18.0 FTE for Detentions Deputies	1,389,006	
Personal Protective Equipment		18,775
Courts Unit Metal Detectors and Key Watcher	26,940	

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

FUNDING	INCLUDED	EXCLUDED
<b>Coroner:</b>		
Diener	76,522	
Coroner Administrative Deputy 0.4 FTE	62,691	
X-Ray machine for new morgue	63,000	
<b>Justice Services:</b>		
Security Contract	48,000	
<b>Oil and Gas Energy:</b>		
Reduction in Staffing from 15.0 FTE to 9.0 FTE	- 610,620	
<b>Engineering:</b>		
Engineering Tech I position approved for Oil and Gas		48,157
Reclassify Engineer Tech I to Engineer Tech II	9,500	
<b>Economic Development:</b>		
SBDC		65,000
Upstate Colorado Economic Development		100,000
<b>Accounting:</b>		
Upgrade two Account Clerk III positions to IV	10,122	
Payroll Specialist from grade 37 to 40	5,757	
Controller goes to 30-hour week-succession planning	-65,019	
<b>Community Agencies:</b>		
Promises for Children	10,000	0
Weld's Way Home	5,000	20,000
211	<u>0</u>	<u>50,000</u>
<b>TOTAL GENERAL FUND</b>	<b><u>\$ 2,386,155</u></b>	<b><u>\$ 558,272</u></b>
<b>PUBLIC WORKS FUND:</b>		
Safety Specialist Position	\$87,253	
Property Accountability Clerk	-59,891	
Gravel Roads Two Service Workers II	163,362	
Other Public Works Four Season Employees	<u>-140,230</u>	
<b>TOTAL PUBLIC WORKS FUND</b>	<b><u>\$ 50,494</u></b>	<b><u>\$ 0</u></b>
<b>HUMAN SERVICES:</b>		
Reclassify Administrative Assistant		N/A
Reclassify Quality Assurance Specialist	N/A	
Reclassify Community Outreach Manager	N/A	

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

**PUBLIC HEALTH:**

Remove 2.0 FTE from Administrative Services	
Remove 1.125 FTE from Oil & Gas anticipated needs	N/A
Remove 0.25 FTE from Health Communications	N/A
Removing 4.5 FTE from vacancies in Clinical Services	N/A
Add 4.4 FTE for Community Health Services	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.

# **2021 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 2021 budget it is recommended to not provide any salary increase to Weld County employees. This is the first time in over 10 years this has happened, but is justified based upon the economic conditions, lack of turnover, labor market conditions, and salary survey data which does not support increases. Funding for pay steps increases are included in the 2021 budget funding.
- Health insurance rates will remain the same for the employees and the county for 2021. This means health insurance rates decrease 11.8% in seven years. Health coverage will be provided by Aetna on a partially self-insured basis with a Preferred Provider Organization (PPO) option and a High Deductible Health Plan/Health Reimbursement Account (HDHP/HRA) option.
- Retirement costs will remain the same based upon the Board's policy to fully fund the Annual Retirement Contribution (ARC) calculated by the Weld County Retirement Plan's actuary each year.

All other benefits are recommended to remain the same for 2021.

# **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
- SunLife Dental Plan

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

**LONG TERM DISABILITY (LTD):** \$.33/\$100 compensation

**SHORT TERM DISABILITY:** \$.165/\$10 of covered benefit of 60% of compensation after 31 days of absence due to illness or accident. Employee must also exhaust all accumulated sick leave before coverage starts. Coverage ends when the 180-day LTD elimination period ends and LTD starts. Program replaces sick leave bank. Employee sick leave accumulation limited to a maximum of 480 hours.

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

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

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

**MILEAGE:** Indexed two cents below IRS mileage allowance rate.

## **RETIREMENT BENEFIT:**

County Retirement Plan: 12.5 percent of gross salary for County and 9.0 percent employee contribution.

PERA – Health Department: 14.2 percent of gross salary for County contribution (increasing to 14.22 percent July 2021) and 8.5 percent of gross salary for employee contribution.

PERA – District Attorney only: 10.0 percent of gross salary for County contribution (increasing to 10.5 percent July 2021) and 20.9 percent of gross salary for employee contribution (increasing to 20.95 percent July 2021).

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

# **POSITION AUTHORIZATION CHANGES DUE TO 2021 BUDGET**

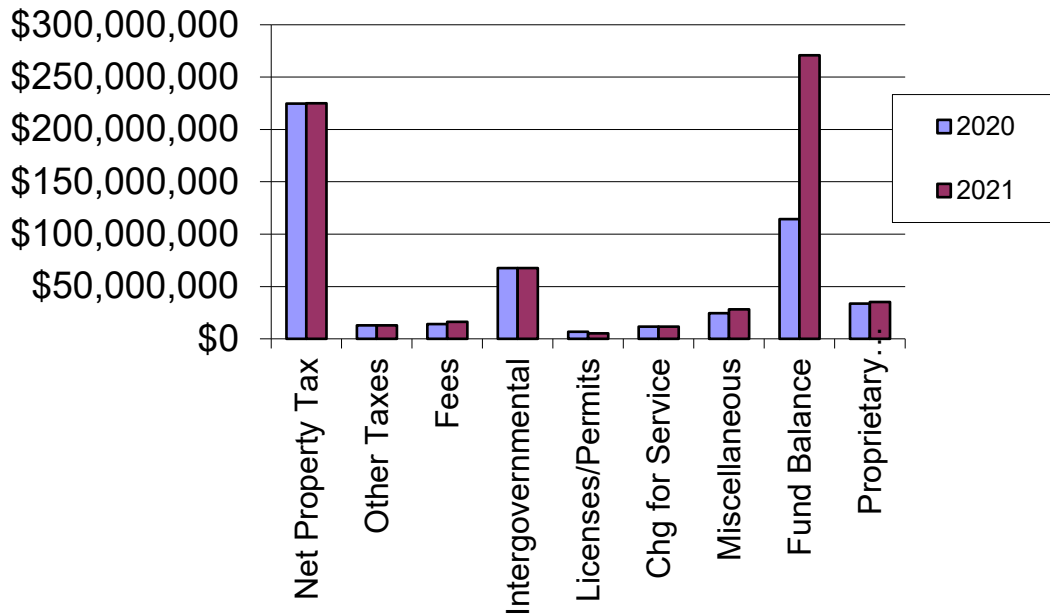
<b>FUND AND DEPARTMENT</b>	<b>DEPARTMENT NAME</b>	<b>OLD POSITION</b>	<b>NEW POSITION</b>
1000-10300	Public Trustee	None	Office Tech IV (Grade 21), 2 FTE
1000-10300	Public Trustee	None	Office Tech III (Grade 15), 0.5 FTE
1000-11100	Clerk and Recorder	Office Tech II (G8), 0.5FTE	Office Tech III (Grade 15), 0.5 FTE
1000-13100	Assessor's Office	None	Appraiser III (Grade 30), 1 FTE
1000-15100	District Attorney	Deputy DA III (G49), 2 FTE	Deputy DA IV (Grade 55), 2 FTE
1000-15100	District Attorney	Deputy DA III (G49), 2 FTE	Deputy DA V (Grade 61), 2 FTE
1000-15300	Victim Witness Assist	Office Tech II (G8), 0.5FTE	Office Tech III (Grade 15), 1.0 FTE
1000-16100	Finance & Admin	None	Deputy Director of Finance, 1 FTE
1000-16200	Accounting	Controller, 1 FTE	Controller, 0.75 FTE
1000-16200	Accounting	Account Clerk III (G17), 2	Account Clerk IV (G21), 2 FTE
1000-16200	Accounting	Payroll Specialist (G37), 1	Payroll Specialist (G40), 1 FTE
1000-17100	Planning	Planner I (Grade 35)	Planner II (Grade 43)
1000-17100	Planning	Planner Manager (G51), 1	None
1000-17150	Comm Dev Block Grant	None	Program Assistant (Grade 25), 1 FTE
1000-17200	Building and Grounds	None	Groundskeeper (Grade 25), 1 FTE
1000-17200	Building and Grounds	None	HVAC Technician (Grade 33), 1 FTE
1000-17200	Building and Grounds	None	Carpenter (Grade 25), 1 FTE
1000-17300	Information Technology	None	Technical Support (Grade 33), 1 FTE
1000-21110	SO Booking Unit	None	Booking Supervisor (Grade 27), 1 FTE
1000-21130	SO Civil Unit	None	Deputy (Grade 38), 1 FTE
1000-24415	SO Security Unit	None	Master Control Tech (Grade 27), 4 FTE
1000-24415	SO Security Unit	None	Deputy (Grade 38), 18 FTE
1000-22100	Communications	Call Taker (G18), 6 FTE	Dispatch Call Taker (Grade 21), 6.0 FTE
1000-23200	Coroner	None	Diener (Grade 27), 1 FTE
1000-23200	Coroner	None	Administrative Deputy, 0.4 FTE
1000-25100	Building Inspection	None	Office Tech III (Grade 15), 1 FTE
1000-25200	Oil & Gas Energy	Office Tech III (Grade 15)	None
1000-25200	Oil & Gas Energy	Permit Mgr (Grade 47)	None
1000-25200	Oil & Gas Energy	Permit Spec I (Grade 35)	None
1000-25200	Oil & Gas Energy	Permit Spec II (Grade 43)	None
1000-25200	Oil & Gas Energy	Office Manager (Grade 33)	None
1000-25200	Oil & Gas Energy	Hearing Officer, 1 FTE	None
1000-31100	Engineering	Engineer Tech I (Grade25)	Engineer Tech II (Grade 32)
1000-31100	Engineering	None	Engineer Tech II (Grade 32), 1 FTE
1000-50100	Missile Site Park	Groundskeeper (Grade 25)	None
1000-90160	Bright Futures	Office Tech III (G15), 2FTE	None



## **POSITION AUTHORIZATION CHANGES DUE TO 2021 BUDGET (continued)**

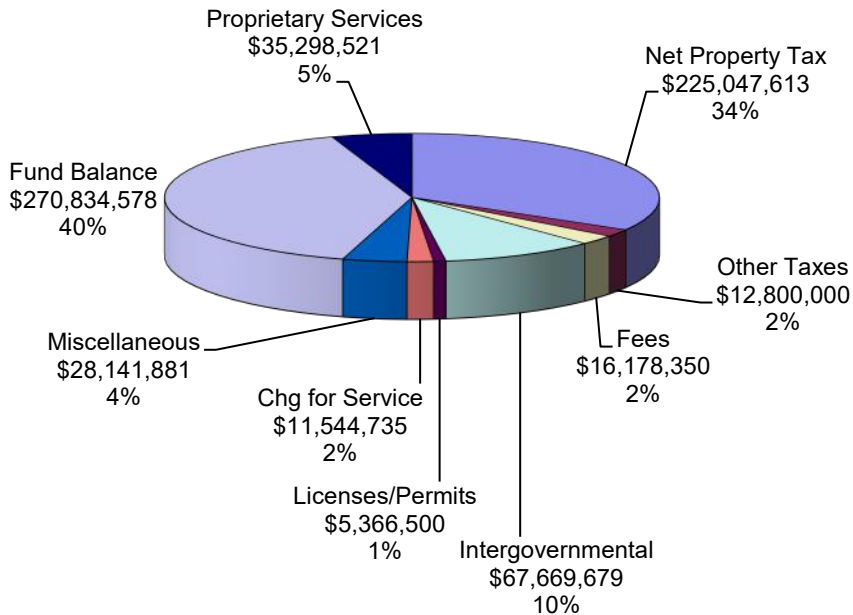
<b>FUND AND DEPARTMENT</b>	<b>DEPARTMENT NAME</b>	<b>OLD POSITION</b>	<b>NEW POSITION</b>
2000-30100	Public Works Admin	None	Safety Specialist (Grade 29), 1 FTE
2000-30100	Public Works Admin	Budget Mgr (G44), 1FTE	None
2000-32200	Gravel Road Mngmt	Property Clerk (Grade 25)	None
2000-32200	Gravel Road Mngmt	None	Service Worker II (Grade 21), 2 FTE
2000-32500	Other Public Works	Seasonal, 4.0 Temporary	None
2100-42410	Child Welfare	Comm Mgr (Grade 40)	Community Outreach Manager (Grade 44)
2500-41100	PH Admin	2 FTE	None
2500-41300	PH Comm Health Serv	None	4 FTE
2560-41400	Environmental Health	EH Spec I, (Grade 33)	None
2590-41600	Health Clinical Services	4.0 FTE	None
2650-61835	HS Area on Aging	Q A Specialist (Grade 19)	Quality Assurance Specialist (Grade 21)
2650-61700	HS Area on Aging	Admin Asst (Grade 15)	Office Support Specialist (Grade 16)

# ALL FUNDS REVENUE

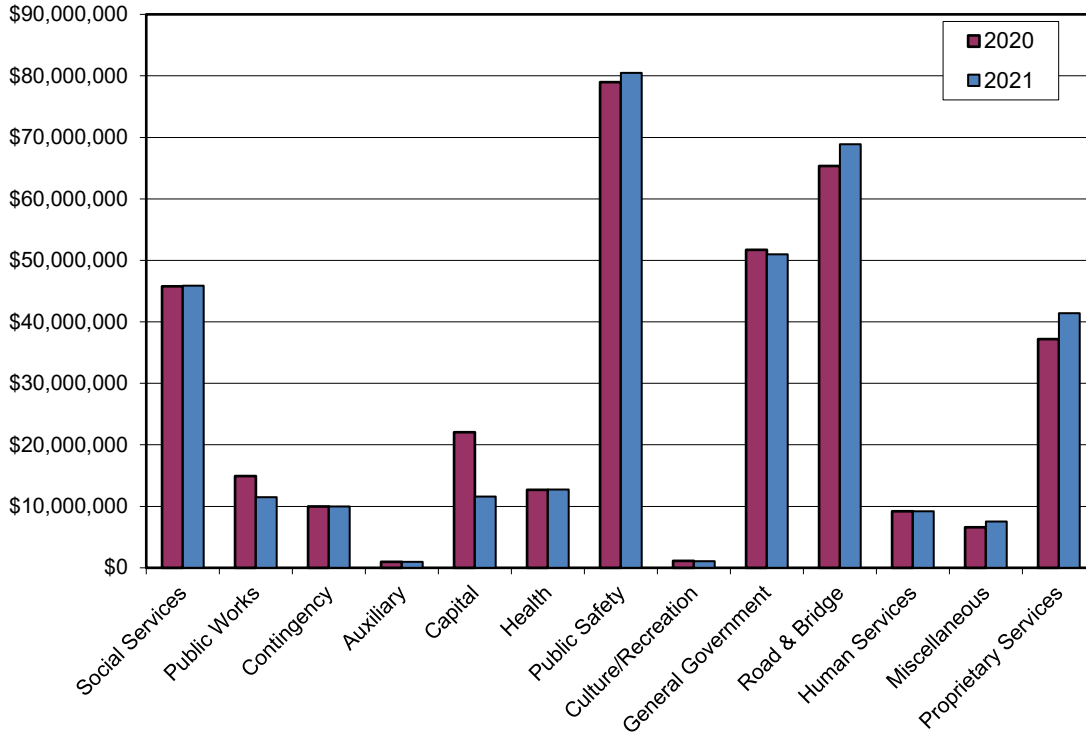


## 2021 Revenue

Total \$672,881,857 (2020 \$510,325,269)

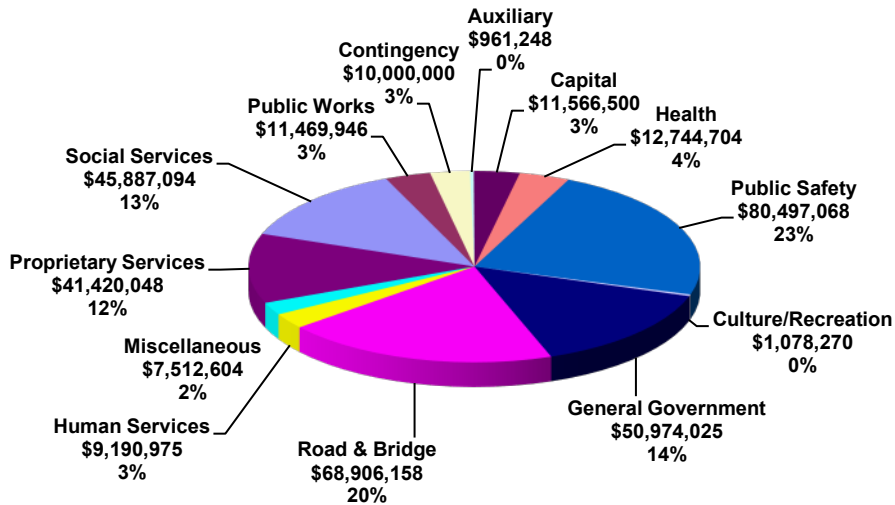


# ALL FUNDS EXPENDITURES



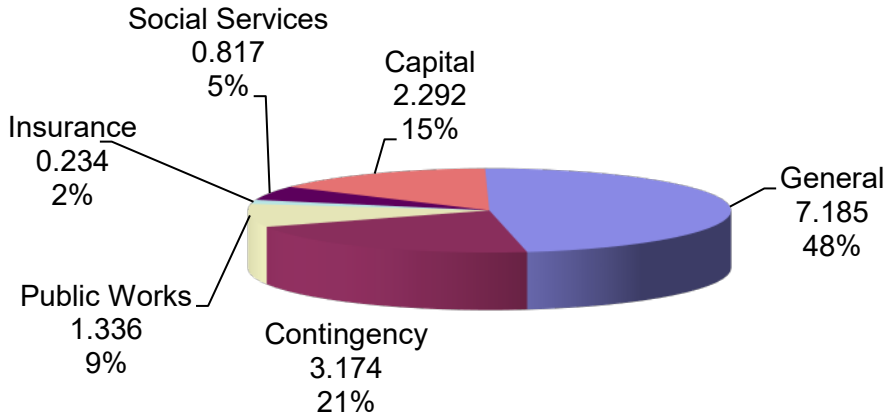
## 2021 EXPENDITURES

Total \$352,208,640 (2020 \$356,574,757)

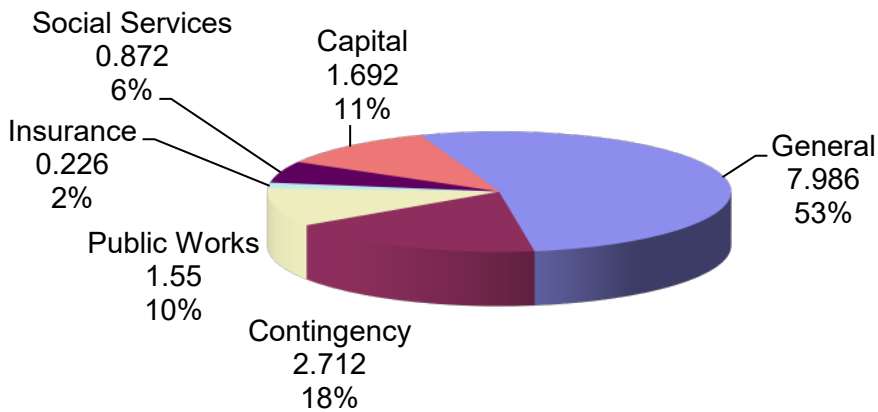


# MILL LEVY

**2021 TOTAL 15.038**



**2020 TOTAL 15.038**



**2021**  
**SUMMARY OF FUND BALANCES**

FUND		2020 BEGINNING BALANCE	2020 MILL LEVY	2021 BEGINNING BALANCE	2021 MILL LEVY	2021 PROPERTY TAXES
1000	General Fund	\$ 26,300,935	7.986	\$ 24,000,000	7.185	\$ 107,521,153
<b>SPECIAL REVENUE FUNDS:</b>						
2000	Public Works	91,353,921	1.550	86,250,000	1.336	20,000,000
2100	Social Services	2,896,183	0.872	2,800,000	0.817	12,226,460
2200	Conservation Trust	699,965	-	684,000	-	-
2300	Contingent	17,484,431	2.712	52,500,000	3.174	47,500,000
2500	Health Department	3,704,878	-	3,700,000	-	-
2600	Human Services	541,890	-	545,000	-	-
2700	Solid Waste	4,493,510	-	4,500,000	-	-
7400	Weld County Trust Fund	60,545,842	-	63,150,000	-	-
<b>CAPITAL PROJECT FUNDS:</b>						
4000	Capital Expenditure	9,591,073	1.692	7,000,000	2.292	34,300,000
<b>GROSS TOTALS</b>		<b>\$ 217,612,628</b>	<b>14.812</b>	<b>\$ 245,129,000</b>	<b>14.804</b>	<b>\$ 221,547,613</b>
<b>LESS INTERFUND TRANSFERS</b>			-		-	-
<b>NET TOTAL</b>		<b>\$ 217,612,628</b>	<b>14.812</b>	<b>\$ 245,129,000</b>	<b>14.804</b>	<b>\$ 221,547,613</b>
<b>PROPRIETARY FUNDS:</b>						
5200	Regional Crime Lab	214,730	-	215,578	-	-
6000	Fleet Services	1,435,208	-	3,000,000	-	-
6200	Health Insurance	19,359,836	-	19,000,000	-	-
6300	Insurance	2,851,790	0.226	2,850,000	0.234	3,500,000
6400	Telecom Service	637,644	-	640,000	-	-
6500	Weld Finance Corp	-	-	-	-	-
<b>NET TOTAL - IS FUNDS</b>		<b>\$ 24,499,208</b>	<b>0.226</b>	<b>\$ 25,705,578</b>	<b>0.234</b>	<b>\$ 3,500,000</b>
<b>GROSS TOTAL ALL FUNDS</b>		<b>\$ 242,111,836</b>	<b>15.038</b>	<b>\$ 270,834,578</b>	<b>15.038</b>	<b>\$ 225,047,613</b>

Assessed Value \$14,965,262,185

2021 INTERGOV'T REVENUE	2021 OTHER REVENUE	2021 INTERFUND TRANSFER	2021 AVAILABLE FINANCING	2021 APPRO- PRIATIONS	2021 ENDING BALANCE
\$ 7,048,378	\$ 40,856,889	\$ -	\$ 179,426,420	\$ 156,053,509	\$ 23,372,911
13,530,000	25,250,000	1,787,500	\$ 146,817,500	68,906,158	\$ 77,911,342
33,660,634	-	-	\$ 48,687,094	45,887,094	\$ 2,800,000
500,000	10,000	-	\$ 1,194,000	507,587	\$ 686,413
-	-	-	\$ 100,000,000	10,000,000	\$ 90,000,000
4,557,268	1,677,577	6,218,859	\$ 16,153,704	12,453,704	\$ 3,700,000
8,373,399	712,000	12,351	\$ 9,642,750	9,097,750	\$ 545,000
-	2,200,000	-	\$ 6,700,000	2,835,000	\$ 3,865,000
-	2,600,000	-	\$ 65,750,000	1,500,000	\$ 64,250,000
-	725,000	-	\$ 42,025,000	11,566,500	30,458,500
\$ 67,669,679	\$ 74,031,466	\$ 8,018,710	\$ 616,396,468	\$ 318,807,302	\$ 297,589,166
-	-	(8,018,710)	(8,018,710)	(8,018,710)	-
\$ 67,669,679	\$ 74,031,466	\$ -	\$ 608,377,758	\$ 310,788,592	\$ 297,589,166
-	310,000	-	\$ 525,578	310,000	215,578
-	12,054,709	-	\$ 15,054,709	12,054,709	3,000,000
-	21,195,168	-	\$ 40,195,168	23,816,695	16,378,473
-	338,675	-	\$ 6,688,675	3,838,675	2,850,000
-	1,399,969	-	\$ 2,039,969	1,399,969	640,000
-	-	-	\$ -	-	-
\$ -	\$ 35,298,521	\$ -	\$ 64,504,099	\$ 41,420,048	\$ 23,084,051
\$ 67,669,679	\$ 109,329,987	\$ -	\$ 672,881,857	\$ 352,208,640	\$ 320,673,217

**2021 BUDGET**  
**SUMMARY OF MAJOR REVENUES AND EXPENDITURES**

FUND	2021 BEGINNING BALANCE	2021 PROPERTY TAXES	2021 INTERGOV'T REVENUE	2021 OTHER REVENUE	2021 INTERFUND TRANSFER
1000 General Fund	\$ 24,000,000	107,521,153	\$ 7,048,378	\$ 40,856,889	\$ -
SPECIAL REVENUE FUNDS:					
2000 Public Works	86,250,000	20,000,000	13,530,000	25,250,000	1,787,500
2100 Social Services	2,800,000	12,226,460	33,660,634	-	-
2200 Conservation Trust	684,000	-	500,000	10,000	-
2300 Contingent	52,500,000	47,500,000	-	-	-
2500 Health Department	3,700,000	-	4,557,268	1,677,577	6,218,859
2600 Human Services	545,000	-	8,373,399	712,000	12,351
2700 Solid Waste	4,500,000	-	-	2,200,000	-
7400 Weld County Trust Fun	63,150,000	-	-	2,600,000	-
CAPITAL PROJECT FUNDS:					
4000 Capital Expenditure	7,000,000	34,300,000	-	725,000	-
<b>GROSS TOTALS</b>	<b>\$ 245,129,000</b>	<b>\$ 221,547,613</b>	<b>\$ 67,669,679</b>	<b>\$ 74,031,466</b>	<b>\$ 8,018,710</b>
LESS INTERFUND TRANSFE	-	-	-	-	(8,018,710)
<b>NET TOTAL</b>	<b>\$ 245,129,000</b>	<b>\$ 221,547,613</b>	<b>\$ 67,669,679</b>	<b>\$ 74,031,466</b>	<b>\$ -</b>
PROPRIETARY FUNDS:					
5200 Regional Crime Lab	215,578	-	-	310,000	-
6000 Fleet Services	3,000,000	-	-	12,054,709	-
6200 Health Insurance	19,000,000	-	-	21,195,168	-
6300 Insurance	2,850,000	3,500,000	-	338,675	-
6400 Telecom Service	640,000	-	-	1,399,969	-
6500 Weld Finance Corp	-	-	-	-	-
<b>NET TOTAL - IS FUNDS</b>	<b>\$ 25,705,578</b>	<b>\$ 3,500,000</b>	<b>\$ -</b>	<b>\$ 35,298,521</b>	<b>\$ -</b>
<b>GROSS TOTAL ALL FUNDS</b>	<b>\$ 270,834,578</b>	<b>\$ 225,047,613</b>	<b>\$ 67,669,679</b>	<b>\$ 109,329,987</b>	<b>\$ -</b>

2021 AVAILABLE FINANCING	2021 PERSONNEL	2021 SERVICE/ SUPPLIES	2021 CAPITAL	2021 APPRO- PRIATIONS	2021 ENDING BALANCE
\$ 179,426,420	\$ 102,601,442	\$ 52,511,327	\$ 940,740	156,053,509	\$ 23,372,911
			-		
146,817,500	16,105,041	52,801,117	-	68,906,158	77,911,342
48,687,094	31,185,000	14,702,094	-	45,887,094	2,800,000
1,194,000	-	507,587	-	507,587	686,413
100,000,000	-	10,000,000	-	10,000,000	90,000,000
16,153,704	9,358,809	3,076,395	18,500	12,453,704	3,700,000
9,642,750	5,979,630	3,118,120	-	9,097,750	545,000
6,700,000	-	2,835,000	-	2,835,000	3,865,000
65,750,000	-	1,500,000	-	1,500,000	64,250,000
42,025,000	-	-	11,566,500	11,566,500	30,458,500
\$ 616,396,468	\$ 165,229,922	\$ 141,051,640	\$ 12,525,740	\$ 318,807,302	\$ 297,589,166
(8,018,710)		(8,018,710)		(8,018,710)	-
\$ 608,377,758	\$ 165,229,922	\$ 133,032,930	\$ 12,525,740	\$ 310,788,592	\$ 297,589,166
525,578	-	310,000	-	310,000	215,578
15,054,709	1,665,159	10,189,550	200,000	12,054,709	3,000,000
40,195,168	-	23,816,695	-	23,816,695	16,378,473
6,688,675	-	3,838,675	-	3,838,675	2,850,000
2,039,969	217,074	1,182,895	-	1,399,969	640,000
-	-	-	-	-	-
\$ 64,504,099	\$ 1,882,233	\$ 39,337,815	\$ 200,000	\$ 41,420,048	\$ 23,084,051
\$ 672,881,857	\$ 167,112,155	\$ 172,370,745	\$ 12,725,740	\$ 352,208,640	\$ 320,673,217



**2020 ESTIMATE**  
**SUMMARY OF MAJOR REVENUES AND EXPENDITURES**

FUND	2020 BEGINNING BALANCE	2020 PROPERTY TAXES	2020 INTERGOV'T REVENUE	2020 OTHER REVENUE	2020 INTERFUND TRANSFER
1000 General Fund	\$ 26,300,935	123,698,058	\$ 10,922,465	\$ 27,348,276	\$ -
SPECIAL REVENUE FUNDS:					
2000 Public Works	91,353,921	24,000,000	16,200,000	25,340,797	-
2100 Social Services	2,896,183	13,511,213	32,266,000	-	-
2200 Conservation Trust	699,965	-	435,000	10,000	-
2300 Contingent	17,484,431	42,000,000	-	-	550,000
2500 Health Department	3,704,878	-	4,585,148	1,612,325	6,206,070
2600 Human Services	541,890	-	8,271,249	641,000	12,351
2700 Solid Waste	4,493,510	-	-	2,006,490	-
7400 Weld County Trust Fun	60,545,842	-	-	2,604,158	-
CAPITAL PROJECT FUNDS:					
4000 Capital Expenditure	9,591,073	26,200,000	1,000,000	1,075,000	-
-					
<b>GROSS TOTALS</b>	<b>\$ 217,612,628</b>	<b>\$ 229,409,271</b>	<b>\$ 73,679,862</b>	<b>\$ 60,638,046</b>	<b>\$ 6,768,421</b>
<b>LESS INTERFUND TRANSFE</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>(6,768,421)</b>
<b>NET TOTAL</b>	<b>\$ 217,612,628</b>	<b>\$ 229,409,271</b>	<b>\$ 73,679,862</b>	<b>\$ 60,638,046</b>	<b>\$ -</b>
PROPRIETARY FUNDS:					
5200 Regional Crime Lab	214,730	-	-	310,000	-
6000 Fleet Services	1,435,208	-	-	13,150,338	-
6200 Health Insurance	19,359,836	-	-	20,267,676	-
6300 Insurance	2,851,790	3,500,000	-	203,200	-
6400 Telecom Service	637,644	-	-	1,377,445	-
6500 Weld Finance Corp	-	-	-	-	-
<b>NET TOTAL - IS FUNDS</b>	<b>\$ 24,499,208</b>	<b>\$ 3,500,000</b>	<b>\$ -</b>	<b>\$ 35,308,659</b>	<b>\$ -</b>
<b>GROSS TOTAL ALL FUNDS</b>	<b>\$ 242,111,836</b>	<b>\$ 232,909,271</b>	<b>\$ 73,679,862</b>	<b>\$ 95,946,705</b>	<b>\$ -</b>

Assessed Value \$15,488,048,362

2020 AVAILABLE FINANCING	2020 PERSONNEL	2020 SERVICE/ SUPPLIES	2020 CAPITAL	2020 APPRO- PRIATIONS	2020 ENDING BALANCE
\$ 188,269,734	\$ 99,192,927	\$ 62,388,194	\$ 2,688,613	164,269,734	\$ 24,000,000
			-		
156,894,718	16,294,816	54,349,902	-	70,644,718	86,250,000
48,673,396	30,347,100	15,526,296	-	45,873,396	2,800,000
1,144,965	-	460,965	-	460,965	684,000
60,034,431	-	7,534,431	-	7,534,431	52,500,000
16,108,421	9,407,352	2,993,569	7,500	12,408,421	3,700,000
9,466,490	5,761,950	3,159,540	-	8,921,490	545,000
6,500,000	-	2,000,000	-	2,000,000	4,500,000
63,150,000	-	-	-	-	63,150,000
37,866,073	-	-	30,866,073	30,866,073	7,000,000
\$ 588,108,228	\$ 161,004,145	\$ 148,412,897	\$ 33,562,186	\$ 342,979,228	\$ 245,129,000
(6,768,421)		(6,768,421)		(6,768,421)	-
\$ 581,339,807	\$ 161,004,145	\$ 141,644,476	\$ 33,562,186	\$ 336,210,807	\$ 245,129,000
524,730	-	309,152	-	309,152	215,578
14,585,546	1,606,119	9,744,219	235,208	11,585,546	3,000,000
39,627,512	-	20,627,512	-	20,627,512	19,000,000
6,554,990	-	3,704,990	-	3,704,990	2,850,000
2,015,089	317,951	1,057,138	-	1,375,089	640,000
-	-	-	-	-	-
\$ 63,307,867	\$ 1,924,070	\$ 35,443,011	\$ 235,208	\$ 37,602,289	\$ 25,705,578
\$ 644,647,674	\$ 162,928,215	\$ 177,087,487	\$ 33,797,394	\$ 373,813,096	\$ 270,834,578

**2019 ACTUAL**  
**SUMMARY OF MAJOR REVENUES AND EXPENDITURES**

FUND	2019 BEGINNING BALANCE	2019 PROPERTY TAXES	2019 INTERGOV'T REVENUE	2019 OTHER REVENUE	2019 INTERFUND TRANSFER
1000 General Fund	\$ 24,429,701	94,991,123	\$ 6,951,267	\$ 44,031,012	\$ -
SPECIAL REVENUE FUNDS:					
2000 Public Works	48,558,798	18,711,923	40,502,482	30,785,305	-
2100 Social Services	641,232	12,111,056	30,811,753	16,753	2,000,000
2200 Conservation Trust	651,939	-	513,355	14,001	-
2300 Contingent	3,970,920	31,504,652	-	8,859	-
2500 Health Department	3,973,626	-	3,496,310	3,017,509	2,518,671
2600 Human Services	767,759	-	8,404,434	410,718	12,351
2700 Solid Waste	3,033,300	-	-	2,632,148	-
7400 Weld County Trust Fund	-	-	-	60,545,842	-
CAPITAL PROJECT FUNDS:					
4000 Capital Expenditure	27,094,742	10,827,239	1,000,000	1,293,980	5,000,000
<b>GROSS TOTALS</b>	<b>\$ 113,122,017</b>	<b>\$ 168,145,993</b>	<b>\$ 91,679,601</b>	<b>\$ 142,756,127</b>	<b>\$ 9,531,022</b>
LESS INTERFUND TRANSFER	-	-	-	-	(9,531,022)
<b>NET TOTAL</b>	<b>\$ 113,122,017</b>	<b>\$ 168,145,993</b>	<b>\$ 91,679,601</b>	<b>\$ 142,756,127</b>	<b>\$ -</b>
PROPRIETARY FUNDS:					
5200 Regional Crime Lab	161,990	-	-	310,000	-
6000 Fleet Services	557,567	-	-	11,660,475	-
6200 Health Insurance	19,269,067	-	-	20,164,811	-
6300 Insurance	315,344	2,703,969	-	2,959,576	-
6400 Telecom Service	712,082	-	-	1,473,358	-
6500 Weld Finance Corp	-	-	-	-	-
<b>NET TOTAL - IS FUNDS</b>	<b>\$ 21,016,050</b>	<b>\$ 2,703,969</b>	<b>\$ -</b>	<b>\$ 36,568,220</b>	<b>\$ -</b>
<b>GROSS TOTAL ALL FUNDS</b>	<b>\$ 134,138,067</b>	<b>\$ 170,849,962</b>	<b>\$ 91,679,601</b>	<b>\$ 179,324,347</b>	<b>\$ -</b>

Assessed Value \$11,540,042,396

2019 AVAILABLE FINANCING	2019 PERSONNEL	2019 SERVICE/ SUPPLIES	2019 CAPITAL	2019 APPRO- PRIATIONS	2019 ENDING BALANCE
\$ 170,403,103	\$ 89,720,273	\$ 52,666,713	\$ 1,715,182	144,102,168	\$ 26,300,935
138,558,508	13,335,400	33,844,187	25,000	47,204,587	91,353,921
45,580,794	28,977,505	13,707,106	-	42,684,611	2,896,183
1,179,295	-	479,330	-	479,330	699,965
35,484,431	-	18,000,000	-	18,000,000	17,484,431
13,006,116	7,464,600	1,836,638	-	9,301,238	3,704,878
9,595,262	5,381,082	3,672,290	-	9,053,372	541,890
5,665,448	-	1,171,938	-	1,171,938	4,493,510
60,545,842	-	-	-	-	60,545,842
45,215,961	-	-	35,624,888	35,624,888	9,591,073
\$ 525,234,760	\$ 144,878,860	\$ 125,378,202	\$ 37,365,070	\$ 307,622,132	\$ 217,612,628
(9,531,022)		(9,531,022)		(9,531,022)	-
\$ 515,703,738	\$ 144,878,860	\$ 115,847,180	\$ 37,365,070	\$ 298,091,110	\$ 217,612,628
471,990	-	257,260	-	257,260	214,730
12,218,042	1,336,868	9,445,966	-	10,782,834	1,435,208
39,433,878	-	20,074,042	-	20,074,042	19,359,836
5,978,889	-	3,127,099	-	3,127,099	2,851,790
2,185,440	211,679	1,336,117	-	1,547,796	637,644
-	-	-	-	-	-
\$ 60,288,239	\$ 1,548,547	\$ 34,240,484	\$ -	\$ 35,789,031	\$ 24,499,208
\$ 575,991,977	\$ 146,427,407	\$ 150,087,664	\$ 37,365,070	\$ 333,880,141	\$ 242,111,836

**GOVERNMENT FUNDS**  
**2019-2021**  
**SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

<b>REVENUES</b>	<b>ACTUAL 2019</b>	<b>PROJECTED 2020</b>	<b>BUDGET 2021</b>
Taxes	185,529,884	234,130,533	234,347,613
Licenses and permits	5,841,206	6,880,000	5,366,500
Intergovernmental	91,679,601	72,679,862	67,669,679
Miscellaneous	88,436,857	24,427,758	28,141,881
Fees	17,478,918	14,109,600	16,178,350
Charges for Services	<u>13,615,255</u>	<u>11,499,426</u>	<u>11,544,735</u>
Total Estimated Financial Sources	\$ 402,581,721	\$ 363,727,179	\$ 363,248,758
 <b>EXPENDITURES</b>			
Current:			
General government	53,155,883	51,702,785	50,974,025
Public safety	70,891,003	78,978,533	80,497,068
Public works	56,037,195	85,564,530	80,376,104
Public health and welfare	52,298,447	58,471,756	58,631,798
Human services	9,053,372	9,207,825	9,190,975
Culture and recreation	2,285,297	1,118,796	1,078,270
Miscellaneous	745,025	12,766,078	8,473,852
Capital outlay	35,624,888	30,866,073	11,566,500
Contingency/Reserves	<u>\$ 18,000,000</u>	<u>\$ 7,534,431</u>	<u>\$ 10,000,000</u>
Total Use of Resources	<u>\$ 298,091,110</u>	<u>\$ 336,210,807</u>	<u>\$ 310,788,592</u>
Net Increase (Decrease) in Fund Balance	104,490,611	27,516,372	52,460,166
Fund balance at Beginning of the Year	<u>\$ 113,122,017</u>	<u>\$ 217,612,628</u>	<u>\$ 245,129,000</u>
Fund Balance at End of Year - without Unspent Contingencies/Reserves	\$ 217,612,628	\$ 245,129,000	\$ 297,589,166
Contingencies/Reserves Appropriated but Unspent	<u>                  -</u>	<u>                  -</u>	<u>10,000,000</u>
Fund Balance at End of Year - with Contingencies/Reserves	<u><u>\$ 217,612,628</u></u>	<u><u>\$ 245,129,000</u></u>	<u><u>\$ 307,589,166</u></u>

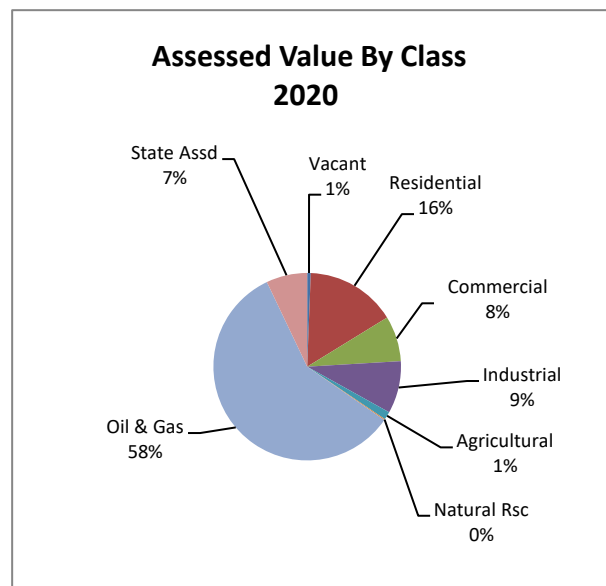
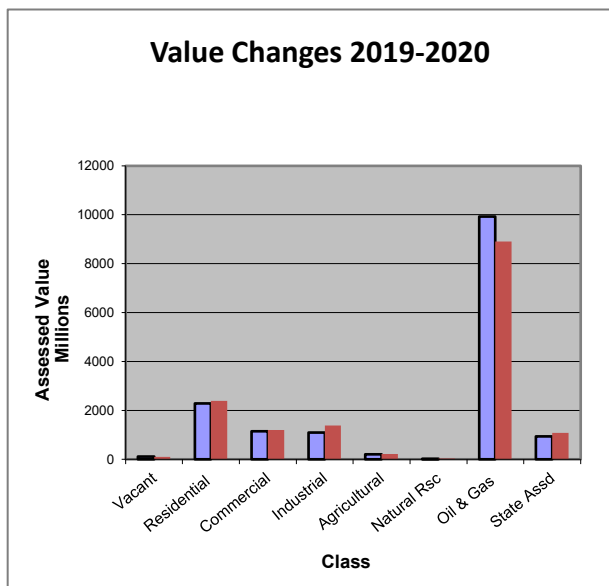
**PROPRIETARY FUNDS**  
**2019-2021**  
**SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

<b>REVENUES</b>	<b>ACTUAL 2019</b>	<b>PROJECTED 2020</b>	<b>BUDGET 2021</b>
Taxes	\$ 2,703,969	\$ 3,500,000	\$ 3,500,000
Intergovernmental	-	-	-
Fees	-	-	-
Charges for Services	<u>36,568,220</u>	<u>35,308,659</u>	<u>35,298,521</u>
 Total Estimated Financial Sources	 <u>\$ 39,272,189</u>	 <u>\$ 38,808,659</u>	 <u>\$ 38,798,521</u>
 <b>EXPENDITURES</b>			
Regional Crime Lab	\$ 257,260	\$ 309,152	\$ 310,000
Fleet Services	10,782,834	11,585,546	12,054,709
Health Insurance	20,074,042	20,627,512	23,816,695
Insurance	3,127,099	3,704,990	3,838,675
Telecom Service	1,547,796	1,375,089	1,399,969
Weld Finance Corp	<u>-</u>	<u>-</u>	<u>-</u>
 Total Use of Resources	 <u>\$ 35,789,031</u>	 <u>\$ 37,602,289</u>	 <u>\$ 41,420,048</u>
 Net Increase (Decrease) in Fund Balance	 3,483,158	 1,206,370	 (2,621,527)
 Fund balance at Beginning of the Year	 <u>21,016,050</u>	 <u>24,499,208</u>	 <u>25,705,578</u>
 Fund Balance at End of Year - without Unspent Contingencies/Reserves	 24,499,208	 25,705,578	 23,084,051
 Contingencies/Reserves Appropriated but Unspent	 <u>-</u>	 <u>-</u>	 <u>-</u>
 Fund Balance at End of Year - with Contingencies/Reserves	 <u>\$ 24,499,208</u>	 <u>\$ 25,705,578</u>	 <u>\$ 23,084,051</u>

## Weld County, Colorado

### 2020 Taxable Assessed Value

<u>Class</u>	<u>2019 Final Assessed Value</u>	<u>2020 Final Assessed Value</u>	<u>Change \$</u>	<u>Change %</u>
Vacant	\$ 107,972,850	\$ 93,729,570	\$ (14,243,280)	-13.19%
Residential	\$ 2,284,713,810	\$ 2,384,568,550	\$ 99,854,740	4.37%
Commercial	\$ 1,151,473,230	\$ 1,198,189,420	\$ 46,716,190	4.06%
Industrial	\$ 1,098,776,190	\$ 1,379,196,040	\$ 280,419,850	25.52%
Agricultural	\$ 205,270,290	\$ 210,131,020	\$ 4,860,730	2.37%
Natural Rsc	\$ 25,818,190	\$ 26,915,360	\$ 1,097,170	4.25%
Oil & Gas	\$ 9,924,962,280	\$ 8,907,509,500	\$ (1,017,452,780)	-10.25%
State Assd	\$ 933,460,400	\$ 1,080,562,400	\$ 147,102,000	15.76%
<b>Total Value:</b>	<b>\$ 15,732,447,240</b>	<b>\$ 15,280,801,860</b>	<b>\$ (451,645,380)</b>	<b>-2.87%</b>
Less TIF Value	\$ (244,398,878)	\$ (315,539,675)	\$ (71,140,797)	-28.70%
<b>Net Total:</b>	<b>\$ 15,488,048,362</b>	<b>\$ 14,965,262,185</b>	<b>\$ (522,786,177)</b>	<b>-3.38%</b>



**NET PROGRAM COST**

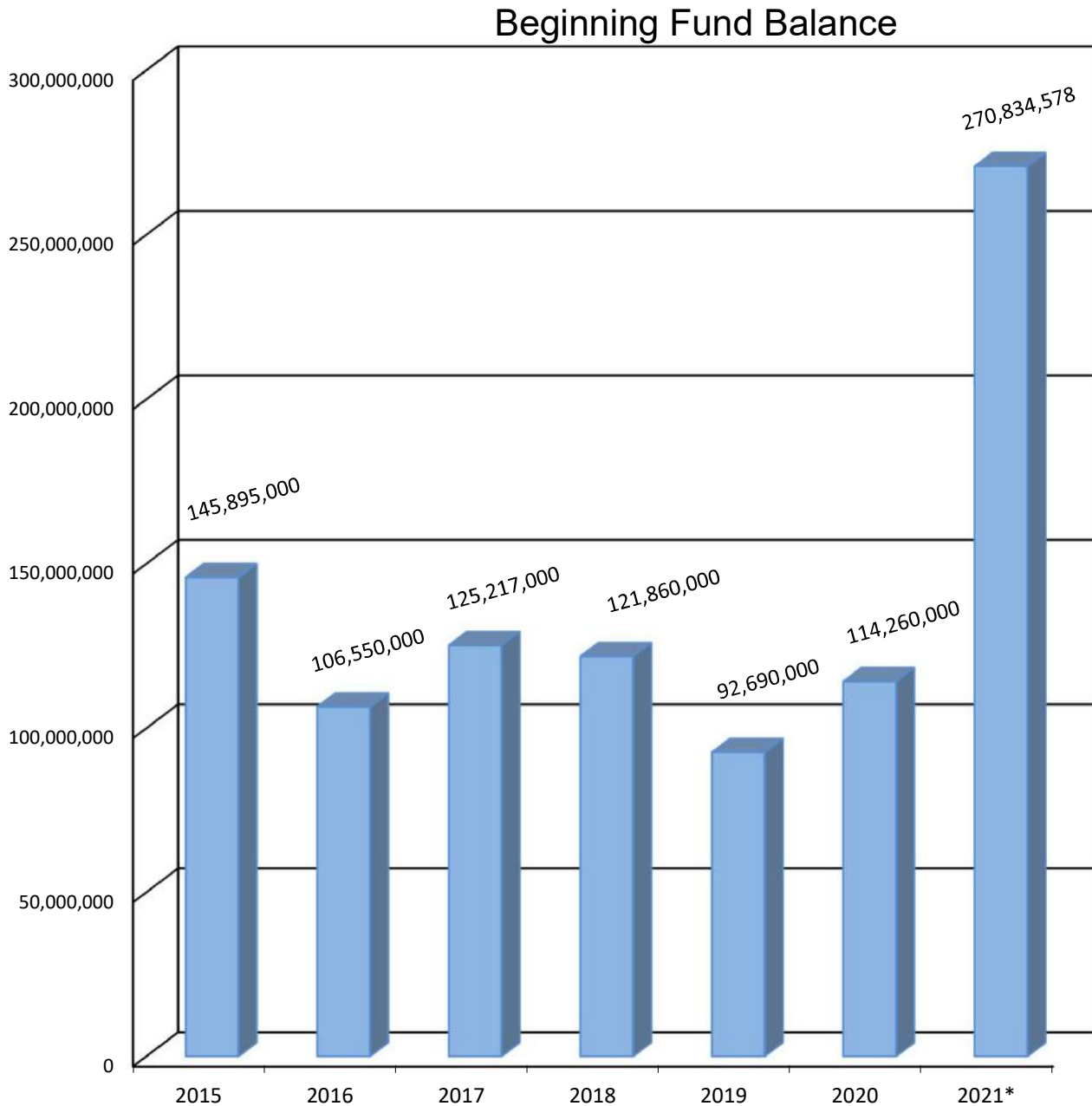
	<b>NET COST</b>	<b>ALLOCATED SUPPORT</b>	<b>TOTAL</b>
<b><u>MANDATED: CHARTER/STATE CONSTITUTIONAL OFFICES</u></b>			
OFFICE OF THE BOARD	\$ 932,487	\$ 460,416	\$ 1,392,903
PUBLIC TRUSTEE	(127,333)	\$ 6,626	(120,707)
CLERK & RECORDER	(3,799,913)	\$ 954,845	(2,845,068)
ELECTIONS	1,000,301	\$ 401,218	1,401,519
TREASURER	(5,883,028)	\$ -	(5,883,028)
ASSESSOR	3,853,379	\$ 717,039	4,570,418
COUNTY COUNCIL	52,783	\$ 8,402	61,185
DISTRICT ATTORNEY	7,263,180	\$ 763,224	8,026,404
SHERIFF	6,743,990	\$ 1,990,511	8,734,501
CORONER	1,594,945	\$ 256,384	1,851,329
CLERK TO THE BOARD	666,985	\$ 170,517	837,502
TOTAL	<u>\$ 12,297,776</u>	<u>\$ 5,729,182</u>	<u>\$ 18,026,958</u>
<b><u>MANDATED:STATE/FEDERAL COUNTY COST</u></b>			
INMATE SERVICES AND SECURITY	\$ 31,246,901	\$ 5,429,194	\$ 36,676,095
COURTS AND TRANSPORTATION	4,554,391	\$ -	4,554,391
COMMUNITY CORRECTIONS	0	\$ 314,879	314,879
SOCIAL SERVICES	12,226,460	\$ 3,361,350	15,587,810
HUMAN RESOURCES	12,351	\$ 769,867	782,218
PUBLIC HEALTH	5,708,281	\$ 1,033,568	6,741,849
TOTAL	<u>\$ 53,748,384</u>	<u>\$ 10,908,858</u>	<u>\$ 64,657,242</u>
<b><u>CRITICAL -- NON-MANDATED COUNTY COST</u></b>			
PUBLIC SAFETY INFORMATION SYSTEM	\$ 1,308,157	\$ -	\$ 1,308,157
CRIME LAB	710,929	\$ 140,355	851,284
POLICE SERVICES (LEVEL)	10,797,733	\$ 2,094,933	12,892,666
SHERIFF CONTRACT SERVICES	(9,537)	\$ -	(9,537)
COMMUNICATIONS-COUNTY-WIDE	2,676,374	\$ -	2,676,374
OFFICE EMERGENCY SERVICES	530,319	\$ 185,387	715,706
DRUG TASK FORCE	335,754	\$ 5,856	341,610
TOTAL	<u>\$ 16,349,729</u>	<u>\$ 2,426,531</u>	<u>\$ 18,776,260</u>



**NET PROGRAM COST**

	<b>NET COST</b>	<b>ALLOCATED SUPPORT</b>	<b>TOTAL</b>
<b>LOCAL DISCRETION</b>			
INNOVATION & TECHNOLOGY PROJECTS	0	\$ -	\$ -
PLANNING & ZONING/BLDG INSP	918,706	\$ 610,261	1,528,967
OIL AND GAS ENERGY	378,146	\$ 203,209	581,355
COMMUNITY DEVELOPMENT BLOCK GRANT	0	\$ -	0
ANIMAL CONTROL/CODE ENFORCEMENT	231,335	\$ -	231,335
NOXIOUS WEEDS	999,763	\$ 49,959	1,049,722
EXTENSION SERVICE	459,050	\$ 265,835	724,885
VETERANS SERVICES	230,658	\$ 42,001	272,659
AIRPORT	0	\$ 16,492	16,492
MENTAL HEALTH	291,000	\$ -	291,000
MISSILE SITE PARK	0	\$ 4,133	4,133
COUNTY FAIR	158,280	\$ 7,475	165,755
DEVELOPMENTALLY DISABLED	38,225	\$ -	38,225
SENIOR COORDINATORS	40,000	\$ -	40,000
VICTIM/WITNESS ASSISTANCE	612,226	\$ 96,999	709,225
JUVENILE DIVERSION	29,757	\$ 13,470	43,227
VICTIM ADVOCATES	65,622	\$ -	65,622
WASTE WATER MANAGEMENT	10,000	\$ -	10,000
ECONOMIC DEVELOPMENT	0	\$ 950	950
PUBLIC INFORMATION	345,443	\$ 40,833	386,276
GEOGRAPHICAL INFORMATION SYSTEM	189,455	\$ 443,489	632,944
COMMUNITY AGENCY GRANTS	15,000	\$ -	15,000
PARKS AND TRAILS	239,000	\$ -	239,000
ISLAND GROVE BUILDING	173,403	\$ -	173,403
JUSTICE SERVICES	1,356,937	\$ 247,496	1,604,433
WORK RELEASE	1,085,260	\$ 234,208	1,319,468
ADULT DIVERSION	134,284	\$ -	134,284
WELD PLAZA BUILDING	(655,111)	\$ -	(655,111)
BRIGHT FUTURES	242,140	\$ -	242,140
ASSET & RESOURCE MANAGEMENT	4,546,932	\$ -	4,546,932
<b>TOTAL</b>	<b>\$12,135,511</b>	<b>\$ 2,276,809</b>	<b>\$ 14,412,320</b>
PUBLIC WORKS	\$ 20,000,000	\$ 4,086,004	\$ 24,086,004
ENGINEERING	11,469,946	\$ 662,195	12,132,141
<b>TOTAL</b>	<b>\$ 31,469,946</b>	<b>\$ 4,748,199</b>	<b>\$ 36,218,145</b>
CAPITAL:			
EQUIPMENT	\$ -	\$ -	\$ -
BUILDINGS	34,300,000	\$ -	34,300,000
<b>TOTAL</b>	<b>\$ 34,300,000</b>	<b>\$ -</b>	<b>\$ 34,300,000</b>
<b>SUPPORT FUNCTION</b>			
COUNTY ATTORNEY	\$ 1,206,310	\$ (1,206,310)	\$ -
BUILDING & GROUNDS	8,779,935	(8,779,935)	0
FINANCE & ADMINISTRATION	898,656	(898,656)	0
ACCOUNTING	1,105,245	(1,105,245)	0
PURCHASING	345,173	(345,173)	0
HUMAN RESOURCES	1,973,744	(1,973,744)	0
TELECOM SERVICES	0	0	0
INSURANCE	3,500,000	(3,500,000)	0
NON-DEPARTMENTAL	918,750	(918,750)	0
BUILDING RENTS	0	0	0
INFORMATION TECHNOLOGY	10,364,100	(10,364,100)	0
PRINTING & SUPPLY	170,282	(170,282)	0
<b>TOTAL</b>	<b>\$ 29,262,195</b>	<b>\$ (29,262,195)</b>	<b>\$ -</b>

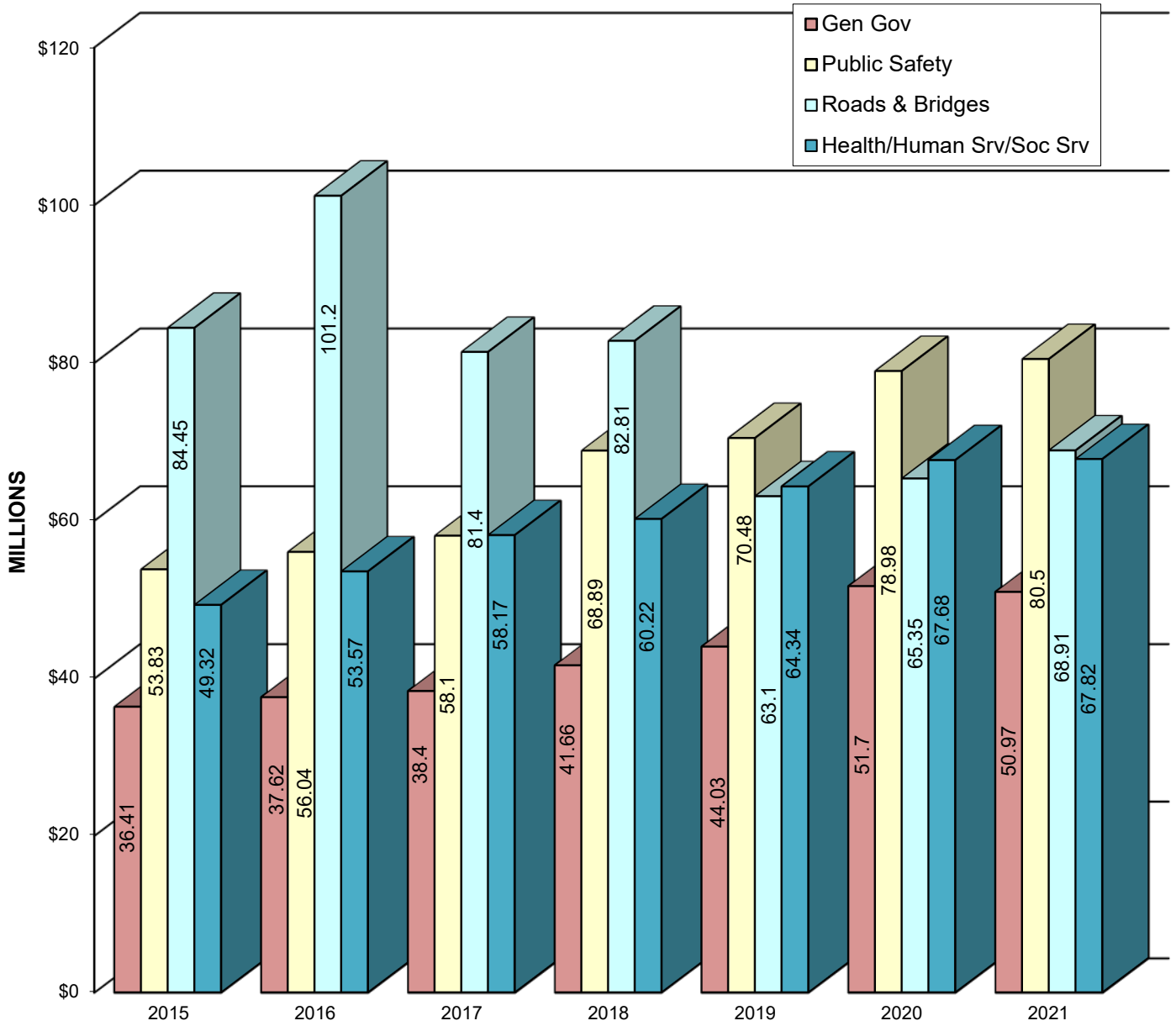
# SEVEN YEAR TREND

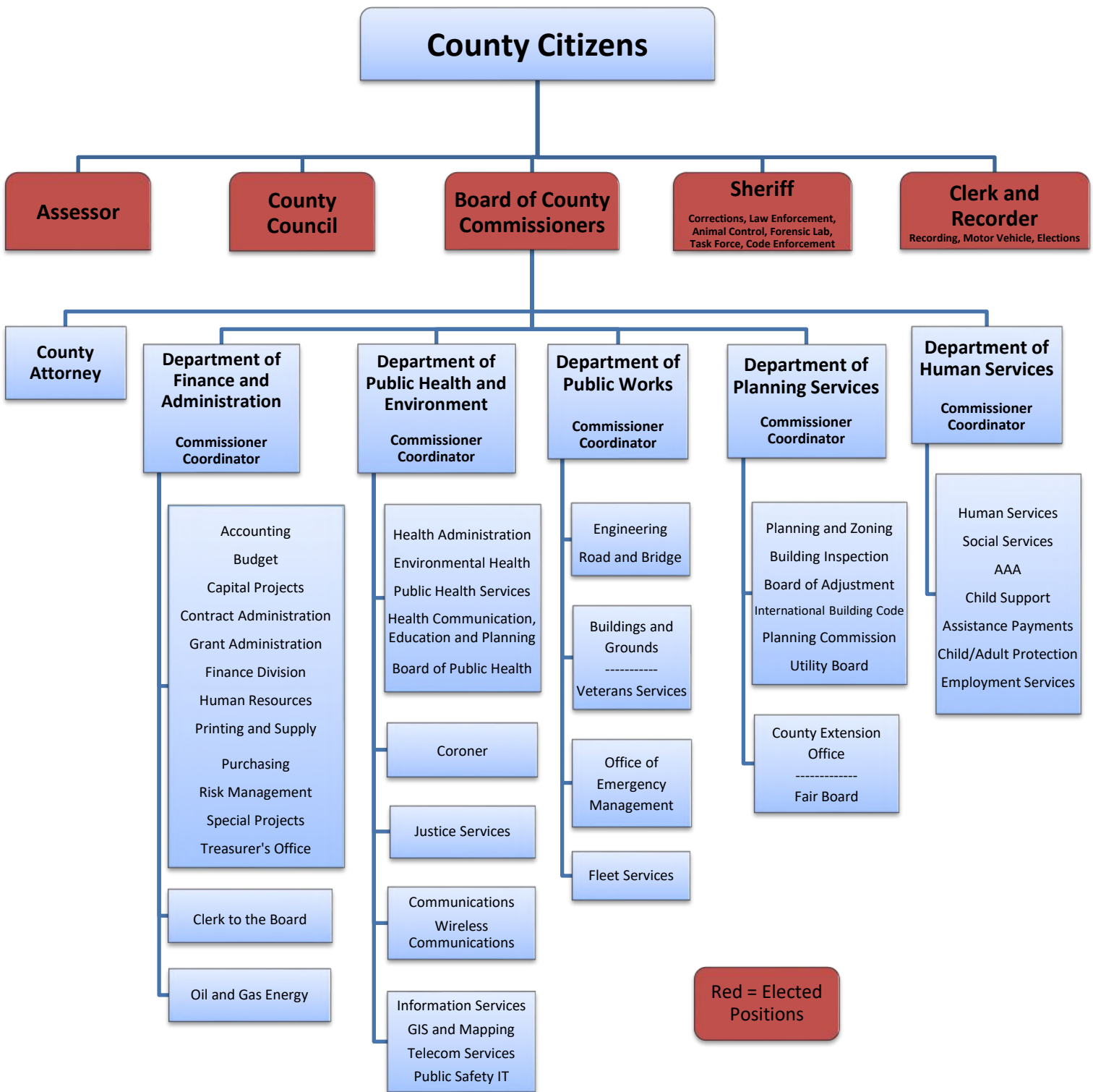


*\*Note: In 2020, Weld County created the Weld County Trust Fund from the \$63 million proceeds of the sale of the NCMC hospital property. The Weld County Trust Fund accounts for the assets held by the Weld Trust, a Colorado nonprofit corporation. The earnings of the fund are being used to fund Bright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

# SEVEN YEAR TREND

## County Expenditures





Red = Elected Positions

Housing Authority

**SUMMARY OF  
COUNTY FUNDED FULL TIME EQUIVALENTS (FTE)  
2021**

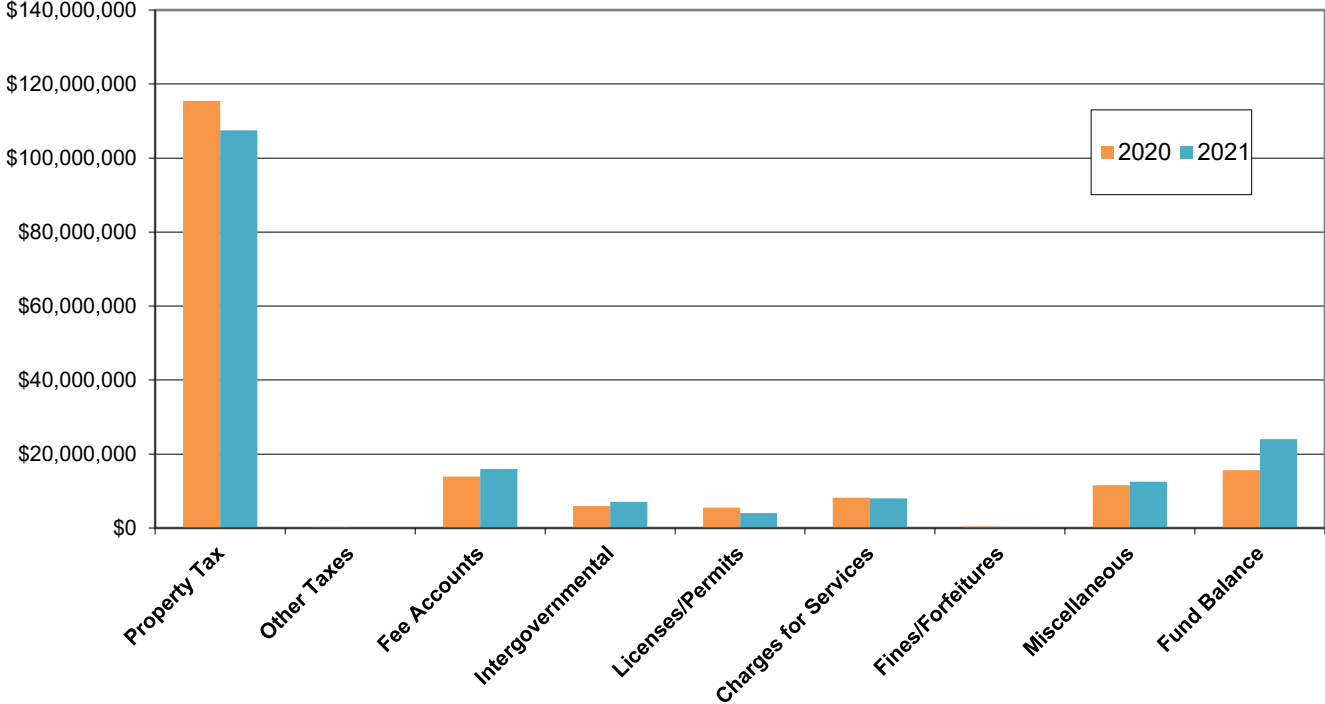
<i>DEPARTMENT</i>	<i>LAST ACTUAL YEAR 2019</i>	<i>CURRENT YEAR 2020</i>	<i>REQUEST BUDGET 2021</i>	<i>FINAL BUDGET 2021</i>	<i>CURRENT TO FINAL CHANGE</i>
GENERAL FUND:					
Office of the Board	6.000	6.000	6.000	6.000	
Public Information	4.000	4.000	4.000	4.000	
County Attorney	5.000	5.000	5.000	5.000	
Public Trustee	0.000	0.000	2.500	2.500	+ 2.500
Clerk to the Board	7.750	7.750	7.750	7.750	
Clerk and Recorder	55.000	59.000	59.000	59.000	
Elections	5.000	7.000	7.000	7.000	
Treasurer	10.000	10.000	10.000	10.000	
Assessor	37.500	37.500	38.500	38.500	+ 1.000
County Council	1.000	1.000	1.000	1.000	
District Attorney	59.000	64.000	64.000	64.000	
Juvenile Diversion	1.500	1.500	1.500	1.500	
Restorative Justice	0.250	0.000	0.000	0.000	
Victim Witness	12.500	13.500	13.750	14.000	+ 0.500
Finance and Administration	2.000	2.000	2.000	3.000	+ 1.000
Accounting	8.000	8.000	8.000	7.750	- 0.250
Purchasing	3.000	3.000	3.000	3.000	
Human Resources	15.000	15.000	15.000	15.000	
Planning and Zoning	19.000	16.000	16.000	15.000	- 1.000
Community Develop (CDBG)	0.000	0.500	1.500	1.500	+ 1.000
Buildings and Grounds	30.500	35.000	38.000	38.000	+ 3.000
Information Services	49.000	50.000	51.000	51.000	+ 1.000
Printing and Supply	4.000	4.000	4.000	4.000	
SO Admin Patrol	15.000	17.000	17.000	17.000	
SO Admin Detention	29.000	30.000	31.000	31.000	+ 1.000
SO Prof. Standards	7.000	10.000	10.000	10.000	
SO Civil Unit	6.000	6.000	7.000	7.000	+ 1.000
SO Support Services	7.000	7.000	7.000	7.000	
SO Records Unit	0.000	12.000	12.000	12.000	
SO Evidence Unit	0.000	2.000	2.000	2.000	
Sheriff Patrol	60.000	62.000	62.000	62.000	
Sheriff Investigations	19.000	19.000	19.000	19.000	
Municipal Contract	2.000	2.000	2.000	2.000	
Animal Control/Code Enforcement	3.000	3.000	3.000	3.000	

<b>DEPARTMENT</b>	<b>LAST ACTUAL YEAR 2019</b>	<b>CURRENT YEAR 2020</b>	<b>REQUEST BUDGET 2021</b>	<b>FINAL BUDGET 2021</b>	<b>CURRENT TO FINAL CHANGE</b>
Crime Lab	4.000	5.000	5.000	5.000	
Victim Advocates	3.000	3.000	3.000	3.000	
Drug Task Force	2.000	2.000	2.000	2.000	
Inmate Services	20.000	20.000	20.000	20.000	
Security	201.000	201.000	223.000	223.000	+ 22.000
Courts and Transport	29.000	35.000	35.000	35.000	
Communications	78.000	78.000	78.000	78.000	
PS Information Systems	9.000	10.000	10.000	10.000	
PS Wireless Communications	1.000	1.000	1.000	1.000	
Coroner	10.000	10.000	11.400	11.400	+ 1.400
Justice Services	13.500	15.500	15.500	15.500	
Work Release	21.000	21.000	21.000	21.000	
Adult Diversion	1.250	1.500	1.500	1.500	
Community Corrections	1.000	1.000	1.000	1.000	
Building Inspection	13.000	13.000	13.000	14.000	+ 1.000
Oil and Gas Energy	9.000	15.000	9.000	9.000	- 6.000
Noxious Weeds	2.000	2.000	2.000	2.000	
Office of Emergency Mgt.	4.000	4.000	4.000	4.000	
General Engineering	35.000	38.000	39.000	39.000	+ 1.000
Missile Site	1.000	1.000	0.000	0.000	- 1.000
Bright Futures	2.000	2.000	2.000	0.000	- 2.000
Extension Service	12.375	12.375	12.375	12.375	
Fair	1.250	1.250	1.250	1.250	
Veteran's Office	3.000	3.000	3.000	3.000	
<b>TOTAL GENERAL FUND</b>	<b><u>959.375</u></b>	<b><u>1,015.375</u></b>	<b><u>1,043.525</u></b>	<b><u>1,042.525</u></b>	<b><u>+ 27.150</u></b>
<b>PUBLIC WORKS:</b>					
Administration	9.000	9.000	10.000	9.000	
Trucking	33.000	33.000	33.000	33.000	
Motor Graders	51.000	51.000	52.000	52.000	+ 1.000
Bridge Construction	30.000	32.000	32.000	32.000	
Maintenance Support	10.000	12.000	12.000	12.000	
Mining	7.000	7.000	7.000	7.000	
Pavement Management	21.000	21.000	21.000	21.000	
<b>TOTAL PUBLIC WORKS</b>	<b><u>161.000</u></b>	<b><u>165.000</u></b>	<b><u>167.000</u></b>	<b><u>166.000</u></b>	<b><u>+ 1.000</u></b>

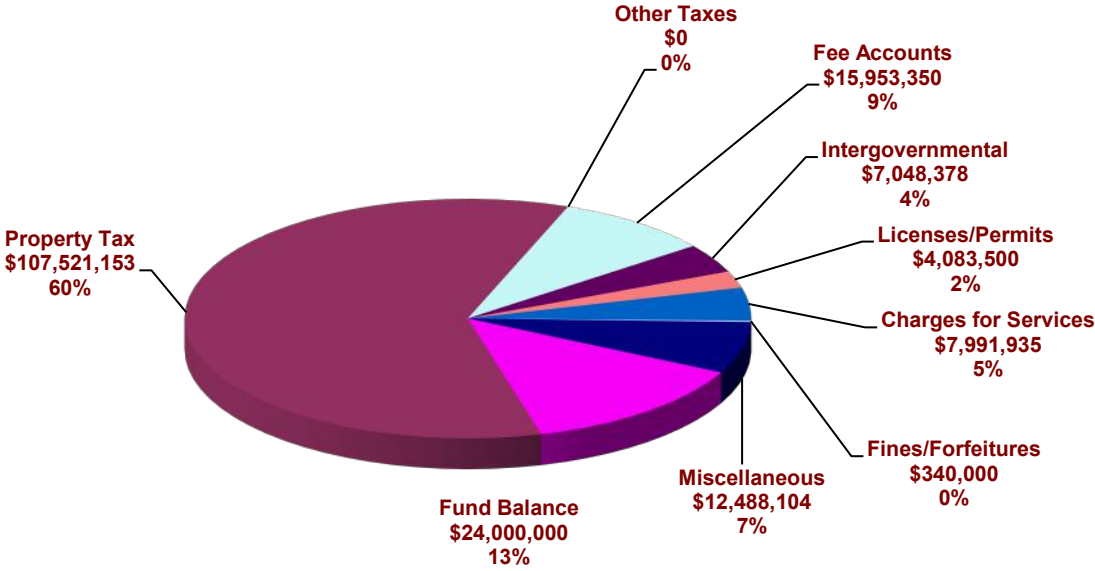
<i>DEPARTMENT</i>	<i>LAST ACTUAL YEAR 2019</i>	<i>CURRENT YEAR 2020</i>	<i>REQUEST BUDGET 2021</i>	<i>FINAL BUDGET 2021</i>	<i>CURRENT TO FINAL CHANGE</i>
HEALTH FUND:					
Administration	11.750	14.000	12.000	12.000	- 2.000
Health Communication	17.625	17.375	17.125	17.125	- 0.250
Environmental Services	29.000	31.400	30.275	30.275	- 1.125
Health Preparedness	2.000	2.000	2.000	2.000	
Public Health Services	40.70	41.300	41.200	41.200	- 0.100
<b>TOTAL HEALTH FUND</b>	<u>101.075</u>	<u>106.075</u>	<u>102.600</u>	<u>102.600</u>	<u>- 3.475</u>
SOCIAL SERVICES	361.000	361.000	361.000	361.000	
HUMAN SERVICES	87.000	89.000	89.000	89.000	
FLEET SERVICES	18.000	18.000	18.000	18.000	
TELECOM SERVICES	3.000	3.000	2.000	2.000	- 1.000
<b>GRAND TOTAL</b>	<b>1,690.450</b>	<b>1,757.450</b>	<b>1,783.125</b>	<b>1,781.125</b>	<b>+ 23.675</b>

