



2013 FINAL BUDGET

COUNTY OF WELD



STATE OF COLORADO

COUNTY OF WELD

2013

**FINAL
BUDGET MESSAGE**

PRESENTED TO:

WELD COUNTY BOARD OF COMMISSIONERS

Sean P. Conway, Chair

William F. Garcia, Pro-Tem

Barbara Kirkmeyer, Commissioner

David E. Long, Commissioner

Douglas Rademacher, Commissioner

BY THE DIRECTOR OF BUDGET

DONALD D. WARDEN

December, 2012



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GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Weld County
Colorado**

For the Fiscal Year Beginning

January 1, 2012

Linda C. Danison Jeffrey R. Emer

President

Executive Director





DEPARTMENT OF FINANCE AND ADMINISTRATION

PHONE: (970) 356-4000, EXT.4218

FAX: (970) 352-0242

1150 O STREET

P.O. BOX 758

GREELEY, COLORADO 80632

December 12, 2012

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

Board Members:

The Weld County 2013 Proposed Budget for operations and capital outlay totals a gross amount of \$202,022,719 with a net of \$197,840,986 when interfund transfers are excluded. The Internal Service Funds total an additional \$28,979,772. The budget has been prepared in accordance with your directives developed during the budget process. The budget is funded with revenue estimates of \$112,341,275, anticipated fund balances of \$85,330,000, and the maximum allowed property tax under Amendment One (TABOR) and the Weld County Home Rule Charter of \$107,816,616.

2013 BUDGET HIGHLIGHTS

- Assessed value increased 20% or \$1.055 Billion primarily from oil and gas production.
- Implementation of the *Strategic Investment Plan for the Future of Weld County*.
- Funding of innovation and technology projects identified.
- Funding the oil and gas revenue fluctuation reserve in the Contingency Fund.
- Implementation of recommendations from the Technology Assessment Study.
- Paramedic Service transferred to NCMC, Inc. and Banner Health mid-2012.
- Open new Regional Crime Lab.
- Add a SO Deputy Sheriff position for fugitive transports, and one for fugitive warrants.
- Addition of two additional Planner II positions to accommodate new development.

- Funding a Haul Route Program (HARP) to improve county roads impacted by the energy industry due to new oil and gas drilling exploration for a third year.
- Beginning of Phase I of three phases of WCR 49 improvements.
- Mini-bus transportation service terminated mid-2012.
- Fund current and past administrative costs of the Weld County Retirement Plan.
- Hiring of a Communications Director and Communications Technician.
- Implementation of a radio replacement program in capital improvement plan.
- The Weld County Regional Communications Center (WCRCC) will move to a new organizational structure with Weld County operating the WCRCC and dispatching all public safety agencies in the county, except City of Greeley Police and Fire, which will be dispatched by Greeley staff from the new back-up communications center.

FINANCIAL PLAN

ECONOMIC CONDITIONS AND OUTLOOK

The U.S. economy continues to build momentum, but challenges lie ahead. Most sectors of the economy are improving, but growth is moderate as the economy works through damage done by the financial crisis and uncertainty about international economic conditions. The job market is improving, which is boosting personal income and consumption. The industrial, manufacturing, and construction industries are gradually improving, and the real estate market is starting to stabilize as the supply of homes for sale is starting to match the demand for homes. The overall outlook for the national economy is for continued growth, although the recovery is expected to be more constrained than previous recoveries.

The recovery in Colorado's economy is strengthening. Recent gains in the labor market signal that the economy, which only a few months ago was feared to be nearing recession, has not only stabilized but its recovery has gained a solid foothold and is more resilient than previously thought. However, growth will remain below the long run potential, weighed down by concerns about the global economy, high levels of consumer debt, rising gasoline prices, and continuing imbalances in the real estate and credit markets.

Pockets of the state have enjoyed a strong economic recovery. Employment increased at strong rates in Weld County and the southwest mountain region as a result of increased activity in the oil industry. Increasing agriculture prices have driven growth in ranch and farm income, boosting consumer spending and economic health on the eastern plains, the San Luis Valley, on the western slope, and in the northern region of the state. The Boulder area is enjoying strong growth in software publishing and economic activity in the Metro Denver and Pueblo regions is strengthening gradually. Meanwhile, the economy in the Colorado Springs region is showing only weak signs of recovery. In addition, the economy is struggling in portions of the western region as a result of slowing activity in the natural gas industry.

The two-year old recovery in Colorado's labor market is gaining momentum. Colorado lost 151,600 jobs, or 6.4 percent of its job base, between the pre-recession peak in April 2008, and the cyclical low in January 2010. During the two years between then and January 2012, Colorado added 75,600 jobs. Total nonfarm employment increased 1.5 percent in 2011, after increasing 0.8 percent in 2010. The unemployment rate fell from a high of 9.0 percent in

November 2010, to 8.0 percent in September 2012. Weld County's unemployment rate, in September 2012, was 7.9 percent.

Consumers in Colorado continue to increase their spending, but remain cautious. Consumers remain cautious as a result of an uncertain global economy, continued high unemployment, decreasing real wages and salaries, and rising food and gasoline prices. Colorado's housing market continues to slowly recover and is showing signs of stabilizing. Although many homeowners are still unable to sell their homes because home values are lower than their outstanding mortgages, home vacancies and foreclosures continue to place downward pressure on prices, and lending institutions continue to work through the administrative and financial aftermath of the housing crisis. Consumers are having difficulties getting home loans approved because of tight lending standards and uncertainty among banks and appraisers about home values. Although markets have begun to improve in localized areas around the state, recovery in the overall housing market is being stalled by uncertainty in the economy and slow employment growth.

In summary, Colorado's recovery continues to move forward. Employment growth gained momentum and consumers increased spending. In addition, the agriculture and energy industries are expected to continue the boost in growth through the forecast period. These positive trends will be constrained, however, by the housing market, tight credit conditions, and the financial markets.

Energy drilling activity has continued to boom in Weld County due to the continued high price of oil and new drilling technologies. Nationally, the price of oil has remained around \$80-90 per barrel, climbing to nearly \$110 per barrel during periods of the year. The activity by Andarko Petroleum within the Niobrara shale formation in the Wattenberg field continues apace. The company plans to be operating seven rigs in this formation by the end of year, and now estimates it will drill 160 horizontal wells in 2012, up from 40 in 2011.

The recovery in the economy of the northern region of Colorado, which has been among the strongest in the state, maintained its pace through 2012. Employment is up in both major urban areas within the region and the unemployment rate dropped in the last few months of the year. Regional gains in consumer spending remain above the statewide average, with gains especially strong in Weld County. The residential construction industry remains strong in the Fort Collins-Loveland area and is holding its own in Greeley. Accelerating oil exploration activity in the Wattenberg field, as evidenced by the increased number of drilling rigs operating locally, brings further reason for economic optimism. The accelerating oil and gas exploration will also boost the assessed value for property tax revenues in Weld County in 2013 and 2014.

FOR THE FUTURE

Although the financial health of Weld County government is currently excellent, it is important to look to the future issues, possible problems, and alternative solutions to these problems. Besides the traditional role of budgeting to responsibly manage available current year funding, there must be a continued emphasis of long-term planning, recognition of the cumulative effect of individual decisions, an awareness of changing realities, flexibility, citizen input in setting priorities, and a focus of goals and objectives consistent with the core services philosophy and Mission Statement.

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* is 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 time frame of the analysis is 2012-2016.

However, it is anticipated the same property tax revenue trend will most likely continue beyond 2016, if there is no significant change in the world economy, energy industry, or government regulations.

In November, 2011, an announcement from Anadarko Petroleum Corporation stated that results from early drilling indicate that the company could produce the equivalent of 500 million to 1.5 billion barrels of oil, natural gas liquids, and natural gas from the Niobrara formation within the Wattenberg Field boundaries located in Weld County. Anadarko plans to drill 160 horizontal wells in the area, in 2012, and could eventually drill 1,200 to 2,700 wells in the area. The production of the oil by Anadarko and other energy firms will add jobs in the county and bolster property tax and severance taxes to record levels. Potential output of 55 million barrels a year from Anadarko's 350,000 acres in the Wattenberg Field would almost triple the current production of oil in Colorado. Besides direct production from the oil and gas industry, there are anticipated other economic spin-offs which will add jobs and investments resulting in increases to the county's total assessed value.

Based upon information from the Colorado Oil and Gas Association, the increased oil and gas activity will result in about 400 new wells in Weld County in the next two years. Weld County has about 40 percent of the wells in Colorado. The Colorado Oil and Gas Association indicates the industry should be steady and strong but the infrastructure is not in place for a huge 'oil boom'. The region's infrastructure is nearing capacity at more than 90 percent of its use for pipelines and refineries. Although current infrastructure will constrain the development of the Niobrara formation, there is much room for growth in Weld County; therefore, property tax revenue will increase.

With the continued increase in oil and gas production in Weld County, the resulting increase in the property tax base raises some significant public policy decisions regarding how to financially manage the increased property tax base. When a tax base increases, a typical local jurisdiction may look at the obvious public policy options of spending more through expansion of services and growth of government, lowering the property tax to all taxpayers, or a combination of the two. To be fiscally responsible and consistent with Weld County's fiscally conservative nature that has resulted in a legacy of Weld County having no debt, a creative option should be developed. The creative option is 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. If the projected energy production figures materialize, eventually, even with the long term investment strategy with the Weld County Home Rule Charter five percent property tax limitation and TABOR limitation, lower property tax rates will result for all taxpayers in Weld County. However, until the Home Rule Charter and TABOR tax limitation are reached, an opportunity to implement the long term strategy of investment will exist.

In examining the public policy options, the first is to spend more and expand government. This option is contrary to the corporate culture that has been developed within Weld County government since the passage of the Weld County Home Rule Charter in 1976. The second 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.

Another approach is the creative option of 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. In analyzing this option, one needs to examine the difference between spending and investment. In our

personal lives, spending is surrendering money now in order to get some good or service in return. Investing is surrendering money now with the hope of getting a financial return later on, and winding up with more money in the end. Most often when a local government wants to invest in a long-term project or capital assets the local government must incur long-term debt for short-term gains. Weld County is in the fortunate position that it has no long-term debt and, with the anticipated growth in assessed value from oil and gas production, will have a stable property tax revenue stream to dedicate to a long-term strategy of investment for the future benefit of Weld County citizens without incurring debt or raising taxes. With this approach it may well be said that just as the current and past Boards of Weld County Commissioners have left a legacy of no long-term debt, the current and future Boards of Weld County Commissioners wisely seized the opportunity to use the additional revenues from oil and gas development in Weld County to leave a legacy of having made wise investments in 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 and economic prosperity not only while the energy boom is happening, but also when it eventually ends.

On the downside, employing the investment strategy will require some patience from everyone, because some of the investment in the short-term may be years away before the benefits are evident. The other challenge will be to avoid the temptation to divert away the funds intended for investment for short-term or politically popular purposes, especially in economic bad times. The best strategy for short-term downturns in the future is to make long-term investments now and consistently over time.

The *Strategic Investment Plan for the Future of Weld County*, outlined above, would be funded over the next five years, matching the projected property tax revenues with the investments to be made in the plan. The plan presented here simply demonstrates the merits of the proposed Strategic Investment Plan and the plan's financial feasibility. The actual recommended amounts for each investment strategy will need to be refined by staff and the Commissioners not only initially, but each budget year, to reflect any change in circumstances or priorities. As the Commissioners proceed with the Strategic Investment Plan, there will be a need to develop the details of how the additional resources will be incorporated into the Public Works budget, develop an updated technology long-term plan, plan for staff development, and encourage departments to identify innovative proposals to be considered for funding. The county's public information specialist should develop a communication program for dissemination to the citizens of Weld County explaining Weld County's Strategic Investment Plan, its relationship to the future oil and gas development in the county, and the benefits which will be derived by all Weld County citizens from the plan.

The 2013 budget strategy must couple the *Strategic Investment Plan for the Future of Weld County* with the proven methodologies of dealing with past budgets and looking at future strategic approaches.

GENERAL GOVERNMENT FUNCTIONS

Revenue for general government functions, including General, Special Revenue, Capital Expenditures, Internal Service, and Enterprise Funds, total \$220,157,891 in 2013, an increase of 13.41 percent over 2012, primarily in property taxes, intergovernmental, internal service charges, and miscellaneous revenues. The amount of revenue from various sources and the changes compared to 2012 are shown in the following tabulation:

| Revenue Sources | 2013 Amount | 2013 Percent of Total | 2012 Amount | 2012 Percent of Total | Increase - Decrease from 2012 |
|--------------------------|-----------------------------|--------------------------------------|-----------------------------|--------------------------------------|--|
| Property Taxes | \$107,816,616 | 49.0% | \$90,117,557 | 46.4% | \$ 17,699,059 |
| Other Taxes | 8,310,000 | 3.8% | 8,140,000 | 4.2% | 170,000 |
| Licenses and Permits | 2,866,875 | 1.3% | 2,237,550 | 1.2% | 629,325 |
| Intergovernmental | | | | | |
| Revenues | 48,848,573 | 22.2% | 41,358,545 | 21.3% | 7,490,028 |
| Charges for Services | 5,800,931 | 2.6% | 5,332,890 | 2.7% | 468,041 |
| Paramedic Fees | 0 | 0% | 6,230,000 | 3.2% | -6,230,000 |
| Miscellaneous Revenue | 11,518,124 | 5.2% | 8,537,353 | 4.4% | 2,980,771 |
| Fee Accounts | 8,777,000 | 4.0% | 8,317,000 | 4.3% | 460,000 |
| Internal Service Charges | <u>26,219,772</u> | <u>11.9%</u> | <u>23,858,514</u> | <u>12.3%</u> | <u>2,361,258</u> |
| TOTAL | <u>\$220,157,891</u> | <u>100.0%</u> | <u>\$194,129,409</u> | <u>100.0%</u> | <u>\$26,028,482</u> |

Expenditures by function for the General, Special Revenue, Capital Expenditures, Internal Services, and Enterprise Funds total \$226,820,758 for 2013, which is an increase of 11.42 percent over 2012. The amounts by function and the increase over 2012 are as follows:

| Expenditure Sources | 2013 Amount | 2013 Percent of Total | 2012 Amount | 2012 Percent of Total | Increase - Decrease from 2012 |
|----------------------------|------------------------------|--------------------------------------|------------------------------|--------------------------------------|--|
| General Government | \$ 31,876,971 | 14.1% | \$ 29,603,298 | 14.5% | \$ 2,273,673 |
| Social Services | 28,997,045 | 12.8% | 26,697,167 | 13.1% | 2,299,878 |
| Road and Bridge | 41,793,329 | 18.4% | 32,570,248 | 16.0% | 9,223,081 |
| Public Safety | 45,569,221 | 20.0% | 41,627,280 | 20.4% | 3,941,941 |
| Human Services | 8,145,633 | 3.6% | 7,344,889 | 3.6% | 800,744 |
| Health | 8,900,673 | 3.9% | 8,371,193 | 4.1% | 529,480 |
| Capital | 7,600,000 | 3.4% | 7,600,000 | 3.7% | 0 |
| Public Works | 2,575,851 | 1.1% | 1,972,097 | 1.0% | 603,754 |
| Contingency | 12,000,000 | 5.3% | 14,000,000 | 6.9% | -2,000,000 |
| Miscellaneous | 9,047,609 | 4.0% | 699,591 | 0.3% | 8,348,018 |
| Culture and Recreation | 935,807 | 0.4% | 885,876 | 0.4% | 49,931 |
| Auxiliary | 398,847 | 0.2% | 419,705 | 0.2% | -20,858 |
| Paramedic Services | 0 | 0% | 6,176,979 | 3.0% | -6,176,979 |
| Internal Services | <u>28,979,772</u> | <u>12.8%</u> | <u>25,608,514</u> | <u>12.6%</u> | <u>3,371,258</u> |
| TOTAL | <u>\$ 226,820,758</u> | <u>100.0%</u> | <u>\$ 203,576,837</u> | <u>100.0%</u> | <u>\$ 23,243,921</u> |

Enterprise Operations: The County's only enterprise operation was the Paramedic Service. The Paramedic Service is a county-wide advanced life support emergency medical service. The program is totally supported by fees. The operation was transferred to NCMC, Inc. and Banner Health on May 7, 2012. NCMC, Inc. and Banner Health assumed operational and financial responsibility for the Paramedic Service. The operation will no longer be part of the Weld County budget.

Capital Expenditures Fund: The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2013 program is funded at \$7,600,000, with \$7,200,000 from property tax, \$100,000 from capital expansion fees, and \$300,000 from interest. Anticipated projects include \$800,000 for an equipment storage facility for Public Works, and \$788,000 for special projects. A carry-over beginning fund balance of \$4,340,000 is anticipated, and \$10,352,000 ending reserve fund balance for the future jail expansion (\$7,402,000), Communications System reserve (\$950,000), and Downtown Greeley land reserve (\$2,000,000) is anticipated at the end of 2013.

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 \$192 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 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 2013 is \$1,453,500.

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 2013, 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 16.804, unchanged from last year. The assessed value for the 2013 Budget is \$6,416,128,090, which is up \$1,053,264,680, or 20 percent over last year. The assessed value for vacant land is down \$5.8 million, or 7 percent. Residential is up \$15.7 million, or 1 percent; and commercial property is up \$40.9 million, or 6 percent. Agricultural property is up \$2.9 million, or 2 percent; industrial is up \$61.6 million, or 18 percent; natural resources is down \$0.66 million, or 5 percent; and State assessed property is up \$34.3 million, or 6 percent. The major increase is in oil and gas, up \$942.8 million, or 39 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 \$212.9 million, or 0.9 percent.

Employee Compensation Pay: For the 2013 budget, a salary increase of 2.0 percent to Weld County employees is included. Employees will get step increases for longevity and performance. Health insurance rates are anticipated to go up 12 percent for 2013. 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. Short term disability insurance will replace the sick leave bank. No other benefit changes are anticipated

Fund Balances: County fund balances continue to remain very healthy, with an anticipated \$85,330,000 to begin 2013. 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 \$78,667,133. However, the ending fund balance is actually understated because \$12,000,000 in the Contingency Fund is appropriated, thus not showing up in the ending fund balance figure. The \$12,000,000 is not anticipated to be spent in 2013, 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 2013 budget. All other fund balance amounts are undesignated. With the above projection, ending fund balances should be \$90,667,133. 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 2013 BUDGET

The major factors impacting the 2013 budget continue to be related to the slow economic recovery, 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*.

With economic recovery cautiously returning, it remains challenging to predict 2013 economic growth. However, with Weld County's continuing energy development, population growth and position in regard to affordable housing, it may be only a matter of time before activity begins to rebound. Given these indicators to Weld County's economic growth and recovery, there is reason to be cautiously optimistic about the economic future of Weld County. 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 oil and gas industry continues to invest in Weld County and provide employment opportunities, the renewable-energy sector has softened with the global economic slowdown and falling energy prices. A large solar panel manufacturer in Weld County, Solar Abound, has closed and declared bankruptcy. Vestas employs over 650 employees in Weld County producing wind turbines. Many of the Vestas jobs will be at risk if a federal production tax credit is not extended.

A major impact to the County's budget planning the last three years has been the volatility of the oil and gas assessed values. Oil and gas assessed values for the 2011 budget, due to the drop in commodity prices in 2009, were down over 40 percent over the prior year. However, oil prices in 2010, stabilizing at their historical levels of over \$75 per barrel, resulted in a 46 percent increase in the assessed value for oil and gas for the 2012 budget. For the 2013 budget, oil and gas assessed values are up nearly a billion dollars with a 39 percent increase. In addition, new energy discoveries in northeastern Weld County could bode well long-term for oil and gas production in the area. 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 has had to add \$4,000,000 to the Public Works budget the last three years for the Haul Route Program (HARP). HARP has been developed, in conjunction with the energy industry, to identify haul routes that need to be improved 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 the new exploration.

As consumer costs for fuel, utilities, and food continue to rise, with high unemployment of nearly 8 percent, and as homeowners are still facing mortgage foreclosure situations, more Weld County citizens are being placed in a position of requiring assistance. Food Assistance and Low Income Energy Assistance (LEAP) caseloads have continued to experience significant increases in the past year. The Department of Human Services anticipates growth in Old Age Pension (OAP) over the next decade due to the number of citizens that are reaching retirement age. Another area of concern is the continued State of Colorado and federal budget crisis. Many of the County's programs are dependent upon our funding partnership with the state and federal governments. As the state and federal governments seek to balance their budgets the County can expect cuts to state and federal programs impacting the County. On the positive side in the area of Human Services, the Child Welfare Allocations Committee voted to restore the allocation methodology that was in place prior to 2008 and to establish an allocation method for Core Services (Family Preservation) funding for the first time since its inception. These changes will result in an approximate increase to Weld County's allocations of \$3 million, which will enable the county to better utilize the resources available to provide child welfare services to the citizens of Weld County.

In 2012, Weld County made two organizational changes involving the minibus transportation system and Paramedic Service. Both programs had long term financial challenges, due to changes in funding at the state and federal levels and the Affordable Healthcare Act changes. In the case of the minibus transportation system, once the State assumed the Medicaid broker function other ridership dropped to a point that the program could no longer be justified. As a result, the service was stopped in February. The Paramedic Service is a county-wide advanced life support emergency medical service. The operation was transferred to NCMC, Inc. and Banner Health on May 7, 2012. NCMC, Inc. and Banner Health assumed operational and financial responsibility for the Paramedic Service.

Finally, as discussed in the *For the Future* section of this letter the *Strategic Investment Plan for the Future of Weld County* recommendations are incorporated into the 2013 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 \$93,865,203 up \$15,357,106. Without including adjustments for health insurance costs, short term disability insurance, cost of living, and salary step increases, the budget for general government functions is up \$1,672,549. 2013 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 \$976,338. The budget is funded as if it is a mail election. If the election is a voting center election the costs would go up substantially. The Motor Vehicle office of the Clerk and Recorder is requesting the addition of three Office Tech III positions (\$160,296). One position is for the Southwest branch office and two for the Greeley office due to the increase activity in vehicle registrations. The Assessor's budget is up \$33,000 since 2013 is a reappraisal year and Notices of Value have to be mailed to all property owners. Also, an additional GIS Mapping position (\$59,666) was added in the Assessor's Office. The Planning Department is up \$189,121 with the two mid-year additions of two Planner II positions (\$170,526) due to more development activity. A mid-year management reorganization of Planning resulted in a cost of \$13,406. A Code Enforcement Officer was internally transferred to the Building Department as a Building Technician position reducing personnel costs by \$48,134. Transportation decreased by \$454,507 due to the elimination of the program in February, 2012. Once the State assumed the Medicaid broker function other ridership dropped to a point that the program could no longer be justified. Information Services has increased \$563,892 with \$127,677 attributed to the 3.5 percent inflationary factor in the ACS contract. In addition, there is \$330,996 included in the budget for three new ACS positions. The positions are a Business Process Analyst, Mobile

Computing Manager, and a Technology Trainer. The recommendation for the three positions came from the Technology Summit held on May 24, 2012. In addition the county started in July the Technology Tools Analysis Project. The project focused on optimizing resources, both human and technology, by analyzing how the Weld County workforce completes their job duties with the technologies that are available to them. This project will present findings and recommendations for improvements in the area of technology for Weld County. The costs of implementing the recommendations are funded in the new Innovation and Technology Projects budget. \$2,000,000 has been included in the budget for the Innovation and Technology Projects, which are part of the *Strategic Investment Plan for the Future of Weld County*.

Public safety functions are up \$1,913,120 in the budget. The Sheriff increased costs in the recommended budget by \$559,371, or less than two-percent. The Sheriff added over \$70,000 for funds for training in 2013 due to turn over the department has experienced and the need to bring new "master trainers" up to speed. In hindsight of the Brownlee incident, which resulted in an officer's death, the department has realized the need to bring in higher quality training to a group of individuals that can turn around and train the entire agency. The entire agency is also hoping to make an investment in getting supervisory level employees trained to be more adept at human resource issues. The increase to the training budget is expected to only be for this year to accommodate the master trainer courses and to get the agency's supervisors better trained on employment law issues. \$83,000 has been included in the budget for Speakwrite, which is a voice to document transcription service that allows deputies to dictate their reports and then obtain a high quality transcription via email. The result should be increased productivity by spending less time typing reports and more time in crime suppression.

In the North Jail budget significant costs have been deferred another year by continuing to hold the total secure jail bed capacity at 630 beds. Inmate census trends indicate the 630 bed capacity should be adequate in 2013; however, approximately \$1,500,000 in deferred jail cost is not a permanent cost savings, since additional staff and capacity will be needed in the future. Medical costs for inmates have been increased by \$466,940. Two additional officers (\$138,942) have been approved in the 2013 budget, an officer to meet current fugitive transport obligations and another to work fugitive warrants. The budget also includes \$8,544 for the purchase and installation of a GPS tracking system for inmate transportation vehicles to increase officer and community safety in the event of an accident, vehicle breakdown or escape attempt. The Community Corrections budget is down \$136,762 with all costs being offset by state revenues. Justice Services has requested a 0.5 FTE Senior Pretrial Specialist position (\$30,645) to create greater capacity to serve more pretrial clients, which should produce cost savings in holding down jail bed utilization. Communication's costs are up \$562,875 and the Criminal Justice Information System is up \$258,322 primarily due to the salary adjustments for the dispatch and records positions paid through the IGA with the City of Greeley, E911 not providing as much financial support for operations, and increased computer support. Due to the decision to transition the communication center from being managed by the City of Greeley to being operated by Weld County \$254,058 was added for a Communications Director and Communications Technician in the 2013 budget. In addition \$550,000 is included for 100 mobile radios as part of the capital replacement plan developed in 2012 that calls for the replacement of radios every ten years.

