

COUNTY OF WELD

2015

**FINAL
BUDGET MESSAGE**

PRESENTED TO:

WELD COUNTY BOARD OF COMMISSIONERS

Douglas Rademacher, Chair

Barbara Kirkmeyer, Pro-Tem

Sean P. Conway, Commissioner

Mike Freeman, Commissioner

William F. Garcia, Commissioner

BY THE DIRECTOR OF BUDGET

DONALD D. WARDEN

December, 2014



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Weld County
Colorado**

For the Fiscal Year Beginning

January 1, 2014

Jeffrey R. Egan

Executive Director





DEPARTMENT OF FINANCE AND ADMINISTRATION

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December 15, 2014

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

Board Members:

The Weld County 2015 Final Budget for operations and capital outlay totals a gross amount of \$281,100,398 with a net of \$276,184,753 when interfund transfers are excluded. The Internal Service Funds total an additional \$30,846,336. The budget has been prepared in accordance with your directives developed during the budget process. The budget is funded with revenue estimates of \$143,228,902, anticipated fund balances of \$145,895,000, and the maximum allowed property tax under Amendment One (TABOR) and the Weld County Home Rule Charter of \$141,724,346.

2015 BUDGET HIGHLIGHTS

- Assessed value increased 28% or \$1.955 billion primarily from oil and gas production
- The county's mill levy will be reduced by over one mill to 15.800 mills
- Complete the design for the construction of 20 miles of the five-lane WCR 49 south corridor from US 34 to I-76 as part of a design/build contract
- Complete road and bridge mitigation projects resulting from the September 2013 flooding
- Continue to fund a Haul Route Program (HARP) to improve county roads impacted by the energy industry due to new oil and gas drilling exploration
- Continue implementation of the *Strategic Investment Plan for the Future of Weld County*
- Complete a major capital upgrade of the information technology (IT) infrastructure in the county as part of the 2015-2019 Five Year IT Capital Plan

- Information Technology will do a major PC and computer monitor refresh along with a major Microsoft upgrade
- Implement a new integrated public safety information system to replace the Spillman public safety system
- Fund the oil and gas revenue fluctuation reserve in the Contingency Fund
- Operate a Restorative Justice Program in the District Attorney's Office for juvenile offenders
- Add two Pretrial Specialists to accommodate HB 13-1236 changes to jail bonding criteria
- Create an Oil and Gas Liaison/Coordinator position to deal with oil and gas issues
- Implement a storm water management program for MS4 compliance
- Fund current and past administrative costs of the Weld County Retirement Plan
- Continue efforts to control health care costs for county employees and their dependents
- Accommodate the impacts of the Affordable Care Act on Medicaid eligibility applicants
- Implement a number of cost containment and strategies to mitigate growing cost of Human Services programs
- Accommodate the impact of HB14-1317 on the delivery of day care

FINANCIAL PLAN

ECONOMIC CONDITIONS AND OUTLOOK

Economic activity will grow at a more earnest pace in 2015. Headwinds created by fiscal and monetary policy have diminished and the global economy is improving, allowing the private sector to gain momentum. Most economic uncertainty in 2015 will center on whether the Federal Reserve can achieve a smooth deceleration of its monetary expansion policies.

Economic growth will accelerate in 2015, with GDP increasing 3.5 percent. The gains will come from household and business spending. However, growth will continue to be slightly offset by reduced government spending.

In December 2013, Congress approved a spending plan that would fund the federal government for two years. The plan modifies the sequestration cuts by increasing spending \$45 billion and \$20 billion in Federal FYs 2013-14 and 2014-15, respectively, over current law levels. In addition, Congress approved a suspension of the debt limit through March 15, 2015. When the debt limit suspension ends, the debt limit will automatically increase to reflect the amount of borrowing that occurred since the last debt limit.

The Federal Reserve continues to indicate that further reduction in its stimulus would be appropriate as long as the economy continues to improve. The Federal Reserve has supported the nation's recovery over the last five years with an unprecedented expansion of assets on its balance sheet. In a fully mature economic expansion, the Federal Reserve's balance sheet should be close to \$1 trillion and the federal funds rate should be around 4 percent. Many

analysts do not expect monetary policy to return to these levels until 2017 or 2018. This requires the economy to recover gradually and assumes that long-term interest rates rise steadily and in an orderly fashion.

In addition, the Federal Reserve has held the effective federal funds rate, the rate at which banks lend money to each other overnight, close to zero. Tightening, or a reduction in the money supply, will not occur in earnest until the Federal Reserve begins selling securities in order to increase its target for the federal funds rate. The Federal Open Market Committee (FOMC) has indicated it will not move to tighten until the unemployment rate is 6.5 percent or lower. Many economic forecasts predict that tightening will begin in late 2015.

There continues to be very little inflationary pressure, giving the Federal Reserve room to maintain monetary policies to allow the nation's economy to strengthen further. Inflationary pressure has remained muted even as the Federal Reserve has rapidly expanded the money supply. Weak global economic conditions and excess capacity in manufacturing and the labor market have contributed to this situation. However, a significant contributor to the lack of inflationary pressure is the increasingly low rate at which money moves through the economy. Little inflation pressure is expected as long as slack remains in the labor market. As the U.S. economy improves, the Federal Reserve will tighten monetary policy, keeping inflation in check throughout 2015. Prices are projected to increase 2.0 percent in 2014 and 2.4 percent in 2015.

The world economy continued to show improvement. Global conditions are expected to improve further in 2015. The Euro region's financial crisis appears to be stabilizing. The United Kingdom's economy is improving, and its unemployment rate is declining much faster than previously expected. Japan's economy has shown improvements because of recent fiscal policy, and the emerging and developing economies, which include Asia and Latin America, are expected to pick up momentum and experience a more broad-based recovery in 2015. The Organization for Economic Co-operation and Development (OECD) expects world output to grow 3.9 percent in 2015.

The unemployment rate will hover around 4.0 percent in 2015 as continued improvement in the labor market will encourage people to return to the labor force. In the fall of 2014 the Weld County unemployment rate fell to 3.6%, which is the lowest in years. Economic activity will continue to gain momentum in 2015. Although growth slowed in 2013 relative to 2012, significant improvements occurred in major sectors of the economy, placing the economy on healthier footing for stronger expansion in the coming years. The labor market continued to incrementally improve, while gains in the housing market and residential construction helped drive growth.

The Colorado economy continued to improve through 2013 and growth is expected to accelerate into 2014 and 2015. The labor market added jobs throughout the year, with especially strong growth in the private sector. The unemployment rate is falling while wages and salaries are rising. Inflationary pressures will be moderate as long as the unemployment rate stays elevated. Inflation in Colorado is expected to be 2.8 percent in 2014 and 2.4 percent in 2015.

The Weld County economy continues to be one of the strongest in the state. The unemployment rate continues to decline, consumer spending continues to outpace the rest of the state, housing permits continue to grow at a rapid rate, and nonresidential construction has maintained strength. Oil and gas exploration, as measured by the number of rigs operating in the region,

continues to thrive. Growth in the county's labor market remains steady. Weld County, booming because of the oil and gas exploration in the Niobrara shale formation, had the largest increase in employment in the United States between December 2012 and December 2013, according to the U.S. Bureau of Labor Statistics. The county's economic output grew 10.1 percent from 2012 to 2013, putting Weld County at No.2 in the nation for GDP growth. Weld County's GDP was \$7.3 billion in 2008, and has grown steadily to \$8.59 billion in 2013, or 17.7 percent, according to the Bureau of Economic Analysis numbers. The driver of growth has been the oil and gas development.

The northern Colorado region's real estate market continues to be vibrant. New residential construction permits for all properties were up 37.7 percent in the Greeley area on a year-over-year basis in 2014. While prices are projected to continue to rise in 2015 growth may not be as rapid as in 2014, as increasing interest rates may dampen the market. The value of nonresidential projects continues to grow. This, along with housing growth, has also helped maintain steady growth in construction jobs for the region's labor market. In Weld County, the majority of projects were for commercial and education facilities. Retail sales continue to be strong in Weld County. Consumer spending has outperformed the state.

Oil and gas development in Weld County continued to thrive. Throughout 2014, rig counts across the region steadily increased, even as the overall number operating in Colorado declined. This increase was the result of relatively high oil prices and the continued success of plays in the Wattenberg field within the Denver-Julesburg Basin. In January 2014, there were 47 rigs operating in the region, accounting for 76 percent of the 62 total rigs in the state.

According to a study by the University of Colorado, Colorado's oil and gas industry reported an average direct employment of more than 51,200 jobs with average wages of nearly \$75,000 in 2012. Collectively, the industry contributed slightly more than \$3.8 billion in employee income, or 2.8% of total salaries and wages in the state. Additionally, that same year, over \$614 million went to private land owners through lease agreements with oil and gas companies. The industry also contributed nearly \$1.6 billion in public revenues, \$1 billion of which was derived directly from severance taxes, public leases, public royalties, and property taxes. With the impact of the recent recession on Colorado's economy, the oil and gas industry's jobs and monetary contribution played a critical role in our recovery, and its importance today has not waned. The industry continues to prove itself an enormous driver not only to this recovery, but to the continued economic growth of Weld County and Colorado.

2015 BUDGET PLAN AND FOR THE FUTURE

There are a number of future issues and concerns that will be impacting Weld County's budget in 2015 and subsequent fiscal years. The continued impact of oil and gas development in the county touches on many aspects of Weld County currently, and in planning for the future. The energy development presents both challenges and opportunities for Weld County government. As has been the case for the last four to five years, growth and development activity directly, or indirectly, related to oil and gas exploration seems to be the main economic driver in the majority of positive economic activities in Weld County. The County has seen several compressor stations, injection wells, new pipelines, and other oil and gas support and service industries seeking permits. Given the commitments of the large oil and gas companies in Weld County, the County seems primed to see considerable long-term investment and development in the oil and gas arena. Although the future of energy development in Weld County appears bright, it is not without risks. Oil and gas production in Colorado has risks associated with the potential of more government regulations and voter initiatives trying to restrict or limit fracking in

Colorado communities. These regulatory risks, if implemented, could dramatically impact future oil and gas development in Colorado.

The volatility of the oil and gas assessed values continues to be a major impact to the County's budget planning the last five years. For the 2015 budget, the growth in the county's assessed value from oil and gas values will exceed 28%. Oil and gas assessed valuation will be over three-fifths of the county's total assessed valuation. Because of the volatility of production levels and price fluctuations of the oil and gas values, the county must continue to prudently manage the increased property tax base created by the energy development. 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, staff 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. If the projected energy production figures materialize eventually, even with the long term investment strategy with the Weld County Home Rule Charter 5% property tax limitation and TABOR limitation lower property tax rates will result for all taxpayers in Weld County.

While the growth in the County's assessed value and economic stimulus of the energy industry in Weld County is positive, the downside is the County will have to add significant resources to the Public Works budget again in 2015 to accommodate heavy hauling traffic, address safety issues, and improve roads impacted by the oil and gas industry's heavy hauling on county roads due to new exploration. A five-year Public Works Capital Improvement Plan will continue to be updated annually and will ensure a fair and reasonable determination of project priorities in accordance with the county's overall transportation needs, especially in dealing with the impact of energy development in the county. A significant long term project will be the capital improvements to the WCR 49/47 Corridor South from SH 34 to I-76 and North from WCR 60.5 (SH 263) to SH 392 over the next five years requiring over \$25 million per year to fund the road improvements. To accomplish the project, a funding level of \$25 million per year for five years is required. Thus, added property tax resources will have to be included in the Public Works Fund in 2015-2019. The schedule and plan approved by the Board on March 5, 2014, is as follows:

CIP	2014	2015	2016	2017	2018	2019
CR 49 South						
US 34 to CR 36 (10 miles)	Design/ROW	Design/ROW	Construction	Construction		
CR 36 to I-76 (10 miles)			Design/ROW	Design/ROW	Construction	Construction
CR 47 North						
CR 60.5 - SH 392 (3.5 miles)		Design/ROW	Design/ROW	Construction	Construction	

Investing in technology and innovation will continue to be a priority in Weld County. In February, 2014, Weld County opened its new state-of-the-art regional communication center to serve all public safety agencies in Weld County. January 1, 2014, Weld County terminated the outsourcing contract for information technology services with Xerox and now provides those services with county employees under the leadership of a new Chief Information Officer. This change is a strategic decision to improve technology services, increase customer satisfaction and provide accountability for IT related projects. The new organizational structure will allow the department to be dynamic and flexible as technology continues to be an integral part of our daily work lives. This organizational support framework will provide Weld County a model for IT support success. It blends additional resources for both technical and leadership positions and provides a strong focus on creating a team environment. The change creates a county department that will embrace project management, customer service, and still retain the technical focus that is needed for an organization to be dynamic enough to meet the day-to-day activities, but also be innovative and forward thinking. The County's goal is to provide a reliable, 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 and best practices for business transformation and improved service delivery in the future.

Weld County continues to invest in training and staff development as part of its *Strategic Investment Plan for the Future of Weld County*. A full time county training coordinator position has been added to the Human Resources Department. A comprehensive training catalogue of training opportunities for Weld County employees has been developed, and the training sessions will be offered throughout the year with the goal of providing training to every county employee. A management and supervisor program has been developed and will be offered annually. In an era of rapid change, the need for knowledgeable, active, and engaged employees will be greater than ever. The county must continue to attract and sustain a highly qualified workforce that is responsive to the needs of the community now and in the future. Building a skilled and adaptable workforce requires that the county continue to recruit qualified employees and provide competitive salary and benefit packages. Sustaining such a workforce includes ongoing training, professional development, and engagement in succession planning. Employees must be encouraged to become adaptable, take initiative, and keep skills current through organization-wide initiatives and ongoing departmental efforts.

The Strategic Investment Plan for the Future of Weld County calls for the county to have the long term vision to diversify the economic base and assessed value base of the county to become less dependent upon oil and gas assessed values. Investment in economic development for the diversity of the local economy will lay a solid foundation for long-term economic growth in the county and allow Weld County to be competitive in retaining and attracting quality companies and a labor force to support those companies. Innovative economic development initiatives must bring together the synergy that Weld County has, such as, no sales tax, low property tax rates, leveraging of oil and gas assessed value to nurture other economic development, use of the natural gas and wind power in the area to provide low cost electricity, and having an infrastructure that is strategically situated for the location of businesses and high technology installations of the future. 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 when it eventually ends. To accomplish long-term economic prosperity and maintain the county's strong fiscal health Weld County must use its financial resources to drive innovation to foster more productive, inclusive, and sustainable growth by better use of the assets and creativity of the county and our private partners, such as the Niobrara Energy Park. 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.

Beginning in 2010, to cope with the volatility of the oil and gas assessed values due to variations in price and production that cause increases and decreases in the resulting property tax levels it was decided to create a fluctuation reserve (Contingency Fund) where funds are added to the reserve in years where the assessed value is greater and withdrawn from the reserve in years where the assessed value from oil and gas is down. Such a fluctuation reserve allows time to adjust to permanent changes, and guarantee a stable property tax revenue stream to fund county programs. The fund balance of the Contingency Fund is approximately \$35 million. Reserves are the cornerstone of financial flexibility. Reserves provide a government with options for responding to unexpected issues and buffer against shocks and other forms of risk. Managing reserves, however, can be a challenge. The main question is how much money to maintain in reserve - how much is enough, and when does it become too much? This can be a sensitive question, since money held in reserve is money taken from constituent, and it can be argued that excessive reserves should be returned to citizens in the form of lower taxes.

In light of the Weld County's volatile property tax revenue base due to the high percentage of oil and gas assessed value and the fact that it cannot easily increase taxes to compensate for other changes in its financial condition, due to TABOR and the Home Rule Charter restricting tax increases without a vote of the people, it is prudent that Weld County balances the need for the reserve and a property tax rate cut. The county must analyze the factors that influence the level of reserves the county needs to hedge against uncertainty and loss. The primary risks are volatility of property tax revenue due to oil and gas assessed valuation fluctuations; and extreme events such as floods, and to a lesser extent, snowstorms. Secondary risks factors include cash flow and unexpected spikes in expenditures.

The volatility of property tax revenue due to oil and gas assessed valuation fluctuations has a two year window to manage the situation due to the lag in the time of production to payment of taxes. A drop in price of oil and gas often results in a drop in production. Looking back over a 10-20 period the swing can be as much as a 40% drop in production value. Based upon this one risk the county could justify a \$50-60 million reserve. Infrastructure risks from a failed bridge could approach \$5 million. Extreme event risk, such as the 2013 flood, assuming FEMA assistance of 75%, could approach \$10-15 million for one event. Adding all these risks up the county can justify a \$65-80 million reserve among all of its funds. Counting the reserves in the General Fund, Public Works Fund, and Contingency Fund Weld County is well positioned, but must continue to monitor and add to the reserves to accommodate inflationary trends and other changing conditions.

In 2015, with the anticipated increase in the assessed valuation Weld County will reach its TABOR and Home Rule property tax limitation and will have to lower the mill levy by over one mill to 15.800 mills. For a number of years Weld County has given a temporary property tax credit equal to the difference of the limit of 22.038 mills and the 15.800 mills used to fund the budget. The biggest risk that the county would run in reducing the mill levy without having an eye on the future is the volatility of the price and production levels of oil and gas. One only has to look back to the 2008-2009 production years when the average annual price of oil went from \$90.03 per barrel to \$50.87 per barrel, and the average annual natural gas went from \$6.94 per mcf to \$3.21 mcf. Production levels can also have big swings due to the economy, governmental regulation changes, and demand caused by weather changes. The temporary tax credit has allowed Weld County to deal with the volatility of the oil and gas price and production.

Even though the Board of Weld County Commissioners could legally reduce the temporary tax credit and raise the net mill levy above the 15.800 mills in a year with a significant drop in assessed value there is a political reluctance to do so, because there would be a perception by many taxpayers that their property taxes were raised. The option of simply reducing the property tax of taxpayers is tempting, but until the tax limitations are reached this option may be shortsighted and eliminate long term financial options that ensure long term financial viability for Weld County. However, in 2015, the property tax limits will dictate the reduction in the county mill levy by over one mill to 15.800.

In summary, as Weld County elected officials and managers approach the 2015 budget process there will be the continuation of the long-term strategy of investment in the county's infrastructure, technology and innovation, staff training and development, and economic development to diversify the local economy which will all have a demonstrable long-term payoff. In addition, the financial reserves of the county are adequate at this time to deal with the volatility of the oil and gas assessed values and the risks faced by the county. The 2015 Budget Plan is a continuation of Weld County's historical discipline of fiscal stability. The commitment to the discipline of fiscal stability has enabled Weld County to remain solvent and responsive in an uncertain economic environment and provide the services the public needs and expects. Adherence to conservative and prudent fiscal management practices have enabled the county to maintain balanced budgets and stable reserves, implement proactive strategies to manage county programs, avoid debt entirely through cash financing of capital projects, and provide core services to residents.

GENERAL GOVERNMENT FUNCTIONS

Revenue for general government functions, including General, Special Revenue, Capital Expenditures, Internal Service, and Enterprise Funds, total \$284,953,248 in 2015, an increase of 16.98 percent over 2014, primarily in property taxes, intergovernmental, charges for service, fees, internal service charges, and miscellaneous revenues. The amount of revenue from various sources and the changes compared to 2014 are shown in the following tabulation:

Revenue Sources	2015 Amount	2015 Percent of Total	2014 Amount	2014 Percent of Total	Increase - Decrease from 2014
Property Taxes	\$141,724,346	49.7%	\$117,873,505	48.4%	\$ 23,850,841
Other Taxes	11,600,000	4.0%	9,450,000	3.9%	2,150,000
Licenses and Permits	4,721,600	1.7%	3,450,225	1.4%	1,271,375
Intergovernmental					
Revenues	65,272,311	22.9%	52,977,866	21.7%	12,294,445
Charges for Services	9,103,378	3.2%	8,242,560	3.4%	860,818
Miscellaneous Revenue	13,581,877	4.8%	13,450,439	5.5%	131,438
Fee Accounts	10,353,400	3.6%	9,975,250	4.1%	378,150
Internal Service Charges	<u>28,596,336</u>	<u>10.1%</u>	<u>28,166,292</u>	<u>11.6%</u>	<u>430,044</u>
TOTAL	<u>\$284,953,248</u>	<u>100.0%</u>	<u>\$243,586,137</u>	<u>100.0%</u>	<u>\$41,367,111</u>

Expenditures by function for the General, Special Revenue, Capital Expenditures, Internal Services, and Enterprise Funds total \$307,031,089 for 2015, which is an increase of 20.01 percent over 2014. The amounts by function and the increase over 2014 are as follow

Expenditure Sources	2015 Amount	2015 Percent of Total	2014 Amount	2014 Percent of Total	Increase - Decrease from 2012
General Government	\$ 36,408,667	11.9%	\$ 33,664,707	13.1%	\$ 2,743,960
Social Services	31,570,900	10.3%	30,399,000	11.9%	1,171,900
Road and Bridge	84,449,304	27.5%	55,581,423	21.7%	28,867,881
Public Safety	53,828,986	17.5%	51,778,225	20.2%	2,050,761
Human Services	8,102,531	2.6%	8,260,245	3.2%	-157,714
Health	9,651,180	3.0%	9,129,247	3.6%	521,933
Capital	1,114,000	0.4%	8,650,000	3.4%	-7,536,000
Public Works	10,327,026	3.4%	2,513,099	1.0%	7,813,927
Contingency	10,000,000	3.3%	10,000,000	3.9%	0
Miscellaneous	29,472,024	9.6%	14,287,143	5.6%	15,184,881
Culture and Recreation	840,004	0.3%	735,258	0.3%	104,746
Auxiliary	420,131	0.2%	418,227	0.2%	1,904
Internal Services	<u>30,846,336</u>	<u>10.0%</u>	<u>30,416,292</u>	<u>11.9%</u>	<u>430,044</u>
TOTAL	<u>\$ 307,031,089</u>	<u>100.0%</u>	<u>\$ 255,832,866</u>	<u>100.0%</u>	<u>\$ 51,198,223</u>

Capital Expenditures Fund: The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2015 program is funded at \$1,114,000, with \$125,000 from capital expansion fees, and \$400,000 from interest. Anticipated projects include \$300,000 for a grader shed for Public Works, and \$814,000 for special projects. A carry-over beginning fund balance of \$24,400,000 is anticipated, and \$23,811,000 ending reserve fund balance for the future jail expansion (\$19,561,000), Communications System reserve (\$2,850,000), and Downtown Greeley land reserve (\$1,400,000) is anticipated at the end of 2015.

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 over a \$270 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 2015 is \$1,532,500.

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 2015, 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 be reduced by over one mill to 15.800 mills. The assessed value for the 2015 Budget is \$8,969,895,330, which is up \$1,955,285,393, or 28 percent over last year. The assessed value for vacant land is down \$5.02 million, or 7.42 percent. Residential is up \$28.3 million, or 2.52 percent; and commercial property is up \$16.2 million, or 2.26 percent. Agricultural property is up \$6.6 million, or 4.67 percent; industrial is up \$95.9 million, or 21.56 percent; natural resources is up \$0.39 million, or 2.68 percent; and State assessed property is up \$30.9 million, or 4.37 percent. The major increase is in oil and gas, up \$1.838 billion, or 47.12 percent, which is due to price and production being up with the new energy development. There is an actual value increase of new construction of \$313.8 million, or 1.43 percent.

Employee Compensation Pay: For the 2015 budget, a salary increase of 3.0 percent to Weld County employees is included. Employees will get step increases for longevity and performance. Health insurance rates will not increase for the employees or the county for 2015. This is the first time in years that health insurance rates have not increased. Measures to control health care costs, such as the wellness program, employee clinic, consumer driven plans, and health reimbursement accounts have been making a positive impact on controlling the health insurance costs for the county. Health coverage will be provided by CIGNA on a partially self-insured basis with a Preferred Provider Organization (PPO) option and a High Deductible Health Plan/Health Reimbursement Account (HDHP/HRA) option. No other benefit changes are anticipated.

Fund Balances: County fund balances continue to remain very healthy, with an anticipated \$145,895,000 to begin 2015. This remains at one of the highest levels in many years. The strong fund balance figures have been achieved through conservative budget practices and the high assessed value from oil and gas revenues. The ending fund balances are projected at \$123,817,159. 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 2015, 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 2015 budget. All other fund balance amounts are undesignated. With the above projection, ending fund balances should be \$133,817,159. 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 2014 BUDGET

The major factors impacting the 2015 budget continue to be dominated by the oil and gas development in Weld County, state and federal budget issues, service restructuring in Weld County government, and the execution of the *Strategic Investment Plan for the Future of Weld County*.

As discussed earlier there are plenty of reasons to feel good about the economic prospects of Weld County. In fall unemployment was at 3.8%. Unemployment was the lowest level in years and below the state as a whole for the first time in more than five years. Forbes Magazine ranked the Greeley area as No. 4 in the nation for projected job growth. The magazine projected

jobs in this area would grow at 3.8 percent annually. In June, a study done by the U.S. Conference of Mayors predicted the Greeley area's economy would grow at 4.8 percent through 2020. Much of the recent growth, both in jobs and economic activity, comes from the oil and gas industry. The bulk of the job growth of 4,800 in the second quarter of this year came from oil and gas (2,500). Beside the oil and gas industry Vestas, which has plants in Windsor and Brighton, has announced they will add 800 new jobs, and the dairy industry, driven by Leprino Foods, has continued its surging growth. All are signs that the county has come through the challenging economic times with budgets that remain strong and a business climate that remained friendly.

As has been the case for the last three to four years growth and development activity directly, or indirectly, related to oil and gas exploration seems to be the main economic driver in the majority of positive economic activities in Weld County. The County has seen several compressor stations, injection wells, new pipelines, and other oil and gas support and service industries seeking permits. Given the commitments of the large oil and gas companies in Weld County, the County seems primed to see considerable long-term investment and development in the oil and gas arena.

The volatility of the oil and gas assessed values continues to be a major impact to the County's budget planning the last five years. For the 2015 budget, oil and gas assessed values are up 1.838 billion dollars with a 47.12 percent increase. As pointed out in the *2015 Budget Plan and For the Future* section while the growth in the County's assessed value and economic stimulus of the energy industry in Weld County is positive, the downside is the County will have to add significant resources to the Public Works budget again in 2015 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. On May 20, 2014, the Board approved the design/build option for the WCR 47/49 Corridor at a total cost of \$125 million. It will require a cash flow mechanism of advancing funds to the Public Works Fund in 2015-2016 from the Contingency Fund and Capital Expenditure Fund to be repaid in 2017-2018. Savings should be realized by design/build in three years reducing the \$125 million estimated costs. The WCR 47 north portion will bid as an optional bid in the same package or an option to add onto the bid at the end of the construction:

2015 is shaping up to be a year of significant change for the Weld County Department of Human Services. Internally, the department is putting the final touches on the implementation of its up-front document imaging system and evaluating the level of success achieved through various departmental staff reorganizations. Externally, the department will continue to participate in the state-wide Title IV-E (Foster Care and Adoption Assistance Entitlement Grant) Waiver Project, designed to provide permanent connections for children entrusted to the department's care, expanding the scope of the project to include trauma-informed care services. Counties in Colorado will likely take on the responsibility of determining eligibility for all Medicaid applicants, including those previously served through a state-wide vendor, due to their choice to apply on-line for Medical services, only. This and other issues arising from implementation of the Affordable Care Act (ACA) will continue to drive the need toward more innovation and efficiencies within the Assistance Payments Division of the Department. The passage of HB 14-1317 will produce noticeable changes in the delivery of Child Care services throughout the State. It strips away many of the tools counties previously had to control costs and stay within budget, leaving Waiting Lists as a last resort tool. Weld County has historically avoided the use of such Waiting Lists, because they tend to reward those residents who apply early for assistance, while leaving others who may be at greater need for those services behind, simply because of their relative delay in applying. Finding ways to abide by the requirements of this Act while, at the same time, maintaining a fair and equitable means of delivering services will be one of the department's most significant planning challenges.

Finally, for the third year the *Strategic Investment Plan for the Future of Weld County* recommendations are incorporated into the 2015 Budget. The plan calls for developing a long-term strategy of investment in the County's infrastructure, technology and innovation, staff training and development, economic development for diversification of the local economy, and establishing a fluctuation reserve to deal with the volatility of the peaks and valleys in energy prices and production.

The General Fund is funded at the level of \$135,110,244 up \$28,104,382. Without including adjustments for cost of living, and salary step increases, the budget for general government functions is up \$2,156,002. 2015 will have just a mail general election resulting in lower costs of \$568,461. Motor Vehicle has four additional Office Tech II/III positions (\$172,004) due to the workload increase in Motor Vehicle with increased vehicle sales and transactions. Under the District Attorney the new Juvenile Restorative Justice program has been added in response to the passage of HB 12-1254. The program will cost \$122,973, but is fully funded from state court fees. Finance is down \$203,497 with the mid-year combining of the Finance Director and Budget Director positions into one. Human Resources' budget is up \$73,578 for an additional HR Generalist position approved mid-year along with addition funds for training and advertising for vacant positions. The Planning Department is down \$66,654 with the transfer of two engineering positions (\$353,317) from the Engineering budget the charge backs for services from the Engineering budget were reduced by \$471,266. In the final budget an Oil and Gas Liaison/Coordinator position (\$93,481) was added to deal with oil and gas issues. Building and Grounds is up \$136,911 primarily for increased costs of utilities, services and supplies to maintain all county facilities. The budget also reflects one Building Maintenance Worker III position (\$67,861) addition to provide a low voltage technician to troubleshoot and repair cameras, security systems, speaker systems, and fire alarm systems with the goal of eliminating the outsourcing of these repairs for a cost savings to the County. In the final budget the Board approved the transfer of 6 FTE for the custodian/maintenance jail inmate supervision function to the North Jail budget from Building and Grounds for a total reduced cost of \$328,315.

The 2015 budget will be the first budget year that Weld County will have had an opportunity to completely evaluate the staffing, organizational, and capital needs of the county's information technology requirements. January 1, 2014, Weld County terminated the outsourcing contract for information technology (IT) services with Xerox and now provides those services with county employees under the leadership of a new Chief Information Officer. Personnel Services for IT are up \$629,006 with 44 FTE. The staffing level and organizational structure was approved by the Board mid-year 2014 to support the IT needs in the county. Supplies are up \$1,210,900. The big increases are \$981,400 for a PC refresh, \$50,000 for monitor refresh, software, and other miscellaneous supplies. Purchased supplies are up \$19,504 primarily for training. Capital is funded at \$2,673,912, up \$1,873,264 compared to 2014. The 2015-2019 Five Year IT Capital Plan averages \$1,183,100 per year. 2015 is a catch up year and when it is accounted for the average annual amount for capital will drop to approximately \$1,000,000 per year. The operating costs for PC refresh and Microsoft licensing will be \$1,300,312. In doing a 2016-2020 replacement plan the average annual amount for these items will be approximately \$860,000. After the 2015 catch-up expenses are funded the long term capital, PC refresh, and Microsoft upgrade average annual funding requirement will be \$1,930,000 less. The result is although the 2015 IT budget is \$8,094,264 after the 2015 catch up expenses are incurred the average annual ongoing costs will be approximately \$6,200,000. Due to the one-time additional resources budgeted in the 2015 IT budget the Innovation and Technology Projects budget was reduced by \$1,000,000.

Public safety functions are up \$758,106 in the budget. The Sheriff increased costs in the recommended budget by \$605,421. There are no additional positions requested by the Sheriff. The Sheriff's increases are primarily associated with the jail, which will experience some inflationary cost increases and added costs from additional inmates to be served for medical services (\$110,465) and food services (\$59,351). Counting the 54 beds put into service this year there are 95 extra beds which allow the delay for any new jail construction until the 2018-2020 timeframe. Sheriff's Office capital is down \$22,350, and uniform costs are up \$32,000. Other expenditures in the Sheriff's office are stable at the current level. The Criminal Records Management IGA with the City of Greeley in the amount of \$545,066 was transferred from the Criminal Justice Information System (CJIS) budget to the Sheriff's Operations budget, since they are the users of the service. The Community Corrections budget is up \$274,004 with all costs being offset by state revenues. Justice Services has requested two Pretrial Service Specialist positions (\$121,138) for Pretrial Services to handle the additional evaluation workloads with passage of HB 13-1236 encouraging judges to rely less on monetary bond schedules, and to use Pretrial Services more. The additional positions will produce cost avoidance in the jail and generate approximately \$5,000 in service fees. The Coroner is requesting that the part-time clerical position be funded full-time (\$30,715), and capital expenses are up \$29,649. Building Inspection is up \$71,423 for an additional Electrical Inspector and an upgrade of a Lead Inspector position (\$3,261). The Noxious Weeds budget is up \$54,940 to fund an addition seasonal mowing position (\$15,290), \$30,000 to fund tub grinding of trees, and \$12,000 to rent two mowers.

The Weld County Regional Communication Center (WCRCC) budget is down \$236,137 in gross costs and down \$584,565 in net costs. On the expense side of the budget all the costs of the WCRCC are included in this budget for a total cost of \$7,026,617. The budget includes the added costs for the back-up communications center opened in July of this year. Of the total costs E911 will pay \$2,026,158. The personnel costs are lower in 2015 due to actual costs of the 61 FTE assigned to the WCRCC and the realignment of information technology staff to Criminal Justice Information System (CJIS) and Information Technology budgets. The CJIS budget is down \$517,975 primarily due to the transfer of the Criminal Records Management IGA costs to the Sheriff's Operations budget. There is \$166,678 included for computer equipment. The Commissioners made the decision mid-year to replace the Spillman public safety information technology system with a new system. The new system was paid for with 2014 funds, but will be fully implemented during 2015.

Engineering is funded at \$10,327,026. The budget includes \$7,130,000 for design fees for the Weld County Road (WCR) 49 south corridor (\$4,880,000), WCR 49/47 north corridor (\$2,000,000), and the RAMP project design of WCR 74/SH 392 intersection improvements (\$250,000). The Board added a position (\$84,011) to administer the Municipal Separate Storm Sewer (MS4) storm water management program. General Fund's subsidy to the Public Health Department is up \$445,833 due to anticipated salary step and cost-of-living increases, plus health insurance costs being up due to more participation in the plan. With the underfunding of the Weld County Retirement Plan the Board has 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 over \$1 million. The county stopped paying the fees in the 1980's, so the \$25,000,000 in the final budget is to not only pay the current fees, but reimburse for the years that the General Fund did not pay due to surplus funding. The added funding will help make the plan fully funded by the end of the year. The amount is \$15,000,000 more than last year. An increase of \$1,155,554 is included for other General Fund departments' anticipated salary step and cost-of-living increases in 2015. Health insurance has no rate increase for employees or the employer in 2015.

The budgeted appropriations for Public Works in 2015 total \$84,449,304 up \$28,867,881. Municipal share back is funded at \$2,274,091. Budget reflects no increase in health insurance costs. 2015 salary increases are funds for step increases due employees in 2015 and a 3.0 percent cost of living salary adjustment is included in this budget for a total of \$525,530.

Other Public Works budget unit is budgeted at \$52,117,110 based on the Capital Improvement Plan (CIP). Purchased Services increased \$26,250,381 for the following: Contract Payments increased \$910,000 based on capital improvement projects for 2015. Strategic Roads decreased \$7,849,619 to fund only construction costs for capital improvement projects for a total of \$11,545,381, which include CR 49/CR44 intersection (\$4,545,381), flood project bridge CR 87/42.5A (\$1,000,000) and flood project bridge 53/58A (\$6,000,000). The Haul Route Program increased \$11,190,000 for a total of \$13,435,000 based on anticipated 2015 projects. Right-of-Way and Utility Purchases increased \$21,100,000 for a total of \$21,250,000 for right-of-way purchases for CR 47/SH 392 Ramp project (\$800,000), CR 74/SH 392 Ramp project (\$300,000), CR 49/47 south from US 34-CR 38 (\$4,000,000), CR 49/47 south from CR 38-I-76 (\$3,000,000), CR 47/49 north corridor CR 64-SH 392 (\$1,000,000). Utilities are budgeted for the CR 49 south corridor (\$10,000,000) and CR49/47 north corridor (\$2,000,000). Grants and Donations increased \$900,000 for a total of \$2,400,000 based on two bridge grant projects for Bridges 26/25A (\$850,000) and 68/59A (\$1,550,000).

Pavement Management is funded at an increased level of \$429,777 due to vehicle costs. The Trucking budget is up \$315,787 due to vehicle costs and adding six weeks onto the hauling contract (\$159,264). Mining operations are up \$108,047 with the addition of two additional positions to handle the 2015 mining workload. Seasonal staffing is up \$229,150 due to cost of living adjustment and staffing levels for the 2015 workload. Motor grader operations are up \$472,364 primarily due to vehicle costs, and the transfer of the Property Accountability Specialist position from Administration to the Motor Grader Division. Bridge Construction is up \$489,849 to primarily due to vehicle costs. Other operating budgets for road and bridge maintenance are funded at near the 2014 funding level. With some operational economies to offset some of the inflationary costs the current service level should be able to be maintained with the funding recommended.

The total Social Services Fund budget is \$31,570,900. The programs are funded by property tax of \$8,438,837, state and federal funds of \$23,902,000, and the potential use of fund balance to cover unanticipated cost overruns. The department continues to pursue innovative programs to avoid, or reduce the duration of, clients' need for services. While this may, in some cases, drive greater costs in the current year, it is anticipated that these measures will enable the department to avoid costs in future years.

The Human Services Fund is funded at \$7,821,475 for 2015, which is down \$166,593 or 2.08 percent, from the previous year, even though there are major shifts in funding by program. Community Services Block Grant is up \$135,077, and Senior Nutrition programs are up \$57,646. Department of Labor programs are down \$47,910. Area Agency on Aging is up \$260,859 or 8.96 percent.

The Department of Public Health & Environment's total 2015 budget is \$9,447,955. The department remains challenged to keep pace with service needs as the county population continues to grow and more families are living in poverty. The complexity of work, shortage of qualified Public Health personnel and intermittent surges in activity (e.g., disease control and investigation of various communicable diseases endemic to our region, oil and gas expansion, etc.) create unique staffing issues that stress routine operations. The proposed 2015 budget

was prepared to ensure adequate resources will be available to efficiently and effectively deliver essential services to the increasing number of residents and businesses in Weld County.

On the revenue side of the budget, property taxes are budgeted at \$141,724,346, the maximum amount under the Weld County Home Rule Charter's property tax limitation and TABOR. Revenue from interest earnings remain at \$1,100,000 for 2015, as interest rates are projected to remain low through 2015. Planning and Building Inspection fees are up \$1,185,000 due to all the new oil and gas activity in the County and some upturn in development. Intergovernmental revenues are up \$360,642 primarily due to higher Community Correction grants of \$274,004, and the new Juvenile Restorative Justice grant (\$122,973). Charges for Services are up \$632,056 primarily from charges related to the WCRCC (\$348,428), and Elections (\$230,000). Fines from traffic enforcement have dropped \$132,000 due to staffing issues and historical revenue patterns. Indirect cost recovery is up \$72,169. Revenue from Clerk and Recorder fees are up \$400,000 as vehicle sales and housing sales have recovered, and all the recording activity from oil and gas activity. All other revenues are relatively stable with little change.

The 2015 resources for Public Works total \$132,948,000, which includes a fund balance of \$59,635,000, in addition to the revenue shown in the budget. Property tax is set at \$16,500,000 up \$5,000,000. Specific ownership tax is estimated to be \$7,400,000, up \$100,000 from 2014, as vehicle sales recover. Total HUTF will be \$9,700,000 up \$150,000 from 2014. Permit revenues are budgeted at \$500,000. Motor vehicle registration fees are \$340,000, and grazing fees are \$70,000. Oil and gas revenues are \$16,000,000. Federal mineral lease revenues are \$1,425,000, and PILT is budgeted at \$330,000.

Other revenues from project reimbursements total \$17,048,000, which are up \$7,909,765. Transportation impact fees are budgeted at \$1,500,000. There are Energy Impact Assistance grants of \$6,200,000 for HARP projects of \$4,000,000 and \$2,200,000 for CR 390. A HES grant for \$828,000 for the intersection of CR 44/49 is funded. There are state grants for \$1,200,000 for Bridge 68/59A, and \$320,000 for Bridge 26/25A. There are two FHWA flood project grants for Bridge 87/42.5A (\$1,000,000), and Bridge 53/58A (\$6,000,000). Severance tax is budgeted at \$4,000,000. In accordance with the policy adopted by the Board of County Commissioners in 2010, the severance tax revenue is budgeted at a five year leveling average due to the fluctuations of the revenue created by the price and production levels of oil and gas commodities.

The 2015 Budget contains adequate resources to provide a level of service similar to 2014. The operational plan supported by the 2015 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 has allowed the Board to make those difficult decisions to maximize the value of the tax dollars of the citizens of Weld County.

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

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

Very truly yours,

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

Donald D. Warden, Director
Budget and Management Analysis

ABOUT WELD COUNTY

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

The climate is dry and generally mild with warm summers, mild winters and a growing season of approximately 138 days. The land surface is fairly level in the east, with rolling prairies and low hills near the western border. Elevations in the county range from 4,400 to 5,000 feet.

The South Platte River and its tributaries, the Cache la Poudre, Big Thompson, Little Thompson, Boulder, St. Vrain, and other smaller streams, flow into Weld County from the south and west, leaving the county on the east.



POPULATION

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

HISTORY

Major Stephen H. Long made an expedition to the area now known as Weld County in 1821. He reportedly said that the region would never be fit for human habitation and should remain forever the unmolested haunt of the native hunter, bison and jackal. In 1835 a government expedition came through the general area; the next year a member of that party, Lt. Lancaster Lupton, returned to establish a trading post located just north of the present town of Fort Lupton. In about 1837 Colonel Ceran St. Vrain established Fort St. Vrain; Fort Vasquez was built south of Platteville about 1840. The latter was rebuilt in the 1930's by the State Historical Society.

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

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

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

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

LIVEABILITY

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

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



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

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

EDUCATION

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



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

To make certain Weld County maintains its quality of life, a comprehensive plan has been developed and implemented. The plan, simply stated, puts the right things in the right places. The result is that Weld County provides an ideal location for corporations, industry and businesses. Most importantly it's a nice place for people.

RESOURCES

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

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

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

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

OPPORTUNITY

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

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

INDUSTRY

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



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

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

PRINCIPAL PROPERTY TAX PAYERS:

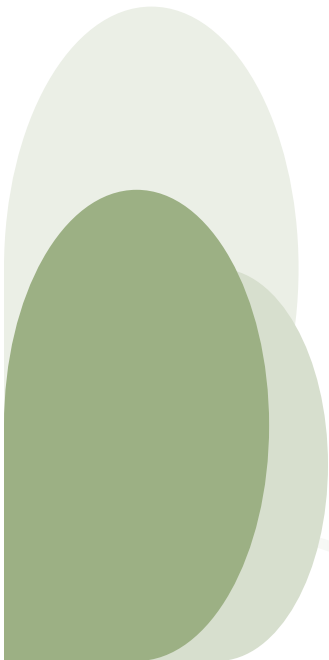
- Noble Energy
- Anadarko Petroleum Corporation
- Petroleum Development Corp
- Public Service of Colorado (Xcel)
- Encana Oil and Gas
- DCP Midstream LP
- EOG Resources Inc.
- Vestas Blade America Inc.
- Kerr-McGee Oil and Gas
- Patina Oil and Gas Corp





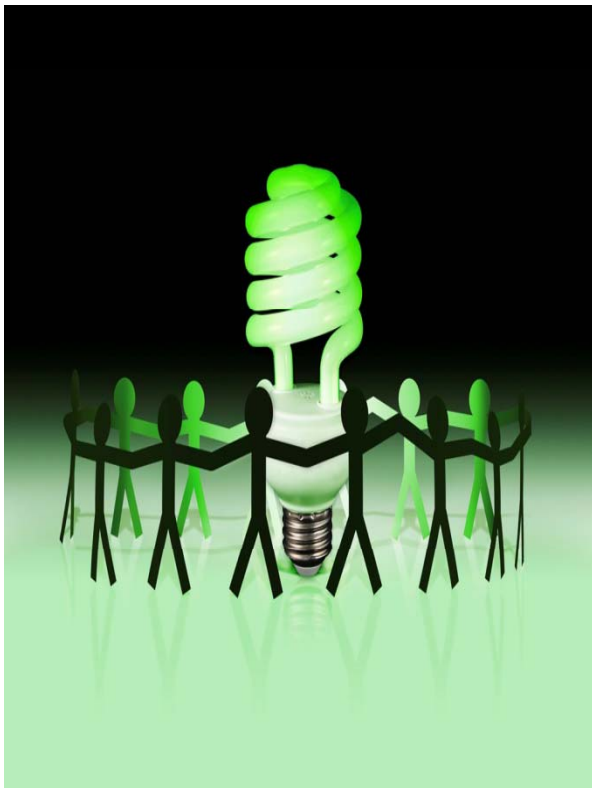
STRATEGIC PLAN

2014-2018



WHY A STRATEGIC PLAN?

Weld County is a changing and diverse community. Our strategic planning process will provide a methodology to achieve a consensus of what is needed for the future. As such the strategic plan provides Weld County policy makers,



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



OUR PRIORITY STRATEGIC THEMES

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

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



OUR VISION FOR THE FUTURE

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



LEADING WITH RESPONSIVE,
INNOVATIVE, AND COST EFFECTIVE
SERVICES.



WELD COUNTY CULTURE

INTEGRITY

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

STEWARDSHIP

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

COMMITMENT

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



OUR GUIDING PRINCIPLES

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

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



TRENDS IMPACTING WELD COUNTY



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



- Energy Development

- Demographic Changes

- Changing Economy

- Innovation and Technology

- Transportation

- County Government Financial Trends



TRENDS IMPACTING WELD COUNTY

Energy Development

Weld County is experiencing the biggest oil and gas boom in its history. Weld County has over 20,000 active wells – about 40 percent of the state’s total – the greatest majority located in the southern part of the county in the Wattenberg Field within the Niobrara Formation. The Niobrara Formation is a geologic formation that is bountiful in fossil fuel reserves within the Denver-Julesburg basin, including nearly all of Weld County’s 4000 square miles. New technologies have made the extracting oil and gas through the tight shale that underlies the formation an economically viable proposition. Energy companies are investing in new wells and infrastructure in Weld County to tap into the estimated oil and gas reserve of as much as 1 billion to 1.5 billion barrels of oil-equivalent in the Wattenberg Field. The production will translate into a boost for the local economy, job creation, and tens of millions of dollars in property taxes and severance taxes for local jurisdictions.

The additional production of oil and gas is resulting in significant increases in the county’s assessed value with the oil and gas production exceeding fifty-percent of the county’s total assessed valuation. Because of the volatility of production levels and price fluctuations of the oil and gas production, the county must 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, staff 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. If the projected energy production figures materialize eventually even with the long term investment strategy with the Weld County Home Rule Charter 5 % property tax limitation and TABOR limitation lower property tax rates will result 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 maintenance and improvements. The county has embarked on its Haul Route Program (HARP) to improve road impacted specifically by oil and gas operations. The program has been developed in conjunction with the energy industry to identify haul routes that need to be improved to access new drilling sites.

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



TRENDS IMPACTING WELD COUNTY

Demographic Changes

As growth has occurred the demographics of Weld County have changed. The Weld County population is much more diversified than it was even a decade ago as in migration has added to the ethnic diversity with the growing Latino population. Weld County's changing demographics are evident in the shift from a rural charter to a more and more urbanized population. The county has centers of population outside just 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. The age of the population is shifting in Weld County, as it is nationwide with the aging baby boomers. 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.

TRENDS IMPACTING WELD COUNTY

Changing Economy

The end of the Great Recession which began in 2008 has officially been declared, yet the nation continues to experience slow economic growth. Employment is showing year-over-year gains, jobless claims are generally declining, incomes are rising modestly, and GDP numbers point to sustained economic growth. For many in America, however, it still feels very much like the country is rooted in economic uncertainty. The euro zone crisis continues to instill fear in U.S. markets. The nation is adding jobs month-over-month on a slow trajectory of growth. Measure of wealth, including home values and investments, have only recently begun to show encouraging signs of sustainable improvement.

Weighing on the minds of many Americans, especially business leaders, is the uncertainty of the fiscal policies of Congress and the Obama Administration. Congress continues to fail to act in resolving the federal deficit, federal spending cuts, and tax issues. Many businesses are hesitant to hire or make business investments decisions until fiscal policy and the general political environment become more stable and predictable. The federal budget cuts will eventually impact Weld County programs.

Looking forward the economy is growing at a “reasonable” rate, yet less than pre-2008 rates. The trouble with growing at a “reasonable” rate is that the job market is still well below where it would be if the economy was working at its potential. Too many people are unemployed or underemployed. From the macroeconomic perspective, this means inefficiency. From the microeconomic perspective, this means many families are struggling. Much of the problem stems from the fact the economy fell so far. It will take time for the economy to return to “normal”, as we knew it prior to the credit crisis, housing bubble, and Great Recession.

Weld County has many positives going for it in these uncertain financial and economic times to deal with the challenges we will face, such as no long term debt, a healthy fund balance, energy development boom, and a diversified local economy and tax base. Weld County is in excellent financial condition compared to most other local governments because for many years Weld County has been fiscally conservative in its approach to budgeting and funding its services and capital programs.

With challenging economic conditions being faced probably for the next few years, Weld County managers are going to have to continue to find ways to reduce costs and increase program productivity. Weld County government’s trend of being more creative and innovative to make better use of resources--human, financial, and technological-- must continue. It is only through improved practices and approaches that services are maintained and public confidence in government is enhanced. Weld County’s budget strategy for the next five years must continue to use the proven methodologies which have allowed the county to successfully deal with past budgets. Looking at future strategic approaches must continue as Weld County is challenged by these new economic times.



TRENDS IMPACTING WELD COUNTY

Innovation and Technology

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

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

Managers at the county are expected to create and maintain a workplace that supports a culture of continuous improvement and innovation. This can be achieved through employee suggestions, open communication, training, and innovation and technology projects, among other opportunities. In an era of rapid change, the need for knowledgeable, active, and engaged employees will be greater than ever. The county must continue to attract and sustain a highly qualified workforce that is responsive to the needs of the community now and in the future.

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, 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 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 the social media.

TRENDS IMPACTING WELD COUNTY

Transportation

The most obvious need for future investment in Weld County, which allows for dealing with the direct impact of the oil and gas development, and accommodating the future growth in the county, is in the long-term investment in the road and bridge infrastructure. Growth in the county has put an ever increasing demand on the county's infrastructure. The growth has increased the use of county roads and created congestion on several county roadways that need to be mitigated. Although the county has made tremendous progress the last twenty-five 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 have changed from rural roads to urbanized roads due to the traffic volume demanding a higher capacity and level of service.

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 last year many of the projects in the *Weld County 2035 Transportation Plan* were unfunded in the budget projections for future years. This changed with the *Strategic Investment Plan for the Future of Weld County*. In approaching the funding requirement it will require approximately another net \$7.5 million going into the Public Works Fund from property taxes raising the property tax level to \$16.5 million from 2015 forward. The additional property tax investment in the transportation system together with the anticipated federal mineral leasing dollars, and severance tax from energy development, and transportation impact fees will add many of the necessary resources to fund the *Weld County 2035 Transportation Plan*. Besides these resources, the funds will also help provide matching funds to leverage grants from the Energy Impact Assistance program and NFRMPO and UFRMPO to fund projects in the *Weld County 2035 Transportation Plan*.



TRENDS IMPACTING WELD COUNTY

County Government Financial Trends

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

The county will face budgetary challenges over the next few years that will involve rising costs, particularly if inflation returns as the Federal Reserve discontinues its economic stimulus via low interest rates, and the reality of decreasing federal revenues in the future. The county's budget must continue to reflect a multi-year strategic approach to managing county resources within the ongoing challenging economic environment. The primary goals of this strategy are to preserve core services, maintain the commitment to the county's capital program, and accommodate the impacts of the energy boom 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 of the county.

A significant measure of Weld County's commitment to providing residents with quality services will be how well essential infrastructure is maintained and renewed. The county will continue to be a responsible steward of public assets. A five-year Public Works Capital Improvement Plan will continue to be updated annually and will ensure a fair and reasonable determination of project priorities in accordance with the county's overall transportation needs, especially in dealing with the impact of energy development in the county. A similar, annual five-year Capital Improvement Program will be used to assess the condition of all facilities and to plan necessary repair and maintenance, as well as fund new facilities needed, such as an expanded correctional facility. Included in the capital plan will be funding to upgrade and replace the county's critical public safety communication infrastructure and systems. The county will continue to use a proactive approach to maintain the physical environment, modernize and replace aging facilities and equipment, and maximize the public return on investments.



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

STRENGTHS

- ◆ Fiscally responsible and constrained
- ◆ Visionary and proactive
- ◆ Growing emphasis on strategic management and planning
- ◆ Provide good and effective services to citizens
- ◆ Committed to being responsive government
- ◆ Responsible and accountable to the citizens
- ◆ Quality of life
- ◆ Coordinated efforts inside and outside the county
- ◆ Oil and gas Development

WEAKNESSES

- ◆ Rapid urban growth changing service needs
- ◆ Enhanced communication with public
- ◆ Growing transportation and infrastructure needs
- ◆ Geographic diversity of county
- ◆ Growing demand for services
- ◆ Economic slow growth has driven demands for services



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

OPPORTUNITIES

- ◆ Oil and gas development
- ◆ Attractive area for new growth
- ◆ Poised to promote economic development
- ◆ Great workforce
- ◆ Regional cooperation and coordinated efforts
- ◆ Using technology to provide service improvement
- ◆ Located on the northern edge of Denver metropolitan area
- ◆ Business friendly environment
- ◆ Proximity to three major universities

CHALLENGES

- ◆ Oil and gas development
- ◆ New economy
- ◆ Volatility price and production of oil and gas
- ◆ Increase demand for infrastructure and services
- ◆ Demographic changes
- ◆ Urbanization
- ◆ State and Federal budget cut and mandates
- ◆ Balance citizen expectations with limited resources
- ◆ State and Federal environment policies
- ◆ Deployment of technology



STRATEGIC AREA PLANS OVERVIEW

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

- Public Safety
- Health Services
- Transportation
- Economic Development
- Land Use and Planning Services
- 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: Provide excellent customer service, improve quality of life, and protect the constitutional rights of all people. (Public Safety Bureau)
 - Goal PPSB1: Protect the well being of the citizens of Weld County.
 - Goal PPSB2: Establish and maintain meaningful communication with the citizens of Weld County.
- Mission Statement: To provide excellent customer service, improve quality of life, and protect the constitutional rights of all people. (Offender Supervision Bureau)
 - Goal PSOSB1: 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 arrive.
 - Goal PSOSB2: 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 PS1: To answer 100% of 911 calls within 15 seconds.
- Mission Statement: To provide a responsive, proactive, medico-legal investigation in an efficient and compassionate manner. (Coroner)
 - Goal PS2-1 Perform all death investigation in a timely manner
 - Goal PS2-2: To provide for a safe work environment
 - Goal PS2-3: Enhance professionalism and promote department excellence.
- 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. (Community Corrections)
 - Goal PS-3: Provide safe, constructive and less expensive alternatives to use of jail and prisons; promote an accountable, coordinated justice system that focuses on present and future needs of Weld County.
- Mission Statement: To coordinate emergency preparedness planning in Weld County. (Office of Emergency Management)
 - Goal PS-4: Reduce the risk and mitigate the impact to communities and citizens due to all hazard incidents.

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 Public Health and Environment)
 - Goal HHS1: To continuously strengthen services and support innovation that leads to a culture that empowers people to improve their quality of life.
 - Goal HHS2: Develop and deploy consistent performance management approaches across the Department of Human Services.
 - Goal HHS3: Establish a systematic structure to effectively communicate inside and outside of the Department of Human Services.
 - Goal HHS4: To prepare for the future by identifying appropriate actions to external threats that may impact the Department of Human Services.
 - Goal HHS5: To develop and reinforce “best customer service” standards and commitment within all employees and partners of the Department of Human Services.
 - Goal HHS6: Assist in providing veterans access to eligible state and federal benefits to meet their needs.

STRATEGIC AREA:
HEALTH SERVICES

STRATEGIC AREA: HEALTH SERVICES

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

**STRATEGIC AREA:
TRANSPORTATION**

STRATEGIC AREA: TRANSPORTATION

- Mission Statement: To design, build, and maintain safe and economical roads and bridges, buildings, and other facilities for the safe and efficient use by the citizens of Weld County and others. (Public Works Administration)
 - Goal TPW1: Provide effective and efficient administrative and managerial support and supervision to the Public Works Department.

- 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 Mining)
 - Goal TPW2: To perform mining, crushing, and screening of aggregate materials and recycled asphalt.

- 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 Bridge)
 - Goal TPW3: To repair and replace bridges, construct capital improvement projects, assist with snow removal on road system and county parking lots, install and replace culverts and cattle guards and perform tree removal/trimming in county right of ways.

- 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 Grader)
 - Goal TPW4: To provide for the maintenance of 2,500 miles of gravel roads.

- 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 Trucking)
 - Goal TPW5: Haul all material needed for gravel roads, RAP (recycled asphalt) roads and asphalt road construction and overlay projects. Clear paved roads of snow and ice.

- 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. (Weld County Maintenance Support)
 - Goal TPW6: Assure safe travel for the general public by maintaining clearly marked and signed roads and bridges; assist in plowing of snow from county parking lots and roads; install and maintain snow fence in selected areas of the county.

- 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.
 - 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: Provide engineering services including design, development, inspections, and all phases of highway engineering, bridge engineering and construction inspection and testing. (Engineering)
 - Goal TPW9: Implement and monitor Colorado Weed Management Act (Noxious weed control) on County property and assist land owners 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 LU1: Increase effectiveness by maintaining regular communication with the public, outside agencies, County departments, and the County Planning Commission.
 - Goal LU2: Plan for the long-term development and legacy of the County to ensure efficiency of services to promote economical investments.
 - Goal LU3: Provide consistency, quality, and thoughtful planning.
 - Goal LU4: Minimize government by implementing common sense approaches to solving problems and adapting to change.
 - Goal LU5: Work with, not against, the flowing tide of free markets whereby reducing or eliminating red tape and barriers to entry.
 - Goal LU6: Ensure safe construction throughout unincorporated Weld County.
 - Goal LU7: Increase knowledge and understanding of adopted codes to citizens, homeowners, contractors, and builders through education.
 - Goal LU8: Maintain quality, professional and timely site inspections.

STRATEGIC AREA:
ENABLING STRATEGIES

STRATEGIC AREA: ENABLING STRATEGIES

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

- Goal ES9: Correctly discover, list, value and defend values for property taxes for Weld taxing authorities. (Assessor)
- Goal ES10: Ensure the financial viability of the County through sound financial management practices. (Finance & Administration)
- Goal ES11: Deliver on promises and be accountable for performance. (Finance & Administration)
- Goal ES12: Ensure the financial accounting of County funds is accurate (Accounting)
- Goal ES13: Ensure the timely acquisition of “best value” goods and services while maintaining integrity and inclusion (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)
- Mission Statement: To provide expertise and resources to support and facilitate excellent public service delivery. (Information Services & GIS)
 - Goal ES16: Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange.
 - Goal ES17: Deliver timely, high quality, and cost-effective printing and supply services to County departments (Printing & Supply)
- Mission Statement: To provide phone services expertise and resources to support and facilitate excellent public service delivery. (Phone Services)
 - Goal ES18: Capitalize on phone technology to improve service, increase efficiency and provide greater phone access and exchange.
 - Goal ES19: To provide quality, sufficient, and well-maintained county vehicles to county departments. (Motor Pool)



2015 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 16.804 mill levy cannot be raised without political fallout in these economic times.
- **In the 2015 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. **Local dollars will not displace federal or state reductions.**
- 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 2015 before budget preparations begin.
- **A target of ten percent off the 2014 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 2014 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 2015 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 will be treated like county departments, since most provide contractual services.

- New or expanded mandates will be absorbed within the 2015 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 2014 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 2015 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 2015 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 2015, while accomplishing a balanced budget. The 2015 budget must be structured to attempt, within available funds, to ensure that:

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

- New initiatives associated with the human capital management strategies are accommodated.

- Weld County must continue the initiatives required to foster area economic development and to improve the quality of life.

- The WCR 47/49 Corridor South from SH 34 to I-76 and North from WCR 60.5 (SH263) to SH 392 will be funded over 2015-2019 at the level of \$25 million.

2015 BUDGET CALENDAR

March 31	Board reviews the 2015 budget plan.
April 28 - May 4	Director of Finance discusses target budgets and 2015 budget plan with department heads and elected officials.
June 16	Elected officials and department heads submit applications for the technology and innovation investment program projects to Finance.
June 16	Elected officials and department heads submit requests for Buildings and Grounds special projects to Finance.
June 16	Elected officials and department heads submit phone service requests to Phone Services.
June 16	Elected officials and department heads submit new position requests and any reclassification requests to Personnel.
June 16	Elected officials and department heads submit requests for information services requests to ACS.
June 16	Elected officials and department heads submit requests for vehicles to the Controller.
July 7	Submit budget request to Director of Finance
July 7 - September 15	Finance office review.
September 16	Early warning budget work session and community agency requests.
September 16	Budget Message to Board and transmit Proposed Budget to Commissioners.
October 14 and 16	Budget work session hearings with Commissioners and elected officials and department heads.
November 6	Publish notice of final budget hearing.
October 17 - December 14	Prepare final budget.
December 15	Public Hearing to adopt mill levy.
December 15	Public Hearing on Final Budget, 9:00 a.m.

EXPLANATION OF OVERVIEW OF BUDGET AND MANAGEMENT SYSTEM

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

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

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

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

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

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

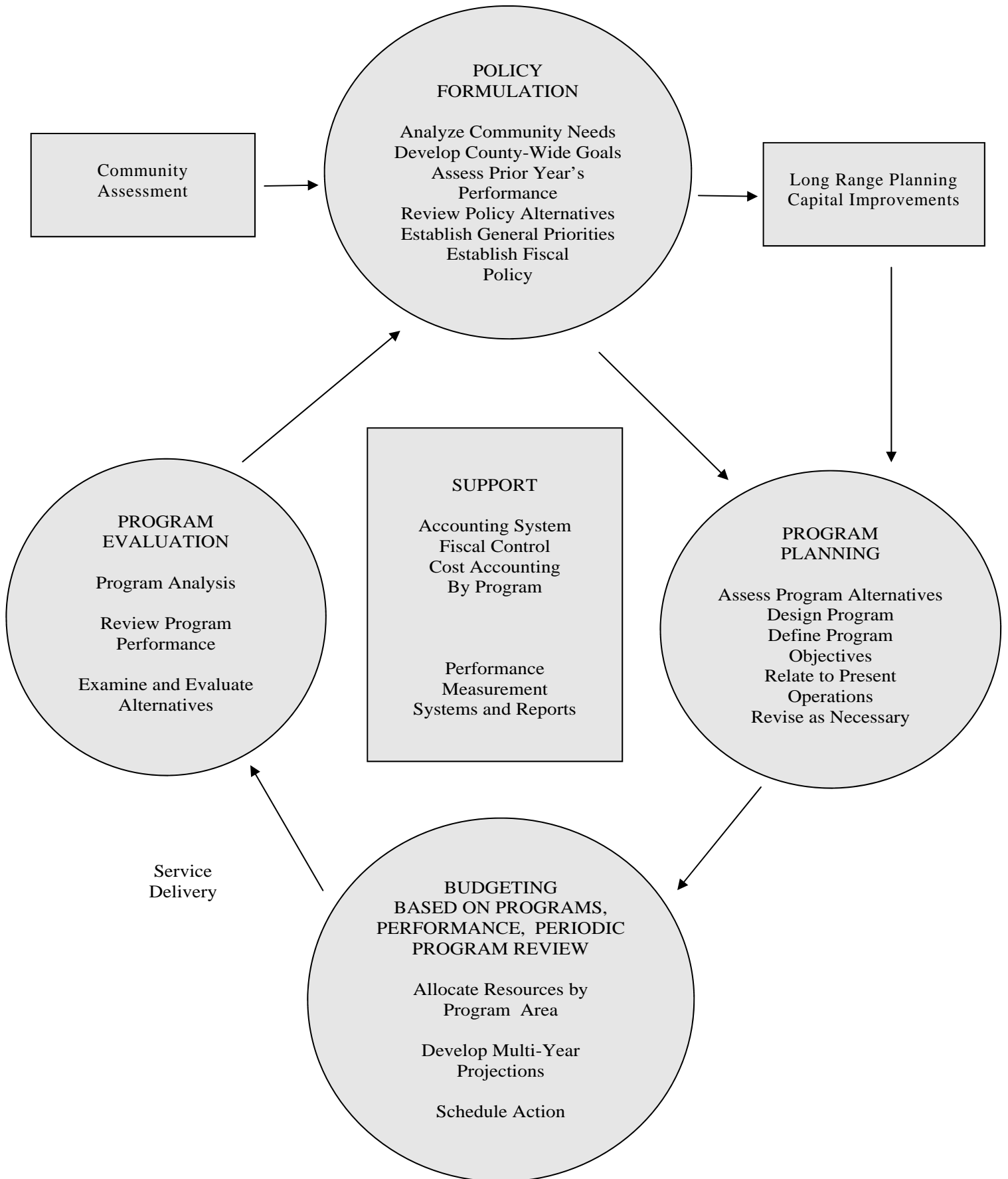
Program planning at the department level follows policy formulation. All departments assess their programs, explore alternatives, design and define existing and new programs, develop program objectives, and relate present operations to the programs planned. The budget is then based upon the program,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

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

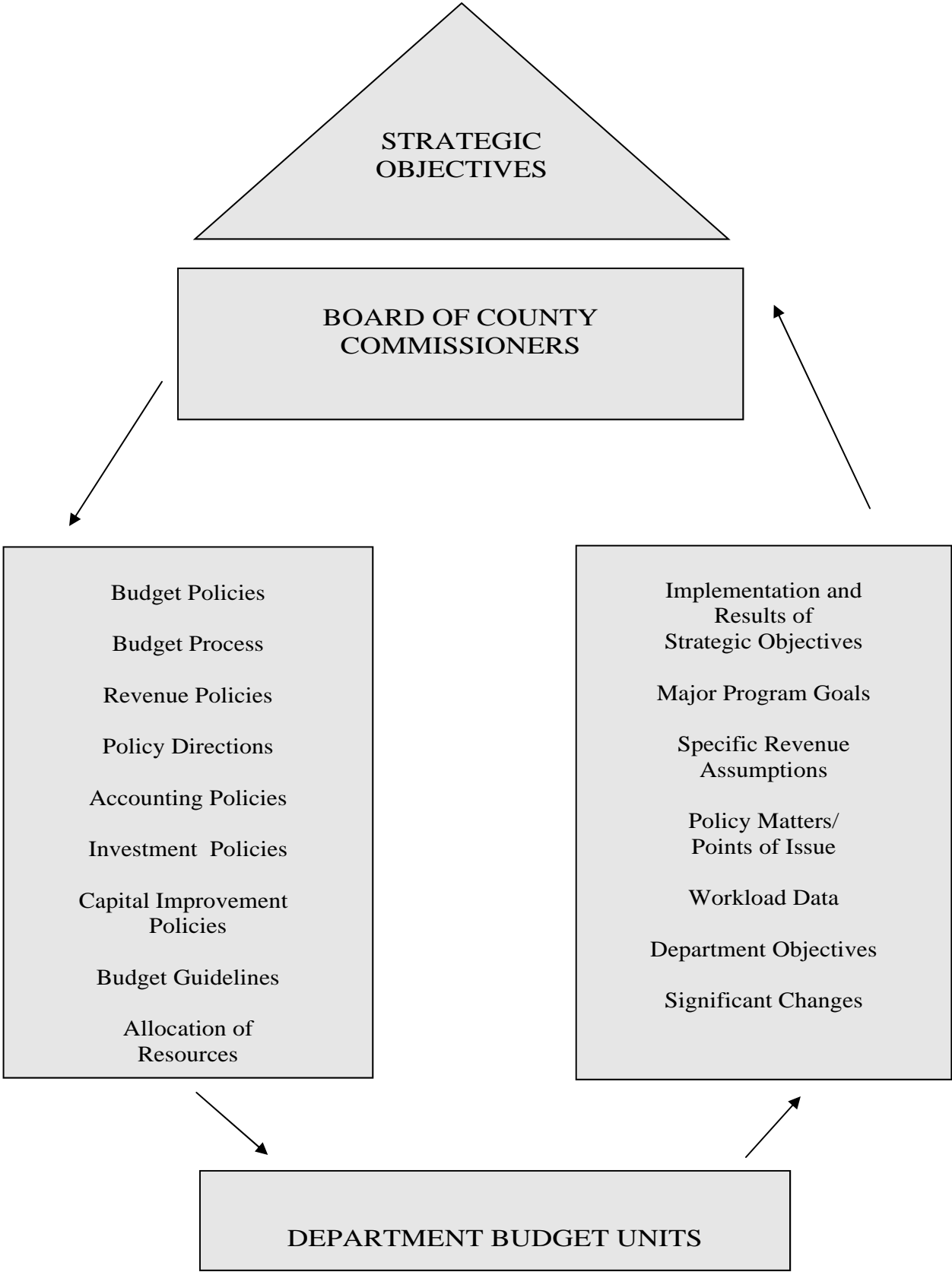
In summary, Weld County's budget process is virtually a year-around process, combining months of planning, analysis, program and policy review, and constant monitoring. The adopted budget asserts Weld County's commitment to meet or exceed the community's highest priority expectations at the lowest possible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

The following two pages show the process graphically.

OVERVIEW OF BUDGET AND MANAGEMENT SYSTEM



HIERARCHY OF BUDGET INFORMATION



BUDGET PROCESS

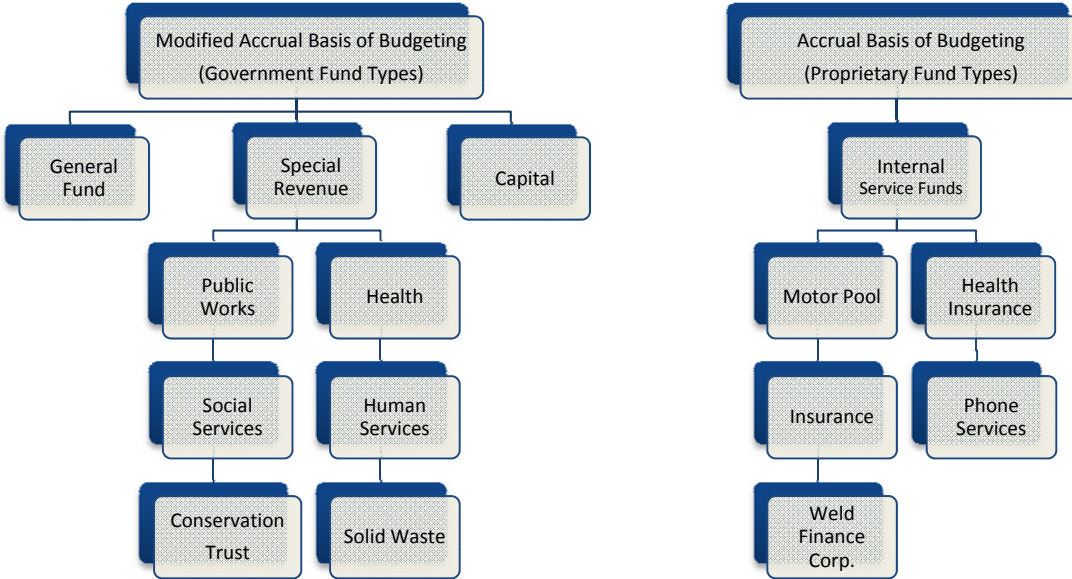
OBJECTIVES:

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

SIGNIFICANT BUDGET AND ACCOUNTING POLICIES

WELD COUNTY FUND STRUCTURE

By Budgetary Basis



BUDGETARY ACCOUNTING BASIS:

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

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

Revenue susceptible to accrual, that is, measurable and available to finance the County's operations, or of a material amount and not received at the normal time of receipt, primarily consists of 1) state highway users tax; 2) property taxes, assessed in 2014, payable in 2015, and 3) various routinely provided services (health department). Unbilled charges for services are recorded in the appropriate funds at year end.

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

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

BUDGET ADOPTION:

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

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

AMENDMENT TO BUDGET PROCESS:

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

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

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

PROPERTY TAXES:

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

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

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

EXPLANATION OF INDIVIDUAL FUNDS

GOVERNMENTAL FUND TYPES:

Funds generally used to account for tax-supported activities.

General Fund

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

Special Revenue Funds

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

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

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

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

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

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

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

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

Capital Project Funds

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

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

PROPRIETARY FUND TYPES:

Funds that 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. Since the 2013 budget Weld County no longer has any Enterprise Funds with the transfer of the Paramedic Service to the North Colorado Medical Center, Inc.

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.

Motor Vehicle 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.

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

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

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

BUDGET POLICIES

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

- Budget Process
- Program Policy Changes/Impacts
- County Strategic Objectives
- Revenue Policies and Assumptions
- Policy Directions
- Significant Budget and Accounting Policies
- 2015 Budget Guidelines

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

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

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

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

SIGNIFICANT CHANGES IN POLICY FROM PRIOR YEARS

- The county's mill levy will be reduced by over one mill to 15.800 mills
- Continue implementation of the *Strategic Investment Plan for the Future of Weld County*
- Create an Oil and Gas Liaison/Coordinator position to deal with oil and gas issues
- Implement a storm water management program for MS4 compliance
- Complete a major capital upgrade of the information technology (IT) infrastructure in the county as part of the 2015-2019 Five Year IT Capital Plan
- Information Technology will do a major PC and computer monitor refresh along with a major Microsoft upgrade
- Implement a new integrated public safety information system to replace the Spillman public safety system
- Fund the oil and gas revenue fluctuation reserve in the Contingency Fund
- Operate a Restorative Justice Program in the District Attorney's Office for juvenile offenders
- Fund current and past administrative costs of the Weld County Retirement Plan
- Continue efforts to control health care costs for county employees and their dependents
- Accommodate the impacts of the Affordable Care Act on Medicaid eligibility applicants
- Implement a number of cost containment and strategies to mitigate growing cost of Human Services programs
- Accommodate the impact of HB14-1317 on the delivery of day care
- Participate for the second year in the Title IV-E (Foster Care and Adoption Assistance Entitlement Grant) waiver project
- Complete the design for the construction of the five-lane WCR 49 south corridor from US 34 to I-76 as part of a design/build contract
- Complete road and bridge mitigation projects resulting from the September, 2013 flooding
- Continue to fund a Haul Route Program (HARP) to improve county roads impacted by the energy industry due to new oil and gas drilling exploration

LONG RANGE FINANCIAL 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.

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

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

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

Use of One-Time Revenues: Weld County has a policy discouraging the use of one-time revenues for ongoing operational expenditures. The highest priority for one-time revenues will be to fund assets or other non-recurring expenditures, or to put the one-time revenues in a reserve fund.

Debt Capacity, Issuance, and Management: To the extent possible, Weld County will pay cash for major projects rather than borrowing. Any existing debt will be retired at the earliest possible time during the life of the debt unless circumstances change significantly. Weld County's debt level per Weld County's Home Rule Charter and state law cannot exceed three percent of the current assessed value of the county. The current debt capacity is over \$270 million. Debt under the debt limit includes all financial obligations over one year in duration, e.g. general obligation bonds, revenue bonds, certificates of participation, notes, lease purchase agreements, letters of credit, revenue warrants, long term lease obligations, or any other multiple-fiscal year direct or indirect debt or other financial obligation. Obligations for pension plans are excluded under Colorado state law.

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

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

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

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

CAPITAL IMPROVEMENT POLICY

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

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

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

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

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

INVESTMENT POLICY

On March 5, 2003, the Board of County Commissioners adopted a comprehensive investment policy. A copy of the detailed investment policy can be obtained by contacting the Weld County Treasurer at (970) 356-4000, Extension 3260. The following is a brief overview of the investment policy:

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

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

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

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

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

Deposits:

At year end, the estimated carrying amount of the County's deposits is over \$170 million. Of this amount, approximately \$1 million will be covered by Federal deposit insurance, and the remainder was collateralized with securities held by the pledging financial institution's trust departments or agents in the County's name.

Investments:

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

Interest revenue is projected on the basis of an average interest rate of 1.25 percent in 2015.

FUND BALANCE AND RESERVE POLICY

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

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

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

2015 GUIDELINES

- There will be no recommended increases in personnel in the recommended budget to the Board. Increased workload should be absorbed by existing personnel wherever possible through increased productivity.
- Resources for new activities should come from increased productivity and termination of existing activities wherever possible. No new non-mandated programs should be proposed without proportionate cutbacks in other programs. Any new programs or expansion of existing programs will be highlighted as a policy issue for the Board.
- All newly mandated program costs should be clearly identified for the Board.
- Unless a change is legally mandated, the county's share of partnership programs should not be increased, the share should be decreased wherever possible.
- Methods to maximize manpower avoidance or substitution should be encouraged by all departments through automation, productivity improvements, or cost cutting strategies.
- Capital outlay expenses for equipment should only be recommended when the need has been fully justified, the useful life of equipment cannot be extended, and it has been determined that salvage equipment is unavailable for use. Vehicle replacement must be recommended by the Motor Pool Contract Administrator 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 2014's budget presentation.
- Salaries should be budgeted at the 2014 level. Any salary increase for a class unique to a department must be absorbed in target amounts.
- All user and service fees should be examined and recommendations made for increases or other adjustments to match the cost of providing such services.
- Those areas where increased personnel productivity has shown gains in services and/or reductions in cost should be identified.
- Target budget amounts will be provided to each department and office. Any amount exceeding the target base will be competing for a small amount of unallocated funds during the budget hearing process in November. Therefore, all offices and departments should make concerted efforts to put together realistic programs and efforts within the target budget base amount, since the ability of the Board to fund beyond that level will be substantially restricted. Ranking forms will begin at 90% of target, and must be completed by each department.

- In reviewing the 2015 budget request, The Director of Finance will develop preliminary recommendations to the Board of County Commissioners. The Director of Finance 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 2015 budget process.
- **Use the following budget population data for performance measures:**

<u>YEAR</u>	<u>POPULATION</u>
2013 (Actual)	270,600
2014 (Estimated)	275,300
2015 (Projected)	283,500

- 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.

2015 SPECIAL BUDGET INSTRUCTIONS

The following are special budget instructions to be used for submission of your 2015 budget.

1. All budgets (including Enterprise and IGS) must be submitted by July 7, 2014.
2. All departments are requested to submit, on or before June 16, 2014, the following items that will be part of your 2015 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 Personnel to assess the need.
 - C. Phone Service Requests for phone changes in 2015. Unplanned moves will only be done if absorbed in the 2015 budget.
 - D. Information Services requests for computer hardware, software, system upgrades or system study.
 - E. New or replacement vehicle requests to the Controller for inclusion in the Motor Pool budget.
 - F. Applications for the technology and innovation investment program projects to Finance.
3. Salary and fringe benefits will be budgeted at the 2014 level. Any anticipated increase over 2014 level must be absorbed in target amount.
4. For budgetary purposes, please use the 54¢ per mile reimbursement rate in developing your 2015 budget.
5. Any requests for equipment should be submitted as part of your departmental budget request. Once a determination has been made as to whether or not the Board of County Commissioners will approve your request for equipment purposes, the total amount will be moved to a Capital Outlay budget unit as has been the practice in past years.
6. Motor Vehicle IGA rates should be ascertained from the Controller for budget purposes. This is necessary because of the varying rates for unique kinds of vehicles, such as patrol cars, etc. Fuel costs should be budgeted as follows: unleaded \$3.25/gallon, diesel \$3.50/gallon, and E85 \$3.25/gallon.
7. Any new or replacement vehicles should be discussed with the Controller 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 2015.
8. Postage costs are anticipated to be 49¢ in 2015.

9. The target budget amount provided to your budget unit(s) can only be adjusted after discussing it with the Director of Finance in order to coordinate the overall target amounts.
10. **Any amount in excess of the 90% target amount must have an Appropriation Request Exceeding Target Budget Level form and be ranked on the Budget Unit Ranking Form for the regular budget.**
11. Any budget unit with project account codes should prepare a worksheet summarizing each account with total comparison to 2015. See Director of Finance for exact format.
12. Any 2015 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 2015 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, the manner in which the credit card service fee can be recovered or absorbed in the fee structure in compliance with all legal and credit card service provider requirements.
15. A worksheet showing each line item with five years' history is being provided to show historical expenditure patterns.
16. **INTERNS:** Any department planning on using interns in the next fiscal year must include any costs associated with the interns in the budget request. Costs should include any salaries, equipment (vehicle), service and supplies (e.g., mileage). No mid-year intern position requests will be approved that have a cost that is not already budgeted in the final budget.
17. The training budget for your department should be delineated in the format per the attached instructions in conjunction with the Human Capital Management Strategy.

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

2015 PROGRAM ISSUES

- Complete the design for the construction of the four-lane WCR 49 south corridor from US 34 to I-76 as part of a design/build contract
- Complete road and bridge mitigation projects resulting from the September, 2013 flooding
- Continue to fund a Haul Route Program (HARP) to improve county roads impacted by the energy industry due to new oil and gas drilling exploration
- Continue implementation of the *Strategic Investment Plan for the Future of Weld County*
- Create an Oil and Gas Liaison/Coordinator position to deal with oil and gas issues
- Implement a storm water management program for MS4 compliance
- Complete a major capital upgrade of the information technology (IT) infrastructure in the county as part of the 2015-2019 Five Year IT Capital Plan
- Information Technology will do a major PC and computer monitor refresh along with a major Microsoft upgrade
- Implement a new integrated public safety information system
- Fund the oil and gas revenue fluctuation reserve in the Contingency Fund
- Add an additional Electrical position to accommodate new development and energy development
- Operate a Restorative Justice Program in the District Attorney's Office for juvenile offenders
- Add two Pretrial Specialists to accommodate HB 13-1236 changes to jail bonding criteria
- Fund current and past administrative costs of the Weld County Retirement Plan
- Continue efforts to control health care costs for county employees and their dependents
- Accommodate the impacts of the Affordable Care Act on Medicaid eligibility applicants
- Implement a number of cost containment and strategies to mitigate growing cost of Human Services programs
- Accommodate the impact of HB14-1317 on the delivery of day care
- Participate for the second year in the Title IV-E (Foster Care and Adoption Assistance Entitlement Grant) waiver project

REVENUE POLICIES AND ASSUMPTIONS

The following revenue policies and assumptions have been used in the preparation of the 2015 budget.

1. Wherever possible, those receiving the benefits of a government service should pay for what they receive in full through current fees, charges, and other assumptions.
2. Continual search for new sources of revenue shall be made to diversify the County's financing plan.
3. The County shall seek the establishment of a diversified and stable revenue system to shelter the County from short run fluctuations in any one revenue source.
4. Estimated revenues are conservatively projected.
5. Proposed rate increases are based upon:
 - A. Fee policies applicable to each activity.
 - B. Related cost of the service provided.
 - C. The impact of inflation in the provision of services.
 - D. Equitability of comparable fees.
6. Programs funded by state and federal revenue sources shall be reduced or eliminated accordingly if state or federal revenues are reduced or eliminated. Local funding will be substituted only after a full study by the Board and if the program has a high priority to satisfy a local need.
7. Revenue targeting for a specific program shall only be utilized whenever legally required and when a revenue source has been established for the sole purpose of providing a specific program.
8. Revenue from intergovernmental sources with a specific ending date shall not be projected beyond the date.
9. Assume a local economy similar to 2014 with some recovery of residential development. Assume interest rates averaging 1.25 percent throughout 2015.
10. Property taxes are based upon the maximum allowable under Amendment One (TABOR) and the Weld County Home Rule Charter limitation.
11. Assume that unless there is proven evidence to the contrary, federal and state categorical and entitlement grants will continue at the current level of funding.

SPECIFIC REVENUE ASSUMPTIONS OF SIGNIFICANT REVENUE

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

Property Tax: Levy with maximum allowable, per Weld County Home Rule Charter and Amendment One (TABOR) limitation. Although little increase in assessed value growth is anticipated due to the lack of construction activity, the assessed value is anticipated grow significantly due to increased energy prices and new exploration in Weld County. Oil and gas values accounts for over three-fifths of the county's assessed valuation. As we plan for 2015 and beyond we are assuming that the price of oil will stay in the \$75-\$100 per barrel range. Natural gas prices have been very volatile the last two years as more supply comes onto the market, exceeding growth in demand. Excitement related to exploration of the Niobrara shale formation in northern Weld County remains high, driving several significant job-creating projects in Weld County and more energy production that will add to the county's assessed valuation in future years. Oil and gas assessed value for the 2015 budget is up \$1.838 billion or 47.12 percent. Overall assessed values are up 28 percent.

Specific Ownership Tax: Personal property tax on vehicles (SOT) is anticipated to be up in 2015 due to increasing vehicle sales as the economy recovers and the new vehicles figure into the five year sliding fee schedule.

Building Inspection and Planning Permits: Some recovery of construction is beginning to be seen. Despite the low activity in residential building in the unincorporated part of the County some factors pointing towards an uptick in activity as rental vacancy rates are low and housing listing inventories are low. The investment in the oil and gas infrastructure is anticipated to continue for the next few years. The combination of all activities point to higher inspection and permit fee revenues in 2015 and beyond.

State and Federal Grant Revenue: Budget at signed contract level or anticipated funding level provided by state or federal agency. In December 2013, Congress approved a spending plan that would fund the federal government for two years. The plan modifies the sequestration cuts by increasing spending \$45 billion and \$20 billion in Federal FYs 2013-14 and 2014-15, respectively, over current law levels. In addition, Congress approved a suspension of the debt limit through March 15, 2015. When the debt limit suspension ends, the debt limit will automatically increase to reflect the amount of borrowing that occurred since the last debt limit. 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.

The 2015 budget shows a jump in intergovernmental revenues due to the grant projects in Public Works Fund associated with state Energy Impact Assistance grants, and flood recovery and mitigation projects from the September, 2013 epic flood. Many of these grants are one-time and will be dropped after 2015.

Police Service Contract: Based on signed contractual agreements.

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

Drunken Driving Fines: Based on \$30 per offender at anticipated level of 1,090 with two percent waiver rate.

Earning on Investments: Interest revenue is calculated on the average earnings rate of 1.25 percent times the estimated average daily cash balances. Based upon Federal Reserve projections interest rates will not change dramatically through 2015.

Royalties: Based on analysis of oil and gas leases active on 40,000 plus acres of mineral interests owned by Weld County. Increased energy prices and new exploration on county lease should result in added revenues in the future. These revenues have been up significantly the last three years.

Rental: All rental income is based upon signed leases.

Overhead/A-87 Cost Plan: Revenues based upon the 2013 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 \$1 million in revenues in this area.

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

Treasurer's Fees: Based upon historical level of activity for fees, which have been relatively constant.

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

Motor Vehicle Registration Fees: Vehicle sales are projected to continue to increase as the economy improves and individuals who have delayed purchases will need to begin to replace older vehicles.

Highway User's Tax: Based on State Department of Highway estimates from gas tax less three percent reduction that Weld County has historically experienced. With the passage of SB09-109, revenues increase over \$1.5 million starting in 2010. As fuel prices increase citizens tend to drive less, thus paying less HUTF tax that is based upon a per gallon tax.

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

Health Grants: Based upon contracts signed July 1, 2014.

Health Fees: Based upon historical patient/client caseload with 2015 rates applied. With more and more uninsured patients, utilization continues to increase in county clinic due to affordability.

Human Resource Grants: Based upon contract funding level as of October 1, 2014.

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.

Paramedic Service Fees: Effective May 7, 2012, Weld County transferred the operational and financial responsibility to NCMC, Inc. and Banner Health. Therefore, this operation's revenue will not be in future budgets.

Internal Service Fund Revenues: Revenues for each IGS Fund equal funded anticipated expenditures in user departments' budgets.

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

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

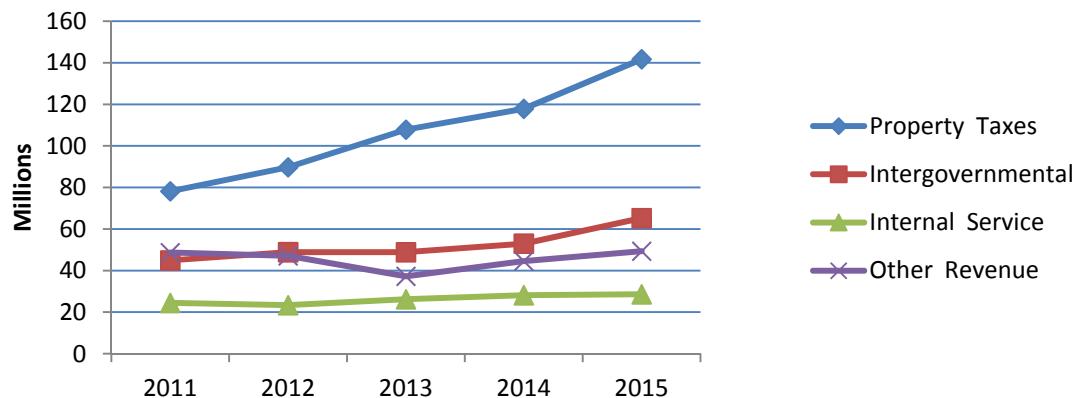
MAJOR REVENUE HISTORICAL TRENDS AND ANALYSIS

<i>DESCRIPTION</i>	<i>2011</i>	<i>2012</i>	<i>2013</i>	<i>2014</i>	<i>2015</i>
Property Taxes	\$ 78,195,961	\$ 89,713,452	\$ 107,816,616	\$ 117,873,505	\$ 141,724,346
Other Taxes	7,613,371	9,934,961	8,310,000	9,450,000	11,600,000
Fees	9,445,288	9,389,307	8,777,422	9,975,250	10,353,400
Intergovernmental	44,888,187	48,878,851	48,851,520	52,977,866	65,272,311
Licenses/Permits	2,093,316	2,968,095	2,866,875	3,450,225	4,721,600
Charges for Services	6,899,382	7,741,896	5,800,931	8,242,560	9,103,378
Internal Services	24,439,880	23,341,642	26,221,780	28,166,292	28,596,336
Paramedic Fees	6,803,592	1,667,980	0	0	0
Miscellaneous	15,838,807	15,369,437	11,518,124	13,450,439	13,581,877
TOTAL REVENUES	<u>\$ 196,217,784</u>	<u>\$ 209,005,621</u>	<u>\$ 220,163,268</u>	<u>\$ 243,586,137</u>	<u>\$ 284,953,248</u>

TREND ANALYSIS

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

MAJOR REVENUE TRENDS

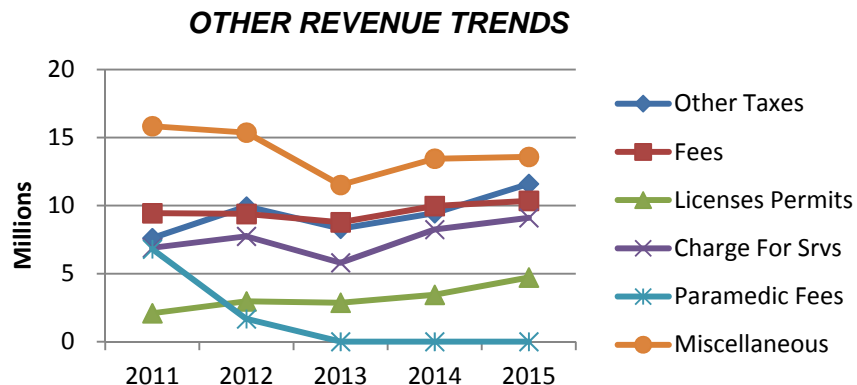


Property Tax: Increases will track with the Home Rule Charter and TABOR tax limitations, which are growth in actual property value, plus cost-of-living. Although little increase in assessed value growth is anticipated due to the slow recovery in construction activity, the assessed value is anticipated to grow significantly due to increased energy prices and new exploration in Weld County. Oil and gas values accounts for over three-fifths of the county's assessed valuation and the changes in commodity prices contributes to the big fluctuations in property taxes from year to year. Excitement related to exploration of the Niobrara shale formation in northern Weld County remains high, driving several significant job-creating projects in Weld County and more energy production that will add to the county's assessed valuation in future years.