# GENERAL FUND

## Revenue Changes

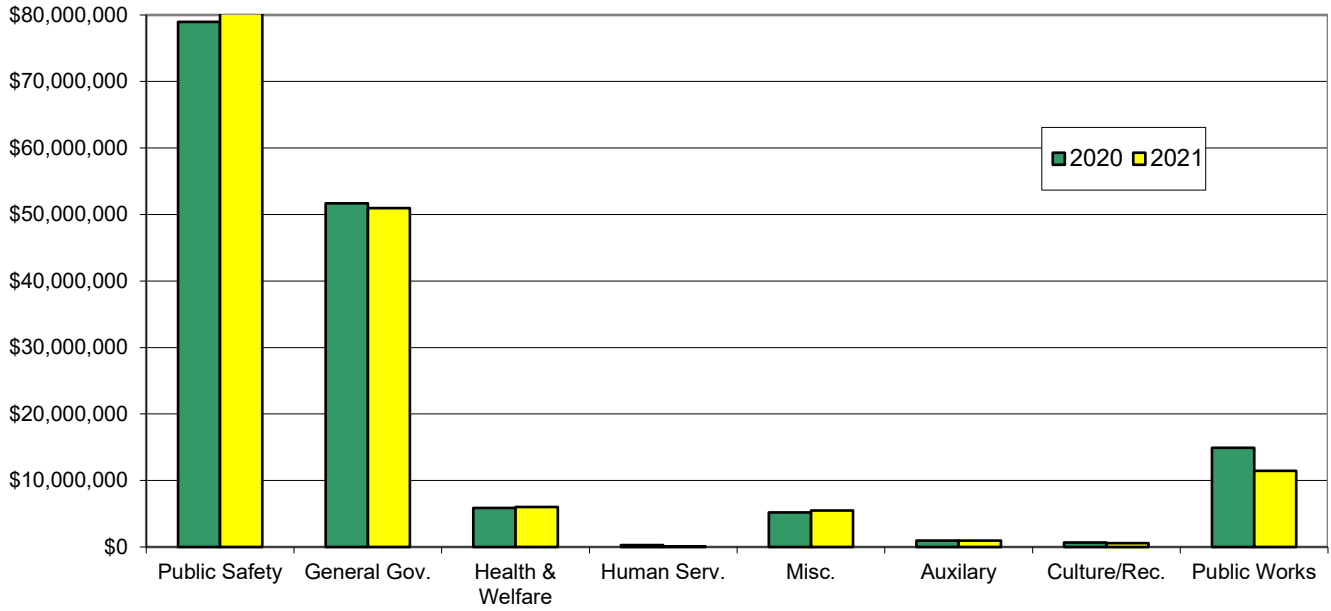


## 2021 Revenue Total \$179,426,420 (2020 \$176,661,234)

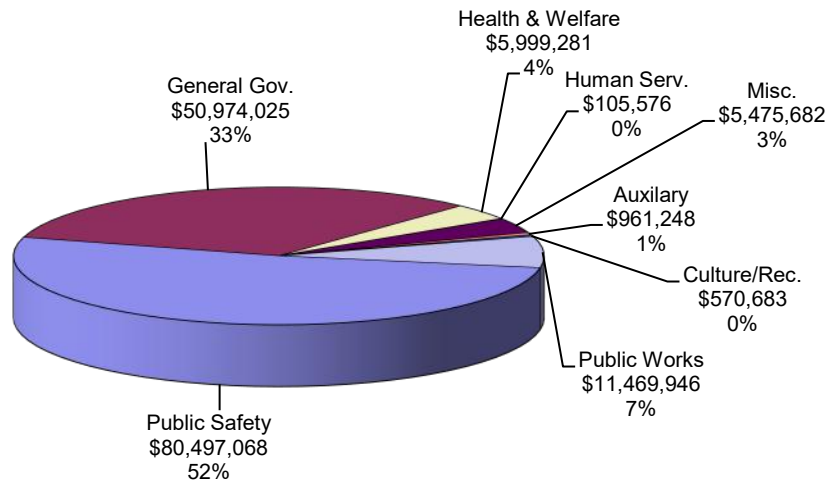




# GENERAL FUND EXPENDITURE CHANGES

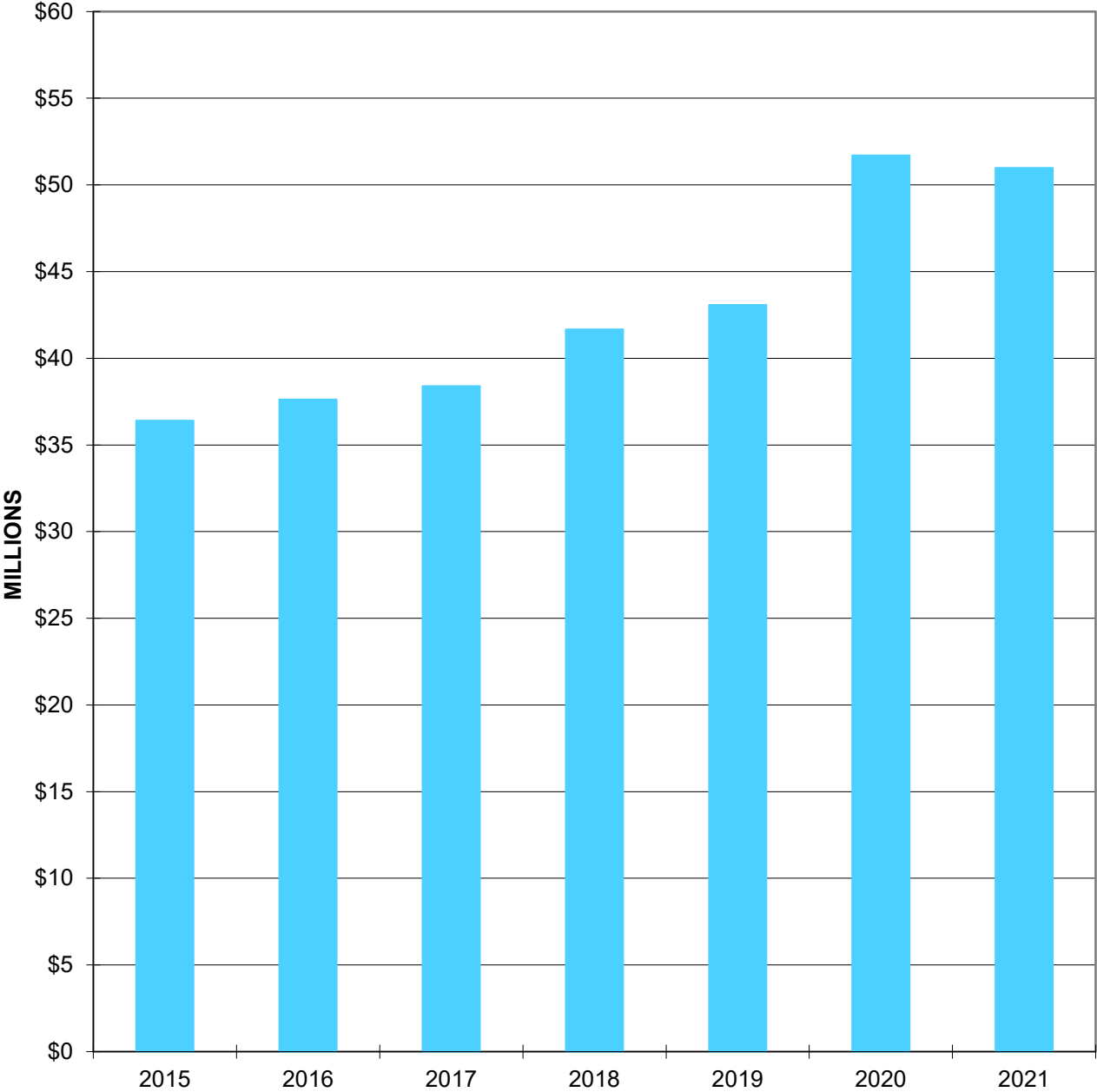


## 2021 Expenditures Total \$156,053,509 (2020 \$158,619,734)



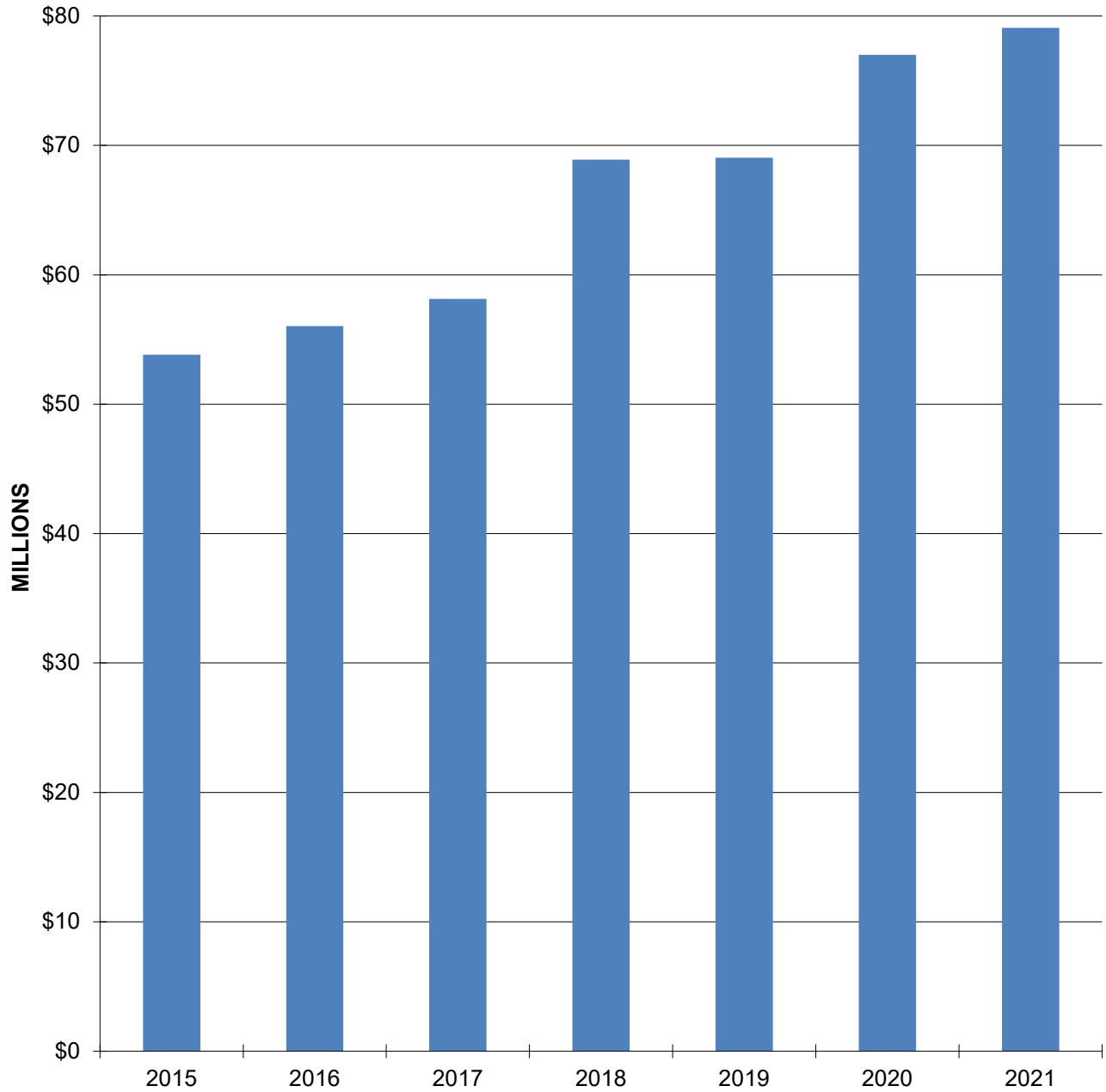
# SEVEN YEAR TREND

## General Government



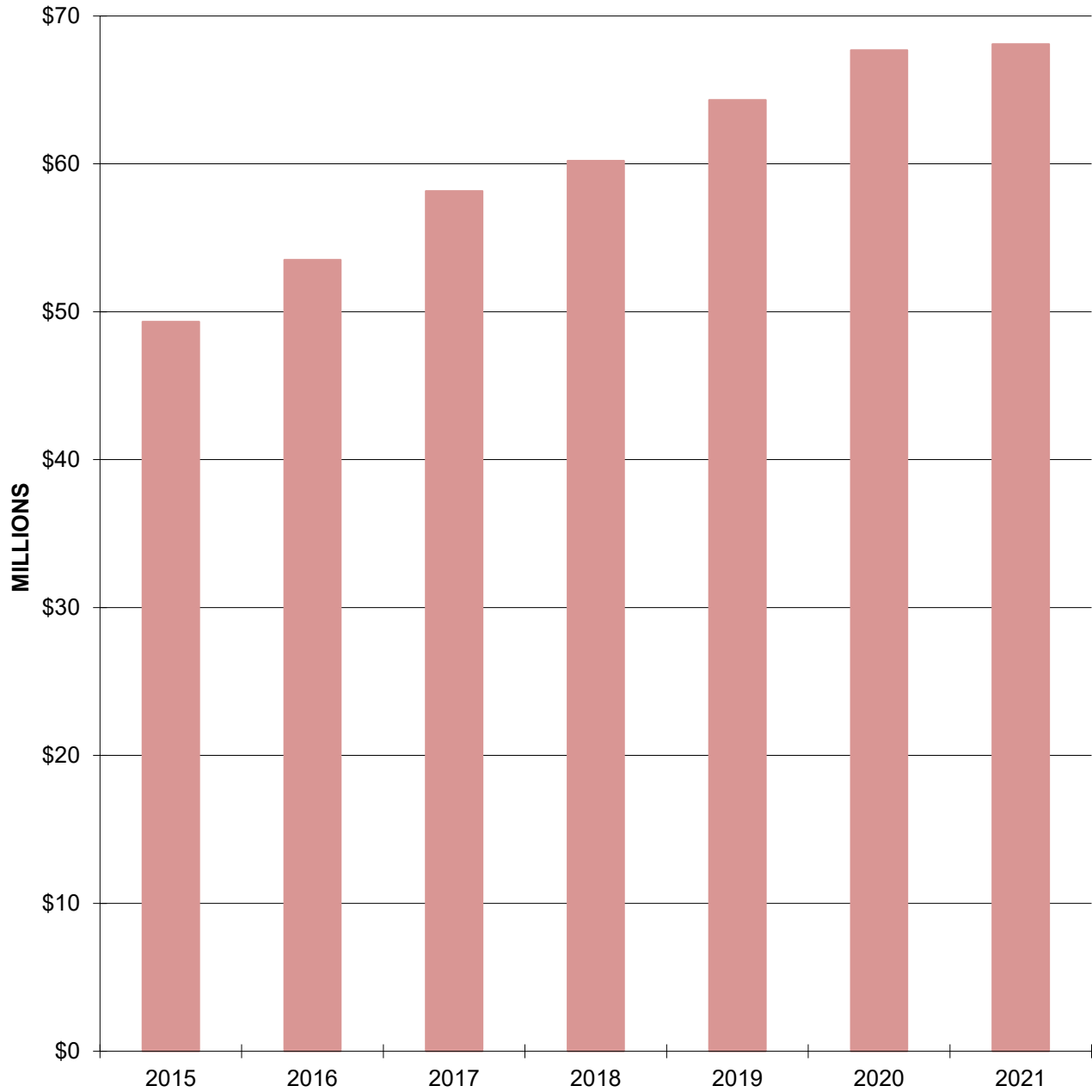
# SEVEN YEAR TREND

## Public Safety



# SEVEN YEAR TREND

## Health & Welfare



# **GENERAL FUND SUMMARY**

The General Fund is funded at the level of \$156,053,509, down \$2,566,225 or 1.62%. Without including adjustments for salary step increases, the budget for general government functions is down \$727,680. Building and Grounds is up \$994,742 or 12.67% largely due to County construction on ten facilities and additions: Evidence Storage building, Coroner building, Clerk and Recorder building, Jail Wing addition, Oil Gas and Energy building, Car Wash building, Public Works office addition, and three buildings at the new Mead Grader Complex. These new or expanded facilities result in increases of personnel service, supplies and purchased services. The Elections budget is down \$1,205,788 since there will only be one election in 2021, versus three in 2020. District Attorney is up \$90,218 due to the upgrade of four positions.

Information Technology (IT) is down \$897,810 primarily due a reduction in capital expenditure. IT capital is funded in accordance with the Five-Year Capital Improvement Plan. For the last six years, all technology and innovation projects have been transferred to the IT budget, since they are primarily IT projects. The \$500,000 originally budgeted under Innovation and Technology has been transferred to the IT budget, and even with this budget transfer the IT budget is still down a total of \$1,397,810.

Public Safety functions are up \$104,680. The overall Sheriff's Office recommended budget is up in net county costs by \$2,153,329 or 4.20%. The Sheriff's Personnel Services are increasing by \$2,520,640 or 6.01%. The Sheriff's Office is requesting a total increase of 24 positions in 2021 primarily to accompany the increased demand in Civil Unit, cover shifts in the jail appropriately and to be able to shift existing inmates over to the new 2 West Wing once it opens in 2021. Sheriff supplies are up \$145,257 for new uniforms, new radios, and ammunition. Purchased Services for the Sheriff are down \$422,156 primarily due to the Sheriff no longer contracting with the Greeley Police Department for evidence and records. Revenues in the Sheriff's Office are up \$29,462 primarily from grants. The total impact of SB 20-217 on the Sheriff's operations and budget may require some adjustments in the budget in 2021 as the changes evolve.

Communications gross county costs are down \$1,737,529 due to an accounting change between the General Fund and E911. Net county costs are down \$1,912,053 with the E-911 surcharge going from \$1.20 to \$1.72 effective February 1, 2021, and the new user rate structure adopted by the Board in May 2019, which increased the user fee for fire agencies to 40% of actual costs starting in 2020, and phase in the user fee increase for law enforcement agencies by charging 25% in 2020, 32.5% in 2021, and 40% in 2022. Public Safety Information Services is up \$360,506 primarily for software increases and the accommodation of the Spillman conversion to the CentralSquare software. Other Public Safety budgets are stable with little or no increases.

Due to the passage of SB 19-181 making major changes in the regulation of oil and gas development in the state, the Board of County Commissioners created the Oil and Gas Energy Department on July 16, 2019. With the slowdown in oil and gas activity due to the COVID-19 pandemic and drop in oil and gas prices, the department has been reduced from 15 employees to 9 employees. The 2021 budget has dropped \$564,354 to \$1,415,646 and revenues are down \$942,500 to \$1,037,500 resulting in a net county cost of \$378,146.

Engineering is down \$3,692,148 because of reductions in the amount for engineering, design and rights-of-way for road and bridge projects in 2021. General Fund's subsidy to the Public Health Department is up \$114,957 due to anticipated salary step increases. An increase of \$1,767,391 is included for other General Fund departments' anticipated salary step increases in 2021. No cost of living adjustment is included due to the economic downturn from the COVID-19 pandemic. Health insurance rates will remain the same for employees and the employer in 2021. This means the health insurance rate has decreased 11.8% in the last seven years.

The available resources to the General Fund are \$179,426,420, compared to \$176,661,234 in 2020, up \$2,765,186. Property taxes are budgeted at \$107,521,153 down \$7,928,167. Revenues from interest earnings are unchanged at \$4,000,000 for 2021, due to higher cash balances in the next year but lower interest rates. Intergovernmental revenues are up \$1,125,913 primarily from budgeting for the first time Community Development Block Grant revenues of \$1,000,000 and urban renewal authority revenue increases. Charges for Services are up \$45,641. Fines from traffic enforcement are down \$35,000 due to less traffic enforcement resulting from SB 20-217. Licenses and permits are down \$1,402,500 with \$942,500 attributed to the reduction from oil and gas energy fees and \$460,000 for building inspection and planning fees. Indirect cost recovery is up \$536,277 due to Social Services' allocation. Treasurer fees are up \$2,000,000. All other revenues are relatively stable with little change.

The beginning fund balance is anticipated to be \$24,000,000 for 2021. An estimated ending fund balance of \$23,372,911 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 2021 and future years.

**GENERAL FUND  
SUMMARY OF REVENUES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
<b>TAXES</b>							
1000	90100	4112	CURRENT PROPERTY TAXES	123,698,058	109,499,472	109,499,472	107,521,153
1000	90100	4116	PROPERTY TAX ADJUSTMENT	(8,248,738)	-	-	-
1000	90100	4117	PERSONAL PROPERTY TAX INCENTIVE	-	-	-	-
1000	90100	4140	SEVERANCE TAXES	-	-	-	-
1000	90100	4150	TOBACCO PRODUCTS	170,000	-	-	-
<b>TOTAL TAXES</b>				<b>115,619,320</b>	<b>109,499,472</b>	<b>109,499,472</b>	<b>107,521,153</b>
<b>LICENSES AND PERMITS</b>							
1000	90100	4215	LICENSES, LIQUOR/DANCE	6,000	6,000	6,000	6,000
1000	17100	4221	PERMITS	650,000	500,000	500,000	500,000
1000	25200	4221	PERMITS	1,980,000	1,037,500	1,037,500	1,037,500
1000	25100	4222	BUILDING	1,300,000	1,100,000	1,100,000	1,100,000
1000	25100	4224	ELECTRICAL	1,000,000	1,000,000	1,000,000	1,000,000
1000	25100	4226	PLAN CHECK	550,000	440,000	440,000	440,000
<b>TOTAL LICENSES AND PERMITS</b>				<b>5,486,000</b>	<b>4,083,500</b>	<b>4,083,500</b>	<b>4,083,500</b>
<b>INTERGOVERNMENTAL</b>							
1000	26200	4311	FEMA REIMBURSEMENT	139,600	111,729	111,729	111,729
1000	21300	4320	FEDERAL GRANTS	75,160	75,160	75,160	75,160
1000	15100	4336	REIMBURSEMENTS	124,960	124,960	124,960	124,960
1000	21200	4336	REIMBURSEMENTS	25,000	30,000	30,000	30,000
1000	21260	4336	REIMBURSEMENTS	58,000	6,000	6,000	6,000
1000	24410	4336	REIMBURSEMENTS	20,000	20,000	20,000	20,000
1000	24420	4336	REIMBURSEMENTS	10,000	5,000	5,000	5,000
1000	15200	4340	GRANTS	95,359	153,000	153,000	153,000
1000	15250	4340	GRANTS	95,162	-	-	-
1000	15300	4340	GRANTS	156,334	144,299	144,299	176,434
1000	17150	4340	GRANTS	-	1,000,000	1,000,000	1,000,000
1000	21260	4340	GRANTS	5,000	17,000	17,000	17,000
1000	21300	4340	GRANTS	71,638	71,638	71,638	71,638
1000	24200	4340	GRANTS	121,077	119,334	119,334	119,334
1000	24410	4340	GRANTS	308,000	308,000	308,000	308,000
1000	26200	4340	GRANTS	55,000	76,000	76,000	76,000
1000	96400	4340	GRANTS	29,400	29,400	29,400	29,400
1120	15300	4340	GRANTS	157,272	162,192	162,192	180,644
1130	15300	4340	GRANTS	136,182	136,182	136,182	112,366
116019	24220	4340	GRANTS	3,236,721	-	-	-
116020	24220	4340	GRANTS	-	3,046,531	3,046,531	3,046,531
1000	90100	4352	THORNTON	65,053	65,053	65,053	65,053
1000	90100	4353	BRIGHTON URBAN RENEWAL AUTHORITY	238,270	285,959	285,959	285,029
1000	21300	4354	CITIES AND TOWNS	40,500	36,000	36,000	36,000
1000	24415	4354	CITIES AND TOWNS	420,000	430,000	430,000	430,000
1000	90100	4355	ERIE URBAN RENEWAL AUTHORITY	9,584	165,546	165,546	176,322
1000	90100	4357	SOUTH FIRESTONE URA	89,116	36,089	36,089	-
1000	90100	4358	FORT LUPTON URA	15,957	20,039	20,039	20,107
1000	90100	4359	MEAD URA (MURA)	124,120	199,215	199,215	150,646
1000	90100	4360	EAGLE BUSINESS PARK URA	-	31,745	31,745	53,652
1000	90100	4361	EVANS URA	-	172	172	180
1000	90100	4362	NORTH FIRESTONE URA	-	81,826	81,826	100,331
1000	90100	4363	WYNDAM HILL URA	-	898	898	761
1000	90100	4364	DACONO URA	-	-	-	598
1000	90100	4365	CENTRAL FIRESTONE URA	-	-	-	66,503
<b>TOTAL INTERGOVERNMENTAL</b>				<b>5,922,465</b>	<b>6,988,967</b>	<b>6,988,967</b>	<b>7,048,378</b>

**GENERAL FUND  
SUMMARY OF REVENUES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
<b>CHARGES FOR SERVICES</b>							
1000	10400	4410	CHARGE FOR SERVICES	8,297	-	-	-
1000	11200	4410	CHARGE FOR SERVICES	350,000	350,000	350,000	350,000
1000	15100	4410	CHARGE FOR SERVICES	60,000	60,000	60,000	60,000
1000	15200	4410	CHARGE FOR SERVICES	4,000	4,000	4,000	4,000
1000	17200	4410	CHARGE FOR SERVICES	-	5,000	5,000	5,000
1000	17350	4410	CHARGE FOR SERVICES	4,500	3,500	3,500	3,500
1000	17600	4410	CHARGE FOR SERVICES	260,000	260,000	260,000	260,000
1000	21100	4410	CHARGE FOR SERVICES	215,000	175,000	175,000	91,875
1000	21110	4410	CHARGE FOR SERVICES	60,000	30,000	30,000	30,000
1000	21130	4410	CHARGE FOR SERVICES	150,000	150,000	150,000	150,000
1000	21210	4410	CHARGE FOR SERVICES	225,500	309,587	309,587	309,587
1000	22100	4410	CHARGE FOR SERVICES	4,661,612	3,530,588	3,530,588	4,505,332
1000	22400	4410	CHARGE FOR SERVICES	447,967	389,391	389,391	389,391
1000	22500	4410	CHARGE FOR SERVICES	285,400	285,400	285,400	285,400
1000	24100	4410	CHARGE FOR SERVICES	35,000	35,000	35,000	35,000
1000	24125	4410	CHARGE FOR SERVICES	964,350	964,350	964,350	964,350
1000	24150	4410	CHARGE FOR SERVICES	16,000	15,000	15,000	15,000
1000	24410	4410	CHARGE FOR SERVICES	400,000	500,000	500,000	500,000
1000	26100	4410	CHARGE FOR SERVICES	6,000	6,000	6,000	6,000
1000	50100	4410	CHARGE FOR SERVICES	5,000	-	-	-
1000	90100	4420	PARKING	18,700	19,000	19,000	19,000
1000	13100	4430	SALE OF SUPPLIES	500	500	500	500
1000	17600	4430	SALE OF SUPPLIES	22,000	4,000	4,000	4,000
1000	24100	4430	SALE OF SUPPLIES	4,000	4,000	4,000	4,000
<b>TOTAL CHARGES FOR SERVICES</b>				<b>8,203,826</b>	<b>7,100,316</b>	<b>7,100,316</b>	<b>7,991,935</b>
<b>FINES</b>							
1000	21200	4510	FINES	340,000	300,000	300,000	300,000
1000	90100	4510	FINES	35,000	40,000	40,000	40,000
<b>TOTAL FINES</b>				<b>375,000</b>	<b>340,000</b>	<b>340,000</b>	<b>340,000</b>
<b>MISCELLANEOUS</b>							
1000	90100	4610	EARNINGS ON INVESTMENTS	4,000,000	4,000,000	4,000,000	4,000,000
1000	17250	4624	RENTS FROM BUILDINGS	1,409,060	1,409,060	1,409,060	1,409,060
1000	22100	4624	RENTS FROM BUILDINGS	88,911	105,735	105,735	127,335
1000	90100	4624	RENTS FROM BUILDINGS	486,472	486,472	486,472	486,472
1000	90100	4650	OVERHEAD	5,300,908	5,837,185	5,837,185	5,837,185
1000	21110	4670	REFUND OF EXPENDITURE	8,500	1,500	1,500	1,500
1000	21260	4670	REFUND OF EXPENDITURE	-	40,000	40,000	40,000
1000	22100	4670	REFUND OF EXPENDITURE	241,422	501,052	501,052	501,052
1000	24410	4670	REFUND OF EXPENDITURE	4,000	4,000	4,000	4,000
1000	24420	4670	REFUND OF EXPENDITURE	30,000	35,000	35,000	35,000
1000	23200	4680	OTHER	750	46,500	46,500	46,500
<b>TOTAL MISCELLANEOUS</b>				<b>11,570,023</b>	<b>12,466,504</b>	<b>12,466,504</b>	<b>12,488,104</b>
<b>FEES, CABLE, FRANCHISE</b>							
1000	12100	4720	ADVERTISING FEES	8,000	8,000	8,000	8,000
1000	10300	4730	OTHER FEES	296,600	296,600	296,600	296,600
1000	11100	4730	OTHER FEES	8,250,000	8,250,000	8,250,000	8,250,000
1000	12100	4730	OTHER FEES	5,000,000	7,000,000	7,000,000	7,000,000
1000	13100	4730	OTHER FEES	50,000	50,000	50,000	50,000
1000	21110	4730	OTHER FEES	200,000	235,000	235,000	235,000
1000	22100	4730	OTHER FEES	-	-	-	32,750
1000	90100	4740	FEES, CABLE FRANCHISE	80,000	81,000	81,000	81,000
<b>TOTAL FEES</b>				<b>13,884,600</b>	<b>15,920,600</b>	<b>15,920,600</b>	<b>15,953,350</b>
<b>TOTAL GENERAL FUND</b>				<b>161,061,234</b>	<b>156,399,359</b>	<b>156,399,359</b>	<b>155,426,420</b>



**GENERAL FUND  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
<b>GENERAL GOVERNMENT</b>						
1000	10100	OFFICE OF THE BOARD	934,135	934,135	934,135	932,487
1000	10150	PUBLIC INFORMATION	345,437	339,415	339,415	345,443
1000	10200	COUNTY ATTORNEY	1,228,137	1,219,840	1,219,840	1,206,310
1000	10300	PUBLIC TRUSTEE	287,635	169,267	169,267	169,267
1000	10400	CLERK TO THE BOARD	624,184	664,007	664,007	666,985
1000	11100	COUNTY CLERK	1,010,490	1,007,300	1,007,300	998,058
1000	11200	ELECTIONS AND REGISTRATION	2,640,345	1,434,557	1,434,557	1,350,301
1000	11300	MOTOR VEHICLE	3,521,162	3,544,502	3,544,502	3,452,029
1000	12100	TREASURER'S OFFICE	1,154,717	1,157,222	1,157,222	1,124,972
1000	13100	ASSESSOR	3,764,332	3,847,643	3,847,643	3,903,879
1000	14100	COUNTY COUNCIL	52,774	52,774	52,774	52,783
1000	15100	DISTRICT ATTORNEY	7,258,813	7,349,031	7,349,031	7,448,140
1000	15200	JUVENILE DIVERSION	172,572	229,213	229,213	186,757
1000	15250	RESTORATIVE JUSTICE	95,162	0	0	0
1000	15300	VICTIM WITNESS	774,255	763,212	763,212	1,081,670
1120	15300	VICTIM WITNESS	157,272	162,192	162,192	0
1130	15300	VICTIM WITNESS	136,182	136,182	136,182	0
1000	16100	FINANCE	604,885	604,885	604,885	898,656
1000	16200	ACCOUNTING	1,141,750	1,178,223	1,178,223	1,105,245
1000	16300	PURCHASING	342,896	341,646	341,646	345,173
1000	16400	HUMAN RESOURCES	1,903,001	1,942,793	1,942,793	1,973,744
1000	17100	PLANNING OFFICE	2,494,211	2,314,039	2,314,039	2,201,905
1000	17150	COMMUNITY DEV BLOCK GRANT	100,000	1,000,000	1,000,000	1,000,000
1000	17200	BUILDINGS AND GROUNDS	7,852,753	8,847,495	8,847,495	8,784,935
1000	17250	WELD PLAZA	753,949	753,949	753,949	753,949
1000	17300	INFORMATION SERVICES	11,261,910	10,364,100	10,364,100	10,364,100
1000	17350	GEOGRAPHICAL INFORMATION SYSTEM	146,298	192,955	192,955	192,955
1000	17375	INOVATION AND TECHNOLOGY PROJECTS	500,000	0	0	0
1000	17600	PRINTING AND SUPPLY	443,528	424,528	424,528	434,282
<b>TOTAL GENERAL GOVERNMENT</b>			<b>51,702,785</b>	<b>50,975,105</b>	<b>50,975,105</b>	<b>50,974,025</b>
<b>PUBLIC SAFETY</b>						
1000	21100	ADMINISTRATION	2,080,946	2,073,918	2,073,918	2,047,272
1000	21110	BOOKING	2,677,902	2,466,831	2,449,323	2,467,680
1000	21120	PROFESSIONAL STD	1,718,424	1,804,387	1,804,387	1,858,153
1000	21130	CIVIL	416,110	523,973	523,973	518,595
1000	21140	SUPPORT SERVICES	1,240,945	1,450,129	1,431,354	1,415,044
1000	21150	RECORDS UNIT	1,139,799	1,140,833	957,493	957,493
1000	21160	EVIDENCE UNIT	228,932	262,308	189,308	189,308
1000	21200	PATROL	8,745,079	8,589,399	8,589,399	8,755,098
1000	21205	INVESTIGATIONS	2,277,565	2,377,113	2,377,113	2,372,635
1000	21210	CONTRACT SERVICES	252,663	292,500	292,500	300,050
1000	21230	ORDINANCE ENFORCEMENT	269,738	241,527	241,527	231,335
1000	21260	REGIONAL LAB	740,167	753,386	753,386	773,929
1000	21300	VICTIM ADVOCATES	241,338	239,398	239,398	248,420
1000	21410	DRUG TASK FORCE	329,923	319,923	319,923	335,754
1000	22100	COMMUNICATIONS SERVICE	9,580,372	7,842,843	7,842,843	7,842,843
1000	22400	PUBLIC SAFETY INFORMATION SYSTEM	1,337,042	1,697,548	1,697,548	1,697,548
1000	22500	PUBLIC SAFETY WIRELESS COMM	285,400	285,400	285,400	285,400
1000	23200	COUNTY CORONER	1,510,242	1,546,085	1,546,085	1,641,445
1000	24100	JUSTICE SERVICES	1,361,915	1,409,915	1,409,915	1,395,937
1000	24125	WORK RELEASE	2,008,470	2,008,470	2,008,470	2,049,610
1000	24150	ADULT DIVERSION	138,900	165,833	165,833	149,284
1000	24200	COMMUNITY CORRECTIONS-ADMIN	121,077	119,334	119,334	119,334
116019	24220	COMMUNITY CORRECTIONS-SERVICES	3,236,721	0	0	0
116020	24220	COMMUNITY CORRECTIONS-SERVICES	0	3,046,531	3,046,531	3,046,531
1000	24410	INMATE SERVICES	7,416,013	7,878,243	7,878,243	7,888,149
1000	24415	SECURITY	19,902,730	21,658,239	21,658,239	22,419,572
1000	24420	COURTS AND TRANSPORTATION	4,301,064	4,382,645	4,382,645	4,594,391
1000	25100	BUILDING INSPECTION	1,737,025	1,726,307	1,726,307	1,756,801
1000	25200	OIL AND GAS ENERGY	1,980,000	1,415,646	1,415,646	1,415,646
1000	26100	WEED AND PEST	1,020,763	1,005,763	1,005,763	1,005,763
1000	26200	OFFICE OF EMERGENCY MANAGEMENT	681,268	651,409	651,409	718,048
<b>TOTAL PUBLIC SAFETY</b>			<b>78,978,533</b>	<b>79,375,836</b>	<b>79,083,213</b>	<b>80,497,068</b>

**GENERAL FUND  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
		<b>PUBLIC WORKS</b>				
1000	31100	ENGINEERING	<b>14,919,812</b>	<b>11,227,664</b>	<b>11,179,507</b>	<b>11,469,946</b>
		<b>CULTURE AND RECREATION</b>				
1000	50100	MISSILE PARK	80,981	0	0	0
1000	50200	PARKS AND TRAILS	239,000	239,000	239,000	239,000
		<b>TOTAL CULTURE AND RECREATION</b>	<b>319,981</b>	<b>239,000</b>	<b>239,000</b>	<b>239,000</b>
		<b>HEALTH AND WELFARE</b>				
1000	56110	SENIOR PROGRAMS	40,000	40,000	40,000	40,000
1000	56120	WASTE WATER	10,000	10,000	10,000	10,000
1000	56130	DEVELOPMENTALLY DISABLED	38,225	38,225	38,225	38,225
1000	56140	MENTAL HEALTH	291,000	291,000	291,000	291,000
1000	56160	COUNTY CONTRIBUTIONS	5,605,675	5,720,632	5,720,632	5,720,632
		<b>TOTAL HEALTH AND WELFARE</b>	<b>5,984,900</b>	<b>6,099,857</b>	<b>6,099,857</b>	<b>6,099,857</b>
		<b>ECONOMIC ASSISTANCE</b>				
1000	60200	ECONOMIC ASSISTANCE	<b>165,000</b>	<b>165,000</b>	<b>0</b>	<b>0</b>
		<b>MISCELLANEOUS</b>				
1000	90100	NON DEPARTMENTAL	943,787	918,750	918,750	918,750
1000	90150	COMMUNITY AGENCIES GRANTS	40,000	85,000	15,000	15,000
1000	90160	BRIGHTER WELD	249,473	242,140	242,140	242,140
1000	96100	EXTENSION	451,562	447,562	447,562	459,050
1000	96200	FAIR	159,634	159,634	159,634	158,280
1000	96400	VETERANS	276,743	276,743	276,743	260,058
1000	96500	ISLAND GROVE BUILDINGS	182,504	173,403	173,403	173,403
1000	96600	ASSET AND RESOURCE MANAGEMENT	4,245,020	4,546,932	4,546,932	4,546,932
1000	99999	SALARY CONTINGENCY	0	1,767,391	1,767,391	0
		<b>TOTAL MISCELLANEOUS</b>	<b>6,548,723</b>	<b>8,617,555</b>	<b>8,547,555</b>	<b>6,773,613</b>
		<b>TOTAL GENERAL FUND</b>	<b>158,619,734</b>	<b>156,700,017</b>	<b>156,124,237</b>	<b>156,053,509</b>

# **BUDGET UNIT REQUEST SUMMARY**

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

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 792,515	\$ 815,390	\$ 815,390	\$ 813,742
Supplies	1,158	1,900	1,900	1,900
Purchased Services	114,388	116,845	116,845	116,845
Contra	-6,643	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 901,418	\$ 934,135	\$ 934,135	\$ 932,487
Revenue	0	0	0	0
Net County Cost	\$ 901,418	\$ 934,135	\$ 934,135	\$ 932,487
Budgeted Positions	6.00	6.00	6.00	6.00

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

Final budget adjustments include a decrease in salaries of \$1,648.

**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>
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.185	0.180	0.175
Per capita cost (county support)	\$2.79	\$2.81	\$2.72

<b>Goal ES1: Enable County departments and its service partners to deliver quality customer service.</b>				
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				

<b>Goal ES2: Enhance community access to reliable information regarding services and County government issues.</b>				
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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 281,515	\$ 296,940	\$ 296,940	\$ 298,568
Supplies	12,141	18,900	19,256	23,656
Purchased Services	8,548	29,597	23,219	23,219
Fixed Charges	0	0	0	0
Capital	5,497	0	0	0
Gross County Cost	\$ 307,701	\$ 345,437	\$ 339,415	\$ 345,443
Revenue	0	0	0	0
Net County Cost	\$ 307,701	\$ 345,437	\$ 339,415	\$ 345,443
Budgeted Positions	4.0	4.00	4.00	4.00

**SUMMARY OF CHANGES:**

The Public Information Department foresees being able to continue to develop targeted communication platforms with current tools and does not request an increase to the budget for 2021. The \$6,022 reduction in the 2021 request comes as a result of paring down some purchased service items.

Supplies increases a total of \$356, of which \$656 is for computer software increases, and is offset by \$300 cut from Office Supplies. Purchased Services decreased by \$6,378, represented by small cuts in every category, most notably in Other Purchased Services (-\$4,500) for Discover Weld projects, and Printing (-\$1,050) based on historical spending.

Final budget adjustments include an increase in salaries of \$1,628.

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

**BOARD ACTION:** In the final budget \$4,400 was added for the PhotoShelter software maintenance contract. All other items approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
County Roots Newsletter Issues	13	26	26
Weld Faith Partnership Newsletters	6	10	10
AAA Newsletter	1	4	4
Intranet Articles/Employee Communication	72	144	144
News Releases	64	70	65
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.124	0.120	0.117
Per capita cost (county support)	\$0.95	\$1.04	\$1.01

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

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

For 2020, the Communications Team set several goals aimed at increasing the quality and quantity of communication between county government and the public.

<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
County Roots Newsletter viewership increased	100% subscriber increase	818	1,636	3,272
County Roots Newsletter open rate maintained	Maintain an open rate of 50% average or more	N/A	50%	55%
Social Media: Facebook Follows Increased	Increase by 10%	22,024	24,224	26,646
Social Media: Twitter Likes Increased	Increase by 10%	1,037	1,141	1,255

# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 729,736	\$ 858,230	\$ 858,230	\$ 844,700
Supplies	7,917	1,945	1,720	1,720
Purchased Services	725,906	367,962	359,890	359,890
Fixed Charges	-11,562	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,451,997	\$ 1,228,137	\$ 1,219,840	\$ 1,206,310
Revenue	0	0	0	0
Net County Cost	\$ 1,451,997	\$ 1,228,137	\$ 1,219,840	\$ 1,206,310
Budgeted Positions	5	5	5	5

**SUMMARY OF CHANGES:** The overall budget is down \$8,297. Supplies are down \$225 due to a reduction in software maintenance. Purchased Services are down \$8,072 primarily due to not charging the County Attorney for phone coverage from the Clerk to the Board (\$8,297), a reduction in phones of \$1,000, offset with an increase in publications of \$55, and legal services of \$1,170.

Final budget adjustments include a decrease in salaries of \$13,530.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval. With the changes in VoIP phone services the chargeback from the Clerk to the Board is no longer appropriate for phone coverage.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of new requests for legal assistance	501	500	500
Number of new mental health cases	72	70	70
Number of new code violations	120	120	120
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.154	0.150	0.146
Per capita cost (county support)	\$4.49	\$3.69	\$3.52
Number of agenda requests/D&N/mental cases per FTE	175	175	175

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



# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** PUBLIC TRUSTEE

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 218,315	\$ 162,767	\$ 162,767
Supplies	259	2,500	1,000	1,000
Purchased Services	2,712	36,820	5,500	5,500
Fixed Charges	0	30,000	0	0
Capital	0	0	0	0
Gross County Cost	\$ 2,971	\$ 287,635	\$ 169,267	\$ 169,267
Revenue	0	296,600	296,600	296,600
Net County Cost	\$ 2,971	\$ -8,965	\$ -127,333	\$ -127,333
Budgeted Positions	n/a	2.5	2.5	2.5

**SUMMARY OF CHANGES:** In 2019, HB19-1295 was approved, which moves the previously state-appointed Public Trustee for the ten largest Colorado counties (by population) by the Governor into the jurisdiction of the County Treasurer. The change was effective July 1, 2020. The 2021 budget year will be the first full budget year of the Public Trustee operating under the County Treasurer. The function is staffed with 2.5 FTE (\$162,767) and service and supplies expenses of \$6,500. Revenues are estimated to be \$296,600. Net county costs will be -\$127,333. This is a savings of \$118,368 over the previous year. Primary savings is from eliminating the Public Trustee position costs (\$105,000), office rental costs, accounting and IT costs.

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

**BOARD ACTION:** Approved as recommended.

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

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of foreclosures	N/A	350	350
Number of releases	N/A	24,000	24,000
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	N/A	0.075	0.073
Per capita cost (county support)	N/A	\$0.86	\$0.49

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** CLERK TO THE BOARD

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

**DEPARTMENT DESCRIPTION:** The Clerk to the Board records all meetings and hearings of the County Commissioners and manages all official records of the Board concerning land use, special districts, liquor licenses, property tax abatements, road right-of-way vacation petitions, and County Board of Equalization.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 515,783	\$ 573,011	\$ 573,011	\$ 575,989
Supplies	20,701	30,720	53,271	53,271
Purchased Services	37,780	28,750	37,725	37,725
Fixed Charges	-8,297	- 8,297	0	0
Capital	0	0	0	0
Gross County Cost	\$ 565,967	\$ 624,184	\$ 664,007	\$ 666,985
Revenue	9,660	8,297	0	0
Net County Cost	\$ 556,307	\$ 615,887	\$ 664,007	\$ 666,985
Budgeted Positions	7.75	7.75	7.75	7.75

**SUMMARY OF CHANGES:**

Budget request is up \$48,120. Personnel Services will remain the same. Supplies are up \$22,551 for increased computer software maintenance, including the new MineralWare Oil and Gas Software database at \$14,625. Purchased Services are up \$8,975 for postage (\$100), printing and supplies (\$200), memberships and dues (\$75), with advertising and notices (\$5,000) and professional services (\$3,600) both increasing due to ongoing Code revisions.

Revenues and chargebacks for ongoing support services provided to the Office Manager for the Commissioners and the County Attorney’s Office were removed, accounting for a \$16,594 increase in the difference from last year in this unit, however, the amount was removed from other line items for a net wash to the County.

Final budget adjustments include an increase in salaries of \$2,978.

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

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of meetings/hearings transcribed	252	190	200
Number of documents optically scanned	5,886	5,000	5,000
Number of BOE appeals processed	657	150	750
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.239	0.233	0.226
Per capita cost (county support)	\$1.72	\$1.85	\$1.95
Cost per meeting/hearing	\$2,207.57	\$3,241.51	\$3,334.93

<b>Goal ES4: To improve service, increase efficiency and provide greater information access and exchange between the County Commissioners and the citizens of Weld County.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
ES4-1: User friendly government information and services	Percent of users (residents, visitors, employees, etc.) satisfied with services and information	99%	99%	99%
ES4-2: Timeliness of provision of public records	Percent of Commissioner and departmental records (current and historical) electronically scanned and available upon request or accessible via Tyler Web	99%	99%	99%
ES4-3: Processing of, and access to, records of County-owned mineral interests	Percent of records which are accurately prepared for auction, or oil and gas revenues which are received for processing	100%	100%	100%

# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 783,390	\$ 818,782	\$ 832,911	\$ 823,669
Supplies	73,035	107,891	100,701	100,701
Purchased Services	46,165	82,317	72,188	72,188
Fixed Charges	778	1,500	1,500	1,500
Capital	0	0	0	0
Gross County Cost	\$ 903,368	\$ 1,010,490	\$ 1,007,300	\$ 998,058
Revenue	8,203,387	8,250,000	8,250,000	8,250,000
Net County Cost	\$ -7,300,019	\$ -7,239,510	\$ -7,242,700	\$ -7,251,942
Budgeted Positions	7 FTE Recording 3 FTE Admin.	7 FTE Recording 3 FTE Admin.	7 FTE Recording 3 FTE Admin.	7 FTE Recording 3 FTE Admin.

**SUMMARY OF CHANGES:**

Total expenses decreased by \$3,190. The Clerk and Recorder is requesting that two part-time positions in Recording be combined into one full-time position. The total increase in Personnel for this request is \$14,129. The office has had difficulty keeping both positions filled concurrently and this change would result in increased productivity in the Recording Department.

Supplies decreased by total of \$7,190, with \$10,000 removed from Office Supplies based on historical spending and offset by \$2,810 for an increase in software maintenance. Purchased Services was reduced by \$10,129 to help absorb the increase from Personnel. Repairs and Maintenance of Equipment was reduced by \$14,129 based on projected lower maintenance needs of microfiche machines; however, Travel and Meetings increased by \$4,000 due to the current Clerk and Recorder being the President of the Colorado County Clerks Association (CCCA), and the necessary meetings associated with this position.

Final budget adjustments include a decrease in salaries of \$9,242.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval. The combination of two 0.5 FTE into one 1.0 FTE is a policy issue for the board.

**BOARD ACTION:** On September 8, 2020, the Clerk and Recorder withdrew her request to have two part-time positions in Recording be combined into one full time position, but still requested the Grade 8, 0.5 FTE be upgraded to a Grade 15 like similar positions in that department. The request was supported by Human Resources based on job duties assigned. The total results in an increase from 2020 budgeted Personnel Services by approximately \$3,315. The upgraded position and all other items were approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of documents recorded	101,030	103,733	105,071
Number of copies produced	232,284	243,898	241,575
Number of marriage licenses issued	2,080	2,114	2,163
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita – Recording	0.309	0.300	0.292
Per capita contribution	\$2.79	\$3.03	\$2.91
Number of documents recorded per FTE	14,433	14,819	15,010

# CLERK AND RECORDER (CONTINUED) 1000-11100

<b>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.</b>				
<b>DESIRED OUTCOMES*</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)*</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
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  Work with County IT and Vendor for updates and training.	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.  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. Starting in 2020 there will be a Presidential Primary every four years.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 386,106	\$ 1,267,747	\$ 807,359	\$ 723,103
Supplies	212,942	1,017,400	382,000	382,000
Purchased Services	182,910	335,198	225,198	225,198
Fixed Charges	476	20,000	20,000	20,000
Capital	0	0	0	0
Gross County Cost	\$ 782,434	\$ 2,640,345	\$ 1,434,557	\$ 1,350,301
Revenue	456,349	350,000	350,000	350,000
Net County Cost	\$ 326,085	\$ 2,290,345	\$ 1,084,557	\$ 1,000,301
Budgeted Positions	5	7	7	7

**SUMMARY OF CHANGES:**

Decrease of \$1,205,788 in election related expenses such as election judges and ballots for only one scheduled election in the fall of 2021.

Final budget adjustments include a decrease in salaries of \$84,256.

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

**BOARD ACTION:** Approved as recommended.



# ELECTIONS (CONTINUED)

## 1000-11200

### PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of voter transactions	382,675	394,155	405,980
Revenue generated from elections	\$456,349	\$350,000	\$350,000
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	0.154	0.210	0.204
Per capita cost (county support)	\$1.01	\$6.88	\$2.91
Transactions per FTE	76,535	56,308	57,997

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 2,845,666	\$ 3,190,338	\$ 3,190,338	\$ 3,097,865
Supplies	17,858	40,502	42,285	42,285
Purchased Services	295,174	290,322	311,879	311,879
Fixed Charges	60	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 3,158,758	\$ 3,521,162	\$ 3,544,502	\$ 3,452,029
Revenue	0	0	0	0
Net County Cost	\$ 3,158,758	\$ 3,521,162	\$ 3,544,502	\$ 3,452,029
Budgeted Positions	43 Full-time 2 Part-time	45 Full-time 4 Temporary	45 Full-time 4 Temporary	45 Full-time 4 Temporary

**SUMMARY OF CHANGES:**

Supplies have increased by \$1,783 due to an increase in software maintenance expenses.

Purchased Services are projected to increase \$21,557 due to Postage needs. An announcement was made in the June Motor Vehicle Governance call that DPA will increase fees for printing services by 3%. The motor vehicle office forecasts an increase in postage due to the impact of COVID-19 for the first six months of 2021.

Final budget adjustments include a decrease in salaries of \$92,473.

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

**BOARD ACTION:** Approved as recommended.

# MOTOR VEHICLE (CONTINUED) 1000-11300

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of titles/registrations issued	766,800	594,580	618,363
FORT LUPTON BRANCH OFFICE: Number of marriage licenses issued	220	220	220
DEL CAMINO BRANCH OFFICE: Number of marriage licenses issued	280	375	300
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita – DMV	1.359	1.471	1.431
Per capita cost	\$9.76	\$10.57	\$10.08
Number of titles/registrations issued per FTE	17,040	13,213	13,741

**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	20	20	20
	Website updates	36	40	40
	Posting of educational signs	15	15	15

# **BUDGET UNIT REQUEST SUMMARY**

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

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 754,865	\$ 828,934	\$ 828,934	\$ 796,684
Supplies	97,575	115,883	118,388	118,388
Purchased Services	157,669	209,900	209,900	209,900
Fixed Charges	33	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,010,142	\$ 1,154,717	\$ 1,157,222	\$ 1,124,972
Revenue	6,386,396	5,008,000	7,008,000	7,008,000
Net County Cost	\$ - 5,376,254	\$ - 3,853,283	\$ - 5,850,778	\$ - 5,883,028
Budgeted Positions	10	10	10	10

**SUMMARY OF CHANGES:** Budget is up \$2,505 for software costs. No other changes in expenses.

Revenues are up \$2,000,000 for Treasurer's fees for a total of \$7,000,000 due the projected property tax collections from taxing entities being up and an under estimation in 2019. Advertising fees remain at \$8,000.

Final budget adjustments include a decrease in salaries of \$32,250.

**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>
<b><u>Work Outputs</u></b>			
Property Tax Collected	\$830M	\$968M	\$950M
Investments	\$270M	\$270M	\$370M
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.309	0.300	0.292
Per capita expenditure	\$3.12	\$3.47	\$3.29

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

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)*	ACTUAL	ESTIMATED	PROJECTED
ES8-1: Effective and cost-efficient County tax collection	Cost per tax bill	\$5.53	\$6.09	\$6.09
	Number of tax bills per FTE	19,800	19,800	19,800
	Tax revenue per FTE	\$85M	\$105M	\$130M
	Fee Income per FTE	\$481,600	\$600,800	\$700,800
ES8-2: Investments that are safe, liquid and deliver the best yield possible – in that order	Return on investments	1.90%	.60%	.50%
	Return on investments	\$6.2M	\$3.10M	\$2.0M

# **BUDGET UNIT REQUEST SUMMARY**

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

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 3,083,998	\$ 3,285,208	\$ 3,365,611	\$ 3,421,847
Supplies	245,892	262,730	265,638	265,638
Purchased Services	433,468	216,394	216,394	216,394
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 3,763,358	\$ 3,764,332	\$ 3,847,643	\$ 3,903,879
Revenue	145,233	50,500	50,500	50,500
Net County Cost	\$ 3,618,125	\$ 3,713,832	\$ 3,797,143	\$ 3,853,379
Budgeted Positions	37.5	37.5	38.5	38.5

**SUMMARY OF CHANGES:**

Includes mid-year 2020 request for position at Appraiser III (Grade 30) approved by the Board on March 10, 2020, for a total of \$80,403 increase in Personnel Services. Supplies increased by \$2,908 to reflect increases in IT Software maintenance. No other changes were requested.

Final budget adjustments include an increase in salaries of \$56,236.

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

**BOARD ACTION:** Approved as recommended.

**ASSESSOR  
(CONTINUED)  
1000-13100**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of parcels (including personal property and SA)	212,000	215,000	218,000
Telephone Calls Answered	18,000	18,000	18,000
Number of administrative updates to database	150,000	152,000	155,000
Number of walk-ins requesting assistance	5,000	5,000	5,000
Number of Property Inspections	10,500	10,500	11,000
Sales Verification	14,500	12,500	15,000
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	1.159	1.126	1.124
Per capita cost (county support)	\$11.18	\$11.15	\$11.25
Cost per parcel	\$17.07	\$17.27	\$17.68
Parcels Per FTE	5,653	5,733	5,662
<b><u>Effectiveness Measures (desired results)</u></b>			
Deed Processing Time (days)	5	5	5
Requests for Information per FTE	825	825	825
Percent of Properties Site Reviewed	5%	5%	5%
Assessment Levels compared to market value	100%	100%	100%

# ASSESSOR (CONTINUED) 1000-13100

<b>Goal ES9: Correctly discover, list, value, and defend values for property taxes for Weld County taxing authorities.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
ES9-1: Effective County property valuation	Complete submission of the tax warrant by the January 10 <sup>th</sup> 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 22,337	\$ 22,574	\$ 22,574	\$ 22,583
Supplies	80	300	300	300
Purchased Services	764	29,900	29,900	29,900
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 23,181	\$ 52,774	\$ 52,774	\$ 52,783
Revenue	0	0	0	0
Net County Cost	\$ 23,181	\$ 52,774	\$ 52,774	\$ 52,783
Budgeted Positions	1 PT	1 PT	1 PT	1 PT

**SUMMARY OF CHANGES:** No change.

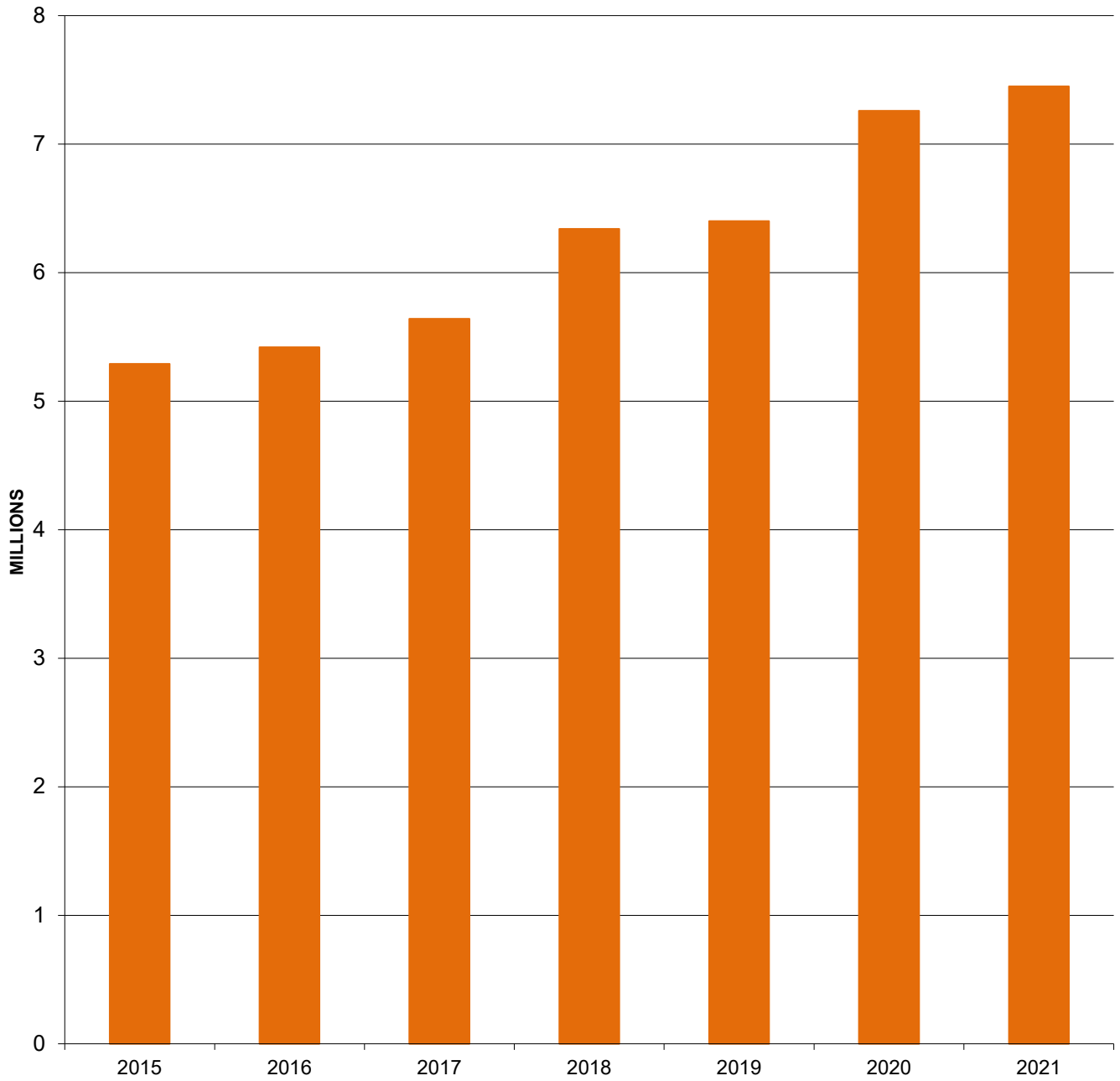
Final budget adjustments include an increase in salaries of \$9.

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

**BOARD ACTION:** Approved as recommended.

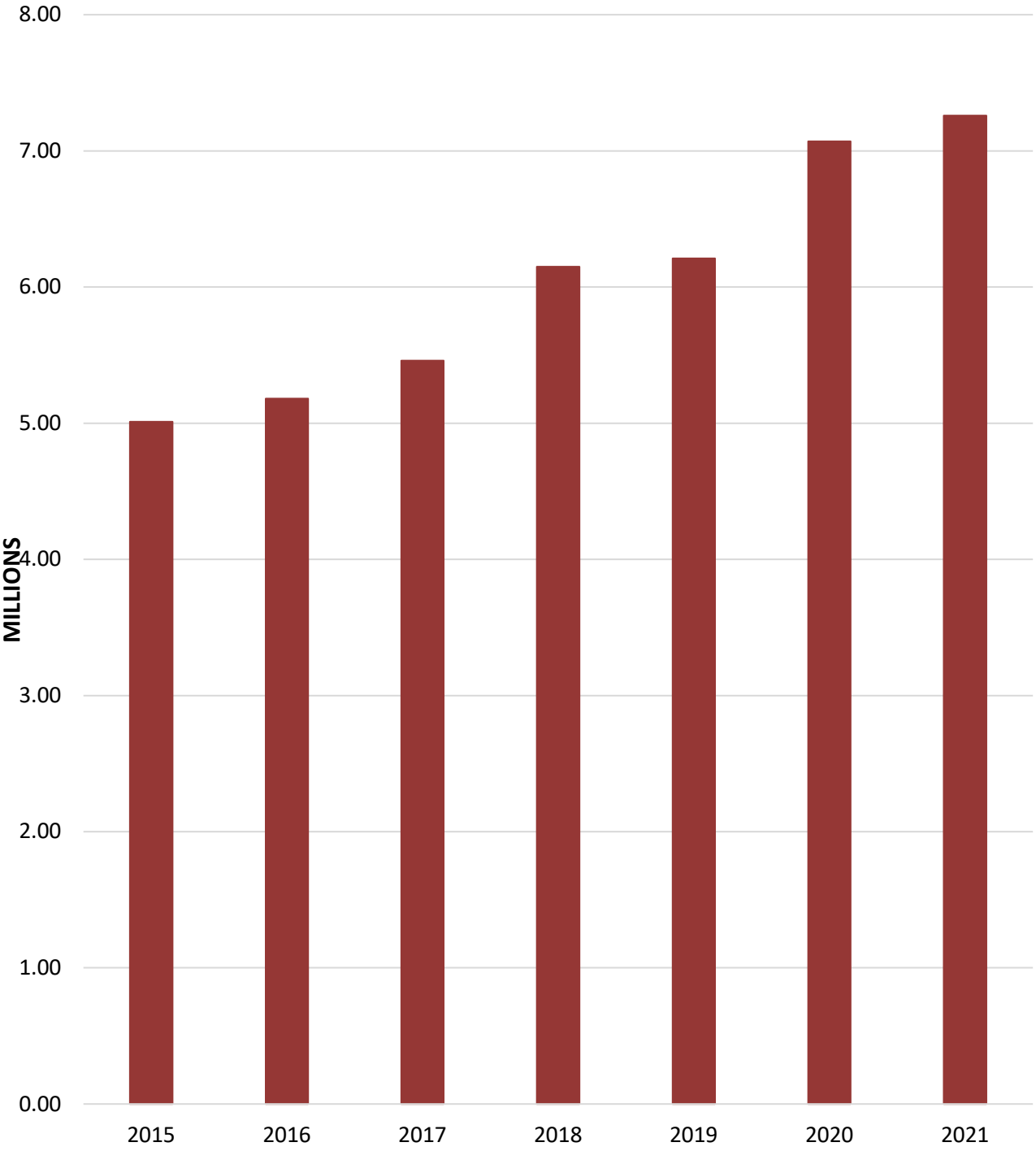
# SEVEN YEAR TREND

## District Attorney



# SEVEN YEAR TREND

## District Attorney Local Cost



# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DISTRICT ATTORNEY

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 6,279,388	\$ 6,963,427	\$ 7,061,239	\$ 7,160,348
Supplies	43,449	42,234	41,874	41,874
Purchased Services	203,841	253,152	245,918	245,918
Fixed Charges	-4,026	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 6,522,652	\$ 7,258,813	\$ 7,349,031	\$ 7,448,140
Revenue	176,276	184,960	184,960	184,960
Net County Cost	\$ 6,346,376	\$ 7,073,853	\$ 7,164,071	\$ 7,263,180
Budgeted Positions	59.00	64.00	64.00	64.00

**SUMMARY OF CHANGES:** District Attorney is recommending four position reclassifications for a total increase to Personnel Services of \$97,812.

- Reclassification of two Deputy District Attorney III (Grade 49) positions to Deputy District Attorney IV (Grade 55) (Increase \$34,182)
- Reclassification of two Deputy District Attorney III (Grade 49) positions to Deputy District Attorney V (Grade 61) (Increase \$63,630)

Supplies and Purchased Services are each reduced based on historical spending patterns, with a reduction of \$360 from IT Software maintenance in Supplies and \$7,234 in Purchased Services due to decreases in Printing and Phones.

Final budget adjustments include an increase in salaries of \$99,109.

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

**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 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 165,066	\$ 170,672	\$ 170,672	\$ 128,216
Supplies	77	200	200	200
Purchased Services	30,662	1,700	58,341	58,341
Fixed Charges	-487	0	0	0
Gross County Cost	\$ 195,318	\$ 172,572	\$ 229,213	\$ 186,757
Revenue	124,125	99,359	157,000	157,000
Net County Cost	\$ 71,193	\$ 73,213	\$ 72,213	\$ 29,757
Budgeted Positions	1.5	1.5	1.5	1.5

**SUMMARY OF CHANGES:**

Juvenile Diversion funding has changed from a competitive grant to an allocation formula. This allocation provides Diversion Services through the DA's Office and also provides funding for Restorative Justice services. Restorative Justice was formerly funded through a different funding source and was paid for by the Juvenile Diversion program using account 15250. As it is no longer required that these funds be separated by grant rules, these have been combined into 15200, and the amount of Purchased Services reflects \$57,841 to be used towards Restorative Justice services. This is a significant decrease from past funds used on those services.

Final budget adjustments include a decrease in salaries of \$42,456.

**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:** 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 4,362	\$ 0	\$ 0
Supplies	32	50	0	0
Purchased Services	49,639	90,750	0	0
Fixed Charges	0	0	0	0
Gross County Cost	\$ 49,671	\$ 95,162	\$ 0	\$ 0
Revenue	129,301	95,162	0	0
Net County Cost	\$ -79,630	\$ 0	\$ 0	\$ 0
Budgeted Positions	.25	.0	.0	.0

**SUMMARY OF CHANGES:**

As a result of the completion of the project, this account is no longer necessary. Funds that will support Restorative Justice will be included in Juvenile Diversion, Org 15200.

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

**BOARD ACTION:** Approved as recommended.

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

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DISTRICT ATTORNEY

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

**DEPARTMENT DESCRIPTION:** The Victim Witness Assistance Unit provides services for victims of crime through the Federal Victims of Crime Act, Victim Assistance Law Enforcement, Crime Victim Compensation and the Victims' Rights Amendment. The VW Program provides services to all victims/witnesses involved in cases being prosecuted through the District Attorney's Office. Crime Victim Compensation provides monetary assistance to eligible crime victims who have reported the crime to a law enforcement agency.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 940,241	\$ 1,039,204	\$ 1,039,204	\$ 1,053,920
Supplies	246	500	300	300
Purchased Services	26,125	28,005	27,450	27,450
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 966,612	\$ 1,067,709	\$ 1,066,954	\$ 1,081,670
Revenue	438,728	449,788	442,673	469,444
Net County Cost	\$ 527,884	\$ 617,921	\$ 624,281	\$ 612,226
Budgeted Positions	12.50	13.50	13.75	14.00

**SUMMARY OF CHANGES:** The Victim Witness has 14 staff (13.75 FTE) and received additional VOCA Grant funding to increase the 20-25 hour a week Clerical VW to 30 hours a week, or 0.25 FTE. Office supplies are down \$200, and Purchased Services are down \$555 primarily from phones. Net county costs are up \$992.

Revenue for the program comes from the following grants: VALE (\$136,182); VOCA/VAWA (\$176,121); Administrative funds from VALE (\$85,390), and COMP (\$44,980). Total revenue is \$442,673 down \$7,115.

Final budget adjustments include an increase in salaries of \$14,716.

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

**BOARD ACTION:** Based on clarification from staff and changes in grant funding, the Board agreed to fully fund 14.0 FTE, represented by an increase in Personnel Services of \$26,661. This includes a reclassification of one Grade 8, part-time position to a full-time, Grade 15 position with benefits at an increase of \$20,719. A second reclassification of a Grade 16 to a Grade 20 was approved with the support of Human Resources, for a total of \$5,942. The grant revenues are adjusted as follows: VALE (\$112,366); VOCA (\$251,735); Administrative funds from VALE (\$64,413), and COMP (\$40,930). The total revenue is anticipated at \$469,444, up \$19,656 from 2020. Approved as described above.

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

# **BUDGET UNIT REQUEST SUMMARY**

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

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 508,918	\$ 594,585	\$ 594,585	\$ 888,356
Supplies	941	300	300	300
Purchased Services	2,109	10,000	10,000	10,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 511,968	\$ 604,885	\$ 604,885	\$ 898,656
Revenue	0	0	0	0
Net County Cost	\$ 511,968	\$ 604,885	\$ 604,885	\$ 898,656
Budgeted Positions	2.00	2.00	2.00	3.00

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

Final budget adjustments include an increase of \$293,771 for final salary adjustments and funding for Deputy Director of Finance and Administration.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend Approval. For succession planning in the final budget it is recommended that the position of Deputy Director of Finance and Administration be created. Funds for the position are included in budget unit 1000-99999.

**BOARD ACTION:** Approved as recommended.



# FINANCE AND ADMINISTRATION (CONTINUED) 1000-16100

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Excess revenue over expenditures	2.61%	3.00%	3.00%
Budgeted fund balance vs. actual variance	4.79%	3.00%	3.00%
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	0.062	0.060	0.088
Per capita cost (county support)	\$1.58	\$1.82	\$2.62

<b>Goal ES10: Ensure the financial viability of the County through sound financial management practices.</b>				
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	1.85%	1.50%	1.00%
ES10-2: Plan necessary resources to meet current and future operating and capital needs (priority outcome)	Percent of cash reserves	40.1%	50%	50%

<b>Goal ES11: Deliver on promises and be accountable for performance.</b>				
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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 922,058	\$ 975,153	\$ 975,153	\$ 902,175
Supplies	129,525	124,597	159,070	159,070
Purchased Services	38,843	42,000	44,000	44,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,090,426	\$ 1,141,750	\$ 1,178,223	\$ 1,105,245
Revenue	0	0	0	0
Net County Cost	\$ 1,090,426	\$ 1,141,750	\$ 1,178,223	\$ 1,105,245
Budgeted Positions	8.0	8.0	8.0	7.75

**SUMMARY OF CHANGES:** Budget is up \$36,473. Maintenance costs for software have increased \$34,473, primarily due to adding Core-iPayment at a cost of \$41,500. This use of the cloud will save on security requirements for credit card information on county networks and better manage the risks associated with credit card use in departments. Cost of required publication have gone up \$2,000. All other costs are remaining the same.

A request has been made for the reclassification of two Account Clerk III's to Account Clerk IV's (\$10,122) and the Payroll Specialist from a Grade 37 to Grade 40 (\$5,757). To offset the costs the Controller as part of the succession planning will phase out by going to 30 hours per week in 2021 for a savings of \$65,019. The net impact of all the changes is a reduction of \$49,140 in the Final Budget, if approved.

Final budget adjustments include a decrease in salaries of \$72,978.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval. Increases are justified. The use of the cloud with Core-iPayment for credit card transactions is much more secure and reduces the county's risks and liability.

The position reclassifications for the two Account Clerks are justified in maintaining parity with other like county positions, specifically Account Clerk IV's in Human Services. The upgrade of the Payroll Specialist is justified based upon a recent salary survey of like positions in Front Range counties and municipalities. The reduced hours of the Controller for 2021 is part of the succession planning of the position. If all are approved, the Final Budget will be reduced by \$49,140. Recommend approval.