Other changes include Engineering, which is up \$603,754 due to consultant contracts and higher engineering costs for projects. The General Fund's subsidy to the Public Health Department is up \$204,163 due to health insurance costs and anticipated salary increases. Asset and Resource Management is a new budget consolidating the funding of costs associated with the management of county property assets and leases. The budget includes \$340,628 for management of water rights and real estate owned by the county. \$407,281 is funded for the leases of county assets, and asset depreciation of \$2,525,109. 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 \$5,000,000 in the recommended budget 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. An increase of \$2,492,093 is included for other General Fund departments' health insurance costs, short term disability insurance, and anticipated salary increases of 2.0 percent in 2013.

The budgeted appropriations for Public Works in 2013 total \$41,793,329 up \$9,223,081. Municipal share back is funded at \$1,534,578. The overall Public Works budget has been impacted \$1,525,003 due to the decrease in vehicle costs. The Other Public Works budget is up \$6,119,336 based on the Capital Improvement Plan (CIP). Project budgets have increased a total of a net \$5,905,385 based on the following: An increase of \$2,678,960 based on capital improvement projects for 2013; a reduction of \$1,037,040 in the Haul Route Program (HARP) due to \$1,020,000 being moved to Mining for purchase of gravel materials and \$17,040 for a seasonal position; a reduction of \$256,075 in the Strategic Road line item due to anticipated projects for 2013; and a reduction of \$215,000 in Right Of Way Purchases based on 2013 projects. An additional \$4,000,000 was added to Other Purchased Services for Phase I of WCR 49 that will be partially funded by a \$1 million Energy Impact Assistance grant. \$800,000 is included for the construction of CR49/CR44 intersection with \$610,200 funded from a HES grant.

Pavement Management is funded at an increased level of \$1,102,721, with \$226,000 for 12 seasonal positions for a chip and seal crew, \$3,100,000 included for asphalt purchases, \$1,000,000 for slurry seal for subdivision roads, and chip and seal of \$1,140,000. In the Trucking budget there is an increase of \$407,437 for additional contract hauling in 2013. Overtime in the department has been reduced where possible. Mining operations are up \$1,728,459 to fund surface gravel, class 6 materials, and contract crushing of pit materials to accommodate the gravel road needs and HARP program with the impacts from the oil and gas development. Seasonal staffing is up \$213,951 in order to staff for the 2013 workload. Motor grader operations are up \$269,033 to fund additional seasonal staff (\$105,000) and \$300,000 for magnesium chloride (MgCl) for dust control with offsetting reductions in vehicle costs. Other operating budgets for road and bridge maintenance are funded at near the 2012 funding level. With some operational economies to offset some of the fuel costs the current service level should be able to be maintained with the funding recommended.

Projects for 2013 include \$4,000,000 for Phase I of WCR 49 improvements, which includes the construction of a bridge over the Cache la Poudre River. An Energy Impact Assistance grant will fund \$1 million of the project. The CR 23 and State Highway 392 construction project (\$2,815,000) will be done in partnership with CDOT, Windsor and Severance. Another project is WCR 55 and State Highway 392 (\$620,000). Right-of-way and utility costs include CR 49 (\$800,000), CR 49/CR44 intersection (\$150,000), CR49/CR22 intersection (\$100,000), and CR 5, CR 26 and State Highway 66 (\$100,000). Haul Route Projects (HARP) are funded at \$2,962,960. There is another \$1,020,000 in Mining for HARP gravel purchases. CR49/CR44 intersection construction is funded at \$800,000 with \$610,200 funded from a HES grant.

The total Social Services Fund budget is \$28,997,045. The programs are funded by property tax of \$6,500,000, state and federal funds of \$19,866,602, 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 have been increasing substantially for several years. During 2011, they increased by nearly 15 percent over 2010

levels. However, they appear to have reached a plateau during 2012. Other assistance programs administered by the Department, such as LEAP, Aid to the Needy-Disabled, Old Age Pension, and Child Care have been following a similar trend. Medicaid caseloads continue to grow as efforts at the federal and state level emphasize the increase of access to these services. As Colorado implements Health Care Reform legislation, the Department's role in administering eligibility determination to the program could change significantly.

Quality daycare, at an affordable cost, will continue to be a challenge for working families to obtain. The Department continues to develop methods of providing appropriate reimbursement to providers, being careful to not monopolize the market. The Child Care Automated Tracking System (CHATS) system has been replaced with an upgraded system, based on an electronic attendance record of children in care to drive an automated payment to the provider for hours for which the care has been authorized.

Weld County's efforts toward early intervention in Child Welfare involvements is beginning to produce positive outcomes, both in our outcome tracking measures and in our ability to control expenditures. Our caseworkers are regularly recognized for the accuracy and thoroughness of their case files. Although referrals to the Department continue to increase by approximately 3.3 percent per year, the number of cases that ultimately result in intrusive and costly out-of-home placements has decreased by 7.5 percent over the past two years, as more families are diverted to treatment and training services in an effort to keep them intact. The Child Welfare Allocations Committee voted to restore the allocation methodology that was in place prior to 2008, and to establish an allocation method for Core Services (Family Preservation) funding for the first time since its inception. These changes will result in an approximate increase to Weld County's allocations of \$3 million, which will enable us to better utilize the resources available to provide these services to the citizens of Weld County.

The Human Services Fund is funded at \$7,933,047 for 2013, which is up \$799,613 or 11.21 percent, from the previous year, primarily in the area of Jobs programs (\$568,160). Community Services Block Grant is up \$123,082. Area Agency on Aging programs are down slightly by \$2,697. Senior Nutrition is up \$123,419 nearly 30 percent. Other programs are stable with little change.

On the revenue side of the budget, property taxes are budgeted at \$107,816,616, the maximum amount under the Weld County Home Rule Charter's property tax limitation and TABOR. Revenue from interest earnings are down \$300,000 at \$1,100,000 for 2013, as interest rates are projected to remain low through 2014. Oil and gas royalty revenues are no longer budgeted in this fund. Planning and Building Inspection fees are up \$450,000 primarily due to all the new oil and gas activity in the County and some upturn in development. Intergovernmental revenues are down \$216,124 primarily due to lower Community Correction grants of \$136,762, and transportation CDOT grants are down \$172,700 with the elimination of the minibus program. Charges for Services are up \$264,847 primarily from charges to other jurisdictions for the 2013 consolidated election. Fines from traffic are down \$176,610, which is following a nationwide trend. The Treasurer's fees are anticipated to be up \$130,000. Revenue from Clerk and Recorder fees are up \$450,000 as vehicle sales have recovered. All other revenues are relatively stable with little change.

The resources for Public Works total \$65,859,672, which includes a fund balance of \$28,000,000, in addition to the revenue shown in the budget. Property tax is set at \$9,000,000, an increase of \$2,012,809. With the increased assessed value from oil and gas development Weld County has increased the property tax amount dedicated to the Public Works Fund in order to increase its investment in the road and bridge infrastructure in accordance with the plan laid out in the *Strategic Investment Plan for the Future of Weld County*. Specific ownership tax is estimated to be \$6,000,000, down \$330,000 from 2012. HUTF revenue will be \$9,550,000 down

\$300,000 from 2012. Permit revenues are budgeted at \$530,000. Motor vehicle registration fees are \$330,000 and grazing fees are \$90,000. Oil and gas revenues are \$3,000,000. The Weld County Federal Mineral Lease District is funding \$1,030,000 in oil and gas haul route projects. PILT is budgeted at \$300,000 with the Federal Mineral Leasing District funding change. Other revenues from project reimbursements total \$3,593,000, which are up \$876,000. Transportation impact fees are budgeted at \$1,392,000. Reimbursements for the intersection of CR 23/SH 392 project include \$921,000 from CDOT, \$1,406,472 from NFRMPO, \$100,000 from Severance, and \$150,000 from Windsor. There is also an Energy Impact Assistance grant of \$1,000,000 for Phase I of WCR49 and \$200,000 for WCR49/22. A HES grant for \$610,200 is funded for the WCR 49/44 intersection project. Severance tax is budgeted at \$2,250,000 up \$440,000 over 2012.

During the last four years in the budget process all county programs underwent a detailed examination by management and the Commissioners to better understand the needs and value of programs and set a priority process that identified what the County should be doing. This process identified programs that needed to be added, eliminated, restructured, or left unchanged. Together with the review, a re-examination of what Weld County's mission statement should be, core values, core strategic goals, and how each department and office tie their individual goals into the overall county mission and strategic goals to best serve the citizens of Weld County was accomplished.

The 2013 Budget contains adequate resources to provide a level of service similar to 2012, with the exception of where resources were added in accordance with the *Strategic Investment Plan for the Future of Weld County*. The County will continue 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 all deal with the recovery from the worst economic conditions in a generation. The State of Colorado faces significant budget problems 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, reading "Donald D. Warden". The signature is fluid and cursive, with the first name "Donald" and last name "Warden" clearly legible.

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
BURRIS COMPANY, INC.
CARE STREAM HEALTH CARE
HALIBURTON
HARSH INTERNATIONAL
HENSEL-PHELPS CONSTRUCTION
JBS SWIFT BEEF COMPANY
METAL CONTAINER CORPORATION
NOBLE ENERGY
NORTHERN COLORADO MEDICAL CENTER
OWENS-ILLINOIS
PLATTE VALLEY STEEL
ROCHE CONSTRUCTORS
STARTEK
STATE FARM INSURANCE
VESTAS WIND SYSTEMS

STRATEGIC PLAN 2013-2016

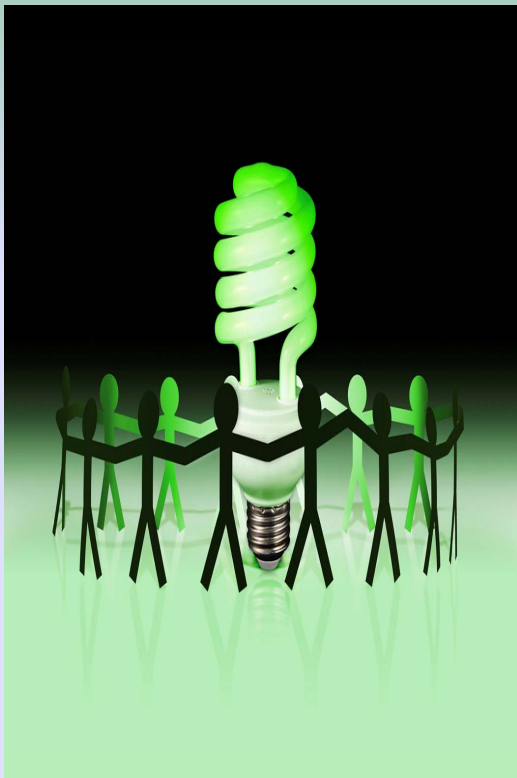


WELD COUNTY



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.



GOVERNMENT

WORKING FOR YOU!

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 strengthens and weaknesses of Weld County government to meet these challenges. The major trends affecting Weld County are:



- Growth And Its Impact

- Demographic Changes

- Changing Economy

- Transportation

- County Government Financial Trends

Growth and Its Impact

One of the defining characteristics of Weld County over the last decade has been the significant growth that has occurred in southern Weld County and in the Greeley-Windsor area. The growth has posed considerable challenges to Weld County. Managing the land use allocation issues associated with the growth has had to be balanced with maintaining the historical quality of life and rural character of the county. The growth has strained services in the area of health and human services and public safety. However, the most significant services impact has been to the transportation system as the county has attempted to maintain the road and bridge system primarily designed for farm to market roads, but now must be developed into a transportation system to deal with the urbanization of the county. The growth adds strains to the services and the finances of the county, especially with the fiscal constraints of TABOR property tax and revenue limitations, and the Weld County Home Rule Charter 5% property tax growth limitations. The paradox of growth is that although growth adds demands for services, continued growth and economic development is essential for the long term viability of Weld County government and its citizens. Although the pace of growth has slowed with the current economic conditions, Weld County must position itself to be able to handle the anticipated growth once the economic recovery begins.

TRENDS IMPACTING WELD COUNTY

Changing Economy

The impacts of the credit crisis, housing bubble, and recession are adversely impacting Weld County and all other units of government in the U.S. The consensus among most economists is that the impacts from the credit crisis, housing bubble, and recession will probably take four to five years at a minimum to stabilize the financial and economic system. This will translate into Weld County having four to five years of difficult financial planning and budgeting to meet the needs of the Weld County Citizens.

Weld County has many positives going for it in these tumultuous financial and economic times to deal with the challenges we will face, such as no long term debt, a healthy fund balance, 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 the difficult economic conditions being faced probably for the next four or five years, Weld County managers are going to have to continue to find ways to reduce costs and increase program productivity. Weld County government's trends 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



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 immigration has added to the ethnic diversity with the growing Latino population, and even recently a large community of Somalia immigrants. Weld County's changing demographics are evident in the shift from a rural character to a more and more urbanized population. The age of the population is shifting in Weld County, as it is nationwide with 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.

County Government Financial Trends

The main purpose of county government is to be able to continue providing essential public safety, health, welfare services, and a county transportation system. The national and international economies are struggling under unprecedented uncertainties and challenges. With indicators of housing market performance dropping to depths that haven't been seen in years, volatile energy and commodity prices, and slow economic growth, many local governments are feeling financial pressures. Fortunately, Weld County is weathering this storm better than many other local governments thanks to our past prudent and conservative financial management. Over the years Weld County taken a number of steps to restrict spending and safeguard taxpayer dollars. However, despite these sound fiscal practices Weld County will not escape some of the consequences of the economic downturn and economic turmoil around it.

As Weld County policy makers and managers face the next four to five years, it will take extra efforts on everyone's part to deliver conservative and balanced budgets in fiscal years 2010-2014. Based upon some reasonable projections of future assessed values, and demand for services it will be essential to develop budgets that tighten county government's belts, focus on critical services, and reflect the needs of the citizens of Weld County. While weathering these economic times over the next few years, the budget must continue to deliver essential services and also make strategic investments in human capital management, and the county's infrastructure so that our county is well-positioned for a strong economic rebound when the downturn becomes an upturn.

TRENDS IMPACTING WELD COUNTY

Transportation

Growth in the county has put an ever increasing demand on county services and 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 over all 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 traffic volume demanding a higher capacity and level of services. Even though the county has increased funding in this area and imposed a traffic impact fee in these areas, additional investments will have to be made in the future to keep the transportation system at an acceptable level.



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
- ♦ Effective use of technology to provide services
- ♦ Committed to being a responsive government
- ♦ Responsible and accountable to the citizens
- ♦ Quality of life
- ♦ Coordinated efforts inside and outside the county

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 recession driven demands for services

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

OPPORTUNITIES

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

CHALLENGES

- ♦ Economic recession
- ♦ Drop in housing prices
- ♦ Volatility price and production of oil and gas
- ♦ Increase demand for infrastructure and services
- ♦ Demographic changes
- ♦ Urbanization
- ♦ State and Federal budget cut and mandates
- ♦ Balancing citizen expectations with limited resources
- ♦ State and Federal environment policies

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

•Human Services

•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: Progressive solutions to deter crime and reduce the fear of crime.
 - Goal PPSB2: Strengthen community programs and foster additional community partnerships.
 - Goal PPSB3: Acquire sufficient personnel and equipment to support the growing needs of the County.
 - Goal PPSB4: Increase personnel effectiveness and efficiency.
 - Goal PPSB5: Enhance traffic safety.
 - Goal PPSB6: Enhance professionalism and promote department excellence.
 - Goal PPSB7: Reduce the number of work related accidents and injuries.
 - Goal PPSB8: Reduce the risk and mitigate the impact to communities and citizens due to all hazard incidents.

- 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 return people to the community better, or no worse, than 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.
 - Goal PS2: To provide a responsive, proactive, medico-legal investigation in an efficient and compassionate manner. (Coroner)
- 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.

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.
 - Goal HHS1: To continuously strengthen services and support innovation that leads to a culture that empowers people to improve their quality of life.
 - Goal HHS2: Develop and deploy consistent performance management approaches across the Human Services Department.
 - Goal HHS3: Establish a systematic structure to effectively communicate inside and outside of the Human Services Department.
 - Goal HHS4: To prepare for the future by identifying appropriate actions to external threats that may impact the Department of Human Services.
 - Goal HHS5: To develop a means to clearly and effectively communicate the value of Human Service programs to any person inside and outside of the organization on a continuous basis.
 - Goal HHS6: To develop and reinforce “best customer service” standards and commitment within all employees and partners of the Department of Human Services.
 - Goal HHS7: 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 assure dignified access to necessary, appropriate, affordable, continuous, and timely health care, including wellness and prevention services
 - Goal HS3: To lessen adverse public health impacts of chronic and communicable diseases, land use developments, and disasters.
 - Goal HS4: To enhance our organization's effectiveness by continually monitoring our performance and evaluating our programs.

STRATEGIC AREA: TRANSPORTATION

STRATEGIC AREA: TRANSPORTATION

- **Mission Statement:** To provide an efficient rural transit system throughout Weld County to citizens with public transit needs. (Transit)
 - **Goal TT1:** Maximize the use and efficiency of the existing transit system on a County-wide basis.
- **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 designs, 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 2,400 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.
 - Goal TPW8: Provide engineering services including design, development, inspections, and all phases of highway engineering, bridge engineering and construction inspection and testing.
 - 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.

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 work with the citizens of the County, the board of County Commissioners, and the Planning Commission to plan for the future development of Weld County in a manner that protects and enhances the quality of life for its citizens
 - Goal LU1: Increase effectiveness by maintaining regular communication with the public, outside agencies, County departments, the County Planning Commission, and the County Commissioners, providing information about land use issues and responding to requests for research.
 - Goal LU2: Plan for the long-term development of the County to ensure efficiency of services, to promote economical infrastructure investments, and to promote positive connections to community among citizens.
 - Goal LU3: Develop and maintain fundamental land use tools, for use by the Planning Services Department, the County at large, and Weld County citizens.
- 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, businesses and property owners through a coordinated and cooperative planning process. (Current Planning Development Services)
 - Goal LU4: Provide consistent, quality, well planned rural and urban planning and development, and transportation development services.
- Mission Statement: To ensure Weld County citizens are provided professional, friendly and quality customer service. To safeguard life, health, property and public welfare by regulating the construction, use and occupancy of buildings by fairly and uniformly administering and enforcing the Building Codes as adopted by Weld County. (Building Inspection)
 - Goal LU5: Ensure safe construction throughout unincorporated Weld County.
 - Goal LU6: Increase knowledge and understanding of adopted codes to citizens, homeowners, contractors, and builders through education.
 - Goal LU7: 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)



2013 BUDGET PLAN

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

Although the financial health of Weld County government is currently excellent, it is important to look to the future issues, possible problems and alternative solutions to these problems. Besides the traditional role of budgeting to responsibly manage available current year funding, there must be a continued emphasis of long-term planning, recognition of the cumulative of individual decisions, an awareness of changing realities, flexibility, citizen input in setting priorities, and a focus of goals and objectives consistent with the core services philosophy and mission statement.

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* is 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 time frame of the analysis is 2012-2016. However, it is anticipated the same property tax revenue trend will most likely continue beyond 2016, if there is no significant change in the world economy, energy industry, or government regulations.

In November, 2011, an announcement from Anadarko Petroleum Corporation stated that results from early drilling indicate that the company could produce the equivalent of 500 million to 1.5 billion barrels of oil, natural gas liquids, and natural gas from a the Niobrara formation within the Wattenberg Field boundaries located in Weld County. Anadarko plans to drill 160 horizontal wells in the area in 2012 and could eventually drill 1,200 to 2,700 wells in the area. The production of the oil by Anadarko and other energy firms will add jobs in the county and bolster property tax and severance taxes to record levels. Potential output of 55 million barrels a year from Anadarko's 350,000 acres in the Wattenberg Field would almost triple the current production of oil in Colorado. Besides direct production from the oil and gas industry, there are anticipated other economic spin-offs which will add jobs and investments resulting in increases to the county's total assessed value.

Based upon information from the Colorado Oil and Gas Association the increased oil and gas activity will result in about 400 new wells in Weld County in the next two years. Weld County has about 40% of the wells in Colorado. The Colorado Oil and Gas Association indicates the industry should be steady and strong but the infrastructure is not in place for a huge 'oil boom'. The region's infrastructure is nearing capacity at more than 90% percent of its use for pipelines and refineries. Although current infrastructure will constrain the development of Niobrara formation, there is much room for growth in Weld County; therefore, property tax revenue will increase.

Because there is lag in the timing of energy production and property tax collection the production in 2012 will not be assessed for property tax until 2013, and the production not taxed until 2014. However, for 2011 production which will be assessed in 2012 and taxed in 2013

there is anticipated to be a significant increase in oil and gas assessed value due to increased production and the increase in energy price compared to the previous year. With other classes of property suffering a market downturn and resulting drop in assessed value, the potential increase in oil and gas assessed value will offset the other reductions and offer a growing and stable assessed value revenue base for Weld County.

With the continued increase in oil and gas production in Weld County, the resulting increase in the property tax base raises some significant public policy decisions regarding how to financially manage the increased property tax base. When a tax base increases, a typical local jurisdiction may look at the obvious public policy options of spending more through expansion of services and growth of government, lowering the property tax to all taxpayers, or a combination of the two. To be fiscally responsible and consistent with Weld County's fiscally conservative nature that has resulted in a legacy of Weld County having no debt, a creative option should be developed. The creative option is 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. 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. However, until the Home Rule Charter and TABOR tax limitation are reached, an opportunity to implement the long term strategy of investment will exist.

In examining the public policy options, the first is to spend more and expand government. This option is contrary to the corporate culture that has been developed within Weld County government since the passage of the Weld County Home Rule Charter in 1976. The Home Rule Charter contains a property tax limitation to constrain the growth of Weld County government. The overall management of Weld County, since 1976, has resulted in the county providing cost effective, competitive, customer focused services. This was achieved by creating a corporate environment that valued innovation and entrepreneurship in service delivery. The services have been delivered by a skilled professional workforce lead by managers and elected public officials who have always strived to maximize the value of the dollars of the citizens of Weld County with a commitment to provide the best county services possible. Because of this history it would be a mistake to allow the new revenue resource from the oil and gas boom to change or erode this corporate culture and the values that exist in Weld County government and one that the taxpayers expect to be safeguarded.

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. An analysis was done using historical Weld County Assessor data and Colorado Oil and Gas Conservation Commission (COGCC) data to make some conservative estimates in the anticipated growth in the county's assessed value from the new oil and gas production. The conservative projections show that the TABOR and Home Rule Charter property tax limitations will not limit the resulting property tax revenues using the estimated assessed values and the current mill levy rate of 16.804 over the next four years.

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 16.804 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 16.804 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.

When examining the policy of lowering the mill levy for all property taxpayers because of the growth of assessed value from oil and gas production one must be aware of the fact that the oil and gas industry is already subsidizing the cost of county services to the other property class taxpayers, such as residential, commercial, industrial, and agriculture. When it comes to county services the oil and gas industry primarily uses the county transportation system, planning, and building inspection services. In the case of planning and building inspection services, the industry pays fees to cover the costs. In the 2012 budget, if one takes the amount of property tax used for roads and bridges and attributes the total \$6,987,191 to the oil and gas industry's use, the result is all other property classes of taxpayers and citizens in the county are using \$74,654,758 in county services. Yet at the 16.804 mills times the total assessed value of all other classes of property, excluding oil and gas assessed value, the amount of property tax paid towards those county services by other than oil and gas companies is \$49,127,584. This means that the oil and gas industry, besides paying entirely for the road and bridge property tax requirement in this example, is subsidizing other classes of property taxpayers by \$25,527,174 in current county operational and capital costs. Plus, the oil and gas industry is paying for the addition of \$8,000,000 to the Contingency Fund. As the oil and gas production grows, this subsidization amount will grow, and if the long-term investment strategy discussed here is implemented the oil and gas industry will be totally paying for it, not the other property class taxpayers in Weld County.

A better approach may be to identify a price and production level that can be agreed upon as a reasonable average and apply an average mill levy to that resulting assessed value. The increases and decreases in the resulting property tax levels can be smoothed by using a fluctuation reserve 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 will allow time to adjust to permanent changes, and guarantee a stable property tax revenue stream to fund county programs.

Another approach is the creative option of 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. In analyzing this option one needs to examine the difference between spending and investment. In our personal lives, spending is surrendering money now in order to get some good or service in return. Investing is surrendering money now with the hope of getting a financial return later on, and winding up with more money in the end. Most often when local governments want to invest in a long-term project or capital assets the local government must incur long-term debt for short term gains. Weld County is in the fortunate position that it has no long-term debt and with the anticipated growth in assessed value from oil and gas production will have a stable property tax revenue stream to dedicate to a long term strategy of investment for the future benefit of Weld County citizens without incurring debt or raising taxes. With this approach it may well be said that just as the current and past Boards of Weld County Commissioners have left a legacy of no long term debt, the current and future Boards of Weld County Commissioners wisely seized the opportunity to use the additional revenues from oil and gas development in Weld County to leave a legacy of having made wise investments in 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 and economic prosperity not only while the energy boom is happening, but also when it energy boom is over eventually.

On the downside employing the investment strategy will require some patience from everyone, because some of the investment in the short term may be years away before the benefits are evident. The other challenge will be to avoid the temptation to divert away the funds intended for investment for short-term or politically popular purposes, especially in economic bad time. The best strategy for short-term downturns in the future is to make long-term investments now and consistently over time.

If the long-term investment strategy is to be adopted by the Board of Weld County Commissioners the first item of business is to determine the level of resources available. In the 2012 budget, the property tax amount budgeted is \$90,117,557. However, of the \$90,117,557 there is only \$74,441,949 dedicated to supporting on-going county programs and services, and another \$7,200,000 for capital investment. In looking at the 2013 projection of property tax revenue, it is estimated that \$107.85 million will be raised with the current mill levy. With anticipated inflation of under three-percent current operating and capital costs would be approximately \$84 million in the 2013 budget leaving over \$23 million for future investment. In examining the projection for 2014-2016, the same amount for future investment would be available, and still fund current operating and capital costs. Plus, with the conservative estimates it is very likely funds would be available to be added to the Contingency Fund for the purposes of the energy price and production fluctuation reserve.