Intergovernmental: State and federal revenues have grown little the last five years with state funded programs impacted by the state budget reductions due to the recovering economy and the federal budget cuts due to sequestration and deficit reduction measures. The drop in 2012 is due to transferring the Supplemental Foods program to the Weld Food Bank, and the end of the five year Building Healthy Marriages Grant. The 2013 revenue was stable due the increased Child Welfare allocation and the return of State of Colorado Energy Impact Assistance grants. As cited earlier in December 2013, Congress approved a spending plan that would fund the federal government for two years. The plan modifies the sequestration cuts by increasing spending \$45 billion and \$20 billion in Federal FYs 2013-14 and 2014-15, respectively, over current law levels. In addition, Congress approved a suspension of the debt limit through March 15, 2015. When the debt limit suspension ends, the debt limit will automatically increase to reflect the amount of borrowing that occurred since the last debt limit. 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.

The 2015 budget shows a jump in intergovernmental revenues due to the grant projects in Public Works Fund associated with state Energy Impact Assistance grants, and flood recovery and mitigation projects from the September, 2013 epic flood. Many of these grants are one-time and will be dropped after 2015.

Internal Services: Predictable revenue based on stable usage. Health insurance costs in the self-insured are slowing, so the increases in this area over the next five years should be more moderate. For example there will be no health insurance rate increase in 2015.



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

Fees: Fees have been increased and new fees added. New legislation increased 2011 Clerk and Recorder fees. Increased oil and gas recording activity in the county is resulting in higher projected revenues in this area over the next few years. Fees from vehicle registration should increase as vehicle sales are projected to continue to increase as the economy improves. Planning fees are starting to improve as the economy recovers and some construction activity returns, as well as, activity from oil and gas infrastructure development and drilling activity.

Licenses/Permits: As cited in the *Revenue Assumption* section earlier, some recovery of construction is beginning to be seen. Despite the low activity in residential building in the unincorporated part of the County some factors pointing towards an uptick in activity as rental vacancy rates are low and housing listing inventories are low. The investment in the oil and gas

infrastructure is anticipated to continue for the next few years. The combination of all activities point to higher inspection and permit fee revenues in the near future. The trend for the next five years should be a gradual increase only.

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

Paramedic Fees: Effective May 7, 2012, Weld County transferred the operational and financial responsibility to NCMC, Inc. and Banner Health. Therefore, this operation's revenue will not be in future budgets.

Miscellaneous: Revenue predictable, even though some variation in specific years. Interest revenue is found in this category. Public Works contracts are up due to reimbursable road projects in 2015. Fines from traffic violations remain down, which follows a national trend. Oil and gas royalty payments were up substantially the last three years, but should moderate in the coming five years as bonus amounts drop. The policy decision to charge Social Services the full amount of indirect costs raised this category over \$1 million in 2013, and will continue in future years.

FIVE YEAR PROJECTED REVENUE AND EXPENDITURE TRENDS

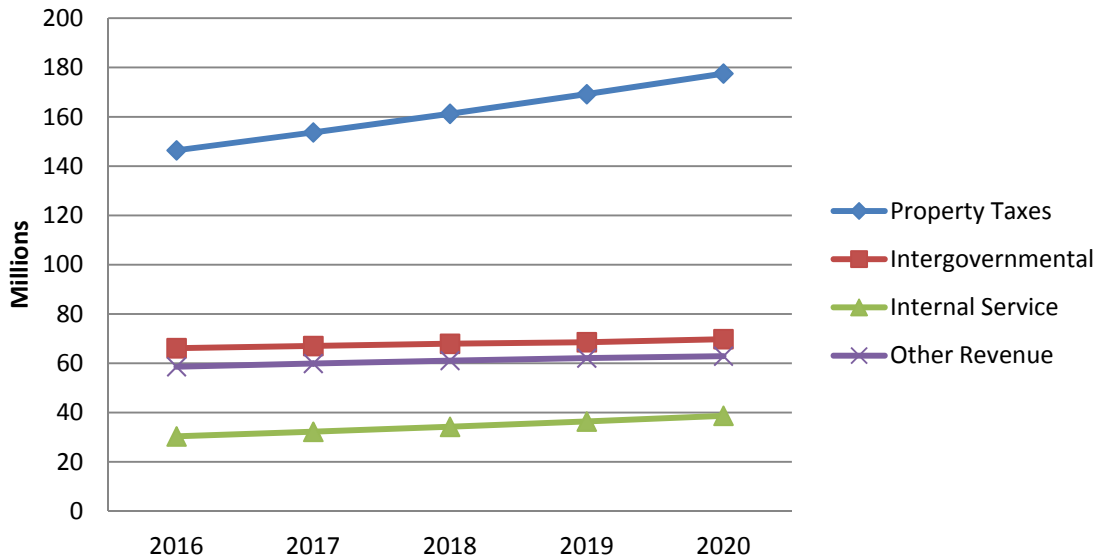
2016-2020 REVENUE PROJECTIONS

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

- Property tax levy with maximum allowable, per Weld County Home Rule Charter and Amendment One (TABOR) limitation. The projections are set at 5% annually.
- Assessed value from oil and gas will fluctuate, but the Contingency Reserve will allow for a leveling effect with oil prices being in the range of \$80-\$100.
- New production in the Niobrara formation will offset the drop in natural gas prices, and ultimately lead to higher assessed values 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.
- 2015 intergovernmental revenues have a one-time spike due to flood recovery grants. In 2016 the fund level will return to a normal pattern.
- Fees, licenses, charges for service, and miscellaneous revenues will grow at the rate of inflation and population growth.
- Internal Services will be driven primarily by inflation, especially the inflation of health insurance costs.
- Internal Services revenues are offset by the same expenditure amount.

DESCRIPTION	2016	2017	2018	2019	2020
Property Taxes	\$146,436,419	\$153,658,240	\$161,241,152	\$169,203,209	\$177,563,370
Other Taxes	9,722,000	10,350,660	10,655,180	10,968,835	11,291,900
Fees	10,635,252	10,951,310	11,301,849	11,637,154	11,982,519
Intergovernmental	66,141,835	67,028,959	67,934,057	68,857,514	69,799,720
Licenses/Permits	4,348,038	4,478,269	4,612,407	4,750,569	4,892,877
Charges for Services	9,382,374	9,414,571	9,904,179	9,951,414	10,156,498
Internal Services	30,349,928	32,227,785	34,239,365	36,394,873	38,705,312
Miscellaneous	24,477,578	24,802,434	24,629,505	24,508,856	24,590,554
TOTAL REVENUES	\$301,493,424	\$ 312,912,228	\$ 324,517,694	\$ 336,272,424	\$ 348,982,750

Major Revenue Projections



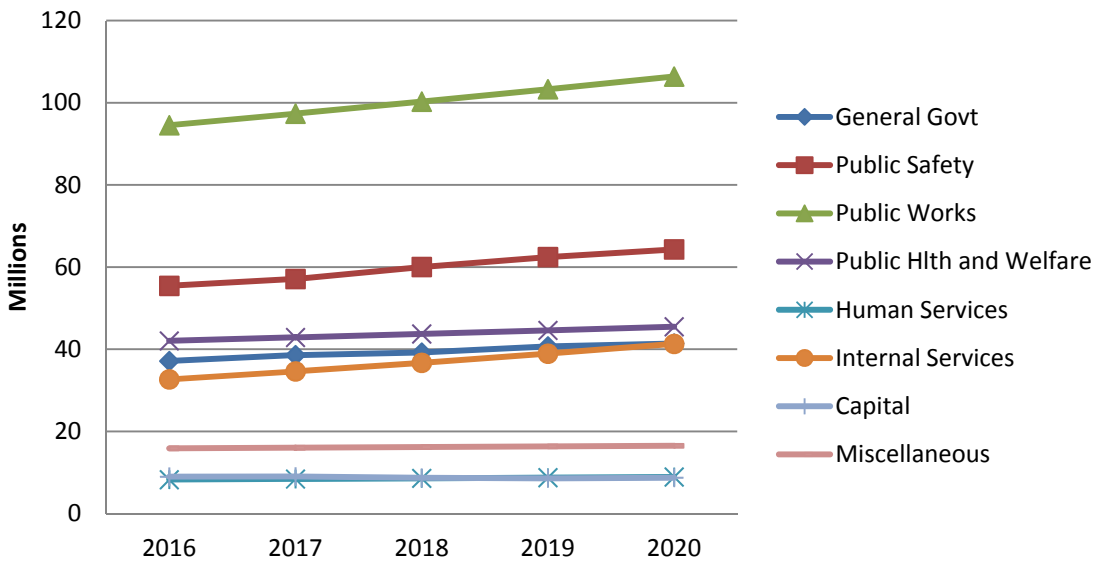
2016-2020 EXPENDITURE PROJECTIONS

<i>DESCRIPTION</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>
General Government	\$37,133,835	\$38,570,350	\$39,201,098	\$40,701,946	\$41,399,038
Public Safety	55,442,356	57,104,126	60,025,750	62,425,023	64,296,273
Public Works	94,527,081	97,362,894	100,283,780	103,292,294	106,391,063
Public Health and Welfare	42,042,457	42,879,242	43,732,762	44,603,353	45,491,355
Human Services	8,258,961	8,418,519	8,581,268	8,747,272	8,916,596
Culture and Recreation	849,739	859,765	870,092	880,730	891,686
Internal Services	32,667,428	34,614,810	36,698,001	38,927,268	41,313,679
Capital	8,975,000	9,025,000	8,725,000	8,575,000	8,725,000
Miscellaneous	15,031,749	15,175,445	15,323,365	15,475,629	15,632,374
TOTAL EXPENSES	<u>\$294,928,606</u>	<u>\$ 304,010,151</u>	<u>\$ 313,441,116</u>	<u>\$ 323,628,515</u>	<u>\$ 333,057,064</u>

Assumptions used for the expenditure projections are as follows:

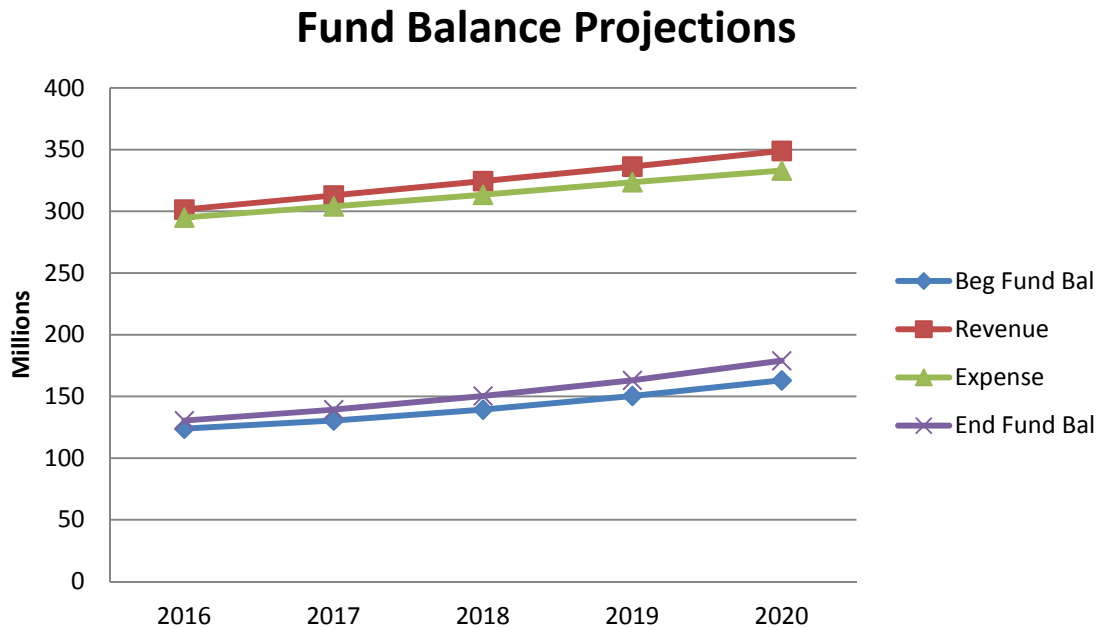
- Inflation is projected at an average 3 percent over the five-year period for all categories, except federal and state funded programs.
- Population growth follows the State Demographer’s estimate of an average 2 percent growth for Weld County
- Public Health and Welfare, and Human Services program costs will follow the trend of the state and federal revenues supporting them. Therefore, the program expenditures will grow only moderately at 2% annually as non-defense discretionary spending slows and some cuts in entitlements occur due to planned federal deficit reductions.
- In election years, General Government will increase by approximately \$500,000, and drop by the corresponding amount in off-election years.
- Public safety will experience infusion of funds beyond inflation to fund the additional costs of opening additional jail beds as the inmate population grows.
- Internal Services will be driven primarily by inflation, especially the inflation of health insurance costs.
- Internal 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 will see a major increase as the 20 mile WCR 49/47 Corridor is constructed in 2016-2019, and oil and gas development continues to impact the roads and bridges.

Major Expenditure Projections



2016-2020 FUND BALANCE PROJECTIONS

	2016	2017	2018	2019	2020
Begin Fund Balance	123,817,159	\$130,381,977	\$139,284,054	\$150,360,630	\$163,004,539
Total Revenues	301,493,424	312,912,228	324,517,693	336,272,424	348,982,750
Total Expenses	294,928,606	304,010,151	313,441,116	323,628,515	333,057,064
Ending Fund Balance	\$130,381,977	\$139,284,054	\$150,360,630	\$163,004,539	\$178,930,225



ORGANIZATIONAL RESPONSIBILITY FOR BUDGET UNITS

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

BUDGET UNIT	RESPONSIBLE OFFICIAL
Regional Forensic Lab	Sheriff
Victim Advocates	Sheriff
Drug Task Force	Sheriff
Traffic Enforcement	Sheriff
Municipal Contracts	Sheriff
Communications - County-wide	Director, Public Safety Communications
E-911 Administration	Director, Public Safety Communications
Criminal Justice Information System	Director, Public Safety Communications
Communications System Development	Director, Public Safety Communications
Coroner	Coroner
Centennial Jail	Sheriff
North Jail	Sheriff
Community Corrections	Director, Justice Services
Building Inspection	Director, Planning Services
Office of Emergency Management	Director, Office of Emergency Management
County-wide Animal Control	Sheriff
Pest and Weed Control	Director, Public Works
Justice Services	Director, Justice Services
Economic Development	Director, Finance
Waste Water Management	Director, Finance
Engineering	Director, Public Works
Extension Service	Extension Agent
Veteran's Office	Director, Buildings and Grounds
Airport	Director, Finance
Mental Health	Director, Finance
Child Advocacy Center	Director, Finance
Developmentally Disabled	Director, Finance
Seniors Program	Director, Finance
Missile Site	Director, Buildings and Grounds
Parks and Trails	Director, Finance

BUDGET UNIT	RESPONSIBLE OFFICIAL
Building Rents	Director, Finance
Non-Departmental	Director, Finance
Community Agency Grants	Director, Finance
Island Grove Building	Director, Finance
Asset and Resource Management	Director, Finance
County Fair	Extension Agent
Special Revenue Funds:	
Public Works Fund	Director, Public Works
Social Services Fund	Director, Human Services
Health Fund	Director, Public Health and Environment
Human Services Fund	Director, Human Services
Conservation Trust Fund	Director, Finance
Contingency Fund	Director, Finance
Emergency Reserve Fund	Director, Finance
Solid Waste Fund	Director, Finance
Capital Fund:	
Capital Expenditure Fund	Director, Finance
Proprietary Funds:	
Motor Pool Fund	Controller
Insurance Fund	Director, Finance
Phone Services Fund	Chief Information Officer
Health Insurance Fund	Director, Finance

POLICY MATTERS/POINTS OF ISSUE WITH FISCAL IMPACT

FUNDING	INCLUDED	EXCLUDED
Clerk and Recorder:		
Motor Vehicle- Addition of Four Office Tech II Positions	\$ 172,004	
Treasurer:		
Upgrade Accountant I to Accountant II	1,512	
District Attorney:		
Restorative Justice Program	122,973	
Restorative Justice Program-Revenue	-122,973	
Accounting:		
Upgrade of Senior Accountant	4,251	
Human Resources:		
Two HR Generalists to Senior HR Generalists	5,592	
Planning:		
Planning Manager Upgrade		7,388
Oil and Gas Position (Planner III)	83,586	
Building and Grounds:		
Low Voltage Technician	67,861	
Contract Savings on Low Voltage Maintenance	-70,000	
Innovation and Technology Projects:		
Enterprise Solution for Video/Security Camera System	150,000	
Accreditation, Audit, & Risk Management System	7,700	
Analytic Workstations (Spillman and Tiburon)		23,100
Free Standing CellSense Search System	31,396	
E-Ticket System for Traffic Unit		28,694
Coroner:		
0.5 FTE Office Tech to Full Time	31,857	
Justice Services:		
Two Pretrial Services Specialist (HB 13-1236)	121,138	
0.75 FTE Criminal Justice Planner		67,198
Noxious Weeds:		
Part time Mower Position	15,290	

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

FUNDING	INCLUDED	EXCLUDED
Engineering:		
Additional Engineer III	\$91,757	
Two Additional Engineering Technicians	139,756	
MS4 Stormwater Position	84,011	
Mental Health:		
Weld County Prevention Partners		\$20,000
Economic Development:		
Upstate Colorado Economic Development	90,000	10,000
Community Agencies:		
211 Information and Referral	25,000	25,000
Catholic Charities	0	15,000
A Woman's Place	0	20,000
Greeley Transition House	0	15,000
RSVP	5,500	0
1451 Collaboration Management (One-time)	<u>0</u>	<u>48,000</u>
TOTAL GENERAL FUND	<u>\$ 1,058,211</u>	<u>\$ 279,380</u>

NOTE:

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

2015 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 2015 budget, a salary increase of 3.0 percent to Weld County employees is included. Employees will get step increases for longevity and performance.
- Health insurance rates will not increase at all in 2015. Health coverage will be provided by CIGNA on a partially self-insured basis with a Preferred Provider Organization (PPO) option and a High Deductible Health Plan/Health Reimbursement Account (HDHP/HRA) option.
- Retirement costs will remain the same based upon the Board's policy to fully fund the Annual Retirement Contribution (ARC) calculated by the Weld County Retirement Plan's actuary each year.
- All other benefits are recommended to remain the same for 2015.

OTHER BENEFITS

VISION PROGRAM:

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

DENTAL PROGRAM:

The County offers three dental plans:

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

LIFE: Three times annual salary up to \$600,000 at \$0.160/\$1,000/per month

LONG TERM DISABILITY (LTD): \$.32/\$100 compensation

SHORT TERM DISABILITY: \$.21/\$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 Live Well Solutions.

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

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

MILEAGE: Indexed two cents below IRS mileage allowance rate.

RETIREMENT BENEFIT:

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

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

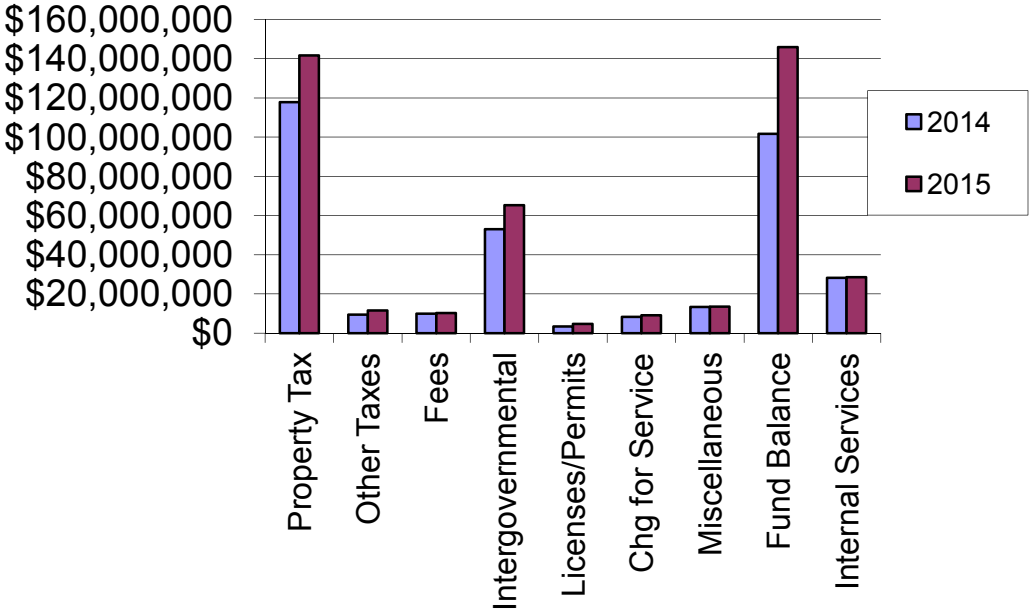
VOLUNTARY COVERAGES: Include supplemental life, accidental death and dismemberment, hospital indemnity, critical illness, and accident insurance. These plans are 100% employee paid.

POSITION AUTHORIZATION CHANGES DUE TO 2015 BUDGET

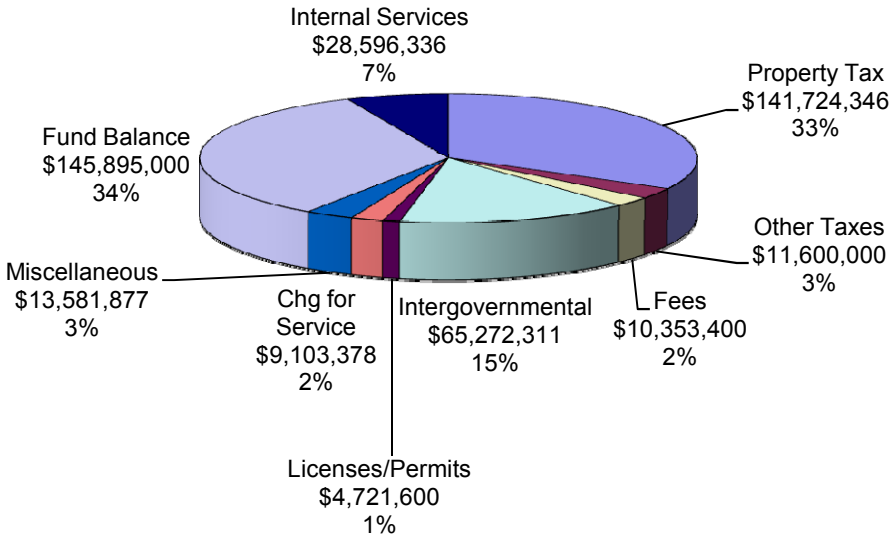
FUND AND DEPARTMENT	DEPARTMENT NAME	OLD POSITION	NEW POSITION
1000-10100	Commissioners	0.7 Office Technician III (PIO)	1.0 Office Technician III (PIO)
1000-10400	Clerk to Board	None	0.25 Office Technician III
1000-11300	Motor Vehicle	None	4.0 Office Technician II
1000-12100	Treasurer	Accountant I	Accountant II
1000-13100	Assessor	2.0 Appraiser III	2.0 Appraiser IV
1000-15250	Restorative Justice	None	1.0 Case Manager
1000-16100	Finance	1.0 Director Budget	None
1000-16200	Accounting	Sr. Accountant (Grade 45)	Sr. Accountant (Grade 47)
1000-16400	Human Resources	1.0 HR Generalist	2.0 Sr. HR Generalist
1000-17100	Planning	None	1.0 Engineer II
1000-17100	Planning	None	1.0 Engineer-Design
1000-17100	Planning	None	Oil and Gas Liaison/Coord.
1000-17200	Building and Grounds	None	1.0 Building Maint. Worker III
1000-17200	Building and Grounds	5 Lead Custodians	None
1000-17200	Building and Grounds	1 Custodian/Maint. Mgr.	None
1000-17300	Information Tech	35.0 FTE	44.0 FTE
1000-21220	SO Contract Svc.	None	3 School Resource Officers
1000-23200	Coroner	0.5 Office Technician II/III	1.0 Office Technician II/III
1000-24100	Justice Services	None	2.0 FTE Pre-Trail Specialists
1000-24410	North Jail	None	4 Custodian/Maint. Work Supr.
1000-24410	North Jail	None	1 Custodian/Maint. Mgr.
1000-25100	Building Inspection	None	1.0 Electrical Inspector
1000-25100	Building Inspection	1.0 Electrical Inspector	1.0 Lead inspector
1000-26100	Noxious Weeds	None	1.0 PT PW Service Worker II
1000-31100	Engineering	1.0 Engineer II	None
1000-31100	Engineering	1.0 Engineer-Design	None
1000-31100	Engineering	None	2.0 Engineer Tech II
1000-31100	Engineering	None	1.0 ROW Agent
1000-31100	Engineering	1.0 Engineering Admin.	Trans. Planner/Dev. Review
1000-31100	Engineering	None	MS4 Administrator
1000-96100	Extension	0.5 4-H Coordinator	0.625 4-H Coordinator
1000-96200	Fair	None	0.25 Data Entry Clerk
2000-30100	PW Admin.	1.0 Property Specialist	None
2000-32200	Motor Grader	None	1.0 PW Service Worker II
2000-32200	Motor Grader	None	1.0 Property Specialist
2000-32600	Mining	None	2.0 PW Service Worker II
2000-32700	Pavement Mgt.	None	2.0 PW Service Worker II
2100-42100	Social Services	306.5 FTE	315.5 FTE
2520-41210	PH Communication	11.65 FTE	11.75 FTE
2530-41300	PH Services	44.125 FTE	43.75 FTE
2580-41500	PH Env. Health	23.75 FTE	25.75 FTE
2580-41500	PH Preparedness	2.7 FTE	2.5 FTE
2600-60000	Human Services	83.0 FTE	82.0 FTE



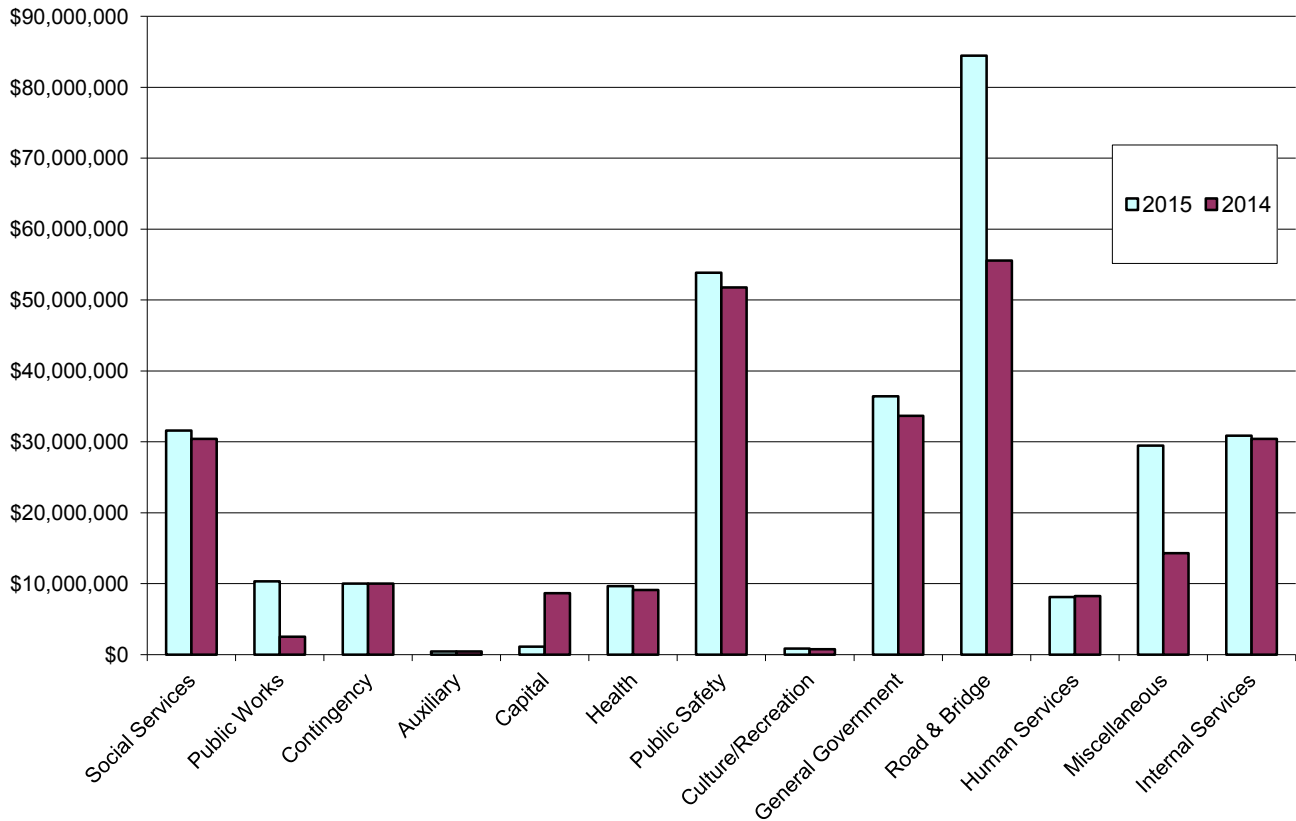
ALL FUNDS REVENUE



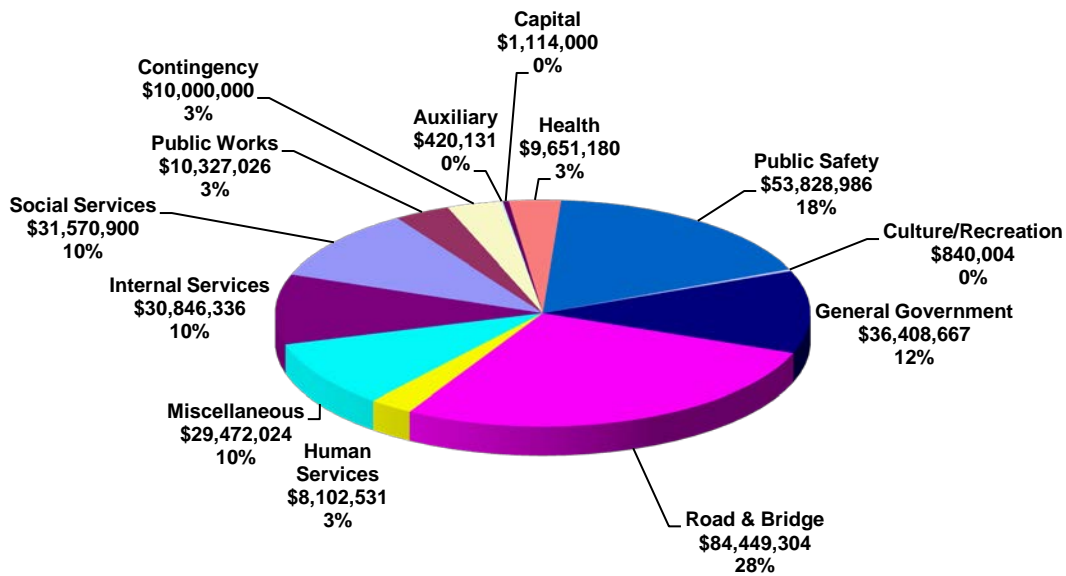
2015 Revenue
Total \$430,848,248 (2014 \$345,188,137)



ALL FUNDS EXPENDITURES

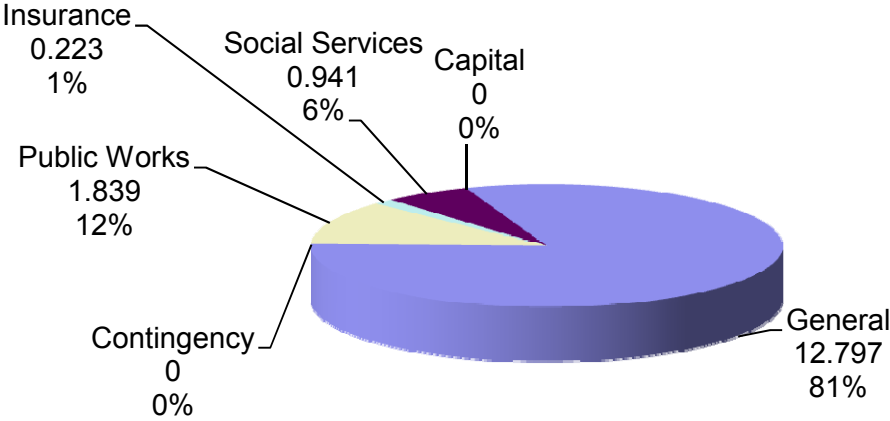


2015 EXPENDITURES Total \$307,031,089 (2014 \$255,832,866)

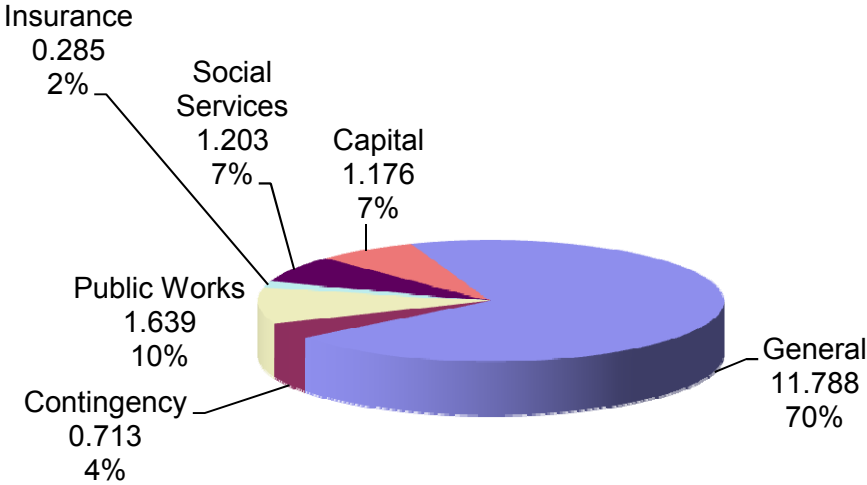


MILL LEVY

2015 TOTAL 15.8



2014 TOTAL 16.804



**2015 BUDGET
SUMMARY OF FUND BALANCES**

FUND		2014 BEGINNING BALANCE	2014 MILL LEVY	2015 BEGINNING BALANCE	2015 MILL LEVY	2015 PROPERTY TAXES
1000	General Fund	\$ 16,165,207	11.788	\$ 12,000,000	12.797	\$ 114,785,509
SPECIAL REVENUE FUNDS:						
2000	Public Works	49,994,714	1.639	59,635,000	1.839	16,500,000
2100	Social Services	3,068,948	1.203	2,300,000	0.941	8,438,837
2200	Conservation Trust	365,323	-	360,000	-	-
2300	Contingent	34,999,314	0.713	35,000,000	-	-
2500	Health Department	2,254,270	-	2,250,000	-	-
2600	Human Services	808,166	-	800,000	-	-
2700	Solid Waste	1,692,781	-	1,200,000	-	-
CAPITAL PROJECT FUNDS:						
4000	Capital Expenditure	19,064,535	1.176	24,400,000	-	-
GROSS TOTALS		128,413,258	16.519	\$ 137,945,000	15.577	\$ 139,724,346
LESS INTERFUND TRANSFERS		-	-	-	-	-
NET TOTAL		\$ 128,413,258	16.519	\$ 137,945,000	15.577	\$ 139,724,346
INTERNAL SERVICE FUNDS:						
6000	Motor Pool Operating	1,454,353	-	1,500,000	-	-
6200	Health Insurance	3,635,517	-	3,600,000	-	-
6300	Insurance	1,641,500	0.285	2,000,000	0.223	2,000,000
6400	Phone Service	1,100,831	-	850,000	-	-
6500	Weld Finance Corp	-	-	-	-	-
NET TOTAL - IS FUNDS		\$ 7,832,201	0.285	\$ 7,950,000	0.223	\$ 2,000,000
GROSS TOTAL - ALL FUNDS		\$ 136,245,459	16.804	\$ 145,895,000	15.800	\$ 141,724,346

Assessed Value \$8,969,895,330

2015 INTERGOV'T REVENUE	2015 OTHER REVENUE	2015 INTERFUND TRANSFER	2015 AVAILABLE FINANCING	2015 APPRO- PRIATIONS	2015 ENDING BALANCE
\$ 4,525,407	\$ 14,960,874	\$ -	\$ 146,271,790	\$ 135,110,244	\$ 11,161,546
25,988,000	30,825,000	-	132,948,000	84,449,304	48,498,696
23,902,000	-	-	34,640,837	31,570,900	3,069,937
450,000	2,500	-	812,500	486,520	325,980
-	-	-	35,000,000	10,000,000	25,000,000
3,143,780	1,400,881	4,903,294	11,697,955	9,447,955	2,250,000
7,263,124	546,000	12,351	8,621,475	7,821,475	800,000
-	1,100,000	-	2,300,000	1,100,000	1,200,000
-	525,000	-	24,925,000	1,114,000	23,811,000
\$ 65,272,311	\$ 49,360,255	\$ 4,915,645	\$ 397,217,557	\$ 281,100,398	\$ 116,117,159
-	-	(4,915,645)	(4,915,645)	(4,915,645)	-
\$ 65,272,311	\$ 49,360,255	\$ -	\$ 392,301,912	\$ 276,184,753	116,117,159
-	9,109,543	-	10,609,543	9,109,543	1,500,000
-	17,914,044	-	21,514,044	17,914,044	3,600,000
-	160,000	-	4,160,000	2,160,000	2,000,000
-	1,412,749	-	2,262,749	1,662,749	600,000
-	-	-	-	-	-
\$ -	\$ 28,596,336	\$ -	\$ 38,546,336	\$ 30,846,336	7,700,000
\$ 65,272,311	\$ 77,956,591	\$ -	\$ 430,848,248	\$ 307,031,089	123,817,159

2015 BUDGET
SUMMARY OF MAJOR REVENUES AND EXPENDITURES

FUND	2015 BEGINNING BALANCE	2015 PROPERTY TAXES	2015 INTERGOV'T REVENUE	2015 OTHER REVENUE	2015 INTERFUND TRANSFER
1000 General Fund	\$ 12,000,000	\$ 114,785,509	\$ 4,525,407	\$ 14,960,874	\$ -
SPECIAL REVENUE FUNDS:					
2000 Public Works	59,635,000	16,500,000	25,988,000	30,825,000	-
2100 Social Services	2,300,000	8,438,837	23,902,000	-	-
2200 Conservation Trust	360,000	-	450,000	2,500	-
2300 Contingent	35,000,000	-	-	-	-
2500 Health Department	2,250,000	-	3,143,780	1,400,881	4,903,294
2600 Human Services	800,000	-	7,263,124	546,000	12,351
2700 Solid Waste	1,200,000	-	-	1,100,000	-
CAPITAL PROJECT FUNDS:					
4000 Capital Expenditure	24,400,000	-	-	525,000	-
GROSS TOTALS	\$ 137,945,000	\$ 139,724,346	\$ 65,272,311	\$ 49,360,255	\$ 4,915,645
LESS INTERFUND TRANSFERS	-	-	-	-	(4,915,645)
NET TOTAL	\$ 137,945,000	\$ 139,724,346	\$ 65,272,311	\$ 49,360,255	\$ -
INTERNAL SERVICE FUNDS:					
6000 Motor Pool Operating	1,500,000	-	-	9,109,543	-
6200 Health insurance	3,600,000	-	-	17,914,044	-
6300 Insurance	2,000,000	2,000,000	-	160,000	-
6400 Phone Service	850,000	-	-	1,412,749	-
6500 Weld Finance Corp	-	-	-	-	-
NET TOTAL - IS FUNDS	\$ 7,950,000	\$ 2,000,000	\$ -	\$ 28,596,336	\$ -
GROSS TOTAL - ALL FUNDS	\$ 145,895,000	\$ 141,724,346	\$ 65,272,311	\$ 77,956,591	\$ -

Assessed Value \$8,969,895,330

2015 AVAILABLE FINANCING	2015 PERSONNEL	2015 SERVICE/ SUPPLIES	2015 CAPITAL	2015 APPRO- PRIATIONS	2015 ENDING BALANCE
\$ 146,271,790	\$ 67,334,742	\$ 64,575,673	\$ 3,199,829	\$ 135,110,244	\$ 11,161,546
132,948,000	12,573,226	71,876,078	-	84,449,304	48,498,696
34,640,837	22,815,400	8,755,500	-	31,570,900	3,069,937
812,500	-	486,520	-	486,520	325,980
35,000,000	-	10,000,000	-	10,000,000	25,000,000
11,697,955	7,421,916	2,026,039	-	9,447,955	2,250,000
8,621,475	5,015,634	2,805,841	-	7,821,475	800,000
2,300,000	-	1,100,000	-	1,100,000	1,200,000
24,925,000	-	-	1,114,000	1,114,000	23,811,000
\$ 397,217,557	\$ 115,160,918	\$ 161,625,651	\$ 4,313,829	\$ 281,100,398	\$ 116,117,159
(4,915,645)		(4,915,645)		(4,915,645)	-
\$ 392,301,912	\$ 115,160,918	\$ 156,710,006	\$ 4,313,829	\$ 276,184,753	\$ 116,117,159
10,609,543	-	9,109,543	-	9,109,543	1,500,000
21,514,044	-	17,914,044	-	17,914,044	3,600,000
4,160,000	-	2,160,000	-	2,160,000	2,000,000
2,262,749	286,504	1,126,245	250,000	1,662,749	600,000
-	-	-	-	-	-
\$ 38,546,336	\$ 286,504	\$ 30,309,832	\$ 250,000	\$ 30,846,336	\$ 7,700,000
\$ 430,848,248	\$ 115,447,422	\$ 187,019,838	\$ 4,563,829	\$ 307,031,089	\$ 123,817,159

**2014 ESTIMATED
SUMMARY OF MAJOR REVENUES AND EXPENDITURES**

FUND	2014 BEGINNING BALANCE	2014 PROPERTY TAXES	2014 INTERGOV'T REVENUE	2014 OTHER REVENUE	2014 INTERFUND TRANSFER
1000 General Fund	\$ 16,165,207	\$ 82,684,668	\$ 4,164,765	\$ 22,673,014	\$ -
SPECIAL REVENUE FUNDS:					
2000 Public Works	49,994,714	11,500,000	16,578,235	47,143,474	
2100 Social Services	3,068,948	8,438,837	21,205,333	-	-
2200 Conservation Trust	365,323	-	412,000	3,000	-
2300 Contingent	34,999,314	5,000,000	-	-	-
2500 Health Department	2,254,270	-	3,164,816	1,369,460	4,441,746
2600 Human Services	808,166	-	7,452,717	523,000	12,351
2700 Solid Waste	1,692,781	-	-	900,000	-
CAPITAL PROJECT FUNDS:					
4000 Capital Expenditure	19,064,535	8,250,000	-	675,000	1,000,000
GROSS TOTALS	\$128,413,258	\$ 115,873,505	\$ 52,977,866	\$ 73,286,948	\$ 5,454,097
LESS INTERFUND TRANSFERS	-	-	-	-	(5,454,097)
NET TOTAL	\$128,413,258	\$ 115,873,505	\$ 52,977,866	\$ 73,286,948	\$ -
INTERNAL SERVICE FUNDS:					
6000 Motor Pool Operating	1,454,353	-	-	8,865,647	-
6200 Health insurance	3,635,517	-	-	17,914,044	-
6300 Insurance	1,641,500	2,000,000	-	640,000	-
6400 Phone Service	1,100,831	-	-	1,292,248	-
6500 Weld Finance Corp	-	-	-	-	-
NET TOTAL - IS FUNDS	\$ 7,832,201	\$ 2,000,000	\$ -	\$ 28,711,939	\$ -
GROSS TOTAL - ALL FUNDS	\$136,245,459	\$ 117,873,505	\$ 52,977,866	\$ 101,998,887	\$ -

Assessed Value \$7,014,609,937

2014 AVAILABLE FINANCING	2014 PERSONNEL	2014 SERVICE/ SUPPLIES	2014 CAPITAL	2014 APPRO- PRIATIONS	2014 ENDING BALANCE
\$ 125,687,654	\$ 64,405,367	\$ 48,364,487	\$ 917,800	\$ 113,687,654	\$ 12,000,000
125,216,423	11,581,959	53,999,464	-	65,581,423	59,635,000
32,713,118	21,129,000	9,284,118	-	30,413,118	2,300,000
780,323	-	420,323	-	420,323	360,000
39,999,314	-	4,999,314	-	4,999,314	35,000,000
11,230,292	6,919,443	2,047,351	13,498	8,980,292	2,250,000
8,796,234	5,146,084	2,850,150	-	7,996,234	800,000
2,592,781	-	1,392,781	-	1,392,781	1,200,000
28,989,535	-	-	4,589,535	4,589,535	24,400,000
\$ 376,005,674	\$ 109,181,853	\$ 123,357,988	\$ 5,520,833	\$ 238,060,674	\$ 137,945,000
(5,454,097)		(5,454,097)		(5,454,097)	-
\$ 370,551,577	\$ 109,181,853	\$ 117,903,891	\$ 5,520,833	\$ 232,606,577	\$ 137,945,000
10,320,000	-	8,820,000	-	8,820,000	1,500,000
21,549,561	-	17,949,561	-	17,949,561	3,600,000
4,281,500	-	2,281,500	-	2,281,500	2,000,000
2,393,079	249,429	1,042,819	250,831	1,543,079	850,000
-	-	-	-	-	-
\$ 38,544,140	\$ 249,429	\$ 30,093,880	\$ 250,831	\$ 30,594,140	\$ 7,950,000
\$ 409,095,717	\$ 109,431,282	\$ 147,997,771	\$ 5,771,664	\$ 263,200,717	\$ 145,895,000

2013 ACTUAL
SUMMARY OF MAJOR REVENUES AND EXPENDITURES

FUND	2013 BEGINNING BALANCE	2013 PROPERTY TAXES	2013 INTERGOV'T REVENUE	2013 OTHER REVENUE	2013 INTERFUND TRANSFER
1000 General Fund	\$ 15,803,775	\$ 70,935,740	\$ 7,649,787	\$ 24,491,741	\$ -
SPECIAL REVENUE FUNDS:					
2000 Public Works	31,401,640	8,975,949	10,737,377	31,073,480	5,000,000
2100 Social Services	4,839,614	6,483,126	22,560,348	-	-
2200 Conservation Trust	318,904	-	450,659	2,408	-
2300 Contingent	28,018,636	11,980,678	-	-	-
2500 Health Department	1,464,638	-	3,092,533	1,609,167	4,169,382
2600 Human Services	915,390	-	7,424,255	493,180	12,351
2700 Solid Waste	1,012,000	-	-	1,440,065	-
CAPITAL PROJECT FUNDS:					
4000 Capital Expenditure	15,900,060	7,184,197	-	384,228	4,500,000
ENTERPRISE FUNDS:					
5000 Paramedic Services	-	-	-	-	-
GROSS TOTALS	\$ 99,674,657	\$ 105,559,690	\$ 51,914,959	\$ 59,494,269	\$ 13,681,733
LESS INTERFUND TRANSFERS	-	-	-	-	(13,681,733)
NET TOTAL	\$ 99,674,657	\$ 105,559,690	\$ 51,914,959	\$ 59,494,269	\$ -
INTERNAL SERVICE FUNDS:					
6000 Motor Pool Operating	535,231	-	1,372,535	9,748,398	-
6200 Health insurance	1,567,977	-	-	15,080,595	-
6300 Insurance	2,024,606	1,997,895	-	229,384	-
6400 Phone Service	1,188,373	-	-	1,209,188	-
6500 Weld Finance Corp	-	-	-	-	-
NET TOTAL - IS FUNDS	\$ 5,316,187	\$ 1,997,895	\$ 1,372,535	\$ 26,267,565	\$ -
GROSS TOATL - ALL FUNDS	\$ 104,990,844	\$ 107,557,585	\$ 53,287,494	\$ 85,761,834	\$ -

Assessed Value \$6,416,128,090

2013 AVAILABLE FINANCING	2013 PERSONNEL	2013 SERVICE/ SUPPLIES	2013 CAPITAL	2013 APPRO- PRIATIONS	2013 ENDING BALANCE
\$ 118,881,043	\$ -	\$ 102,715,836	\$ -	\$ 102,715,836	\$ 16,165,207
87,188,446	-	37,193,732	-	37,193,732	49,994,714
33,883,088	-	30,814,140	-	30,814,140	3,068,948
771,971	-	406,648	-	406,648	365,323
39,999,314	-	5,000,000	-	5,000,000	34,999,314
10,335,720	-	8,081,450	-	8,081,450	2,254,270
8,845,176	-	8,037,010	-	8,037,010	808,166
2,452,065	-	759,284	-	759,284	1,692,781
27,968,485	-	-	8,903,950	8,903,950	19,064,535
-	-	-	-	-	-
\$ 330,325,308	\$ -	\$ 193,008,100	\$ 8,903,950	\$ 201,912,050	\$ 128,413,258
(13,681,733)	-	(13,681,733)	-	(13,681,733)	-
\$ 316,643,575	\$ -	\$ 179,326,367	\$ 8,903,950	\$ 188,230,317	\$ 128,413,258
11,656,164	-	10,201,811	-	10,201,811	1,454,353
16,648,572	-	13,013,055	-	13,013,055	3,635,517
4,251,885	-	2,610,385	-	2,610,385	1,641,500
2,397,561	179,505	1,117,225	-	1,296,730	1,100,831
-	-	-	-	-	-
\$ 34,954,182	\$ 179,505	\$ 26,942,476	\$ -	\$ 27,121,981	\$ 7,832,201
\$ 351,597,757	\$ 179,505	\$ 206,268,843	\$ 8,903,950	\$ 215,352,298	\$ 136,245,459

**GOVERNMENT FUNDS
2013-2015
SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

REVENUES	ACTUAL 2013	PROJECTED 2014	BUDGET 2015
Taxes	115,265,284	125,323,505	151,324,346
Licenses and permits	3,341,876	4,550,225	4,721,600
Intergovernmental	51,914,959	52,977,866	65,272,311
Miscellaneous	25,198,719	41,068,913	13,581,877
Fees	11,297,773	9,975,250	10,353,400
Charges for Services	<u>9,950,307</u>	<u>8,242,560</u>	<u>9,103,378</u>
 Total Estimated Financial Sources	 \$ 216,968,918	 \$ 242,138,319	 \$ 254,356,912
 EXPENDITURES			
Current:			
General government	28,851,931	36,664,707	36,408,667
Public safety	47,430,385	51,778,225	53,828,986
Public works	39,328,747	68,094,522	94,776,330
Public health and welfare	38,895,590	39,393,410	41,222,080
Human services	8,037,010	8,980,292	8,102,531
Culture and recreation	659,652	735,258	840,004
Miscellaneous	16,123,052	17,371,314	29,892,155
Capital outlay	8,903,950	4,589,535	1,114,000
Contingency/Reserves	<u>\$ -</u>	<u>\$ 4,999,314</u>	<u>\$ 10,000,000</u>
 Total Use of Resources	 <u>\$ 188,230,317</u>	 <u>\$ 232,606,577</u>	 <u>\$ 276,184,753</u>
 Net Increase (Decrease) in Fund Balance	 28,738,601	 9,531,742	 (21,827,841)
 Fund balance at Beginning of the Year	 <u>\$ 99,674,657</u>	 <u>\$ 128,413,258</u>	 <u>\$ 137,945,000</u>
 Fund Balance at End of Year - without Unspent Contingencies/Reserves	 <u>\$ 128,413,258</u>	 <u>\$ 137,945,000</u>	 <u>\$ 116,117,159</u>
 Contingencies/Reserves Appropriated but Unspent	 <u>-</u>	 <u>-</u>	 <u>10,000,000</u>
 Fund Balance at End of Year - with Contingencies/Reserves	 <u>\$ 128,413,258</u>	 <u>\$ 137,945,000</u>	 <u>\$ 126,117,159</u>

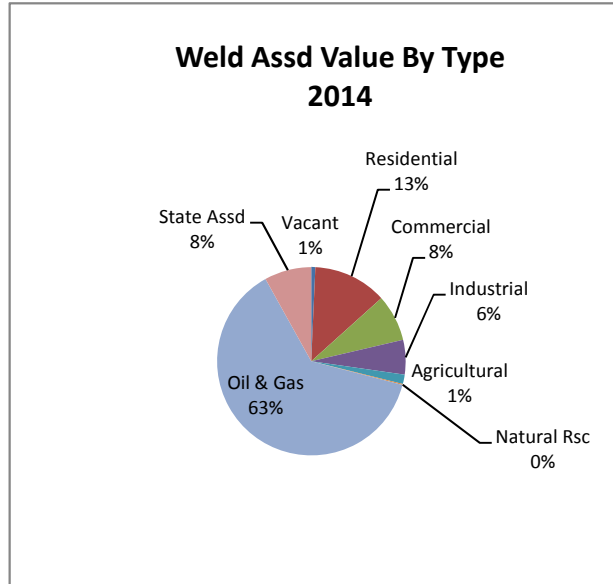
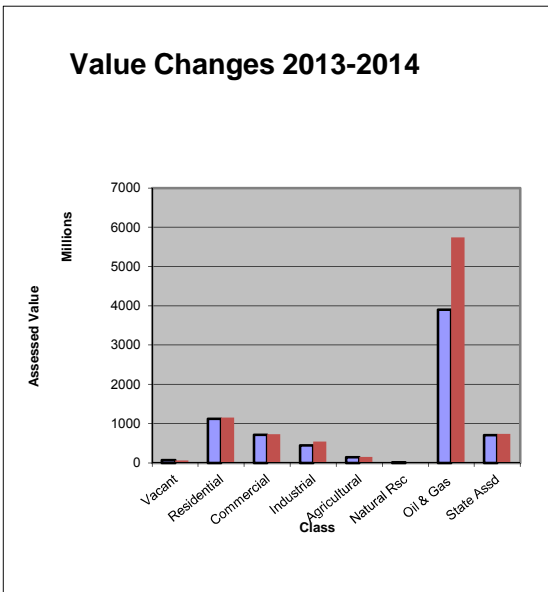
**PROPRIETARY FUNDS
2013-2015
SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES**

REVENUES	ACTUAL 2013	PROJECTED 2014	BUDGET 2015
Taxes	\$ 1,997,895	\$ 2,000,000	\$ 2,000,000
Intergovernmental	1,372,535	-	-
Fees	-	-	-
Charges for Services	<u>26,267,565</u>	<u>28,711,939</u>	<u>28,596,336</u>
Total Estimated Financial Sources	<u>\$ 29,637,995</u>	<u>\$ 30,711,939</u>	<u>\$ 30,596,336</u>
 EXPENDITURES			
Motor Pool	\$ 10,201,811	\$ 8,820,000	\$ 9,109,543
Health Insurance	13,013,055	17,949,561	17,914,044
Insurance	2,610,385	2,281,500	2,160,000
Phone Service	1,296,730	1,543,079	1,662,749
Weld Finance Corp	<u>-</u>	<u>-</u>	<u>-</u>
Total Use of Resources	<u>\$ 27,121,981</u>	<u>\$ 30,594,140</u>	<u>\$ 30,846,336</u>
 Net Increase (Decrease) in Fund Balance	 2,516,014	 117,799	 (250,000)
Fund balance at Beginning of the Year	<u>5,316,187</u>	<u>7,832,201</u>	<u>7,950,000</u>
Fund Balance at End of Year - without Unspent Contingencies/Reserves	7,832,201	7,950,000	7,700,000
Contingencies/Reserves Appropriated but Unspent	<u>-</u>	<u>-</u>	<u>-</u>
Fund Balance at End of Year - with Contingencies/Reserves	<u>\$ 7,832,201</u>	<u>\$ 7,950,000</u>	<u>\$ 7,700,000</u>

Weld County, Colorado

Weld Final Taxable Assessed Value 2014

<u>Class</u>	<u>2013 Final Assd Value</u>	<u>2014 Final Assd Value</u>	<u>Change \$</u>	<u>Change %</u>
Vacant	\$ 67,644,470	\$ 62,623,500	\$ (5,020,970)	-7.42%
Residential	\$ 1,125,171,520	\$ 1,153,472,240	\$ 28,300,720	2.52%
Commercial	\$ 717,135,660	\$ 733,310,060	\$ 16,174,400	2.26%
Industrial	\$ 444,712,190	\$ 540,611,520	\$ 95,899,330	21.56%
Agricultural	\$ 141,969,440	\$ 148,595,510	\$ 6,626,070	4.67%
Natural Rsc	\$ 14,519,910	\$ 14,908,830	\$ 388,920	2.68%
Oil & Gas	\$ 3,900,510,227	\$ 5,738,450,910	\$ 1,837,940,683	47.12%
State Assd	\$ 707,171,100	\$ 738,109,300	\$ 30,938,200	4.37%
Total Value:	\$ 7,118,834,517	\$ 9,130,081,870	\$ 2,011,247,353	28%
Less TIF Value	\$ (104,224,580)	\$ (160,186,540)		
Net Total:	\$ 7,014,609,937	\$ 8,969,895,330	\$ 1,955,285,393	28%



NET PROGRAM COST

	NET COST	ALLOCATED SUPPORT	TOTAL
<u>MANDATED: CHARTER/STATE CONSTITUTIONAL OFFICES</u>			
OFFICE OF THE BOARD	\$ 957,673	\$ 497,078	\$ 1,454,751
PUBLIC TRUSTEE	0	\$ 15,747	15,747
CLERK & RECORDER	(2,971,507)	\$ 993,775	(1,977,732)
ELECTIONS	665,952	\$ 122,509	788,461
TREASURER	(2,523,264)	\$ -	(2,523,264)
ASSESSOR	2,733,034	\$ 674,995	3,408,029
COUNTY COUNCIL	48,299	\$ 10,893	59,192
DISTRICT ATTORNEY	5,007,685	\$ 663,404	5,671,089
SHERIFF	1,737,671	\$ 2,187,824	3,925,495
CORONER	945,414	\$ 265,940	1,211,354
CLERK TO THE BOARD	352,558	\$ 79,630	432,188
TOTAL	\$ 6,953,515	\$ 5,511,795	\$ 12,465,310

MANDATED:STATE/FEDERAL COUNTY COST

NORTH JAIL	\$ 20,098,650	\$ 3,365,352	\$ 23,464,002
CENTENNIAL JAIL	2,974,551	\$ 149,699	3,124,250
CONTRACT JAIL SPACE	0	\$ -	0
COMMUNITY CORRECTIONS	0	\$ 323,100	323,100
SOCIAL SERVICES	8,438,837	\$ 1,465,774	9,904,611
HUMAN RESOURCES	12,351	\$ 678,240	690,591
PUBLIC HEALTH	4,320,296	\$ 1,024,331	5,344,627
TOTAL	\$ 35,844,685	\$ 7,006,496	\$ 42,851,181

CRITICAL -- NON-MANDATED COUNTY COST

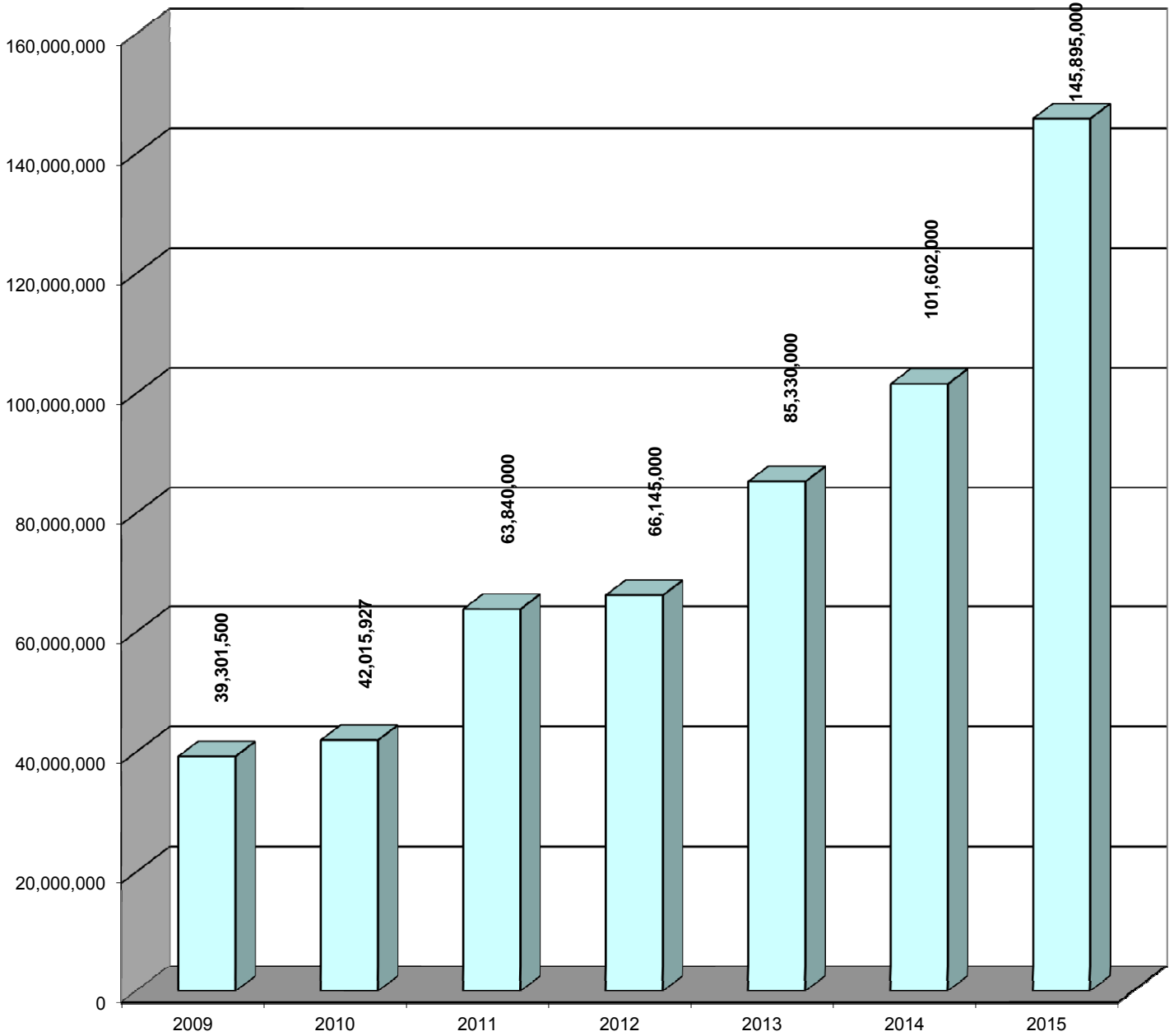
CRIMINAL JUSTICE INFO SYSTEM	\$ 662,681	\$ 12,333	\$ 675,014
CRIME LAB	232,155	\$ 181,854	414,009
POLICE SERVICES (LEVEL)	8,159,349	\$ 906,996	9,066,345
SHERIFF CONTRACT SERVICES	50,160	\$ -	50,160
COMMUNICATIONS-COUNTY-WIDE	4,100,862	\$ -	4,100,862
COMMUNICATION SYSTEM DEVEL	50,000	\$ -	50,000
OFFICE EMERGENCY SERVICES	290,110	\$ 110,693	400,803
DRUG TASK FORCE	121,557	\$ 4,708	126,265
TRAFFIC ENFORCEMENT	966,870	\$ 21,756	988,626
TOTAL	\$ 14,633,744	\$ 1,238,340	\$ 15,872,084

NET PROGRAM COST

	NET COST	ALLOCATED SUPPORT	TOTAL
LOCAL DISCRETION			
INNOVATION & TECHNOLOGY PROJECTS	1,000,000	\$ -	\$ 1,000,000
PLANNING & ZONING/BLDG INSP	(633,685)	\$ 529,983	(103,702)
ANIMAL CONTROL/CODE ENFORCEMENT	223,698	\$ 9,666	233,364
NOXIOUS WEEDS	912,538	\$ 57,072	969,610
EXTENSION SERVICE	336,511	\$ 142,061	478,572
VETERAN'S OFFICE	81,220	\$ 20,250	101,470
AIRPORT	0	\$ 12,611	12,611
MENTAL HEALTH	203,225	\$ -	203,225
MISSILE SITE PARK	76,051	\$ 7,717	83,768
COUNTY FAIR	134,114	\$ 8,231	142,345
DEVELOPMENTALLY DISABLED	38,225	\$ -	38,225
SENIOR COORDINATORS	19,000	\$ -	19,000
VICTIM ASSISTANCE	397,340	\$ 42,240	439,580
JUVENILE DIVERSION	19,425	\$ 19,585	39,010
JUVENILE RESTORATIVE JUSTICE	0	\$ -	0
VICTIM ADVOCATES	101,523	\$ -	101,523
WASTE WATER MANAGEMENT	10,000	\$ 71,951	81,951
ECONOMIC DEVELOPMENT	155,000	\$ -	155,000
A KID'S PLACE	0	\$ -	0
GEOGRAPHICAL INFORMATION SYSTEM	116,510	\$ 38,742	155,252
COMMUNITY AGENCY GRANTS	68,831	\$ -	68,831
PARKS AND TRAILS	29,000	\$ -	29,000
ISLAND GROVE BUILDING	112,319	\$ -	112,319
PRE-TRIAL SERVICES	806,927	\$ 81,073	888,000
ADULT DIVERSION	59,538	\$ -	59,538
RETIREMENT TRANSFER	25,000,000	\$ -	25,000,000
ASSET & RESOURCE MANAGEMENT	3,334,487	\$ -	3,334,487
TOTAL	\$32,601,797	\$ 1,041,182	\$ 33,642,979
GENERAL ASSISTANCE:	\$ -	\$ -	\$ -
PUBLIC WORKS	\$ 16,500,000	\$ 2,819,827	\$ 19,319,827
ENGINEERING	10,327,026	\$ 317,386	10,644,412
TOTAL	\$ 26,827,026	\$ 3,137,213	\$ 29,964,239
CAPITAL:			
EQUIPMENT	\$ -	\$ -	\$ -
BUILDINGS	0	\$ -	0
TOTAL	\$ -	\$ -	\$ -
SUPPORT FUNCTION			
COUNTY ATTORNEY	\$ 804,251	\$ (804,251)	\$ -
BUILDING & GROUNDS	6,065,174	(6,065,174)	0
FINANCE & ADMINISTRATION	355,872	(355,872)	0
ACCOUNTING	777,178	(777,178)	0
PURCHASING	265,297	(265,297)	0
HUMAN RESOURCES	1,040,700	(1,040,700)	0
PBX/PHONES	0	0	0
INSURANCE	2,000,000	(2,000,000)	0
NON-DEPARTMENTAL	610,535	(610,535)	0
BUILDING RENTS	0	0	0
INFORMATION SERVICES	8,094,264	(8,094,264)	0
PRINTING & SUPPLY	92,746	(92,746)	0
TOTAL	\$ 20,106,017	\$ (20,106,017)	\$ -

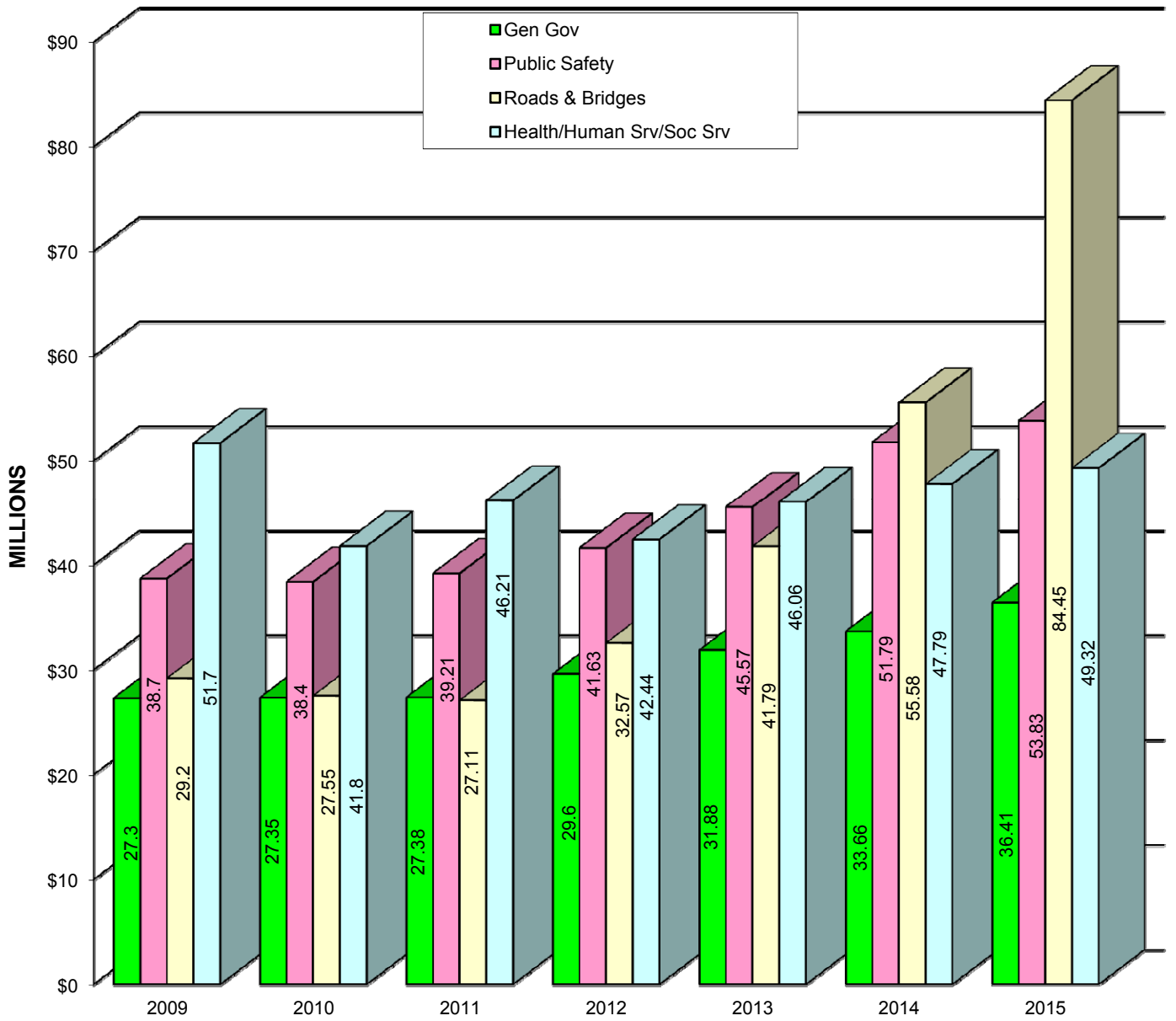
SEVEN YEAR TREND

Beginning Fund Balance

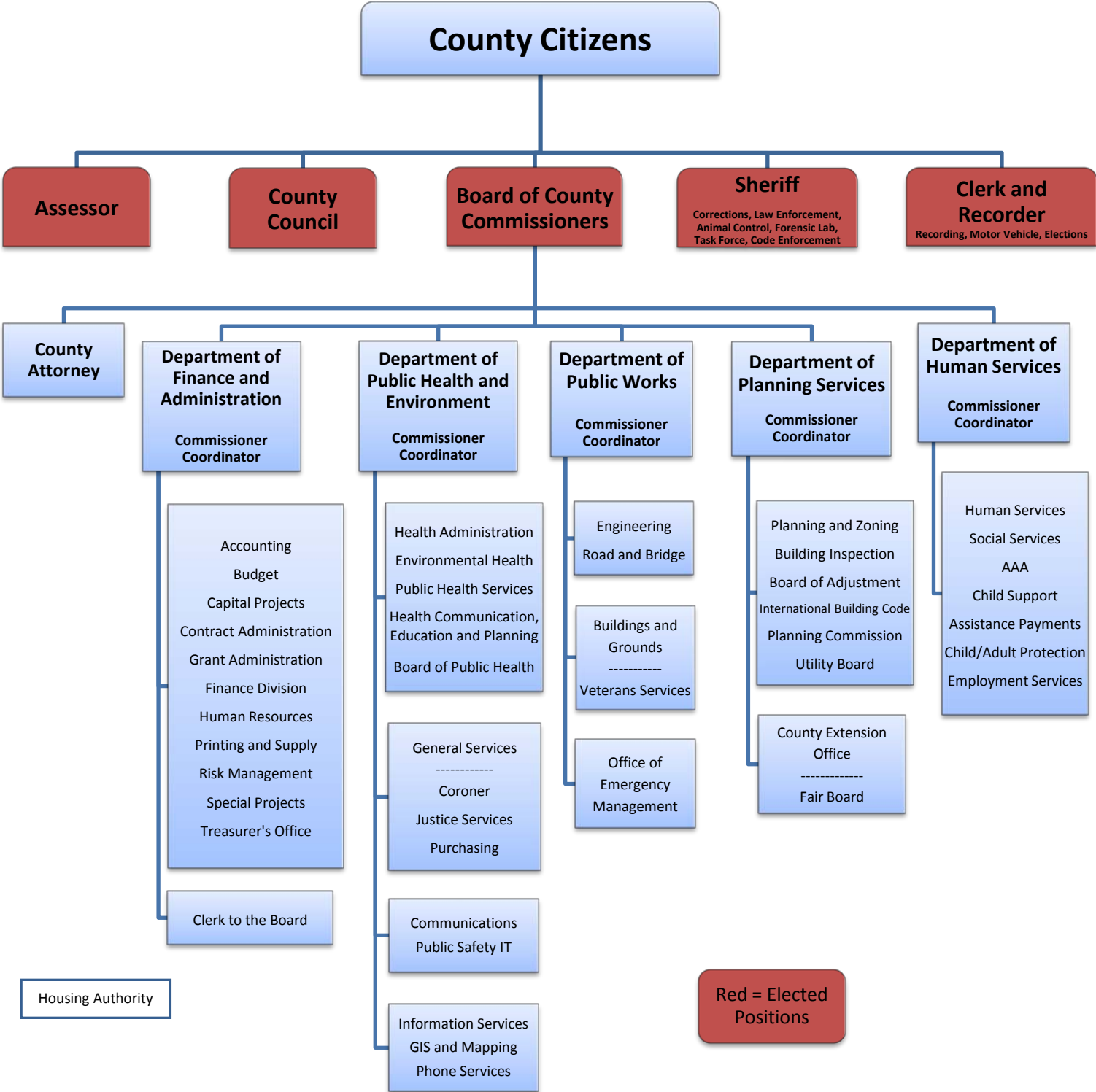


SEVEN YEAR TREND

County Expenditures



WELD COUNTY HOME RULE GOVERNMENT



**SUMMARY OF
COUNTY FUNDED FULL TIME EQUIVALENTS (FTE)
2015**

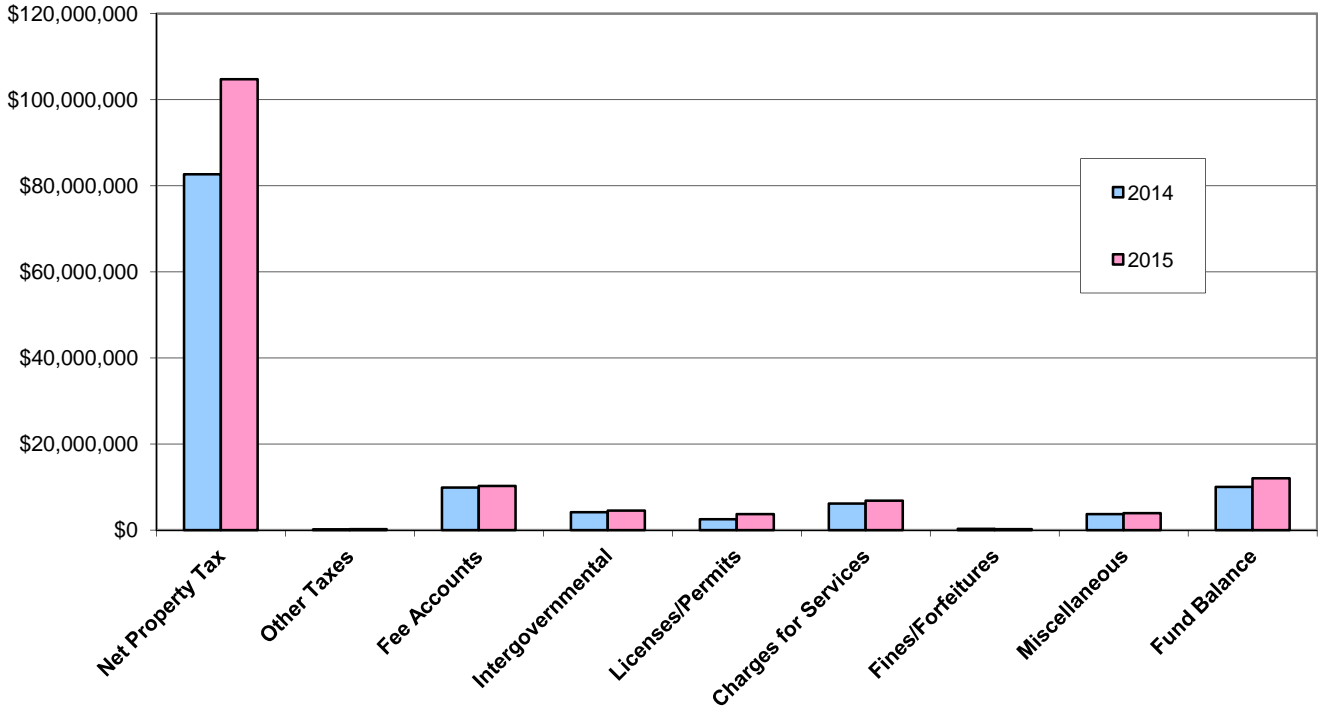
<i>DEPARTMENT</i>	<i>LAST ACTUAL YEAR 2013</i>	<i>CURRENT YEAR 2014</i>	<i>REQUEST BUDGET 2015</i>	<i>FINAL BUDGET 2015</i>	<i>CURRENT TO FINAL CHANGE</i>
GENERAL FUND:					
Office of the Board	7.000	7.700	8.000	8.000	+0.300
County Attorney	5.000	5.000	5.000	5.000	
Planning and Zoning	11.000	13.000	15.000	16.000	+3.000
Clerk to the Board	5.000	5.000	5.250	5.250	+0.250
Accounting	6.000	6.000	6.000	6.000	
Finance and Administration	1.750	1.750	1.000	1.000	-0.750
Clerk and Recorder	49.000	49.000	51.000	53.000	+4.000
Elections	5.000	5.000	5.000	5.000	
Treasurer	10.000	10.000	10.000	10.000	
Assessor	33.500	34.000	34.000	34.000	
Human Resources	6.000	7.000	8.000	8.000	+1.000
Buildings and Grounds	28.000	28.000	29.000	23.000	-5.000
Information Services	0.000	35.000	44.000	44.000	+9.000
Victim Witness	10.625	10.625	10.625	10.625	
Juvenile Diversion	1.000	1.000	1.000	1.000	
Restorative Justice	0.000	0.000	1.000	1.000	+1.000
Purchasing	2.500	2.500	2.500	2.500	
District Attorney	55.625	55.625	55.625	55.625	
Coroner	6.500	6.500	7.000	7.000	+0.500
Centennial Jail	38.000	38.000	38.000	38.000	
North Jail	197.000	204.000	204.000	209.000	+5.000
Sheriff	20.000	22.000	22.000	23.000	+1.000
Victim Advocates	2.000	2.000	2.000	2.000	
Crime Lab	2.000	2.000	2.000	2.000	
Drug Task Force	1.000	1.000	1.000	1.000	

<i>DEPARTMENT</i>	<i>LAST ACTUAL YEAR 2013</i>	<i>CURRENT YEAR 2014</i>	<i>REQUEST BUDGET 2015</i>	<i>FINAL BUDGET 2015</i>	<i>CURRENT TO FINAL CHANGE</i>
Sheriff Contract Services	9.500	9.500	9.500	12.500	+3.000
Building Inspection	11.000	11.000	12.000	12.000	+1.000
Police Services	63.750	64.750	64.750	65.750	+1.000
Traffic Enforcement	10.000	10.000	10.000	10.000	
Communications	2.000	61.000	61.000	61.000	
Criminal Justice Info. Sys.	0.000	7.000	7.000	7.000	
Community Corrections	1.000	1.000	1.000	1.000	
Noxious Weeds	2.000	2.000	2.000	2.000	
Office of Emerg. Mgmt.	2.500	3.000	3.000	3.000	
Justice Services	6.500	7.500	10.250	9.500	+2.000
Adult Services	1.000	1.000	1.000	1.000	
Veteran's Office	1.000	1.500	1.500	1.500	
Missile Site	1.000	1.000	1.000	1.000	
General Engineering	22.000	24.000	25.000	26.000	+2.000
Printing and Supply	3.000	3.000	3.000	3.000	
Fair	0.750	1.000	1.250	1.250	+0.250
Extension Service	12.080	10.375	10.250	10.250	-0.125
Animal Control/Code Enforcement	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>	<u>3.000</u>	<u>0</u>
TOTAL GENERAL FUND	<u>655.580</u>	<u>773.325</u>	<u>794.50</u>	<u>801.75</u>	<u>+28.425</u>
PUBLIC WORKS:					
Maintenance Support	9.000	9.000	9.000	9.000	
Administration	7.000	7.000	7.000	7.000	
Motor Graders	46.000	46.000	47.000	47.000	+1.000
Trucking	33.000	33.000	33.000	33.000	
Bridge Construction	28.000	28.000	28.000	28.000	
Pavement Management	13.000	13.000	15.000	15.000	+2.000
Mining	<u>5.000</u>	<u>5.000</u>	<u>7.000</u>	<u>7.000</u>	+2.000
TOTAL PUBLIC WORKS	<u>141.000</u>	<u>141.000</u>	<u>146.000</u>	<u>146.000</u>	<u>5.000</u>

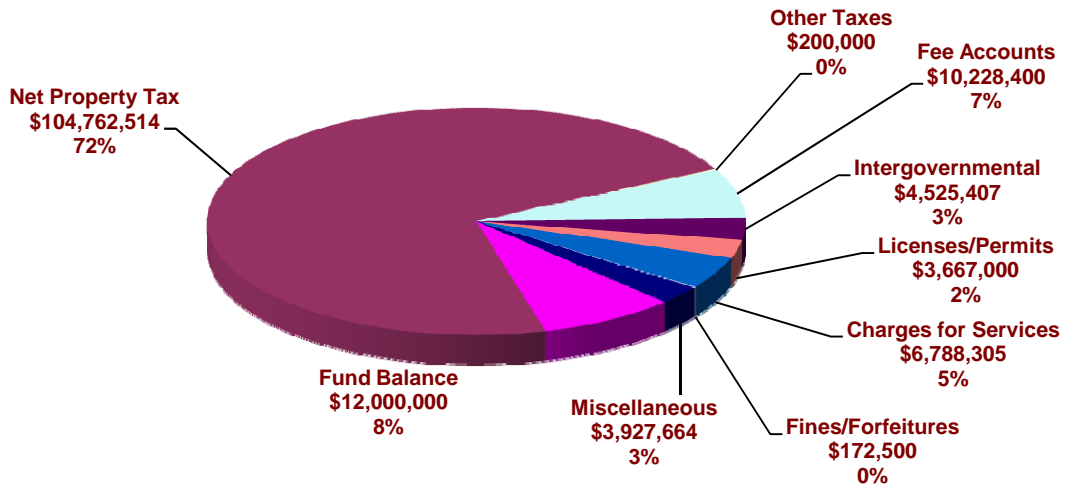
<i>DEPARTMENT</i>	<i>LAST ACTUAL YEAR 2013</i>	<i>CURRENT YEAR 2014</i>	<i>REQUEST BUDGET 2015</i>	<i>FINAL BUDGET 2015</i>	<i>CURRENT TO FINAL CHANGE</i>
HEALTH FUND:					
Administration	8.000	8.000	8.000	8.000	
Health Communication	11.250	11.650	11.750	11.750	+0.100
Environmental Services	23.750	23.750	25.750	25.750	+2.000
Health Preparedness	2.600	2.700	2.500	2.500	-0.200
Public Health Services	<u>42.600</u>	<u>44.125</u>	<u>43.700</u>	<u>43.700</u>	<u>-0.425</u>
TOTAL HEALTH FUND	<u>88.200</u>	<u>90.225</u>	<u>91.700</u>	<u>91.700</u>	<u>+1.475</u>
SOCIAL SERVICES	301.500	306.500	315.500	315.500	+9.000
HUMAN SERVICES	83.000	83.000	82.000	82.000	-1.000
PHONE SERVICES	2.000	3.000	3.000	3.000	
GRAND TOTAL	1,271.28	1,397.05	1,432.700	1,439.950	+42.900

GENERAL FUND

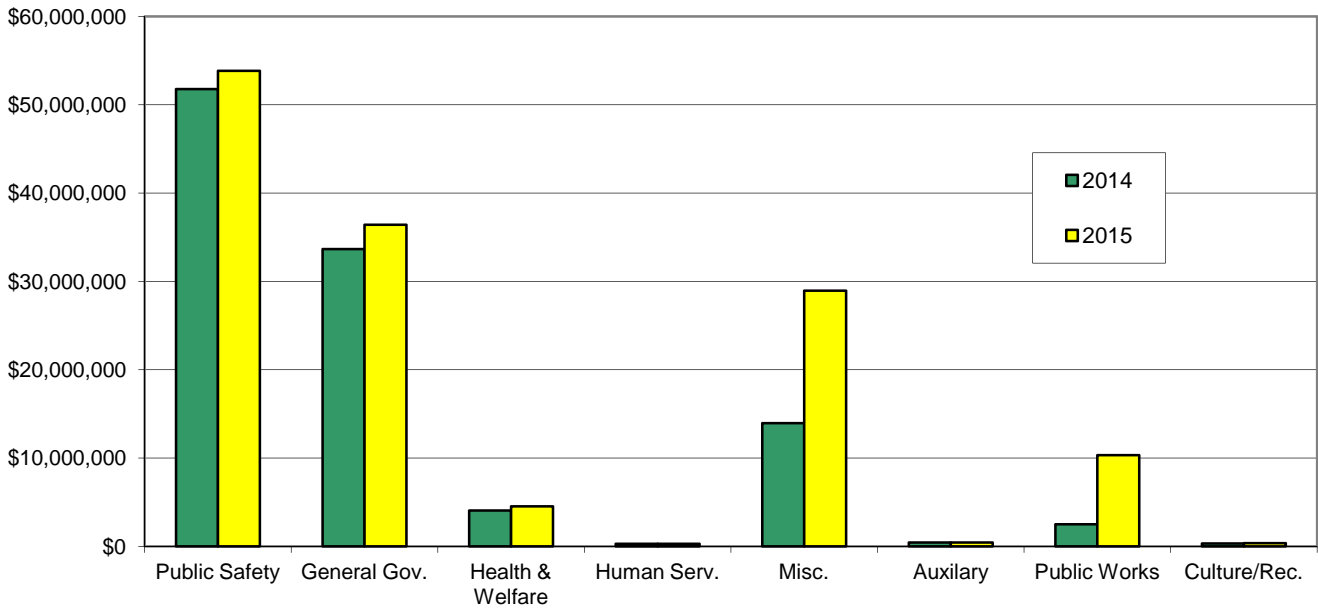
Revenue Changes



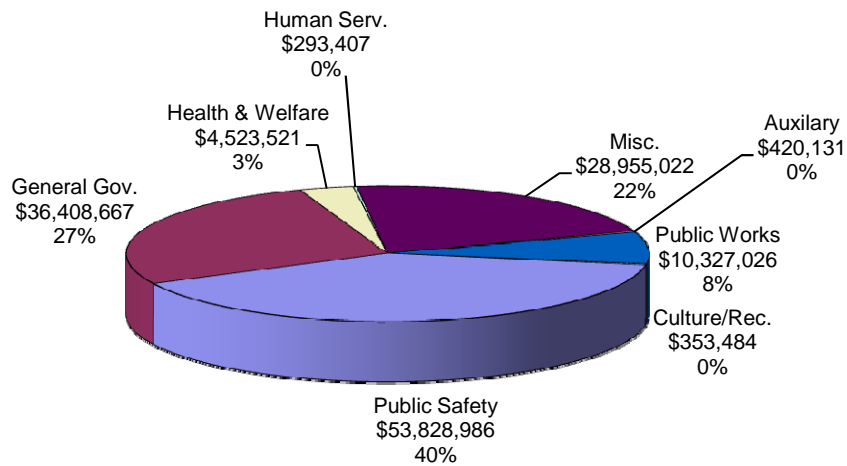
2015 Revenue Total \$146,271,790 (2014 \$119,522,447)



GENERAL FUND EXPENDITURE CHANGES

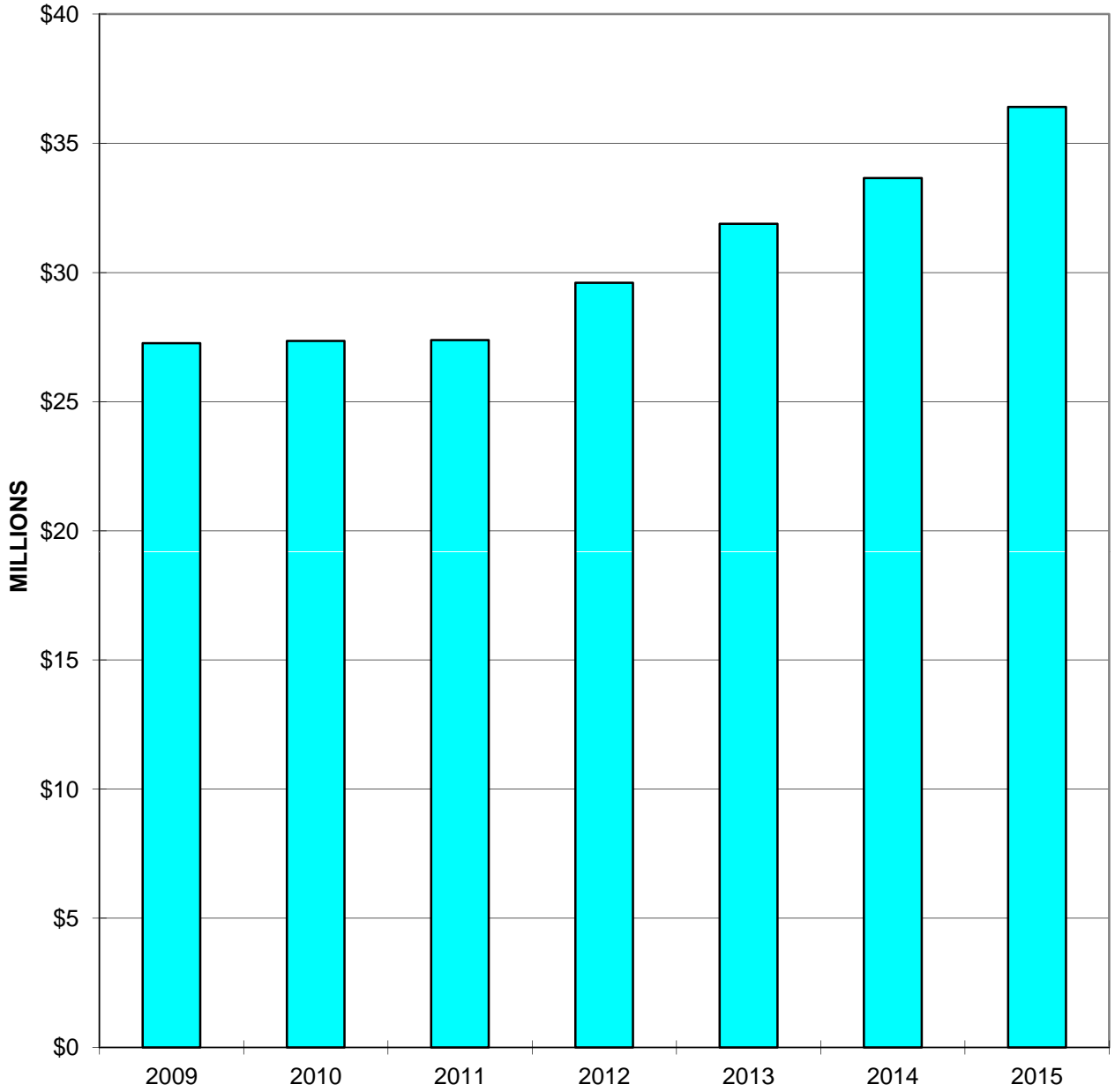


2015 Expenditures Total \$135,110,244 (2014 \$107,005,862)



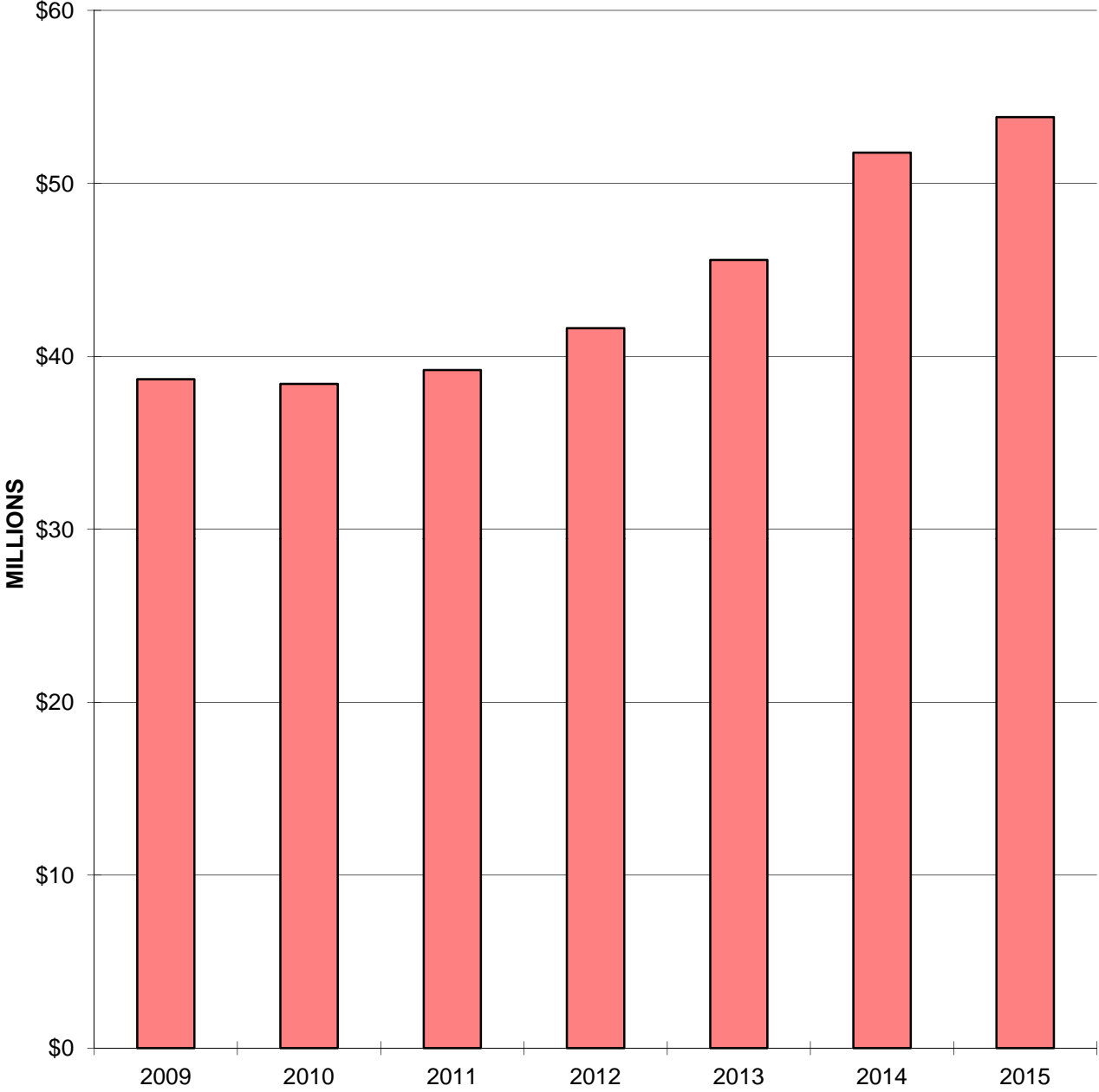
SEVEN YEAR TREND

General Government



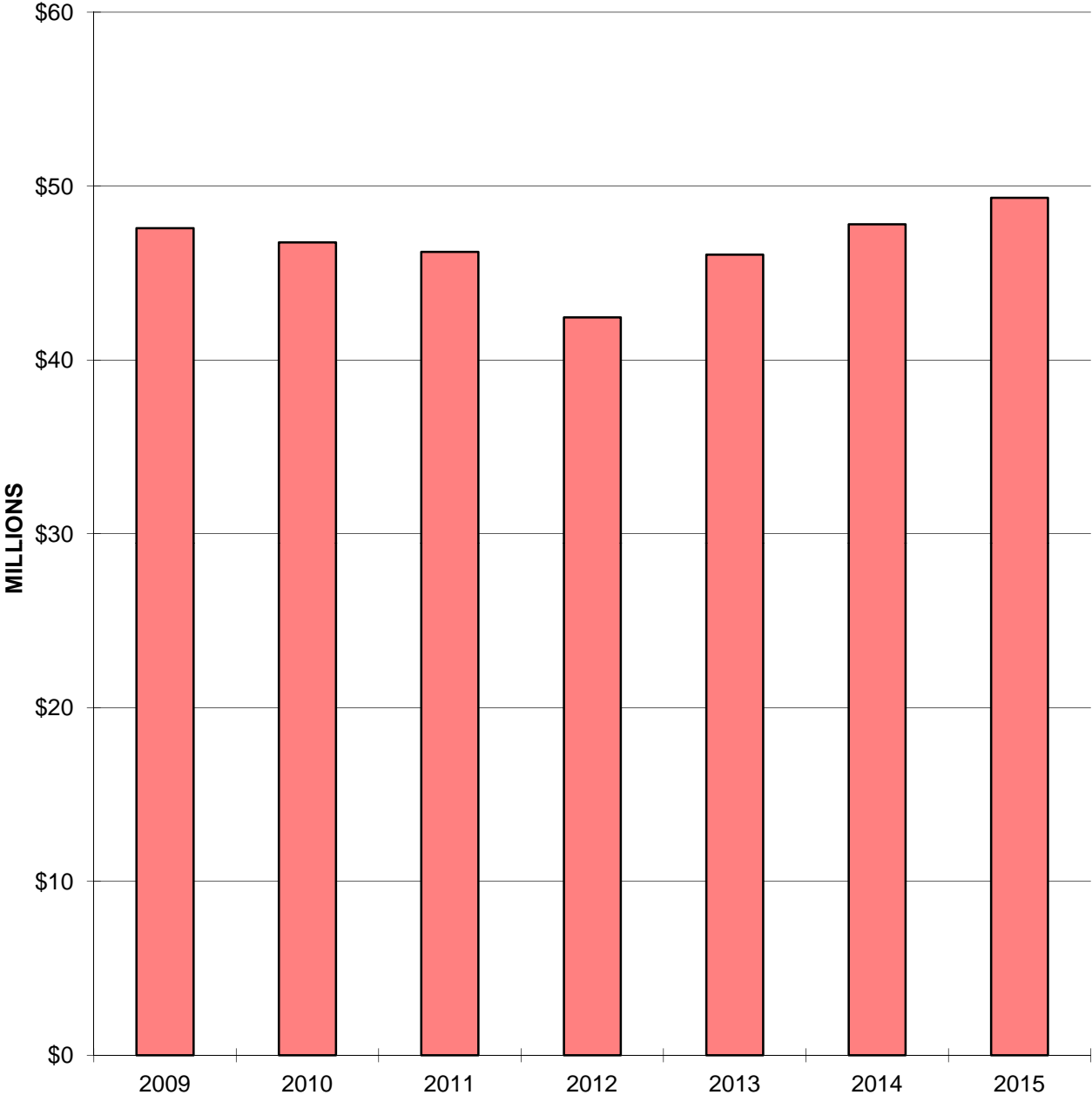
SEVEN YEAR TREND

Public Safety



SEVEN YEAR TREND

Health & Welfare



GENERAL FUND SUMMARY

The General Fund is funded at the level of \$135,110,244 up \$28,104,382. Without including adjustments for cost of living, and salary step increases, the budget for general government functions is up \$2,156,002. 2015 will have just a mail general election resulting in lower costs of \$568,461. Motor Vehicle has four additional Office Tech II/III positions (\$172,004) due to the workload increase in Motor Vehicle with increased vehicle sales and transactions. Under the District Attorney the new Juvenile Restorative Justice program has been added in response to the passage of HB 12-1254. The program will cost \$122,973, but is fully funded from state court fees. Finance is down \$203,497 with the mid-year combining of the Finance Director and Budget Director positions into one. Human Resources' budget is up \$73,578 for an additional HR Generalist position approved mid-year along with addition funds for training and advertising for vacant positions. The Planning Department is down \$66,654 with the transfer of two engineering positions (\$353,317) from the Engineering budget the chargebacks for services from the Engineering budget were reduced by \$471,266. In the final budget an Oil and Gas Liaison/Coordinator position (\$93,481) was added to deal with oil and gas issues. Building and Grounds is up \$136,911 primarily for increased costs of utilities, services and supplies to maintain all county facilities. The budget also reflects one Building Maintenance Worker III position (\$67,861) addition to provide a low voltage technician to troubleshoot and repair cameras, security systems, speaker systems, and fire alarm systems with the goal of eliminating the outsourcing of these repairs for a cost savings to the County. In the final budget the Board approved the transfer of 6 FTE for the custodian/maintenance jail inmate supervision function to the North Jail budget from Building and Grounds for a total reduced cost of \$328,315.