# ACCOUNTING (CONTINUED) 1000-16200

**BOARD ACTION:** Approved as recommended.

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of Account Payable warrants issued	16,580	16,500	16,500
Average number of employees paid	1,725	1,750	1,750
Number of employees trained on General Ledger	300	300	300
Total Intergovernmental funds	\$37.6M	\$38.0M	\$39.0M
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.247	0.240	0.234
Per capita cost (county support)	\$3.37	\$3.43	\$3.23
Account Payable warrants per week per A/P FTE	300	300	300
Employees paid monthly per Payroll FTE	1,682	1,758	1,770

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

# **BUDGET UNIT REQUEST SUMMARY**

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

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 319,642	\$ 333,596	\$ 333,596	\$ 337,123
Supplies	99	250	250	250
Purchased Services	3,032	9,050	7,800	7,800
Fixed Charges	0	0	0	0
Gross County Cost	\$ 322,773	\$ 342,896	\$ 341,646	\$ 345,173
Revenue	0	0	0	0
Net County Cost	\$ 322,773	\$ 342,896	\$ 341,646	\$ 345,173
Budgeted Positions	3.0	3.0	3.0	3.0

**SUMMARY OF CHANGES:** Budget is down \$1,250. Use of more electronic noticing of bids has reduced postage (\$150), printing (\$100), and advertising (\$1,000).

Final budget adjustments include an increase in salaries of \$3,527.

**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>
<b><u>Work Outputs</u></b>			
Number of formal bids presented to BOCC	162	200	200
Number of Purchase Orders placed	1,003	1,000	1,000
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	0.093	0.090	0.088
Per capita cost (county support)	\$1.01	\$1.03	\$1.01
No. of formal bids/FTE presented to BOCC	67	70	70

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

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

# **BUDGET UNIT REQUEST SUMMARY**

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

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,414,546	\$ 1,451,807	\$ 1,451,807	\$ 1,482,758
Supplies	164,402	368,344	413,136	413,136
Purchased Services	71,157	82,850	77,850	77,850
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,650,105	\$ 1,903,001	\$ 1,942,793	\$ 1,973,744
Revenue	0	0	0	0
Net County Cost	\$ 1,650,105	\$ 1,903,001	\$ 1,942,793	\$ 1,973,744
Budgeted Positions	15	15	15	15

**SUMMARY OF CHANGES:**

The Human Resources Budget is increasing by \$39,792 for increases in IT Software maintenance and new reporting and training software. There was a \$5,000 reduction in Advertising to help offset these increases and based on historical spending. No other changes requested.

Final budget adjustments include an increase in salaries of \$30,951.

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

**BOARD ACTION:** Approved as recommended.

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

## **PERFORMANCE MEASURES**

<b><u>Work Outputs</u></b>	<b><u>ACTUAL</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROJECTED</u></b>
Authorized County positions (FTE'S)	1,700	1,756	1,782
Occupied FTE'S	1,630	1,690	1,713
Employees			
Terminated/Resigned/Retired	130	175	210
Employees Hired	200	250	269
Turnover Rate	10%	10%	10%
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	0.463	0.450	0.438
Per capita cost (county support)	\$5.10	\$5.71	\$5.76
Personnel served per FTE	113	117	119

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

# **HUMAN RESOURCES**

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

<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
ES14-2: PeopleSoft ePerformance system becomes greater value for our Managers and employees	Enhance PeopleSoft use for our employees and Managers. Continue to create better evaluations and data for all to see. Continue to enhance reporting to Enable Managers to use ePerformance as a successful management tool.	Managers put basic info in ePerformance to look at PAST performance		The enhancements created by the upgrade should make PeopleSoft a much better tool for employees, supervisors and managers. Managers use ePerformance as a management tool throughout the year to enable ability to track and monitor skills year round. Evaluations become better tool for managing performance level and discussions had with employees on an ongoing basis. Reporting delivered will enable managers to monitor and hold staff accountable more successfully.
ES14-3: Workforce skills to support County priorities (leadership, customer service, fiscal problem-solving, etc)  County Skills Training	Continue training programs in skills needed for staff development. Develop and initiate leadership training for our employees to enable them to grow and be successful as managers and leaders.  Work within our Departments and outside resources to offer specific training to all County employees to enhance their skills and abilities on an everyday basis. Included is working with IT on Computer support (Excel or other programs needed),	Development in process		Continue Leadership Classes for Supervisors and Managers  Ongoing training at all levels will enhance the skills and employee satisfaction and help reduce turnover.
ES14-4: Enhance Wellness Program to provide cost savings and benefits to County and employees	Continue to enhance Wellness Program, partnering with our providers to provide effective metrics and proof of County cost savings.	Progress continues... Sigma, Peer Support, etc.		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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,680,770	\$ 1,739,343	\$ 1,751,008	\$ 1,638,874
Supplies	2,298	12,000	9,000	9,000
Purchased Services	734,995	1,034,436	845,599	845,599
Contra Account	-165,226	-291,568	-291,568	-291,568
Gross County Cost	\$ 2,252,837	\$ 2,494,211	\$ 2,314,039	\$ 2,201,905
Revenue	685,965	650,000	500,000	500,000
Net County Cost	\$ 1,566,872	\$ 1,844,211	\$ 1,814,039	\$ 1,701,905
Budgeted Positions	19.0	16.0	16.0	15.0

**SUMMARY OF CHANGES:** The total request for Planning is down by \$30,172. Personnel is up by \$11,665 for the promotion of one position from a Planner I to a Planner II. This is part of the internal structure to increase retention and is justified by work performance and training completed.

Supplies are down \$3,000 to reflect budget cuts in Office Supplies (\$500), Small Items of Equipment (\$1,500) and Software Maintenance (\$1,000). Purchased Services is down \$188,837, mainly due to a decrease in chargeback expenses from Engineering (\$210,933), Travel (\$10,000), and Phones (\$3,000) to cut costs and reduce expenses. Increases are reflected in Vehicle Depreciation (\$5,800) and Other Purchased Services (\$24,500) for contracted services for the Comprehensive Plan and Land Use Map update.

Revenue is down by \$150,000. Land use permits are down in the last part of the 1st Quarter and carrying into the 2nd and 3rd Quarters of 2020 due to COVID-19. Land use permits should begin to trend upward in 4th Quarter and into 2021 once COVID-19 begins to subside and the economy begins to reopen.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval. The promotion is a policy issue for the board, and meets the historical justification for these positions.

**BOARD ACTION:** Based on discussion with staff, one vacant position was moved from Planning to Org 25100 Building Inspections to meet staffing needs. There is a net salary savings of approximately \$60,265 to the county with this move. Salaries were adjusted down by \$112,134 to accommodate this and annual adjustments for existing staff needs. All other items approved as recommended.

# PLANNING AND ZONING (CONTINUED) 1000-17100

## PERFORMANCE MEASURES

	<u>ACTUAL</u> <u>(2019)</u>	<u>ESTIMATED</u> <u>(2020)</u>	<u>PROJECTED</u> <u>(2021)</u>
<b><u>Current Planning Work Outputs</u></b>			
Number of total applications submitted	842	650	725
Number of administrative land use cases (ZP's, SPR's, etc.)	713	500	550
Number of FHDP and FP (Flood Hazard Dev. Permits)	96	85	85
WOGLA (Oil and Gas Location Assessments)	198*	0*	0*
LAP (Location Assessment for Pipelines)	21*	0*	0*
<b><u>Long Range Planning Work Outputs</u></b>			
Special Projects	1	4	1
Walk in's	1,618	1,250	1,400
Pre-Application Meetings	300	210	225
Code Revisions	4	4	2
Comp Plan Amendments	0	1	2
<b><u>Technical Support Work Outputs</u></b>			
Total Public Hearings (PC and BOCC)	235	135	195
Case Clean Up (RE, SE, USR, Subdivisions)	20	10	10
Town/County Staff Outreach Meetings	2	2	2
<b><u>Compliance Planning Work Outputs</u></b>			
Number of Complaints	327	300	300
Number of violations opened	327	310	300
Number of violations closed	285	265	270
Average number of County Court hearings (Vouchers)	12 1	8 4	12 0
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.587	0.480	0.438

Geo Hazard Development Permits (GHDP's) will no longer be required after July 25, 2019  
\*WOGLA's and LAP's moved to new department (Oil and Gas Energy Department) in August  
2019. Special Projects for 2020 include update to Comprehensive Plan and land use map.

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

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

# PLANNING AND ZONING (CONTINUED) 1000-17100

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

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

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

# PLANNING AND ZONING (CONTINUED) 1000-17100

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

<b>Goal CED6: Work with, not against, the flowing tide of free markets whereby reducing or eliminating red tape and barriers to entry.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
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:** FINANCE AND ADMINISTRATION

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 95,000	\$ 146,258	\$ 145,565
Supplies	0	2,500	6,000	6,000
Purchased Services	0	2,500	47,742	48,435
Fixed Charges	0	0	800,000	800,000
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 100,000	\$ 1,000,000	\$ 1,000,000
Revenue	0	0	1,000,000	1,000,000
Net County Cost	\$ 0	\$ 100,000	\$ 0	\$ 0
Budgeted Positions	0	1 PT	1 PT 1 Full	1 PT 1 Full

**SUMMARY OF CHANGES:** 2021 is the second year of this program due to Weld County becoming an CDBG allocation entity, but the first year receiving an actual allocation as revenue. The estimated allocation amount is \$1,000,000. The program allows 20% for administrative costs (\$200,000), and 80% program grants of \$800,000.

Administrative costs will include \$145,565 for a staff of the part time CDBG Manager and one full-time Program Specialist (Grade 25) position. Supplies are funded at \$6,000. Services are funded at \$48,435 with \$45,335 of the services unallocated.

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

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

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

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 2,782,966	\$ 3,324,616	\$ 3,444,884	\$ 3,382,324
Supplies	569,788	863,357	903,447	903,447
Purchased Services	4,255,519	3,942,780	4,777,164	4,777,164
Fixed Charges	21,032	22,000	22000	22,000
Contra Account	-298,648	-300,000	-300,000	-300,000
Capital	36,460	0	0	0
Gross County Cost	\$ 7,367,117	\$ 7,852,753	\$ 8,847,495	\$ 8,784,935
Revenue	0	0	5,000	5,000
Net County Cost	\$ 7,367,117	\$ 7,852,753	\$ 8,842,495	\$ 8,779,935
Budgeted Positions	30.5	35.0	38.0	38.0

**SUMMARY OF CHANGES:** Requested net county cost budget is up by \$989,742 or 12.60% largely due to County construction on ten facilities and additions: Evidence Storage building, Coroner building, Clerk and Recorder building, Jail Wing addition, Oil and Gas Energy building, Car Wash building, Public Works office addition, and three buildings at the new Mead Grader Complex. These new or expanded facilities result in increases of personnel service, supplies and purchased services.

Personnel Service is up by \$120,268 through mid-year request to move 1.0 FTE from Missile Site Park (Org 50100; Grade 25 at \$54,753) to Buildings and Grounds approved by Board on January 27, 2020. Mid-year request to add 2.0 FTE consisting of one HVAC Technician (Grade 33 at \$58,639) and one Carpenter (Grade 25 at \$48,157). On June 22, 2020 the Board approved a restructuring of a retiring carpenter position that lowered the cost by \$41,281.

Supplies are up \$40,090 due to computer software maintenance increases for proximity card door access system support, work order application support, and HVAC controls application support.

# **BUILDINGS AND GROUNDS (CONTINUED) 1000-17200**

Purchased Services are up by \$834,684 primarily because of utilities (\$342,501), custodial services (\$254,878), building repair and maintenance (\$195,000), and other items (\$42,305).

Fixed costs remain the same. Contra account remains the same for grant recovery purposes. Revenues are up \$5,000 due to Missile Site Campground and dump station fees being absorbed under Buildings and Grounds account code.

Operations and Maintenance trends for commercial facilities have median operational cost of \$12.36 per square foot. Buildings and Grounds is operating well below this trend level at \$5.02 per square foot.

Final budget adjustments include a decrease in salaries of \$62,560.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval. With the additional buildings to maintain the increases are all justified.

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of square feet maintained	1,502,071	1,569,806	1,748,775
Number of preventative maintenance work orders (PMs)	990	990	990
Number of tracked repair work orders	12,100	12,100	12,100
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	0.942	1.051	1.051
Per capita cost (county support)	\$22.76	\$23.58	\$25.64
Cost per square foot	\$4.90	\$5.00	\$5.02



# **BUILDINGS AND GROUNDS (CONTINUED) 1000-17200**

<b>Goal ES15: Plan, construct, and maintain well-designed County facilities in time to meet the needs of Weld County.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
ES15-1a: Customer satisfaction with cleanliness of facilities	Maintain customer complaints above 98% level.	99%	98%	99%
ES15-2b: Eliminate injuries contributed to facility deficiencies	Prioritize and correct safety deficiencies as they arise	100%	100%	100%
	100% of facilities meeting ADA requirements	100%	100%	100%
ES15-3c: Improve customer satisfaction with environmental comfort controls	Respond to hot/cold calls within 30 minutes above the 98% response level	99%	98%	99%

<b>Goal ES16: Direct planning, design, engineering, construction services, and capital improvements</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
Cost effectively manage building improvements and construction	Ensure construction and improvement projects stay within budget	100%	100%	100%

<b>Goal ES17: Ensure a responsive, service-oriented, effective maintenance services</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
Maintenance requests are completed within a timely manner for customers	Maintenance issues are cleared within 30 days of work order submission	98%	98%	98%

<b>Goal ES18: Perform preventative maintenance actions to reduce lifetime operational cost</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	711,307	711,307	711,307
Fixed Charges	0	42,642	42,642	42,642
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 753,949	\$ 753,949	\$ 753,949
Revenue	638,307	1,409,060	1,409,060	1,409,060
Net County Cost	\$ - 638,307	\$ - 655,111	\$ - 655,111	\$ - 655,111
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** In the final budget, the costs and revenues will be updated to reflect projected 2021 leases and occupancy. The building is managed by a real estate management firm. Budget reflects the costs of the entire building (\$753,949) and revenues from the leased space (\$1,188,844) and Social Service space reimbursement (\$220,216) total \$1,409,060. The building generates a positive cash flow of \$655,111. In the capital budget there is \$750,000 budgeted for upgrades and improvement to the facility. In January 2017, the Child Welfare unit with approximately 120 employees relocated to the Plaza Annex, and the first floor of the main building. They will occupy approximately 29.21% of the building. Elections moved into the first floor in 2018, but no revenue will be realized in this budget from their occupancy.

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

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** INFORMATION TECHNOLOGY

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 5,988,350	\$ 6,516,890	\$ 6,615,573	\$ 6,615,573
Supplies	2,379,089	2,554,622	2,463,281	2,463,281
Purchased Services	543,595	1,440,398	2,090,246	2,090,246
Fixed Charges	36,505	0	0	0
Contra Account	-2,249,072	- 1,500,000	- 1,500,000	- 1,500,000
Capital	7,723	2,250,000	695,000	695,000
Gross County Cost	\$ 6,706,190	\$ 11,261,910	\$ 10,364,100	\$ 10,364,100
Revenue	0	0	0	0
Net County Cost	\$ 6,706,190	\$ 11,261,910	\$ 10,364,100	\$ 10,364,100
Budgeted Positions	49	50	51	51

**SUMMARY OF CHANGES:** Budget is down \$897,810. Based upon discussions with the Board in the 2020 budget process funding of \$500,000 from Innovation and Technology (budget unit 1000-17375) will be put into the Information Technology budget going forward starting in the 2021 budget. With this adjustment this budget is down \$1,397,810.

Personnel Services are up \$98,683 to cover 2021 step increases and the transfer of Technical Support FTE from the Telecom budget (\$80,978), and Supplies are down \$91,341 primarily for small items of equipment and software costs. Purchased Services are up \$649,848 with the \$500,000 transferred from Innovation and Technology and computer hardware maintenance.

Capital is funded in accordance with the Five-Year Capital Improvement Plan. The 2021 capital plan requires funding of \$1,015,500 with \$695,000 in the capital account and the remaining \$320,500 in small items of equipment and computer and software maintenance accounts.

For 2021 compliance projects (legal, vendor or state mandated) and departmental projects there has been \$1,000,000 funded in account 6570 Miscellaneous. As with the last few years, it is anticipated that an IT budget work session will be held with IT staff, and requesting departments presenting their requests along with IT management and Finance and Administration recommendations for the Board's review. The Commissioners will make the final determination of 2021 funding of each project.

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

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of Computing Devices Supported	3,250	3,250	3,264
Number of Personal Computer systems installed/replaced	215	215	450
Number of IT Managed Projects	60	60	75
Number of Technical Support Calls/Month	1,400	1,400	1,400
Number of Office 365 Accounts Migrated	100	100	100
Number of Virtual Servers Managed	195	195	261
Number of Application Managed	125	125	127
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	1.514	1.502	1.489
Per capita cost (county support)	\$20.72	\$33.82	\$30.26

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

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

## **Goal 1: – Information Technology Security**

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

## **Goal 2: – Adopting Cloud Services**

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

## **Goal 3: – Consolidation and Optimization**

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

## **Goal 4: – Budget and Cost Control**

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

## **Goal 5: – Human Resource / Talent Management**

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

## **Goal 6: – Strategic IT Planning**

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

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

## **Goal 7: – Mobility**

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

## **Goal 8: – Disaster Recovery and Business Continuity**

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

## **Goal 9: – Geographic Information Systems (GIS)**

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

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

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

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** INFORMATION TECHNOLOGY

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	218,737	132,895	188,095	188,095
Purchased Services	4,266	8,740	4,860	4,860
Fixed Charges	0	0	0	0
Capital	0	4,663	0	0
Gross County Cost	\$ 223,003	\$ 146,298	\$ 192,955	\$ 192,955
Revenue	3,932	4,500	3,500	3,500
Net County Cost	\$ 219,071	\$ 141,798	\$ 189,455	\$ 189,455
Budgeted Positions	0	0	0	0

**SUMMARY OF CHANGES:** Total request is increasing by \$47,657 based on historical spending needs and negotiated contract rates for existing software programs, accounting for \$59,305 of the total increase in Supplies. The final software costs may be lower than currently anticipated, however, budgeted high enough to ensure the projects can be completed. A reduction of \$4,000 in Printing makes up the decrease in Purchased Services, and no capital software projects were requested for 2021. Revenue decreased by \$1,000 to accurately reflect actual revenue over a three-year average.

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

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
# Parcels in Database	139,082	143,145	147,578
# Parcels Updated	4,525	4,063	4,433
# Available Coverage (Layers) in GIS	50	60	75
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	0.000	0.000	0.000
Per capita costs (County support)	\$0.68	\$0.43	\$0.55

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	500,000	0	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 500,000	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 500,000	\$ 0	\$ 0
Budgeted Positions	0	0	0	0

**SUMMARY OF CHANGES:** Based on discussions with staff, it has been determined that this fund will no longer be budgeted separately and be a part of Information Technology going forward.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Concur with the staff recommendation the funding from this budget be put into the Information Technology budget (budget unit 1000-17300) going forward starting in the 2021 budget.

**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, mail processing, and courier services to the County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 282,714	\$ 294,528	\$ 294,528	\$ 304,282
Supplies	82,571	79,000	74,000	74,000
Purchased Services	43,326	70,000	56,000	56,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 408,611	\$ 443,528	\$ 424,528	\$ 434,282
Revenue	257,247	282,000	264,000	264,000
Net County Cost	\$ 151,364	\$ 161,528	\$ 160,528	\$ 170,282
Budgeted Positions	4	4	4	4

**SUMMARY OF CHANGES:** Revenues have dropped \$18,000 with the move to using Office Depot for county office supplies. Expenditures have been adjusted to reflect more accurate expenditure levels for a total reduction of \$19,000. Supplies are down \$5,000 in cost of goods sold. Purchased Services are down \$14,000 with \$3,000 in postage, \$5,500 in vehicle maintenance, and repairs and maintenance of equipment is down \$5,500. Net county costs are down \$1,000.

Final budget adjustments include an increase in salaries of \$9,754.

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

**BOARD ACTION:** Approved as recommended.

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

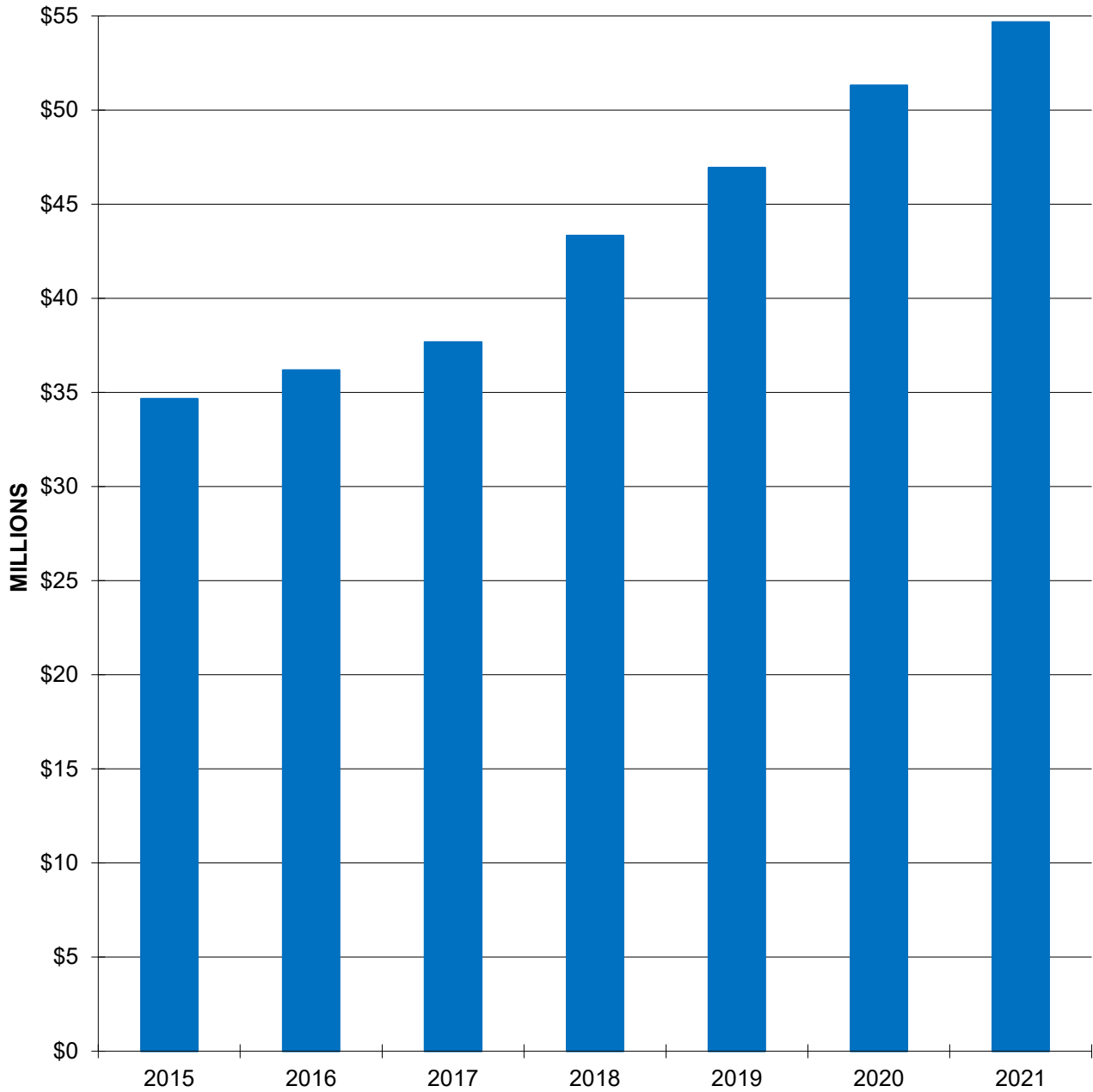
## **PERFORMANCE MEASURES**

	<u><b>ACTUAL</b></u>	<u><b>ESTIMATED</b></u>	<u><b>PROJECTED</b></u>
<b><u>Work Outputs</u></b>			
Print Orders	1,918	2,000	2,000
Mail Pieces	381,522	400,000	400,000
Supply Orders	1,703	400	400
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.124	0.120	0.117
Per Capita cost (county support)	\$0.47	\$0.49	\$0.50

<b>Goal ES19: Deliver timely, high quality and cost-effective printing and supply services to County departments.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
ES19-1: User friendly printing services to meet expanding user needs	98% of users satisfied with quality and timeliness of services	99%	99%	99%

# SEVEN YEAR TREND

## Sheriff's Office Local Costs



# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** Summary All Departments

**DEPARTMENT DESCRIPTION:** See individual budget units.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 39,732,031	\$ 41,936,271	\$ 44,456,911	\$ 45,667,660
Supplies	1,187,361	1,894,260	2,140,800	2,039,517
Purchased Services	8,846,324	10,084,057	9,845,301	9,661,961
Fixed Charges	-83,328	-85,000	-85,000	-85,000
Capital	32,403	149,750	96,740	88,740
Gross County Cost	\$ 49,714,791	\$ 53,979,338	\$ 56,454,752	\$ 57,372,878
Revenue	3,073,854	2,666,298	2,695,760	2,695,760
Net County Cost	\$ 46,640,937	\$ 51,313,040	\$ 53,758,992	\$ 54,677,118
Budget Positions	407.0	436.0	460.0	460.0

**SUMMARY OF CHANGES:**

The Sheriff's Office is requesting an increase in Net County Costs from the 2020 approved budget totaling \$2,445,952. This reflects an increase of 4.8% from 2020. A summary of the notable changes and brief justifications are listed below.

Revenues:

Revenues are increasing from 2020 by \$29,462 or 1.1%.

- \$108,000 for increased Jail Inmate Booking fees and higher inmate phone commission
- \$44,587 for increased Patrol service generated revenue
- (\$40,000) in decreased total for concealed weapon permits and VIN inspections revenue
- (\$83,125) in decreased total for mid-year change in concealed weapon permits to only charge residents for CBI portion of the expense. Approved by board in June 2020.

Personnel:

Personnel Expenses are increasing by \$2,520,640 or 6%. The Sheriff's Office is requesting a total of 24 new positions in 2021 to meet increased demand in the Civil Unit, cover shifts in the jail appropriately and be able to shift existing inmates over to the new 2 West Jail Wing once it opens in 2021.

- Org 21130, Patrol – Civil Unit: Addition of 1 FTE Civil Deputy (Grade 38) to assist with the growing number of evictions (25% increase between 2015-2020), civil papers and protection orders.
- Org 21110, Detentions – Booking Unit: Addition of 1 FTE Booking Supervisor (Grade 27) to ensure proper supervision of all 24/7 covered booking and bond stations, as well as the front desk.

- Org 24415, Detentions – Security Unit: Addition of 4 FTE Control Technicians (Grade 27) to staff a 24/7 Control Desk in the new 2 West Jail Wing, enabling staff to move inmates from the main jail to the new wing. This will make the 2 West Jail Wing partially operational in its ramp up phase and presents the opportunity to renovate inmate areas in the main jail complex, or to separate inmates from one another.

Addition of 18 FTE Detention Deputies (Grade 32) to ensure proper swing shift coverage for both sides of the week.

#### Supplies

Supplies are increasing by \$246,540 or 13%.

- \$70,000 for new Records & Evidence management software
- \$24,000 for uniforms and equipment to outfit the newly requested FTEs for the Civil and Detention Unit
- \$41,500 for an increase in ammunition and overall uniform cost
- \$11,000 for additional transportable fingerprint readers
- \$8,000 for an agency weapons carry class - ammunition
- \$18,775 for additional PPE due to COVID-19
- \$102,322 for additional radios in the new 2 West Jail Wing, transport vans and the SW Booking Station

#### Purchased Services

Purchased Services are decreasing by (\$238,756) or 2.4%.

- (\$847,096) in decreased contract payments to GPD, starting 2021 covered by Weld County
- \$183,340 budgeted in case Records building is not vacated and 1st Quarter 2021 payment needs to be made to GPD
- \$202,161 increased Inmate Medical Service contract fees
- \$81,035 increase in vehicle depreciation, repair and fuel
- \$61,806 increase in jail kitchen contract and court security contract fees
- \$51,049 increase in phone expense based on historical usage and expense
- \$28,465 increase in repair and maintenance (body scanners, breathing apparatus, etc.)
- \$9,843 increase in training cost

#### Capital – Equipment Requests

Capital Equipment expenses are decreasing by \$53,010 compared to 2020.

The Capital Cost for 2021 is projected as follows:

- \$8,000 for one key box for the Quartermaster (Support Services, Org 21140)
- \$8,000 for an electric lift to assist with heavy lifting and moving of boxes in the Evidence Unit (Org 21160)
- \$15,000 for a “Throwbot” to provide additional safety to the SWAT and Strike Team when entering a building (Patrol Unit, Org 21200)
- \$30,000 for an IRIS Surveillance used by Patrol enabling quick setup and surveillance
- \$8,800 for replacement of DME Forensic workstation in the Regional Lab (Org 21260)
- \$15,340 for replacement of two CEIA PMD2PLUS EZHD-0005 metal detector for Courts
- \$11,600 for a Key Watcher Unit which will track and document all key transactions for keys that are assigned to the Courts Unit

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

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

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

<b>Sheriff's Office Mission Statement:</b> "To provide effective public safety services with honor and integrity."				
<b>Detentions Division Mission Statement:</b> "To accept and lawfully hold prisoners in a safe, humane and wholesome environment that returns people to the community better, or no worse, than they arrived."				
<b>Goal SO DD 1: Lawfully hold prisoners in a safe and humane environment.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
SO DD 1-1: Inmates comply with facility rules and regulations	(1) Average number of rule violations per day in the jail.	8	10	11
	(2) The number of serious rule violations per day in the jail.	2	2	3
SO DD 1-2: Food service operations are hygienic, sanitary and provide a nutritional diet	(1) The number of meals served.	913,059	889,184	901,121
	(2) The number of documented inmate illnesses attributed to food service operations.	0	0	0
	(3) The number of inmate grievances about food service decided in favor of the inmate in the past 12 months.	16	18	20
SO DD 1-3: Actual secure bed occupancy is within reasonable operational jail capacity	(1) The average daily jail population in the past 12 months divided by the total number of general population beds available in the past 12 months.  <i>*2020 had different capacities. 2021 adds additional beds (954/1335)</i>	79%	81%	64%*
	(2) The number of sustained inmate grievances about crowding and housing conditions.	5	7	9
SO DD 1-4: Inmates have access to a continuum of health care consistent with that available in the community	(1) The number of inmates with positive initial tests for TB, Hepatitis A, B, or C, HIV or MRSA.	32	30	32
	(2) The number of inmate deaths due to suicide or homicide.	0	0	0
	(3) The number of medical prescriptions written in the jail population.	7,182	7,210	7,250
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.	2,341	2,754	3,167

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

<b>Goal SO DD 1 (continued): Lawfully hold prisoners in a safe and humane environment.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
SO DD 1-6: An investigation is conducted and documents sexual assault or threats reported in the jail.	(1) Number of sexual assaults reported in the jail population.	10	10	10
	(2) Number of reported sustained sexual assaults in the jail population.	1	0	0
SO DD 1-7: Contraband is minimized. It is detected when present in the facility.	(1) Percentage of personal searches conducted on intakes into facility.	100%	100%	100%
	(2) Percentage of times contraband is found while conducting personal searches on intakes into the facility.	>.1%	>.1%	>.1%
	(3) Percentage of time contraband is found on inmates or property in jail population outside of booking.	100%	100%	100%

<b>Goal SO DD 2: Maintain a continuum of effective jail alternatives that offer a range of sentencing and pre-adjudication options to secure custody.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
SO DD 2-1: Secure county jail beds are used efficiently and effectively	(1) The average number of offenders released from jail within 24 hours of admission per day.	11	12	12
	(2) The average number of jail bed used per day for pre-trial detention by the county/district courts.	439	506	573
	(3) The average number of jail beds used per day for jail sentences by the county/district courts.	188	198	208
	(4) The average number of jail beds used per day for jail sentences by other than county/district courts.	45	40	30



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

<b>Patrol Division Mission Statement:</b> "To provide effective public safety services with honor and integrity."				
<b>Goal SO PD 1: Protecting the well-being of the citizens of Weld County.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
SO PD 1-1: Proactively work to reduce crime	(1) Total number of UCR Part I Reported Crimes per 10,000 population	25.31	25.32	25.32
	(2) Total number of UCR Part II Reported Arrests per 10,000 population	29.05	29.04	29.03
	(3) Total NIBR reported crimes for unincorporated Weld County per 10,000 population	63.69	65.54	67.40
	(4) Total patrol division FTEs per 10,000 population	2.97	3.06	2.98
SO PD 1-2: Identify crime trends and effectiveness of forensic science to reduce crime	(1) Total submissions to the crime lab	(1) 2,352	(1) 2,500	(1) 2,700
	(2) Total cases generated	(2) 3,187	(2) 3,300	(2) 3,400
	(3) Total pieces of evidence processed	(3) 13,787	(3) 14,000	(3) 14,250
SO PD 1-3: Traffic Safety	(1) Total traffic accidents in Sheriff's Office Jurisdiction	(1) 312	(1) 321	(1) 330
	(2) Total traffic tickets	(2) 4,033	(2) 4,150	(2) 4,268
	(3) Total model traffic tickets	(3) 2,550	(3) 2,625	(3) 2,699
	(4) Total written warnings	(4) 7,242	(4) 7,452	(4) 7,663
	(5) Alcohol related crashes in Sheriff's Office Jurisdiction	(5) 16	(5) 17	(5) 18
	(6) Traffic fatalities (all Weld County)	(6) 54	(6) 52	(6) 50
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 \$2,738,265 17% increase	Recovered \$1,243,492 55% decrease	Recovered \$1,305,667 5% increase
		Stolen \$5,365,079 12% decrease	Stolen \$5,070,364 6% decrease	Stolen \$4,816,846 5% decrease
		Theft Recovery Rate 51%	Theft Recovery Rate 25%	Theft Recovery Rate 73%
SO PD 1-5: Service of civil process	(1) Total civil process served/attempted.	(1) 6,206	(1) 5,961	(1) 5,941
	(2) Total civil process served by public safety deputies.	(2) 130	(2) 124	(2) 120

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

<b>Goal SO PD 2: Establish and maintain meaningful communication with the citizens of Weld County.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
SO PD 2-1: Inform victims of restorative services available to them in the community	(1) Advocate contacts for Sheriff's Office Service area	1,659	2,175	2,200
SO PD 2-2: Appropriate dissemination of public safety information	(1) Number of required violent sexual offender notifications.	0	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.	229	253	277

\*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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,383,487	\$ 1,829,212	\$ 1,829,212	\$ 1,802,566
Supplies	49,735	89,276	107,174	107,174
Purchased Services	99,824	162,458	137,532	137,532
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,533,046	\$ 2,080,946	\$ 2,073,918	\$ 2,047,272
Revenue	178,322	215,000	91,875	91,875
Net County Cost	\$ 1,354,724	\$ 1,865,946	\$ 1,982,043	\$ 1,955,397
Budget Positions	15.0	17.0	17.0	17.0

**SUMMARY OF CHANGES:** There are no changes in personnel cost forecast in 2021. Net County Cost will increase by \$116,097 due to a reduction in revenue. The revenue reduction is made up of (-\$123,125) with fewer concealed weapon transactions and charging only the CBI portion for concealed weapons permits.

Supply expenses are projected to increase by \$17,898 due to added supplies for the new Records and Evidence unit opening in 2021, replacement cost of worn furniture and office equipment for the Records Manager. Purchased Services will decrease by \$24,926 due to lower depreciation, repair and maintenance and lower local travel cost.

Final budget adjustments include a decrease in salaries of \$26,646.

**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>
<b><u>Work Outputs</u></b>			
Press Releases	31	50	65
Vin Checks	2,045	2,100	2,150
Fingerprints*	1,632	1,750	1,850
Concealed Weapon Permits Issued	3,801	4,000	4,200
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.463	0.511	0.496
Per Capita Net County Cost	\$4.19	\$5.60	\$5.71

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

# **BUDGET UNIT REQUEST SUMMARY**

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

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,868,890	\$ 2,009,336	\$ 2,078,481	\$ 2,096,838
Supplies	237,220	320,205	337,713	320,205
Purchased Services	36,904	262,251	50,637	50,637
Fixed Charges	0	0	0	0
Capital	0	86,110	0	0
Gross County Cost	\$ 2,143,014	\$ 2,677,902	\$ 2,466,831	\$ 2,467,680
Revenue	261,149	268,500	266,500	266,500
Net County Cost	\$ 1,881,865	\$ 2,409,402	\$ 2,200,331	\$ 2,201,180
Budget Positions	29.0	30.0	31.0	31.0

**SUMMARY OF CHANGES:**

Net County Cost decreases by \$209,071. Personnel Services are projected to increase by \$69,145 due to the 1 FTE Booking Supervisor request for adequate supervisor shift coverage.

Supplies increased by \$17,508 due to a greater need for Personal Protective Equipment (PPE) triggered by COVID-19. Purchased Services costs are forecasted to decrease by \$211,614 because the medical coverage for the SW Booking Station was moved to the Inmate Services Unit (Org 24410) where the Inmate Medical Services contract is being budgeted. Revenue is only slightly decreasing due to a lower projected refund revenue for 2021. There are no capital expenditures planned for 2021.

Final budget adjustments include an increase in salaries of \$18,357.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Reduced supplies by \$17,508 as COVID-19 related PPE are not anticipated to be as high in 2021. The increase of the Booking Supervisor is a policy issue for the board. Recommend approval as adjusted.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Output</u></b>			
Booking	12,303	10,578	12,918
Jail mail out	29,895	31,884	33,478
Jail mail in	30,496	34,096	35,800
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.896	0.901	0.905
Per Capita Net County Cost	\$5.81	\$7.24	\$6.43

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 838,034	\$ 1,089,018	\$ 1,089,018	\$ 1,142,784
Supplies	44,846	92,444	203,458	203,458
Purchased Services	168,380	536,962	511,911	511,911
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,051,260	\$ 1,718,424	\$ 1,804,387	\$ 1,858,153
Revenue	0	0	0	0
Net County Cost	\$ 1,051,260	\$ 1,718,424	\$ 1,804,387	\$ 1,858,153
Budget Positions	7.0	10.0	10.0	10.0

**SUMMARY OF CHANGES:**

There are no changes in personnel cost forecast in 2021. Net County Cost reflects an increase of \$85,963. The majority lies within Supply expenses, which are projected to increase by \$111,014. This amount is made up of additional training supplies for the POST Academy and equipment for the newly established Body Worn Camera program. Furthermore, training costs that were budgeted in various units were transferred to the Professional Standards Unit for 2021.

Purchased Services expenses decreased by \$25,051 explained by a one-time purchase budgeted in 2020 that does not need to be accounted for in 2021. Range costs have increased because the Sheriff's Office is utilizing Greeley's and Longmont's range for training and has to rent range time for the POST Academy. This cost will be reduced once the Weld County range and training facility is operational.

Final budget adjustments include an increase in salaries of \$53,766.

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

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Output</u></b>			
Hiring	99	125*	115*
Training (hours)	2,585	3,500*	3,500*
Academies	6	8	6
Polygraphs	194	270*	275*
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.216	0.300	0.292
Per Capita Net County Cost	\$3.25	\$5.16	\$5.43

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

\*Note: Indicated an unknown staffing increase for the new 2 West Jail Wing. Additionally, POST hours have been added to this section for training.



# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 362,663	\$ 395,364	\$ 493,762	\$ 488,384
Supplies	184	1,500	500	500
Purchased Services	19,486	19,246	29,711	29,711
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 382,333	\$ 416,110	\$ 523,973	\$ 518,595
Revenue	157,013	150,000	150,000	150,000
Net County Cost	\$ 225,320	\$ 266,110	\$ 373,973	\$ 368,595
Budget Positions	6.0	6.0	7.0	7.0

**SUMMARY OF CHANGES:**

Overall Net County Cost reflects an increase of \$107,863. This includes \$98,398 in personnel cost for the requested 1 FTE additional Civil Unit Deputy and the standard outfitting cost for this position. In addition, depreciation cost increased by \$11,787 over the prior year.

Final budget adjustments include a decrease in salaries of \$5,378.

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

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Civil Process Processed	5,440	5,515	5,723
Concealed Weapon Permits Issued	2,971	3,134	3,130
Evictions	500	521	535
Sheriff's Sales	6	7	7
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.185	0.180	0.204
Per Capita Net County Cost	\$0.70	\$0.80	\$1.08

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 450,351	\$ 506,734	\$ 506,734	\$ 490,424
Supplies	459,717	698,036	917,128	898,353
Purchased Services	3,325	36,175	18,267	18,267
Fixed Charges	0	0	0	0
Capital	0	0	8,000	8,000
Gross County Cost	\$ 913,393	\$ 1,240,945	\$ 1,450,129	\$ 1,415,044
Revenue	0	0	0	0
Net County Cost	\$ 913,393	\$ 1,240,945	\$ 1,450,129	\$ 1,415,044
Budget Positions	7.0	7.0	7.0	7.0

**SUMMARY OF CHANGES:**

There are no changes in personnel cost forecast in 2021. Net County Cost is projected to increase by \$209,184. This is accounted for in supply expenses and made up of \$24,000 in uniforms and standard equipment for new FTEs in the Civil Unit and Detentions Division. In addition, the price of ammunition and the uniform costs have increased compared to last year, accounting for \$41,500.

An increase is projected for additional handheld fingerprint readers in the amount of \$11,000, ammunition for an agency weapons carry class at \$8,000, additional PPE expense of \$18,775 due to COVID-19 and \$111,322 in radios for the jail, outfitting the new Booking Station and transport vans, as well as the new 2 West Jail Wing with radios. The capital amount of \$8,000 includes a "Bio-Box" for keys, to assist in tracking who checked out vehicle keys.

Final budget adjustments include a decrease in salaries of \$16,310.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Removed \$18,775 from Supplies as PPE purchases are expected to decrease in 2021. Recommend approval for the adjusted request.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work output</u></b>			
Jail Incidents	3,021	2,128	3,417
Jail Hearings	525	344	610
Videos copied	283	468	510
Use of force	451	452	500
Investigations	111	65	168
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.216	0.210	0.204
Per Capita Net County Cost	\$2.82	\$3.73	\$4.13

**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 Records Unit - - 1000-21150

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 261,039	\$ 858,130	\$ 858,130
Supplies	0	65,000	23,000	23,000
Purchased Services	0	795,760	259,703	76,363
Fixed Charges	0	0	0	0
Capital	0	18,000	0	0
Gross County Cost	\$ 0	\$ 1,139,799	\$ 1,140,833	\$ 957,493
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 1,139,799	\$ 1,140,833	\$ 957,493
Budget Positions	0.0	12.0	12.0	12.0

**SUMMARY OF CHANGES:**

2021 will be the first year that Org 21150 is fully operational. The Sheriff's Office is taking over the responsibility of providing Records and Evidence services that have been contracted with the Greeley Police Department (GPD) and charged to the Records (Org 21150) and Evidence Unit (Org 21160). For 2020, the Sheriff's Office received approval to hire and train supervisors and staff over the last half of the year for a start date of January 1, 2021. This change accounts for \$597,091 increased personnel cost and is partially offset with the removal of the GPD service contract cost of \$536,057.

Supplies decreased by \$42,000 because most supplies were bought in 2020 for the startup period. Purchased Services expense has decreased by \$536,057 because the record service contract cost with GPD is no longer needed once the operation is taken over by Weld County Sheriff's Office. \$183,340 (for one quarter service expense) has been left in the budget, in case the building is not move-in ready and the Records Unit has to remain in its facility longer under the old contractual terms.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Removed the \$183,340 from Purchased Services as staff is hired and the space is owned by Weld County, so the contract with Greeley should not be needed for the first quarter. Recommend approval of the adjusted request.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Weld County Incidents Entered	--	47,123	47,204
Weld County Criminal Reports Processed	--	5,521	5,481
Weld County Summons/Tickets Processed	--	5,189	5,037
Records Disclosures	--	NA	NA
Records Sealed	--	NA	NA
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.00	0.360	0.350
Per Capita Net County Cost	\$0.00	\$3.42	\$2.80

**GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS:** As this is a new division for the Sheriff's Office with a start date of January 1, 2021, projected performance measures will be determined for the first year of service for the 2022 budget cycle. Estimates are provided for 2020 based on statistical trends from 2017-2019. Data for Records Disclosures and Records Sealed will be available by the end of 2021 but is not available to estimate at this time.

# **BUDGET UNIT REQUEST SUMMARY**

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

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 57,996	\$ 148,416	\$ 148,416
Supplies	0	35,000	87,000	22,000
Purchased Services	0	123,936	18,892	18,892
Fixed Charges	0	0	0	0
Capital	0	12,000	8,000	0
Gross County Cost	\$ 0	\$ 228,932	\$ 262,308	\$ 189,308
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 228,932	\$ 262,308	\$ 189,308
Budget Positions	0.0	2.0	2.0	2.0

**SUMMARY OF CHANGES:**

The overall Net County Cost increased by \$33,376, and 2021 will be the first year that this Evidence Unit is fully operational. The Sheriff's Office is taking over the responsibility of providing Records and Evidence services that have been contracted with the Greeley Police Department (GPD) and charged to the Records (Org 21150) and Evidence Unit (Org 21160). For 2020, the Sheriff's Office received approval to hire and train supervisors and staff over the last half of the year for a start date of January 1, 2021. Training will be imperative as rules and regulations must be followed for the proper handling of evidence, as well as training staff to be prepared to testify.

Therefore, 2021 reflects the budget for 2 FTE (approved in 2020) and accounts for \$90,420 increased personnel cost. Supplies increased by \$52,000 due to the identified need of an evidence management software priced at \$65,000. Purchased Services expenses reflects a decrease of \$105,044 because the department will move into the new Weld County evidence facility in 2021 and no longer carries the GPD service contract expense. Capital needs decreased slightly but includes \$8,000 for an electric lift, to enable evidence personnel to safely place large boxes on storage shelves.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The Sheriff's Office was told to purchase the electric lift in 2020, so this request was removed (\$8,000). Weld County is purchasing a new software system for records management, and all options include an evidence management module (\$65,000) and should not be included here. Recommend approval of the adjusted request.

**BOARD ACTION:** Approved as recommended. The evidence software is included as an IT project and accounted for under the Information Technology budget as a 2021 project.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Total Evidence Items in Inventory	-	49,801	63,000
Total Evidence Items	-	13,180	13,581
Physical Evidence Entries	-	10,855	10,909
Digital Evidence Entries	-	2,295	2,672
Evidence Items Disposed or Destroyed	-	NA	NA
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.00	0.060	0.058
Per Capita Net County Cost	\$0.00	\$0.69	\$0.55

**GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS:** As this is a new division for the Sheriff's Office with a start date of January 1, 2021, projected performance measures will be determined for the first year of service for the 2021 budget cycle. Estimates are provided for 2021 based on statistical trends from 2017-2019. Data for Evidence Items Disposed or Destroyed will be available by the end of 2021 but is not available to estimate at this time.



# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 6,551,490	\$ 7,155,815	\$ 7,155,815	\$ 7,321,514
Supplies	231,597	298,091	186,260	186,260
Purchased Services	1,934,781	1,281,673	1,232,324	1,232,324
Fixed Charges	0	0	0	0
Capital	24,224	9,500	15,000	15,000
Gross County Cost	\$ 8,742,092	\$ 8,745,079	\$ 8,589,399	\$ 8,755,098
Revenue	381,757	365,000	330,000	330,000
Net County Cost	\$ 8,360,335	\$ 8,380,079	\$ 8,259,399	\$ 8,425,098
Budgeted Positions	60.0	62.0	62.0	62.0

**SUMMARY OF CHANGES:**

The overall Net County cost is forecasted to decrease by \$120,680. There are no changes in personnel cost forecast in 2021. Total expenses will be reduced by \$155,680. Supply expense is \$111,831 lower compared to 2020 because ballistic helmets and night vision goggles were purchased in 2020. Purchased Services cost is forecasted to decrease by \$49,349 because \$48,000 in transcription services was transferred to the Records Unit (Org 21150). The capital amount of \$15,000 includes a "Throwbot" to improve the safety of the SWAT team before they enter unknown buildings or rooms. Revenue is forecasted to decrease by \$35,000 due to lower volume of traffic citations.

Final budget adjustments include an increase in salaries of \$165,699.

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

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Adult Arrest	1,542	1,311	1,643
Juvenile Arrest	37	31	40
Total Traffic Stops	12,428	10,564	12,558
Total Traffic Warnings	7,242	6,156	6,869
Dispatched Calls for Service	47,113	48,880	49,273
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	1.854	1.862	1.810
Per capita net cost	\$25.83	\$25.17	\$24.60

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

# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** Sheriff's 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 2,094,860	\$ 2,144,178	\$ 2,144,178	\$ 2,139,700
Supplies	5,090	14,320	14,110	14,110
Purchased Services	108,598	119,067	188,825	188,825
Fixed Charges	0	0	0	0
Capital	0	0	30,000	30,000
Gross County Cost	\$ 2,208,548	\$ 2,277,565	\$ 2,377,113	\$ 2,372,635
Revenue	3,006	0	0	0
Net County Cost	\$ 2,205,542	\$ 2,277,565	\$ 2,377,113	\$ 2,372,635
Budgeted Positions	19.0	19.0	19.0	19.0

**SUMMARY OF CHANGES:**

The overall Net County cost increased by \$99,548 from 2020. There are no changes in personnel cost forecast in 2021. Supply expenses are projected to decrease slightly, and Purchased Services cost reflects an increase of \$69,758 which includes an increase of \$38,165 in vehicle depreciation, \$29,985 in fuel and \$10,000 for a trap and trace service.

The capital request includes \$30,000 for a mobile IRIS Surveillance program, which will increase the efficiency of the Strike and Investigation Teams by reducing the time that the deputy spends on device setup.

Final budget adjustments include a decrease in salaries of \$4,478.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval. The IRIS Surveillance program is a policy issue for the board.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Cases Assigned	229	308	350
Cases Solved	130	174	198
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.587	0.571	0.555
Per capita net cost	\$6.81	\$6.84	\$6.93

**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:** Municipal Contract Enforcement - - 1000-21210

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 258,497	\$ 229,345	\$ 229,345	\$ 236,895
Supplies	0	0	0	0
Purchased Services	75,886	23,318	63,155	63,155
Contra	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 334,383	\$ 252,663	\$ 292,500	\$ 300,050
Revenue	281,467	225,500	309,587	309,587
Net County Cost	\$ 52,916	\$ 27,163	\$ - 17,087	\$ - 9,537
Budget Positions	2.0	2.0	2.0	2.0

**SUMMARY OF CHANGES:**

Net County cost is forecasted to show a gain of \$17,087, and 2021 does not forecast any changes in FTE or personnel costs. Purchased Services reflects an increase of \$39,837 made up of higher vehicle repair and maintenance, fuel and vehicle depreciation.

Revenue has increased by \$84,087 due to an adjusted service rate for the 2021 AIMS Community College contract. The overall gain of \$17,087 is offsetting cost residing in Professional Standards (Org 21120) and Support Services Unit (Org 21140) for training and outfitting the officers.

Final budget adjustments include an increase in salaries of \$7,550.

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

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of Dispatched Calls	1,170	796	14
Adult Arrests	33	6	1
Juvenile Arrests	0	0	0
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	.062	.060	.058
Per capita net cost	\$0.16	\$0.08	-\$0.03

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

# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 140,060	\$ 205,882	\$ 205,882	\$ 195,690
Supplies	1,065	7,300	6,300	6,300
Purchased Services	88,775	141,556	114,345	114,345
Fixed Charges	-85,000	-85,000	- 85,000	- 85,000
Capital	0	0	0	0
Gross County Cost	\$ 144,900	\$ 269,738	\$ 241,527	\$ 231,335
Revenue	0	0	0	0
Net County Cost	\$ 144,900	\$ 269,738	\$ 241,527	\$ 231,335
Budgeted Positions	3.0	3.0	3.0	3.0

**SUMMARY OF CHANGES:**

The overall Net County Cost is forecasted to decrease by \$28,211. There are no changes in personnel cost forecast in 2021. Supplies slightly decrease, and Purchased Services cost is forecasted to be \$27,211 lower compared to last year, made up of \$12,300 lower vehicle maintenance repair and depreciation costs. Contract payments were adjusted by \$13,000 to match historical expenses.

Final budget adjustments include a decrease in salaries of \$10,192.

**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>
<b><u>Work Outputs</u></b>			
Number of dispatched calls	2,797	2,894	3,355
Animals Transported to Shelter	424	445	467
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.093	0.090	0.088
Per capita cost (county support)	\$0.45	\$0.81	\$0.68

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



# **BUDGET UNIT REQUEST SUMMARY**

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

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 478,181	\$ 568,049	\$ 568,049	\$ 588,592
Supplies	46,895	46,607	51,188	51,188
Purchased Services	115,365	116,711	125,349	125,349
Fixed Charges	0	0	0	0
Capital	8,179	8,800	8,800	8,800
Gross County Cost	\$ 648,620	\$ 740,167	\$ 753,386	\$ 773,929
Revenue	53,785	63,000	63,000	63,000
Net County Cost	\$ 594,835	\$ 677,167	\$ 690,386	\$ 710,929
Budget Positions	4.0	5.0	5.0	5.0

**SUMMARY OF CHANGES:**

The overall Net County cost is forecasted to increase by \$13,219. There are no changes in personnel cost forecast in 2021. Supplies reflect an increase of \$4,581, made up of \$3,150 in added software and \$1,581 in increased cost to cover lab equipment.

Purchased Services cost is forecasted to be \$8,638 higher compared to last year, including adjusted repair cost for lab equipment based on historical data. The capital cost includes the replacement of a DME Forensic Workstation. Revenue remains the same.

Final budget adjustments include an increase in salaries of \$20,543.

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

**BOARD ACTION:** Approved as recommended.

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

## **PERFORMANCE MEASURES**

	<u><b>ACTUAL</b></u>	<u><b>ESTIMATED</b></u>	<u><b>PROJECTED</b></u>
<b><u>Work Outputs</u></b>			
Cases/items completed – drugs, computer forensics, latent prints, shoe and tire tracks, DNA	497 / 2,352 WCSO/GPD only	550 / 2,500 WCSO/GPD only	575 / 2,750 WCSO/GPD only
Total cases submitted to the NCRFL/ Total cases submitted to CBI Lab System.	2,352 / 10,498	2,500 / 11,000	2,700 / 11,500
Court Testimony Appearances	25	30	35
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.124	0.150	0.146
Per capita cost (county support)	\$1.84	\$2.03	\$2.08
<b><u>Effectiveness Measures (desired results)</u></b>			
Quality Audit	35	35	35
Proficiency Testing (Test Run/Errors)	18 / 0	18 / 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 184,482	\$ 212,337	\$ 212,337	\$ 221,359
Supplies	286	5,200	4,050	4,050
Purchased Services	20,116	23,801	23,011	23,011
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 204,884	\$ 241,338	\$ 239,398	\$ 248,420
Revenue	159,523	187,298	182,798	182,798
Net County Cost	\$ 45,361	\$ 54,040	\$ 56,600	\$ 65,622
Budgeted Positions	3.0	3.0	3.0	3.0

**SUMMARY OF CHANGES:**

Net County Cost will increase by \$2,560. There are no changes in personnel cost forecast in 2021. Supply expense is projected to decrease by \$1,150 and there are no significant changes in Purchased Services expense.

Revenue decreased by \$4,500 because one municipality switched to the Greeley Police Department's Victim Advocate Service for their coverage.

Final budget adjustments include an increase in salaries of \$9,022.

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

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of victims and witnesses served	1,659	2,175	2,200
Victims served per 10,000/capita	53.412	55.722	57.031
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.093	0.090	0.088
Per capita cost (county support)	\$0.14	\$0.16	\$0.15

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

# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 245,764	\$ 244,923	\$ 244,923	\$ 260,754
Supplies	0	0	0	0
Purchased Services	70,248	85,000	75,000	75,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 316,012	\$ 329,923	\$ 319,923	\$ 335,754
Revenue	0	0	0	0
Net County Cost	\$ 316,012	\$ 329,923	\$ 319,923	\$ 335,754
Budgeted Positions	2.0	2.0	2.0	2.0

**SUMMARY OF CHANGES:**

Net County Cost will be reduced by \$10,000 by adjusting the cost of the service agreement to actual historical cost. There are no changes in personnel cost forecast in 2021. No significant changes projected.

Final budget adjustments include an increase in salaries of \$15,831.

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

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Criminal Cases Opened	111	119	125
Drug Arrests	152	190	150
Search Warrants Executed	47	47	50
Cocaine Seizures (Pounds)	15.8	18	20
Methamphetamine Seizures (Pounds)	9.8	11	12
Marijuana Seizures (Pounds)	131.2	131	140
Meth Lab Seized	0	1	1
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.062	0.060	0.058
Per capita cost (county support)	\$0.98	\$0.99	\$0.98

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

# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,548,714	\$ 1,800,628	\$ 1,800,628	\$ 1,810,534
Supplies	35,210	47,584	50,849	50,849
Purchased Services	5,433,731	5,567,801	6,026,766	6,026,766
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 7,017,655	\$ 7,416,013	\$ 7,878,243	\$ 7,888,149
Revenue	1,146,058	732,000	832,000	832,000
Net County Cost	\$ 5,871,597	\$ 6,684,013	\$ 7,046,243	\$ 7,056,149
Budgeted Positions	20.0	20.0	20.0	20.0

**SUMMARY OF CHANGES:**

Net County cost is projected to increase by \$362,230. There are no changes in personnel cost forecast in 2021. Supply expense will only slightly increase by \$3,265 due to a purchase of two money counting machines that also detect fraud and an increased cost seen in inmate supplies.

Purchased Services are increasing by \$458,965, made up of \$76,319 in projected jail kitchen contract increase (new contract started January 2020), medical contract cost transfer of \$200,000 from Booking Org 21110 to this budget, and \$182,411 to account for the actual combined medical contract under the new vendor (contract starts 2021).

Revenue is forecasted to increase by \$100,000 in charges for service, covering booking/bonding fees, commissary revenue and inmate phone commission.

Final budget adjustments include an increase in salaries of \$9,906.

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

**BOARD ACTION:** 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 20,184,295	\$ 19,595,855	\$ 21,261,441	\$ 22,022,774
Supplies	46,358	138,869	141,470	141,470
Purchased Services	109,185	168,006	255,328	255,328
Fixed Charges	1,672	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 20,341,510	\$ 19,902,730	\$ 21,658,239	\$ 22,419,572
Revenue	460,460	420,000	430,000	430,000
Net County Cost	\$ 19,881,050	\$ 19,482,730	\$ 21,228,239	\$ 21,989,572
Budgeted Positions	201.0	201.0	223.0	223.0

**SUMMARY OF CHANGES:**

Net County Cost increases by \$1,745,509. Personnel Services are projected to increase by \$1,665,586 which includes the request of 4 FTE Detentions Master Control Tech (2 West Jail wing opening in 2021) at \$276,580 including salary and fringe benefits and 18 FTE Detentions Deputies request at \$1,389,006 including salary and fringe benefits for adequate swing shift coverage in the jail.

Supply expenses are projected to increase only slightly. Purchased Services costs are forecasted to increase by \$87,322 including \$17,300 for body scanner maintenance cost, \$5,400 for the self-contained breathing apparatus (SCBA) maintenance, \$36,132 in higher training cost for jail staff who were not able to be trained in the past years, and \$41,858 increased cost in vehicle depreciation, fuel and maintenance.

Revenue reflects an increase of \$10,000 from the service agreement with municipalities, based on historical data.

Final budget adjustments include an increase in salaries of \$761,333.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval. The 22.0 FTE are a policy issue for the board.

**BOARD ACTION:** Approved as recommended, including the 22.0 FTE.

# SECURITY UNIT (CONTINUED) 1000-24415

## COMBINED PERFORMANCE MEASURES FOR ALL OFFENDER SUPERVISION

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Avg. Secure Jail Population Daily	752	769	846
Number of Offenders Transported to Court Appearances	21,868	20,516	22,961
New Correctional Officers Entering Basic Training	60	40	48
<b><u>Efficiency Measures</u></b>			
Detention Division FTE's per 10,000 Capita	8.62	8.59	9.02
Per capita net cost	\$96.76	\$98.61	\$104.54
Avg. Medical Cost Per Inmate Daily	\$13.20	\$14.37	\$13.81
Avg. Food Cost Per Inmate Daily	\$3.04	\$2.95	\$2.96
Secure Facility Occupancy Rate	79% at 752/954	81% at 769/954	64% at 846/1,335

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

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

Total FTE in Detentions Division:	Population:	Per Capita Net Cost:
2017: 232	2017 (Past): 304,600	2017 Past: \$24,972,838
2018: 265	2018 (Past): 314,350	2018 Past: \$28,898,686
2019: 279	2019 (Actual): 323,650	2019 Actual: \$31,333,165
2020: 286	2020 (Estimated): 333,000	2020 Estimated: \$32,837,209
2021: 309	2021 (Projected): 342,450	2021 Projected \$35,801,292

# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 3,142,265	\$ 3,630,560	\$ 3,630,560	\$ 3,842,306
Supplies	15,888	34,828	10,600	10,600
Purchased Services	581,959	620,336	714,545	714,545
Fixed Charges	0	0	0	0
Capital	0	15,340	26,940	26,940
Gross County Cost	\$ 3,740,112	\$ 4,301,064	\$ 4,382,645	\$ 4,594,391
Revenue	41,459	40,000	40,000	40,000
Net County Cost	\$ 3,698,653	\$ 4,261,064	\$ 4,342,645	\$ 4,554,391
Budgeted Positions	29.0	35.0	35.0	35.0

**SUMMARY OF CHANGES:**

Net County cost is projected to increase by \$81,581. There are no changes in personnel cost forecast in 2021. Supply expenses will decrease by \$24,228 explained by a one-time radio purchase in 2020. Purchased Services costs are increasing by \$94,209, made up of a projected increase in the amount of \$53,940 for the new Security Personnel contract (due in January 2021), \$3,389 in higher x-ray equipment inspection and maintenance, \$10,409 in increased transportation cost (partially offset with revenue) and a shift in phone cost to accurately reflect the yearly expenses.

The Capital Equipment includes two new metal detectors for the courthouse at \$15,340 and \$11,600 for a Key Watcher key control unit. Revenue is forecasted to remain the same.

Final budget adjustments include an increase in salaries of \$211,746.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval. The Capital Equipment is a policy issue for the board. Metal detectors in the courthouse have previously been paid for through state court security grants.

**BOARD ACTION:** Approved as recommended, including the capital items.

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

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

# **BUDGET UNIT REQUEST SUMMARY**

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

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	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 2021.

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 6,395,372	\$ 7,123,320	\$ 7,141,289	\$ 7,141,289
Supplies	16,918	38,359	42,335	42,335
Purchased Services	408,889	2,418,693	659,219	659,219
Fixed Charges	-6,123	0	0	0
Contra Account	-2,555	0	0	0
Capital	78,152	0	0	0
Gross County Cost	\$ 6,890,653	\$ 9,580,372	\$ 7,842,843	\$ 7,842,843
Revenue	3,685,305	4,991,945	4,137,375	5,166,469
Net County Cost	\$ 3,205,348	\$ 4,588,427	\$ 3,705,468	\$ 2,676,374
Budgeted Positions	78	78	78	78

**SUMMARY OF CHANGES:** This budget format has been restructured to eliminate the duplicate items paid directly in the E-911 budget. In the old format the gross Communications budget would be \$9,976,599 with \$7,300,225 in revenues for the net county cost of \$2,676,374. With the new format, the gross county costs are \$7,842,843 with revenues of \$5,166,469 for the same net county cost of \$2,676,374. The net county costs are down \$1,912,053.

The 2021 personnel costs are included in the recommended budget to provide users their 2021 charges by June 1st. With the new budget format taken into consideration, Supplies are reflected as increased \$3,976 for general supplies, and Purchased Services reflect a decrease of \$384,227 compared to last year. Capital is funded in the E911 budget.

Revenues are based upon the new user rate structure adopted by the Board in May 2019, which increased the user fee to fire agencies to 40% starting in 2020, and phase in the user fee increase for law agencies by charging 25% in 2020, 32.5% in 2021, and 40% in 2022. Fire and law users will each have their own rate based upon dispatch console assignment. The costs include the total operational costs and infrastructure depreciation, less what the E-911 Authority contributes, and FRCC reimbursed costs. For 2021, users will be paying \$2,439,480 under the formula. E911 will pay \$3,000,000. Banner will no longer be paying a user fee, since under the new formula the fire districts will be covering ambulance dispatch costs. Greeley Police will pay \$224,864 to fund two dispatchers to allow the additional service of splitting their call channel. In addition, there is revenue from tower rentals of \$105,735, the Niwot tower maintenance of \$8,000 and loan repayment of \$17,932. Windsor-Severance Fire will pay \$19,590 for the Timnath tower repayment, FRCC will pay \$455,530 for reimbursement of the FRCC associated costs for a total revenue of \$4,137,375.

# COMMUNICATIONS (CONTINUED) 1000-22100

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval. Salaries include the upgrade of six Call Takers from Grade 18 to 21 approved by the Board at an August 3, 2020 work session.

**BOARD ACTION:** On November 17, 2020, the E-911 Authority Board approved increasing the monthly emergency telephone charge (ETC) from \$1.20 to \$1.72 effective February 1, 2021. This will result in \$1,395,000 in additional ETC revenue with a reduction of \$974,744 to this budget's net county costs, and other users' charges will be reduced \$420,256. Tower rental was increased \$21,600 from rent on the Fort Lupton tower, and Other Fees for the Guard Terminal revenue was increased \$32,750. All other items approved as recommended.

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
E-911 Calls	119,998	122,500	124,000
Non-911 Calls	304,193	305,300	308,000
CAD Incidents for Law and Fire/Ambulance	404,213	410,000	415,000
EMD Calls	20,638	21,300	21,900
Wireless Subscriber Service Tickets	597	700	850
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000 per Capita	2.410	2.342	2.278
Per Capita Cost - Operating Budget	\$9.90	\$13.78	\$7.81
EMD Call per FTE	456	416	385
CAD Incident per FTE	7,956	7,110	6,670

# COMMUNICATIONS (CONTINUED) 1000-22100

<b>Goal PS WCRCC1: To answer 90% of 9-1-1 calls during the average busy hour each day within 10 seconds.</b>				
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	96.78%	95%	95%
<b>Goal PS WCRCC 2: To answer 95% of 9-1-1 calls during the average busy hour each day within 20 seconds.</b>				
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	99.04%	98%	98%
<b>Goal PS Wireless 1: Resolve all Wireless Subscriber Service Requests within 20 days (includes repairs).</b>				
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)	87.5%	95%	95%

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** COMMUNICATIONS

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Capital	185,783	0	0	0
Gross County Cost	\$ 185,783	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 185,783	\$ 0	\$ 0	\$ 0
Budgeted Positions	0	0	0	0

**SUMMARY OF CHANGES:** In 2018, a Ten-Year Capital Plan for the Weld County Communications infrastructure and facilities was developed. Beginning January 1, 2019, the increased E911 surcharge from 70 cents to \$1.20 per month will raise an estimated additional \$1.85 million per year. From the E911 surcharge amount each year \$1,850,000 will be dedicated to fund the Ten-Year Communications Capital Plan. The capital plan totals \$19 million. No funding will be placed in this budget in future years for communications equipment with the new funding plan for the 2021-2030 Communications Capital Plan.

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,092,783	\$ 1,295,131	\$ 1,306,714	\$ 1,306,714
Supplies	629,896	693,307	1,196,349	1,196,349
Purchased Services	28,671	28,550	28,550	28,550
Fixed Charges	0	0	0	0
Contra Account	0	-719,946	-914,065	-914,065
Capital	0	40,000	80,000	80,000
Gross County Cost	\$ 1,751,350	\$ 1,337,042	\$ 1,697,548	\$ 1,697,548
Revenue	1,316,801	447,967	389,391	389,391
Net County Cost	\$ 434,549	\$ 889,075	\$ 1,308,157	\$ 1,308,157
Budgeted Positions	9.0	10.0	10.0	10.0

**SUMMARY OF CHANGES:** The net county costs for this budget are up \$419,082. Salaries reflect the 2021 salary step increases of \$11,583. Supplies are up \$503,042 with \$206,581 attributed to software increases, computer and network equipment of \$224,000, and network switches of \$80,000. The charge back to Communications for the CAD system of 35% of the Public Safety IT costs is \$914,065, which is up \$194,119.

There is also \$573,000 budgeted for capital items in the E-911 capital budget to support the new Spillman replacement system (CentralSquare) in 2021.

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

**BOARD ACTION:** Approved as recommended.

# PUBLIC SAFETY INFORMATION SYSTEM (CONTINUED) 1000-22400

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Service Tickets	4,789	3,750	5,000
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	0.278	0.300	0.292
Per capita cost (county support)	\$1.34	\$2.67	\$3.82

<b>Goal PS WCRCC 3: To resolve Severe/Immediate/Urgent Issues 100% monthly.</b>				
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%
<b>Goal PS WCRCC 4: To resolve all Service Requests 90% monthly.</b>				
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%
<b>Goal PS WCRCC 5: Implement a new public safety information system.</b>				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS WCRCC5-1: Implement a new public safety information system	Implementation	0%	0%	50%

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** COMMUNICATIONS

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 69,950	\$ 115,528	\$ 118,608	\$ 118,608
Supplies	0	8,045	8,045	8,045
Purchased Services	1,231	20,141	26,923	26,923
Fixed Charges	21,319	141,686	131,824	131,824
Contra Account	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 92,500	\$ 285,400	\$ 285,400	\$ 285,400
Revenue	249,100	285,400	285,400	285,400
Net County Cost	\$ -156,600	\$ 0	\$ 0	\$ 0
Budgeted Positions	1.0	1.0	1.0	1.0

**SUMMARY OF CHANGES:** This is the third year for this budget, so there has been more experience how the costs will align by account. The gross county costs are \$285,400, and net county costs are \$0. The 2021 salaries with step increases are included in the recommended budget to set 2021 service rates.

Supplies total \$8,045 for operating supplies. Purchased Services total \$26,923 for training (\$9,705), memberships (\$332), telephone (\$1,354), and vehicle costs (\$15,532). Fixed costs include miscellaneous costs of \$131,824 for overhead costs, depreciation, contingencies, and capital reserve.

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

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

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Service Tickets	2,686	2,700	2,700
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	0.031	0.030	0.029
Per capita cost (county support)	\$0.00	\$0.00	\$0.00

# **BUDGET UNIT REQUEST SUMMARY**

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

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,072,434	\$ 1,083,604	\$ 1,123,212	\$ 1,218,572
Supplies	15,176	32,948	31,948	31,948
Purchased Services	472,418	393,690	327,925	327,925
Fixed Charges	0	0	0	0
Capital	0	0	63,000	63,000
Gross County Cost	\$ 1,560,028	\$ 1,510,242	\$ 1,546,085	\$ 1,641,445
Revenue	0	750	46,500	46,500
Net County Cost	\$ 1,560,028	\$ 1,509,492	\$ 1,499,585	\$ 1,594,945
Budgeted Positions	10.0	11.0	11.4	11.4

**SUMMARY OF CHANGES:**

2021 will be a year of change for the Weld County Coroner's Office, which expects to deal with its growing caseload and increasingly complex cases in its new morgue facility, opening between January and April 2021. This evolution both permits and requires the transition to a more efficient and sustainable business model.

While some additional costs associated with the creation of a new morgue are inevitable – and include such items as a refurbished digital x-ray machine and autopsy instruments – the Coroner's Office will offset a substantial portion of those costs in several ways:

- Despite what is presently a 25% increase year-over-year in total investigations, the total number of autopsies being performed is decreasing – and will continue to decline – because the forensic pathologist is fully committed to pre-autopsy case analysis, making fewer autopsies necessary;
- In addition to fewer autopsies, pathologists' fees have been decreased 5% in light of the new realities of county government funding;
- Toxicology costs are being reduced by a new plan to obtain, but hold, toxicology samples that may not have an immediate bearing on the manner and cause of death, thereby reducing the total number and cost of toxicology submissions to the laboratory;
- "Outside county" autopsies can be performed at the new facility, allowing facility fees to defray the costs of both the facility and the diener; and,
- Significant natural savings will result from combining the office and the autopsy facility for the first time in county history, obviating the need to transport decedents back and forth to the McKee Medical Center and reducing the investigative commitment to autopsy attendance, allowing investigative attention to be directed toward incoming cases.

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

Final budget adjustments include an increase in salaries of \$95,360.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval. The staffing changes include transition for the Coroner position and were discussed in May 2020. However, this is still a policy issue for the board, as well as the \$63,000 x-ray machine.

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Total number of cases reviewed	1,550	1,625	1,690
Number of cases investigated	750	780	915
Number of full autopsies	275	245	230
<b><u>Efficiency Measures</u></b>			
FTEs per 10,000/capita	0.309	0.330	0.333
Per capita cost (county support)	\$4.82	\$4.53	\$4.66
Cost per autopsy (with toxicology)	\$1,350	\$1,350	\$1,205

### **STRATEGIC GOALS**

<b>Goal PS C1: Continually adjust to meet readiness and service needs</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
PSC 1-1: Investigative report cycle time	All investigative reports are submitted to the supervisor within 14 days of assignment.	85%	85%	90%
PSC 1-2: Improve response times to scenes by 10% from 7AM to 5 PM and 15% after hours	Response times measured by dispatch time report information.	75%	7 to 5 PM: 85%  After hours: 85%	7 to 5 PM: 90%  After hours: 85%

**CORONER  
(CONTINUED)  
1000-23200**

<b>Goal PS C2: Enhance professionalism and promote department excellence.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
PS C2-1: Formal, documented training for staff members twice each month, offered in an asynchronous format	Using in-house and other cost-saving resources, provide job-specific training to each staff member	45%	75%	75%
PS C2-2: Provide participating staff members an individualized and structured wellness improvement plan through the County Wellness Program	Using existing county resources, provide voluntary participation in individualized wellness assessments and year-long programming intended to improve Department efficiency by increasing employee wellness	91%	91%	91%
<b>Goal PS C3: Maintain highly-qualified staff to meet the present and future needs of the Department</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
PS C3-1: National certification for all eligible investigators	Assure that all field personnel are nationally-certified or state-certified within first year of employment.	91%	100%	100%
PS C3-2: Meet continuing education hours required by the state Coroner Standards and Training Board	Assure that the Coroner remains compliant with required Coroner Standards and Training Board continuing education requirements	100%	100%	100%

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** JUSTICE SERVICES

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,053,279	\$ 1,274,565	\$ 1,274,565	\$ 1,260,587
Supplies	16,667	40,000	40,000	40,000
Purchased Services	48,887	47,350	95,350	95,350
Gross County Cost	\$ 1,118,833	\$ 1,361,915	\$ 1,409,915	\$ 1,395,937
Revenue	38,010	39,000	39,000	39,000
Net County Cost	\$ 1,080,823	\$ 1,322,915	\$ 1,370,915	\$ 1,356,937
Budgeted Positions	13.50	15.50	15.50	15.50

**SUMMARY OF CHANGES:**

Costs increasing by \$48,000 with the move of functions to the West Annex in August 2020 to accommodate space in the Centennial Building for more judges coming on board to the 19th Judicial District. The \$48,000 increase in Purchased Services is for necessary security screening at the West Annex. No other changes.