TRANSPORTATION SYSTEM:

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. In the last two years \$8,000,000 was 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* prepared in May, 2011, 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. Many of the projects in the *Weld County 2035 Transportation Plan* are unfunded in the budget projections for future years. This could all change with the proposed long-term investment strategy. The additional property tax investment in the transportation system

together with the anticipated federal mineral leasing dollars, and severance tax from energy development 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*.

TECHNOLOGY AND INNOVATION:

The technology and innovation investment plan should focus on how technology can be used 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. The technology investment plan should help identify efficiency gains that can permit **smart** budget reductions and work to improve efficiency to support organizational success. The process has the potential of reducing costs, and promoting cost avoidance. Cost avoidance measures are effectiveness savings, which, while not actual budget reductions, are efficiencies that permit staff to focus on other productive work. Some examples could be like what Human Services has recently done by reorganization of entry points for clients. Public Works, in the last few years, has employed a number of innovations in methods of delivering road and bridge services through restructuring and the introduction of new equipment into accomplishing required tasks. The Clerk and Recorder's Office is digitizing all the historical records that are on microfilm for easier access and use by citizens and oil and gas companies. Another type of effort could look at streamlining the various permit processes in the county.

The technology and innovation investment strategy may involve a combination of reengineering workflow, introduction of new technologies, acquiring a new piece of equipment, or reorganization. This strategy recognizes the high quality and potential of Weld County employees. It seeks to tap their creativity, experience and resourcefulness by giving them the opportunity and the new investment strategy resources to structure county organizations and processes in ways similar to best practices in competitive businesses, while still being compatible with public sector realities. The technology investment plan would provide 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 for the technology and innovation investment strategy plan. 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 2013, and applications for project funding are to be submitted by June 15, 2012.

STAFF DEVELOPMENT:

A strategic investment in county staff development needs to continue and be enhanced. The people an organization employs have a large part in whether the organization will ultimately be successful. Because of this dependency on employees, it is important for an organization to develop a plan to help its employees improve over the long-term. Creating a staff development plan is an essential step in the overall success of the organization. A solid plan of staff development will help each employee grow and improve his or her skills, which will also help deliver the very best service possible to the citizens of Weld County. Staff development is defined as an activity that has as its goals the development of skills, competencies and personal qualities that will provide the potential for better performance and satisfaction on the job. To that

end, the strategic investment in county staff development provides financial support for a variety of activities. The benefits of a staff development strategy may accrue through:

- improvement of the delivery of the service which a staff member provides
- improvement in job skills and competencies
- improvement of leadership skills
- improvement of technological skills
- enhancement of employees' health and wellness
- creating an environment that provides objective and effective training and learning opportunities to ensure and promote organizational competence

To maximize resources staff development activities should be designed to provide the greatest effect on the county, its programs and the citizens served. Consequently, county resources should be allocated to activities that have broad organizational impact. At the same time recognize (a) the value of the individual's rejuvenation through individual professional development activities, such as attendance at professional conferences; (b) that professional development may involve activities which are beyond staff's ordinary or current job descriptions, but are likely to be integrated into their present or future contribution to the county and (c) the importance of professional development for all county employees, which requires that resources be fairly allocated among departments, employee categories and types of activities.

Currently, Weld County has some staff development programs in place. The emerging leaders program, tuition reimbursement, safety and wellness training, improvement of technological skills, supervisory training, some technology training, and training budgets for conferences and seminars are currently provided and funded. Some departments, such as the Sheriff Office, have extensive professional development training programs due to the nature of their work. Since training dollars have traditionally been limited in the county's budget, it is suggested that Human Resources take the lead with a committee of managers and employees to develop a more comprehensive staff development plan that would be approved by the Board of Weld County Commissioners and funded as part of the long-term strategic investment plan.

ECONOMIC DEVELOPMENT:

The final long-term investment strategy involves economic development to help diversify the Weld County economy long-term. In its basic form economic development is the allocation of limited resources- land, labor, capital, and entrepreneurship in a way that has a positive impact on the level of business activity, employment, income, and fiscal solvency of a community. It is a process of deliberate intervention in the normal economic growth by making it easier and more attractive. It is a concerted effort to influence the direction of private sector investment toward opportunities that can lead to sustained economic growth. Private sector investment is the engine for economic growth.

Weld County has multiple assets that can be leveraged to promote economic development and influence private sector investment. The economic development efforts need to be designed to guide the county's economic growth by fostering a stable and diverse economy, assisting in the creation of jobs, and improving the overall living conditions in Weld County. A long-term vision for Weld County should be to develop a vibrant and diverse economy that provides opportunities for its citizens, communities, and businesses to prosper. Historically, in Weld County this has best been accomplished through collaboration, unity, and a coordinated sustained effort between the public and private sectors.

Currently, Weld County has just under \$2,000,000 in an Economic Development Trust Fund. The funds may be used to support any economic development effort of the county. This new tool for economic development can serve as a 'war chest' for economic development efforts in

Weld County. The fact that the funds are all county funds, the Commissioners have total discretion in how they may be used to advance the economic development efforts in the county. As part of the long term strategy of investment, it is recommended that the county contribute to this fund each year for the purpose of economic development for diversification of the local economy. As stated earlier, 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.

The economic development funds have total flexibility in their use by the Commissioners, so they can be employed in a variety of ways to assist in attracting companies to the county. Some of the ways the funds could be used beside the traditional means would be:

- Local match to leverage matching funds, such as federal Community Development Block Grant, and Colorado Economic Development Commission funds
- Infrastructure improvements to accommodate a company, such as road access, water, and sewer
- Workforce training
- Relocation costs
- Site development
- Other creative ways that will make the deal happen

CAPITAL IMPROVEMENTS PLAN:

In accordance with Section 14-3 of the Weld County Home Rule Charter, a five-year capital improvements program is required to be prepared by the Director of Finance and Administration and submitted to the Weld County Board of County Commissioners annually. Such program shall include recommended projects, construction schedule, estimated cost, anticipated revenue sources, method financing, and such other information as may be required. Since the charter was enacted a five-year capital improvement plan has been prepared. The plan has adequately funded county facilities with property taxes, interest revenue, facility impact fees, and grants. The county currently has incurred no debt to fund the plan. The plan has been done on a pay-as-you-go basis. With the projected property tax revenues future plans can also be funded without debt and adequately provide capital facilities for the county. Besides funding county buildings, the plan funds the communication infrastructure and a long-term maintenance plan for all county facilities, including a replacement program for HVAC, roofs, etc. The long-term strategic investment plan envisioned continuing to fund the five-year capital improvements program as it has in the past and is not a new program.

SUMMARY OF STRATEGIC INVESTMENT PLAN:

The Strategic investment Plan outlined above would be funded over the next five years matching the projected property tax revenues with the investments to be made in the plan. The plan presented here simply demonstrates the merits of the proposed strategic investment plan and the plan's financial feasibility. The actual recommended amounts for each investment strategy will need to be refined by staff and the Commissioners not only initially, but each budget year to reflect any change in circumstances or priorities. As the Commissioners proceed with the strategic investment plan, there will be a need to develop the details of how the additional resources will be incorporated into the Public Works budget, an updated technology long term plan needs to be developed, a staff development plan will be needed, and departments will need to be encouraged to identify innovative proposals to be considered for funding. The county's public information specialist should develop a communication program for dissemination to the citizens of Weld County explaining Weld County's strategic investment

plan, its relationship to the future oil and gas development in the county, and the benefits which will be derived by all Weld County citizens from the plan.

In summary 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 will 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 and economic prosperity not only while the energy boom is happening, but also when it eventually ends.
- With this approach it may well be said that just as the current and past Boards of Weld County Commissioners have left a legacy of no long term debt, the current and future Boards of Weld County Commissioners wisely seized the opportunity to use the additional revenues from oil and gas development in Weld County to leave a legacy of having made wise investments in the future of Weld County.

The 2013 budget strategy must couple the *Strategic Investment Plan for the Future of Weld County* with the proven methodologies of dealing with past budgets and looking at future strategic approaches.

2013 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 2013 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 2012 before budget preparations begin.
- **A target of ten percent off the 2012 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 2012 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 2013 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 2013 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 2012 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 2013 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 2013 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 2013, while accomplishing a balanced budget. The 2013 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 fourth year of the 2010-2014 Strategic Plan developed for Weld County in the prior year's budget process must be executed and incorporated into the 2013 budgets of the departments.

2013 BUDGET CALENDAR

| | |
|--------------------------|--|
| April 23 | Board reviews the 2013 budget plan. |
| April 23-26 | Director of Budget discusses target budgets and 2012 budget plan with department heads and elected officials. |
| June 15 | Elected officials and department heads submit applications for the technology and innovation investment program projects to Finance. |
| June 15 | Elected officials and department heads submit requests for Buildings and Grounds special projects to Finance. |
| June 15 | Elected officials and department heads submit phone service requests to Phone Services. |
| June 15 | Elected officials and department heads submit new position requests and any reclassification requests to Personnel. |
| June 15 | Elected officials and department heads submit requests for information services requests to ACS. |
| June 15 | Elected officials and department heads submit requests for vehicles to the Controller. |
| July 6 | Submit budget request to Director of Budget. |
| July 6 - September 17 | Finance office review. |
| September 18 | Early warning budget work session and community agency requests. |
| September 18 | Budget Message to Board and transmit Proposed Budget to Commissioners. |
| October 23 and 25 | Budget work session hearings with Commissioners and elected officials and department heads. |
| November 9 | Publish notice of final budget hearing. |
| October 26 - December 11 | Prepare final budget. |
| December 12 | Public Hearing to adopt mill levy. |
| December 12 | 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.

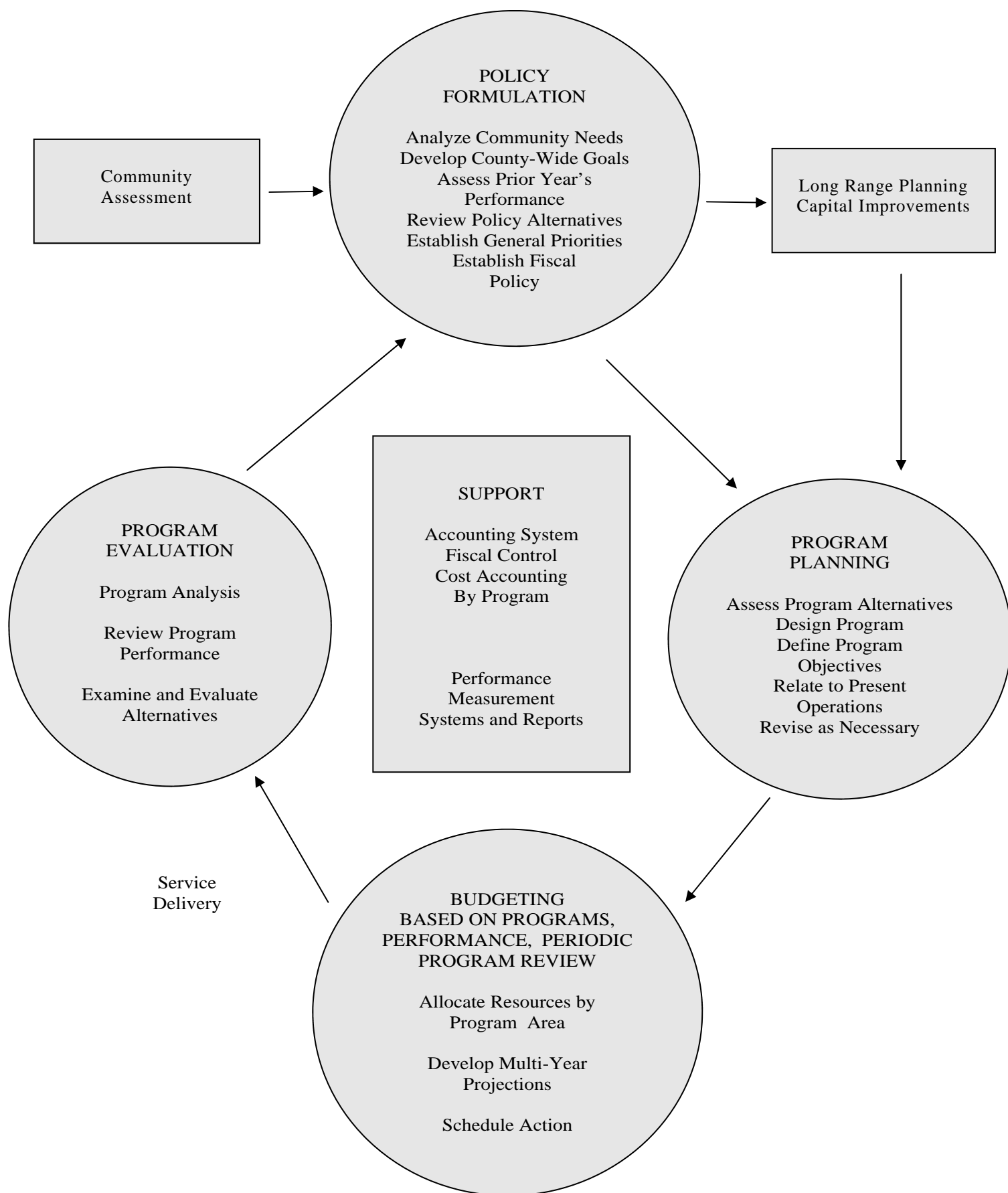
Program planning at the department level follows policy formulation. All departments assess their programs, explore alternatives, design and define existing and new programs, develop program objectives, and relate present operations to the programs planned. The budget is then based upon the program,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

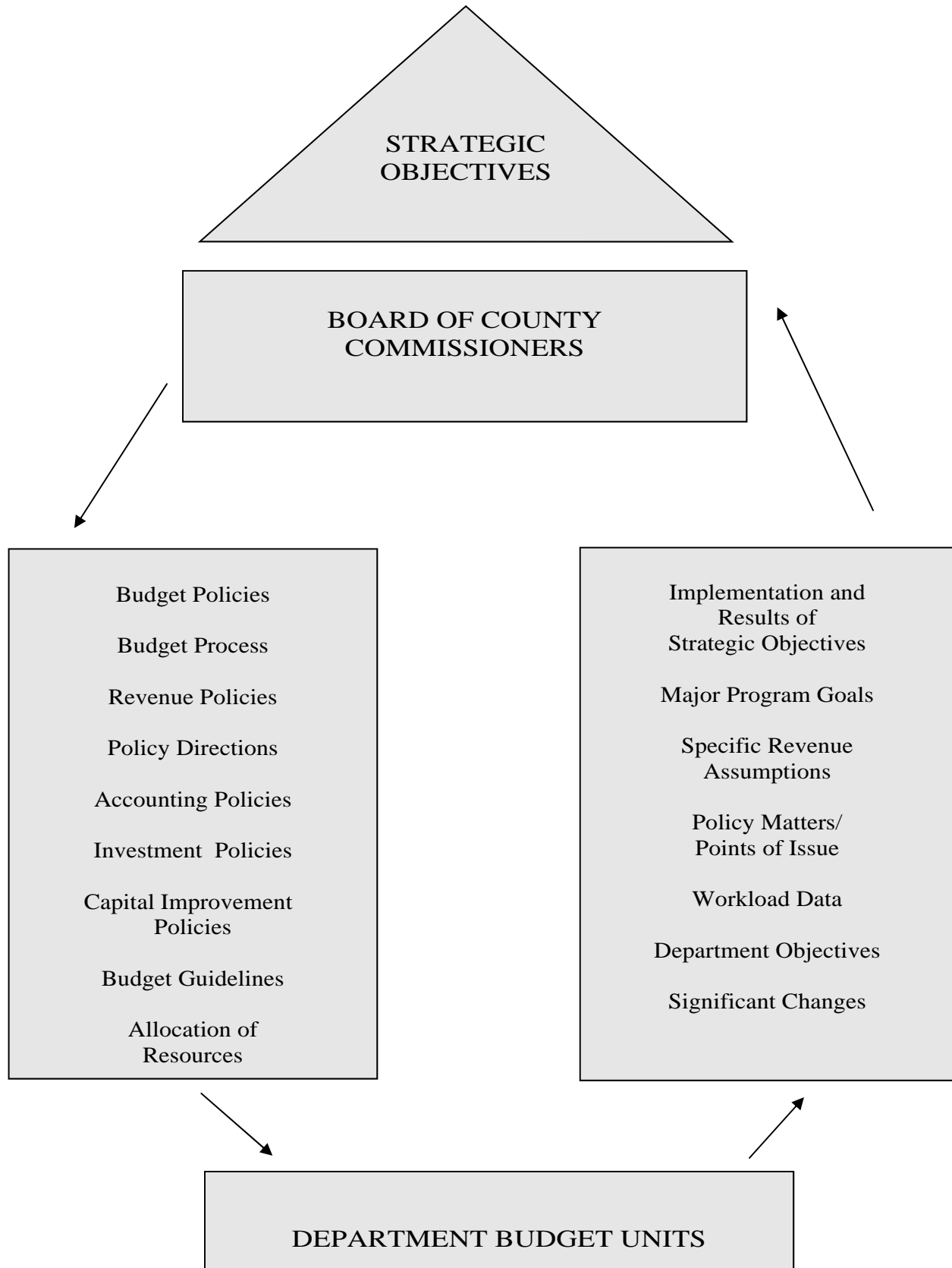
In summary, Weld County's budget process is virtually a year-around process, combining months of planning, analysis, program and policy review, and constant monitoring. The adopted budget asserts Weld County's commitment to meet or exceed the community's highest priority expectations at the lowest possible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

2013 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 2012's budget presentation.
- Salaries should be budgeted at the 2012 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 2013 budget request, The Director of Budget will develop preliminary recommendations to the Board of County Commissioners. The Director of Budget 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 2013 budget process.
- **Use the following budget population data for performance measures:**

| <u>YEAR</u> | <u>POPULATION</u> |
|-------------------------|-------------------|
| 2011 (Actual) | 259,400 |
| 2012 (Estimated) | 266,140 |
| 2013 (Projected) | 270,600 |

- 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.

2013 SPECIAL BUDGET INSTRUCTIONS

The following are special budget instructions to be used for submission of your 2013 budget.

1. All budgets must be submitted by July 6, 2012.
2. All departments are requested to submit, on or before June 15, 2012, the following items that will be part of your 2013 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 2013. Unplanned moves will only be done if absorbed in the 2013 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 2012 level. Any anticipated increase over 2012 level must be absorbed in target amount.
4. For budgetary purposes, please use the 53.5¢ per mile reimbursement rate in developing your 2013 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 2013.
8. Postage costs are anticipated to be 46¢ in 2013.

9. The target budget amount provided to your budget unit(s) can only be adjusted after discussing it with the Director of Budget 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 2013. See Director of Budget for exact format.
12. Any 2013 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 2013 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 Budget, 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 Budget at extension 4218 to answer questions, or to get approval for variation to the normal procedures outlined in the special instructions.

2013 PROGRAM ISSUES

- γ Implement fourth year of the new Strategic Plan approach.
- γ Implement the *Strategic Investment Plan for the Future of Weld County*.
- γ Fund innovation and technology projects identified.
- γ Fund the oil and gas revenue fluctuation reserve in the Contingency Fund.
- γ Implementation recommendations from the Technology Assessment Study.
- γ Complete the upgrading of the towers and county-wide communications system.
- γ Implement radio replacement program in capital improvement plan.
- γ Add two additional Planner II positions to accommodate new development.
- γ Implement a number of cost containment and strategies to mitigate growing cost of Human Services programs.
- γ Begin Phase I of three phases of WCR 49 improvements.
- γ Fund a Haul Route Program (HARP) to improve county roads impacted by the energy industry due to new oil and gas drilling exploration.
- γ Fund current and past administrative costs of the Weld County Retirement Plan.
- γ Open new Regional Crime Lab.
- γ The Weld County Regional Communications Center (WCRCC) will move to a new organizational structure with Weld County operating the WCRCC and dispatching all public safety agencies in the county, except City of Greeley Police and Fire.
- γ City of Greeley will dispatch City of Greeley Police and Fire under their management control from the new back-up communications center.
- γ Hire a Communications Director and Communications Technician to operate the WCRCC.
- γ Add a SO Deputy Sheriff position for fugitive transports, and one to work fugitive warrants.
- γ Accommodate additional funding from the state Child Welfare allocation formula.

SIGNIFICANT CHANGES IN POLICY FROM PRIOR YEARS

- Implementation of the *Strategic Investment Plan for the Future of Weld County*.
- Fund innovation and technology projects identified.
- Fund the oil and gas revenue fluctuation reserve in the Contingency Fund.
- Implementation recommendations from the Technology Assessment Study.
- Implement the fourth year of new strategic planning process.
- Paramedic Service transferred to NCMC, Inc. and Banner Health mid-2012.
- Complete the upgrade of the towers and county-wide communication system.
- The Weld County Regional Communications Center (WCRCC) will move to a new organizational structure with Weld County operating the WCRCC and dispatching all public safety agencies in the county, except City of Greeley Police and Fire.
- City of Greeley will dispatch City of Greeley Police and Fire under their management control from the new back-up communications center.
- Hire a Communications Director and Communications Technician to operate the WCRCC.
- Implement radio replacement program in capital improvement plan.
- Implement a number of cost containment and strategies to mitigate growing cost of Human Services programs.
- Add two additional Planner II positions to accommodate new development.
- Fund a Haul Route Program (HARP) to improve county roads impacted by the energy industry due to new oil and gas drilling exploration.
- Begin Phase I of three phases of WCR 49 improvements.
- Mini-bus transportation service terminated mid-2012.
- Fund current and past administrative costs of the Weld County Retirement Plan.
- Open new Regional Crime Lab.
- Add a SO Deputy Sheriff position for fugitive transports, and one to work fugitive warrants.
- Accommodate additional funding from the state Child Welfare allocation formula.

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
- ! 2013 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.

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 will adopt 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 \$192 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 because of the development of 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 and economic prosperity not only while the energy boom is happening, but also when it eventually ends.

REVENUE POLICIES AND ASSUMPTIONS

The following revenue policies and assumptions have been used in the preparation of the 2013 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 recovering local economy similar to 2012 with little recovery of residential development. Assume interest rates averaging 1.25 percent throughout 2013.
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 nearly 52 percent of the county's assessed valuation. As we plan for 2013 and beyond we are assuming that the price of oil will stay in the \$80-\$100 per barrel range. Natural gas prices have dropped from over \$4 per mcf to around \$2 per mcf in the last 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. It is yet to be seen if the new production in the Niobrara formation offsets the drop in natural gas prices. Oil and gas assessed value for the 2013 budget is up \$942.8 million or 39 percent. Overall assessed values are up 20 percent.

Specific Ownership Tax: Personal property tax on vehicles (SOT) is anticipated to be down slightly in 2013 due to lower vehicle sales in 2009-2010 years that figure into the five year sliding fee schedule.

Building Inspection and Planning Permits: Based upon continuation of 2012 land use and construction activity level with 2013 rates applied, with little recovery of residential construction anticipated in 2013. 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 in 2013. The combination of all activities point to higher inspection and permit fee revenues in 2013.

State and Federal Grant Revenue: Budget at signed contract level or anticipated funding level provided by state or federal agency. At the federal level the focus is on deficit reduction through spending cuts. As efforts to pass continuing resolutions and a budget package have shown, agreement in this area will be hard to attain. Some deficit reductions are set to occur automatically in 2013 with the federal sequestration to ensure \$1.2 trillion in deficit reductions over the next ten years, even if the President and Congress fail to enact a bill to reduce the deficit by the same amount. We can anticipate moderation in non-defense discretionary spending and some spending cuts in entitlements. Spending and revenue imbalances at the state and local levels nationally will likely be an impediment to economic growth over the forecast horizon and will most likely result in lower intergovernmental revenues for the county.

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 1,030 with two percent waiver rate.

Earning on Investments: Revenue is calculated on an average earnings rate of 1.25 percent of estimated average daily balances. Based upon Federal Reserve projections interest rates will not change dramatically through 2014.

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.

Rental: All rental income is based upon signed leases.

Overhead/A-87 Cost Plan: Revenues based upon the 2011 Indirect Cost Plan approved by the Department of Health and Human Services that results in federal revenue allowable from grants. Social Services will be charged the full indirect cost allocation amount beginning July 1, 2012.

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 over the next 2 to 3 years.

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 over the next 12 to 24 months 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 will result in the county's allocation going up over \$3 million in 2013.

Health Grants: Based upon contracts signed July 1, 2012.

Health Fees: Based upon historical patient/client caseload with 2013 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, 2012.

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 the 2013 or 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).