The 2015 budget will be the first budget year that Weld County will have had an opportunity to completely evaluate the staffing, organizational, and capital needs of the county's information technology requirements. January 1, 2014, Weld County terminated the outsourcing contract for information technology (IT) services with Xerox and now provides those services with county employees under the leadership of a new Chief Information Officer. This change is a strategic decision to improve technology services, increase customer satisfaction and provide accountability for IT related projects. The new organizational structure will allow the department to be dynamic and flexible as technology continues to be an integral part of our daily work lives. This organizational support framework will provide Weld County a model for IT support success. It blends additional resources for both technical and leadership positions and provides a strong focus on creating a team environment. The change creates a county department that will embrace project management, customer service, and still retain the technical focus that is needed for an organization to be dynamic enough to meet the day-to-day activities, but also be innovative and forward thinking. The County's goal is to provide a reliable, 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 and best practices for business transformation and improved service delivery in the future.

Personnel Services for IT are up \$629,006 with 44 FTE. The staffing level and organizational structure was approved by the Board mid-year 2014 to support the IT needs in the county. Supplies are up \$1,210,900. The big increases are \$981,400 for a PC refresh, \$50,000 for monitor refresh, software, and other miscellaneous supplies. Purchased supplies are up \$19,504 primarily for training. Capital is funded at \$2,673,912, up \$1,873,264 compared to 2014. The 2015-2019 Five Year IT Capital Plan averages \$1,183,100 per year. 2015 is a catch up year and when it is accounted for the average annual amount for capital will drop to approximately \$1,000,000 per year. The operating costs for PC refresh and Microsoft licensing will be \$1,300,312. In doing a 2016-2020 replacement plan the average annual amount for these items will be approximately \$860,000. After the 2015 catch-up expenses are funded the long term capital, PC refresh, and Microsoft upgrade average annual funding requirement will be \$1,930,000 less. The result is although the 2015 IT budget is \$8,094,264 after the 2015 catch expenses are incurred the average annual ongoing costs will be approximately

\$6,200,000. Due to the one-time additional resources budgeted in the 2015 IT budget the Innovation and Technology Projects budget was reduced by \$1,000,000.

Public safety functions are up \$758,106 in the budget. The Sheriff increased costs in the recommended budget by \$605,421. There are no additional positions requested by the Sheriff. The Sheriff's increases are primarily associated with the jail, which will experience some inflationary cost increases and added costs from additional inmates to be served for medical services (\$110,465) and food services (\$59,351). Counting the 54 beds put into service this year there are 95 extra beds which allow the delay for any new jail construction until the 2018-2020 timeframe. Sheriff's Office capital is down \$22,350, and uniform costs are up \$32,000. Other expenditures in the Sheriff's office are stable at the current level. The Criminal Records Management IGA with the City of Greeley in the amount of \$545,066 was transferred from the Criminal Justice Information System (CJIS) budget to the Sheriff's Operations budget, since they are the users of the service. The Community Corrections budget is up \$274,004 with all costs being offset by state revenues. Justice Services has requested two Pretrial Service Specialist positions (\$121,138) for Pretrial Services to handle the additional evaluation workloads with passage of HB 13-1236 encouraging judges to rely less on monetary bond schedules, and to use Pretrial Services more. The additional positions will produce cost avoidance in the jail and generate approximately \$5,000 in service fees. The Coroner is requesting that the part-time clerical position be funded full-time (\$30,715), and capital expenses are up \$29,649. Building Inspection is up \$71,423 for an additional Electrical Inspector and an upgrade of a Lead Inspector position (\$3,261). The Noxious Weeds budget is up \$54,940 to fund an addition seasonal mowing position (\$15,290), \$30,000 to fund tub grinding of trees, and \$12,000 to rent two mowers.

The Weld County Regional Communication Center (WCRCC) budget is down \$236,137 in gross costs and down \$584,565 in net costs. On the expense side of the budget all the costs of the WCRCC are included in this budget for a total cost of \$7,026,617. The budget includes the added costs for the back-up communications center opened in July of this year. Of the total costs E911 will pay \$2,026,158. The personnel costs are lower in 2015 due to actual costs of the 61 FTE assigned to the WCRCC and the realignment of information technology staff to Criminal Justice Information System (CJIS) and Information Technology budgets. The CJIS budget is down \$517,975 primarily due to the transfer of the Criminal Records Management IGA costs to the Sheriff's Operations budget. There is \$166,678 included for computer equipment. The Commissioners made the decision mid-year to replace the Spillman public safety information technology system with a new system. The new system was paid for with 2014 funds, but will be fully implemented during 2015.

Engineering is funded at \$10,327,026. The budget includes \$7,130,000 for design fees for the Weld County Road (WCR) 49 south corridor (\$4,880,000), WCR 49/47 north corridor (\$2,000,000), and the RAMP project design of WCR 74/SH 392 intersection improvements (\$250,000). The Board added a position (\$84,011) to administer the Municipal Separate Storm Sewer (MS4) storm water management program. General Fund's subsidy to the Public Health Department is up \$445,833 due to anticipated salary step and cost-of-living increases, plus health insurance costs being up due to more participation in the plan. With the underfunding of the Weld County Retirement Plan the Board has 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 over \$1 million. The county stopped paying the fees in the 1980's, so the \$25,000,000 in the final budget is to not only pay the current fees, but reimburse for the years that the General Fund did not pay due to surplus funding. The added funding will help make the plan fully funded by the end of the year. The amount is \$15,000,000 more than last year. An increase of \$1,155,554 is included for other General Fund departments' anticipated salary step and cost-of-living increases in 2015. Health insurance has no rate increase for employees or the employer in 2015.

The available resources to the General Fund are \$146,271,790 compared to \$119,522,447 in 2014, up \$26,749,343. Property taxes are budgeted at \$114,785,509 with a personal property tax adjustment of (\$10,022,995) for a net \$104,762,514, up \$22,077,846. Revenue from interest earnings remain at \$1,100,000 for 2015, as interest rates are projected to remain low through 2015. Planning and Building Inspection fees are up \$1,185,000 due to all the new oil and gas activity in the County and some upturn in development. Intergovernmental revenues are up \$360,642 primarily due to higher Community Correction grants of \$274,004, and the new Juvenile Restorative Justice grant (\$122,973). Charges for Services are up \$632,056 primarily from charges related to the WCRCC (\$348,428), and Elections (\$230,000). Fines from traffic enforcement have dropped \$132,000 due to staffing issues and historical revenue patterns. Indirect cost recovery is up \$72,169. Revenue from Clerk and Recorder fees are up \$400,000 as vehicle sales and housing sales have recovered, and all the recording activity from oil and gas activity. All other revenues are relatively stable with little change.

The beginning fund balance is anticipated to be \$12,000,000 for 2015. An estimated ending fund balance of \$11,161,546 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 2015 and future years.

**GENERAL FUND
SUMMARY OF REVENUES
2015**

Fund	Org	Acct	Account Title	2014 Budget	2015 Request	2015 Recommend	2015 Final
TAXES							
1000	90100	4112	CURRENT PROPERTY TAXES	82,684,668	91,512,514	91,512,514	114,785,509
1000	90100	4116	PROPERTY TAX ADJUSTMENT	(123,726)	0	0	(10,138,192)
1000	90100	4117	PERSONAL PROPERTY TAX INCENTIVE	123,726	0	0	115,197
1000	90100	4150	TOBACCO PRODUCTS	150,000	200,000	200,000	200,000
TOTAL TAXES				82,834,668	91,712,514	91,712,514	104,962,514
LICENSES AND PERMITS							
1000	90100	4215	LICENSES, LIQUOR/DANCE	6,000	7,000	7,000	7,000
1000	17100	4221	PERMITS	375,000	410,000	410,000	410,000
1000	25100	4222	BUILDING	1,200,000	1,850,000	1,850,000	1,850,000
1000	25100	4224	ELECTRICAL	400,000	600,000	600,000	600,000
1000	25100	4226	PLAN CHECK	500,000	800,000	800,000	800,000
TOTAL LICENSES AND PERMITS				2,481,000	3,667,000	3,667,000	3,667,000
INTERGOVERNMENTAL							
1000	90100	4318	PAYMENT IN LIEU OF TAXES	2,000	2,000	2,000	2,000
1000	15100	4336	REIMBURSEMENTS	120,280	122,148	122,148	122,148
1000	21210	4336	REIMBURSEMENTS	25,000	25,000	25,000	25,000
1000	24410	4336	REIMBURSEMENTS	16,000	16,000	16,000	16,000
1000	15200	4340	GRANTS	65,030	71,970	71,970	65,504
1000	15250	4340	GRANTS	0	121,904	121,904	122,973
1000	15300	4340	GRANTS	144,000	141,000	141,000	141,000
1120	15300	4340	GRANTS	39,784	39,784	39,784	39,784
1130	15300	4340	GRANTS	125,755	125,755	125,755	125,755
114006	15300	4340	GRANTS	16,180	16,180	16,180	16,180
1000	21300	4340	GRANTS	60,800	60,800	60,800	60,800
1000	24200	4340	GRANTS	102,656	108,195	108,195	108,195
114014	24220	4340	GRANTS	0	2,834,865	2,834,865	2,834,865
116013	24220	4340	GRANTS	2,566,400	0	0	0
1000	26200	4340	GRANTS	70,500	70,500	70,500	38,000
1000	96400	4340	GRANTS	2,400	2,400	2,400	2,400
1000	90100	4352	THORNTON	54,000	54,000	54,000	54,000
1000	90100	4353	BRIGHTON URBAN RENEWAL AUTHORITY	465,305	465,305	465,305	348,936
1000	21200	4354	CITIES AND TOWNS	31,040	31,040	31,040	31,040
1000	21300	4354	CITIES AND TOWNS	2,000	2,500	2,500	2,500
1000	24410	4354	CITIES AND TOWNS	250,000	250,000	250,000	250,000
1000	90100	4357	SOUTH FIRESTONE URA	5,635	5,635	5,635	118,327
TOTAL INTERGOVERNMENTAL				4,164,765	4,566,981	4,566,981	4,525,407
CHARGE FOR SERVICES							
1000	10400	4410	CHARGE FOR SERVICES	5,949	7,164	7,164	7,164
1000	11200	4410	CHARGE FOR SERVICES	70,000	300,000	300,000	300,000
1000	15100	4410	CHARGE FOR SERVICES	35,000	69,000	69,000	69,000
1000	15200	4410	CHARGE FOR SERVICES	7,000	7,000	7,000	3,500
1000	17350	4410	CHARGE FOR SERVICES	50,000	50,000	50,000	50,000
1000	17600	4410	CHARGE FOR SERVICES	243,500	243,500	243,500	243,500
1000	21100	4410	CHARGE FOR SERVICES	463,500	420,207	420,207	420,207
1000	21220	4410	CHARGE FOR SERVICES	956,653	956,653	956,653	1,163,650
1000	22100	4410	CHARGE FOR SERVICES	2,523,231	2,728,961	2,728,961	2,728,961
1000	22400	4410	CHARGE FOR SERVICES	312,991	311,973	311,973	311,973
1000	24100	4410	CHARGE FOR SERVICES	25,000	30,000	30,000	30,000
1000	24150	4410	CHARGE FOR SERVICES	14,000	14,000	14,000	14,000
1000	24410	4410	CHARGE FOR SERVICES	332,500	332,500	332,500	332,500
1000	24420	4410	CHARGE FOR SERVICES	964,325	964,350	964,350	964,350
1000	26100	4410	CHARGE FOR SERVICES	6,000	6,000	6,000	6,000
1000	50100	4410	CHARGE FOR SERVICES	2,000	2,000	2,000	2,000
1000	90100	4410	CHARGE FOR SERVICES	600	0	0	0
1000	90100	4420	PARKING	23,500	21,000	21,000	21,000
1000	13100	4430	SALE OF SUPPLIES	500	500	500	500
1000	15100	4430	SALE OF SUPPLIES	85,000	85,000	85,000	85,000
1000	17100	4430	SALE OF SUPPLIES	1,000	1,000	1,000	1,000
1000	17600	4430	SALE OF SUPPLIES	34,000	34,000	34,000	34,000
TOTAL CHARGE FOR SERVICES				6,156,249	6,584,808	6,584,808	6,788,305
FINES							
1000	21210	4510	FINES	272,500	140,500	140,500	140,500
1000	90100	4510	FINES	32,000	32,000	32,000	32,000
TOTAL FINES				304,500	172,500	172,500	172,500

**GENERAL FUND
SUMMARY OF REVENUES
2015**

Fund	Org	Acct	Account Title	2014 Budget	2015 Request	2015 Recommend	2015 Final
MISCELLANEOUS							
1000	90100	4610	EARNINGS ON INVESTMENTS	1,100,000	1,100,000	1,100,000	1,100,000
1000	22100	4624	RENTS FROM BUILDINGS	54,096	57,114	57,114	57,114
1000	90100	4624	RENTS FROM BUILDINGS	470,206	475,909	475,909	475,909
1000	90100	4650	OVERHEAD	1,936,618	2,112,910	2,112,910	2,008,787
1000	21200	4670	REFUND OF EXPENDITURE	10,000	10,000	10,000	10,000
1000	21260	4670	REFUND OF EXPENDITURE	134,595	134,595	134,595	135,674
1000	22100	4670	REFUND OF EXPENDITURE	0	0	0	139,680
1000	23200	4680	OTHER	500	500	500	500
TOTAL MISCELLANEOUS				3,706,015	3,891,028	3,891,028	3,927,664
FEES							
1000	12100	4720	ADVERTISING FEES	35,000	40,000	40,000	40,000
1000	10300	4730	OTHER FEES	59,500	7,650	7,650	7,650
1000	11100	4730	OTHER FEES	6,000,000	6,400,000	6,400,000	6,400,000
1000	12100	4730	OTHER FEES	3,500,000	3,500,000	3,500,000	3,500,000
1000	13100	4730	OTHER FEES	40,000	40,000	40,000	40,000
1000	15100	4730	OTHER FEES	2,000	2,000	2,000	2,000
1000	24410	4730	OTHER FEES	186,750	186,750	186,750	186,750
1000	90100	4740	FEES, CABLE FRANCHISE	52,000	52,000	52,000	52,000
TOTAL FEES				9,875,250	10,228,400	10,228,400	10,228,400
TOTAL GENERAL FUND				109,522,447	120,823,231	120,823,231	134,271,790

**GENERAL FUND
SUMMARY OF EXPENDITURES
2015**

Fund	Org	Expenditure Function	2014 Budget	2015 Request	2015 Recommend	2015 Final
GENERAL GOVERNMENT						
1000	10100	OFFICE OF THE BOARD	941,170	955,786	955,786	957,673
1000	10200	COUNTY ATTORNEY	789,195	791,310	791,310	804,251
1000	10400	CLERK TO THE BOARD	314,224	325,819	325,819	359,722
1000	11100	COUNTY CLERK	953,181	926,285	926,285	941,485
1000	11200	ELECTIONS AND REGISTRATION	1,527,771	959,310	959,310	965,952
1000	11300	MOTOR VEHICLE	2,261,230	2,378,451	2,378,451	2,487,008
1000	12100	TREASURER'S OFFICE	924,759	978,771	978,771	1,016,736
1000	13100	ASSESSOR	2,688,567	2,688,567	2,688,567	2,773,534
1000	14100	COUNTY COUNCIL	47,736	47,736	47,736	48,299
1000	15100	DISTRICT ATTORNEY	5,191,248	5,231,248	5,231,248	5,285,833
1000	15200	JUVENILE DIVERSION	99,502	102,985	102,985	88,429
1000	15250	RESTORATIVE JUSTICE	0	121,904	121,904	122,973
1000	15300	VICTIM WITNESS	514,947	515,534	515,534	538,340
1120	15300	VICTIM WITNESS	39,784	39,784	39,784	39,784
1130	15300	VICTIM WITNESS	125,755	125,755	125,755	125,755
114006	15300	VICTIM WITNESS	16,180	16,180	16,180	16,180
1000	16100	FINANCE	560,369	355,872	355,872	355,872
1000	16200	ACCOUNTING	717,985	723,236	723,236	777,178
1000	16300	PURCHASING	255,923	262,361	262,361	265,927
1000	16400	PERSONNEL	835,036	952,993	952,993	1,040,700
1000	17100	PLANNING OFFICE	1,767,495	1,607,360	1,607,360	1,700,842
1000	17200	BUILDINGS AND GROUNDS	6,099,343	6,236,254	6,236,254	6,065,174
1000	17300	INFORMATION SERVICES	4,360,942	8,094,264	8,094,264	8,094,264
1000	17350	GEOGRAPHICAL INFORMATION SYSTEM	267,099	166,510	166,510	166,510
1000	17375	INOVATION AND TECHNOLOGY PROJECTS	2,000,000	1,000,000	1,000,000	1,000,000
1000	17600	PRINTING AND SUPPLY	365,266	365,266	365,266	370,246
TOTAL GENERAL GOVERNMENT			33,664,707	35,969,541	35,969,541	36,408,667
PUBLIC SAFETY						
1000	21100	SHERIFF ADMINISTRATION	2,055,306	2,087,528	2,087,528	2,157,878
1000	21200	SHERIFF'S OPERATIONS	7,565,563	7,538,665	7,538,665	8,200,389
1000	21210	TRAFFIC CONTROL	1,087,374	1,085,369	1,085,369	1,132,370
1000	21220	MUNICIPAL CONTRACT SERVICES	914,257	922,193	922,193	1,213,810
1000	21230	ORDINANCE 88 ENFORCEMENT	216,081	215,869	223,698	223,698
1000	21260	REGIONAL LAB	336,643	361,530	361,530	367,829
1000	21300	VICTIM ADVOCATES	162,147	162,547	162,547	164,823
1000	21410	DRUG TASK FORCE	112,144	112,144	112,144	121,557
1000	22100	COMMUNICATIONS SERVICE	7,262,754	7,180,852	7,180,852	7,026,617
1000	22200	COMMUNICATIONS SYSTEM DEVELOPMENT	50,000	50,000	50,000	50,000
1000	22400	CRIMIAL JUSTICE SYSTEM	1,492,629	1,519,720	1,519,720	974,654
1000	23200	COUNTY CORONER	843,361	904,867	904,867	945,914
1000	24100	JUSTICE SERVICES	622,120	811,456	744,258	836,927
1000	24150	ADULT DIVERSION	64,953	64,953	64,953	73,538
1000	24200	COMMUNITY CORRECTIONS-ADMIN	102,656	108,195	108,195	108,195
116013	24220	COMMUNITY CORRECTIONS-SERVICES	2,566,400	0	0	0
116014	24220	COMMUNITY CORRECTIONS-SERVICES	0	2,834,865	2,834,865	2,834,865
1000	24410	NORTH JAIL COMPLEX	20,202,728	20,416,082	20,416,082	20,883,900
1000	24420	CENTENNIAL JAIL	3,851,231	3,891,939	3,891,939	3,938,901
1000	25100	BUILDING INSPECTION	1,159,889	1,234,649	1,234,649	1,326,473
1000	26100	WEED AND PEST	811,935	866,875	866,875	918,538
1000	26200	OFFICE OF EMERGENCY MANAGEMENT	298,054	298,054	298,054	328,110
TOTAL PUBLIC SAFETY			51,778,225	52,668,352	52,608,983	53,828,986
PUBLIC WORKS						
1000	31100	ENGINEERING	2,513,099	10,203,015	10,203,015	10,327,026
CULTURE AND RECURATION						
1000	50100	MISSILE PARK	86,292	78,051	78,051	78,051
1000	50200	PARKS AND TRAILS	29,000	29,000	29,000	29,000
TOTAL CULTURE AND RECURATION			115,292	107,051	107,051	107,051

**GENERAL FUND
SUMMARY OF EXPENDITURES
2015**

Fund	Org	Expenditure Function	2014 Budget	2015 Request	2015 Recommend	2015 Final
HEALTH AND WELFARE						
1000	56110	SENIOR PROGRAMS	14,250	14,250	14,250	19,000
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	203,225	223,225	203,225	203,225
1000	56150	A KID'S PLACE	7,942	7,942	7,942	0
1000	56160	COUNTY CONTRIBUTIONS	10,000,000	10,000,000	10,000,000	25,000,000
1000	56160	COUNTY CONTRIBUTIONS	3,886,814	4,332,647	4,332,647	4,332,647
TOTAL HEALTH AND WELFARE			14,160,456	14,626,289	14,606,289	29,603,097
ECONOMIC ASSISTANCE						
1000	60200	ECONOMIC ASSISTANCE	144,700	165,000	144,700	155,000
MISCELLANEOUS						
1000	90100	NON DEPARTMENTAL	700,535	700,535	700,535	610,535
1000	90150	COMMUNITY AGENCIES GRANTS	67,060	191,831	63,331	68,831
1000	96100	EXTENSION	335,432	336,511	336,511	336,511
1000	96200	FAIR	106,680	131,812	131,812	134,114
1000	96400	VETERANS	82,795	82,795	82,795	83,620
1000	96500	ISLAND GROVE BUILDINGS	92,990	112,319	112,319	112,319
1000	96600	ASSET AND RESOURCE MANAGEMENT	3,243,891	3,334,487	3,334,487	3,334,487
1000	99999	SALARY CONTINGENCY	0	1,155,554	1,155,554	0
TOTAL MISCELLANEOUS			4,629,383	6,045,844	5,917,344	4,680,417
TOTAL GENERAL FUND			107,005,862	119,785,092	119,556,923	135,110,244

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BOARD OF COUNTY COMMISSIONERS

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 757,956	\$ 813,820	\$ 828,436	\$ 830,323
Supplies	1,605	1,700	1,900	1,900
Purchased Services	106,613	125,650	125,450	125,450
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 866,174	\$ 941,170	\$ 955,786	\$ 957,673
Revenue	0	0	0	0
Net County Cost	\$ 866,174	\$ 941,170	\$ 955,786	\$ 957,673
Budgeted Positions	7.70	7.70	8.00	8.00

SUMMARY OF CHANGES: Due to the increased workload associated with the public information social media function in the county on May 21, 2014, the Board authorized the Communications Specialist position to go from 28 hours per week to 40 hours per week effective July 1, 2014. The increased annual cost is \$14,616. Supplies were increased by \$200 for food for meetings. Phone costs were increased \$4,000 with an equal offset in travel and meeting costs. Memberships include CCI (\$55,000), NACO (\$4,000), Accelerate Colorado (\$5,000), NENA (\$500), and conference registrations (\$3,250). All other accounts are unchanged.

Final budget adjustments include an increase in salaries of \$1,887.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.259	0.280	0.282
Per capita cost (county support)	\$3.27	\$3.42	\$3.38

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

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COUNTY ATTORNEY

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 643,759	\$ 683,246	\$ 683,246	\$ 696,187
Supplies	1,031	2,000	2,000	2,000
Purchased Services	257,939	103,949	106,064	106,064
Fixed Charges	40	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 902,769	\$ 789,195	\$ 791,310	\$ 804,251
Revenue	0	0	0	0
Net County Cost	\$ 902,769	\$ 789,195	\$ 791,310	\$ 804,251
Budgeted Positions	5	5	5	5

SUMMARY OF CHANGES: The budget is up \$2,115. There is an increase of \$1,200 for the West Law services; the chargeback for clerical support from the Clerk to the Board is up \$1,215 with an offsetting reduction in postage of \$300.

Final budget adjustments include an increase in salaries of \$12,941.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
# of new requests for legal assistance	480	500	500
# of new mental health cases	70	70	70
# of new code violations	120	120	120
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.185	0.182	0.176
Per capita cost (county support)	\$3.34	\$2.92	\$2.84
Number of agenda requests/D&N/mental cases per FTE	175	175	175

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PUBLIC TRUSTEE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	126	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 126	\$ 0	\$ 0	\$ 0
Revenue	188,245	59,500	7,650	7,650
Net County Cost	\$ 188,119	\$ - 59,500	\$ - 7,650	\$ - 7,650
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Per Section 37-37-104(3), C.R.S., all expenses of the office are to be paid from Trustee fees prior to payment to the County Treasurer. Excess funds are to be maintained in a special reserve fund until one year's operating costs are accumulated. It is anticipated that excess revenue, in the amount of \$7,650, will be transferred to the General Fund in 2015. The amount is \$51,850 less than 2014 based upon anticipated drop in foreclosure and refinancing activity.

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

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

BOARD ACTION: Approved as recommended.

PUBLIC TRUSTEE BUDGET 2014

INCOME

Release income after Recording Fees	\$ 180,000
Foreclosure income from Statutory Fees	195,000
Interest Earned on Balances	<u>1,000</u>
Total Income	<u><u>\$ 376,000</u></u>

EXPENSES

Personnel:

Public Trustee Salary	\$ 72,500
Staff Salaries	142,000
Temporary Labor	0
FICA Contribution	17,000
SUTA Taxes	500
Retirement Plans	10,600
Medical Insurance	42,000
Education/Training	1,800
Misc./Other	<u>250</u>
Total Personnel	<u><u>\$ 286,650</u></u>

Operating Expenses:

Accounting/Auditing/Legal Services	\$ 25,000
Building/Office Rental/Storage	27,000
Dues and Meetings	2,000
Equipment Maintenance/Rental	6,600
IT Support	9,000
Office Supplies	3,000
Postage	400
Misc/Other	2,000
Telephone/Utilities	3,600
Travel/Mileage	<u>600</u>
Total Operating	<u><u>\$ 79,200</u></u>

Capital Outlay:

Software (upgrade/new)	\$ 2,500
Computer Hardware	0
Office Furniture	<u>0</u>
Total Capital Outlay	<u><u>\$ 2,500</u></u>

Total Expenses	<u><u>\$ 368,350</u></u>
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NET FUNDS PAYABLE TO PUBLIC TRUSTEE SALARY FUND	<u><u>\$ 7,650</u></u>
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BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 254,868	\$ 289,948	\$ 289,948	\$ 323,851
Supplies	39,121	22,300	33,435	33,435
Purchased Services	13,630	7,925	9,600	9,600
Fixed Charges	-6,324	- 5,949	- 7,164	- 7,164
Capital	0	0	0	0
Gross County Cost	\$ 301,295	\$ 314,224	\$ 325,819	\$ 359,722
Revenue	13,786	5,949	7,164	7,164
Net County Cost	\$ 287,509	\$ 308,275	\$ 318,655	\$ 352,558
Budgeted Positions	5	5	5.25	5.25

SUMMARY OF CHANGES: On May 12, 2014, the Board approved a restructure of the department's staffing with the retirement on an Office Tech IV, which allowed the addition of a 0.25 FTE Office Tech III at no additional cost. Supplies are up \$11,135 due to the budgeting of the software cost for Tyler Minutes in this budget. Purchased Services are up \$1,675 primarily due to publishing costs associated with the County Code from Colorado Code. Other accounts were adjusted for historical expenditure patterns. Chargeback for back-up clerical support for the County Attorney is up \$1,215. Revenues are up \$1,215 for clerical back-up coverage for Phone Services. Net county costs are up \$10,380.

Final budget adjustments include an increase in salaries of \$33,903.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. All increases appear justified.

BOARD ACTION: Approved as recommended.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of meetings transcribed	200	200	200
Number of images optically scanned	60,000	60,000	60,000
Number of BOE appeals processed	750	50	750
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.185	0.182	0.185
Per capita cost (county support)	\$1.06	\$1.12	\$1.24
Cost per meeting/hearing	\$1,437.55	\$1,541.38	\$1,762.79

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CLERK AND RECORDER

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 694,930	\$ 749,981	\$ 749,981	\$ 765,181
Supplies	59,575	107,475	87,475	87,475
Purchased Services	60,376	80,725	73,829	73,829
Fixed Charges	10,737	15,000	15,000	15,000
Capital	0	0	0	0
Gross County Cost	\$ 825,618	\$ 953,181	\$ 926,285	\$ 941,485
Revenue	6,392,187	6,000,000	6,400,000	6,400,000
Net County Cost	\$ - 5,566,569	\$ - 5,046,819	\$ - 5,473,715	\$ - 5,458,515
Budgeted Positions	8 FTE Recording 3 FTE Admin.	8 FTE Recording 3 FTE Admin.	8 FTE Recording 3 FTE Admin.	8 FTE Recording 3 FTE Admin.

SUMMARY OF CHANGES: Office supplies are down \$20,000, and postage is down \$6,896. No other expenditure changes.

Revenue is up \$400,000 due to vehicle sales and recording activity being up due to oil and gas activity and mortgage refinancing.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. There have been discussions about not charging for web access to Recording records. The estimated revenue loss is estimated to be between \$275,000-\$300,000 per year. Policy issue.

BOARD ACTION: Approved as recommended. Salary and benefit amounts reflect the Clerk and Recorder's \$102,500 salary amount approved by the County Council October 20, 2014.

The web access is still under study with Information Services. Based upon a preliminary analysis there does not appear there would be a significant loss in revenue to provide web access. Current subscribers would continue to pay for the subscriptions for the other benefits that they receive. Therefore, revenue was not adjusted.

**RECORDING/ADMINISTRATION
(CONTINUED)
1000-11100**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of documents recorded	88,528	78,043	85,847
Number of copies produced	242,181	104,214	114,635
Number of marriage licenses issued	1,563	1,584	1,742
Number of civil union licenses issued	53	19	21
<u>Efficiency Measures</u>			
FTE's per 10,000/capita – Recording	0.296	0.291	0.282
Per capita contribution	\$3.05	\$3.46	\$3.32
Number of documents recorded per FTE	11,066	9,755	10,731

Goal ES5: Ensure statutory requirements and regulations governing the recording, indexing, imaging and electronic archiving. To be accountable and responsible to the public's needs. Ensure that the citizens receive professional, timely and quality service at all times.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES5-1: Receive documents for recording and electronic recording	100% accuracy with indexing and verification	99.5%	99.5%	99.5%
ES5-2: Educate citizens on the research process	Posted educational signs	15	15	15
	Website updates	4	4	4
ES5-3: Provide access for copies	Customer satisfaction	0 complaints	0 complaints	0 complaints

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CLERK AND RECORDER

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 355,964	\$ 675,667	\$ 417,817	\$ 424,459
Supplies	154,260	569,190	311,314	311,314
Purchased Services	83,182	267,160	218,605	218,605
Fixed Charges	7,519	15,754	11,574	11,574
Capital	0	0	0	0
Gross County Cost	\$ 600,925	\$ 1,527,771	\$ 959,310	\$ 965,952
Revenue	402,453	70,000	300,000	300,000
Net County Cost	\$ 198,472	\$ 1,457,771	\$ 659,310	\$ 665,952
Budgeted Positions	5	5	5	5

SUMMARY OF CHANGES: 2015 will be an off-year election year requiring only one General Election with lower turnout. The net result is a drop in net county costs of \$798,461. The budget is funded for a mail election.

In the final budget revenue is \$300,000 due to the fees charged other entities for the consolidated election.

Final budget adjustments include an increase in salaries of \$6,642.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

ELECTIONS (CONTINUED)

1000-11200

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of voter transactions	344,349	356,492	392,141
Revenue generated from elections	\$402,453	\$70,000	\$300,000
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.185	0.182	0.176
Per capita cost (county support)	\$0.73	\$5.30	\$2.35
Transactions per FTE	68,870	71,298	78,428

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

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES6-1: Opportunities for every eligible registered voter to conveniently cast a vote	100% of vote centers are ADA compliant	100%	100%	100%
ES6-2: Votes counted and reported accurately and in a timely manner	100% accuracy between votes cast and votes reported	99.9%	99.9%	99.9%
ES6-3: Integrity of voter records maintained	100% accuracy between votes cast and votes reported	100%	100%	100%
ES6-4: Educated voters	Measured by the percent of voter turn-out	90%	90%	90%
ES6-3: Voter Outreach	Press Releases	8	8	8
	Direct Mailings	8	8	8
	Website announcements	4	4	4

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CLERK AND RECORDER

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,982,581	\$ 2,079,789	\$ 2,165,791	\$ 2,274,348
Supplies	16,748	16,720	16,720	16,720
Purchased Services	175,209	164,721	195,940	195,940
Fixed Charges	945	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 2,175,483	\$ 2,261,230	\$ 2,378,451	\$ 2,487,008
Revenue	0	0	0	0
Net County Cost	\$ 2,175,483	\$ 2,261,230	\$ 2,378,451	\$ 2,487,008
Budgeted Positions	35 Full-time 3 Part-time	35 Full-time 3 Part-time	37 Full-time 3 Part-time	39 Full-time 3 Part-time

SUMMARY OF CHANGES: Personnel Services include two additional Office Tech II/III positions (\$86,002) due to the workload increase in Motor Vehicle with increased vehicle sales and transactions. Purchased services are up \$31,219 due to postage (\$25,193) and phones (\$6,026).

Final budget adjustments include an increase in salaries of \$22,555.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval, including the two additional positions. Workload increases justify the increase.

BOARD ACTION: The Board approved two additional Office Tech II/III positions (\$86,002) for a total of four new positions in 2015 due to the workload increase in Motor Vehicle. In addition the Board authorized two cash counting machines for the south county offices to be purchased in 2014, so they are not in the 2015 budget. No other changes were made to the budget.

MOTOR VEHICLE (CONTINUED) 1000-11300

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of titles/registrations issued	573,537	582,814	641,095
FORT LUPTON BRANCH OFFICE: Number of marriage licenses issued	110	140	154
FORT LUPTON BRANCH OFFICE: Number of civil union licenses issued	5	6	7
DEL CAMINO BRANCH OFFICE: Number of marriage licenses issued	221	182	200
DEL CAMINO BRANCH OFFICE: Number of civil union licenses issued	7	4	5
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita – DMV	1.30	1.38	1.48
Per capita cost	\$8.04	\$8.21	\$8.77
Number of titles/registrations issued per FTE	16,386	15,337	15,264

Goal ES7: Ensure every motor vehicle is properly titled and registered according to current Colorado laws. To be accountable and responsible to the public's needs within the guidelines of the law. Ensure that the citizens receive professional, timely and quality service at all times.

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 571,467	\$ 638,829	\$ 640,341	\$ 678,306
Supplies	190,095	59,500	111,500	111,500
Purchased Services	160,463	226,430	226,930	226,930
Fixed Charges	220	0	0	0
Capital	15,880	0	0	0
Gross County Cost	\$ 938,125	\$ 924,759	\$ 978,771	\$ 1,016,736
Revenue	3,197,208	3,535,000	3,540,000	3,540,000
Net County Cost	\$ - 2,259,083	\$ - 2,610,241	\$ -2,561,229	\$ -2,523,264
Budgeted Positions	10	10	10	10

SUMMARY OF CHANGES: Personnel Services increased modestly to accommodate an upgrade in the Accountant position from Accountant I to Accountant II, which is \$1,512 a year in difference as this is a 20 hour per week position.

Supplies have been increased by \$2,000 to accommodate usage and inflation. An additional \$50,000 in computer software has been included for a contract with the vendor to the Treasurer system to maintain a test environment, as well as, costs to change to the merchant services account. This will allow the department to take credit cards at the counter, which the department cannot currently do. Revenue is up \$5,000.

Final budget adjustments include an increase in salaries of \$37,965.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval, including the upgrade of the Accountant I position to Accountant II.

BOARD ACTION: Approved as recommended, including the upgrade of the Accountant position. No other changes.

**TREASURER
(CONTINUED)
1000-12100**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Property Tax Collected	\$454M	\$488M	\$541M
Investments	\$110M	\$120M	\$125M
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.370	0.363	0.353
Per capita expenditure	\$3.47	\$3.34	\$3.59
<u>Work Outputs</u>			

Goal ES8: To provide County treasury and tax collection services in the most accurate, efficient and cost-effective manner possible.				
DESIRED OUTCOMES	DESIRED OUTCOMES	DESIRED OUTCOMES	DESIRED OUTCOMES	DESIRED OUTCOMES
ES8-1: Effective and cost-efficient County tax collection	Cost per tax bill	\$4.95	\$4.88	\$5.16
	Number of tax bills per FTE	17,400	17,400	17,400
ES8-2: Investments that are safe, liquid and deliver the best yield possible – in that order	Return on investments	1.20%	0.81%	1.25%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: ASSESSOR'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,287,478	\$ 2,463,771	\$ 2,463,771	\$ 2,548,738
Supplies	61,894	55,296	55,296	55,296
Purchased Services	259,171	169,500	169,500	169,500
Fixed Charges	60	0	0	0
Capital	35,850	0	0	0
Gross County Cost	\$ 2,644,453	\$ 2,688,567	\$ 2,688,567	\$ 2,773,534
Revenue	50,528	40,500	40,500	40,500
Net County Cost	\$ 2,593,925	\$ 2,648,067	\$ 2,648,067	\$ 2,733,034
Budgeted Positions	33.5	34.0	34.0	34.0

SUMMARY OF CHANGES: No change. By going to postcards and posting everything on line it has offset the need for increased postage during the 2015 reappraisal year for Notice of Valuation (NOV). Two Appraiser III positions were upgraded to Appraiser IV mid-year.

Final budget adjustments include an increase in salaries of \$62,267.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended. Salary and benefit amounts reflect the Assessor's \$110,000 salary amount approved by the County Council October 20, 2014.

**ASSESSOR
(CONTINUED)
1000-13100**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of parcels (including personal property and SA)	210,000	213,000	215,000
Telephone Calls Answered	30,000	28,000	28,000
Number of administrative updates to database	135,000	140,000	140,000
Number of walk-ins requesting assistance	3,000	3,000	3,500
Number of Property Inspections	8,000	9,000	9,000
Sales Verification	8,000	9,000	10,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	1.24	1.25	1.25
Per capita cost (county support)	\$9.59	\$9.62	\$9.64
Cost per parcel	\$12.35	\$12.43	\$12.90
Parcels Per FTE	6,461	6,173	6,323
<u>Effectiveness Measures (desired results)</u>			
Deed Processing Time (days)	5	5	5
Requests for Information per FTE	1,015	800	926
Percent of Properties Site Reviewed	5%	5%	5%
Assessment Levels compared to Market value	100%	100%	100%

**ASSESSOR
(CONTINUED)
1000-13100**

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COUNTY COUNCIL

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 6,547	\$ 18,770	\$ 18,770	\$ 19,333
Supplies	14	300	300	300
Purchased Services	2,131	28,666	28,666	28,666
Fixed Charges	84	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 8,776	\$ 47,736	\$ 47,736	\$ 48,299
Revenue	0	0	0	0
Net County Cost	\$ 8,776	\$ 47,736	\$ 47,736	\$ 48,299
Budgeted Positions	1 PT	1 PT	1 PT	1 PT

SUMMARY OF CHANGES: Final budget adjustments include an increase in salaries of \$563.

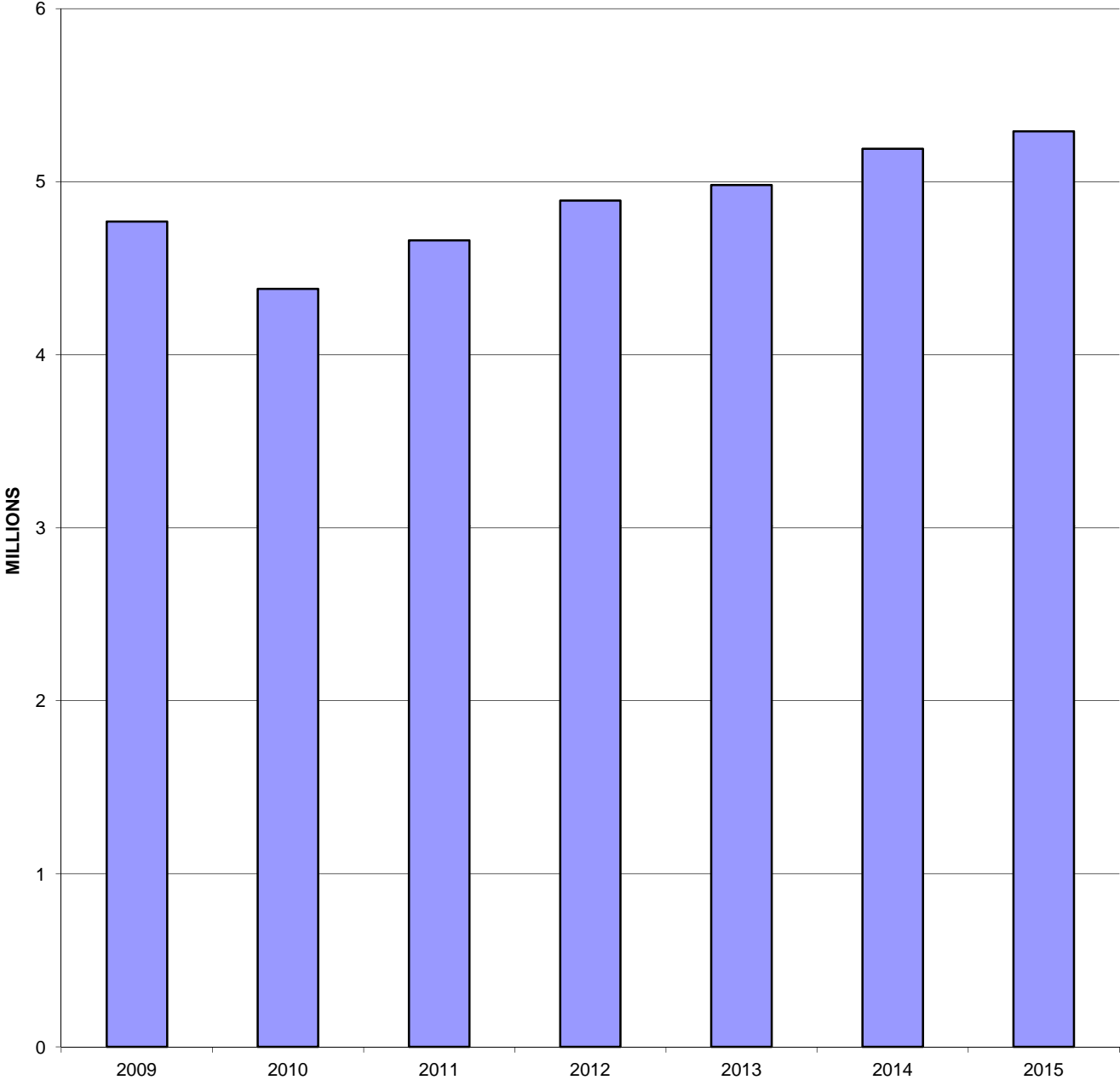
FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended. The request to give the County Council's secretary a 6% cost of living was denied, since all other county employees are receiving a 3% cost of living. She will receive the 3% cost of living also. As part time position it does not get step increases, consistent with all other similar part time positions under the County Code.

The request to increase the professional services amount to \$55,000 for audits was denied. However, the Board did want a legislative intent note in the budget indicating if the County Council identified a need for an audit in 2015, and the Commissioners agreed they would do a supplemental appropriation for the necessary amount. This has been the arrangement for a number of years, but is so noted in the 2015 budget.

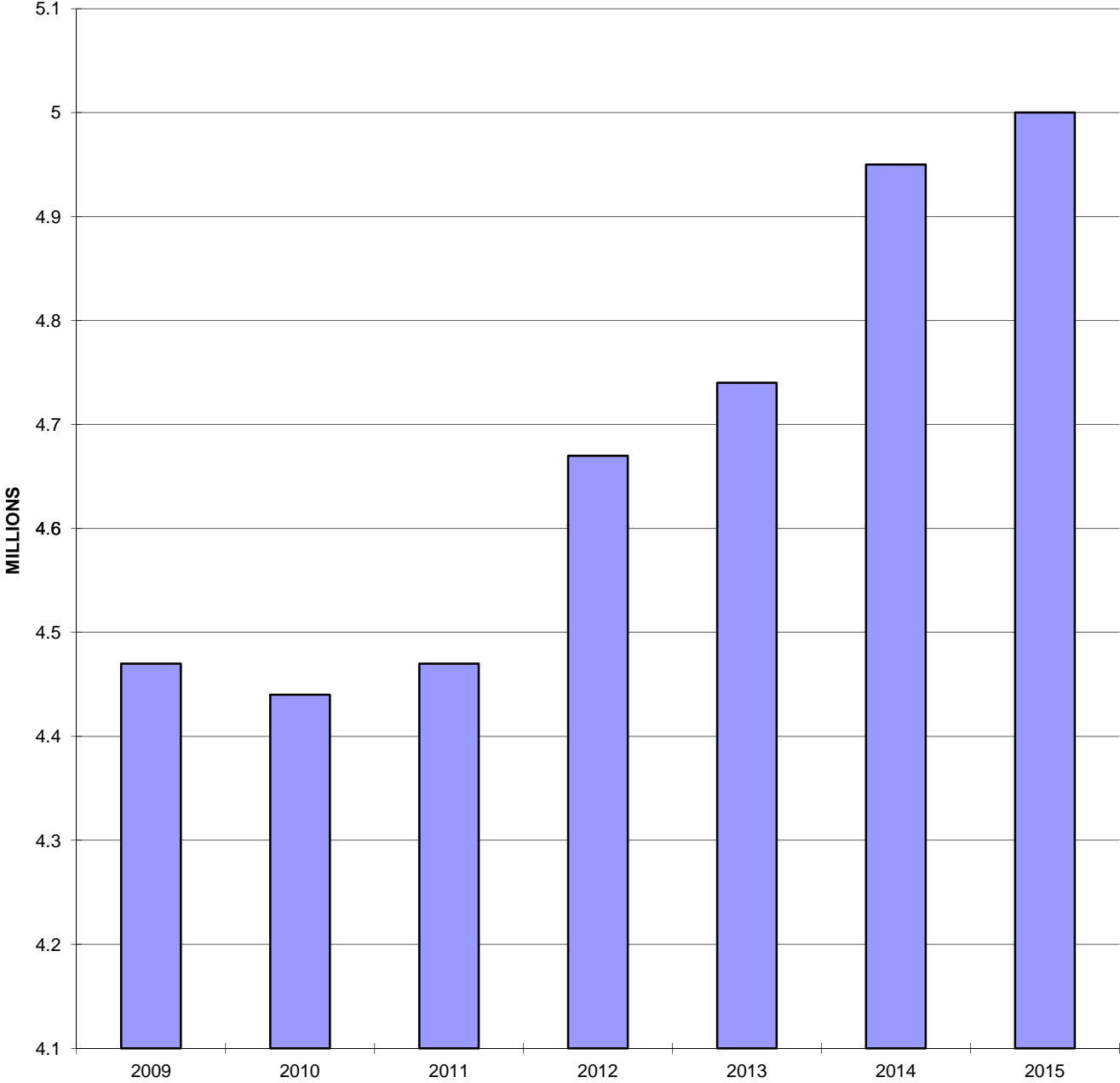
SEVEN YEAR TREND

District Attorney



SEVEN YEAR TREND

District Attorney Local Cost



1 €

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 4,660,654	\$ 4,901,148	\$ 4,901,148	\$ 4,955,733
Supplies	292,685	70,000	70,000	70,000
Purchased Services	206,818	220,100	260,100	260,100
Fixed Charges	1,768	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 5,161,925	\$ 5,191,248	\$ 5,231,248	\$ 5,285,833
Revenue	233,781	242,280	278,148	278,148
Net County Cost	\$ 4,928,144	\$ 4,948,968	\$ 4,953,100	\$ 5,007,685
Budgeted Positions	55.625	55.625	55.625	55.625

SUMMARY OF CHANGES: The increase in the Purchased Services is as a result of increased mileage costs from the Sheriff's Office for the service of subpoenas, which is not reimbursable from the state mandated costs fund.

A replacement vehicle has been requested to replace the vehicle driven by the District Attorney. The current vehicle is a 2009 and has over 103,000 miles. The Motor Pool budget includes a vehicle for the District Attorney's Office, but it is a replacement for an investigator's car that is in need of replacement, not the District Attorney's vehicle.

Final budget adjustments include an increase in salaries of \$54,585.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval

BOARD ACTION: Approved as recommended. The Board did not approve the replacement vehicle requested, and dropped the number of assigned vehicles to the District Attorney's Office to two for use by investigators and on-call Deputy District Attorneys.

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 93,194	\$ 96,002	\$ 100,652	\$ 86,096
Supplies	223	500	633	633
Purchased Services	2,458	3,000	1,700	1,700
Gross County Cost	\$ 95,875	\$ 99,502	\$ 102,985	\$ 88,429
Revenue	67,976	72,030	78,970	69,004
Net County Cost	\$ 27,899	\$ 27,472	\$ 24,015	\$ 19,425
Budgeted Positions	1	1	1	1

SUMMARY OF CHANGES: Additional funds from the Restorative Justice Pilot Program allow for the hiring of a case manager. The Juvenile Diversion budget will cover 50% of the Director's salary (\$50,326) and 68% of the case manager's salary (\$35,770).

Office supplies are up \$133, professional services are down \$1,250, and travel is down \$50.

Revenues include \$3,500 from fees charged clients, and \$65,504 in State DCJ grant funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: The final budget amounts above were adjusted to the final grant amounts for the Juvenile Diversion and Juvenile Restorative Justice programs.

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 51,438	\$ 68,000
Supplies	0	0	0	0
Purchased Services	0	0	70,466	54,973
Gross County Cost	\$ 0	\$ 0	\$ 121,904	\$ 122,973
Revenue	0	0	121,904	122,973
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	0	0	1	1

SUMMARY OF CHANGES: This is a newly funded state program resulting from HB 13-1254 with initial funding received in April 2014. The funds allow the hiring of a full time case manager. Funds from Restorative Justice will provide 50% of salary (\$50,326) funding for the Director of Juvenile Diversion and 32% of salary (\$17,674) funding for the Case Manager position with the remainder of salaries being paid for out of the DCJ Juvenile Diversion grant monies.

A MOU between the DA's Office and Youth and Family Connections (YFC) states that the DA's Office will contract with YFC, who will provide Restorative Justice facilitation and programming for Juvenile Diversion clients to be paid from state funds (\$48,973). Money from this grant will provide one full time position for YFC.

There is a \$125 program fee for Restorative Justice which will be collected by the DA's Office Juvenile Diversion program. There is a sliding scale for fee collection based on ability to pay. 20% of program fees collected will be disbursed to YFC for program implementation. This amount is anticipated to be negligible.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: The final budget amounts above were adjusted to the final grant amounts for the Juvenile Diversion and Juvenile Restorative Justice programs.

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 625,348	\$ 668,317	\$ 668,317	\$ 691,123
Supplies	1,182	1,100	1,500	1,500
Purchased Services	27,115	27,249	27,436	27,436
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 653,645	\$ 696,666	\$ 697,253	\$ 720,059
Revenue	306,082	325,719	322,719	322,719
Net County Cost	\$ 347,563	\$ 370,947	\$ 374,534	\$ 397,340
Budgeted Positions	10.625	10.625	10.625	10.625

SUMMARY OF CHANGES: Office supplies are up \$400, postage is down \$191, and printing is up \$465.

Revenue for the program comes from the following grants: VALE (\$125,755); VOCA (\$39,784); and VAWA (\$16,180); Administrative funds from VALE (\$88,000), and COMP (\$50,000). VALE Scholarships for COVA and COMP/VALE Conferences (\$3,000). Total revenue is \$322,719 down \$3,000. The VALE administration grant decreased \$3,000. Net county costs are up \$3,587.

Final budget adjustments include an increase in salaries of \$22,806.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 519,036	\$ 551,859	\$ 348,362	\$ 348,362
Supplies	435	1,000	1,000	1,000
Purchased Services	6,034	7,510	6,510	6,510
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 525,505	\$ 560,369	\$ 355,872	\$ 355,872
Revenue	0	0	0	0
Net County Cost	\$ 525,505	\$ 560,369	\$ 355,872	\$ 355,872
Budgeted Positions	1.75	1.75	1.00	1.00

SUMMARY OF CHANGES: Personal Services has been reduced by \$203,497 due the combining of the Director of Finance and Director Budget into one position. Travel has been reduced \$1,000. Total decrease in net county costs is \$204,497.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The new Board in January will have to decide how to structure the department long term.

BOARD ACTION: Approved as recommended.

FINANCE AND ADMINISTRATION (CONTINUED) 1000-16100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Excess revenue over expenditures	5.89%	3.00%	3.00%
Budgeted fund balance vs. actual variance	5.89%	3.00%	3.00%
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.065	0.064	0.035
Per capita cost (county support)	\$1.94	\$2.04	\$1.26

Goal ES10: Ensure the financial viability of the County through sound financial management practices.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES10-1: Sound asset management and financial investment strategies	Number of audit exceptions	0	0	0
	Return on investments	1.75%	2.25%	2.25%
ES10-2: Plan necessary resources to meet current and future operating and capital needs (priority outcome)	Percent of cash reserves	52%	40%	40%

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 549,273	\$ 567,985	\$ 572,236	\$ 626,178
Supplies	122,412	108,000	107,500	107,500
Purchased Services	36,269	33,000	33,500	33,500
Fixed Charges	0	0	0	0
Capital	27,337	9,000	10,000	10,000
Gross County Cost	\$ 735,291	\$ 717,985	\$ 723,236	\$ 777,178
Revenue	0	0	0	0
Net County Cost	\$ 735,291	\$ 717,985	\$ 723,236	\$ 777,178
Budgeted Positions	6.0	6.0	6.0	6.0

SUMMARY OF CHANGES: Personal Services are up \$4,251 due to the recommended upgrade of the Senior Accountant position. New check sealer/folder is included under capital. Other items have been shifted to more accurately reflect where expenditures are classified.

Final budget adjustments include an increase in salaries of \$53,942.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The recommended upgrade of the Senior Accountant position by two grades is justified based upon a market survey and relationship to other county positions. New check sealer/folder is justified for replacement due to age and condition.

BOARD ACTION: Approved as recommended, including the approval of the upgrade of the Senior Accountant position and checking sealer/folder.

ACCOUNTING (CONTINUED) 1000-16200

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of Account Payable warrants issued	14,639	15,000	15,000
Average number of employees paid	1,404	1,500	1,500
Number of employees trained on General Ledger	300	300	300
Total County federal funds	\$32.0M	\$34.0M	\$37.0M
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.222	.218	.212
Per capita cost (county support)	\$2.66	\$2.61	\$2.74
Account Payable warrants per week per A/P FTE	280	280	280
Employees paid monthly per Payroll FTE	1,404	1,500	1,500

Goal ES12: Ensure the financial accounting of County funds is accurate.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES12-1: Compliance with financial laws and generally accepted accounting principles, etc.	Government Financial Officers Association awards	Achieved	Achieved	Planned
	Complete submission of CAFR to required agencies by July 1 st	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: GENERAL SERVICES

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 157,489	\$ 162,916	\$ 162,916	\$ 166,482
Supplies	367	500	350	350
Purchased Services	88,678	92,507	99,095	99,095
Gross County Cost	\$ 246,534	\$ 255,923	\$ 262,361	\$ 265,927
Revenue	0	0	0	0
Net County Cost	\$ 246,534	\$ 255,923	\$ 262,361	\$ 265,297
Budgeted Positions	2.5	2.5	2.5	2.5

SUMMARY OF CHANGES: There are no substantial changes from 2014. Office supplies were reduced \$150. Cost for the Director of General Services is represented within the Fixed Charges and increased \$6,588 due to step increase and cost-of -living adjustments.

Final budget adjustments include an increase in salaries of \$3,566.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**PURCHASING
(CONTINUED)
1000-16300**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of formal bids presented to BOCC	161	170	170
Number of bids	194	190	190
Number of Purchase Orders placed	718	850	850
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.092	0.091	0.088
Per capita cost (county support)	\$0.911	\$0.930	\$0.938
Number of formal bids presented to BOCC	161	170	175

Goal ES13: Ensure the timely acquisition of “best value” goods and services while maintaining integrity and inclusion				
DESIRED OUTCOMES	DESIRED OUTCOMES	DESIRED OUTCOMES	DESIRED OUTCOMES	DESIRED OUTCOMES
ES13-1: An efficient and responsive procurement process	98% of internal and external users satisfied with timeliness, overall service, and quality.	98% of internal users satisfied with timeliness, overall service, and quality	98% of internal users satisfied with timeliness, overall service, and quality	98% of internal users satisfied with timeliness, overall service, and quality
ES13-2: Vendors are assured open and competitive bidding	100% of purchases follow the procurement process in the Weld County Code.	100%	100%	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 592,859	\$ 631,503	\$ 710,673	\$ 798,380
Supplies	176,043	184,650	189,600	189,600
Purchased Services	51,154	47,400	62,600	62,600
Fixed Charges	0	-28,517	-9,880	-9,880
Capital	0	0	0	0
Gross County Cost	\$ 820,056	\$ 835,036	\$ 952,993	\$ 1,040,700
Revenue	43,193	0	0	0
Net County Cost	\$ 776,863	\$ 835,036	\$ 952,993	\$ 1,040,700
Budgeted Positions	6	7	8	8

SUMMARY OF CHANGES: Personnel Services are up due to the addition of an HR Generalist position mid-year (\$73,578), and the recommended upgrade of the two HR Generalist positions (\$5,592) based upon salary survey data and to keep parity among similar county classifications. Final budget adjustments include an increase in salaries of \$87,707.

Supplies are up \$4,950 primarily to fund additional computers for the training room. Purchased Services are up \$600 for phones, \$8,000 for advertising for vacant positions. Training is up \$2,700, and travel is up \$4,500 in order to send staff to training for professional growth and professional certification. Publications are down \$800 and memberships are up \$200.

FINANCE/ADMINISTRATION RECOMMENDATION: The upgrades of the two HR Generalist positions are justified to keep parity within the county pay structure. Added costs for staff development and training is necessary to keep the HR staff current in the rapidly changing HR environment and training in the department has not been funded adequately in recent years. The department also has the wellness and training coordinator functions that require professional training.

BOARD ACTION: Approved as recommended, including the upgrade of the two HR Generalist positions.

HUMAN RESOURCES (CONTINUED) 1000-16400

PERFORMANCE MEASURES

<u>Work Outputs</u>	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
Authorized County positions (FTE'S)	1,271	1,396	1,430
Occupied FTE'S Employees	1,240	1,350	1,390
Terminated/Resigned/Retired	110	100	100
Employees Hired	110	100	100
Turnover Rate	11%	10%	11%
 <u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.222	.263	.282
Per capita cost (county support)	\$2.87	\$3.03	\$3.67
Personnel served per FTE	212	199	179

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

HUMAN RESOURCES (CONTINUED) 1000-16400

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PeopleSoft ePerformance system becomes greater value for our Managers and employees	Enhance PeopleSoft use for our employees & 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 & monitor skills year round. Evaluations become better tool for managing performance level & 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 ACS 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.	
Enhance Wellness Program to provide cost savings and benefits to County and employees	Continue to enhance Wellness Program, partnering with our providers to provide effective metrics and proof of County cost savings.	Development in process	Goal is to continue to reduce the health risks affecting the individuals thereby affecting our claims for both Health Insurance as well as Workers Comp by .75% annually.	

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PLANNING AND ZONING

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,011,122	\$ 1,150,132	\$ 1,503,449	\$ 1,596,931
Supplies	14,176	21,500	17,500	17,500
Purchased Services	718,577	743,185	256,119	256,119
Contra Account	-157,015	-147,322	-169,708	-169,708
Gross County Cost	\$ 1,586,860	\$ 1,767,495	\$ 1,607,360	\$ 1,700,842
Revenue	402,500	376,000	411,000	411,000
Net County Cost	\$ 1,184,360	\$ 1,391,495	\$ 1,196,360	\$ 1,289,842
Budgeted Positions	10.25	13.00	15.00	16.00

SUMMARY OF CHANGES: Personnel Services increased \$353,317 due to the transfer of two engineering positions from Public Works to Planning to do planning functions. The charge back amount in other professional services from Public Works has been reduced by \$471,266 with the restructuring of what functions Public Works does for Planning for development reviews, floodplain administration, etc. An upgrade of the Planning Manager's position (\$7,388) was requested, but not included in the budget.

Supplies dropped \$4,000 primarily for computer software and attachments. The Contra Account is up based up personnel costs charged to Building Inspection. Revenues are up \$35,000 based upon project activity in 2015.

FINANCE/ADMINISTRATION RECOMMENDATION: The upgrade of the Planning Manager position requested is not recommended by Human Resources. Based upon a salary survey of comparable positions the position is properly compensated at the current pay grade. After reviewing the survey data Finance concurs. All other items are recommended as requested.

There have been discussions regarding the creation of a position that would be the liaison or coordinator position for oil and gas matters and serve as the county's Local Government Designee (LGD) for the Colorado Oil and Gas Conservation Commission. Estimated costs are \$93,481, if the position was equivalent to a Planner III position at grade 45. Funding of such a position, role, and organizational placement is a policy issue.

BOARD ACTION: The Board denied the upgrade of the Planning Manager's position based upon salary survey information provided by HR. The Board approved the Oil and Gas Liaison/Coordinator position at pay grade 45 (\$93,481) and agreed to placing the position organizationally in the Department of Planning Services. No other changes.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Current Planning Work Outputs</u>			
Number of total applications submitted	344	400	450
Number of administrative land use cases	243	325	350
Number of Grading Permits	0	50	60
Number of Geo Hazard Permits	0	4	4
Number of FHDP (Flood Hazard Dev. Permits)	0	40	30
<u>Long Range Planning Work Outputs</u>			
Special Projects	2	6	6
Walk in's	928	950	975
Pre-Application Meetings	223	320	325
Code Revisions	4	4	4
Comp Plan Amendments	1	1	0
<u>Technical Support Work Outputs</u>			
Total Public Hearings (PC and BOCC)	101	120	150
Case Clean Up (RE, SE, USR, Subdivisions)	50	50	50
Town/County Staff Outreach Meetings	12	12	12
<u>Compliance Planning Work Outputs</u>			
Number of site visits	381	400	400
Number of violations issued	188	200	200
Number of violations to County Attorney	10	15	15
Average number of County Court hearings (Vouchers)	10 0	15 2	15 6
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.407	.472	.564
Per capita cost (county support)	\$4.38	\$5.05	\$4.54

PLANNING AND ZONING (CONTINUED) 1000-17100

Goal LU1: Increase effectiveness by maintaining regular communication with the public, outside agencies, County departments, and the County Planning Commission.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
LU1-1: 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 Accella.	100%	100%	100%
	Implement EDR (Electronic Document Review)	100%	100%	100%
LU1-2: 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.	100%	100%	100%
LU1-3: Strong relationships with municipal planning departments and excellent knowledge of current regional issues	Staff attendance of monthly meetings w/ Municipal planning staff.	12	12	12
	Attend one Annual Summit with municipal staff and conduct 2020 Forum as precursor to Comp Plan Amendment	1	1	1
LU1-4: A well-informed and prepared Planning Commission A well-informed and prepared Board of Adjustment	Minimum of six Planning Commission training sessions	6	6	12
	Minimum of one BOA training sessions throughout year	1	1	1
LI1-5: Adequate decision making tools for BOCC	Update Ordinance and Policies per Commissioner direction	100%	100%	100%
	100% of special projects requested by the Board are completed	100%	100%	100%

PLANNING AND ZONING (CONTINUED) 1000-17100

Goal LU2: Plan for the long-term development and legacy of the County to ensure efficiency of services to promote economical investments.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
LU2-1: Updated Regional Urbanization Area Plans	Completion of any Comprehensive Plan amendments related to RUA's	0	0	0
LU2-2: Provide staff to support the HWY 85 Coalition	Staff attendance at HWY 85 Coalition meetings.	12	12	6
	Progress towards a HWY 85 Regional Plan	75%	95%	95%

Goal LU3: Provide consistency, quality, and thoughtful land use and transportation planning.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
LU3-1: Increased infill development, located where public infrastructure is available	Support new non-agrarian development to occur within intergovernmental agreement area and urban growth boundaries	n/a	n/a	4
LU3-2: 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%

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, Paramedic Building, North County Jail, Health Building, Training Center, Southwest Weld Administration Building, Public Safety Administration Building, Alternative Programs Building, Community Corrections Building, Regional Crime Lab, and Weld Business Park Administrative Buildings.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,895,073	\$ 1,966,493	\$ 2,034,354	\$ 1,863,274
Supplies	731,726	724,000	712,700	712,700
Purchased Services	3,535,606	3,597,850	3,698,200	3,698,200
Fixed Charges	29,248	21,000	31,000	31,000
Contra Account	- 278,966	- 210,000	-240,000	-240,000
Capital	100,177	0	0	0
Gross County Cost	\$ 6,012,864	\$ 6,099,343	\$ 6,236,254	\$ 6,065,174
Revenue	0	0	0	0
Net County Cost	\$ 6,012,864	\$ 6,099,343	\$ 6,236,254	\$ 6,065,174
Budgeted Positions	28	28	29	23

SUMMARY OF CHANGES: Increase in Personnel Services reflects one Building Maintenance Worker III position (\$67,861) addition to provide a low voltage technician to troubleshoot and repair cameras, security systems, speaker systems, and fire alarm systems with the goal of eliminating the outsourcing of these repairs for a cost savings to the County.

Purchased Services received a reduction of \$70,000 which offset the addition of the low voltage technician. However, Purchased Services has increased overall by \$100,350. This is due to increases in the electricity (3.5%) and water utility costs (2.5%). Training for jail security equipment and HVAC controls is funded at \$4,000. Fixed Charges are up \$10,000 due to equipment rental.

The number of building square feet decreased in 2015. Two buildings were sold; the former Human Services building in Fort Lupton and the Ambulance Building in Evans. The two former Frederick Head Start buildings were demolished due to deteriorating conditions. Since these buildings were not being maintained at a normal standard, the impacts to the budget are negligible. At an average maintenance cost of \$4.60 per square foot, the department is very good by industry standards. Most entities are in the \$7.50 to \$10.00 per square foot range.

Final budget adjustments include an increase in salaries of \$157,235.

BUILDINGS AND GROUNDS (CONTINUED) 1000-17200

FINANCE/ADMINISTRATION RECOMMENDATION: The recommended budget includes funding the Building Maintenance Worker III (\$67,861) to be the voltage technician. Bringing the function in-house appears to be cost effective. Recommend approval.

BOARD ACTION: Board approved the transfer of 6 FTE for the custodian/maintenance jail inmate supervision function to the North Jail budget from Building and Grounds. The positions are one-Custodial/Maintenance Manager (Grade 21) and five-Lead Custodian (Grade 12) for a total reduced cost of \$328,315. All other items were approved as recommended, including one additional Building Maintenance Worker III position (\$67,861) to be a low voltage technician.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of square feet maintained	1,309,924	1,353,924	1,318,282
Number of preventative maintenance work orders (PMs)	535	535	535
Number of tracked repair work orders	8,560	8,500	8,500
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	1.03	1.02	0.81
Per capita cost (county support)	\$22.22	\$22.16	\$21.39
Cost per square foot	\$4.59	\$4.50	\$4.60

Goal ES15: Plan, construct, and maintain well-designed County facilities in time to meet the needs of Weld County.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES15-1: Safe, convenient and accessible facilities planned and built ready to meet needs	Percent of projects completed within budget	100%	100%	100%
	100% of facilities meeting ADA requirements	100%	100%	100%
ES15-2: Worker friendly and worker functional facilities	90% of internal customers satisfied with functionality of County facilities	90%	90%	90%
	90% of department users satisfied with quality and timeliness of facility management services	90%	90%	90%
ES15-3: Well maintained facilities	90% of citizens satisfied with functionality of County facilities	90%	90%	90%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: INFORMATION TECHNOLOGY

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 4,270,822	\$ 4,899,828	\$ 4,899,828
Supplies	791,466	380,000	1,590,900	1,590,900
Purchased Services	3,765,024	110,120	129,624	129,624
Contra Account	- 1,226,401	- 1,200,000	- 1,200,000	- 1,200,000
Capital	9,053	800,000	2,673,912	2,673,912
Gross County Cost	\$ 3,339,142	\$ 4,360,942	\$ 8,094,264	\$ 8,094,264
Revenue	2,170	0	0	0
Net County Cost	\$ 3,336,972	\$ 4,360,942	\$ 8,094,264	\$ 8,094,264
Budgeted Positions	0	35	44	44

SUMMARY OF CHANGES: The 2015 budget will be the first budget year that Weld County will have had an opportunity to completely evaluate the staffing, organizational, and capital needs of the county's information technology requirements. January 1, 2014, Weld County terminated the outsourcing contract for information technology services with Xerox and now provides those services with county employees under the leadership of a new Chief Information Officer. This change is a strategic decision to improve technology services, increase customer satisfaction and provide accountability for IT related projects. The new organizational structure will allow the department to be dynamic and flexible as technology continues to be an integral part of our daily work lives. This organizational support framework will provide Weld County a model for IT support success. It blends additional resources for both technical and leadership positions and provides a strong focus on creating a team environment. The change creates a county department that will embrace project management, customer service, and still retain the technical focus that is needed for an organization to be dynamic enough to meet the day-to-day activities, but also be innovative and forward thinking. The County's goal is to provide a reliable, 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 and best practices for business transformation and improved service delivery in the future.

Personnel Services are up \$629,006 with 44 FTE. The staffing level and organizational structure was approved by the Board mid-year 2014 to support the IT needs in the county. Supplies are up \$1,210,900. The big increases are \$981,400 for a PC refresh, \$50,000 for monitor refresh, software, and other miscellaneous supplies. Purchased supplies are up \$19,504 primarily for training.

INFORMATION SERVICES (CONTINUED) 1000-17300

SUMMARY OF CHANGES (Continued): Capital is funded at \$2,673,912, up \$1,873,912 compared to 2014. Capital items included are: Server Chassis-Private Cloud (\$450,000), Server Software (\$41,000), Back-up Storage (\$105,000), Back-up Software (\$50,000), Network-Vmware VCOPS management Application (\$161,000), SAN-Storage Replication (\$805,000), Network-Non-core Upgrades (\$292,000), Network- Public Safety (\$52,000), Web Proxy and Network Load Balancer (\$90,000), Disaster Recovery/BCP (\$125,000), VoIP Telecommunication System Pilot (\$120,000), Microsoft Licensing (\$318,412), and miscellaneous item (\$64,500).

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The 2015-2019 Five Year IT Capital Plan averages \$1,183,100 per year. 2015 is a catch up year and when it is accounted for the average annual amount for capital will drop to approximately \$1,000,000 per year. The operating costs for PC refresh and Microsoft licensing will be \$1,300,312. In doing a 2016-2020 replacement plan the average annual amount will be approximately \$860,000. After the 2015 catch-up expenses are funded the long term capital, PC refresh, and Microsoft upgrade average annual funding requirement will be \$1,930,000 less. The result is although the 2015 IT budget is \$8,094,264 after the 2015 catch expenses are incurred the average annual ongoing costs will be approximately \$6,200,000.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of Personal Computer systems supported	1,500	1,540	1,600
Number of Personal Computer systems installed/replaced	300	300	800
Number of staff trained	350	350	350
Number of applications supported	235	240	240
Number of applications upgraded	125	125	125
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	1.515	1.271	1.552
Per capita cost (county support)	\$12.33	\$15.84	\$28.55

INFORMATION SERVICES

(CONTINUED)

1000-17300

Goal ES16: Weld County Information Technology has established two County-wide themes in information technology support: 1) Weld IT will provide strong, secure information technology infrastructure, i.e. the equipment and software normally transparent to most users, and 2) Weld IT will provide the staff and citizens the support that will both allow and encourage the effective use of information technology.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES16-1: Empower users to leverage mobile and cloud computing technologies. Provide computer hardware that enables users to perform job functions.	<p>Enable users with the most recent and cost effective desktop software.</p> <p>Integrate Microsoft Office into the business functions of the county. Customized Office experience to meet the user's needs.</p> <p>Implement instant messenger technologies for county team members.</p> <p>Implement a county-wide computer refresh program. Standardize device for the job function.</p> <p>Enhanced mobility offerings including soft phones and the ability to transition from desk phone to mobile phone</p>	Development in process		By the end of 2015 complete deployment of 891 computing devices, upgrade all operating systems to Windows 7 and have a standardized Office experience for all Weld County employees.

<p>ES16-2: Improve user experience for accessing County electronic resources.</p>	<p>Re-design wireless infrastructure to improve performance.</p> <p>Implement a user-friendly, accessible, wireless portal to ensure the appropriate resources are available to County and guest users.</p> <p>Improve remote access to critical County systems.</p> <p>Provide a phone system which will enhance user capabilities to allow the users unified communications benefits, outlook integration including presence, integration with personal phones, as well as mobility applications</p> <p>Implement new and maintain existing GIS mapping resources that are useful for program management, situational awareness, and public information dissemination.</p> <p>Implement new GIS resources that bring transparency to the functions and services of Weld County Government.</p> <p>Implement a centrally managed GIS data store, enabling the data in all GIS applications to be synchronized.</p> <p>Create mapping applications that enable County Departments to simplistically control their own data creation and public dissemination.</p>	<p>Development in process</p>	<p>By mid-year 2015 implement improved wireless system that will make the wireless network more secure and allow better control over guest access.</p> <p>By mid-year 2015 implement a new remote access solution that provides access to county IT resources and improves the user experience.</p>
<p>ES16-3: Align County applications and services to the success of the department and the citizens of Weld County.</p>	<p>Develop application roadmap and service catalog to ensure Weld IT and other County departments have a clear understanding for short and long-term computing needs.</p>	<p>Development in process</p>	<p>Align the application and technologies associated to it, to the business of the department.</p> <p>Ensure the department understands the future or their technology and can plan for upgrades or changes in a proactive manner.</p>

<p>ES16-4: Develop an innovative and cost-effective Project Management Office.</p>	<p>Establish formal PMO through the development and maintenance of project management resources guiding projects through the Initialization, Planning, Monitoring/Controlling, and Execution and Closure phases.</p> <p>Implement project management software ensuring timely and consistent project information is easily accessible.</p> <p>Monitor, control and communicate with project managers and stakeholders current project status as they relate to common project constraints: time, budget and risk.</p> <p>Ensure professional development of PMO staff through participation in PMI recognized events and certifications.</p>	<p>Development in process</p>	<p>50% *Project completion percentage</p>	<p>90%</p>
<p>ES16-5: Measure performance of IT staff to ensure customer satisfaction.</p>	<p>Establish and communicate Service Level Agreements guiding end-user support requests and expectation of response from designated IT staff.</p> <p>Provide responsive, dynamic and efficient technical support through phone, email, walk-in and on-site services measuring success through first-contact resolution and customer survey results.</p> <p>Develop a reliable single point of contact for information technology requests ensuring customer satisfaction through increased call volume while providing sub-20 second average caller wait times, sub-15 minute email response, immediate walk-in contact and sub-5% phone contact abandon rates.</p>	<p>Development in process</p>	<p>50% *Project completion percentage</p>	<p>Average hold time = >20 sec.</p> <p>Average email response time = >15 min.</p> <p>Abandon ratio = >5%</p>
<p>ES16-6: Continue to insure services are working and available</p>	<p>Proactively monitor, update, and replace environmental equipment to ensure equipment protection and uptime to minimize end user impact and downtime</p>	<p>95%</p>	<p>99%</p>	<p>99.99%</p>
<p>ES16-7: Continue to provide friendly and helpful customer service</p>	<p>Improve customer service, including statically reporting, accurate billing, and client communications</p>	<p>70%</p>	<p>70%</p>	<p>90%</p>

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: INFORMATION SERVICES

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	83,207	89,754	119,050	119,050
Purchased Services	122,904	146,845	29,460	29,460
Fixed Charges	0	18,000	18,000	18,000
Capital	0	12,500	0	0
Gross County Cost	\$ 206,111	\$ 267,099	\$ 166,510	\$ 166,510
Revenue	60,663	50,000	50,000	50,000
Net County Cost	\$ 145,448	\$ 217,099	\$ 116,510	\$ 116,510
Budgeted Positions	0	0	0	0

SUMMARY OF CHANGES: The overall budget is down \$100,589. The big change is in Professional Service for imagery of \$135,000 in last year's budget is not needed in 2015. Computer Software is up \$29,250 primarily for ESRI and Geocortex maintenance costs. Printing for map books is budgeted at \$14,000. No equipment is needed in 2015 versus 2014 when \$12,500 was budgeted. Revenue is the same at \$50,000.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
# Parcels in Database	125,000	128,000	128,600
# Parcels Updated	600	600	600
# Available Coverage (Layers) in GIS	3,200	3,200	3,200
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.000	0.000	0.000
Per capita costs (County support)	\$0.54	\$0.79	\$0.41

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	178,811	0	0	0
Purchased Services	204,059	2,000,000	1,000,000	1,000,000
Fixed Charges	0	0	0	0
Capital	45,411	0	0	0
Gross County Cost	\$ 428,281	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000
Revenue	0	0	0	0
Net County Cost	\$ 428,281	\$ 2,000,000	\$ 1,000,000	\$ 1,000,000
Budgeted Positions	0	0	0	0

SUMMARY OF CHANGES: This budget provides the financial resources to pay for the upfront study costs and new technology or equipment identified in the process. As county departments identify opportunities to make improvements in their departments operations through a technology or other innovation investment, the department can tap into funds set aside in this budget for the technology and innovation projects. Long-term, the technology and innovation investments should provide a reasonable return on investment (ROI). The Board of Weld County Commissioners has approved the technology and innovation investment program and process for 2015.

To meet the County's goal of providing a reliable, 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 and best practices for business transformation and improved service delivery in the future significant capital resources have been budgeted in the Information Services budget in 2015. As a result only \$1,000,000 in 2015 is budgeted in the Innovation and Technology Projects budget unit due to the large investment in technology in the 2015 Information Technology budget unit.

The project submitted for 2015 include the list on the following page.

INNOVATION AND TECHNOLOGY PROJECTS (CONTINUED) 1000-17375

<u>DEPARTMENT</u>	<u>PROJECT</u>	<u>COST</u>
Building & Grounds/IT	Enterprise Solution: Video/Security Camera System	\$150,000
Sheriff's Office	Accreditation, Audit, & Risk Management System	7,700
Sheriff's Office	Analytic Workstations	23,100
Sheriff's Office	Free Standing CellSense Search System	31,396
Sheriff's Office	E-Ticket System for Traffic Unit	<u>28,694</u>
TOTAL		\$240,890

FINANCE/ADMINISTRATION RECOMMENDATION: The following are the recommendations:

Video/Security Camera System: Recommend funding to provide a countywide enterprise solution for the video/security camera systems existing in the county, such as in the jail and courts. Plus, accommodate future requests of Human Service, Health, Treasurer, Clerk and Recorder, etc.

Accreditation, Audit, & Risk Management System: Recommend funding the first year and then fund in the SO budget. The system will provide a more reliable, and current Offender Supervisor Bureau Procedure manual for officers to utilize. Should save time and costs and be a better system.

Analytic Workstations: Not recommended. Hopefully the new public safety information system will solve this issue. Not a good invest with the replacement of Spillman.

Free Standing CellSense Search System: Recommend funding the metal detection system for use in the jail and courthouse. The system is uses a much more effective metal detection technology than other devices. Should be cost effective and add safety to correctional officers, the courts, and the general public.

E-Ticket System for Traffic Unit: Not recommended. Currently APS system is used. With the replacement of Spillman the new public safety information system should have a good traffic citation component. Not a good invest with the replacement of Spillman.

BOARD ACTION: Projects approved by the Board were the Video/Security Camera System (\$150,000), Accreditation, Audit, & Risk Management System (\$7,000), and Free Standing CellSense Search System (\$31,396). The Analytic Workstations will be provided with the normal PC refresh funding. The Board left the entire \$1,000,000 in the budget as a contingency for unanticipated projects in 2015.

The Director of Finance will work with the Board and department to revamp this program to include other types of innovative county solutions or programs in 2015.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 202,718	\$ 191,586	\$ 191,586	\$ 196,566
Supplies	57,661	87,500	87,500	87,500
Purchased Services	55,344	86,180	86,180	86,180
Fixed Charges	375	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 316,098	\$ 365,266	\$ 365,266	\$ 370,246
Revenue	157,344	277,500	277,500	277,500
Net County Cost	\$ 158,754	\$ 87,766	\$ 87,766	\$ 92,746
Budgeted Positions	3	3	3	3

SUMMARY OF CHANGES: Final budget adjustments include an increase in salaries of \$4,980. No other changes.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

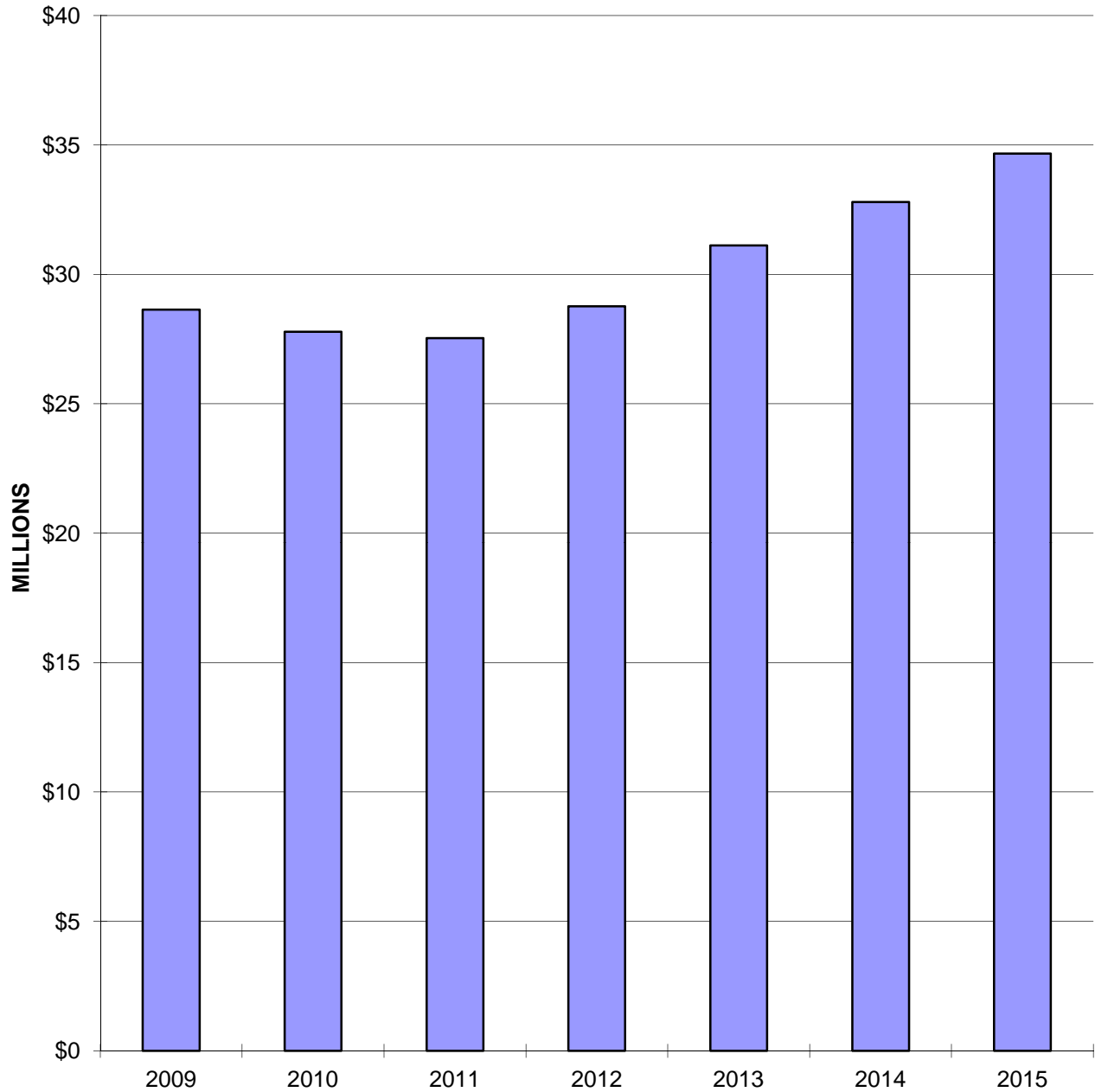
PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Print Orders	2,750	2,800	2,800
Mail Pieces	700,000	700,000	700,000
Supply Orders	1,250	1,300	1,400
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.111	0.109	0.106
Per Capita cost (county support)	\$0.587	\$0.319	\$.327

Goal ES17: Deliver timely, high quality and cost-effective printing and supply services to County departments.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES17-1: 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	\$ 27,731,556	\$ 29,056,670	\$ 29,069,256	\$ 30,322,638
Supplies	992,063	954,371	945,651	945,651
Purchased Services	6,716,247	6,494,909	6,759,153	7,232,086
Fixed Charges	24,129	-48,776	-48,406	-119,170
Capital	180,473	46,300	68,212	23,950
Gross County Cost	\$ 35,644,468	\$ 36,503,474	\$ 36,793,866	\$ 38,405,155
Revenue	4,168,696	3,705,663	3,530,895	3,738,971
Net County Cost	\$ 31,475,772	\$ 32,797,811	\$ 33,262,971	\$ 34,666,184
Budget Positions	347.25	356.25	356.25	366.25

SUMMARY OF CHANGES: See individual budget units

FINANCE/ADMINISTRATION RECOMMENDATION: See individual budget units.