Final budget adjustments include a decrease in salaries of \$13,978.

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

**BOARD ACTION:** Approved as recommended.



# PRETRIAL SERVICES (CONTINUED) 1000-24100

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Pretrial Services Risk Assessments	3,490	1,900*	3,800
Defendants on Pretrial Supervision (ADP)	970	1,450	1,500
Court Date Call Notifications (program ended in 2019)	10,300	NA	NA
<i>*Risk Assessments output reduction due to pandemic and restrictions set at the jail and Courts.</i>			
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	.417	.465	.453
Per capita net cost	\$3.34	\$3.97	\$3.96

<b>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.</b>				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
<b>PS JS1-1: Pretrial Services</b> Assist county and judicial officials by formulating release recommendations and providing supervision of defendants that reasonably assure that those on conditional release return to court and do not engage in criminal activity pending their trial and/or sentencing.	To use evidence-based practices in defendant risk assessment for pretrial release and supervision of defendants in the community; assure court appearance and law-abidance.  Estimated variable cost avoidance to help manage high expense of operating the jail**. * based on approx. jail figures/\$109 per day costs	3,600 defendant bond risk assessments at the jail and 1,300 defendants on community supervision (ADP)  \$2,267,200	1,900* projected defendant bond risk assessments at the jail and 1,400 projected defendants on community supervision (ADP)  \$2,500,000	3,700 projected defendant bond risk assessments at the jail and 1,400 projected defendants on community supervision (ADP)  \$2,600,000

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

<b>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.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
<b>PS JS2-1: CJAC</b> Provide professional staffing and coordination to the committee; facilitate, and advance their work.	Set meeting dates, agendas, take meeting minutes and distribute to members and the BOCC; administer CJAC Bylaws.	Four to six meetings	Four to six meetings	Four to six meetings
	Provide professional analysis, and coordination with justice system agencies.	Ongoing	Ongoing	Ongoing

# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,706,334	\$ 1,762,482	\$ 1,762,482	\$ 1,803,622
Supplies	27,211	28,890	28,890	28,890
Purchased Services	216,521	217,098	217,098	217,098
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,950,066	\$ 2,008,470	\$ 2,008,470	\$ 2,049,610
Revenue	1,013,152	964,350	964,350	964,350
Net County Cost	\$ 936,914	\$ 1,044,120	\$ 1,044,120	\$ 1,085,260
Budgeted Positions	21.0	21.0	21.0	21.0

**SUMMARY OF CHANGES:** No changes.

Final budget adjustments include an increase in salaries of \$41,140.

**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>
<b><u>Work Outputs</u></b>			
Avg. Work Release Clients - ADP	185-190	100**	150**
Avg. Electronic Home Monitoring - ADP	75	90	90
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.649	0.631	0.613
Per capita net cost	\$2.89	\$3.14	\$3.17

\*\*Due to COVID-19 pandemic, Work Release population dropped significantly.

<b>Goal PS JS3: To provide safe and less expensive sentencing alternatives to the use of jail; deliver effective offender services for seamless community re-entry.</b>				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
<b>PS JS3-1: Alternative Programs</b> - Provide safe, community based alternative sentencing placement options for eligible adult offenders ordered by the Courts, in lieu of traditional jail sentence. Ensure offenders are given opportunities and access to resources; treatment and employment services, while living in a staff-secure correctional setting or on electronic monitoring home confinement.	Offender utilization by providing less costly sentencing alternative to jail incarceration for adult convicted offenders;  Offenders taking part in educational, rehabilitative and/or employment programming; and  Estimated variable cost savings of programs to taxpayers for clients' average length of stay at Work Release Facility (excludes electronic home monitoring placements).	185 - 190 ADP - Work Release  75 ADP – Electronic Home Monitoring  100%  \$997,500	**100 ADP - Work Release  85 ADP – Electronic Home Monitoring  100%  \$1,654,000**	**150 ADP - Work Release  90 ADP – Electronic Home Monitoring  100%  \$981,000**

# **BUDGET UNIT REQUEST SUMMARY**

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

---

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

---

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 77,858	\$ 137,900	\$ 164,833	\$ 148,284
Supplies	0	500	500	500
Purchased Services	5,592	500	500	500
Fixed Charges	-877	0	0	0
Gross County Cost	\$ 82,573	\$ 138,900	\$ 165,833	\$ 149,284
Revenue	19,225	16,000	15,000	15,000
Net County Cost	\$ 63,348	\$ 122,900	\$ 150,833	\$ 134,284
Budgeted Positions	1.25	1.50	1.50	1.50

**SUMMARY OF CHANGES:** Personnel reflects the benefits of the two positions charged to this budget and is an accurate reflection of the actual expenses. No other changes requested.

Final budget adjustments include a decrease in salaries of \$16,549.

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

**BOARD ACTION:** Approved as recommended.

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

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** JUSTICE SERVICES

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

**DEPARTMENT DESCRIPTION:** 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 182,945	\$ 63,044	\$ 64,585	\$ 64,585
Supplies	2,940	6,000	5,000	5,000
Purchased Services	3,154,667	3,263,703	3,065,931	3,065,931
Fixed Charges	28,735	25,051	30,349	30,349
Capital	0	0	0	0
Gross County Cost	\$ 3,369,287	\$ 3,357,798	\$ 3,165,865	\$ 3,165,865
Revenue	3,345,452	3,357,798	3,165,865	3,165,865
Net County Cost	\$ 23,835	\$ 0	\$ 0	\$ 0
Budgeted Positions	1	1	1	1

**SUMMARY OF CHANGES:**

COVID-19 pandemic affected/reduced offender population at the facility and to State budgets. Allocation for these services reduced for SFY 20/21: \$2,748,348 for Residential Diversion, Transition, Condition of Probation and Condition of Parole placements; \$71,065 for Non-Residential Diversion services; \$100,000 for Offender Treatment Support Services; \$127,118 for Facility Payment funding to mitigate vendor staff turnover and promote evidence-based programming, and \$119,334 for Community Corrections Board and Department administration.

The revenue from the lease amount paid by the vendor to use the Community Corrections Facility is budgeted at \$303,444 per year and is listed under Budget Unit #1000-90100.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval. Program is 100% paid by the State of Colorado.

**BOARD ACTION:** Approved as recommended.

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

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Intervention Community Correction Services:			
Total Average Daily Populations of Offender Populations by Type - Residential Transition, Residential Diversion, Non-Residential Diversion and IRT Placements	250	200**	200**
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.031	0.030	0.029

\*\*COVID-19 impact reduced offender populations

<b>Goal PS JS4: To provide safe and less expensive alternatives to the use of jail and prison; administer the Weld County Community Corrections Board, various contracts and agreements with the Colorado Department of Public Safety, provide oversight of selected vendor and of the Community Corrections Facility.</b>				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
<b>PS JS4-1: Community Corrections -</b> Provide safe, community based correctional placement for eligible adult offenders ordered by the Courts and/or Department of Corrections. Ensure offenders are given opportunities and access to reentry resources; treatment and employment services, while living in a staff-secure residential correctional setting.	Cost savings by providing a less costly alternative jail and prison incarceration for adult convicted offenders.	185 residential (capacity)	160** residential (capacity)	160** residential (capacity)
	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.	40 non-residential	40 non-residential	40 non-residential
	All offenders participate in some form of educational and/or vocational programming.	2-3%	2-3%	2-3%
	Receive, manage, and process all allocated community corrections funds from the State.	250	200	200
	Approximate variable cost avoidance/savings ratio of community corrections program to taxpayers.	\$3,020,471	\$3,357,798	\$3,261,501
		\$2,846,000	\$2,462,000	\$2,462,000

# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,251,558	\$ 1,285,931	\$ 1,285,931	\$ 1,316,425
Supplies	107,325	74,500	59,808	59,808
Purchased Services	69,583	85,026	89,000	89,000
Fixed Charges	165,226	291,568	291,568	291,568
Capital	0	0	0	0
Gross County Cost	\$ 1,593,692	\$ 1,737,025	\$ 1,726,307	\$ 1,756,801
Revenue	4,664,805	2,850,000	2,540,000	2,540,000
Net County Cost	\$ -3,071,113	\$ -1,112,975	\$ -813,693	\$ -783,199
Budgeted Positions	13.00	13.00	13.00	14.00

**SUMMARY OF CHANGES:** The requested Gross County Cost is down \$10,718 due to budget cuts, and revenue is anticipated to decrease by \$310,000 due to COVID-19 and the resulting economic impact.

Personnel remains the same. Supplies are decreasing by \$14,692, made up of Office Supplies (\$1,000), Small Items of Equipment (\$500), and Software (\$13,192). Purchased Services increased by \$3,974, due to an increased need of Repair and Maintenance expenses (\$5,000), and small decreases to reflect budget cuts areas, like Fuel and Publications and Subscriptions. The use of the Accela application called "mobile inspector" has allowed for improved efficiencies and remote inspections by not requiring in-person contact, reducing expenses like fuel.

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

**BOARD ACTION:** Based on discussion with staff, one vacant position from Planning Org 17100 was moved to Building Inspections for staffing needs at a net salary savings of approximately \$60,265 to the county. Adding this salary and anticipated step increases result in an adjusted increase in salaries of \$30,494. All other items approved as recommended.



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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
	<u>(2019)</u>	<u>(2020)</u>	<u>(2021)</u>
<b><u>Field Inspection Work Outputs</u></b>			
Number of Building Permits Issued	2,425	2,320	2,250
Number of inspections performed	25,733	25,000	24,000
Avg. # of inspections per Inspector	20.59	19.50	18.50
Number of Inspectors	5	5	5
Number miles driven by Inspectors	141,500	131,500	125,000
Walk-ins	5,789	5,620	5,200
Number of Plan Reviews	2,242	2,100	2,050
Number of Plan Examiners	3	3	3
Number of Building Compliance violations	104	92	85
Number of Building Complaints	86	56	50
Number Compliance cases closed	66	80	70
Number of Building Compliance Officers	1	1	1

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

<b>Goal CED 7: Ensure safe construction throughout unincorporated Weld County.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
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%

<b>Goal CED 8: Increase knowledge and understanding of adopted codes to citizens, homeowners, contractors, and builders through education.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
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**

<b>Goal CED 9: Maintain quality, professional and timely site inspections.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
CED 9-1: Maintain a record of permit expirations and inspections to ensure permits are current.	Percentage of complete records	100%	100%	100%
Provide 24-hour turnaround time for inspections.	Percentage of 24-hour turnaround inspections (measured by complaints)	99%	99%	99%
Ensure timeliness of entering inspections and appropriate follow-up.	Maintain proficiency in Accela to ensure information is updated and available	95%	95%	100%
Provide plan review turnaround within current policy time frame.	Review plans in a timely manner current with policy time frame – measurable by complaints	100%	100%	100%
Return customers call and questions within 24 hours.	Measurable by number of complaints annually	100%	100%	100%
Maintain quality customer service with existing staff levels	Measurable by annual complaints	100%	100%	100%

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:**  OIL AND GAS ENERGY DEPARTMENT

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

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 387,300	\$ 1,616,765	\$ 1,006,145	\$ 1,006,145
Supplies	69,478	29,241	24,200	24,200
Purchased Services	19,820	333,994	385,301	385,301
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 476,598	\$ 1,980,000	\$ 1,415,646	\$ 1,415,646
Revenue	290,109	1,980,000	1,037,500	1,037,500
Net County Cost	\$ 186,489	\$ 0	\$ 378,146	\$ 378,146
Budgeted Positions	9.0	15.0	9.0	9.0

**SUMMARY OF CHANGES:**

When OGED was created, a total of 15 positions were included in the budget. Due to market conditions and permitting activity, only the current 9 positions are warranted, therefore a reduction of budgeted positions is reflected. Purchased Services reflects an increase of chargeback expenses for Public Works and Environmental Health employees, along with inclusion of two back-up (contract) Hearing Officers.

Revenue is proposed to decrease based on market conditions and takes into account current permits received.

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

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<b><u>ACTUAL</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROJECTED</u></b>
<b><u>Work Outputs</u></b>			
LAP Permits	\$16,000	\$25,000	\$25,000
WOGLA permits	12	100	100
WOGLA Permits with no wells	1	3	5
Wells	96	1,100	1,100
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.278	0.450	0.263
Per capita cost (county support)	\$0.58	\$0.00	\$1.10

# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 462,460	\$ 514,027	\$ 514,027	\$ 514,027
Supplies	43,690	76,850	78,410	78,410
Purchased Services	329,717	414,886	391,326	391,326
Fixed Charges	13,914	0	22,000	22,000
Capital	0	15,000	0	0
Gross County Cost	\$ 849,781	\$ 1,020,763	\$ 1,005,763	\$ 1,005,763
Revenue	36,697	6,000	6,000	6,000
Net County Cost	\$ 813,084	\$ 1,014,763	\$ 999,763	\$ 999,763
Budgeted Positions	2 FTE 10 PT	2 FTE 10 PT	2 FTE 10 PT	2 FTE 10 PT

**SUMMARY OF CHANGES:** Budget request is down \$15,000. Personnel has no changes and is budgeted at \$514,027.

Supplies increased \$1,560 for software and mapping software for unmanned aircraft system (drone) which assist in mapping weeds, inspecting roads, culverts and bridges, and for use during natural disasters.

Purchased Services saw a reduction of \$23,560 overall. \$100 reduction in printing services was offset by a \$100 increase in Publications & Subscriptions. Memberships & Registration Fees increased by \$600 to cover cost of necessary trainings, licenses and fees related to the industry. Vehicle Expenses saw a \$3,233 decrease to reflect fuel usage while Repair & Maintenance Other was increased by \$1,673 for needed unmanned aircraft supplies. Lastly, Travel & Meetings was reduced \$600 due to the lessened number of in-person trainings for staff in the coming year. Machinery & Equipment Rental were listed in Purchased Services in 2020, but were moved to their correct category, Fixed Charges in 2021, equaling a \$22,000 reduction.

Fixed Charges increased from zero to \$22,000 for \$12,000 in Machinery & Equipment Rental and \$10,000 for Grants & Donations which is for the Noxious Weeds Cost Share Program, which were added to Purchased Services last year, and are now in Fixed Charges.

Capital decreased from \$15,000 to zero as there are no requests for Capital Assets in 2021.

**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>
<b><u>Work Outputs</u></b>			
Mowing Lane Miles	2,292	2,400	2,400
Spraying Lane Miles	7,483	7,500	7,500
Acres Sprayed (Only noxious weeds being sprayed beginning in 2017)	1,356	1,600	1,500
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.062	0.060	0.058
Per capita cost (county support)	\$2.51	\$3.05	\$2.92

<b>Goal TPW9: Implement the Colorado Weed Management Act on County properties and assist landowners with compliance with the law through public education and assistance.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 389,121	\$ 399,829	\$ 408,825	\$ 435,464
Supplies	21,244	33,989	34,780	34,780
Purchased Services	46,181	247,450	207,804	247,804
Fixed Charges	-90	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 456,456	\$ 681,268	\$ 651,409	\$ 718,048
Revenue	79,657	194,600	187,729	187,729
Net County Cost	\$ 376,799	\$ 486,668	\$ 463,680	\$ 530,319
Budgeted Positions	4.0	4.0	4.0	4.0

**SUMMARY OF CHANGES:**

Minor adjustments to the OEM budget included additional funding for the Stream Gage Waning Maintenance, \$12,000 was budgeted for 2020 and the bids came in higher than projected. The agreement with Water and Earth Tech is \$19,030. Another adjustment includes a reduction in grant match as the Hazard Mitigation Plan will be complete the end of 2020. Personnel was adjusted by \$8,996 to account for the promotion of a Senior position approved by the Board in May 2020.

Grant funding is requested in the amount of \$76,000 for the Emergency Management Performance Grant, and \$111,729 for the Hazardous Materials Grant. No information has been provided from the State if either of these grants will be reduced due to State Budget concerns.

Final budget adjustments include an increase in salaries of \$26,639.

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

**BOARD ACTION:** Board approved an additional \$40,000 for the Integrated Emergency Management training program in 2021. All other items approved as recommended.



# OFFICE OF EMERGENCY MANAGEMENT (CONTINUED) 1000-26200

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of drills and exercises	12	12	12
Number of people participating in drills	500	500	500
Number of inspections and/or reports	12/24	24	24
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.124	0.120	0.117
Per capita cost	\$1.16	\$1.46	\$1.55

**Mission Statement:** To support Weld County and its citizens in Preparedness, Prevention, Mitigation, Response, and Recovery using an All-Hazards approach, and to develop and sustain broad and sincere relationships among individuals and organization to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.

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

**NOTE: OFFICE OF EMERGENCY MANAGEMENT HAS A COMPREHENSIVE STRATEGIC PLAN AVAILABLE ONLINE AT:** <http://www.co.weld.co.us/Departments/OEM/index.html>

# BUDGET UNIT REQUEST SUMMARY

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

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 3,566,976	\$ 4,066,554	\$ 4,115,104	\$ 4,257,386
Supplies	144,620	211,997	228,315	228,315
Purchased Services	4,316,125	11,575,276	7,820,729	7,920,729
Capital	966,594	205,000	14,000	14,000
Contra	76,619	-1,139,015	-950,484	-950,484
Gross County Cost	\$ 9,070,934	\$ 14,919,812	\$ 11,227,664	\$ 11,469,946
Revenue	0	0	0	0
Net County Cost	\$ 9,070,934	\$ 14,919,812	\$ 11,227,664	\$ 11,469,946
Budgeted Positions	35.0	38.0	39.0	39.0

**SUMMARY OF CHANGES:** The budget request is down \$3,692,148 from 2020.

Personnel Services request has increased \$48,550 overall. There is an increase due to a promotion for an Engineer Tech I to Engineer Tech II. An Engineering Tech I Permitting position was approved and added in late 2019 for an increase of \$48,157 bringing the total number of staff in this department to 39. There was also a \$250 increase in Outerwear reimbursement for the added FTE.

Supplies increased by \$16,318 as follows: Office Supplies saw a \$1,000 decrease while Small Equipment was decreased by \$6,000. Software Maintenance increased by \$27,318 for increases in annual costs. Road Construction supplies decreased by \$3,000 to reflect actual costs, while Other Operating Supplies decreased by \$1,000 for actual costs.

Purchased Services decreased \$3,754,547 overall. Memberships & Registration Fees increased by \$450 to reflect actual costs and Other Purchased Services decreased by \$2,312 with the removal of the Miscellaneous line item. Phones increased \$4,000 to reflect actual costs and Engineering & Architectural increased \$283,500 with the addition of the legally mandated On-Call SUE (Sub-surface Utility Engineering) line item. Other Professional Services increased \$106,644 to include data services for the county's eleven weather stations added in 2020. Vehicle Expense increased \$16,359 to reflect actual gallons of fuel used and Travel & Meetings decreased \$7,200 since less in-person meetings and conference will occur in 2021 due to COVID-19. Training was reduced by \$19,066 due to a decrease in conferences and trainings being postponed in 2021.

# **GENERAL ENGINEERING (CONTINUED) 1000-31100**

**SUMMARY OF CHANGES (continued):**

Infrastructure Projects were increased by \$2,106,778 for costs of project design, right-of-way, and utilities relocation in 2021. Finally, Grants and Donations, which reflect our Intergovernmental Agreements with other government entities was reduced to zero from \$6,243,700 in 2020. This is due to planned projects being postponed due to the economic downturn, specifically CR 35 with Greeley (\$3,827,700), and IGA's adjusted.

Capital is reduced by \$191,000 to reflect items purchased in 2020 and less a new Troxler Thin Lift Nuclear Gauge will be purchased to replace the current one at a cost of \$14,000.

The Contra account decreased by \$188,531, which reflects the chargeback to the Planning division for work supporting their division, which saw a decrease of \$743,099, and the chargeback to the Oil and Gas Energy Department increased \$22,402 for a total chargeback of \$950,484.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The additional Engineering Tech I Permitting position was requested based on additional work needed alongside the Oil and Gas production. With the downturn in economy and the decrease in Oil and Gas development, it is recommended to remove the additional position until the need is justifiable again (\$48,157). This is a policy issue for the Board. No other issues noted with this request.

**BOARD ACTION:** The Board on September 28, 2020 approved a resolution reorganizing Engineering and Public Works administration by eliminating the Public Works Budget/Finance position (Grade 44 at \$114,529) and creating a new Engineering Tech II (Grade 32 at \$88,978) position effective immediately for a net savings of \$25,551 to the county. Final salary adjustments are \$101,460.

Board approved \$100,000 to do a transportation impact fee study. All other items approved as recommended.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of designs completed	13	13	13
Number of construction projects completed	9	7	9
Number of land use case reviews	767	800	800
Access Permit	1,188	800	800
Right-of-Way Permits	1,242	750	750
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	1.081	1.141	1.139
Per capita cost	\$28.03	\$44.80	\$33.49

\*Numbers do not include flood projects.

**GENERAL ENGINEERING  
(CONTINUED)  
1000-31100**

<b>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.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
TPW8-1: Develop accurate Capital Improvement Plans	Plans will not require changes after project goes to construction 95% of the time	100%	100%	100%
TPW8-2: Perform accurate construction testing	Construction tests will not require repeat tests or re-calculations 95% of the time	100%	100%	100%
TPW8-3: Present accurate improvement agreements	Improvement agreements will be error free when presented to the BOCC 98% of the time	100%	100%	100%

# BUDGET UNIT REQUEST SUMMARY

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

**BUDGET UNIT TITLE AND NUMBER:** Missile Site Park -- 1000-50100

**DEPARTMENT DESCRIPTION:** Maintains Missile Site Park which includes camp grounds and related equipment, as well as the missile silo and archive storage areas. Also provides security for the park.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 60,900	\$ 66,331	\$ 0	\$ 0
Supplies	1,482	1,750	0	0
Purchased Services	10,957	12,900	0	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 73,339	\$ 80,981	\$ 0	\$ 0
Revenue	1,288	5,000	0	0
Net County Cost	\$ 72,501	\$ 75,981	\$ 0	\$ 0
Budget Positions	1	1	0.0	0.0

**SUMMARY OF CHANGES:** Based on a work session on January 27, 2020, the FTE and expenses under this budget unit will be absorbed into the Building and Grounds budget under budget unit 17200 starting in 2021.

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

**BOARD ACTION:** Approved as recommended.

### PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of visitors	600	600	600
<b><u>Work Outputs</u></b>			
FTE's per 10,000/capita	0.031	0.030	0.000
Per capita cost (county support)	\$0.22	\$0.23	\$0.00

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	129,000	239,000	239,000	239,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 129,000	\$ 239,000	\$ 239,000	\$ 239,000
Revenue	0	0	0	0
Net County Cost	\$ 129,000	\$ 239,000	\$ 239,000	\$ 239,000
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** Budget includes \$29,000 for the joint maintenance and administration of the Poudre River Trail with Windsor and Greeley. The Board agreed, in April 2004, to fund the County's share. A new IGA was approved on September 16, 2006, which includes full maintenance and administration of the trail, with each party paying one-third of the costs. The City of Greeley does the maintenance and administration through its Parks Department. The Poudre River Trail improvements are over twenty years old and are beginning to require major repairs. Starting in 2017, \$100,000 each year was included for Poudre River Trail repairs. Beginning in 2020, the Poudre River Trail Board began requesting funding of \$200,000 annually to repair the trail in accordance with the 2019 engineering plan developed. In accordance with the engineering plan, \$200,000 is included in the 2021 budget for repairs.

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

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

**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.

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

**SUMMARY OF CHANGES:** The Airport Board has adopted the policy that they will be self-sufficient and will no longer request funding for local grant matches for capital FAA projects.

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

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES

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

**DEPARTMENT DESCRIPTION:** Weld County's financial support to the twenty senior centers throughout the county.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	40,000	40,000	40,000	40,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Revenue	0	0	0	0
Net County Cost	\$ 40,000	\$ 40,000	\$ 40,000	\$ 40,000
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** Recommended budget of \$40,000 is the same as 2020.

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

**BOARD ACTION:** Approved as recommended.



# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** WASTE WATER MANAGEMENT

**BUDGET UNIT TITLE AND NUMBER:** Waste Water Management - - 1000-56120

**DEPARTMENT DESCRIPTION:** County assessment for North Front Range Water Quality Planning Association for waste water management.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	8,215	10,000	10,000	10,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 8,215	\$ 10,000	\$ 10,000	\$ 10,000
Revenue	0	0	0	0
Net County Cost	\$ 8,215	\$ 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 2020 for the North Front Range Water Quality Planning Organization (NFRWQPO) (\$10,000).

Membership for the Little Dry Creek Watershed Group (\$6,000) is included in the Budget Unit account 1000-31100-6340 budget, since it involves drainage issues and not water quality.

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

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DEVELOPMENTALLY DISABLED

**BUDGET UNIT TITLE AND NUMBER:** Envision - - 1000-56130

**DEPARTMENT DESCRIPTION:** Weld County's financial support of Envision, formerly Centennial Development Services, Inc., which provides services for the developmentally disabled citizens of the county.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	38,225	38,225	38,225	38,225
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 38,225	\$ 38,225	\$ 38,225	\$ 38,225
Revenue	0	0	0	0
Net County Cost	\$ 38,225	\$ 38,225	\$ 38,225	\$ 38,225
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** Envision is requesting \$38,225, which is the same as 2020.

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

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** MENTAL HEALTH

North Range

**BUDGET UNIT TITLE AND NUMBER:** Behavioral Health - - 1000-56140

**DEPARTMENT DESCRIPTION:** Weld County's financial support of the North Range Behavioral Health which provides extensive mental health services to citizens in Weld County. In addition, this budget funds client treatments in Weld County Adult Treatment Court.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	205,745	291,000	291,000	291,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 205,745	\$ 291,000	\$ 291,000	\$ 291,000
Revenue	0	0	0	0
Net County Cost	\$ 205,745	\$ 291,000	\$ 291,000	\$ 291,000
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** North Range Behavioral Health is requesting \$191,000, which is the same amount as 2020. \$121,000 is for the base mental health programs, \$50,000 for the Frederick expansion of mental health services, and \$20,000 for the Suicide Education and Support Services (SESS) program.

\$100,000 is included for the Weld County Adult Treatment Court program to treat clients in with alcohol, drug and other substance abuse issues. In 2016, the county and courts developed an ongoing MOU for this arrangement.

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

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** CHILD ADVOCACY CENTER

**BUDGET UNIT TITLE AND NUMBER:** A Kid's Place - - 1000-56150

**DEPARTMENT DESCRIPTION:** Funds a facility for interviewing and providing services to young victims of child abuse and non-offending family members.

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

**SUMMARY OF CHANGES:** This program is now funded in the Social Services budget under Child Welfare, since the usage justifies Social Services paying 100%.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend continuing to fund this program in the Social Services budget under Child Welfare in 2021, since the usage justifies Social Services paying 100%.

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** Retirement Transfer - - 1000-56160

**DEPARTMENT DESCRIPTION:** Central budget unit for the transfer of administrative costs for Weld County Retirement Plan.

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

**SUMMARY OF CHANGES:** This unit is for the transfer to the Weld County Retirement Plan Fund for the administrative costs of the program. With the underfunding of the Weld County Retirement Plan the Board decided to reimburse the Retirement Fund for the administrative costs of the plan. The administrative costs include the investment fees and other administrative costs. Annually the costs are approximately \$1,000,000. The County stopped paying the fees in the 1980's. From 2011-2015 the General Funds made substantial contributions to repay the Retirement Fund for the past administrative costs. As of December 31, 2015, the Weld County Retirement Plan was fully funded under the new accounting rules of GASB 67 and 68. The level of funding for this purpose can be reduced in years where the property tax revenues from oil and gas fluctuate downward and when the retirement fund is fully funded. Due the retirement plan being totally funded no contribution is required in the 2021 budget.

The investment rate assumption was reduced to 6.50% as of December 31, 2019. As funds are available the county should consider funding the retirement plan to reduce the investment rate assumption from 6.50% to 6.00% over time, which is more realistic based upon projected investment returns.

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

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** TRANSFERS

**BUDGET UNIT TITLE AND NUMBER:** Human Services Transfer - - 1000-56160

**DEPARTMENT DESCRIPTION:** General Fund contribution to Area Agency on Aging Program (Human Services Budget).

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	12,351	12,351	12,351	12,351
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 12,351	\$ 12,351	\$ 12,351	\$ 12,351
Revenue	0	0	0	0
Net County Cost	\$ 12,351	\$ 12,351	\$ 12,351	\$ 12,351
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** The transfer to the Human Services Fund of \$12,351 is for the Area Agency on Aging Administration match.

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

**BOARD ACTION:** Approved as recommended.

**GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS:** See Human Services Fund.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** TRANSFERS

**BUDGET UNIT TITLE AND NUMBER:** Health Department Transfer - - 1000-56160

**DEPARTMENT DESCRIPTION:** General Fund contribution to Health Department operations.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	7,953,984	5,593,324	5,708,281	5,708,281
Capital	0	0	0	0
Gross County Cost	\$ 7,953,984	\$ 5,593,324	\$ 5,708,281	\$ 5,708,281
Revenue	0	0	0	0
Net County Cost	\$ 7,953,984	\$ 5,593,324	\$ 5,708,281	\$ 5,708,281
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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	177,137	165,000	165,000	0
Gross County Cost	\$ 177,137	\$ 165,000	\$ 165,000	\$ 0
Revenue	11,858	0	0	0
Net County Cost	\$ 165,278	\$ 165,000	\$ 165,000	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** East Colorado Small Business Development Center (SBDC) has requested \$65,000, same as 2020. Upstate Colorado requested \$150,000, same as 2020. Upstate wishes to continue the additional \$50,000 for the succession programing started in 2019 for the next 3-5 years. The additional amount above the base funding level of \$100,000 will assist in staffing overlap.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval of both the SBDC funding of \$65,000, the base funding for Upstate for \$100,000, and \$50,000 for succession planning come out of the Economic Development Trust again in 2021. The Economic Development Trust Fund is well funded with over \$15 million uncommitted and can absorb these costs.

**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.

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

**SUMMARY OF CHANGES:** Budget reflects the County's debt service on any long-term debt and/or lease purchase debt in any given year. With the payoff of the correctional facilities' Certificates of Participation (COP), as of August 1, 2007, Weld County has no long-term debt or long-term lease obligations.

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

**BOARD ACTION:** Approved as recommended.

# LEASE-PURCHASE AGREEMENTS

The following supplemental data regarding lease-purchase agreements involving real property is required under Section 29-1-104(2)(d), C.R.S., 1973:

A.	The total amount to be expended during the ensuing fiscal year for payment obligations under all lease-purchase agreements involving real property	\$ -0-
B.	The total maximum payment liability of the local government under all lease-purchase agreements involving real property over the entire terms of such agreements, including all optional renewal terms	\$ -0-
C.	The total amount to be expended during the ensuing fiscal year for payment obligations under all lease-purchase agreements other than those involving real property	\$ -0-
D.	The total maximum payment liability of the local government under all lease-purchase agreements other than those involving real property over the entire terms of such agreements, including all optional renewal	\$ -0-

# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** Non-Departmental - - 1000-90100

**DEPARTMENT DESCRIPTION:** Central budget unit containing county-wide costs that are not allocated to program budgets, e.g. training, audit fees, membership, professional contracts, etc.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	348,888	70,000	68,000	68,000
Purchased Services	670,463	673,787	660,750	660,750
Fixed Charges	13,040	200,000	190,000	190,000
Gross County Cost	\$ 1,032,391	\$ 943,787	\$ 918,750	\$ 918,750
Revenue	105,949,798	126,088,500	120,855,671	118,910,002
Net County Cost	\$- 104,917,407	\$- 125,144,713	\$- 119,936,921	\$- 117,991,252

**SUMMARY OF CHANGES:** The expense side of this budget is down \$25,037 from 2020. Supplies are down \$2,000. Phones are down \$10,000, professional services are down \$2,537, legal notices are down \$2,500, and printing is up \$2,000. Fixed Charges for costs miscellaneous expenses are down \$10,000.

Revenues are down \$7,178,498 from the current year. Property taxes are budgeted at \$107,521,153 down \$7,928,167. Revenue from interest earnings are at \$4,000,000 for 2021. Rents from Buildings total \$486,472 from Social Services (\$166,234), Award Alliance (\$16,800), and Community Corrections Building (\$303,438). Recovery of indirect costs is \$5,837,185 and revenues from Urban Renewal Authorities (URA) are budgeted at \$854,129. Other smaller revenues are stable with little change. Total revenues are \$118,910,002.

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

**BOARD ACTION:** Approved as recommended with the adjustment in the property tax amount with the final assessed valuation.

# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** Retiree Health Insurance - - 1000-90120

**DEPARTMENT DESCRIPTION:** Central budget unit to account for the costs for retiree health benefits.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** Beginning January 1, 2007, in accordance with GASB 45, employers must account for the actuarial cost of post-employment benefits paid to retirees. Weld County's only program outside of the retirement program is the payment of health insurance benefits to retirees. Under GASB 45 an estimated actuarial amount is needed to be reserved to recognize the cost of the benefit in periods related to when services are received by the employer (Weld County). On July 21, 2010, the Board amended the Other Post-Employment Benefits (OPEB) Plan to stop coverage for any eligible retiree, effective June 30, 2012, that did not have a signed retiree health agreement as of July 21, 2010. This change was in response to the passage of the Patient Protection and Affordable Care Act (PPACA) creating gap insurance coverage for early retirees through state insurance exchanges, effective January 1, 2014. Retirees impacted can obtain insurance coverage under COBRA from July 1, 2012, to January 1, 2014. Because of this Board action, the OPEB Plan was fully funded, as of 2012, and no longer required additional contributions.

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

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

**BOARD ACTION:** Approved as recommended.

# BUDGET UNIT REQUEST SUMMARY

**AGENCY/DEPARTMENT NAME:** COMMUNITY AGENCY GRANTS

**BUDGET UNIT TITLE AND NUMBER:** Community Agency Grants - - 1000-90150

**DEPARTMENT DESCRIPTION:** Weld County's financial support to community agencies that do not fit under a specific county program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	40,737	40,000	85,000	15,000
Gross County Cost	\$ 40,737	\$ 40,000	\$ 85,000	\$ 15,000
Revenue	0	0	0	0
Net County Cost	\$ 40,737	\$ 40,000	\$ 85,000	\$ 15,000
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** Funding is included for the following community agencies:

<u>AGENCY</u>	<u>PRIOR YEAR</u>	<u>REQUEST</u>	<u>RECOMMEND</u>	<u>FINAL</u>
Promises for Children	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
211 Information and Referral	25,000	50,000	0	0
Weld's Way Home	<u>5,000</u>	<u>25,000</u>	<u>5,000</u>	<u>5,000</u>
<b>Total</b>	<b><u>\$ 40,000</u></b>	<b><u>\$ 85,000</u></b>	<b><u>\$ 15,000</u></b>	<b><u>\$ 15,000</u></b>

**FINANCE/ADMINISTRATION RECOMMENDATION:** This budget unit consolidates community agencies with requests that do not fit under a specific program. The following is the recommendation for each agency:

**Promises for Children.** The Board, in May 2004, made a commitment to fund this program along with other partners in the community. A request for \$10,000 was made. Recommend approval. *Approved as recommended.*

**211 Information and Referral** program has requested \$50,000 for the 211 information and referral system operated by United Way. This is an increase of \$25,000 over the 2020 funding level of \$25,000. The recommended budget is zero due to the payment of \$75,000 in 2020. Increase in funding is a Board policy issue. *Approved as recommended with no funding in 2021 due to the CARES Act funding of \$75,000 in 2020.*

**Weld's Way Home** has requested \$25,000 for 2021. In 2020, the county funded \$5,000. The funding would be for the Weld's Way Home (WWH) effort, which is a long-term countywide strategic plan to address homelessness and housing instability. WWH does not intend to offer direct services; instead they aim to support and expand the capacity of the expert service provider already addressing this challenge in Weld County. Increased funding is a policy issue for the Board. *Approved \$5000 the same as the prior year.*

**COMMUNITY AGENCY GRANTS  
(CONTINUED)  
1000-90150**

**FINANCE/ADMINISTRATION RECOMMENDATION (Continued):**

**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 2021. Human Services has been doing a \$20,000 program with a voucher process through CSBG for the shelters. If the homeless shelters are funded it should be by a Human Services allocation of CSBG dollars as vouchers to clients or other Human Services program funds. Recommend no General Fund funding. Human Services may fund with CSBG funds, if funds are available. *Approved as recommended.*

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

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** Treasurer

**BUDGET UNIT TITLE AND NUMBER:** Weld County Bright Futures - 1000-90160

**DEPARTMENT DESCRIPTION:** This budget unit administers the Weld County Bright Futures Program and the donations and tax credits that support it. The program offers student grants from donations to eligible Weld County high school graduates, students earning GEDs and veterans pursuing post high school education or training. Under SB 15-82 the County is authorized to allow the use of county property tax incentive payments or credits to taxpayers contributing to the program for workforce development.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 43,741	\$ 41,386	\$ 41,403	\$ 0
Supplies	13,709	25,500	21,100	0
Purchased Services	98,706	182,587	179,637	242,140
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 156,156	\$ 249,473	\$ 242,140	\$ 242,140
Revenue	0	0	0	0
Net County Cost	\$ 156,156	\$ 249,473	\$ 242,140	\$ 242,140
Budgeted Positions	2	2	2	0

**SUMMARY OF CHANGES:** The overall budget is down \$7,333. Personnel services reflect the 2021 salaries with step increases up \$17. Supplies are down \$4,400 with a reduction in software maintenance of \$5,000, and postage \$400. Purchased services are down \$2,950 in printing (\$1,300), subscriptions (\$150) and local travel (\$500). The contract amount with Upstate is unchanged at \$176,587.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval. Student grants will be funded from the Weld Trust earnings, and donations. County will fund the administrative costs.

**BOARD ACTION:** Approved as recommended. Effective January 1, 2021 the Weld Trust will assume the administration of the Bright Futures program in accordance with the approved agreement between the Board of Weld County Commissioners and the Weld Trust. Bright Futures staff will become employees of the Weld Trust with the change. This change will have no impact on the amount of this budget.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Students in Program	1,583	1,600	1,500
Investments	\$2.56M	\$2.60M	\$2.40M
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.062	0.060	0.058
Per capita administrative expenditure	\$0.48	\$0.75	\$0.71
Per capita student grant expenditure	\$7.92	\$7.80	\$7.01



# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 380,217	\$ 403,562	\$ 399,562	\$ 411,050
Supplies	4,438	8,300	8,300	8,300
Purchased Services	33,639	39,700	39,700	39,700
Fixed Charges	2,080	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 420,374	\$ 451,562	\$ 447,562	\$ 459,050
Revenue	0	0	0	0
Net County Cost	\$ 420,374	\$ 451,562	\$ 447,562	\$ 459,050
Budgeted Positions	12.375	12.375	12.375	12.375

**SUMMARY OF CHANGES:** Salaries are being reduced by \$4,000 with the elimination of the County's contribution (\$4,000) to the 4-H AmeriCorps program. This has been a partnership with CSU for the past several years, with CSU paying the majority of expenses towards the two half-time AmeriCorps volunteers who helped deliver STEM based programming to 4-H aged youth in Weld County. This program will continue in 2021; however, CSU has indicated they will pick up this administrative charge for the next two years.

No other changes requested to Extension's 2021 budget request.

Final budget adjustments include an increase in salaries of \$11,488.

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

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
4-H enrollment	1,000	1,000	1,000
4-H outreach	5,000	6,000	8,000
Master Gardener contacts	5,000	3,000	3,000
Master Gardener Volunteer Hours	2,500	2,750	3,000
Master Food Safety Advisors Volunteer Hours	100	200	200
Family & Consumer Science Outreach	1,050	1,500	1,000
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	.382	.371	.361
Per capita cost (county support)	\$1.30	\$1.36	\$1.34

**GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS:** This Budget Unit's goals and objectives are part of a separate CSU Extension's published document available through Colorado State University.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** EXTENSION SERVICE

**BUDGET UNIT TITLE AND NUMBER:** County Fair - - 1000-96200

**DEPARTMENT DESCRIPTION:** To organize, plan, and administer the annual County Fair.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 71,957	\$ 70,639	\$ 70,639	\$ 69,285
Supplies	7,854	20,000	20,000	20,000
Purchased Services	74,046	68,995	68,995	68,995
Fixed Charges	168	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 154,025	\$ 159,634	\$ 159,634	\$ 158,280
Revenue	0	0	0	0
Net County Cost	\$ 154,025	\$ 159,634	\$ 159,634	\$ 158,280
Budgeted Positions	1.25	1.25	1.25	1.25

**SUMMARY OF CHANGES:**

No changes are requested for the 2021 Weld County Fair budget. It should be noted that 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, to support the Fair. Annually, donations raised represent over \$100,000, though that figure will be lower in 2020 due to the impacts of COVID-19.

Final budget adjustments include a decrease in salaries of \$1,354.

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

**BOARD ACTION:** Approved as recommended.

**COUNTY FAIR  
(CONTINUED)  
1000-96200**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Exhibits registered	5,000	3,676	5,000
Exhibitors registered	1,500	687	1,500
Attendees	48,000	2,000	48,000
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	.039	.038	.037
Per capita cost (county support)	\$0.48	\$0.48	\$0.46

# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** Veterans Services - - 1000-96400

**DEPARTMENT DESCRIPTION:** Provides all types of services to veterans of Weld County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 230,314	\$ 257,393	\$ 257,393	\$ 240,708
Supplies	798	3,500	3,500	3,500
Purchased Services	12,666	15,850	15,850	15,850
Gross County Cost	\$ 243,778	\$ 276,743	\$ 276,743	\$ 260,058
Revenue	14,700	29,400	29,400	29,400
Net County Cost	\$ 229,078	\$ 247,343	\$ 247,343	\$ 230,658
Budgeted Positions	3.0	3.0	3.0	3.0

**SUMMARY OF CHANGES:** No change.

Final budget adjustments include a decrease in salaries of \$16,685.

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

**BOARD ACTION:** Approved as recommended.

## **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Active files	3,800	4,500	4,950
Office visits	2,500	2,700	2,100
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.093	0.090	0.088
Per capita cost (county support	\$0.71	\$0.74	\$0.67

# **VETERANS SERVICES (CONTINUED) 1000-96400**

<b>Goal VS1: Perform as advocate for Veterans and dependents seeking Service Connected Disability Compensation and Non-Service Pension claims</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
Obtain the appropriate claim outcome for the veterans documented conditions	Ensure accurate submission of claim applications that include proper supporting documents	100%	100%	100%

<b>Goal VS2: Assist veterans and dependents enroll in Veterans Administration health care</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
Register eligible veterans in the VA health care system	Accurately complete appropriate VA health care applications along with supporting credentials	100%	100%	100%

<b>Goal VS3: Provide education assistance and burial and survivor benefits for veterans and dependents services</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
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).

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	79,708	182,504	173,403	173,403
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 79,708	\$ 182,504	\$ 173,403	\$ 173,403
Revenue	0	0	0	0
Net County Cost	\$ 79,708	\$ 182,504	\$ 173,403	\$ 173,403
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** The Event Center’s proposed budget for 2021 is \$581,806. Revenue from rents and facility use fees for 2021 is estimated to be \$235,000. The County payment for the Event Center is proposed to be \$173,403 which is down \$9,101 or 4.99%, Historically, when the final costs are reconciled with the City of Greeley at the end of the year the amount paid by the county is less than budgeted.

The City of Greeley will also contribute \$173,403 for 2021, 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	3,659,823	3,424,588	3,726,500	3,726,500
Fixed Charges	466,445	820,432	820,432	820,432
Capital	0	0	0	0
Gross County Cost	\$ 4,126,268	\$ 4,245,020	\$ 4,546,932	\$ 4,546,932
Revenue	0	0	0	0
Net County Cost	\$ 4,126,268	\$ 4,245,020	\$ 4,546,932	\$ 4,546,932
Budgeted Positions	0	0	0	0

**SUMMARY OF CHANGES:** This budget consolidates the funding of costs associated with the management of county property assets and leases. \$70,000 for engineering for water rights on gravel pits, and \$47,385 for water right assessments owned by the county. \$773,047 is funded for the leases of county assets. \$3,656,500 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	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 1,767,391	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 1,767,391	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 1,767,391	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** 2021 salary increases are a policy issue for the Board. Due the economic downturn and high unemployment rate caused by the COVID-19 pandemic no cost-of-living increases are included in the 2021 budget, but there are funds for step increases due to employees in 2021.

Budget reflects no change in health insurance costs. This means that over the last seven years health insurance costs are down 11.8%. There are no other benefit changes.

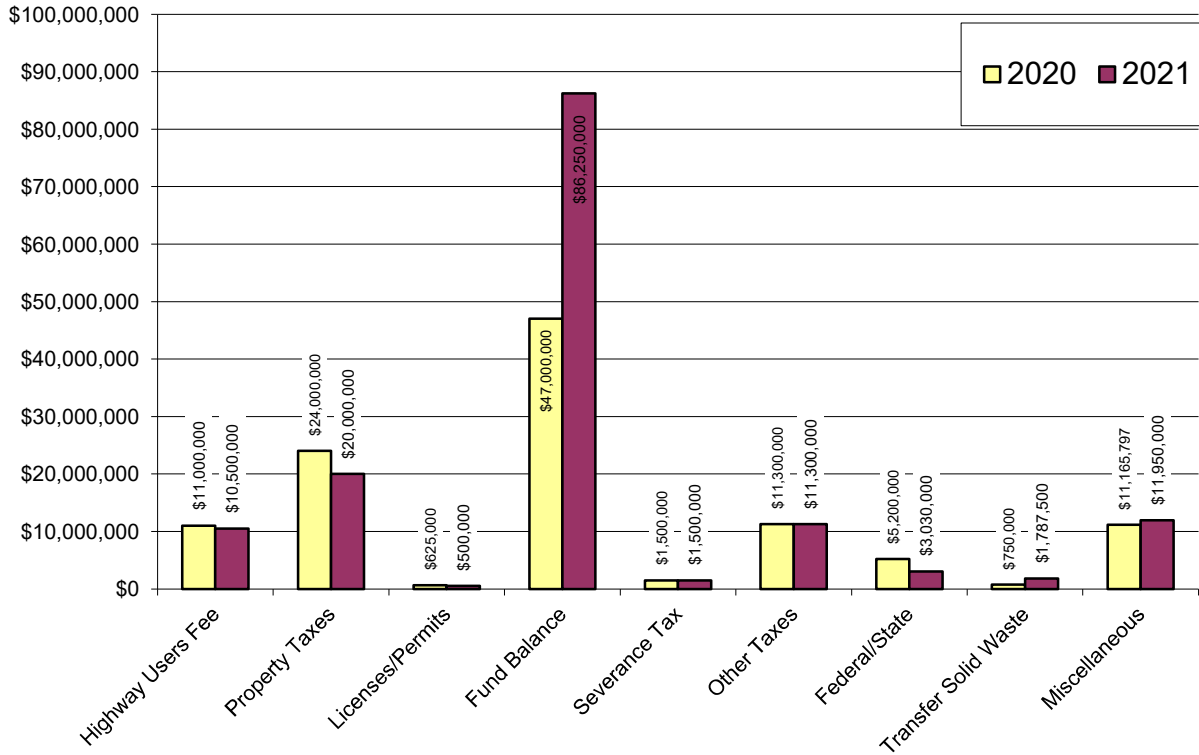
The cost for all salary adjustments for 2021 is \$1,767,391.

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

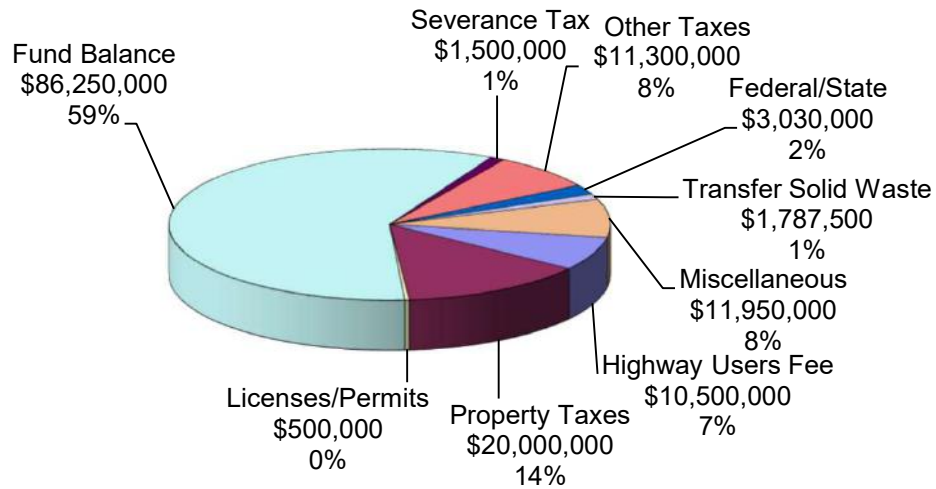
**BOARD ACTION:** Salary adjustment and benefits were approved as recommended.

# PUBLIC WORKS

## Revenue Changes

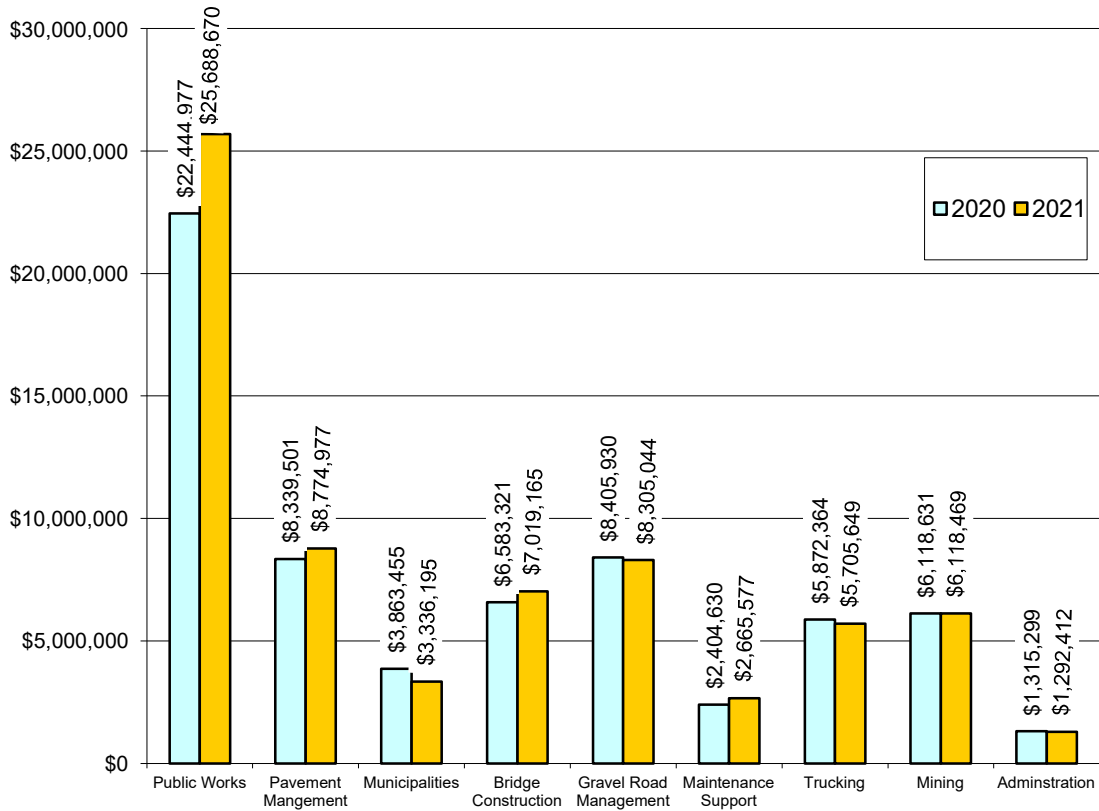
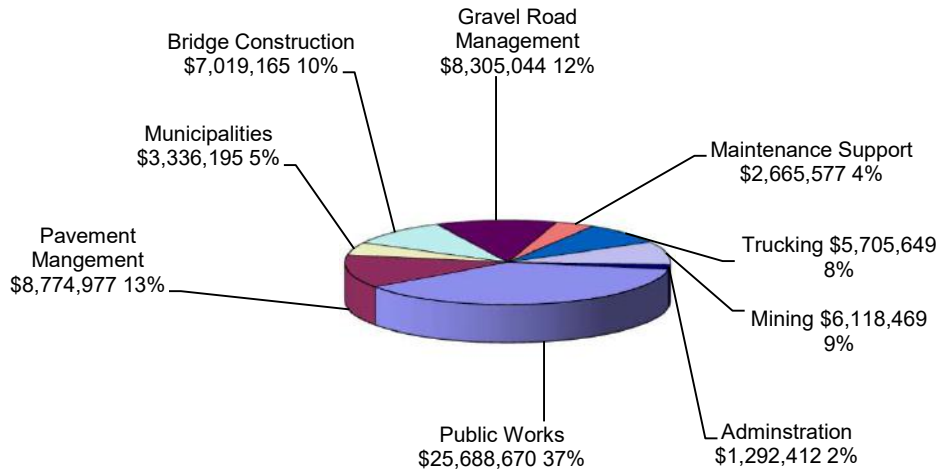


## 2021 Revenue Total \$146,817,500 (2020 \$112,540,797)



# PUBLIC WORKS 2021 EXPENDITURES

**Total \$68,906,158 (2020 \$65,348,108)**



# 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 2021 total \$146,817,500 which includes a fund balance of \$86,250,000, in addition to the revenue shown in the budget. Property tax is set at \$20,000,000, down \$4,000,000 from 2020. Specific Ownership tax is estimated to be the same at \$11,300,000. Total HUTF will be \$10,500,000, down \$500,000 from 2020. Permit revenues are budgeted at \$500,000, down \$125,000. Motor vehicle registration fees are \$350,000, down \$20,000 from 2020, and grazing fees are \$300,000, down \$200,000. Oil and gas revenues are \$6,650,000, down \$2,850,000 due to the reduction in drilling from the regulatory climate in Colorado, as well as the economic downturn resulting from COVID-19. There is \$1,787,500 from the Solid Waste Fund, including \$1,000,000 for paving of impacted roads and the County's proportional share of the 18th/Market Street paving project at \$787,500.

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 district and then Public Works will apply to the district for funding of projects. In 2021, the district is funding \$1,000,000 in oil and gas haul route projects. PILT is budgeted at \$80,000 with no change from last year.

Other revenues from project reimbursements total \$4,300,000 from the Transportation Impact Fees. Revenue from the Energy Impact Assistance grants decreased by half and totals \$1,200,000. There is a State grant for Bridge 19/46.5A for \$500,000 and \$600,000 in HISP funds for the traffic signal at CR 47. Severance tax is \$1,500,000, and in accordance with policy adopted by the Board of County Commissioners in 2010, the severance tax revenue is budgeted at a five year leveling average due to the fluctuations of the revenue created by the price and production levels of oil and gas commodities.

The budgeted appropriations for Public Works in 2021 total \$68,906,158 and are up \$3,558,050 primarily due to larger design and construction projects funded in 2021. Municipal share back is funded at \$3,336,195. With the economic downturn and record high unemployment resulting from COVID-19, there is no cost of living adjustment recommended for 2021, and salaries will be adjusted down \$35,992 to correct an overestimated amount budgeted for insurance expenses from 2020.

The Other Public Works budget unit is budgeted at \$25,688,670 based on the Capital Improvement Plan (CIP). This is a total increase of \$3,243,693 from 2020. Personnel decreased \$159,207 due to: \$140,230 for a decrease of seasonal staff by four in relation to the two new FTE added to the Gravel Road (Org 32200) division, Overtime decreased \$7,000, and benefits decrease \$11,977. Purchased Services increased \$3,402,900 overall. Utilities increased \$5,472 to cover the electricity of a traffic signal, sixteen new streetlights at the CR 54 and 17 Roundabout, and the eleven Weather Stations. Contract Payments increased \$7,139,236 due to the cost of the construction of intersection CR 41/66 (\$3,000,000) and connector CR 80/37 (\$3,777,836) but is offset by a decrease of \$3,741,808 due to the changes in road projects for the year.

Under Other Public Works, Strategic Roads was renamed Infrastructure Projects and for 2021 includes: 'O' Street/35th Avenue Roundabout Construction at \$4,280,669; CR 66/41 Intersection Construction with 2021 costs of \$2,200,000; Hokestra Trail Construction cost of \$80,000; CR33/74 Roundabout Joint Project with CDOT, CMAQ, and Town of Eaton for Right-of-Way and Utilities Relocation at a cost of \$750,000; CR 47/State Highway 392 Traffic Signal Construction - joint project with CDOT at a cost of \$600,000; and the County's proportional share of the 18th Street/Market Street Intersection Improvement Project at a cost of \$787,500 (the Solid Waste

Fund will cover this cost as this project is needed due to the haul route of a nearby solid waste facility). The Haul Route Program (HARP) is budgeted at \$3,000,000, and \$200,000 for the maintenance of the County Highway. Fixed Charges saw no change. Grants and Donations stayed at \$600,000 for costs related to the construction of Bridge 19/46.5A, which is a project in conjunction with CDOT.

The other significant changes for 2021 in the Public Works Fund include increases in the Bridge Construction and Maintenance Support units. Supplies increased overall by \$251,499 in Bridge Construction for the cost of supplies, and Contract Payments increased by \$140,000 due to the addition of Dewatering/Watering Filtration services required by Water Discharge Permits for short-term projects. Vehicle Expense increased \$39,125 to adjust for gallons of fuel as well. For Maintenance Support, Road Construction Supplies were up \$304,800 for increased quantities and costs of snow removal materials due to County Road 49 operations, and Cost of Goods Sold increased \$16,500 due to an increase in prices and quantities of striping paint.

While the growth in the County's assessed value and economic stimulus of the energy industry in Weld County has been positive in recent years, the downside is the County has had to add significant resources to the Public Works budget to accommodate heavy hauling traffic, address safety issues, and improve roads impacted by the oil and gas industry's heavy hauling on county roads due to new exploration and population growth. A five-year Public Works Capital Improvement Plan will continue to be updated annually and will ensure a fair and reasonable determination of project priorities in accordance with the County's overall transportation needs, especially in dealing with the impact of energy development and population growth in the County. As oil and gas prices and production stabilizes, looking forward to 2021 and beyond, the amount spent on capital projects should also be stable.

The 2021 Public Works Capital Improvements Plan is available on the County web site at [http://www.co.weld.co.us/departments/public\\_works/index.html](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 2021 allocation of highway user tax fund monies and county road and bridge fund are as follows:

Gravel Road Management	\$ 8,305,044
Maintenance Support	<u>2,194,956</u>
TOTAL	<u>\$ 10,500,000</u>

# **CONSTRUCTION BIDDING FOR STATE-FUNDED LOCAL PROJECTS**

In accordance with Sections 29-1-701 through 707, C.R.S., as amended, cities or counties of 30,000 persons or more are required to bid projects over \$150,000. Local governments are required to bid competitively among private contractors for projects using Highway Users Tax Fund money (state funded projects) and are prohibited from dividing projects into two or more projects to evade provisions of the act.

"State-funded public project" means any construction, alteration, repair, demolition, or improvement by any agency of local government of any land, structure, facility, road, highway, bridge, or other public improvement suitable for and intended for use in the promotion of the public health, welfare, or safety and any defined maintenance project which is funded in whole, or in part, from the highway users tax fund and which may be reasonably expected to exceed \$150,000 in the aggregate for any fiscal year.

"Defined maintenance project" means any project that involves a significant reconstruction, alteration, or improvement of any existing road, highway, bridge, structure, facility, or other public improvement, including, but not limited to, repairing or seal coating of roads or highways or major internal or external reconstruction or alteration of existing structures. "Defined maintenance project" does not include routine maintenance activities such as snow removal, minor surface repair of roads or highways, cleaning of ditches, regrading of unsurfaced roads, repainting, replacement of floor coverings, or minor reconstruction or alteration of existing structures.

Based upon the above definitions, Weld County's Public Works 2020 budget would be allocated as follows by the above categories:

	<u>TOTAL</u>	<u>HUTF STATE</u>	<u>LOCAL/OTHER</u>
Road and Bridge Construction	\$ 7,019,165	\$ 0	\$ 7,019,165
Gravel Road Management	8,305,044	8,305,044	0
Maintenance Support	2,665,577	2,194,956	470,621
Trucking	5,705,649	0	5,705,649
Mining	6,118,469	0	6,118,469
Administration	1,292,412	0	1,292,412
Pavement Management	8,774,977	0	8,774,977
Municipalities	3,336,195	0	3,336,195
Public Works:			
Haul Route Program (HARP)	3,000,000	0	3,000,000
Part-time	1,680,193	0	1,680,193
Contract	21,008,477	0	21,008,477
<b>TOTAL</b>	<b><u>\$68,906,158</u></b>	<b><u>\$10,500,000</u></b>	<b><u>\$58,406,158</u></b>

Based upon the above allocation, Weld County is not required to competitively bid any service. However, it is anticipated that Weld County will bid out \$3,100,000 in asphalt purchases and contracts for overlays and reconstruction, chip and seal of \$1,000,000, and \$2,899,000 in surface gravel for a total of \$6,999,000 in bid projects for 2021. A major portion of the \$21,008,477 may also be contracted, which raises the potential bid project amount to \$28,007,477. 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  
2021**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
<b>TAXES</b>							
2000	90100	4112	CURRENT PROPERTY TAXES	24,000,000	20,000,000	20,000,000	20,000,000
2000	90100	4130	SPECIFIC OWNERSHIP TAXES	11,300,000	11,300,000	11,300,000	11,300,000
2000	90100	4140	SEVERANCE TAXES	1,500,000	1,500,000	1,500,000	1,500,000
<b>TOTAL TAXES</b>				<b>36,800,000</b>	<b>32,800,000</b>	<b>32,800,000</b>	<b>32,800,000</b>
<b>PERMITS</b>							
2000	90100	4221	PERMITS	625,000	500,000	500,000	500,000
<b>INTERGOVERNMENTAL</b>							
2000	90100	4316	GRAZING ACT	500,000	300,000	300,000	300,000
2000	90100	4318	PAYMENT IN LIEU OF TAXES	80,000	80,000	80,000	80,000
2000	90100	4334	HIGHWAY USER	11,000,000	10,770,000	10,770,000	10,500,000
2000	90100	4338	MOTOR VEHICLE REG	370,000	350,000	350,000	350,000
2000	90100	4340	GRANTS	4,250,000	2,300,000	2,300,000	2,300,000
<b>TOTAL INTERGOVERNMENTAL</b>				<b>16,200,000</b>	<b>13,800,000</b>	<b>13,800,000</b>	<b>13,530,000</b>
<b>MISCELLANEOUS</b>							
2000	90100	4640	OIL AND GAS	9,500,000	6,650,000	6,650,000	6,650,000
2000	90100	4680	OTHER	2,415,797	5,300,000	5,300,000	5,300,000
<b>TOTAL MISCELLANEOUS</b>				<b>11,915,797</b>	<b>11,950,000</b>	<b>11,950,000</b>	<b>11,950,000</b>
<b>TRANSFER</b>							
2000	90100	712700	TRANSFER	-	1,787,500	1,787,500	1,787,500
<b>TOTAL PUBLIC WORKS</b>				<b>65,540,797</b>	<b>60,837,500</b>	<b>60,837,500</b>	<b>60,567,500</b>

**PUBLIC WORKS  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
2000	30100	ADMINISTRATION	1,315,299	1,399,647	1,399,647	1,292,412
2000	32100	TRUCKING	5,872,364	5,872,364	5,872,364	5,705,649
2000	32200	GRAVEL ROAD MANAGEMENT	8,405,930	8,363,435	8,363,435	8,305,044
2000	32300	ROAD AND BRIDGE CONSTRUCTION	6,583,321	7,014,045	7,014,045	7,019,165
2000	32400	MAINTENANCE SUPPORT	2,404,630	2,645,298	2,645,298	2,665,577
2000	32500	OTHER PUBLIC WORKS	22,444,977	25,621,375	25,621,375	25,688,670
2000	32600	MINING	6,118,631	6,123,557	6,123,557	6,118,469
2000	32700	PAVEMENT MANAGEMENT	8,339,501	8,721,547	8,721,547	8,774,977
2000	56200	CITIES AND TOWNS	3,863,455	3,230,000	3,230,000	3,336,195
		<b>TOTAL PUBLIC WORKS</b>	<b>65,348,108</b>	<b>68,991,268</b>	<b>68,991,268</b>	<b>68,906,158</b>

# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** Summary - - All Departments - - Fund 2000

**DEPARTMENT DESCRIPTION:** See individual units.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 13,335,460	\$ 16,294,816	\$ 16,296,346	\$ 16,105,041
Supplies	9,352,550	15,864,494	16,806,150	16,806,150
Purchased Services	41,853,354	32,518,798	35,218,772	35,324,967
Fixed Charges	3,002,823	645,000	670,000	670,000
Contra Expense	-500,000	0	0	0
Capital	29,360	25,000	0	0
Gross County Cost	\$ 67,073,547	\$ 65,348,108	\$ 68,991,268	\$ 68,906,158
Revenue/Fund Bal.	50,593,166	41,348,108	48,991,268	48,906,158
Net County Cost	\$ 16,480,381	\$ 24,000,000	\$ 20,000,000	\$ 20,000,000
Budgeted Positions	161	165	167	166

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 936,273	\$ 967,804	\$ 1,055,057	\$ 947,822
Supplies	107,327	140,000	129,321	129,321
Purchased Services	198,394	207,495	215,269	215,269
Fixed Charges	-2,190	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,239,804	\$ 1,315,299	\$ 1,399,647	\$ 1,292,412
Revenue	0	0	0	0
Net County Cost	\$ 1,239,804	\$ 1,315,299	\$ 1,399,647	\$ 1,292,412
Budgeted Positions	9	9	10	9

**SUMMARY OF CHANGES:** Administration budget request reflects an increase of \$84,348 over last year.

Personnel Services increased by \$87,253 for an added Safety Specialist position for the Public Works department which includes an outerwear reimbursement budget of \$250. This position will ensure staff are utilizing current safety processes, and projects and equipment are operating safely with an overall goal of reducing accidents.

Supplies decreased \$10,679 overall due to Other Operating Supplies decreases in Supply Stock Room purchases.

Purchased Services increased \$7,774. Publications increased \$30 to reflect increase in costs, Other Purchased Services increased \$616 to include shredding services. Travel & Meetings increased to include conference travel expenses for two staff at \$1,500 for training on a new project management software. Training increased \$14,000 and includes \$12,000 for online flagger testing and certification, and \$2,000 for a Cartegraph conference registration for two staff. Phones decreased by \$2,140. Vehicle Expense also decreased by \$2,006 to reflect actual costs. Repair & Maintenance Equipment was decreased from \$4,000 to zero. Repair & Maintenance Other saw a total decrease of \$226 for a reduced scanner maintenance contract.

**FINANCE/ADMINISTRATION RECOMMENDATION:** The Safety Specialist position will result in a corresponding decrease of one FTE from Gravel (Org 32200). This was approved by the Board in a work session on June 8, 2020. Recommend approval.

# ADMINISTRATION (CONTINUED) 2000-30100

**BOARD ACTION:** The Board on September 28, 2020 approved a resolution reorganizing Engineering and Public Works administration by eliminating the Public Works Budget/Finance position (Grade 44 at \$114,529) and creating a new Engineering Tech II (Grade 32 at \$88,978) position in Engineering effective immediately for a net savings of \$25,551 to the county. Final salary adjustments are \$7,249. All other items approved as recommended.

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Perform administrative duties with less than 1% error	95%	95%	95%
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.278	0.270	0.263
Per capita cost (county support)	\$3.83	\$3.95	\$3.77

<b>Goal TPW1: Provide effective and efficient administrative and managerial support and supervision to the Public Works Department.</b>				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW1-1: Accurately monitor and report activities of the department	Perform duties with less than 1% errors, 95% of the time	Yes	Yes	Yes

# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** Trucking - - 2000-32100

**DEPARTMENT DESCRIPTION:** Conducts snow removal operations and provides loading and transportation of materials and equipment to all job sites, gravel roads, aggregate pits, stockpile sites, and capital improvement projects with 33 full time employees, 30 assigned truck tractors and 36 trailers, 4 loaders and 5 dump trucks. This department is responsible for organizing and supervising the County Community Service Work Program and operational supervision and management of the trucking contract.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 2,593,785	\$ 2,847,978	\$ 2,847,978	\$ 2,681,263
Supplies	2,902	27,000	27,000	27,000
Purchased Services	2,253,416	2,997,386	2,997,386	2,997,386
Fixed Charges	-1,095	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 4,849,008	\$ 5,872,364	\$ 5,872,364	\$ 5,705,649
Revenue	0	0	0	0
Net County Cost	\$ 4,849,008	\$ 5,872,364	\$ 5,872,364	\$ 5,705,649
Budgeted Positions	33	33	33	33

**SUMMARY OF CHANGES:** Trucking budget request has no changes.

Final budget adjustments include a decrease in salaries of \$166,715.

**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>
<b><u>Work Outputs</u></b>			
Tons of Surface Gravel Transported	416,547	375,000	375,000
Tons of All Material Transported	656,892	575,000	575,000
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	1.020	0.991	0.964
Per capita cost (county support)	\$14.98	\$17.63	\$16.66

**Goal TPW2: Perform transportation of materials for maintenance and construction projects by delivering the quantities required within the time frames requested and by surpassing past efficiencies.**

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW2-1: Operate within budget limits	95% of the time operate within established budget guidelines; emergencies, e.g. except for weather, etc.	Yes	Yes	Yes
TPW2-2: Complete annual gravel plan	100% of scheduled gravel plan accomplished annually	90%	90%	90%
TPW2-3: Respond to calls for service within one working day	98% of service calls responded to within 24 hours	100%	100%	100%

# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** Gravel Road Management - 2000-32200

**DEPARTMENT DESCRIPTION:** Fleet of 46 motor graders, 13 water tankers, 9 rollers, 2 reclaimers, 29 grader zones, 20 satellite Public Works facilities, and four fugitive dust/roving maintenance teams responsible for the upkeep of gravel roads in Weld County (approximately 2,500 miles).

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 3,979,292	\$ 4,208,824	\$ 4,312,298	\$ 4,253,907
Supplies	1,473,113	2,243,600	1,981,800	1,981,800
Purchased Services	1,728,135	1,953,506	2,069,337	2,069,337
Fixed Charges	-1,095	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 7,179,445	\$ 8,405,930	\$ 8,363,435	\$ 8,305,044
Revenue	0	0	0	0
Net County Cost	\$ 7,179,445	\$ 8,405,930	\$ 8,363,435	\$ 8,305,044
Budgeted Positions	51	51	52	52

**SUMMARY OF CHANGES:** The Gravel Roads budget has decreased \$42,495.

Personnel increased \$103,474 for the addition of two FTE: Service Worker II positions with benefits and outerwear of \$250 for a total cost of \$163,362, which will be offset by the reduction of \$140,230 for four seasonal positions from Org 32500 for Other Public Works budget. The Property Accountability Clerk position was moved to Administration and reclassified as a Safety Specialist at a salary savings in this unit of \$59,891 per a Board work session on June 8, 2020.

Supplies decreased \$261,800 overall. This is due to a decrease of \$260,550 in Other Operating Supplies to reflect changes in material costs and reductions in quantity. Also, a decrease in Uniforms & Clothing to reflect historical spending and a reduction of staff for \$1,250 savings.

Purchased Services saw an increase of \$115,831. Utilities increased \$5,000 to account for actual costs at grader sheds (20) and vehicle Expense increased by \$135,831 for an increase in fuel usage. Other Professional Services saw a \$25,000 reduction in costs for actual expenses.

Final budget adjustment includes a decrease in salaries of \$58,391.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval. The 2.0 FTE Service Workers are a policy issue for the Board.