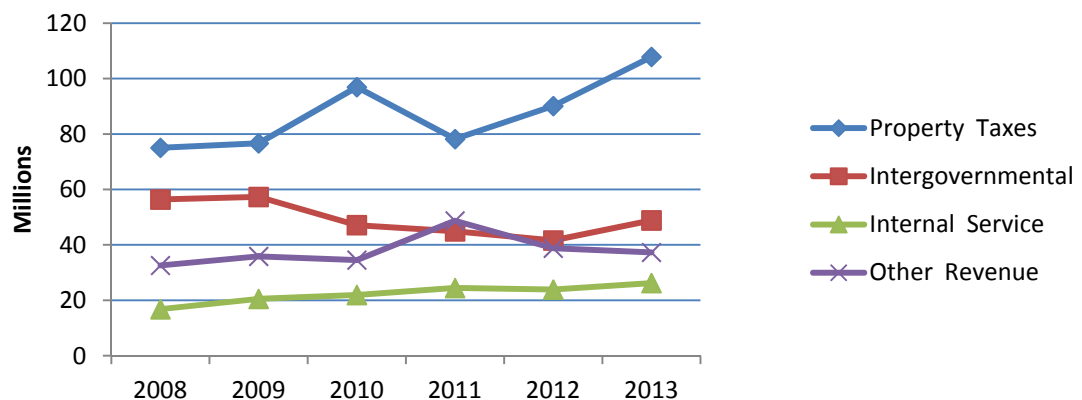
MAJOR REVENUE HISTORICAL TRENDS AND ANALYSIS

| <i>DESCRIPTION</i> | <i>2009</i> | <i>2010</i> | <i>2011</i> | <i>2012</i> | <i>2013</i> |
|-----------------------|-----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Property Taxes | \$76,642,132 | 96,940,646 | 78,195,961 | 90,117,557 | 107,816,616 |
| Other Taxes | 7,475,000 | 8,030,000 | 7,613,371 | 8,140,000 | 8,310,000 |
| Fees | 7,425,300 | 7,412,000 | 9,445,288 | 8,317,000 | 8,777,000 |
| Intergovernmental | 57,304,370 | 47,121,030 | 44,888,187 | 41,601,491 | 48,848,573 |
| Licenses/Permits | 1,893,900 | 1,860,400 | 2,093,316 | 2,237,550 | 2,866,875 |
| Charges for Services | 5,153,111 | 5,131,355 | 6,899,382 | 5,332,890 | 5,800,931 |
| Internal Services | 20,507,205 | 21,939,772 | 24,439,880 | 23,875,547 | 26,219,772 |
| Paramedic Fees | 5,692,558 | 5,791,647 | 6,803,592 | 6,230,000 | 0 |
| Miscellaneous | 8,214,875 | 6,285,729 | 15,838,807 | 8,537,353 | 11,518,124 |
| TOTAL REVENUES | <u>\$190,308,451</u> | <u>\$ 200,512,579</u> | <u>\$ 196,217,784</u> | <u>\$ 194,389,388</u> | <u>\$ 220,157,891</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

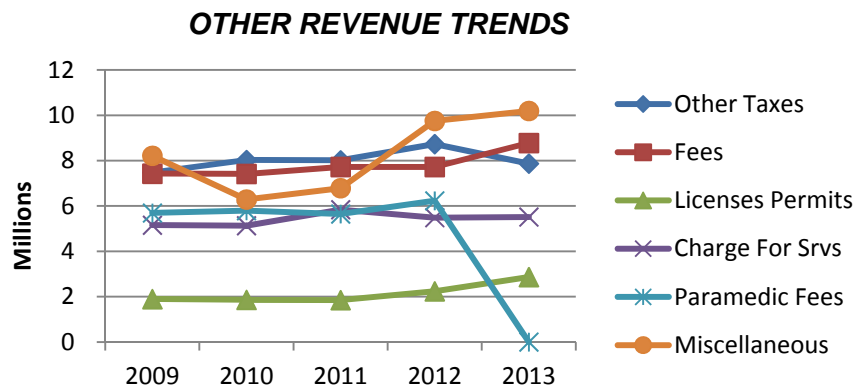


Property Tax: Increases will track with the Home Rule Charter and TABOR tax limitations, which are growth in actual property value, plus cost-of-living. Although little increase in assessed value growth is anticipated due to the lack of construction activity, the assessed value is anticipated grow significantly due to increased energy prices and new exploration in Weld County. Oil and gas values accounts for nearly 52 percent 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. Assessed value from oil and gas is up 39 percent for 2013. With the drop in natural gas prices the assessed value for oil and gas in 2014 and beyond could be down from the current level.

However the new production from the Niobrara shale formation may offset the drop starting in 2015.

Intergovernmental: State and federal revenues have declined with state deficit cutting state funded programs. However, in 2010 revenues dropped 21.6 percent due to lower Human Services funding levels and the relinquishment of Head Start programs. 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 is up due the increased Child Welfare allocation and the return of State of Colorado Energy Impact Assistance grants. At the federal level the focus is on deficit reduction through spending cuts. As efforts to pass continuing resolutions and a budget package have shown, agreement in this area will be hard to attain. Some deficit reductions are set to occur automatically in 2013 with the federal sequestration to ensure \$1.2 trillion in deficit reductions over the next ten years, even if the President and Congress fail to enact a bill to reduce the deficit by the same amount. We can anticipate moderation in non-defense discretionary spending and some spending cuts in entitlements

Internal Services: Predictable revenue based on stable usage. Health insurance costs in the self-insured fund will drive increases in this area over the next five years.



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 two to three years. Fees from vehicle registration should increase as vehicle sales are projected to continue increasing over the next 12 to 24 months as the economy improves and individuals who have delayed purchases will need to begin to replace older vehicles.

Licenses/Permits: Permit revenue has been dropping due to slow down in construction activity. As cited in the *Revenue Assumption* section earlier, some recovery of residential construction is anticipated in 2013. 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 in 2013. The combination of all activities point to higher inspection and permit fee revenues in 2013. 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 the 2013 or 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 2013. Fines from traffic violations are down, which follows a national trend. Oil and gas royalty payments were up substantially in 2011 and 2012, 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.

FIVE YEAR PROJECTED REVENUE AND EXPENDITURE TRENDS

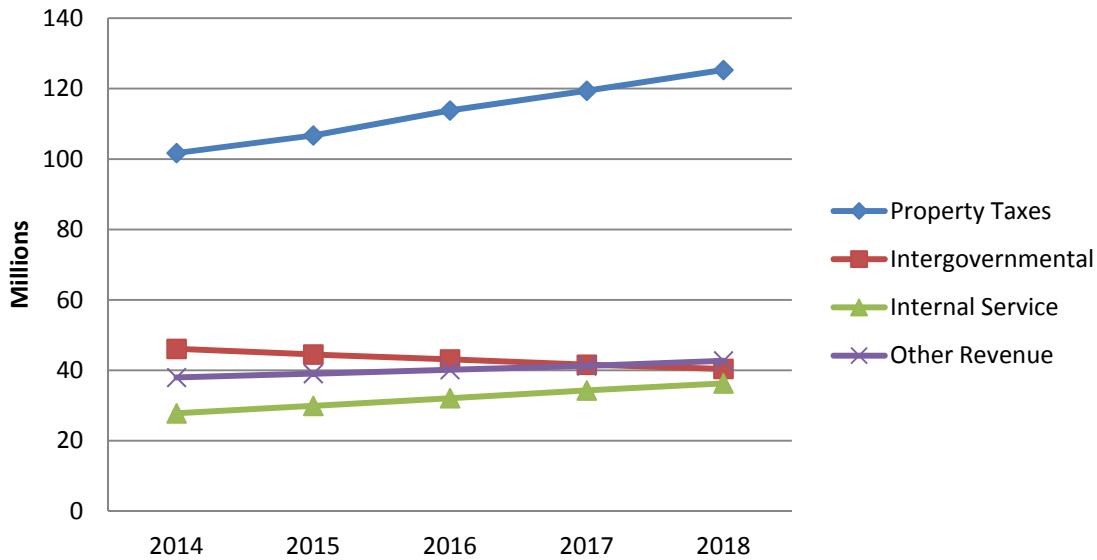
2014-2018 REVENUE PROJECTIONS

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 range from 5% to 6% after 2014 when the drop in natural gas prices could lower the assessed value from the 2013 level.
- 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 drop at the projected federal budget decrease corresponding to the percentages set to start occurring automatically in 2013 with the federal sequestration to ensure \$1.2 trillion in deficit reductions over the next ten years.
- 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.
- Paramedic Services fees ended in 2012.

| DESCRIPTION | 2014 | 2015 | 2016 | 2017 | 2018 |
|-----------------------|-----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| Property Taxes | \$101,700,000 | 106,700,000 | 113,800,000 | 119,400,000 | 125,300,000 |
| Other Taxes | 8,500,000 | 8,750,000 | 9,000,000 | 9,250,000 | 9,500,000 |
| Fees | 9,040,000 | 9,300,000 | 9,600,000 | 9,800,000 | 10,200,000 |
| Intergovernmental | 46,100,000 | 44,500,000 | 43,100,000 | 41,600,000 | 40,400,000 |
| Licenses/Permits | 2,950,000 | 3,050,000 | 3,150,000 | 3,300,000 | 3,500,000 |
| Charges for Services | 5,980,000 | 6,150,000 | 6,330,000 | 6,500,000 | 6,700,000 |
| Internal Services | 27,800,000 | 29,900,000 | 32,100,000 | 34,300,000 | 36,300,000 |
| Paramedic Fees | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous | 11,500,000 | 11,800,000 | 12,100,000 | 12,400,000 | 12,800,000 |
| TOTAL REVENUES | <u>\$213,570,000</u> | <u>\$ 220,150,000</u> | <u>\$ 229,180,000</u> | <u>\$ 236,550,000</u> | <u>\$ 244,700,000</u> |

Major Revenue Projections



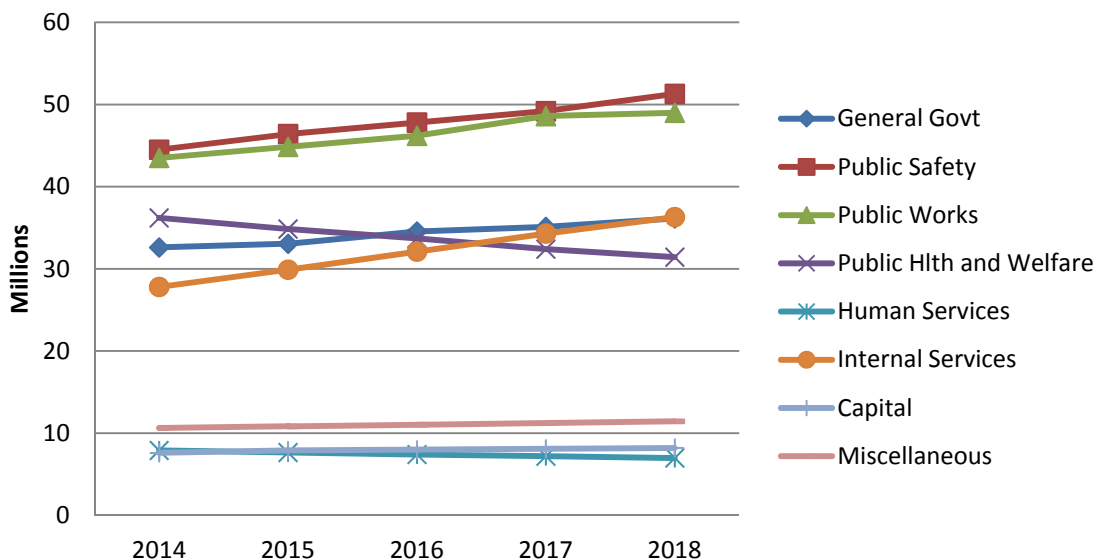
2014-2018 EXPENDITURE PROJECTIONS

| <i>DESCRIPTION</i> | <i>2014</i> | <i>2015</i> | <i>2016</i> | <i>2017</i> | <i>2018</i> |
|---------------------------|-----------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| General Government | \$32,600,000 | \$33,050,000 | \$34,550,000 | 35,100,000 | 36,150,000 |
| Public Safety | 44,500,000 | 46,400,000 | 47,800,000 | 49,200,000 | 51,300,000 |
| Public Works | 43,500,000 | 44,850,000 | 46,200,000 | 48,600,000 | 49,000,000 |
| Public Health and Welfare | 36,200,000 | 34,850,000 | 33,700,000 | 32,400,000 | 31,420,000 |
| Human Services | 7,900,000 | 7,650,000 | 7,400,000 | 7,200,000 | 6,980,000 |
| Culture and Recreation | 920,000 | 925,000 | 930,000 | 935,000 | 940,000 |
| Internal Services | 27,800,000 | 29,900,000 | 32,100,000 | 34,300,000 | 36,300,000 |
| Capital | 7,600,000 | 7,900,000 | 8,000,000 | 8,100,000 | 8,200,000 |
| Miscellaneous | 9,700,000 | 9,900,000 | 10,100,000 | 10,300,000 | 10,500,000 |
| TOTAL EXPENES | <u>\$210,720,000</u> | <u>\$ 215,425,000</u> | <u>\$ 220,780,000</u> | <u>\$ 226,135,000</u> | <u>\$ 230,790,000</u> |

Assumptions used for the expenditure projections are as follows:

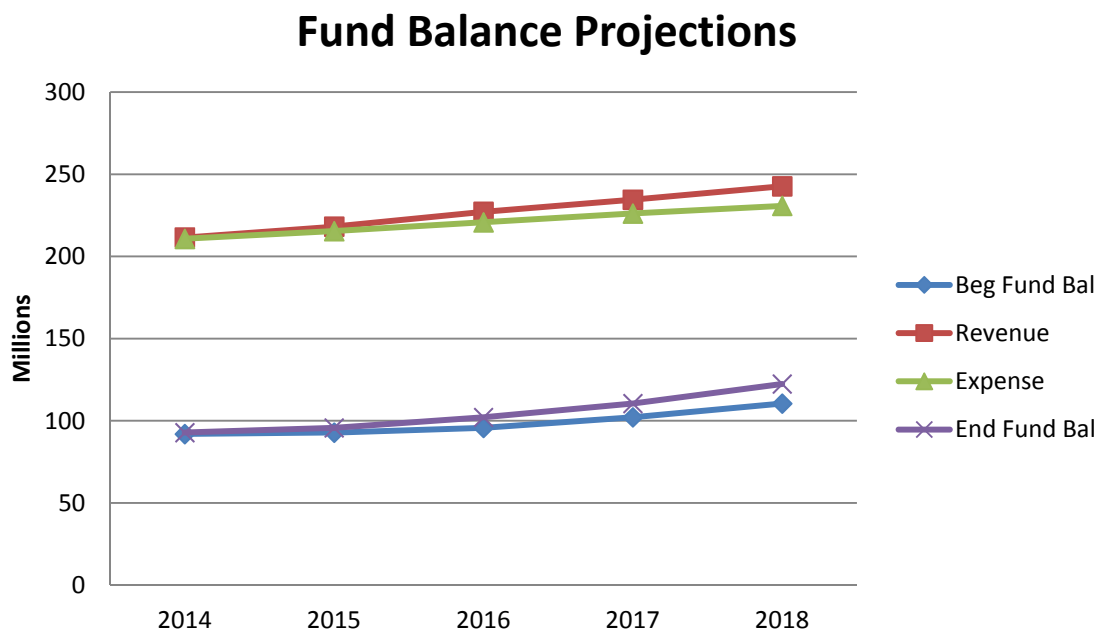
- Inflation is projected at an average 3 percent over the five-year period for all categories.
- Population growth follows the State Demographer's estimate of an average 2 percent growth for Weld County
- Public Health and Welfare, and Human Services program costs will follow the trend of the state and federal revenues supporting them. Therefore, the program expenditures will drop at the projected federal budget decrease corresponding to the percentages set to start occurring automatically in 2013 with the federal sequestration to ensure \$1.2 trillion in deficit reductions over the next ten years.
- 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.
- Paramedic Services program costs ended in 2012.
- Capital costs follow the revenue contribution to the Capital Expenditure Fund in accordance with the Capital Improvements Plan.

Major Expenditure Projections



2014-2018 FUND BALANCE PROJECTIONS

| | 2014 | 2015 | 2016 | 2017 | 2018 |
|---------------------|---------------|----------------|----------------|----------------|----------------|
| Begin Fund Balance | \$91,090,541 | \$93,940,541 | \$98,665,541 | \$107,065,541 | \$117,480,541 |
| Total Revenues | \$213,570,000 | \$ 220,150,000 | \$ 229,180,000 | \$ 236,550,000 | \$ 244,700,000 |
| Total Expenses | \$210,720,000 | \$ 215,425,000 | \$ 220,780,000 | \$ 226,135,000 | \$ 230,790,000 |
| Ending Fund Balance | \$93,940,541 | \$98,665,541 | \$107,065,541 | \$117,480,541 | \$131,390,541 |



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.

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. Starting in 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.

SIGNIFICANT BUDGET AND ACCOUNTING POLICIES

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 2012, payable in 2013, 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 29-1-111.5, 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 29-1-111.6, 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.

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 \$110 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 2013.

FUND BALANCE AND RESERVE POLICY

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

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

The County Fund Balance Policy requires the following:

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

ORGANIZATIONAL RESPONSIBILITY FOR BUDGET UNITS

| BUDGET UNIT | RESPONSIBLE OFFICIAL |
|-------------------------------------|---|
| 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 | Director, Finance and Administration |
| Clerk and Recorder | Clerk and Recorder |
| Elections | Clerk and Recorder |
| Motor Vehicle | Clerk and Recorder |
| Treasurer | Treasurer |
| Assessor | Assessor |
| Maintenance of Building and Grounds | Director, Buildings and Grounds |
| County Council | Chairman, County Council |
| District Attorney | District Attorney |
| Juvenile Diversion | District Attorney |
| Victim Witness | District Attorney |
| Adult Diversion | District Attorney |
| Finance and Administration | Director, Finance and Administration |
| Accounting | Controller |
| Purchasing | Director, General Services |
| Printing and Supply | Director, Finance and Administration |
| Human Resources | Director, Human Resources |
| Computer Services | Director, Budget |
| Geographical Information System | Director, Budget |
| Capital Outlay | Director, Budget |
| Sheriff | Sheriff |
| Innovation and Technology Projects | Director, Budget |
| Crime Control and Investigation | Sheriff |

| <i>BUDGET UNIT</i> | <i>RESPONSIBLE OFFICIAL</i> |
|-------------------------------------|--|
| Regional Forensic Lab | Sheriff |
| Victim Advocates | Sheriff |
| Drug Task Force | Sheriff |
| Traffic Enforcement | Sheriff |
| Municipal Contracts | Sheriff |
| Communications - County-wide | Director, Budget |
| E-911 Administration | Director, Budget |
| Criminal Justice Information System | Director, Budget |
| Communications System Development | Director, Budget |
| 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, Budget |
| Waste Water Management | Director, Budget |
| Engineering | Director, Public Works |
| Extension Service | Extension Agent |
| Veteran's Office | Director, Buildings and Grounds |
| Airport | Director, Budget |
| Mental Health | Director, Budget |
| Child Advocacy Center | Director, Budget |
| Developmentally Disabled | Director, Budget |
| Seniors Program | Director, Budget |
| Missile Site | Director, Buildings and Grounds |
| Parks and Trails | Director, Budget |

| <i>BUDGET UNIT</i> | <i>RESPONSIBLE OFFICIAL</i> |
|--------------------------------------|---|
| Building Rents | Director, Budget |
| Non-Departmental | Director, Budget |
| Community Agency Grants | Director, Budget |
| Island Grove Building | Director, Budget |
| Asset and Resource Management | Director, Budget |
| County Fair | Extension Agent |
| <i>Special Revenue Funds:</i> | |
| 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, Budget |
| Contingency Fund | Director, Budget |
| Emergency Reserve Fund | Director, Budget |
| Solid Waste Fund | Director, Budget |
| <i>Capital Fund:</i> | |
| Capital Expenditure Fund | Director, Budget |
| <i>Proprietary Funds:</i> | |
| Motor Pool Fund | Controller |
| Insurance Fund | Director, Budget |
| Phone Services Fund | Director, Budget |
| Health Insurance Fund | Director, Budget |

POLICY MATTERS/POINTS OF ISSUE WITH FISCAL IMPACT

| FUNDING | INCLUDED | EXCLUDED |
|---|-----------------|-----------------|
| <i>Clerk and Recorder:</i> | | |
| Motor Vehicle – Two Tech Clerk III | \$106,864 | |
| Elections – Mail Ballot Election (no dollar amount cited) | | |
| <i>Assessor:</i> | | |
| One GIS Mapper | | 59,666 |
| <i>Human Resources:</i> | | |
| Upgrade of HR Analyst to Benefits Manager | 9,776 | |
| <i>Planning:</i> | | |
| Two Planner II Positions | 170,526 | |
| Upgrade Planning Manager to Grade 57 | 12,057 | |
| Code Enforcement Program | 10,000 | |
| <i>Information Services:</i> | | |
| Three Positions Follow-up to Technology Summit | 330,996 | |
| <i>Innovation and Technology Projects:</i> | | |
| Sheriff Video Court Update and Expansion | 352,300 | |
| Building and Grounds – Johnson Controls | 242,000 | |
| Social services Teleconferencing Equipment | 142,300 | |
| Social services Mobile Computing for Caseworkers | 32,160 | |
| Health Data management and Display System | 25,000 | |
| Unallocated | 1,206,240 | |
| <i>Printing and Supply:</i> | | |
| Upgrade of Print Shop Technician | 1,811 | |
| <i>Sheriff:</i> | | |
| Operations: Speakwrite | 83,000 | |
| North Jail Complex: Chaplain Contract (Revenue Offset) | 43,000 | |
| Centennial Jail: Deputy Position for Transports | 69,471 | |
| Centennial Jail: GPS Tracking System | 8,544 | |
| Centennial Jail: Deputy Position for Fugitive Warrants | 69,471 | |
| <i>Communications:</i> | | |
| Communications Director | 152,573 | |
| Radio Replacement Program (100 radios) | 550,000 | |
| <i>Justice Services:</i> | | |
| Senior Pretrial Services Specialist (0.5 FTE) | 30,645 | |

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

| FUNDING | INCLUDED | EXCLUDED |
|---|----------------------------|--------------------------|
| <i>Adult Diversion:</i> | | |
| Confirm Program Continuation | 50,359 | |
| <i>Developmentally Disabled:</i> | | |
| Envision | 38,225 | 36,775 |
| <i>Mental Health:</i> | | |
| North Range Behavioral Health | 183,225 | 20,000 |
| <i>Retirement Transfer:</i> | | |
| Administrative Costs | 3,000,000 | |
| <i>Economic Development:</i> | | |
| SBDC | 25,000 | |
| Upstate Colorado Economic Development | 20,300 | |
| <i>Non-Departmental:</i> | | |
| Tax Incentives | 132,340 | |
| Tax Adjustment | -132,340 | |
| <i>Community Agencies:</i> | | |
| Convention and Visitor Bureau | 4,144 | 2,256 |
| 211 Information and Referral | 21,775 | 3,225 |
| Catholic Charities | 0 | 35,000 |
| A Woman's Place | 0 | 18,000 |
| Senior Resource Services | <u>0</u> | <u>5,000</u> |
| TOTAL GENERAL FUND | <u>\$ 6,991,762</u> | <u>\$ 179,922</u> |

NOTE:

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

2013 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 2013 budget, a salary increase of 2.0 percent to Weld County employees is included. Employees will get step increases for longevity and performance.
- Health insurance rates are anticipated to go up 12 percent for 2013. 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 2013, except for the addition of short term disability coverage replacing the sick leave bank.

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.)

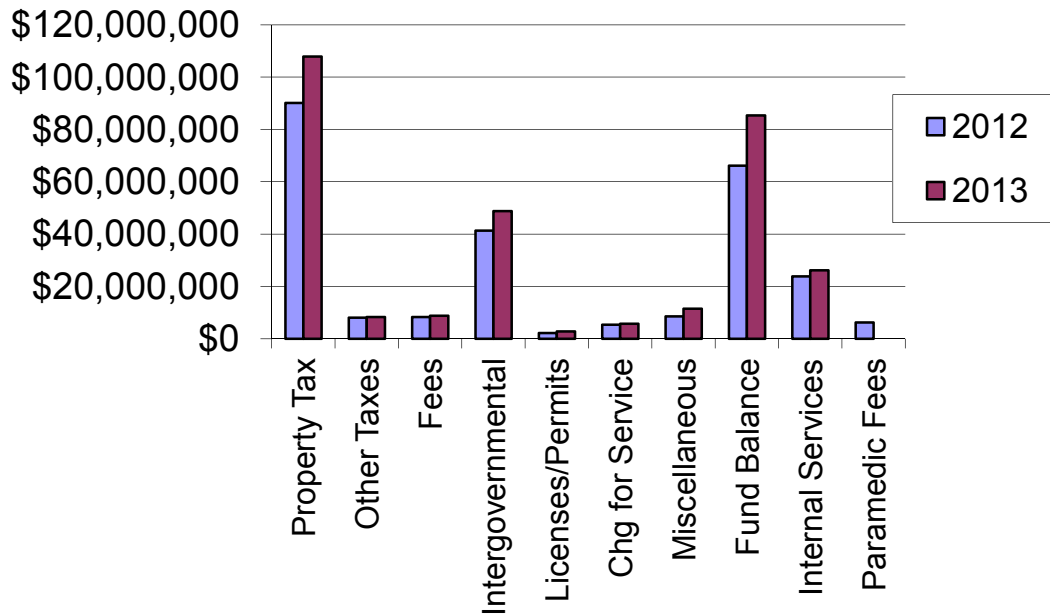
VOLUNTARY COVERAGES: Include supplemental life, accidental death and dismemberment, hospital indemnity, critical illness, and accident insurance. These plans are 100% employee paid.