BOARD ACTION: See Individual budget units.

**SHERIFF'S OFFICE
PUBLIC SAFETY BUREAU
COMBINED GOAL/DESIRED OUTCOMES
KEY PERFORMANCE INDICATORS**

Sheriff's Office Mission Statement: "The mission of the Weld County Sheriff's Office is to provide excellent customer service, improve quality of life, and protect the Constitutional rights of all people."				
Public Safety Bureau Mission Statement: "The Public Safety Bureau will work proactively with communities to build partnerships and solve problems"				
Goal PS PSB 1: Protecting the well being of the citizens of Weld County				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS PSB 1-1: Proactively work to reduce crime	(1) Total number of UCR coded Persons Crimes	(1) 75	(1) 70	(1) 71
	(2) Total number of UCR coded Property Crimes	(2) 750	(2) 739	(2) 844
	(3) Total NIBR reported crime for Weld County Sheriff's Office Jurisdiction	(3) 1,613	(3) 1,701	(3) 1,482
PS PSB 1-2: Identify crime trends and effectiveness of forensic science to reduce crime	(1) Total submissions to the crime lab	(1) 751	(1) 700	(1) 1875
	(2) Total cases generated	(2) 840	(2) 991	(2) 900
	(3) Total pieces of evidence processed	(3) 4,498	(3) 7,646	(3) 2,850
PS PSB 1-3: Traffic Safety	(1) Total traffic accidents in Sheriff's Office Jurisdiction	(1) 640	(1) 619	(1) 1607
	(2) Total traffic tickets	(2) 2,680	(2) 2,447	(2) 3,818
	(3) Total model traffic tickets	(3) 1,686	(3) 1,214	(3) 2,337
	(4) Total written warnings	(4) 2,268	(4) 5,260	(4) 1,824
	(5) Alcohol related crashes in Sheriff's Office Jurisdiction	(5) 32	(5) 30	(5) 24
	(6) Traffic fatalities	(6) 30	(6) 26	(6) 37
PS PSB 1-4: Recover victim property	(1) Maximize the rate of property recovery by monitoring the reported value of recovered property in relation to the reported value of stolen property (reported in NIBR for Sheriff's Office jurisdiction)	Recovered \$1,139,650 Stolen \$3,938,174 Rate 30%	Recovered \$1,342,197 Stolen \$4,331,191 Rate 31%	Recovered \$542,330 Stolen \$1,838,304 Rate 30%
PS PSB 1-5: Service of civil process	(1) Total civil process served/attempted	(1) 6,622	(1) 6,514	(1) 6,595
	(2) Total civil process served by public safety deputies.	(2) 1350	(2) 855	(2) 357

**SHERIFF'S OFFICE
PUBLIC SAFETY BUREAU
COMBINED GOALS/DESIRED OUTCOMES
KEY PERFORMANCE INDICATORS**

Goal PS PSB 2: Establish and maintain meaningful communication with the citizens of Weld County				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS PSB 2-1: Inform victims of restorative services available to them in the community	(1) Advocate contacts for Sheriff's Office Service area	(1) 952	(1) 730	(1) 822
PS PSB 2-2: Appropriate dissemination of public safety information	(1) Number of required violent sexual offender notifications. (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. (3) Number of reverse 911 calls (4) Number of press releases	(1) 0 (2) 170 (3) 1 (4) 64	(1) 0 (2) 170 (3) 1 (4) 80	(1) 0 (2) 200 (3) 3 (4) 59
PS PSB 2-3 Establish and maintain law enforcement partnerships with the community	(1) Total number of people graduating from citizen's academy per year. (2) Monitoring of total number of community events and public demonstrations. (events/hours dedicated)	(1) 20 (2) 308/1412	(1) 25 (2) 308/1412	(1)36 (2)254/956

*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.

SHERIFF'S OFFICE
OFFENDER SUPERVISION BUREAU
COMBINED GOAL/DESIRED OUTCOMES
KEY PERFORMANCE INDICATORS

Mission Statement: To accept and lawfully hold prisoners in a safe, humane and wholesome environment that returns people to the community better, or no worse, than they arrived.				
Goal PS OSB 1: Lawfully hold prisoners in a safe and humane environment.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS OSB 1-1: Inmates comply with facility rules and regulations	(1) The number of rule violations in the past 12 months divided by the average daily jail population in the past 12 months	3.41	3.50	3.50
	(2) The number of violent infractions in the past 12 months divided by the average daily jail population in the past 12 months	.79	.75	.75
PS OSB 1-2: Food service operations are hygienic, sanitary and provide a nutritional diet	(1) The number of documented inmate illnesses attributed to food service operations in the past 12 months divided by the average daily jail population in the past 12 months	0.0	0.0	0.0
	(2) The number of inmate grievances about food service decided in favor of the inmate in the past 12 months divided by the average daily jail population in the past 12 months	.060	.045	.050
PS OSB 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	91.6%	92.1%	92.1%
	(2) The number of inmate grievances about crowding and housing conditions decided in favor of the inmate in the past 12 months divided by the average daily jail population in the past 12 months	.009	.010	.010
PS OSB 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 in the past 12 months divided by the average daily jail population in the past 12 months	.18	.19	.21
	(2) The number of inmate deaths due to suicide or homicide in the past 12 months divided by the average daily jail population in the past 12 months	0.0	0.0	0.0
	(3) The number of prescriptions written in the past 12 months divided by the average daily jail population in the past 12 months	25.6	25.5	25.5

SHERIFF'S OFFICE
OFFENDER SUPERVISION BUREAU
COMBINED GOALS/DESIRED OUTCOMES
KEY PERFORMANCE INDICATORS

<p>PS OSB 1-5: Inmates have opportunities to improve themselves while confined</p>	<p>(1) The number of inmates participating in the Right to Read program while confined in jail the last 12 months divided by the number of inmates sentenced to jail 6 months or more in the past 12 months</p> <p>(2) The number of inmates graduating the Right to Read program while confined in jail the last 12 months divided by the number of inmates sentenced to jail 6 months or more in the past 12 months</p>	<p>0%</p> <p>0%</p>	<p>45.1%</p> <p>30.0%</p>	<p>75.0%</p> <p>50.0%</p>
<p>Goal PS OSB 2: Maintain a continuum of effective jail alternatives that offer a range of sentencing and pre-adjudication options to secure custody.</p>				
<p>DESIRED OUTCOMES</p>	<p>PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)</p>	<p>ACTUAL</p>	<p>ESTIMATED</p>	<p>PROJECTED</p>
<p>PS OSB 2-1: Secure county jail beds are used efficiently and effectively</p>	<p>(1) The average daily population of work release and electronic home detention programs in the past 12 months divided by the average daily population of all offenders supervised by the Sheriff's Office in the past 12 months</p> <p>(2) The number of offenders released from jail within 24 hours of admission in the past 12 months divided by the number of jail admissions in the past 12 months</p> <p>(3) The number of jail bed days used for pre-trial detention by the county/district courts in the past 12 months divided by the total number of jail bed days in the past 12 months</p> <p>(4) The number of jail bed days used for jail sentences by the county/district courts in the past 12 months divided by the total number of jail bed days in the past 12 months</p> <p>(5) The number of jail bed days used by other than the county/district courts in the past 12 months divided by the total number of jail bed days in the past 12 months</p>	<p>30.2%</p> <p>38.9%</p> <p>60.1%</p> <p>35.7%</p> <p>4.2%</p>	<p>29.0%</p> <p>39.2%</p> <p>60.5%</p> <p>36.0%</p> <p>3.5%</p>	<p>29.5%</p> <p>40.1%</p> <p>60.5%</p> <p>36.5%</p> <p>3.9%</p>
<p>PS OSB 2-2: Jail alternative programs effectively supervise clients in the community</p>	<p>(1) The number of clients successfully completing the work release program in the past 12 months divided by the number of clients admitted to the work release program in the past 12 months</p> <p>(2) The number of clients successfully completing the electronic home monitoring program in the past 12 months divided by the number of clients admitted to the electronic home monitoring program in the past 12 months</p>	<p>88.4%</p> <p>97.4%</p>	<p>85.0%</p> <p>98.0%</p>	<p>85.5%</p> <p>98.5%</p>

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Sheriff's Administration - - 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, but are not limited to, professional standards and internal affairs, clerical staff support, staff training, agency procurement, Human Resources Department support, recruiting, selection, personal uniform and equipment issue, agency service billing, civil process service and lobby counter service access to the public.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,252,102	\$ 1,766,359	\$ 1,766,359	\$ 1,836,709
Supplies	165,899	155,858	187,811	187,811
Purchased Services	498,189	133,089	133,358	133,358
Fixed Charges	86	0	0	0
Capital	7,044	0	0	0
Gross County Cost	\$ 1,923,320	\$ 2,055,306	\$ 2,087,528	\$ 2,157,878
Revenue	482,403	463,500	420,207	420,207
Net County Cost	\$ 1,440,917	\$ 1,591,806	\$ 1,667,321	\$ 1,737,671
Budget Positions	20.0	22.0	22.0	23.0

SUMMARY OF CHANGES: The \$32,000 increase in Supplies is primarily attributable to an increase in the uniform budget for the Sheriff's Office that is intended to be an accurate reflection of necessary purchases involving ongoing uniform and vest costs of 2015 new hires.

The \$43,293 decrease in revenue is due to the predicted decrease in civil process papers received and concealed weapons permits issued by the County for 2015.

Final budget adjustments include an increase in salaries of \$70,350.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended. Salary and benefit amounts reflect the Sheriff's \$140,000 salary amount approved by the County Council October 20, 2014. On November 24, 2014, the Board approved a Business Manager position (\$85,733).

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Civil Process Received	7,401	7,656	7,203
Concealed Weapon Permits Issued	937	3,865	3,504
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.739	0.799	0.811
Per Capita Net County Cost	\$5.29	\$5.78	\$6.21

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Public Safety Bureau and Offender Supervision Bureau Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 5,930,131	\$ 6,271,575	\$ 6,271,575	\$ 6,388,233
Supplies	261,730	298,148	299,744	299,744
Purchased Services	988,571	960,840	966,476	1,511,542
Fixed Charges	3,810	0	870	870
Capital	0	35,000	0	0
Gross County Cost	\$ 7,184,242	\$ 7,565,563	\$ 7,538,665	\$ 8,200,389
Revenue	89,544	41,040	41,040	41,040
Net County Cost	\$ 7,094,698	\$ 7,524,523	\$ 7,497,625	\$ 8,159,349
Budgeted Positions	63.75	64.75	64.75	65.75

SUMMARY OF CHANGES: Supplies are up \$1,596 due to increase of \$4,040 for computer software and attachments offset by a drop in small items of equipment of \$2,181, and uniforms of \$263. Purchased Services increased \$5,636 primarily in contract service for the evidence contract. Capital is down \$35,000 with no capital requests for 2015. Revenue is unchanged at \$41,040.

Final budget adjustments include an increase in salaries of \$116,658.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

Since the Sheriff's Office is the user of the service of the Records IGA with the City of Greeley it may be more appropriate to place the contract amount of \$545,066 in the Sheriff's Operations budget (1000-21200) and have the Sheriff's Office be the administrator of the contract, instead of being funded in the Criminal Justice Information System budget (1000-22400). Policy issue.

BOARD ACTION: Board approved moving the criminal records contract amount with the City of Greeley from the Criminal Justice Information System budget (1000-22400-6373) to the Sheriff's Operations budget, since the Sheriff's Office is the user of the services and monitors the contract performance. \$545,066 will be transferred to account 1000-21200-6373. On November 24, 2014, the Board approved a Public Safety Bureau Quartermaster position (\$69,769). All other items approved as recommended.

SHERIFF'S OPERATIONS (CONTINUED) 1000-21200

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Adult Arrest	726	739	752
Juvenile Arrest	37	45	53
Total Citations*	522	588	654
Dispatched Calls for Service	42,769	42,741	42,712
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	2.39	2.35	2.32
Per capita net cost	\$26.16	\$27.33	\$28.78

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Public Safety Bureau Goals following Sheriff's Office Summary page.

*Traffic citations have been removed from the Total Citations category since they are reported in PS PSB 1-3. These numbers now reflect only criminal citations.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Traffic Enforcement - - 1000-21210

DEPARTMENT DESCRIPTION: Provide traffic enforcement on county roads, and public education on traffic safety.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 806,383	\$ 886,878	\$ 879,464	\$ 926,465
Supplies	52,739	29,895	38,332	38,332
Purchased Services	114,278	170,601	167,573	167,573
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 973,400	\$ 1,087,374	\$ 1,085,369	\$ 1,132,370
Revenue	165,091	297,500	165,500	165,500
Net County Cost	\$ 808,309	\$ 789,874	\$ 919,869	\$ 966,870
Budget Positions	10.0	10.0	10	10

SUMMARY OF CHANGES: Supplies are up \$8,437 for small items of equipment. Purchased Services are down \$3,028 with printing down \$375, repair and maintenance \$500, travel \$990, and tuition \$1,163.

A large decrease in revenue was realized in the first half of this year due to FTE vacancies in the Public Safety Bureau. As the department fills these vacancies and implement a new targeted approach to traffic enforcement, revenues are predicted to climb. However, they are estimated to be down \$132,000 from the 2014 budgeted amount and more reflective of actual revenue amounts in 2013.

Final budget adjustments include an increase in salaries of \$47,001.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Fines have dropped dramatically since 2010 when they were \$498,501, and in 2011 when they were \$365,933. The Sheriff may want to exam the philosophy of fines in relationship to traffic enforcement. When the traffic unit was created it was funded with an expectation that fines would support close to half of the costs of the program. It appears that due to staffing shortages the traffic unit is being used to supplement the patrol division.

BOARD ACTION: Approved as recommended.

**TRAFFIC CONTROL
(CONTINUED)
1000-21210**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Total Traffic Stops	9,070	6,638	8,038
MTC Tickets Issued	1,560	2,860	2,337
Total Traffic Warnings	1,940	1,701	1,824
Accident Reports Investigated	1,790	1,637	1,607
Alcohol Related Driving Investigations	101	108	115
Certified VIN Inspections	87	110	133
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.36	.36	.35

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Public Safety Bureau and Offender Supervision Bureau Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Contract Services - - 1000-21220

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 926,754	\$ 802,623	\$ 802,623	\$ 1,143,899
Supplies	40	6,500	6,500	6,500
Purchased Services	70,709	105,134	113,070	134,175
Capital	0	0	0	0
Contra	0	0	0	-70,764
Gross County Cost	\$ 997,503	\$ 914,257	\$ 922,193	\$ 1,213,810
Revenue	1,017,524	956,653	956,653	1,163,650
Net County Cost	\$ - 20,021	\$ -42,396	\$ -34,460	\$ 50,160
Budgeted Positions	9.5	9.5	9.5	12.5

SUMMARY OF CHANGES: The only increase in the budgeted expenses is for fuel costs of \$7,936, otherwise no change.

On August 4, 2014, the Board approved an IGA with School District RE-1 to provide three additional School Resource Officers to provide services during the school year to the school district. The IGA is for a total amount of \$206,997. The contract rate is \$53.24 an hour, 8 hours a day for 162 days. Three FTE will be added with the IGA covering 2.34 FTE. The 0.66 FTE that is unfunded will be used to cover or eliminate overtime that is currently being covered by current employees. The 2015 Final Budget amount will need to be adjusted accordingly.

Final budget adjustments include an increase in salaries of \$84,620.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: The final budget includes the addition of the three FTE to accommodate the IGA with School District RE-1 to provide three additional School Resource Officers to provide services during the school year to the school district. Purchased Services for vehicles increased \$21,105. Contra account to charge the North Jail for the officers time not spent as School Resource Officer is up \$70,764, and revenues are up \$206,997. No other changes.

**CONTRACT SERVICES
(CONTINUED)
1000-21220**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of Dispatched calls	5,950	8,890	10,500
Number of Case Reports	1,123	1,360	1,597
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.351	0.351	0.441
Per capita cost (county support)	\$ -0.073	\$- 0.15	\$ 0.17

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Public Safety Bureau 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.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 172,389	\$ 171,471	\$ 171,471	\$ 179,300
Supplies	3,447	6,115	4,700	4,700
Purchased Services	105,158	123,495	124,698	124,698
Fixed Charges	- 85,000	-85,000	-85,000	-85,000
Capital	0	0	0	0
Gross County Cost	\$ 195,994	\$ 216,081	\$ 215,869	\$ 223,698
Revenue	0	0	0	0
Net County Cost	\$ 195,994	\$ 216,081	\$ 215,869	\$ 223,698
Budgeted Positions	3.0	3.0	3.0	3.0

SUMMARY OF CHANGES: Only changes are a \$1,000 increase to charges related to impounding of animals and postage increase of \$300, which were offset by a decrease in supplies of \$1,415 and tuition of \$97.

Final budget adjustments include an increase in salaries of \$7,829.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended. In 2015 the department will not be using the Longmont Animal Shelter, only the Weld County Humane Society's shelter.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of dispatched calls	3,121	2,404	2,200
Animals Transported to Shelter	495	485	475
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.110	0.109	0.106
Per capita cost (county support)	\$0.72	\$0.78	\$0.79
Miles Driven per Call for Service	30.14	40.51	49.51

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Public Safety Bureau 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, City of Loveland, City of Fort Collins, Larimer County and Weld County. The five entities also have agreements for services on a contract basis. The laboratory provides forensic analysis of evidence in forensic computer analysis, latent prints, shoe and tires, controlled substances and fire debris. It also has a DNA position assigned to the Denver CBI facility performing DNA analyses for Weld County in that lab. The laboratory meets the stringent requirements necessary for accreditation by the American Society of Crime Lab Directors.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 171,028	\$ 223,476	\$ 223,476	\$ 229,775
Supplies	152,594	17,800	18,350	18,350
Purchased Services	57,494	52,943	80,080	80,080
Fixed Charges	31,124	31,124	31,124	31,124
Capital	116,786	11,300	8,500	8,500
Gross County Cost	\$ 529,026	\$ 336,643	\$ 361,530	\$ 367,829
Revenue	317,389	134,595	134,595	135,674
Net County Cost	\$ 211,637	\$ 202,048	\$ 226,935	\$ 232,155
Budget Positions	2.0	2.0	2.0	2.0

SUMMARY OF CHANGES: There is an additional \$12,572 added to address the additional training needs for both DME and DNA. In addition, there have been increases of \$16,600 in the cost of maintenance on software dongles and instruments that the lab will need to pay to continue to provide case work for the requesting agencies. Supplies are up \$550, books \$500, and registrations \$165. These increases are offset by a reduction in phones (\$2,500), publications (\$1,200), and computers (\$2,000). Net increase in the amount of expenditures is \$24,887. Revenues are \$134,595.

Final budget adjustments include an increase in salaries of \$6,299.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The federal grant for maintenance costs of the regional crime lab facility has been extended to cover the costs for 2015. Beginning in 2016 all participating agencies anticipate budgeting for their share of the facility maintenance costs. Crime Lab maintenance costs are accounted for in Fund 5200.

There are 16.5 FTE operating out of the lab from the following agencies: Weld County 3.5, Greeley 3.5, Fort Collins 2.5, Larimer County 2, Loveland 1.5, and CBI 3.5.

BOARD ACTION: Revenue was increased \$1,079 due to IGA with the City of Greeley. All other items approved as recommended.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			2015
Cases/items completed – drugs and arson computer forensics, latent prints, shoe and tire tracks, DNA	307/493	260/1,200 WCSO/GPD only	360/1,,500 WCSO/GPD only
		900/2,600 all lab staff except CBI	1000/2,900 all lab staff except CBI
Court Testimony	24 appearances	16 appearances	24 appearances
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.074	.073	.071
Per capita cost (county support)	\$0.78	\$0.73	\$0.82
<u>Effectiveness Measures (desired results)</u>			
Quality Audit	6	6	6
Proficiency Testing (Test Run/Errors)	5/0	7/0	8/0

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Public Safety Bureau Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 112,128	\$ 130,828	\$ 130,828	\$ 133,104
Supplies	8,676	2,500	1,400	1,400
Purchased Services	2,341	28,819	30,319	30,319
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 123,145	\$ 162,147	\$ 162,547	\$ 164,823
Revenue	62,443	62,800	63,300	63,300
Net County Cost	\$ 60,702	\$ 99,347	\$ 99,247	\$ 101,523
Budgeted Positions	2.0	2.0	2.0	2.0

SUMMARY OF CHANGES: An increase in mileage up \$1,250 and meeting expense up \$750 for volunteers is offset with a reduction in supplies (\$1,100), memberships (\$100), and postage (\$400) for a net increase in expenses of \$400.

Revenues are up \$500 in funds from municipalities of \$2,500, and a VALE grant of \$60,800, which is the same as the current year.

Final budget adjustments include an increase in salaries of \$2,276.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of victims and witnesses served	1,102	952	822
Victims served per 10,000/capita	38.87	33.58	28.99
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.074	0.073	0.071
Per capita cost (county support)	\$0.22	\$0.36	\$0.36

***Above figures were adjusted to more accurately reflect current trends.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Public Safety Bureau Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 98,570	\$ 112,144	\$ 112,144	\$ 121,557
Supplies	35,126	0	0	0
Purchased Services	28,565	0	0	0
Fixed Charges	70,248	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 232,509	\$ 112,144	\$ 112,144	\$ 121,557
Revenue	63,711	0	0	0
Net County Cost	\$ 168,798	\$ 112,144	\$ 112,144	\$ 121,557
Budgeted Positions	1.0	1.0	1.0	1.0

SUMMARY OF CHANGES: Final budget adjustments include an increase in salaries of \$9,413. No other changes.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Criminal Cases Opened	169	205	232
Drug Arrests	194	254	311
Search Warrants Executed	33	42	48
Cocaine Seizures (Kilos)	4	8	9
Methamphetamine Seizures (Pounds)	10	13	16
Marijuana Seizures (Pounds)	125	163	217
Meth Lab Seized	0	0	0
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.037	0.036	.035
Per capita cost (county support)	\$0.40	\$0.41	\$0.43

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Public Safety Bureau Goals following Sheriff's Office Summary page.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: North Jail Complex - - 1000-24410

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. Professional jail support services, such as, medical care, food preparation, and facility programming are provided to meet these mandates.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 15,349,205	\$ 15,625,927	\$ 15,638,927	\$ 16,199,983
Supplies	270,807	370,263	342,364	342,364
Purchased Services	4,215,904	4,201,438	4,417,141	4,323,903
Fixed Charges	3,861	5,100	2,200	2,200
Capital	50,744	0	15,450	15,450
Gross County Cost	\$ 19,890,521	\$ 20,202,728	\$ 20,416,082	\$ 20,883,900
Revenue	1,075,384	785,250	785,250	785,250
Net County Cost	\$ 18,815,137	\$ 19,417,478	\$ 19,630,832	\$ 20,098,650
Budgeted Positions	197.0	204.0	204.0	209.0

SUMMARY OF CHANGES: An increase of \$13,000 in Personnel Services reflects an increase in overtime based upon use. The increase in Purchased Services of \$215,703 reflects an increase in contracted medical services of \$160,755, and other professional services including contracted food services being up \$59,351. Due to cost reductions in Supplies of \$27,899, Fixed Charges of \$2,900 and Capital Equipment being down \$15,450 the net requested increase is \$213,354. Revenue is unchanged. Final budget adjustments include an increase in salaries of \$268,598.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Overtime seems justified based upon use pattern and anticipated cost-of-living. Increases are inflationary trends for medical and food services, plus anticipated increase in inmate population.

BOARD ACTION: Due to the IGA with School District RE-1 to provide School Resource Officers (SRO) for nine-months of the year the three officers will be used to fill in for overtime positions in the jail during the time not required to do SRO duties. As a result, overtime was reduced (\$70,764). The jail medical contract cost of living adjustment is \$93,238 less than budgeted in the proposed budget, so the amount has been reduced in the final budget.

Board approved the transfer of 5 FTE for the custodian/maintenance jail inmate supervision function to the Centennial Jail budget from Building and Grounds. The positions are one Custodial/Maintenance Manager (Grade 21) and four Custodial/Maintenance Work Crew Supervisors (Grade 15) for a total cost of \$292,458. On November 24, 2014, the Board approved the upgrade of four Office Techs to Booking Technician II (Grade 15), and previous Booking Tech II positions were moved to Booking Tech III positions (Grade 18) for a cost of \$36,391. All other items were approved as recommended.

**NORTH JAIL COMPLEX
(CONTINUED)
1000-24410**

**COMBINED PERFORMANCE MEASURES
FOR ALL OFFENDER SUPERVISION**

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Avg. Secure Jail Population Daily	577	630	630
Avg. Work Release Clients Daily	183	185	195
Avg. Electronic Home Monitoring Daily	67	70	75
Total Offenders Under Supervision Daily	827	885	900
All Offenders Processed Into Facilities	12,621	13,650	14,500
Number of Offenders Transported to Court Appearances	19,050	19,500	20,000
New Correctional Officers Entering Basic Training	48	45	45
<u>Efficiency Measures</u>			
Offender Supervision FTE's per 10,000 Capita	8.68	8.85	8.54
Per capita net cost	\$75.92	\$78.68	\$81.37
Avg. Medical Cost Per Inmate Daily	\$15.58	\$13.98	\$14.27
Avg. Food Cost Per Inmate Daily	\$3.30	\$3.17	\$3.29
Secure Facility Occupancy Rate	92%	92%	92%

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Offender Supervision Bureau Goals on page prior to North Jail Complex (1000-24410) Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Centennial Jail - - 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 budget unit supports the resources to comply with all of these requirements. Section 18-1.3-106, C.R.S., allows for the operation of jail alternative programs to be used by the court in sentencing, and Section 16-4-105, C.R.S., provides for the operation of a pre-trial supervision program. Jail alternative programs operate within this budget unit.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,912,866	\$ 3,065,389	\$ 3,072,389	\$ 3,163,613
Supplies	41,005	67,292	46,450	46,450
Purchased Services	645,038	718,550	726,438	726,438
Fixed Charges	0	0	2,400	2,400
Capital	5,899	0	44,262	0
Gross County Cost	\$ 3,604,808	\$ 3,851,231	\$ 3,891,939	\$ 3,938,901
Revenue	895,207	964,325	964,350	964,350
Net County Cost	\$ 2,709,601	\$ 2,886,906	\$ 2,927,589	\$ 2,974,551
Budgeted Positions	38.0	38.0	38.0	38.0

SUMMARY OF CHANGES: An overall requested increase includes \$7,000 in Personnel Services for overtime. Capital Equipment is up \$44,262 for replacement of obsolete equipment. Fixed Charges for equipment rental is up \$2,400. Purchased Services are up \$7,888 for phones and transportation costs. Due to cost reductions in Supplies of \$20,842 the net requested increase is \$40,683.

Final budget adjustments include an increase in salaries of \$91,224.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. All increases appear justified in looking at the detail of the requests.

BOARD ACTION: The Ten Printer/Live Scan equipment requested for 2015 was purchased in 2014, so the amount of \$44,262 in capital was reduced to zero in the final budget. All other items were approved as recommended.

PERFORMANCE MEASURES: Included in North Jail Complex (1000-24410) Summary.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Offender Supervision Bureau Performance Indicators.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

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

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

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

SUMMARY OF CHANGES: Current trends do not indicate there will be a need for contracted jail space to supplement on-site jail capacity. This indication, however, is based upon reasonable forecasts about the future and does not account for unforeseen impacts on jail utilization during 2015.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES: See North Jail budget for details.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Offender Supervision Bureau Performance Indicators.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COMMUNICATIONS

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,510,507	\$ 5,699,696	\$ 5,080,831	\$ 5,080,831
Supplies	116,733	14,445	27,225	27,225
Purchased Services	2,842,195	1,548,613	1,827,156	1,866,998
Fixed Charges	40,185	0	0	0
Contra Account	-1,356,697	0	0	0
Capital	5,788	0	245,640	51,563
Gross County Cost	\$ 3,158,711	\$ 7,262,754	\$ 7,180,852	\$ 7,026,617
Revenue	673,366	2,577,327	2,786,075	2,925,755
Net County Cost	\$ 2,485,345	\$ 4,685,427	\$ 4,394,777	\$ 4,100,862
Budgeted Positions	0	61	61	61

SUMMARY OF CHANGES: This budget includes all costs for the WCRCC. Personnel Services is down \$618,865 due to realignment of communications and public safety IT staff, reduced overtime, and benefit adjustments. The 2015 budget fully funds the 61 FTE, necessary overtime, and benefits.

Supplies are up \$12,780 to reflect what is required after one year experience in operating WCRCC. Purchased Services are up \$278,543 primarily due to phone costs being up \$106,510 for the back-up center, and Motorola maintenance costs are \$153,991 for additional consoles in the back-up center. Small items of equipment include \$4,830 for computer tablets, \$23,810 for fire and law quality assurance software, and \$217,000 for SMART 911.

The County, with the recommendation of the Communications Advisory Board, has developed and approved a formula for charging WCRCC user agencies. The method charges a flat rate per call over certain thresholds for fire and police calls averaged over four years. For 2015, user agencies will be charged \$340,648 per the formula adopted. With the transfer of the Weld County Paramedic Service to NCMC, Inc/Banner Health May 7, 2012, Banner will reimburse the county for dispatch service according to the formula in the amount of \$362,155 for 2015. In addition, the County recovers \$2,026,158 from E911. The county will earn \$57,114 from tower rental leases. Total revenues for 2015 will be \$2,786,075.

COMMUNICATIONS (CONTINUED) 1000-22100

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The funding of a part time administrative position for the Front Range Communications Consortium is not included in the budget, but can be added in the final budget, if it is decided to by the Board to fund the position. (Note: This was funded in 2014 via a personal services contract).

BOARD ACTION: Revenues were increased by \$68,700 for reimbursement of tokens by outside agencies, \$15,000 for maintenance and \$55,980 for repayment of the Mt. View Fire tower costs. Maintenance for the Mt. View Fire tower is up \$30,000, MOE redundant path for FRRC is up \$10,600, Motorola maintenance costs are down \$61,007 with the five-year contract, and cell phone costs are up \$3,400. The E911 Authority Board did not approve the 911Smart software (\$217,000), but did add \$22,923 for incident command center screens. All other items approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
E-911 Calls	105,765	108,900	112,000
Non-911 Calls	216,946	223,000	229,000
CAD Incidents for Law and Fire/Ambulance	303,352	312,000	321,000
EMD Calls	19,564	20,700	21,735
ARS Documents Transcribed (Weld only)	12,522	13648	14,876
Warrants Processing Activity (County Wide)	10,000	11,038	12,000
Citations Processed (Weld only)	3,898	4,000	4,080
<u>Efficiency Measures</u>			
FTE's per 10,000 per Capita	2.07	2.23	2.15
Per Capita Cost - Operating Budget	\$9.18	\$17.02	\$14.47
EMD Call per FTE	408	431	452
CAD Incident per FTE	6,320	6,500	6,688
ARS Document transcribed per FTE	2,170	2,212	2,300

**COMMUNICATIONS
(CONTINUED)
1000-22100**

Goal PS1: To answer 100% of 911 calls within 15 seconds.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS1-01: Improved customer service in the most critical component of emergency dispatch services	Percentage of calls answered within 15 seconds	99%	99%	99%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COMMUNICATIONS

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	56,810	0	0	0
Purchased Services	17,464	0	0	0
Fixed Charges	0	0	0	0
Capital	457,163	50,000	50,000	50,000
Gross County Cost	\$ 531,437	\$ 50,000	\$ 50,000	\$ 50,000
Revenue	0	0	0	0
Net County Cost	\$ 531,437	\$ 50,000	\$ 50,000	\$ 50,000
Budgeted Positions	0	0	0	0

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

At the end of 2015 there will be a reserve of \$2,850,000 in the Capital Expenditure Fund for communications equipment, and the E911 Authority will have a reserve of approximately \$1.43 million.

For 2015 only \$50,000 is budgeted for unanticipated Communications equipment for tower equipment or radios.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COMMUNICATIONS

BUDGET UNIT TITLE AND NUMBER: Criminal Justice Information System - - 1000-22400

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 662,017	\$ 766,111	\$ 766,111
Supplies	0	0	15,810	15,810
Purchased Services	1,610,564	830,612	1,091,075	546,009
Fixed Charges	0	0	0	0
Contra Account	-31,124	0	-519,954	-519,954
Capital	0	0	166,678	166,678
Gross County Cost	\$ 1,579,440	\$ 1,492,629	\$ 1,519,720	\$ 974,654
Revenue	7,259	312,991	311,973	311,973
Net County Cost	\$ 1,572,181	\$ 1,179,638	\$ 1,207,747	\$ 662,681
Budgeted Positions	0	7.0	7.0	7.0

SUMMARY OF CHANGES: On May 3, 1993, Weld County entered into a contract with the City of Greeley to operate and maintain the criminal records management system and Criminal Justice Information Center. On July 7, 2010, the contract was updated to continue the arrangement. In 2013, the contract was updated to continue the arrangement, except Weld County will manage the public safety information system under the management of the Director of Public Safety Communications. There are 7 FTE assigned to maintain the public safety information at a cost of \$766,111.

Supplies are funded at \$15,810. Purchased Services include \$35,000 for training, software maintenance costs of \$495,871, phone costs of \$9,024, and records management costs from Greeley. Records management costs are allocated based upon resources used by each agency being served. A cost allocation system formula and methodology agreed to by the City of Greeley Finance Director and the Weld County Director of Finance and Administration is applied annually to allocate costs. The County shall pay the total costs for its share of utilization. Weld County's share for 2015 will be \$545,066 for Records or 29%.

Capital costs include \$154,557 for computer equipment, and \$12,121 for software purchases. Charge backs to E911 for information services total \$519,954 or 35% of the costs. Revenue in the amount of \$311,973 from the City of Greeley for their share (21%) of information services for Records. Net county costs are up \$28,109.

**CRIMINAL JUSTICE INFORMATION
(CONTINUED)
1000-22400**

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Since the Sheriff's Office is the user of the service of the Records IGA with the City of Greeley it may be more appropriate to place the contract amount of \$545,066 in the Sheriff's Operations budget (1000-21200) and have them be the administrator of the contract, instead of being funded in this budget. Policy issue.

BOARD ACTION: Board approved moving the criminal records contract amount with the City of Greeley from this budget to the Sheriff's Operations budget, since the Sheriff's office is the user of the services and monitors the contract performance. \$545,066 will be transferred to account 1000-21200-6373. All other items approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
ARS documents transcribed	44,808	45,870	47,050
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.000	0.254	0.247
Per capita cost (county support)	\$5.81	\$4.28	\$2.33

GOALS/DESIRED OUTCOMES/PERFORMANCE INDICATORS: Same as Budget Unit 1000-22100.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: GENERAL SERVICES

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 526,356	\$ 534,361	\$ 566,218	\$ 607,265
Supplies	11,341	26,800	26,800	26,800
Purchased Services	243,417	282,200	282,200	282,200
Fixed Charges	48	0	0	0
Capital	0	0	29,649	29,649
Gross County Cost	\$ 781,162	\$ 843,361	\$ 904,867	\$ 945,914
Revenue	545	500	500	500
Net County Cost	\$ 780,617	\$ 842,861	\$ 904,367	\$ 945,414
Budgeted Positions	6.5	6.5	7	7

SUMMARY OF CHANGES: Personnel Services are up \$31,857 in order to move the 0.5 FTE Office Tech III to full-time. The workload of the office keeps growing and this will allow the Office Tech to assume clerical duties that are currently being done by the Coroner and Deputy Coroners.

No changes in the supplies or purchased services. Under capital a new Power Load system for the Coroner vehicle is requested (\$29,649).

Final budget adjustments include an increase in salaries of \$41,047.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Moving the part-time clerical position to a full-time position to cope with the workload makes the most management sense regarding staffing and is recommended. Making use of a Power Load System in the Coroner vehicles will improve safety and reduce the likelihood of a disabling employee back injury while attempting to load a decedent into or out of Coroner vehicles.

BOARD ACTION: Approved as recommended including moving the 0.5 FTE Office Tech III to full-time, and the purchase of the new Power Load system for the Coroner vehicle.

CORONER (CONTINUED) 1000-23200

PERFORMANCE MEASURES

	<u>2013</u> <u>ACTUAL</u>	<u>2014</u> <u>ESTIMATED</u>	<u>2015</u> <u>PROJECTED</u>
<u>Work Outputs</u>			
Total Number of cases	1,115	1,150	1,300
Number of scene investigations	460	460	500
Number of full autopsies	160	160	175
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.244	0.236	0.247
Per capita cost (county support)	\$2.88	\$3.06	\$3.33
Cost per autopsy (contractor)	\$925	\$925	\$1,060

Goal PS2-1: Continually adjust to meet readiness and service needs				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS2-1-1: Initiate an employee engagement survey	In order to be tuned in to the "voice of the employee" and ensure that valued employees are engaged with the organization	In development	80%	100%
PS2-1-2 Annual Meetings with area funeral homes	Meet service expectations and maintain excellent working relationships	100%	Completed for 2014	Annual
PS2-1-3 Monitor overtime levels and adjust work hours	Safety measure to address employee fatigue while performing high-risk and high accuracy tasks	Ongoing	Continuous monitoring	Continuous monitoring
PS2-1-4 Conversion to Spillman Database operating system	Provide for continuity of system performance and integration of information with other peace officers	100%	Completed in April 2014	Completed
PS2-1-5 Complete/update the Coroner Department Strategic Plan	Publish the plan: Mission, Vision, Values, and goals	100%	Completed in May 2014	Completed
PS2-1-6 Change and modify staffing model as needed	Achieve safety and wellness objectives for staff; and improve quality of life	100%	Completed in January 2014	Continuous monitoring

**CORONER
(CONTINUED)
1000-23200**

Goal PS2-2: Employee Development				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS2-2-1: Coroner only – Meet the 20 CEU requirement of State law	Continuing education for the coroner is a requirement of Colorado Law: CRS 30-10-601.8 requires that “each coroner shall complete a minimum of <i>twenty hours</i> of in-service training	100%	CEU requirement was met as of June 2014	Annual requirement
PS2-2-2 All ABMDI investigators – Meet the 5-year; 45-hours of CEU under ABMDI requirements	Continuing education for those ABMDI certified investigators is a requirement of the certification body.	100% for current ABMDI investigators	100%	Recertification requirement
All State certified investigators – Meet the 4-year; 64 hours of CEU under Colorado Coroner Association requirements	Continuing education under the CCA is a requirement of the certification body.	100% current for all investigators	100%	Recertification requirement
Complete a continuing education path for new personnel	Having a certification and competency path is a new requirement of State Law	In development	100% by 11/30/14	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: JUSTICE SERVICES

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 495,396	\$ 569,543	\$ 757,879	\$ 783,350
Supplies	6,238	16,000	17,000	17,000
Purchased Services	50,363	36,577	36,577	36,577
Gross County Cost	\$ 551,997	\$ 622,120	\$ 811,456	\$ 836,927
Revenue	27,363	25,000	30,000	30,000
Net County Cost	\$ 524,634	\$ 597,120	\$ 781,456	\$ 806,927
Budgeted Positions	6.5	7.5	10.25	9.5

SUMMARY OF CHANGES: This request is for two positions for Pretrial Services (\$121,138) to handle continued demand and associated workloads with the passage of HB 13-1236 that requires Judges to use risk assessments, done by Pretrial Services personnel, and to help determine the release of certain defendants from jail and on bond. These additional positions will most notably assist at weekend bond hearings. The positions will produce cost avoidance at the jail, as well as, generate an additional \$5,000 in service fees. The department also provides administrative support and guidance to the Criminal Justice Advisory Committee (CJAC). A three quarter position (\$67,198) is requested to provide sustainable criminal justice analysis, planning and grant writing functions for the County and to support the CJAC. A small increase to overall supplies to support these positions is also requested.

Final budget adjustments include an increase in salaries of \$25,471.

FINANCE/ADMINISTRATION RECOMMENDATION: The two positions for Pretrial Services (\$121,138) to handle the continued demand and associated workloads to do risk assessments are recommended. Based upon discussions with the courts there is a need to do a higher percentage of risk assessments prior to the first court appearance for bond determination. The current number of risk assessments being done has proven to be cost effective due to cost avoidance at the jail. Policy Issue.

The criminal justice planner position (\$67,198) is not recommended. The County, on July 16, 2014, extended the contract for the criminal justice planning function until December 31, 2015. Therefore, it is not recommended to fund this position in the 2015 budget. The topic can be re-evaluated in the 2016 budget process.

PRETRIAL SERVICES (CONTINUED) 1000-24100

BOARD ACTION: Approved as recommended including two positions for Pretrial Services (\$121,138) to handle the continued demand and associated workloads to do risk assessments. The criminal justice planner position was not approved.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Pretrial Services assessments	1,667	1,852	2,316
Defendants on Supervision (ADP)	859	1,005	1,469
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.240	.277	.335
Per capita net cost	\$1.94	\$2.17	\$2.85

Goal PS3: Provide safe and less expensive alternatives to use of jail, detention and prisons; help promote an accountable, coordinated justice system that focuses on present and future needs of Weld County.				
DESIRED OUTCOMES	DESIRED OUTCOMES	DESIRED OUTCOMES	DESIRED OUTCOMES	DESIRED OUTCOMES
PS3-2: Pretrial Services. Reduce cost of pretrial incarceration. Pretrial release & supervision services assure court appearances and reduce new crime commission by defendants released on bond	PS3-2: Pretrial Services. Reduce cost of pretrial incarceration. Pretrial release and supervision services assure court appearances and reduce new crime commission by defendants released on bond	PS3-2: Pretrial Services. Reduce cost of pretrial incarceration. Pretrial release & supervision services assure court appearances and reduce new crime commission by defendants released on bond	PS3-2: Pretrial Services. Reduce cost of pretrial incarceration. Pretrial release & supervision services assure court appearances and reduce new crime commission by defendants released on bond	PS3-2: Pretrial Services. Reduce cost of pretrial incarceration. Pretrial release & supervision services assure court appearances and reduce new crime commission by defendants released on bond

** Cost avoidance figures are based on the number of defendants interviewed for bond setting, the average length of stay in jail of these defendants before their release directly to Pretrial Services supervision and at a per day jail cost. Ex. 2013: 1,667 defendants were interviewed, 859 defendants were actually ordered to pretrial supervision and their average length of stay in jail was 10.94 days (in 2012 it was 15.74 days, a reduction by 4.8 days) before their release to pretrial supervision and at a per day jail cost of approximately \$69.53 (updated figure from the Sheriff's Office). (859 x 10.94 x \$69.53 = \$653,405.) The estimated cost avoidance figure is 1,005 defendants x 10.94 days x \$69.53 = \$764,461. The projected cost is 1,469 x 10.94 days x \$69.53 = \$1,117,406. Please note that further cost avoidance will likely be realized based on the projected number of defendants interviewed and released from jail who will *not* be ordered to pretrial supervision.

<p>PS4-2: Criminal Justice Analysis Planning. Provide criminal justice analysis and efficiency to the County and local criminal justice processes. Provide support and information to the Criminal Justice Advisory Committee (CJAC) and Weld County.</p>	<p>Staff the CJAC, set agendas, meetings, prepare and present data and document activities.</p> <p>Develop projections, analyze criminal justice policy and programs and be a resource to local justice system policy makers for problem solving and efficiency. Use information to regularly update and maintain long-term resource and capital needs for Weld County.</p>	<p>0</p> <p>0</p>	<p>6 mtgs/yr</p> <p>Development in progress</p>	<p>6 mtgs/yr</p> <p>Ongoing analysis and data gathering to assist county and local criminal justice agencies to reduce costs to the county and create efficiencies in overall service deliveries.</p>
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BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY'S OFFICE

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 56,903	\$ 63,953	\$ 63,953	\$ 72,538
Supplies	48	500	500	500
Purchased Services	777	500	500	500
Gross County Cost	\$ 57,728	\$ 64,953	\$ 64,953	\$ 73,538
Revenue	14,475	14,000	14,000	14,000
Net County Cost	\$ 43,253	\$ 50,953	\$ 50,953	\$ 59,538
Budgeted Positions	1	1	1	1

SUMMARY OF CHANGES: Final budget adjustments include an increase in salaries of \$8,585. No other changes requested in this budget.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See District Attorney goals at the end of Budget Unit 1000-15100.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: JUSTICE SERVICES

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

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 53,829	\$ 52,392	\$ 54,719	\$ 54,719
Supplies	853	1,000	3,000	3,000
Purchased Services	2,837,428	2,587,736	2,855,465	2,855,465
Fixed Charges	29,080	27,928	29,876	29,876
Capital	0	0	0	0
Gross County Cost	\$ 2,921,190	\$ 2,669,056	\$ 2,943,060	\$ 2,943,060
Revenue	2,844,248	2,669,056	2,943,060	2,943,060
Net County Cost	\$ 76,942	\$ 0	\$ 0	\$ 0
Budgeted Positions	1	1	1	1

SUMMARY OF CHANGES: Average daily residential and non-residential offender populations at the community corrections facility remain steady. State allocation for State FY 2014/2015: \$1,539,088 for Residential Diversion services, \$739,366 for Residential Transition services, \$211,248 for Residential Condition of Parole services, \$74,832 for Non-Residential services, \$130,000 for Correctional Treatment Support services, \$45,267 for Residential Condition of Probation services (new line item), \$95,064 for Facility Payment Funding pilot project to mitigate vendor staff turnover and promote evidence based programming (new line item) and \$108,195 for Corrections Board and County Administration. In addition, the budget includes continued stable funding to support the Intensive Supervision Program (ISP) of certain inmates/parolees under the local supervision of the Department of Corrections. Two (2%) percent of these funds based on monthly service utilization remains with Weld County for program administration.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. All costs are paid by State funds; no cost to the county. Revenue from the lease of the community corrections facility of \$277,272 per year is listed under Budget Unit 1000-90100.

BOARD ACTION: Approved as recommended.

COMMUNITY CORRECTIONS ADMINISTRATION (CONTINUED) 1000-24200 & 24220

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Intervention Community Correction Services:			
Daily Populations of Residential Transition, Residential Diversion beds, Non-Residential Diversion slots and IRT Placements.	236	250	250
ADP Totals:	236	250	250
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.036	0.036	0.035

Goal PS3: Provide safe and less expensive alternatives to use of jail, detention and prisons; promote an accountable, coordinated justice system that focuses on present and future needs of Weld County.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
PS3-1: Community Corrections - Provide safe, community based correctional placement for eligible adult offenders ordered by the Courts and/or Department of Corrections. Ensure offenders are given opportunities & access to resources; treatment and employment services, while living in staff-secure correctional setting	Cost savings by providing a less costly alternative jail and prison incarceration for adult convicted offenders;	169 residential (ADP) 67 non residential	170 residential (ADP) 68 non residential	170 residential (ADP) 70 non residential
	Recidivism rates for offenders, completing the Community Corrections Program is substantially lower after release than offenders either released from prison or placed directly on parole.	2%	2%	2%
	All offenders participate in some form of educational and/or vocational programming.	300	315	315
	Receive, manage, and process all community corrections funds from the State;	\$2,921,190	\$2,669,055	\$2,943,059
	Cost avoidance/savings ratio of Community Corrections Programs to County.	\$3,500,000	\$3,600,000	\$3,600,000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PLANNING AND ZONING

BUDGET UNIT TITLE AND NUMBER: Building Inspection 1000-25100

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

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 762,128	\$ 876,567	\$ 951,251	\$ 1,043,075
Supplies	185,984	60,300	30,500	30,500
Purchased Services	82,263	75,700	83,190	83,190
Fixed Charges	157,015	147,322	169,708	169,708
Capital	64,650	0	0	0
Gross County Cost	\$ 1,252,040	\$ 1,159,889	\$ 1,234,649	\$ 1,326,473
Revenue	3,321,152	2,100,000	3,250,000	3,250,000
Net County Cost	\$ -2,069,112	\$ -940,111	\$ -2,015,351	\$ -1,923,527
Budgeted Positions	11	11.00	12.00	12.00

SUMMARY OF CHANGES: Personnel Services are up \$71,423 for the additional Electrical Inspector, and \$3,261 for an upgrade of an Electrical Inspector (grade 41) to Lead Inspector (grade 43) approved mid-year.

Supplies are down \$30,000 for computer software and attachments. Purchased Services are up \$9,490 primarily for vehicle costs with offsetting reduction in printing and subscriptions. Fixed Costs are up due to charge backs from Planning for staff support to Building Inspection.

Revenues up \$1,150,000 with building fees being up \$650,000, electrical fees up \$200,000, and plan checks up \$300,000.

Final budget adjustments include an increase in salaries of \$91,824.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The staffing increase approved mid-year is justified based upon workload and the costs are more than offset by increased revenues. The revenue estimates seem reasonable based on building and oil and gas activity projections for 2015.

BOARD ACTION: Approved as recommended.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Field Inspection Work Outputs</u>			
Number of inspections performed	18,155	19,000	19,500
Avg. # of inspections per building permit	15.5	16	20
Number of Inspectors	4	5	6
Number of inspections per inspector daily	17.38	18.5	20
Number of Building Compliance violations	100	110	115
Number of Building Complaints	76	80	80
Number Compliance cases closed	52	60	60
Number of miles driven by inspectors	130,000	135,000	140,000
Number of inspectors performing			
Combination Residential Inspections	2.5	3	3
<u>Plans Examiner/Inspector-On-Call Work Outputs</u>			
Number of Plans Examiners	2	2	2
# of major plan reviews	370	400	500
# of minor plan reviews	1,479	1,600	1,700
<u>Technical Support Work Outputs</u>			
# of building permits processed	2,451	2,750	3,000
Walk-in's	4,328	4500	5,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.407	0.400	0.423
Per capita gross cost	\$4.63	\$4.21	\$4.68

BUILDING INSPECTION (CONTINUED) 1000-25100

Goal LU6: Ensure safe construction throughout unincorporated Weld County.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
LU6-1: 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)	14 100%	14 100%	14 100%
	Maintenance of appropriate certifications			

Goal LU-7: Increase knowledge and understanding of adopted codes to citizens, homeowners, contractors, and builders through education.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
LU7-1: To ensure current and updated information is available to the public on handouts and website	Revise handouts and update website quarterly	100%	100%	100%
Ensure routine communication with builders and contractors	Host/attend two Building Trades Advisory meetings per year	2	2	2
Ensure inspectors have more handouts in the field for a non-technical audience	Plans examiner present to the Building Official any changes to code quarterly	4	4	4
Consistent inspections conducted in the field	Provide "team training" in the field to ensure consistency by inspectors	3	3	3

BUILDING INSPECTION (CONTINUED) 1000-25100

Goal LU8: Maintain quality, professional and timely site inspections.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
LU8-1: 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)	99.5	99.5	99.5
Ensure timeliness of entering inspections and appropriate follow-up.	Maintain proficiency in Accella to ensure information is updated and available	90%	95%	95%
Provide plan review turnaround within current policy time frame.	Review plans in a timely manner current with policy time frame – measurable by complaints	100%	100%	100%
Return customers call and questions within 24 hours.	Measurable by number of complaints annually	100%	100%	100%
Maintain quality customer service with existing staff levels	Measurable by annual complaints	100%	100%	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

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

DEPARTMENT DESCRIPTION: Responsible for noxious weed control and enforcement in the County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 312,257	\$ 358,335	\$ 373,625	\$ 425,288
Supplies	62,039	79,550	77,200	77,200
Purchased Services	326,379	374,050	416,050	416,050
Fixed Charges	9,500	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 710,175	\$ 811,935	\$ 866,875	\$ 918,538
Revenue	3,583	6,000	6,000	6,000
Net County Cost	\$ 706,592	\$ 805,935	\$ 860,875	\$ 912,538
Budgeted Positions	2 FTE 6 PT	2 FTE 6 PT	2 FTE 7 PT	2 FTE 7 PT

SUMMARY OF CHANGES: Personnel Services increased \$15,290 to fund one additional seasonal mower operator for five months. Supplies decreased a total of \$2,350 for the following: Computer Software and Attachments decreased \$2,500 as no new Landowner Specialist Mapping units will be needed in 2015. Uniforms and Clothing was increased \$150 for steel-toed boot reimbursement for the additional seasonal employee.

Purchased Services increased a total of \$42,000 for the following: Other Professional Services increased \$30,000 to fund tub grinding of trees and Machinery and Equipment Rental was added in the amount of \$12,000 for the rental of two tractors for approximately 500 hours each. Revenue is unchanged at \$6,000.

Final budget adjustments include an increase in salaries of \$51,663.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The additional seasonal position for mowing is justified with all the additional paved roads in the county. Based upon a cost analysis the rental of the two tractors for 500 hours each per year is the most cost effective option rather than owning them. One of the old mowers was sent to auction, since it is being replaced by one of the rental unit.

BOARD ACTION: Approved as recommended.

NOXIOUS WEEDS (CONTINUED) 1000-26100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
All operations will meet established codes, policies, and procedures	100%	100%	100%
Attendance at all safety meetings	95%	95%	95%
Lane miles mowed annually	700	1,300	1,300
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.07	.07	.07
Per capita cost (county support)	\$2.62	\$2.93	\$3.22

Goal TPW9: Implement and monitor Colorado Weed Management Act (Noxious weed control) on County property and assist land owners with compliance with the law through public education and assistance.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW9-1: Weed operations will meet established codes, policies, and procedures.	100% accuracy 100% of the time	100%	100%	100%
TPW9-2: Mowing Operations	95% accuracy 100% of the time	95%	95%	95%
TPW9-3: Roads spot treated for noxious weeds	95% accuracy 100% of the time	90%	95%	95%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BOARD OF COUNTY COMMISSIONERS

BUDGET UNIT TITLE AND NUMBER: Office of Emergency Management - - 1000-26200

DEPARTMENT DESCRIPTION: Section 24-32-2107, C.R.S., requires each county to maintain a Disaster Agency which has jurisdiction over and serves the entire county. The Director or Coordinator of the Disaster Agency is responsible for the planning and coordination of local disaster services, develops plans, and coordinates emergency planning in case of either natural or other disasters on county, state, and federal level. The focus for OEM is All-Hazards Planning and Coordination with county departments, agencies and organizations.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 214,653	\$ 245,209	\$ 245,209	\$ 275,265
Supplies	1,712	7,900	7,900	7,900
Purchased Services	25,672	44,945	44,945	44,945
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 242,037	\$ 298,054	\$ 298,054	\$ 328,110
Revenue	77,746	70,500	70,500	38,000
Net County Cost	\$ 164,291	\$ 227,554	\$ 227,554	\$ 290,110
Budgeted Positions	2.5	3.0	3.0	3.0

SUMMARY OF CHANGES: Final budget adjustments include an increase in salaries of \$30,056. There no other requested changes to the OEM budget for 2015.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Revenue for the State Emergency Preparedness grant was reduced \$32,500. All other items approved as recommended.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of drills and exercises	12	12	12
Number of people participating in drills	500	500	500
Number of inspections and/or reports	18	18	18
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.094	1.090	1.06
Per capita cost	\$0.61	\$0.83	\$1.02

Goal PS4: Reduce the risk and mitigate the impact to communities and citizens due to all hazard incidents.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
<p>Comprehensive Preparedness Planning; Develop/Review of Emergency Operations Plan, Hazmat, Mitigation and COOP plans. Collect and document Tier II reports for Facilities that have reportable chemicals. Utilize CAMEO for tracking incidents.</p>	<p>Plans will be reviewed and updated on an annual basis or after a Man – made or Natural incident.</p> <p>Coordinate preparedness planning with County Departments to include; updates to safety plans and COOP planning. Work with local communities on COOP Planning and EOP Updates/Development. Participate with the County IMT (COG) for emergency planning and EOC operations.</p> <p>Work with businesses and organization in the County that are required to file Tier II Reports. Use CAMEO to document the reports and any incidents that occur. Provide information to agencies and citizens upon request.</p>	100%	100%	100%

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

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
<p>Collaborative Coordination; Residents will understand their risk and evaluate their vulnerability to all-hazards incidents effectively. They will be able to identify threats as hazards occur and will take appropriate protection measures. Preparedness program participants will demonstrate increased capabilities related to disaster preparedness</p>	<p>Develop community preparedness process and planning and community engagement templates for community use. Partner with other departments, local jurisdictions, non-governmental agencies, and community organizations to deliver preparedness training to residents in the community. Advocate coordinated, consistent, positive, directive emergency and disaster messaging throughout Weld County. Increase Weld County employee preparedness in the workplace and at home.</p>	100%	100%	100%
<p>Progressive Training and Exercise Provide opportunities for Table Top, Functional and Full Scale Exercises each year that meet HSEEP standards and include multi disciplinary incidents. Community Preparedness training programs and initiatives for citizen preparedness will increase disaster resiliency.</p>	<p>Work with Weld County Departments, agencies and organizations for planning of one Full Scale exercise each year. Participate in two EOC exercise each year and coordinate with other jurisdiction on Table top exercises and DOC exercises. (See EMPG Exercise Plan from OEM) Coordinate with other public safety agencies, non-profit, faith-based, and community-based organizations to develop community preparedness training for Weld County residents</p>	100%	100%	100%

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

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
Resource Management; Develop and maintain up-to-date information on available resources in Weld County	Update WebEOC Resource inventory on an annual basis by Aug. 31st. Work with Local Jurisdictions to stay compliant and complete a review of the resource systems by July 31 of each year.	100%	100%	100%
Integrated Emergency Management Prepare for, respond to, recover from, and mitigate against disaster	Ensure unity of effort among all levels of government and all elements of communities, partner with NGO's and local jurisdiction for a consistent, enhanced County wide program.	100%	100%	100%
Grants Management Identify gaps in capabilities and seek grant funding to support increasing capability.	Coordinate with county agencies to complete capability assessments and gap analysis at the County level. Use the information to support priority projects from available grants.	100%	100%	100%
Incident and Emergency Communication provides emergency communication to end users for active incidents and emergencies.	Provide information on current incident or emergencies using media sources; texts, web, EAS etc. Provide information to First Responders and Citizens with the most current information utilizing PIO's	100%	100%	100%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

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

DEPARTMENT DESCRIPTION: Provides engineering services for bridge designs; development referrals; field survey operations to establish line and grade control; administrative and inspection work in utility and subdivision construction; performs laboratory tests to determine soil properties, construction and materials quality; all phases of highway engineering, bridge engineering, design and construction inspection.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,146,407	\$ 2,248,409	\$ 2,528,228	\$ 2,652,239
Supplies	142,900	145,000	300,000	300,000
Purchased Services	481,644	779,275	7,563,106	7,563,106
Capital	8,691	0	0	0
Contra	-644,627	-659,585	-188,319	-188,319
Gross County Cost	\$ 2,135,015	\$ 2,513,099	\$ 10,203,015	\$ 10,327,026
Revenue	0	0	0	0
Net County Cost	\$ 2,135,015	\$ 2,513,099	\$ 10,203,015	\$ 10,327,026
Budgeted Positions	22	24	25	26

SUMMARY OF CHANGES: Personnel Services increased a total of \$279,819 with the addition of one new Engineer III position and two new Engineer Tech I positions. Two engineers were transferred to the Planning Department. Final budget adjustments include an increase in salaries of \$40,000.

Supplies increased \$155,000 due to the following: Small Items of Equipment decreased \$27,500 based on anticipated needs for 2015. Computer Software and Attachments increased \$134,000 as information technology (IT) charges were moved to this line item as IT services are now provided in-house. Road Construction Supplies increased \$45,500 based on anticipated needs for 2015. Other Operating Supplies increased \$3,000 based for anticipated inspection and soils lab supplies.

Purchased Services increased \$6,783,831 based on the following: Postage and Freight increased \$4,250 based on anticipated FedEx charges and mailing associated with the WCR 49 project. Publications and Subscriptions increased \$1,000 for books and technical manuals to be purchased; Memberships and Registration Fees increased \$940 due to an increased number of nuclear gauge badge certifications. Other Professional Services were eliminated as fees will be paid from other county department budgets so it was reduced by \$9,000. Phones increased \$3,000 due to phone needs of additional personnel. Information Services fees are included in the Computer Software and Attachments line item so there was a reduction of \$120,000. Other Professional Services increased \$106,641 as the NFRMPO local match (\$6,641) is now paid from this budget, and \$94,000 was added for geotech services. Repair and Maintenance Equipment was added in the amount of \$975 to fund maintenance cost for the Canon large format scanner; Training was increased \$9,600 to fund training for addition personnel; Strategic Roads increased \$6,792,425 for a total of \$7,130,000 for design fees for 49 south corridors (\$4,880,000), WCR 49/47 north corridor (\$2,000,000), and the RAMP project design of WCR 74/SH 392 intersection improvements (\$250,000). The Contra Account was reduced \$471,266 based on anticipated engineering charge-back costs to Planning with the transfer of two positions to Planning.

GENERAL ENGINEERING (CONTINUED) 1000-31100

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The design costs for the WCR 47/49 corridor cover one of the largest Public Works projects in the history of the county. The design will be done as part of a design/build contract.

The storm water requirements of the federal Clean Water Act are administered under the Municipal Separate Storm Sewer (MS4) Program require the implementation of a storm water management program for minimizing the impacts from runoff in Weld County in designated urbanized areas. The county currently has a somewhat disjointed administrative approach to the management of the MS4 program. Staff members from the departments of Planning, Health, Public Works, and Finance recommend that a staff position be added in Public Works to coordinate the administration of the MS4 program (Grade 37 at a cost of \$84,011). Policy issue.

BOARD ACTION: Approved as recommended with the addition of the MS4 position (\$84,011) to be hired immediately. \$40,000 was added for overtime due to project workload.

On November 10, 2014, the Board approved the reclassifications of an Engineering III to a ROW Agent, and Engineering Administrator to a Transportation Planner/Development Review.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of designs completed	6	4	4
Number of construction projects completed	4	6	6
Number of land use case reviews	468	500	500
Access Permit	453	460	500
Right-of-Way Permits	553	560	560
Special Transport Permits	1,510	1,500	1,500

Goal TPW8: Provide engineering services including design, development, inspections, and all phases of highway engineering, bridge engineering and construction inspection and testing.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW8-1: Capital Improvement	95% accuracy 100% of the time	100%	100%	100%
TPW8-2: Construction Testing	99% accuracy 100% of the time	100%	100%	100%
TPW8-3: Development Review	99% accuracy 100% of the time	100%	100%	100%
TPW 8-4: Five Year Plan	90% accuracy 100% 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	\$ 48,430	\$ 61,267	\$ 52,351	\$ 52,351
Supplies	2,704	4,025	3,200	3,200
Purchased Services	18,015	21,000	22,500	22,500
Fixed Charges	100	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 69,249	\$ 86,292	\$ 78,051	\$ 78,051
Revenue	2,799	2,000	2,000	2,000
Net County Cost	\$ 66,450	\$ 84,292	\$ 76,051	\$ 76,051
Budget Positions	1	1	1	1

SUMMARY OF CHANGES: Personnel Services are down \$8,916 due to employee not taking county health insurance. Supplies have decreased by \$825 due to the underutilization of budget amount. Purchased services have risen by \$1,500 due to the anticipated increase in utilities. Revenues have remained steady with an anticipated \$2,000, which is generated through the use of the park for overnight camping and recreational vehicle dump station. Overall net county costs have decreased by \$8,241.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**MISSILE SITE PARK
(CONTINUED)
1000-50100**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of visitors	550	600	600
<u>Work Outputs</u>			
FTE's per 10,000/capita	0.037	0.036	0.035
Per capita cost (county support)	\$0.246	\$0.306	\$0.268

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Building and Grounds Budget Unit (1000-17200).

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BUILDINGS AND GROUNDS

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

DEPARTMENT DESCRIPTION: Development and maintenance costs of County trails and future park projects.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	29,000	29,000	29,000	29,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 29,000	\$ 29,000	\$ 29,000	\$ 29,000
Revenue	0	0	0	0
Net County Cost	\$ 29,000	\$ 29,000	\$ 29,000	\$ 29,000
Budgeted Positions				

SUMMARY OF CHANGES: Budget includes \$29,000 for the joint maintenance and administration of the Poudre River Trail with Windsor and Greeley. This represents \$18,000 towards the staff position and \$11,000 towards maintenance. The budget is the same as last year. The Board agreed, in April, 2004, to fund the County's share. A new IGA was developed in 2006, which includes full maintenance and administration of the trail, with each party paying one-third of the costs. The City of Greeley actually does the maintenance and administration through its Parks Department.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. This budget unit consolidates all spending on trail maintenance and development, as well as any new park development. Recommend the \$29,000 for maintenance of the Poudre River Trail. No other projects have been requested for 2015.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: GREELEY-WELD COUNTY AIRPORT

BUDGET UNIT TITLE AND NUMBER: Airport Transfer - - 1000-56100

DEPARTMENT DESCRIPTION: County support for capital improvements to the Greeley - Weld County Airport.

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

SUMMARY OF CHANGES: For the fourth year in a row the airport is not making any request for funding. The airport does not have any projects that they feel are appropriate for the county to participate in funding for 2015.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES

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

DEPARTMENT DESCRIPTION: Weld County's financial support to the nineteen senior centers throughout the county.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	13,000	14,250	14,250	19,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 13,000	\$ 14,250	\$ 14,250	\$ 19,000
Revenue	0	0	0	0
Net County Cost	\$ 13,000	\$ 14,250	\$ 14,250	\$ 19,000
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Recommended budget of \$14,250 is the same as 2014. The funds will be equally divided among the nineteen (19) senior centers throughout Weld County resulting in \$750 per site. Each site determines how the money can best be spent to benefit their senior program.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Board increased this budget by \$4,750, so each senior center receives \$1,000 in 2015

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: WASTE WATER MANAGEMENT

BUDGET UNIT TITLE AND NUMBER: Waste Water Management - - 1000-56120

DEPARTMENT DESCRIPTION: County assessment for North Front Range Water Quality Planning Association for waste water management, and Big Thompson Watershed Forum.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	1,000	10,000	10,000	10,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,000	\$ 10,000	\$ 10,000	\$ 10,000
Revenue	0	0	0	0
Net County Cost	\$ 1,000	\$ 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 2014, and includes dues for the North Front Range Water Quality Planning Organization (NFRWQPO) (\$9,000) and membership for the Big Thompson Watershed Forum (\$1,000).

Membership for the Little Dry Creek Watershed Group (\$6,000) is included in the Budget Unit account 1000-96600-6340 budget, since it involves drainage issues and not water quality.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend continued membership in NFRWQPO and Big Thompson Watershed Forum.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEVELOPMENTALLY DISABLED

BUDGET UNIT TITLE AND NUMBER: Envision - - 1000-56130

DEPARTMENT DESCRIPTION: Weld County's financial support of Envision, formerly Centennial Development Services, Inc., which provides services for the developmentally disabled citizens of the county.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
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 has requested the same amount granted in 2014, which is \$38,225. No change.

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.

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	128,225	203,225	223,225	203,225
Fixed Charges	56,600	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 184,825	\$ 203,225	\$ 223,225	\$ 203,225
Revenue	0	0	0	0
Net County Cost	\$ 184,825	\$ 203,225	\$ 223,225	\$ 203,225
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: NRBH is requesting \$108,225 for the base amount funded historically. NRBH is also requesting the continuation of the \$20,000 funded since 2013 for the Suicide Education and Support Services (SESS). SESS' primary mission is to address the suicide rate in Weld County. In addition in 2015 NRBH is requesting an additional \$20,000 for sustaining Weld County Prevention Partners' (WCPP) efforts to prevent under-aged alcohol and substance use among Weld County's youth, bringing the total NRBH request to \$148,225. \$75,000 is included for the Drug Court program to match a grant in Probation to treat clients with substance abuse problems.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval of the NRBH base amount of \$108,225, the \$20,000 for SESS, and the \$75,000 for Drug Court. This is the same funding level as 2014.

Weld County Prevention Partners' (WCPP) was created in 2004 under a grant from the Colorado Center for Substance Abuse Prevention. In 2009 WCCP received a five year grant, which provided \$400,000 per year from the Substance Abuse and Mental Health Services Administration (SAMSHA) for prevention programs in Weld County. The grant ends September 30, 2014. NRBH has several strategies to sustain the WCCP work, including this funding request to Weld County. The continuation of WCCP's efforts to address and reduce under-age alcohol use appears justified by the current data about alcohol use and related perceptions provided by NRBH in their detailed written request. The additional funding from the county for the WCCP is a policy issue for the Board.

BOARD ACTION: Approved as recommended and did not fund the addition request of \$20,000 for the Weld County Prevention Partners' program. As a result the \$108,225 base amount and the \$20,000 for Suicide Education and Support Services were funded along with \$75,000 for Drug Court.

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	9,530	11,913	11,913	0
Fixed Charges	0	0	0	0
Contra Account	- 2,750	- 3,971	- 3,971	0
Gross County Cost	\$ 6,780	\$ 7,942	\$ 7,942	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 6,780	\$ 7,942	\$ 7,942	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: The requested amount is the same as 2014, which is \$11,913. The program is used by the Sheriff's Office, District Attorney, and Social Services. Social Services will reimburse the General Fund one-third of the cost of this contract.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend the Board consider funding this program in the Social Services budget under Child Welfare in 2015, since the usage justifies Social Services paying 100%.

BOARD ACTION: Board agreed to fund this program in the Social Services budget under Child Welfare in 2015, since the usage justifies Social Services paying 100%.

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	5,000,000	10,000,000	10,000,000	25,000,000
Capital	0	0	0	0
Gross County Cost	\$ 5,000,000	\$ 10,000,000	\$ 10,000,000	\$ 25,000,000
Revenue	0	0	0	0
Net County Cost	\$ 5,000,000	\$ 10,000,000	\$ 10,000,000	\$ 25,000,000
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: This unit is for the transfer to the Retirement Fund for the administrative costs of the program. With the underfunding of the Weld County Retirement Plan the Board has 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 \$1,000,000. The county stopped paying the fees in the 1980's, so the \$10,000,000 is to not only pay the current fees, but go back over time and reimburse for the years that the General Fund did not pay due to surplus funding. The level of funding for this purpose can be reduced in years where the property tax revenues from oil and gas fluctuate downward.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: The Board would like the Retirement Fund to be fully funded by December 31, 2015. Therefore, in the 2015 Final Budget the Board approved to change the contribution for the Retirement Fund from \$10,000,000 to \$25,000,000 by reducing the Capital Fund's property tax by \$8,250,000, reducing the Contingency Fund's property tax by \$5,000,000 and using \$1,750,000 more of the General Fund's property tax for the Retirement Fund. The change leaves the total property tax amount the same and still allows for the drop in the mill levy from 16.804 to 15.800.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: TRANSFERS

BUDGET UNIT TITLE AND NUMBER: Human Services Transfer - - 1000-56160

DEPARTMENT DESCRIPTION: General Fund contribution to Area Agency on Aging Program (Human Services Budget).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	12,351	12,351	12,351	12,351
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 12,351	\$ 12,351	\$ 12,351	\$ 12,351
Revenue	0	0	0	0
Net County Cost	\$ 12,351	\$ 12,351	\$ 12,351	\$ 12,351
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: The transfer to the Human Services Fund of \$12,351 is for the Area Agency on Aging Administration match.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services Fund.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: TRANSFERS

BUDGET UNIT TITLE AND NUMBER: Health Department Transfer - - 1000-56160

DEPARTMENT DESCRIPTION: General Fund contribution to Health Department operations.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	3,661,473	3,874,463	4,320,296	4,320,296
Capital	0	0	0	0
Gross County Cost	\$ 3,661,473	\$ 3,874,463	\$ 4,320,296	\$ 4,320,296
Revenue	0	0	0	0
Net County Cost	\$ 3,661,473	\$ 3,874,463	\$ 4,320,296	\$ 4,320,296
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, a public/private non-profit organization. Starting in 2009, the County began contributing to the Northeast East Central Colorado Small Business Development Center (SBDC), in addition to Upstate Colorado Economic Development.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	569,285	144,700	165,000	155,000
Gross County Cost	\$ 569,285	\$ 144,700	\$ 165,000	\$ 155,000
Revenue	444,585	0	0	0
Net County Cost	\$ 124,700	\$ 144,700	\$ 165,000	\$ 155,000
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Upstate Colorado Economic Development (Upstate Colorado) requested \$100,000, which is up \$20,300 from the 2014 level of \$79,700. The \$100,000 would return Upstate Colorado to their 2009 funding level. Colorado Small Business Development Center (SBDC) requested \$65,000, which is the same as 2013.

FINANCE/ADMINISTRATION RECOMMENDATION: It is recommended that SBDC be funded at \$65,000 for 2015. Funding at this level will allow SBDC to retain the same staffing level approved for funding by the Board on May 6, 2013. The recommended budget includes \$79,700 for Upstate Colorado. It is a policy issue for the Board to determine if they want to fund Upstate Colorado at the requested level of \$100,000, which is the funding level prior to 2009. In light of the fact that the over 60% of the property tax base of Weld County is derived from the energy industry it is critical long term for the county to increase the diversification of the local property tax base, and the primary job employment base to have a long term sustainable local economy. Upstate Colorado and SBDC are the two primary agencies for promoting economic development in Weld Colorado. The added resources will allow for the proper marketing of Weld County and all the opportunities that exist for business to be successful in Weld County. This approach is consistent with the *Strategic Investment Plan for the Future of Weld County*.

BOARD ACTION: Board funded Upstate Colorado at \$90,000 and SBDC at \$65,000. In addition the Board may fund a Small Town Economic Development Liaison position from the Economic Development Trust Fund for three years with an increasing match requirement over the three years from the towns.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See County's overall Economic Development goals in the Strategic Plan Section of the Budget Message.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Building Rents - - 1000-60300

DEPARTMENT DESCRIPTION: General Fund Department used to fund lease/purchase contracts for county buildings.

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

SUMMARY OF CHANGES: Budget reflects the County's debt service on any long-term debt and/or lease purchase debt in any given year. With the payoff of the correctional facilities' Certificates of Participation (COP), as of August 1, 2007, Weld County has no long-term debt or long-term lease obligations.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

LEASE-PURCHASE AGREEMENTS

The following supplemental data regarding lease-purchase agreements involving real property is required under Section 29-1-104(2)(d), C. R. S., 1973:

A.	The total amount to be expended during the ensuing fiscal year for payment obligations under all lease-purchase agreements involving real property	\$ -0-
B.	The total maximum payment liability of the local government under all lease-purchase agreements involving real property over the entire terms of such agreements, including all optional renewal terms	\$ -0-
C.	The total amount to be expended during the ensuing fiscal year for payment obligations under all lease-purchase agreements other than those involving real property	\$ -0-
D.	The total maximum payment liability of the local government under all lease-purchase agreements other than those involving real property over the entire terms of such agreements, including all optional renewal	\$ -0-

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Non-Departmental - - 1000-90100

DEPARTMENT DESCRIPTION: Central budget unit containing county-wide costs that are not allocated to program budgets, e.g. training, audit fees, etc.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 78,866	\$ 0	\$ 0	\$ 0
Supplies	365,514	73,000	73,000	73,000
Purchased Services	1,198,832	551,535	504,362	414,362
Fixed Charges	4,767	76,000	123,173	123,173
Gross County Cost	\$ 1,647,979	\$ 700,535	\$ 700,535	\$ 610,535
Revenue	76,563,766	86,982,532	96,040,273	109,182,473
Net County Cost	\$ - 74,915,787	\$ - 86,281,997	\$ - 95,339,738	\$ - 108,571,938

SUMMARY OF CHANGES: The expense side this budget is unchanged from 2014. Line item amounts have been adjusted to reflect recent expenditure patterns. The amount for the contract with the Criminal Justice Planning function was reduced \$62,000, medical supplies are down \$9,000, and memberships were reduce \$2,285. Phones costs for internet circuits are up \$18,000, audit costs are up \$4,500, and the miscellaneous line item for unexpected items is up \$47,173.

Revenues are up \$22,199,941 over the current year. Property taxes are budgeted at \$114,785,509 with a personal property tax adjustment of (\$10,022,995) for a net of \$104,762,514, up \$22,077,846. Interest earnings are projected to remain at \$1,100,000 with rates projected to remain low in 2015. Tobacco tax revenues are up \$50,000 since the state is sharing back a larger portion of the tax with local governments. Rents from Buildings total \$475,909 from Social Services (\$166,234), PS Trophy (\$16,800), Community Corrections Building (\$277,275) and ambulance station (\$15,600). Recovery of indirect costs is \$2,008,787 and revenues from Urban Renewal Authorities (URA) are budgeted at \$348,936 for Brighton URA and \$118,327 for South Firestone URA. Other smaller revenues are stable with little change. Total revenues are \$95,321,938.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: BOARD ACTION: Because of the funding of the Oil and Gas Liaison position in Planning that will do the CERR oil and gas employee count \$90,000 was decreased in this budget for the contractor that has been doing the function the last few years.

Urban renewal authority revenues were adjusted for final assessed values. Final property tax amount was adjusted due to the final assessed value. Tax incentive credits were approved for Owens-Illinois (\$80,814), Praxair (\$4,327), Specialty Products (\$11,697), Norfolk Steel (\$5,067), Carestream (\$11,374), and PTI Group (\$1,918) for a total of \$115,197. The final property tax adjustment was (\$-10,022,995). All other items approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Retiree Health Insurance - - 1000-90120

DEPARTMENT DESCRIPTION: Central budget unit to account for the costs for retiree health benefits.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Beginning January 1, 2007, in accordance with GASB 45, employers must account for the actuarial cost of post-employment benefits paid to retirees. Weld County's only program outside of the retirement program is the payment of health insurance benefits to retirees. Under GASB 45 an estimated actuarial amount is needed to be reserved to recognize the cost of the benefit in periods related to when services are received by the employer (Weld County). However, with the changes described below, funding is no longer needed in this budget unit. Based upon the reserve amount in the Other Post Employment Benefits (OPEB) Trust and the amount paid out each year for active retirees in department budgets, the reserve requirement is being met.

FINANCE/ADMINISTRATION RECOMMENDATION: On July 21, 2010, the Board amended the Other Post Employment Benefits (OPEB) Plan to stop coverage for any eligible retiree, effective June 30, 2012, that did not have a signed retiree health agreement as of July 21, 2010. This change was in response to the passage of the Patient Protection and Affordable Care Act (PPACA) creating gap insurance coverage for early retirees through state insurance exchanges, effective January 1, 2014. Retirees impacted can obtain insurance coverage under COBRA from July 1, 2012, to January 1, 2014. As a result of this Board action, the OPEB Plan was fully funded as of 2012 and no longer requires additional contributions.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COMMUNITY AGENCY GRANTS

BUDGET UNIT TITLE AND NUMBER: Community Agency Grants - - 1000-90150

DEPARTMENT DESCRIPTION: Weld County's financial support to community agencies that do not fit under a specific county program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	112,467	67,060	191,831	68,831
Gross County Cost	\$ 112,467	\$ 67,060	\$ 191,831	\$ 68,831
Revenue	0	0	0	0
Net County Cost	\$ 112,467	\$ 67,060	\$ 191,831	\$ 68,831
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Funding is included for the following community agencies:

<u>AGENCY</u>	<u>PRIOR YEAR</u>	<u>REQUEST</u>	<u>RECOMMEND</u>	<u>FINAL</u>
Promises for Children	\$ 5,000	\$ 5,000	\$ 5,000	\$ 5,000
RSVP	0	5,500	0	5,500
211 Information and Referral	25,000	50,000	25,000	25,000
Youth and Family Connection	31,323	27,594	27,594	27,594
Catholic Charities	0	15,000	0	0
Greeley Transitional House	0	15,000	0	0
A Woman's Place	0	20,000	0	0
1451 Collaboration Management	0	48,000	0	0
Audio Information Network	<u>5,737</u>	<u>5,737</u>	<u>5,737</u>	<u>5,737</u>
Total	<u>\$67,060</u>	<u>\$191,831</u>	<u>\$63,331</u>	<u>\$68,831</u>

FINANCE/ADMINISTRATION RECOMMENDATION: This budget unit consolidates community agencies with requests that do not fit under a specific program. The following is the recommendation for each agency:

Promises for Children. The Board, in May, 2004, made a commitment to fund this program along with other partners in the community. A request for \$5,000 was made. This is the same as 2014. Recommend approval. *Final funding \$5,000.*

RSVP has requested \$5,500 for senior volunteer services. Other than the funds for the 19 senior centers, historically, any funding for senior programs has been through the Area Agency on Aging. For this reason it is not recommended to fund this request with General Fund dollars. Funding this request is a policy issue for the Board. *Board funded the \$5,500 request on a one-time basis in 2015.*

COMMUNITY AGENCY GRANTS (CONTINUED) 1000-90150

FINANCE/ADMINISTRATION RECOMMENDATION (Continued):

211 Information and Referral has requested \$50,000 for the 211 information and referral system operated by United Way. This is an increase of \$25,000 over the 2014 funding level of \$25,000. The program provides a valuable service for county residence with needs. Increase funding is policy issue for the Board. *Final funding \$25,000. Board agreed to donate six used laptop computers also.*

Audio Information Network of Colorado (formerly Radio Reading Service of the Rockies) has requested \$5,737 to provide radio reading services for the visually impaired in Weld County. This is the same as 2014. Recommend approval. *Final funding \$5,737.*

Youth and Family Connections (formerly the Juvenile Assessment Center) has requested the funding level of \$27,594 as Weld County's share of law enforcement support. This is the same as what was paid in 2014. Recommend approval. *Final funding \$27,594.*

Collaborative Management Program (formerly the Interagency Oversight Group) was funded last year, in the amount of \$36,000, to cover the contribution to the IOG for Human Services, Health Department, and District Attorney. Social Services paid the amount in 2014, so no General Fund dollars were required. To strategically help the TANF allocation the assessment will be paid by the Social Services Fund in this budget unit for 2015. The program has requested an additional one-time payment of \$48,000 in 2015 for a total request of \$76,000. The increased funding is due to the state's overspending of court fees that support the HB 1451 Collaborative Management Program, which has resulted in a one year state funding shortfall. YFC is asking the county to increase funding on a one time basis to avoid disruption in services. The normal HB 1451 funding from the state is expected to resume in 2016. Social Services is not able to fund the additional \$48,000 request. The one time funding of \$48,000 from General Funds is policy issue for the Board. *No 2015 funding. Social Services was able to fund the \$48,000 by using TANF funds (\$24,000) and Child Welfare funds through the direct referrals to the R.I.T.E. Program (\$24,000) in fiscal year 2014.*

Homeless Shelters have not been funded in the past by General Fund dollars. Catholic Charities has requested \$15,000, Greeley Transitional House \$15,000, and A Woman's Place \$20,000 for a total of \$50,000 in 2015. Human Services has been doing a \$20,000 program with a voucher process through CSBG for the shelters. The shelters want to have funds in grant form, not voucher form. The shelters also want to be funded by General Fund dollars, because of the uncertainty of CSBG dollars. The recommended 2015 budget does not include General Fund dollars for the homeless shelters. If the homeless shelters are funded it should be by a Human Services allocation of CSBG dollars as vouchers to clients or other Human Services program funds. Recommend no General Fund funding. Social Services may fund with CSBG funds, if funds are available. *Board decided no General Fund funding. Social Services may fund with CSBG funds, if funds are available in February.*

BOARD ACTION: See notes for each agency regarding final funding in *italics*. Net change was \$5,500.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: EXTENSION SERVICES

BUDGET UNIT TITLE AND NUMBER: Extension - - 1000-96100

DEPARTMENT DESCRIPTION: Provide adults and 4-H youth with unbiased, research-based education for agricultural, environmental, and consumer issues.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 254,060	\$ 201,278	\$ 194,004	\$ 194,004
Supplies	102,310	90,954	98,107	98,107
Purchased Services	27,088	43,200	44,400	44,400
Fixed Charges	1,299	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 384,757	\$ 335,432	\$ 336,511	\$ 336,511
Revenue	0	0	0	0
Net County Cost	\$ 384,757	\$ 335,432	\$ 336,511	\$ 336,511
Budgeted Positions	12.08	10.375	10.25	10.25

SUMMARY OF CHANGES: The increase of 0.125 FTE represents five (5) hours per week for the 4-H Events Coordinator position. This increase was approved in the spring of 2014 and has been functioning at this level. The Fair Data Entry Clerk seasonal position, .25 FTE, is now included as part of the Fair's budgeted positions instead of the Extension Office (\$8,779). The Personnel Services budget of \$194,004 is for 5.10 FTE county funded positions. The CSU MOU amount for 2015 is \$88,807 for 5.15 FTE funded by CSU.

The increase of \$1,200 in Purchased Services represents travel dollars for the CSU Extension Regional Specialist. Previously, Weld County's contribution to the regional position was in-kind (office space, phone, computer, etc.). The position now has his office at CSU. He spends one day per week (average) at the Weld County Extension Office or doing field visits with local producers. The regional position is not included in the total of budgeted positions.

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>
<u>Work Outputs</u>			
4-H enrollment	950	1,200	1,200
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.446	.368	.362
Per capita cost (county support)	\$1.42	\$1.22	\$1.19

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	\$ 51,033	\$ 47,987	\$ 73,119	\$ 73,119
Supplies	0	20,000	20,000	20,000
Purchased Services	40,995	38,693	38,693	40,995
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 92,028	\$ 106,680	\$ 131,812	\$ 134,114
Revenue	0	0	0	0
Net County Cost	\$ 92,028	\$ 106,680	\$ 131,812	\$ 134,114
Budgeted Positions	0.75	1.0	1.25	1.25

SUMMARY OF CHANGES: The Fair Data Entry Clerk seasonal position, .25 FTE, is now included as part of the Fair's budgeted positions instead of the Extension Office (\$8,779). The other impact to the Personnel Services costs is employee participation in the health insurance plan has increased \$16,176. Under supplies \$20,000 is included for the livestock pen replacement program. Direct cash subsidy to the Fair is unchanged at \$40,995.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: The Board denied a late request for the subsidy amount for the Fair to be increased to \$65,000, but did allow the same amount as the past three years of \$40,995 or an increase of \$2,301. All other items were approved as recommended, including the staffing changes.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Exhibits registered (2013 totals)	7,568	7,400	7,500
Exhibitors registered	1,837	2,500	2,000
Attendees	34,000	35,000	36,000
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$0.340	\$0.388	\$0.473

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BUILDINGS AND GROUNDS

BUDGET UNIT TITLE AND NUMBER: Veteran's Office - - 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	\$ 65,452	\$ 73,445	\$ 73,445	\$ 74,270
Supplies	2,899	1,500	1,500	1,500
Purchased Services	6,077	7,850	7,850	7,850
Gross County Cost	\$ 74,428	\$ 82,795	\$ 82,795	\$ 83,620
Revenue	3,600	2,400	2,400	2,400
Net County Cost	\$ 70,828	\$ 80,395	\$ 80,395	\$ 81,220
Budgeted Positions	1	1.5	1.5	1.5

SUMMARY OF CHANGES: In recent years, the office has experienced an increase in activity due to the increase of veterans returning from the wars in Iraq and Afghanistan. In addition, an increase of Vietnam veterans and spouses filing for benefits has been experienced. Due to increases a part-time position was funded mid-cycle 2013, which seems to provide adequate resources to deal with the caseload. No change in the overall budget. Line items were shifted to reflect historical expenditure patterns. Final budget adjustments include an increase in salaries of \$825.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Active files	800	700	800
Office visits	2,700	2,500	2,500
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0.037	0.055	0.053
Per capita cost (county support)	\$0.262	\$0.292	\$0.286

Goal HHS6: Assist in providing veterans access to eligible state and federal benefits to meet their needs.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
HHS5-1: Insure all veterans seeking assistance receive all eligible benefits	Percentage of served veterans receiving all eligible benefits	95%	95%	95%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Island Grove Building - - 1000-96500

DEPARTMENT DESCRIPTION: Maintenance for the Island Grove Park Community Building (Event Center).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	49,079	92,990	112,319	112,319
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 49,079	\$ 92,990	\$ 112,319	\$ 112,319
Revenue	0	0	0	0
Net County Cost	\$ 49,079	\$ 92,990	\$ 112,319	\$ 112,319
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: The Event Center's proposed budget for 2015 is \$338,980, which is an increase from the 2014 budget of \$46,158 or 13.6 percent. Revenue from rents and facility use fees for 2015 will increase \$7,500 to \$160,500. The County payment for the Event Center is proposed to be \$112,319, which is an increase of \$19,329 from the 2014 payment of \$92,990 or 20.8 percent. The increase is in salaries and benefits of \$35,034 due to adding back a staff person that was cut in 2007. The workload is increasing from getting more and more requests from Extension and 4-H for use of the facility. Utilities are up \$11,124. 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. Tom Welch, Island Grove Facilities Manager, has been good about only using part time labor and overtime when it is truly needed.

The City of Greeley will also contribute \$112,319 for 2015, per the intergovernmental agreement between Weld County and the City of Greeley for the operation of the facility.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Asset and Resource Management - - 1000-96600

DEPARTMENT DESCRIPTION: Funds costs associated with the management of county property assets and leases.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	2,588,497	2,694,171	2,637,793	2,637,793
Fixed Charges	368,123	549,720	696,694	696,694
Capital	0	0	0	0
Gross County Cost	\$ 2,956,620	\$ 3,243,891	\$ 3,334,487	\$ 3,334,487
Revenue	0	0	0	0
Net County Cost	\$ 2,956,620	\$ 3,243,891	\$ 3,334,487	\$ 3,334,487
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: This budget consolidates the funding of costs associated with the management of county property assets and leases. The budget includes \$6,000 for the assessment for the Little Dry Creek Watershed Group. \$170,000 for engineering services and \$50,000 for legal services for adjudication of water rights on three gravel pits (Hoekstra, Giesert, and Fiscus), and \$68,934 for water right assessments owned by the county. \$457,760 is funded for the leases of county assets. \$2,581,793 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	\$ 1,155,554	\$ 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	\$ 1,155,554	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 1,155,554	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Budget reflects no increase in health insurance costs. 2015 salary increases are a policy issue for the Board, but there are funds for step increases due employees in 2015 and a 3.0 percent contingency salary amount included in this budget. There are no other benefit changes.

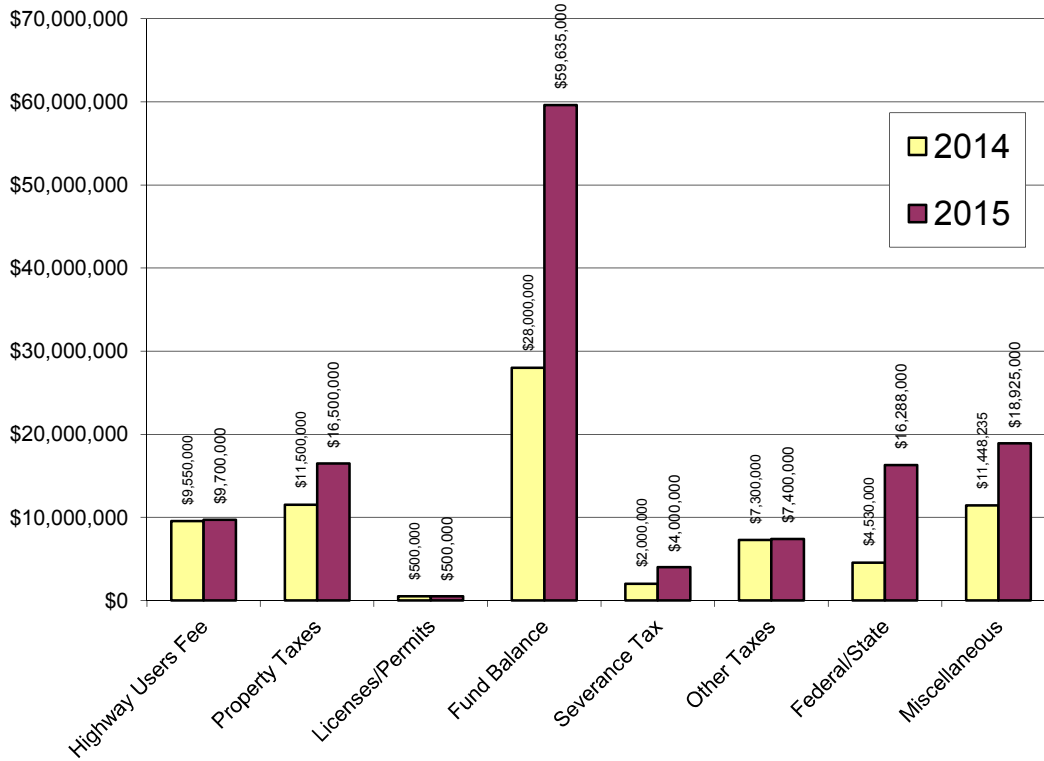
FINANCE/ADMINISTRATION RECOMMENDATION: Salary adjustment amount is a Board policy issue.