**BOARD ACTION:** Approved as recommended.



# GRAVEL ROAD MANAGEMENT (CONTINUED) 2000-32200

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Miles of Topical Application	136	160	165
Miles of Full Depth Application	74	70	70
Miles of Road Rehabilitation	30	35	40
Miles of Gravel Replenished	426	450	450
Lane Miles of Gravel Roads Maintained	118,519	111,825	112,000
Lane Miles of Snow Removed on Gravel Roads	103,088	95,000	95,000
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	1.576	1.532	1.518
Per capita cost (county support)	\$22.18	\$25.24	\$24.25

**Goal TPW3: Provide regularly scheduled maintenance of all HUTF roads, continuous improvement of road conditions, and opening all non-paved roads within 72 hours after a snow event**

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW3-1: Perform surface maintenance on gravel roads	90% of surface maintenance schedule accomplished annually	Yes	Yes	Yes
TPW3-2: Perform HUTF surface maintenance	100% of HUTF roads receive annual surface maintenance	Yes	Yes	Yes
TPW3-3: Respond to calls for service within one working day	98% of service calls responded to within one working day	Yes	Yes	Yes

# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** Bridge Construction - - 2000-32300

**DEPARTMENT DESCRIPTION:** This unit consists of 32 full time employees and 11 seasonal positions, with over \$5 million of reportable equipment. It is organized as a Bridge section, Construction section, and Drainage section which perform a variety of tasks in those areas. This unit also supports snow and ice control and conducts tree removal on county rights-of-way.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 2,544,536	\$ 2,796,550	\$ 2,796,550	\$ 2,801,670
Supplies	1,859,334	2,841,350	3,092,849	3,092,849
Purchased Services	785,865	900,421	1,079,646	1,079,646
Fixed Charges	-176	45,000	45,000	45,000
Capital	0	0	0	0
Gross County Cost	\$ 5,189,559	\$ 6,583,321	\$ 7,014,045	\$ 7,019,165
Revenue	132	0	0	0
Net County Cost	\$ 5,189,427	\$ 6,583,321	\$ 7,014,045	\$ 7,019,165
Budgeted Positions	30	32	32	32

**SUMMARY OF CHANGES:** The Road & Bridge division budget increased by \$430,724.

Personnel had no changes.

Supplies increased overall by \$251,499. Small Equipment increased by \$1,000 to reflect actual costs. Road Construction Supplies increased \$263,849 due to the annual Solid Waste Fund project. Other Operating Supplies decreased \$17,350 for adjustments to quantities and prices of supplies. Cost of Goods Sold increased \$4,000 for an increase in the price of cattleguards.

Purchased Services increased by \$179,225. Utilities increase by \$100 to account for actual expenditures. Contract Payments increased by \$140,000 due to the addition of Dewatering/Watering Filtration services required by Water Discharge Permits for short-term projects. Vehicle Expense increased \$39,125 to adjust for gallons of fuel.

Final budget adjustment includes an increase in salaries of \$5,120.

**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>
<b><u>Work Outputs</u></b>			
Miles of Road Construction Completed	15.0	16.25	16.0
Bridge Projects Completed	12	10	10
Culverts Replaced	93	90	90
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.927	0.961	0.934
Per capita cost (county support)	\$16.03	\$19.77	\$20.50

<b>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.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
TPW4-1: Complete all projects as scheduled	80% of construction projects completed within established timelines	100%	100%	100%
TPW4-2: Maintain bridge system	Less than 10% restricted bridges, 100% of critical repair of bridges completed within one year of discovery	100%	100%	100%
TPW4-3: Complete all scheduled culvert replacements	100% of culvert replace/repairs completed ahead of scheduled road projects	Yes	Yes	Yes
TPW4-4: Respond to calls for service within one working day	98% of service calls responded to within one working day	85%	98%	98%

# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** Maintenance Support - - 2000-32400

**DEPARTMENT DESCRIPTION:** Performs all traffic control maintenance, management of signs, barricades, construction project signing, and roadway striping county-wide. The unit conducts routine and sustained snow removal operations as needed.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 881,560	\$ 1,034,810	\$ 1,034,810	\$ 1,055,089
Supplies	999,433	1,074,920	1,392,000	1,392,000
Purchased Services	124,530	269,900	218,488	218,488
Fixed Charges	-1,095	0	0	0
Capital	0	25,000	0	0
Gross County Cost	\$ 2,004,428	\$ 2,404,630	\$ 2,645,298	\$ 2,665,577
Revenue	0	0	0	0
Net County Cost	\$ 2,004,428	\$ 2,404,630	\$ 2,645,298	\$ 2,665,577
Budgeted Positions	10	12	12	12

**SUMMARY OF CHANGES:** The Maintenance Support budget increased by \$240,668. Personnel had no change.

Supplies increased \$317,080. Road Construction Supplies was up \$304,800 for increased quantities and costs of snow removal materials due to County Road 49 operations. Uniforms & Clothing decreased \$150 with the removal of seasonal staff. Other Operating Supplies decreased \$4,070 due to a decrease in consumable supplies and the addition of high build paint. Cost of Goods Sold increased \$16,500 due to an increase in prices and quantities of striping paint.

Purchased Services decreased \$51,412. Vehicle Expense decreased \$38,412 to adjust for gallons of fuel used. Repair & Maintenance Other decreased by \$13,000 for a decrease in maintenance materials.

Capital decreased from \$25,000 to zero as no capital assets are requested in the 2021 budget.

Final budget adjustment includes an increase to salaries of \$20,279.

**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>
<b><u>Work Outputs</u></b>			
Stop Signs Repaired	664	750	750
Miles of Pavement Striped	724	722	722
Scheduled Construction Closures	102	105	105
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.309	0.360	0.350
Per capita cost (county support)	\$6.19	\$7.22	\$7.78

<b>Goal TPW5: Maintain traffic control devices on County roads and bridges.</b>				
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	98%	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	98%	100%	100%
TPW5-4: Schedule road line painting	100% of all new or improved hard surface to be painted	100%	100%	100%
Centerline	100% of centerline completed annually	100%	100%	100%
Shoulder line	50% shoulder lines painted annually	100%	100%	100%

# BUDGET UNIT REQUEST SUMMARY

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

**BUDGET UNIT TITLE AND NUMBER:** Other Public Works - - 2000-32500

**DEPARTMENT DESCRIPTION:** Reserve/Temporary employees for seasonal work. Contract payments for bridge grants and road construction projects are included in this budget unit.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 914,070	\$ 2,054,400	\$ 1,827,898	\$ 1,895,193
Supplies	0	0	0	0
Purchased Services	6,401,358	19,790,577	23,193,477	23,193,477
Fixed Charges	13,900	600,000	600,000	600,000
Capital	53,966	0	0	0
Gross County Cost	\$ 7,383,294	\$ 22,444,977	\$ 25,621,375	\$ 25,688,670
Revenue	0	0	0	0
Net County Cost	\$ 7,383,294	\$ 22,444,977	\$ 25,621,375	\$ 25,688,670
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** Other Public Works budget increased \$3,243,693.

Personnel decreased \$159,207 due to: \$140,230 for a decrease of seasonal staff by four in relation to the two new FTE added to the Gravel Road (Org 32200) division, Overtime decreased \$7,000, and benefits decrease \$11,977.

Purchased Services increased \$3,402,900 overall. Utilities increased \$5,472 to cover the electricity of a traffic signal, sixteen new streetlights at the CR 54/17 roundabout, and the eleven Weather Stations. Contract Payments increased \$7,139,236 due to the cost of the construction of intersection CR 41/66 (\$3,000,000) and connector CR 80/37 (\$3,777,836) but is offset by a decrease of \$3,741,808 due to the changes in road projects for the year.

Strategic Roads was renamed Infrastructure Projects and for 2021 includes: 'O' Street/35th Avenue roundabout construction at \$4,280,669; CR 66/41 intersection construction with 2021 costs of \$2,200,000; Hokestra Trail Construction cost of \$80,000; CR 33/74 Roundabout Joint Project with CDOT, CMAQ, and Town of Eaton for Right-of-Way and Utilities Relocation at a cost of \$750,000; CR 47/State Highway 392 Traffic Signal Construction as a joint project with CDOT at a cost of \$600,000; and the County's proportional share of the 18th Street/Market Street Intersection Improvement Project at a cost of \$787,500 (Solid Waste Fund will cover this cost as this project is needed due to the haul route of a nearby solid waste facility).

\$3,000,000 is budgeted for the Haul Route Program (HARP) and \$200,000 for the maintenance of the County Highway.

Fixed Charges saw no change. Grants and Donations stayed at \$600,000 for costs related to the construction of Bridge 19/46.5A, which is a project in conjunction with CDOT.

**OTHER PUBLIC WORKS  
(CONTINUED)  
2000-32500**

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

**BOARD ACTION:** Overtime was increased by \$67,295 due to a clerical error in the requested amount. All other items were approved as recommended.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Bridge Rehabilitation Projects	0	2	5
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0	0	0
Per capita cost (county support)	\$22.81	\$67.40	\$75.01

# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 557,855	\$ 608,676	\$ 618,756	\$ 613,668
Supplies	3,430,818	5,144,874	5,127,874	5,127,874
Purchased Services	282,078	365,081	376,927	376,927
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 4,270,751	\$ 6,118,631	\$ 6,123,557	\$ 6,118,469
Revenue	0	0	0	0
Net County Cost	\$ 4,270,751	\$ 6,118,631	\$ 6,123,557	\$ 6,118,469
Budgeted Positions	7	7	7	7

**SUMMARY OF CHANGES:** The Mining budget increased \$4,926.

Personnel expects an increase of \$10,080 for Overtime due to the requirement to complete reclamation of one cell of the Hokestra Pit by May 2021.

Supplies decreased \$17,000 due to Road Construction Supplies updates, including: moving cost for the Hokestra Trail realignment to Other Public Works budget for a decrease of \$200,000; the addition of a fence for the Koskie Pit at a cost of \$15,000; an increase of \$168,000 for seeding/reseeding of gravel pits to include the more efficient process of Hydraulic Growth Medium (HGM) Hydro-seeding which will allow for a reduction in number of reseeding processes and materials and a quicker release of the pits back to the State saving the County time and money.

Purchased Services increased \$11,846 overall. Vehicle Expense increased \$6,846 for the increased cost of fleet maintenance and Machinery & Equipment Rental increased \$5,000 to reflect the increased cost anticipated if there is a need to rent a crane.

Final budget adjustment includes a decrease in salaries of \$5,088.

**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>
<b><u>Work Outputs</u></b>			
Tons of Pit Run Material Processed	428,636	440,000	440,000
Tons of Road Base Produced	329,411	316,000	316,000
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.216	0.210	0.204
Per capita cost (county support)	\$13.20	\$18.37	\$17.87

<b>Goal TPW6: Perform the production of aggregate materials, reclamation activities, and safety measures.</b>				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW6-1: Complete annual production requirements	Produce 100% of the aggregate material required for road maintenance and construction projects annually	Yes	Yes	Yes
TPW6-2: Complete reclamation activities within required timeline	Complete all mine reclamations within the timelines set by the Colorado Division of Reclamation Mine Safety (DRMS)	Yes	Yes	Yes
TPW6-2: All employees current with MSHA safety requirements	100% of Mining Division employees current with new miner or refresher training annually	Yes	Yes	Yes

# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** Pavement Management -- 2000-32700

**DEPARTMENT DESCRIPTION:** Performs paved road maintenance involving asphalt patching, potholes, and paving operations. Responsible for pavement testing, concrete curb and gutter, crack fill, seal coat, and gravel shoulder improvements, as well as snow removal operation as needed.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,774,631	\$ 1,775,774	\$ 1,802,999	\$ 1,856,429
Supplies	5,582,621	4,392,750	5,055,306	5,055,306
Purchased Services	1,541,683	2,120,977	1,838,242	1,838,242
Fixed Charges	18,757	50,000	25,000	25,000
Capital	0	0	0	0
Gross County Cost	\$ 8,917,692	\$ 8,339,501	\$ 8,721,547	\$ 8,774,977
Revenue	0	0	0	0
Net County Cost	\$ 8,917,692	\$ 8,339,501	\$ 8,721,547	\$ 8,774,977
Budgeted Positions	21	21	21	21

**SUMMARY OF CHANGES:** The Pavement budget increased \$382,046.

Personnel increased \$27,225 due to an increase in Overtime for County Highway after hours emergency services and to reflect actual annual overtime costs.

Supplies increased \$662,556 overall. Road Construction Supplies is up \$666,556 for the addition of the annual Solid Waste Fund road paving project at CR 59/18.

Purchased Services decreased \$282,735 overall. Contract Payments decreased \$200,000 due to the decrease in number of crews hired for flagging/road closures. Vehicle Expense also decreased, for less gallons of LNG fuel and snowplow blade purchases included in fleet maintenance costs, for a total decrease of \$82,735.

Fixed Charges decreased by \$25,000 due to the purchase of a street sweeper in 2020, thereby decreasing costs in Machinery & Equipment Rentals.

Final budget adjustment includes an increase in salaries of \$53,430.

**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>
<b><u>Work Outputs</u></b>			
Miles of Paving	30.75	36.25	35.00
Miles of Milling	22.25	26.75	31.00
Miles of Chip Seal	39.50	51.00	50.00
Miles of Crack Seal	35.40	50.00	50.00
Miles of Sand & Slurry Seal	29.13	29.00	28.00
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.649	0.631	0.613
Per capita cost (county support)	\$27.55	\$25.04	\$25.62

**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	68%G 31.7%F .3%P	70%G 30%F .0%P	70%G 30%F .0%P
TPW7-4: Respond to calls for service within one working day	98% of service calls responded to within one working day	84%	98%	98%

# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** Grants-In-Aid to Cities and Towns - - 2000-56200

**DEPARTMENT DESCRIPTION:** In accordance with Section 43-2-202, C.R.S., 1973, 50 percent of the mill levy collected by the County on assessed values within incorporated municipalities to maintain county roads is paid to municipalities.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	3,041,280	3,863,455	3,230,000	3,336,195
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 3,041,280	\$ 3,863,455	\$ 3,230,000	\$ 3,336,195
Revenue	0	0	0	0
Net County Cost	\$ 3,041,280	\$ 3,863,455	\$ 3,230,000	\$ 3,336,195
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 2021 mill levy applied. A decrease of \$527,260 is reflected.

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue/Fund Balance	\$ 40,927,199	\$ 41,073,108	\$ 48,991,268	\$ 48,906,158
Net County Cost	\$ 16,480,381	\$ 24,000,000	\$ 20,000,000	\$ 20,000,000
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** The resources for 2021 total \$146,817,500 which includes a fund balance of \$86,250,000, in addition to the revenue shown in the budget. Property tax is set at \$20,000,000, down \$4,000,000 from 2020. Specific Ownership tax is estimated to be the same at \$11,300,000. Total HUTF will be \$10,500,000, down \$500,000 from 2020. Permit revenues are budgeted at \$500,000, down \$125,000. Motor vehicle registration fees are \$350,000, down \$20,000 from 2020, and grazing fees are \$300,000, down \$200,000. Oil and gas revenues are \$6,650,000, down \$2,850,000 due to the reduction in drilling from the regulatory climate in Colorado, as well as the economic downturn resulting from COVID-19. There is \$1,787,500 from Solid Waste Fund, for paving of impacted roads at \$1,000,000 and the County's proportional share of the 18th/Market Street paving project at \$787,500.

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 district and then Public Works will apply to the district for funding of projects. In 2021, the district is funding \$1,000,000 in oil and gas haul route projects. PILT is budgeted at \$80,000 with no change from last year.

Other revenues from project reimbursements total \$4,300,000 from the Transportation Impact Fees. Revenue from the Energy Impact Assistance grants decreased by half totaling \$1,200,000. There is a State grant for Bridge 19/46.5A for \$500,000 and \$600,000 in HISP funds for the traffic signal at CR 47. Severance tax is \$1,500,000, and in accordance with policy adopted by the Board of County Commissioners in 2010, the severance tax revenue is budgeted at a five-year leveling average due to the fluctuations of the revenue created by the price and production levels of oil and gas commodities.

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

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

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

**BUDGET UNIT TITLE AND NUMBER:** Contingency - - 2000-99999

**DEPARTMENT DESCRIPTION:** Funds to cover recommended salary increase amounts.

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

**SUMMARY OF CHANGES:** Due to an economic downturn because of the COVID-19 pandemic in early 2020, no Cost of Living Adjustment is anticipated for 2021. Budget reflects a reduction of over-estimated insurance costs budgeted from 2020 and the reduction reflects actual costs. These costs include no increase in health insurance costs. There are no other benefit changes.

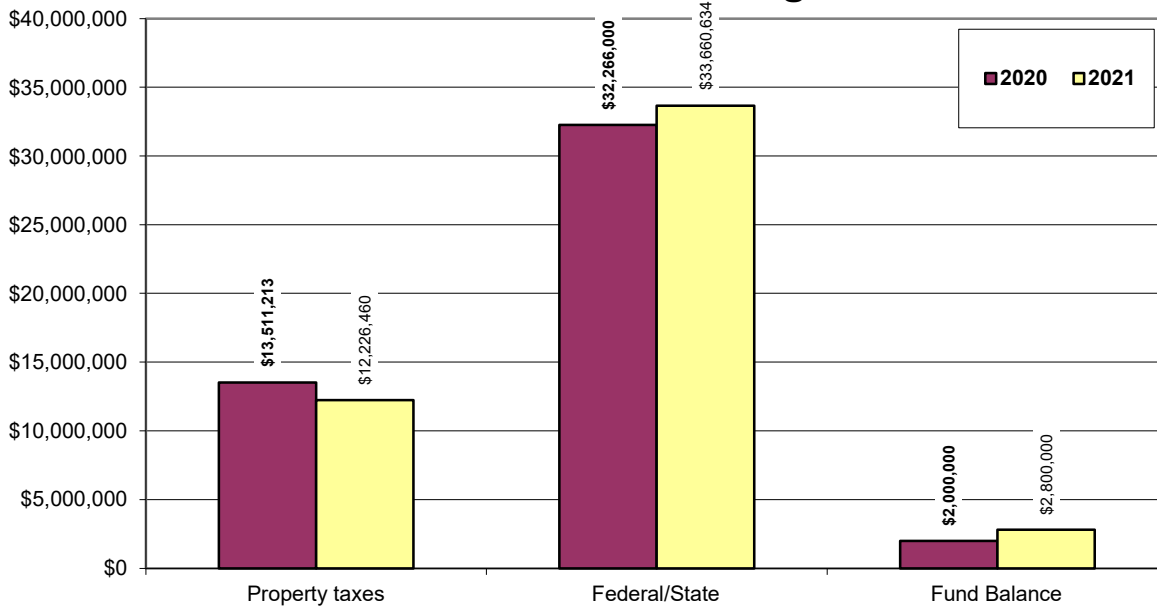
**FINANCE/ADMINISTRATION RECOMMENDATION:** Salary correction is justified and recommended for approval.

**BOARD ACTION:** Approved as recommended.



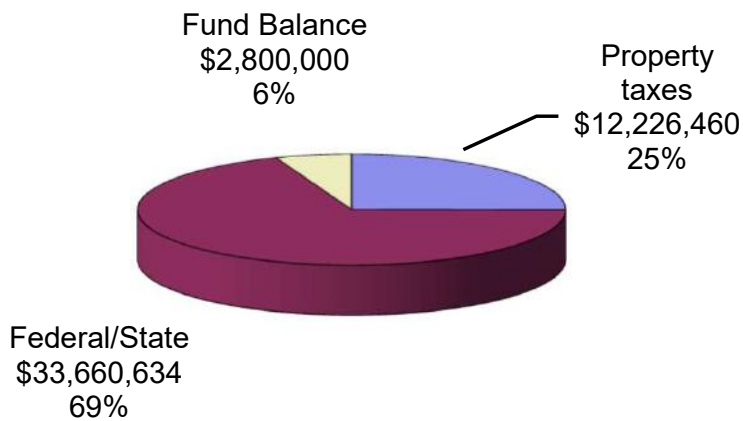
# SOCIAL SERVICES

## Revenue Changes



## 2021 Revenue

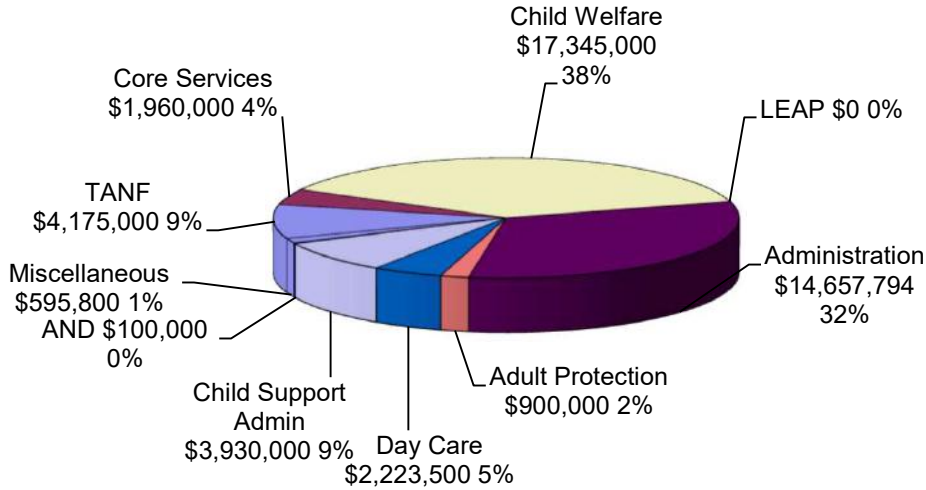
Total \$48,687,094 (2020 \$47,777,213)



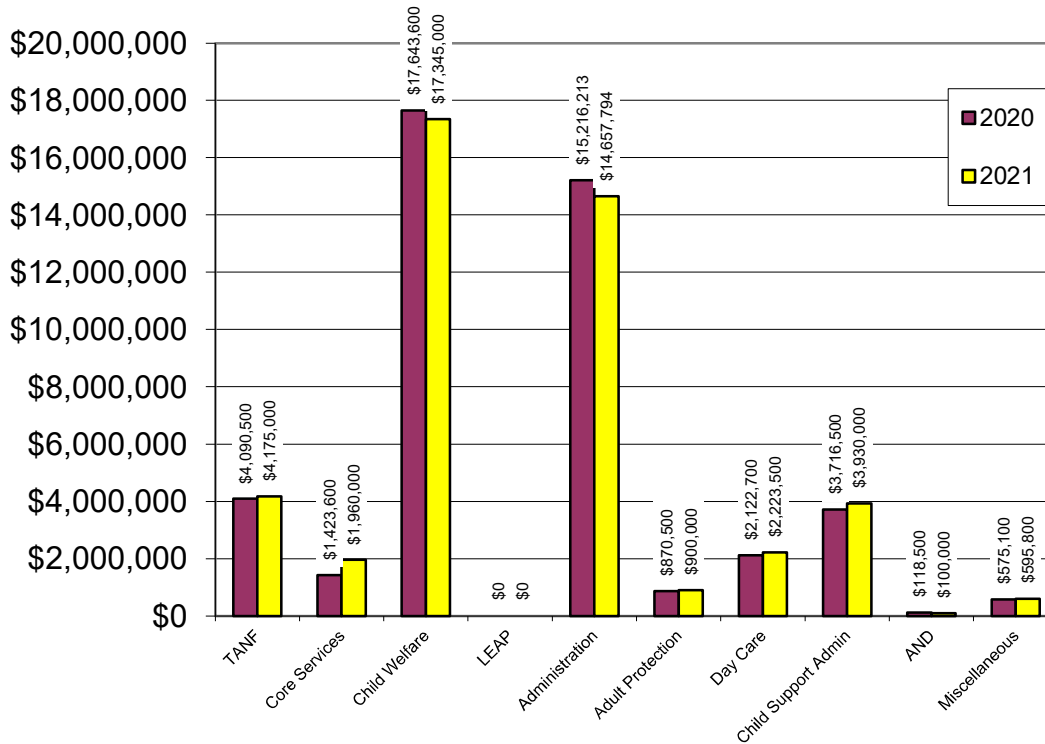


# SOCIAL SERVICES 2021 Expenditures

**Total \$45,887,094 (2019 \$45,777,213)**

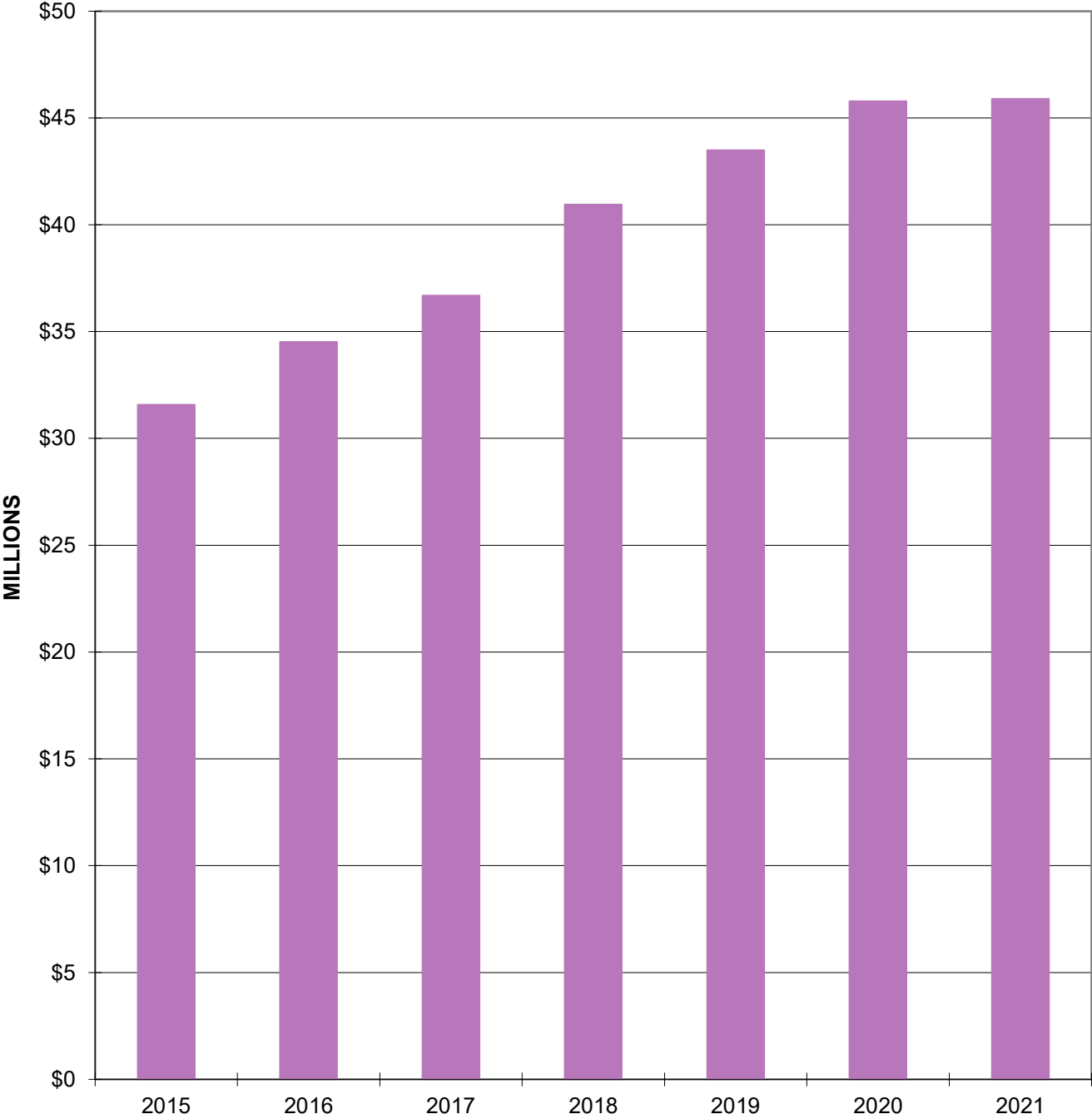


## Expenditure Changes



# SEVEN YEAR TREND

## Social Services



# SOCIAL SERVICES FUND SUMMARY

The total Social Services Fund budget is \$45,887,094. The programs are funded by property tax of \$12,226,460, state and federal funds of \$33,660,634, and the potential use of fund balance to cover both anticipated and unanticipated cost overruns.

As with businesses and organizations around the world, 2020 has presented the Department with unique challenges, unlike any we have encountered previously. The economic downturn created by the COVID-19 lockdown of business operations and the pressures placed upon the oil and gas industry, both globally and locally, has caused many residents of the county who previously experienced income security to require assistance, both for meeting basic needs and for locating and being trained for employment. At the same time, funding for the administration from the State level has been reduced for State Fiscal year 2020-2021, due to many of the same economic events.

In order to meet these needs, the Department has taken measures to expedite verification of eligibility of applicants for programs and continues to work with local industry representatives to identify employment opportunities. Likewise, the way in which services are delivered to the senior adult population, which is directly impacted by the COVID-19 pandemic, have been modified. Despite the increased difficulties in delivering meals to these residents created by social distancing directives, practices have been modified in order to increase provision of these resources.

The Family Resource Division has taken a lead role in coordinating the resources available to address the needs of Weld County residents in instances where those needs may not be fully addressed through traditional assistance programs. The department has provided shelter, transportation, utility and other assistance to individuals who demonstrate the ability to meet these needs in the future but present an immediate need due to circumstances beyond their control, such as the economic downturn.

Assisting parents in identifying and affording day care continues to be a high priority. At the height of the COVID-19-related lockdown, the department took measures to assist parents and providers with temporary measures that reduced the impact of the downturn. As the lockdown eases, the department will return to ongoing policies regarding this assistance. Efforts have increased towards recruiting, training, and certifying new providers of these services, along with similar efforts to increase the availability of foster care providers in the county, so that children in need of such services can be kept closer to home and in a loving home-like environment.

The efforts to reduce congregate care placements of children and youth have been very successful, both in reducing the cost of the Child Welfare program and providing a more nurturing environment for those in out-of-home placement. Placement of children in kinship settings has replaced more restrictive settings as the initial focus when presented with a need for placement. This prepares the department well for the impending implementation of the Family First Prevention Services Act. While 2021 will continue to present challenges which may stretch capacity, both fiscally and organizationally, the department is in a good position to meet those challenges and connect Weld County residents to the resources needed to thrive.

# SOCIAL SERVICES FUND ESTIMATED REVENUE 2021

	<b>FEDERAL AND STATE</b>	<b>COUNTY</b>	<b>TOTAL</b>
County Administration	\$ 9,093,272	\$ 5,564,522	\$ 14,657,794
Non-Program Revenue	0	- 200,000	- 200,000
Other Programs	383,800	85,000	468,800
Child Support Administration	3,000,000	930,000	3,930,000
TANF-Colorado Works	2,689,917	1,485,083	4,175,000
Aid to the Needy Disabled	0	100,000	100,000
Child Care	1,653,500	570,000	2,223,500
Old Age Pension	302,400	8,600	311,000
Child Welfare	13,435,000	3,910,000	17,345,000
Core Services	1,685,000	275,000	1,960,000
Adult Protective Services	708,325	191,675	900,000
LEAP	0	0	0
General Assistance	<u>0</u>	<u>16,000</u>	<u>16,000</u>
Sub-Total	<u>\$ 32,951,214</u>	<u>\$ 12,935,880</u>	<u>\$ 45,887,094</u>
Federal/State Reimbursement	\$ 32,951,214		
Claims Collection Incentives	400,000		
TANF Adjustment	309,420		
Usage of Deferred Revenues	<u>0</u>		
Sub-Total Revenue	\$ 33,660,634		
Potential Use of Fund Balance	0		
County Property Tax / Penalties	<u>12,226,460</u>		
Total Revenue	<u>\$ 45,887,094</u>		

## SOCIAL SERVICES FUND MANDATED FEDERAL AND STATE PROGRAMS

**Assistance Payment Programs:** Most assistance payment programs are mandated by the federal or state government. Consequently, local government is limited as to what can be done to reduce costs from these programs.

	Federally Mandated	State Mandated
Temporary Assistance to Needy Families – Colorado Works	X	X
Aid to the Needy Disabled		X
Old Age Pension		X
General Assistance*	Optional	Optional

\* State law allows counties the option of having a general assistance program and, if established, to determine the benefit level.

**Social Service Programs:** Social service programs administered by the department are mandated by federal or state law; however, local governments have a higher degree of managerial flexibility with these programs.

	Federally Mandated	State Mandated
Child Protection – Casework Services	X	X
Youth Services – Casework Services	X	X

**Administration:** Costs associated with administration include compensation for direct services through caseworkers, technicians and support staff. In addition, overhead such as rent, utilities, travel, supplies, and equipment are funded through administrative allocations. The State establishes administrative allocations and reimburses at various rates depending on the type of expenditure and program. Expenditures greater than allocation are not guaranteed to be reimbursed. Generally, they are at least partially reimbursed through the use of transferred TANF funds, surplus distribution, or Federal pass-thru revenues.

**SOCIAL SERVICES  
SUMMARY OF REVENUES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
<b>TAXES</b>							
2100	42111	4112	CURRENT PROPERTY TAXES	13,511,213	12,226,460	12,226,460	12,226,460
<b>INTERGOVERNMENTAL</b>							
2100	42110	4336	REIMBURSEMENTS	9,300,000	9,093,272	9,093,272	9,093,272
2100	42111	4336	REIMBURSEMENTS	662,315	709,420	709,420	709,420
2100	42115	4336	REIMBURSEMENTS	410,000	383,800	383,800	383,800
2100	42200	4336	REIMBURSEMENTS	2,800,000	3,000,000	3,000,000	3,000,000
2100	42365	4336	REIMBURSEMENTS	2,605,417	2,689,917	2,689,917	2,689,917
2100	42375	4336	REIMBURSEMENTS	1,473,268	1,653,500	1,653,500	1,653,500
2100	42380	4336	REIMBURSEMENTS	230,000	302,400	302,400	302,400
2100	42410	4336	REIMBURSEMENTS	13,040,000	13,435,000	13,435,000	13,435,000
2100	42415	4336	REIMBURSEMENTS	1,100,000	1,685,000	1,685,000	1,685,000
2100	42450	4336	REIMBURSEMENTS	645,000	708,325	708,325	708,325
<b>TOTAL INTERGOVERNMENTAL</b>				<b>32,266,000</b>	<b>33,660,634</b>	<b>33,660,634</b>	<b>33,660,634</b>
<b>TOTAL SOCIAL SERVICES</b>				<b>45,777,213</b>	<b>45,887,094</b>	<b>45,887,094</b>	<b>45,887,094</b>

**SOCIAL SERVICES  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
2100	42110	ADMINISTRATION-REGULAR	15,216,213	14,657,794	14,657,794	14,657,794
2100	42111	NON PROGRAM REVENUE	(185,000)	(200,000)	(200,000)	(200,000)
2100	42115	OTHER PROGRAMS	510,000	468,800	468,800	468,800
2100	42200	CHILD SUPPORT ADMINISTRATION	3,716,500	3,930,000	3,930,000	3,930,000
2100	42365	COLORADO WORKS	4,090,500	4,175,000	4,175,000	4,175,000
2100	42370	NEEDY AND DISABLED	118,500	100,000	100,000	100,000
2100	42375	DAY CARE & ADMINISTRATION	2,122,700	2,223,500	2,223,500	2,223,500
2100	42380	OLD AGE PENSION	240,100	311,000	311,000	311,000
2100	42410	CHILD WELFARE & ADMINISTRATION	17,643,600	17,345,000	17,345,000	17,345,000
2100	42415	PLACEMENT ALTERNATIVE CARE	1,423,600	1,960,000	1,960,000	1,960,000
2100	42450	ADULT PROTECTION	870,500	900,000	900,000	900,000
2100	42700	GENERAL ASSISTANCE	10,000	16,000	16,000	16,000
<b>TOTAL SOCIAL SERVICES</b>			<b>45,777,213</b>	<b>45,887,094</b>	<b>45,887,094</b>	<b>45,887,094</b>

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SOCIAL SERVICES

**BUDGET UNIT TITLE AND NUMBER:** Summary - - All Departments - - Fund 2100

**DEPARTMENT DESCRIPTION:** See individual units.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$29,555,324	\$30,347,100	\$31,185,000	\$31,185,000
Supplies	456,093	241,800	1,211,000	1,211,000
Purchased Services	8,812,562	8,557,000	7,861,000	7,861,000
Fixed Charges	4,353,022	7,209,813	6,205,094	6,205,094
Capital	0	0	0	0
Contra Expense	- 497,058	- 578,500	- 575,000	- 575,000
Gross County Cost	\$42,679,943	\$45,777,213	\$45,887,094	\$45,887,094
Revenue / Fund Balance	30,781,696	32,266,000	33,660,634	33,660,634
Net County Cost	\$11,898,247	\$13,511,213	\$12,226,460	\$12,226,460
Budget Positions	361.0	361.0	361.0	361.0

**SUMMARY OF CHANGES:** See Individual Budget Units.

**FINANCE/ADMINISTRATION RECOMMENDATION:** See Individual Budget Units.

**BOARD ACTION:** See Individual Budget Units.

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



**Goal HHS1: “To continuously strengthen services and support innovation that leads to a culture that empowers people to improve their quality of life.”**

<b>DESIRED OUTCOMES</b>	<b>STRATEGIES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>
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 into 2021.</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 and deploy consistent performance management approaches across the Human Services Department.**

<b>DESIRED OUTCOMES</b>	<b>STRATEGIES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>
HHS2-1: Increase retention of quality staff	Identify existing performance management approaches within Human Services to include individual department approaches, County approaches, and different performance management philosophies and styles within Human Services.	<p>Statistically valid retention baseline developed using several past years to determine trends.</p> <p>- Used to gauge realistic and appropriate retention levels within DHS</p>
HHS2-2: Increase fulfillment of promotion opportunities	Research Baldrige Category 5 (Workforce Focus) and implement “best practice” concepts to include factors affecting employee satisfaction and engagement, staff development, supervisory development, employee safety and well-being, morale, motivation and teamwork.	All employees will have professional development plans incorporated and addressed within their formal evaluation system.

<b>DESIRED OUTCOMES</b>	<b>STRATEGIES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>
<p>HHS2-3: Viable succession plans created across the Department</p>	<p>Assess capacity and staffing levels to administer system.</p> <p>Develop and deploy follow up tracking system measuring the effectiveness of the Human Services Department Human Capital Management efforts.</p> <p>Define how employees are measured.</p> <p>Fully implement new County performance management system.</p> <p>Implement and perfect performance appraisal system.</p> <p>Train supervisors and staff on how to use the performance appraisal system.</p> <p>Identifying current practices used for measuring employee performance, best practices and standards are set to reflect Core Values.</p> <p>Develop a uniform approach for performance management and evaluation that contains standards as dictated by job descriptions.</p> <p>Develop employee measurements based job standards and assessments that will be defined and implemented in the County performance management system.</p>	<p>Upper level DHS organization structure evaluated and assessed.</p>
<p>HHS2-4: Team culture developed across the board within the Department of Human Services</p>	<p>Develop and deploy continuous training and job sharing opportunities (using creative technological options) that will help improve organizational knowledge, job performance and core values.</p>	<p>Increase employee core knowledge of all departments across Human Services.</p>

**Goal HHS3: Establish a systematic structure to effectively communicate inside and outside of the Human Services Department.**

<b>DESIRED OUTCOMES</b>	<b>STRATEGIES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>
<p>HHS3-1: Improved customer and stakeholder access to DHS program information and services</p>	<p>Implement the best methods to communicate with clients, stakeholders and other agencies to include using the intranet; newsletter, web page; email or newsletters.</p> <p>Implement the best methods to review policy with the County Commissioners; communicate with County departments; the best methods to communicate with the rest of the County.</p> <p>Develop a process to share positive information with the community. Greater emphasis will be placed on positive outcomes of the services provided by Human Services and statistics that point to success, the image of the department could be enhanced and could improve relationships that are considered confrontational.</p>	<p>An improved Human Services' website that provides more program-related information including qualification details could help customers identify eligibility even before coming into Human Services.</p> <p>Increased and measurable use of the PEAK system that enables customers to apply for benefits on-line.</p>
<p>HHS3-2: Ensure all DHS staff are fully engaged in the communications loop</p>	<p>Create team backups from each division to maintain continuity.</p> <p>Form staff driven improvement teams.</p> <p>Train staff members on project management and process improvement methodologies that will be used during the process.</p> <p>Conduct research around the following: The 5 most important methods to communicate info in HS; Communication methods that are currently working and methods not working; The best way to attain the voice of all staff.</p>	<p>Top five internal communication methods for DHS identified and validated.</p>

**Goal HHS4: To prepare for the future by identifying appropriate actions to opportunities and challenges that may impact the Department of Human Services.**

<b>DESIRED OUTCOMES</b>	<b>STRATEGIES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>
HHS4-1: Increased preparedness to handle future contingencies	<p>Develop and assess budget.</p> <p>Formulate program projections based on increased demand.</p> <p>Identify mandatory program commitments</p>	<p>Forecast shell created through identified reports and data that predict future trends and needs.</p> <p>Developing Management Reports that will provide fiscal data, useful for decision-making, across all programs. Several programs are now being piloted for refinement of format.</p>
HHS4-2: Increased flexibility and agility in meeting future customer demands	<p>Explore ramifications of child welfare 90/10 to 80/20 switch.</p> <p>Conduct scenario planning addressing the following: What can be cut first; the consequences; the potential alternative funding strategies and the business case in supporting individual programs compared to others.</p> <p>Identify "big ticket" items that must be supported.</p>	<p>DHS revenue generating sources compiled.</p> <p>Cost Containment / Revenue Maximization strategies were identified, evaluated and, where feasible, implemented during 2013 and 2014. The Department identified four additional strategies in 2020 that are reflected in the budget narrative.</p>
HHS4-3: Enhanced DHS emergency preparedness	<p>Form staff driven Continuity of Operations project planning team.</p> <p>Develop and deploy Continuity of Operations Plan.</p>	<p>Continuity of Operation Plan have been implemented and revised as appropriate and all staff will participate in and be aware of the plan.</p>

**Goal HHS5: To develop a means to clearly and effectively communicate the value of Human Service programs to any person inside and outside of the organization on a continuous basis**

<b>DESIRED OUTCOMES</b>	<b>STRATEGIES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>
<p>HHS5-1: County Commissioners and other stakeholders understand the tangible value that Weld County Human Services provides to the local community</p>	<p>Increase awareness of DHS programs and services.</p> <p>Enhance image of DHS programs and services.</p> <p>Development and implementation of the recommendations of the OI Group for the reorganization of the Service Delivery Entry Points to Human Services.</p>	<p>Individual DHS division education and promotion plans developed that includes the Department's mission, vision and purpose.</p>
<p>HHS5-2: High level connections can be demonstrated from the services that each team provides to any family</p>	<p>Analyze coordinated services within a targeted group of customers and identify what everyone is gathering.</p> <p>Expand coordinated service analysis after targeted group analysis and construct ethics guidelines regarding the information used in conjunction with the coordinated service analysis.</p> <p>Determine what funding sources and tracking/reporting are potential barriers and explored possible resolutions.</p>	<p>Organizational report card shell designed.</p>
<p>HHS5-3: Effective stewardship of the taxpayer dollar</p>	<p>Build organizational report card: Benchmark Adams county; Incorporated "Return on Investment" language into report card based on outcomes that can justify current Department activities.</p> <p>Validate the report card with stakeholders.</p> <p>Publish report card on a routine basis.</p>	<p>DHS stakeholder and customer perception baseline established.</p>

**Goal HHS6: To develop and reinforce “best customer service” standards and commitment within all employees and partners of the Weld County Department of Human Services**

<b>DESIRED OUTCOMES</b>	<b>STRATEGIES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>
<p>HHS6-1: Increased customer satisfaction levels</p>	<p>Ensure that customer goals are embedded within employee performance standards.</p> <p>Test the feasibility in monitoring phone calls to test for quality customer service.</p> <p>Develop multiple methods to assess the quality of customer service (staff, partners, boards, etc.); identify the meaning of “respect” in the eyes of all customers?</p> <p>Determine key requirements for all DHS customers – as well as their priorities (ease of use, quality of contact, quality of service, etc.)</p> <p>Offer ongoing training to all staff to improve basic customer service skills.</p> <p>Offer training for managers on the nuts and bolts of reinforcing customer service standards.</p> <p>Ensure partner accountability to Human Service customer service standards through contract language that can be developed to drive a closer alignment and assisting partners by communicating standards, training, and reinforcement.</p> <p>Develop strategies to quantify intangible aspects of customer service (focus groups).</p>	<p>Individual DHS division customer satisfaction assessment tools developed.</p> <p>Overall DHS customer satisfaction index designed.</p> <p>Initial DHS customer satisfaction baseline established.</p>

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SOCIAL SERVICES

**BUDGET UNIT TITLE AND NUMBER:** County Administration - - 2100-42110

**DEPARTMENT DESCRIPTION:** Expenditures for Staff Compensation and Operations, attributable to Food Assistance, Medicaid, Common Support programs, and Fraud Investigation. The State establishes an allocation that limits the reimbursement for administrative expenditures.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 6,906,350	\$ 7,805,000	\$ 7,300,000	\$ 7,300,000
Supplies	- 494,352	- 560,000	0	0
Purchased Services	2,266,302	2,000,000	2,300,000	2,300,000
Fixed Charges	3,266,083	6,011,213	5,097,794	5,097,794
Contra Expense	- 20,490	- 40,000	- 40,000	- 40,000
Gross County Cost	\$ 11,923,893	\$ 15,216,213	\$ 14,657,794	\$ 14,657,794
Revenue	7,209,407	9,300,000	9,093,272	9,093,272
Net County Cost	\$ 4,714,486	\$ 5,916,213	\$ 5,564,522	\$ 5,564,522
Budget Positions	172.0	172.0	172.0	172.0

**SUMMARY OF CHANGES:** The state-wide appropriation for the County Administration functions continues to be under-funded, significantly. Despite escaping the 1% Provider Rate Reduction imposed on most appropriations, increased workload related to the COVID-19-related economic downturn will likely increase the under-funding amount from its current \$20 million total to approximately \$25 million. Although we have remained relatively lean in staffing the Medicaid and Food Assistance eligibility programs, we will likely continue in being under-funded by \$2 million - \$3 million in 2021.

Department is requesting an upgrade of a Community Outreach Manager from Grade 40 to 44 to be in parity with other like positions.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval, including the upgrade of the Community Outreach Manager from Grade 40 to 44.

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Case Load (Average)	40,567	42,271	42,000
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	5.314	5.165	5.023
Per capita cost	\$ 14.567	\$ 17.766	\$ 16.249



## **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Contra	- 148,907	- 185,000	- 200,000	- 200,000
Gross County Cost	\$ - 148,907	\$ - 185,000	\$ - 200,000	\$ - 200,000
Revenue	394,431	662,315	709,420	709,420
Net County Cost	\$ 14,118,163	\$ 13,511,213	\$ 12,226,460	\$ 12,226,460
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** Property tax is budgeted at \$12,226,460 for 2021. The difference is a combination of special revenue from various department programs. The TANF Adjustment is \$309,420. Incentives earned as the result of claims collections for Food Assistance, Medicaid, TANF, and State-Only programs are estimated to be \$400,000.

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

**BOARD ACTION:** Approved as recommended.

## **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:**   SOCIAL SERVICES  

**BUDGET UNIT TITLE AND NUMBER:**   Other Programs - - 2100-42115  

**DEPARTMENT DESCRIPTION:** 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 381,073	\$ 445,800	\$ 400,000	\$ 400,000
Supplies	6,017	1,000	6,000	6,000
Purchased Services	55,309	44,500	50,000	50,000
Fixed Charges	21,644	22,800	22,800	22,800
Contra	- 11,050	- 4,100	- 10,000	- 10,000
Gross County Cost	\$ 452,993	\$ 510,000	\$ 468,800	\$ 468,800
Revenue	369,569	410,000	383,800	383,800
Net County Cost	\$ 83,424	\$ 100,000	\$ 85,000	\$ 85,000
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** The Employment First (Food Stamp Job Search) program continues to be placed in a state of change. The State of Colorado has mandated that all counties operate a voluntary program. We are concerned this will significantly reduce the Workfare Incentives we have historically relied upon to complete the funding of the program. We will continue to monitor whether 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>
<b><u>Work Outputs</u></b>			
Case Load	8,600	3,600	4,200
<b><u>Efficiency Measures</u></b>			
Per capita cost (county support)	\$ 0.258	\$0.300	\$0.248

## **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 3,136,739	\$ 3,200,000	\$ 3,200,000	\$ 3,200,000
Supplies	73,653	55,000	90,000	90,000
Purchased Services	567,482	400,000	600,000	600,000
Fixed Charges	67,999	70,000	50,000	50,000
Contra Expense	- 8,090	- 8,500	- 10,000	- 10,000
Capital	0	0	0	0
Gross County Cost	\$ 3,837,783	\$ 3,716,500	\$ 3,930,000	\$ 3,930,000
Revenue	2,839,061	2,800,000	3,000,000	3,000,000
Net County Cost	\$ 998,722	\$ 916,500	\$ 930,000	\$ 930,000
Budget Positions	31	31	31	31

**SUMMARY OF CHANGES:** No significant changes are anticipated in this program for 2021.

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

**BOARD ACTION:** Approved as recommended.

**CHILD SUPPORT ADMINISTRATION  
(CONTINUED)  
2100-42200**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Case Load	7,188	7,186	7,200
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.958	0.931	0.905
Per capita cost (county support)	\$ 3.086	\$ 2.752	\$ 2.716

# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 2,302,429	\$ 1,910,000	\$ 2,500,000	\$ 2,500,000
Supplies	302,559	230,000	300,000	300,000
Purchased Services	1,701,090	1,885,500	1,300,000	1,300,000
Fixed Charges	86,047	85,000	85,000	85,000
Contra Expense	- 10,725	- 20,000	- 10,000	- 10,000
Capital	0	0	0	0
Gross County Cost	\$ 4,381,400	\$ 4,090,500	\$ 4,175,000	\$ 4,175,000
Revenue	3,467,833	2,605,417	2,689,917	2,689,917
Net County Cost	\$ 913,567	\$ 1,485,083	\$ 1,485,083	\$ 1,485,083
Budget Positions	0	0	0	0

**SUMMARY OF CHANGES:** The COVID-19-related economic downturn has displaced numerous workers in Weld County. We anticipate that TANF Funds will be used for both meeting immediate financial needs and assisting in job-preparedness and job-search activities. We continue to utilize TANF Funding to enhance the quality of Child Care in Weld County.

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

**BOARD ACTION:** Approved as recommended.

**TANF ADMINISTRATION  
(CONTINUED)  
2100-42365**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Case Loads (Average)	716	721	730
<b><u>Efficiency Measures</u></b>			
Per capita cost (county support)	\$ 2.823	\$ 4.460	\$ 4.337

## **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Fixed Charges	121,469	125,000	125,000	125,000
Contra Account	-37,307	- 6,500	- 25,000	- 25,000
Gross County Cost	\$ 84,162	\$ 118,500	\$ 100,000	\$ 100,000
Revenue	0	0	0	0
Net County Cost	\$ 84,162	\$ 118,500	\$ 100,000	\$ 100,000
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes are anticipated in this program for 2021. Colorado counties have seen a decrease in Aid to Needy Disabled caseloads, which is likely linked to program rule changes.

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

**BOARD ACTION:** Approved as recommended.



**AID TO NEEDY DISABLED  
(CONTINUED)  
2100-42370**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Case Load	136	150	150
<b><u>Efficiency Measures</u></b>			
Per capita cost (county support)	\$ 0.260	\$ 0.356	\$ 0.292

## **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 906,659	\$ 915,000	\$ 975,000	\$ 975,000
Supplies	26,692	40,200	100,000	100,000
Purchased Services	1,102,406	1,150,000	1,130,000	1,130,000
Fixed Charges	16,891	18,500	18,500	18,500
Contra Expense	- 18	- 1,000	0	0
Capital	0	0	0	0
Gross County Cost	\$ 2,052,630	\$ 2,122,700	\$ 2,223,500	\$ 2,223,500
Revenue	1,499,607	1,473,268	1,653,500	1,653,500
Net County Cost	\$ 553,023	\$ 649,432	\$ 570,000	\$ 570,000
Budget Positions	9.0	9.0	9.0	9.0

**SUMMARY OF CHANGES:** COVID-19-related restrictions caused the temporary closure of numerous child care providers in Weld County, as well as a temporary decrease in need for such services. As the economy in Weld County re-opens, we anticipate that more families will need these services and be less able to afford them, without assistance. We have made numerous policy adjustments to mitigate the impact on providers and will continue to examine whether permanent adjustments are necessary in order to maintain this necessary resource.

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

**BOARD ACTION:** Approved as recommended.

**CHILD CARE  
(CONTINUED)  
2100-42375**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Case Load	625	720	828
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.278	0.270	0.263
Per capita cost (county support)	\$ 1.709	\$ 1.950	\$ 1.665

## **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 162,873	\$ 181,300	\$ 200,000	\$ 200,000
Supplies	37,817	32,000	80,000	80,000
Purchased Services	21,191	24,200	25,000	25,000
Fixed Charges	5,344	6,000	6,000	6,000
Contra Expense	36	- 3,400	0	0
Gross County Cost	\$ 227,261	\$ 240,100	\$ 311,000	\$ 311,000
Revenue	220,258	230,000	302,400	302,400
Net County Cost	\$ 7,003	\$ 10,100	\$ 8,600	\$ 8,600
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes are anticipated in this program for 2021.

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

**BOARD ACTION:** Approved as recommended.

**OLD AGE PENSION  
(CONTINUED)  
2100-42380**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Case Load	577	600	600
<b><u>Efficiency Measures</u></b>			
Per capita cost (county support)	\$ 0.022	\$ 0.030	\$ 0.025

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SOCIAL SERVICES

**BUDGET UNIT TITLE AND NUMBER:** Child Welfare and Administration - - 2100-42410

**DEPARTMENT DESCRIPTION:** Placement of children in kinship homes, substitute 24-hour care family foster homes, group homes, and residential child care facilities.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 13,310,790	\$ 14,000,000	\$ 14,200,000	\$ 14,200,000
Supplies	477,818	423,600	600,000	600,000
Purchased Services	3,034,253	3,000,000	2,400,000	2,400,000
Fixed Charges	528,974	530,000	425,000	425,000
Contra Expenses	- 260,037	- 310,000	- 280,000	- 280,000
Gross County Cost	\$ 17,091,798	\$ 17,643,600	\$ 17,345,000	\$ 17,345,000
Revenue	12,334,260	13,040,000	13,435,000	13,435,000
Net County Cost	\$ 4,757,538	\$ 4,603,600	\$ 3,910,000	\$ 3,910,000
Budget Positions	141	141	141	141

**SUMMARY OF CHANGES:** The Child Welfare Division was awarded funding through the Federal Prevention and Intervention funding to help support the majority of the IV-E Waiver interventions. From the onset of the IV-E Waiver program, the Division has prioritized placing children with their kin, tripling kinship placements over the past seven years, and bringing families' voices into the case planning process through family team meetings. These changes have resulted in fewer placements and additional services to families, so that more children are able to stay safely at home or with kin. Referrals increased by 9% and assessments increased by 3% in 2019. Placements increased by 5% in 2019. So far, we have a 15% decrease in assessments in 2020, likely due to the impact of the COVID-19 lockdown. Weld County's allocation of funding has decreased significantly over the last four years. At the same time our caseloads have increased, which has added to the difficulty of providing increased services while remaining within our allocation. SB 18-254 has significantly increased the rates at which foster care providers are reimbursed for their services and limits our ability to negotiate those rates. The Department's recruitment of family-based foster homes has continued to be highly successful, as we have increased the availability of family foster homes by almost 7% from 2019 to 2020.

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

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Average Case Load	2,983	2,450	3,072
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	4.357	4.234	4.117
Per capita cost (county support)	\$ 14.700	\$ 13.825	\$ 11.418

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SOCIAL SERVICES

**BUDGET UNIT TITLE AND NUMBER:** Core Services - - 2100-42415

**DEPARTMENT DESCRIPTION:** Program designed to safely maintain children at home or return children to home through services for children and parents, including, but no limited to, therapy and parental education.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,649,674	\$ 1,100,000	\$ 1,600,000	\$ 1,600,000
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	219,865	323,600	360,000	360,000
Contra Expense	0	0	0	0
Gross County Cost	\$ 1,869,539	\$ 1,423,600	\$ 1,960,000	\$ 1,960,000
Revenue	1,745,161	1,100,000	1,685,000	1,685,000
Net County Cost	\$ 124,378	\$ 323,600	\$ 275,000	\$ 275,000
Budget Positions	0	0	0	0

**SUMMARY OF CHANGES:** All positions and available funding streams were strategically analyzed to determine the best utilization of the positions and the funds to meet increased caseloads and maintain the goals of safety, permanency and well-being for the children and families who are served. Due to the high caseloads in Permanency, three positions were moved from other areas to child protection permanency. Prevention/intervention funds were utilized to fund positions in order to preserve limited Core funding, and kinship staff was moved from Child Welfare funded positions to TANF funded positions. The prevention/intervention funds are no longer available as of July 1, 2020, and those staff will be funded through Core funding going forward.

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

**BOARD ACTION:** Approved as recommended.



**CORE SERVICES  
(CONTINUED)  
2100-42415**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Case Load	387	442	460
<b><u>Efficiency Measures</u></b>			
Per capita cost (county support)	\$ 0.384	\$ 0.972	\$ 0.803

## **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SOCIAL SERVICES

**BUDGET UNIT TITLE AND NUMBER:** Adult Protective Services - 42450

**DEPARTMENT DESCRIPTION:** Adult Protective Services offers protective services to prevent, reduce, or eliminate the current or potential risk of mistreatment, exploitation, or self-neglect to the at-risk adult using community based services and resources, health care services, family and friends when appropriate, and other support systems.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 798,235	\$ 790,000	\$ 810,000	\$ 810,000
Supplies	25,889	20,000	35,000	35,000
Purchased Services	49,154	42,800	40,000	40,000
Fixed Charges	18,706	17,700	15,000	15,000
Capital	0	0	0	0
Gross County Cost	\$ 891,984	\$ 870,500	\$ 900,000	\$ 900,000
Revenue	701,401	645,000	708,325	708,325
Net County Cost	\$ 190,583	\$ 225,500	\$ 191,675	\$ 191,675
Budget Positions	8	8	8	8

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

**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>
<b><u>Work Outputs</u></b>			
Referrals Reviewed	1,040	825	850
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.247	0.240	0.234
Per capita cost (county support)	\$ 0.589	\$ 0.677	\$ 0.560

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

## **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** SOCIAL SERVICES

**BUDGET UNIT TITLE AND NUMBER:** Low Income Energy Assistance Program  
and Administration - - 2100-42610/42620

**DEPARTMENT DESCRIPTION:** Administration of the Low Income Energy Assistance Program. This program is 100 percent federally funded.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 502	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	529	0	0	0
Fixed Charges	0	0	0	0
Contra Expenses	- 470	0	0	0
Gross County Cost	\$ 561	\$ 0	\$ 0	\$ 0
Revenue	708	0	0	0
Net County Cost	\$ - 147	\$ 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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	14,846	10,000	16,000	16,000
Contra Expense	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 14,846	\$ 10,000	\$ 16,000	\$ 16,000
Revenue	0	0	0	0
Net County Cost	\$ 14,846	\$ 10,000	\$ 16,000	\$ 16,000
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes are anticipated for this program during 2021. Anticipated increase is due to indigent burials due to COVID.

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

**BOARD ACTION:** Approved as recommended.

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

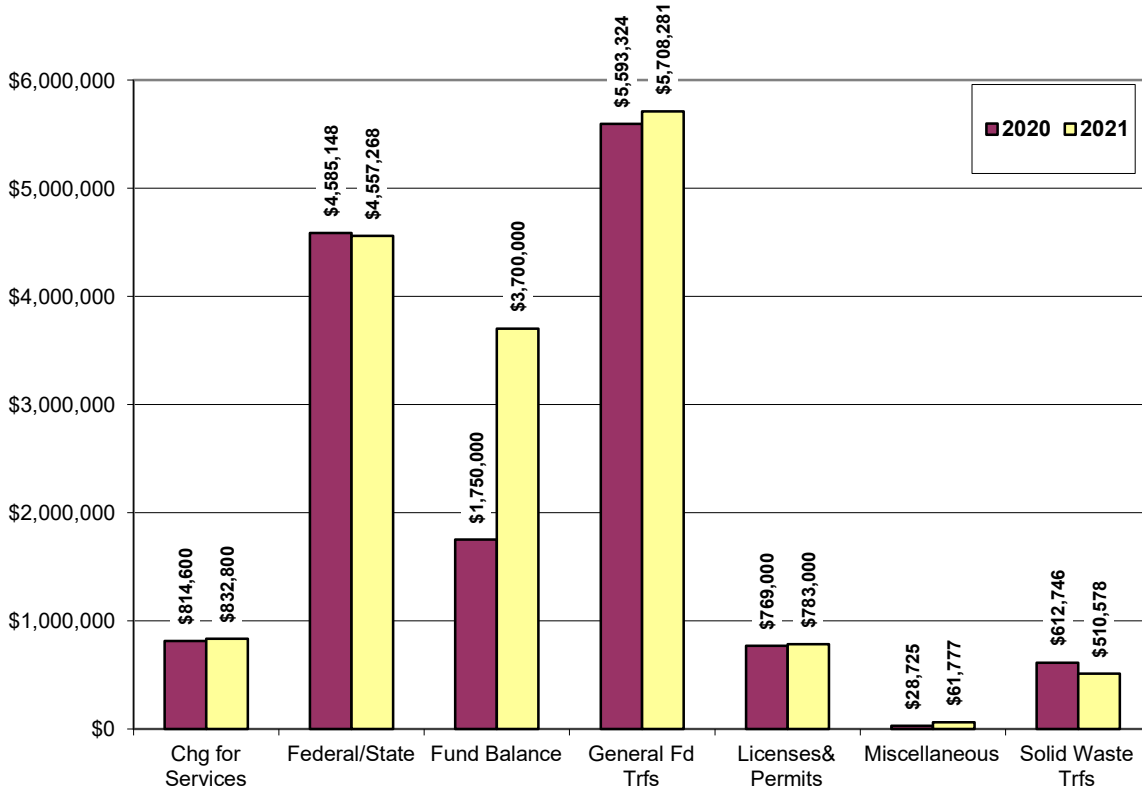
**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Case Load Average – Family Preservation	3	10	10
<b><u>Efficiency Measures</u></b>			
Per capita cost (county support)	\$ 0.046	\$ 0.030	\$ 0.047

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

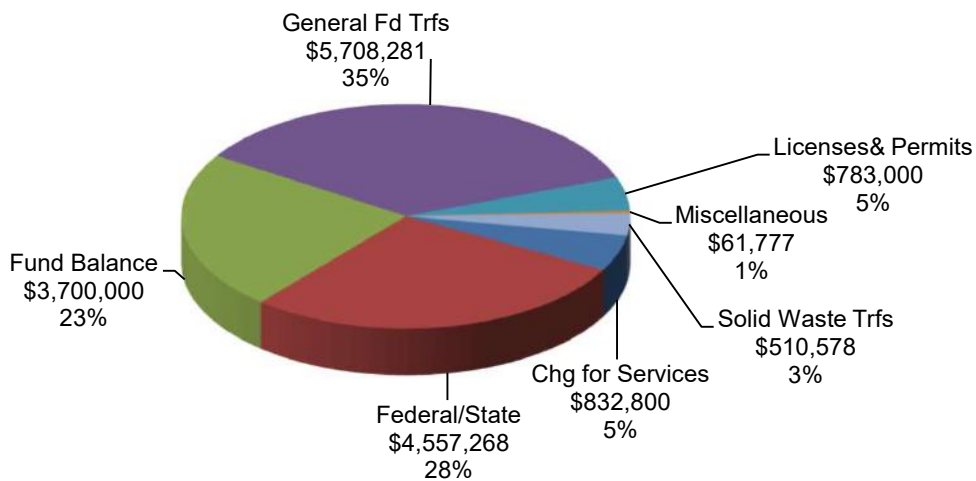


# HEALTH FUND Revenue Changes



## 2021 Revenue

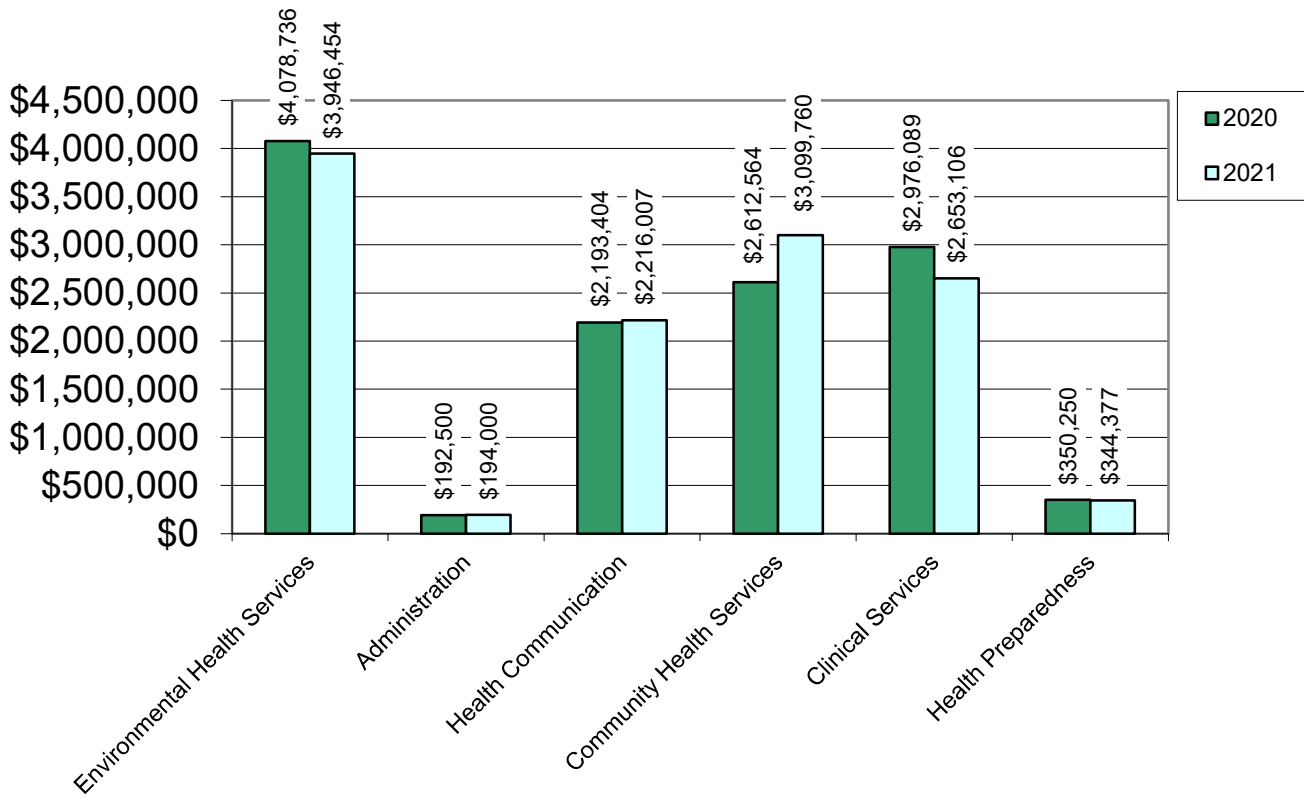
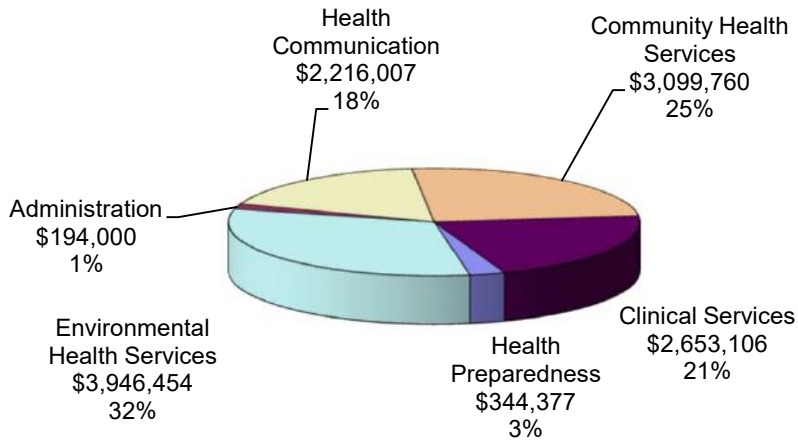
Total \$16,153,704 (2020 \$14,153,543)





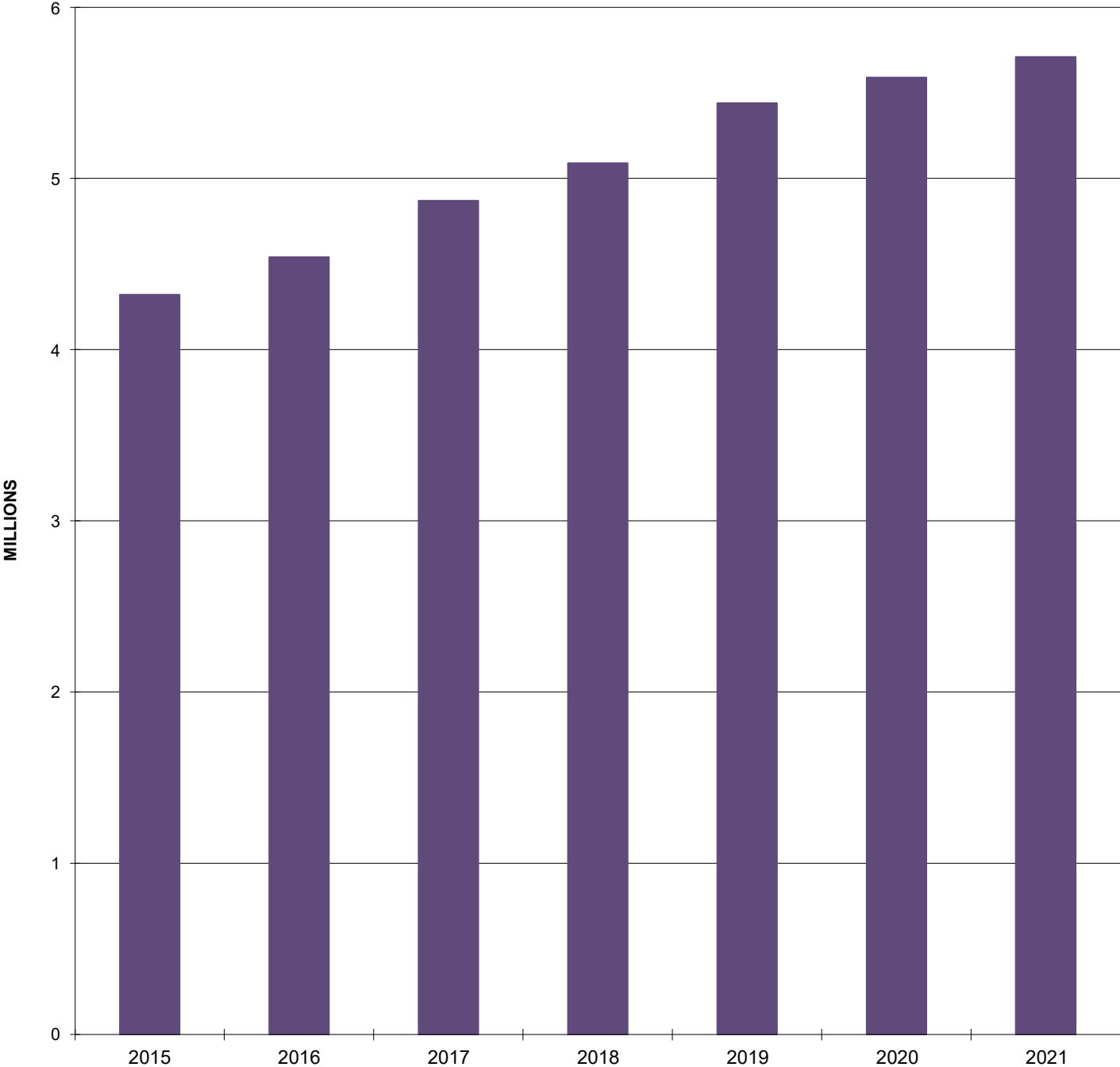
# HEALTH FUND 2021 Expenditures

**Total \$12,453,704 (2020 \$12,403,543)**



# SEVEN YEAR TREND

Health Subsidy



# Department of Public Health & Environment

## 2021 Summary

Each day the Weld County Department of Public Health and Environment provides for the health, safety and welfare of Weld County citizens through the seven core public health services established by the State Board of Health. Our organizational culture is built around providing high-quality, cost-efficient, and readily accessible services to residents and businesses in Weld County. The Health Department strives to be a recognized leader in the state by driving initiatives that enhance and strengthen our community and positively impact the lives of the citizens we serve.



Looking toward the future, the department is in the process of developing a new three-year strategic plan that will clearly define the organization's direction and provide our many stakeholders the ability to visualize where we are going, how we are going to get there and how the plan will affect everyone. More importantly it will align organizational priorities with our mission and vision and provide a mechanism to evaluate, redirect programs, initiatives and services, if necessary, and improve performance, efficiency and accountability.

The Department's 2021 proposed budget is \$12,453,704 with a net county cost of \$5,708,281. The Department's available funding is allocated among the Department's five divisions; Administration [including Vital Records], Environmental Health Services, Health Education, Communication and Planning, Community Health Services [including Public Health Emergency Preparedness and Response] and Public Health Clinical Services.

Budgetary goals for 2021 emphasize controlling costs and meeting budget targets amid high uncertainty while ensuring adequate resources will be available to efficiently and effectively provide core functions and deliver essential services to the continually increasing number of residents and businesses in Weld County. The department's budget request anticipates the unprecedented financial and operational challenges we are facing due to the coronavirus disease 2019 (COVID-19) pandemic. It also reflects an acute awareness of the increased need for reallocations and savings while supporting Weld County's priorities of transparency, accountability, and legitimacy as we deliver superior public health services to the citizens of Weld County.