POSITION AUTHORIZATION CHANGES DUE TO 2013 BUDGET

| FUND AND DEPARTMENT | DEPARTMENT NAME | OLD POSITION | NEW POSITION |
|--------------------------------|----------------------------|--------------------------------|-----------------------------------|
| 1000-10100 | Office of the Board | None | 1.0 Information Specialist |
| 1000-11300 | Motor Vehicle | None | 3.0 Office Tech III |
| 1000-13100 | Assessor | None | 1.0 GIS Mapper |
| 1000-15100 | District Attorney | 0.5 White Collar Crime Inv. | 1.0 White Collar Crime Inv. |
| 1000-15200 | Juvenile Diversion | 0.25 Interpreter | None |
| 1000-15300 | Victim Witness | 1.0 Victim Comp Asst. | None |
| 1000-24150 | Adult Diversion | None | 1.0 Adult Diversion Specialist |
| 1000-16100 | Finance & Admin. | 1.0 Information Specialist | None |
| 1000-16100 | Finance & Admin. | 1.0 Criminal Justice Planner | None |
| 1000-16400 | Human Resources | 1.0 HR Analyst (Grade 37) | 1.0 Benefits Mgr. (Grade 45) |
| 1000-16500 | Transportation | 6.25 Bus Drivers | None |
| 1000-17100 | Planning | 1.0 Code Enforcement Officer | None |
| 1000-17100 | Planning | None | 2.0 Planner II |
| 1000-17100 | Planning | Planning Mgr. (Grade 51) | Planning Director (Grade 61) |
| 1000-17600 | Printing & Supply | Copy/Supply Tech (Grade 16) | Print Shop Tech (Grade 20) |
| 1000-17100 | Communications | None | Communications Director |
| 1000-17100 | Communications | None | Communications Technician |
| 1000-24100 | Justice Services | 1.0 Adult Diversion Specialist | None |
| 1000-24100 | Justice Services | None | 0.5 Sr. Pretrial Svc. Specialist |
| 1000-24410 | Centennial Jail | None | 2.0 SO Deputy II/III |
| 1000-25100 | Building Inspection | None | 1.0 Code Enforcement Officer |
| 2000-32300 | Bridge | None | 1.0 PW Service Worker II |
| 2000-32300 | Bridge | 1.0 PW Service Worker III | 1.0 PW Lead Worker |
| 2000-32700 | Pavement Mgt. | None | 2.0 PW Service Worker II |
| 2000-32700 | Pavement Mgt. | None | 1.0 PW Lead Worker |
| 2000-32100 | Trucking | 1.0 PW Service Worker III | 1.0 PW Lead Worker |
| 2000-32200 | Motor Grader | 1.0 PW Service Worker III | 1.0 PW Lead Worker |
| 2100-42410 | Child Welfare | 0.5 Clerk V- Rate Negotiator | 1.0 Clerk V- Rate Negotiator |
| 2100-42410 | Child Welfare | None | 1.0 Svc. Utilization Fiscal Clerk |
| 2100-41300 | SS Administration | None | 1.0 Fraud Investigator |
| 2100-41300 | SS Administration | None | 4.0 Fraud Investigator Clerks |
| 2520-41210 | PH Communication | 9.0 FTE | 11.25 FTE |
| 2530-41300 | Community Health | 42.98 FTE | 42.60 FTE |
| 2360-41400 | Environmental Health | 23.25 FTE | 23.75 FTE |

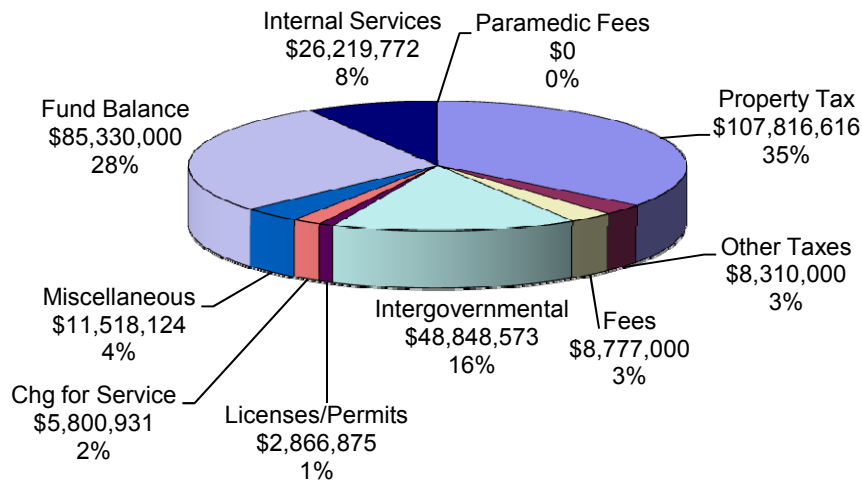


ALL FUNDS REVENUE

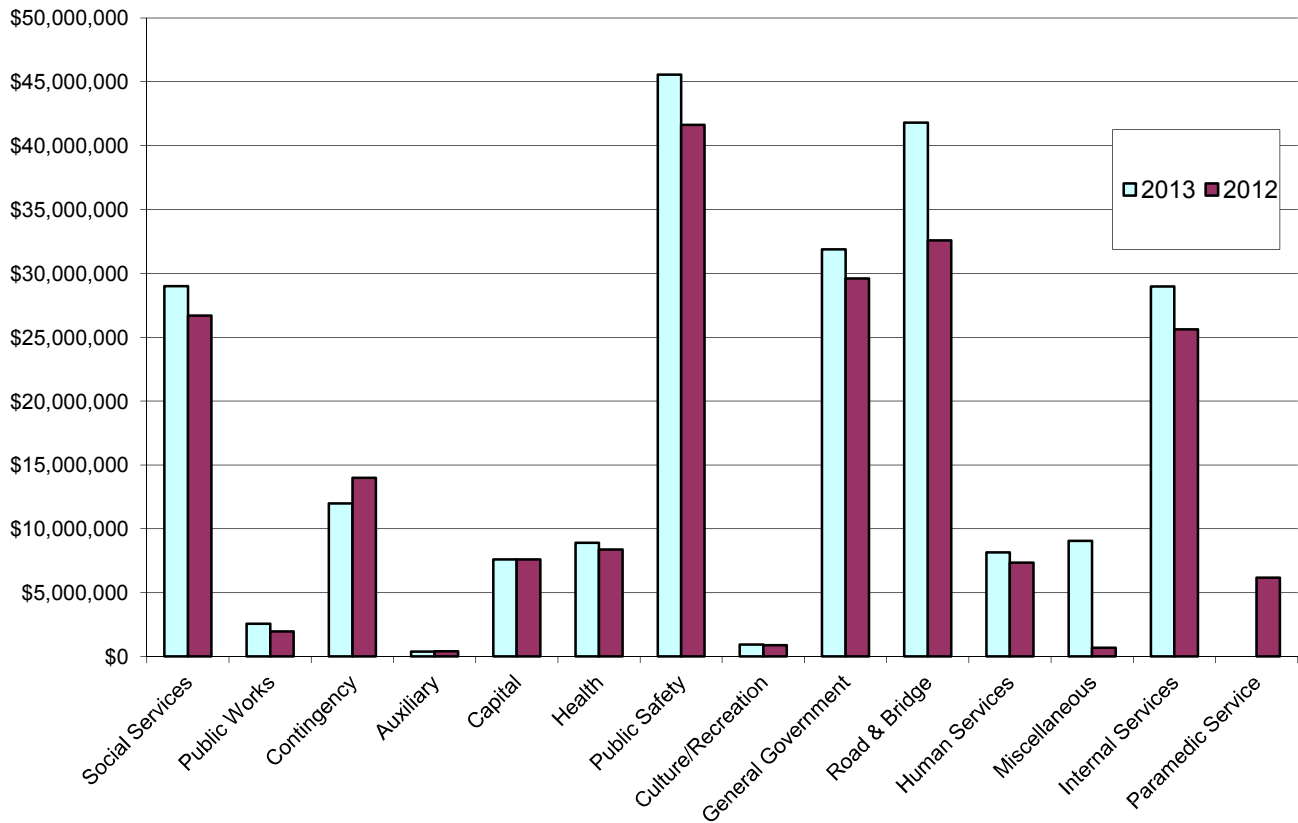


2013 Revenue

Total \$305,487,891 (2013 \$260,274,409)

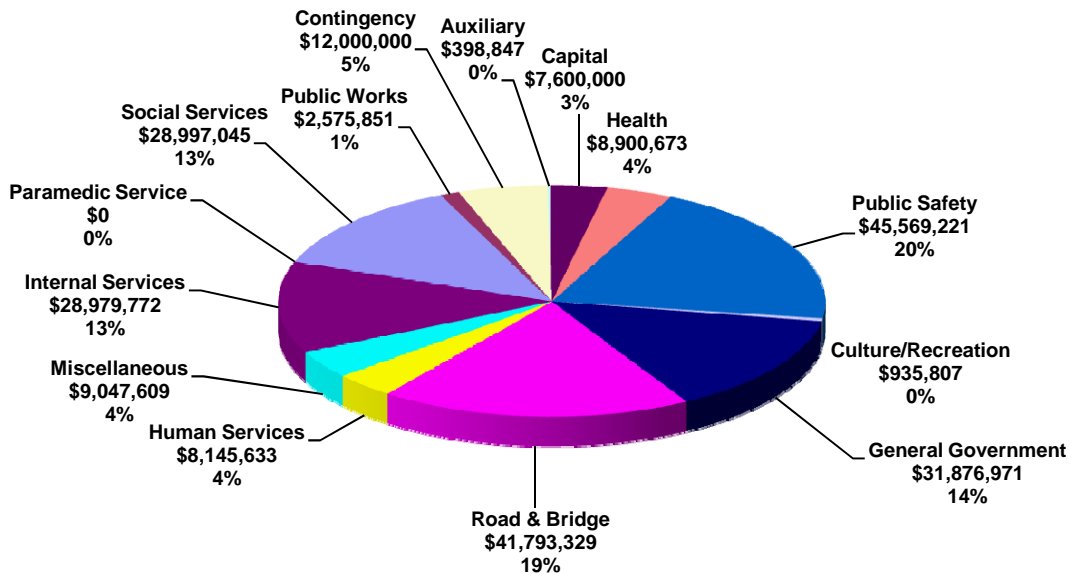


ALL FUNDS EXPENDITURES



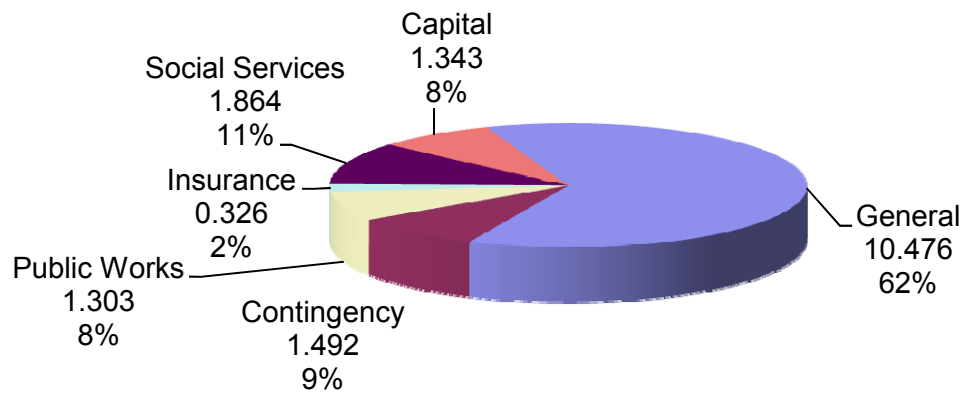
2013 EXPENDITURES

Total \$226,820,758 (2012 \$203,576,837)

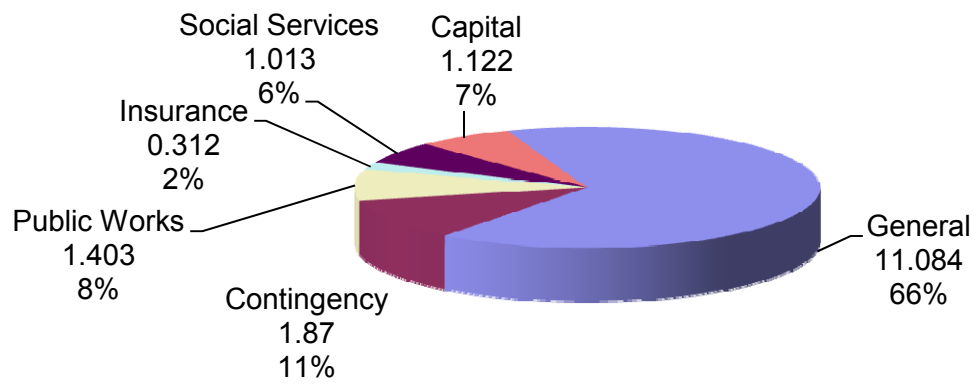


MILL LEVY

2012 TOTAL 16.804



2013 TOTAL 16.804



**2013 BUDGET
SUMMARY OF FUND BALANCES**

| FUND | | 2012 BEGINNING BALANCE | 2012 MILL LEVY | 2013 BEGINNING BALANCE | 2013 MILL LEVY | 2013 PROPERTY TAXES |
|--------------------------|----------------------|------------------------------|----------------------|------------------------------|----------------------|---------------------------|
| 1000 | General Fund | \$ 12,619,072 | 10.476 | \$ 9,000,000 | 11.084 | \$ 71,116,616 |
| SPECIAL REVENUE FUNDS: | | | | | | |
| 2000 | Public Works | 23,564,296 | 1.303 | 28,000,000 | 1.403 | 9,000,000 |
| 2100 | Social Services | 3,536,791 | 1.864 | 6,000,000 | 1.013 | 6,500,000 |
| 2200 | Conservation Trust | 289,369 | - | 290,000 | - | - |
| 2300 | Contingent | 20,041,118 | 1.492 | 28,000,000 | 1.870 | 12,000,000 |
| 2400 | Emergency Reserve | - | - | - | - | - |
| 2500 | Health Department | 1,816,986 | - | 900,000 | - | - |
| 2600 | Human Services | 1,341,200 | - | 1,300,000 | - | - |
| 2700 | Solid Waste | 685,217 | - | 700,000 | - | - |
| CAPITAL PROJECT FUNDS: | | | | | | |
| 4000 | Capital Expenditure | 11,870,405 | 1.343 | 4,340,000 | 1.122 | 7,200,000 |
| ENTERPRISE FUNDS: | | | | | | |
| 5000 | Paramedic Services | 1,571,602 | - | - | - | - |
| GROSS TOTALS | | \$ 77,336,056 | 16.478 | \$ 78,530,000 | 16.492 | \$ 105,816,616 |
| LESS INTERFUND TRANSFERS | | - | - | - | - | - |
| NET TOTAL | | \$ 77,336,056 | 16.478 | \$ 78,530,000 | 16.492 | \$ 105,816,616 |
| INTERNAL SERVICE FUNDS: | | | | | | |
| 6000 | Motor Pool Operating | 2,806,348 | - | 2,800,000 | - | - |
| 6200 | Health insurance | 1,982,967 | - | 2,000,000 | - | - |
| 6300 | Insurance | 1,074,075 | 0.326 | 1,000,000 | 0.312 | 2,000,000 |
| 6400 | Phone Service | 1,020,140 | - | 1,000,000 | - | - |
| 6500 | Weld Finance Corp | - | - | - | - | - |
| NET TOTAL - IS FUNDS | | \$ 6,883,530 | 0.326 | \$ 6,800,000 | 0.312 | \$ 2,000,000 |
| GROSS TOATL - ALL FUNDS | | \$ 84,219,586 | 16.804 | \$ 85,330,000 | 16.804 | \$ 107,816,616 |

Assessed Value \$6,416,128,090

| 2013 INTERGOV'T REVENUE | 2013 OTHER REVENUE | 2013 INTERFUND TRANSFER | 2013 AVAILABLE FINANCING | 2013 TOTAL APPRO- PRIATIONS | 2013 ENDING BALANCE |
|-------------------------------|--------------------------|-------------------------------|--------------------------------|-----------------------------------|---------------------------|
| \$ 4,016,242 | \$ 18,910,725 | \$ - | \$ 103,043,583 | \$ 93,865,203 | \$ 9,178,380 |
| 13,486,672 | 15,373,000 | - | 65,859,672 | 41,793,329 | 24,066,343 |
| 19,866,602 | - | - | 32,366,602 | 28,997,045 | 3,369,557 |
| 376,000 | 3,500 | - | 669,500 | 406,647 | 262,853 |
| - | - | - | 40,000,000 | 12,000,000 | 28,000,000 |
| - | - | - | - | - | - |
| 3,251,361 | 1,276,705 | 4,169,382 | 9,597,448 | 8,697,448 | 900,000 |
| 7,341,696 | 579,000 | 12,351 | 9,233,047 | 7,933,047 | 1,300,000 |
| - | 730,000 | - | 1,430,000 | 730,000 | 700,000 |
| - | 400,000 | - | 11,940,000 | 7,600,000 | 4,340,000 |
| - | - | - | - | - | - |
| \$ 48,338,573 | \$ 37,272,930 | \$ 4,181,733 | \$ 274,139,852 | \$ 202,022,719 | \$ 72,117,133 |
| - | - | (4,181,733) | (4,181,733) | (4,181,733) | - |
| \$ 48,338,573 | \$ 37,272,930 | \$ - | \$ 269,958,119 | \$ 197,840,986 | 72,117,133 |
| 510,000 | 7,850,000 | - | 11,160,000 | 8,360,000 | 2,800,000 |
| - | 16,800,000 | - | 18,800,000 | 16,800,000 | 2,000,000 |
| - | 215,000 | - | 3,215,000 | 2,215,000 | 1,000,000 |
| - | 1,354,772 | - | 2,354,772 | 1,604,772 | 750,000 |
| - | - | - | - | - | - |
| \$ 510,000 | \$ 26,219,772 | \$ - | \$ 35,529,772 | \$ 28,979,772 | 6,550,000 |
| \$ 48,848,573 | \$ 63,492,702 | \$ - | \$ 305,487,891 | \$ 226,820,758 | 78,667,133 |

2013 BUDGET

SUMMARY OF MAJOR REVENUES AND EXPENDITURES

| FUND | 2012 BEGINNING BALANCE | 2012 PROPERTY TAXES | 2012 INTERGOV'T REVENUE | 2012 OTHER REVENUE | 2012 INTERFUND TRANSFER |
|---------------------------------|------------------------------|---------------------------|-------------------------------|--------------------------|-------------------------------|
| 1000 General Fund | \$ 9,000,000 | \$ 71,116,616 | \$ 4,016,242 | \$ 18,910,725 | \$ - |
| SPECIAL REVENUE FUNDS: | | | | | |
| 2000 Public Works | 28,000,000 | 9,000,000 | 13,486,672 | 15,373,000 | - |
| 2100 Social Services | 6,000,000 | 6,500,000 | 19,866,602 | - | - |
| 2200 Conservation Trust | 290,000 | - | 376,000 | 3,500 | - |
| 2300 Contingent | 28,000,000 | 12,000,000 | - | - | - |
| 2400 Emergency Reserve | - | - | - | - | - |
| 2500 Health Department | 900,000 | - | 3,251,361 | 1,276,705 | 4,169,382 |
| 2600 Human Services | 1,300,000 | - | 7,341,696 | 579,000 | 12,351 |
| 2700 Solid Waste | 700,000 | - | - | 730,000 | - |
| CAPITAL PROJECT FUNDS: | | | | | |
| 4000 Capital Expenditure | 4,340,000 | 7,200,000 | - | 400,000 | - |
| ENTERPRISE FUNDS: | | | | | |
| 5000 Paramedic Services | - | - | - | - | - |
| GROSS TOTALS | \$ 78,530,000 | \$ 105,816,616 | \$ 48,338,573 | \$ 37,272,930 | \$ 4,181,733 |
| LESS INTERFUND TRANSFERS | - | - | - | - | (4,181,733) |
| NET TOTAL | \$ 78,530,000 | \$ 105,816,616 | \$ 48,338,573 | \$ 37,272,930 | \$ - |
| INTERNAL SERVICE FUNDS: | | | | | |
| 6000 Motor Pool Operating | 2,800,000 | - | 510,000 | 7,850,000 | - |
| 6200 Health insurance | 2,000,000 | - | - | 16,800,000 | - |
| 6300 Insurance | 1,000,000 | 2,000,000 | - | 215,000 | - |
| 6400 Phone Service | 1,000,000 | - | - | 1,354,772 | - |
| 6500 Weld Finance Corp | - | - | - | - | - |
| NET TOTAL - IS FUNDS | \$ 6,800,000 | \$ 2,000,000 | \$ 510,000 | \$ 26,219,772 | \$ - |
| GROSS TOATL - ALL FUNDS | \$ 85,330,000 | \$ 107,816,616 | \$ 48,848,573 | \$ 63,492,702 | \$ - |

Assessed Value \$6,416,128,090

| 2012 AVAILABLE FINANCING | 2012 PERSONNEL | 2012 SERVICE/ SUPPLIES | 2012 CAPITAL | 2012 TOTAL APPRO- PRIATIONS | 2012 ENDING BALANCE |
|--------------------------------|-------------------|------------------------------|-----------------|-----------------------------------|---------------------------|
| \$ 103,043,583 | \$ 50,956,887 | \$ 40,895,816 | \$ 2,012,500 | \$ 93,865,203 | \$ 9,178,380 |
| 65,859,672 | 11,023,839 | 30,769,490 | - | 41,793,329 | 24,066,343 |
| 32,366,602 | 20,888,182 | 8,108,863 | - | 28,997,045 | 3,369,557 |
| 669,500 | - | 406,647 | - | 406,647 | 262,853 |
| 40,000,000 | - | 12,000,000 | - | 12,000,000 | 28,000,000 |
| - | - | - | - | - | - |
| 9,597,448 | 6,555,289 | 2,142,159 | - | 8,697,448 | 900,000 |
| 9,233,047 | 4,835,655 | 3,097,392 | - | 7,933,047 | 1,300,000 |
| 1,430,000 | - | 730,000 | - | 730,000 | 700,000 |
| 11,940,000 | - | - | 7,600,000 | 7,600,000 | 4,340,000 |
| - | - | - | - | - | - |
| \$ 274,139,852 | \$ 94,259,852 | \$ 98,150,367 | \$ 9,612,500 | \$ 202,022,719 | \$ 72,117,133 |
| (4,181,733) | | (4,181,733) | | (4,181,733) | - |
| \$ 269,958,119 | \$ 94,259,852 | \$ 93,968,634 | \$ 9,612,500 | \$ 197,840,986 | \$ 72,117,133 |
| 11,160,000 | - | 8,360,000 | - | 8,360,000 | 2,800,000 |
| 18,800,000 | - | 16,800,000 | - | 16,800,000 | 2,000,000 |
| 3,215,000 | - | 2,215,000 | - | 2,215,000 | 1,000,000 |
| 2,354,772 | 182,778 | 1,171,994 | 250,000 | 1,604,772 | 750,000 |
| - | - | - | - | - | - |
| \$ 35,529,772 | \$ 182,778 | \$ 28,546,994 | \$ 250,000 | \$ 28,979,772 | \$ 6,550,000 |
| \$ 305,487,891 | \$ 94,442,630 | \$ 122,515,628 | \$ 9,862,500 | \$ 226,820,758 | \$ 78,667,133 |

2012 ESTIMATED
SUMMARY OF MAJOR REVENUES AND EXPENDITURES

| FUND | 2012 BEGINNING BALANCE | 2012 PROPERTY TAXES | 2012 INTERGOV'T REVENUE | 2012 OTHER REVENUE | 2012 INTERFUND TRANSFER |
|---------------------------------|------------------------------|---------------------------|-------------------------------|--------------------------|-------------------------------|
| 1000 General Fund | \$ 12,619,072 | \$ 56,184,966 | \$ 4,232,366 | \$ 18,566,373 | \$ - |
| SPECIAL REVENUE FUNDS: | | | | | |
| 2000 Public Works | 23,564,296 | 6,987,191 | 10,350,000 | 19,668,761 | - |
| 2100 Social Services | 3,536,791 | 9,995,400 | 16,944,713 | - | - |
| 2200 Conservation Trust | 289,369 | - | 382,500 | 5,131 | - |
| 2300 Contingent | 20,041,118 | 8,000,000 | - | - | - |
| 2400 Emergency Reserve | - | - | - | - | - |
| 2500 Health Department | 1,816,986 | - | 3,110,829 | 1,111,920 | 3,048,233 |
| 2600 Human Services | 1,341,200 | - | 6,581,083 | 540,000 | 12,351 |
| 2700 Solid Waste | 685,217 | - | - | 699,783 | - |
| CAPITAL PROJECT FUNDS: | | | | | |
| 4000 Capital Expenditure | 11,870,405 | 7,200,000 | - | 400,000 | - |
| ENTERPRISE FUNDS: | | | | | |
| 5000 Paramedic Services | 1,571,602 | - | - | 6,230,000 | - |
| GROSS TOTALS | \$ 77,336,056 | \$ 88,367,557 | \$ 41,601,491 | \$ 47,221,968 | \$ 3,060,584 |
| LESS INTERFUND TRANSFERS | - | - | - | - | (3,060,584) |
| NET TOTAL | \$ 77,336,056 | \$ 88,367,557 | \$ 41,601,491 | \$ 47,221,968 | \$ - |
| INTERNAL SERVICE FUNDS: | | | | | |
| 6000 Motor Pool Operating | 2,806,348 | - | - | 7,732,111 | - |
| 6200 Health insurance | 1,982,967 | - | - | 14,474,588 | - |
| 6300 Insurance | 1,074,075 | 1,750,000 | - | 220,000 | - |
| 6400 Phone Service | 1,020,140 | - | - | 1,448,848 | - |
| 6500 Weld Finance Corp | - | - | - | - | - |
| NET TOTAL - IS FUNDS | \$ 6,883,530 | \$ 1,750,000 | \$ - | \$ 23,875,547 | \$ - |
| GROSS TOATL - ALL FUNDS | \$ 84,219,586 | \$ 90,117,557 | \$ 41,601,491 | \$ 71,097,515 | \$ - |