BOARD ACTION: Approved as recommended, including the 3% cost of living adjustment. Health insurance did not increase for 2015. There are no other benefit changes.

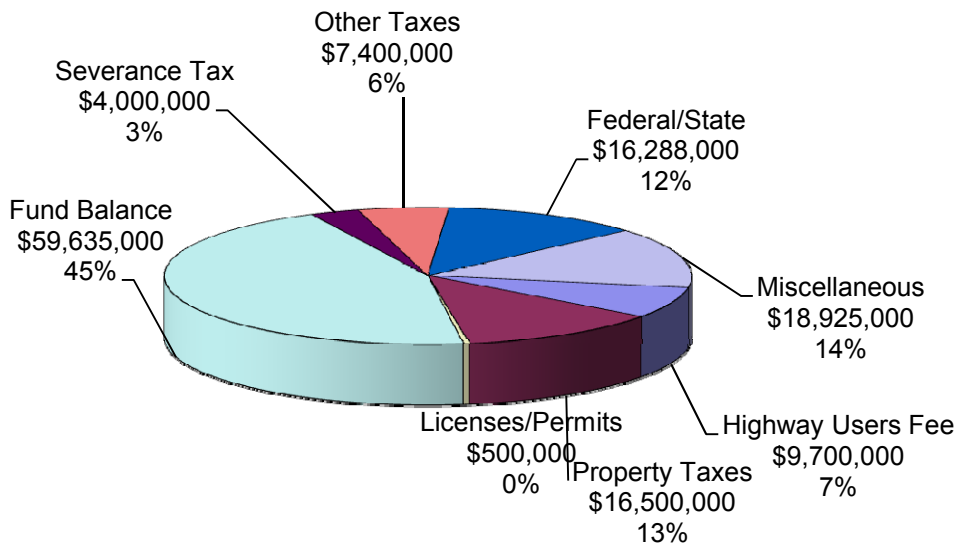


PUBLIC WORKS

Revenue Changes

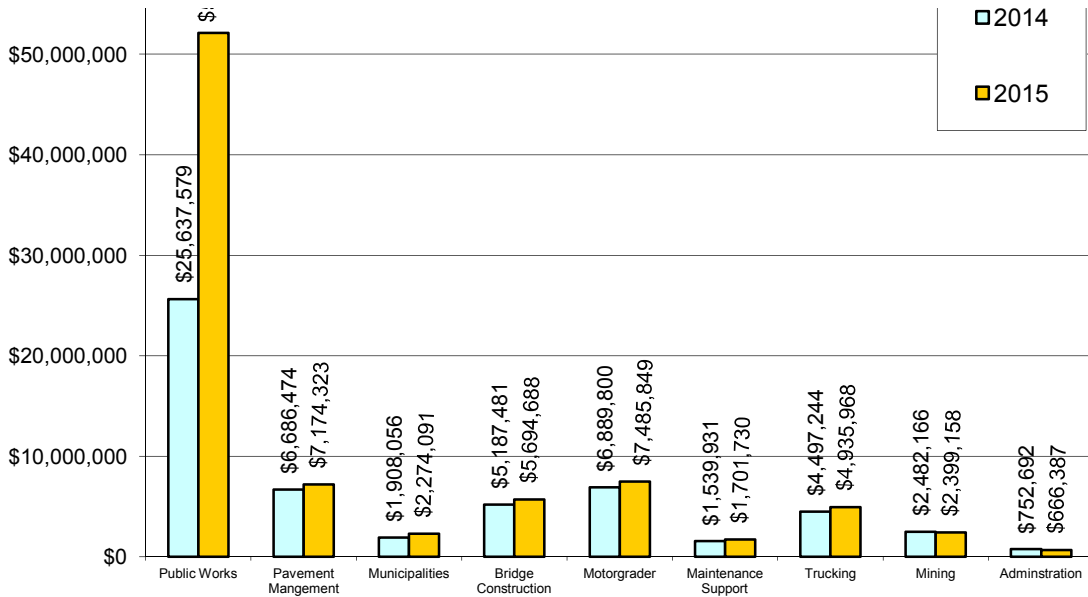
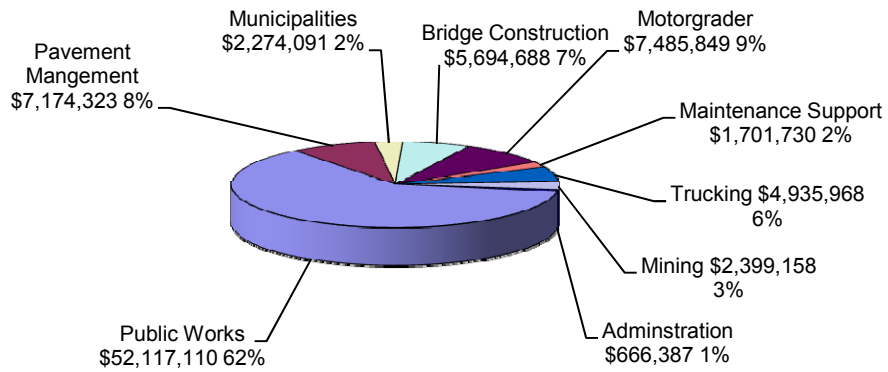


2015 Revenue Total \$132,948,000 (2014 \$74,828,235)



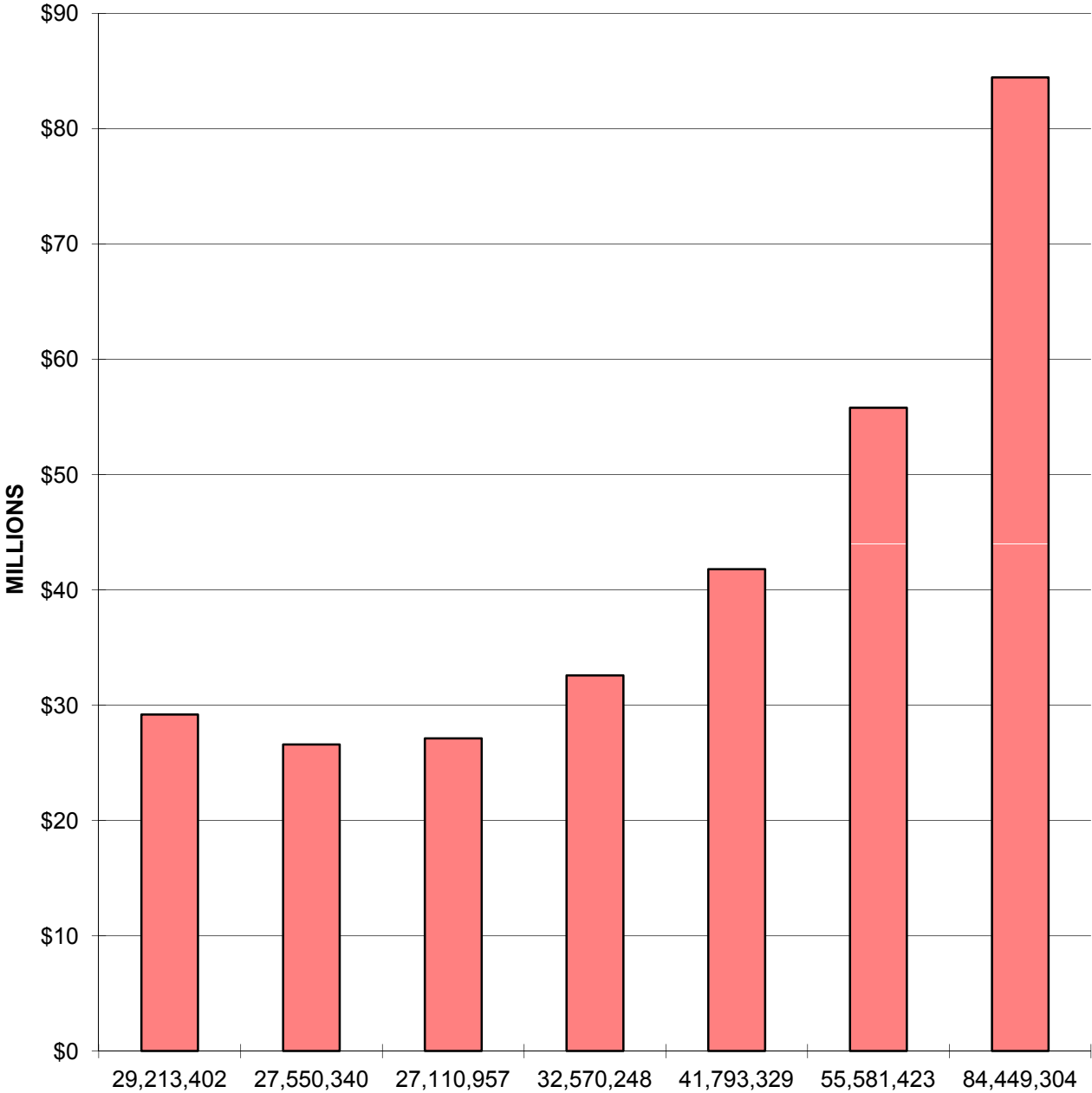
PUBLIC WORKS 2015 EXPENDITURES

Total \$84,449,304 (2014 \$55,581,423)



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 2015 total \$132,948,000, which includes a fund balance of \$59,635,000, in addition to the revenue shown in the budget. Property tax is set at \$16,500,000 up \$5,000,000. Specific ownership tax is estimated to be \$7,400,000, up \$100,000 from 2014, as vehicle sales recover. Total HUTF will be \$9,700,000 up \$150,000 from 2014. Permit revenues are budgeted at \$500,000. Motor vehicle registration fees are \$340,000, and grazing fees are \$70,000. Oil and gas revenues are \$16,000,000.

Federal mineral lease revenues are \$1,425,000 due to the creation of the Weld County Federal Mineral Lease District. The federal mineral lease revenue will flow through the new district and then Public Works will apply to the district for the funding of projects. In 2015, the district is funding \$1,425,000 in oil and gas haul route projects. PILT is budgeted at \$330,000 with the Federal Mineral Leasing District funding change.

Other revenues from project reimbursements total \$17,048,000, which are up \$7,909,765. Transportation impact fees are budgeted at \$1,500,000. There are Energy Impact Assistance grants of \$6,200,000 for HARP projects of \$4,000,000 and \$2,200,000 for CR 390. A HES grant for \$828,000 for the intersection of CR 44/49 is funded. There are state grants for \$1,200,000 for Bridge 68/59A, and \$320,000 for Bridge 26/25A. There are two FHWA flood project grants for Bridge 87/42.5A (\$1,000,000), and Bridge 53/58A (\$6,000,000). Severance tax is budgeted at \$4,000,000. In accordance with the policy adopted by the Board of County Commissioners in 2010, the severance tax revenue is budgeted at a five year leveling average due to the fluctuations of the revenue created by the price and production levels of oil and gas commodities.

The budgeted appropriations for Public Works in 2015 total \$84,449,304 up \$28,867,881. Municipal share back is funded at \$2,274,091. Budget reflects no increase in health insurance costs. 2015 salary increases are funds for step increases due employees in 2015 and a 3.0 percent cost of living salary adjustment is included in this budget for a total of \$525,530.

Other Public Works budget unit is budgeted at \$52,117,110 based on the Capital Improvement Plan (CIP). Purchased Services increased \$26,250,381 for the following: Contract Payments increased \$910,000 based on capital improvement projects for 2015. Strategic Roads decreased \$7,849,619 to fund only construction costs for capital improvement projects for a total of \$11,545,381, which include CR 49/CR44 intersection (\$4,545,381), flood project bridge CR 87/42.5A (\$1,000,000) and flood project bridge 53/58A (\$6,000,000). The Haul Route Program increased \$11,190,000 for a total of \$13,435,000 based on anticipated 2015 projects. Right-of-Way and Utility Purchases increased \$21,100,000 for a total of \$21,250,000 for right-of-way purchases for CR 47/SH 392 Ramp project (\$800,000), CR 74/SH 392 Ramp project (\$300,000), CR 49/47 south from US 34-CR 38 (\$4,000,000), CR 49/47 south from CR 38-I-76 (\$3,000,000), CR 47/49 north corridor CR 64-SH 392 (\$1,000,000). Utilities are budgeted for the CR 49 south corridor (\$10,000,000) and CR49/47 north corridor (\$2,000,000). Grants and Donations increased \$900,000 for a total of \$2,400,000 based on two bridge grant projects for Bridges 26/25A (\$850,000) and 68/59A (\$1,550,000).

Pavement Management is funded at an increased level of \$429,777 due to vehicle costs. The Trucking budget is up \$315,787 due to vehicle costs and adding six weeks onto the hauling contract (\$159,264). Mining operations are up \$108,047 with the addition of two additional positions to handle the 2015 mining workload. Seasonal staffing is up \$229,150 due to cost of living adjustment and staffing levels for the 2015 workload. Motor grader operations are up

\$472,364 primarily due to vehicle costs, and the transfer of the Property Accountability Specialist position from Administration to the Motor Grader Division. Bridge Construction is up \$489,849 primarily due to vehicle costs. Other operating budgets for road and bridge maintenance are funded at near the 2014 funding level. With some operational economies to offset some of the inflationary costs the current service level should be able to be maintained with the funding recommended.

While the growth in the County's assessed value and economic stimulus of the energy industry in Weld County is positive, the downside is the County will have to add significant resources to the Public Works budget again in 2015 to accommodate heavy hauling traffic, address safety issues, and improve roads impacted by the oil and gas industry's heavy hauling on county roads due to new exploration. A five-year Public Works Capital Improvement Plan will continue to be updated annually and will ensure a fair and reasonable determination of project priorities in accordance with the county's overall transportation needs, especially in dealing with the impact of energy development in the county. A significant long term project will be the capital improvements to the WCR 49/47 Corridor South from SH 34 to I-76 and North from WCR 60.5 (SH 263) to SH 392 over the next five years requiring over \$25 million per year to fund the road improvements. To accomplish the project, a funding level of \$25 million per year for five years is required. Thus, added property tax resources will have to be included in the Public Works Fund in 2015-2019.

On May 20, 2014, the Board approved the design/build option for the WCR 47/49 Corridor at a total cost of \$125 million it would require a cash flow mechanism of advancing funds to the Public Works Fund in 2015-2016 from the Contingency Fund and Capital Expenditure Fund to be repaid in 2017-2018. Savings should be realized by design/build in three years reducing the \$125 million estimated costs. The schedule would be as follows with the WCR 47 North portion bid as an optional bid in the same package or an option to add onto the bid at the end of the construction:

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

Cash Flow Requirement: 2015 Design portion of contract and 2016 Construction portion of contract for a total of \$125 million. **Cash Flow Sources:** 2015-2016 property tax and other revenues (\$50 million), Public Works fund balance (\$35 million), Contingency Fund advance (\$20 million), and Capital Expenditure advance (\$20 million). Total \$125 million. Repay advance to Capital Expenditure Fund in 2017 and Contingency Fund in 2018. Cash advance and repayment financial mechanism has zero net impact on the municipal share back amount over the period of 2015-2018.

The 2015 Public Works Capital Improvements Plan is available on the county web site at http://www.co.weld.co.us/departments/public_works/index.html.

CONCERNING LOCAL ACCOUNTABILITY FOR MONEY USED FOR HIGHWAY PURPOSES

In accordance with Section 29-1-110, C.R.S., 1973, at a public hearing on the budget, Weld County must discuss the proposed use of its allocation of highway users tax fund monies and the County Public Works Fund and provide an opportunity for any elector to be heard on the expenditure of such monies for the current year and for the fiscal year governed by the proposed budget.

The proposed use of the 2015 allocation of highway user tax fund monies and county road and bridge fund are as follows:

Maintenance of Condition	\$ 7,485,849
Maintenance Support	1,701,730
Trucking	<u>512,421</u>
TOTAL	<u>\$ 9,700,000</u>

CONSTRUCTION BIDDING FOR STATE-FUNDED LOCAL PROJECTS

In accordance with Sections 29-1-701 through 707, C.R.S., as amended, cities or counties of 30,000 persons or more are required to bid projects of over \$150,000. Local governments are required to bid competitively among private contractors for projects using Highway Users Tax Fund money (state funded projects), and are prohibited from dividing projects into two or more projects to evade provisions of the act.

"State-funded public project" means any construction, alteration, repair, demolition, or improvement by any agency of local government of any land, structure, facility, road, highway, bridge, or other public improvement suitable for and intended for use in the promotion of the public health, welfare, or safety and any defined maintenance project which is funded in whole, or in part, from the highway users tax fund and which may be reasonably expected to exceed \$150,000 in the aggregate for any fiscal year.

"Defined maintenance project" means any project that involves a significant reconstruction, alteration, or improvement of any existing road, highway, bridge, structure, facility, or other public improvement, including, but not limited to, repairing or seal coating of roads or highways or major internal or external reconstruction or alteration of existing structures. "Defined maintenance project" does not include routine maintenance activities such as snow removal, minor surface repair of roads or highways, cleaning of ditches, regrading of unsurfaced roads, repainting, replacement of floor coverings, or minor reconstruction or alteration of existing structures.

Based upon the above definitions, Weld County's Public Works 2015 budget would be allocated as follows by the above categories:

	<u>TOTAL</u>	<u>HUTF STATE</u>	<u>LOCAL/OTHER</u>
Bridge Construction	\$ 5,694,688	\$ 0	\$ 5,694,688
Maintenance of Condition	7,485,849	7,485,849	0
Maintenance Support	1,701,730	1,701,730	0
Trucking	4,935,968	512,421	4,423,547
Mining	2,399,158	0	2,399,158
Administration	666,387	0	666,387
Pavement Management	7,174,323	0	7,174,323
Municipalities	2,274,091	0	2,274,091
Public Works:			
Right-of-Way	8,550,000	0	8,550,000
Haul Route Program (HARP)	13,435,000	0	13,435,000
Part-time	1,726,729	0	1,726,729
Contract	28,405,381	0	28,405,381
TOTAL	<u>\$84,449,304</u>	<u>\$ 9,700,000</u>	<u>\$74,749,304</u>

Based upon the above allocation, Weld County is not required to competitively bid any service. However, it is anticipated that Weld County will bid out \$3,100,000 in asphalt purchases and contracts for overlays and reconstruction, and chip and seal of \$2,140,000, for a total of \$5,240,000 in bid projects for 2015. A major portion of the \$28,405,381 and HRP projects of \$10,635,000 for contracts may also be contracted, which raises the potential bid project amount to \$44,280,381. 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
2015**

Fund	Org	Acct	Account Title	2014 Budget	2015 Request	2015 Recommend	2015 Final
			TAXES				
2000	90100	4112	CURRENT PROPERTY TAXES	11,500,000	16,500,000	16,500,000	16,500,000
2000	90100	4130	SPECIFIC OWNERSHIP TAXES	7,300,000	7,400,000	7,400,000	7,400,000
2000	90100	4140	SEVERANCE TAXES	2,000,000	2,000,000	2,000,000	4,000,000
			TOTAL TAXES	20,800,000	25,900,000	25,900,000	27,900,000
			PERMITS				
2000	90100	4221	PERMITS	500,000	500,000	500,000	500,000
			INTERGOVERNMENTAL				
2000	90100	4316	GRAZING ACT	70,000	70,000	70,000	70,000
2000	90100	4318	PAYMENT IN LIEU OF TAXES	330,000	330,000	330,000	330,000
2000	90100	4334	HIGHWAY USER	9,550,000	9,700,000	9,700,000	9,700,000
2000	90100	4338	MOTOR VEHICLE REG	330,000	340,000	340,000	340,000
2000	90100	4340	GRANTS	6,298,235	14,948,000	14,948,000	15,548,000
			TOTAL INTERGOVERNMENTAL	16,578,235	25,388,000	25,388,000	25,988,000
			OTHER				
2000	90100	4640	ROYALTIES	5,150,000	16,000,000	16,000,000	16,000,000
2000	90100	4680	OTHER	3,800,000	2,500,000	2,500,000	2,925,000
			TOTAL OTHER	8,950,000	18,500,000	18,500,000	18,925,000
			TOTAL PUBLIC WORKS	46,828,235	70,288,000	70,288,000	73,313,000

**PUBLIC WORKS
SUMMARY OF EXPENDITURES
2015**

Fund	Org	Expenditure Function	2014 Budget	2015 Request	2015 Recommend	2015 Final
2000	30100	ADMINISTRATION	752,692	685,920	685,920	666,387
2000	32100	TRUCKING	4,497,244	4,619,767	4,619,767	4,935,968
2000	32200	MOTORGRADER	6,889,800	7,362,164	7,362,164	7,485,849
2000	32300	ROAD AND BRIDGE CONSTRUCTION	5,187,481	5,677,330	5,677,330	5,694,688
2000	32400	MAINTENANCE SUPPORT	1,539,931	1,660,451	1,660,451	1,701,730
2000	32500	OTHER PUBLIC WORKS	25,637,579	41,227,877	41,227,877	52,117,110
2000	32600	MINING	2,482,166	2,374,119	2,374,119	2,399,158
2000	32700	PAVEMENT MANAGEMENT	6,686,474	7,090,251	7,090,251	7,174,323
2000	56200	CITIES AND TOWNS	1,908,056	2,737,645	2,737,645	2,274,091
2000	99999	SALARY CONTINGENCY	0	525,530	525,530	0
TOTAL PUBLIC WORKS			55,581,423	73,961,054	73,961,054	84,449,304

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Summary - - All Departments - - Fund 2000

DEPARTMENT DESCRIPTION: See individual units.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 11,135,108	\$ 11,581,959	\$ 12,615,686	\$ 12,573,226
Supplies	7,385,757	9,382,775	8,844,230	8,844,230
Purchased Services	16,316,886	34,570,689	52,444,638	62,975,348
Fixed Charges	1,924,752	46,000	50,000	50,000
Contra Expense	0	0	6,500	6,500
Capital	200,000	0	0	0
Gross County Cost	\$ 36,962,503	\$ 55,581,423	\$ 73,961,054	\$ 84,449,304
Revenue/Fund Bal.	27,983,539	44,081,423	57,461,054	67,949,304
Net County Cost	\$ 8,978,964	\$ 11,500,000	\$ 16,500,000	\$ 16,500,000
Budgeted Positions	141	141	145	145

SUMMARY OF CHANGES: See individual units.

FINANCE/ADMINISTRATION RECOMMENDATION: See individual units.

BOARD ACTION: See individual units.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Administration - - 2000-30100

DEPARTMENT DESCRIPTION: Directs the activities of Public Works, as necessary; coordinates complaints; and maintains cost accounting records on projects.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 550,406	\$ 575,289	\$ 504,157	\$ 484,624
Supplies	52,390	53,000	56,500	56,500
Purchased Services	130,643	124,403	125,263	125,263
Fixed Charges	(803)	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 732,636	\$ 752,692	\$ 685,920	\$ 666,387
Revenue	0	0	0	0
Net County Cost	\$ 732,636	\$ 752,692	\$ 685,920	\$ 666,387
Budgeted Positions	7	7	6	6

SUMMARY OF CHANGES: Personnel Services were reduced a total of \$71,132 as the position of Property Accountability Specialist was transferred to the Grader (32200) budget. Supplies increased \$3,500 to fund an increase in employees eligible for the department safety program awards, which is paid from Other Operating Supplies.

Purchased Services increased a total of \$860. Postage was increased \$1,000 based on historical costs; Other Purchased Services increased \$60 to reflect the current DISH Network service fees. Phones increased \$6,000 based on historic costs and anticipated needs for 2015. Vehicle Expense decreased \$7,500 for fuel and repair costs for the Property Accountability Specialist, which is no longer funded from this budget. Repair and Maintenance Other increased \$1,300 to reflect costs for the multi-function copier/scanner.

Final budget adjustments include a decrease in salaries of \$19,533.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

ADMINISTRATION (CONTINUED) 2000-30100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Perform administrative duties with less than 1% error	95%	95%	95%
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.259	.254	.212
Per capita cost (county support)	\$2.71	\$2.73	\$2.35

Goal TPW1: Provide effective and efficient administrative and managerial support and supervision to the Public Works Department.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW1-1: Accurately monitor and report activities of the department	Perform duties with less than 1% errors, 95% of the time	95%	95%	95%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Trucking - - 2000-32100

DEPARTMENT DESCRIPTION: Conducts snow removal operations and provides loading and transportation of materials and equipment to all job sites, gravel roads, aggregate pits, stockpile sites, and capital improvement projects with 33 full time employees, 31 assigned truck tractors and 37 trailers, 4 loaders and 3 dump trucks. This department is responsible for organizing and supervising the County Community Service Work Program and operational supervision and management of the trucking contract.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,240,384	\$ 2,281,525	\$ 2,283,010	\$ 2,429,947
Supplies	5,687	7,150	7,150	7,150
Purchased Services	2,250,312	2,208,569	2,329,607	2,498,871
Fixed Charges	28,695	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 4,525,078	\$ 4,497,244	\$ 4,619,767	\$ 4,935,968
Revenue	0	0	0	0
Net County Cost	\$ 4,525,078	\$ 4,497,244	\$ 4,619,767	\$ 4,935,968
Budgeted Positions	33	33	33	33

SUMMARY OF CHANGES: Personnel Services increased \$1,485 due to anticipated overtime costs. Vehicle Expense increased \$121,038 based on historical repair costs.

Final budget adjustments include an increase in salaries of \$122,937.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Overtime was increased by \$24,000, truck hauling contract was extended six weeks (\$159,264), and rental for a loader \$10,000 all based upon the 2015 work plan approved. All other items were approved as recommended.

TRUCKING (CONTINUED) 2000-32100

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	1.22	1.12	1.16
Per capita cost (county support)	\$16.72	\$16.34	\$17.41

Goal TPW5: Haul all material needed for gravel roads, RAP (recycled asphalt) roads and asphalt road construction and overlay projects. Clear paved roads of snow and ice.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW5-1: Operate within budget limits	95% of the time operate within established budget guidelines; emergencies, e.g. weather, etc. excepted	Yes	Yes	Yes
TPW5-2: Complete annual gravel plan	100% of scheduled gravel plan accomplished annually	100%	100%	100%
TPW5-3: Respond to calls for service within 24 hours	100% 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: Motor Grader - - 2000-32200

DEPARTMENT DESCRIPTION: Fleet of 42 motor graders, 9 water tankers, 4 rollers, 2 reclaimers, 29 grader zones, 20 satellite Public Works facilities, and four fugitive dust/roving maintenance teams responsible for the upkeep of gravel roads in Weld County (approximately 2,500 miles).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 3,315,985	\$ 3,265,700	\$ 3,342,626	\$ 3,466,311
Supplies	1,093,301	1,500,900	1,394,400	1,394,400
Purchased Services	2,324,740	2,123,200	2,625,138	2,625,138
Fixed Charges	-1,551	0	0	0
Capital		0	0	0
Gross County Cost	\$ 6,732,475	\$ 6,889,800	\$ 7,362,164	\$ 7,485,849
Revenue	0	0	0	0
Net County Cost	\$ 6,732,475	\$ 6,889,800	\$ 7,362,164	\$ 7,485,849
Budgeted Positions	46	46	47	47

SUMMARY OF CHANGES: Personnel Services increased a total of \$76,926 to fund the Property Accountability Specialist position, which was transferred from the Administration (30100) budget. Supplies decreased \$106,500 based on the following: Uniforms and Clothing increased \$500 due to additional seasonal employee clothing/boot reimbursements. Other Operating Supplies decreased \$107,000 as the dust palliative chemical gallons were reduced for 2015.

Purchased Services increased \$501,938 based on the following: Utilities increased \$3,400 for port-o-let service charges; Vehicle Expense increased \$487,538, and Repair and Maintenance Other increased \$5,000 based on anticipated costs. Machinery and Equipment Rental increased \$6,000 to fund one rental motor grader for approximately three months.

Final budget adjustments include an increase in salaries of \$123,685.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

MOTOR GRADER (CONTINUED) 2000-32200

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	1.70	1.67	1.66
Per capita cost (county support)	\$24.88	\$25.03	\$25.97

Goal TPW4: To provide for the maintenance of 2,500 miles of gravel roads.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW4-1: Spread gravel per annual gravel plan	100% of gravel plan accomplished annually	Yes	Yes	Yes
TPW4-2: Perform surface maintenance on gravel roads	80% of surface maintenance schedule accomplished annually	Yes	Yes	Yes
TPW4-3: Respond to keep Department of Defense roads open during snow, construction events	100% of Air Force road maintenance done annually	Yes	Yes	Yes
TPW4-4: Respond to service calls within 5 days to acknowledge concern for the caller	95% of the time contact or resource commitment will be made.	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Bridge Construction - - 2000-32300

DEPARTMENT DESCRIPTION: This unit consists of 28 full time employees and 14 seasonal positions, with over \$5 million of reportable equipment. It is organized as a Bridge section, Construction section, and Drainage section which perform a variety of tasks in those areas. This unit also supports snow and ice control and conducts tree removal on county rights-of-way.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,060,310	\$ 2,083,427	\$ 2,133,795	\$ 2,151,153
Supplies	799,268	2,369,034	2,185,100	2,185,100
Purchased Services	880,790	689,020	1,308,435	1,308,435
Fixed Charges	146,121	46,000	50,000	50,000
Capital	-1,095	0	0	0
Gross County Cost	\$ 3,885,394	\$ 5,187,481	\$ 5,677,330	\$ 5,694,688
Revenue	0	0	0	0
Net County Cost	\$ 3,885,394	\$ 5,187,481	\$ 5,677,330	\$ 5,694,688
Budgeted Positions	27	28	28	28

SUMMARY OF CHANGES: Personnel Services increased \$50,368 for overtime based in part on historic costs and anticipated needs for 2015. Supplies decreased \$183,934 due to the following: Small Items of Equipment increased \$1,000 due to anticipated costs. Road Construction Supplies decreased \$255,000 from a reduction in contract rap crushing, Class 6 material and rap supply. Other Operating Supplies increased \$10,600 from the increased cost for shot rock and concrete. Cost of Goods Sold increased \$59,466 due to the increased cost of cattle guards and anticipated projects for 2015.

Purchased Services increased a total of \$619,415 based on: A decrease of \$1,640 for port-o-let service charges; an increase in Contract Payments of \$140,000 to fund work on Bridge 42/29A and other various projects for 2015; Vehicle Expense increased \$481,055 based on historic repair costs.

Fixed Charges increased \$4,000 as Machinery and Equipment Rental increased this amount based on anticipated short-term rental needs for 2015.

Final budget adjustments include an increase in salaries of \$17,358.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BRIDGE CONSTRUCTION (CONTINUED) 2000-32300

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	1.00	1.02	0.99
Per capita cost (county support)	\$14.36	\$18.84	\$20.09

GoalTPW3: To repair and replace bridges, construct capital improvement projects, assist with snow removal on road system and county parking lots, install and replace culverts and cattle guards and perform tree removal/trimming in county rights of way.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
Complete all construction projects by the end of the year or as scheduled	100% of construction projects completed by the end of the year with 75% of them completed within established timelines	Yes	Yes	Yes
Respond to service calls within 24 hours of receipt	100% of the time service calls will be responded to within 24 hours	97%	98%	98%
Maintain bridge system with less than 10% restricted bridges	100% less than 10% restricted bridges, 100% scheduled critical repair of bridges within one year of discovery	Yes	Yes	Yes
Snow removal from county parking lots in business park and Human Services	100% of the time accomplish task. If task cannot be accomplished due to the amount of snow or other conditions, provide information to decision makers.	99%	99%	99%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Maintenance Support - - 2000-32400

DEPARTMENT DESCRIPTION: Performs all traffic control maintenance, management of signs, barricades, construction project signing, and roadway striping county-wide. The unit conducts routine and sustained snow removal operations as needed.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 620,820	\$ 623,000	\$ 629,800	\$ 671,079
Supplies	600,401	729,141	778,280	778,280
Purchased Services	113,626	187,790	245,871	245,871
Fixed Charges	2,699	0	0	0
Capital	0	0	6,500	6,500
Gross County Cost	\$ 1,367,546	\$ 1,539,931	\$ 1,660,451	\$ 1,701,730
Revenue	0	0	0	0
Net County Cost	\$ 1,367,546	\$ 1,539,931	\$ 1,660,451	\$ 1,701,730
Budgeted Positions	9	9	9	9

SUMMARY OF CHANGES: Personnel Services increased \$6,800 due to historic overtime costs and anticipated needs for 2015. Supplies increased \$49,139 due to the following: Small Items of Equipment increased \$7,700 as two jack hammers will be replaced and for materials for the sign shop plotter. Road Construction Supplies increased \$12,720 for increased tonnages and cost for sand and ice slicer for snow control for 2015. Cost of Goods Sold increased \$28,719 as the traffic paint quantity was increased due to more chip seal miles for 2015.

Purchased Services increased \$58,081 based on the following: Utilities increased \$1,396 for port-o-let service fees. Vehicle Expense increased \$56,685 due to historic repair costs and anticipated needs. Capital increased \$6,500 to fund a replacement sign shop plotter.

Final budget adjustments include an increase in salaries of \$41,279.

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>
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.333	.327	.317
Per capita cost (county support)	\$5.05	\$5.59	\$6.00

Goal TPW6: Assure safe travel for the general public by maintaining clearly marked and signed roads and bridges; assist in plowing of snow from county parking lots and roads; install and maintain snow fence in selected areas of the county.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW6-1: Respond to service calls within 24 hours of receipt	100% of service calls will be responded to within 24 hours	100%	100%	100%
TPW6-2: Respond and place temporary stop signs	100% of the time	100%	100%	100%
TPW6-3: Replace warning advisory and regulatory signs	100% of the time	100%	100%	100%
TPW6-4: Schedule road line painting	100% of all new or improved hard surface	100%	100%	100%
Centerline	100% of the time			
Shoulder line	50% annually			

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Other Public Works - - 2000-32500

DEPARTMENT DESCRIPTION: Reserve/Temporary employees for seasonal work. Contract payments for bridge grants and road construction projects are included in this budget unit.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 858,562	\$ 1,497,579	\$ 1,662,496	\$ 1,726,729
Supplies	0	0	0	0
Purchased Services	7,690,594	24,140,000	39,565,381	50,390,381
Fixed Charges	20,502	0	0	0
Capital	201,095	0	0	0
Gross County Cost	\$ 8,770,753	\$ 25,637,579	\$ 41,227,877	\$ 52,117,110
Revenue	0	0	0	0
Net County Cost	\$ 8,770,753	\$ 25,637,579	\$ 41,227,877	\$ 52,117,110
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Personnel Services increased a total of \$164,917. Salaries increased \$97,024, which includes a projected 3% COLA increase; Unemployment increased \$10,972 based on actual 2013 figures; Health Insurance increased \$9,061 and includes a zero percent increase; FICA increased \$38,789 which is 6.2% of the salary figure; Medicare increased \$9,071 which is 1.45% of the salary figure. The funding level accommodates 53 seasonal positions.

Purchased Services increased \$26,250,381 for the following: Contract Payments increased \$910,000 based on capital improvement projects for 2015. Strategic Roads decreased \$7,849,619 to fund only construction costs for capital improvement projects for a total of \$11,545,381, which include CR 49/CR44 intersection (\$4,545,381), flood project bridge CR 87/42.5A (\$1,000,000) and flood project bridge 53/58A (\$6,000,000). The Haul Route Program increased \$11,190,000 for a total of \$13,435,000 based on anticipated 2015 projects. Right-of-Way and Utility Purchases increased \$21,100,000 for a total of \$21,250,000 for right-of-way purchases for CR 47/SH 392 Ramp project (\$800,000), CR 74/SH 392 Ramp project (\$300,000), CR 49/47 south from US 34-CR 38 (\$4,000,000), CR 49/47 south from CR 38-I-76 (\$3,000,000), CR 47/49 north corridor CR 64-SH 392 (\$1,000,000). Utilities are budgeted for the CR 49 south corridor (\$10,000,000) and CR49/47 north corridor (\$2,000,000). Grants and Donations increased \$900,000 for a total of \$2,400,000 based on two bridge grant projects for Bridges 26/25A (\$850,000) and 68/59A (\$1,550,000).

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Board has approved the above projects as part of the Five Year Capital Improvements Plan. The increase for seasonal staffing is justified due to the workload of the projects.

**OTHER PUBLIC WORKS
(CONTINUED)
2000-32500**

BOARD ACTION: Board added an additional seasonal worker for eight months for a total of 54 at a cost of \$31,368. Overtime was increased \$32,865 based upon usage. Due anticipated price increase the cement line item was increased \$190,000. Six HRP projects were re-appropriated in 2015(\$10,635,000). The carry over HRP projects will be funded from carry over fund balance amounts. All other items were approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Bridge Abutments	12	13	12
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	0	0	0
Per capita cost (county support)	\$32.41	\$93.13	\$183.83

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Mining - - 2000-32600

DEPARTMENT DESCRIPTION: Responsible for mining, crushing, and screening of gravel in county-owned quarries.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 343,664	\$ 343,467	\$ 472,877	\$ 497,916
Supplies	1,687,289	1,584,650	1,307,900	1,307,900
Purchased Services	395,452	554,049	593,342	593,342
Fixed Charges	73,880	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 2,500,285	\$ 2,482,166	\$ 2,374,119	\$ 2,399,158
Revenue	0	0	0	0
Net County Cost	\$ 2,500,285	\$ 2,482,166	\$ 2,374,119	\$ 2,399,158
Budgeted Positions	5	5	7	7

SUMMARY OF CHANGES: Personnel Services increased a total of \$129,410 for the following: Salaries for two full-time employees added to this division mid-year 2014 for a cost of \$126,910, and outerwear reimbursement was increased \$500 for these two employees. Overtime increased \$2,000 due to additional employees.

Supplies decreased \$276,750 based on estimated gravel pit royalties for 2015. Purchased Services increased \$39,293 for the following: Utilities increased \$1,960 for port-o-let service charges. Vehicle Expense increased \$37,333 based on historic repair costs.

Final budget adjustments include an increase in salaries of \$25,039.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

MINING (CONTINUED) 2000-32600

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.185	.185	.247
Per capita cost (county support)	\$9.24	\$9.02	\$8.46

Goal TPW2: To perform mining, crushing, and screening of aggregate materials and recycled asphalt.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
TPW2-1: Complete scheduled crushing and screening requirements	100% of scheduled production	Yes	Yes	Yes
TPW2-2: Follow Mining Safety and Health (MSHA) guidelines and directives	100%, provide detailed explanation of any write-ups or discrepancies	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Pavement Management -- 2000-32700

DEPARTMENT DESCRIPTION: Performs paved road maintenance involving asphalt patching, potholes, and paving operations. Responsible for pavement testing, concrete curb and gutter, crack fill, seal coat, and gravel shoulder improvements, as well as snow removal operation as needed.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,144,977	\$ 911,972	\$ 1,061,395	\$ 1,145,467
Supplies	3,147,421	3,138,900	3,114,900	3,114,900
Purchased Services	2,500,729	2,635,602	2,913,956	2,913,956
Fixed Charges	10,979	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 6,804,106	\$ 6,686,474	\$ 7,090,251	\$ 7,174,323
Revenue	0	0	0	0
Net County Cost	\$ 6,804,106	\$ 6,686,474	\$ 7,090,251	\$ 7,174,323
Budgeted Positions	13	13	15	15

SUMMARY OF CHANGES: Personnel Services increased a total of \$149,423 due to the following: Salaries increased \$101,093 to fund an additional foreman (\$62,122) and one additional Service Worker II (\$38,471) and outerwear reimbursement was increased \$500 for these two employees; Overtime increased \$720 based on history and anticipated needs for 2015; Health Insurance increased \$28,584; FICA increased \$6,807; Retirement increased \$10,627; Medicare increased \$1,592.

Supplies decreased \$24,000 as replacement teeth for the milling machine will now be funded from line item 6384. Purchased Services increased a total of \$278,354 for Utilities which was increased \$520 for port-o-let service charges and Vehicle Expense increased \$277,834 based on historic repair costs.

Final budget adjustments include an increase in salaries of \$58,072.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Addition of the two positions is justified based upon the workload and projects for 2015.

BOARD ACTION: Overtime was increased by \$26,000 based upon the 2015 work plan approved. All other items were approved as recommended, including the two additional positions.

PAVEMENT MANAGEMENT (CONTINUED) 2000-32700

PERFORMANCE MEASURES

<u>Work Outputs</u>	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
FTE's per 10,000/capita	.480	.472	.529
Per capita cost (county support)	\$25.14	\$24.88	\$25.31

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: Respond to calls for service	100% of the time to repair or schedule	100%	100%	100%
TPW7-2: Perform scheduled paving and milling operations	100% of schedule met or explained	100%	100%	100%
TPW7-3: Prepare assigned contract bids and documents	100% of the time	100%	100%	100%
TPW7-4: Assure paved roads are maintained and evaluated in accordance with established GASB standards and reporting requirements	Maintain following standards for paved roads: 70% rated good 25% rated fair 5% rated poor	66%G 33%F 1%P	68%G 31%F 1%P	69%G 30%F 1%P

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC WORKS

BUDGET UNIT TITLE AND NUMBER: Grants-In-Aid to Cities and Towns - - 2000-56200

DEPARTMENT DESCRIPTION: In accordance with Section 43-2-202, C.R.S., 1973, 50 percent of the mill levy collected by the County on assessed values within incorporated municipalities to maintain county roads is paid to municipalities.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	1,644,230	1,908,056	2,737,645	2,274,091
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 1,644,230	\$ 1,908,056	\$ 2,737,645	\$ 2,274,091
Revenue	0	0	0	0
Net County Cost	\$ 1,644,230	\$ 1,908,056	\$ 2,737,645	\$ 2,274,091
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 2015 mill levy applied. The increase is due to the increase in the Public Works mill levy from \$11,500,000 to \$16,500,000 for the WCR 47/49 Corridor project.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PUBLIC WORKS FUND

BUDGET UNIT TITLE AND NUMBER: Non-Departmental Revenue - - 2000-90100

DEPARTMENT DESCRIPTION: Revenue generated by Public Works Fund.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	0	0	0	0
Gross County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Revenue/Fund Balance	\$ 27,983,539	\$ 44,081,423	\$ 57,461,054	\$ 67,949,304
Net County Cost	\$ 8,978,964	\$ 11,500,000	\$ 16,500,000	\$ 16,500,000
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: The resources for 2015 total \$132,948,000, which includes a fund balance of \$59,635,000, in addition to the revenue shown in the budget. Property tax is set at \$16,500,000 up \$5,000,000. Specific ownership tax is estimated to be \$7,400,000, up \$100,000 from 2014, as vehicle sales recover. Total HUTF will be \$9,700,000 up \$150,000 from 2014. Permit revenues are budgeted at \$500,000. Motor vehicle registration fees are \$340,000, and grazing fees are \$70,000. Oil and gas revenues are \$16,000,000.

Federal mineral lease revenues are \$1,425,000 due to the creation of the Weld County Federal Mineral Lease District. The federal mineral lease revenue will flow through the new district and then Public Works will apply to the district for the funding of projects. In 2015, the district is funding \$1,425,000 in oil and gas haul route projects. PILT is budgeted at \$330,000 with the Federal Mineral Leasing District funding change.

Other revenues from project reimbursements total \$17,048,000, which are up \$7,909,765. Transportation impact fees are budgeted at \$1,500,000. There are Energy Impact Assistance grants of \$6,200,000 for HARP projects of \$4,000,000 and \$2,200,000 for CR 390. A HES grant for \$828,000 for the intersection of CR 44/49 is funded. There are state grants for \$1,200,000 for Bridge 68/59A, and \$320,000 for Bridge 26/25A. There are two FHWA flood project grants for Bridge 87/42.5A (\$1,000,000), and Bridge 53/58A (\$6,000,000). Severance tax is budgeted at \$4,000,000. In accordance with the policy adopted by the Board of County Commissioners in 2010, the severance tax revenue is budgeted at a five year leveling average due to the fluctuations of the revenue created by the price and production levels of oil and gas commodities.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: An added fund balance amount of \$10,635,000 was carried over for HRP projects. Severance Tax was adjusted up \$2,000,000 based on 2015 projections. Federal mineral lease revenues were increased \$425,000 based upon the 2015 IGA with the Weld County Federal Mineral Lease District. Reimbursements for the FHWA flood bridges are up \$600,000. No other changes.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PUBLIC WORKS FUND

BUDGET UNIT TITLE AND NUMBER: Contingency - - 2000-99999

DEPARTMENT DESCRIPTION: Funds to cover recommended salary increase amounts.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 525,530	\$ 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	\$ 525,530	\$ 0
Revenue	0	0	0	0
Net County Cost	\$ 0	\$ 0	\$ 525,530	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Budget reflects a zero percent increase in health insurance costs. 2015 salary increases are a policy issue for the Board, but there are funds for step increases due employees in 2015 and a 3.0 percent salary cost-of living amount included in this budget. There are no other benefit changes.

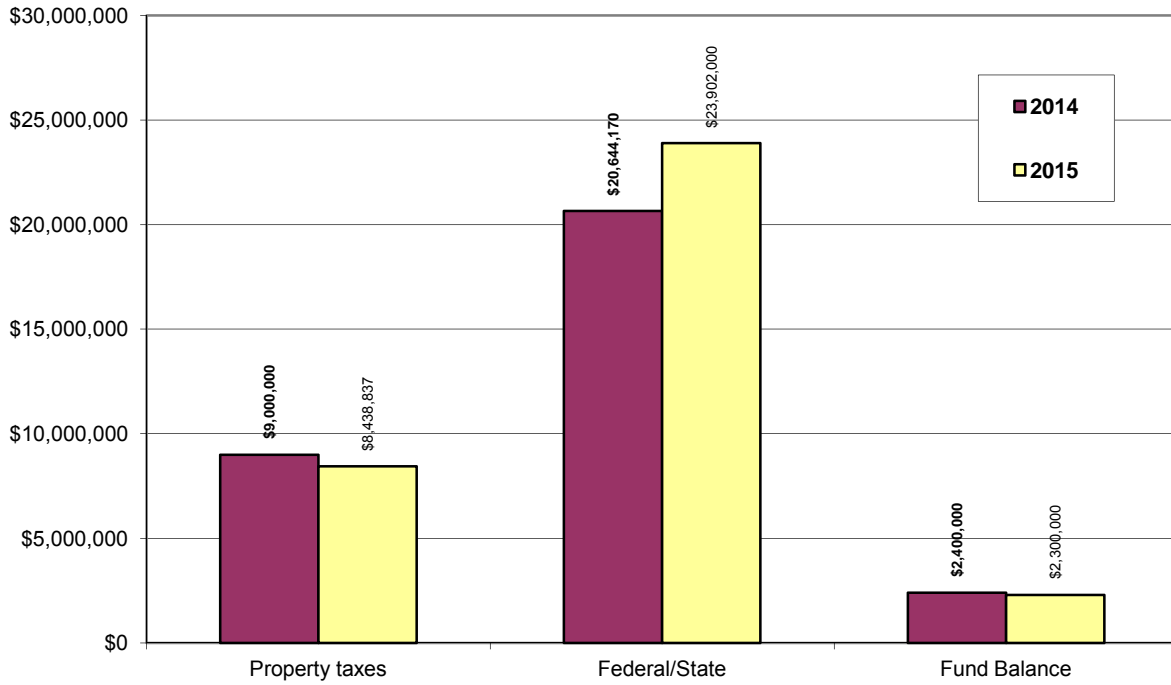
FINANCE/ADMINISTRATION RECOMMENDATION: Salary adjustment amount is a Board policy issue.

BOARD ACTION: Approved as recommended, including the 3% cost of living adjustment. Health insurance did not increase for 2015. There are no other benefit changes.

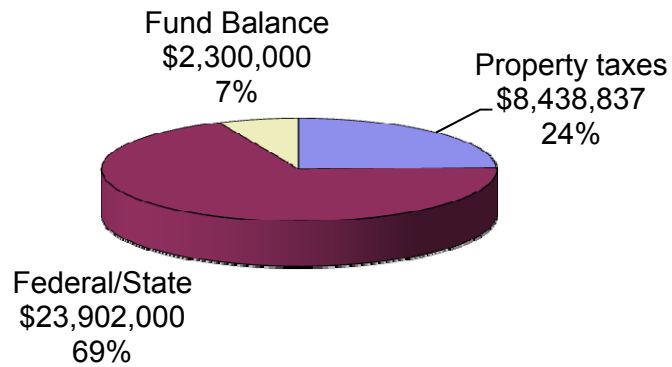


SOCIAL SERVICES

Revenue Changes

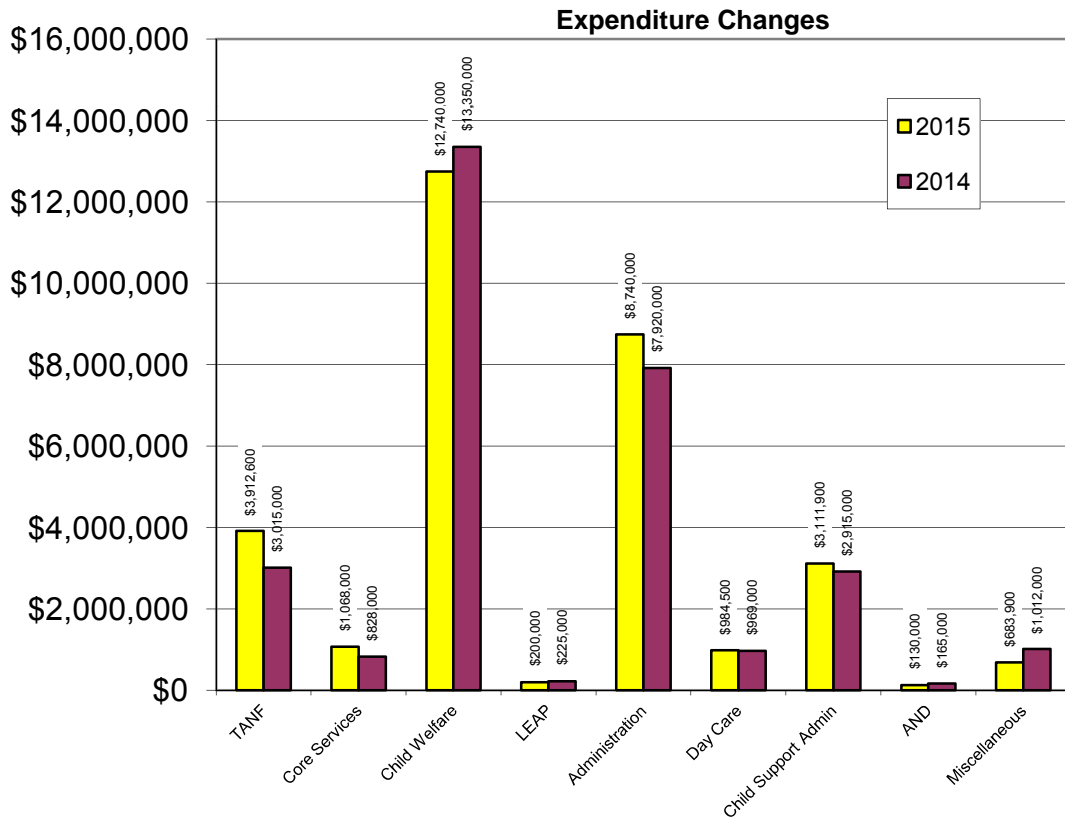
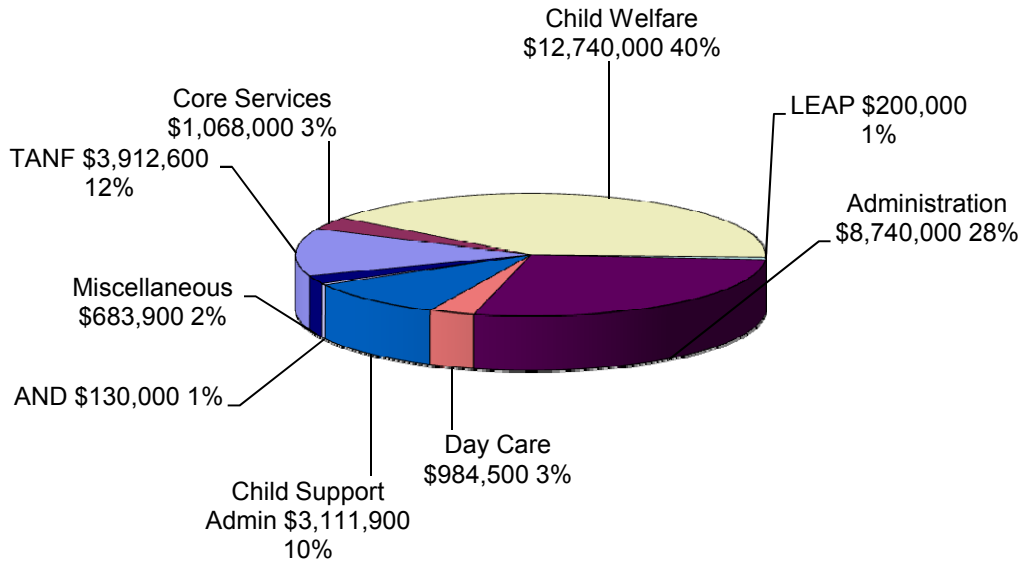


2015 Revenue
Total \$34,640,837 (2014 \$33,644,170)



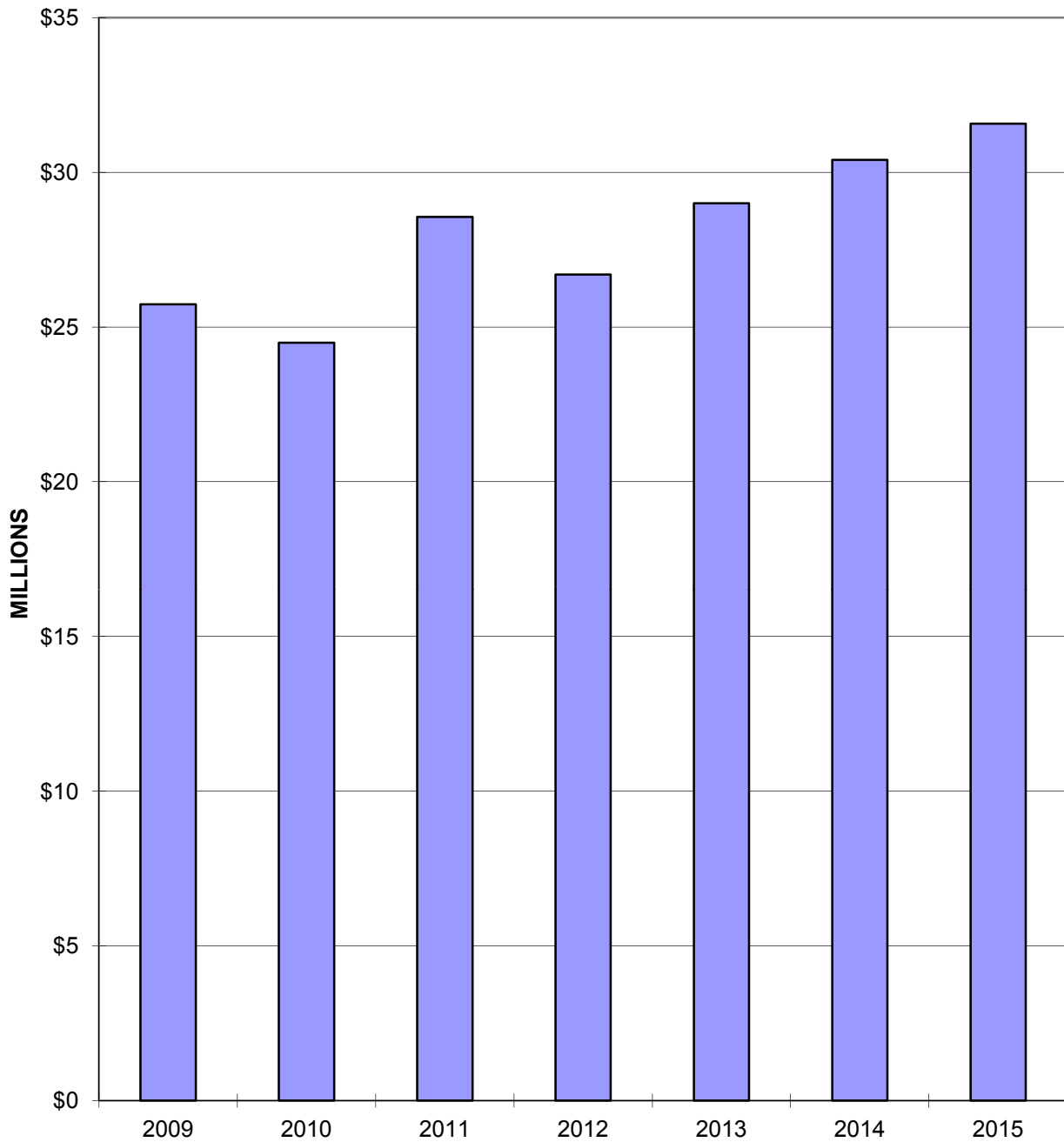
SOCIAL SERVICES 2015 Expenditures

Total \$31,570,900 (2014 \$30,399,000)



SEVEN YEAR TREND

Social Services



SOCIAL SERVICES FUND SUMMARY

Calendar Year 2015 is shaping up to be a year of significant change for the Weld County Department of Human Services. Internally, the department is putting the final touches on the implementation of its up-front document imaging system and evaluating the level of success achieved through various departmental staff reorganizations. Externally, the department will continue to participate in the state-wide Title IV-E (Foster Care and Adoption Assistance Entitlement Grant) Waiver Project, designed to provide permanent connections for children entrusted to the department's care, expanding the scope of the project to include trauma-informed care services. Counties in Colorado will likely take on the responsibility of determining eligibility for all Medicaid applicants, including those previously served through a state-wide vendor, due to their choice to apply on-line for Medical services, only. Additionally, issues arising from implementation of the Affordable Care Act (ACA) will continue to drive the need toward more innovation and efficiencies within the Assistance Payments Division of the Department. The passage of HB 14-1317 will produce noticeable changes in the delivery of Child Care services throughout the State. It strips away many of the tools counties previously had to control costs and stay within budget, leaving Waiting Lists as a last resort tool. Weld County has historically avoided the use of such Waiting Lists, because they tend to reward those residents who apply early for assistance, while leaving others who may be at greater need for those services behind, simply because of their relative delay in applying. Finding ways to abide by the requirements of this Act while, at the same time, maintaining a fair and equitable means of delivering services will be one of the department's most significant planning challenges.

The total Social Services Fund budget is \$31,570,900. The programs are funded by property tax of \$8,438,837, state and federal funds of \$23,902,000, and the potential use of fund balance to cover unanticipated cost overruns. The department continues to pursue innovative programs to avoid, or reduce the duration of, clients' need for services. While this may, in some cases, drive greater costs in the current year, it is anticipated that these measures will enable the department to avoid costs in future years.

Food Assistance caseloads increased approximately 170% from 2006 through 2011, reached a plateau during the first few months of 2012, and decreased by approximately 11% at the end of 2013. On the contrary, Colorado Works Basic Cash Assistance payments have continued to increase by a small percentage each year.

CBMS continues to impact the productivity of staff and create delays in the delivery of payments and benefits for Food Assistance, Medicaid, Colorado Works, and State-Only Programs. Many of the inefficiencies creating these delays are being resolved. However, the inefficiencies that remain continue to impact the time required to process cases and the number of cases in pending status. Weld County remains hopeful that modifications currently under development will rectify some of the issues created by the system. In the meantime, the department has identified changes to its internal practices that have enabled it to deliver services in more timely and accurate ways, and will continue to identify practice and policy changes that will further this effort.

Weld County will be starting the State Fiscal Year 2014-2015 with a small amount of TANF County Reserve, which will serve to insulate us, to some extent, from the requirement to use county-only funds in covering Child Welfare and Colorado Works over-expenditures. The requirements of Senate Bill 08-177 have increased the percentage of our Colorado Works allocation that is expended on Basic Cash Assistance, leaving fewer funds available for Supportive Services and Diversion Payments.

SOCIAL SERVICES FUND ESTIMATED REVENUE 2015

	FEDERAL AND STATE	COUNTY	TOTAL
County Administration	\$ 7,000,000	\$ 1,740,000	\$ 8,740,000
Other Programs	706,000	- 126,800	579,200
Child Support Administration	2,300,000	811,900	3,111,900
TANF-Colorado Works	2,427,517	1,485,083	3,912,600
Aid to the Needy Disabled	0	130,000	130,000
Child Care	440,000	544,500	984,500
Old Age Pension	87,000	11,000	98,000
Child Welfare	8,940,000	3,800,000	12,740,000
Core Services	868,000	200,000	1,068,000
LEAP	200,000	0	200,000
General Assistance	<u>0</u>	<u>6,700</u>	<u>6,700</u>
Sub-Total	<u>\$ 22,968,517</u>	<u>\$ 8,602,383</u>	<u>\$ 31,570,900</u>
Federal/State Reimbursement	\$ 22,968,517		
Claims Collection Incentives	244,000		
TANF Adjustment	532,483		
Child Support Incentives	157,000		
Usage of Deferred Revenues	<u>0</u>		
Sub-Total Revenue	\$ 23,902,000		
Potential Use of Fund Balance	0		
County Property Tax / Penalties	<u>8,438,837</u>		
Total Revenue	<u>\$ 32,340,837</u>		

SOCIAL SERVICES FUND

MANDATED FEDERAL AND STATE PROGRAMS

Assistance Payment Programs: Most assistance payment programs are mandated by the federal or state government. Consequently, local government is limited as to what can be done to reduce costs from these programs.

	Federally Mandated	State
Mandated		
Temporary Assistance to Needy Families – Colorado Works	X	X
Aid to the Needy Disabled		X
Low Income Energy Assistance Program	X	X
Old Age Pension		X
General Assistance*	Optional	Optional

* State law allows counties the option of having a general assistance program and, if established, to determine the benefit level.

Social Service Programs: Social service programs administered by the department are mandated by federal or state law; however, local governments have a higher degree of managerial flexibility with these programs.

	Federally Mandated	State Mandated
Child Protection – Casework Services	X	X
Youth Services – Casework Services	X	X

Administration: Costs associated with administration include compensation for direct services through caseworkers, technicians and support staff. In addition, overhead such as rent, utilities, travel, supplies, and equipment are funded through administrative allocations. The State establishes administrative allocations and reimburses at various rates depending on the type of expenditure and program. Expenditures greater than allocation are not guaranteed to be reimbursed. Generally, they are at least partially reimbursed through the use of transferred TANF funds, surplus distribution, or Federal pass-thru revenues.

**SOCIAL SERVICES
SUMMARY OF REVENUES
2015**

Fund	Org	Acct	Account Title	2014 Budget	2015 Request	2015 Recommend	2015 Final
			TAXES				
2100	42111	4112	CURRENT PROPERTY TAXES	8,438,837	8,438,837	8,438,837	8,438,837
			INTERGOVERNMENTAL				
2100	42700	4320	FEDERAL GRANTS	460,000	0	0	0
2100	42110	4336	REIMBURSEMENTS	4,500,000	7,000,000	7,000,000	7,000,000
2100	42111	4336	REIMBURSEMENTS	924,253	933,483	933,483	933,483
2100	42115	4336	REIMBURSEMENTS	361,000	706,000	706,000	706,000
2100	42200	4336	REIMBURSEMENTS	2,150,000	2,300,000	2,300,000	2,300,000
2100	42365	4336	REIMBURSEMENTS	1,529,917	2,427,517	2,427,517	2,427,517
2100	42370	4336	REIMBURSEMENTS	0	0	0	0
2100	42375	4336	REIMBURSEMENTS	430,000	440,000	440,000	440,000
2100	42380	4336	REIMBURSEMENTS	111,000	87,000	87,000	87,000
2100	42410	4336	REIMBURSEMENTS	9,911,163	8,940,000	8,940,000	8,940,000
2100	42415	4336	REIMBURSEMENTS	628,000	868,000	868,000	868,000
2100	42610	4336	REIMBURSEMENTS	200,000	200,000	200,000	200,000
			TOTAL INTERGOVERNMENTAL	21,205,333	23,902,000	23,902,000	23,902,000
			TOTAL SOCIAL SERVICES	29,644,170	32,340,837	32,340,837	32,340,837

**SOCIAL SERVICES
SUMMARY OF EXPENDITURES
2015**

Fund	Org	Expenditure Function	2014 Budget	2015 Request	2015 Recommend	2015 Final
2100	42110	ADMINISTRATION-REGULAR	7,920,000	8,740,000	8,740,000	8,740,000
2100	42115	OTHER PROGRAMS	361,000	579,200	579,200	579,200
2100	42200	CHILD SUPPORT ADMINISTRATION	2,915,000	3,111,900	3,111,900	3,111,900
2100	42365	COLORADO WORKS	3,015,000	3,912,600	3,912,600	3,912,600
2100	42370	NEEDY AND DISABLED	165,000	130,000	130,000	130,000
2100	42375	DAY CARE & ADMINISTRATION	969,000	984,500	984,500	984,500
2100	42380	OLD AGE PENSION	121,000	98,000	98,000	98,000
2100	42410	CHILD WELFARE & ADMINISTRATION	13,350,000	12,740,000	12,740,000	12,740,000
2100	42415	PLACEMENT ALTERNATIVE CARE	828,000	1,068,000	1,068,000	1,068,000
2100	42610	LEAP ADMINISTRATION & OUTREACH	225,000	200,000	200,000	200,000
2100	42700	GENERAL ASSISTANCE	530,000	6,700	6,700	6,700
TOTAL SOCIAL SERVICES			30,399,000	31,570,900	31,570,900	31,570,900

BUDGET UNIT REQUEST SUMMARY

/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Summary - - All Departments - - Fund 2100

DEPARTMENT DESCRIPTION: See individual units.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 20,501,234	\$ 21,129,000	\$ 22,815,400	\$ 22,815,400
Supplies	872,606	1,867,000	403,200	403,200
Purchased Services	7,480,495	7,001,000	6,817,700	6,817,700
Fixed Charges	2,563,759	852,000	2,205,300	2,205,300
Capital	56,022	0	0	0
Contra Expense	- 667,857	- 450,000	- 670,700	- 670,700
Gross County Cost	\$ 30,806,259	\$ 30,399,000	\$ 31,570,900	\$ 31,570,900
Revenue	22,556,347	20,644,170	23,902,000	23,902,000
Net County Cost	\$ 8,249,912	\$ 9,754,830	\$ 7,668,900	\$ 7,668,900
Budget Positions	301.5	306.5	315.5	315.5

SUMMARY OF CHANGES: See Individual Budget Units.

FINANCE/ADMINISTRATION RECOMMENDATION: See Individual Budget Units.

BOARD ACTION: See Individual Budget Units.

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

Goal HHS1: “To continuously strengthen services and support innovation that leads to a culture that empowers people to improve their quality of life.”

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS1-1: Increase quality of work	Implement continuous improvement system to accomplish the following: Analyze current processes to determine if they are achieving expected outcomes; develop remedies and improvements; deploy follow up tracking system measuring the effectiveness of improvements; reduce the duplication of services provided to customers requiring wrap around services; train service coordinators to provide upfront departmental-wide coordinated services.	<p>Develop and/or refine methodology to gather statistics in order to establish baselines against which performance will be measured in future years. Certain Divisions of the Department were able to define their methodology in 2013-2014 and will refine it in 2015.</p> <p>Continuous improvement system designed and implemented within DHS.</p> <p>Initial improvement teams launched addressing four key opportunities for improvement.</p>

Goal HHS2: Develop & deploy consistent performance management approaches across the Human Services Department.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS2-1: Increase retention of quality staff	Identify existing performance management approaches within Human Services to include individual department approaches, County approaches, and different performance management philosophies and styles within Human Services.	<p>Statistically valid retention baseline developed using several past years to determine trends.</p> <ul style="list-style-type: none"> - Used to gauge realistic and appropriate retention levels within DHS
HHS2-2: Increase fulfillment of promotion opportunities	Research Baldrige Category 5 (Workforce Focus) and implement “best practice” concepts to include factors affecting employee satisfaction and engagement, staff development, supervisory development, employee safety and well-being, morale, motivation and teamwork.	By the end of 2014 all employees will have professional development plans incorporated and addressed within their formal evaluation system.

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
<p>HHS2-3: Viable succession plans created across the Department</p>	<p>Assess capacity and staffing levels to administer system.</p> <p>Develop and deploy follow up tracking system measuring the effectiveness of the Human Services Department Human Capital Management efforts.</p> <p>Define how employees are measured.</p> <p>Fully implement new County performance management system.</p> <p>Implement and perfect performance appraisal system.</p> <p>Train supervisors and staff on how to use the new performance appraisal system.</p> <p>Identifying current practices used for measuring employee performance, best practices and standards are set to reflect Core Values.</p> <p>Develop a uniform approach for performance management and evaluation that contains standards as dictated by job descriptions.</p> <p>Develop employee measurements based job standards and assessments that will be defined and implemented in the County performance management system.</p>	<p>Upper level DHS organization structure evaluated and assessed.</p>
<p>HHS2-4: Team culture developed across the board within the Department of Human Services</p>	<p>Develop and deploy continuous training and job sharing opportunities (using creative technological options) that will help improve organizational knowledge, job performance and core values.</p>	<p>Increase employee core knowledge of all departments across Human Services.</p>

Goal HHS3: Establish a systematic structure to effectively communicate inside and outside of the Human Services Department.		
DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS3-1: Improved customer and stakeholder access to DHS program information and services	<p>Implement the best methods to communicate with clients, stakeholders and other agencies to include using the intranet; newsletter, web page; email or newsletters.</p> <p>Implement the best methods to review policy with the County Commissioners; communicate with County departments; the best methods to communicate with the rest of the County.</p> <p>Develop a process to share positive information with the community. Greater emphasis will be placed on positive outcomes of the services provided by Human Services and statistics that point to success, the image of the department could be enhanced and could improve relationships that are considered confrontational.</p>	<p>An improved Human Services' website that provides more program-related information including qualification details could help customers identify eligibility even before coming into Human Services.</p> <p>Increased and measureable use of the PEAK system that enables customers to apply for benefits on-line.</p>
HHS3-2: Ensure all DHS staff are fully engaged in the communications loop	<p>Create team backups from each division to maintain continuity.</p> <p>Form staff driven improvement teams.</p> <p>Train staff members on project management and process improvement methodologies that will be used during the process.</p> <p>Conduct research around the following: The 5 most important methods to communicate info in HS; Communication methods that are currently working and methods not working; The best way to attain the voice of all staff.</p>	Top five internal communication methods for DHS identified and validated.

Goal HHS4: To prepare for the future by identifying appropriate actions to opportunities and challenges that may impact the Department of Human Services.		
DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS4-1: Increased preparedness to handle future contingencies	<p>Develop & assess budget.</p> <p>Formulate program projections based on increased demand.</p> <p>Identify mandatory program commitments</p>	<p>Forecast shell created through identified reports and data that predict future trends and needs.</p> <p>Developing Management Reports that will provide fiscal data, useful for decision-making, across all programs. Several programs are now being piloted for refinement of format.</p>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS4-2: Increased flexibility and agility in meeting future customer demands	<p>Explore ramifications of child welfare 90/10 to 80/20 switch.</p> <p>Conduct scenario planning addressing the following: What can be cut first; the consequences; the potential alternative funding strategies and the business case in supporting individual programs compared to others.</p> <p>Identify “big ticket” items that must be supported.</p>	<p>DHS revenue generating sources compiled.</p> <p>Cost Containment / Revenue Maximization strategies were identified, evaluated and, where feasible, implemented during 2013 and 2014. The Department has identified four additional strategies for 2015 that are reflected in the budget narrative.</p>
HHS4-3: Enhanced DHS emergency preparedness	<p>Form staff driven Continuity of Operations project planning team.</p> <p>Develop and deploy Continuity of Operations Plan.</p>	<p>Continuity of Operation Plan will have been implemented and revised as appropriate and all staff will participate in and be aware of the plan.</p>

Goal HHS5: To develop a means to clearly and effectively communicate the value of Human Service programs to any person inside and outside of the organization on a continuous basis

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS5-1: County Commissioners and other stakeholders understand the tangible value that Weld County Human Services provides to the local community	<p>Increase awareness of DHS programs and services.</p> <p>Enhance image of DHS programs and services.</p> <p>Development and implantation of the recommendations of the OI Group for the reorganization of the Service Delivery Entry Points to Human Services.</p>	<p>Individual DHS division education and promotion plans developed that includes the Department’s mission, vision and purpose.</p>
HHS5-2: High level connections can be demonstrated from the services that each team provides to any family	<p>Analyze coordinated services within a targeted group of customers and identify what everyone is gathering.</p> <p>Expand coordinated service analysis after targeted group analysis and construct ethics guidelines regarding the information used in conjunction with the coordinated service analysis.</p> <p>Determine what funding sources and tracking/reporting are potential barriers and explored possible resolutions.</p>	<p>Organizational report card shell designed.</p>

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS5-3: Effective stewardship of the taxpayer dollar	<p>Build organizational report card: Benchmark Adams county; Incorporated “Return on Investment” language into report card based on outcomes that can justify current Department activities.</p> <p>Validate the report card with stakeholders.</p> <p>Publish report card on a routine basis.</p>	DHS stakeholder and customer perception baseline established.

Goal HHS6: To develop and reinforce “best customer service” standards and commitment within all employees and partners of the Weld County Department of Human Services

DESIRED OUTCOMES	STRATEGIES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)
HHS6-1: Increased customer satisfaction levels	<p>Ensure that customer goals are embedded within employee performance standards.</p> <p>Test the feasibility in monitoring phone calls to test for quality customer service.</p> <p>Develop multiple methods to assess the quality of customer service (staff, partners, boards, etc.); identify the meaning of “respect” mean in the eyes of all customers?</p> <p>Determine key requirements for all DHS customers – as well as their priorities (ease of use, quality of contact, quality of service, etc.)</p> <p>Offer ongoing training to all staff to improve basic customer service skills.</p> <p>Offer training for managers on the nuts and bolts of reinforcing customer service standards.</p> <p>Ensure partner accountability to Human Service customer service standards through contract language that can be developed to drive a closer alignment and assisting partners by communicating standards, training, and reinforcement.</p> <p>Develop strategies to quantify intangible aspects of customer service (focus groups).</p>	<p>Individual DHS division customer satisfaction assessment tools developed.</p> <p>Overall DHS customer satisfaction index designed.</p> <p>Initial DHS customer satisfaction baseline established.</p>

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: County Administration - - 2100-42110

DEPARTMENT DESCRIPTION: Expenditures for Staff Compensation and Operations, attributable to Food Assistance, Medicaid, Adult Protection, and Common Support programs. The State establishes an allocation that limits the reimbursement for administrative expenditures.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 5,680,963	\$ 7,100,000	\$ 6,500,000	\$ 6,500,000
Supplies	- 536,172	150,000	- 521,000	- 521,000
Purchased Services	1,402,040	700,000	1,430,800	1,430,800
Fixed Charges	1,351,256	0	1,405,200	1,405,200
Contra Expense	- 15,452	- 30,000	- 75,000	- 75,000
Capital	0	0	0	0
Gross County Cost	\$ 7,882,635	\$ 7,920,000	\$ 8,740,000	\$ 8,740,000
Revenue	5,649,218	4,500,000	7,000,000	7,000,000
Net County Cost	\$ 2,233,417	\$ 3,420,000	\$ 1,740,000	\$ 1,740,000
Budget Positions	144.0	149.0	156.0	156.0

SUMMARY OF CHANGES: The migration to a front-end scanning system, along with an automated interview scheduling system is almost complete. Caseloads continue to grow, although at a somewhat slower pace compared to prior years. The Affordable Care Act and the State of Colorado's decision to expand Medicaid coverage have increased demand for eligibility determination services and have complicated the interface between the Medicaid program and the Food Assistance and other benefit programs. The department plans to hire additional temporary staff to receive Eligibility Technician training, a manager to oversee the additional temporary staff, four additional permanent staff to investigate overpayments, one additional staff to actively collect back overpayments and one additional staff to provide administrative support.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Additional staff appears to be justified based upon the workload requirements.

BOARD ACTION: Approved as recommended.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load (Average)	31,400	33,000	42,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	5.322	5.412	5.503
Per capita cost	\$8.254	\$12.423	\$6.138

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS:

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Non-Program Revenue - - 2100-42111

DEPARTMENT DESCRIPTION: Property Taxes, Claim-Collection Incentives, TANF Adjustment, TANF MOE Reduction, and Miscellaneous Revenue Sources.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	0	0	0	0
Contra	- 115,959	0	0	0
Gross County Cost	\$ - 115,959	\$ 0	\$ 0	\$ 0
Revenue	117,125	924,253	933,483	933,483
Net County Cost	\$ 6,483,126	\$ 8,438,837	\$ 8,438,837	\$ 8,438,837
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: Property tax is budgeted at \$8,438,837 for 2015. The difference is a combination of special revenue from various department programs. The Child Support TANF-Retained Incentive is estimated at \$157,000. The TANF Adjustment is \$532,483. Incentives earned as the result of claims collections for Food Assistance, Medicaid, TANF, and State-Only programs are estimated to be \$244,000. Counties will not receive the Work Participation bonus funds during 2015. Instead, counties will receive a reduction to the Actual Spending MOE, which will increase the TANF Adjustment.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS:

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Other Programs - - 2100-42115

DEPARTMENT DESCRIPTION: This budget unit was established for minor or temporary programs for the Department of Social Services. It includes Employment First, Medical Exams, Food Stamps Refunds, AFDC Retained Collections, and Collaborative Management.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 333,769	\$ 72,000	\$ 490,400	\$ 490,400
Supplies	3,526	6,000	26,200	26,200
Purchased Services	284,259	283,000	62,800	62,800
Fixed Charges	24	0	0	0
Contra	- 117	0	- 200	- 200
Gross County Cost	\$ 621,461	\$ 361,000	\$ 579,200	\$ 579,200
Revenue	670,187	361,000	706,000	706,000
Net County Cost	\$ - 48,726	\$ 0	\$ - 126,800	\$ - 126,800
Budget Positions	0	--	--	--

SUMMARY OF CHANGES: Accounting for the Employment First program has been shifted from a practice of recording expenditures initially in the Human Services Fund and transferring them to the Social Services Fund, to one of recording directly into the Social Services Fund. This will enable the department to report, and be reimbursed for, expenditures on a much more timely basis. It does necessitate significant changes to the category of costs within these programs. The proposal to pass through 100% of Child Support collections continues to be discussed. It has not yet been formally introduced as a legislative agenda.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Concur with accounting change for Employment First program.

BOARD ACTION: Approved as recommended.

**OTHER PROGRAMS
(CONTINUED)
2100-42115**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	3,900	4,000	4,000
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$0.00	\$0.00	\$0.00

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Child Support Administration - - 2100-42200

DEPARTMENT DESCRIPTION: This program is designed to obtain and enforce child support and medical support for dependent children to offset part of the TANF and foster care costs. In addition, child support and medical support are enforced for non-TANF clients based on court orders.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,680,131	\$ 2,285,000	\$ 2,545,000	\$ 2,545,000
Supplies	236,706	340,000	120,600	120,600
Purchased Services	302,035	220,000	400,200	400,200
Fixed Charges	89,067	70,000	46,100	46,100
Contra Expense	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 3,307,939	\$ 2,915,000	\$ 3,111,900	\$ 3,111,900
Revenue	2,497,125	2,150,000	2,300,000	2,300,000
Net County Cost	\$ 810,814	\$ 765,000	\$ 811,900	\$ 811,900
Budget Positions	30	30	30	30

SUMMARY OF CHANGES: No significant changes are anticipated in these programs in 2015.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**CHILD SUPPORT ADMINISTRATION
(CONTINUED)
2100-42200**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	7,603	7,603	7,650
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	1.1	1.1	1.1
Per capita cost (county support)	\$3.049	\$2.779	\$2.864

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Temporary Assistance to Needy Families and Administration (TANF) - - 2100-42365

DEPARTMENT DESCRIPTION: Assistance payment grants for eligible recipients of the TANF program. This budget unit also has administrative funding for TANF staff and operating costs.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,018,454	\$ 625,000	\$ 1,700,000	\$ 1,700,000
Supplies	247,104	265,000	236,400	236,400
Purchased Services	2,129,857	2,100,000	1,962,200	1,962,200
Fixed Charges	50,604	30,000	29,000	29,000
Contra Expense	- 6,781	- 5,000	- 15,000	- 15,000
Capital	0	0	0	0
Gross County Cost	\$ 3,439,238	\$ 3,015,000	\$ 3,912,600	\$ 3,912,600
Revenue	2,518,889	1,529,917	2,427,517	2,427,517
Net County Cost	\$ 920,349	\$ 1,485,083	\$ 1,485,083	\$ 1,485,083
Budget Positions	0	0	0	0

SUMMARY OF CHANGES: SB 08-177 continues to have lingering effects in driving up Basic Cash Assistance in many counties, including Weld, across the state. Our moderate TANF County Reserve balance will continue to shield us, to some extent, from the fiscal pressures that were created. However, sustained demands on the block grant may, eventually, lead to significant measures in the future. The accounting for activities performed by Case Managers in the Employment Services Division of the department are now recorded directly in the Social Services Fund, which should allow us to report and receive reimbursement for those expenditures on a more timely basis.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**TANF ADMINISTRATION
(CONTINUED)
2100-42365**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Loads (Average)	720	720	720
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$3.401	\$5.394	\$5.238

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Aid to Needy Disabled - - 2100-42370

DEPARTMENT DESCRIPTION: Assistance grants for eligible disabled and Medicaid benefits for SSI clients.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Fixed Charges	172,752	170,000	180,000	180,000
Contra Account	- 45,903	- 5,000	-50,000	-50,000
Capital	0	0	0	0
Gross County Cost	\$ 126,849	\$ 165,000	\$ 130,000	\$ 130,000
Revenue	0	0	0	0
Net County Cost	\$ 126,849	\$ 165,000	\$ 130,000	\$ 130,000
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. Some nominal increases in beneficiary payments were approved in the 2014 Legislative Session. Problems with CBMS have created periods of time when the department has been unable to report Interim Assistance Refunds, which has created some anomalies in the financial reporting of those transactions.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**AID TO NEEDY DISABLED
(CONTINUED)
2100-42370**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	365	365	365
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$0.469	\$0.600	\$0.459

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Child Care - - 2100-42375

DEPARTMENT DESCRIPTION: Provision of day care services for children from TANF and "income eligible" households.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 549,017	\$ 485,000	\$ 520,000	\$ 520,000
Supplies	42,988	65,000	23,000	23,000
Purchased Services	414,593	420,000	440,000	440,000
Contra Expense	- 46	- 8,000	- 3,500	- 3,500
Fixed Charges	14,463	7,000	5,000	5,000
Capital	0	0	0	0
Gross County Cost	\$ 1,021,015	\$ 969,000	\$ 984,500	\$ 984,500
Revenue	490,638	430,000	440,000	440,000
Net County Cost	\$ 530,377	\$ 539,000	\$ 544,500	\$ 544,500
Budget Positions	9.0	9.0	9.0	9.0

SUMMARY OF CHANGES: HB 14-1317 significantly changes the activities eligible under this program. Many of those changes are postponed until the CHATS system can be modified to accommodate those changes. However, a task force has been established to implement as much of the bill as practicable. Weld County is in a relatively good position to absorb the increased costs that will be associated with the legislation, but will continue to monitor our position and make program adjustments, as necessary, to remain within our available funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**CHILD CARE
(CONTINUED)
2100-42375**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	700	750	750
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.333	.327	.317
Per capita cost (county support)	\$1.960	\$1.958	\$1.921

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Old Age Pension - - 2100-42380

DEPARTMENT DESCRIPTION: This program provides money payments to eligible seniors who meet income, resource and age tests. Program costs are reimbursed approximately 99.5 percent by the state. Administrative costs are reimbursed 100 percent.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 86,375	\$ 62,000	\$ 60,000	\$ 60,000
Supplies	27,160	33,000	20,000	20,000
Purchased Services	15,288	23,000	15,000	15,000
Fixed Charges	5,134	5,000	5,000	5,000
Contra Expense	352	- 2,000	-2,000	-2,000
Gross County Cost	\$ 134,309	\$ 121,000	\$ 98,000	\$ 98,000
Revenue	126,274	111,000	87,000	87,000
Net County Cost	\$ 8,035	\$ 10,000	\$ 11,000	\$ 11,000
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. Some nominal increases in beneficiary payments were approved in the 2014 Legislative Session.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**OLD AGE PENSION
(CONTINUED)
2100-42380**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	1,100	1,100	1,100
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$0.030	\$0.036	\$0.039

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Child Welfare and Administration - - 2100-42410

DEPARTMENT DESCRIPTION: Placement of children in substitute 24-hour care family foster homes, group homes, residential treatment centers, and residential child care facilities.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 9,800,428	\$ 10,000,000	\$ 10,300,000	\$ 10,300,000
Supplies	839,197	1,000,000	490,000	490,000
Purchased Services	2,803,058	2,500,000	2,300,000	2,300,000
Contra Expenses	- 483,131	- 400,000	- 525,000	- 525,000
Fixed Charges	345,037	250,000	175,000	175,000
Capital	56,022	0	0	0
Gross County Cost	\$ 13,360,611	\$ 13,350,000	\$ 12,740,000	\$ 12,740,000
Revenue	9,229,983	9,911,163	8,940,000	8,940,000
Net County Cost	\$ 4,130,628	\$ 3,438,837	\$ 3,800,000	\$ 3,800,000
Budget Positions	107.5	118.5	120.5	120.5

SUMMARY OF CHANGES: The Child Welfare Division is completing its first year of operations under the IV-E Waiver Demonstration interventions. It is too early to accurately measure the success of the project. However, placement durations and total costs continue to decrease. The department intention is to complete the Waiver Demonstration with sufficient ongoing cost savings to fund the additional staff necessary to continue the interventions. Weld County's allocation of funding continues to grow at a moderate pace, which should assist the department in this endeavor. It is the department's intention to request an additional trainer position and one additional staff.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Additional staff appears to be justified based upon the workload and training requirements.

BOARD ACTION: Approved as recommended.

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

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Average Case Load	1,873	1,833	1,800
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	3.973	4.304	4.250
Per capita cost (county support)	\$15.265	\$12.491	\$13.404

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Core Services - - 2100-42415

DEPARTMENT DESCRIPTION: Program designed to avoid placement of children into the foster care program primarily through counseling and parental education.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 286,412	\$ 500,000	\$ 700,000	\$ 700,000
Supplies	11,661	8,000	8,000	8,000
Purchased Services	0	0	0	0
Fixed Charges	500,922	320,000	360,000	360,000
Capital	0	0	0	0
Gross County Cost	\$ 798,995	\$ 828,000	\$ 1,068,000	\$ 1,068,000
Revenue	1,086,713	628,000	868,000	868,000
Net County Cost	\$ - 287,718	\$ 200,000	\$ 200,000	\$ 200,000
Budget Positions	0	0	0	0

SUMMARY OF CHANGES: The department has modified its accounting of the TIGHT program, such that expenditures on the program are now recorded in the Social Services Fund. This will enable the department to report and be reimbursed for expenditures on a more timely basis.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Concur with the accounting change for the TIGHT program.

BOARD ACTION: Approved as recommended.

**CORE SERVICES
(CONTINUED)
2100-42415**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	210	250	250
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$0.000	\$0.726	\$705

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Low Income Energy Assistance Program
and Administration - - 2100-42610/42620

DEPARTMENT DESCRIPTION: Administration of the Low Income Energy Assistance Program. This program is 100 percent federally funded.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 65,685	\$ 0	\$ 0	\$ 0
Supplies	436	0	0	0
Purchased Services	10,519	225,000	200,000	200,000
Fixed Charges	34,500	0	0	0
Contra Expenses	- 820	0	0	0
Gross County Cost	\$ 110,320	\$ 225,000	\$ 200,000	\$ 200,000
Revenue	81,396	200,000	200,000	200,000
Net County Cost	\$ 28,924	\$ 25,000	\$ 0	\$ 0
Budget Positions	11.0	0	0	0

SUMMARY OF CHANGES: No significant changes to this program are anticipated for 2015.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**LEAP ADMINISTRATION
(CONTINUED)
2100-42610/42620**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load	4,710	4,500	4,500
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.407	-	-
Per capita cost (county support)	\$0.107	\$0.091	\$0.000

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: General Assistance - - 2100-42700

DEPARTMENT DESCRIPTION: Temporary and emergency assistance for applicants for Federal/State categorical assistance programs and help for some medical indigents. Totally funded by the County. Expenditures from this program are not covered by TANF, OAP, AND, etc.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	118,846	530,000	6,700	6,700
Contra Expense	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 118,846	\$ 530,000	\$ 6,700	\$ 6,700
Revenue	88,799	460,000	0	0
Net County Cost	\$ 30,047	\$ 70,000	\$ 6,700	\$ 6,700
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: Most of the Community Services Block Grant (CSBG) expenditures previously accounted for in this budget are now accounted for in the Human Services Fund. This enables us to centralize our reporting for this grant and monitor our ability to cover expenditures with earned revenues on a more timely basis. The expenditures that will continue to be tracked in the Social Services Fund will be those that are not eligible for CSBG reimbursement, such as indigent burials and in-kind services.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

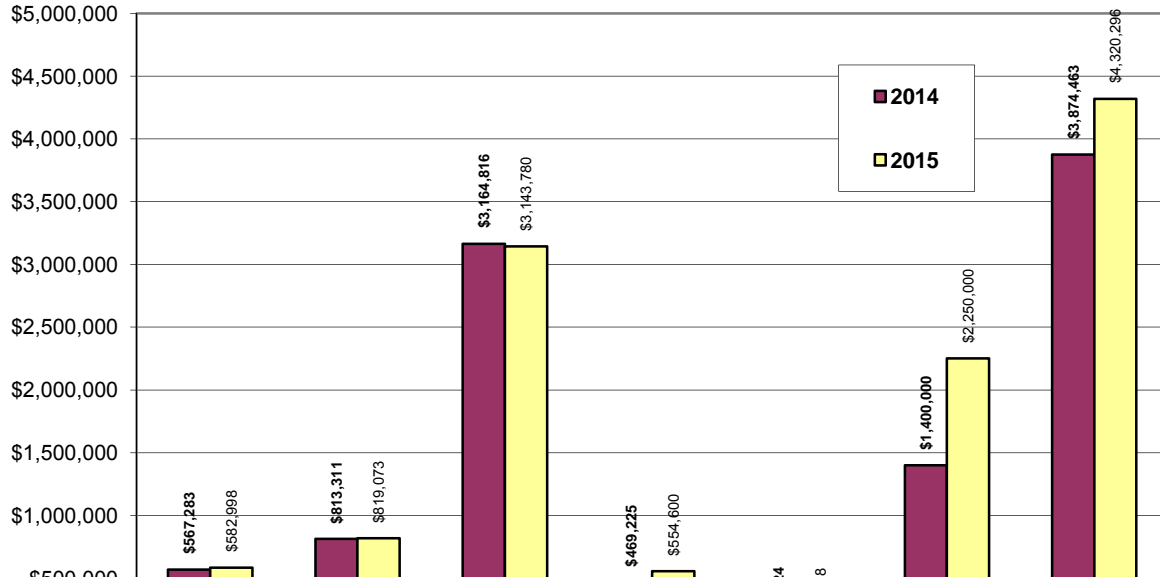
PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Case Load excluding shelter (Average)	100	100	5
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$0.000	\$0.254	\$0.024

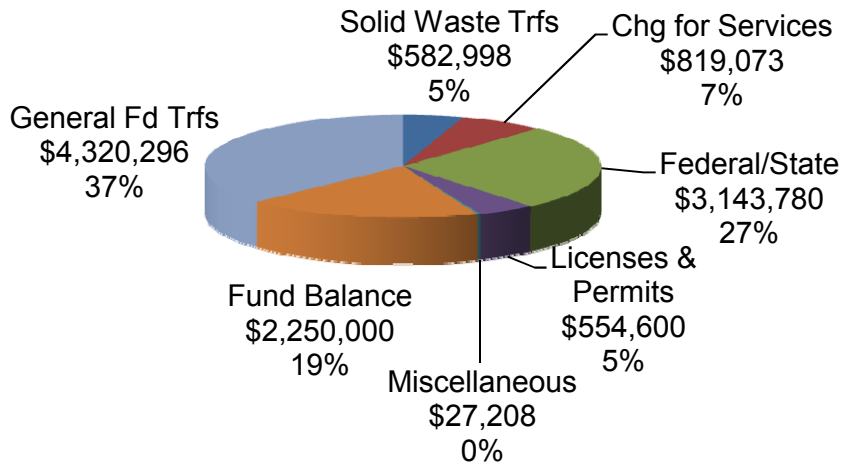
GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Human Services goals following the Social Services Fund Summary.