Highlights of changes in the 2021 budget include:

- Revenue. At this time, revenues across the department are projected to decrease by less than 1% in 2021. The overall outcome department-wide is a small net decrease, with revenue shifting from one source to another among and within the divisions. Again, we are predicting slight increases in fee income generated from vital records issuance. Revenue is expected to decrease in environmental health services in the retail food establishment program primarily due to reductions in revenue from assessed civil penalties as a result of new legislation that changed the enforcement process in 2020. There have also been retail food establishment closures in 2020 due to COVID-19 that will likely reduce revenue from retail food licenses. Revenue from septic permits is expected to decline as we anticipate that development will slow down due to COVID-19 and its associated economic impacts. At the time this budget is being developed, our revenue for health education and clinical services is projected to increase due to federal and state grant revenue increases in contracted programs. We also anticipate seeing increased immunization revenues in our clinic when a viable COVID-19 vaccine is developed and approved for distribution in the United States, hopefully in early 2021. Due to the uncertainty of the COVID-19 response, the department may ultimately see grant funding decrease as federal and state budget shortfalls are determined and program cuts are made, but we have not received any guidance as to how deep those cuts may be. As such, we are very likely to see additional reductions in department revenue materialize in 2020 and 2021, causing budgeting during the crisis to become a continuous reactive process.
- Personnel Services. A decrease of a half percent (0.52%) is projected for 2021 personnel costs. This is the net result of relatively small increases in salaries and fringe attributable to scheduled step increases in 2021, which is offset by the reduction of 3.475 FTE primarily due to the loss of a long-time program in the Department, Healthy Communities (with 3.0 FTE), as part of state spending cuts implemented in 2020. Key projections for the changing workload and reallocation of personnel resources in the coming year are factored into this budget, anticipating the need to hire educated and trained epidemiologists, contact tracers, case investigators and other health support personnel to directly assist with the COVID-19 response as we migrate through the pandemic's response, mitigation and recovery stages.
- Supplies & Purchased Services. Pursuant to the directive to maintain a flat budget, our total projected supplies and purchased services expenditures are increasing by an extremely modest 1.56%. As we endeavor for fiscal constraint while striving for an agile and responsive budget to sustain uncertain spending needs, careful analysis of historical spending and future needs allows us to recategorize expenditures, shifting spending as we plan for increases in one area and budget reductions in other areas.
- Equipment (Small and Capitalized). In 2021, the department's small and capitalized equipment costs will increase only incrementally as we work toward implementing a more formal replacement schedule for equipment that becomes worn and outdated.
- Contra-Expenditures. The department is projecting a decrease of 8.72% in contra-expenditures in 2021. This is due to the reduction of expenditures (primarily personnel costs) in the Weld County Oil and Gas program.

As always, the department takes a conservative budgeting approach with a goal of long-term fiscal discipline and sustainability that will better serve our constituents. This strategy continues to allow us to provide and maintain essential support services and give the residents of Weld County a healthy community in which every resident enjoys the best possible state of health and well-being.

**PUBLIC HEALTH  
SUMMARY OF REVENUES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
<b>LICENSES AND PERMITS</b>							
2560	41400	4210	LICENSES	346,000	364,000	364,000	364,000
2560	41400	4221	PERMITS	423,000	419,000	419,000	419,000
<b>TOTAL LICENSES AND PERMITS</b>				<b>769,000</b>	<b>783,000</b>	<b>783,000</b>	<b>783,000</b>
<b>INTERGOVERNMENTAL</b>							
2560	41400	4321	MEDICAID	90,000	73,000	73,000	73,000
2590	41600	4321	MEDICAID	13,300	21,700	21,700	21,700
2591	41600	4321	MEDICAID	166,500	170,000	170,000	170,000
2592	41600	4321	MEDICAID	50,500	75,000	75,000	75,000
2599	41600	4321	MEDICAID	74,000	120,000	120,000	120,000
253910	41300	4321	MEDICAID	500	7,500	7,500	7,500
2560	41400	4336	REIMBURSEMENTS	126,916	5,000	5,000	5,000
255810	41300	4336	REIMBURSEMENTS	78,858	82,645	82,645	82,645
2500	41100	4340	GRANTS	432,589	433,929	433,929	433,929
2517	41210	4340	GRANTS	300,056	300,056	300,056	300,056
2521	41210	4340	GRANTS	12,000	12,500	12,500	12,500
2523	41210	4340	GRANTS	249,524	249,524	249,524	249,524
2525	41210	4340	GRANTS	131,701	138,093	138,093	138,093
2528	41210	4340	GRANTS	59,704	64,025	64,025	64,025
2531	41300	4340	GRANTS	15,432	-	-	-
2560	41400	4340	GRANTS	171,320	29,020	29,020	29,020
2565	41400	4340	GRANTS	-	1,500	1,500	1,500
2580	41500	4340	GRANTS	-	69,518	69,518	69,518
2591	41600	4340	GRANTS	165,000	276,520	276,520	276,520
2592	41600	4340	GRANTS	176,530	178,826	178,826	178,826
2593	41600	4340	GRANTS	155,354	148,839	148,839	148,839
2594	41600	4340	GRANTS	33,598	33,598	33,598	33,598
2595	41600	4340	GRANTS	25,000	-	-	-
2596	41600	4340	GRANTS	39,802	-	-	-
251010	41210	4340	GRANTS	153,440	164,830	164,830	164,830
252710	41210	4340	GRANTS	85,000	85,000	85,000	85,000
253310	41300	4340	GRANTS	234,054	234,054	234,054	234,054
253910	41300	4340	GRANTS	52,500	52,000	52,000	52,000
254911	41300	4340	GRANTS	142,382	-	-	-
255211	41300	4340	GRANTS	954,006	955,298	955,298	955,298
256410	41400	4340	GRANTS	111,635	108,432	108,432	108,432
258110	41500	4340	GRANTS	283,947	208,556	208,556	208,556
2500	41100	4356	COUNTIES	5,593,324	5,708,281	5,708,281	5,708,281
2560	41400	4356	COUNTIES	-	50,000	50,000	50,000
2561	41400	4356	COUNTIES	-	123,000	123,000	123,000
2562	41400	4356	COUNTIES	-	85,305	85,305	85,305
<b>TOTAL INTERGOVERNMENTAL</b>				<b>10,178,472</b>	<b>10,265,549</b>	<b>10,265,549</b>	<b>10,265,549</b>
<b>CHARGE FOR SERVICES</b>							
2500	41100	4410	CHARGE FOR SERVICES	192,500	194,000	194,000	194,000
2560	41400	4410	CHARGE FOR SERVICES	362,900	349,900	349,900	349,900
2590	41600	4410	CHARGE FOR SERVICES	60,550	60,850	60,850	60,850
2591	41600	4410	CHARGE FOR SERVICES	63,500	50,000	50,000	50,000
2592	41600	4410	CHARGE FOR SERVICES	67,000	67,000	67,000	67,000
2593	41600	4410	CHARGE FOR SERVICES	8,500	-	-	-
2594	41600	4410	CHARGE FOR SERVICES	4,000	-	-	-
253910	41300	4410	CHARGE FOR SERVICES	5,000	5,000	5,000	5,000
2590	41600	4415	INSURANCE REIMBURSEMENT	12,650	36,650	36,650	36,650
2591	41600	4415	INSURANCE REIMBURSEMENT	15,000	28,000	28,000	28,000
2592	41600	4415	INSURANCE REIMBURSEMENT	22,500	38,000	38,000	38,000
253910	41300	4415	INSURANCE REIMBURSEMENT	500	3,400	3,400	3,400
<b>TOTAL CHARGE FOR SERVICES</b>				<b>814,600</b>	<b>832,800</b>	<b>832,800</b>	<b>832,800</b>
<b>MISCELLANEOUS</b>							
2560	41400	4510	FINES	13,000	6,500	6,500	6,500
2596	41600	4680	OTHER	-	39,802	39,802	39,802
2590	41600	4690	DONATIONS	375	125	125	125
2591	41600	4690	DONATIONS	13,500	13,500	13,500	13,500
2592	41600	4690	DONATIONS	350	350	350	350
2593	41600	4690	DONATIONS	750	750	750	750
2594	41600	4690	DONATIONS	500	500	500	500
2595	41600	4690	DONATIONS	250	250	250	250
<b>TOTAL MISCELLANEOUS</b>				<b>28,725</b>	<b>61,777</b>	<b>61,777</b>	<b>61,777</b>
<b>TRANSFER</b>							
2560	41400	712700	TRANSFER	612,746	510,578	510,578	510,578
<b>TOTAL PUBLIC HEALTH</b>				<b>12,403,543</b>	<b>12,453,704</b>	<b>12,453,704</b>	<b>12,453,704</b>

**PUBLIC HEALTH  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
2500	41100	ADMINISTRATION	192,500	194,000	194,000	194,000
251010	41210	GENERAL HEALTH EDUCATION	192,377	185,076	185,076	185,076
2517	41210	GENERAL HEALTH EDUCATION	320,702	306,622	306,622	306,622
2520	41210	GENERAL HEALTH EDUCATION	987,601	1,015,331	1,015,331	1,015,331
2521	41210	GENERAL HEALTH EDUCATION	19,377	20,967	20,967	20,967
2523	41210	GENERAL HEALTH EDUCATION	265,145	273,801	273,801	273,801
2525	41210	GENERAL HEALTH EDUCATION	209,114	213,756	213,756	213,756
252710	41210	GENERAL HEALTH EDUCATION	125,077	127,676	127,676	127,676
2528	41210	GENERAL HEALTH EDUCATION	74,011	72,778	72,778	72,778
2530	41300	COMMUNITY HEALTH SERVICES	565,868	1,184,905	1,184,905	1,184,905
2531	41300	COMMUNITY HEALTH SERVICES	30,866	0	0	0
253310	41300	COMMUNITY HEALTH SERVICES	306,015	345,531	345,531	345,531
2537	41300	COMMUNITY HEALTH SERVICES	0	161,301	161,301	161,301
253910	41300	COMMUNITY HEALTH SERVICES	321,601	305,322	305,322	305,322
254911	41300	COMMUNITY HEALTH SERVICES	301,560	0	0	0
255211	41300	COMMUNITY HEALTH SERVICES	984,284	992,613	992,613	992,613
255810	41300	COMMUNITY HEALTH SERVICES	102,370	110,088	110,088	110,088
2560	41400	ENVIROMENTAL	3,931,926	3,540,146	3,540,146	3,540,146
2561	41400	ENVIROMENTAL	0	130,902	130,902	130,902
2562	41400	ENVIROMENTAL	0	148,115	148,115	148,115
256410	41400	ENVIROMENTAL	146,810	119,252	119,252	119,252
2565	41400	ENVIROMENTAL	0	8,039	8,039	8,039
2580	41500	PUBLIC HEALTH PREPAREDNESS	45,980	70,195	70,195	70,195
258110	41500	PUBLIC HEALTH PREPAREDNESS	304,270	274,182	274,182	274,182
2590	41600	PUBLIC HEALTH CLINICAL SERVICES	528,069	694,067	694,067	694,067
2591	41600	PUBLIC HEALTH CLINICAL SERVICES	1,417,436	998,878	998,878	998,878
2592	41600	PUBLIC HEALTH CLINICAL SERVICES	644,665	597,795	597,795	597,795
2593	41600	PUBLIC HEALTH CLINICAL SERVICES	248,729	234,329	234,329	234,329
2594	41600	PUBLIC HEALTH CLINICAL SERVICES	69,129	58,169	58,169	58,169
2595	41600	PUBLIC HEALTH CLINICAL SERVICES	26,469	29,889	29,889	29,889
2596	41600	PUBLIC HEALTH CLINICAL SERVICES	41,592	39,979	39,979	39,979
<b>TOTAL PUBLIC HEALTH</b>			<b>12,403,543</b>	<b>12,453,704</b>	<b>12,453,704</b>	<b>12,453,704</b>

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DEPARTMENT OF PUBLIC HEALTH & ENVIRONMENT

**BUDGET UNIT TITLE AND NUMBER:** Summary - - All Departments - - Fund 2500

**DEPARTMENT DESCRIPTION:** See individual units.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 7,464,600	\$ 9,407,352	\$ 9,358,809	\$ 9,358,809
Supplies	541,336	792,672	832,894	832,894
Purchased Services	1,271,243	2,376,777	2,288,463	2,288,463
Fixed Charges	742,254	1,345,261	1,348,013	1,348,013
Contra Expense	-718,192	-1,526,019	-1,392,975	-1,392,975
Capital	0	7,500	18,500	18,500
Gross County Cost	\$ 9,301,241	\$ 12,403,543	\$ 12,453,704	\$ 12,453,704
Revenue/Fund Bal.	6,458,421	6,810,219	6,745,423	6,745,423
Net County Cost	\$ 2,842,820	\$ 5,593,324	\$ 5,708,281	\$ 5,708,281
Budgeted Positions	101.075	106.075	102.6	102.6

**SUMMARY OF CHANGES:** See individual units.

**FINANCE/ADMINISTRATION RECOMMENDATION:** See individual units.

**BOARD ACTION:** See individual units.

## **PERFORMANCE MEASURES**

	<b><u>ACTUAL</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROJECTED</u></b>
<b><u>Work Outputs</u></b>			
See individual budget units			
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	3.123	3.185	2.996
Per capita cost (county support)	\$8.78	\$16.80	\$16.67



# **HEALTH FUND SUMMARY (CONTINUED) FUND 2500**

**Mission Statement:** In partnership with the communities we serve, Weld County Department of Public Health and Environment preserves, promotes and protects the health and environment of the residents of Weld County. (Department of Public Health and Environment)

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

**NOTE: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT HAS A COMPREHENSIVE STRATEGIC PLAN AVAILABLE ONLINE AT:**

<http://www.co.weld.co.us/Departments/HealthEnvironment/index.html>

<b>Goal 1: Implement a workforce development plan.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
<p>Establish individualized professional development goals and training plan for all employees</p> <p>Create division specific reporting process in which employees are responsible for notifying supervisors of training(s) begun and completed</p>	<p>As part of performance review process, employees will create an individualized professional development plan within their goal statement.</p> <p>Senior managers will receive quarterly reports on training(s) begun and completed by staff in each division.</p>	<p>Unclear as to percentage of all WCDPHE staff with current training goals or plans.</p> <p>Currently there are no quarterly reports.</p>	<p>In 2020, about one third of staff have a training goal or plan.</p> <p>In 2020, about half of divisions report on their staffs training progress.</p>	<p>By 2021, 75% of staff will have established individual training goals and/or plans.</p> <p>By 2021, senior managers will receive quarterly reports on training begun and completed by staff.</p>
<b>Goal 2: Support the community by addressing various health issues, including mental health and substance abuse.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
<p>Reduce risks for chronic disease and help residents maintain a healthy body weight through nutrition, physical activity, and obesity prevention strategies.</p> <p>Increase years of healthy life and reduce disparities among all Weld County residents through environmental health initiatives.</p> <p>Keep residents safe and free of disease from environmental hazards/ forecast, prepare and respond to threats to basic good health.</p>	<p>Continue oversight of implementation of 3-year Weld County Community Health Improvement Plan (CHIP) with public health partners, including behavioral health issues.</p> <p>Increase residents' awareness of identified environmental health issues (e.g., rabies, lead, air quality, radon, food safety).</p> <p>Increase internal capacity to respond to natural and man-made hazards.</p>	<p>CHIP Plan completed; quarterly meetings held with partners</p> <p>Rabies, radon, zoonotic, and food safety campaigns</p> <p>Completion of drills and table top exercises</p>	<p>Over 100 partners engaged; expansion of outreach other community groups, etc.</p> <p>Radon, zoonotic, and food safety campaigns ongoing</p> <p>Implement lessons learned from exercises into response plans.</p>	<p>Ongoing in 2021; progress assessed, and results tracked via data dashboard</p> <p>Additional campaigns under review (e.g. rabies) and ongoing in 2021</p> <p>Implement regional healthcare coalition goals and objectives in 2021.</p>

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

<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
Establish a department-wide quality improvement (QI) plan based on county and organizational policies and direction.	Developed performance management system that includes QI and competencies required to maintain national accreditation; including establishment of a department QI/PM committee.	Review progress on programmatic and population-based QI projects.	In 2020, there was one QI project completed.	By 2021, there will be at least three (3) QI projects completed.

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

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

**BUDGET UNIT TITLE AND NUMBER:** Administration Services - - 2500-41100

**DEPARTMENT DESCRIPTION:** Overall administration of the Department of Public Health and Environment, including personnel, procurement, budgeting, fiscal management, data and records management, contract and grant management, and facilities management. The Executive Director is the official registrar of vital statistics for Weld County. Birth and death records are available electronically and certified copies can be issued upon request from the local Deputy Registrars from both our Greeley and southwest Weld offices.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 788,382	\$ 1,322,061	\$ 1,227,124	\$ 1,227,124
Supplies	12,582	15,398	17,375	17,375
Purchased Services	116,963	156,500	250,960	250,960
Fixed Charges	0	0	0	0
Contra Expense	-718,192	-1,308,959	-1,308,959	-1,308,959
Capital	0	7,500	7,500	7,500
Gross County Cost	\$ 199,735	\$ 192,500	\$ 194,000	\$ 194,000
Revenue	199,735	192,500	194,000	194,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	11.75	14.0	12.0	12.0

**SUMMARY OF CHANGES:**

**PERSONNEL SERVICES:** There is a \$94,937 (-7.18%) projected decrease in costs for 2021. This decrease is attributable to the decrease of 2.0 FTE as personnel needs are re-evaluated and staff shifts into other divisions to provide support to those teams.

**SUPPLIES & PURCHASED SERVICES:** Costs are shifting upward by \$96,437 total with an anticipated increase in expenditures due to reaccreditation fees that will be paid in 2021, the planned hiring of consultants to assist with implementation of new strategic objectives and the implementation of a document management software for the department in 2021.

**CAPITAL EXPENDITURES:** In 2021, an update to the Board of Health recording equipment is expected and the equipment may qualify as a capital expenditure.

**CONTRA EXPENDITURES:** There will be no increase that will be reallocated to the divisions of the Health Department.

**REVENUE:** The birth and death certificate issuance volume is anticipated to increase slightly in 2021, with revenue projected at \$194,000, an increase of less than 1%.

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

**BOARD ACTION:** Approved as recommended.

**HEALTH ADMINISTRATION  
(CONTINUED)  
2500-41100**

**PERFORMANCE MEASURES**

<b><u>Work Outputs</u></b>	<b><u>ACTUAL</u></b> <b><u>2019</u></b>	<b><u>ESTIMATED</u></b> <b><u>2020</u></b>	<b><u>PROJECTED</u></b> <b><u>2021</u></b>
Combined Offices:			
Birth Certificates issued	8,140	7,100	8,200
Death Certificates issued	7,962	7,800	8,500
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.363	0.420	0.350
Per capita cost	\$0.62	\$0.58	\$0.57

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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	454,483	432,589	433,929	433,929
Net County Cost	\$ -454,483	\$ -432,589	\$ -433,929	\$ -433,929
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 \$1,340, or 0.31%.

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

**BOARD ACTION:** Approved as recommended.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

**BUDGET UNIT TITLE AND NUMBER:** Health Communication Section - - 2520-41210

**DEPARTMENT DESCRIPTION:** Health Communication, Education and Planning (HCEP) includes county and grant funded health communication/prevention programs that promote healthy behaviors to reduce the burden of chronic disease in our county. The Health Communication team coordinates the Community Health Improvement Plan and strategic planning functions for the department. HCEP serves as the liaison with the local TV/radio/newspaper media for the Health Department. They develop and disseminate emergency communication and educational materials to the public. The HCEP team provides support internally for producing educational materials, reports, and local health data. Health Communication partners with the community to implement strategies that promote and support healthy behaviors. These include improving access to healthy foods and recreation for all residents, cardiovascular disease and diabetes prevention and management, men’s health screening and lifestyle education, healthy relationships for teens and parents to prevent unintended pregnancy and STI, tobacco use prevention, traffic safety and prevention of unintentional injuries for teens. Coalitions such as Drive Smart Weld County, the Community Health Improvement Plan (CHIP) coalition, and the Weld Tobacco-Free Coalition, provide guidance to the department to address these important health issues in Weld County.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,440,357	\$ 1,559,447	\$ 1,566,942	\$ 1,566,942
Supplies	27,101	35,837	36,526	36,526
Purchased Services	222,841	351,113	363,728	363,728
Fixed Charges	165,482	247,007	248,811	248,811
Contra Expense	0	0	0	0
Gross County Cost	\$ 1,855,781	\$ 2,193,404	\$ 2,216,007	\$ 2,216,007
Revenue	975,779	991,425	1,014,028	1,014,028
Net County Cost	\$ 880,002	\$ 1,201,979	\$ 1,201,979	\$ 1,201,979
Budget Positions	17.625	17.375	17.125	17.125

**SUMMARY OF CHANGES:** Overall, Net County Costs in the HCEP Division will remain the same as last fiscal year at \$1,201,979. The Gross County Cost is projected to increase by \$22,603 due to personnel cost increases from salaries and benefits. The Budgeted Positions decreased slightly by 0.25 due to a realignment of FDA minor operatives.

**PERSONNEL SERVICES:** Personnel expenditures are projected to increase by \$7,495 due to increases in salaries (Step increases only).

# **HEALTH COMMUNICATION SECTION (CONTINUED) 2520-41210**

SUPPLIES, PURCHASED SERVICES and FIXED CHARGES: Projected expenditures related to Supplies have increased to \$689. This is due to increased programming. Purchased Services has increased to \$12,615 due to expanded program deliverables and contracted services. The Fixed Charges has increased by \$1,804 and this correlates with an increase in overhead allocations and programming in the Community Health Improvement Plan (CHIP) initiative.

REVENUE: Overall Revenue is expected to increase by \$22,603 due to increased state grant funds to support chronic disease prevention and fatality tracking.

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

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
# residents reached by the classes, programs	180,000	190,000	190,000
News release exposure	750,000	770,000	770,000
<b><u>Effectiveness results</u></b>			
Reduction in motor vehicle fatalities	51	54	54
Reduction in teen birth rate for 15 - 17 yr. olds -- MCH data	13/1,000	12/1,000	12/1,000
Number of obese/overweight adults – CHA data	66%	66%	67%
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	.545	.522	.500
Per capita cost (county support)	\$2.72	\$3.61	\$3.51

**GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS:** See Health goals following Department of Public Health and Environment Budget Unit Request Summary.



# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

**BUDGET UNIT TITLE AND NUMBER:** Community Health Services - - 2530-41300

**DEPARTMENT DESCRIPTION:** The division provides comprehensive services that improve the overall health of Weld County. These services include preventing communicable and chronic diseases; enhancing parenting skills and building strong family units; connecting community members to needed resources; ensuring children and youth with special needs are getting the health care they need; reducing adverse effects of lead poisoning; building strong partnerships with community organizations through interactive collaboration; and reducing health inequities by ensuring our most vulnerable community members have access to resources and services.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,455,866	\$ 1,763,911	\$ 2,241,034	\$ 2,241,034
Supplies	17,240	75,865	68,576	68,576
Purchased Services	243,741	461,192	411,327	411,327
Fixed Charges	176,018	311,596	378,823	378,823
Contra Expense	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,892,865	\$ 2,612,564	\$ 3,099,760	\$ 3,099,760
Revenue	1,173,060	1,483,232	1,339,897	1,339,897
Net County Cost	\$ 719,805	\$ 1,129,332	\$ 1,759,863	\$ 1,759,863
Budgeted Positions	23.350	21.600	26.000	26.000

**SUMMARY OF CHANGES:** PERSONNEL SERVICES: Expenditures are projected to increase by about 27%, or \$477,123. This change is attributable to shifting of staff from the Public Health Clinical Services Division back to the Community Health Services division in 2021 and the hiring of additional staff capable of assisting with epidemiological tasks that are critical in a public health department.

SUPPLIES and PURCHASED SERVICES: Supplies have decreased by \$7,289, or 9.6%, while Purchased Services will decrease by \$49,865, or 10.8%. The change in Purchased Services is largely attributable to shifting costs from the Public Health Clinical Services division associated with these resulting activities.

FIXED CHARGES: An increase of \$67,227 or 21.6% is primarily due to projected administration overhead costs in this division, which is calculated on an FTE basis.

REVENUE: Overall revenue is expected to decrease by \$143,335, or almost 10% due to the loss of the grant funded program, Healthy Communities, which was discontinued by the Colorado Health Care Policy & Finance Department in 2020.

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

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

<b><u>Work Outputs</u></b>	<b><u>ACTUAL</u> <u>2019</u></b>	<b><u>ESTIMATED</u> <u>2020</u></b>	<b><u>PROJECTED</u> <u>2021</u></b>
Communicable Disease Program			
Outbreak Investigations	10	35	35
Reportable Disease Investigations	354	400	400
Tuberculosis Blood and Skin Tests Completed	338	400	400
Infection Prevention Trainings	5	5	0
Rabies PEP Coordination	12	35	20
Community Partner Meetings	71	80	80
Community Presentations	24	25	25
Health Communities – Clients Contacted	4,311	10,000	10,000
Presumptive Eligibility – Clients Contacted	28	200	50
Mobile Medical Unit			
Outings Days	127	120	125
Individual Sites Served	46	40	40
Miles Traveled	4,286	4,000	4,200
Nurse-Family Partnership for First-Time Mothers			
Client Visits	2,113	3,050	3,120
Mothers and Infants Served	303	350	350
Total Time Spent with Clients (hours)	2,175	3,260	3,218
Maternal and Child Health – HCP – CC			
Clients Served	559	550	560
Direct Referrals Received	173	175	200
Client Visits	778	1,100	500
Community Outreach			
Clients Assisted	536	300	400
Outreach Events	37	30	35
Community Partner Meetings	59	40	45
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.721	0.649	0.759
Per capita cost (county support)	\$2.22	\$3.39	\$5.14

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 2,370,056	\$ 2,834,842	\$ 2,722,589	\$ 2,722,589
Supplies	205,252	282,520	305,615	305,615
Purchased Services	395,552	731,044	564,225	564,225
Fixed Charges	248,858	447,390	438,041	438,041
Contra Expense		-217,060	-84,016	-84,016
Capital				
Gross County Cost	\$ 3,219,718	\$ 4,078,736	\$ 3,946,454	\$ 3,946,454
Revenue	2,427,321	2,257,517	2,125,235	2,125,235
Net County Cost	\$ 792,397	\$ 1,821,219	\$ 1,821,219	\$ 1,821,219
Budgeted Positions	29.0	31.40	30.275	30.275

**SUMMARY OF CHANGES:** Net County Cost for 2021 will remain flat (as compared to 2020). Most expenditures are expected to decrease and will be more aligned with 2019 actual expenditures. Supplies are anticipated to increase due to expenditures for the laboratory, including a new dishwasher and other small items of equipment for larger lab equipment being purchased in 2020.

**PERSONNEL SERVICES:** Decreased by 1.125 FTE due to not needing the second FTE that was budgeted in 2020 for environmental health staff for the new Oil and Gas Energy Department.

**SUPPLIES, PURCHASED SERVICES, AND FIXED CHARGES:** Supplies increased by \$23,095, or 8%. There is an increased amount for lab consumables and small items of equipment.

# **ENVIRONMENTAL HEALTH SERVICES (CONTINUED) 2560-41400**

REVENUE: Revenue is projected to decrease in 2021 by \$132,282 (or 6%). We anticipate a decrease in revenue from assessed civil penalties in the retail food program due to new legislation that changed the enforcement process, effective 2020. There have also been retail food establishment closures in 2020 due to COVID-19 that will likely decrease revenue from retail food licenses. Revenue from septic permits was also adjusted down to come more in alignment with 2019 actuals and 2020 projections. It is again anticipated that development will slow down due to COVID-19 and associated economic impacts. The addition of lab equipment purchased in 2020 will allow for an increase in services for additional contracts and/or to attract new contracts.

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

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u> <u>2019</u>	<u>ESTIMATED</u> <u>2020</u>	<u>PROJECTED</u> <u>2021</u>
<b><u>Work Outputs</u></b>			
Food inspections, activities, complaints	3,964	3,900	3,900
Laboratory analyses	13,871	14,000	18,000
Household Hazardous Waste Disposed	411,821	420,000	420,000
Environmental Planning Reviews	842	750	750
OWTS permits and inspections	1,278	1,300	1,300
Waste inspections, complaints, spill reports	167	100	165
Biosolids inspections, activities, complaints	189	184	185
Institutions inspections	165	150	165
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.896	0.943	0.884
Per capita cost (county support)	\$2.45	\$5.47	\$5.32

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 173,087	\$ 164,075	\$ 176,716	\$ 176,716
Supplies	3,929	8,976	8,976	8,976
Purchased Services	11,723	148,766	130,252	130,252
Fixed Charges	18,275	28,433	28,433	28,433
Capital	0	0	0	0
Gross County Cost	\$ 207,014	\$ 350,250	\$ 344,377	\$ 344,377
Revenue	213,347	283,947	278,074	278,074
Net County Cost	\$ -6,333	\$ 66,303	\$ 66,303	\$ 66,303
Budgeted Positions	2.0	2.0	2.0	2.0

**SUMMARY OF CHANGES:** Overall, Net County Costs for Public Health Preparedness will remain the same as last fiscal year at \$66,303. The Gross County Cost is projected to decrease by \$5,873 due to a reduction of purchased services.

**PERSONNEL SERVICES:** Personnel expenditures are projected to increase by \$12,641.

**SUPPLIES, PURCHASED SERVICES and FIXED CHARGES:** Purchased Services has decreased by \$18,514, due to changes in grant deliverables and contracted services.

**REVENUE:** Overall Revenue is expected to decrease by \$5,873 due to a decrease in state grant funding.

**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>
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000 capita	0.062	0.060	0.058
Per capita cost (county support)	\$0.00	\$0.20	\$0.19

**GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS:** See Health goals following Department of Public Health and Environment Budget Unit Request Summary.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

**BUDGET UNIT TITLE AND NUMBER:** Public Health Clinical Services - - 2590-41600

**DEPARTMENT DESCRIPTION:** The division holds clinics for immunizations, family planning, international travel health, STI's, foster child physicals, and women's health. It provides immunizations, screening, counseling, communicable disease surveillance, containment, treatment, and teaching. Provides home visits for health promotion, evaluation, health assessment, and community activities.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,236,852	\$ 1,763,016	\$ 1,424,404	\$ 1,424,404
Supplies	275,232	374,076	395,826	395,826
Purchased Services	280,596	528,162	567,971	567,971
Fixed Charges	133,621	310,835	253,905	253,905
Contra Expense	0	0	0	0
Capital	0	0	11,000	11,000
Gross County Cost	\$ 1,926,301	\$ 2,976,089	\$ 2,653,106	\$ 2,653,106
Revenue	1,469,179	1,169,009	1,360,260	1,360,260
Net County Cost	\$ 457,122	\$ 1,807,080	\$ 1,292,846	\$ 1,292,846
Budgeted Positions	17.35	19.70	15.20	15.20

**SUMMARY OF CHANGES:** Overall, net county costs in the Public Health Clinical Services division will decrease by \$514,234, or 28.5%, in 2021 primarily due to the repositioning of personnel resources that began in 2020.

**PERSONNEL SERVICES:** Personnel expenditures are projected to decrease by \$338,612, or 19.2%, as vacancies are not filled and staff is shifted to the Community Health Services division to accommodate an increased need for epidemiological responsibilities in the department.

**SUPPLIES, PURCHASED SERVICES and FIXED CHARGES:** Projected expenditures related to Supplies, Purchased Services and Fixed Charges will increase by \$4,629 total in 2021, as a result of the realignment of resources between divisions in the Health Department.

**REVENUE:** Overall revenue is expected to increase by approximately \$191,251 in 2021, attributable to increased grant funding and expected increases in Medicaid, insurance and private pay revenue from clinical services in our immunization and family planning programs.

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

**BOARD ACTION:** Approved as recommended.

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

**PERFORMANCE MEASURES**

	<u>ACTUAL</u> <u>2019</u>	<u>ESTIMATED</u> <u>2020</u>	<u>PROJECTED</u> <u>2021</u>
<b><u>Work Outputs</u></b>			
Immunization/Communicable Disease Program			
Immunization Visits	2,920	2,450	3,250
Vaccinations Given (North)	4,215	4,250	4,750
Vaccinations Given (South)	950	1,500	1,000
Outreach Events	15	15	15
Telethon Contacts-Outreach Calls	4,500	5,000	4,500
Travel Immunization/I693 Clinic Visits	275	350	275
Travel Vaccines Given	515	500	425
Family Planning Visits	3,016	3,450	3,100
MD Clinic Visits	36	85	20
Sexually Transmitted Infections Visits	485	450	500
Women's Wellness Connection (WWC) Visits	210	200	200
WISEWOMAN Visits	213	180	225
WWC – Targeted Outreach – Clients Contacted	1,185	800	700
Community Outreach (Women's Health/Foster)	28	50	25
<b><u>Efficiency Measures:</u></b>			
FTE's per 10,000/capita	0.536	0.592	0.444
Per capita cost (county support)	\$1.41	\$5.43	\$3.78

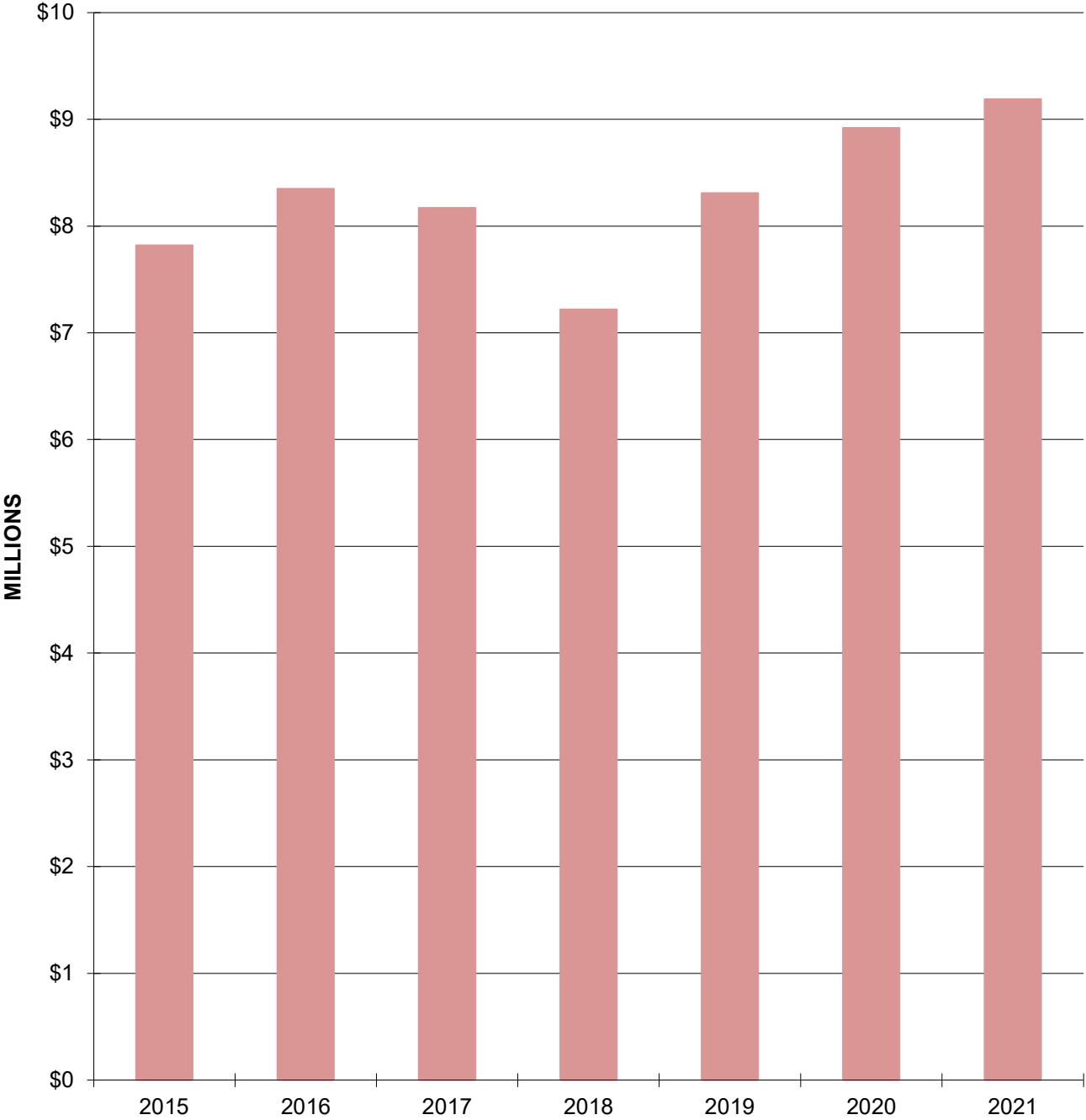
**GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS:** See Health goals following Department of Public Health and Environment Budget Unit Request Summary.





# SEVEN YEAR TREND

## Human Services



# **HUMAN SERVICES FUND SUMMARY**

The Human Services Fund is funded at \$9,097,750 for 2021, which is up \$173,150 or 1.94% from the previous year. Program funding is relatively stable for 2021. The Community Services Block Grant is up \$16,700, and Senior Nutrition programs are up \$60,000. Department of Labor programs are down \$49,300. Area Agency on Aging is up \$60,550 or 1.38%.

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 2021 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 \$2,535,700 for 2021. In addition, the Job Service contract will be \$1,048,300 up \$85,200. 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 2021 funding levels:

Area Agency on Aging	\$ 4,448,050
Senior Nutrition	\$ 820,000
CSBG	\$ 245,700

In the above programs, Weld County must continue to be responsive and reactive to federal and state administrative and budget changes in 2021.

**HUMAN SERVICES  
SUMMARY OF REVENUES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
<b>INTERGOVERNMENTAL</b>							
2650	61751	4314	USDA	69,000	34,920	34,920	34,920
2625	61400	4320	FEDERAL GRANTS	682,000	676,000	676,000	676,000
2625	61420	4320	FEDERAL GRANTS	261,000	344,645	344,645	344,645
2625	61422	4320	FEDERAL GRANTS	366,000	271,055	271,055	271,055
2625	61450	4320	FEDERAL GRANTS	142,700	153,586	153,586	153,586
2625	61451	4320	FEDERAL GRANTS	521,300	444,414	444,414	444,414
2625	61460	4320	FEDERAL GRANTS	431,300	573,924	573,924	573,924
2625	61461	4320	FEDERAL GRANTS	40,000	42,000	42,000	42,000
2625	61470	4320	FEDERAL GRANTS	78,300	54,451	54,451	54,451
2625	61480	4320	FEDERAL GRANTS	453,500	419,925	419,925	419,925
2625	61505	4320	FEDERAL GRANTS	91,000	84,000	84,000	84,000
2650	61700	4320	FEDERAL GRANTS	72,649	48,649	48,649	48,649
2650	61705	4320	FEDERAL GRANTS	68,500	81,550	81,550	81,550
2650	61710	4320	FEDERAL GRANTS	141,900	167,775	167,775	167,775
2650	61730	4320	FEDERAL GRANTS	58,500	46,900	46,900	46,900
2650	61740	4320	FEDERAL GRANTS	12,100	20,125	20,125	20,125
2650	61745	4320	FEDERAL GRANTS	9,000	13,650	13,650	13,650
2650	61750	4320	FEDERAL GRANTS	430,000	448,000	448,000	448,000
2650	61755	4320	FEDERAL GRANTS	101,000	145,080	145,080	145,080
2650	61760	4320	FEDERAL GRANTS	20,000	25,000	25,000	25,000
2650	61765	4320	FEDERAL GRANTS	50,000	45,000	45,000	45,000
2650	61770	4320	FEDERAL GRANTS	2,000	2,150	2,150	2,150
2650	61775	4320	FEDERAL GRANTS	8,000	7,100	7,100	7,100
2650	61875	4320	FEDERAL GRANTS	78,100	63,860	63,860	63,860
2650	61935	4320	FEDERAL GRANTS	-	3,062	3,062	3,062
2650	61940	4320	FEDERAL GRANTS	27,000	41,129	41,129	41,129
2650	61945	4320	FEDERAL GRANTS	41,000	66,109	66,109	66,109
265995	61780	4320	FEDERAL GRANTS	2,300,000	2,374,600	2,374,600	2,374,600
267895	61601	4320	FEDERAL GRANTS	54,000	44,734	44,734	44,734
267895	61610	4320	FEDERAL GRANTS	14,000	33,656	33,656	33,656
267895	61620	4320	FEDERAL GRANTS	117,000	114,010	114,010	114,010
267895	61630	4320	FEDERAL GRANTS	44,000	53,300	53,300	53,300
2650	61785	4321	MEDICAID	4,500	4,500	4,500	4,500
2650	61805	4340	GRANTS	5,000	-	-	-
2650	61835	4340	GRANTS	164,700	163,715	163,715	163,715
2650	61840	4340	GRANTS	239,300	171,775	171,775	171,775
2650	61841	4340	GRANTS	140,300	103,415	103,415	103,415
2650	61845	4340	GRANTS	32,200	29,900	29,900	29,900
2650	61850	4340	GRANTS	14,900	86,765	86,765	86,765
2650	61866	4340	GRANTS	201,600	114,700	114,700	114,700
2650	61880	4340	GRANTS	84,800	65,695	65,695	65,695
2650	61885	4340	GRANTS	124,300	73,780	73,780	73,780
2650	61890	4340	GRANTS	13,000	136,660	136,660	136,660
2650	61895	4340	GRANTS	114,500	44,640	44,640	44,640
2650	61900	4340	GRANTS	4,000	3,600	3,600	3,600
2650	61905	4340	GRANTS	24,700	22,660	22,660	22,660
2650	61915	4340	GRANTS	164,000	149,120	149,120	149,120
2650	61925	4340	GRANTS	19,600	24,800	24,800	24,800
2650	61930	4340	GRANTS	52,000	184,915	184,915	184,915
265995	61790	4340	GRANTS	83,000	48,400	48,400	48,400
2560	61701	711000	TRANSFER	12,351	12,351	12,351	12,351
<b>TOTAL INTERGOVERNMENTAL</b>				<b>8,283,600</b>	<b>8,385,750</b>	<b>8,385,750</b>	<b>8,385,750</b>
<b>CHARGE FOR SERVICES</b>							
2645	61200	4410	CHARGE FOR SERVICES	245,000	245,000	245,000	245,000
2646	61300	4410	CHARGE FOR SERVICES	236,000	275,000	275,000	275,000
<b>TOTAL CHARGE FOR SERVICES</b>				<b>481,000</b>	<b>520,000</b>	<b>520,000</b>	<b>520,000</b>
<b>DONATIONS</b>							
2650	61750	4690	DONATIONS	160,000	192,000	192,000	192,000
<b>TOTAL HUMAN SERVICES</b>				<b>8,924,600</b>	<b>9,097,750</b>	<b>9,097,750</b>	<b>9,097,750</b>

**HUMAN SERVICES  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
2625	61400	WORKFORCE INNOVATION & OPPORTUNITYA	682,000	676,000	676,000	676,000
2625	61420	WIOA DISLOCATED WORKER	261,000	344,645	344,645	344,645
2625	61422	WIOA DW ENHANCED	366,000	271,055	271,055	271,055
2625	61450	WIOA YOUTH IN SCHOOL	142,700	153,586	153,586	153,586
2625	61451	WIOA YOUTH OUT OF SCHOOL	521,300	444,414	444,414	444,414
2625	61460	WAGNER/PEYSER	431,300	573,924	573,924	573,924
2625	61461	SUMMER JOB HUNT	40,000	42,000	42,000	42,000
2625	61470	MIGRANT SEASONAL FARM WORKER - 10%	78,300	54,451	54,451	54,451
2625	61480	EMPLOYMENT SUPPORT FUND	453,500	419,925	419,925	419,925
2625	61505	WIOA PERFORMANCE INCENTIVE	91,000	84,000	84,000	84,000
2645	61200	EDUCATION LAB	245,000	245,000	245,000	245,000
2646	61300	AMERICORPS	236,000	275,000	275,000	275,000
2650	61700	AREA AGENCY ON AGING	85,000	61,000	61,000	61,000
2650	61705	AAA PART B LEGAL	68,500	81,550	81,550	81,550
2650	61710	AAA PART B OMBUDSMAN	141,900	167,775	167,775	167,775
2650	61730	AAA PART B COUNSELING	58,500	46,900	46,900	46,900
2650	61740	AAA PART B OUTREACH	12,100	20,125	20,125	20,125
2650	61745	AAA PART B TRANSPORTATION	9,000	13,650	13,650	13,650
2650	61750	AAA PART C 1	590,000	640,000	640,000	640,000
2650	61751	AAA NSIP	69,000	34,920	34,920	34,920
2650	61755	AAA C 2	101,000	145,080	145,080	145,080
2650	61760	AAA PART D	20,000	25,000	25,000	25,000
2650	61765	AAA CHF	50,000	45,000	45,000	45,000
2650	61770	AAA ELDER ABUSE	2,000	2,150	2,150	2,150
2650	61775	AAA SPECIAL OMBUDSMAN	8,000	7,100	7,100	7,100
2650	61785	AAA CCT	4,500	4,500	4,500	4,500
2650	61805	AAA VALE	5,000	0	0	0
2650	61835	AAA STATE ADMIN	164,700	163,715	163,715	163,715
2650	61840	AAA STATE INFORMATION AND ASSISTANC	239,300	171,775	171,775	171,775
2650	61841	AAA STATE HEALTH PROMOTIONS	140,300	103,415	103,415	103,415
2650	61845	AAA STATE EDUCATION	32,200	29,900	29,900	29,900
2650	61850	AAA STATE OMBUDSMAN	14,900	86,765	86,765	86,765
2650	61866	AAA STATE CASE MANAGEMENT	201,600	114,700	114,700	114,700
2650	61875	AAA STATE COUNSELING	78,100	63,860	63,860	63,860
2650	61880	AAA STATE CHORE	84,800	65,695	65,695	65,695
2650	61885	AAA STATE TRANSPORTATION	124,300	73,780	73,780	73,780
2650	61890	AAA STATE PART C1	13,000	136,660	136,660	136,660
2650	61895	AAA STATE PART C2	114,500	44,640	44,640	44,640
2650	61900	AAA STATE SHELF STABLE MEALS	4,000	3,600	3,600	3,600
2650	61905	AAA STATE VISUALLY IMPAIRED	24,700	22,660	22,660	22,660
2650	61915	AAA STATE DENTAL VISION & HEARING	164,000	149,120	149,120	149,120
2650	61925	AAA STATE PART E RESPITE	19,600	24,800	24,800	24,800
2650	61930	AAA STATE SOUTH COUNTY RVNA	52,000	184,915	184,915	184,915
2650	61935	AAA PART E GRANDPARENTING	0	3,062	3,062	3,062
2650	61940	AAA PART E CAREGIVER	27,000	41,129	41,129	41,129
2650	61945	AAA PART E RESPITE	41,000	66,109	66,109	66,109
265995	61780	SINGLE ENTRY POINT	2,300,000	2,374,600	2,374,600	2,374,600
265995	61790	HOME CARE ALLOWANCE	83,000	48,400	48,400	48,400
267895	61601	CSBG EF	54,000	44,734	44,734	44,734
267895	61610	CSBG ADMIN	14,000	33,656	33,656	33,656
267895	61620	CSBG AAAA LINKAGES	117,000	114,010	114,010	114,010
267895	61630	CSBG EMERGENCY SERVICES	44,000	53,300	53,300	53,300
		<b>TOTAL HUMAN SERVICES</b>	<b>8,924,600</b>	<b>9,097,750</b>	<b>9,097,750</b>	<b>9,097,750</b>

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

---

**BUDGET UNIT TITLE AND NUMBER:** Summary - All Budget Units in Human Services Fund

---

**DEPARTMENT DESCRIPTION:** See Individual Units.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 5,380,518	\$ 5,761,950	\$ 5,979,630	\$ 5,979,630
Supplies	437,827	182,300	304,615	304,615
Purchased Services	2,764,962	2,707,500	2,553,850	2,553,850
Fixed Charges	225,463	272,850	259,655	259,655
Gross County Cost	\$ 8,808,770	\$ 8,924,600	\$ 9,097,750	\$ 9,097,750
Revenue	8,571,497	8,912,249	9,085,399	9,085,399
Net County Cost	\$ 237,273	\$ 12,351	\$ 12,351	\$ 12,351
Budget Positions	87	89	89	89

**SUMMARY OF CHANGES:** See Individual Budget Units

**OBJECTIVES:** See Individual Budget Units

**BOARD ACTION:** See Individual Budget Units.

**GOALS / DESIRED OUTCOMES / KEY PERFORMANCE INDICATORS:** See Human Services goals following the Social Services Fund Summary for all budget units in this fund.

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

**BUDGET UNIT TITLE AND NUMBER:** Wagner/Peyser - - 2625-61460 [Formerly 2626-60000]

**DEPARTMENT DESCRIPTION:** Administer all Job Service activities in Weld County. This Budget Line also includes the Migrant Seasonal Farm Worker (MSFW) Program, which partners with community organizations, employers, and agricultural workers to coordinate farm labor, ensure fair labor and OSHA standards are being followed, and ensure farmworkers are receiving job seeker services.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 865,620	\$ 760,000	\$ 881,700	\$ 881,700
Supplies	27,272	30,000	13,000	13,000
Purchased Services	145,877	123,100	103,600	103,600
Fixed Charges	49,894	50,000	50,000	50,000
Gross County Cost	\$ 1,088,663	\$ 963,100	\$ 1,048,300	\$ 1,048,300
Revenue	1,084,306	963,100	1,048,300	1,048,300
Net County Cost	\$ 4,357	\$ 0	\$ 0	\$ 0
Budget Positions	19	19	19	19

**SUMMARY OF CHANGES:** Due to the impact the COVID-19 lockdown has had on the community, Employment Services has seen a marked increase in the number of temporarily unemployed individuals and has temporarily suspended the Re-Employment Services and Eligibility Assessment (RESEA) Program. Lingering effects of the COVID-19 lockdown on the unemployment rate in Weld County are unknown. Employment Services will continue to adapt its business model and processes to serve the employment needs of Weld County.

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

**BOARD ACTION:** Approved as recommended.

**HUMAN SERVICES WAGNER/PEYSER  
(CONTINUED)  
2625-61460**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Wagner-Peyser Clients served	15,775	12,000	10,000
RESEA Completed	328	500	500
MSFW Total Applicants	163	120	120
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 3.364	\$ 2.892	\$ 3.061
<b><u>Effectiveness Measures (desired results)</u></b>			
Entered Employment Rate	61.91%	57.00%	57.00%
Retention Rate	81.71%	65.00%	65.00%
Average Participant Earnings	\$ 18,012	\$ 5,600	\$ 5,600
MSFW – Referred to Jobs	17.79%	7.21%	7.21%
MSFW – Provided Staff Assisted Services	68.71%	26.54%	26.54%
MSFW – Referred to Supportive Services	54.60%	0.97%	0.97%
MSFW – Career Guidance	55.83%	2.96%	2.96%



# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

**BUDGET UNIT TITLE AND NUMBER:** Summer Job Hunt - 2625-61461 [Formerly 2627-60000]

**DEPARTMENT DESCRIPTION:** Administer youth employment activities, such as fairs, events, workshops, and one-on-one needs-based appointments to increase job search and obtainment skills for youth, year-round.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 34,026	\$ 34,600	\$ 36,330	\$ 36,330
Supplies	210	300	315	315
Purchased Services	3,907	3,800	4,000	4,000
Fixed Charges	1,857	1,300	1,355	1,355
Gross County Cost	\$ 40,000	\$ 40,000	\$ 42,000	\$ 42,000
Revenue	39,796	40,000	42,000	42,000
Net County Cost	\$ 204	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

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

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<u><b>ACTUAL</b></u>	<u><b>ESTIMATED</b></u>	<u><b>PROJECTED</b></u>
<b><u>Work Outputs</u></b>			
Clients served	2,427	2,700	2,700
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.124	\$ 0.120	\$ 0.123

# BUDGET UNIT REQUEST SUMMARY

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

**BUDGET UNIT TITLE AND NUMBER:** WIOA (Adult) 2625-61401  
[Formerly 2636-60000]

**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	\$ 363,364	\$ 360,000	\$ 370,000	\$ 370,000
Supplies	2,389	2,000	2,000	2,000
Purchased Services	298,674	300,000	285,000	285,000
Fixed Charges	15,603	20,000	19,000	19,000
Gross County Cost	\$ 680,030	\$ 682,000	\$ 676,000	\$ 676,000
Revenue	684,545	682,000	676,000	676,000
Net County Cost	\$ - 4,515	\$ 0	\$ 0	\$ 0
Budget Positions	6	6	6	6

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021. The Veterans Service to Career Program (VSCP) Grant period ends in 2024. However, funds are expected to be fully expended by June 30, 2021.

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

**BOARD ACTION:** Approved as recommended.

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Clients served	221	229	229
VSCP Participants	25	12	6
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 2.101	\$ 2.048	\$ 1.974
<b><u>Effectiveness Measures (desired results)</u></b>			
Employment rate Q2 After Program Exit	79.80%	79.60%	76.00%
Employment rate Q4 After Program Exit	75.53%	72.60%	75.00%
Median Participant Earnings	\$ 6,723	\$ 6,900	\$ 7,061

# BUDGET UNIT REQUEST SUMMARY

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

**BUDGET UNIT TITLE AND NUMBER:** WIOA (Youth) 2625-61450/61451  
[Formerly 2637-60000]

**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	\$ 390,767	\$ 455,000	\$ 410,000	\$ 410,000
Supplies	6,474	8,000	7,200	7,200
Purchased Services	184,018	180,000	162,000	162,000
Fixed Charges	17,499	21,000	18,800	18,800
Gross County Cost	\$ 598,758	\$ 664,000	\$ 598,000	\$ 598,000
Revenue	608,142	664,000	598,000	598,000
Net County Cost	\$ - 9,384	\$ 0	\$ 0	\$ 0
Budget Positions	8	8	8	8

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

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

**BOARD ACTION:** Approved as recommended.

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Youth served	212	219	219
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 1.850	\$ 1.994	\$ 1.746
<b><u>Effectiveness Measures (desired results)</u></b>			
Employment rate Q2 After Program Exit (Older Youth)	68.71%	67.00%	67.00%
Employment rate Q4 After Program Exit (Older Youth)	75.95%	71.00%	71.00%
Credential Attainment rate (Younger Youth)	53.50%	63.00%	63.00%

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

**BUDGET UNIT TITLE AND NUMBER:** 10% Incentive Grant (CIMS) 2625-61505  
[Formerly 2639-60000]

**DEPARTMENT DESCRIPTION:** To foster the development and continuous improvements of the Weld County region workforce system.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 20,441	\$ 45,000	\$ 42,000	\$ 42,000
Supplies	0	0	0	0
Purchased Services	34,450	46,000	42,000	42,000
Gross County Cost	\$ 54,891	\$ 91,000	\$ 84,000	\$ 84,000
Revenue	56,491	91,000	84,000	84,000
Net County Cost	\$ - 1,600	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

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

**BOARD ACTION:** Approved as recommended.

## **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.170	\$ 0.273	\$ 0.245
<b><u>Effectiveness Measures (Desired Results)</u></b>			
Performance Incentive Rating	10 / 10	10 / 10	10 / 10
High Performing Workforce Development Board Rating	Yes	Yes	Yes

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

WIOA (Dislocated Worker Prog)

**BUDGET UNIT TITLE AND NUMBER:** 2625-61420/61430/61440 [Formerly 2643-60000]

**DEPARTMENT DESCRIPTION:** This program provides retraining for laid off clients.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 334,109	\$ 400,000	\$ 400,000	\$ 400,000
Supplies	6,209	7,000	6,700	6,700
Purchased Services	195,847	200,000	190,000	190,000
Fixed Charges	15,919	20,000	19,000	19,000
Gross County Cost	\$ 552,084	\$ 627,000	\$ 615,700	\$ 615,700
Revenue	582,782	627,000	615,700	615,700
Net County Cost	\$ - 30,698	\$ 0	\$ 0	\$ 0
Budget Positions	2	3	3	3

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

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

**BOARD ACTION:** Approved as recommended.

## **PERFORMANCE MEASURES**

	<b><u>ACTUAL</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROJECTED</u></b>
<b><u>Work Outputs</u></b>			
Clients served	111	129	129
Apprenticeship USA Participants	12	9	9
Trade Adjustment Assistance (TAA)	8	3	3
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 1.706	\$ 1.883	\$ 1.798
<b><u>Effectiveness Measures (desired results)</u></b>			
Employment rate Q2 After Program Exit	80.41%	80.30%	76.40%
Employment rate Q4 After Program Exit	77.00%	73.20%	76.90%
Median Participant Earnings	\$ 8,223	\$ 8,762	\$ 9,000

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

**BUDGET UNIT TITLE AND NUMBER:** Educational Lab - 2645-61200 [Formerly 2645-60000]

**DEPARTMENT DESCRIPTION:** This fund covers the cost of operating the Computer Education Lab.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 161,760	\$ 200,000	\$ 200,000	\$ 200,000
Supplies	32,409	5,000	5,000	5,000
Purchased Services	32,019	30,000	30,000	30,000
Fixed Charges	9,187	10,000	10,000	10,000
Gross County Cost	\$ 235,375	\$ 245,000	\$ 245,000	\$ 245,000
Revenue	193,395	245,000	245,000	245,000
Net County Cost	\$ 41,980	\$ 0	\$ 0	\$ 0
Budget Positions	4	4	4	4

**SUMMARY OF CHANGES:** The Assessment and Learning Center has seen a decline in enrollments in recent years. The COVID-19 lockdown has had a significant impact on the delivery of services. If participants have a computer and internet access, they can complete their studies from home. Otherwise, the Center can only serve up to eight participants at any given time, through the duration of the lockdown, due to social distancing regulations. Appointments are required to study and complete assessments.

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

**BOARD ACTION:** Approved as recommended.

## **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Clients served	1,589	900	1,500
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.727	\$ 0.736	\$ 0.715
<b><u>Effectiveness Measures (desired results)</u></b>			
High School Equivalency (HSE)	61	30	100

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

**BUDGET UNIT TITLE AND NUMBER:** AmeriCorps Prog - 2646-61300 [Formerly 2646-60000]

**DEPARTMENT DESCRIPTION:** The AmeriCorps Program is a youth corps work program.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 244,023	\$ 200,000	\$ 230,000	\$ 230,000
Supplies	7,552	10,000	10,000	10,000
Purchased Services	35,975	21,000	30,000	30,000
Fixed Charges	5,824	5,000	5,000	5,000
Gross County Cost	\$ 293,374	\$ 236,000	\$ 275,000	\$ 275,000
Revenue	127,840	236,000	275,000	275,000
Net County Cost	\$ 165,534	\$ 0	\$ 0	\$ 0
Budget Positions	1	1	1	1

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

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

**BOARD ACTION:** Approved as recommended.

## **PERFORMANCE MEASURES**

	<b><u>ACTUAL</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROJECTED</u></b>
<b><u>Work Outputs</u></b>			
Participants in program	28	39	32
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.906	\$ 0.709	\$ 0.803
<b><u>Effectiveness Measures (desired results)</u></b>			
Clients completing program	23	39	32

# BUDGET UNIT REQUEST SUMMARY

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

**BUDGET UNIT TITLE AND NUMBER:** Area Agency on Aging (Admin.) 2650-61700  
[Formerly 2651-60000]

**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	\$ 48,257	\$ 76,500	\$ 50,000	\$ 50,000
Supplies	2,101	0	2,100	2,100
Purchased Services	7,140	6,700	7,900	7,900
Fixed Charges	980	1,800	1,000	1,000
Gross County Cost	\$ 58,478	\$ 85,000	\$ 61,000	\$ 61,000
Revenue	50,382	72,649	48,649	48,649
Net County Cost	\$ 8,096	\$ 12,351	\$ 12,351	\$ 12,351
Budget Positions	3	4	4	4

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

Department is requesting an upgrade of an Administrative Assistant from Grade 15 to 16.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Human Resource is not recommending the upgrade of the Administrative Assistant from Grade 15 to 16. A study of like positions was just completed in the last year and the upgrade is not justified based upon the study. Recommend approval of all other items.

**BOARD ACTION:** Based on workload justification and job duties, the position will be reclassified as a AAA Office Support Specialist (Grade 16) and all other items approved as recommended.

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Programs administered	11	11	11
<b><u>Efficiency Measures</u></b>			
Per capita cost (other)	\$ 0.181	\$ 0.271	\$ 0.178



## **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 2652-60000]

**DEPARTMENT DESCRIPTION:** This grant provides several contracted services to the older adults; 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	\$ 126,610	\$ 130,000	\$ 150,000	\$ 150,000
Supplies	22,538	0	0	0
Purchased Services	128,539	155,000	175,000	175,000
Fixed Charges	4,548	5,000	5,000	5,000
Gross County Cost	\$ 282,235	\$ 290,000	\$ 330,000	\$ 330,000
Revenue	285,989	290,000	330,000	330,000
Net County Cost	\$ - 3,754	\$ 0	\$ 0	\$ 0
Budget Positions	5	5	5	5

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

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

**BOARD ACTION:** Approved as recommended.

**HUMAN SERVICES AREA ON AGING  
(CONTINUED)  
60000-2652**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Outreach – Hispanic Senior Outreach	569	795	800
Peer Counseling	1,589	1,404	1,500
Legal consultation/representation	330	332	350
Homemaker and personal care	6,562	6,562	6,500
Ombudsman Services	1,003	1,070	1,200
Transportation	7,038	5,911	5,925
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.872	\$ 0.871	\$ 0.964
<b><u>Effectiveness Measures (desired results)</u></b>			
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 2653-60000]

**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	\$ 172,990	\$ 155,000	\$ 205,000	\$ 205,000
Supplies	22,194	25,000	45,000	45,000
Purchased Services	340,340	400,000	380,000	380,000
Fixed Charges	6,670	10,000	10,000	10,000
Gross County Cost	\$ 542,194	\$ 590,000	\$ 640,000	\$ 640,000
Revenue	544,071	590,000	640,000	640,000
Net County Cost	\$ - 1,877	\$ 0	\$ 0	\$ 0
Budget Positions	3	3	3	3

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

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

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Meals served	57,200	58,872	59,000
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 1.675	\$ 1.772	\$ 1.869

# 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 2654-60000]

**DEPARTMENT DESCRIPTION:** This grant provides home delivered meals through Meals on Wheels.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	227,078	170,000	180,000	180,000
Gross County Cost	\$ 227,078	\$ 170,000	\$ 180,000	\$ 180,000
Revenue	227,078	170,000	180,000	180,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

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

**BOARD ACTION:** Approved as recommended.

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Meals Served	27,262	36,051	28,000
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.702	\$ 0.511	\$ 0.526
<b><u>Effectiveness Measures (desired results)</u></b>			
Work output goals are maintained.	Yes	Yes	Yes

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

**BUDGET UNIT TITLE AND NUMBER:** Area Agency on Aging (Health Services) 2650-61760  
[Formerly 2655-60000]

**DEPARTMENT DESCRIPTION:** This grant provides health services to the senior community. This grant supports evidence-based health programs.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 18,148	\$ 18,500	\$ 19,000	\$ 19,000
Supplies	129	0	0	0
Purchased Services	923	750	5,000	5,000
Fixed Charges	625	750	1,000	1,000
Gross County Cost	\$ 19,825	\$ 20,000	\$ 25,000	\$ 25,000
Revenue	19,825	20,000	25,000	25,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	1	1	1	1

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

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

**BOARD ACTION:** Approved as recommended.

## **PERFORMANCE MEASURES**

	<b><u>ACTUAL</u></b>	<b><u>ESTIMATED</u></b>	<b><u>PROJECTED</u></b>
<b><u>Work Outputs</u></b>			
Clients served	355	346	350
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.061	\$ 0.060	\$ 0.073
<b><u>Effectiveness Measures (desired results)</u></b>			
Work output goals are maintained	Yes	Yes	Yes

# BUDGET UNIT REQUEST SUMMARY

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

**BUDGET UNIT TITLE AND NUMBER:** Area Agency on Aging (Co. Health Foundation)  
2650-61765 [Formerly 2656-60000]

**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	\$ 1,732	\$ 50,000	\$ 45,000	\$ 45,000
Supplies	13	0	0	0
Purchased Services	83	0	0	0
Fixed Charges	62	0	0	0
Gross County Cost	\$ 1,890	\$ 50,000	\$ 45,000	\$ 45,000
Revenue	0	50,000	45,000	45,000
Net County Cost	\$ 1,890	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

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

**BOARD ACTION:** Approved as recommended.

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.006	\$ 0.150	\$ 0.131
<b><u>Effectiveness Measures (desired results)</u></b>			
Work output goals are maintained	Yes	Yes	Yes

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

**BUDGET UNIT TITLE AND NUMBER:** Area Agency on Aging (Elder Abuse Grant)  
2650-61770 [Formerly 2657-60000]

**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	\$ 445	\$ 1,750	\$ 2,000	\$ 2,000
Supplies	5	0	0	0
Purchased Services	30	250	150	150
Fixed Charges	23	0	0	0
Gross County Cost	\$ 503	\$ 2,000	\$ 2,150	\$ 2,150
Revenue	503	2,000	2,150	2,150
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

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

**BOARD ACTION:** Approved as recommended.

## **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Ombudsman Services	10	11	12
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.002	\$ 0.006	\$ 0.006
<b><u>Effectiveness Measures (desired results)</u></b>			
Education of long-term staff	Yes	Yes	Yes

# BUDGET UNIT REQUEST SUMMARY

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

Area Agency on Aging (Special Ombudsman)

**BUDGET UNIT TITLE AND NUMBER:** 2650-61775 [Formerly 2658-60000]

**DEPARTMENT DESCRIPTION:** These funds supplement the ombudsman program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 5,008	\$ 6,600	\$ 7,100	\$ 7,100
Supplies	51	0	0	0
Purchased Services	464	1,400	0	0
Fixed Charges	248	0	0	0
Gross County Cost	\$ 5,771	\$ 8,000	\$ 7,100	\$ 7,100
Revenue	5,771	8,000	7,100	7,100
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

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

**BOARD ACTION:** Approved as recommended.

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Complaints investigated	114	118	132
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.018	\$ 0.024	\$ 0.021
<b><u>Effectiveness Measures (desired results)</u></b>			
Work outputs are maintained	Yes	Yes	Yes



# BUDGET UNIT REQUEST SUMMARY

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

**BUDGET UNIT TITLE AND NUMBER:** Area Agency on Aging (Single Entry Point/HCA)  
265995-61780/61790 [Formerly 265995-60000]

**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	\$ 1,870,625	\$ 2,100,000	\$ 2,120,000	\$ 2,120,000
Supplies	84,023	3,000	3,000	3,000
Purchased Services	144,828	180,000	200,000	200,000
Fixed Charges	74,171	100,000	100,000	100,000
Gross County Cost	\$ 2,173,647	\$ 2,383,000	\$ 2,423,000	\$ 2,423,000
Revenue	2,089,589	2,383,000	2,423,000	2,423,000
Net County Cost	\$ 84,058	\$ 0	\$ 0	\$ 0
Budget Positions	32	32	32	32

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

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

**BOARD ACTION:** Approved as recommended.

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Clients served	1,496	1,390	1,425
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 6.716	\$ 7.156	\$ 7.075
<b><u>Effectiveness Measures (desired results)</u></b>			
Divert Medicaid Eligible clients from Institutional care to cost effective home care	1,496	1,390	1,425

# BUDGET UNIT REQUEST SUMMARY

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

Area Agency on Aging (CCT) - - 2650-61785

**BUDGET UNIT TITLE AND NUMBER:** [Formerly 2660-60000]

**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	\$ 3,664	\$ 4,000	\$ 4,000	\$ 4,000
Supplies	27	0	0	0
Purchased Services	188	500	500	500
Fixed Charges	131	0	0	0
Gross County Cost	\$ 4,010	\$ 4,500	\$ 4,500	\$ 4,500
Revenue	19,793	4,500	4,500	4,500
Net County Cost	\$ - 15,783	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

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

**BOARD ACTION:** Approved as recommended.

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Clients served	48	30	40
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.012	\$ 0.014	\$ 0.013

# BUDGET UNIT REQUEST SUMMARY

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

Area Agency on Aging (VALE) - - 2650-61805

**BUDGET UNIT TITLE AND NUMBER:** [Formerly 2667-60000]

**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	\$ 9,523	\$ 5,000	\$ 0	\$ 0
Supplies	200	0	0	0
Purchased Services	628	0	0	0
Gross County Cost	\$ 10,351	\$ 5,000	\$ 0	\$ 0
Revenue	10,000	5,000	0	0
Net County Cost	\$ 351	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** Funding for this program ended on December 31, 2019.

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

**BOARD ACTION:** Approved as recommended.

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Clients served	105	0	0
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.032	\$ 0.00	\$ 0.00
<b><u>Effectiveness Measures (desired results)</u></b>			
Maintain work output goals	Yes	Yes	N/A

# BUDGET UNIT REQUEST SUMMARY

**AGENCY/DEPARTMENT NAME:** HUMAN SERVICES FUND

Area Agency on Aging (State Funds)

**BUDGET UNIT TITLE AND NUMBER:** 2650-61835-61930 [Formerly 2671-60000]

**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, Counseling, Chore, Transportation, Congregate Meals, Home-Delivered Meals, Visually Impaired, Dental-Vision-Hearing, Respite.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 496,142	\$ 550,000	\$ 605,000	\$ 605,000
Supplies	213,337	90,000	200,000	200,000
Purchased Services	803,556	760,000	620,000	620,000
Fixed Charges	18,100	20,000	15,000	15,000
Gross County Cost	\$ 1,531,135	\$ 1,420,000	\$ 1,440,000	\$ 1,440,000
Revenue	1,543,013	1,420,000	1,440,000	1,440,000
Net County Cost	\$ - 11,878	\$ 0	\$ 0	\$ 0
Budget Positions	2	2	2	2

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021. Department is requesting an upgrade of a Quality Assurance position from grade 19-21 to be in parity with other like positions.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval, including the upgrade of the Quality Assurance position from grade 19-21.

**BOARD ACTION:** Approved as recommended.

## PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Dental/Vision/Hearing Clients Served	171	143	160
Meals served	20,507	30,000	23,000
Other clients served	13,000	13,000	13,000
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 4.731	\$ 4.264	\$ 4.205

# **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 2673-60000]

**DEPARTMENT DESCRIPTION:** This program provides support to family members who are caring for relatives at home.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 30,411	\$ 40,000	\$ 27,100	\$ 27,100
Supplies	2,436	0	8,300	8,300
Purchased Services	80,915	75,000	73,700	73,700
Fixed Charges	1,092	5,000	1,200	1,200
Gross County Cost	\$ 114,854	\$ 120,000	\$ 110,300	\$ 110,300
Revenue	112,283	120,000	110,300	110,300
Net County Cost	\$ 2,571	\$ 0	\$ 0	\$ 0
Budget Positions	1	1	1	1

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

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

**BOARD ACTION:** Approved as recommended.

### **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Care giver Support - units of services	5,213	4,786	4,850
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.355	\$ 0.360	\$ 0.322
<b><u>Effectiveness Measures (desired results)</u></b>			
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 267895-60000]

**DEPARTMENT DESCRIPTION:** This grant supports case management and emergency funding assistance for low-income individuals and families who are struggling with homelessness, who are migrants, or are elderly. The goal is to address barriers to self-sufficiency by supporting services which address employment, education, housing, budgeting, nutrition, and health.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 182,853	\$ 170,000	\$ 175,400	\$ 175,400
Supplies	8,258	2,000	2,000	2,000
Purchased Services	99,483	54,000	65,000	65,000
Fixed Charges	3,030	3,000	3,300	3,300
Gross County Cost	\$ 293,624	\$ 229,000	\$ 245,700	\$ 245,700
Revenue	285,903	229,000	245,700	245,700
Net County Cost	\$ 7,721	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

**SUMMARY OF CHANGES:** No significant changes to this program are anticipated for 2021.

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

**BOARD ACTION:** Approved as recommended.

## **PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Households to whom services and supports are provided to address existing or anticipated fiscal, employment and housing barriers	1,023	1,500	1,500
<b><u>Efficiency Measures</u></b>			
Per capita cost	\$ 0.907	\$ 0.688	\$ 0.717
<b><u>Effectiveness Measures (desired results)</u></b>			
Employment, education, housing and shelter 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 \$47,500,000 from property tax, and \$37,500,000 going into the fund balance. A beginning fund balance of \$52,500,000 is anticipated. An ending fund balance of \$100,000,000 is projected, assuming no contingency funds are needed in 2021. 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 projected revenue estimate is \$2,200,000 up \$200,000 and consistent with recent revenue trends. The Department of Public Health and Environment costs for the Household Hazardous Waste program is projected to be \$388,559. \$40,000 is budgeted for community clean-ups, and \$90,000 to fund the roadside trash pick-up program with Useful Public Service clients. \$122,019 is funded for solid waste inspections and monitoring by the Health Department. \$142,379 is budgeted for indirect costs. \$1,787,500 is budgeted for repair work on county roads impacted by landfill traffic. \$179,543 is unallocated for road projects or other items to mitigate landfill impacts. Beginning fund balance of \$4,500,000 will be reduced by \$635,000 in 2021 to \$3,865,000. \$85,000 is funded for code enforcement of littering.

## **CONSERVATION TRUST FUND:**

The Conservation Trust Fund is budgeted at \$507,587 based upon the anticipated operating costs for 2021. The budget reflects funding of Island Grove Park only. Revenues are from the Colorado Lottery proceeds.

## **WELD COUNTY TRUST FUND:**

The Weld County Trust Fund accounts for the assets held by the Weld Trust, a Colorado nonprofit corporation recognized by the Internal Revenue Service as an exempt charitable organization under Internal Revenue code section 501 (c)(3), for charitable purposes to benefit the citizens of Weld County. The earnings of the fund are being used to fund Bright Futures student grants each year.

## **EMERGENCY RESERVE FUND:**

The Emergency Reserve Fund was established per Amendment One (TABOR), passed November 3, 1992. The amendment requires that an emergency reserve be created to be used for declared emergencies only. With the adoption of the new accounting rules under GASB 54 the three percent (3%) TABOR emergency reserve required by Article X, Section 20(5) of the Colorado Constitution shall be a restricted fund balance in the General Fund in an amount equal to eight-million dollars or three percent of the TABOR revenue limit, whichever is greater. This Emergency Reserve Fund will no longer be used to budget or account for the TABOR emergency reserve.