Assessed Value \$5,362,863,410

| 2012 AVAILABLE FINANCING | 2012 PERSONNEL | 2012 SERVICE/ SUPPLIES | 2012 CAPITAL | 2012 TOTAL APPRO- PRIATIONS | 2012 ENDING BALANCE |
|--------------------------------|-------------------|------------------------------|-----------------|-----------------------------------|---------------------------|
| \$ 91,602,777 | \$ 48,368,700 | \$ 32,776,877 | \$ 1,457,200 | \$ 82,602,777 | \$ 9,000,000 |
| 60,570,248 | 9,988,804 | 22,581,444 | - | 32,570,248 | 28,000,000 |
| 30,476,904 | 18,900,000 | 8,076,904 | - | 26,976,904 | 3,500,000 |
| 677,000 | - | 387,000 | - | 387,000 | 290,000 |
| 28,041,118 | - | 41,118 | - | 41,118 | 28,000,000 |
| - | - | - | - | - | - |
| 9,087,968 | 6,257,556 | 1,930,412 | - | 8,187,968 | 900,000 |
| 8,474,634 | 4,170,819 | 3,003,815 | - | 7,174,634 | 1,300,000 |
| 1,385,000 | - | 685,000 | - | 685,000 | 700,000 |
| 19,470,405 | - | - | 15,130,405 | 15,130,405 | 4,340,000 |
| 7,801,602 | 4,436,476 | 3,175,126 | 190,000 | 7,801,602 | - |
| \$ 257,587,656 | \$ 92,122,355 | \$ 72,657,696 | \$ 16,777,605 | \$ 181,557,656 | \$ 76,030,000 |
| (3,060,584) | | (3,060,584) | | (3,060,584) | - |
| \$ 254,527,072 | \$ 92,122,355 | \$ 69,597,112 | \$ 16,777,605 | \$ 178,497,072 | \$ 76,030,000 |
| 10,538,459 | - | 7,738,459 | - | 7,738,459 | 2,800,000 |
| 16,457,555 | - | 14,457,555 | - | 14,457,555 | 2,000,000 |
| 3,044,075 | - | 2,044,075 | - | 2,044,075 | 1,000,000 |
| 2,468,988 | 162,572 | 1,056,416 | 250,000 | 1,468,988 | 1,000,000 |
| - | - | - | - | - | - |
| \$ 32,509,077 | \$ 162,572 | \$ 25,296,505 | \$ 250,000 | \$ 25,709,077 | \$ 6,800,000 |
| \$ 287,036,149 | \$ 92,284,927 | \$ 94,893,617 | \$ 17,027,605 | \$ 204,206,149 | \$ 82,830,000 |

2011 ACTUAL

SUMMARY OF MAJOR REVENUES AND EXPENDITURES

| FUND | | 2011 BEGINNING BALANCE | 2011 PROPERTY TAXES | 2011 INTERGOV'T REVENUE | 2011 OTHER REVENUE | 2011 INTERFUND TRANSFER |
|--------------------------|----------------------|------------------------------|---------------------------|-------------------------------|--------------------------|-------------------------------|
| 1000 | General Fund | \$ 2,961,097 | \$ 52,998,921 | \$ 5,147,836 | \$ 28,850,380 | \$ - |
| SPECIAL REVENUE FUNDS: | | | | | | |
| 2000 | Public Works | 18,120,125 | 6,972,283 | 10,157,306 | 9,462,652 | 7,100,000 |
| 2100 | Social Services | 2,399,293 | 9,145,885 | 19,093,901 | - | - |
| 2200 | Conservation Trust | 272,533 | - | 376,030 | 3,513 | - |
| 2300 | Contingent | 26,946,929 | 994,189 | - | - | - |
| 2400 | Emergency Reserve | 6,000,000 | - | - | - | - |
| 2500 | Health Department | 2,019,395 | - | 2,838,565 | 1,704,166 | 3,007,909 |
| 2600 | Human Services | 1,330,409 | - | 7,056,613 | 822,309 | 12,351 |
| 2700 | Solid Waste | 541,267 | - | - | 836,567 | - |
| CAPITAL PROJECT FUNDS: | | | | | | |
| 4000 | Capital Expenditure | 6,362,879 | 6,585,968 | - | 210,577 | 5,500,000 |
| ENTERPRISE FUNDS: | | | | | | |
| 5000 | Paramedic Services | 783,670 | | 217,936 | 6,803,592 | - |
| GROSS TOTALS | | \$ 67,737,597 | \$ 76,697,246 | \$ 44,888,187 | \$ 48,693,756 | \$ 15,620,260 |
| LESS INTERFUND TRANSFERS | | - | - | - | - | 15,620,260 |
| NET TOTAL | | \$ 67,737,597 | \$ 76,697,246 | \$ 44,888,187 | \$ 48,693,756 | \$ - |
| INTERNAL SERVICE FUNDS: | | | | | | |
| 6000 | Motor Pool Operating | 1,828,947 | - | - | 9,540,961 | - |
| 6200 | Health insurance | 2,744,488 | - | - | 13,232,867 | - |
| 6300 | Insurance | 1,268,647 | 1,498,715 | - | 269,804 | - |
| 6400 | Phone Service | 1,112,671 | - | - | 1,396,248 | - |
| 6500 | Weld Finance Corp | - | - | - | | - |
| NET TOTAL - IS FUNDS | | \$ 6,954,753 | \$ 1,498,715 | \$ - | \$ 24,439,880 | \$ - |
| GROSS TOATL - ALL FUNDS | | \$ 74,692,350 | \$ 78,195,961 | \$ 44,888,187 | \$ 73,133,636 | \$ - |

Assessed Value \$4,663,870,462

| 2011 AVAILABLE FINANCING | 2011 PERSONNEL | 2011 SERVICE/ SUPPLIES | 2011 CAPITAL | 2011 TOTAL APPRO- PRIATIONS | 2011 ENDING BALANCE |
|--------------------------------|-------------------|------------------------------|-----------------|-----------------------------------|---------------------------|
| \$ 89,958,234 | \$ 46,765,854 | \$ 30,516,312 | \$ 56,996 | \$ 77,339,162 | \$ 12,619,072 |
| 51,812,366 | 9,494,854 | 18,706,058 | 47,158 | 28,248,070 | 23,564,296 |
| 30,639,079 | 18,001,000 | 9,101,288 | - | 27,102,288 | 3,536,791 |
| 652,076 | - | 362,707 | - | 362,707 | 289,369 |
| 27,941,118 | - | 46,930 | - | 7,900,000 | 20,041,118 |
| 6,000,000 | - | 6,000,000 | - | 6,000,000 | - |
| 9,570,035 | 5,798,975 | 1,935,770 | 18,304 | 7,753,049 | 1,816,986 |
| 9,221,682 | 4,569,710 | 3,310,772 | - | 7,880,482 | 1,341,200 |
| 1,377,834 | - | 692,617 | - | 692,617 | 685,217 |
| 18,659,424 | - | - | 6,789,019 | 6,789,019 | 11,870,405 |
| 7,805,198 | 4,270,590 | 1,276,883 | 686,123 | 6,233,596 | 1,571,602 |
| \$ 253,637,046 | \$ 88,900,983 | \$ 71,949,337 | \$ 7,597,600 | \$ 176,300,990 | \$ 77,336,056 |
| 15,620,260 | | 15,620,260 | | 15,620,260 | - |
| \$ 238,016,786 | \$ 88,900,983 | \$ 56,329,077 | \$ 7,597,600 | \$ 160,680,730 | \$ 77,336,056 |
| 11,369,908 | - | 8,553,822 | 9,738 | 8,563,560 | 2,806,348 |
| 15,977,355 | - | 13,994,388 | - | 13,994,388 | 1,982,967 |
| 3,037,166 | - | 1,963,091 | - | 1,963,091 | 1,074,075 |
| 2,508,919 | 161,492 | 991,373 | 335,914 | 1,488,779 | 1,020,140 |
| - | - | - | - | - | - |
| \$ 32,893,348 | \$ 161,492 | \$ 25,502,674 | \$ 345,652 | \$ 26,009,818 | \$ 6,883,530 |
| \$ 270,910,134 | \$ 89,062,475 | \$ 81,831,751 | \$ 7,943,252 | \$ 186,690,548 | \$ 84,219,586 |

GOVERNMENT FUNDS
2011-2013
SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

| REVENUES | ACTUAL 2011 | PROJECTED 2012 | BUDGET 2013 |
|---|-----------------------------|-----------------------------|-----------------------------|
| Taxes | 84,310,617 | 96,507,557 | 114,126,616 |
| Licenses and permits | 2,093,316 | 2,237,550 | 2,866,875 |
| Intergovernmental | 44,670,251 | 44,101,491 | 48,338,573 |
| Miscellaneous | 15,838,807 | 8,537,353 | 11,518,124 |
| Fees | 9,445,288 | 8,317,000 | 8,777,000 |
| Charges for Services | <u>6,899,382</u> | <u>5,332,890</u> | <u>5,800,931</u> |
| Total Estimated Financial Sources | \$ 163,257,661 | \$ 165,033,841 | \$ 191,428,119 |
| EXPENDITURES | | | |
| Current: | | | |
| General government | 30,964,059 | 29,603,298 | 31,876,971 |
| Public safety | 40,657,128 | 41,627,280 | 45,569,221 |
| Public works | 30,834,148 | 34,542,345 | 44,369,180 |
| Public health and welfare | 32,175,392 | 35,068,360 | 37,897,718 |
| Human services | 7,880,482 | 7,344,889 | 8,145,633 |
| Culture and recreation | 1,127,873 | 885,876 | 935,807 |
| Miscellaneous | 3,012,567 | 1,119,296 | 9,446,456 |
| Capital outlay | 7,795,485 | 12,076,951 | 7,600,000 |
| Contingency/Reserves | <u>\$ -</u> | <u>\$ -</u> | <u>\$ 12,000,000</u> |
| Total Use of Resources | <u>\$ 154,447,134</u> | <u>\$ 162,268,295</u> | <u>\$ 197,840,986</u> |
| Net Increase (Decrease) in Fund Balance | 8,810,527 | 2,765,546 | (6,412,867) |
| Fund balance at Beginning of the Year | <u>\$ 66,953,927</u> | <u>\$ 75,764,454</u> | <u>\$ 78,530,000</u> |
| Fund Balance at End of Year - without Unspent Contingencies/Reserves | <u>\$ 75,764,454</u> | <u>\$ 78,530,000</u> | <u>\$ 72,117,133</u> |
| Contingencies/Reserves Appropriated but Unspent | <u>-</u> | <u>-</u> | <u>12,000,000</u> |
| Fund Balance at End of Year - with Contingencies/Reserves | <u><u>\$ 75,764,454</u></u> | <u><u>\$ 78,530,000</u></u> | <u><u>\$ 84,117,133</u></u> |

PROPRIETARY FUNDS
2011-2013
SUMMARY OF ESTIMATED FINANCIAL SOURCES AND USES

| REVENUES | ACTUAL 2011 | PROJECTED 2012 | BUDGET 2013 |
|---|------------------------|---------------------------|------------------------|
| Taxes | \$ 1,498,715 | \$ 1,750,000 | \$ 2,000,000 |
| Intergovernmental | 217,936 | - | 510,000 |
| Fees | 6,803,592 | 6,230,000 | - |
| Charges for Services | <u>24,439,880</u> | <u>23,875,547</u> | <u>26,219,772</u> |
| Total Estimated Financial Sources | <u>\$ 32,960,123</u> | <u>\$ 31,855,547</u> | <u>\$ 28,729,772</u> |
| EXPENDITURES | | | |
| Paramedic Service | \$ 6,233,596 | \$ 7,801,602 | \$ - |
| Motor Pool | 8,563,560 | 7,738,459 | 8,360,000 |
| Health Insurance | 13,994,388 | 14,457,555 | 16,800,000 |
| Insurance | 1,963,091 | 2,044,075 | 2,215,000 |
| Phone Service | 1,488,779 | 1,468,988 | 1,604,772 |
| Weld Finance Corp | <u>-</u> | <u>-</u> | <u>-</u> |
| Total Use of Resources | <u>\$ 32,243,414</u> | <u>\$ 33,510,679</u> | <u>\$ 28,979,772</u> |
| Net Increase (Decrease) in Fund Balance | 716,709 | (1,655,132) | (250,000) |
| Fund balance at Beginning of the Year | <u>7,738,423</u> | <u>8,455,132</u> | <u>6,800,000</u> |
| Fund Balance at End of Year - without Unspent Contingencies/Reserves | 8,455,132 | 6,800,000 | 6,550,000 |
| Contingencies/Reserves Appropriated but Unspent | <u>-</u> | <u>-</u> | <u>-</u> |
| Fund Balance at End of Year - with Contingencies/Reserves | <u>\$ 8,455,132</u> | <u>\$ 6,800,000</u> | <u>\$ 6,550,000</u> |

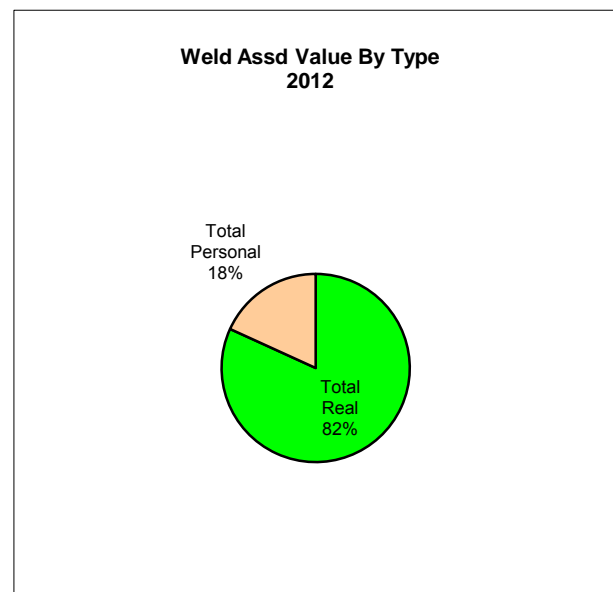
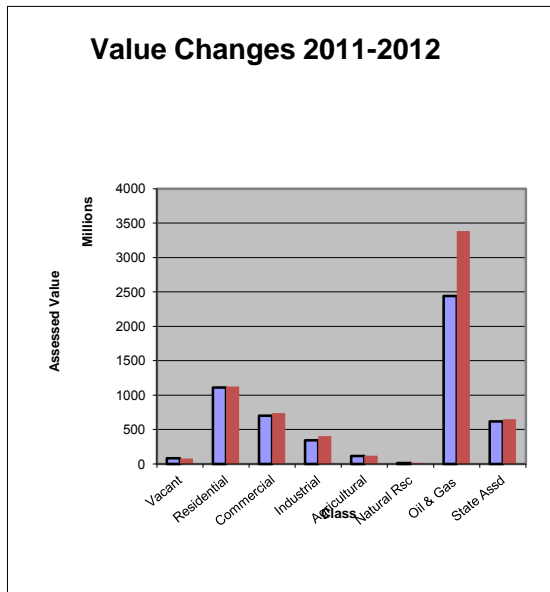
Weld County, Colorado

Weld Taxable Assessed Value (Final 2012 Certification)

| <u>Class</u> | | <u>2011 Assd Value</u> | | <u>2012 Assd Value</u> | | <u>Change \$</u> | <u>Change %</u> |
|---------------------|-----------|------------------------|-----------|------------------------|-----------|----------------------|-----------------|
| Vacant | \$ | 82,601,960 | \$ | 76,770,990 | \$ | (5,830,970) | -7% |
| Residential | \$ | 1,110,455,180 | \$ | 1,126,143,600 | \$ | 15,688,420 | 1% |
| Commercial | \$ | 700,148,970 | \$ | 741,004,020 | \$ | 40,855,050 | 6% |
| Industrial | \$ | 343,525,350 | \$ | 405,141,700 | \$ | 61,616,350 | 18% |
| Agricultural | \$ | 117,189,830 | \$ | 120,086,240 | \$ | 2,896,410 | 2% |
| Natural Rsc | \$ | 12,839,310 | \$ | 12,176,900 | \$ | (662,410) | -5% |
| Oil & Gas | \$ | 2,439,298,540 | \$ | 3,382,053,530 | \$ | 942,754,990 | 39% |
| State Assd | \$ | 615,803,700 | \$ | 650,106,300 | \$ | 34,302,600 | 6% |
| Total Value: | \$ | 5,421,862,840 | \$ | 6,513,483,280 | \$ | 1,091,620,440 | 20% |
| Less TIF Value | \$ | (58,999,430) | \$ | (97,355,190) | | | |
| Net Total: | \$ | 5,362,863,410 | \$ | 6,416,128,090 | \$ | 1,053,264,680 | 20% |

| <u>Class</u> | | <u>2011 Assd Val</u> | | <u>2012 Assd Val</u> | | <u>Change \$</u> | <u>Change %</u> |
|----------------|----|----------------------|----|----------------------|----|------------------|-----------------|
| Total Real | \$ | 4,452,267,100 | \$ | 5,328,482,580 | \$ | 876,215,480 | 20% |
| Total Personal | \$ | 969,595,740 | \$ | 1,185,000,700 | \$ | 215,404,960 | 22% |

| <u>Percent of Value</u> | <u>2011</u> | <u>2012</u> | <u>Change %</u> |
|-------------------------|-------------|-------------|-----------------|
| Real | 82.12% | 81.81% | -0.31% |
| Personal | 17.88% | 18.19% | 0.31% |



Final 2012 Certification

NET PROGRAM COST

| | NET COST | ALLOCATED SUPPORT | TOTAL |
|--|---------------------|------------------------------|----------------------|
| <u>MANDATED: CHARTER/STATE CONSTITUTIONAL OFFICES</u> | | | |
| OFFICE OF THE BOARD | \$ 881,660 | \$ 282,654 | \$ 1,164,314 |
| PUBLIC TRUSTEE | 0 | \$ 4,492 | 4,492 |
| CLERK & RECORDER | (2,526,760) | \$ 665,285 | (1,861,475) |
| ELECTIONS | 857,749 | \$ 102,470 | 960,219 |
| TREASURER | (1,693,161) | \$ - | (1,693,161) |
| ASSESSOR | 2,564,511 | \$ 461,394 | 3,025,905 |
| COUNTY COUNCIL | 47,368 | \$ 8,728 | 56,096 |
| DISTRICT ATTORNEY | 4,735,006 | \$ 517,659 | 5,252,665 |
| SHERIFF | 1,537,306 | \$ 1,909,561 | 3,446,867 |
| CORONER | 777,672 | \$ 183,150 | 960,822 |
| CLERK TO THE BOARD | 309,405 | \$ 81,976 | 391,381 |
| TOTAL | \$ 7,490,756 | \$ 4,217,369 | \$ 11,708,124 |

MANDATED:STATE/FEDERAL COUNTY COST

| | | | |
|-----------------------|----------------------|---------------------|----------------------|
| NORTH JAIL | \$ 18,276,075 | \$ 2,785,029 | \$ 21,061,104 |
| CENTENNIAL JAIL | 2,801,709 | \$ 109,856 | 2,911,565 |
| CONTRACT JAIL SPACE | 0 | \$ - | 0 |
| COMMUNITY CORRECTIONS | 0 | \$ 274,173 | 274,173 |
| SOCIAL SERVICES | 6,500,000 | \$ 1,292,975 | 7,792,975 |
| HUMAN RESOURCES | 12,351 | \$ 583,799 | 596,150 |
| PUBLIC HEALTH | 3,661,473 | \$ 819,840 | 4,481,313 |
| TOTAL | \$ 31,251,608 | \$ 5,865,672 | \$ 37,117,279 |

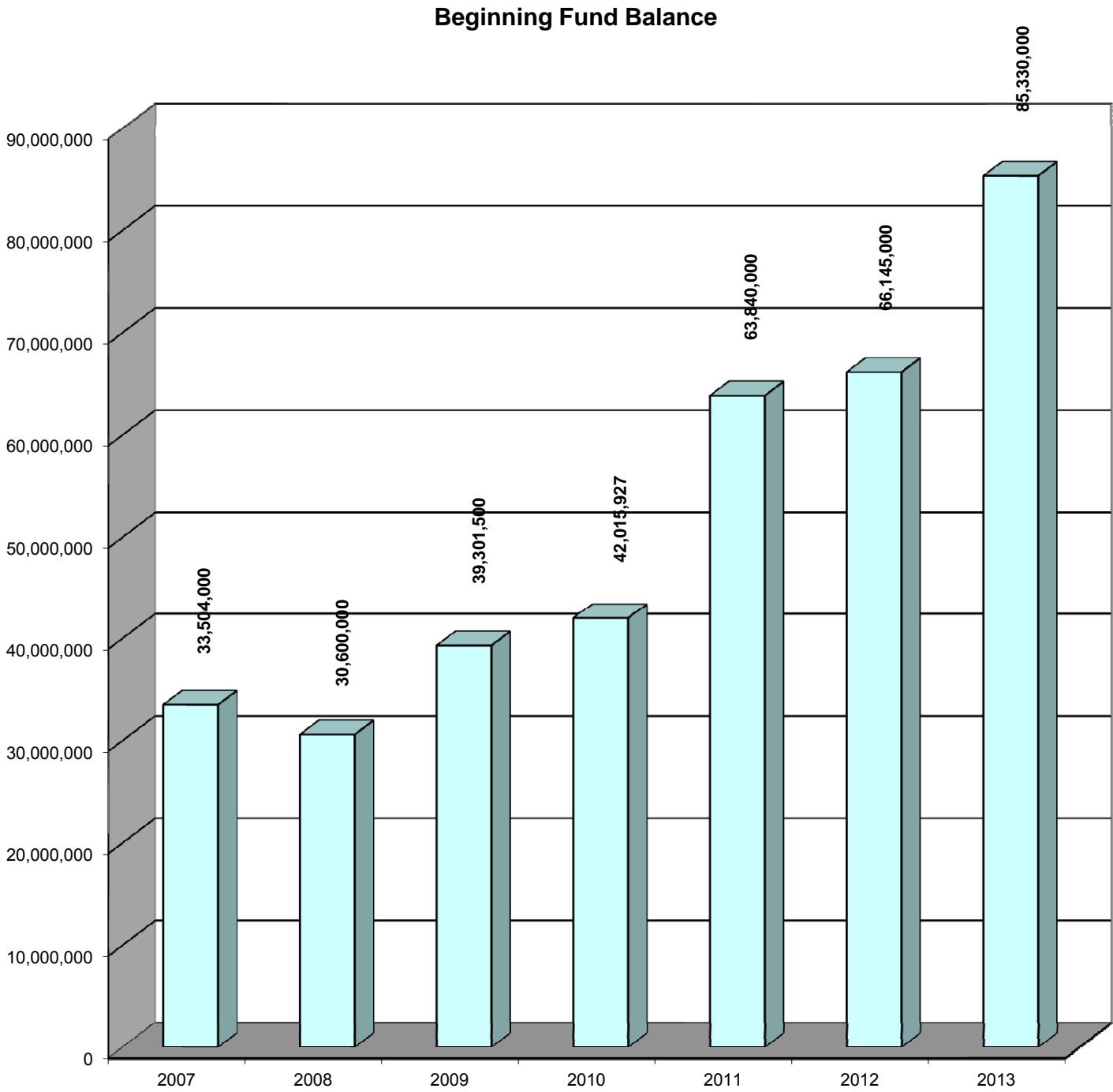
CRITICAL -- NON-MANDATED COUNTY COST

| | | | |
|------------------------------|----------------------|-------------------|----------------------|
| CRIMINAL JUSTICE INFO SYSTEM | \$ 1,214,224 | \$ 52 | \$ 1,214,276 |
| CRIME LAB | 183,745 | \$ 118,931 | 302,676 |
| POLICE SERVICES (LEVEL) | 7,238,965 | \$ 103,644 | 7,342,609 |
| SHERIFF CONTRACT SERVICES | (78,871) | \$ - | (78,871) |
| COMMUNICATIONS-COUNTY-WIDE | 2,479,044 | \$ - | 2,479,044 |
| COMMUNICATION SYSTEM DEVEL | 550,000 | \$ - | 550,000 |
| OFFICE EMERGENCY SERVICES | 158,333 | \$ 44,645 | 202,978 |
| DRUG TASK FORCE | 109,516 | \$ 1,366 | 110,882 |
| TRAFFIC ENFORCEMENT | 784,983 | \$ 17,228 | 802,211 |
| TOTAL | \$ 12,639,939 | \$ 285,865 | \$ 12,925,804 |