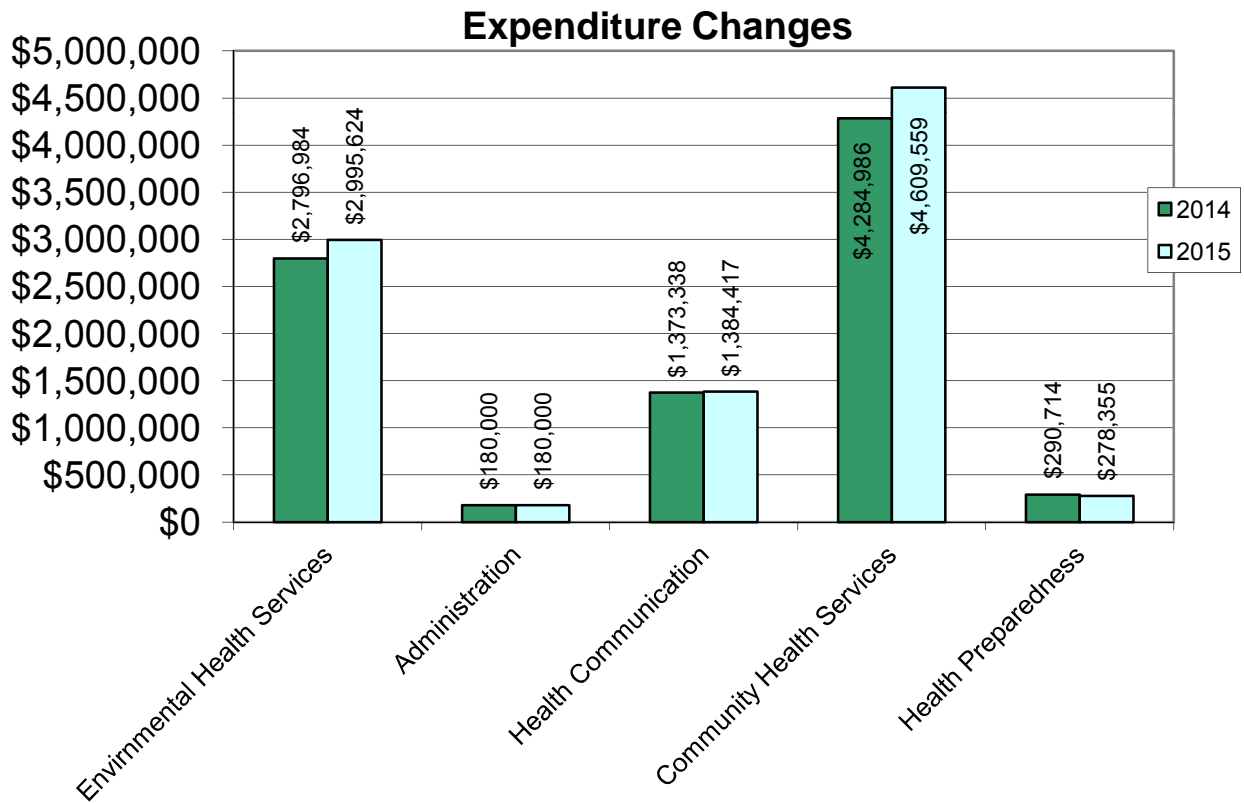
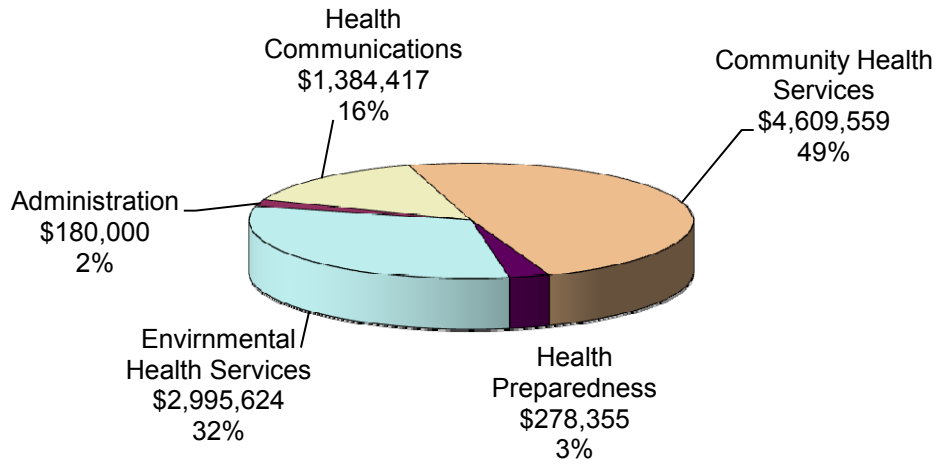
HEALTH FUND Revenue Changes



2015 Revenue
Total \$11,697,955 (2014 \$10,326,022)

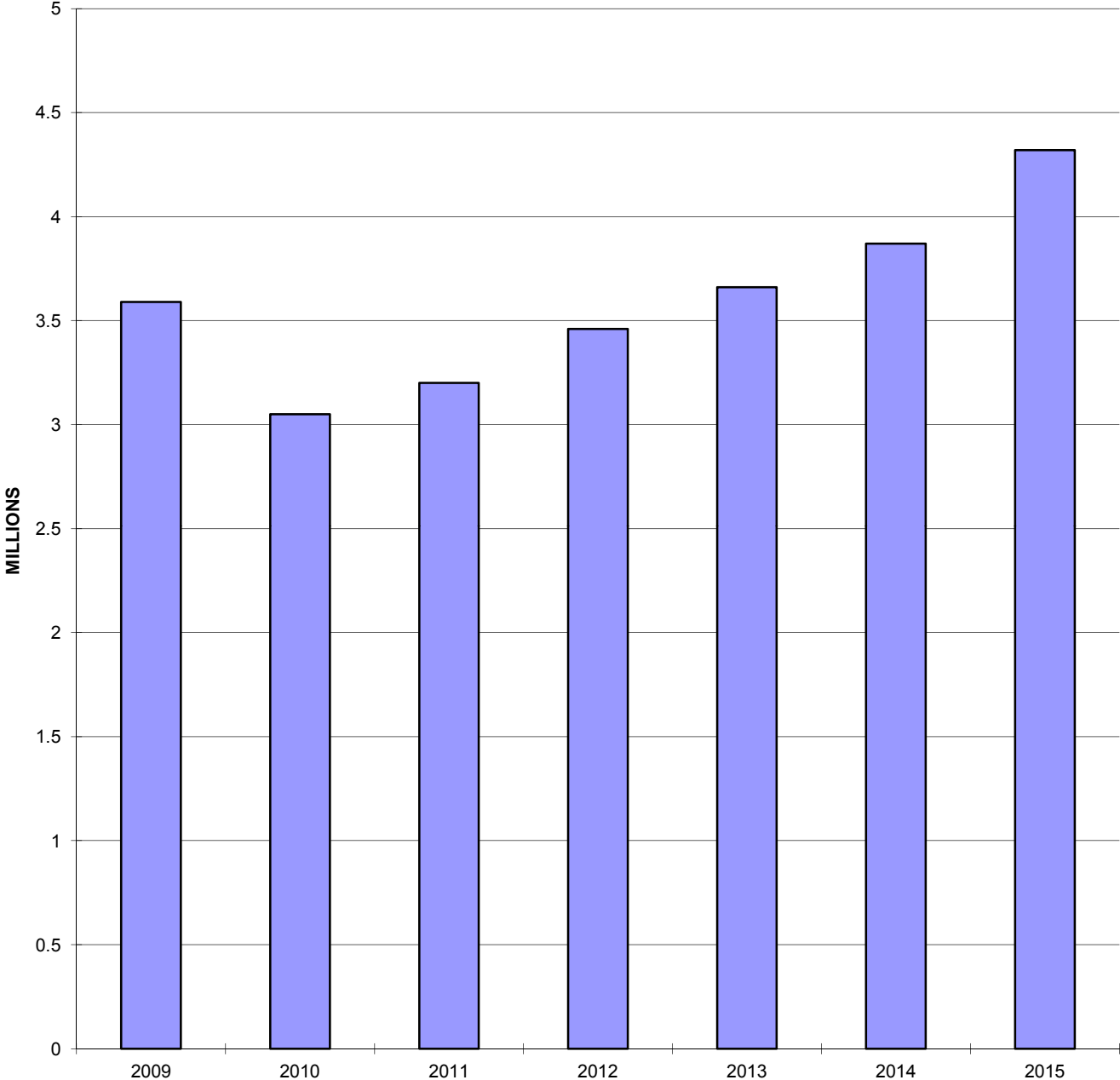


HEALTH FUND 2015 Expenditures Total \$9,477,955 (2014 \$8,926,022)



SEVEN YEAR TREND

Health Subsidy



PUBLIC HEALTH & ENVIRONMENT FUND SUMMARY

The mission of the department, in partnership with the communities it serves, is to preserve, promote and protect the health and environment of the residents of Weld County. The department achieves its mission by focusing activities in 9 of the 10 nationally recognized public health essential services (the 10th essential service – research – is one to which the department has not historically committed resources). The essential services are delivered through five divisions (from largest to smallest): Public Health Services (clinical services including nursing); Environmental Health Services; Health Communication, Education & Planning; Administrative Services (including Vital Records) and Public Health Emergency Preparedness.

The department's total 2015 budget is \$9,447,955. The department's net county cost target budget for 2015 was established at \$4,320,296 by the Budget Director and Board of County Commissioners. The department's 2015 budget request conscientiously forecasts the workload for the coming year and will provide services with the resources allocated to carry out its essential services and core functions in support of Weld County's goals and objectives. Available resources are allocated within the department's five divisions to support the mission of preventing disease, prolonging life and promoting health. The department accomplishes this mission through continuous fiscal diligence and commitment to being efficient financial stewards of taxpayers' trust and resources and in accordance with the Board's directive to deliver efficient government to the residents of Weld County.



The Department of Public Health & Environment remains challenged to keep pace with service needs as the county population continues to grow and more families are living in poverty. The complexity of work, shortage of qualified Public Health personnel and intermittent surges in activity (e.g., disease control and investigation of various communicable diseases endemic to our region, oil and gas expansion, etc.) create unique staffing issues that stress routine operations. The proposed 2015 budget was prepared to ensure adequate resources will be available to efficiently and effectively deliver essential services to the increasing number of residents and businesses in Weld County.

Highlights of changes to the 2015 budget include:

- The Division of Environmental Health Services received approval in 2014 for a 2.0 FTE increase in Environmental Health staff. This additional FTE is included in the proposed 2015 budget.
- Total Department staff numbers reflect a very modest increase in FTE of 1.475 which reflects the addition of two new Environmental Health staff and a minor reduction in staff hours following the loss of a small grant in the Public Health Services division. Although the department is gradually experiencing a rebound, our overall requested FTE of 91.70 in 2015 is still down by 3.390 FTE approved in the FY2008 budget prior to the recession.

- The department's objective in preparing its budget for 2015 was to remain at level funding except for increases related to hiring new staff, cost of living adjustments, step increases and benefit adjustments. Across many divisions there was a marked increase in health insurance costs due to increased participation in the county's health plans, likely as a result of the mandates in the Affordable Care Act.
- The Public Health Services division budget reflects increased costs in the supplies and purchased services categories. Specifically, medical and laboratory services and medical supplies costs are projected to rise at a rate of 6.8% in 2015.
- Expenditures associated with the public health accreditation process have been budgeted across all divisions for 2015. In the future it is anticipated that the ability to apply for and/or receive federal and state funds will be tied to achieving national accreditation.

**PUBLIC HEALTH
SUMMARY OF REVENUES
2015**

Fund	Org	Acct	Account Title	2014 Budget	2015 Request	2015 Recommend	2015 Final
LICENSES AND PERMITS							
2560	41400	4210	LICENSES	208,000	218,600	218,600	218,600
2560	41400	4221	PERMITS	261,225	336,000	336,000	336,000
TOTAL LICENSES AND PERMITS				469,225	554,600	554,600	554,600
INTERGOVERNMENTAL							
2530	41300	4321	MEDICAID	17,725	22,236	22,236	22,236
2534	41300	4321	MEDICAID	14,372	19,244	19,244	19,244
2535	41300	4321	MEDICAID	24,017	34,721	34,721	34,721
253211	41300	4321	MEDICAID	75,541	57,265	57,265	57,265
253310	41300	4321	MEDICAID	0	44	44	44
253910	41300	4321	MEDICAID	7,978	6,297	6,297	6,297
254311	41300	4321	MEDICAID	0	66	66	66
255211	41300	4321	MEDICAID	50,000	50,000	50,000	50,000
2560	41400	4321	MEDICAID	38,000	39,000	39,000	39,000
2500	41100	4340	GRANTS	386,592	388,932	388,932	388,932
2517	41210	4340	GRANTS	340,277	340,221	340,221	340,221
2521	41210	4340	GRANTS	0	15,000	15,000	15,000
2525	41210	4340	GRANTS	0	67,000	67,000	67,000
2539	41210	4340	GRANTS	74,862	49,998	49,998	49,998
250911	41210	4340	GRANTS	86,807	0	0	0
251010	41210	4340	GRANTS	100,432	100,432	100,432	100,432
252710	41210	4340	GRANTS	45,584	39,000	39,000	39,000
2535	41300	4340	GRANTS	100,553	75,851	75,851	75,851
2537	41300	4340	GRANTS	11,740	11,740	11,740	11,740
253211	41300	4340	GRANTS	193,008	202,394	202,394	202,394
253310	41300	4340	GRANTS	193,886	191,970	191,970	191,970
253610	41300	4340	GRANTS	100,000	95,500	95,500	95,500
253910	41300	4340	GRANTS	52,065	59,500	59,500	59,500
254311	41300	4340	GRANTS	46,471	0	0	0
254911	41300	4340	GRANTS	125,000	125,000	125,000	125,000
255211	41300	4340	GRANTS	730,958	752,175	752,175	752,175
2560	41400	4340	GRANTS	21,084	65,114	65,114	65,114
256410	41400	4340	GRANTS	109,000	112,000	112,000	112,000
2580	41500	4340	GRANTS	0	31,933	31,933	31,933
258110	41500	4340	GRANTS	218,864	191,147	191,147	191,147
2500	41100	4356	COUNTIES	0	4,320,296	4,320,296	4,320,296
TOTAL INTERGOVERNMENTAL				3,164,816	7,464,076	7,464,076	7,464,076
CHARGE FOR SERVICES							
2500	41100	4410	CHARGE FOR SERVICES	180,000	180,000	180,000	180,000
2530	41300	4410	CHARGE FOR SERVICES	77,516	71,903	71,903	71,903
2535	41300	4410	CHARGE FOR SERVICES	54,335	64,853	64,853	64,853
2544	41300	4410	CHARGE FOR SERVICES	0	5,000	5,000	5,000
253211	41300	4410	CHARGE FOR SERVICES	68,505	39,324	39,324	39,324
253910	41300	4410	CHARGE FOR SERVICES	5,748	4,630	4,630	4,630
254311	41300	4410	CHARGE FOR SERVICES	5,192	21,007	21,007	21,007
255111	41300	4410	CHARGE FOR SERVICES	64,910	64,910	64,910	64,910
255211	41300	4410	CHARGE FOR SERVICES	0	1,560	1,560	1,560
255810	41300	4410	CHARGE FOR SERVICES	48,105	48,105	48,105	48,105
2560	41400	4410	CHARGE FOR SERVICES	309,000	317,781	317,781	317,781
TOTAL CHARGE FOR SERVICES				813,311	819,073	819,073	819,073
MISCELLANEOUS							
2560	41400	4510	FINES	5,000	5,000	5,000	5,000
2535	41300	4680	OTHER	1,374	0	0	0
2560	41400	4680	OTHER	5,000	0	0	0
2530	41300	4690	DONATIONS	1,313	1,413	1,413	1,413
2535	41300	4690	DONATIONS	18	51	51	51
253211	41300	4690	DONATIONS	21,933	19,641	19,641	19,641
253310	41300	4690	DONATIONS	0	392	392	392
254311	41300	4690	DONATIONS	533	530	530	530
255211	41300	4690	DONATIONS	1,753	181	181	181
TOTAL MISCELLANEOUS				36,924	27,208	27,208	27,208
TRANSFER							
2560	41400	712700	TRANSFER	567,283	582,998	582,998	582,998
TOTAL PUBLIC HEALTH FUND				5,051,559	9,447,955	9,447,955	9,447,955

**PUBLIC HEALTH
SUMMARY OF EXPENDITURES
2015**

Fund	Org	Expenditure Function	2014 Budget	2015 Request	2015 Recommend	2015 Final
2500	41100	ADMINISTRATION	180,000	180,000	180,000	180,000
250911	41210	GENERAL HEALTH EDUCATION	105,436	0	0	0
251010	41210	GENERAL HEALTH EDUCATION	100,432	100,432	100,432	100,432
2517	41210	GENERAL HEALTH EDUCATION	340,277	340,222	340,222	340,222
2530	41210	GENERAL HEALTH EDUCATION	698,028	714,616	714,616	714,616
2521	41210	GENERAL HEALTH EDUCATION	0	15,000	15,000	15,000
2525	41210	GENERAL HEALTH EDUCATION	0	80,609	80,609	80,609
252710	41210	GENERAL HEALTH EDUCATION	54,303	61,212	61,212	61,212
2529	41210	GENERAL HEALTH EDUCATION	74,862	72,326	72,326	72,326
2530	41300	NURSING	620,665	665,834	665,834	665,834
253211	41300	NURSING	1,118,916	1,305,930	1,305,930	1,305,930
253310	41300	NURSING	412,579	341,574	341,574	341,574
2535	41300	NURSING	456,645	547,695	547,695	547,695
253610	41300	NURSING	138,312	119,332	119,332	119,332
2537	41300	NURSING	30,409	37,465	37,465	37,465
253910	41300	NURSING	255,467	253,391	253,391	253,391
254311	41300	NURSING	52,196	67,508	67,508	67,508
2544	41300	NURSING	0	11,968	11,968	11,968
254911	41300	NURSING	241,434	246,780	246,780	246,780
255111	41300	NURSING	86,817	95,299	95,299	95,299
255211	41300	NURSING	807,310	850,510	850,510	850,510
255810	41300	NURSING	64,236	66,273	66,273	66,273
2560	41400	ENVIROMENTAL	2,672,748	2,861,651	2,861,651	2,861,651
256010	41400	ENVIROMENTAL	124,236	133,973	133,973	133,973
2580	41500	PUBLIC HEALTH PREPAREDNESS	51,386	48,312	48,312	48,312
258110	41500	PUBLIC HEALTH PREPAREDNESS	239,328	230,043	230,043	230,043
TOTAL PUBLIC HEALTH			8,926,022	9,447,955	9,447,955	9,447,955

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH & ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Summary - - All Departments - - Fund 2500

DEPARTMENT DESCRIPTION: See individual units.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 6,361,059	\$ 6,919,443	\$ 7,421,916	\$ 7,421,916
Supplies	445,084	477,112	450,970	450,970
Purchased Services	1,250,436	1,591,772	1,659,904	1,659,904
Fixed Charges	725,965	722,641	766,469	766,469
Contra Expense	- 701,092	-798,444	-851,304	-851,304
Capital	0	13,498	0	0
Gross County Cost	\$ 8,081,452	\$ 8,926,022	\$ 9,447,955	\$ 9,447,955
Revenue	5,107,797	5,051,559	5,127,659	5,127,659
Net County Cost	\$ 2,973,655	\$ 3,874,463	\$ 4,320,296	\$ 4,320,296
Budgeted Positions	88.20	90.225	91.700	91.700

SUMMARY OF CHANGES: See individual units.

FINANCE/ADMINISTRATION RECOMMENDATION: See individual units.

BOARD ACTION: See individual units.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
See individual budget units			
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	3.26	3.28	3.23
Per capita cost (county support)	\$10.99	\$14.07	\$15.24

HEALTH FUND SUMMARY (CONTINUED) FUND 2500

Goal HS1*: To improve the health of our diverse communities by assuring individuals, families, and communities gain greater control of factors that influence their health.				
DESIRED OUTCOMES*	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)*	ACTUAL	ESTIMATED	PROJECTED
Increase residents' awareness/ knowledge of the influencing factors that affect their health and the communities' health overall.	Annually publicize at least one high reach public health message that increases community members' awareness of place-specific differences in health and social indicators.	Pertussis Campaign	Pertussis Campaign Completed March 2014 (ongoing in 2015)	Ongoing in 2015
Improve access to needed preventive, appropriate, affordable, continuous, and timely community health services for residents.	Implement a 3 to 6-month Weld Public Health Campaign that raises overall awareness of health department functions and services. Use technologies to improve access to services in all divisions.	Public Health Accreditation Public Health Accreditation and refinements to clinical services	In progress; messages released in 2015 In progress	Complete by Dec 2015 Complete by Dec 2015
Goal HS2*: To lessen adverse public health impacts of disease through prevention efforts.				
DESIRED OUTCOMES*	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)*	ACTUAL	ESTIMATED	PROJECTED
Reduce risks for chronic disease and help residents maintain a healthy body weight through nutrition, physical activity, and obesity prevention strategies.	Oversee implementation of 5-year Weld County Community Health Improvement Plan with public health partners	CHIP strategic plan completed	Over 45 partners engaged; additional funding from KP. Joint collaboration on implementation with North Colorado Health Alliance	Progress to be assessed and results reviewed via Data Dashboard project)
Increase years of healthy life and reduce disparities among all Weld County residents through promoting social emotional wellness.	Oversee implementation of 5-year Weld County Community Health Improvement Plan with public health partners Increase residents awareness of identified environmental health issues (e.g., lead, air quality, radon, food safety)	CHIP strategic plan completed Radon and food safety campaigns	Radon and food safety campaigns ongoing	Additional campaigns under review (e.g. WNV)
Keep residents safe and free of disease from environmental hazards/ forecast, prepare and respond to threats to basic good health.	Increase our internal capacity to respond to natural and man-made hazards	ICS /NIMS trainings ongoing	Health Care Coalition operational	Ongoing trainings planned

HEALTH FUND SUMMARY (CONTINUED) FUND 2500

Goal HS3*: To enhance our organization's effectiveness by continually monitoring and improving our performance and evaluating our programs.				
DESIRED OUTCOMES*	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)*	ACTUAL	ESTIMATED	PROJECTED
Establish a department-wide quality improvement plan based on county and organizational policies and direction.	Developed QI plan that includes communication and professional development plan that promotes competencies	Public Health Accreditation	In progress	In progress – complete by Dec 2015

**NOTE: Goals, outcomes and indicators from 2012- 2016 Department Strategic Plan dated 7/27/2012*

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Administration Services - - 2500-41100

DEPARTMENT DESCRIPTION: Overall administration of the Department of Public Health and Environment, including personnel, procurement, budgeting, fiscal management, data and records management, contract and grant management, and facilities management. The Executive Director is the official registrar of vital statistics for Weld County. Records of deaths that occurred in Weld County are kept and certified copies are available upon request from the Deputy Registrars. Birth records for births that occurred anywhere in the State of Colorado are available electronically and certified copies can be issued upon request from the Deputy Registrars.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 658,876	\$ 682,481	\$ 729,184	\$ 729,184
Supplies	12,707	18,150	19,950	19,950
Purchased Services	126,746	192,250	190,450	190,450
Fixed Charges	5,243	0	0	0
Contra Expense	- 620,761	-712,881	-759,584	-759,584
Capital	0	0	0	0
Gross County Cost	\$ 182,811	\$ 180,000	\$ 180,000	\$ 180,000
Revenue	182,811	180,000	180,000	180,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budgeted Positions	8.0	8.0	8.0	8.0

SUMMARY OF CHANGES: There is a \$46,703 proposed increase in Personnel Services. This increase is the result of the increased cost of health insurance due to increased participation, and an increase in salaries and benefits due to step increases and a possible cost of living adjustment in 2015. There is no change in the number of budgeted positions.

A modest increase of \$1,800 for supplies is projected with a corresponding decrease in purchased services. There will be a net increase of 6.55%, or \$46,703, in contra expenditures that will be reallocated to the divisions of the Health Department. This is due entirely to the increases projected in personnel services.

In 2015 the department anticipates birth and death certificate issuance volume to remain relatively flat over 2014 estimates and therefore is not projecting any increase in revenue.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**HEALTH ADMINISTRATION
(CONTINUED)
2500-41100**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
	<u>2013</u>	<u>2014</u>	<u>2015</u>
<u>Work Outputs</u>			
Birth / Death Certificates issued	16,594	17,000	17,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.296	.291	.282
Per capita cost	\$2.29	\$2.59	\$2.68

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment Budget Review Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Non-Program Revenue - - 2500-41100

DEPARTMENT DESCRIPTION: Non-program revenues from the State per capita health funds.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Gross County Cost	\$ 0	\$ 0	\$ 0	\$
Revenue	383,382	386,592	388,932	2,340
Net County Cost	\$ -383,382	\$ -386,592	\$ -388,932	\$ -2,340
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Non-program revenue from Local Planning and Support, formerly known as State Per Capita, to support essential public health services is projected to increase by \$2,340, or 0.61%.

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, and traffic safety and prevention of unintentional injuries for teens. Coalitions such as Drive Smart Weld County, the Community Health Improvement Plan (CHIP) coalition, and the Weld Tobacco-Free Coalition, provide guidance to the department to address these important health issues in Weld County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 773,975	\$ 879,228	\$ 955,771	\$ 955,771
Supplies	9,285	27,240	8,777	8,777
Purchased Services	262,909	366,014	311,095	311,095
Fixed Charges	156,304	100,856	108,774	108,774
Contra Expense	0	0	0	0
Gross County Cost	\$ 1,202,473	\$ 1,373,338	\$ 1,384,417	\$ 1,384,417
Revenue	679,239	647,962	611,651	611,651
Net County Cost	\$ 523,234	\$ 725,376	\$ 772,766	\$ 772,766
Budget Positions	11.25	11.65	11.75	11.75

SUMMARY OF CHANGES: The Net County Cost for 2015 is \$47,390 higher than in 2014. Additional grant projects brought a slight increase of 0.10 FTE compared to 2014. Personnel costs are up slightly due to projected cost-of-living adjustments. Supplies and purchased services decreased \$73,382 all associated with projected grant program costs in 2015. Fixed costs from administrative overhead is up \$7,918.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**HEALTH COMMUNICATION SECTION
(CONTINUED)
2520-41210**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>	2013	2014	2015
# residents reached by the classes, programs	166,000	167,000	168,000
News release exposure	600,000	600,000	700,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.406	.423	.414
Per capita cost (county support)	\$1.93	\$2.63	\$2.16
<u>Effectiveness results</u>			
Reduction in motor vehicle fatalities.	42	36	36
Reduction in teen birth rate for			
15 - 17 yr. olds -- MCH data	20/1,000	19/1,000	18/1,000
Number of obese adults -- BRFSS data	23.0	23.0	25
Adult Smoking rates - - BRFSS data	12.0%	11.0%	17.8%

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment Budget Unit Request Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Public Health Services - - 2530-41300

DEPARTMENT DESCRIPTION: The division holds clinics for immunizations, family planning, international travel health, and Tuberculosis. It also provides immunizations, screening, counseling, communicable disease surveillance, containment, treatment, and teaching. Provides home visits for health promotion, evaluation, health assessment, and community activities.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 2,799,782	\$ 3,125,804	\$ 3,272,118	\$ 3,272,118
Supplies	278,102	243,199	223,816	223,816
Purchased Services	494,179	510,075	714,890	714,890
Fixed Charges	346,643	392,410	398,735	398,735
Contra Expense	0	0	0	0
Capital	0	13,498	0	0
Gross County Cost	\$ 3,918,706	\$ 4,284,986	\$ 4,609,559	\$ 4,609,559
Revenue	2,247,236	2,094,549	2,047,503	2,047,503
Net County Cost	\$ 1,671,470	\$ 2,190,437	\$ 2,562,056	\$ 2,562,056
Budgeted Positions	42.6	44.125	43.700	43.700

SUMMARY OF CHANGES: Personnel Services expenses have increased by \$146,314. This change is primarily due to planned step increases and a possible cost of living increase. Due to grant fund there is 0.425 FTE reduction.

Supplies and Purchased Services have increased by a net of \$185,432. The increase is primarily due to increased cost of medical supplies and services across several Public Health Services programs. In addition we have budgeted for expenditures related to the public health accreditation process that we will be undertaking in 2015. In Fixed Costs there is a modest increase of \$6,325, or 1.61%, in our administration overhead charges.

Overall revenue is expected to decrease by \$47,046, or approximately 2.25%. This is primarily due to the loss of grant funding (with corresponding decreases in activities and expenditures) in a few of our Public Health Services programs. This decrease in revenue will be slightly offset by increased revenue projected in other fee for service programs, such as Travel Clinic, MD Clinic, STD, and immunizations and increased grant revenue in our Nurse Home Visitor program.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**PUBLIC HEALTH SERVICES
(CONTINUED)
2500-41300**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Immunizations/Communicable Disease	5,753	5,870	5,800
Travel Clinic	513	562	562
Tuberculosis	1,021	1,270	1,270
Healthy Communities	11,000	21,249	19,000
Mobil Unit – Outings	112	112	112
Family Planning	3,940	2,148	2,148
MD Clinic	276	200	250
Nurse Home Visits	1,854	1,887	1,900
MCH – HCP	133	179	179
MCH – Medical Home	17	25	25
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	1.57	1.60	1.54
Per capita cost (county support)	6.18	7.96	9.04

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment Budget Unit Request Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Environmental Health Services - - 2560-41400

DEPARTMENT DESCRIPTION: The primary mission of the division is to protect and perpetuate the public health of the citizens of the county with scientific risk assessments, the development of policies, monitoring and inspections, consultation, and the enforcement of regulations designed to protect food, water, and air supplies. Services include technical assistance and consultation, monitoring and sampling, inspection and enforcement, education and outreach, and planning activities. The laboratory's purpose is to process medical and water samples.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,921,864	\$ 1,991,684	\$ 2,241,173	\$ 2,241,173
Supplies	144,640	184,023	192,775	192,775
Purchased Services	358,520	500,879	416,955	416,955
Fixed Charges	198,785	205,961	236,441	236,441
Contra Expense	-80,331	-85,563	-91,720	-91,720
Capital	0	0	0	0
Gross County Cost	\$ 2,543,478	\$ 2,796,984	\$ 2,995,624	\$ 2,995,624
Revenue	1,576,878	1,523,592	1,676,493	1,676,493
Net County Cost	\$ 966,600	\$ 1,273,392	\$ 1,319,131	\$ 1,319,131
Budgeted Positions	23.75	23.75	25.75	25.75

SUMMARY OF CHANGES: Personnel Services expenses have increased by \$249,489. The increase is due to the planned addition of two additional FTE during budget year 2015, planned step increases, and COLA. 50% of expenses for EH Director's position is budgeted in the Contra Expense account (\$91,720) due to GSA duties.

Supplies have increased by \$8,752. This increase is due primarily to increased consumable costs in the Medical Screening Program (an increase of \$21,557) and an increase to Decade software maintenance contract (\$3,600). Supply costs dropped in many programs. The Division's request for Purchased Services decreased by \$83,924 or 17%. This decrease is due primarily to a reduced cost allocation for Weld Information Technology services (\$56,779), the reduction of the Medical Laboratory Director (\$12,000), and not budgeting for temporary staff (\$15,000), which are not anticipated to be needed due to the hiring of new staff in 2015. The Fixed Charges request has increased by \$30,480 for the EH Division's share of Health Administration costs.

Revenue is expected to increase by \$152,901. This increase is primarily due to continued growth in the number of licenses issued in the Food Program (\$4,000), increased activity in ISDS (\$67,000), water testing (\$8,000), and medical testing (\$4,500), a transfer from the Federal Mineral Lease Board for expenses (\$47,114) in the oil and gas water testing program, and an increased transfer of \$15,715 from the Solid Waste fund for the waste and Household Hazardous Waste (HHW) programs. Net county costs increased by \$45,739.

**ENVIRONMENTAL
HEALTH SERVICES
(CONTINUED)
2560-41400**

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The two additional positions were approved mid-year due to workload requirements.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs*</u>			
Food inspections, activities, complaints	3,036	3,400	3,500
Laboratory analyses	17,783	18,000	18,100
Household Hazardous Waste Disposed (#'s)	464,116	507,000	510,000
Environmental Planning Reviews	344	440	440
I.S.D.S. permits and inspections	1,002	1,071	1,071
Waste inspections, complaints, spill reports	193	200	220
Biosolids Inspections, activities, complaints	227	230	230
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.88	.86	.91
Per capita cost (county support)	\$3.57	\$4.62	\$4.65

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment Budget Unit Request Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Public Health Preparedness - - 2580-41500

DEPARTMENT DESCRIPTION: Public Health Preparedness utilizes grants and county funding to enhance the ambient level of emergency preparedness, both internally (county organization) and externally (constituents). This unit is charged with preparing for, and responding to, incidents and events which threaten the quality and quantity of life within the purview of health and environment; develops exercises and evaluates various plans, procedures and protocols associated with emergency preparedness; is assigned disease investigation duties and functions, along with regional bioterrorism laboratory duties and functions; houses the county-wide Health Alert Network, communications and warning operations; and is engaged in local, regional, state and national collaborative efforts associated with these disciplines.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 206,562	\$ 240,246	\$ 223,670	\$ 223,670
Supplies	350	4,500	5,652	5,652
Purchased Services	8,082	22,554	26,514	26,514
Fixed Charges	18,990	23,414	22,519	22,519
Capital	0	0	0	0
Gross County Cost	\$ 233,984	\$ 290,714	\$ 278,355	\$ 278,355
Revenue	221,062	218,864	223,080	223,080
Net County Cost	\$ 12,922	\$ 71,850	\$ 55,275	\$ 55,275
Budgeted Positions	2.6	2.7	2.5	2.5

SUMMARY OF CHANGES: Personnel Services decreased by \$16,576 from 2014 to 2015. This is primarily due to the reduction in salaries achieved by a change in staffing from a Public Health Preparedness Director to a Public Health Preparedness Coordinator. In addition, the department is no longer budgeting for staff to perform Medical Reserve Corp functions. Overall Net County Cost decreased by \$16,575 and FTE decreased by 0.20 for 2015.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

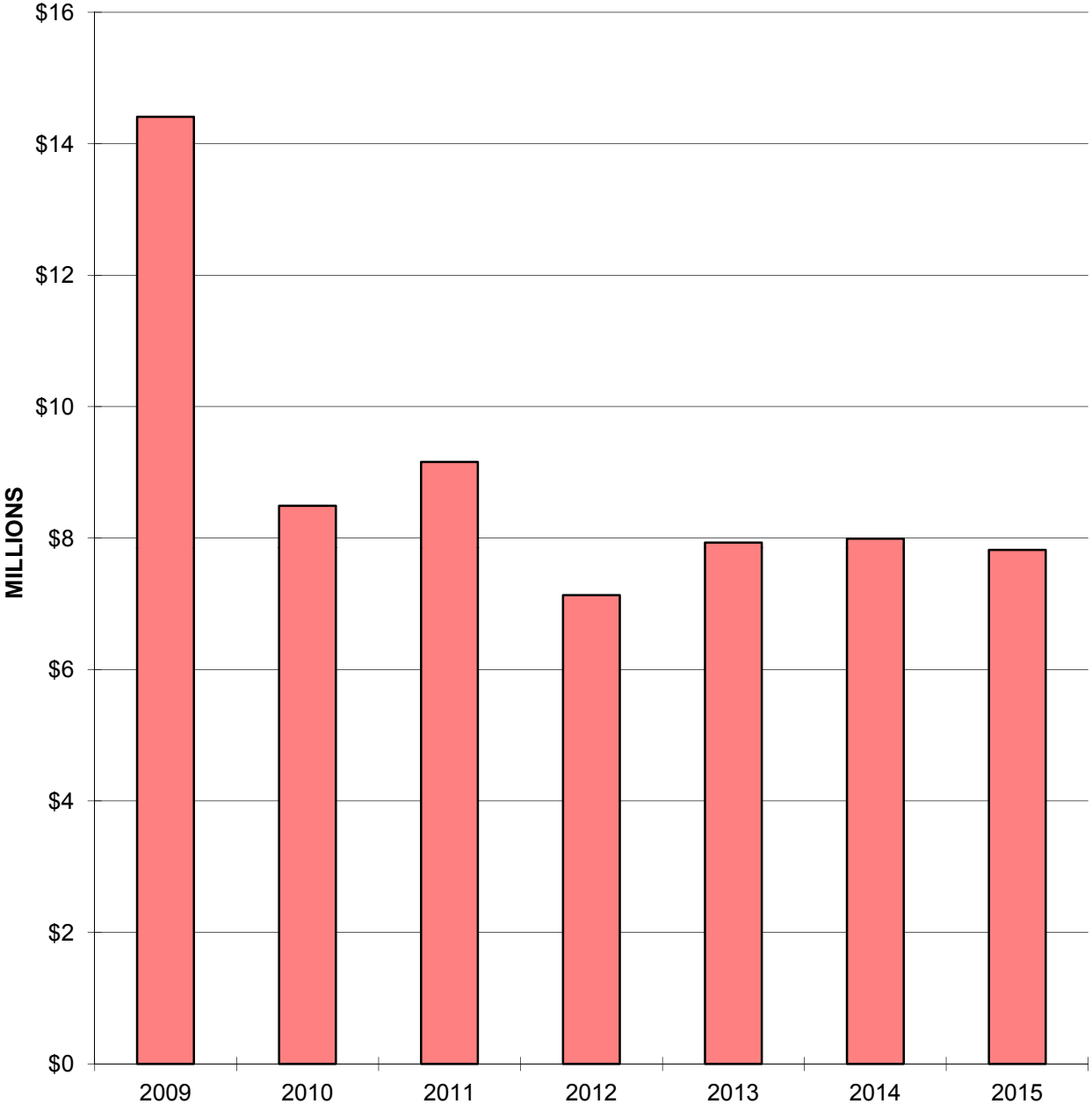
PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
FTE's per 10,000 capita	.096	.098	.090
Per capita cost (county support)	\$0.05	\$0.26	\$0.19

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment Budget Unit Request Summary.

SEVEN YEAR TREND

Human Services



HUMAN SERVICES FUND SUMMARY

The Human Services Fund is funded at \$7,821,475 for 2015, which is down \$166,593 or 2.08 percent, from the previous year, even though there are major shifts in funding by program. Community Services Block Grant is up \$135,077, and Senior Nutrition programs are up \$57,646. Department of Labor programs are down \$47,910. Area Agency on Aging is up \$260,859 or 8.96 percent.

Being totally reliant upon state and federal funding sources, Human Services continues to operate in an uncertain environment. The Human Services Fund budget has been constructed based upon the best available information on the funding levels. It is very likely that many of the amounts will be changed between now and the actual execution of the 2015 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 Investment Act (WIA) funded under the Department of Labor, Employment and Training Administration. This program is anticipating \$2,621,040 for 2015. In addition, the Job Service contract will be \$1,117,835 up \$188,835. 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 2015 funding levels:

Area Agency on Aging	\$ 3,172,779
Senior Nutrition	\$ 606,646
CSBG	\$ 303,175

In the above programs, Weld County must continue to be responsive and reactive to federal and state administrative and budget changes in 2015.

**HUMAN SERVICES
SUMMARY OF REVENUES
2015**

Fund	Org	Acct	Account Title	2014 Budget	2015 Request	2015 Recommend	2015 Final
INTERGOVERNMENTAL							
2653	60000	4314	USDA	68,182	107,179	107,179	107,179
2654	60000	4314	USDA	12,500	43,500	43,500	43,500
2656	60000	4314	USDA	15,000	30,000	30,000	30,000
2627	60000	4320	FEDERAL GRANTS	30,000	30,000	30,000	30,000
2636	60000	4320	FEDERAL GRANTS	529,350	852,875	852,875	852,875
2637	60000	4320	FEDERAL GRANTS	486,300	690,000	690,000	690,000
2643	60000	4320	FEDERAL GRANTS	486,300	500,000	500,000	500,000
2651	60000	4320	FEDERAL GRANTS	92,500	80,149	80,149	80,149
2652	60000	4320	FEDERAL GRANTS	259,855	219,959	219,959	219,959
2653	60000	4320	FEDERAL GRANTS	274,467	274,467	274,467	274,467
2654	60000	4320	FEDERAL GRANTS	31,500	31,500	31,500	31,500
2655	60000	4320	FEDERAL GRANTS	11,798	27,200	27,200	27,200
2657	60000	4320	FEDERAL GRANTS	2,061	2,027	2,027	2,027
2658	60000	4320	FEDERAL GRANTS	6,875	6,958	6,958	6,958
2673	60000	4320	FEDERAL GRANTS	87,420	88,629	88,629	88,629
262955	60000	4320	FEDERAL GRANTS	929,000	939,000	939,000	939,000
263907	60000	4320	FEDERAL GRANTS	40,000	0	0	0
265995	60000	4320	FEDERAL GRANTS	1,784,900	1,820,000	1,820,000	1,820,000
267895	60000	4320	FEDERAL GRANTS	168,098	303,175	303,175	303,175
2632	60000	4340	GRANTS	761,100	0	0	0
2635	60000	4340	GRANTS	127,000	182,000	182,000	182,000
2646	60000	4340	GRANTS	149,000	149,000	149,000	149,000
2648	60000	4340	GRANTS	190,000	0	0	0
2660	60000	4340	GRANTS	0	4,515	4,515	4,515
2667	60000	4340	GRANTS	12,000	9,659	9,659	9,659
2671	60000	4340	GRANTS	639,511	871,332	871,332	871,332
262995	60000	4340	GRANTS	258,000	0	0	0
2653	60000	711000	TRANSFER	12,351	12,351	12,351	12,351
TOTAL INTERGOVERNMENTAL				7,465,068	7,275,475	7,275,475	7,275,475
CHARGE FOR SERVICES							
2645	60000	4410	CHARGE FOR SERVICES	327,000	350,000	350,000	350,000
2646	60000	4410	CHARGE FOR SERVICES	46,000	46,000	46,000	46,000
TOTAL CHARGE DOR SERVICES				373,000	396,000	396,000	396,000
MISCELLANEOUS							
2653	60000	4690	DONATIONS	150,000	150,000	150,000	150,000
				7,988,068	7,821,475	7,821,475	7,821,475

**HUMAN SERVICES
SUMMARY OF EXPENDITURES
2015**

Fund	Org	Expenditure Function	2014 Budget	2015 Request	2015 Recommend	2015 Final
262695	60000	HUMAN SERVICES	929,000	939,000	939,000	939,000
2627	60000	HUMAN SERVICES	30,000	30,000	30,000	30,000
262995	60000	HUMAN SERVICES	258,000	0	0	0
2632	60000	HUMAN SERVICES	761,100	0	0	0
2635	60000	HUMAN SERVICES	127,000	182,000	182,000	182,000
2536	60000	HUMAN SERVICES	529,350	852,875	852,875	852,875
2637	60000	HUMAN SERVICES	486,300	690,000	690,000	690,000
2639	60000	HUMAN SERVICES	15,000	0	0	0
263907	60000	HUMAN SERVICES	25,000	0	0	0
2643	60000	HUMAN SERVICES	486,300	500,000	500,000	500,000
2645	60000	HUMAN SERVICES	327,000	350,000	350,000	350,000
2646	60000	HUMAN SERVICES	195,000	195,000	195,000	195,000
2648	60000	HUMAN SERVICES	190,000	0	0	0
2651	60000	HUMAN SERVICES	92,500	92,500	92,500	92,500
2652	60000	HUMAN SERVICES	259,855	219,959	219,959	219,959
2653	60000	HUMAN SERVICES	505,000	531,646	531,646	531,646
2654	60000	HUMAN SERVICES	44,000	75,000	75,000	75,000
2655	60000	HUMAN SERVICES	11,798	27,200	27,200	27,200
2657	60000	HUMAN SERVICES	15,000	30,000	30,000	30,000
2658	60000	HUMAN SERVICES	2,061	2,027	2,027	2,027
2658	60000	HUMAN SERVICES	6,875	6,958	6,958	6,958
265995	60000	HUMAN SERVICES	1,784,900	1,820,000	1,820,000	1,820,000
2660	60000	HUMAN SERVICES	0	4,515	4,515	4,515
2667	60000	HUMAN SERVICES	12,000	9,659	9,659	9,659
2671	60000	HUMAN SERVICES	639,511	871,332	871,332	871,332
2673	60000	HUMAN SERVICES	87,420	88,629	88,629	88,629
267895	60000	HUMAN SERVICES	168,098	303,175	303,175	303,175
TOTAL HUMAN SERVICES			7,988,068	7,821,475	7,821,475	7,821,475

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Summary – All Budget Units in Human Services Fund

DEPARTMENT DESCRIPTION: See Individual Units.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 5,211,353	\$ 5,146,084	\$ 5,015,614	\$ 5,015,634
Supplies	258,040	88,500	375,675	375,675
Purchased Services	2,559,847	2,753,484	2,428,566	2,428,566
Fixed Charges	550	0	1,600	1,600
Gross County Cost	\$ 8,029,790	\$ 7,988,068	\$ 7,821,455	\$ 7,821,475
Revenue	7,929,954	7,975,717	7,809,104	7,809,124
Net County Cost	\$ 99,836	\$ 12,351	\$ 12,351	\$ 12,351
Budget Positions	83	83	82	82

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 - - 60000-2626

DEPARTMENT DESCRIPTION: Administer all Job Service activities in Weld County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 911,845	\$ 820,000	\$ 880,000	\$ 880,000
Supplies	9,699	3,000	3,000	3,000
Purchased Services	196,291	106,000	56,000	56,000
Gross County Cost	\$ 1,117,835	\$ 929,000	\$ 939,000	\$ 939,000
Revenue	1,117,835	929,000	939,000	939,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	15	15	16	16

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	23,000	23,000	20,000
<u>Efficiency Measures</u>			
Per capita cost	\$4.131	\$3.375	\$3.312
<u>Effectiveness Measures (desired results)</u>			
Job placements	43%	45%	48%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Summer Job Hunt - - 60000-2627

DEPARTMENT DESCRIPTION: Administer youth employment program for the summer months.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 40,030	\$ 26,500	\$ 26,500	\$ 26,500
Supplies	0	0	0	0
Purchased Services	9,690	3,500	3,500	3,500
Gross County Cost	\$ 49,720	\$ 30,000	\$ 30,000	\$ 30,000
Revenue	49,720	30,000	30,000	30,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	2,600	2,400	2,700
<u>Efficiency Measures</u>			
Per capita cost	\$0.184	\$0.109	\$0.106
<u>Effectiveness Measures (desired results)</u>			
Clients placed in employment	1,300	1,200	1,350

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Employment First - - 60000-262995

DEPARTMENT DESCRIPTION: This program allows eligible Food Stamp clients to participate in various job search and development activities to retrain them for better paying jobs. This program was previously reflected as an intra-county, inter-fund transfer between the Human Services Fund and the Social Services Fund. It is now wholly located within the Social Services Fund Budget document.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 190,304	\$ 195,000	\$ 0	\$ 0
Supplies	5,037	3,000	0	0
Purchased Services	95,109	60,000	0	0
Gross County Cost	\$ 290,450	\$ 258,000	\$ 0	\$ 0
Revenue	282,476	258,000	0	0
Net County Cost	\$ 7,974	\$ 0	\$ 0	\$ 0
Budget Positions	2	2	0	0

SUMMARY OF CHANGES: This program was previously reflected as an intra-county, inter-fund transfer between the Human Services Fund and the Social Services Fund. It is now wholly located within the Social Services Fund Budget document. The two Case Managers previously counted here are now in the Social Services Fund Employment First Budget line.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Concur with the accounting change for the Employment First program.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	3,900	3,900	N/A
<u>Efficiency Measures</u>			
Per capita cost	\$1.073	\$0.937	\$0.000
<u>Effectiveness Measures (desired results)</u>			
Clients placed in employment	1,900	1,900	N/A

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Assistance to Needy Families - - 60000-2632

DEPARTMENT DESCRIPTION: Employment/Training program for clients on welfare. This program was previously reflected as an intra-county, inter-fund transfer between the Human Services Fund and the Social Services Fund. It is now wholly located within the Social Services Fund Budget document.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 414,314	\$ 440,300	\$ 0	\$ 0
Supplies	4,612	0	0	0
Purchased Services	267,751	320,800	0	0
Fixed Charges	0	0	0	0
Gross County Cost	\$ 686,677	\$ 761,100	\$ 0	\$ 0
Revenue	679,104	761,100	0	0
Net County Cost	\$ 7,573	\$ 0	\$ 0	\$ 0
Budget Positions	6	6	0	0

SUMMARY OF CHANGES: This program was previously reflected as an intra-county, inter-fund transfer between the Human Services Fund and the Social Services Fund. It is now wholly located within the Social Services Fund Budget document. The six Case Managers previously counted here are now in the Social Services Fund TANF Budget line.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Concur with the accounting change for this program.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served/month	330	330	N/A
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$2.538	\$2.765	\$0.000
<u>Effectiveness Measures (desired results)</u>			
Meet Federal participation rates	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Workforce Investment Act (Admin.) 60000-2635

DEPARTMENT DESCRIPTION: This program tracks the administration for all of the Workforce Investment Act grants.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 134,925	\$ 125,000	\$ 180,000	\$ 180,000
Supplies	121	0	0	0
Purchased Services	25,650	2,000	2,000	2,000
Gross County Cost	\$ 160,696	\$ 127,000	\$ 182,000	\$ 182,000
Revenue	160,696	127,000	182,000	182,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	3	3	3	3

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
Per capita cost	\$0.594	\$0.461	\$0.642

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Workforce Investment Act (Adult) 60000-2636

DEPARTMENT DESCRIPTION: This program provides employment and training for eligible adults.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 297,865	\$ 162,650	\$ 300,000	\$ 300,000
Supplies	1,111	1,000	1,000	1,000
Purchased Services	491,606	365,700	551,875	551,875
Fixed Charges	0	0	0	0
Gross County Cost	\$ 790,582	\$ 529,350	\$ 852,875	\$ 852,875
Revenue	790,582	529,350	852,875	852,875
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	5	5	6	6

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	278	180	235
<u>Efficiency Measures</u>			
Per capita cost	\$2.922	\$1.923	\$3.008
<u>Effectiveness Measures (desired results)</u>			
Entered employment rate	60%	75%	75%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Workforce Investment Act (Youth) 60000-2637

DEPARTMENT DESCRIPTION: This program provides employment and training programs for in-school and out-of-school youth.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 517,552	\$ 345,000	\$ 500,000	\$ 500,000
Supplies	2,559	4,000	30,000	30,000
Purchased Services	152,164	137,300	160,000	160,000
Fixed Charges	0	0	0	0
Gross County Cost	\$ 672,275	\$ 486,300	\$ 690,000	\$ 690,000
Revenue	672,275	486,300	690,000	690,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	7	7	8	8

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Youth served	270	270	225
<u>Efficiency Measures</u>			
Per capita cost	\$2.484	\$1.766	\$2.434
<u>Effectiveness Measures (desired results)</u>			
Entered Employment rate (Older Youth)	66%	65%	67%
Skill Attainment rate (Younger Youth)	67%	65%	69%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: 10% Incentive Grant (CIMS) 60000-2639

DEPARTMENT DESCRIPTION: To foster the development and continuous improvements of the Weld County region workforce system.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 10,417	\$ 25,000	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	6,253	15,000	0	0
Gross County Cost	\$ 16,670	\$ 40,000	\$ 0	\$ 0
Revenue	16,670	40,000	0	0
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: This funding was not made available to local workforce centers for the 2013-14 State Fiscal Year and will likely continue to be unfunded during the 2014-15 Year.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
Per capita cost	\$0.062	\$0.145	\$0.000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Workforce Investment Act

BUDGET UNIT TITLE AND NUMBER: (Statewide Activities Grant) 60000-2640

DEPARTMENT DESCRIPTION: These funds are incentive grants based on performance of the WIA programs and are used for staff training, administration, contracted services and other programs.

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

SUMMARY OF CHANGES: This funding was not made available to local workforce centers for the 2013-14 State Fiscal Year and will likely continue to be unfunded during the 2014-15 Year.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
Per capita cost	\$0.000	\$0.000	\$0.000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Workforce Investment Act

BUDGET UNIT TITLE AND NUMBER: (Dislocated Worker Program) 60000-2643

DEPARTMENT DESCRIPTION: This program provides retraining for laid off clients.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 169,113	\$ 240,000	\$ 250,000	\$ 250,000
Supplies	5,541	2,000	2,000	2,000
Purchased Services	206,805	244,300	248,000	248,000
Fixed Charges	0	0	0	0
Gross County Cost	\$ 381,459	\$ 486,300	\$ 500,000	\$ 500,000
Revenue	381,459	486,300	500,000	500,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	2	2	2	2

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	161	165	120
<u>Efficiency Measures</u>			
Per capita cost	\$1.410	\$1.766	\$1.764
<u>Effectiveness Measures (desired results)</u>			
Entered employment rate	91%	90%	79%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Educational Lab - - 60000-2645

DEPARTMENT DESCRIPTION: This fund covers the cost of operating the Computer Education Lab.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 259,479	\$ 240,000	\$ 255,000	\$ 255,000
Supplies	31,870	33,000	40,000	40,000
Purchased Services	56,389	54,000	55,000	55,000
Gross County Cost	\$ 347,738	\$ 327,000	\$ 350,000	\$ 350,000
Revenue	293,836	327,000	350,000	350,000
Net County Cost	\$ 53,902	\$ 0	\$ 0	\$ 0
Budget Positions	3	3	4	4

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	1,350	1,350	2,500
<u>Efficiency Measures</u>			
Per capita cost	\$1.285	\$1.188	1.235
<u>Effectiveness Measures (desired results)</u>			
GED's obtained	120	120	100

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: AmeriCorps Program - - 60000-2646

DEPARTMENT DESCRIPTION: The AmeriCorps Program is a youth corps work program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 146,643	\$ 185,000	\$ 185,000	\$ 185,000
Supplies	1,307	2,500	2,500	2,500
Purchased Services	12,285	7,500	7,500	7,500
Fixed Charges	550	0	0	0
Gross County Cost	\$ 160,785	\$ 195,000	\$ 195,000	\$ 195,000
Revenue	134,903	195,000	195,000	195,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Participants in program	47	30	30
<u>Efficiency Measures</u>			
Per capita cost	\$0.594	\$0.708	\$0.688
<u>Effectiveness Measures (desired results)</u>			
Clients completing program	40	30	30

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Tight Corp Program - - 60000-2648

DEPARTMENT DESCRIPTION: Youth Corp Program

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 134,367	\$ 120,000	\$ 0	\$ 0
Supplies	4,529	3,000	0	0
Purchased Services	93,714	67,000	0	0
Fixed Charges	0	0	0	0
Gross County Cost	\$ 232,610	\$ 190,000	\$ 0	\$ 0
Revenue	224,761	190,000	0	0
Net County Cost	\$ 7,849	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: This program was previously reflected as an intra-county, inter-fund transfer between the Human Services Fund and the Social Services Fund. It is now wholly located within the Social Services Fund Budget document.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Concur with the accounting changes for the Tight Corp Program.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Participants	24	24	N/A
<u>Efficiency Measures</u>			
Per capita cost	\$0.860	\$0.690	\$0.000
<u>Effectiveness Measures (desired results)</u>			
Participants completing program	19	20	N/A

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Area Agency on Aging (Admin.) 60000-2651

DEPARTMENT DESCRIPTION: This Older American's Act Grant administers the Senior programs of the Area Agency on Aging.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 47,149	\$ 85,000	\$ 85,000	\$ 85,000
Supplies	434	0	500	500
Purchased Services	7,806	7,500	7,000	7,000
Gross County Cost	\$ 55,389	\$ 92,500	\$ 92,500	\$ 92,500
Revenue	55,389	92,500	80,149	80,149
Net County Cost	\$ 0	\$ 0	\$ 12,351	\$ 12,351
Budget Positions	3	3	3	3

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Programs administered	11	11	11
<u>Efficiency Measures</u>			
Per capita cost (other)	\$0.205	\$0.336	\$0.326

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Area Agency on Aging (Support) 60000-2652

DEPARTMENT DESCRIPTION: This grant provides several contracted services to the elderly; adult day care, ombudsman services, peer counseling, outreach, respite services and legal counseling.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 122,668	\$ 110,000	\$ 97,716	\$ 97,716
Supplies	38	0	0	0
Purchased Services	105,149	149,855	122,243	122,243
Gross County Cost	\$ 227,855	\$ 259,855	\$ 219,959	\$ 219,959
Revenue	227,855	259,855	219,959	219,959
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	4	4	4	4

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**HUMAN SERVICES AREA ON AGING
(CONTINUED)
60000-2652**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Outreach – Hispanic Senior Outreach	1,000	1,000	1,000
Adult day care	1,700	1,700	1,700
Peer Counseling	2,000	2,000	2,000
Legal consultation/representation	800	800	800
Homemaker and personal care	2,270	2,270	2,270
Ombudsman Services	1,600	1,600	1,600
<u>Efficiency Measures</u>			
Per capita cost	\$0.842	\$0.944	\$0.776
<u>Effectiveness Measures (desired results)</u>			
Work output goals are maintained	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging

BUDGET UNIT TITLE AND NUMBER: (Congregate Meal Program) 60000-2653

DEPARTMENT DESCRIPTION: This grant provides meals to the senior population at 23 nutrition sites around the county.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 145,889	\$ 150,000	\$ 141,427	\$ 141,427
Supplies	54,503	10,000	10,000	10,000
Purchased Services	334,473	345,000	378,619	378,619
Fixed Charges	0	0	1,600	1,600
Gross County Cost	\$ 534,865	\$ 505,000	\$ 531,646	\$ 531,646
Revenue	522,514	492,649	531,646	531,646
Net County Cost	\$ 12,351	\$ 12,351	\$ 0	\$ 0
Budget Positions	3	3	3	3

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Meals served	50,000	50,000	50,000
<u>Efficiency Measures</u>			
Per capita cost	\$1.977	\$1.835	\$1.875

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging

BUDGET UNIT TITLE AND NUMBER: (Home Delivered Meals) 60000-2654

DEPARTMENT DESCRIPTION: This grant provides home delivered meals through Meals on Wheels.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	62,206	44,000	75,000	75,000
Gross County Cost	\$ 62,206	\$ 44,000	\$ 75,000	\$ 75,000
Revenue	62,206	44,000	75,000	75,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Meals Served	48,979	50,000	50,000
<u>Efficiency Measures</u>			
Per capita cost	\$0.230	\$0.160	\$0.265
<u>Effectiveness Measures (desired results)</u>			
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) 60000-2655

DEPARTMENT DESCRIPTION: This grant provides health services to the senior community. This grant supports evidence-based health programs.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 12,443	\$ 9,798	\$ 26,600	\$ 26,600
Supplies	0	0	0	0
Purchased Services	420	2,000	600	600
Gross County Cost	\$ 12,863	\$ 11,798	\$ 27,200	\$ 27,200
Revenue	12,863	11,798	27,200	27,200
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	1	1	1	1

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	300	300	300
<u>Efficiency Measures</u>			
Per capita cost	\$0.048	\$0.043	\$0.096
<u>Effectiveness Measures (desired results)</u>			
Work output goals are maintained	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging (Colorado Health

BUDGET UNIT TITLE AND NUMBER: Foundation) 60000-2656

DEPARTMENT DESCRIPTION: This grant provides health services to the senior community, providing long-term care information and assistance for individuals 18 years of age and older.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 22,268	\$ 14,000	\$ 30,000	\$ 30,000
Supplies	0	0	0	0
Purchased Services	2,087	1,000	0	0
Gross County Cost	\$ 24,355	\$ 15,000	\$ 30,000	\$ 30,000
Revenue	24,355	15,000	30,000	30,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: The ARCH Grant expired during 2014. However, the Department has been granted funding for comparable services from the Colorado Health Foundation, and will continue to provide these services under that funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
Per capita cost	\$0.090	\$0.054	\$0.106
<u>Effectiveness Measures (desired results)</u>			
Work output goals are maintained	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging

BUDGET UNIT TITLE AND NUMBER: (Elder Abuse Grant) 60000-2657

DEPARTMENT DESCRIPTION: This grant provides for educational training to the community on elder abuse.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,805	\$ 2,061	\$ 2,027	\$ 2,027
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Gross County Cost	\$ 1,805	\$ 2,061	\$ 2,027	\$ 2,027
Revenue	1,805	2,061	2,027	2,027
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Ombudsman Services	200	200	200
<u>Efficiency Measures</u>			
Per capita cost	\$0.007	\$0.007	\$0.007
<u>Effectiveness Measures (desired results)</u>			
Education of long term staff	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging

BUDGET UNIT TITLE AND NUMBER: (Special Ombudsman) 60000-2658

DEPARTMENT DESCRIPTION: These funds supplement the ombudsman program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 6,261	\$ 5,675	\$ 5,958	\$ 5,958
Supplies	0	0	0	0
Purchased Services	961	1,200	1,000	1,000
Gross County Cost	\$ 7,222	\$ 6,875	\$ 6,958	\$ 6,958
Revenue	7,222	6,875	6,958	6,958
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Complaints investigated	20	20	20
<u>Efficiency Measures</u>			
Per capita cost	\$0.027	\$0.025	\$0.025
<u>Effectiveness Measures (desired results)</u>			
Work outputs are maintained	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

Area Agency on Aging

BUDGET UNIT TITLE AND NUMBER: (Single Entry Point) 60000-265995

DEPARTMENT DESCRIPTION: This grant provides case management services to Medicaid eligible clients.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 1,424,916	\$ 1,637,900	\$ 1,652,000	\$ 1,652,000
Supplies	12,076	0	0	0
Purchased Services	47,268	147,000	168,000	168,000
Gross County Cost	\$ 1,484,260	\$ 1,784,900	\$ 1,820,000	\$ 1,820,000
Revenue	1,484,260	1,784,900	1,820,000	1,820,000
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	27	27	30	30

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	1,500	1,600	1,800
<u>Efficiency Measures</u>			
Per capita cost	\$5.485	\$6.483	\$6.420
<u>Effectiveness Measures (desired results)</u>			
Divert Medicaid Eligible clients from Institutional care to cost effective home care	1,300	1,350	1,350

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Area Agency on Aging (CCT) - - 60000-2660

DEPARTMENT DESCRIPTION: This area includes minor sources of funding that supplement the aging programs, including Colorado Choice Transition (CCT).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 580	\$ 0	\$ 4,515	\$ 4,515
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Gross County Cost	\$ 580	\$ 0	\$ 4,515	\$ 4,515
Revenue	580	0	4,515	4,515
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: These funds are carried forward from prior a year's grant.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Efficiency Measures</u>			
Per capita cost	\$0.002	\$0.000	\$0.016
<u>Effectiveness Measures (desired results)</u>			
Maintain work output goals	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Area Agency on Aging (VALE) - - 60000-2667

DEPARTMENT DESCRIPTION: This area includes minor sources of funding that supplement the aging programs. These funds supplement the ombudsman program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 10,801	\$ 12,000	\$ 9,059	\$ 9,059
Supplies	0	0	0	0
Purchased Services	807	0	600	600
Gross County Cost	\$ 11,608	\$ 12,000	\$ 9,659	\$ 9,659
Revenue	11,608	12,000	9,659	9,659
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: The County received decreased funding for this grant, due to state-wide demands. As fiscal pressures are dealt with, at the Federal and State levels, further changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Clients served	600	600	600
<u>Efficiency Measures</u>			
Per capita cost	\$0.043	\$0.044	\$0.034
<u>Effectiveness Measures (desired results)</u>			
Maintain work output goals	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Area Agency on Aging (State Funds) - - 60000-2671

DEPARTMENT DESCRIPTION: Supplemental funding source started July 1, 2000, it is a combination of HB-1108 funds and General Fund Long Bill monies.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 107,408	\$ 108,000	\$ 284,332	\$ 284,332
Supplies	92,718	27,000	44,000	44,000
Purchased Services	353,121	504,511	543,000	543,000
Gross County Cost	\$ 553,247	\$ 639,511	\$ 871,332	\$ 871,332
Revenue	553,247	639,511	871,332	871,332
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	1	1	1	1

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Dental/Vision/Hearing Clients Served	140	150	160
Meals served	14,611	22,612	23,000
Other clients served	8,709	12,075	13,000
<u>Efficiency Measures</u>			
Per capita cost	\$2.045	\$2.323	\$3.073

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Part E Family Caregiver Support - - 60000-2673

DEPARTMENT DESCRIPTION: This program provides support to family who are caring for relatives at home.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 33,654	\$ 40,000	\$ 40,000	\$ 40,000
Supplies	229	0	0	0
Purchased Services	31,842	47,420	48,629	48,629
Gross County Cost	\$ 65,725	\$ 87,420	\$ 88,629	\$ 88,629
Revenue	65,725	87,420	88,629	88,629
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	1	1	1	1

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2015. However, as fiscal pressures are dealt with, at the Federal and State levels, changes could be forthcoming that will affect this funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Care giver Support - units of services	2,500	3,000	4,000
<u>Efficiency Measures</u>			
Per capita cost	\$0.243	\$0.318	\$0.313
<u>Effectiveness Measures (desired results)</u>			
Maintain requirements of grant	Yes	Yes	Yes

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Community Services Block Grant - - 60000-267895

DEPARTMENT DESCRIPTION: This grant provides a range of community services to the low income and elderly of the community.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 48,657	\$ 47,200	\$ 60,500	\$ 60,500
Purchased Services	31,656	120,898	242,675	242,675
Fixed Charges	0	0	0	0
Gross County Cost	\$ 80,313	\$ 168,098	\$ 303,175	\$ 303,175
Revenue	80,313	168,098	303,175	303,175
Net County Cost	\$ 0	\$ 0	\$ 0	\$ 0
Budget Positions	--	--	--	--

SUMMARY OF CHANGES: This program was previously split between the Human Services Fund and the Social Services Fund. It is now wholly tracked within the Human Services Fund. Funding from the Colorado Department of Local Affairs was initially cut during the 2013-14 Program Year. The cut was almost fully restored, which should enable the county to fund the services that have been traditionally funded under this program into the foreseeable future.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Employment opportunities low-income unskilled adult labor force	2,000	2,000	2,000
<u>Efficiency Measures</u>			
Per capita cost	\$0.297	\$0.611	\$1.069
<u>Effectiveness Measures (desired results)</u>			
Work output goals maintained	Yes	Yes	Yes



SPECIAL REVENUE FUNDS

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

CONTINGENCY FUND:

The Contingency Fund is funded at the level of \$10,000,000 with \$10,000,000 from carry-over fund balance. A beginning fund balance of \$35,000,000 is anticipated. An ending fund balance of \$35,000,000 is projected, assuming no contingency funds are needed in 2015. The fund balance will serve as a stabilization reserve for fluctuating revenues due to Weld County's heavy dependency on oil and gas assessed values that can fluctuate dramatically from year to year due to production levels and price changes. Besides serving as a general contingency reserve, the fund is available to mitigate impacts from the oil and gas industry, such as unanticipated road and bridge heavy hauling impacts.

SOLID WASTE FUND:

The Solid Waste Fund is funded at the anticipated revenue level of fees at \$1,100,000. There is an anticipated beginning fund balance of \$1,200,000. The Department of Public Health and Environment costs for the Household Hazardous Waste program will be \$446,405. \$40,000 is budgeted for community clean-ups, and \$90,000 to fund the roadside trash pick-up program with Useful Public Service clients. \$136,593 is funded for solid waste inspections and monitoring by the Health Department. \$40,000 is funded for the solid waste tank disposal at the Island Grove Livestock Barn. \$77,115 is budget for indirect costs. Since the landfill sites no longer impact county roads due to being located off of state highways, no funds are provided for road projects to mitigate landfill impacts. There is \$184,887 included in the budget that is undesignated.

CONSERVATION TRUST FUND:

The Conservation Trust Fund is budgeted at \$486,520 based upon the anticipated operating costs for 2015. The budget reflects funding of Island Grove Park only. Revenues are from the Colorado Lottery proceeds.

EMERGENCY RESERVE FUND:

The Emergency Reserve Fund was established per Amendment One (TABOR), passed November 3, 1992. The amendment requires that an emergency reserve be created to be used for declared emergencies only. It also requires each local government to reserve one percent or more for 1993, two percent or more for 1994, and three percent or more for all later years of the fiscal year spending, excluding bonded debt service. Caused reserves apply to the next year's reserve. With the adoption of the new accounting rules under GASB 54 the three-percent TABOR emergency reserve required by Article X, Section 20(5) of the Colorado Constitution shall be a restricted fund balance in the General Fund in an amount equal to six-million dollars or three-percent of the TABOR revenue limit, whichever is greater. This Emergency Reserve Fund will no longer be used to budget or account for the TABOR emergency reserve.

**CONSERVATION TRUST
SUMMARY OF REVENUES
2015**

Fund	Org	Acct	Account Title	2014 Budget	2015 Request	2015 Recommend	2015 Final
2200	73700	4332	LOTTERY LOTTERY	412,000	450,000	450,000	450,000
2200	73700	4610	MISCELLANEOUS EARNINGS ON INVESTMENTS	3,000	2,500	2,500	2,500
TOTAL CONSERVATION TRUST				415,000	452,500	452,500	452,500

**CONSERVATION TRUST
SUMMARY OF EXPENDITURES
2015**

Fund	Org	Expenditure Function	2014 Budget	2015 Request	2015 Recommend	2015 Final
2200	73700	CONSERVATION TRUST	440,296	486,520	486,520	486,520
		TOTAL CONSERVATION TRUST	440,296	486,520	486,520	486,520

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CONSERVATION TRUST FUND

BUDGET UNIT TITLE AND NUMBER: Conservation Trust Fund - - 2200-73700

DEPARTMENT DESCRIPTION: Accounts for revenue received from the State of Colorado to be used for the acquisition, development, and maintenance of new conservation sites within Weld County.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	406,647	440,296	486,520	486,520
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 406,647	\$ 440,296	\$ 486,520	\$ 486,520
Revenue/Fund Balance	453,066	440,296	486,520	486,520
Net County Cost	\$ - 46,419	\$ 0	\$ 0	\$ 0

SUMMARY OF CHANGES: Revenue from the Colorado Lottery is being projected at \$450,000 and \$2,500 from interest earnings. For 2015, the budget for the county buildings at Island Grove Park is proposed at \$610,520. This represents an increase from the 2014 budget of \$52,724 or 9.45 percent. Revenue from rents and facility use fees for 2015 is estimated at \$124,000, which is an increase of \$6,500 from 2014. The county payment for 2015 is proposed at \$486,520, which is an increase of \$46,224 from the 2014 payment of \$440,296 or an increase of 10.5 percent. The increase in the 2015 county payment reflects the increase in salaries granted and the adding back of a position cut in 2007, utility increases, and cost of repairs. The workload is increasing from getting more and more requests from Extension and 4-H for use of the facilities without any added revenue. 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. No funds are allocated for capital improvements to the buildings. Since 2002, the Missile Site Park has been funded in the General Fund.

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	1998	\$373,962
1984	195,304	1999	286,971
1985	151,033	2000	358,802
1986	138,069	2001	361,050
1987	162,736	2002	391,780
1988	154,074	2003	385,070
1989	130,764	2004	361,926
1990	136,726	2005	371,213
1991	200,103	2006	453,233
1992	220,219	2007	423,260
1993	264,371	2008	430,795
1994	205,534	2009	408,648
1995	327,162	2010	386,999
1996	312,024	2011	376,031
1997	356,262	2012	411,891
		2013	450,659

The funds have been used for maintenance and development of Island Grove Park and the Missile Site Park, with the exception of the following items:

Entity	Purpose	Amount
1983:		
Greeley	Civic Auditorium	\$ 141,464
1984:		
Greeley	Civic Auditorium	\$ 143,000
1985:		
Greeley	Civic Auditorium	\$ 90,000
1986:		
Greeley	Civic Auditorium	\$ 51,500
LaSalle	Community Center	10,000
Ault	Park System	7,500
Dacono	Park Improvements	3,000
Windsor	Park Improvements	6,000
Ft. Lupton	Pearsin Park Sports Complex	10,000
Independence Stampede	Headquarters Facility	5,000

Since **1987** all funds have gone to the two county parks. Beginning in 2002, only Island Grove Park has been funded.

CONSERVATION TRUST FUND (CONTINUED) 2200-73700

FINANCE/ADMINISTRATION RECOMMENDATION (CONTINUED):

In 1984, the Board adopted the following criteria, in priority order, for the use and allocation of Weld County lottery funds. This policy remains in force today:

1. To maintain and develop the two existing county parks.
2. Projects must enhance the quality of life for the citizens of Weld County.
3. Projects must contribute to, or compliment, the economic development activities of Weld County.
4. Projects must have an area impact or significance.
5. Funds used for local community projects must have substantial local support.
6. Outside of existing county parks, no operating funds shall be contributed to projects.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Island Grove Park Visitors	418,700	420,000	420,000
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$1.48	\$1.59	\$1.72
Cost Per Visitor	\$0.97	\$1.05	\$1.16

BOARD ACTION: Approved as recommended.

**CONTINGENCY
SUMMARY OF REVENUES
2015**

Fund	Org	Acct	Account Title	2014 Budget	2015 Request	2015 Recommend	2015 Final
			TAXES				
2300	90300	4112	CURRENT PROPERTY TAXES	5,000,000	5,000,000	5,000,000	0
			TOTAL CONTINGENCY	5,000,000	5,000,000	5,000,000	0

**CONTINGENCY
SUMMARY OF EXPENDITURES
2015**

Fund	Org	Expenditure Function	2014 Budget	2015 Request	2015 Recommend	2015 Final
2300	90300	CONTINGENT	10,000,000	10,000,000	10,000,000	10,000,000
		TOTAL CONTINGENCY	10,000,000	10,000,000	10,000,000	10,000,000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CONTINGENCY FUND

BUDGET UNIT TITLE AND NUMBER: Contingency Fund - - 2300-90300

DEPARTMENT DESCRIPTION: The Contingency Fund exists to cover reasonably unforeseen expenditures or revenue short-falls.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Fixed Charges	5,000,000	10,000,000	10,000,000	10,000,000
Capital	0	0	0	0
Gross County Cost	\$ 5,000,000	\$ 10,000,000	\$ 10,000,000	\$ 10,000,000
Revenue/Fund Bal.	6,967,685	5,000,000	5,000,000	10,000,000
Net County Cost	\$ 11,967,685	\$ 5,000,000	\$ 5,000,000	\$ 0

SUMMARY OF CHANGES: The Contingency Fund is funded at the level of \$10,000,000 with \$10,000,000 from carry-over fund balance. A beginning fund balance of \$35,000,000 is anticipated. An ending fund balance of \$35,000,000 is projected, assuming no contingency funds are needed in 2015. 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: In order to fully fund the Retirement Plan the Board reduced the property tax revenue by \$5,000,000 in the Final Budget. The reserve level of the fund will be at \$35,000,000 for 2015-2016. The property tax amount reduced in 2015 will be replenished in 2017 in order to fund an anticipated reserve level of \$45,000,000 in 2017.

**EMERGENCY RESERVE
SUMMARY OF REVENUES
2015**

Fund	Org	Acct	Account Title	2014 Budget	2015 Request	2015 Recommend	2015 Final
			TAXES				
2400	53100	4112	CURRENT PROPERTY TAXES	0	0	0	0
			TOTAL EMERGENCY RESERVE	0	0	0	0

**EMERGENCY RESERVE
SUMMARY OF EXPENDITURES
2015**

Fund	Org	Expenditure Function	2014 Budget	2015 Request	2015 Recommend	2015 Final
2400	53100	EMERGENCY RESERVE	0	0	0	0
		TOTAL EMERGENCY RESERVE	0	0	0	0

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: EMERGENCY RESERVE FUND

BUDGET UNIT TITLE AND NUMBER: Emergency Reserve - - 2400-53100

DEPARTMENT DESCRIPTION: The Emergency Reserve Fund is established per Amendment One (TABOR), passed November 3, 1992, which requires that an emergency reserve be established to be used for declared emergencies only, and that each local government shall reserve for 1993, 1 percent or more, for 1994, 2 percent or more, and for all later years, 3 percent or more of the fiscal year spending, excluding bonded debt service. Caused reserves apply to the next year's reserve.

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

SUMMARY OF CHANGES: With the adoption of the new accounting rules under GASB 54 the three-percent TABOR emergency reserve required by Article X, Section 20(5) of the Colorado Constitution shall be a restricted fund balance in the General Fund in an amount equal to six-million dollars or three-percent of the TABOR revenue limit, whichever is greater. This Emergency Reserve Fund will no longer be used to budget or account for the TABOR emergency reserve.

FINANCE/ADMINISTRATION RECOMMENDATION: Concur with policy per GASB 54.

BOARD ACTION: Reaffirmed policy per GASB 54.

**SOLID WASTE
SUMMARY OF REVENUES
2015**

Fund	Org	Acct	Account Title	2014 Budget	2015 Request	2015 Recommend	2015 Final
			CHARGE FOR SERVICES				
2700	90200	4410	CHARGE FOR SERVICES	900,000	1,100,000	1,100,000	1,100,000
			TOTAL SOLID WASTE	900,000	1,100,000	1,100,000	1,100,000

**SOLID WASTE
SUMMARY OF EXPENDITURES
2015**

Fund	Org	Expenditure Function	2014 Budget	2015 Request	2015 Recommend	2015 Final
2700	21240	TRANSFER	85,000	85,000	85,000	85,000
2700	90200	SOLID WASTE	247,717	432,002	432,002	432,002
2700	90200	TRANSFER	567,283	582,998	582,998	582,998
		TOTAL SOLID WASTE	900,000	1,100,000	1,100,000	1,100,000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOLID WASTE FUND

BUDGET UNIT TITLE AND NUMBER: Code Enforcement - - 2700-21240

DEPARTMENT DESCRIPTION: This budget accounts for code enforcement for littering, illegal dumping, and roadside trash pick-up program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	85,000	85,000	85,000	85,000
Fixed Charges	0	0	0	0
Capital	0	0	0	0
Gross County Cost	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000
Revenue	0	0	0	0
Net County Cost	\$ 85,000	\$ 85,000	\$ 85,000	\$ 85,000

SUMMARY OF CHANGES: The Code Enforcement function has been combined with the Animal Control function in the Sheriff's Office. The cost of the code enforcement function is \$85,000. See budget unit number 1000-21230 for a detailed discussion of the program.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval and funding of program from the Solid Waste surcharge.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of Complaints	785	800	800
<u>Efficiency Measures</u>			
Per capita cost (county support)	\$0.314	\$0.309	\$0.300

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Sheriff Public Safety Bureau (Budget Unit 1000-21200) goals.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOLID WASTE FUND

BUDGET UNIT TITLE AND NUMBER: Solid Waste Fund - - 2700-90200

DEPARTMENT DESCRIPTION: This fund accounts for revenue received from a surcharge on dumping fees at solid waste disposal sites to combat environmental problems, promote trash clean-up, provide for the household hazardous materials program, and to further improve and develop landfill sites within the county.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	72,398	217,286	170,000	417,286
Fixed Charges	601,886	597,714	845,000	597,714
Capital	0	0	0	0
Gross County Cost	\$ 674,284	\$ 815,000	\$ 1,015,000	\$ 1,015,000
Revenue	1,440,065	900,000	1,100,000	1,100,000
Net County Cost	\$ - 765,782	\$ - 85,000	\$ - 85,000	\$ - 85,000

SUMMARY OF CHANGES: The revenue estimate is \$1,100,000, up from \$900,000 due to special waste from oil and gas activity. The Department of Public Health and Environment costs for the Household Hazardous Waste program will be \$446,405. \$40,000 is budgeted for community clean-ups, and \$90,000 to fund the roadside trash pick-up program with Useful Public Service clients. \$136,593 is funded for solid waste inspections and monitoring by the Health Department. \$40,000 is funded for the solid waste tank disposal at the Island Grove Livestock Barn. \$77,115 is budget for indirect costs. Since the landfill sites no longer impact county roads due to being located off of state highways, no funds are provided for road projects to mitigate landfill impacts. There is \$184,887 included in the budget that is undesignated.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. There are \$184,887 in undesignated funds in the 2015 budget to mitigate impacts of landfills, such as road access, cleanups, and transfer stations. A \$1,200,000 fund balance also exists for the same needs, if required.

BOARD ACTION: Approved as recommended.

**SOLID WASTE FUND
(CONTINUED)
2700-90200**

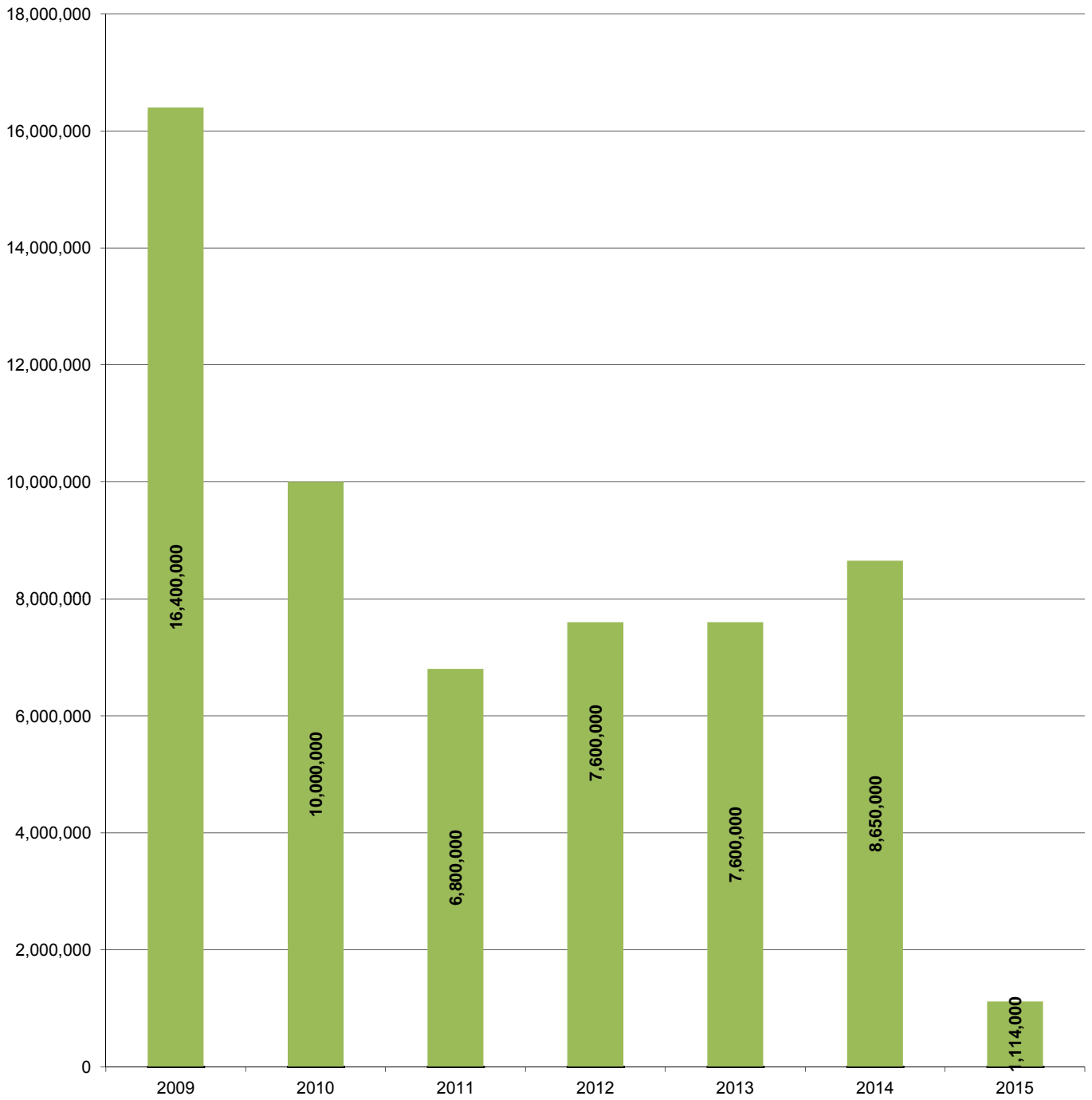
PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Landfill Inspections	45	45	45
Household Hazardous Material (HHM)	\$373,127	\$425,493	\$446,405
Surcharge Collected	\$730,000	\$900,000	\$1,100,000
<u>Efficiency Measures</u>			
Per capita cost (collected)	\$2.49	\$3.27	\$3.88
Per capita HHM cost	\$1.38	\$1.55	\$1.57



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 2015-2019 is presented in this section and relates to the specifics of the 2015 capital project budget.

The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2015 program is funded at \$1,114,000, with \$125,000 from capital expansion fees, and \$400,000 from interest. Anticipated projects include \$300,000 for a grader shed for Public Works, and \$814,000 for special projects. A carry-over beginning fund balance of \$24,400,000 is anticipated, and \$23,811,000 ending reserve fund balance for the future jail expansion (\$19,561,000), Communications System reserve (\$2,850,000), and Downtown Greeley land reserve (\$1,400,000) is anticipated at the end of 2015.

Capital projects impacting the 2015 and future years' operational costs include the additional jail space planned for construction in 2017-2018 will impact the operational budget by \$1,210,000 in 2018, \$770,000 in 2019, and \$1,100,000 in 2020. 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
2015**

Fund	Org	Acct	Account Title	2014 Budget	2015 Request	2015 Recommend	2015 Final
			TAXES				
4000	17500	4112	CURRENT PROPERTY TAXES	8,250,000	8,250,000	8,250,000	0
			INTERGOVERNMENTAL				
4000	17500	4610	EARNINGS ON INVESTMENTS	300,000	400,000	400,000	400,000
			MISCELLANEOUS				
4000	17500	4730	OTHER FEES	100,000	125,000	125,000	125,000
			TOTAL CAPITAL EXPENDITURES	8,650,000	8,775,000	8,775,000	525,000

**CAPITAL EXPENDITURE
SUMMARY OF EXPENDITURES
2015**

Fund	Org	Expenditure Function	2014 Budget	2015 Request	2015 Recommend	2015 Final
4000	17500	CAPITAL IMPROVEMENT AND ACQUISITION	8,650,000	8,775,000	8,775,000	1,114,000
TOTAL CAPITAL EXPENDITURES			8,650,000	8,775,000	8,775,000	1,114,000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: CAPITAL EXPENDITURE FUND

BUDGET UNIT TITLE AND NUMBER: Capital Expenditures - - 4000-17500

DEPARTMENT DESCRIPTION: Capital projects for general county use. Created in accordance with Section 29-1-301(1.2), C.R.S., April 5, 1984. Formerly Public Works - County Buildings Fund (Fund 33).

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Capital	8,903,950	8,650,000	8,775,000	1,114,000
Gross County Cost	\$ 8,903,950	\$ 8,650,000	\$ 8,775,000	\$ 1,114,000
Revenue/Fund Bal.	1,723,339	400,000	525,000	525,000
Net County Cost	\$ 7,180,611	\$ 8,250,000	\$ 8,250,000	\$ 589,000

SUMMARY OF CHANGES: The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2015 program is funded at \$1,114,000, with \$125,000 from capital expansion fees, and \$400,000 from interest. Anticipated projects include \$300,000 for a grader shed for Public Works, and \$814,000 for special projects. A carry-over beginning fund balance of \$24,400,000 is anticipated, and \$23,811,000 ending reserve fund balance for the future jail expansion (\$19,561,000), Communications System reserve (\$2,850,000), and Downtown Greeley land reserve (\$1,400,000) is anticipated at the end of 2015.

FINANCE/ADMINISTRATION RECOMMENDATION: Budget reflects the 2015 funding level of the Proposed Long Range Capital Plan for 2015 - 2019. The actual plan is on the pages immediately following.

BOARD ACTION: In order to fully fund the Retirement Plan the Board reduced the property tax revenue by \$8,250,000. The property tax amount reduced in 2015 will be replenished in 2017 in order to fund the anticipated jail construction. Net effect is the five year capital plan will remain the same, but will have a different cash flow during 2015-2016.

WELD COUNTY
LONG RANGE CAPITAL PROJECTS
FIVE-YEAR PLAN
2015 - 2019

Presented By: Donald D. Warden
Director of Budget Management and Analysis
September, 2014

LONG RANGE CAPITAL PROJECTS FIVE YEAR PLAN 2015 - 2019

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 2015 - 2019.

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. 2015 - 2019 Five-year Plan
4. 2015 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 2015 - 2019 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 2015 budget for the capital construction program. It provides specific detail regarding each recommended project and the impact on the 2015 county budget.

FINANCING ALTERNATIVES

FINANCING

Overview:

There are a number of ways to finance capital improvement projects. Some of the most common methods are:

1. ***Pay as you go:***

Pay as you go is a method of financing capital projects with current revenues -- paying cash instead of borrowing against future revenues. Pay as you go has several advantages. First, it saves interest cost. Second, pay as you go protects borrowing capacity for unforeseen major outlays that are beyond any current year's capacity. Third, when coupled with regular, steady completion of capital improvements and good documentation and publicity, pay as you go fosters favorable bond ratings when long term financing is undertaken. Finally, the technique avoids the inconvenience and considerable cost associated with marketing of bond issues, advisors, counsel, printing, etc.

However, there are practical and theoretical disadvantages to a pay as you go policy. First, pay as you go puts a heavy burden on the project year. Second, it creates awkward fluctuating expenditure cycles which do not occur with extended financing. Third, a long life asset should be paid for by its users throughout its normal life rather than all at once by those who may not have the use of it for the full term. Finally, when inflation is driving up construction costs, it may be cheaper to borrow and pay today's prices rather than wait and pay tomorrow's.

2. ***All borrowing policy:***

An all borrowing policy or a substantial reliance on debt financing is another approach. The annual available resources could be used entirely for debt service with the size of the annual resources setting the limit on the amount that could be borrowed.

3. ***Capital reserve:***

A capital reserve plan is an approach where the annual resources available could be accumulated in one or more capital reserve funds, the amounts invested, and when any funds become adequate to pay for a proposed project, the fund could be expended. This is a good approach when a county has a capital requirement which can wait. Accumulation of the necessary capital funds over a period of time is a feasible approach, assuming a relatively stable construction dollar. HB 82-1111, passed in 1982, specifically provides for a capital improvements trust fund for capital reserves.

4. ***Partial pay as you go policy:***

A partial pay as you go policy is a common approach. Some of the annual resources would be used to finance capital improvements directly, and the remainder would go for supporting a debt program. Even if a local government pursues a borrowing policy, an initial down payment out of current revenues is a possibility. A customary five to ten percent down is a limited pay as you go policy, and assures that the voters authorizing the approval will make a cash contribution so all of the burden will not be postponed.

5. ***Joint financing:***

An ever increasing number of cities and counties are benefitting from joint development of a project. The construction of a city/county office building and recreational areas are examples. This avenue of funding and planning capital projects normally is advantageous to both jurisdictions.

6. ***Lease/Purchase:***

Local governments can utilize lease/purchase methods for needed public works projects by having it constructed by a private company or authority. The facility is then leased by the jurisdiction on an annual or a monthly rental. At the end of the lease period, the title to the facility can be conveyed to the jurisdiction without any future payments. The rental over the years will have paid the total original cost plus interest. This method has been used successfully in a number of jurisdictions. The utilization of a building authority would fall under this category of financing.