**CONSERVATION TRUST  
SUMMARY OF REVENUES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
2200	73700	4332	LOTTERY	435,000	500,000	500,000	500,000
2200	73700	4610	EARNINGS ON INVESTMENTS	10,000	10,000	10,000	10,000
				<b>445,000</b>	<b>510,000</b>	<b>510,000</b>	<b>510,000</b>

**CONSERVATION TRUST  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
2200	73700	CONSERVATION TRUST	456,677	507,587	507,587	507,587
		<b>TOTAL CONSERVATION TRUST</b>	<b>456,677</b>	<b>507,587</b>	<b>507,587</b>	<b>507,587</b>

# **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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	479,330	456,677	507,587	507,587
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 479,330	\$ 456,677	\$ 507,587	\$ 507,587
Revenue	527,356	445,000	510,000	510,000
Net County Cost	\$ - 48,026	\$-11,677	\$-2,413	\$-2,413

**SUMMARY OF CHANGES:** Revenue from the Colorado Lottery is being projected at \$500,000 and \$10,000 from interest earnings. For 2021, the budget for the county buildings at Island Grove Park is proposed at \$649,587. Revenue from rents and facility use fees for 2021 is estimated at \$142,000. The county payment for 2021 maintenance is proposed at \$507,587, which is an increase of \$50,910 or 11.15% from the 2020 payment. The increase is primarily in salaries and benefits, utilities and maintenance costs being up \$5,310. The workload in the Island Grove buildings is changing to more and more requests from Extension and 4-H for use of the facility. With the usage change and less paid rental usage projected due to COVID-19 the rental revenues are down \$45,600.

Historically, when the final costs are reconciled with the City of Greeley at the end of the year the amount paid by the county is less than budgeted.

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

# **CONSERVATION TRUST FUND (CONTINUED) 2200-73700**

**FINANCE/ADMINISTRATION RECOMMENDATION (CONTINUED):**

Historically, the following is the amount of money received annually since the lottery started:

1983	\$ 194,698	2002	\$391,780
1984	195,304	2003	385,070
1985	151,033	2004	361,926
1986	138,069	2005	371,213
1987	162,736	2006	453,233
1988	154,074	2007	423,260
1989	130,764	2008	430,795
1990	136,726	2009	408,648
1991	200,103	2010	386,999
1992	220,219	2011	376,031
1993	264,371	2012	411,891
1994	205,534	2013	450,659
1995	327,162	2014	404,589
1996	312,024	2015	358,431
1997	356,262	2016	487,550
1998	373,962	2017	436,368
1999	286,971	2018	429,897
2000	358,802	2019	513,355
2001	361,050		

The funds have been used for maintenance and development of Island Grove Park and the Missile Site Park, with the exception of the following items:

<b>Entity</b>	<b>Purpose</b>	<b>Amount</b>
<b>1983:</b>		
Greeley	Civic Auditorium	\$ 141,464
<b>1984:</b>		
Greeley	Civic Auditorium	\$ 143,000
<b>1985:</b>		
Greeley	Civic Auditorium	\$ 90,000
<b>1986:</b>		
Greeley	Civic Auditorium	\$ 51,500
LaSalle	Community Center	10,000
Ault	Park System	7,500
Dacono	Park Improvements	3,000
Windsor	Park Improvements	6,000
Ft. Lupton	Pearson Park Sports Complex	10,000
Independence Stampede	Headquarters Facility	5,000

Since **1987** all funds have gone to the two county parks. Beginning in 2002, only Island Grove Park has been funded.

# **CONSERVATION TRUST FUND (CONTINUED) 2200-73700**

**FINANCE/ADMINISTRATION RECOMMENDATION (CONTINUED):**

In 1984, the Board adopted the following criteria, in priority order, for the use and allocation of Weld County lottery funds. This policy remains in force today:

1. To maintain and develop the two existing county parks.
2. Projects must enhance the quality of life for the citizens of Weld County.
3. Projects must contribute to, or compliment, the economic development activities of Weld County.
4. Projects must have an area impact or significance.
5. Funds used for local community projects must have substantial local support.
6. Outside of existing county parks, no operating funds shall be contributed to projects.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Island Grove Park Visitors	419,000	420,000	420,000
<b><u>Efficiency Measures</u></b>			
Per capita cost (county support)	\$1.32	\$1.36	\$1.48
Cost Per Visitor	\$0.997	\$1.049	\$1.336

**BOARD ACTION:** Approved as recommended.

**CONTINGENCY FUND  
SUMMARY OF REVENUES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
2300	90300	4112	CURRENT PROPERTY TAXES	<u>42,000,000</u>	<u>47,500,000</u>	<u>47,500,000</u>	<u>47,500,000</u>
				<u>42,000,000</u>	<u>47,500,000</u>	<u>47,500,000</u>	<u>47,500,000</u>

**CONTINGENCY  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
2300	90300	CONTINGENT	10,000,000	10,000,000	10,000,000	10,000,000
		<b>TOTAL CONTINGENT</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>	<b>10,000,000</b>

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** CONTINGENCY FUND

**BUDGET UNIT TITLE AND NUMBER:** Contingency Fund - - 2300-90300

**DEPARTMENT DESCRIPTION:** The Contingency Fund exists to cover reasonably unforeseen expenditures or revenue short-falls.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	18,000,000	10,000,000	10,000,000	10,000,000
Capital	0	0	0	0
Gross County Cost	\$ 18,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000
Revenue/Fund Bal.	-13,504,652	-32,000,000	-37,500,000	-37,500,000
Net County Cost	\$ 31,504,652	\$ 42,000,000	\$ 47,500,000	\$ 47,500,000

**SUMMARY OF CHANGES:** The Contingency Fund is funded at the level of \$10,000,000 with \$47,500,000 from property tax, and \$37,500,000 going into the fund balance. A beginning fund balance of \$52,500,000 is anticipated. An ending fund balance of \$100,000,000 is projected, assuming no contingency funds are needed in 2021. The fund balance will serve as a stabilization reserve for fluctuating revenues due to Weld County's heavy dependency on oil and gas assessed values that can fluctuate dramatically from year to year due to production levels and price changes. Besides serving as a general contingency reserve, the fund is available to mitigate impacts from the oil and gas industry, such as unanticipated road and bridge heavy hauling impacts.

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

**BOARD ACTION:** Approved as recommended.



**EMERGENCY RESERVE  
SUMMARY OF REVENUES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
2400	53100	4112	CURRENT PROPERTY TAXES	-	-	-	-
				-	-	-	-

**EMERGENCY RESERVE  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
2400	53100	EMERGENCY RESERVE	0	0	0	0
		<b>TOTAL EMERGENCY RESERVE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** EMERGENCY RESERVE FUND

**BUDGET UNIT TITLE AND NUMBER:** Emergency Reserve - - 2400-53100

**DEPARTMENT DESCRIPTION:** The Emergency Reserve Fund is established per Amendment One (TABOR), passed November 3, 1992, which requires that an emergency reserve be established to be used for declared emergencies only, and that each local government shall reserve for 1993, 1 percent or more, for 1994, 2 percent or more, and for all later years, 3 percent or more of the fiscal year spending, excluding bonded debt service. Caused reserves apply to the next year's reserve.

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

**SUMMARY OF CHANGES:** With the adoption of the new accounting rules under GASB 54 the three percent (3%) TABOR emergency reserve required by Article X, Section 20(5) of the Colorado Constitution shall be a restricted fund balance in the General Fund in an amount equal to eight-million dollars or three percent (3%) of the TABOR revenue limit, whichever is greater. This Emergency Reserve Fund will no longer be used to budget or account for the TABOR emergency reserve.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Concur with policy per GASB 54.

**BOARD ACTION:** Reaffirmed policy per GASB 54.

**SOLID WASTE  
SUMMARY OF REVENUES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
			<b>CHARGE FOR SERVICES</b>				
<b>2700</b>	<b>90200</b>	<b>4410</b>	<b>CHARGE FOR SERVICES</b>	<u>2,000,000</u>	<u>2,200,000</u>	<u>2,200,000</u>	<u>2,200,000</u>
			<b>TOTAL SOLID WASTE</b>	<u><b>2,000,000</b></u>	<u><b>2,200,000</b></u>	<u><b>2,200,000</b></u>	<u><b>2,200,000</b></u>

**SOLID WASTE  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
2700	21240	TRANSFER	85,000	85,000	85,000	85,000
2700	90200	SOLID WASTE	552,254	451,922	451,922	451,922
2700	90200	TRANSFER	1,362,746	2,298,078	2,298,078	2,298,078
		<b>TOTAL SOLID WASTE</b>	<b>2,000,000</b>	<b>2,835,000</b>	<b>2,835,000</b>	<b>2,835,000</b>

# 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>
<b><u>Work Outputs</u></b>			
Number of Complaints	776	800	800
<b><u>Efficiency Measures</u></b>			
Per capita cost (county support)	\$0.263	\$0.256	\$0.248

**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.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	82,135	271,457	272,379	272,379
Fixed Charges	1,004,803	1,643,543	2,477,621	2,477,621
Capital	0	0	0	0
Gross County Cost	\$ 1,086,938	\$ 1,915,000	\$ 2,750,000	\$ 2,750,000
Revenue/Fund Bal.	2,632,148	2,000,000	2,835,000	2,835,000
Net County Cost	\$ - 1,545,210	\$ - 85,000	\$ -85,000	\$ -85,000

**SUMMARY OF CHANGES:** The projected revenue estimate is \$2,200,000 up \$200,000 and consistent with recent revenue trends. The Department of Public Health and Environment costs for the Household Hazardous Waste program is projected to be \$388,559. \$40,000 is budgeted for community clean-ups, and \$90,000 to fund the roadside trash pick-up program with Useful Public Service clients. \$122,019 is funded for solid waste inspections and monitoring by the Health Department. \$142,379 is budgeted for indirect costs. \$1,787,500 is budgeted for repair work on county roads impacted by landfill traffic. \$179,543 is unallocated for road projects or other items to mitigate landfill impacts. Beginning fund balance of \$4,500,000 will be reduced by \$635,000 in 2021 to \$3,865,000.

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

**BOARD ACTION:** Approved as recommended.

**SOLID WASTE FUND  
(CONTINUED)  
2700-90200**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Landfill Inspections	45	45	45
Household Hazardous Material (HHM)	\$395,905	\$429,265	\$388,559
Surcharge Collected	\$2,632,148	\$2,000,000	\$2,200,000
<b><u>Efficiency Measures</u></b>			
Per capita cost (collected)	\$8.13	\$6.00	\$6.42
Per capita HHM cost	\$1.22	\$1.29	\$1.13



WELD COUNTY TRUST FUND  
SUMMARY OF REVENUES  
2021

Fund	Org	Acct	Account Title	2020 Budget	2021 Request	2021 Recommend	2021 Final
7400	90100	4610	EARNINGS ON INVESTMENTS	0	0	0	2,600,000
				-	-	-	2,600,000

**WELD COUNTY TRUST FUND  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
7400	90100	WELD COUNTY TRUST FUND	0	0	0	1,500,000
		<b>TOTAL EMERGENCY RESERVE</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,500,000</b>

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** WELD COUNTY TRUST FUND

**BUDGET UNIT TITLE AND NUMBER:** Weld County Trust Fund - - 7400-90100

**DEPARTMENT DESCRIPTION:** The Weld County Trust Fund accounts for the assets held by the Weld Trust, a Colorado nonprofit corporation recognized by the Internal Revenue Service as an exempt charitable organization under Internal Revenue code section 501 (c)(3), for charitable purposes to benefit the citizens of Weld County. The assets of the fund are from the sale of the NCMC hospital in 2019. The earnings of the fund are being used to fund Bright Futures student grants each year.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	1,500,000
Capital	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 1,500,000
Revenue	0	0	0	2,600,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ -1,100,000

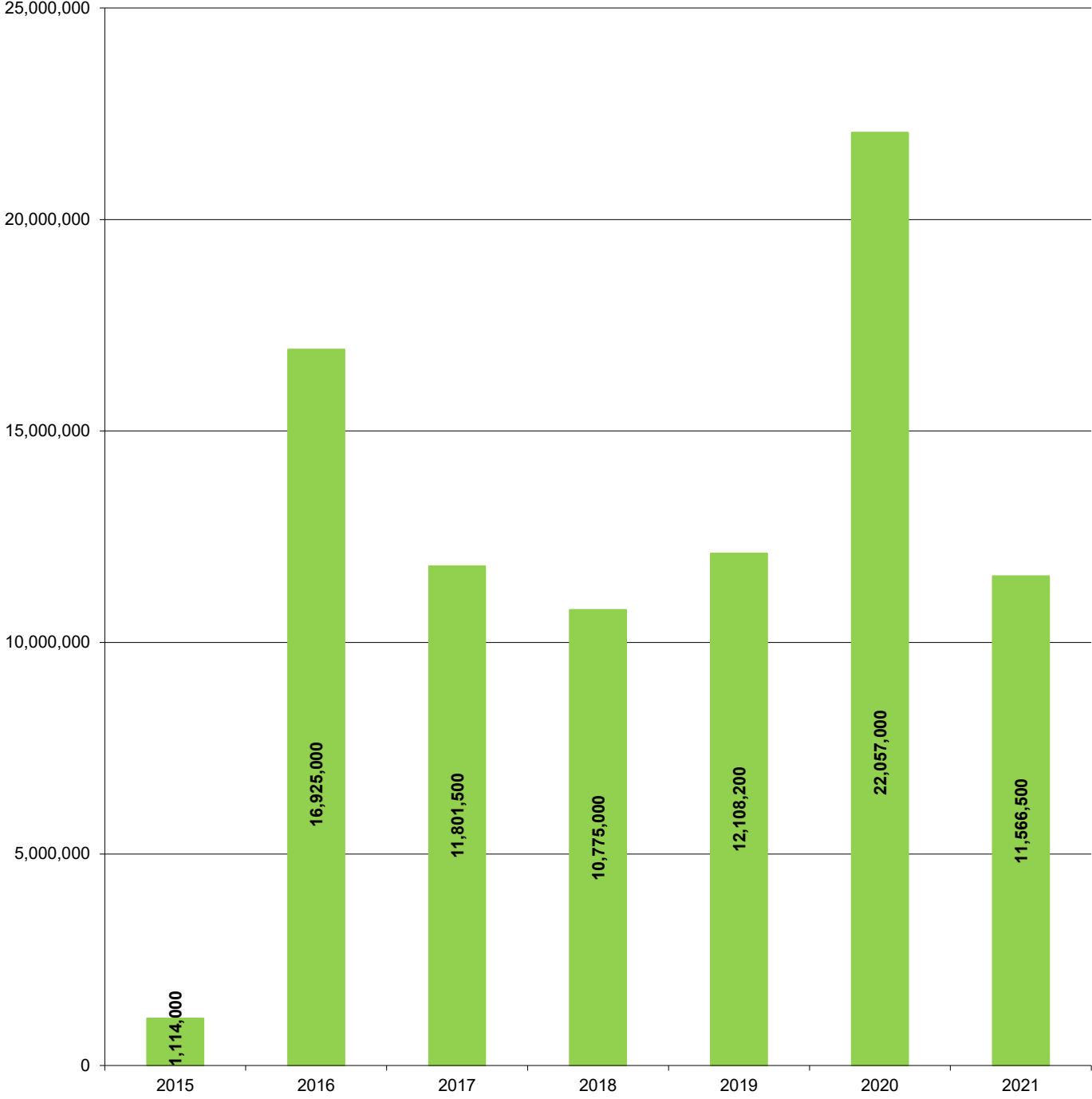
**SUMMARY OF CHANGES:** This is the first year this budget unit will appear in the final budget. The funds for the Weld County Trust Fund are from the proceeds from the sale of the NCMC hospital in 2019. The Board has committed the earnings from the fund, less the amount of the average of the last five years' inflation rate added to the corpus of the fund to insure it is perpetually funded, be used to fund student grants through the Bright Futures program in 2021. The estimated earnings of \$2,600,000, less the amount retained for corpus of the fund of \$1,100,000, leaves an estimated \$1,500,000 in 2021 for Bright Futures student grants.

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

**BOARD ACTION:** Approved as recommended.

# 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 2021-2025 is presented in this section and relates to the specifics of the 2021 capital project budget.

The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2021 program is funded at \$11,566,500 with \$34,300,000 in property tax, \$225,000 from capital expansion fees, and \$500,000 from interest and fund balance reserve. Anticipated projects include \$870,000 for a Public Works storage building, \$500,000 for the Ault grader shed, \$750,000 for Chase Building improvements, \$200,000 to remodel the Probation office, \$1,750,000 to remodel office buildings in the Weld Business Park, \$5,000,000 for the Sheriff's firing range/training facility, \$750,000 to remodel the Courthouse holding cell area, and \$1,746,500 for special projects. A carry-over beginning fund balance of \$7,000,000 is anticipated, and \$30,558,500 ending reserve fund balance for the future jail/court facility (\$29,108,500), Communications building reserve (\$850,000), and Downtown Greeley land reserve (\$500,000) is anticipated at the end of 2021.

Capital projects impacting the 2021 and future years' operational costs include the additional jail space planned for construction in 2018-2020 will impact the operational budget by \$2,124,239 in 2021, \$1,000,000 in 2022, and \$800,000 in 2023. In 2021, the addition of a 35,000 square-foot office building in the Weld Business Park will add approximately \$160,000 per year for utilities and maintenance. Special projects and Public Works facility projects are primarily cosmetic enhancements to buildings that will not impact operating costs but will improve the appearance and functionality of the buildings involved.

**CAPITAL EXPENDITURES  
SUMMARY OF REVENUES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
4000	17500	4112	CURRENT PROPERTY TAXES	26,200,000	34,300,000	34,300,000	34,300,000
4000	17500	4610	EARNINGS ON INVESTMENTS	500,000	500,000	500,000	500,000
4000	17500	4730	OTHER FEES	225,000	225,000	225,000	225,000
			<b>TOTAL CAPITAL EXPENDITURES</b>	<b>26,925,000</b>	<b>35,025,000</b>	<b>35,025,000</b>	<b>35,025,000</b>

**CAPITAL EXPENDITURES  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
4000	17500	CAPITAL IMPROVEMENT AND ACQUISITION	22,057,000	11,566,500	11,566,500	11,566,500
		<b>TOTAL CAPITAL EXPENDITURES</b>	<b>22,057,000</b>	<b>11,566,500</b>	<b>11,566,500</b>	<b>11,566,500</b>

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** CAPITAL EXPENDITURE FUND

**BUDGET UNIT TITLE AND NUMBER:** Capital Expenditures - - 4000-17500

**DEPARTMENT DESCRIPTION:** Capital projects for general county use. Created in accordance with Section 29-1-301(1.2), C.R.S., April 5, 1984. Formerly Public Works - County Buildings Fund (Fund 33).

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	35,624,888	22,057,000	11,566,500	11,566,500
Gross County Cost	\$ 35,624,888	\$ 22,057,000	\$ 11,566,500	\$ 11,566,500
Revenue/Fund Bal.	24,797,649	4,143,000	22,733,500	22,733,500
Net County Cost	\$ 10,827,239	\$ 26,200,000	\$ 34,300,000	\$ 34,300,000

**SUMMARY OF CHANGES:** The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2021 program is funded at \$11,566,500 with \$34,300,000 in property tax, \$225,000 from capital expansion fees, \$500,000 from interest and fund balance reserve. Anticipated projects include \$870,000 for a Public Works storage building, \$500,000 for the Ault grader shed, \$750,000 for Chase Building improvements, \$200,000 to remodel the Probation office, \$1,750,000 to remodel office buildings in the Weld Business Park, \$5,000,000 for the Sheriff's firing range/training facility, \$750,000 to remodel the Courthouse holding cell area, and \$1,746,500 for special projects. A carry-over beginning fund balance of \$7,000,000 is anticipated, and \$30,458,500 ending reserve fund balance for the future jail/court facility (\$29,108,500), Communications building reserve (\$850,000), and Downtown Greeley land reserve (\$500,000) is anticipated at the end of 2021.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Budget reflects the 2021 funding level of the Proposed Long-Range Capital Plan for 2021 - 2025. The actual plan is on the pages immediately following.

**BOARD ACTION:** Approved as recommended.



**WELD COUNTY**  
**LONG RANGE CAPITAL PROJECTS**  
**FIVE-YEAR PLAN**  
**2021 - 2025**

Presented By: Donald D. Warden  
Director of Finance and Administration  
September, 2020

# **LONG RANGE CAPITAL PROJECTS FIVE YEAR PLAN 2021 - 2025**

## ***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 2021 - 2025.

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. 2021 - 2025 Five-year Plan
4. 2021 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 2021 - 2025 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 2021 budget for the capital construction program. It provides specific detail regarding each recommended project and the impact on the 2021 county budget.

## **FINANCING ALTERNATIVES**

# FINANCING

## **Overview:**

There are a number of ways to finance capital improvement projects. Some of the most common methods are:

1. ***Pay as you go:***

Pay as you go is a method of financing capital projects with current revenues -- paying cash instead of borrowing against future revenues. Pay as you go has several advantages. First, it saves interest cost. Second, pay as you go protects borrowing capacity for unforeseen major outlays that are beyond any current year's capacity. Third, when coupled with regular, steady completion of capital improvements and good documentation and publicity, pay as you go fosters favorable bond ratings when long-term financing is undertaken. Finally, the technique avoids the inconvenience and considerable cost associated with marketing of bond issues, advisors, counsel, printing, etc.

However, there are practical and theoretical disadvantages to a pay as you go policy. First, pay as you go puts a heavy burden on the project year. Second, it creates awkward fluctuating expenditure cycles which do not occur with extended financing. Third, a long-life asset should be paid for by its users throughout its normal life, rather than all at once by those who may not have the use of it for the full term. Finally, when inflation is driving up construction costs, it may be cheaper to borrow and pay today's prices, rather than wait and pay tomorrow's.

2. ***All borrowing policy:***

An all borrowing policy or a substantial reliance on debt financing is another approach. The annual available resources could be used entirely for debt service with the size of the annual resources setting the limit on the amount that could be borrowed.

3. ***Capital reserve:***

A capital reserve plan is an approach where the annual resources available could be accumulated in one or more capital reserve funds, the amounts invested, and when any funds become adequate to pay for a proposed project, the fund could be expended. This is a good approach when a county has a capital requirement which can wait. Accumulation of the necessary capital funds over a period of time is a feasible approach, assuming a relatively stable construction dollar.

HB 82-1111, passed in 1982, specifically provides for a capital improvements trust fund for capital reserves.

4. ***Partial pay as you go policy:***

A partial pay as you go policy is a common approach. Some of the annual resources would be used to finance capital improvements directly, and the remainder would go for supporting a debt program. Even if a local government pursues a borrowing policy, an initial down payment out of current revenues is a possibility. A customary five to ten percent down is a limited pay as you go policy and assures that the voters authorizing the approval will make a cash contribution, so all the burden will not be postponed.

5. ***Joint financing:***

An ever increasing number of cities and counties are benefitting from joint development of a project. The construction of a city/county office building and recreational areas are examples. This avenue of funding and planning capital projects normally is advantageous to both jurisdictions.

6. ***Lease/Purchase:***

Local governments can utilize lease/purchase methods for needed public works projects by having it constructed by a private company or authority. The facility is then leased by the jurisdiction on an annual or a monthly rental. At the end of the lease period, the title to the facility can be conveyed to the jurisdiction without any future payments. The rental over the years will have paid the total original cost, plus interest. This method has been used successfully in a few jurisdictions. The utilization of a building authority would fall under this category of financing.

Numerous considerations are involved in the selection of the foregoing approaches, or some combination thereof:

1. Political realities may preclude utilization of one or more of the above alternatives. For example, the passage of general obligation bonds as a debt financing mechanism has not met recent success at the polling places in most jurisdictions.
2. The pay as you go concept has three distinct advantages.
  - A. It provides great flexibility to the county for future periods of economic recession or depression but does not accumulate large fixed-charge costs.
  - B. It avoids the payment of interest charges.
  - C. It imposes upon public officials the full political responsibility for levy of the taxes necessary to pay the local share of such projects.
3. The debt financing approach has the advantage of spreading the cost over a generation of current users of public facilities, thereby imposing upon each a significant portion of the cost of each project.
4. In an inflationary period, one must consider the extent to which prepayment for capital outlay is warranted, when the opportunity for repayment of the principal and interest in dollars that are less expensive can be arranged.

5. During periods of rapid rise in costs, the time delay necessary to accumulate down payments or full pay as you go resources invites higher costs which may wipe out most, if not all, of the advantages of non-payment of interest.

In the five-year capital projects plan, a combination of funding methods will be recommended to finance capital construction to balance the economy of a payment in full program with the fairness of sharing the burden among present and future taxpayers.

This recommended financial program reflects consideration of many factors, including the availability of cash, anticipated interest rates at the time of construction, and projected inflationary cost increases that would result from project delays.

## DEBT FINANCING

Before discussing specific types of borrowing, it is appropriate to review some of the basic constitutional statutory provisions which generally are applicable to debt financing.

Article XI, Section 6, of the Colorado Constitution, provides that no debt may be created by a political subdivision of the state, unless the question of incurring such debt has been approved by a majority of the qualified electorate voting. Any obligation paid, or contracted to be paid, out of a fund that is a product of a tax levy is a debt within the means of the Constitution (*Trinidad vs. Haxby*, 136 Colorado 168, 315 p 2d 204 -- 1957).

In addition to voter approval, Article XI, Section 6, requires the debt be incurred by adoption of a legislative measure which is irrevocable until the indebtedness is fully paid or discharged. The ordinance must:

1. Set forth the purpose for which the bond proceeds will be applied, and
2. Provide for the levy of the tax which, together with such other revenues as may be pledged, will be sufficient to pay the principal and interest of the debt.

The Constitution delegates to the Legislature the duty to establish statutory limitations on the incurrence of debt. The total amount of debt which a county may incur may not exceed three percent (3%) of the assessed value in the county, which is nearly \$350 million dollars in Weld County.

Section 4 of Article X, Section 20 (TABOR Amendment), requires voter approval for any form of multi-year debt. It states that an election is required: "Except for the refinancing of district bonded debt at a lower interest rate or adding new employees to existing district pension plans, creation of any multiple-fiscal year direct or indirect district debt or other financial obligation whatsoever without adequate present cash reserves pledged irrevocable and held for payments in all future fiscal years."

In addition to the state statute, Section 14-6 of the Weld County Home Rule Charter specifies:

"The incurring of indebtedness by the county and the issuance of evidences of such indebtedness shall be authorized, made and executed in accordance with the laws of the state, including the borrowing of money to fund county projects, the pledging of project revenues and repayment thereof, and the issuance of revenue warrants, or revenue bonds, or other forms of evidence of such obligations."

Before discussing specific types of bonds, it is appropriate to review some of the general characteristics of bonds. Bonds mature serially, that is, a portion of the principal is retired over the entire term of the bond issue. Interest on municipal bonds is free from Federal Income Tax which is an important feature to prospective purchasers. The term or the length of time to maturity of municipal bonds can vary considerably. Generally, the last maturing bond comes due ten to thirty years from the date of issue. Normally, the longer the maturity of the bonds, the higher the yields or return on investment is demanded by the market price. Thus, a bond issue that runs thirty years will pay a higher net effective interest rate than a bond issue that runs twenty years.

### **General Obligation Bonds:**

General obligation bonds are secured by a pledge of the full faith, credit and taxing power of the county. The county is obligated to levy sufficient taxes each year to pay the principal and interest of the bond issue. Consequently, general obligation bonds are a debt subject to the constitutional and statutory provisions discussed earlier. Because the issue of general obligation bond pledges its full faith and credit and agrees to levy the ad valorem taxes necessary to repay the principal and interest of the bond, it is generally agreed to be a more secure investment than other types of bonds. Thus, the major advantage of general obligation financing is the low rate of interest as compared to the interest of other types of bonds. The law permits general obligation bonds to have a thirty-year term; however, general obligation bond issues usually have terms of twenty years or less.

General obligation bonds, in addition to being secured by full faith and credit of the issuer, may provide additional security by pledging certain available revenues.

The major disadvantage of general obligation bonds is the fact that it does require voter approval prior to issuance. Voter resistance to increased taxes may prevent a successful bond election.

### **Revenue Bonds:**

Revenue bonds are not a debt in the constitutional sense. They are secured by the revenue derived from the project to be constructed, not by pledge of the full faith, credit, and taxing authority of the county. Projects typically financed by revenue bonds include airports, stadiums, and park facilities. Under the TABOR Amendment, revenue bonds can only be used for enterprise funds and operations.

Although it may seem possible to pledge any non-tax revenues for payment of revenue bonds, there should be a relationship between the type of revenue pledged for payment of the bonds and the project to be financed. Although revenue bonds need not comply with the constitutional statutory provisions generally applicable to a debt, there are several statutory provisions which may affect the issuance of certain types of revenue bonds and the statutes should be consulted for specific provisions regarding the issue of revenue bonds if this method is considered.

Revenue bonds are less secure than general obligation bonds because of the inability of the issuer to levy taxes to assure the payment of principal and interest. Thus, there is normally a higher interest rate on revenue bonds. The term of revenue bonds is often beyond twenty years, frequently as long as thirty years.

The concept of issuing revenue bonds is based on the theory that certain projects which benefit only certain individuals should be self-supporting and should be paid for by the user of that project rather than the populace as a whole. Thus, airport revenue bonds are paid for by air travelers and airlines and parking revenue bonds are paid for by users, etc.

In order for a county to issue a revenue bond, the system which generates the revenues to repay the principal and interest of the bond must:

1. Have a good operating history documented by audited figures.
2. Reflect good debt service coverage through use of a feasibility study completed by a recognized expert in the field.



In analyzing a revenue bond issue for underwriting, an investment banker will look not only at operating statistics and coverage, but also at more basic elements, such as the necessity of the service, control over competition, and delinquency procedures. Revenue bonds are becoming more popular because they do not require voter approval and do not apply in statutory debt limits.

**Leases:**

A less traditional method of financing county facilities is a lease arrangement. A lease is executed with the county, which gives the county the option to purchase the equipment or facility during the term of the lease. All or part of the lease payments may be applied to the purchase prices.

A bona fide lease option agreement is not a debt; however, an installment purchase program is a debt. A bona fide lease/option agreement is characterized by two factors:

1. Annual rental payments with automatic renewal of the lease unless terminated by either party, and
2. No obligation on the part of the local government to purchase the property if the lease is terminated.

Also, some court cases indicate the annual rental must be paid from non-property tax revenues to avoid the lease being considered a general obligation. Upon exercise of the option, the local government obtains full legal title to the property. Leases of this nature are distinctively different from more conventional means of financing. Of primary importance is the security which underlies the lease period. It is not a promise to levy taxes or a pledge of revenues from the system. Rather, it is usually a promise to pay only one year at a time, with an implied intention to continue payment until ownership is transferred. As ultimate security, the holder of the lease may look to the asset which is being leased in the event of a default.

There is little statutory or judicial guidance in the area of leases of this type, and the obligation to continue lease payments until title transfers is a moral, rather than a legal obligation. As a consequence, the underwriting or placement of a lease is more difficult than the underwriting of conventional bonds. The term of the leases generally is short, usually from seven to ten years. Because the security underlying the lease is not good compared with conventional financing, interest rates on leases are higher.

### ***Building Authority:***

A building authority is a non-profit corporation which generally is formed at the request of the governing body of the county or local jurisdiction, which also appoints the Board of Directors of the corporation. Weld County created such an authority in 1987, named the Weld County Finance Corporation. The directors are the Director of Finance, County Attorney, and Director of Buildings and Grounds, each appointed for ten-year terms.

The building authority issues its own bonds to finance a facility. To achieve the same lower interest rates that traditional municipal bonds enjoy, the building authority must obtain a ruling from the Internal Revenue Service (IRS) that the interest on the authority's bonds is exempt from Federal Income Tax. Such an exemption is granted if the IRS finds the authority's bonds are issued on behalf of a political subdivision, which is determined based upon the following factors as detailed in IRS Revenue Ruling 63-20.

1. The authority engages in activities which are essentially public in nature.
2. The corporation is not organized for profit.
3. The corporate income does not inure to the benefit of any private person.
4. The political subdivision has a beneficial interest in the corporation, while the indebtedness is outstanding, and it obtains full legal title to the property on the retirement of the debt.
5. The corporation has been approved by the political subdivision which has approved the specific obligation of the corporation.

Like municipal bonds, bonds issued by a corporation usually are subject to registration and other requirements of the Securities Act of 1933 and the Security Exchange Act of 1934. After receiving a favorable ruling from the IRS, a "no action" letter should be secured from the Security and Exchange Commission, exempting the authority's bonds from these requirements. The authority then issues bonds pledging the annual rental payments as security. After issuance of bonds and construction of the facilities, the authority leases the facilities to the county. Again, this must be a bona fide lease and possess all the elements discussed under Lease/Purchase.

The bonds of a building authority are like municipal leases in the way they are viewed by investors. As with a simple municipal lease, building authority bonds are less secure than general obligation or revenue bonds. As a result, bonds issued through a building authority bear higher interest than more secure issues.

Certificates of Participation (COP) may be issued in the same manner as bonds. As a practical matter the COP is the same as a bond, except from a legal point of view, the COP is evidencing assignment of proportionate undivided interests in rights to receive certain revenues in the form of a lease or rental amount for the purpose of providing funding for capital improvements. The lease and COP do not constitute a general obligation or other indebtedness of the county within the meaning of any constitutional, statutory or home rule charter debt limitation. The lease is a year-to-year obligation.

The use of Certificates of Participation (COP) has been the only debt vehicle Weld County has ever used in the implementation of its debt policy options. The only COP issued by Weld County was done in 1997 and was paid off August 1, 2007. No outstanding debt exists for Weld County.

# **BUILDING AUTHORITY FINANCE**

## ***The Philosophy:***

Tax-exempt financing is available through a building authority with the issuance of bonds when the facilities financed are for public purposes and the benefit is to the sponsoring public entity.

## ***The Building Authority:***

A building authority is a Colorado non-profit corporation created by the county itself. The county adopts a resolution calling for the creation of the Building Authority and directing counsel to draw articles of incorporation and by-laws in compliance with Colorado Statutes. A board of directors is formed. The board may consist of County Commissioners or administrative personnel or individuals not associated with any public entity. The Weld County Finance Corporation, created in 1987, consists of the Director of Finance, County Attorney, and Director of Building and Grounds as directors.

## ***Tax-Exemption of Interest:***

Once the non-profit corporation is created, the tax-exempt nature of interest paid on the corporation's bonds must be assured. A revenue ruling is requested from the Internal Revenue Service on the non-profit status of the corporation pursuant to Internal Revenue Code, 103(a) 1 and Revenue Ruling 63-20, and on the tax-exempt status of interest paid.

Such an application involves considerable work and a detailed analysis of the situation which is presented to the Internal Revenue Service. The application includes information as to public purpose, the county, the agency using the facilities, the proposed lease terms, terms of title reversion to the county and the proposed method of financing.

## ***Corporate Bonds and the S.E.C.:***

As corporate bonds are subject to registration requirements of the Securities and Exchange Commission, a "no action" letter must be obtained from the S.E.C. The S.E.C. says that no action will be taken if the bonds of the building authority/non-profit corporation are not registered.

## ***The Purchase Contract:***

Once the building authority is created with powers to act, it may enter into a contract to purchase the facility. The contract should be subject to:

1. A favorable revenue ruling from the Internal Revenue Service.
2. Receipt of an S.E.C. "no action" letter.
3. Finalization of financing.

***The Bond Issue:***

When all legal and tax questions are answered the building authority may issue bonds for the purchase of the facility. Normally the bonds are sold directly to an underwriter who then resells the bonds to the ultimate investor.

The bonds that are issued will be an obligation of the building authority only and not a debt obligation of the county.

***The County Lease:***

Upon the issuance of the bonds and the purchase of the building by the building authority, the county can lease the building from the authority. The lease would be from year-to-year with automatic renewal unless otherwise terminated. A county lease for any period in excess of one year constitutes a debt and must be approved by voters.

***The Bond Security:***

The security of the bond holders may be only in a pledge of lease revenues by the authority. The bond holders may also have a first mortgage lien on the building. The combination of the two results in a more secure bond and a correspondingly lower rate of interest.

***Partial Seller Financing:***

Depending on factors such as the seller's motivation, whether there is an existing loan on the building, and negotiations, a bond issue can be for only the amount necessary for a down payment. The sellers can carry back the balance, receiving installment sale tax benefits on the capital gains. A revenue ruling would be required; however, interest paid on a promissory note to the seller may also be tax exempt. The total cost to the county and the building authority then may be substantially lower on this basis.

**COMPLETED CAPITAL PROJECTS  
2015- 2019**

	<i>Total</i>	<i>Actual 2015</i>	<i>Actual 2016</i>	<i>Actual 2017</i>	<i>Actual 2018</i>	<i>Actual 2019</i>
Centennial Complex	\$3,093,577	\$560,310	\$319,399		\$1,629,018	\$584,850
Courthouse	466,334	267,400		\$ 105,800		93,134
Land Reserve	1,983,405	668,071		1,315,334		
Chase Building	4,998,481	84,944	3,161,209	526,611	400,786	824,931
Grader Sheds	1,916,206	193,684	40,589	283,799	1,398,134	
Motor Pool	1,185,673		576,056		260,968	348,649
Health Department	585,138					585,138
Island Grove	455,956		84,856		199,792	171,308
North Jail	3,480,322	345,404	81,426	344,008		2,709,484
Training Center	129,547			129,547		
1301 N 17th Ave.	2,710,447					2,710,447
Public Works	1,314,976	149,260	967,367	117,416		80,933
Human Services	2,430,595	160,146			82,174	2,188,275
1250 H Street	3,679,710					3,679,710
SW Weld Building	348,663	101,344	97,101		150,218	
North 1401-1402	773,240				773,240	
County Clinic	93,400	38,600	54,800			
Admin. Bldg (Sykes)	557,345	39,775		43,600		473,970
Southeast Weld Building	108,322		108,322			
Law Administration	111,806			111,806		
Miscellaneous	429,225	22,620	283,301	25,689	97,615	
CNG Station	2,155,458					2,155,458
Towers	2,572,904	1,572,412		1,000,492		
918 10th Street	747,717	675,168		72,549		
<b>TOTAL</b>	<b>\$36,328,447</b>	<b>\$4,879,138</b>	<b>\$5,774,426</b>	<b>\$4,076,651</b>	<b>\$4,991,945</b>	<b>\$16,606,287</b>

NOTE: Expenditures listed in year incurred.

**FIVE YEAR  
CAPITAL PROJECTS PROGRAMS  
2021-2025**

<i>Requirements</i>	<i>Total</i>	<i>2021</i>	<i>2022</i>	<i>2023</i>	<i>2024</i>	<i>2025</i>
Jail Capital Reserve	\$43,005,500	\$23,458,500	\$1,962,000	\$8,028,000	\$3,225,000	\$6,332,000
PW Projects	2,240,000	870,000	500,000		870,000	
SE Weld Building	6,000,000		6,000,000			
SO Range/Training	10,000,000	5,000,000			5,000,000	
Misc Projects	8,304,500	1,746,500	1,513,000	1,922,000	1,530,000	1,593,000
PW Grader Sheds	2,050,000	500,000	750,000	350,000	350,000	100,000
Probation	3,200,000	200,000				3,000,000
1400 Office Building Business Park Remodel	650,000	650,000				
Weld Plaza Building	1,225,000	750,000		475,000		
1402 Office Building Business Park Remodel	1,100,000	1,100,000				
Courthouse Holding Cells	750,000	750,000				
<b>TOTAL</b>	<b>\$78,525,000</b>	<b>\$35,025,000</b>	<b>\$10,725,000</b>	<b>\$10,775,000</b>	<b>\$10,975,000</b>	<b>\$11,025,000</b>

## **RESOURCE CAPACITY**

\*\*\*\*\*

## **FUNDING SOURCES**

\*\*\*\*\*

## **CASH FLOW ANALYSIS**

# CAPITAL EXPENDITURES FUND

## RESOURCE CAPACITY

2021- 2025

YEAR	PROPERTY TAX	INTEREST	FEES	TOTAL
2021	\$34,300,000	\$500,000	\$225,000	\$35,025,000
2022	\$10,000,000	\$500,000	\$225,000	\$10,725,000
2023	\$10,000,000	\$550,000	\$225,000	\$10,775,000
2024	\$10,000,000	\$750,000	\$225,000	\$10,975,000
2025	\$10,000,000	\$800,000	\$225,000	\$11,025,000



## CASH FLOW ANALYSIS

<b>YEAR</b>	<b>BEGINNING FUND BALANCE</b>	<b>REVENUE</b>	<b>EXPENDITURES</b>	<b>ENDING FUND BALANCE</b>
2021	\$ 7,000,000	\$ 35,025,000	\$ 11,566,500	\$ 30,458,500
2022	\$ 30,458,500	\$ 10,725,000	\$ 8,763,000	\$ 32,420,500
2023	\$ 32,420,500	\$ 10,775,000	\$ 2,747,000	\$ 40,448,500
2024	\$ 40,448,500	\$ 10,975,000	\$ 7,750,000	\$ 43,673,500
2025	\$ 43,673,500	\$ 11,025,000	\$ 4,693,000	\$ 50,005,500

# CORRECTIONAL FACILITY

## ***Existing Situation:***

The Centennial Complex Jail was constructed in 1978 and was remodeled three times to increase the capacity to 294 beds. In 1997, Phase I of the North Jail Complex was constructed with 160 beds and all of the core service facilities. The North Jail Complex is currently designed for a build out of 779 beds, but the site can accommodate over a 1,000-bed facility. Each phase would be in increments of approximately 160 - 375 beds. Jail population continues to grow in Weld County, but the growth rate has slowed the last few years due to more use of jail alternative programs. Phase II was completed and opened in January 2004. Phase II added 245 beds based upon the design. Construction of Phase II allowed for the closure of the Centennial Jail and conversion of the space to accommodate Court needs. Phase III, which added 374 beds, was constructed in 2006 - 2007, and was opened in February 2008.

## ***Proposed Solution:***

It is proposed that additional phases of the North Jail Complex be constructed in increments of beds, as needed. The total project of approximately 331,143 square feet will be constructed in phases. The first phase, constructed in 1997, was 125,775 square feet. It included the core service facilities, such as kitchen, administrative offices, medical detention, booking area, and lobby to accommodate over 1,000 inmates. Phase II has 245 beds and is both maximum and medium security to accommodate the projected inmate classifications. Phase II was constructed in the 2002 - 2003 time frame and became fully operational as of 2004. Phase III has 374 beds and was constructed in 2006 - 2007. There is currently 217,568 square feet of building with 779 beds available.

## ***Financing:***

In 2018 a supplemental appropriation of \$40,000,000 was made to fund \$44,500,000 in 2018 for the jail expansion. This reduced the planned funding of \$20,000,000 in each of the years 2019 and 2020. Net cost to the county was the same over the three budget years, but the timing of funding allowed the completion of the project sooner. The jail expansion is an additional 113,575 square feet of building for 380 additional beds. The capital plan is consistent with the inmate population projections that calls for the opening of added jail beds at the end of 2020. There was \$861,000 for jail equipment and computers for the jail expansion in the 2020 budget.

## ***Impact on Operational Costs:***

In early 2021, 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:

<b><i>Item</i></b>	<b><i>2021</i></b>	<b><i>2022</i></b>	<b><i>2023</i></b>
<b><i>Staffing</i></b>	\$ 1,745,509	\$ 800,000	\$ 800,000
<b><i>Medical Costs</i></b>	182,411	200,000	0
<b><i>Food</i></b>	76,319	0	0
<b><i>Utilities</i></b>	60,000	0	0
<b><i>Maintenance</i></b>	60,000	0	0

# WELD COUNTY BUSINESS PARK

## ***Existing Situation:***

In 1987, Weld County acquired 160 acres located in the southwest corner of "O" Street and North 11th Avenue in Greeley. Funds for the property came from the sale of the Health Building.

## ***Proposed Solution:***

The property is large enough to allow for future consolidation of county facilities in one area. The utilities and site improvement were developed in 1988, at an estimated cost of \$1,750,000 with the aid of a \$630,000 EDA Grant. The first facilities, completed in 1989, included a 15,000 square-foot building for Human Services and a county motor vehicle shop. Fifty to 60 acres have been developed for building and storage sites and approximately 60 acres can be mined for gravel and reclaimed in an attractive way. The new correctional facility is located on this site, as well as the Health Department, Household Hazardous Waste Building, Training Center, Fleet Services Facility, Public Works, Law Administration, Buildings and Grounds, Alternative Programs Facility, Community Corrections Facility, and six administrative buildings. A portion of the property was made available for commercial development and offered at no cost or low cost to private parties for economic development incentives. A PUD was approved for land use purposes in 1989.

## ***Financing:***

Development is programmed into the long-range plan under specific projects, which include a correction facility (\$44,500,000), an additional office building and storage building for Public Works (\$3,600,000), purchase of existing office/warehouse in 2018 (\$3,700,000), the purchase of one existing office facility in 2019 (\$4,700,000), and the remodel to convert the existing paramedic headquarters into a coroner facility in 2020-2021 (\$3,000,000). Four office buildings will be remodeled in 2020-2021 at a cost of \$3,950,000. A car wash for \$2,000,000 is planned for 2020-2021 to accommodate county vehicle needs.

## ***Impact on Operational Costs:***

See individual projects for cost impacts.

# COMMUNICATIONS SYSTEM

## ***Existing Situation:***

Weld County, in 1975, created the Weld County Regional Communications Center and agreed to fund the infrastructure to accommodate the communications system. The system consisting of towers, radio receivers and transmitters, system controllers, consoles, computers, and various communications equipment has been required to be replaced or upgraded approximately every ten years with growth and technological changes. The costs have been paid for by grants, Weld County government, and the E911 Authority.

## ***Proposed Solution:***

The communications system was upgraded in 2012 at a total cost of \$7,700,000. The E911 Authority Board agreed to fund the console equipment upgrade in the amount of \$2,000,000, and Weld County, in the Capital Expenditure Fund, funded the remaining costs. Since 2013, Weld County has funded \$950,000 per year, for the Communications System Reserve for future communications systems upgrades in the Capital Expenditure Fund. The E911 Authority also has a capital funding and capital reserve program to replace E911 capital items that they fund annually.

## ***Financing:***

In 2018, a Ten-Year Capital Plan for the Weld County communications infrastructure and facilities was developed. Beginning January 1, 2019, the increased E911 surcharge from \$0.70 to \$1.20 per month will raise an additional \$1.67 million per year. From the E911 surcharge amount each year \$1,850,000 will be dedicated to fund the Ten-Year Communications Capital Plan. The capital plan totals \$19 million. The County's Capital Expenditure Fund has \$850,000 in reserve for the future communications building needs, but none for equipment. No funding will be placed in this budget in future years with the new funding plan for the 2021-2030 Communications Capital Plan.

## ***Impact on Operational Costs:***

There will be no additional operational costs for the system. Operational costs are currently funded by Weld County, the E911 Authority Board, and users through an allocation of cost formula charging 40% of costs in 2020 to fire agencies. Law agencies will pay 25% in 2020, 32.5% in 2021 and 40% thereafter.

## **GRADER SHEDS / STORAGE BUILDING**

### ***Existing Situation:***

The County currently has 21 grader sheds throughout Weld County, to accommodate road maintenance functions in all sectors of the county. The grader sheds are in various conditions, ranging from good to needing replacement. The following is the age of the sheds: Johnstown (1945), Vim (1983), Mead (1985), Severance (1987), Ault (1989), Briggsdale (1991), Keenesburg (1994), Stoneham (1994), Dacono (1995), Fort Lupton (2000), Gill (2001), Gilcrest (1989), Galeton (2003), New Raymer (2004), Rockport (2007), Peckham (2007), Keota (2008), Kersey (2010), Grover (2013), Kiowa (2015), Nunn (2018) and Johnstown/Mead (2019). In addition, four ice control storage buildings were constructed in 2001 - 2003. Additional storage facilities at the Public Works Headquarters were built in 2003 and 2013. A new Buildings and Grounds facility was built in 2007, and the old facility was converted to a Printing and Supply facility. An additional storage facility was purchased in 2009. An addition to the Public Works Headquarters for Engineering was completed in 2015.

### ***Proposed Solution:***

An analysis of existing grader sheds determined which are required for the operational functions of the road maintenance operation in Weld County. In the process some have been sold, others consolidated, and some identified for replacement. In cases where existing grader sheds will accommodate the maintenance function, it is suggested that attention be given to those sheds that need maintenance or major improvements. Where necessary, replacement sheds have been identified.

### ***Financing:***

The County, since 1982, has totally reconstructed and upgraded all grader and road maintenance facilities. The County should continue a sound maintenance and replacement program, so the buildings do not fall into the disrepair condition they were in prior to 1982. The funding mechanism is a pay-as-you-go function out of the Capital Fund. In 2014, a 15,000 square-foot heavy equipment storage facility was constructed (\$800,000). In 2015, additional office space was added for Engineering. In 2019, \$1,500,000 was funded for Johnstown/Mead 3-bay grader station and a \$3,700,000 office building and truck storage building. In 2020, there was \$350,000 for parking lot improvements and power pole lights, and \$200,000 to fence the Public Works complex. Also, additional office space was added for Engineering in 2020 (\$1,650,000).

Funds in the amount of \$4,290,000 are included for Public Works facilities in 2021-2025. The grader sheds will be replaced in Ault (2021) for \$500,000, Briggsdale (2022) for \$500,000, Keenesburg land (2022) for \$250,000, and grader shed (2023) for \$350,000, grader shed in Stoneham (2024) for \$350,000, and Vim land purchase in (2025) for \$100,000, and grader shed (2026) for \$350,000. In 2021 and 2024, additional storage facilities will be constructed at an estimated cost of \$870,000 each.

### ***Impact on Operational Costs:***

Vehicle storage facility and lighting will have utility costs of approximately \$2,400 per year. Since the old grader sheds are being replaced and consolidated with new sheds, the county's experience is that there is approximately a \$1,000 per year savings on the utilities due to the use of radiant heat and improved insulation. Staffing is unchanged.

# JUSTICE CENTER

## ***Existing Situation:***

The Justice Center includes the Courthouse, Court Annexes, and Centennial Center buildings. It provides for the space needs of the 19th Judicial District. Under state law the county is obligated to provide and maintain the facilities for court related activities. The Courthouse was built in 1917 and is maintained on the Federal Register of Historical Buildings. After many remodels and upgrades it still functions as the main court facility for Weld County. In the mid-1980's two buildings across the street from the Courthouse were acquired and remodeled to house the Probation Department. In 2001, the West Courthouse Annex Building was acquired to house the District Attorney Juvenile Division. As the population grows and court related activities increase, 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, including additional court and office facilities. First floor Centennial offices were converted into office space for the Clerk to the Court. The space in the Courthouse occupied by the Clerk to the Court was converted into a district courtroom. In 2020, space formerly occupied by the Weld County Commissioners and administrative functions will be converted to court-related space since those functions moved to a new administrative building in 2011. These courtrooms will supplement the current vacant district courtroom and the visiting judge courtroom to accommodate additional judges through 2025. The Chase Building purchased in 2014 will provide space for court support functions for years with its 119,875 square-foot of space.

## ***Financing:***

The County can accommodate court related activities in the space of the Justice Center for several years. In addition, the block to the southeast of the Centennial Complex has been acquired by the county and converted into a parking lot. In the future when the need arises, that block can serve as a site for court building expansion and a parking garage structure to accommodate court space needs. Also, in the next decade it may be necessary to have court facilities in the southern part of Weld County where the population is growing at a rapid rate. The funding mechanism for all court facility needs should be a pay-as-you-go function out of the Capital Fund. The following page is a schedule of proposed conversion of Justice Center space.

## CAPITAL PLAN FOR JUSTICE CENTER

<b>YEAR</b>	<b>CURRENT USE</b>	<b>NEW USE</b>	<b>COST</b>
2008	Second Floor Old Jail	3 Courtrooms	\$ 1,500,000
2008	Third Floor Work Release	2 Courtrooms	\$ 1,500,000
2008	Third Floor Work Release	DA Offices	\$ 1,000,000
2011	Vacant	Administrative Bldg.	\$ 5,000,000
2015	Planning	Probation	\$ 400,000
2020	Third Floor Centennial	2 Courtrooms	\$ 1,500,000
2021	Courthouse Holding Cells	Holding Cells Remodel	\$ 750,000
2029+	First Floor Centennial	1 Courtroom	\$ 500,000
2029+	Vacant	Justice Center Annex Building	\$ 7,000,000
2029+	Third Floor Centennial (DA)	2 Courtrooms	\$ 750,000
2029+	Second Floor Centennial	2 Courtrooms	\$ 750,000
2029+	First Floor Centennial (DA)	Court Offices	\$ 300,000

**Impact on Operational Costs:**

Under Colorado law, county governments are required to provide space for the courts and maintenance of the facility, but all personnel and other operating expenses are paid for by the State of Colorado. The estimated additional building maintenance costs by year are:

2021	0
2022	\$30,000
2029+	\$176,000

# ALTERNATIVE PROGRAMS BUILDING

## ***Existing Situation:***

Alternative programs were housed in the old jail and in the West Courthouse Annex. As jail crowding became more and more of a problem, the alternative programs, such as work release and pre-trial programs, are used more and more by the Court. The programs formerly occupied approximately 20,000 square feet. The space that the programs occupied was needed for courtrooms and Probation office space.

## ***Proposed Solution:***

To accommodate the space needs of the alternative programs and allow for growth in the programs, a 30,000 square-foot building was proposed. The facility was constructed in the Weld County Business Park. This puts the facility in closer proximity to the jail for support services.

## ***Financing:***

The new 30,000 square-foot Alternative Programs Building was completed in 2008.

## ***Impact on Operational Costs:***

Impact of additional costs on the 2008 budget was \$156,300 for utilities and maintenance. Staffing costs were unchanged, since personnel were transferred from the old facility to the new building.



# **LAW ENFORCEMENT ADMINISTRATION BUILDING**

## ***Existing Situation:***

Growing needs of the courts require that the county convert the Centennial Center, including the jail, to courtrooms and court-related offices. With the construction of Phase II of the North Jail, the Centennial Jail will be closed and remodeled into court-related space. In addition, all Sheriff's office administrative functions, along with the Communications and Records, were relocated in 2004 to accommodate the courts.

## ***Proposed Solution:***

Since the entire jail operation was moved to the North Jail there are logistical advantages to relocate all Sheriff Office functions near the jail site. To accommodate the space needs of the Sheriff's Office, a 22,000 square-foot office building near the North Jail site was constructed in 2002. The building houses the Sheriff's office functions, Communications, and Records. This allows for the consolidation of all criminal justice functions at one site with the exception of patrol substations.

## ***Financing:***

The new Public Safety Administration Building was constructed in 2002. Funds in the amount of \$2,500,000 were budgeted in 2002 for the construction of a 22,000 square-foot office building. In 2010 and 2014 respectively, the Records Unit and the Weld County Regional Communications Center were moved from the Law Enforcement Administration Building to the former Human Services Building to free up space for the Sheriff's Office.

## ***Impact on Operational Costs:***

There were no impacts or additional costs on the 2010 or 2014 budget for utilities and maintenance, since the space has been maintained in the past. Staffing costs were unchanged, since personnel were transferred from the old facility to the new building.

# WELD COUNTY LAW ENFORCEMENT TRAINING CENTER

## ***Existing Situation:***

Currently the Weld County Sheriff's Office does not have a dedicated training center with space to provide basic and on-going training. Besides just classroom space the department needs a facility to provide the dynamic training that is required for firearms, emergency vehicular operations, K9 training area, SWAT, as well as an explosive ordinance and demolitions training area.

## ***Proposed Solution:***

The Sheriff's Office is proposing a dedicated law enforcement training center with space to provide basic and on-going training. Building the law enforcement training center will be accomplished through a long range multi-phased project. The training center site would require the following reasonable space requirements:

Firing Range	25 acres
Buildings (2-4 total)	2 acres
Driving Pad/Track	46 acres
K9/Law fitness	4 acres
Parking/Miscellaneous	<u>11 acres</u>
Total land needed	88 acres

## ***Financing:***

Development is programmed into the long-range plan under specific projects, which include a firing range, four classroom/storage buildings, security fencing, driving pad/track, K9 training area, fitness track and facility, and parking. The first phase will be acquiring the land and constructing two classrooms, the firing range, and parking. Phase two would include the K9 training area, fitness track and facility. Public Works could also use the driving pad/track for CDL and grader training. The site for the firing range and training facility was purchased in 2020. In the 2021-2025 Capital Plan \$10,000,000 is included based upon the costs for similar facilities in Colorado and nationally.

## ***Impact on Operational Costs:***

The annual operational costs of the facility are estimated to be approximately \$50,000-\$100,000. The law enforcement training center could also be used by other law enforcement agencies in the area, which could provide revenue to offset operating costs. Staff to do the training already exist in the Sheriff's Office.

# REGIONAL CRIME LAB/EVIDENCE STORAGE

## ***Existing Situation:***

Formerly the county had a crime lab located in the basement of the Centennial Complex, and the former Planning Department office. The space was inadequate to meet the size and program requirements. Weld County took the lead to create a regional crime lab for Northern Colorado that houses approximately 40 crime lab staff members from various law enforcement agencies and CBI.

## ***Proposed Solution:***

The regional crime lab facility consists of approximately 20,000 square feet. It contains private and open office areas, waiting areas, lobby space, meeting/conference rooms, complete laboratory and forensics discovery area. It is fully fire sprinkled. The crime lab's location is in a business park off Highway 34 and WCR 17, which is a central location for the Northern Colorado region.

In 2021, the Weld County Sheriff will take over the custody, storage, and management of criminal evidence formerly done by the City of Greeley Police Department. To accommodate the function, an evidence storage building will be constructed on the same parcel adjacent to the crime lab in 2020.

## ***Financing:***

The construction of the regional crime lab started in 2012 financed by \$4,000,000 in county funds. It was completed and fully operational in August 2013. \$2,000,000 is included in the 2020 capital budget for the construction of the evidence storage building.

## ***Impact on Operational Costs:***

When the crime lab was constructed there was additional costs in the budget for utilities and maintenance, in the amount of \$310,000. However, five participating agencies pay approximately 80% of this cost, or \$245,000 for a net county cost of \$65,000. Staffing costs are unchanged, since personnel were transferred from the old crime lab to the new building. A Federal grant for \$500,000 funded the first three to four years of operational costs.

The evidence function will require a staff of three and associated building costs. These costs will be partially offset by eliminating the evidence contract with the City of Greeley Police Department for a net increase of approximately \$80,000-\$100,000 per year beginning in 2021.

# COMMUNITY CORRECTIONS FACILITY

## ***Existing Situation:***

The Community Corrections program had been operated by private contractors since its inception in Weld County in the early 1980's. The facility that the contractors had used was the site known as The Villa, which were old dormitories on the UNC campus. UNC encouraged the Community Corrections Facility to move off campus due to the facility housing convicted felons that are returning to the community from the Colorado Department of Corrections. In 2008, there were problems with the contractor that owns the facility providing the community correction services. The county realizes that without a county-owned community corrections facility it limits the county's choices for a contract provider of the service and the option of the county operating the facility itself through the Justice Services Department.

## ***Proposed Solution:***

The Board of Weld County Commissioners, in May 2008, made the decision that the county should construct its own Community Corrections Facility in the Weld County Business Park. The site is at the entrance of the park at the northwest corner of 11th Avenue and H Street. A 30,000 square-foot building was constructed in 2010 to accommodate the program. The site can accommodate a doubling of the facility size at some future date at a cost of approximately \$5,000,000.

## ***Financing:***

The new Community Corrections Facility was constructed, in 2010, within the Weld County Business Park. An Energy Impact Grant, in the amount of \$400,000, along with \$4,600,000 in county funds, funded the project.

## ***Impact on Operational Costs:***

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). The private contractor pays rent for the facility annually that covers the maintenance costs and the depreciation of the building. The revenue is found in budget unit 1000-90100.

# **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, the 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 to create a more complete judicial complex in the downtown Greeley area over time. The District Attorney's Office, probation, and other human services with court related responsibilities can eventually be consolidated in the complex. Until the space is needed, the county will continue to lease the space to private business to offset the cost of the building.

### ***Financing:***

In 2014, the 119,875 square-foot Weld Plaza Building complex was purchased for \$5,775,000. In late 2016, the county relocated child protection services into the two-story plaza that contains approximately 27,000 square feet and the first floor of the main building. The remodel costs in 2016 were approximately \$2,800,000. In 2021-2025, the capital plan provides \$750,000 in 2021 and \$475,000 in 2023 for improvements to the building to better accommodate the future use of the facility by county departments. \$3,000,000 is included in 2025 for a remodel for Probation.

### ***Impact on Operational Costs:***

With the current private leases, the building is projected to provide a net operating income gain of \$250,000-\$700,000 per year, so no additional operating costs are anticipated for the immediate future.

# ADMINISTRATIVE OFFICE BUILDING

## ***Existing Situation:***

The long-term plan with the development of the Weld County Business Park was for the eventual move of all administrative functions of the county to the business park. All of the functions were housed at the Centennial Complex in 1976. In 1990-91 the Assessor, Treasurer, Clerk and Recorder, and Planning were relocated to the business park. With the future space demands of the courts it is anticipated that the remaining county administrative functions at the Centennial Complex will need to be relocated to the Weld County Business Park. This will leave the Centennial Complex as a justice and law enforcement center exclusively.

## ***Proposed Solution:***

In order to accommodate the Court's space needs and the County's administrative functions it was necessary to acquire a new administrative facility at the Weld County Business Park. To accommodate the space needs of the existing administrative functions, and plan for future growth, an existing 43,000 square-foot office building was purchased in 2010 and remodeled to accommodate current and future County administrative functional needs. In 2019, the county purchased the StarTek office building in the Weld Business Park for \$4,700,000 for an additional 35,000 square-foot office building, and the Rubadue office/warehouse building for \$3,525,735 for an additional 19,890 square-foot building to house county functions.

## ***Financing:***

The County purchased the existing Sykes Building for \$3,500,000 in June 2010. Approximately another \$2,300,000 was spent to remodel the building to make a fully functional administrative building to house the County Commissioners' Office and associated administrative functions. The project was funded by Capital Reserve funds. An additional 35,000 square-foot office building was acquired in 2019 for \$4,700,000. In 2020, the building was remodeled for \$2,000,000. In 2021, \$1,110,000 is budgeted to remodel an existing 20,000 square-foot office building to house county functions, such as Planning, Building Inspection and others. The Treasurer's office will be remodeled in 2021 at an estimated cost of \$650,000.

## ***Impact on Operational Costs:***

There were additional costs in the 2011 budget for utilities and maintenance, in the amount of \$180,000. There were no additional staffing costs since the staff moved from other facilities to occupy this building. Moving and relocation costs were \$50,000.

In 2020, the addition of the two buildings acquired in 2019 with 54,890 square feet in the Weld Business Park will add approximately \$160,000 per year for utilities and maintenance.

# HUMAN SERVICES BUILDING ANNEX

## ***Existing Situation:***

The Human Services Building was acquired in the 1970's and in the mid 1990's an annex was added. In 2005, additional land was purchased, adjacent to and south of the two existing buildings. The additional land will accommodate another 20,000 square-foot building and parking.

## ***Proposed Solution:***

A new 40,000 square-foot building was constructed in Greeley on the Social Services site in 2009. The building will accommodate the current services, plus allow room for future expansion and consolidation of the Human Services and Social Services Departments. In late 2016, the Child Protection unit was relocated to the Chase Building freeing up space at the Human Service Complex.

## ***Financing:***

The building was constructed in 2009. Funds in the amount of \$5,000,000 were budgeted in the 2008 budget for the 40,000 square-foot building. Additional parking was constructed in 2007, in the amount of \$300,000. In 2018, \$3,000,000 was spent to remodel and upgrade the oldest building, and another \$3,800,000 was spent over 2019-2020 to upgrade the two remaining buildings.

## ***Impact on Operational Costs:***

There were additional costs in the 2010 budget and beyond for utilities and maintenance, in the amount of \$210,000. However, the majority of the program costs are paid for from grants from the State Department of Social Services. There were no additional staffing costs since the staff moved from other facilities to occupy this building. The added space costs for the Chase Building will be paid from the State Child Welfare Allocation. No additional costs are anticipated for the areas remodeled in 2019-2020.



# **SOUTHWEST COUNTY SERVICE CENTER**

## ***Existing Situation:***

The Southwest County Service Center was developed in 2000 - 2001. Population growth in the southern part of Weld County continues. Southern municipalities such as Frederick, Firestone, Erie and Dacono have more than doubled in size over the last decade. With the growth in the area, additional facilities will be required to house all the County functions required to service the area.

## ***Proposed Solution:***

It is proposed that an additional administration building be constructed on the Southwest Weld County Service Center site in the future. The building will accommodate the current services, plus allow room for future expansion of services in the area.

## ***Financing:***

The building will be constructed in 2025, or beyond. Funds in the amount of \$1,000,000 are budgeted in the 2024 for the initial planning and design of the building that will be construct in 2025 or beyond.

## ***Impact on Operational Costs:***

There will be additional costs in the budget for utilities and maintenance, in the amount of \$120,000 when the facility is built. There will be no additional staffing costs since the staff will be moving from other facilities to occupy this building. Moving and relocation costs are estimated to be \$30,000.

# SOUTHEAST COUNTY SERVICE CENTER

## ***Existing Situation:***

The Southeast County Service Center was acquired as a used building in the early 1980's from the City of Fort Lupton. With the growth in the area, the building was no longer large enough for the functions located in the building, and the building was in need of remodeling.

## ***Proposed Solution:***

In 2006, a new 20,000 square-foot building was constructed in east Fort Lupton on a five-acre site. The building accommodates the historic services provided, plus Probation and increased Human Services. The location of the building in east Fort Lupton will better accommodate not only Fort Lupton residents, but also residents from the Hudson and Lochbuie areas. Additional space may be added to the site in 2024, or beyond.

## ***Financing:***

The additional building will be constructed in 2022. Funds in the amount of \$6,000,000 are budgeted in the 2022 budget for the 20,000 square-foot building.

## ***Impact on Operational Costs:***

There will be additional costs in the budget for utilities and maintenance, in the amount of \$120,000 when the facility is built. There will be no additional staffing costs since the staff will be moving from other facilities to occupy this building. Moving and relocation costs are estimated to be \$30,000.

## MISCELLANEOUS PROJECTS

### ***Existing Situation:***

Each year there are several special projects to do major maintenance to buildings, update or renovate county facilities, provide for new county programs, and remodel to accommodate changing programs or meet new legal standards. An approach which provides miscellaneous funds of this nature can prevent postponing necessary major maintenance or remodeling of facilities and, thus, avoid added cost or delay of potential savings to the county and taxpayers. In addition, such an approach can also make better utilization of existing facilities in order to avoid the acquisition of new space and facilities. Carpet replacement, HVAC replacement, roof replacement, elevator upgrades, remodels, and major maintenance projects should be included in this category.

### ***Proposed Solution:***

It is recommended that an amount of \$8,304,500 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 \$8,304,500 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.

## 2021-2025 BUILDING AND GROUNDS SPECIAL PROJECTS

2021	
<u>Projects</u>	<u>Budget</u>
Centennial - Cooling Tower Replacement	300,000
Division 17 Sound System Replacement	19,000
Division 13 Sound System Replacement	19,000
Division 14 Sound System Replacement	19,000
Division 16 Sound System Replacement	19,000
Division A Sound System Replacement	19,000
Division D Sound System Replacement	19,000
Irrigation Clock upgrades	14,000
Reception Glass Barrier - Health	12,000
Replace Floor Tile in Health Storerooms	10,000
Alternative Programs Break Areas	11,500
SO Conference Room Monitor	5,000
Oil & Gas Projector & Pull down screen	5,000
Fleet Convert Washbay to Maintenance Bay	45,000
Health Signage	7,000
Grover Tower AC upgrade	5,000
Jail - Shower Boxes M,N,O,R,TM,TF&S	30,000
1150 Hearing Room AV upgrade	100,000
1150 Work Session Room AV upgrade	30,000
Public Works - Roof Top Units	140,000
Print Shop - Roof (Sloped Portion)	66,000
Jail Temporary Kitchen - Accommodate Remodel ('21 Portion)	150,000
Centennial - Heat Pumps	68,000
8th Ave Storage - Roof (South half)	25,000
Plaza West - Fire Suppression Pre-Action Valve	17,000
Law Administration - Boiler	22,000
Law Administration - Roof Top Unit	210,000
Lighting Controls - 1-West	25,000
Centennial - Data Center back up air conditioner	150,000
Public Health - Booster Pump	35,000
Community Corrections - Camera Replacement	150,000
<b>Total</b>	<b>1,746,500</b>

**2022**

<u>Projects</u>	<u>Budget</u>
Division 7 Sound System Replacement	21,000
Division 15 Sound System Replacement	21,000
Division H Sound System Replacement	21,000
Plaza West 3rd Floor Condenser Replacement	220,000
4-H RTU Design and Upgrade	180,000
Jail 1-East Roof Top Units	300,000
Planning & Health VAV replacement	600,000
Nunn Tower - Generator Replacement	30,000
LaSalle Tower - Generator Replacement	30,000
Grover Tower - Generator Replacement	30,000
New Raymer Tower - Generator Replacement	30,000
Jail Sally Port Door replacement	30,000
<b>Total</b>	<b>1,513,000</b>

**2023**

<u>Projects</u>	<u>Budget</u>
DA Restroom Update	51,000
Centennial - 2nd Floor Carpet (DA & Judicial)	120,000
Centennial - 2nd Floor Teardown/DA new furniture after Carpet	343,000
Centennial - DA Lighting upgrade	120,000
Centennial - DA Paint	80,000
Centennial - DA Ceiling Grid	95,000
Courthouse Annex - Carpet	72,000
Courthouse Annex - Teardown/Rebuild Same Furniture for Carpet	175,000
Centennial - 1st Floor Carpet	145,000
Centennial - 1st Floor Teardown/Rebuild Furniture for Carpet	236,000
Courthouse Annex Roof	260,000
Sand Salt Sheds Wainscot- Replaced Rusted Sections	150,000
Lighting Controls - Jail 1-East	25,000
Lighting Controls - 2-East	25,000
HVAC Controls Upgrade - Training Center	25,000
<b>Total</b>	<b>1,922,000</b>

**2024**

<u>Projects</u>	<u>Budget</u>
Jail 2-East Drinking Fountain Upgrade	20,000
Centennial - Hot Water Generator Replacement (2each)	140,000
Southwest Well Pump	15,000
Centennial - Isolation Valves	30,000
Law Admin Roof	330,000
Extension Office Roof	105,000
Extension RTU - Open Area	210,000
Centennial - calk all brick expansion joints	80,000
Courthouse - tuckpoint limestone	150,000
Greeley Irrigation Well Pump	15,000
Planning & Health Electrical outlet update	80,000
Courthouse - Hot Water Generator	80,000
Lighting Controls - 1150	25,000
Paint Exhibition Building (Interior/Exterior)	250,000
<b>Total</b>	<b>1,530,000</b>

**2025**

<u>Projects</u>	<u>Budget</u>
Jail 1-West Roof Top Units	280,000
Courthouse - Carpet	170,000
Courthouse - Teardown/Rebuild Furniture for Carpet	45,000
Roof Access Safety Barriers (12 Bldgs @ \$24K)	288,000
Panic Button upgrade	60,000
1401 roof	240,000
Human Services B - Roof	410,000
Burglar Alarm System Upgrade	100,000
<b>Total</b>	<b>1,593,000</b>

## **ACCUMULATIVE CAPITAL OUTLAY/CONTINGENCY**

### ***Existing Situation:***

If Weld County is to embark upon a number of ventures in capital projects over the next five years, it is suggested the county proceed very cautiously and very conservatively in the area of financing. To do this, it is suggested that a contingency be set aside each year on a pay-as-you-go basis to accommodate unanticipated cost increases or emergency situations which cannot be foreseen at this time. If the contingency amount is accumulated over the next five years, it can be used as a reserve for the capital projects program in future years, or it can be used as a funding mechanism in years beyond 2025. The primary reserve would be for a future correctional facility or other facilities at the North County Complex and southwest and southeast County administrative office sites and to fund the replacement of the Communications system.

### ***Proposed Solution:***

Budget any carry-over amounts each year on a contingency basis that ultimately could be used to meet any contingency/emergency situation or could be used as an accumulation of capital outlay funds for funding of projects beyond 2025.

### ***Financing:***

It is recommended that the county budget fund balance carry-overs in the capital fund each year as a contingency.

### ***Impact on Operational Costs:***

None.

## **MISCELLANEOUS FUNDS**



# CONSERVATION TRUST FUND

## ***Existing Situation:***

With the passage of SB119 (The Colorado Lottery), 40 percent of the proceeds of the lottery are earmarked for Conservation Trust Funds in local governments. The earning potential of the lottery is anticipated to be \$435,000 per year. The funds must be used for "the acquisition, development, and maintenance of new conservation sites, or for capital improvements or maintenance for recreational purposes on any public site". (Section 29-21-101, C.R.S.) With the passage of Amendment 8 (GO COLORADO) these funds should stabilize at \$450,000 to \$500,000 per year, plus lottery sales growth. See Conservation Trust Fund for detailed discussion.

## **Proposed Solution:**

The Board has the option to use the funds in the following ways:

1. Maintain and improve Island Grove Park.
2. Maintain and improve the Missile Site Park.
3. Acquire and maintain open space.
4. Develop and maintain trails.
5. Other project requests from throughout the county.

## **Financing:**

In addition to Conservation Trust Funds, it is recommended that the county finance parks and recreation projects at a level of \$239,000 in the General Fund from property taxes.

## ***Impact on Operational Costs:***

No new operational costs are anticipated.

# ISLAND GROVE

## ***Existing Situation:***

Weld County and the City of Greeley currently have certain joint ventures and commitments to develop the Island Grove Park facility. Some discussion has been held regarding the creation of an Island Grove Park Authority for development and management of the facility.

## ***Proposed Solution:***

If the Board of County Commissioners decides to continue participation in the development of the Island Grove facility, it is recommended that Conservation Trust Funds from the lottery be used to the maximum amount prior to use of county general tax funds.