NET PROGRAM COST

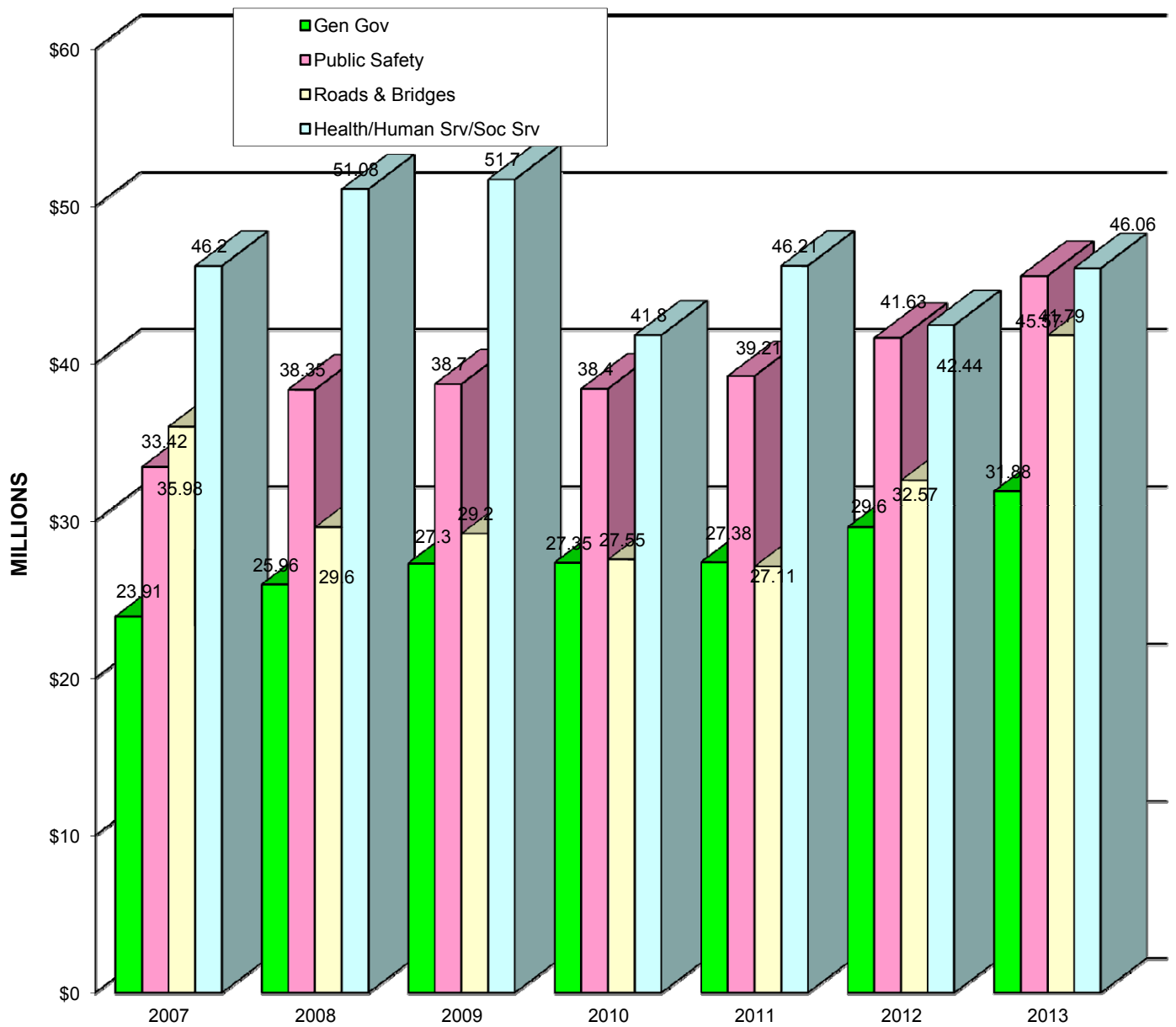
| | NET COST | ALLOCATED SUPPORT | TOTAL |
|-----------------------------------|----------------------|------------------------------|----------------------|
| <u>LOCAL DISCRETION</u> | | | |
| TRANSPORTATION | \$0 | \$ 114,710 | \$ 114,710 |
| INNOVATION & TECHNOLOGY PROJECTS | 2,000,000 | \$ - | \$ 2,000,000 |
| PLANNING & ZONING/BLDG INSP | 914,574 | \$ 626,902 | 1,541,476 |
| ANIMAL CONTROL/CODE ENFORCEMENT | 206,342 | \$ 4,691 | 211,033 |
| NOXIOUS WEEDS | 784,370 | \$ 18,188 | 802,558 |
| EXTENSION SERVICE | 335,432 | \$ 162,896 | 498,328 |
| VETERAN'S OFFICE | 61,015 | \$ 5,676 | 66,691 |
| AIRPORT | 0 | \$ 15,161 | 15,161 |
| MENTAL HEALTH | 203,225 | \$ - | 203,225 |
| MISSILE SITE PARK | 83,825 | \$ 1,757 | 85,582 |
| COUNTY FAIR | 76,660 | \$ 4,527 | 81,187 |
| DEVELOPMENTALLY DISABLED | 38,225 | \$ - | 38,225 |
| SENIOR COORDINATORS | 13,000 | \$ - | 13,000 |
| VICTIM ASSISTANCE | 372,312 | \$ 24,225 | 396,537 |
| JUVENILE DIVERSION | 31,488 | \$ 17,014 | 48,502 |
| VICTIM ADVOCATES | 55,941 | \$ - | 55,941 |
| WASTE WATER MANAGEMENT | 10,000 | \$ 25,613 | 35,613 |
| ECONOMIC DEVELOPMENT | 114,700 | \$ - | 114,700 |
| A KID'S PLACE | 6,780 | \$ - | 6,780 |
| GEOGRAPHICAL INFORMATION SYSTEM | 131,699 | \$ 21,511 | 153,210 |
| COMMUNITY AGENCY GRANTS | 39,881 | \$ - | 39,881 |
| PARKS AND TRAILS | 29,000 | \$ - | 29,000 |
| ISLAND GROVE BUILDING | 87,075 | \$ - | 87,075 |
| PRE-TRIAL SERVICES | 523,306 | \$ 33,872 | 557,178 |
| ADULT DIVERSION | 51,593 | \$ - | - |
| RETIRMENT TRANSFER | 5,000,000 | \$ - | 5,000,000 |
| ASSET & RESOURCE MANAGEMENT | 3,273,018 | \$ - | - |
| TOTAL | \$14,443,461 | \$ 1,076,742 | \$ 12,195,591 |
| <u>GENERAL ASSISTANCE:</u> | | | |
| | \$ - | \$ - | \$ - |
| <u>PUBLIC WORKS</u> | | | |
| ENGINEERING | \$ 9,000,000 | \$ 1,411,264 | \$ 10,411,264 |
| TOTAL | \$ 11,300,806 | \$ 1,454,658 | \$ 12,755,464 |
| <u>CAPITAL:</u> | | | |
| EQUIPMENT | | \$ - | \$ - |
| BUILDINGS | 7,200,000 | \$ - | 7,200,000 |
| TOTAL | \$ 7,200,000 | \$ - | \$ 7,200,000 |
| <u>SUPPORT FUNCTION</u> | | | |
| COUNTY ATTORNEY | \$ 782,260 | \$ (782,260) | \$ - |
| BUILDING & GROUNDS | 5,900,203 | (5,900,203) | 0 |
| FINANCE & ADMINISTRATION | 530,585 | (530,585) | 0 |
| ACCOUNTING | 673,729 | (673,729) | 0 |
| PURCHASING | 245,605 | (245,605) | 0 |
| HUMAN RESOURCES | 711,348 | (711,348) | 0 |
| PBX/PHONES | 0 | 0 | 0 |
| INSURANCE | 2,000,000 | (2,000,000) | 0 |
| NON-DEPARTMENTAL | 542,500 | (542,500) | 0 |
| BUILDING RENTS | 0 | 0 | 0 |
| INFORMATION SERVICES | 4,016,597 | (4,016,597) | 0 |
| PRINTING & SUPPLY | 70,467 | (70,467) | 0 |
| TOTAL | \$ 15,473,294 | \$ (15,473,294) | \$ - |

SEVEN YEAR TREND

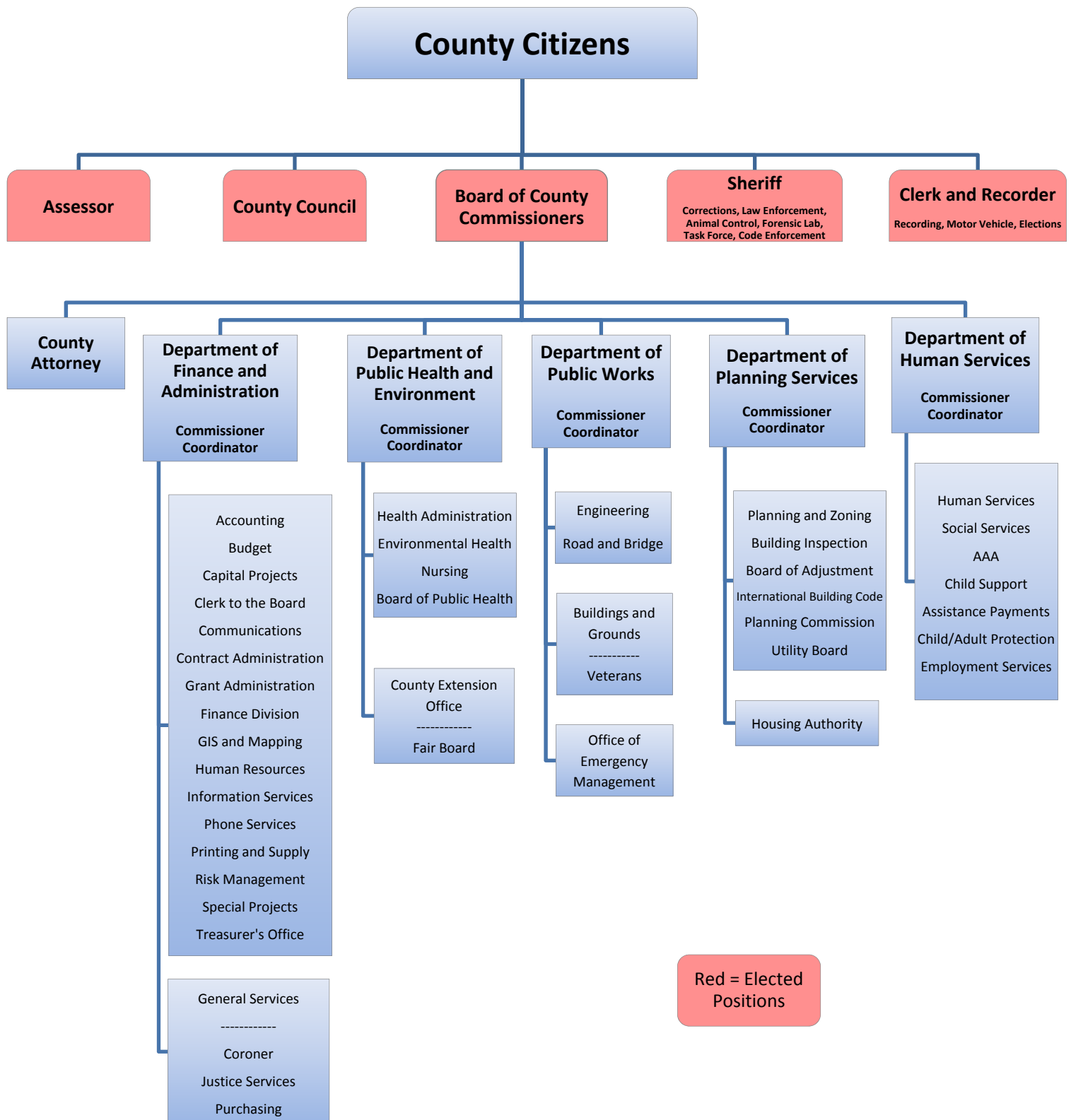


SEVEN YEAR TREND

County Expenditures



WELD COUNTY HOME RULE CHARTER



**SUMMARY OF
COUNTY FUNDED FULL TIME EQUIVALENTS (FTE)
2013**

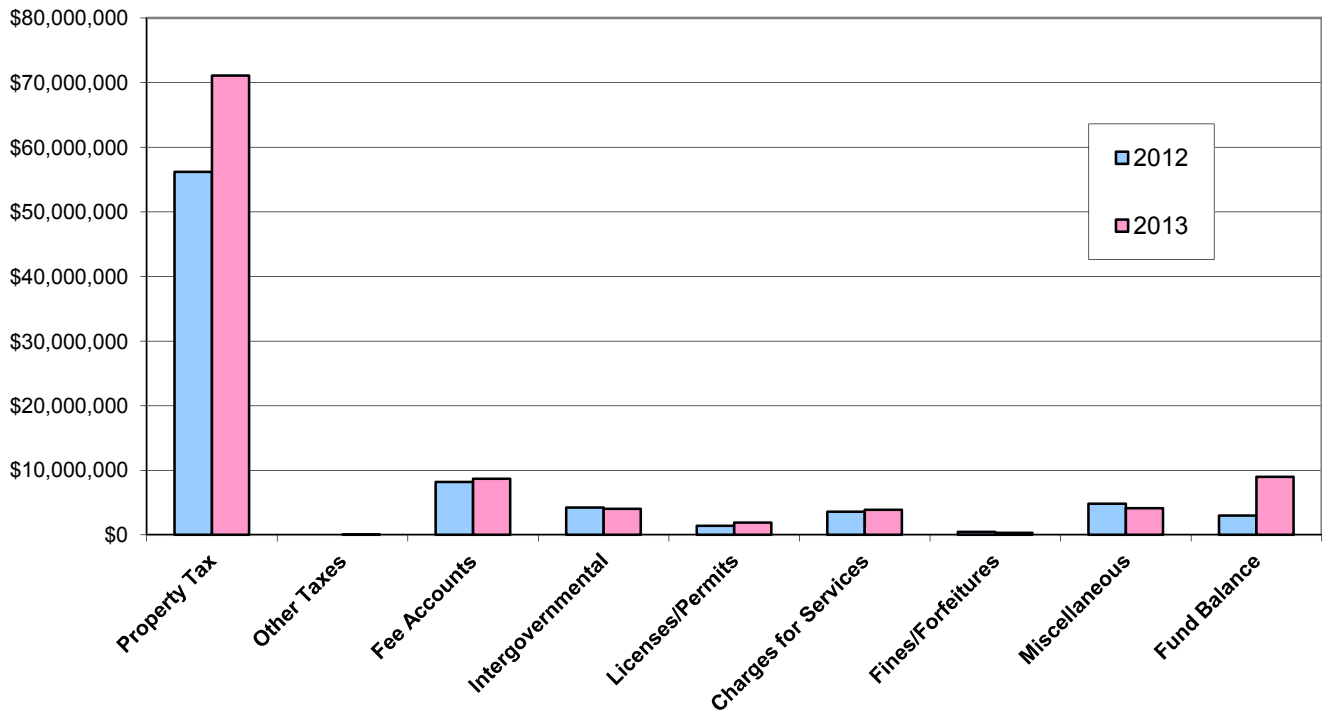
| <i>DEPARTMENT</i> | <i>LAST ACTUAL YEAR 2011</i> | <i>CURRENT YEAR 2012</i> | <i>REQUEST BUDGET 2013</i> | <i>RECOMMEND BUDGET 2013</i> | <i>CURRENT TO FINAL CHANGE</i> |
|----------------------------|---|-------------------------------------|---|---|---|
| GENERAL FUND: | | | | | |
| Office of the Board | 6.000 | 6.000 | 7.000 | 7.000 | +1.000 |
| County Attorney | 5.000 | 5.000 | 5.000 | 5.000 | |
| Planning and Zoning | 9.250 | 10.250 | 11.250 | 11.000 | +0.750 |
| Clerk to the Board | 5.000 | 5.000 | 5.000 | 5.000 | |
| Accounting | 6.000 | 6.000 | 6.000 | 6.000 | |
| Finance and Administration | 3.000 | 3.750 | 2.750 | 1.750 | -2.000 |
| Clerk and Recorder | 43.000 | 43.000 | 45.000 | 46.000 | +3.000 |
| Elections | 5.000 | 5.000 | 5.000 | 5.000 | |
| Treasurer | 10.000 | 10.000 | 10.000 | 10.000 | |
| Assessor | 33.500 | 32.500 | 32.500 | 33.500 | +1.000 |
| Human Resources | 5.500 | 6.000 | 6.000 | 6.000 | |
| Buildings and Grounds | 28.000 | 28.000 | 28.000 | 28.000 | |
| Victim Witness | 11.750 | 11.625 | 10.625 | 10.625 | -1.000 |
| Juvenile Diversion | 1.250 | 1.250 | 1.000 | 1.000 | -0.250 |
| Office of Emerg. Mgmt. | 1.000 | 2.500 | 2.500 | 2.500 | |
| Purchasing | 2.000 | 2.000 | 2.000 | 2.500 | +0.500 |
| District Attorney | 54.125 | 55.125 | 55.625 | 55.625 | +0.500 |
| Coroner | 5.500 | 6.500 | 6.500 | 6.500 | |
| Centennial Jail | 32.000 | 36.000 | 38.000 | 38.000 | +2.000 |
| North Jail | 197.000 | 197.000 | 197.000 | 197.000 | |
| Sheriff | 19.000 | 20.000 | 20.000 | 20.000 | |
| 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 | |
| Sheriff Contract Services | 9.500 | 9.500 | 9.500 | 9.500 | |

| <i>DEPARTMENT</i> | <i>LAST ACTUAL YEAR 2011</i> | <i>CURRENT YEAR 2012</i> | <i>REQUEST BUDGET 2013</i> | <i>RECOMMEND BUDGET 2013</i> | <i>CURRENT TO FINAL CHANGE</i> |
|------------------------------------|--|------------------------------|------------------------------------|--------------------------------------|--|
| Building Inspection | 10.250 | 10.2500 | 11.250 | 11.000 | +0.750 |
| Police Services | 67.750 | 63.750 | 63.750 | 63.750 | |
| Traffic Enforcement | 11.000 | 10.000 | 10.000 | 10.000 | |
| Communications | 0.000 | 0.000 | 1.000 | 2.000 | +2.000 |
| Community Corrections | 1.000 | 1.000 | 1.000 | 1.000 | |
| Noxious Weeds | 2.000 | 2.000 | 2.000 | 2.000 | |
| Transportation | 10.000 | 6.250 | 0 | 0 | -6.250 |
| Justice Services | 6.000 | 7.000 | 6.500 | 6.500 | -0.500 |
| Adult Services | 0.000 | 0.000 | 1.000 | 1.000 | +1.000 |
| Veteran's Office | 1.000 | 1.000 | 1.000 | 1.000 | |
| Missile Site | 1.000 | 1.000 | 1.000 | 1.000 | |
| General Engineering | 20.000 | 20.000 | 20.000 | 20.000 | |
| Printing and Supply | 3.000 | 3.000 | 3.000 | 3.000 | |
| Fair | 0.300 | 1.000 | 1.000 | 1.000 | |
| Extension Service | 12.080 | 12.080 | 12.080 | 12.080 | |
| 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>645.755</u> | <u>648.330</u> | <u>648.830</u> | <u>650.830</u> | <u>+2.500</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 | 46.000 | 46.000 | |
| Trucking | 33.000 | 33.000 | 33.000 | 33.000 | |
| Bridge Construction | 27.000 | 27.000 | 28.000 | 28.000 | +1.000 |
| Pavement Management | 10.000 | 10.000 | 13.000 | 13.000 | +3.000 |
| Mining | <u>5.000</u> | <u>5.000</u> | <u>5.000</u> | <u>5.000</u> | |
| TOTAL PUBLIC WORKS | <u>137.000</u> | <u>137.000</u> | <u>141.000</u> | <u>141.000</u> | <u>4.000</u> |
| | | | | | |

| DEPARTMENT | LAST ACTUAL YEAR 2011 | CURRENT YEAR 2012 | REQUEST BUDGET 2013 | RECOMMEND BUDGET 2013 | CURRENT TO FINAL CHANGE |
|--------------------------|--|------------------------------|------------------------------------|--------------------------------------|--|
| HEALTH FUND: | | | | | |
| Administration | 8.000 | 8.000 | 8.000 | 8.000 | |
| Health Communication | 10.000 | 9.000 | 11.250 | 11.250 | +2.250 |
| Environmental Services | 23.250 | 23.250 | 23.750 | 23.750 | +0.500 |
| Health Preparedness | 2.500 | 2.600 | 2.600 | 2.600 | |
| Public Health Services | <u>42.680</u> | <u>42.980</u> | <u>42.600</u> | <u>42.600</u> | <u>-0.380</u> |
| TOTAL HEALTH FUND | <u>86.430</u> | <u>85.830</u> | <u>88.200</u> | <u>88.200</u> | <u>+2.370</u> |
| | | | | | |
| SOCIAL SERVICES | 309.000 | 309.000 | 301.500 | 305.500 | -3.500 |
| | | | | | |
| PHONE SERVICES | 2.000 | 2.000 | 2.000 | 2.000 | |
| | | | | | |
| PARAMEDIC SERVICES | 50.000 | 50.000 | 0.000 | 0.000 | -50.000 |
| | | | | | |
| GRAND TOTAL | 1,230.185 | 1,232.16 | 1,181.53 | 1,187.53 | -44.630 |

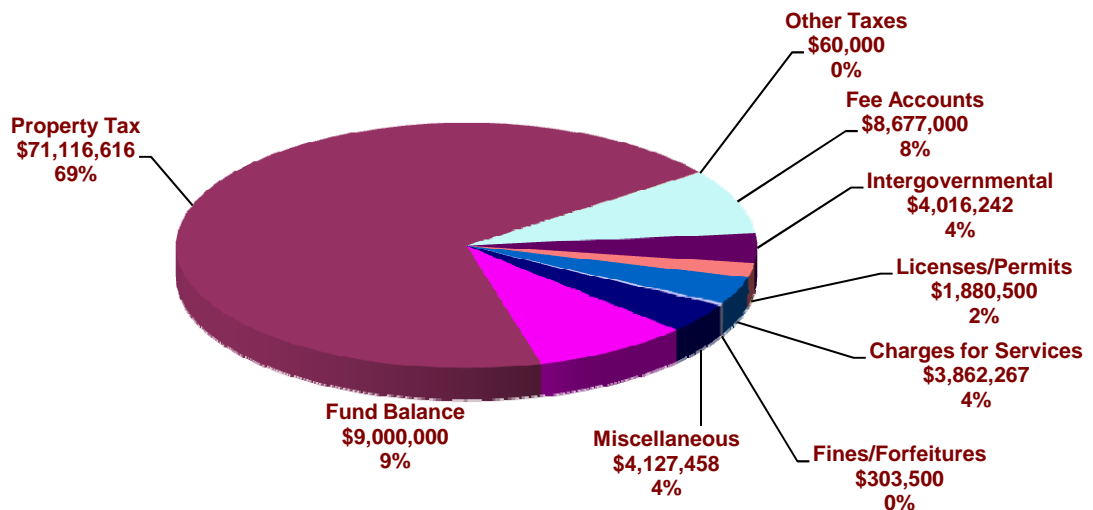
GENERAL FUND

Revenue Changes

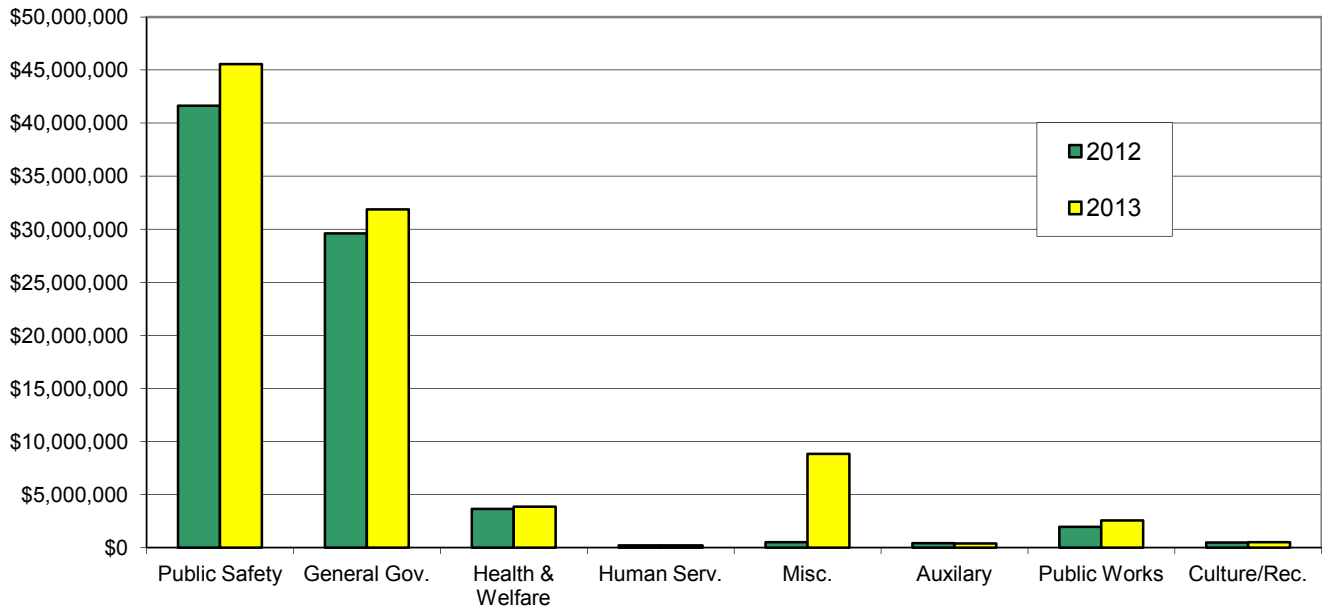


2013 Revenue

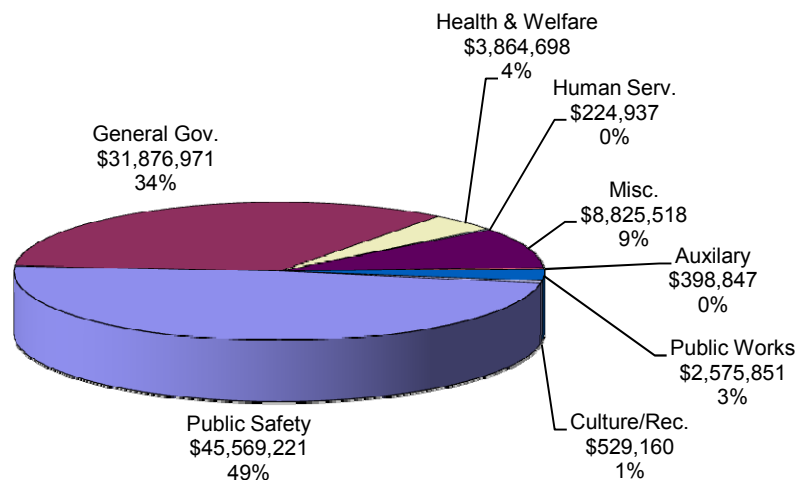
Total \$103,043,583 (2012 \$81,983,705)