Numerous considerations are involved in the selection of the foregoing approaches, or some combination thereof:

1. Political realities may preclude utilization of one or more of the above alternatives. For example, the passage of general obligation bonds as a debt financing mechanism has not met recent success at the polling places in most jurisdictions.
2. The pay as you go concept has three distinct advantages.
 - A. It provides great flexibility to the county for future periods of economic recession or depression but does not accumulate large fixed-charge costs.
 - B. It avoids the payment of interest charges.
 - C. It imposes upon public officials the full political responsibility for levy of the taxes necessary to pay the local share of such projects.
3. The debt financing approach has the advantage of spreading the cost over a generation of current users of public facilities, thereby imposing upon each a significant portion of the cost of each project.
4. In an inflationary period, one must take into account the extent to which prepayment for capital outlay is warranted, when the opportunity for repayment of the principal and interest in dollars that are less expensive can be arranged.

5. During periods of rapid rise in costs, the time delay necessary to accumulate down payments or full pay as you go resources invites higher costs which may wipe out most, if not all, of the advantages of non-payment of interest.

In the five-year capital projects plan, a combination of funding methods will be recommended to finance capital construction in an attempt to balance the economy of a payment in full program with the fairness of sharing the burden among present and future taxpayers.

This recommended financial program reflects consideration of many factors, including the availability of cash, anticipated interest rates at the time of construction, and projected inflationary cost increases that would result from project delays.

DEBT FINANCING

Before discussing specific types of borrowing, it is appropriate to review some of the basic constitutional statutory provisions which generally are applicable to debt financing.

Article XI, Section 6, of the Colorado Constitution, provides that no debt may be created by a political subdivision of the state, unless the question of incurring such debt has been approved by a majority of the qualified electorate voting. Any obligation paid, or contracted to be paid, out of a fund that is a product of a tax levy is a debt within the means of the Constitution (Trinidad vs. Haxby, 136 Colorado 168, 315 p 2d 204 -- 1957).

In addition to voter approval, Article XI, Section 6, requires the debt be incurred by adoption of a legislative measure which is irrevocable until the indebtedness is fully paid or discharged. The ordinance must:

1. Set forth the purpose for which the bond proceeds will be applied, and
2. Provide for the levy of the tax which, together with such other revenues as may be pledged, will be sufficient to pay the principal and interest of the debt.

The Constitution delegates to the Legislature the duty to establish statutory limitations on the incurrence of debt. The total amount of debt which a county may incur may not exceed three percent (3%) of the assessed value in the county, which is over \$240 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 issuer of general obligation bond pledges its full faith and credit and agrees to levy the ad valorem taxes necessary to repay the principal and interest of the bond, it is generally agreed to be a more secure investment than other types of bonds. Thus, the major advantage of general obligation financing is the low rate of interest as compared to the interest of other types of bonds. The law permits general obligation bonds to have a thirty-year term; however, general obligation bond issues usually have terms of twenty years or less.

General obligation bonds, in addition to being secured by full faith and credit of the issuer, may provide additional security by pledging certain available revenues.

The major disadvantage of general obligation bonds is the fact that it does require voter approval prior to issuance. Voter resistance to increased taxes may prevent a successful bond election.

Revenue Bonds:

Revenue bonds are not a debt in the constitutional sense. They are secured by the revenue derived from the project to be constructed, not by pledge of the full faith, credit, and taxing authority of the county. Projects typically financed by revenue bonds include airports, stadiums, and park facilities. Under the TABOR Amendment, revenue bonds can only be used for enterprise funds and operations.

Although it may seem possible to pledge any non-tax revenues for payment of revenue bonds, there should be a relationship between the type of revenue pledged for payment of the bonds and the project to be financed. Although revenue bonds need not comply with the constitutional statutory provisions generally applicable to a debt, there are several statutory provisions which may affect the issuance of certain types of revenue bonds and the statutes should be consulted for specific provisions regarding the issue of revenue bonds if this method is considered.

Revenue bonds are considered to be less secure than general obligation bonds because of the inability of the issuer to levy taxes to assure the payment of principal and interest. Thus, there is normally a higher interest rate on revenue bonds. The term of revenue bonds is often beyond twenty years, frequently as long as thirty years.

The concept of issuing revenue bonds is based on the theory that certain projects which benefit only certain individuals should be self-supporting and should be paid for by the user of that project rather than the populace as a whole. Thus, airport revenue bonds are paid for by air travelers and airlines and parking revenue bonds are paid for by users, etc.

In order for a county to issue a revenue bond, the system which generates the revenues to repay the principal and interest of the bond must:

1. Have a good operating history documented by audited figures.
2. Reflect good debt service coverage through use of a feasibility study completed by a recognized expert in the field.

In analyzing a revenue bond issue for underwriting, an investment banker will look not only at operating statistics and coverage, but also at more basic elements, such as the necessity of the service, control over competition, and delinquency procedures. Revenue bonds are becoming more popular because they do not require voter approval and do not apply in statutory debt limits.

Leases:

A less traditional method of financing county facilities is a lease arrangement. A lease is executed with the county, which gives the county the option to purchase the equipment or facility during the term of the lease. All or part of the lease payments may be applied to the purchase prices.

A bona fide lease option agreement is not a debt; however, an installment purchase program is a debt. A bona fide lease/option agreement is characterized by two factors:

1. Annual rental payments with automatic renewal of the lease unless terminated by either party, and
2. No obligation on the part of the local government to purchase the property if the lease is terminated.

Also, some court cases indicate the annual rental must be paid from non-property tax revenues to avoid the lease being considered a general obligation. Upon exercise of the option, the local government obtains full legal title to the property. Leases of this nature are distinctively different from more conventional means of financing. Of primary importance is the security which underlies the lease period. It is not a promise to levy taxes or a pledge of revenues from the system. Rather, it is usually a promise to pay only one year at a time, with an implied intention to continue payment until ownership is transferred. As ultimate security, the holder of the lease may look to the asset which is being leased in the event of a default.

There is little statutory or judicial guidance in the area of leases of this type, and the obligation to continue lease payments until title transfers is a moral, rather than a legal obligation. As a consequence, the underwriting or placement of a lease is more difficult than the underwriting of conventional bonds. The term of the leases generally are short, usually from seven to ten years. Because the security underlying the lease is not good compared with conventional financing, interest rates on leases are higher.

Building Authority:

A building authority is a non-profit corporation which generally is formed at the request of the governing body of the county or local jurisdiction, which also appoints the Board of Directors of the corporation. Weld County created such an authority in 1987, named the Weld County Finance Corporation. The directors are the Director of Finance, County Attorney, and Director of Buildings and Grounds, each appointed for ten-year terms.

The building authority issues its own bonds to finance a facility. To achieve the same lower interest rates that traditional municipal bonds enjoy, the building authority must obtain a ruling from the Internal Revenue Service (IRS) that the interest on the authority's bonds is exempt from Federal Income Tax. Such an exemption is granted if the IRS finds the authority's bonds are issued on behalf of a political subdivision, which is determined based upon the following factors as detailed in IRS Revenue Ruling 63-20.

1. The authority engages in activities which are essentially public in nature.
2. The corporation is not organized for profit.
3. The corporate income does not inure to the benefit of any private person.
4. The political subdivision has a beneficial interest in the corporation, while the indebtedness is outstanding, and it obtains full legal title to the property on the retirement of the debt.
5. The corporation has been approved by the political subdivision which has approved the specific obligation of the corporation.

Like municipal bonds, bonds issued by a corporation usually are subject to registration and other requirements of the Securities Act of 1933 and the Security Exchange Act of 1934. After receiving a favorable ruling from the IRS, a "no action" letter should be secured from the Security and Exchange Commission, exempting the authority's bonds from these requirements. The authority then issues bonds pledging the annual rental payments as security. After issuance of bonds and construction of the facilities, the authority leases the facilities to the county. Again, this must be a bona fide lease and possess all the elements discussed under Lease/Purchase.

The bonds of a building authority are similar to municipal leases in the manner in which they are viewed by investors. As with a simple municipal lease, building authority bonds are less secure than general obligation or revenue bonds. As a result, bonds issued through a building authority bear higher interest than more secure issues.

Certificates of Participation (COP) may be issued in the same manner as bonds. As a practical matter the COP is the same as a bond, except from a legal point of view, the COP is evidencing assignment of proportionate undivided interests in rights to receive certain revenues in the form of a lease or rental amount for the purpose of providing funding for capital improvements. The lease and COP do not constitute a general obligation or other indebtedness of the county within the meaning of any constitutional, statutory or home rule charter debt limitation. The lease is a year-to-year obligation.

The use of Certificates of Participation (COP) has been the only debt vehicle Weld County has ever used in the implementation of its debt policy options. The only COP issued by Weld County was done in 1997, and was paid off August 1, 2007. No outstanding debt exists for Weld County.

BUILDING AUTHORITY FINANCE

The Philosophy:

Tax-exempt financing is available through a building authority with the issuance of bonds when the facilities financed are for public purposes and the benefit is to the sponsoring public entity.

The Building Authority:

A building authority is a Colorado non-profit corporation created by the county itself. The county adopts a resolution calling for the creation of the Building Authority and directing counsel to draw articles of incorporation and by-laws in compliance with Colorado Statutes. A board of directors is formed. The board may consist of County Commissioners or administrative personnel or individuals not associated with any public entity. The Weld County Finance Corporation, created in 1987, consists of the Director of Finance, County Attorney, and Director of Building and Grounds as directors.

Tax-Exemption of Interest:

Once the non-profit corporation is created, the tax-exempt nature of interest paid on the corporation's bonds must be assured. A revenue ruling is requested from the Internal Revenue Service on the non-profit status of the corporation pursuant to Internal Revenue Code, 103(a) 1 and Revenue Ruling 63-20, and on the tax-exempt status of interest paid.

Such an application involves considerable work and a detailed analysis of the situation which is presented to the Internal Revenue Service. The application includes information as to public purpose, the county, the agency using the facilities, the proposed lease terms, terms of title reversion to the county and the proposed method of financing.

Corporate Bonds and the S.E.C.:

As corporate bonds are subject to registration requirements of the Securities and Exchange Commission, a "no action" letter must be obtained from the S.E.C. In essence, the S.E.C. says that no action will be taken if the bonds of the building authority/non-profit corporation are not registered.

The Purchase Contract:

Once the building authority is created with powers to act, it may enter into a contract to purchase the facility. The contract should be subject to:

1. A favorable revenue ruling from the Internal Revenue Service.
2. Receipt of an S.E.C. "no action" letter.
3. Finalization of financing.

The Bond Issue:

When all legal and tax questions are answered the building authority may issue bonds for the purchase of the facility. Normally the bonds are sold directly to an underwriter who then resells the bonds to the ultimate investor.

The bonds that are issued will be an obligation of the building authority only and not a debt obligation of the county.

The County Lease:

Upon the issuance of the bonds and the purchase of the building by the building authority, the county can lease the building from the authority. The lease would be from year-to-year with automatic renewal unless otherwise terminated. A county lease for any period in excess of one year constitutes a debt and must be approved by voters.

The Bond Security:

The security of the bond holders may be only in a pledge of lease revenues by the authority. The bond holders may also have a first mortgage lien on the building. The combination of the two results in a more secure bond and a correspondingly lower rate of interest.

Partial Seller Financing:

Depending on factors such as the seller's motivation, whether there is an existing loan on the building, and negotiations, a bond issue can be for only the amount necessary for a down payment. The sellers can carry back the balance, receiving installment sale tax benefits on the capital gains. A revenue ruling would be required; however, interest paid on a promissory note to the seller may also be tax exempt. The total cost to the county and the building authority then may be substantially lower on this basis.

**COMPLETED CAPITAL PROJECTS
2009- 2013**

	<i>Total</i>	<i>Actual 2009</i>	<i>Actual 2010</i>	<i>Actual 2011</i>	<i>Actual 2012</i>	<i>Actual 2013</i>
Centennial Complex	\$ 3,281,672	\$ 2,983,137	\$ 27,817	\$ 102,165	\$ 148,554	\$ 19,999
Courthouse	199,175		191,071		8,104	
Land Reserve	19,594				19,594	
Stanley Bldg	321,921	321,921				
Grader Sheds	1,167,230	1,333	271,410		518,979	375,508
Motor Pool	230,868				230,868	
Health Department	404,931		105,109	15,118	69,442	215,262
Island Grove	162,428	60,345			53,800	48,283
North Jail	1,369,242	22,194	696,743	252,363	275,755	122,187
Back-up Dispatch Center	808,401				808,401	
Crime Lab	4,337,036		4,500		211,966	4,120,570
Public Works	70,630		7,820	62,810		
Social Services	2,824,022	2,743,883		80,139		
Gravel Pits	3,050,193			1,659,509	1,390,684	
Southeast Weld Building	72,762			54,026	18,736	
North 1401-1402	535,971		122,386		202,578	211,007
County Clinic	550,538		550,538			
Admin. Bldg (Skyles)	6,308,870		3,608,942	2,639,337	60,591	
Alternative Use Bldg	15,118			15,118		
Community Correction Building	5,323,149	3,106,139	2,201,892	15,118		
Miscellaneous	285,803	48,157	177,174	60,472		
CNG Station	449,370			90,117	359,253	
Towers	3,921,827			1,665,000	2,256,827	
TOTAL	\$35,710,751	\$ 9,287,109	\$ 7,965,402	\$ 6,711,292	\$ 6,634,132	\$ 5,112,816

NOTE: Expenditures listed in year incurred.

**FIVE YEAR
CAPITAL PROJECTS PROGRAMS
2015- 2019**

<i>Requirements</i>	<i>Total</i>	<i>2015</i>	<i>2016</i>	<i>2017</i>	<i>2018</i>	<i>2019</i>
Jail Capital Reserve	-\$16,968,000	-\$1,539,000	\$6,974,000	\$306,000	-\$18,199,000	-\$4,510,000
Comm. System Reserve	4,750,000	950,000	950,000	950,000	950,000	950,000
Jail Expansion	40,000,000	0	0	15,000,000	25,000,000	0
Justice Annex	7,000,000	0	0	0	0	7,000,000
Misc Projects	3,793,000	814,000	751,000	719,000	674,000	835,000
PW Projects	1,500,000	300,000	300,000	300,000	300,000	300,000
Southeast Weld Building	4,000,000					4,000,000
TOTAL	\$44,075,000	\$525,000	\$8,975,000	\$17,275,000	\$8,725,000	\$8,575,000

RESOURCE CAPACITY

FUNDING SOURCES

CASH FLOW ANALYSIS

CAPITAL EXPENDITURES FUND

RESOURCE CAPACITY

2015 - 2019

YEAR	PROPERTY TAX	INTEREST	FEES	TOTAL
2015	\$0	\$400,000	\$125,000	\$525,000
2016	8,250,000	600,000	125,000	8,975,000
2017	16,500,000	650,000	125,000	17,275,000
2018	8,250,000	350,000	125,000	8,725,000
2019	8,250,000	200,000	125,000	8,575,000

CASH FLOW ANALYSIS

YEAR	BEGINNING FUND BALANCE	REVENUE	EXPENDITURES	ENDING FUND BALANCE
2015	\$ 24,400,000	\$ 525,000	\$ 1,114,000	\$ 23,811,000
2016	\$ 23,811,000	\$ 8,975,000	\$ 1,051,000	\$ 31,735,000
2017	\$ 31,735,000	\$ 17,275,000	\$ 16,019,000	\$ 32,991,000
2018	\$ 32,991,000	\$ 8,725,000	\$ 25,974,000	\$ 15,742,000
2019	\$ 15,742,000	\$ 8,575,000	\$ 12,135,000	\$ 12,182,000

CORRECTIONAL FACILITY

Existing Situation:

The Centennial Complex Jail was constructed in 1978, and was remodeled three times to increase the capacity to 294 beds. In 1997, Phase I of the North Jail Complex was constructed with 160 beds and all of the core service facilities. The North Jail Complex is currently designed for a build out of 779 beds, but the site can accommodate over a 1,000-bed facility. Each phase would be in increments of approximately 160 - 375 beds. Jail population continues to grow in Weld County, but the growth rate has slowed the last few years due to more use of jail alternative programs. Phase II was completed and opened in January, 2004. Phase II added 245 beds based upon the design. Construction of Phase II allowed for the closure of the Centennial Jail and conversion of the space to accommodate Court needs. Phase III, which added 374 beds, was constructed in 2006 - 2007, and was opened in February 2008.

Proposed Solution:

It is proposed that additional phases of the North Jail Complex be constructed in increments of beds, as needed. The total project of approximately 331,143 square feet will be constructed in phases. The first phase, constructed in 1997, was 125,775 square feet. It included the core service facilities, such as kitchen, administrative offices, medical detention, booking area, and lobby to accommodate over 1,000 inmates. Phase II has 245 beds and is both maximum and medium security to accommodate the projected inmate classifications. Phase II was constructed in the 2002 - 2003 time frame and became fully operational as of 2004. Phase III has 374 beds and was constructed in 2006 - 2007. There is currently 217,568 square feet of building with 779 beds available.

Financing:

It is recommended that the county budget \$40,000,000 in the 2015 - 2019 capital plan budget to construct an additional 113,575 square feet of building for 350 additional beds. Nothing will be in the capital budget in 2015 for jail construction. The capital plan is consistent with the inmate population projections in the *Weld County Jail Occupancy and Future Jail Needs Study* completed August 19, 2013, that calls for the opening of added jail beds at the end of 2018.

Impact on Operational Costs:

At the end of 2018, it is anticipated that the new jail capacity will be opened. The use of the capacity will be phased in over a two to three year period, depending on inmate population growth. Based upon past phased openings of the jail, the estimated additional annual costs are:

<i>Item</i>	<i>2018</i>	<i>2019</i>	<i>2020</i>
<i>Staffing</i>	\$ 1,210,000	\$ 770,000	\$ 1,100,000
<i>Medical Costs</i>	0	600,000	320,000
<i>Food</i>	0	400,000	200,000
<i>Utilities</i>	0	60,000	0
<i>Maintenance</i>	0	60,000	0

WELD COUNTY BUSINESS PARK

Existing Situation:

In 1987, Weld County acquired 160 acres located in the southwest corner of "O" Street and North 11th Avenue in Greeley. Funds for the property came from the sale of the Health Building.

Proposed Solution:

The property is large enough to allow for future consolidation of county facilities in one area. The utilities and site improvement were developed in 1988, at an estimated cost of \$1,750,000 with the aid of a \$630,000 EDA Grant. The first facilities, completed in 1989, included a 15,000 square foot building for Human Services and a county motor vehicle shop. Fifty to 60 acres have been developed for building and storage sites and approximately 60 acres can be mined for gravel and reclaimed in an attractive way. The new correctional facility is located on this site, as well as the Health Department, Household Hazardous Waste Building, Training Center, Motor Pool, Public Works, Law Administration, Buildings and Grounds, Alternative Programs Facility, Community Corrections Facility, and four administrative buildings. A portion of the property was made available for commercial development and offered at no cost or low cost to private parties for economic development incentives. A PUD was approved for land use purposes in 1989.

Financing:

Development, using future years' funds, is programmed into the long-range plan under specific projects, which include a correction facility (\$40,000,000).

Impact on Operational Costs:

See individual projects for cost impacts.

COMMUNICATIONS SYSTEM

Existing Situation:

Weld County, in 1975, created the Weld County Regional Communications Center and agreed to fund the infrastructure to accommodate the communications system. The system consisting of towers, radio receivers and transmitters, system controllers, consoles, computers, and various communications equipment has been required to be replaced or upgraded approximately every ten years with growth and technological changes. The costs have been paid for by grants, Weld County government, and the E911 Authority.

Proposed Solution:

The communications system was upgraded in 2012 at a total cost of \$7,700,000. The E911 Authority Board has agreed to fund the console equipment upgrade in the amount of \$2,000,000, and Weld County, in the Capital Expenditure Fund, funded the remaining costs. In addition, the Board of County Commissioners has agreed to adopt a policy of funding a \$9,500,000 capital reserve in the amount of \$950,000 per year, so that in ten years funds will be in the capital reserve for the next upgrade and the 700 MHz conversion.

Financing:

The upgrade for 2012 was funded by the E911 Authority Board funding \$2,000,000 from its reserve, and Weld County funded \$5,700,000 in 2012 from the Capital Expenditure Fund for the total cost of \$7,700,000. Beginning in 2013, Weld County will fund \$950,000 per year for the Communications System Reserve for future communications systems upgrades and the 700 MHz conversion. \$2,200,000 was placed in the capital reserve for the mobile and portable radio replacement. Purchase of the radios is being delayed pending the FCC waiver regarding going to a different bandwidth. Without the waiver the change must take place by 2017.

Impact on Operational Costs:

There will be no additional operational costs for the system. Operational costs are currently funded by Weld County, City of Greeley, the E911 Authority Board, and users using in excess of \$10,000 per year in allocated costs. It is not anticipated that the upgraded systems will be any more expensive, operationally, to maintain than the current system.

GRADER SHEDS / STORAGE BUILDING

Existing Situation:

The County currently has 18 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. Seventeen have recently been replaced -- Nunn (1981), Gwonda (1982), Vim (1983), New Raymer (1984), Mead (1985), Rockport (1986), Kiowa (1987), Severance (1987), Gilcrest (1989), Ault (1989), Briggsdale (1991), Keenesburg (1994) Stoneham (1994), Dacono (1995), Fort Lupton (2000), Gill (2001), Galeton (2003), New Raymer (2004), Rockport (2007), Kersey (2010), Briggsdale (2013), and Mead (2014). 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.

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 will be constructed (\$800,000). Funds in the amount of \$300,000 per year for the years 2015-2019 are included for Public Works facilities. The grader sheds will be replaced in Kiowa (2015), Johnstown (2016), Nunn (2017), and Severance (2019).

Impact on Operational Costs:

Vehicle storage facility will have utility costs of approximately \$2,400 per year. Since the old grader sheds are being replaced with new sheds, the county's experience is that there is approximately a \$1,000 per year savings on the utilities due to the use of radiant heat and improved insulation. Staffing is unchanged.

JUSTICE CENTER

Existing Situation:

The Justice Center includes the Courthouse, Court Annexes, and Centennial Center buildings. It provides for the space needs of the 19th Judicial District. Under state law the county is obligated to provide and maintain the facilities for court related activities. The Courthouse was built in 1917 and is maintained on the Federal Register of Historical Buildings. After many remodels and upgrades it still functions as the main court facility for Weld County. In the mid-1980's two buildings across the street from the Courthouse were acquired and remodeled to house the Probation Department. In 2001, the West Courthouse Annex Building was acquired to house the District Attorney Juvenile Division. As the population grows and court related activities grow the space requirements continue to expand. Four courtrooms were added in 2008.

Proposed Solution:

With the growing needs of the courts it will require that the county convert the Centennial Center, including the jail, to courtrooms and court-related offices. With the construction of Phase II of the North Jail, the Centennial Jail was closed and remodeled into court-related space in 2004. All Sheriff's office administrative functions, along with Communications and Records, were moved to the new Public Safety Administrative Building next to the North Jail in 2003. Over time the entire Centennial Complex will become court-related space, as well as the two annex buildings to the west and east of the Courthouse. In 2004, three additional district courtrooms were created, a juvenile courtroom, and one additional county courtroom, and in 2009 four additional court rooms were built. The first floor of the Centennial Jail has been converted into courtrooms. The second and third floors of the jail were remodeled in 2010 for additional court and office facilities. First floor Centennial offices were converted into office space for the Clerk to the Court. The space in the Courthouse occupied by the Clerk to the Court was converted into a district courtroom. These courtrooms will supplement the current vacant district courtroom and the visiting judge courtroom to accommodate four anticipated additional judges through 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.

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

YEAR	CURRENT USE	NEW USE	COST
2008	Vacant	Work Release (30,000 sf)	\$ 4,275,000
2008	Second Floor Old Jail	2 Courtrooms	\$ 1,500,000
2008	Third Floor Work Release	2 Courtrooms	\$ 1,500,000
2008	Third Floor Work Release	DA Offices	\$ 1,000,000
2011	Vacant	Administrative Bldg.	\$ 5,000,000
2014	Planning	Probation	\$ 100,000
2020+	Third Floor Centennial	2 Courtrooms	\$ 1,200,000
2020+	First Floor Centennial	1 Courtroom	\$ 300,000
2020+	Vacant	Justice Center Annex Building	\$ 5,000,000
2020+	Third Floor Centennial (DA)	2 Courtrooms	\$ 750,000
2020+	Second Floor Centennial	2 Courtrooms	\$ 750,000
2020+	First Floor Centennial (DA)	Court Offices	\$ 200,000

Impact on Operational Costs:

Under Colorado law, county governments are required to provide space for the courts and maintenance of the facility, but all personnel and other operating expenses are paid for by the State of Colorado. The estimated additional building maintenance costs by year are:

2013	\$ 0
2014	0
2015	0
2016	0
2017	0
2020+	\$ 176,000

ALTERNATIVE PROGRAMS BUILDING

Existing Situation:

Alternative programs are currently housed in the old jail and in the West Courthouse Annex. As jail crowding becomes 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 currently occupy approximately 20,000 square feet. The space that the programs occupy is 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 is proposed. The facility will be 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 was no impact of additional costs on the 2010 or 2014 budget for utilities and maintenance, since the space has been maintained in the past. Staffing costs were unchanged, since personnel were transferred from the old facility to the new building.

REGIONAL CRIME LAB

Existing Situation:

Currently the county has a crime lab located in the basement of the Centennial Complex, and the former Planning Department office. The space is inadequate to meet the size and program requirements. Weld County is taking the lead to create a regional crime lab for Northern Colorado that would house approximately 40 crime lab staff members from various law enforcement agencies and CBI.

Proposed Solution:

The proposed regional crime lab facility will consist of approximately 20,000 square feet. It will contain private and open office areas, waiting areas, lobby space, meeting/conference rooms, complete laboratory and forensics discovery area. It will be fully fire sprinkled. The crime lab's location is in a business park off Highway 34 and WCR 17, which is a central location for the Northern Colorado region.

Financing:

The construction of the regional crime lab started in 2012 financed by \$4,000,000 in county funds. It was completed and fully operational in August, 2013.

Impact on Operational Costs:

Once the crime lab is constructed there will be additional costs in the budget for utilities and maintenance, in the amount of \$240,000. However, five participating agencies will pay approximately 80% of this cost, or \$192,000 for a net county cost of \$48,000. Staffing costs are unchanged, since personnel will be transferred from the old crime lab to the new building. A Federal grant for \$500,000 will fund the first two to three years of operational costs.

COMMUNITY CORRECTIONS FACILITY

Existing Situation:

The Community Corrections program has been operated by private contractors since its inception in Weld County in the early 1980's. The facility that the contractors have used is the site known as The Villa, which were old dormitories on the UNC campus. UNC has 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. Recently, there have been 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 will be at the entrance of the park at the northwest corner of 11th Avenue and H Street. A 30,000 square-foot building was constructed in 2010 to accommodate the program. The site can accommodate a doubling of the facility size at some future date at a cost of approximately \$5,000,000.

Financing:

The new Community Corrections Facility was constructed, in 2010, within the Weld County Business Park. An Energy Impact Grant, in the amount of \$400,000, along with \$4,600,000 in county funds, funded the project.

Impact on Operational Costs:

There were additional costs in the 2010 and future budgets for utilities and maintenance, in the amount of \$160,000. However, the majority of the program costs are paid for from state contracts with the State Department of Corrections through a lease to ICCS, which is the sub-contractor operating the facility. Currently, the program services are provided by a private contractor (ICCS).

DOWNTOWN GREELEY PARKING AND LAND

Existing Situation:

The Courthouse and Centennial Center are located in the center of downtown Greeley. The future plans are for these facilities to be the judicial center for the 19th Judicial District that serves Weld County. Parking has been a long time problem in the area for citizens using the facilities. In addition, as Weld County looks to the future there will be a need to have land to locate future court facilities. The court administration is insistent upon having a centralized location, since other jurisdictions have had logistical problems attempting to split court facilities into more than one location. As a result, there is a need to acquire land adjacent to the current location to accommodate future court facilities.

Proposed Solution:

In July, 2003, the County purchased a portion of an adjacent block of property to the Centennial Complex and Courthouse to allow for surface parking in the immediate future, and to provide future building sites for future court facilities. Opportunity existed to purchase approximately 100,000 square feet adjacent to the current facilities in 2003. The parking was developed in 2004, and needed facilities can be constructed on this site in the future.

Financing:

In 2003, fund balance from the General Fund, in the amount of \$1,500,000, was transferred to the Capital Expenditure Fund to acquire the site and put money aside for the parking improvements in 2004. Approximately 250 parking spots have been developed to serve the area. As portions of the site are needed for court building sites, a parking structure can be built to accommodate added parking needs or land to the east or south of the site can be acquired for surface parking. In the 2012 budget \$2,000,000 was reserved for the purchase of property adjacent to the current Justice Center location to accommodate future court facilities and support services. In 2014 \$600,000 was used for property acquisitions leaving \$1,400,000 reserved for future property purchases in the area of the Courthouse.

Impact on Operational Costs:

No new operation costs are anticipated.

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 within the next year. 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.

Financing:

The County purchased the existing Sykes Building for \$3,500,000 in June, 2010. Approximately another \$2,300,000 was spent to remodel the building to make a fully functional administrative building to house the County Commissioners' Office and associated administrative functions. Vacant space will exist to accommodate growth for a number of years. The project was funded by Capital Reserve funds.

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.

SOCIAL SERVICES BUILDING ANNEX

Existing Situation:

The Social 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.

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.

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.

SOUTHWEST COUNTY SERVICE CENTER

Existing Situation:

The Southwest County Service Center was developed in 2000 - 2001. With the growth in the area, additional facilities will be required to house all the County functions required to service the area.

Proposed Solution:

It is proposed that an additional 20,000 square foot building be constructed on the Southwest Weld County Service Center site in the future. The building will accommodate the current services, plus allow room for future expansion of services in the area.

Financing:

The building will be constructed in 2020, or beyond. Funds in the amount of \$4,000,000 are budgeted in the 2020 budget or beyond for the 20,000 square foot building.

Impact on Operational Costs:

There will be additional costs in the budget for utilities and maintenance, in the amount of \$120,000 when the facility is built. There will be no additional staffing costs since the staff will be moving from other facilities to occupy this building. Moving and relocation costs are estimated to be \$30,000.

SOUTHEAST COUNTY SERVICE CENTER

Existing Situation:

The Southeast County Service Center was acquired as a used building in the early 1980's from the City of Fort Lupton. With the growth in the area, the building was no longer large enough for the functions located in the building, and the building was in need of remodeling.

Proposed Solution:

In 2006, a new 20,000 square foot building was constructed in east Fort Lupton on a five-acre site. The building accommodates the historic services provided, plus Probation and increased Human Services. The location of the building in east Fort Lupton will better accommodate not only Fort Lupton residents, but also residents from the Hudson and Lochbuie areas. Additional space may be added to the site in 2019, or beyond.

Financing:

The additional building will be constructed in 2019, or beyond. Funds in the amount of \$4,000,000 are budgeted in the 2019 budget or beyond for the 20,000 square foot building.

Impact on Operational Costs:

There will be additional costs in the budget for utilities and maintenance, in the amount of \$120,000 when the facility is built. There will be no additional staffing costs since the staff will be moving from other facilities to occupy this building. Moving and relocation costs are estimated to be \$30,000.

MISCELLANEOUS PROJECTS

Existing Situation:

Each year there are several special projects to do major maintenance to buildings, update or renovate county facilities, provide for new county programs, and remodel to accommodate changing programs or meet new legal standards. An approach which provides miscellaneous funds of this nature can prevent postponing necessary major maintenance or remodeling of facilities and, thus, avoid added cost or delay of potential savings to the county and taxpayers. In addition, such an approach can also make better utilization of existing facilities in order to avoid the acquisition of new space and facilities. Carpet replacement, HVAC replacement, roof replacement, elevator upgrades, remodels, and major maintenance projects should be included in this category.

Proposed Solution:

It is recommended that an amount of \$3,793,000 be set aside for such projects in the Long Range Capital Projects Plan. A detailed listing of special projects is on the following two pages.

Financing:

It is recommended the county budget \$3,793,000 over the next five years to accommodate the detailed listing of special projects found on the following two pages.

Impact on Operational Costs:

No new operational costs are anticipated. In most cases the HVAC systems replaced should be more energy efficient resulting in energy cost savings.

B&G Capital Maintenance Projects 2015 - 2019

FY 2015

<i>Building Name</i>	<i>Address</i>	<i>Type of Improvement</i>	<i>Budget Estimate</i>
1551	1551 N. 17th Ave, Greeley	Roof Top Unit (RTU)	\$95,000
Public Works	1111 H Street, Greeley	Carpet	\$98,000
Public Works	1111 H Street, Greeley	Carpet	\$50,000
1551	1551 N. 17th Ave, Greeley	Boiler	\$25,000
Jail	2110 "O" Street, Greeley	New Roof (Center Section)	\$300,000
Jail	2110 "O" Street, Greeley	Fountain Replacement (B,C,O,N,M Pods)	\$30,000
Motor Pool	1399 N. 17th Ave., Greeley	Flourescent Light Upgrade	\$30,000
Centennial	915 10th Street, Greeley	Domestic Water Pump	\$30,000
Centennial	915 10th Street, Greeley	Remove Obsolete Mech Equipment	\$30,000
Jail	2110 "O" Street, Greeley	Domestic Water Pump	\$35,000
Alternative Programs	1390 N. 17th Ave, Greeley	Shower Replacement (40)	\$35,000
Fuel Site	1113 H Street, Greeley	Fuel Dispenser Replacements	\$56,000
Total			\$814,000

FY 2016

<i>Building Name</i>	<i>Address</i>	<i>Type of Improvement</i>	<i>Budget Estimate</i>
Jail	2110 O-Street Greeley	1-West Water Storage Tanks	\$150,000
1551	1551 N. 17th Ave, Greeley	Sprinkler system control wires & clocks	\$15,000
Alternative Programs	1399 N. 17th Ave., Greeley	Clothes Washers (1)	\$16,000
Alternative Programs	1399 N. 17th Ave., Greeley	Clothes Dryers (2)	\$18,000
Hazardous Waste (North)	1311 N.17th Ave, Greeley	Roof	\$46,000
Jail	2110 "O" Street, Greeley	1-West Roof	\$300,000
Print Shop	1500 2nd Street, Greeley	Roof (sloped portion)	\$66,000
Jail	2110 "O" Street, Greeley	1-West Boiler/Tanks	\$140,000
Total			\$751,000

FY 2017

<i>Building Name</i>	<i>Address</i>	<i>Type of Improvement</i>	<i>Budget Estimate</i>
Planning & Health	1555 N. 17th Ave., Greeley	Chiller	\$526,000
Jail	2110 "O" Street, Greeley	Kitchen Refrigerator/Equipment	\$78,000
Jail	2110 "O" Street, Greeley	Two Food Warmers	\$17,000
Jail	2110 "O" Street, Greeley	Clothes Washers (3)	\$50,000
Jail	2110 "O" Street, Greeley	Sprinkler system control wires & clocks	\$20,000
Jail	2110 "O" Street, Greeley	Clothes Dryers (3)	\$28,000
Total			\$719,000

FY 2018

<i>Building Name</i>	<i>Address</i>	<i>Type of Improvement</i>	<i>Budget Estimate</i>
Ambulance (North)	1121 M Street, Greeley	Carpet	\$23,000
Ambulance (North)	1121 M Street, Greeley	Light Upgrade	\$11,000
Centennial	915 10th Street, Greeley	Heating/Domestic Valves	\$80,000
Centennial	915 10th Street, Greeley	Chiller Pumps	\$30,000
Centennial	915 10th Street, Greeley	Isolation Valves	\$30,000
Centennial	915 10th Street, Greeley	Courts Holding Parking Lights	\$10,000
Jail	2110 "O" Street, Greeley	Roof (1-East Roof)	\$336,000
Public Health	1555 N. 17th Ave, Greeley	Fire Alarm Controls	\$34,000
Courthouse Annex	934 9th Ave, Greeley	Roof	\$120,000
Total			\$674,000

FY 2019

<i>Building Name</i>	<i>Address</i>	<i>Type of Improvement</i>	<i>Budget Estimate</i>
Centennial	915 10th Street, Greeley	Plaza West Roof	\$360,000
Centennial	915 10th Street, Greeley	Centennial/Plaza East Roof	\$475,000
Total			\$835,000

ACCUMULATIVE CAPITAL OUTLAY/CONTINGENCY

Existing Situation:

If Weld County is to embark upon a number of ventures in capital projects over the next five years, it is suggested the county proceed very cautiously and very conservatively in the area of financing. To do this, it is suggested that a contingency be set aside each year on a pay as you go basis to accommodate unanticipated cost increases or emergency situations which cannot be foreseen at this time. If the contingency amount is accumulated over the next five years, it can be used as a reserve for the capital projects program in future years, or it can be used as a funding mechanism in years beyond 2020. The primary reserve would be for a future correctional facility or other facilities at the North County Complex and southwest and southeast County administrative office sites and to fund the replacement of the Communications system.

Proposed Solution:

Budget any carry-over amount each year on a contingency basis that ultimately could be used to meet any contingency or emergency situation, or could be used as an accumulation of capital outlay funds for funding of projects beyond 2020.

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

AIRPORT

Existing Situation:

The Weld County Board of County Commissioners, with approval of the Airport Master Plan, committed to participate in certain enhancements at the Airport facility, especially those enhancements that will ensure the safety of airport operations. If the Board decides to continue to participate in the joint funding of the Greeley/Weld County Airport Authority with the City of Greeley, funds should be provided for in the Long Range Capital Projects Plan to accommodate the FAA ADAP program during the next five years. Funds can also be made available to maintain FAA constructed facilities.

Proposed Solution:

In the Long Range Capital Projects Plan for 2015, funds are included to accommodate capital improvements at the Greeley/Weld County Airport. If funding is provided, it should be for projects that emphasize safety features and other essential enhancements to the current operation.

Financing:

Funding, in the amount of \$0.00 is required in the Airport's 2015 Capital Improvement Plan (CIP).

Impact on Operational Costs:

Although the Airport Authority may incur additional operational costs from the projects in the Airport CIP, no new operational costs are anticipated as a result of the Airport CIP for Weld County government.

SIX YEAR CAPITAL IMPROVEMENT PROGRAM (CIP) WORKSHEET

Airport Name	Greeley-Weld County Airport (GXY)		CIP Update 11-17-09				
Airport Manager	Mike Reisman		Airport Engineer/ Consultant: RS&H				
Airport Sponsor	Greeley-Weld County Airport Authority		ADO Contact: Don O'Brien				
Address	P.O. Box 727 Greeley, CO 80632		reisman@gxy.net				
Phone	(970) 336-3000		FAX: (970) 336-3030				
<i>Project Description</i>	<i>FAA State Apport.</i>	<i>Fed. Discrec.</i>	<i>GA Entitlement</i>	<i>State</i>	<i>Local</i>	<i>Total</i>	<i>Comments</i>
Historical Year 2010							
Apron Rehab Preliminary Design and Construction Phase I			150,000.00	3,947.00	3,947.00	157,894.00	
Total Year 2010	-	-	150,000.00	3,947.00	3,947.00	157,894.00	
Year 2011							
Taxilane Rehab			600,000.00	15,789.00	15,789.00	631,578.00	Uses Buena Vista, Erie & Holyoke GA Ent.
Equipment Storage Building				234,211.00	635,000.00	869,211.00	Additional local funds to be provided above match
Total Year 2011			600,000.00	250,000.00	650,789.00	1,500,789.00	
Year 2012							
GA Ent.						-	Transfer to Buena Vista
Multi-Use Tractor System				120,000.00	30,000.00	150,000.00	
Total Year 2012	-	-	0.00	120,000.00	30,000.00	150,000.00	
Year 2013							
GA Entitlement						-	Transfer to Erie
Pavement Fog Seal				250,000.00	62,500.00	312,500.00	
Total Year 2013	-	-	-	250,000.00	62,500.00	312,500.00	
Year 2014							
GA Entitlement						-	Transfer to Holyoke
Total - Year 2014	-	-	-	-	-	-	
Year 2015							
Pavement Fog Seal			150,000.00	3,947.00	3,947.00	157,894.00	
Total - Year 2015			150,000.00	3,947.00	3,947.00	157,894.00	
Year 2016							
GA Ent.TBD			150,000.00	3,947.00	3,947.00	157,894.00	
Runway 16/34 and Twy C Overlay		7,476,500.00		196,750.00	196,750.00	7,870,000.00	
Total - Year 2016	-	7,476,500.00	150,000.00	200,697.00	200,697.00	8,027,894.00	
Total 6-Year CIP	-	7,476,500.00	1,050,000.00	828,591.00	951,880.00	10,306,971.00	
NPIAS projects for long-term completion - by priority							
T/way B and E						5,400,000.00	
Taxilane Re-hab - Future Phase						600,000.00	

CONSERVATION TRUST FUND

Existing Situation:

With the passage of SB119 (The Colorado Lottery), 40 percent of the proceeds of the lottery are earmarked for Conservation Trust Funds in local governments. The earning potential of the lottery is anticipated to be \$376,000 per year. The funds must be used for "the acquisition, development, and maintenance of new conservation sites, or for capital improvements or maintenance for recreational purposes on any public site". (Section 29-21-101, C.R.S.) With the passage of Amendment 8 (GO COLORADO) these funds should stabilize at \$450,000 per year, plus lottery sales growth. See Conservation Trust Fund for detailed discussion.

Proposed Solution:

The Board has the option to use the funds in the following ways:

1. Maintain and improve Island Grove Park.
2. Maintain and improve the Missile Site Park.
3. Acquire and maintain open space.
4. Develop and maintain trails.
5. Other project requests from throughout the county.

Financing:

In addition to Conservation Trust Funds, it is recommended that the county finance parks and recreation projects at a level of \$29,000 in the General Fund from property taxes. Funds from 2015 forward are uncommitted.

Impact on Operational Costs:

No new operational costs are anticipated.

ISLAND GROVE

Existing Situation:

Weld County and the City of Greeley currently have certain joint ventures and commitments to develop the Island Grove Park facility. Some discussion has been held regarding the creation of an Island Grove Park Authority for development and management of the facility.

Proposed Solution:

If the Board of County Commissioners decides to continue participation in the development of the Island Grove facility, it is recommended that Conservation Trust Funds from the lottery be used to the maximum amount prior to use of county general tax funds.

Financing:

It is recommended that the county finance any Island Grove enhancements with Conservation Trust Funds resulting from the lottery, to the maximum amount possible, prior to use of general county tax funds. Beginning in 2003, \$100,000 per year in General Fund dollars has been committed to the maintenance of an indoor arena facility. Also, in 2000, the County contributed \$1,500,000 towards the construction of the indoor arena facility, known as the Island Grove Community Building. The facility was constructed and will be maintained jointly by the City of Greeley, Farm Show, and Weld County. \$250,000 was included in the 2004 General Fund budget to add air conditioning to the Island Grove Community Building. The county paid \$1,500,000, in 2006, for the Island Grove Park Master Plan that covers improvements to the park for the next 10 - 20 year period.

Impact on Operational Costs:

Although the Island Grove Park Authority may incur additional operational costs from the projects in the park's CIP, no new operational costs are anticipated as a result of the park's CIP for Weld County government. In most cases, the new park facilities planned will generate revenues to support the additional operating costs.

PROPRIETARY FUNDS SUMMARY

Proprietary funds include both Internal Service Funds and Enterprise Funds. Internal Service Funds are established to account for goods and services provided to other departments of the county on a cost-reimbursement basis. Enterprise Funds account for departments providing services primarily to third party payers. With the transfer of the Paramedic Service to the local hospital in 2012 Weld County will no longer have an Enterprise Fund in its budget.

MOTOR VEHICLE FUND: The Motor Vehicle Fund accounts for the revenue and costs generated by equipment and vehicles rented to other county departments. The gross operating budget amounts to \$9,109,543 in 2015, with \$3,549,500 budgeted for new capital equipment. The budget reflects the continuation of the contract fleet management approach adopted by the Board in August, 1984. Depreciation is \$3,400,000 for new equipment purchases, plus sale of surplus items of \$603,500. Grants in the amount of \$1,019,745 for CNG vehicles and conversions are included in the 2015 budget.

HEALTH INSURANCE FUND: The Health Insurance Fund reflects the cost of Weld County's self-insurance program which includes health, dental, and vision coverage. Details of the program and coverage are found under the specifics of the fund summary. In 2015, the county will continue with only dental and vision being self-insured. Health coverage will be provided by a private company on a partially self-insured basis with a Preferred Provider Organization (PPO) option and a High Deductible Health Plan/Health Reimbursement Account (HDHP/HRA) option.

INSURANCE FUND: The Insurance Fund accounts for all insurance costs for the county. The program is a combination of insured risks and protected self-insurance risks. Gross budget costs are \$2,160,000 in 2015, with a property tax levy of \$2,000,000. Details of the program are provided under the specifics of the fund summary.

PHONE SERVICE FUND: Budget reflects total consolidation of phone service costs of \$1,662,749 in Weld County. Funding is at current level and reflects capital upgrades of \$250,000.

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.

**MOTOR POOL
SUMMARY OF REVENUES
2015**

Fund	Org	Acct	Account Title	2014 Budget	2015 Request	2015 Recommend	2015 Final
			GRANTS				
6000	17550	4340	GRANTS	1,133,829	803,655	803,655	803,655
			CHARGE FOR SERVICES				
6000	96300	4410	CHARGE FOR SERVICES	5,690,000	5,709,543	5,709,543	5,709,543
			MISCELLANEOUS				
6000	96300	4680	OTHER	3,130,000	3,400,000	3,400,000	3,400,000
6000	17550	4810	GAIN LOSS ON SALE	460,000	603,500	603,500	603,500
			TOTAL MISCELLANEOUS	3,590,000	4,003,500	4,003,500	4,003,500
			TOTAL MOTOR POOL	10,413,829	10,516,698	10,516,698	10,516,698

**MOTOR POOL
SUMMARY OF EXPENDITURES
2015**

Fund	Org	Expenditure Function	2014 Budget	2015 Request	2015 Recommend	2015 Final
6000	17550	VEHICLE REPLACEMENT	4,458,500	3,549,500	3,549,500	3,481,000
6000	96300	COUNTY SHOP	8,820,000	9,109,543	9,109,543	9,109,543
		TOTAL MOTOR POOL	13,278,500	12,659,043	12,659,043	12,590,543

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: IS - MOTOR POOL

BUDGET UNIT TITLE AND NUMBER: Motor Pool Administration - - 6000-96300

DEPARTMENT DESCRIPTION: Centralized motor pool support for Weld County. Contract for fleet maintenance is included in this budget unit.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	2,496,603	2,521,000	2,521,000	2,521,000
Purchased Services	4,152,009	3,036,000	3,036,000	3,036,000
Fixed Charges	3,582,687	3,240,000	3,527,543	3,527,543
Capital	34,032	23,000	25,000	25,000
Gross County Cost	\$ 10,265,331	\$ 8,820,000	\$ 9,109,543	\$ 9,109,543
Revenue	9,777,886	8,820,000	9,109,543	9,109,543
Net County Cost	\$ 487,445	\$ 0	\$ 0	\$ 0
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: Supplies and Purchased Services are unchanged. Fixed costs are up \$287,543 for increase depreciation with increase in fleet equipment of \$270,000, and overhead is up \$17,543. Capital is up \$2,000 for shop equipment. Total expenses are \$9,109,543.

Revenue includes \$5,709,543 for maintenance charges, \$3,400,000 for recovery of depreciation for a total of \$9,109,543.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

MOTOR POOL ADMINISTRATION (CONTINUED) 6000-96300

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of work orders issued	6,356	6,400	6,450
Number of service/maintenance orders per technician	800	800	800
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.480	.472	.459
Work orders issued per FTE	488	492	496

Goal ES19: To provide quality, sufficient, and well-maintained county vehicles to county departments.

DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES19-1: Safe and reliable vehicles ready to meet needs	90% of department users satisfied with the quality and timeliness of fleet management services	90%	90%	90%
ES19-2: Worker-friendly and functional vehicles	90% of internal customers satisfied with county vehicle	90%	90%	90%
ES19-3: Cost effective vehicles	Cost (acquisition, operating, resale value) within prescribed industry standards	95%	95%	95%
ES19-4: Fuel-efficient/ environmentally-friendly vehicles	90% of internal customers satisfied with county vehicle	90%	90%	90%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: IS - MOTOR POOL

BUDGET UNIT TITLE AND NUMBER: Motor Pool 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	5,753,413	4,458,500	3,549,500	3,549,500
Gross County Cost	\$ 5,753,413	\$ 4,458,500	\$ 3,549,500	\$ 3,549,500
Revenue	83,500	1,593,829	1,407,155	1,407,155
Net County Cost	\$ 5,669,913	\$ 2,864,671	\$ 2,142,345	\$ 2,142,345
Budgeted Positions	n/a	n/a	n/a	n/a

SUMMARY OF CHANGES: See listed equipment on next page. Thirteen vehicles have been identified for CNG/LGN, 82.79% will be covered with CMAQ grants. CMAQ grant match is \$216,090 for \$1,019,745 in CNG vehicles.

Revenue includes \$603,500 from gains on the sale of equipment and \$803,655 from CMAQ grant funding for CNG vehicles.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

IGA EQUIPMENT

		<u>Request</u>	<u>Recommend</u>	<u>Approved</u>
<u>Sheriff:</u>				
Patrol Vehicles	10	\$ 265,000	\$ 265,000	\$ 265,000
Investigation/Civil/Admin	4	84,000	84,000	84,000
3/4 Ton ext Cab 4x4 long bed *	1	45,000	45,000	45,000
Inmate Transport Vehicle	1	80,000	80,000	80,000
Buildings & Grounds				
1/2 ton ext cab pickup (addition)			1 hold from 2014 auction	
Missile Park				
Tractor W PTO/3-point hitch			1 trf replacement from Weed	
District Attorney				
Full Size Sedan	1	26,500	26,500	0
Planning/Building Inspection				
1/2 ton ext cab 4X4 * (1 addition)	2	72,000	72,000	72,000
Environmental Health				
Forklift (addition)			1 trf replacement from Public Works	
Engineering				
1/2 ton long box pickup (2 additions) *	3	114,000	114,000	114,000
Weed				
Farm Tractor		60,000	60,000	60,000
Public Works				
See Basic List		<u>2,803,000</u>	<u>2,803,000</u>	<u>2,761,000</u>
Total		<u><u>\$3,549,500</u></u>	<u><u>\$3,549,500</u></u>	<u><u>\$3,481,000</u></u>

* Identified as CNG

2015 EQUIPMENT REPLACEMENT FOR PUBLIC WORKS DEPT					
Division	Qty	Description (Shaded items reflect outgoing equip)	Estimated Price Per Unit	Est. Auction Value	Addition To Fleet
Trucking	2	Tandem Axle Belly Dump Trailers	76,000		
		15610021/1994 Ranco Trailer		17,000	
		15610022/1994 Ranco Trailer		17,000	
Grader	2	Motor Graders	464,000		
		15820142/Volvo Motor Grader		65,000	
		15820122/2006 JD Motor Grader		65,000	
	2	Tandem tank trailers w/water spray system	140,000		
		15650007/2002 Polar Water Trailer		20,000	
		15650008/2002 Polar Water Trailer		20,000	
	1	Road Stabilizer/Recycler	650,000		
		15860006/2005 Road Reclaimer		150,000	
	2	3/4 Ton CNG Truck *	90,000		
		15220143/2007 1/2 Ton Ford 150 Truck		2,500	
		15220153/2008 1/2 Ton Truck w/Ext Cab		2,500	
Bridge	1	1-Ton Dually, CNG 4X4 Ext Cab w/Flatbed *	60,000		
		15420066/1995 GMC or 15420048		20,000	
	1	Multi purpose Tandem axle truck	180,000		
		15450017/1992 Single Axle Dump Box		15,000	
	3	DBL Axle Trailers	30,000		
		15630010/1996 Tandem Axle Trailer		2,000	
		15630011/1999 Tandem Axle Trailer		2,000	
	1	Welding generator	13,000		
		16830022/2001 Welder		5,000	
	1	Hydro/vac excavator	70,000		Yes
	1	Rapid View Portable Camera	65,000		Yes
	1	1/2 Ton CNG Truck, long box *	38,000		
		15220160/2009 1/2 Ton Truck		2,500	
	1	Tandem Dump Truck *	210,000		
		15460026/2001 Tandem Dump Truck		20,000	
Maint-Supt	1	Articulating wheel loader with forks	120,000		
		16620008/2000 Lift King Forklift		18,000	
	1	3/4 Ton CNG Truck *	45,000		
		15220150/2007 1/2 Ton Truck		2,500	
Mining	1	3/4 Ton CNG Truck *	45,000		
		15220120/2005 1/2 Ton Truck		2,500	
	1	3/4 Ton CNG Truck *	45,000		Yes
Pvmt Mgmt	1	3/4 Ton CNG Crew Cab Truck, long box *	45,000		
		15220115/2004 1/2 Ton Truck		2,500	
	1	Tandem Dump Truck *	210,000		
		15460028/2001 Tandem Dump Truck		20,000	
	1	Tandem axle bituminous transport tank trailer	80,000		yes
	1	Broom Sweeper	60,000		
		16440006/2007 Johnston Street Sweeper		40,000	
	1	New attachment for Skid Loader (Asphalt Planer, 24")	25,000		Yes
Admin		No Equipment Needed			
		Sub-Total	2,761,000	511,000	
* CNG Vehicles		GRAND TOTAL PRICE LESS ESTIMATED TRADE 2000 FUND	2,250,000		

HEALTH INSURANCE
SUMMARY OF REVENUES
2015

Fund	Org	Acct	Account Title	2014 Budget	2015 Request	2015 Recommend	2015 Final
			MISCELLANEOUS				
6200	93100	46902	EMPLOYEE CONTRIBUTIONS	17,914,044	17,914,044	17,914,044	17,914,044
			TOTAL HEALTH INSURANCE	17,914,044	17,914,044	17,914,044	17,914,044

**HEALTH INSURANCE
SUMMARY OF EXPENDITURES
2015**

Fund	Org	Expenditure Function	2014 Budget	2015 Request	2015 Recommend	2015 Final
6200	93100	HEALTH INSURANCE	16,791,644	16,746,044	16,746,044	16,746,044
6200	93400	DENTAL/VISION	1,122,400	1,168,000	1,168,000	1,168,000
		TOTAL HEALTH INSURANCE	17,914,044	17,914,044	17,914,044	17,914,044

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: IS - HEALTH INSURANCE

BUDGET UNIT TITLE AND NUMBER: Health Insurance Fund - - 6200-93100/93400

DEPARTMENT DESCRIPTION: Provides for the costs associated with Weld County's self-insured health program.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Purchased Services	1,341,037	877,400	923,000	923,000
Fixed Charges	11,672,019	17,036,644	16,991,044	16,991,044
Gross County Cost	\$ 13,013,056	\$ 17,914,044	\$ 17,914,044	\$ 17,914,044
Revenue	15,080,595	17,914,044	17,914,044	17,914,044
Net County Cost	\$ - 2,067,539	\$ 0	\$ 0	\$ 0

SUMMARY OF CHANGES: The budget reflects the cost of self-insuring the dental and vision reimbursement plan (\$245,000), Wellness Program (\$185,000), and the on-site county clinic (\$738,000). In addition, the budget, in 2005, started to include the partially self-insured health program offered county employees through CIGNA. The partially self-insured health program is funded at the level of \$16,746,044 in 2015.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. For the first time in a number of years the 2015 budget anticipates NO increase in insurance rates, which takes into account the cost increase of medical care and the anticipated impact on insurance costs from the health reform legislation. Weld County will utilize CIGNA, with a hybrid universal health PPO/HMO plan as the health insurance provider in 2015, plus offer a high deductible health plan with a health reimbursement account option through CIGNA.

In 2005, the county moved its health insurance plan to a consumer driven plan that combines a high deductible PPO insurance policy along with an HMO component for preventative care, with a low co-pay and low cost prescriptive drug program. The high deductible policy protects the insured from catastrophic losses, such as prolonged illness, hospitalization or simply an unexpected period of poor health. The plan is a partially self-insured program with stop loss insurance. The goal is to make the employees aware of the true cost of health care, with a program that will encourage employees and their families to make more judicious spending decisions in return for paying lower insurance premiums and lower health care costs. The health plan is being offered through CIGNA. In 2008, the County moved to a universal health care option that has lower employee premiums and higher co-insurance and out-of-pocket costs. A comprehensive wellness program was also implemented in 2008. In July, 2010, the County opened its own health clinic in an attempt to better serve county employees' and their dependents' primary health needs in a more convenient and cost effective manner. The clinic contract will cost \$738,000 in 2015 with primary care being added for employees. It is anticipated that there will be a savings to the insurance plan of over \$1,500,000, with a return on investment of at least 2 to1. All of these efforts have contributed towards our goal of holding down healthcare costs to our employees and their dependents. The success of the efforts is demonstrated by NO health insurance rate increases for 2015 for the county or its employees.

IS - HEALTH INSURANCE (CONTINUED) 6200-93100/93400

FINANCE/ADMINISTRATION RECOMMENDATION (CONTINUED):

In 2015, it is recommended to continue that the base health plan offered along with the standard PPO be a high deductible health plan with a health reimbursement account (HRA) option through CIGNA. The County will contribute \$1,000 to the HRA for those employees taking the high deductible health/HRA plan. The standard PPO option offered will have higher deductibles, co-pays, and out of pocket expenses. The health plan options are consistent with the changes being made by the health insurance industry and by major employers offering employee and dependent healthcare benefits.

The 2015 program is calculated with current participation as follows:

Single Coverage:	509
Dependent Coverage:	584

FIXED COSTS:

Health Insurance	\$ 1,496,061
On-site Clinic	738,000
Administration/Wellness/EAP Costs	<u>185,000</u>
Fixed Costs:	<u>\$ 2,419,061</u>

LOSS FUND:

Medical	\$15,249,983
Dental	155,000
Vision	<u>90,000</u>
Loss Fund Costs	<u>\$15,494,983</u>

GRAND TOTAL - COSTS \$17,914,044

REVENUE:

Health Premiums	\$17,669,044
Dental/Vision	<u>245,000</u>

TOTAL REVENUE \$17,914,044

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

<u>Work Outputs</u>	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
Single coverage	485	516	509
Family coverage	560	590	584

**INSURANCE
SUMMARY OF REVENUES
2015**

Fund	Org	Acct	Account Title	2014 Budget	2015 Request	2015 Recommend	2015 Final
			TAXES				
6300	93300	4112	CURRENT PROPERTY TAXES	2,000,000	2,000,000	2,000,000	2,000,000
			CHARGE FOR SERVICES				
6300	93200	4410	CHARGE FOR SERVICES	90,000	80,000	80,000	80,000
			MISCELLANEOUS				
6300	93300	4610	EARNINGS ON INVESTMENTS	30,000	30,000	30,000	30,000
6300	93300	4820	COMPENSATION FOR LOSSES	20,000	50,000	50,000	50,000
			TOTAL MISCELLANEOUS	50,000	80,000	80,000	80,000
			TOTAL INSURANCE FUND	2,140,000	2,160,000	2,160,000	2,160,000

**INSURANCE
SUMMARY OF EXPENDITURES
2015**

Fund	Org	Expenditure Function	2014 Budget	2015 Request	2015 Recommend	2015 Final
6300	93200	WORKERS COMPENSATION	1,461,300	1,461,300	1,461,300	1,461,300
6300	93300	LIABILITY	678,700	698,700	698,700	698,700
		TOTAL INSURANCE	2,140,000	2,160,000	2,160,000	2,160,000

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: IS - INSURANCE

BUDGET UNIT TITLE AND NUMBER: Insurance Fund - - 6300-93200/93300

DEPARTMENT DESCRIPTION: Central fund to provide county-wide insurance coverage. This fund is administered by Finance and Administration unit in the General Fund.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 0	\$ 0	\$ 0	\$ 0
Supplies	3,072	3,500	3,500	3,500
Purchased Services	38,651	43,500	43,500	43,500
Fixed Charges	2,240,075	2,093,000	2,113,000	2,113,000
Gross County Cost	\$ 2,281,798	\$ 2,140,000	\$ 2,160,000	\$ 2,160,000
Revenue	230,543	140,000	160,000	160,000
Net County Cost	\$ 2,051,255	\$ 2,000,000	\$ 2,000,000	\$ 2,000,000

SUMMARY OF CHANGES: 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 \$373,700. Effective January 1, 1992, Weld County became self-insured for workers compensation. Workers Compensation includes excess insurance and bonds costing \$180,000, claims administration costs of \$43,300, and a loss fund of \$1,238,000. A loss fund for all other insurance coverage is budgeted at \$325,000. Unemployment insurance is being charged directly to departments. The program is supported by property tax (\$2,000,000), charges for service (\$80,000), interest (\$30,000), and compensation for losses (\$50,000). No fund balance reserves are anticipated to be needed to support the loss fund in 2015.

Property tax remains at \$2,000,000 due to workers' compensation claim history. Claim costs for workers compensation have been increasing due to rising healthcare costs.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval of the insurance program as outlined above in the summary of changes. In accordance with Section 8-44-204, C.R.S., it is recommended that a mill levy be used to fund the insurance program for local county activities and a charge back mechanism be used only for programs funded by state and federal funding sources. Weld County, through CAPP, has reduced limits of coverage and placed reliance on sovereign immunity to stay within the budgeted amount. The legislative changes in 1986 strengthened the county's position in the use of sovereign immunity limits in Colorado cases. In addition, the county can levy up to 10 mills per year to discharge any judgment against it. Continuation of the self-insured program for workers compensation is recommended, which should result in cost savings, plus no shared risks with other counties. Unemployment costs are recommended to be charged directly to departments for revenue raising strategies and departmental accountability for costs.

BOARD ACTION: Approved as recommended.

**INSURANCE FUND
(CONTINUED)
6300-93200/93300**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Number of training sessions	34	36	36
Dollar amount workers compensation claims	\$1,182,673	1,238,000	1,238,000
Dollar amount of prop/casualty claims paid	\$482,421	\$325,000	\$325,000
<u>Efficiency Measures</u>			
FTE'S per 10,000/capita	0.037	0.036	0.035
Per capita cost (county support)	\$8.79	\$7.26	\$7.05

**PHONE SERVICES
SUMMARY OF REVENUES
2015**

Fund	Org	Acct	Account Title	2014 Budget	2015 Request	2015 Recommend	2015 Final
			CHARGE FOR SERVICES				
6400	17400	4410	CHARGE FOR SERVICES	1,292,248	1,412,749	1,412,749	1,412,749
			TOTAL PHONE SERVICES	1,292,248	1,412,749	1,412,749	1,412,749

**PHONE SERVICES
SUMMARY OF EXPENDITURES
2015**

Fund	Org	Expenditure Function	2014 Budget	2015 Request	2015 Recommend	2015 Final
6400	17400	PHONE SERVICES	1,542,248	1,662,749	1,662,749	1,662,749
		TOTAL PHONE SERVICES	1,542,248	1,662,749	1,662,749	1,662,749

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

BUDGET UNIT TITLE AND NUMBER: Phone Services - - 6400-17400

DEPARTMENT DESCRIPTION: Provide phone services to Weld County and the Court system.

RESOURCES	ACTUAL LAST FY	BUDGETED CURRENT FY	REQUESTED NEXT FY	FINAL NEXT FY
Personnel Services	\$ 179,505	\$ 249,429	\$ 286,504	\$ 286,504
Supplies	19,120	14,100	600	600
Purchased Services	791,082	733,966	800,262	800,262
Fixed Charges	307,023	294,753	325,383	325,383
Capital	70,148	250,000	250,000	250,000
Gross County Cost	\$ 1,366,878	\$ 1,542,248	\$ 1,662,749	\$ 1,662,749
Revenue/Fund Bal.	1,209,188	1,542,248	1,662,749	1,662,749
Net County Cost	\$ 157,690	\$ 0	\$ 0	\$ 0
Budgeted Positions	2	3	3	3

SUMMARY OF CHANGES: Personnel Services are up \$37,075 with the staffing of three FTE's and the cost-of-living adjustment. Supplies are down due to small items of equipment being \$13,500 less. Phone costs are up due to the costs associated with the Human Services tablet grant (\$43,200), usage, and slight rate increases. The county will be reimbursed for the data rates via the grant. \$11,000 has been added for cabling additions, moves and changes. This is for the new position as the department anticipates he will be doing smaller cabling jobs for a much lower rate than contractors have in the past. Other professional services have been reduced accordingly. Depreciation is up \$13,826 due added capital invested for phone upgrades in recent years. Overall the budget is up \$120,501 with corresponding increases in revenue. A 6% rate increase for 2015 is anticipated.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**PHONE SERVICES
(CONTINUED)
6400-17400**

PERFORMANCE MEASURES

	<u>ACTUAL</u>	<u>ESTIMATED</u>	<u>PROJECTED</u>
<u>Work Outputs</u>			
Incoming calls	5,850,000	5,900,000	6,000,000
<u>Efficiency Measures</u>			
FTE's per 10,000/capita	.074	1.090	1.058
Per capita cost (county support)	\$5.05	\$5.60	\$5.86
Annual cost per call	\$0.234	\$0.282	\$0.277

Goal ES18: Capitalize on phone technology to improve service, increase efficiency and provide greater phone access and exchange.				
DESIRED OUTCOMES	PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S)	ACTUAL	ESTIMATED	PROJECTED
ES18-1: User friendly phone services	Percent of users (residents, visitors, employees, etc.) satisfied with phone access to services and information	99%	99%	99%

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: WELD COUNTY FINANCE AUTHORITY

BUDGET UNIT TITLE AND NUMBER: Weld County Finance Authority - - 6500-17700

DEPARTMENT DESCRIPTION: Provides funds to cover the lease/purchase of county buildings.

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

SUMMARY OF CHANGES: Budget reflects the county's debt service on any long-term debt and/or any lease purchase debt in any given year. With the payoff of the correctional facilities' Certificates of Participation (COP) as of August 1, 2007, Weld County has no long-term debt or long-term lease obligations.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.



GLOSSARY

ACCOUNTING PROCEDURES	All processes which discover, record, classify, and summarize financial information to produce financial reports and to provide internal control.
ACCRUAL BASIS	The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.
ACCRUED EXPENSES	Expenses incurred but not due until a later date.
ACTIVITY	A specific and distinguishable line of work performed by one or more organizational components of a government for the purpose of accomplishing a function for which the government is responsible. For example, "food inspection" is an activity performed in the discharge of the "health" function.
ACTIVITY CLASSIFICATION	Expenditure classification according to the specific lines of work performed by organization units. For example, "sewage treatment and disposal", "garbage collection", "garbage disposal", and "street cleaning" are activities performed in carrying out the function of "sanitation". The segregation of the expenditures made for each of these activities constitutes an activity classification.
ALLOCATE	To divide a lump-sum appropriation into parts which are designated for expenditure by specific organizational units and/or for specific purposes, activities, or objects.
ALLOCATED COSTS	Indirect costs distributed to programs or departments via a cost allocation plan.
ALLOCATION	A part of a lump-sum appropriation which is designated for expenditure by specific organizational units and/or for special purposes, activities, or objects.
ALLOT	To divide an appropriation into amounts which may be encumbered or expended during an allotment period.
ALLOTMENT	A part of an appropriation which may be encumbered or expended during an allotment period.
ALLOTMENT PERIOD	A period of time less than one fiscal year in length during which an allotment is effective. Bi-monthly and quarterly allotment periods are most common.
ANNUAL BUDGET	A budget applicable to a single fiscal year.

APPROPRIATION

A legal authorization granted by a legislative body to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

**APPROPRIATION BILL,
ORDINANCE, RESOLUTION,
or ORDER**

A bill, ordinance, resolution, or order by means of which appropriations are given legal effect. It is the method by which the expenditure side of the annual operating budget is enacted into law by the legislative body. In many governmental jurisdictions, appropriations cannot be enacted into law by resolution but only by a bill, ordinance, or order.

**APPROPRIATION
EXPENDITURE**

An expenditure chargeable to an appropriation. Since virtually all expenditures of governments are chargeable to appropriations, the term expenditures by itself is widely and properly used.

ASSESSED VALUATION

A valuation set upon real estate or other property by a government as a basis for levying taxes.

AUTHORITY

A government or public agency created to perform a single function or a restricted group of related activities. Usually such units are financed from service charges, fees, and tolls, but in some instances they also have taxing powers. An authority may be completely independent of other governments or partially dependent upon other governments for its creation, its financing, or the exercise of certain powers.

AUTHORIZED POSITION

A position (job) authorized by the Board of County Commissioners as part of the annual adopted budget.

BOND

An interest bearing promise to pay with a specific maturity.

BALANCED BUDGET

A balanced budget occurs when the total sum of money a government collects in a year is equal to the amount it spends on goods, services, and debt interest.

BUDGET

A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the appropriating body.

BUDGET DOCUMENT

The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show, in detail, the information as to past years' actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.

BUDGET MESSAGE

A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government's experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.

BUDGETARY ACCOUNTS

Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

BUDGETARY COMPARISONS

Governmental GAAP financial reports must include comparisons of approved budgeted amounts with actual results of operations. Such reports should be subjected to an independent audit, so that all parties involved in the annual operating budget/legal appropriation process are provided with assurances that government monies are spent in accordance with the mutually agreed-upon budgetary plan.

BUDGETARY CONTROL

The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

BUDGETARY EXPENDITURES

Decreases in net current assets. In contrast to conventional expenditures, budgetary expenditures are limited in amount to exclude amounts represented by noncurrent liabilities. Due to their spending measurement focus, governmental fund types are concerned with the measurement of budgetary expenditures.

BUDGETED FUNDS

Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The budget document that is submitted for Board approval is composed of budgeted funds.

CALLABLE BONDS

Bonds which are redeemable by the issuer prior to the maturity date at a specified price at or above par.

CAPITAL BUDGET	A plan of proposed capital outlays and the means of financing them.
CAPITAL OUTLAY	Expenditures for equipment, vehicles, or machinery that results in the acquisition or addition to fixed assets.
CAPITAL PROGRAM	A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures.
CAPITAL PROJECTS FUND	A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, Special Assessment Funds, and Trust Funds).
CAPITAL RESOURCES	Resources of a fixed or permanent character, such as land and buildings, which cannot ordinarily be used to meet current expenditures.
CERTIFICATES OF PARTICIPATION (COP)	Form of financial instrument similar to a bond to facilitate lease/ purchase agreements. Not a debt of the County.
CONSERVATION TRUST	State of Colorado lottery funds remitted to the County for parks and recreation use.
CONTINGENCY ACCOUNT	A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise included in the budget.
CONTINUING APPROPRIATION	An appropriation which, once established, is automatically renewed without further legislative action, period after period, until altered or revoked. The term should not be confused with INDETERMINATE APPROPRIATION.
COST ALLOCATION PLAN	Identification, accumulation and distribution of costs relative to the provision of those services, along with the methods used.
DEFAULT	Failure to pay principal or interest when due. Defaults can also occur for failure to meet nonpayment obligations, such as reporting requirements, or when a material problem occurs for the issuer, such as a bankruptcy.
DEFICIT	(1) The excess of the liabilities of a fund over its assets. (2) The excess of expenditures over revenues during an accounting period; or, in the case of proprietary funds, the excess of expense over income during an accounting period.

DEPRECIATION	<p>(1) Expiration in the service life of fixed assets, other than wasting assets attributable to wear and tear, deterioration, action of the physical elements, inadequacy, and obsolescence.</p> <p>(2) The portion of the cost of a fixed asset other than a wasting asset which is charged as an expense during a particular period. In accounting for depreciation, the cost of a fixed asset, less any salvage value, is prorated over the estimated service life of such an asset, and each period is charged with a portion of such cost. Through this process, the entire cost of the asset is ultimately charged off as an expense.</p>
DIRECT COSTS	Costs that have a clearly identifiable beneficial or causal relationship to the services performed.
DURATION	The weighted maturity of a fixed-income investment=s cash flows, used in the estimation of the price sensitivity of fixed-income securities for a given change in interest rates.
ENCUMBRANCES	Obligations in the form of purchase orders, contracts, or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when an actual liability is set up.
ENTERPRISE FUND	A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supporting by user charges. The Paramedic Service operates as an Enterprise Fund.
ESTIMATED REVENUE	The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Board.
EXPENDITURES	Decreases in net financial resources. Expenditures include current operating expenses which require the current or future use of net current assets, debt service, and capital outlays. The unmodified use of the term expenditures in this text is intended to mean budgetary expenditures.
FISCAL PERIOD	Any period at the end of which a government determines its financial position and the results of its operations.
FISCAL YEAR	A 12-month period to which the annual operating budget applies and at the end of which a government determines its financial position and the results of its operations.
FIXED ASSETS	Assets of a long-term character which are intended to continue to be held or used, such as land, buildings,

improvements other than buildings, machinery and equipment.

FTE (FULL-TIME EQUIVALENT)

Numeric equivalent of one person occupying one employment position for one year (equivalent of 2,080 hours or 52 forty-hour weeks).

FUNCTION

A group of related activities aimed at accomplishing a major service or regulatory program for which a government is responsible. For example, public health is a function.

FUNCTIONAL CLASSIFICATION

Expenditure classification according to the principal purposes for which expenditures are made. Examples are public safety, public health, public welfare, etc.

FUND

A fiscal and accounting entity with a self-balancing set of accounts recording cash and other financial resources, together with all related liabilities and residual equities or balances, and changes therein, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions, or limitations.

FUND BALANCE

Fund balance is the excess of assets over liabilities and is therefore also known as surplus funds.

GAAP (GENERALLY ACCEPTED ACCOUNTING PRINCIPLES)

Standards for financial accounting and reporting.

GENERAL FUND

The fund used to account for all financial resources except those required to be accounted for in another fund.

GENERAL OBLIGATION BOND

A municipal bond secured by the pledge of the issuer=s full faith, credit and taxing power.

GEOGRAPHICAL INFORMATION SYSTEM (GIS)

A computerized data base of all land attributes within the County. The “base map” contains the least amount of common data which is supplemented by attribute overlays.

GOVERNMENTAL FUNDS

Funds generally used to account for tax-supported activities. There are five different types of governmental funds: the general fund, special revenue funds, debt service funds, capital funds, and permanent funds.

GRANT

A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.

HIGHWAY USER TAX (HUTF)

Revenue that is derived from the state gasoline tax, and restricted for Road and Bridge activities.

**INDETERMINATE
APPROPRIATION**

An appropriation which is not limited either to any definite period of time or to any definite amount. A distinction must be made between an indeterminate appropriation and a continuing appropriation. In the first place, whereas a continuing appropriation is indefinite only as to time, an indeterminate appropriation is indefinite as to both time and amount. In the second place, even indeterminate appropriations which are indefinite only as to time are to be distinguished from continuing appropriations in that such indeterminate appropriations may eventually lapse. For example, an appropriation to construct a building may be made to continue in effect until the building is constructed. Once the building is completed, however, the unexpended balance of the appropriation lapses. A continuing appropriation, on the other hand, may continue forever; it can only be abolished by specific action of the legislative body.

INDIRECT COSTS

Costs associated with, but not directly attributable to, the providing of a product or service. These costs are usually incurred by other departments in the support of operating departments.

INTERFUND TRANSFER

Amounts transferred from one fund to another.

**INTERGOVERNMENTAL
REVENUE**

Revenue received from another government for a specified purpose. In Weld County, these are funds from municipalities, the State of Colorado, and the Federal Government.

INTERNAL SERVICE FUND

Funds used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis, for example, the Phone Services Fund.

LINE-ITEM BUDGET

A budget that lists each expenditure category (salary, materials, telephone service, travel, etc.) separately, along with the dollar amount budgeted for each specified category.

MANDATE

Any responsibility, action or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order or that is required as a condition of aid.

MATURITY

The date when the principal amount of a security is payable.

MILL LEVY (TAX RATE)

Rate applied to assessed valuation to determine property taxes. A mill is 1/10th of a penny or \$1.00 of tax for each \$1,000 of assessed valuation.

MODIFIED ACCRUAL BASIS

The accrual basis of accounting adapted to the governmental fund type Spending Measurement Focus. Under it, revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period". Expenditures are recognized when the related fund liability is incurred except for:

(1) inventories of materials and supplies which may be considered expenditures either when purchased or when used;

(2) prepaid insurance and similar items which need not be reported;

(3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements;

(4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; and

(5) principal and interest on long-term debt which are generally recognized when due. All governmental funds and Expendable Trust Funds are accounted for using the modified accrual basis of accounting.

NET BUDGET

The net budget eliminates double counting in the budget, such as fund transfers, and thus represents the true level of programmed spending in the budget.

NON-DEPARTMENTAL

A category established to account for expenses not associated with any specific department, but all departments or many, within a fund.

OBJECT

As used in expenditure classification, this term applies to the article purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personal services, contractual services, materials, and supplies.

OPERATING BUDGET

Plans of current expenditures and the proposed means of financing them. The annual operating budget (or, in the case of some state governments, the biennial operating budget) is the primary means by which most of the financing acquisition, spending, and service delivery activities of a government are controlled. The use of annual operating budgets is usually required by law. Even where not required by law, however, annual operating budgets are essential to sound financial management and should be adopted by every government.

OPERATING EXPENSES	Proprietary fund expenses which are directly related to the fund's primary service activities.
OPERATING GRANTS	Grants which are restricted by the grantor to operating purposes or which may be used for either capital or operating purposes at the discretion of the grantee.
OPERATING INCOME	The excess of proprietary fund operating revenues over operating expenses.
OPERATING TRANSFER	Routine and/or recurring transfers of assets between funds.
ORGANIZATIONAL UNIT	A responsibility center within a government.
ORGANIZATION UNIT CLASSIFICATION	Expenditure classification according to responsibility centers within a government's organization structure. Classification of expenditures by organization unit is essential to fixing stewardship responsibility for individual government resources.
OVERHEAD	Those elements of cost necessary in the production of an article or the performance of a service which are of such a nature that the amount applicable to the product or service cannot be determined accurately or readily. Usually they relate to those objects of expenditure which do not become an integral part of the finished product or service such as rent, heat, light, supplies, management, supervision, etc.
PROGRAM	An organized set of related work activities which are directed toward a common purpose or goal and represent a well defined expenditure of county resources.
PROGRAM BUDGET	A budget wherein expenditures are based primarily on programs of work and secondarily on character and object class. A program budget is a transitional type of budget between the traditional character and object class budget, on the one hand, and the performance budget, on the other.
PROPRIETARY FUND	A fund used to account for business-type activities in government. The activities are usually financed with user fees that are directly related to the services received. There are two types of proprietary funds - enterprise and internal service funds.
RATINGS	Designations used by credit rating agencies to give relative indications of credit quality.
RECIDIVISM	A relapse into criminal habits after punishment.
REGISTERED BOND	A bond whose owner is registered with the issuer or its agent. Transfer of ownership can only be accomplished when the securities are properly endorsed by the registered owner.

REIMBURSEMENTS

(1) Repayments of amounts remitted on behalf of another party.

(2) Interfund transactions which constitute reimbursements of a fund for expenditures or expenses initially made from it which are properly applicable to another fund -- e.g., an expenditure properly chargeable to a Special Revenue Fund was initially made from the General Fund, which is subsequently reimbursed. They are recorded as expenditures or expenses (as appropriate) in the reimbursing fund and as reductions of the expenditure or expense in the fund that is reimbursed.

RESERVE

(1) An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure.

(2) An account used to earmark a portion of fund equity as legally segregated for a specific future use.

RESIDUAL EQUITY TRANSFER

Non-recurring or non-routine transfers of assets between funds.

REVENUE

(1) Increases in governmental fund type net current assets from other than expenditure refunds and residual equity transfers. Under NCGA Statement 1, general long-term debt proceeds and operating transfers-in are classified as "other financing sources" rather than revenues.

(2) Increases in proprietary fund type net total assets from other than expense refunds, capital contributions, and residual equity transfers. Under NCGA Statement 1, operating transfers-in are classified separately from revenues.

REVENUE BOND

A municipal bond payable from revenues derived from tolls, charges or rents paid by users of the facility constructed with the proceeds of the bond issue.

SOURCE OF REVENUE

Revenues are classified according to their source or point of origin.

SPECIAL REVENUE FUND

A fund used to account for revenues legally earmarked for a particular purpose.

SUBACTIVITY

A specific line of work performed in carrying out a governmental activity. For example, "cleaning luminaries" and "replacing defective street lamps" would be subactivities under the activity of "street light maintenance".

SUBFUNCTION

A grouping of related activities within a particular governmental function. For example, "police" is a subfunction of the function "public safety".

SURPLUS	The use of the term "surplus" in governmental accounting is generally discouraged because it creates a potential for misleading inference.
TABOR (TAXPAYERS BILL OF RIGHTS)	An amendment to the Colorado Constitution approved by the voters in November 1992. The Taxpayers Bill of Rights has been incorporated in the State Constitution as Section 20 of Article X. The amendment limits growth in both state and local government revenue and expenditures, makes provision for annual elections, and requires voter approval for tax increases.
TABOR RESERVE	Term applied to a reserve which is required by the TABOR Amendment. Starting in 1995 this reserve is 3% of "Fiscal Year Spending" excluding bonded debt service. This reserve is for use in declared emergencies only.
TAXES	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.
TAX LEVY	The total amount to be raised by general property taxes.
TAX RATE	The amount of tax stated in terms of a unit of the tax base; for example, 25 mills per dollar of assessed valuation of taxable property.
TAX RATE LIMIT	The maximum rate at which a government may levy a tax. The limit may apply to taxes raised for a particular purpose, or to taxes imposed for all purposes, and may apply to a single government, to a class of governments, or to all governments operating in a particular area. Overall tax rate limits usually restrict levies for all purposes and of all governments, state and local, having jurisdiction in a given area.
TAX ROLL	The official list showing the amount of taxes levied against each taxpayer or property. Frequently, the tax roll and the assessment roll are combined, but even in these cases the two can be distinguished.
TRADITIONAL BUDGET	A term sometimes applied to the budget of a government wherein expenditures are based entirely or primarily on objects of expenditure.
UNINCORPORATED COUNTY	Those portions of the county that are not part of a legal entity such as a city or some towns.

WELL PROGRAM	Wellness health program provided as a fringe benefit to employees.
WORKLOAD MEASURES	Specific quantitative and qualitative measures of work performed as an objective of the department.
WORK PROGRAM	A plan of work proposed to be done during a particular period by the administrative agency in carrying out its assigned activities.
WORK UNIT	A fixed quantity which will consistently measure work effort expended in the performance of an activity or the production of a commodity.
YIELD	The annual percentage rate of return earned on a security. Yield is a function of a security's purchase price and coupon interest rate.

NOTE: Most of the above definitions were taken from *Governmental Accounting, Auditing, and Financial Reporting*, GFOA, Chicago, 2012, Appendix G. pp. 1051-1093.

ACRONYMS

AAA	Area Agency on Aging
ACS	Affiliated Computer Services
ARRA	American Recovery and Reinvestment Act.
CAFR	Comprehensive Annual Financial Report
CAPP	Colorado Counties Casualty and Property Pool
CCI	Colorado Counties Inc. association of Colorado counties.
CDBG	Community Development Block Grant
CDHS	Colorado Department of Human Services
CDOT	Colorado Department of Transportation
CIP	Capital Improvement Plan
COPS UHS	Federal community oriented policing grant.
COLA	Cost of Living Allowance
CMAQ	Congestion Mitigation and Air Quality Improvement Program
CPI	Consumer Price Index
C.R.S.	Colorado Revised Statutes
CSBG	Community Services Block Grant
DA	District Attorney
DHS	Department of Human Services
DOC	Colorado Department of Corrections
DOLA	Colorado Department of Local Affairs
DUI	Driving Under the Influence
EDAP	Economic Development Action Partnership.
EOC	Emergency Operations Center

FEMA	Federal Emergency Management Agency
FOMC	Federal Open market Committee
FTE	Full Time Equivalent
GAAP	Generally Accepted Accounting Principles
GASB	Government Accounting Standards Board
GFOA	Government Finance Officers Association
GIS	Geographical Information System
HARP	Haul Route Program
HES	Hazard Elimination Program for transportation projects.
HUTF	Highway Users Tax Fund.
HRA	Health Reimbursement Account
HVAC	Heating, ventilation, and air conditioning
IT	Information Technology
IGS	Intergovernmental Service Fund
IGA	Intergovernmental Agreement
LEAP	Low-income Energy Assistance Program
MOU	Memorandum of Understanding
MOE	Maintenance of Effort
MS4	Municipal Separate Storm Sewer for storm management
NCMC	North Colorado Medical Center
NFRMPO	North Front Range Metropolitan Planning Organization
NRBH	North Range Behavioral Health
O&M	Operations and maintenance
OEM	Office of Emergency Management
OPED	Other Post Employment Benefits
PERA	Colorado Public Employees' Retirement Association
PPACA	Patient Protection and Affordable Care Act (Obamacare)
PPO	Preferred Provider Organization

<i>ROW</i>	Right-of way
<i>SH</i>	Abbreviation for State Highway
<i>TABOR</i>	Taxpayers Bill of Rights
<i>TANF</i>	Temporary Assistance to Needy Families.
<i>UNC</i>	University of Northern Colorado
<i>URA</i>	Urban Renewal Authority
<i>VALE</i>	Victim Assistance Law Enforcement
<i>VW</i>	Victim Witness
<i>WCR</i>	Weld County Road.
<i>WCRCC</i>	Weld County Regional Communications Center



2014-2015 ECONOMIC & DEMOGRAPHIC PROFILE

WELD COUNTY, COLORADO

SNAPSHOT

2013/2012 STATISTICS

Square Miles: 3,987
 Communities: 31
 Population: 269,785
 Labor Force: 127,731
 2013 Unemployment: 7.1%
 Median Age: 34
 2012 Per Capita Income: \$31,657
 2012 Household Income: \$55,332
 HS+ Graduate: 85%
 Avg. Annual Wage: \$43,172
 Primary Industry Sectors:
 Manufacturing
 Agriculture
 Energy Production
 Health & Wellness
 Business Services
 GRP: \$8.1 Billion

Source: Stats America, EMSI, BLS. Most recent annual statistic published – 2013 or 2012



CLIMATE

The area offers a dry, sunny climate with low humidity and all four seasons

Climate	Greeley	U.S.
Rainfall (inches)	14	36.5
Snowfall (inches)	41	25
Precipitation Days	69	100
Sunny Days	244	205
Avg. July High	90	86.5
Avg. Jan Low	15.3	20.5
Comfort Index (higher = better)	55	44
UV Index	5.2	4.3
Elevation (feet)	4,746	1,443

LOCATION/TRANSPORTATION

Source: Sperling's Best Places- 2013 Annual Avg.

Highway Access –

North/South Demand – I-25 and State Highway 85
 East/West Demand – I-76, State Highway 34 & State Highway 14

Freight Rail Access – (see following map)

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 business airport in the US
 (30 minute commute from South Weld; hour from Central/West Weld)
 Greeley/Weld County Airport – General Aviation (www.gxy.net)
 Erie Municipal Airport – General Aviation (www.ericogov.com)
 Fort Collins-Loveland Airport – General Aviation (www.fortloveair.com)

Northern Colorado Major Rail Lines



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 Colorado Farm Show
 Greeley Blues Jam UNC/Greeley Jazz Festival
 Weld County Fair Windsor Harvest Festival
 Numerous Community Summer Celebrations

The 1,600 seat Greeley Union Colony Civic Center provides even more entertainment options along with UNC Bears Division I Athletics. A Weld location also offers easy access to multiple world class ski areas, camping, fishing, hunting, snow sports, hiking and all the Rocky Mountains have to offer.

Weld County is Colorado after all!

For more information visit websites of our 31 communities and the following Weld County web sites

www.discoverweld.com
www.upstatecolorado.org

With a median age of 34, Weld offers a young population that grew by 49% from 2000–2013. The 2013 population is 269,785, of which 28% is Hispanic and 85% are HS+ graduates. Per capita income is \$31,657 and median household income is \$55,332.

Population Over Time	Number
2013	269,785
2010	252,825
2000	180,936
2000 to 2010 % change	39.7%
Components of change 2012-13	
Net Migration	3,709
Natural (births – deaths)	2,346

Population Estimates by Age in 2012	Number
Preschool (0 to 4)	19,759
School Age (5 to 17)	53,036
College Age (18 to 24)	27,664
Young Adult (25 to 44)	74,578
Older Adult (45 to 64)	65,460
Older Adult (65+)	29,288
Median Age	34

Educational Attainment: ACS 2012	% of Pop 25+
Total Population 25 +	100.0%
Less than 9 th Grade	7.0%
9 th -12 th , No Diploma	8.0%
HS Graduate/equivalent	26.3%
Some College/No Degree	24.2%
Associate Degree	8.8%
Bachelor's Degree	17.8%
Graduate, Professional/Doctorate Degree	8.0%
HS Graduate +	85.1%
Bachelor's Degree +	25.8%

Households in 2012	Number
Total Households	89,553
Avg. Household Size	2.76
2010 Housing Units (Census Count)	96,281
Median Home Value	\$219,412

Per Capita Personal Income	Number
PC Income – 2012	\$31,657
PC Income – 2002 (adj. for inflation)	\$32,247
10-year % change	-1.8%

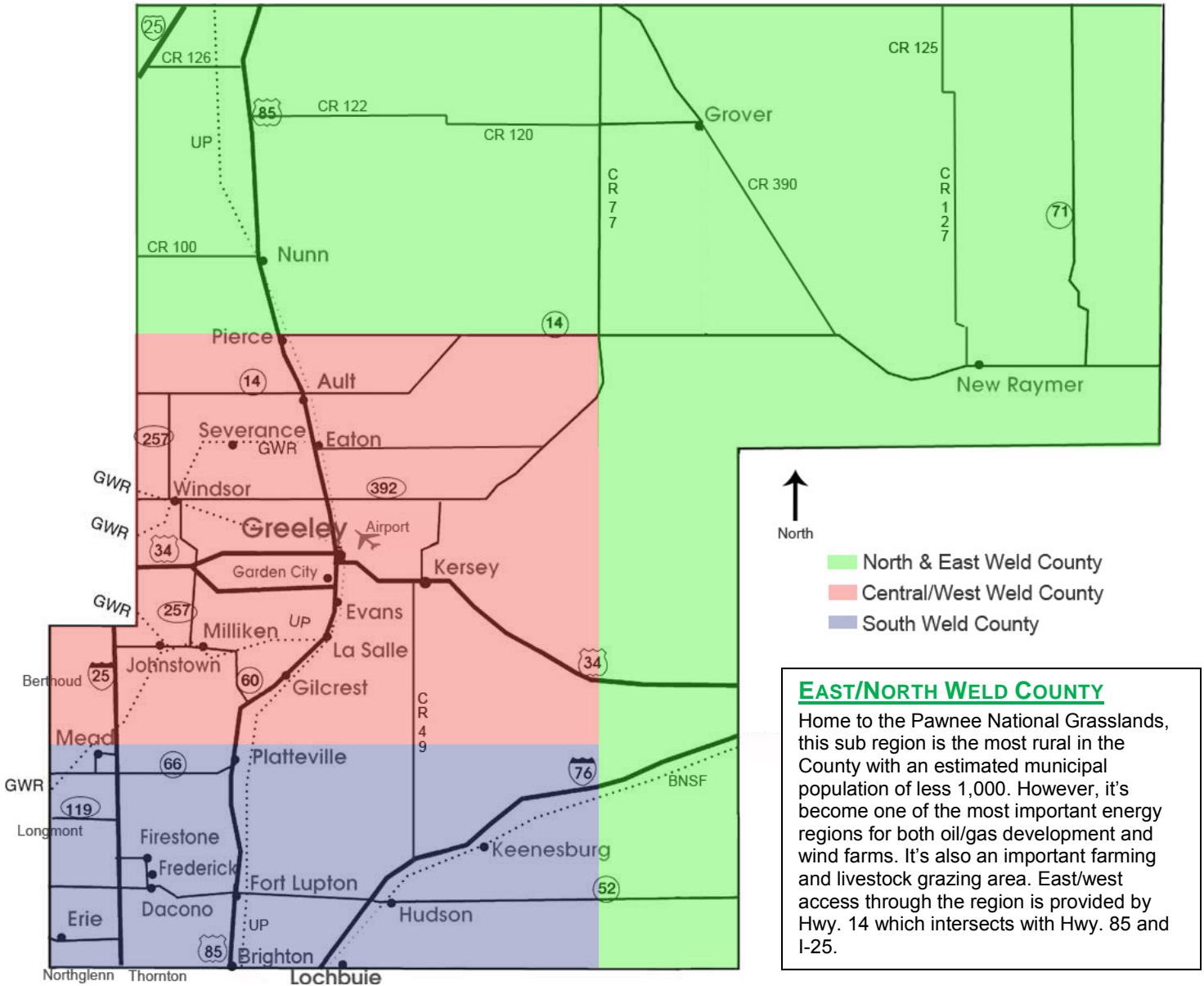
Population Estimates by Race and Hispanic Origin in 2013	% Dist. in County
American Ind. or Alaskan native Alone	1.7%
Asian Alone	1.4%
Black Alone	1.3%
Native Hawaiian and Other Pacific Island Alone	0.2%
White Alone	93.4%
Two or More Race Groups	2.1%
Non-Hispanic or Latino	71.6%
Hispanic or Latino	28.4%

Median Income	Number
Median household income in 2012	\$55,332
Median household income in 2000 (adj. for inflation)	\$56,739
5-year percent change (2000 to 2012)	-2.5%

Source: Stats America, Census, BLS & BEA

SUB-REGIONS & COMMUNITIES

The sheer size and diversity of Weld County allows it to meet almost any type of site requirement from North suburban Denver I-25 needs in **South Weld** to the booming opportunities of the I-25 and Hwy 34 corridors in **Central/West Weld**, to the wide open spaces of farmland/prairie in **East and North** Weld.