## ***Financing:***

It is recommended that the county finance any Island Grove enhancements with Conservation Trust Funds resulting from the lottery, to the maximum amount possible, prior to use of general county tax funds. Beginning in 2003, \$100,000 per year in General Fund dollars has been committed to the maintenance of an indoor arena facility. Also, in 2000, the County contributed \$1,500,000 towards the construction of the indoor arena facility, known as the Island Grove Community Building. The facility was constructed and will be maintained jointly by the City of Greeley, Farm Show, and Weld County. \$250,000 was included in the 2004 General Fund budget to add air conditioning to the Island Grove Community Building. The county paid \$1,500,000, in 2006, for the Island Grove Park Master Plan that covers improvements to the park for the next 10 - 20 year period.

## ***Impact on Operational Costs:***

Although the Island Grove Park Authority may incur additional operational costs from the projects in the park's CIP, no new operational costs are anticipated as a result of the park's CIP for Weld County government. In most cases, the new park facilities planned will generate revenues to support the additional operating costs.



## **PROPRIETARY FUNDS SUMMARY**

Proprietary funds include both Internal Service Funds and Enterprise Funds. Internal Service Funds are established to account for goods and services provided to other departments of the county on a cost-reimbursement basis. Enterprise Funds account for departments providing services primarily to third party payers.

**NORTHERN COLORADO REGIONAL FORENSIC LABORATORY FUND:** This fund accounts for the maintenance and operational costs of the Northern Colorado Regional Forensic Laboratory. It is funded by rent paid by participating agencies.

**FLEET SERVICES FUND:** The Fleet Services Fund accounts for the revenue and costs generated by equipment and vehicles rented to other county departments. The gross operating budget amounts to \$12,054,709 in 2021, with \$6,462,600 budgeted for new capital equipment. Depreciation is \$4,963,002 for new equipment purchases, plus sale of surplus items of \$580,100.

**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 2021, the county will continue with only dental and vision being self-insured. Health coverage will be provided by a private company on a partially self-insured basis with a Preferred Provider Organization (PPO) option and a High Deductible Health Plan/Health Reimbursement Account (HDHP/HRA) option.

**INSURANCE FUND:** The Insurance Fund accounts for all insurance costs for the county. The program is a combination of insured risks and protected self-insurance risks. Gross budget costs are \$3,838,675 in 2021, with a property tax levy of \$3,500,000. Details of the program are provided under the specifics of the fund summary.

**TELECOM SERVICE FUND:** Budget reflects total consolidation of telecom service costs of \$1,399,969 in Weld County. Funding is at current level and reflects no capital upgrades in 2021.

**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  
2021

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
			<b>CHARGE FOR SERVICES</b>				
<b>5200</b>	27100	4410	CHARGE FOR SERVICES	310,000	310,000	310,000	310,000
			<b>TOTAL REGIONAL CRIME LAB</b>	<b>310,000</b>	<b>310,000</b>	<b>310,000</b>	<b>310,000</b>

**REGIONAL CRIME LAB  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
5200	27100	CRIME LAB - JOINT OPS	310,000	310,000	310,000	310,000
		<b>TOTAL REGIONAL CRIME LAB</b>	<b>310,000</b>	<b>310,000</b>	<b>310,000</b>	<b>310,000</b>

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** NO. CO. REGIONAL FORENSIC LABORATORY FUND

**BUDGET UNIT TITLE AND NUMBER:** No. Co. Regional Forensic Laboratory - - 5200-27100

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

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	15,075	0	0	0
Purchased Services	156,283	147,000	147,000	147,000
Fixed Charges	93,680	163,000	163,000	163,000
Capital	72,750	0	0	0
Gross County Cost	\$ 337,788	\$ 310,000	\$ 310,000	\$ 310,000
Revenue	337,788	310,000	310,000	310,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** Purchased Services total \$147,000 which includes electricity (\$46,000), water (\$8,000), gas (\$18,000), phones (\$35,000), trash (\$700), janitorial (\$17,600), professional services (\$1,700), and repair and maintenance (\$20,000). Fixed costs are \$163,000 for depreciation (\$86,038), and indirect costs (\$76,962). The total expenditure budget is \$310,000 with \$310,000 in revenue from charges paid by the five member jurisdictions per an MOU in the amount of \$62,000 each.

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

**BOARD ACTION:** Approved as recommended.

**FLEET SERVICES  
SUMMARY OF REVENUES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
<b>6000</b>	96300	4410	CHARGE FOR SERVICES	<b>6,925,338</b>	<b>7,019,657</b>	<b>7,019,657</b>	<b>7,091,707</b>
<b>6000</b>	96300	4680	OTHER	4,625,000	4,963,002	4,963,002	4,963,002
<b>6000</b>	17550	4810	GAIN LOSS ON SALE	430,000	580,100	580,100	580,100
			<b>TOTAL MISCELLANEOUS</b>	<b>5,055,000</b>	<b>5,543,102</b>	<b>5,543,102</b>	<b>5,543,102</b>
			<b>TOTAL FLEET SERVICES</b>	<b>11,980,338</b>	<b>12,562,759</b>	<b>12,562,759</b>	<b>12,634,809</b>



**FLEET SERVICES  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
6000	17550	VEHICLE REPLACEMENT	8,409,624	5,182,600	5,182,600	6,462,600
6000	96300	COUNTY SHOP	11,550,338	11,982,659	11,982,659	12,054,709
		<b>TOTAL FLEET SERVICES</b>	<b>19,959,962</b>	<b>17,165,259</b>	<b>17,165,259</b>	<b>18,517,309</b>

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** IGS – FLEET SERVICES

**BUDGET UNIT TITLE AND NUMBER:** Fleet Services Administration - - 6000-96300

**DEPARTMENT DESCRIPTION:** Centralized motor pool support for Weld County. All fleet maintenance is included in this budget unit.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 1,336,868	\$ 1,606,119	\$ 1,593,109	\$ 1,665,159
Supplies	3,637,678	4,023,000	4,245,000	4,245,000
Purchased Services	449,612	573,200	702,450	702,450
Fixed Charges	4,505,367	5,148,019	5,242,100	5,242,100
Capital	359,544	200,000	200,000	200,000
Gross County Cost	\$ 10,289,069	\$ 11,550,338	\$ 11,982,659	\$ 12,054,709
Revenue	12,115,829	11,550,338	11,982,659	12,054,709
Net County Cost	\$ -1,826,760	\$ 0	\$ 0	\$ 0
Budgeted Positions	18	18	18	19

**SUMMARY OF CHANGES:** The operation is staffed with 18 FTE's at a cost of \$1,593,109. One position will remain unfilled until the shop is expanded in 2021. Depreciation will be \$4,963,002. Costs of Goods for fuel, parts, and services is \$4,077,000. Contract payments are funded at \$75,000, overhead at \$234,098 for indirect costs, equipment at \$200,000, \$385,000 for vehicle expenses, \$50,000 for repairs, \$120,000 for utilities, and the remaining \$285,450 for miscellaneous supplies and service costs.

The revenue for the budget includes \$4,963,002 from depreciation of the fleet, \$7,091,707 from fuel sales and vehicle maintenance charges for a total of \$12,054,709. Vehicle maintenance revenue is based on work order trends with a labor adjustment to \$120.00 per work order to reflect actual costs.

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

**BOARD ACTION:** At a work session on August 26, 2020, the Board approved the addition of a paint-less dent repair (PDR) technician to repair hail damage, in-service and decommissioning county vehicles along with minor upfitting of lights and safety equipment. As a result, an additional FTE and \$72,050 were added to the final budget.

All other items approved as recommended.

**FLEET SERVICES ADMINISTRATION  
(CONTINUED)  
6000-96300**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Number of work orders issued	6,845	7,000	7,390
Number of service/maintenance orders per technician	527	538	538
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	.556	.541	.526
Work orders issued per FTE	380	389	389

**Goal ES20: To provide quality, sufficient, and well-maintained county vehicles to county departments.**

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES20-1: Safe vehicles ready to meet county needs	90% of department users satisfied with the quality and safety of vehicles and equipment provided by Fleet Services	90%	90%	90%
ES20-2: Effective, reliable and timely repairs	90% of internal customers satisfied with repair times, quality of work performed and reliability	90%	90%	90%
ES20-3: Cost effective vehicles	Cost (acquisition, operating, resale value and total cost of ownership) within prescribed industry standards	95%	95%	95%
ES20-4: Fuel-efficient/ environmentally-friendly vehicles	90% of internal customers satisfied with county vehicle	90%	90%	90%

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** IGS – FLEET SERVICES

**BUDGET UNIT TITLE AND NUMBER:** Equipment - - 6000-17550

**DEPARTMENT DESCRIPTION:** Use of funded depreciation to acquire vehicles for county use.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Capital	10,046,557	8,409,624	5,182,600	6,462,600
Gross County Cost	\$ 10,046,557	\$ 8,409,624	\$ 5,182,600	\$ 6,462,600
Revenue	309,731	430,000	580,100	580,100
Net County Cost	\$ 9,736,826	\$ 7,979,624	\$ 4,602,500	\$ 5,882,500
Budgeted Positions	n/a	n/a	n/a	n/a

**SUMMARY OF CHANGES:** See listed equipment on next page.

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

**BOARD ACTION:** Due to the grader lease bid coming in much higher than usual, the Board adopted a grader purchase plan to replace leased graders at a work session on September 8, 2020. As a result, four additional graders will be purchased in 2021 at an added cost of \$1,280,000 out of the equipment reserve.

**IGA EQUIPMENT**

		<u>Request</u>	<u>Recommend</u>	<u>Approved</u>
<u>Sheriff:</u>				
1 ton 4x4 pickup	2	132,000	132,000	132,000
Compact AWD SUV	4	123,600	123,600	123,600
Mid-size Cargo Van (addition)	1	25,000	25,000	25,000
Full-size SUV 4x4 pursuit rated	7	413,000	413,000	413,000
 Buildings and Grounds				
3/4 ton pickup w utility box/lift gate	1	45,000	45,000	45,000
3/4 ton pickup w utility box/lift gate/snow plow	1	42,000	42,000	42,000
commercial grade lawn mowers	2	10,000	10,000	10,000
 Engineering				
1/2 ton 4x4 crew cab pickup short box (CNG)	2	94,000	94,000	94,000
 Public Works				
See Basic List		<u>4,298,000</u>	<u>4,298,000</u>	<u>5,578,000</u>
 <b>Total</b>		 <u><u>\$5,182,600</u></u>	 <u><u>\$5,182,600</u></u>	 <u><u>\$6,462,600</u></u>

**2021 EQUIPMENT REPLACEMENT FOR PUBLIC WORKS DEPT**

Division	Qty	Description (Shaded items reflect outgoing equip)	Estimated Purchase Price	Est. Auction Value	Addition To Fleet
<b>Trucking</b>	8	Belly Dump Trailers	360,000		
		15610031/2007 Belly Dump Trailer		12,000	
		15610033/2007 Belly Dump Trailer		12,000	
		15610041/2007 Belly Dump Trailer		12,000	
		15610042/2007 Belly Dump Trailer		12,000	
		15610044/2007 Belly Dump Trailer		12,000	
		15610047/2007 Belly Dump Trailer		12,000	
		15610049/2007 Belly Dump Trailer		12,000	
		15610051/2007 Belly Dump Trailer		12,000	
		1	Side Dump Tandem Trailer	55,000	
		15710001/2010 Quad Axle Pup Trailer		9,000	
<b>Gravel Road Mgmt</b>	6	Motor Graders	1,920,000		
		15820145/2010 Caterpillar Motor Grader		40,000	
		15820148/2010 John Deere Motor Grader		40,000	
	1	Rubber Tired Roller	180,000		
		16030006/2009 Bomag Roller		10,000	
	2	Steel Wheel Vibratory Rollers	360,000		
		16010021/2007 Dynapac		12,000	
		16010026/2010 Hamm Roller		12,000	
	2	Water Tankers (7500 gallons)	280,000		
		15650010/2006 Polar Water Trailer		10,000	
		15650013/2011 Polar Water Trailer		14,000	
	1	One-Ton Extend Cab Truck	37,000		
		15230067/2011 Ford F250		8,000	
	2	3/4-Ton Extend Cab Pickups, Standard Long Box	70,000		
	15220146/2007 Ford F150		8,000		
	15230061/2010 Ford F250		10,000		
<b>Road &amp; Bridge Construction</b>	1	3/4-Ton Pickup with Plow	40,000		
		15230066/2011 Ford Pickup		8,000	
	2	Fifth-Wheel Tractors w/Wet Kit	280,000		
		15410082/2007 Freightliner		30,000	
		15410084/2007 Freightliner		30,000	
	2	One-Ton Trucks w/Utility Box	140,000		
		15420080/2008 Ford F550		8,000	
		15420081/2008 Ford F550		8,000	
	1	Wheel Loader	240,000		
		15830019/1997 JD Loader		35,000	
	1	Rock Trailer	140,000		
		15620003/1979 Hobbs End Dump Trailer		5,000	
	1	Wacker Packer	35,000		
		16010020/2005 Wacker Packer		3,000	
	1	Single-Axle Flatbed Truck w/Dump Body	130,000		
		15450020/2000 International 3-ton Truck		8,000	
	1	Welder	25,000		
	16830022/1999 Welder		2,000		
1	Tandem Axle Trailer w/20 Ft Deck	25,000			
	15630005/1992 Homemade Trailer		1,000		
<b>Maint-Supt</b>	1	2-Axle Tow Trailer	30,000		
		15460010/1999 Superior Tow Trailer		5,000	
	2	<b>Trailer Mounted Message Boards</b>	<b>36,000</b>		<b>YES</b>
<b>Mining</b>	1	6X20 Portable Screening Plant	250,000		
		16230028/2006 Screening Plant		70,000	
	1	4" Auto Dewatering/Trash Pump on Trailer	45,000		
	17010017/2003 Godwin Pump		5,000		
<b>Pavement Management</b>	2	2-Ton Ext Cab 4X4 Trucks w/Flatbed	130,000		
		15430018/2010 Ford F550 went to auction in 2020		0	
		15420082/2008 F550		10,000	
	1	Rubber Tired Backhoe	135,000		
		15840017/2007 JCB Backhoe		15,000	
	1	Tri-Axle Trailer	105,000		
		15660007/2004 Trail King Trailer		15,000	
	1	Steel Wheel Asphalt Roller	180,000		
		16010024/2009 Bomag Roller		30,000	
	1	Tandem Axle Reg Cab Dump Truck	350,000		
	15470007/2004 Freightliner Truck		20,000		
	<b>Sub-Total</b>	<b>5,578,000</b>		<b>577,000</b>	
<b>GRAND TOTAL PRICE LESS ESTIMATED TRADE 2000 FUND</b>			<b>5,001,000</b>		
<b>Engineering</b>	2	1/2-Ton 4X4 Crew Cab Pickups, Short Box - CNG	94,000		
		15230012/2002 Ford Explorer		1,000	
		15220134/2006 Ford Ranger		2,100	
<b>Weeds</b>		NO EQUIPMENT			
	<b>Sub-Total</b>		<b>94,000</b>	<b>3,100</b>	
<b>GRAND TOTAL PRICE LESS ESTIMATED TRADE 1000 FUND</b>			<b>90,900</b>		
<b>Subtotal</b>			5,091,900		
<b>CMAQ Grant Funds</b>			0		
<b>Weld County Match</b>			0		
<b>Insurance for wrecked trucks</b>			0		
<b>GRAND TOTAL PRICE LESS GRANT FUNDS AND EST. AUCTION</b>			<b>5,091,900</b>		

**HEALTH INSURANCE  
SUMMARY OF REVENUES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
			<b>MISCELLANEOUS</b>				
<b>6200</b>	93400	4690	DONATIONS	270,000	281,700	281,700	281,700
<b>6200</b>	93100	46902	EMPLOYEE CONTRIBUTIONS	19,997,676	20,913,468	20,913,468	20,913,468
			<b>TOTAL HEALTH INSURANCE</b>	<b>20,267,676</b>	<b>21,195,168</b>	<b>21,195,168</b>	<b>21,195,168</b>

**HEALTH INSURANCE  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
6200	93100	HEALTH INSURANCE	18,773,576	19,839,368	19,839,368	22,460,895
6200	93400	DENTAL/VISION	1,494,100	1,355,800	1,355,800	1,355,800
			<b>20,267,676</b>	<b>21,195,168</b>	<b>21,195,168</b>	<b>23,816,695</b>



# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** IGS - HEALTH INSURANCE

**BUDGET UNIT TITLE AND NUMBER:** Health Insurance Fund - - 6200-93100/93400

**DEPARTMENT DESCRIPTION:** Provides for the costs associated with Weld County's self-insured health program.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Supplies	\$ 21,266	\$ 0	\$ 22,000	\$ 22,000
Purchased Services	954,334	1,204,100	1,032,100	1,032,100
Fixed Charges	19,165,798	19,063,576	20,141,068	22,762,595
Gross County Cost	\$ 20,141,398	\$ 20,267,676	\$ 21,195,168	\$ 23,816,695
Revenue	20,164,811	20,267,676	21,195,168	21,195,168
Net County Cost	\$ - 23,413	\$ 0	\$ 0	\$ 2,621,527

**SUMMARY OF CHANGES:** The budget reflects the cost of self-insuring the dental and vision reimbursement plan (\$281,300), Wellness Program and administration costs (\$374,100), and the on-site county clinic (\$700,000). In addition, the budget, in 2005, started to include the partially self-insured health program offered to county employees through CIGNA. For 2019, the county solicited bids from all the large insurers operating in Colorado. As a result, the successful bidder was Aetna, which will offer the same coverage with a similar broad network of health providers at 15% less. In 2021, the program will once again not have a premium increase. The partially self-insured health program is funded at the level of \$21,195,168 in 2021.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval. Weld County will utilize Aetna, with a hybrid universal health PPO/HMO plan as the health insurance provider in 2021, plus offer a high deductible health plan with a health reimbursement account option through Aetna. Rates for 2021 will remain the same as the 2020 rates for both the employees and Weld County.

In 2005, the county moved its health insurance plan to a consumer driven plan that combines a high deductible PPO insurance policy along with an HMO component for preventative care, with a low co-pay and low cost prescriptive drug program. The high deductible policy protects the insured from catastrophic losses, such as prolonged illness, hospitalization or simply an unexpected period of poor health. The plan is a partially self-insured program with stop loss insurance. The goal is to make the employees aware of the true cost of health care, with a program that will encourage employees and their families to make more judicious spending decisions in return for paying lower insurance premiums and lower health care costs. The health plan is being offered through Aetna. In 2008, the County moved to a universal health care option that has lower employee premiums and higher co-insurance and out-of-pocket costs. A comprehensive wellness program was also implemented in 2008. In July 2010, the County opened its own health clinic in an attempt to better serve county employees' and their dependents' primary health needs in a more convenient and cost-effective manner. The clinic contract will cost \$700,000 in 2021 with primary care being provided for employees. It is anticipated that there will be a savings to the insurance plan of over \$1,700,000, with a return on investment of over 2 to 1. All these efforts have contributed towards our goal of holding down healthcare costs to our employees and their dependents. The success of the efforts is demonstrated by the fact that health insurance rates are 11.8% lower in 2021 than they were seven years ago.

# **IGS - HEALTH INSURANCE (CONTINUED) 6200-93100/93400**

**FINANCE/ADMINISTRATION RECOMMENDATION (CONTINUED):**

In 2021, it is recommended to continue the base health plan offered along with the standard PPO being a high deductible health plan with a health reimbursement account (HRA) option through Aetna. The County will contribute \$1,000 to the HRA for those employees taking the high deductible health/HRA plan. The standard PPO option offered will have higher deductibles, co-pays, and out-of-pocket expenses. The health plan options are consistent with the changes being made by the health insurance industry and by major employers offering employee and dependent healthcare benefits. Total budget is up due to premiums from higher enrollment of employees and dependents

The 2021 program is calculated with current participation as follows:

Single Coverage:	637
Dependent Coverage:	779

**FIXED COSTS:**

Health Insurance	\$ 1,636,716
On-site Clinic	700,000
Administration/Wellness/EAP Costs	<u>374,100</u>
Fixed Costs:	<u>\$ 2,710,816</u>

**LOSS FUND:**

Medical	\$20,824,179
Dental	150,000
Vision	<u>131,700</u>
Loss Fund Costs	<u>\$21,105,879</u>
<b>GRAND TOTAL - COSTS</b>	<u><b>\$23,816,695</b></u>

**REVENUE:**

Health Premiums	\$20,913,468
Dental/Vision	<u>281,700</u>
<b>TOTAL REVENUE</b>	<u><b>\$21,195,168</b></u>
<b>USE OF RESERVE</b>	<u><b>\$2,621,527</b></u>

**BOARD ACTION:** Final health loss funding and administrative costs require the use of \$2,621,527 from the accumulated reserve for 2021. Approved as recommended.

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Single coverage	580	585	637
Family coverage	678	726	779

**INSURANCE  
SUMMARY OF REVENUES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
			<b>TAXES</b>				
<b>6300</b>	93300	4112	CURRENT PROPERTY TAXES	<b>3,500,000</b>	<b>3,500,000</b>	<b>3,500,000</b>	<b>3,500,000</b>
			<b>CHARGE FOR SERVICES</b>				
<b>6300</b>	93200	4410	CHARGE FOR SERVICES	<b>75,000</b>	<b>135,000</b>	<b>135,000</b>	<b>135,000</b>
			<b>MISCELLANEOUS</b>				
<b>6300</b>	93300	4610	EARNINGS ON INVESTMENTS	53,200	78,675	78,675	78,675
<b>6300</b>	93300	4820	COMPENSATION FOR LOSSES	75,000	125,000	125,000	125,000
			<b>TOTAL MISCELLANEOUS</b>	<b>128,200</b>	<b>203,675</b>	<b>203,675</b>	<b>203,675</b>
			<b>TOTAL INSURANCE</b>	<b>3,703,200</b>	<b>3,838,675</b>	<b>3,838,675</b>	<b>3,838,675</b>

**INSURANCE  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
6300	93200	WORKERS COMPENSATION	1,994,700	2,055,175	2,055,175	2,055,175
6300	93300	LIABILITY	1,708,500	1,783,500	1,783,500	1,783,500
		<b>TOTAL INSURANCE</b>	<b>3,703,200</b>	<b>3,838,675</b>	<b>3,838,675</b>	<b>3,838,675</b>

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** IGS - INSURANCE

**BUDGET UNIT TITLE AND NUMBER:** Insurance Fund - - 6300-93200/93300

**DEPARTMENT DESCRIPTION:** Central fund to provide county-wide insurance coverage. This fund is administered by Finance and Administration unit in the General Fund.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	3,500	3,500	3,500
Purchased Services	40,551	43,700	44,525	44,525
Fixed Charges	3,200,058	3,656,000	3,790,650	3,790,650
Gross County Cost	\$ 3,240,609	\$ 3,703,200	\$ 3,838,675	\$ 3,838,675
Revenue /Fund Bal.	533,640	203,200	338,675	338,675
Net County Cost	\$ 2,706,969	\$ 3,500,000	\$ 3,500,000	\$ 3,500,000

**SUMMARY OF CHANGES:** The budget is structured with Weld County remaining a member of CAPP but using the self-insured option under the insurance pool for a fixed cost of \$983,500. Effective January 1, 1992, Weld County became self-insured for workers compensation. Workers Compensation includes excess insurance and bonds costing \$210,650, claims administration costs of \$44,525, and a loss fund of \$1,800,000. A loss fund for all other insurance coverage is budgeted at \$800,000. Unemployment insurance is being charged directly to departments. The program is supported by property tax (\$3,500,000), charges for service (\$135,000), interest (\$78,675), and compensation for losses (\$125,000). No fund balance reserves are anticipated to be needed to support the loss fund in 2021.

Property tax remains the same at \$3,500,000. 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>
<b><u>Work Outputs</u></b>			
Number of training sessions	36	36	36
Dollar amount workers compensation claims	\$1,821,388	\$1,750,000	\$1,800,000
Dollar amount of prop/casualty claims paid	\$532,109	\$764,175	\$800,000
<b><u>Efficiency Measures</u></b>			
FTE'S per 10,000/capita	0.031	0.030	0.029
Per capita cost (county support)	\$8.35	\$10.51	\$10.22

**TELECOM SERVICES  
SUMMARY OF REVENUES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Acct</b>	<b>Account Title</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
			<b>CHARGE FOR SERVICES</b>				
6400	17400	4410	CHARGE FOR SERVICES	1,375,089	1,399,969	1,399,969	1,399,969
			<b>TOTAL TELECOM SERVICES</b>	<b>1,375,089</b>	<b>1,399,969</b>	<b>1,399,969</b>	<b>1,399,969</b>

**TELECOM SERVICES  
SUMMARY OF EXPENDITURES  
2021**

<b>Fund</b>	<b>Org</b>	<b>Expenditure Function</b>	<b>2020 Budget</b>	<b>2021 Request</b>	<b>2021 Recommend</b>	<b>2021 Final</b>
6400	17400	PHONE SERVICES	1,375,089	1,399,969	1,399,969	1,399,969
		<b>TOTAL TELECOM SERVICES</b>	<b>1,375,089</b>	<b>1,399,969</b>	<b>1,399,969</b>	<b>1,399,969</b>



# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** IGS - INFORMATION TECHNOLOGY

**BUDGET UNIT TITLE AND NUMBER:** Telecom Services - - 6400-17400

**DEPARTMENT DESCRIPTION:** Provide telecom services to Weld County offices and departments.

<b>RESOURCES</b>	<b>ACTUAL LAST FY</b>	<b>BUDGETED CURRENT FY</b>	<b>REQUESTED NEXT FY</b>	<b>FINAL NEXT FY</b>
Personnel Services	\$ 211,679	\$ 317,951	\$ 217,074	\$ 217,074
Supplies	6,353	48,300	159,500	159,500
Purchased Services	1,049,611	816,860	842,660	842,660
Fixed Charges	280,154	191,978	180,735	180,735
Capital	0	0	0	0
Gross County Cost	\$ 1,547,797	\$ 1,375,089	\$ 1,399,969	\$ 1,399,969
Revenue	1,473,358	1,375,089	1,399,969	1,399,969
Net County Cost	\$ 74,439	\$ 0	\$ 0	\$ 0
Budgeted Positions	3	3	2	2

**SUMMARY OF CHANGES:** Personnel Services are down \$100,877 with step increases included and the transfer of a Technical Support position to the Information Technology budget unit 1000-17300. Supplies are up \$111,200 primarily due to the inclusion of the five-year maintenance contract costs for the VoIP system. Phone costs are up \$26,500 due to the addition of several cell phones for new positions in 2020. Training is down \$100 and contract payments are down \$600. Depreciation is \$92,275 with the new VoIP system. Indirect costs are budgeted at \$88,460. Overall the budget is up \$24,880.

**FINANCE/ADMINISTRATION RECOMMENDATION:** Recommend approval. New telecom rates for telecom users were implemented January 1, 2019, to better reflect and recover costs of utilization of telecom resources in the county.

**BOARD ACTION:** Approved as recommended.

**TELECOM SERVICES  
(CONTINUED)  
6400-17400**

**PERFORMANCE MEASURES**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<b><u>Work Outputs</u></b>			
Incoming calls	6,000,000	6,000,000	6,200,000
<b><u>Efficiency Measures</u></b>			
FTE's per 10,000/capita	0.062	0.060	0.058
Per capita cost (county support)	\$4.78	\$4.13	\$4.09
Annual cost per call	\$0.215	\$0.227	\$0.226

<b>Goal ES21: Capitalize on phone technology to improve service, increase efficiency and provide greater telecom access and exchange.</b>				
<b>DESIRED OUTCOMES</b>	<b>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</b>	<b>ACTUAL</b>	<b>ESTIMATED</b>	<b>PROJECTED</b>
ES21-1: User friendly phone services	Percent of users (residents, visitors, employees, etc.) satisfied with telecom access to services and information	99%	99%	99%

# **BUDGET UNIT REQUEST SUMMARY**

**AGENCY/DEPARTMENT NAME:** WELD COUNTY FINANCE AUTHORITY

**BUDGET UNIT TITLE AND NUMBER:** Weld County Finance Authority - - 6500-17700

**DEPARTMENT DESCRIPTION:** Provides funds to cover the lease/purchase of county buildings.

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

**SUMMARY OF CHANGES:** Budget reflects the county's debt service on any long-term debt and/or any lease purchase debt in any given year. With the payoff of the correctional facilities' Certificates of Participation (COP) as of August 1, 2007, Weld County has no long-term debt or long-term lease obligations.

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

**BOARD ACTION:** Approved as recommended.

# **GLOSSARY**

<b>ACCOUNTING PROCEDURES</b>	All processes which discover, record, classify, and summarize financial information to produce financial reports and to provide internal control.
<b>ACCRUAL BASIS</b>	The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.
<b>ACCRUED EXPENSES</b>	Expenses incurred but not due until a later date.
<b>ACTIVITY</b>	A specific and distinguishable line of work performed by one or more organizational components of a government for the purpose of accomplishing a function for which the government is responsible. For example, "food inspection" is an activity performed in the discharge of the "health" function.
<b>ACTIVITY CLASSIFICATION</b>	Expenditure classification according to the specific lines of work performed by organization units. For example, "sewage treatment and disposal", "garbage collection", "garbage disposal", and "street cleaning" are activities performed in carrying out the function of "sanitation". The segregation of the expenditures made for each of these activities constitutes an activity classification.
<b>ALLOCATE</b>	To divide a lump-sum appropriation into parts which are designated for expenditure by specific organizational units and/or for specific purposes, activities, or objects.
<b>ALLOCATED COSTS</b>	Indirect costs distributed to programs or departments via a cost allocation plan.
<b>ALLOCATION</b>	A part of a lump-sum appropriation which is designated for expenditure by specific organizational units and/or for special purposes, activities, or objects.
<b>ALLOT</b>	To divide an appropriation into amounts which may be encumbered or expended during an allotment period.
<b>ALLOTMENT</b>	A part of an appropriation which may be encumbered or expended during an allotment period.
<b>ALLOTMENT PERIOD</b>	A period of time less than one fiscal year in length during which an allotment is effective. Bi-monthly and quarterly allotment periods are most common.
<b>ANNUAL BUDGET</b>	A budget applicable to a single fiscal year.

**APPROPRIATION**

A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

**APPROPRIATION BILL,  
ORDINANCE, RESOLUTION,  
or ORDER**

A bill, ordinance, resolution, or order by means of which appropriations are given legal effect. It is the method by which the expenditure side of the annual operating budget is enacted into law by the legislative body. In many governmental jurisdictions, appropriations cannot be enacted into law by resolution but only by a bill, ordinance, or order.

**APPROPRIATION  
EXPENDITURE**

An expenditure chargeable to an appropriation. Since virtually all expenditures of governments are chargeable to appropriations, the term expenditures by itself is widely and properly used.

**ASSESSED VALUATION**

A valuation set upon real estate or other property by a government as a basis for levying taxes.

**AUTHORITY**

A government or public agency created to perform a single function or a restricted group of related activities. Usually such units are financed from service charges, fees, and tolls, but in some instances they also have taxing powers. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing, or the exercise of certain powers.

**AUTHORIZED POSITION**

A position (job) authorized by the Board of County Commissioners as part of the annual adopted budget.

**BOND**

An interest bearing promise to pay with a specific maturity.

**BALANCED BUDGET**

A balanced budget occurs when the total sum of money a government collects in a year is equal to the amount it spends on goods, services, and debt interest.

**BUDGET**

A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the appropriating body.

**BUDGET DOCUMENT**

The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show, in detail, the information as to past years' actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.

**BUDGET MESSAGE**

A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government's experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.

**BUDGETARY ACCOUNTS**

Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

**BUDGETARY COMPARISONS**

Governmental GAAP financial reports must include comparisons of approved budgeted amounts with actual results of operations. Such reports should be subjected to an independent audit, so that all parties involved in the annual operating budget/legal appropriation process are provided with assurances that government monies are spent in accordance with the mutually agreed-upon budgetary plan.

**BUDGETARY CONTROL**

The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

**BUDGETARY EXPENDITURES**

Decreases in net current assets. In contrast to conventional expenditures, budgetary expenditures are limited in amount to exclude amounts represented by noncurrent liabilities. Due to their spending measurement focus, governmental fund types are concerned with the measurement of budgetary expenditures.

**BUDGETED FUNDS**

Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The budget document that is submitted for Board approval is composed of budgeted funds.

**CALLABLE BONDS**

Bonds which are redeemable by the issuer prior to the maturity date at a specified price at or above par.

**CAPITAL BUDGET**

A plan of proposed capital outlays and the means of financing them.

<b>CAPITAL OUTLAY</b>	Expenditures for equipment, vehicles, or machinery that results in the acquisition or addition to fixed assets.
<b>CAPITAL PROGRAM</b>	A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.
<b>CAPITAL PROJECTS FUND</b>	A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, Special Assessment Funds, and Trust Funds).
<b>CAPITAL RESOURCES</b>	Resources of a fixed or permanent character, such as land and buildings, which cannot ordinarily be used to meet current expenditures.
<b>CERTIFICATES OF PARTICIPATION (COP)</b>	Form of financial instrument similar to a bond to facilitate lease/purchase agreements. Not a debt of the County.
<b>CONSERVATION TRUST</b>	State of Colorado lottery funds remitted to the County for parks and recreation use.
<b>CONTINGENCY ACCOUNT</b>	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise included in the budget.
<b>CONTINUING APPROPRIATION</b>	An appropriation which, once established, is automatically renewed without further legislative action, period after period, until altered or revoked. The term should not be confused with INDETERMINATE APPROPRIATION.
<b>COST ALLOCATION PLAN</b>	Identification, accumulation and distribution of costs relative to the provision of those services, along with the methods used.
<b>DEFAULT</b>	Failure to pay principal or interest when due. Defaults can also occur for failure to meet nonpayment obligations, such as reporting requirements, or when a material problem occurs for the issuer, such as a bankruptcy.
<b>DEFICIT</b>	(1) The excess of the liabilities of a fund over its assets. (2) The excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expense over income during an accounting period.

<b>DEPRECIATION</b>	<p>(1) Expiration in the service life of fixed assets, other than wasting assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.</p> <p>(2) The portion of the cost of a fixed asset other than a wasting asset which is charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.</p>
<b>DIRECT COSTS</b>	Costs that have a clearly identifiable beneficial or causal relationship to the services performed.
<b>DURATION</b>	The weighted maturity of a fixed-income investment's cash flows, used in the estimation of the price sensitivity of fixed-income securities for a given change in interest rates.
<b>ENCUMBRANCES</b>	Obligations in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability is set up.
<b>ENTERPRISE FUND</b>	A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supporting by user charges. The Crime Lab operates as an Enterprise Fund.
<b>ESTIMATED REVENUE</b>	The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Board.
<b>EXPENDITURES</b>	Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service, and capital outlays. The unmodified use of the term expenditures in this text is intended to mean budgetary expenditures.
<b>FISCAL PERIOD</b>	Any period at the end of which a government determines its financial position and the results of its operations.
<b>FISCAL YEAR</b>	A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.
<b>FIXED ASSETS</b>	Assets of a long-term character which are intended to continue to be held or used, such as land, buildings, improvements other than buildings, machinery and equipment.



<b>FTE (FULL-TIME EQUIVALENT)</b>	Numeric equivalent of one person occupying one employment position for one year (equivalent of 2,080 hours or 52 forty-hour weeks).
<b>FUNCTION</b>	A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. For example, public health is a function.
<b>FUNCTIONAL CLASSIFICATION</b>	Expenditure classification according to the principal purposes for which expenditures are made. Examples are public safety, public health, public welfare, etc.
<b>FUND</b>	A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.
<b>FUND BALANCE</b>	Fund balance is the excess of assets over liabilities and is therefore also known as surplus funds.
<b>GAAP (GENERALLY ACCEPTED ACCOUNTING PRINCIPLES)</b>	Standards for financial accounting and reporting.
<b>GENERAL FUND</b>	The fund used to account for all financial resources except those required to be accounted for in another fund.
<b>GENERAL OBLIGATION BOND</b>	A municipal bond secured by the pledge of the issuer's full faith, credit and taxing power.
<b>GEOGRAPHICAL INFORMATION SYSTEM (GIS)</b>	A computerized data base of all land attributes within the County. The "base map" contains the least amount of common data which is supplemented by attribute overlays.
<b>GOVERNMENTAL FUNDS</b>	Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital funds, and permanent funds.
<b>GRANT</b>	A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed to the grantee.
<b>HIGHWAY USER TAX (HUTF)</b>	Revenue that is derived from the state gasoline tax and restricted for Road and Bridge activities.

**INDETERMINATE  
APPROPRIATION**

An appropriation which is not limited either to any definite period of time or to any definite amount. A distinction must be made between an indeterminate appropriation and a continuing appropriation. In the first place, whereas a continuing appropriation is indefinite only as to time, an indeterminate appropriation is indefinite as to both time and amount. In the second place, even indeterminate appropriations which are indefinite only as to time are to be distinguished from continuing appropriations in that such indeterminate appropriations may eventually lapse. For example, an appropriation to construct a building may be made to continue in effect until the building is constructed. Once the building is completed, however, the unexpended balance of the appropriation lapses. A continuing appropriation, on the other hand, may continue forever; it can only be abolished by specific action of the legislative body.

**INDIRECT COSTS**

Costs associated with, but not directly attributable to, the providing of a product or service. These costs are usually incurred by other departments in the support of operating departments.

**INTERFUND TRANSFER**

Amounts transferred from one fund to another.

**INTERGOVERNMENTAL  
REVENUE**

Revenue received from another government for a specified purpose. In Weld County, these are funds from municipalities, the State of Colorado, and the Federal Government.

**INTERNAL SERVICE FUND**

Funds used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis, for example, the Phone Services Fund.

**LEAN**

Lean government refers to the application of lean production (also known as "Lean") principles and methods to both identify and then implement the most efficient, value added way to provide government services.

**LINE-ITEM BUDGET**

A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

**MANDATE**

Any responsibility, action or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order or that is required as a condition of aid.

**MATURITY**

The date when the principal amount of a security is payable.

**MILL LEVY (TAX RATE)**

Rate applied to assessed valuation to determine property taxes. A mill is 1/10th of a penny or \$1.00 of tax for each \$1,000 of assessed valuation.

**MODIFIED ACCRUAL BASIS**

The accrual basis of accounting adapted to the governmental fund type Spending Measurement Focus. Under it, revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period". Expenditures are recognized when the related fund liability is incurred except for:

- (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used;
- (2) prepaid insurance and similar items which need not be reported;
- (3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements;
- (4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; and
- (5) principal and interest on long-term debt which are generally recognized when due. All governmental funds and Expendable Trust Funds are accounted for using the modified accrual basis of accounting.

**NET BUDGET**

The net budget eliminates double counting in the budget, such as fund transfers, and thus represents the true level of programmed spending in the budget.

**NON-DEPARTMENTAL**

A category established to account for expenses not associated with any specific department, but all departments or many, within a fund.

**OBJECT**

As used in expenditure classification, this term applies to the article purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personal services, contractual services, materials, and supplies.

**OPERATING BUDGET**

Plans of current expenditures and the proposed means of financing them. The annual operating budget (or, in the case of some state governments, the biennial operating budget) is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law. Even where not required by law, however, annual operating budgets are essential to sound financial management and should be adopted by every government.

**OPERATING EXPENSES**

Proprietary fund expenses which are directly related to the fund's primary service activities.

<b>OPERATING GRANTS</b>	Grants which are restricted by the grantor to operating purposes or which may be used for either capital or operating purposes at the discretion of the grantee.
<b>OPERATING INCOME</b>	The excess of proprietary fund operating revenues over operating expenses.
<b>OPERATING TRANSFER</b>	Routine and/or recurring transfers of assets between funds.
<b>ORGANIZATIONAL UNIT</b>	A responsibility center within a government.
<b>ORGANIZATION UNIT CLASSIFICATION</b>	Expenditure classification according to responsibility centers within a government's organization structure. Classification of expenditures by organization unit is essential to fixing stewardship responsibility for individual government resources.
<b>OVERHEAD</b>	Those elements of cost necessary in the production of an article or the performance of a service which are of such a nature that the amount applicable to the product or service cannot be determined accurately or readily. Usually they relate to those objects of expenditure which do not become an integral part of the finished product or service such as rent, heat, light, supplies, management, supervision, etc.
<b>PROGRAM</b>	An organized set of related work activities which are directed toward a common purpose or goal and represent a well defined expenditure of county resources.
<b>PROGRAM BUDGET</b>	A budget wherein expenditures are based primarily on programs of work and secondarily on character and object class. A program budget is a transitional type of budget between the traditional character and object class budget, on the one hand, and the performance budget, on the other.
<b>PROPRIETARY FUND</b>	A fund used to account for business-type activities in government. The activities are usually financed with user fees that are directly related to the services received. There are two types of proprietary funds - enterprise and internal service funds.
<b>RATINGS</b>	Designations used by credit rating agencies to give relative indications of credit quality.
<b>RECIDIVISM</b>	A relapse into criminal habits after punishment.
<b>REGISTERED BOND</b>	A bond whose owner is registered with the issuer or its agent. Transfer of ownership can only be accomplished when the securities are properly endorsed by the registered owner.
<b>REIMBURSEMENTS</b>	(1) Repayments of amounts remitted on behalf of another party.  (2) Interfund transactions which constitute reimbursements of a fund for expenditures or expenses initially made from it which

are properly applicable to another fund -- e.g., an expenditure properly chargeable to a Special Revenue Fund was initially made from the General Fund, which is subsequently reimbursed. They are recorded as expenditures or expenses (as appropriate) in the reimbursing fund and as reductions of the expenditure or expense in the fund that is reimbursed.

**RESERVE**

(1) An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure.

(2) An account used to earmark a portion of fund equity as legally segregated for a specific future use.

**RESIDUAL EQUITY  
TRANSFER**

Non-recurring or non-routine transfers of assets between funds.

**REVENUE**

(1) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. Under NCGA Statement 1, general long-term debt proceeds and operating transfers-in are classified as "other financing sources" rather than revenues.

(2) Increases in proprietary fund type net total assets from other than expense refunds, capital contributions, and residual equity transfers. Under NCGA Statement 1, operating transfers-in are classified separately from revenues.

**REVENUE BOND**

A municipal bond payable from revenues derived from tolls, charges or rents paid by users of the facility constructed with the proceeds of the bond issue.

**SOURCE OF REVENUE**

Revenues are classified according to their source or point of origin.

**SPECIAL REVENUE FUND**

A fund used to account for revenues legally earmarked for a particular purpose.

**SUBACTIVITY**

A specific line of work performed in carrying out a governmental activity. For example, "cleaning luminaries" and "replacing defective street lamps" would be subactivities under the activity of "street light maintenance".

**SUBFUNCTION**

A grouping of related activities within a particular governmental function. For example, "police" is a subfunction of the function "public safety".

**SURPLUS**

The use of the term "surplus" in governmental accounting is generally discouraged because it creates a potential for misleading inference.

**TABOR (TAXPAYERS  
BILL OF RIGHTS)**

An amendment to the Colorado Constitution approved by the voters in November 1992. The Taxpayers Bill of Rights has been incorporated in the State Constitution as Section 20 of Article X. The amendment limits growth in both state and local government revenue and expenditures, makes provision for annual elections, and requires voter approval for tax increases.

**TABOR RESERVE**

Term applied to a reserve which is required by the TABOR Amendment. Starting in 1995 this reserve is 3% of "Fiscal Year Spending" excluding bonded debt service. This reserve is for use in declared emergencies only.

**TAXES**

Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

**TAX LEVY**

The total amount to be raised by general property taxes.

**TAX RATE**

The amount of tax stated in terms of a unit of the tax base; for example, 25 mills per dollar of assessed valuation of taxable property.

**TAX RATE LIMIT**

The maximum rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose, or to taxes imposed for all purposes, and may apply to a single government, to a class of governments, or to all governments operating in a particular area. Overall tax rate limits usually restrict levies for all purposes and of all governments, state and local, having jurisdiction in a given area.

**TAX ROLL**

The official list showing the amount of taxes levied against each taxpayer or property. Frequently, the tax roll and the assessment roll are combined, but even in these cases the two can be distinguished.

**TRADITIONAL BUDGET**

A term sometimes applied to the budget of a government wherein expenditures are based entirely or primarily on objects of expenditure.

**UNINCORPORATED COUNTY**

Those portions of the county that are not part of a legal entity such as a city or some towns.

**WELL PROGRAM**

Wellness health program provided as a fringe benefit to employees.

**WORKLOAD MEASURES**

Specific quantitative and qualitative measures of work performed as an objective of the department.

**WORK PROGRAM**

A plan of work proposed to be done during a particular period by the administrative agency in carrying out its assigned activities.

**WORK UNIT**

A fixed quantity which will consistently measure work effort expended in the performance of an activity or the production of a commodity.

**YIELD**

The annual percentage rate of return earned on a security. Yield is a function of a security's purchase price and coupon interest rate.

NOTE: Most of the above definitions were taken from *Governmental Accounting, Auditing, and Financial Reporting*, GFOA, Chicago, 2012, Appendix G. pp. 1051-1093.

# ACRONYMS

<b>AAA</b>	Area Agency on Aging
<b>ADCOM</b>	Adams County Communications
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CAPP</b>	Colorado Counties Casualty and Property Pool
<b>CCI</b>	Colorado Counties Inc. association of Colorado counties
<b>CDBG</b>	Community Development Block Grant
<b>CDHS</b>	Colorado Department of Human Services
<b>CDOT</b>	Colorado Department of Transportation
<b>CIP</b>	Capital Improvement Plan
<b>COPS UHS</b>	Federal community oriented policing grant
<b>COLA</b>	Cost of Living Allowance
<b>COVID</b>	Coronavirus
<b>CMAQ</b>	Congestion Mitigation and Air Quality Improvement Program
<b>CPI</b>	Consumer Price Index
<b>C.R.S.</b>	Colorado Revised Statutes
<b>CSBG</b>	Community Services Block Grant
<b>DA</b>	District Attorney
<b>DHS</b>	Department of Human Services
<b>DOC</b>	Colorado Department of Corrections
<b>DOLA</b>	Colorado Department of Local Affairs
<b>DUI</b>	Driving Under the Influence
<b>EDAP</b>	Economic Development Action Partnership
<b>EOC</b>	Emergency Operations Center
<b>FEMA</b>	Federal Emergency Management Agency
<b>FOMC</b>	Federal Open Market Committee
<b>FRRC</b>	Front Range Communication Consortium



<b>FTE</b>	Full Time Equivalent
<b>GAAP</b>	Generally Accepted Accounting Principles
<b>GASB</b>	Government Accounting Standards Board
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographical Information System
<b>HARP</b>	Haul Route Program
<b>HES</b>	Hazard Elimination Program for transportation projects
<b>HUTF</b>	Highway Users Tax Fund
<b>HRA</b>	Health Reimbursement Account
<b>HVAC</b>	Heating, ventilation, and air conditioning
<b>IT</b>	Information Technology
<b>IGS</b>	Intergovernmental Service Fund
<b>IGA</b>	Intergovernmental Agreement
<b>LEAP</b>	Low-income Energy Assistance Program
<b>MOU</b>	Memorandum of Understanding
<b>MOE</b>	Maintenance of Effort
<b>MS4</b>	Municipal Separate Storm Sewer for storm management
<b>NCMC</b>	North Colorado Medical Center
<b>NFRMPO</b>	North Front Range Metropolitan Planning Organization
<b>NRBH</b>	North Range Behavioral Health
<b>O&amp;M</b>	Operations and maintenance
<b>OEM</b>	Office of Emergency Management
<b>OPED</b>	Other Post-Employment Benefits
<b>PERA</b>	Colorado Public Employees' Retirement Association
<b>PPACA</b>	Patient Protection and Affordable Care Act (Obamacare)
<b>PPO</b>	Preferred Provider Organization
<b>ROW</b>	Right-of way
<b>SH</b>	Abbreviation for State Highway

<b>TABOR</b>	Taxpayers Bill of Rights
<b>TANF</b>	Temporary Assistance to Needy Families
<b>UNC</b>	University of Northern Colorado
<b>URA</b>	Urban Renewal Authority
<b>VALE</b>	Victim Assistance Law Enforcement
<b>VW</b>	Victim Witness
<b>WCR</b>	Weld County Road
<b>WCRCC</b>	Weld County Regional Communications Center





SNAPSHOT

Square Miles/ <b>4,016</b>	Communities Total/ <b>32</b>	Population Total/ <b>323,637</b>	Labor Force/ <b>165,290</b>	Unemployment Rate/ <b>3.0%</b>	Median Age/ <b>33.8</b>
2018 Per Capita Personal Income/ <b>\$46,172</b>	Household Income/ <b>\$70,908</b>	High School Diploma+/ <b>88%</b>	Annual Avg. Wage/ <b>\$51,840</b>	GRP Total/ <b>14.7 Billion</b>	County Seat/ <b>Greeley</b>

# DEMOGRAPHICS

## WELD COUNTY POPULATION

# 323,637

Population Over Time	Number
2019	323,637
2010	254,230
2010 to 2019 % Change	27.3%
Components of Change 2019	
Net Migration	6,948
Natural (Births – Deaths)	2,440

Source: Colorado State Demography Office

2018 Population by Age	
0-14 years	21.7%
15-29 years	22.5%
30-44 years	21.7%
45-59 years	17.1%
60-74 years	12.2%
75+ years	4.7%
<b>Median Age</b>	<b>33.8</b>

Source: Colorado State Demography Office

Note: Percentage may not add due to rounding

2018 Population by Race and Ethnicity	
Not Hispanic or Latino	70.4%
– White Alone	65.4%
– Black Alone	1.2%
– American Indian & Alaska Native Alone	0.5%
– Asian Alone	1.6%
– Native Hawaiian/Other Pacific Island Alone	0.1%
Hispanic or Latino (Any Race)	29.6%

Source: U.S. Census Bureau, Population Estimates Program

2017 Educational Attainment	%
HS Diploma +	88.1%
Bachelor's Degree +	26.7%

Source: U.S. Census Bureau, American Community Survey

Per Capita Personal and Household Income	Number
PC Personal Income	\$46,172
Median HH Income	\$70,908

Source: U.S. Bureau of Economic Analysis

Source: U.S. Census Bureau, 2014-2018 American Community Survey

2018 Population, Households & 2020 Sales Tax Rate by Municipality			
	Population	Households	Sales Tax
Weld County	314,250	112,857	---
Ault	1,819	692	3.00%
Berthoud (MCP)	215	64	4.00%
Brighton (MCP)	455	146	3.75%
Dacono	5,742	2,021	3.00%
Eaton	5,550	2,013	3.00%
Erie (MCP)	14,340	5,108	3.50%
Evans	20,972	7,188	3.50%
Firestone	14,694	4,761	3.60%
Fort Lupton	8,290	2,676	4.00%
Frederick	13,463	4,475	2.50%
Garden City	249	128	3.00%
Gilcrest	1,104	347	4.00%
Greeley	107,026	39,552	4.11%
Grover	149	92	0.00%
Hudson	1,652	582	4.00%
Johnstown (MCP)	12,646	4,171	3.00%
Keenesburg	1,228	474	3.00%
Kersey	1,629	559	3.60%
La Salle	2,346	841	3.50%
Lochbuie (MCP)	6,831	2,393	4.00%
Longmont (MCP)	350	247	3.53%
Mead	4,673	1,567	2.00%
Milliken	7,619	2,524	2.50%
Northglenn (MCP)	13	11	4.00%
Nunn	459	204	2.00%
Pierce	1,156	439	2.00%
Platteville	3,009	1,06	3.00%
Raymer	105	57	0.00%
Severance	4,975	1,715	3.00%
Windsor (MCP)	21,724	8,054	3.95%
Unincorporated Area	49,810	18,690	0.00%

Source: Colorado State Demography Office

Note: MCP indicates multi-county place. Figures reported are the portions of total population/households in Weld County. The City of Thornton and Town of Timnath are additional Weld County communities.

# CLIMATE

The area offers a dry, sunny climate with low humidity and four seasons.

	Weld	U.S.
Rainfall (inches)	<b>14.8</b>	38.1
Snowfall (inches)	<b>38.3</b>	27.8
Precipitation Days	<b>74.6</b>	106.2
Sunny Days	<b>240</b>	205
Elevation (feet)	<b>4,970</b>	2,443

Source: *Sperling's Best Places*

	Weld	U.S.
Avg. Temp July High	<b>89.6</b>	85.8
Avg. Temp Jan Low	<b>13.9</b>	21.7
Comfort Index (higher = better)	<b>7.2</b>	7
UV Index	<b>5.2</b>	4.3

# LOCATION & TRANSPORTATION

## HIGHWAY ACCESS

**North/South:** I-25, State Hwy 85, Weld County Pkwy 49

**East/West:** I-76, State Hwy 34 & State Hwy 14

## FREIGHT RAIL ACCESS

**Class 1:** Union Pacific (UP) & Burlington Northern Santa Fe (BNSF)

**Short Line:** The Great Western Railway of Colorado (GWR)

## AIR ACCESS

**Denver International Airport (DIA):** Fifth-busiest airport in the US (30 minute commute from South Weld—hour from Central/West Weld)

**Greeley/Weld County Airport:** General Aviation ([www.gxy.net](http://www.gxy.net))

**Erie Municipal Airport:** General Aviation ([www.eriecogov.com](http://www.eriecogov.com))

**Northern Colorado Regional Airport:** General Aviation ([www.flynoco.com](http://www.flynoco.com))



# GROSS REGIONAL PRODUCT (GRP) /Estimates

## Exports and Imports / 2018 Total Weld GRP: \$12.5 Billion

Earnings..... \$8.8 Billion  
 Property Income..... \$4.7 Billion  
 Taxes on Production ..... \$1.2 Billion

Exports.....\$15.9 Billion  
 Imports.....\$20.8 Billion (61.9% of Demand)  
 Locally Produced/Consumed .....\$12.8 Billion (38.1% of Demand)

Note: GRP measures final market value of goods/services produced.

Source: *Economic Modeling Specialists, Inc.*

# Total Labor Force / Weld County: 165,290 / Colorado: 3,096,358

Employed—160,320 (Weld) / Unemployed—4,970 (Weld)

Unemployment Rate—3.0% (Weld) / 3.3% (Colorado) / 3.9% (United States)

Source: Colorado Department of Labor and Employment 2018, Labor Market Information

## LABOR SHEDS / Projections

### NORTH WELD LABOR SHED

5-15-25 Mile Radius from Hwy 34 Business & Hwy 257

	5 Miles		15 Miles		25 Miles	
	2019 Estimate	2024 Estimate	2019 Estimate	2024 Estimate	2019 Estimate	2024 Estimate
Total Population	33,551	38,258	411,616	452,605	725,437	798,536
Population 18+	74.2%	74.1%	76.0%	76.3%	77.0%	77.3%
Edu. Attain. 25+ Bachelor's	26.9%	—	24.5%	—	25.6%	—

Source: ESRI, 2019 Estimates

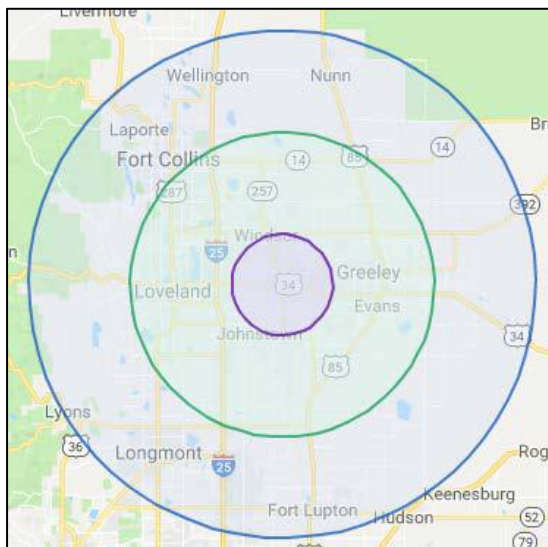
### SOUTH WELD LABOR SHED

5-15-25 Mile Radius from I-25 & Hwy 52

	5 Miles		15 Miles		25 Miles	
	2019 Estimate	2024 Estimate	2019 Estimate	2024 Estimate	2019 Estimate	2024 Estimate
Total Population	37,217	46,138	655,785	725,590	1,828,052	2,004,337
Population 18+	72.4%	72.7%	75.0%	75.4%	76.8%	77.0%
Edu. Attain. 25+ Bachelor's	26.2%	—	27.6%	—	26.4%	—

Source: ESRI, 2019 Estimates

NORTH WELD Labor Shed



Source: Mapdevelopers.com

SOUTH WELD Labor Shed



## 2018 Employment by Industry Sector with Average Annual Wage

	Establishments	Jobs	% Distribution	Average Annual Wage
Total All Industries	7,583	110,129	100.00%	\$51,844
Agriculture, Forestry, Fishing & Hunting	232	4,065	3.69%	\$44,200
Mining	254	8,620	7.83%	\$88,712
Utilities	33	443	0.40%	\$95,680
Construction	1,022	11,531	10.47%	\$60,944
Manufacturing	336	13,637	12.38%	\$52,624
Wholesale Trade	495	4,258	3.87%	\$70,876
Retail Trade	653	10,312	9.36%	\$32,760
Transportation and Warehousing	423	4,120	3.74%	\$60,528
Information	99	966	0.88%	\$54,288
Finance and Insurance	355	2,843	2.58%	\$67,548
Real Estate and Rental Leasing	354	1,435	1.30%	\$51,844
Professional and Technical Services	820	2,853	2.59%	\$70,200
Management of Companies and Enterprises	76	1,753	1.59%	\$140,348
Administrative and Waste Services	429	5,961	5.41%	\$38,116
Education Services	108	9,582	8.70%	\$40,196
Health Care and Social Assistance	710	9,865	8.96%	\$47,840
Arts, Entertainment, and Recreation	87	1,226	1.11%	\$19,604
Accommodation and Food Services	471	8,530	7.75%	\$17,888
Other Services (Excluding Public Administration)	549	2,651	2.41%	\$37,804
Public Administration	75	5,474	4.97%	\$52,136

Source: Colorado Department of Labor and Employment, Labor Market Information, Quarterly Census Employment and Wages  
 Note: Distribution based on rounded employment by industry estimates

## 2020 Employment and Average Wage by Occupation (Highlights: Top Location Quotients in the County)

Description	Jobs	Avg. Hourly Earnings	Location Quotient
Architecture and Engineering Occupations	1,930	\$39.96	0.86
Arts, Design, Entertainment, Sports, and Media Occupations	1,684	\$25.33	0.70
Building and Grounds Cleaning and Maintenance Occupations	4,711	\$15.18	0.98
Business and Financial Operations Occupations	5,823	\$35.09	0.82
Community and Social Service Occupations	2,154	\$24.64	0.95
Computer and Mathematical Occupations	1,793	\$36.12	0.46
Construction and Extraction Occupations	16,354	\$22.49	2.60
Education, Training, and Library Occupations	7,862	\$23.97	1.05
Farming, Fishing, and Forestry Occupations	3,631	\$14.45	3.66
Food Preparation and Serving Related Occupations	9,562	\$11.87	0.85
Healthcare Practitioners and Technical Occupations	4,477	\$38.04	0.60
Healthcare Support Occupations	2,481	\$16.42	0.68
Installation, Maintenance, and Repair Occupations	6,573	\$24.16	1.27
Legal Occupations	529	\$42.54	0.48
Life, Physical, and Social Science Occupations	777	\$29.89	0.72
Management Occupations	7,522	\$45.83	0.98
Military-Only Occupations	401	\$21.43	0.55
Office and Administrative Support Occupations	15,969	\$18.33	0.84
Personal Care and Service Occupations	3,902	\$14.70	0.65
Production Occupations	11,382	\$19.05	1.47
Protective Service Occupations	2,334	\$25.90	0.79
Sales and Related Occupations	11,028	\$23.14	0.84
Transportation and Material Moving Occupations	10,700	\$21.22	1.16
<b>TOTAL</b>	<b>133,588</b>	<b>\$23.32</b>	<b>---</b>

Location Quotient quantifies how concentrated an occupation is compared to the nation. The higher the number the more concentrated – US=1.0

Source: Economic Modeling Specialists, Inc., 2019-2020 Estimates, 2020.1 Dataset



# MAJOR EMPLOYERS

Largest Private, Non-Retail Employers (June 2019)				
Rank	Company	Product/Service	Location	FTE
1	JBS USA & Affiliates	Beef Processing, Corporate HQ, Trucking	Greeley/Weld	4,590
2	Banner Health: North CO Medical Center	Regional Hospital, Corporate Center, Clinics	Greeley/Weld	3,640
3	Vestas	Wind Turbine Blade/Nacelle Manufacturing	Windsor/Brighton	2,810
4	State Farm Insurance Companies	Insurance	Greeley	1,200
5	Halliburton Energy Services, Inc.	Oil /Gas Development	Fort Lupton	1,030
6	UC Health	Healthcare	Greeley/Firestone	1,030
7	TTEC (Formerly TeleTech)	Financial Services Support Center	Greeley	620
8	Occidental Petroleum (Anadarko)	Oil/Gas Development	Platteville	580
9	Leprino Foods	Cheese & Dairy Foods Manufacturing	Greeley	510
10	Noble Energy	Oil/Gas Development	Greeley/Weld	500
Largest Non-Retail Employers (2019/2020)				
1	Greeley/Evans School District 6	Public School District	Greeley/Evans	2,200
2	University of Northern Colorado	Public Four-Year University	Greeley/Weld	1,717
3	Weld County	Government	Greeley	1,615
4	City of Greeley	Government	Greeley	1,100
5	Aims Community College	Public Community College	Weld County	798

Source: Development Research Partners, June 2019; Colorado Demography Office, Upstate Colorado Economic Development – 01/2020

# UTILITY PROVIDERS

## Water/Sewer Providers

**Water** is available for purchase from municipalities throughout the county who typically provide water treatment/delivery services within municipal boundaries. In addition, there are several water districts that partner with communities and/or can provide raw water. Water rates will vary depending upon location and provider.

**Sewer services** are also provided by municipalities in the most developed areas. St. Vrain Sanitation District provides services in much of Southwest Weld. Septic and/or packaged systems can also be viable in the most rural circumstances and locations. Rates will vary depending upon location and provider.

Major Electricity Providers		
Company	Service Area	Rate Info
Xcel Energy	Central/West Weld	<a href="http://www.xcelenergy.com">www.xcelenergy.com</a>
Poudre Valley REA	Central/West & North/East Weld	<a href="http://www.poudrevalleyrea.com">www.poudrevalleyrea.com</a>
United Power, Inc.	South Weld	<a href="http://www.unitedpower.com">www.unitedpower.com</a>
Major Gas Providers		
Atmos Energy	Central/West Weld	<a href="http://www.atmosenergy.com">www.atmosenergy.com</a>
Xcel Energy	Central/West Weld	<a href="http://www.xcelenergy.com">www.xcelenergy.com</a>
Black Hills Energy	South Weld	<a href="http://www.blackhillsenergy.com">www.blackhillsenergy.com</a>

# K-12 EDUCATION

Weld County is served by 13 public school districts which includes numerous charter schools. There are also ten private school education opportunities throughout Weld County.

Weld PK-12 Public Education Statistics			
	Year	Weld Stats	CO Stats
Weld Enrollment	2019-20	57,405	913,223
Number of Schools	2019-20	112	1,916
Classroom Teacher FTE	2018-19	3,196	52,730
Pupil/Teacher Ratio	2018-19	17.7	17.3
Dropout Rate (High School)	2018-19	1.2%	2.0%
Completer Rate	2018-19	88.1%	81.8%
Graduation Rate	2018-19	86.2%	82.9%
Colorado SAT Composite Score	2019	967	1,001

Source: Colorado Department of Education  
 Note: Includes Weld Schools in RE1J District

Weld Public School Districts Enrollment

Gilcrest/Platteville RE-1	1,953
St. Vrain Valley RE-1J	12,062
Eaton RE-2	1,968
Keenesburg RE-3J	2,697
Windsor RE-4	7,313
Johnstown/Milliken RE5J	3,969
Greeley/Evans RE-6	22,467
Platte Valley (Kersey) RE-7	1,093
Fort Lupton RE-8	2,452
Ault-Highland RE-9	943
Briggsdale RE-10	184
Prairie RE-11	222
Pawnee RE-12	82

Source: Colorado Department of Education, 2019-2020

## 2019/2020 Total Enrollment / 57,405

# HIGHER EDUCATION



UNIVERSITY OF NORTHERN COLORADO (UNC)

Fall 2018 Enrollment – 13,437

Fall 2019 Enrollment – 12,930

UNC is a comprehensive baccalaureate and public doctoral research university with six colleges. Top 5 Undergraduate Degrees Awarded: Interdisciplinary Studies (includes Elementary Ed); Business Administration; Nursing; Sport and Exercise Science and Psychology. Top 5 Graduate Degrees Awarded: Education; Special Education; Sport and Exercise Science; Speech Language Pathology and Music.

For more info see [www.unco.edu](http://www.unco.edu).



AIMS COMMUNITY COLLEGE/

2017/2018 Enrollment – 8,436

2018/2019 Enrollment – 8,846

With two Weld campus locations, Aims offers 200 degree and certificate programs. Two-Year Degrees Awarded - Associate of Arts, Associate of Science, Associate of General Studies, Associate of Applied Science plus numerous Career and Technical Education Certificates.

Public Higher Education Facilities in N. Colorado & Metro Denver	
Four Year Public Colleges/Universities	Fall 2019 Enrollment
Colorado School of Mines–Golden	6,268
Colorado State University–Fort Collins	34,166
Metropolitan State University–Denver	20,192
University of Colorado–Boulder	35,528
University of Colorado–Denver	14,947
University of Northern Colorado–Greeley	12,930

Source: Individual Schools

2018 Weld/Larimer Top Education Program Completions	
Program	Number
Business, Management, Marketing & Related	1,536
Health Professions	1,457
Biology/Biological Science	961
Education	934
Engineering	777
Parks, Recreation and Fitness Studies	636
Social Sciences	627
Psychology	545
Visual and Performing Arts	506
Communication and Journalism	482

Source: Economic Modeling Specialists, Inc

# COMMERCIAL/INDUSTRIAL REAL ESTATE

Commercial/industrial real estate opportunities can be found throughout Weld County to meet virtually any business need from an existing building to developed sites for construction.

Real estate prices will vary widely depending upon the level of development and location within the County.

Q3 2019 Weld County Commercial Real Estate Market Conditions				
Type	Existing Space <sup>1</sup>	Vacant Space <sup>1</sup>	Overall Vacancy Rate	Average Lease Rate <sup>2</sup>
Office	5.6	0.2	2.9%	\$21.68
Industrial	22.4	0.4	1.7%	\$11.16
Flex	2.5	0.2	7.8%	\$10.62
Retail	11.9	0.3	2.8%	\$13.10

Source: CoStar Realty Group

1) Building space is listed in Millions of Square Feet.

2) Office lease rates are per square foot

Weld County Industrial Sites		
Name	Acres	Location
AFT Industrial Land	65	Firestone
Airport Business Park	60	Greeley
Bellmore Industrial Park	47	Nunn
Center Drive Land	21	Milliken
Concepts Industrial Park	54	Longmont
Crown Prince Land	65	Brighton
Diamond Valley Industrial Park	91	Windsor
Eagle Business Park	133	Frederick
Eaton Industrial Rail Park	161	Eaton
Erie Aero Tech Industrial Park	61	Erie
Falcon Point Business Park	32	Windsor
The Grainery Park	156	Greeley
Great Western Industrial Park	500	Windsor
Highland Industrial Park	147	Ault
Highpointe Business Center	136	Greeley
I-25 & Hwy 56 Land	110	Berthoud
Iron Horse Park	165	Johnstown
Jackson Industrial Site	58	Berthoud
Lost Creek Commons	74	Keenesburg
Niobrara Energy Park	662	Weld
Northland Industrial Park	55	Fort Lupton
Platteville Energy Park	45	Platteville
Promontory Business Park	200	Greeley
Ritchie Brothers Land	82	Mead
Silver Peaks Business Park	148	Dacono
Stonegate Industrial Park	25	Evans
Villano Land	51	Fort Lupton
Weld County Industrial Park	100	Weld
Wildflower Business Park	138	Frederick

## TAXES

Real & Business Personal Property and Colorado Income Taxes	
Tax Type	Tax Rate
Commercial Property Tax	29.0%
Residential Property Tax	7.20%
Corporate Income Tax	4.63%
Personal Income Tax	4.63%

Source: Metro Denver Stats, CO Department of Revenue, CO Division of Property Taxation

### SALES & USE TAX

Weld County DOES NOT assess a county-wide sales/use tax. Communities through the county charge sales/use tax rates ranging from 2%-4.11%. Colorado has a 2.9% sales/use tax rate.

### REAL & PERSONAL PROPERTY TAX

Industrial/commercial property (building, land and equipment) is assessed for property tax purposes at 29% of actual value (based on a variety of factors). The mill levy assigned to each property location includes the taxing jurisdictions serving that location and represents the number of dollars, or property taxes, levied for each \$1,000 of assessed value. For example; with a mill levy of 75.7333 mills the owner pays \$75.73 in taxes for every \$1,000 in assessed value. Weld has over 3,000 unique tax areas with mill levies varying among municipalities. The 2018 Weld County average total mill levy rate was 72.146 mills. Property taxes fund local schools, special propose districts and a portion of city/county government.

### RESIDENTIAL PROPERTY TAX

Residential property is assessed at 7.20% of the actual value and is exempt from personal property taxation.

### STATE INCOME TAX - CORPORATE & PERSONAL

The corporate and personal Colorado income tax rate is a flat rate of 4.63% of federal taxable income. Local governments DO NOT assess income taxes. Inventories, Goods in Transit and Intangibles are not taxed in Colorado and there is no Franchise Tax. Colorado has established Enterprise Zones (EZ) that offer state income tax credits. Select Weld locations/communities have EZ designation. Companies that locate or expand within the physical boundaries of an EZ are eligible to earn a variety of state income tax credits based on their specific activities primarily in equipment investment, job creation/training, research and development activities, etc. Earned credits are applied to the company's Colorado income tax liability.

Source: Weld County Government, Colorado Division of Property Taxation, Colorado Department of Revenue

# COST OF LIVING

The Cost of Living Indices (COLI) are **based on a U.S. average of 100.0**. Below 100 is cheaper than the U.S. average and above is more expensive. Below are Cost of Living Indices for Central/Northern Counties in Colorado.

**Colorado = 112.7 / WELD = 104.7**

Adams <b>103.6</b>	Arapahoe <b>111.0</b>	Boulder <b>116.7</b>	Broomfield <b>122.6</b>
Denver <b>115.1</b>	Douglas <b>116.9</b>	Jefferson <b>113.2</b>	Larimer <b>108.0</b>

Source: Economic Modeling Specialists, Inc. (Q1 2020)

## No county-wide Sales/Use tax

# SINGLE FAMILY HOME PRICES

### Central/West Weld

(Ault, Eaton, Evans, Greeley, Gilcrest, LaSalle, Johnstown, Kersey, Milliken, Pierce, Severance, Windsor)

### South Weld

(Dacono, Erie, Firestone, Fort Lupton, Frederick, Hudson, Keenesburg, Platteville)

### East/North Weld

(Grover, New Raymer, Nunn)

Year	# Sold	Median Price
2019	4,226	\$343,755
2018	4,050	\$330,000
2017	3,522	\$305,000

Source: Sears Real Estate

Year	# Sold	Median Price
2019	1,209	\$415,000
2018	1,085	\$402,900
2017	1,080	\$382,700

Source: Sears Real Estate

Year	# Sold	Median Price
2019	33	\$305,000
2018	29	\$300,000
2017	24	\$292,000

Source: Sears Real Estate

# CULTURAL & RECREATIONAL AMENITIES

Weld County offers a rich and diverse selection of cultural and recreational opportunities including numerous golf courses, a multitude of parks, miles of paved bike/ pedestrian paths, the **Pawnee National Grasslands** and numerous annual events including:

- + The Greeley Stampede
- + Greeley Blues Jam
- + Weld County Fair
- + Numerous Community Summer Celebrations
- + Colorado Farm Show
- + UNC/Greeley Jazz Festival
- + Windsor Harvest Festival

The 1,600 seat Greeley Union Colony Civic Center provides even more entertainment options along with UNC Bears Division I Athletics. A Weld location also offers easy access to multiple world class ski areas, camping, fishing, hunting, snow sports, hiking and all the Rocky Mountains have to offer. Weld County is Colorado after all!

For more information visit websites of our 32 communities and the following Weld County web sites:  
[www.discoverweld.com](http://www.discoverweld.com)

# BUSINESS ASSISTANCE

Weld County and its communities are pro-growth, prepared to handle company needs and will do what can reasonably be done to reduce the development/start-up costs of qualifying primary sector companies looking to locate or expand.

## Key Business Assistance/Incentives:

- Comprehensive Site Selection Services
- Confidential Building/Land Searches
- Weld County Demographic/Economic and Workforce Data
- Financial Resource Identification/Assistance Through Two Loan Programs
- Government Advocacy

- County, State, and Municipal Incentive Identification/Packaging Including:
  - Municipal Development Fee/Tax Incentives
  - Partial Personal Property Tax Rebates
  - Enterprise Zone State Income Tax Credits
  - Colorado First Customized Training Grants
  - Colorado Job Growth Incentive Tax Credits

**For detailed assistance information contact Upstate Colorado Economic Development**, a non-profit economic development agency, that serves as a single confidential source of information about the Weld County and Northern Colorado region.



/Promontory Corporate Park, Greeley  
State Farm Operations Center & JBS North American Corporate Headquarters

822 7th Street / Suite 550  
Greeley, CO 80631  
Phone (970) 356-4565  
[www.upstatecolorado.org](http://www.upstatecolorado.org)

**UPSTATE COLORADO**  
ECONOMIC DEVELOPMENT

Supporting Job Opportunities in Greeley & Weld County Communities