EAST/NORTH WELD COUNTY
 Home to the Pawnee National Grasslands, this sub region is the most rural in the County with an estimated municipal population of less 1,000. However, it's become one of the most important energy regions for both oil/gas development and wind farms. It's also an important farming and livestock grazing area. East/west access through the region is provided by Hwy. 14 which intersects with Hwy. 85 and I-25.

SOUTH WELD COUNTY

With a population estimated to reach 81,304 by 2019, the southern region of Weld has experienced some of the fastest growth recently. Offering an attractive small town/rural quality of life with abundant new homes, excellent schools and majestic mountain views; the region is strategically located just north of metro Denver and east of Boulder, which has fueled booming residential growth. With 23,042 households who have an average median disposable income of \$54,695, the region is poised to see continued growth. The median household income average is \$65,837, the median home value average is \$227,584 and the sub-region offers a wide-range of educational opportunities, sport venues and recreation. Commercial/ industrial sites are available and large tracts of undeveloped land provide opportunity for future growth. East/west access is provided by Hwy. 52 which connects to I-76 and I-25. North/south access is provided by I-25 and Hwy 85 which connects to I-70 in Denver and I-80 in Wyoming. DIA is 20-30 minutes away.

CENTRAL/WEST WELD COUNTY

With a population estimated to reach 184,794 by 2019, this sub region is the most populace of the County. With 60,820 households with an average median disposable income of \$46,023, it's the retail core and offers an attractive lifestyles mix from mid-size cities to small rural communities nestled in amongst some of the most productive farm land in the country. The median household income average is \$55,357 and the median house value average is \$192,490. This sub-region offers spectacular mountain views and quality of life with plenty of outdoor recreation, excellent schools and easy access to two state universities. Developed commercial/ industrial sites abound and the region has seen numerous employers locate/expand which has produced a vibrant/growing business sector. The region has excellent east/west access via US Hwy.14 and Hwy 34 which connect to I-25 and I-76. Hwy. 85 provides north/south access connecting to I-70 in Denver and I-80 in Wyoming. Main/ short line rail access is ample and DIA is about an hour away.

2014 Estimated Weld Sub Region & Municipal Demographic Summary Information

*Source: ESRI; Note: Sub-region values are totals or averages of all communities within the region.
Multiple County Place (mcp) data included when city center is located in Weld to more accurately portray sub region.*

	2019 Est. Population	2014 Est. Population	Local Sales Tax	Diversity Index	Median Disposable Income	Households	Median Household Income	Median Home Value	Per Capita Income
Weld County	297,514	269,785	0.0%	59.2	42,299	95,119	54,910	219,412	25,320
North/East Sub Region	730	683		12.2	44,944	279	54,501	187,139	25,861
Grover (grovercolorado.org)	135	135	0.0	31.2	43,834	61	52,706	182,143	25,291
Nunn (nunncolorado.com)	501	453	2.0	5.4	48,055	181	58,083	210,526	27,082
Raymer (townofraymer@yahoo.com)	94	95	0.0	0.0	42,944	37	52,715	168,750	25,211
Central/West Sub Region	184,794	170,779		53.2	46,023	60,820	55,357	192,490	24,741
Ault (townofault.org)	1,700	1,583	3.0	56.2	37,628	603	46,194	147,845	22,442
Eaton (eatoneco.org)	4,742	4,513	3.0	36.7	49,165	1,677	59,087	222,287	29,188
Evans (cityofevans.org)	20,673	19,586	3.5	71.6	37,150	6,608	44,412	161,862	17,868
Garden City (townofgardencity.com)	208	218	3.0	74.6	26,663	104	29,389	107,500	18,223
Gilcrest	1,251	1,131	4.0	68.4	40,751	356	48,200	195,536	19,548
Greeley (greeleygov.com)	102,045	96,716	3.46	67.3	35,699	34,953	41,703	192,659	21,676
Johnstown	14,555	12,132	3.0	42.4	56,178	4,118	70,597	256,818	29,234
Kersey (townofkersey.com)	1,650	1,510	3.6	52.4	61,469	515	61,469	182,353	25,614
La Salle (lasalletown.com)	2,119	2,014	3.5	62.6	40,762	723	49,287	163,439	21,776
Milliken (millikenco.gov)	6,066	5,778	2.5	61.2	51,580	1,924	61,875	182,644	24,993
Pierce (townofpierce.com)	927	873	2.0	46.4	41,704	328	51,430	143,182	23,483
Severance (townofseverance.org)	4,141	3,326	3.0	23.8	61,504	1,165	79,481	258,953	33,964
Windsor (mcp) (windsorgov.com)	24,717	21,399	3.2	28.3	58,050	7,746	76,523	287,298	33,626
South Sub Region	81,304	68,611		53.2	54,695	23,042	65,837	227,584	27,309
Berthoud (mcp)		see note							
Brighton (mcp)		see note							
Dacono (ci.dacono.co.us)	6,954	4,407	3.0	68.9	38,807	1,547	45,523	146,695	19,734
Erie (mcp) (erieco.gov)	22,328	19,863	3.5	34.9	81,652	6,896	104,595	369,744	44,900
Firestone (ci.firestone.co.us)	12,928	11,269	3.0	45.7	84,115	3,634	84,115	263,847	30,886
Fort Lupton (fortlupton.org)	7,456	7,377	4.0	74.6	38,015	2,399	45,855	163,239	17,719
Frederick (frederickco.gov)	13,170	10,437	2.5	42.6	59,072	3,526	76,990	264,028	30,175
Hudson (hudsoncolorado.org)	3,216	2,443	4.0	60.1	44,105	548	54,166	179,545	23,179
Keenesburg (townofkeenesburg.com)	1,458	1,261	3.0	35.5	43,440	494	53,455	214,744	22,666
Lochbuie (mcp) (lochbuie.org)	6,746	5,123	4.0	66.7	42,753	1,779	51,003	173,113	22,662
Longmont (mcp)		see note							
Mead (mead-co.gov)	4,273	3,817	2.0	31.0	67,683	1,308	85,951	319,718	37,556
Northglenn (mcp)		see note	4.0						
Platteville (plattevillegove.org)	2,775	2,614	3.0	72.0	47,311	911	56,720	181,171	23,621
Thornton (mcp)		see note							

GROSS REGIONAL PRODUCT (GRP) EXPORTS & IMPORTS

2012 Total Weld GRP - \$8.1 Billion

Earnings - \$5.2 Billion

Property Income - \$2.4 Billion

Taxes on Production - \$477 Million

Exports - \$13.5 Billion (80% of Supply)

Imports - \$14.6 Billion (81% of Demand)

Locally Produced/Consumed - \$3.3 Billion
(19% of Demand)

Note: GRP measures final market value of goods/services produced. Source: EMSI

COST OF LIVING

The Consumer Price Index (CPI) for the Denver-Boulder-Greeley area increased 2.9% from the 1st half of 2013 to the 1st half 2014. The Q1/2014 Denver Cost of Living Index (CLI) - 106.6

Note: CPI is measure of the average change in prices over time in a fixed market basket of goods/services. CLI measures relative price levels for consumer goods/services in select major cities compared with national average of 100. Source: BLS, Metro Denver EDC, Council for Community & Economic Research C2ER Cost of Living Index.

UNEMPLOYMENT RATE

2013 Labor Force Annual Averages

Source: US Bureau of Labor Statistics (BLS)

	Weld	Colorado
Total Labor Force	127,731	2,754,870
Employed	118,609	2,568,150
Unemployed	9,122	186,720
Unemployment Rate	7.1%	6.8%

WELD LABOR FORCE

2012 Total Employee Earnings by NAICS		
Source: StatsAmerica; US Bureau of Economic Analysis (BEA)		
NAICS	Place of Work	Earnings (\$000)
	Total by Place of Work	5,587,663
	Wage and Salary	3,916,170
	Proprietors	839,482
	Farm	251,965
	Nonfarm	5,335,698
	Private	4,568,160
11	Agri, Forestry, Fishing, etc.*	37,329
21	Mining	527,163
22	Utilities	31,999
23	Construction	626,441
31-33	Manufacturing	660,228
42	Wholesale Trade	294,970
44-45	Retail Trade	337,648
48-49	Transportation & Warehousing	239,194
51	Information	46,826
52	Finance and Insurance	239,810
53	Real Estate/Rental and Leasing	59,098
54	Professional, Technical Service	192,624
55	Mgmt of Companies/Enterprises	196,134
56	Administrative, Waste Services	189,514
61	Educational Services	17,252
62	Health Care, Social Assistance	475,862
71	Arts, Entertainment, Recreation	21,950
72	Accommodation, Food Services	123,473
81	Other Services, exc Public Adm.	250,645
N/A	Public Admin, Gov Enterprises	767,538

2013 Job Distribution & Average Wage by NAICS			
Source: StatsAmerica, US Bureau of Labor Statistics (BLS)			
Jobs	Avg Earnings/Job	Firms	% Dist. in County
90,388	\$43,172	5,970	100.0%
76,220	43,972	5,819	84.3%
3,521	34,528	216	3.9%
6,048	77,438	163	6.7%
300	77,135	30	0.3%
8,243	51,607	798	9.1%
11,471	42,982	296	12.7%
3,702	59,115	447	4.1%
8,721	28,050	600	9.6%
3,236	51,111	346	3.6%
671	44,685	70	0.7%
2,994	57,675	324	3.3%
1,072	41,013	227	1.2%
2,263	55,114	636	2.5%
1,294	111,587	42	1.4%
5,549	30,649	328	6.1%
6,654	33,307	80	7.4%
7,931	44,271	424	8.8%
777	16,975	73	0.9%
6,508	14,198	396	7.2%
1,922	30,357	391	2.1%
4,651	43,877	74	5.1%

Growing/Declining Industries (Change in Jobs 2010-2014)	
Growing Industries	Jobs
Support Activities - Oil/Gas	+3,424
Telemarketing/Contact Centers	+1,138
Structures Construction	+812
Declining Industries	Jobs
Offices of Physicians	-284
Local Government - (except education & hospitals)	-293
Specialty Hospitals	-517
Growing/Declining Occupations (Change in Jobs 2010-2014)	
Growing Occupations	Jobs
Service Unit Operators, Oil/Gas	+1,022
Heavy & Tractor-Trailer Drivers	+940
Construction Laborers	+693
Declining Occupations	Jobs
Medical Assistants	-42
Registered Nurses	-55

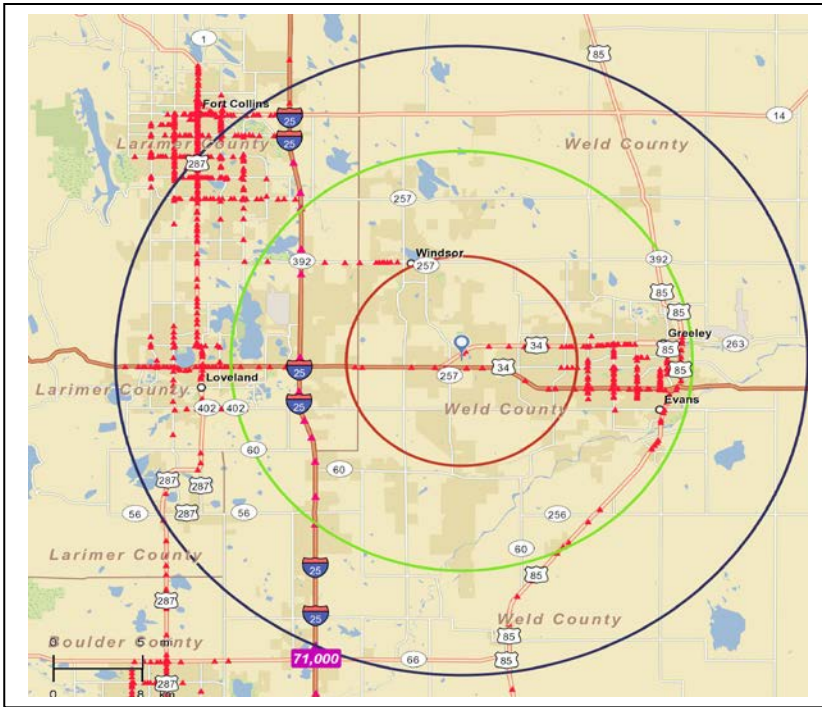
Source: EMSI

2014 Estimated Employment by 20 Most Concentrated Occupations with Wage Information							
Source: EMSI, QCEW Employees 02/2014; Note: Bold Occupations are the five fastest growing from 2010-2014							
SOC	Occupation Description	2014 Jobs	% All Occupations	National Location Quotient	Med Hr Wage	Avg Hr Wage	
41-0000	Sales & Related Occupations	17,513	13.02	0.98	\$14.25	\$15.62	
43-0000	Office & Administrative Support Occupations	15,104	11.26	0.82	\$15.20	\$15.97	
47-0000	Construction & Extraction Occupations	13,313	9.90	1.83	\$19.04	\$19.48	
11-0000	Management Occupations	10,855	8.07	1.23	\$25.06	\$27.00	
51-0000	Production Occupations	9,578	7.12	1.38	\$14.91	\$15.87	
53-0000	Transportation & Material Moving Occupations	8,950	6.65	1.07	\$16.17	\$17.04	
35-0000	Food Preparation and Serving Related Occupations	7,924	5.89	0.91	\$9.39	\$9.70	
25-0000	Education, Training & Library Occupations	7,581	5.63	1.11	\$19.46	\$20.48	
13-0000	Business & Financial Operations Occupations	7,077	5.26	0.93	\$26.05	\$27.12	
37-0000	Building/Grounds Cleaning and Maintenance Occupations	4,886	3.63	0.90	\$11.37	\$11.82	
39-0000	Personal Care and Service Occupations	4,880	3.63	0.87	\$10.21	\$10.49	
49-0000	Installation, Maintenance and Repair Occupations	4,565	3.39	0.93	\$18.12	\$18.67	
29-0000	Healthcare Practitioners and Technical Occupations	3,968	2.95	0.71	\$32.79	\$32.55	
27-0000	Arts, design, Entertainment, Sports & Media Occupations	3,264	2.42	0.86	\$14.86	\$15.46	
45-0000	Farming, Fishing & Forestry Occupations	3,007	2.23	3.66	\$10.82	\$11.86	
31-0000	Healthcare Support Occupations	2,330	1.73	0.78	\$12.72	\$13.05	
33-0000	Protective Service Occupations	1,968	1.46	0.85	\$20.59	\$21.12	
17-0000	Architecture and Engineering Occupations	1,725	1.28	0.83	\$35.28	\$36.27	
15-0000	Computer & Mathematical Occupations	1,577	1.17	0.55	\$31.28	\$31.84	
21-0000	Community & Social Service Occupations	1,503	1.11	0.90	\$19.78	\$21.09	

Location Quotient quantifies how concentrated an occupation is compared to the nation. The higher the number the more concentrated - US = 1.0.

Central/West Weld Labor Shed

5-10-15 mile ring from Hwy. 34 Business & Hwy. 34 Bypass



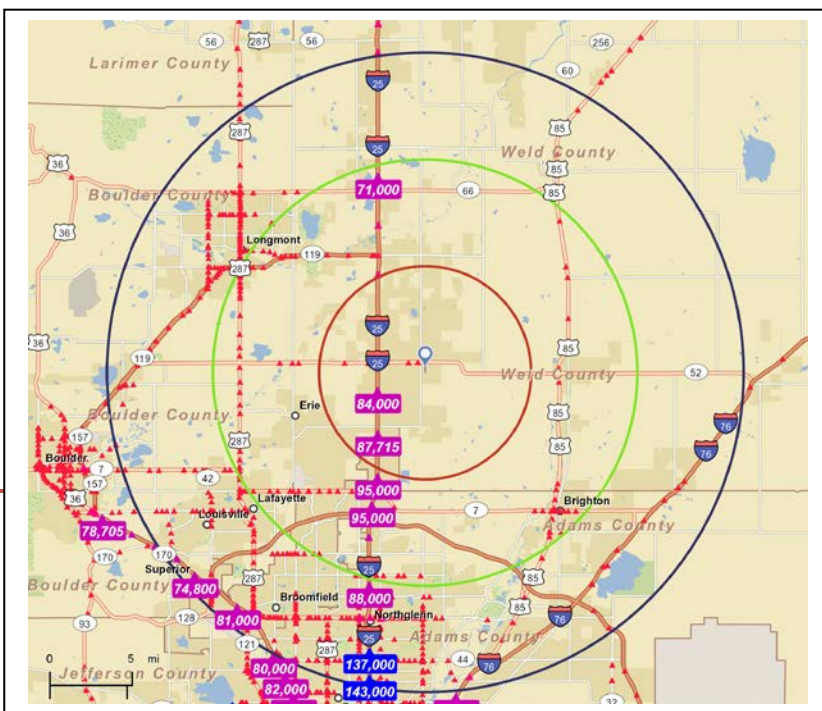
2014 Estimate	5 Miles	10 Miles	15 Miles
Total Population	113,985	137,813	186,387
Population 18+	84,575	102,258	137,183
Per Capita Income	\$20,068	\$21,735	\$23,814
Med Household Income	\$40,462	\$44,121	\$50,530

2017 Estimate	5 Miles	10 Miles	15 Miles
Total Population	27,025	190,592	378,897
Population 18+	19,810	140,084	283,036
Per Capita Income	\$38,287	\$29,472	\$32,636
Med Household Income	\$82,732	\$61,686	\$67,942

Source: ESRI

SOUTH WELD LABOR SHED

5-10-15 mile ring from I-25 & Hwy.52



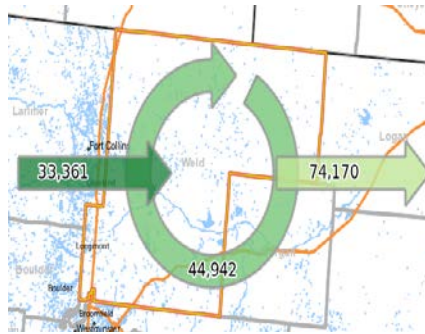
2014 Estimate	5 Miles	10 Miles	15 Miles
Total Population	30,219	122,323	495,015
Population 18+	21,002	87,338	363,836
Per Capita Income	\$29,150	\$33,394	\$34,145
Med Household Income	\$74,611	\$77,100	\$75,167

2019 Estimate	5 Miles	10 Miles	15 Miles
Total Population	37,930	140,165	537,560
Population 18+	26,285	99,937	395,644
Per Capita Income	\$33,087	\$38,886	\$39,402
Med Household Income	\$82,782	\$87,605	\$84,389

Source: ESRI

COMMUTING PATTERN

2011 Top 5 In-Commuter Origins	
Larimer County	10,351
Adams County	5,069
Boulder County	3,828
Jefferson County	2,104
Arapahoe County	2,042
All Counties	33,361



2011 Top 5 Out-Commuter Destinations	
Larimer County	15,937
Boulder County	12,955
Denver County	11,926
Adams County	9,000
Arapahoe County	6,741
All Counties	74,170

Source: Census, Colorado DOLA, Planning & Management Regional 2, Socioeconomic Profile
Most recent published statistics.

MAJOR EMPLOYERS

Largest Private, Non-Retail Employers (August, 2014 - based on employment number)				
Rank	Company	Product/Service	Location	FTE
1	JBS USA & Affiliates	Protein Processing, Corporate HQ, Trucking	Greeley/Weld	4,654
2	Banner Health: North CO Medical Ctr	Regional Hospital, Corporate Center, Clinics	Greeley/Weld	2,885
3	Vestas	Wind Turbine Blade/Nacelle Mfg.	Windsor/Brighton	2,150
4	State Farm Insurance	Regional Claims Center	Greeley	1,790
5	Halliburton Energy Services	Oil/Gas Development Services	Fort Lupton	1,030
6	Select Energy Services	Oil/Gas Development Services	Greeley/Brighton	752
7	TeleTech	Financial Services Support Center	Greeley	700
8	Noble Energy	Oil/Gas District Field Office	Greeley	600
9	Anadarko Petroleum	Oil/Gas District Field Office/Warehouse	Evans/Platteville	590
10	A&W Water Services	Oil/Gas Development Services	Fort Lupton	500
11	Afni, Inc.	Telecom Services Support Center	Evans	500
12	Leed Fabrication	Oil/Gas Development Services	Brighton/Greeley	420
13	Carestream Health, Inc.	Medical/Dental Imaging Product Manufacturing	Windsor	418
14	Baker Hughes Oilfield Operations	Oil/Gas Development Services	Brighton/Weld	415
15	McLane Western	Grocery Warehouse/Distribution	Weld	415
16	Baker Hughes Oilfield Operations	Oil/Gas Development Services	Weld/Brighton	415
17	StarTek, Inc.	Business Processing Outsourcing Services	Greeley	370
18	Xerox Business Services, LLC	Health Services Support Center (350FT/350sea)	Greeley	350
19	Leprino Foods	Cheese Processing	Greeley	350
20	Colorado Premium Foods	Value-Added Beef/Port Processing	Greeley	325
21	Hensel Phelps Construction Co	Corporate Headquarters	Greeley	270
22	Advanced Forming Technologies	Metal Injection Parts Manufacturing	Firestone	260
23	PTI Group USA Manufacturing	Remote/Portable Housing Manufacturing	Johnstown	250
24	Sparton Medical Systems	Medical Component Manufacturing	Frederick	220
25	Aurora Organic	Organic Dairy Products Processing	Weld/Platteville	200

Source: Upstate Colorado Economic Development – 8/2014



KEY INDUSTRY SECTORS (PRIMARY)

Manufacturing Sector

The manufacturing sector is the largest sector in Weld and includes a wealth of companies producing a wide variety of products focused primarily in food manufacturing, wood products, chemical manufacturing, plastics/rubber products, fabricated metal products, machinery manufacturing, electrical equipment/ components, transportation equipment and miscellaneous manufacturing. Key manufacturers include: JBS, Vestas Blades & Nacelles, Carestream Health, Leprino Foods, Sparton Medical Systems, PTI Group, Advanced Forming Technologies, etc. *In 2013, this sector employed 11,471 – 12.7% of total Weld employment and had an average earnings/job of \$42,982. Total 2012 employee earnings was \$660.2 million – 16.8% of total Weld employee earnings. Total 2012 Gross Regional Product (GRP) for the sector was \$1.094 billion – 14% of total Weld GRP.*

Energy Sector (Fossil & Renewable)

Shale oil mining production in 2013 had an estimated valued at \$3.9 million from the 20,000+ oil/gas wells throughout Weld – the highest producing County in the state. Located in the Denver-Julesburg (DJ) Basin, the Niobrara formation is part of the Wattenburg field and has a 40+ year proven track record. The Niobrara – 7,000 feet down, is the most productive so far due to new horizontal drilling technology coupled with multi-stage hydraulic fracturing – fracking. In addition, Weld is home to two 300+ mega-watt wind farms operating with 125+ turbines each on over 60,000 acres of land in Northern Weld. *In 2013, the sector employed 6,048 – 6.7% of all Weld employment and had an average earnings/job of \$77,438. Total 2012 employee earnings was \$527.1 million – 13.4% of total Weld employee earnings. Total 2012 sector GRP was \$843.2 million – 10% of total Weld GRP.*

Health and Wellness Sector

The cornerstone of Weld's growing health sector is the regional 378 bed North Colorado Medical Center (NCMC) located in Greeley. Part of the Banner System: NCMC was named "A top 100 Hospital" in the 2013 & 2014 National Truven Health Analytics report. Key NCMC services include: Heart and Cancer Care, Trauma and Emergency Care, Surgical Care and Women's Health plus a full range of specialty services including a regional burn unit and hyperbaric medicine facility. Air Life of Greeley provides immediate emergency transport with a 300 mile radius. The University of Colorado Health offers additional health options. *In 2013, the sector employed 7,931– 8.8% of total Weld employment and had an average earnings/job of \$44,271. Total 2012 employee earnings was \$475.8 million – 12.1% of total Weld employee earnings. Total 2012 sector GRP was \$511.7 million – 6% of total Weld GRP.*

Business Services Sector (Company Management, Administrative/Back Office Support)

Offering a central US location with easy access to Denver International Airport, a skilled labor force and exceptional quality of life, Weld is home to several large corporate/regional headquarters, business service centers and customer/administrative support operations. While the JBS North American Corporate HQ is the largest single employer in this sector other important players include State Farm Insurance Regional Operations Center, Animal Health International, Banner Health Corporate Center, Hensel Phelps Corporate HQ, Xerox, TeleTech, StarTek, Afni, etc.. *In 2013, these two sectors together employed 6,843 – 7.5% of total Weld employment. The Company Management Sector had an average earnings/job of \$111,587 and Administrative/ Business Services was \$30,649. Together, total 2012 employee earnings was \$385.6 million – 9.8% of total Weld employee earnings. Combined sectors total 2012 GRP was \$461.2 million - 6 % of total Weld GRP.*

Agriculture Sector

Weld is an agriculture empire with 1.9 million acres devoted to farming and raising livestock. With total market value of ag products sold at \$1.86 billion; Weld ranked 1st in Colorado and 9th in the nation in the most recent 2012 US Census of Agriculture. Weld continues to be the only county outside of California to consistently rank in the top ten. The bulk - \$1.4 billion of market value came from livestock sales. Weld is home to two of the largest cattle feeding operations in the nation and ranks 1st in sheep/lamb production. About half of the dairy cows in the state are also located in Weld. Cattle ranching, goat, hog, poultry and equine operations abound and key crops include: hay, wheat, corn, nursery stock, sunflowers, dry beans, onions and carrots. The impact of agriculture extends from the traditional farm production of commodities to large agribusiness/food manufacturing operations processing value-added consumer goods exported all over the world. *In 2013, the sector employed 3,521 – 3.9% of total Weld employment and had an average earnings/job of \$34,528. Total 2012 employee earnings was \$37.3 million – .09% of total Weld employee earnings. Total sector 2012 GRP was \$366.9 million – 5% of total Weld GRP.*

Source: BEA, EMSI; GRP measures final market value of all goods and services produced in a region or sector and is the sum of earnings, property income and taxes on production. It does not include actual production value.

Weld Public School District

2013-14
Enrollment

Gilcrest/Platteville RE-1	1,922
St. Vrain Valley RE-1J (Dacono, Erie, Mead, Firestone, Frederick Estimates)	9,117
Eaton RE-2	1,837
Keenesburg RE-3J	2,306
Windsor RE-4	4,821
Johnstown/Milliken RE5J	3,548
Greeley/Evans RE-6	20,450
Platte Valley (Kersey) RE-7	1,094
Fort Lupton RE-8	2,415
Ault-Highland RE-9	765
Briggsdale RE-10	162
Prairie RE-11	196
Pawnee RE-12	88

Source: Colorado Department of Education

K-12 EDUCATION

Weld County is served by 13 public school districts with total 2013-14 student enrollment of 48,721, which includes numerous charter schools. There are also ten private school education opportunities throughout Weld County.

Weld K-12 Public Education Statistics			
Most Recent Available School Year – Average of 13 Weld Districts			
Weld Enrollment	2013-14	48,721	CO Stats
Number of Schools	2013-14	94	
Classroom Teacher FTE	2013-14	2,793	
Pupil/Teacher Ratio	2013-14	17.2 / 1	17.8 / 1
Dropout Rate (High School)	2012-13	1.58%	2.91%
Completer Rate	2012-13	89.39%	79.55%
Graduation Rate	2012-13	87.78%	76.93%
ACT Composite Score	2013	18.26	19.45

Source: Colo Dept. of Education. Note: Includes Weld schools in RE1J District.

HIGHER EDUCATION

University of Northern Colorado (UNC) Fall 2013 Enrollment - 12,084

UNC offers a comprehensive baccalaureate and specialized graduate research Liberal Arts education through their six colleges: Education & Behavioral Science; Humanities & Social Science; Natural & Health Science; Performing & Visual Arts; Monfort College of Business and University College. In 2013, The College Database ranked UNC 12th in the nation on its list of "39 Colleges with Psychology at Their Core" and ranked UNC 44th in the nation in "Top US Colleges and Universities for teaching Education. The Monfort College of Business graduating students routinely test in the top 10% in the country and the School of Music Jazz and Symphony Orchestra have received numerous national "Best in Class" awards. Top 5 Undergraduate Degrees Awarded: Interdisciplinary Studies (includes Elementary Ed); Business Administration; Dietetics; Psychology and English Language. Top 5 Graduate Degrees Awarded: Special Education; Music; Reading; Educational Leadership and Nursing. For more info see www.unco.edu.

Aims Community College Fall 2013 Enrollment – 5,017

With two Weld campus locations, Aims offers 160+ degree and certificate programs. Each academic division of the college represents the integration of academics (liberal arts & science) and career and technical education (vocational/occupations training). Two-Year Degrees Awarded - Associate of Arts, Associate of Science, Associate of General Studies, Associate of Applied Science plus numerous Career and Technical Education Certificates. For more info see www.aims.edu.

Public Higher Education Facilities in Northern Colorado and Metro Denver	
Four Year Public Colleges/Universities	Fall 2013 Enrollment
Colorado School of Mines – Golden	5,680
Colorado State University – Fort Collins	31,514
Metropolitan State University - Denver	22,316
University of Colorado - Boulder	29,839
University of Colorado - Denver	14,023
University of Northern Colorado - Greeley	12,084
Two-Year Public Colleges	
Aims Community College – Greeley, Ft. Lupton, Loveland	5,017
Arapahoe Community College – Littleton	9,778
Community College of Aurora	7,854
Community College of Denver	10,423
Front Range Community College – Fort Collins	4,401
Red Rocks Community College – Lakewood	8,608

Source: Individual Schools

2013 Weld/Larimer Top Education Program Completions	
Program	Number
Business, Management, Marketing & Related	1,477
Health Professions & related programs	1,359
Social Sciences	716
Education	661
Biological & Biomedical Science	651
Parks, Recreation, Leisure & Fitness Studies	605
Family & Consumer Sciences/Human Sciences	544
Communication, Journalism & Related Programs	518
Visual and Performing Arts	499
Psychology	486

Source: EMSI

Major Electricity Providers		
	Service Area	Rate Info
Xcel Energy	Central/West Weld	www.xcelenergy.com
Poudre Valley REA	Central/West & North/East Weld	www.poudrevalleyrea.com
United Power, Inc.	South Weld	www.unitedpower.com
Major Gas Providers		
Atmos Energy	Central/West Weld	www.atmosenergy.com
Xcel Energy	Central/West Weld	www.xcelenergy.com
Source Gas	South Weld	www.sourcegas.com
Water/Sewer Providers		
<p><i>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.</i></p> <p><i>Sewer services are also provided by municipalities in the most developed areas. Saint Vrain Sanitation District provides services in much of Southwest Weld. Septic and/or packaged systems can also be viable in the most rural circumstances and locations. Rates will vary depending upon location and provider.</i></p>		

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, including available lots in the industrial business parks listed to the right.

Real estate prices will vary widely depending upon the level of development and location within the County.

7/2013-6/2014 Weld Commercial/Industrial Sales Trend Information					
	# Sales	Total \$ Volume	Avg Sold Size	Avg \$/SF	Avg Cap
Office	33	\$140 M	35,514 sf	\$119.86	7.74%
Industrial	80	122 M	26,959 sf	57.50	10.59%
Retail	58	44 M	6,673 sf	114.45	7.31%
Land – Indus/Mixed	41	22 M	46.47 a	0.45	
Land – Office/Retail	6	3 M	8.45 a	1.48	

Source: Xceligent/Northern Colo Commercial Area Realtors – Weld Sales

7/2013- 7/2014 Weld Commercial/Industrial Lease Rates				
	# of NNN Leases Executed	Asking Low/sf NNN	Asking High/sf NNN	Asking Avg /sf NNN
Office	27	\$8.00	\$20.77	\$12.31
Industrial	18	3.75	15.50	7.14
Retail	29	6.00	22.00	11.97

Source: Xceligent/Northern Colo Commercial Area Realtors – Weld Leases

Weld Industrial/Commercial Business Parks

Name	Acres	Location
Bellmore Farms Industrial Park	15	Nunn
Bear Industrial Park	18	Frederick
Dacono Gateway Center	130	Dacono
Diamond Valley Business Park	23	Windsor
Eagle Business Park	133	Frederick
Erie Aero Tech Center	56	Erie
Eaton Hickman Industrial Park	50	Eaton
Falcon Point Business Park	32	Windsor
Fossil Business Park	27	Milliken
Great Plains Village	138	Johnstown
Great Western Industrial Park	500	Windsor
Highpoint Business Center	136	Greeley
I-25 Business Park	77	Weld (Mead)
I-25 Gateway Center	146	Johnstown
Industrial/Motor Sports Park	700	Lochbuie
Lost Creek Commons	74	Keenesburg
Niobrara Data Center/Energy Park	662	Weld (North)
Northland Industrial Park	432	Fort Lupton
Platteville Energy Park	45	Platteville
Promontory Business Park	200	Greeley
Sandstone Ridge Business Park	28	Frederick
Silver Peaks Business Park	148	Dacono
St NoCo Industrial Park	45	Nunn
Stonegate Industrial Park	25	Evans
The Grainery Park	156	Greeley
Windsor Commons Industrial	12	Windsor
Union Colony Industrial Park	112	Weld (Greeley)
Weld Industrial Park	100	Weld (Peckhaml)

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% (see Weld Sub Region section for community list). Colorado has a 2.9% sales/use tax rate.

Real & Personal Property Tax

Industrial/commercial property (building, land and equipment) is assessed for property tax purposes at 29% of actual value (based on a variety of factors). The mill levy assigned to each property location includes the taxing jurisdictions serving that location and represents the number of dollars, or property taxes, levied for each \$1,000 of assessed value. For example; with a mill levy of 75.7333 mills the owner pays \$75.73 in taxes for every \$1,000 in assessed value. Weld has over 3,000 unique tax areas with mill levies ranging from about 54 mills to 148 mills. The 2013 Weld County average total mill levy rate was 67.800 mills. Property taxes fund local schools, special propose districts and a portion of city/county government.

Source: Weld County Government, Colorado Division of Property Taxation, Colorado Department of Revenue

Residential Property Tax

Residential property is assessed at 7.96% of the actual value and is exempt from personal property taxation.

State Income Tax – Corporate & Personal

The corporate and personal Colorado income tax rate is a flat rate of 4.63% of federal taxable income. Local governments DO NOT assess income taxes. Inventories, Goods in Transit and Intangibles are not taxed in Colorado and there is no Franchise Tax.

Colorado has established Enterprise Zones (EZ) that offer state income tax credits. 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. Select Weld locations/communities have EZ designation. Go to www.upstatecolorado.org for program details.

BUSINESS ASSISTANCE

Weld County and its communities are pro-growth, prepared to handle company needs and will do what can reasonably be done to reduce the development/start-up costs of qualifying primary sector companies looking to locate/expand.

Key Assistance/Incentives Include:

- Municipal Development Incentives
- Personal Property Tax Partial Rebate
- Weld Employment Service recruitment/training assistance and training grants
- Financing through the Weld/Larimer Revolving Loan Fund or Greeley Development Fund
- Greeley/Weld EZ State Income Tax Credits
- Colorado First Customized Training Grants
- Colorado Job Growth Incentive State Income Tax Credit OR Colorado Strategic Fund Grant

For more detailed assistance information contact **Upstate Colorado Economic Development**, a private, non-profit economic development agency, that serves as a single confidential source of information about the Weld region. Upstate maintains information concerning communities, real estate, labor, etc., and can coordinate/facilitate customized local, county and state government economic incentive packages.



Supporting Job Opportunities in Greeley & Weld County Communities

970.356.4565 phone • 970.352.2436 fax • 822 Seventh Street, Suite 550, Greeley, CO 80631
www.upstatecolorado.org



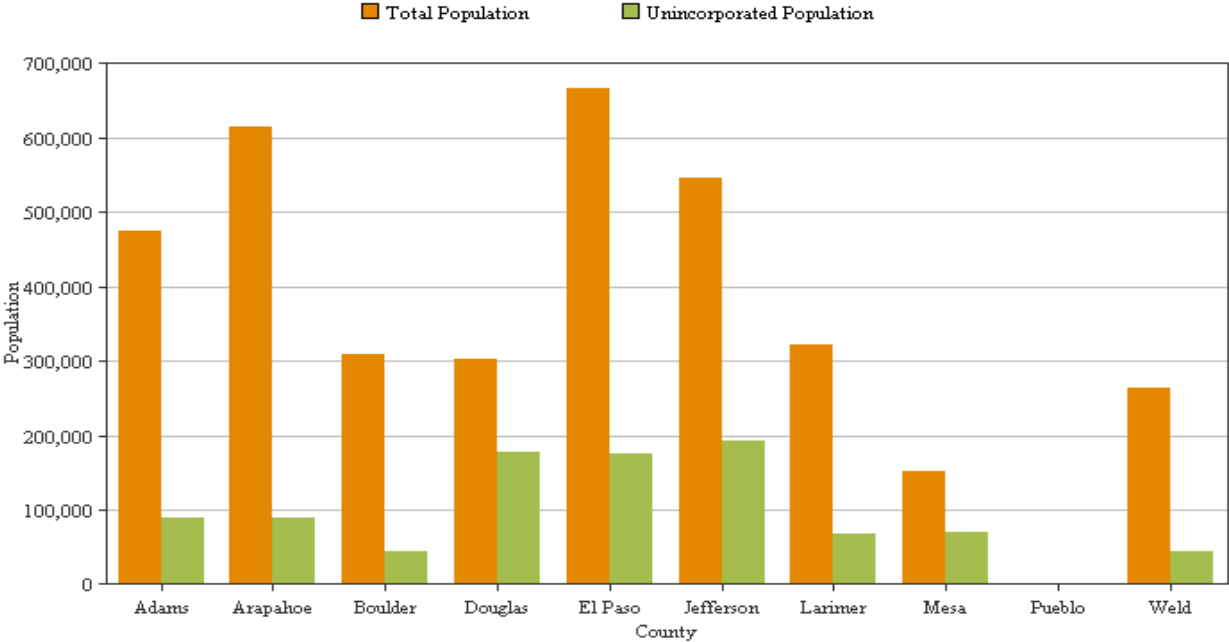
COLORADO'S LARGEST TEN COUNTY BUDGET COMPARISONS FOR THE PRIOR YEAR

The *Colorado's Largest Ten County Budget Comparison for the Prior Year* is a collection of data and graphs produced by the ten largest counties in Colorado. The data is based on adopted budgets, as provided by participating counties. Budget information is readily available to all citizens in each county. This compilation helps identify similarities and differences between participating counties. It is important to note that these are not exact comparisons. Therefore, further investigation and analysis is required to make comparisons.

Out of Colorado's largest ten counties Weld County compares as follows:

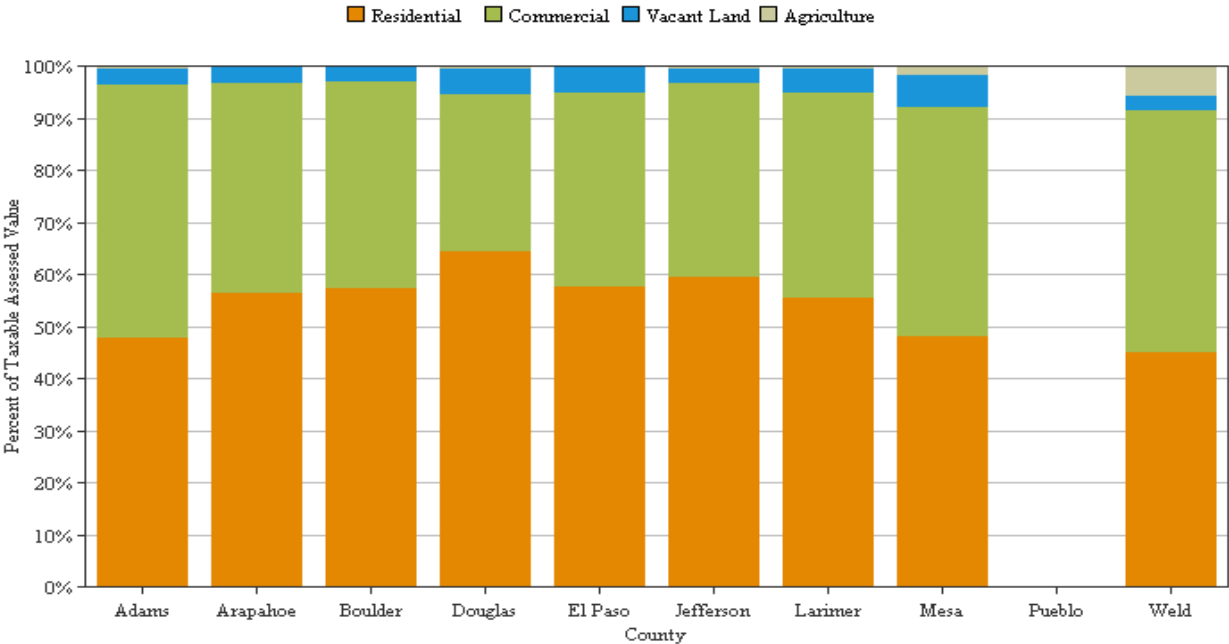
- Largest county geographically at 3,999 square miles
- Ranks eight in population with a population of 263,746
- Weld County is the only large county with NO sales tax
- Weld County is the only large county with NO debt
- Weld County has the eighth lowest mill levy at 16.804 mills
- Weld County ranks fourth lowest in budget amount per capital at \$900.94
- In per capital for local tax costs Weld County per residential parcel ranks third lowest at \$192.51
- Weld County ranks seventh lowest in total FTE at 1,369

Population Distribution



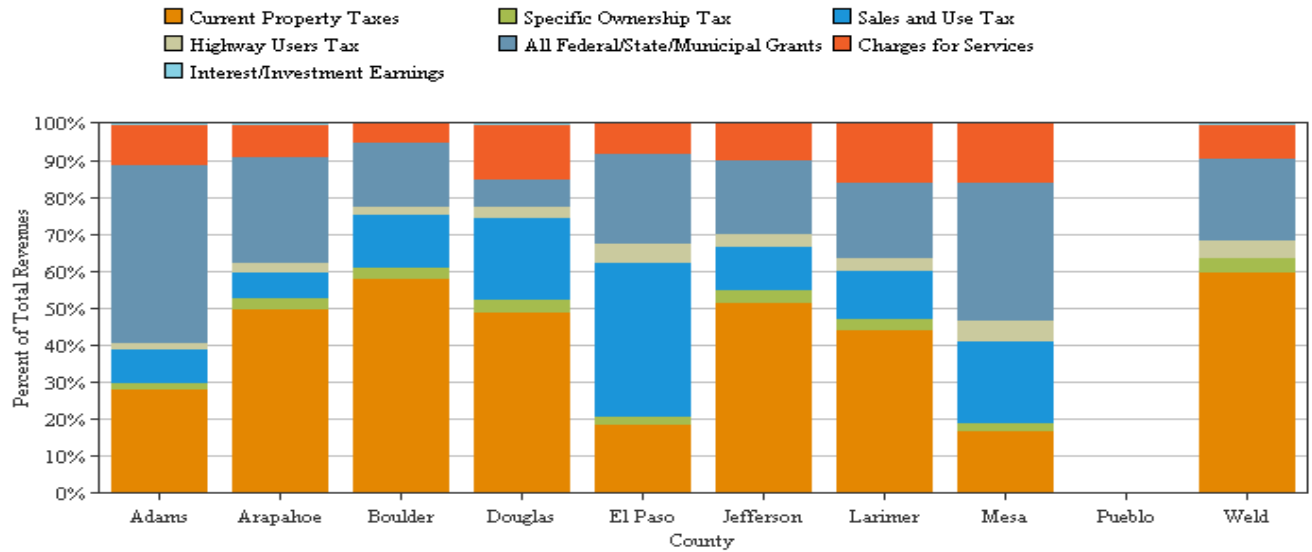
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Total Population	475,956	614,068	309,875	303,339	666,500	546,653	322,437	151,304	0	263,746
Unincorporated Population	90,092	89,593	44,837	177,415	176,000	191,999	68,740	70,950	0	43,776

Taxable Assessed Value by Type



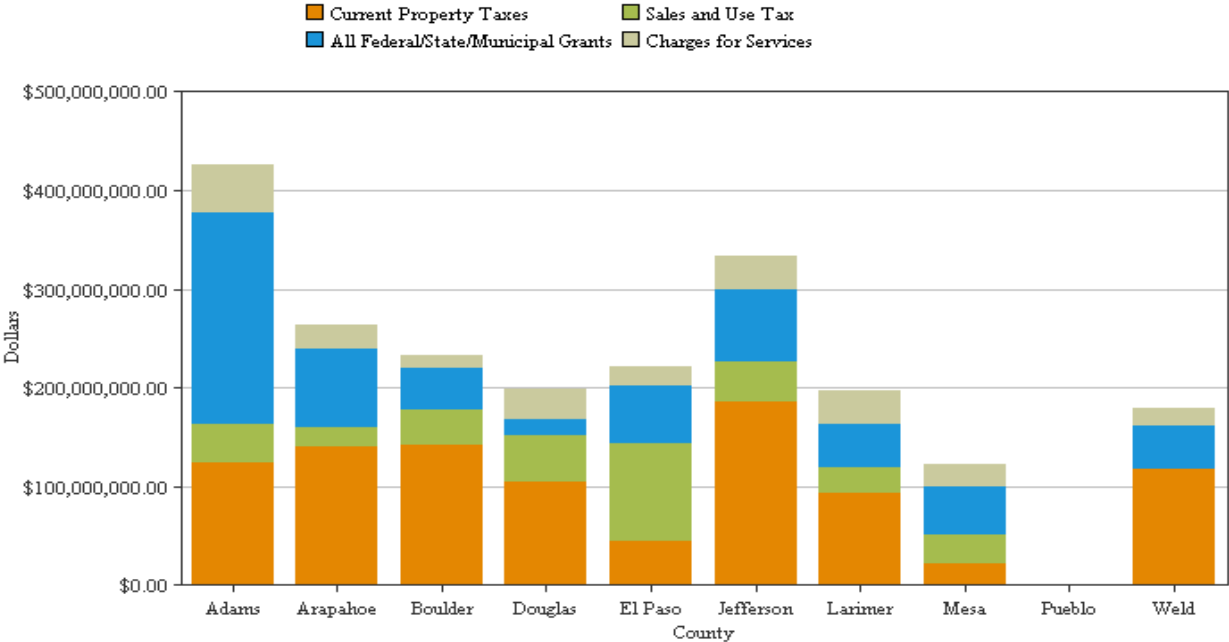
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Residential	1,968	3,783	3,171	2,697	3,491	4,123	2,266	735	0	1,125
Commercial	1,984	2,696	2,182	1,262	2,259	2,578	1,610	675	0	1,161
Vacant Land	124	192	152	213	291	187	184	92	0	67
Agriculture	25	14	14	17	13	33	20	27	0	141

Revenue Sources



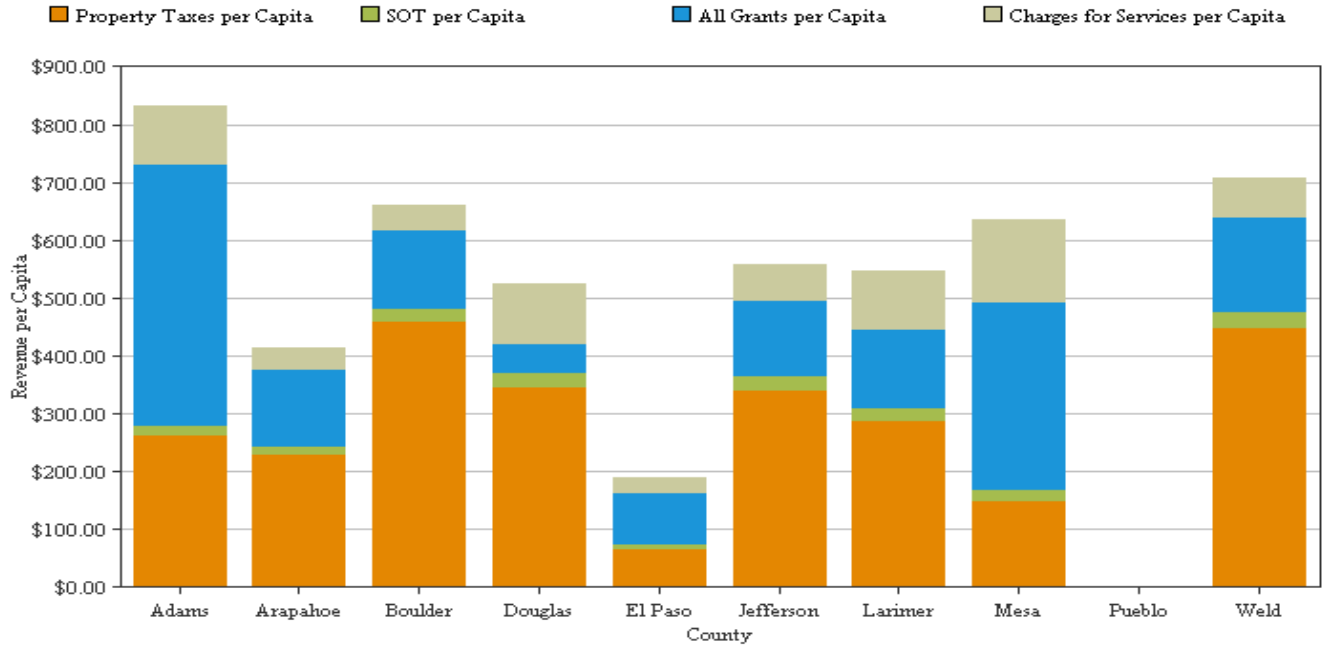
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Current Property Taxes	27.9%	49.6%	57.9%	48.6%	18.5%	51.2%	43.9%	16.8%	0.0%	59.7%
Specific Ownership Tax	1.9%	3.1%	2.9%	3.5%	2.0%	3.6%	3.1%	2.2%	0.0%	3.7%
Sales and Use Tax	8.7%	6.7%	14.4%	22.2%	41.9%	11.5%	12.8%	21.9%	0.0%	0.0%
Highway Users Tax	1.8%	2.9%	2.3%	3.2%	4.9%	3.7%	3.5%	5.6%	0.0%	4.8%
All Federal/State/Municipal Grants	48.2%	28.4%	17.1%	7.0%	24.5%	19.9%	20.6%	37.1%	0.0%	21.8%
Charges for Services	10.9%	8.7%	5.3%	15.0%	8.4%	9.7%	15.7%	16.2%	0.0%	9.2%
Interest/Investment Earnings	0.5%	0.7%	0.2%	0.6%	0.0%	0.4%	0.4%	0.1%	0.0%	0.7%

Primary Sources of Revenues



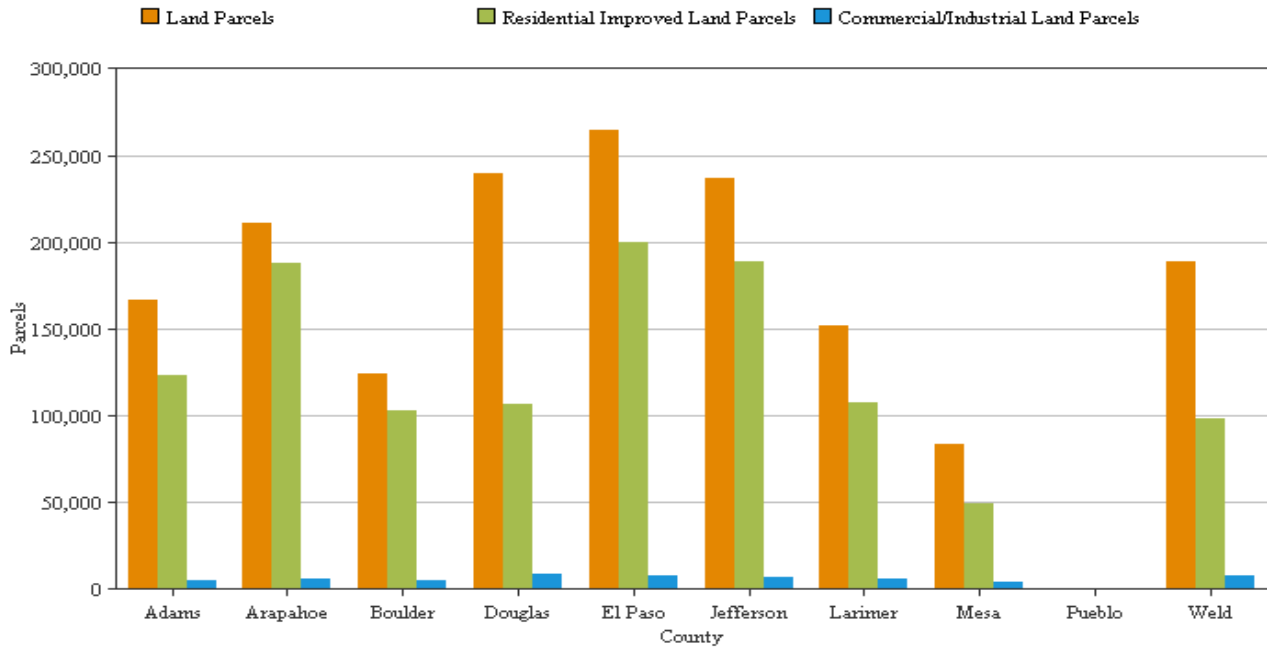
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Current Property Taxes	\$124,266,000	\$140,520,000	\$142,057,000	\$104,525,000	\$44,060,000	\$185,217,000	\$92,856,000	\$22,278,000	\$0	\$117,874,000
Sales and Use Tax	\$38,899,000	\$18,976,000	\$35,268,000	\$47,710,000	\$99,769,000	\$41,729,000	\$27,036,000	\$29,055,000	\$0	\$0
All Federal/State/Municipal Grants	\$214,821,000	\$80,332,000	\$42,067,000	\$15,011,000	\$58,332,000	\$71,987,000	\$43,507,000	\$49,285,000	\$0	\$43,016,000
Charges for Services	\$48,593,000	\$24,629,000	\$13,071,000	\$32,179,000	\$19,915,000	\$35,189,000	\$33,295,000	\$21,502,000	\$0	\$18,218,000

Primary Revenue Sources (Normalized to Population)



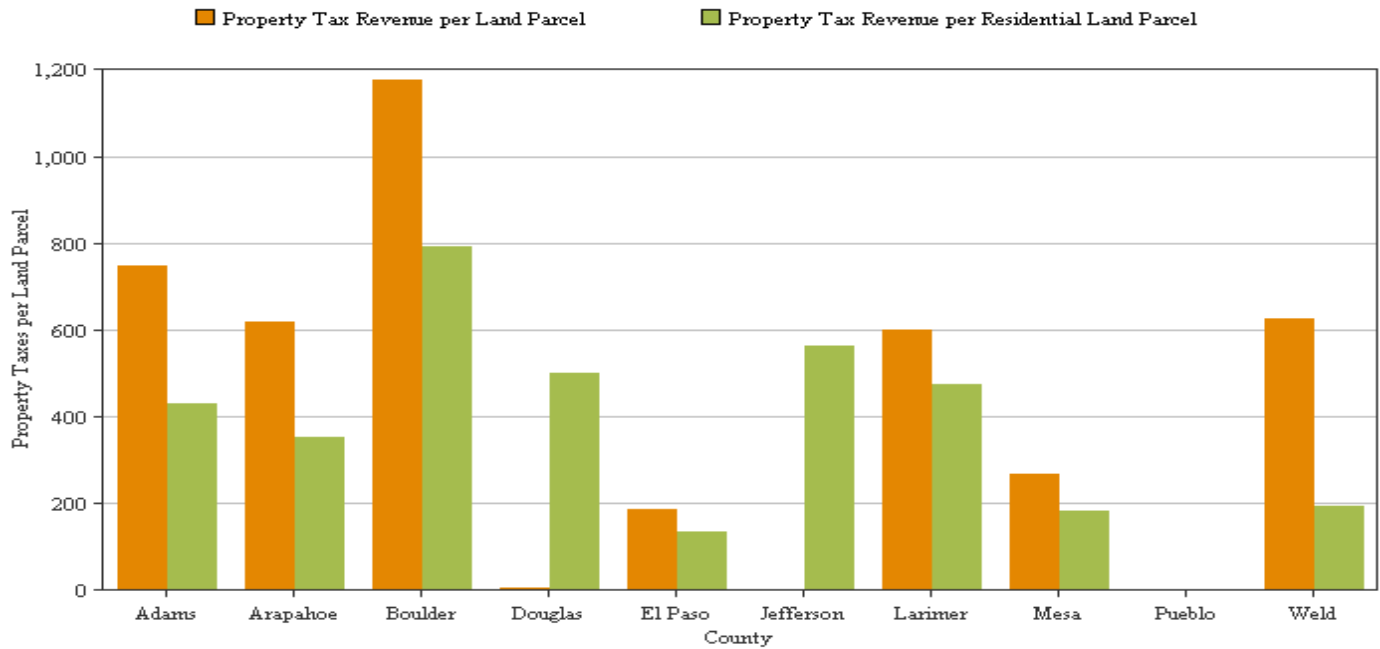
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Property Taxes per Capita	\$261.09	\$228.83	\$458.43	\$344.58	\$ 66.11	\$338.82	\$287.98	\$147.24	\$ 0.00	\$446.92
SOT per Capita	\$ 18.22	\$ 14.44	\$ 22.75	\$ 24.48	\$ 7.01	\$ 23.98	\$ 20.30	\$ 19.66	\$ 0.00	\$ 27.68
All Grants per Capita	\$451.35	\$130.82	\$135.75	\$ 49.49	\$ 87.52	\$131.69	\$134.93	\$325.73	\$ 0.00	\$163.10
Charges for Services per Capita	\$102.10	\$ 40.11	\$ 42.18	\$106.08	\$ 29.88	\$ 64.37	\$103.26	\$142.11	\$ 0.00	\$ 69.07

Parcel Counts



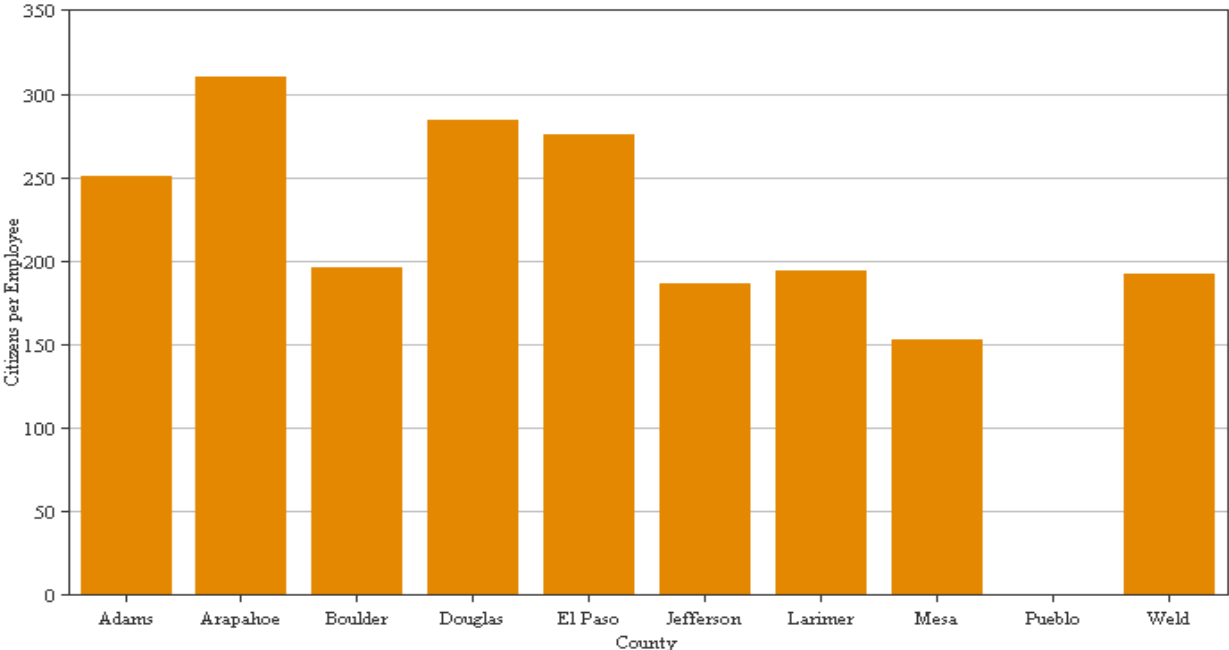
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Land Parcels	166,827	210,496	124,337	239,150	264,019	236,592	151,679	83,320	0	188,738
Residential Improved Land Parcels	122,772	187,504	102,654	106,362	200,009	188,692	107,295	49,774	0	98,200
Commercial/Industrial Land Parcels	4,794	6,248	4,977	8,626	7,670	6,992	5,808	4,060	0	7,506

Property Tax per Parcel



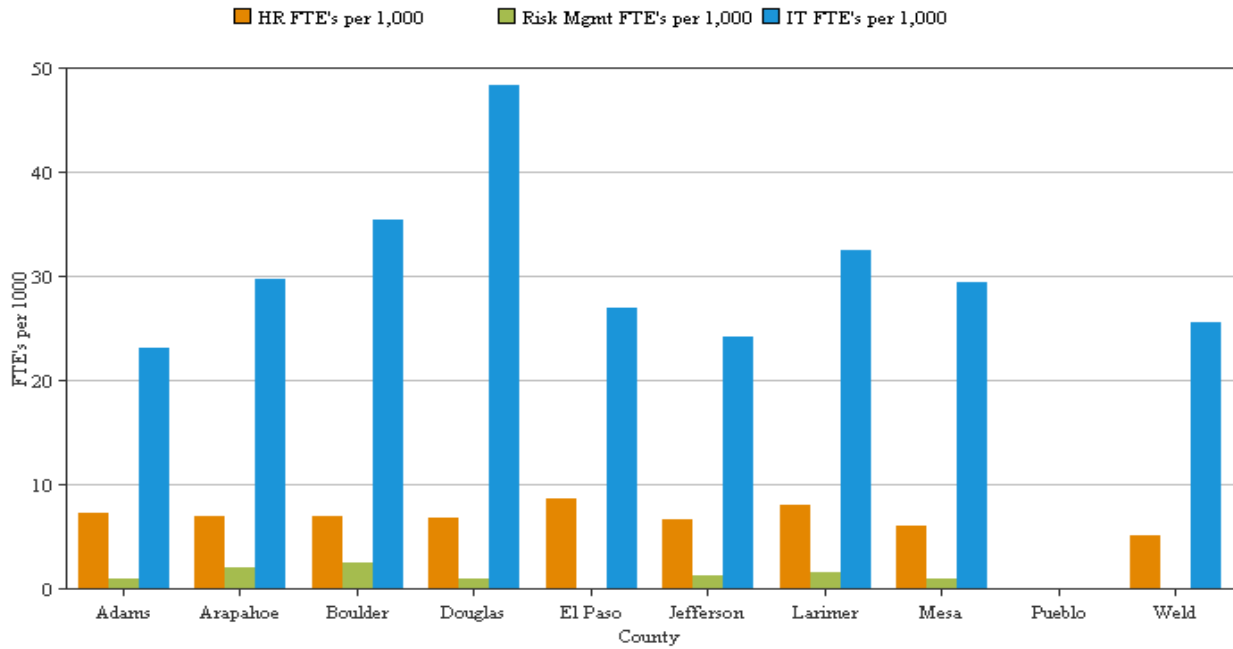
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Property Tax Revenue per Land Parcel	\$ 748.42	\$ 619.53	\$ 1,176.24	\$ 3.87	\$ 185.38	\$ 0.00	\$ 601.05	\$ 267.33	\$ 0.00	\$ 624.57
Property Tax Revenue per Residential Land Parcel	\$ 430.41	\$ 351.84	\$ 790.63	\$ 501.41	\$ 135.53	\$ 564.75	\$ 475.76	\$ 181.14	\$ 0.00	\$ 192.51

Citizens Served per County Employee



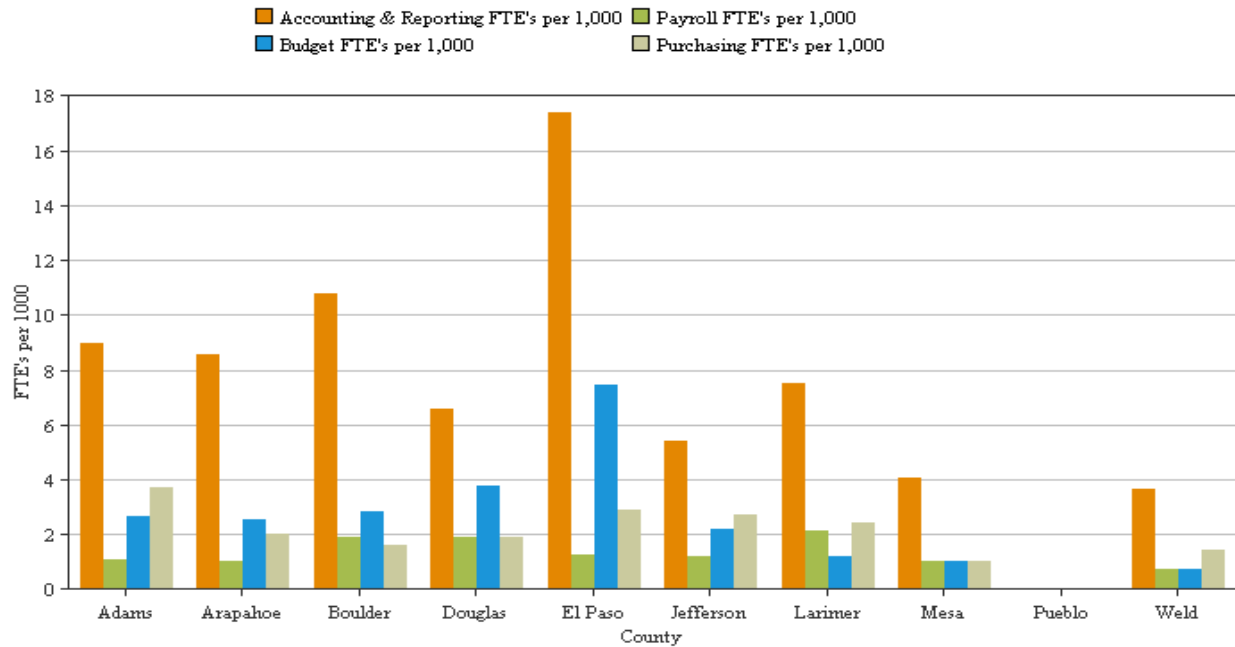
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Citizens Served per Employee	251	310	196	285	276	186	194	153	0	193

Support Functions per 1,000 Employees



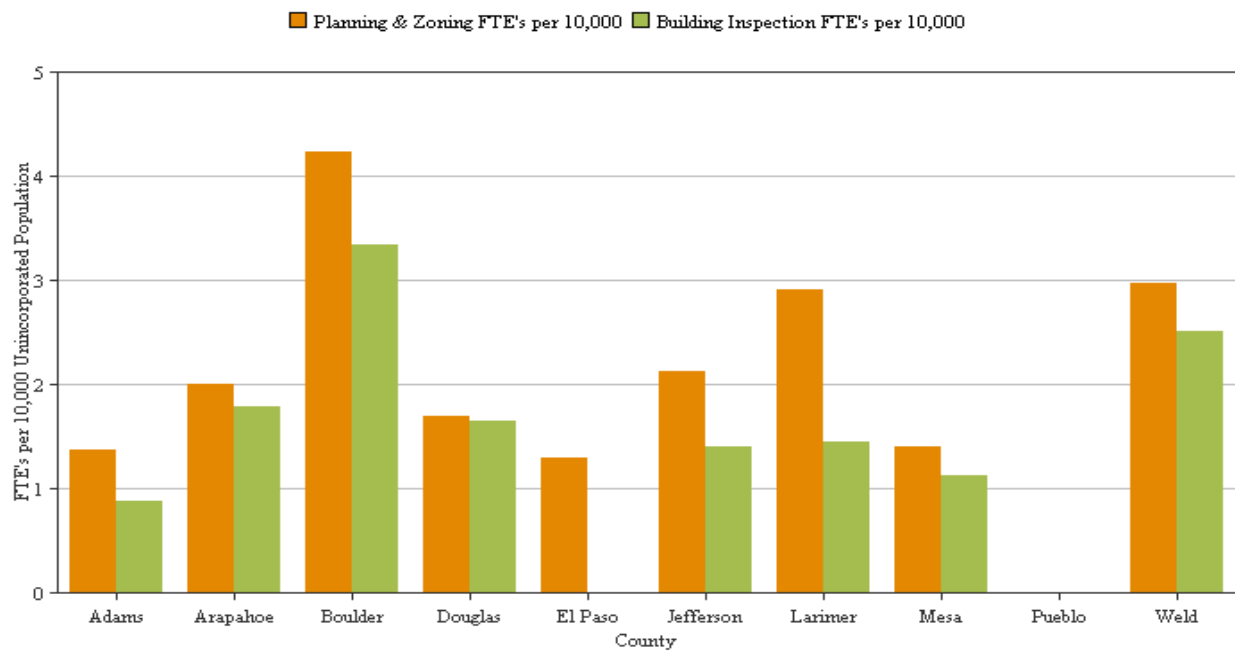
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
HR FTE's per 1,000	7.4	7.1	7.0	6.8	8.7	6.6	8.1	6.1	0.0	5.1
Risk Mgmt FTE's per 1,000	1.1	2.0	2.5	0.9	0.0	1.4	1.7	1.0	0.0	0.0
IT FTE's per 1,000	23.2	29.8	35.4	48.3	26.9	24.2	32.5	29.4	0.0	25.6

Finance Support Functions per 1,000 Employees



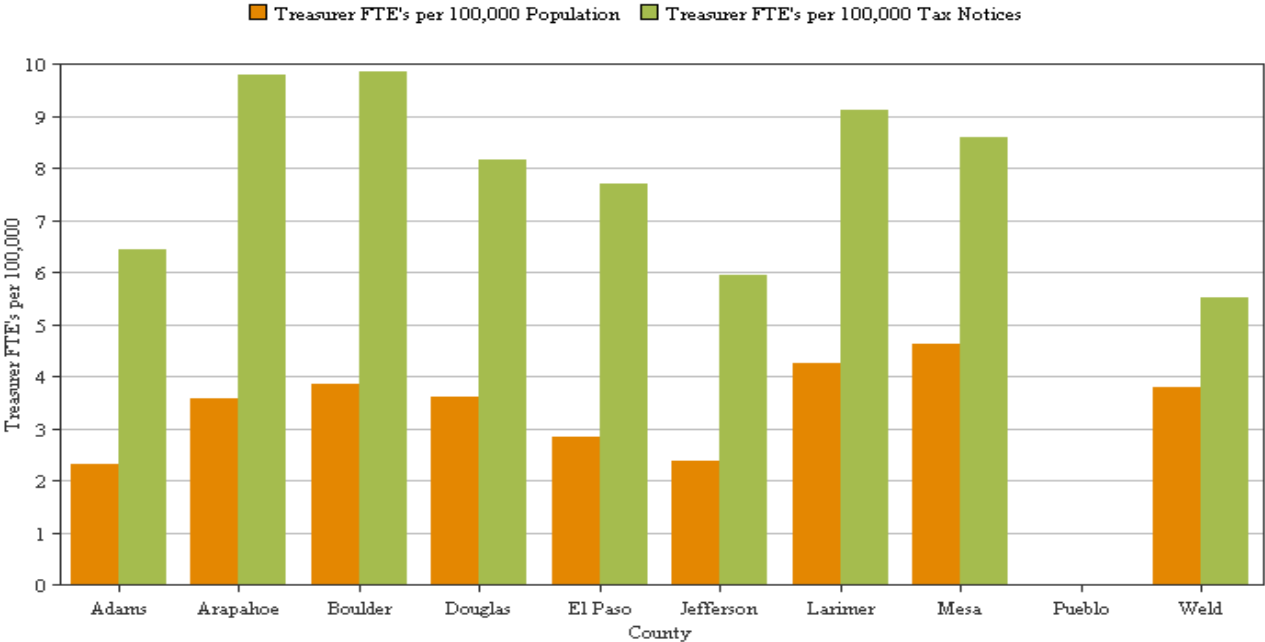
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Accounting & Reporting FTE's per 1,000	9.0	8.6	10.8	6.6	17.4	5.4	7.5	4.1	0.0	3.7
Payroll FTE's per 1,000	1.1	1.0	1.9	1.9	1.2	1.2	2.1	1.0	0.0	0.7
Budget FTE's per 1,000	2.6	2.5	2.8	3.8	7.5	2.2	1.2	1.0	0.0	0.7
Purchasing FTE's per 1,000	3.7	2.0	1.6	1.9	2.9	2.7	2.4	1.0	0.0	1.5

Planning & Zoning and Building Inspection FTE per 10,000 Unincorporated Population



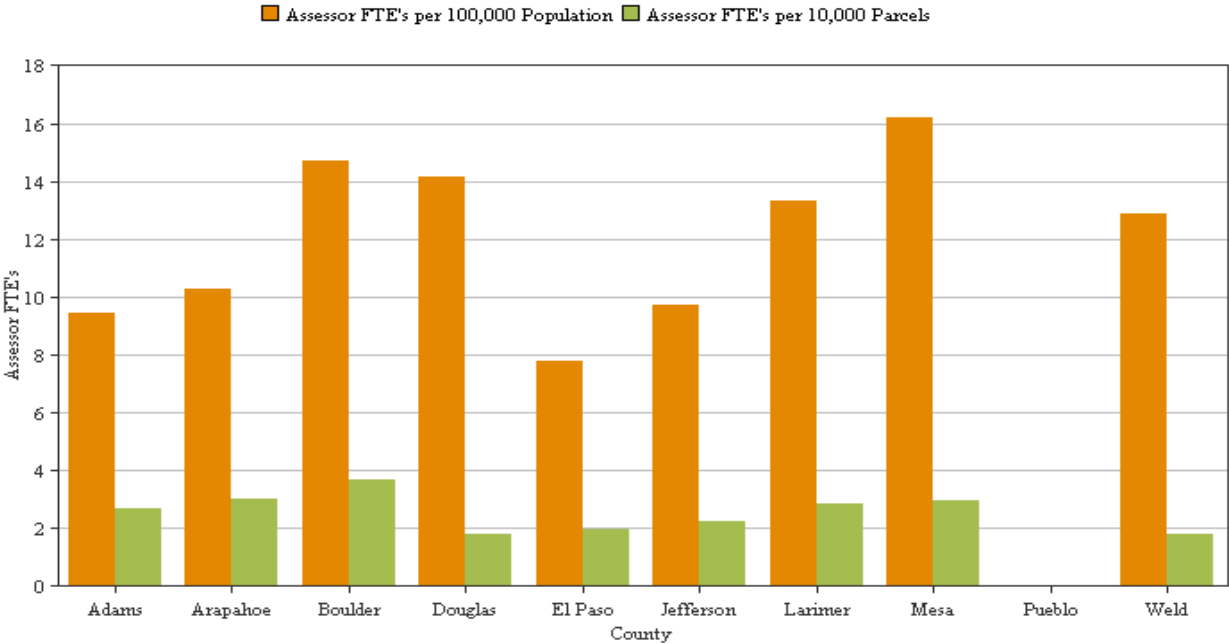
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Planning & Zoning FTE's per 10,000	1.4	2.0	4.2	1.7	1.3	2.1	2.9	1.4	0.0	3.0
Building Inspection FTE's per 10,000	0.9	1.8	3.3	1.6	0.0	1.4	1.5	1.1	0.0	2.5

Treasurer FTE per 100,000 Population/100,000 Tax Notices



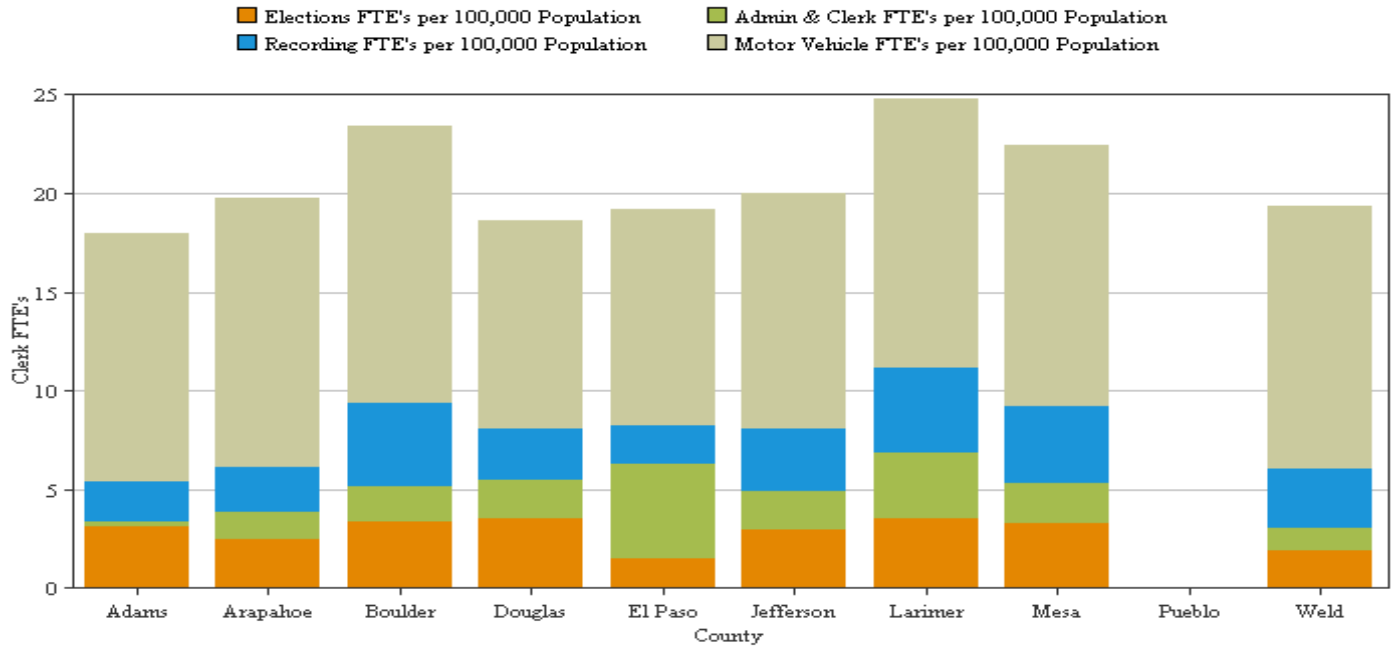
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Treasurer FTE's per 100,000 Population	2.3	3.6	3.9	3.6	2.9	2.4	4.2	4.6	0.0	3.8
Treasurer FTE's per 100,000 Tax Notices	6.4	9.8	9.9	8.2	7.7	6.0	9.1	8.6	0.0	5.5

Assessor FTE per 100,000 Population/10,000 Parcels



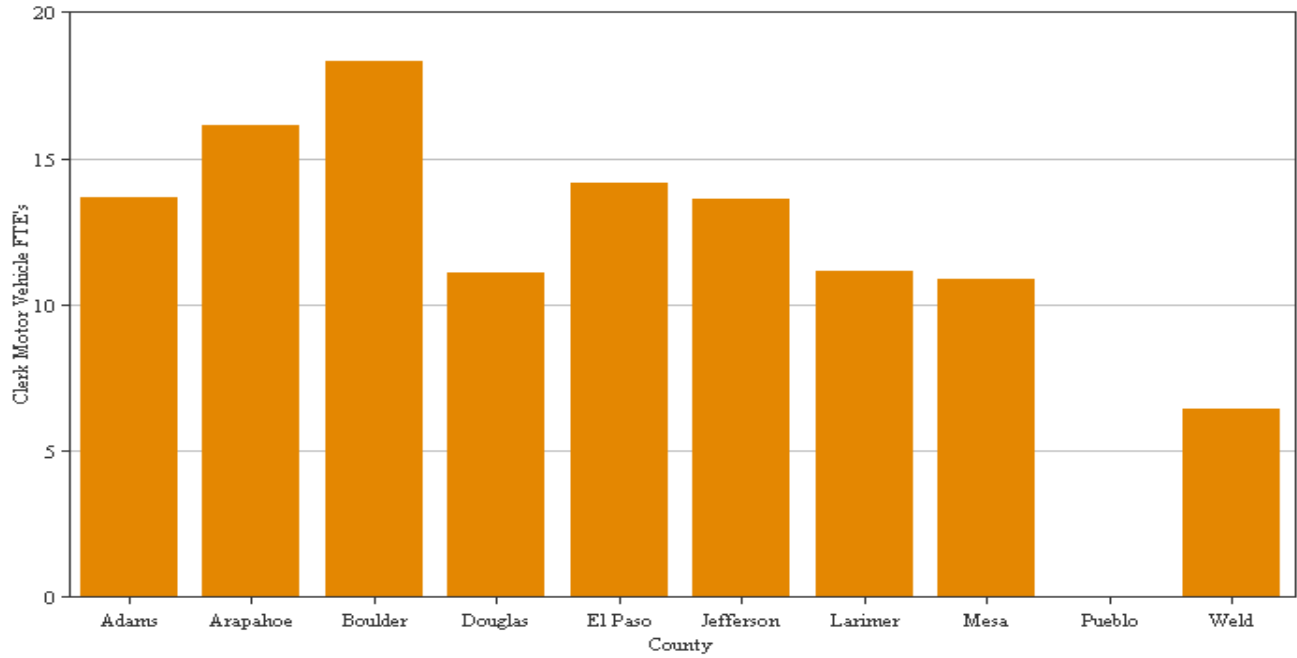
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Assessor FTE's per 100,000 Population	9.5	10.3	14.7	14.2	7.8	9.7	13.3	16.2	0.0	12.9
Assessor FTE's per 10,000 Parcels	2.7	3.0	3.7	1.8	2.0	2.2	2.8	2.9	0.0	1.8

Clerk & Recorder FTE per 100,000 Population



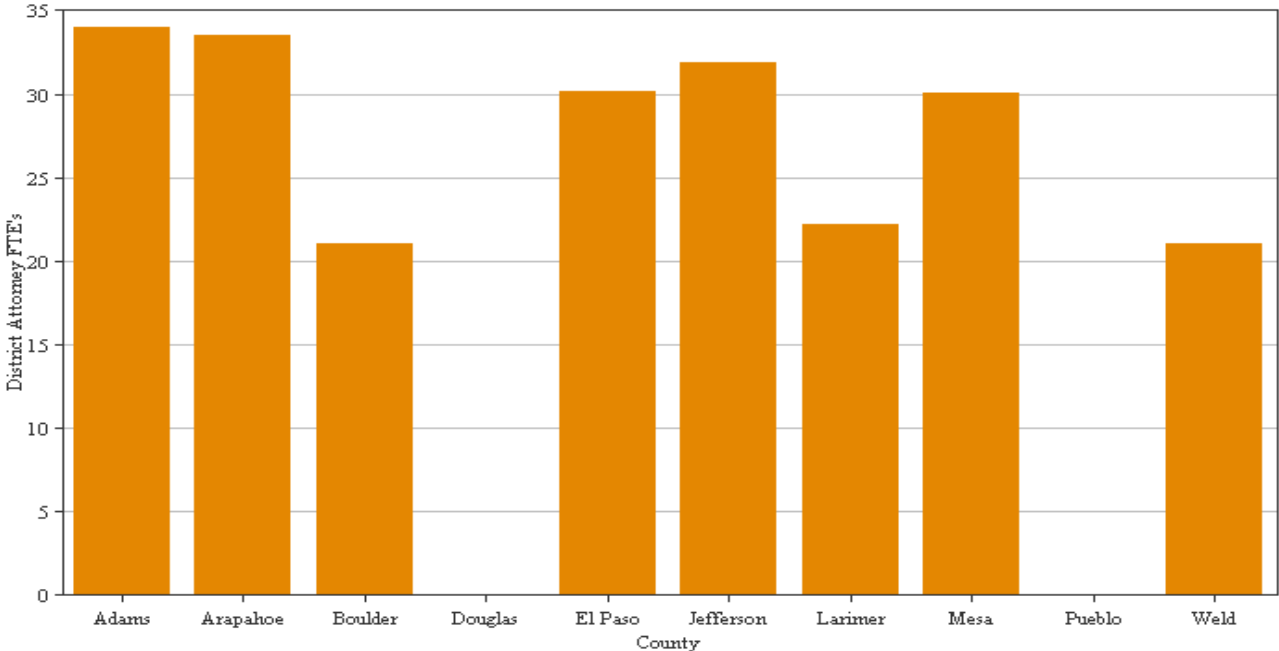
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Elections FTE's per 100,000 Population	3.2	2.4	3.4	3.5	1.5	2.9	3.6	3.3	0.0	1.9
Admin & Clerk FTE's per 100,000 Population	0.2	1.4	1.8	1.9	4.8	2.0	3.3	2.0	0.0	1.1
Recording FTE's per 100,000 Population	2.0	2.3	4.2	2.6	2.0	3.1	4.3	4.0	0.0	3.0
Motor Vehicle FTE's per 100,000 Population	12.6	13.7	14.0	10.5	11.0	12.0	13.6	13.2	0.0	13.3

Clerk Motor Vehicle FTE per 100,000 Vehicle Registrations



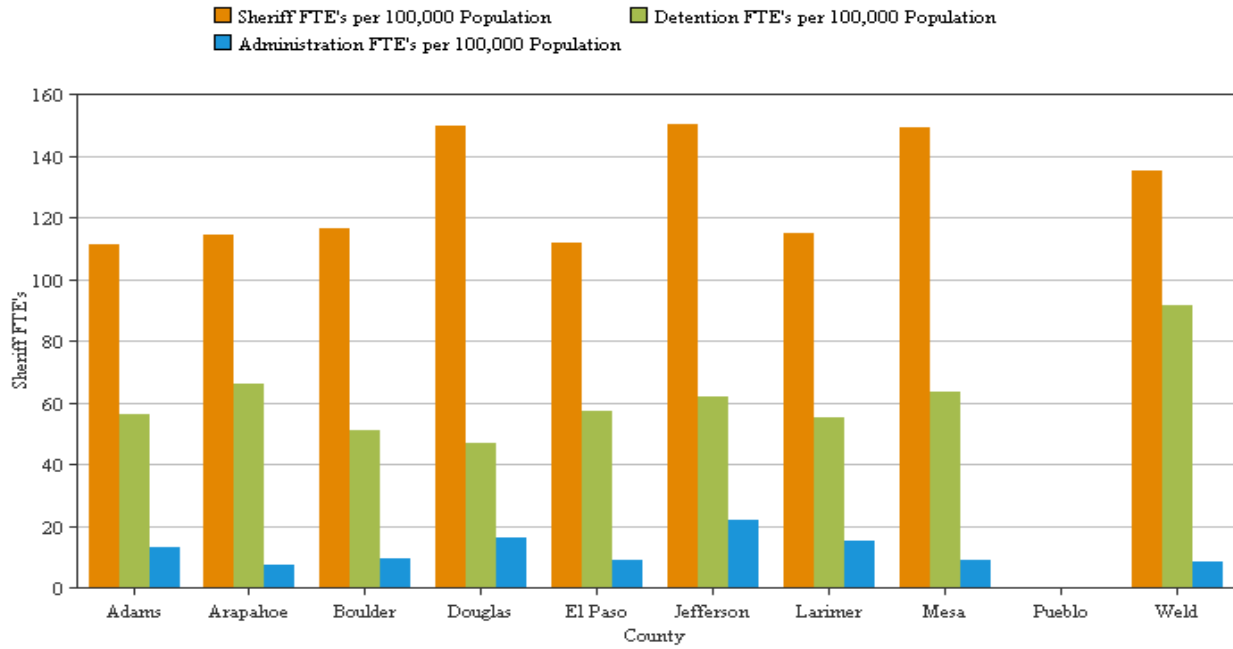
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Clerk Motor Vehicle FTE per 100,000 Vehicle Registrations	13.6	16.2	18.3	11.1	14.2	13.6	11.2	10.9	0.0	6.4

District Attorney FTE per 100,000 Population



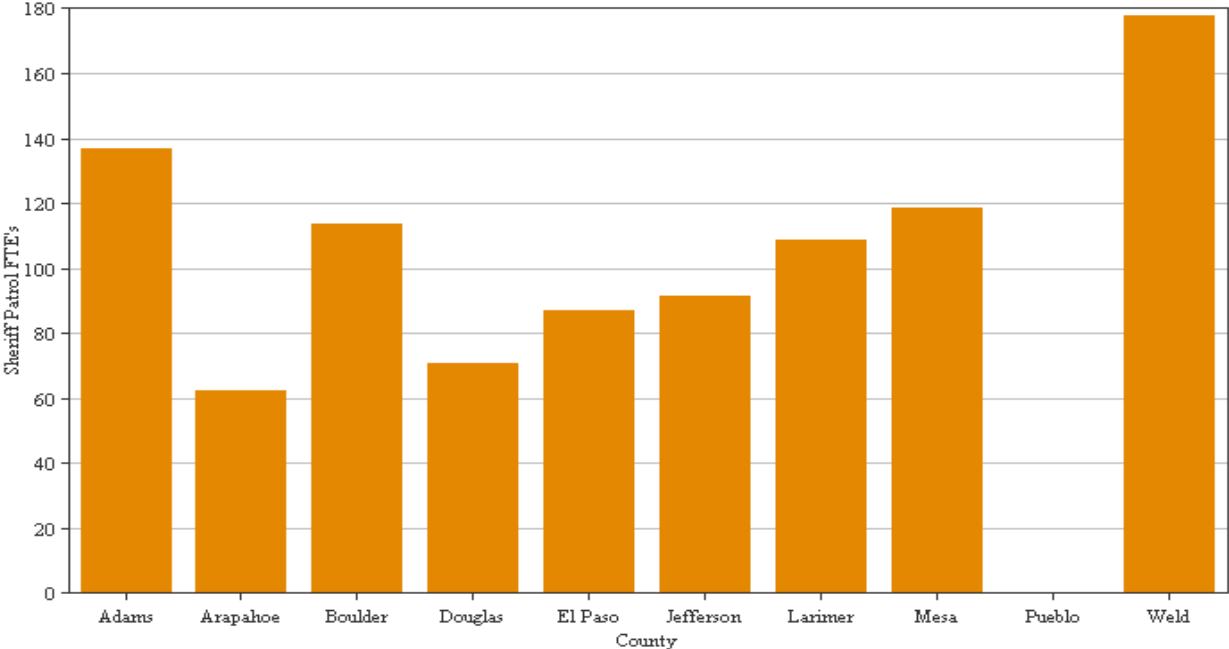
	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
District Attorney FTE's per 100,000 Population	34.0	33.5	21.0	0.0	30.2	31.9	22.2	30.1	0.0	21.1

Sheriff Office FTE per 100,000 Population



	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Sheriff FTE's per 100,000 Population	111.3	114.3	116.5	149.8	111.9	150.5	115.2	149.4	0.0	135.1
Detention FTE's per 100,000 Population	56.4	66.4	51.3	47.1	57.5	61.8	55.5	63.4	0.0	91.8
Administration FTE's per 100,000 Population	13.4	7.3	9.6	16.5	8.9	22.2	15.2	9.3	0.0	8.3

Sheriff Patrol FTE per 100,000 Unincorporated Population



	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
Sheriff Patrol FTE's per 100,000 Unincorporated Population	137.1	62.5	113.7	70.7	86.9	91.7	108.7	118.4	0.0	177.6