GENERAL FUND EXPENDITURE CHANGES

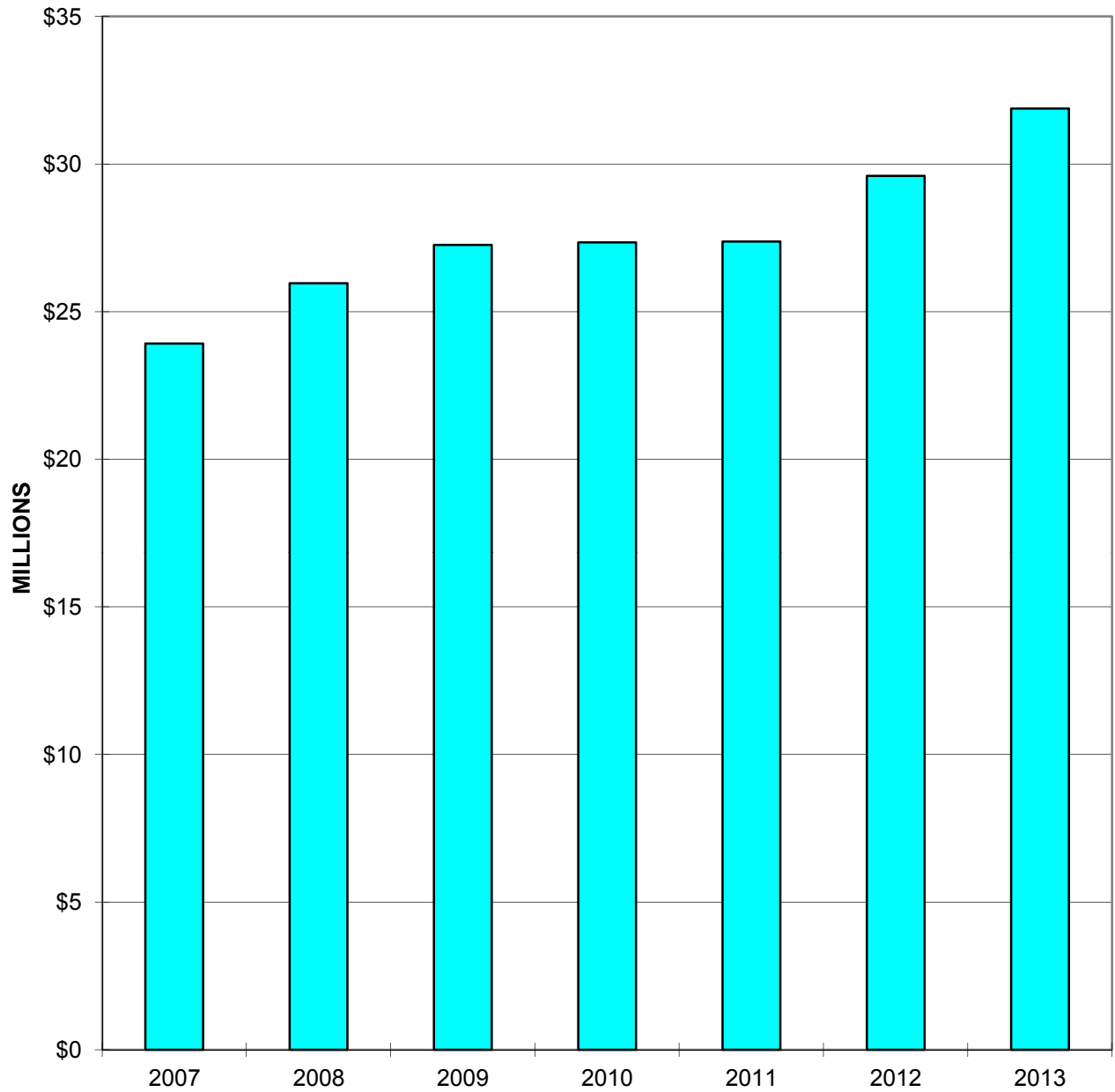


2013 Expenditures Total \$93,865,203 (2012 \$78,508,097)



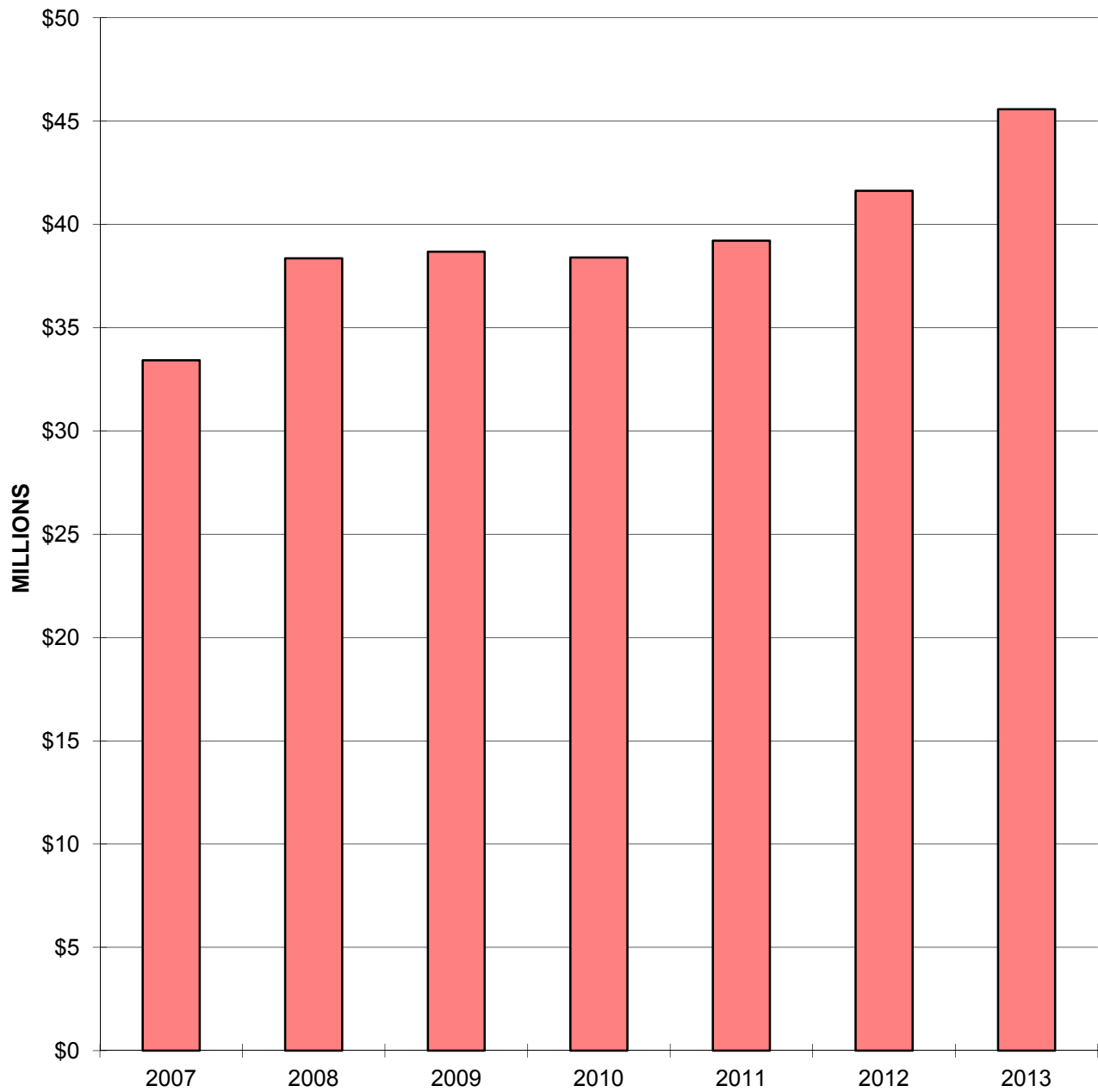
SEVEN YEAR TREND

General Government



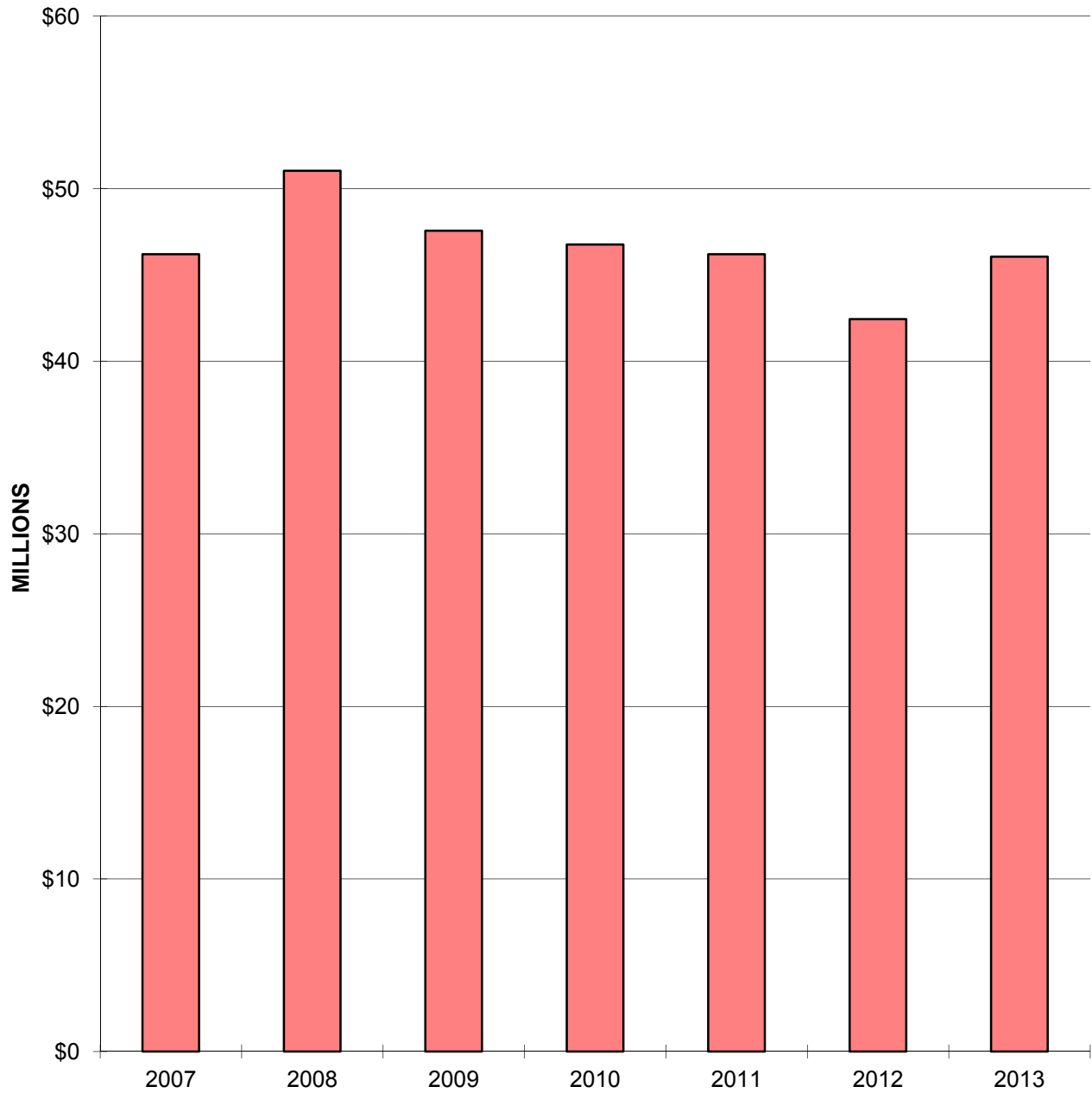
SEVEN YEAR TREND

Public Safety



SEVEN YEAR TREND

Health & Welfare



GENERAL FUND SUMMARY

The General Fund is funded at the level of \$93,865,203 up \$15,357,106. Without including adjustments for health insurance costs, short term disability insurance, cost of living, and salary step increases, the budget for general government functions is up \$1,672,549. 2013 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 \$976,338. The budget is funded as if it is a mail election. If the election is a voting center election the costs would go up substantially. The Motor Vehicle office of the Clerk and Recorder is requesting the addition of three Office Tech III positions (\$160,296). One position is for the Southwest branch office and two for the Greeley office due to the increase activity in vehicle registrations. The Assessor's budget is up \$33,000 since 2013 is a reappraisal year and Notices of Value have to be mailed to all property owners. Also, an additional GIS Mapping position (\$59,666) was added in the Assessor's Office. The Planning Department is up \$189,121 with the two mid-year additions of two Planner II positions (\$170,526) due to more development activity. A mid-year management reorganization of Planning resulted in a cost of \$13,406. A Code Enforcement Officer was internally transferred to the Building Department as a Building Technician position reducing personnel costs by \$48,134. Transportation decreased by \$454,507 due to the elimination of the program in February, 2012. Once the State assumed the Medicaid broker function other ridership dropped to a point that the program could no longer be justified. Information Services has increased \$563,892 with \$127,677 attributed to the 3.5 percent inflationary factor in the ACS contract. In addition, there is \$330,996 included in the budget for three new ACS positions. The positions are a Business Process Analyst, Mobile Computing Manager, and a Technology Trainer. The recommendation for the three positions came from the Technology Summit held on May 24, 2012. In addition the county started in July the Technology Tools Analysis Project. The project focused on optimizing resources, both human and technology, by analyzing how the Weld County workforce completes their job duties with the technologies that are available to them. This project will present findings and recommendations for improvements in the area of technology for Weld County. The costs of implementing the recommendations are funded in the new Innovation and Technology Projects budget. \$2,000,000 has been included in the budget for the Innovation and Technology Projects, which are part of the *Strategic Investment Plan for the Future of Weld County*.

Public safety functions are up \$1,913,120 in the budget. The Sheriff increased costs in the recommended budget by \$559,371, or less than two-percent. The Sheriff added over \$70,000 for funds for training in 2013 due to turn over the department has experienced and the need to bring new "master trainers" up to speed. In hindsight of the Brownlee incident, which resulted in an officer's death, the department has realized the need to bring in higher quality training to a group of individuals that can turn around and train the entire agency. The entire agency is also hoping to make an investment in getting supervisory level employees trained to be more adept at human resource issues. The increase to the training budget is expected to only be for this year to accommodate the master trainer courses and to get the agency's supervisors better trained on employment law issues. \$83,000 has been included in the budget for Speakwrite, which is a voice to document transcription service that allows deputies to dictate their reports and then obtain a high quality transcription via email. The result should be increased productivity by spending less time typing reports and more time in crime suppression.

In the North Jail budget significant costs have been deferred another year by continuing to hold the total secure jail bed capacity at 630 beds. Inmate census trends indicate the 630 bed capacity should be adequate in 2013; however, approximately \$1,500,000 in deferred jail cost is not a permanent cost savings, since additional staff and capacity will be needed in the future. Medical costs for inmates have been increased by \$466,940. Two additional officers (\$138,942) have been approved in the 2013 budget, an officer to meet current fugitive transport obligations and another to work fugitive warrants. The budget also includes \$8,544 for the purchase and installation of a GPS tracking system for inmate transportation vehicles to increase officer and community safety in the event of an accident, vehicle breakdown or escape attempt. The

Community Corrections budget is down \$136,762 with all costs being offset by state revenues. Justice Services has requested a 0.5 FTE Senior Pretrial Specialist position (\$30,645) to create greater capacity to serve more pretrial clients, which should produce cost savings in holding down jail bed utilization. Communication's costs are up \$562,875 and the Criminal Justice Information System is up \$258,322 primarily due to the salary adjustments for the dispatch and records positions paid through the IGA with the City of Greeley, E911 not providing as much financial support for operations, and increased computer support. Due to the decision to transition the communication center from being managed by the City of Greeley to being operated by Weld County \$254,058 was added for a Communications Director and Communications Technician in the 2013 budget. In addition \$550,000 is included for 100 mobile radios as part of the capital replacement plan developed in 2012 that calls for the replacement of radios every ten years.

Other changes include Engineering, which is up \$603,754 due to consultant contracts and higher engineering costs for projects. The General Fund's subsidy to the Public Health Department is up \$204,163 due to health insurance costs and anticipated salary increases. Asset and Resource Management is a new budget consolidating the funding of costs associated with the management of county property assets and leases. The budget includes \$340,628 for management of water rights and real estate owned by the county. \$407,281 is funded for the leases of county assets, and asset depreciation of \$2,525,109. 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 \$5,000,000 in the recommended budget 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. An increase of \$2,492,093 is included for other General Fund departments' health insurance costs, short term disability insurance, and anticipated salary increases of 2.0 percent in 2013.

The available resources to the General Fund are \$103,043,583 compared to \$87,983,705 in 2012, up \$15,059,878. Property taxes are budgeted at \$71,116,616, up \$14,931,650. Revenue from interest earnings are down \$300,000 at \$1,100,000 for 2013, as interest rates are projected to remain low through 2014. Oil and gas royalty revenues are no longer budgeted in this fund. Planning and Building Inspection fees are up \$450,000 primarily due to all the new oil and gas activity in the County and some upturn in development. Intergovernmental revenues are down \$216,124 primarily due to lower Community Correction grants of \$136,762, and transportation CDOT grants are down \$172,700 with the elimination of the minibus program. Charges for Services are up \$264,847 primarily from charges to other jurisdictions for the 2013 consolidated election. Fines from traffic are down \$176,610, which is following a nationwide trend. The Treasurer's fees are anticipated to be up \$130,000. Revenue from Clerk and Recorder fees are up \$450,000 as vehicle sales have recovered. All other revenues are relatively stable with little change.

The beginning fund balance is anticipated to be \$9,000,000 for 2013. An estimated ending fund balance of \$9,178,380 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 2013 and future years.

**GENERAL FUND
SUMMARY OF REVENUES
2013**

| Fund | Org | Acct | Account Title | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-----------------------------------|------------|-------------|----------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| TAXES | | | | | | | |
| 1000 | 90100 | 4112 | CURRENT PROPERTY TAXES | 56,184,966 | 71,152,024 | 71,152,024 | 71,116,616 |
| 1000 | 90100 | 4116 | PROPERTY TAX ADJUSTMENT | (132,340) | 0 | 0 | (116,617) |
| 1000 | 90100 | 4117 | PERSONAL PROPERTY TAX INCENTIVE | 132,340 | 0 | 0 | 116,617 |
| 1000 | 90100 | 4150 | TOBACCO PRODUCTS | 0 | 60,000 | 60,000 | 60,000 |
| TOTAL TAXES | | | | 56,184,966 | 71,212,024 | 71,212,024 | 71,176,616 |
| LICENSES AND PERMITS | | | | | | | |
| 1000 | 90100 | 4215 | LICENSES, LIQUOR/DANCE | 5,000 | 5,500 | 5,500 | 5,500 |
| 1000 | 17100 | 4221 | PERMITS | 225,000 | 375,000 | 375,000 | 375,000 |
| 1000 | 25100 | 4222 | BUILDING | 800,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| 1000 | 25100 | 4224 | ELECTRICAL | 150,000 | 200,000 | 200,000 | 200,000 |
| 1000 | 25100 | 4226 | PLAN CHECK | 250,000 | 300,000 | 300,000 | 300,000 |
| TOTAL LICENSES AND PERMITS | | | | 1,430,000 | 1,880,500 | 1,880,500 | 1,880,500 |
| INTERGOVERNMENTAL | | | | | | | |
| 1000 | 90100 | 4318 | PAYMENT IN LIEU OF TAXES | 3,000 | 3,000 | 3,000 | 3,000 |
| 1000 | 15100 | 4336 | REIMBURSEMENTS | 104,000 | 104,000 | 104,000 | 120,280 |
| 1000 | 21210 | 4336 | REIMBURSEMENTS | 15,000 | 10,000 | 10,000 | 10,000 |
| 1000 | 24410 | 4336 | REIMBURSEMENTS | 16,000 | 16,000 | 16,000 | 16,000 |
| 1000 | 15200 | 4340 | GRANTS | 63,140 | 65,030 | 65,030 | 65,030 |
| 1000 | 15300 | 4340 | GRANTS | 140,000 | 163,000 | 163,000 | 163,000 |
| 1120 | 15300 | 4340 | GRANTS | 35,418 | 35,418 | 35,418 | 35,418 |
| 1130 | 15300 | 4340 | GRANTS | 123,000 | 125,755 | 125,755 | 125,755 |
| 114006 | 15300 | 4340 | GRANTS | 16,180 | 16,180 | 16,180 | 16,180 |
| 1000 | 16500 | 4340 | GRANTS | 172,700 | 0 | 0 | 0 |
| 1000 | 21300 | 4340 | GRANTS | 68,768 | 87,877 | 87,877 | 87,877 |
| 1000 | 24200 | 4340 | GRANTS | 101,008 | 95,749 | 95,749 | 95,749 |
| 116011 | 24220 | 4340 | GRANTS | 2,459,923 | 0 | 0 | 0 |
| 116012 | 24220 | 4340 | GRANTS | 0 | 2,318,709 | 2,318,709 | 2,318,709 |
| 116511 | 24220 | 4340 | GRANTS | 65,289 | 0 | 0 | 0 |
| 116512 | 24220 | 4340 | GRANTS | 0 | 75,000 | 75,000 | 75,000 |
| 1000 | 26200 | 4340 | GRANTS | 60,000 | 60,000 | 60,000 | 70,500 |
| 1000 | 96400 | 4340 | GRANTS | 2,400 | 2,400 | 2,400 | 2,400 |
| 1000 | 90100 | 4352 | THORNTON | 29,890 | 49,076 | 49,076 | 49,076 |
| 1000 | 90100 | 4353 | BRIGHTON URBAN RENEWAL AUTHORITY | 439,671 | 439,671 | 439,671 | 493,941 |
| 1000 | 21200 | 4354 | CITIES AND TOWNS | 31,040 | 31,040 | 31,040 | 31,040 |
| 1000 | 21300 | 4354 | CITIES AND TOWNS | 8,200 | 8,200 | 8,200 | 8,200 |
| 1000 | 24410 | 4354 | CITIES AND TOWNS | 275,000 | 225,000 | 225,000 | 225,000 |
| 1000 | 90100 | 4357 | SOUTH FIRESTONE URA | 2,739 | 2,739 | 2,739 | 4,087 |
| TOTAL INTERGOVERNMENTAL | | | | 4,232,366 | 3,933,844 | 3,933,844 | 4,016,242 |
| CHARGE FOR SERVICES | | | | | | | |
| 1000 | 10200 | 4410 | CHARGE FOR SERVICES | 3,000 | 0 | 0 | 0 |
| 1000 | 10400 | 4410 | CHARGE FOR SERVICES | 11,694 | 6,324 | 6,324 | 6,324 |
| 1000 | 11200 | 4410 | CHARGE FOR SERVICES | 160,000 | 70,000 | 70,000 | 300,000 |
| 1000 | 15100 | 4410 | CHARGE FOR SERVICES | 35,000 | 35,000 | 35,000 | 35,000 |
| 1000 | 16500 | 4410 | CHARGE FOR SERVICES | 31,500 | 0 | 0 | 0 |
| 1000 | 17350 | 4410 | CHARGE FOR SERVICES | 40,000 | 50,000 | 50,000 | 50,000 |
| 1000 | 17600 | 4410 | CHARGE FOR SERVICES | 300,000 | 243,500 | 243,500 | 243,500 |
| 1000 | 21100 | 4410 | CHARGE FOR SERVICES | 345,287 | 295,007 | 295,007 | 295,007 |
| 1000 | 21200 | 4410 | CHARGE FOR SERVICES | 106,358 | 0 | 0 | 0 |
| 1000 | 21220 | 4410 | CHARGE FOR SERVICES | 920,553 | 956,653 | 956,653 | 956,653 |
| 1000 | 22100 | 4410 | CHARGE FOR SERVICES | 103,435 | 448,998 | 448,998 | 504,583 |
| 1000 | 22400 | 4410 | CHARGE FOR SERVICES | 60,543 | 0 | 0 | 0 |
| 1000 | 24100 | 4410 | CHARGE FOR SERVICES | 25,000 | 25,000 | 25,000 | 25,000 |
| 1000 | 24410 | 4410 | CHARGE FOR SERVICES | 330,200 | 327,200 | 327,200 | 327,200 |
| 1000 | 24420 | 4410 | CHARGE FOR SERVICES | 964,350 | 960,400 | 960,400 | 960,400 |
| 1000 | 26100 | 4410 | CHARGE FOR SERVICES | 6,000 | 6,000 | 6,000 | 6,000 |
| 1000 | 50100 | 4410 | CHARGE FOR SERVICES | 2,000 | 2,600 | 2,600 | 2,600 |
| 1000 | 90100 | 4410 | CHARGE FOR SERVICES | 12,000 | 6,000 | 6,000 | 6,000 |
| 1000 | 90100 | 4420 | PARKING | 25,000 | 23,500 | 23,500 | 23,500 |
| 1000 | 13100 | 4430 | SALE OF SUPPLIES | 500 | 500 | 500 | 500 |
| 1000 | 15100 | 4430 | SALE OF SUPPLIES | 80,000 | 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 | | | | 3,597,420 | 3,576,682 | 3,576,682 | 3,862,267 |

**GENERAL FUND
SUMMARY OF REVENUES
2013**

| Fund | Org | Acct | Account Title | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|------------------------------------|------------|-------------|-------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| FINES AND FORFIETURES | | | | | | | |
| 1000 | 21210 | 4510 | FINES | 449,110 | 272,500 | 272,500 | 272,500 |
| 1000 | 90100 | 4510 | FINES | 30,000 | 31,000 | 31,000 | 31,000 |
| TOTAL FINES AND FORFIETURES | | | | 479,110 | 303,500 | 303,500 | 303,500 |
| MISCELLANEOUS | | | | | | | |
| 1000 | 90100 | 4610 | EARNINGS ON INVESTMENTS | 1,400,000 | 1,100,000 | 1,100,000 | 1,100,000 |
| 1000 | 22100 | 4624 | RENTS FROM BUILDINGS | 49,362 | 39,140 | 39,140 | 39,140 |
| 1000 | 90100 | 4624 | RENTS FROM BUILDINGS | 454,534 | 478,306 | 478,306 | 478,306 |
| 1000 | 22100 | 4630 | INDIRECT COST | 111,852 | 117,654 | 117,654 | 117,654 |
| 1000 | 90100 | 4640 | OIL AND GAS | 1,500,000 | 0 | 0 | 0 |
| 1000 | 90100 | 4650 | OVERHEAD | 900,000 | 900,000 | 900,000 | 1,997,263 |
| 1000 | 21200 | 4670 | REFUND OF EXPENDITURE | 45,000 | 10,000 | 10,000 | 10,000 |
| 1000 | 21260 | 4670 | REFUND OF EXPENDITURE | 131,595 | 134,595 | 134,595 | 134,595 |
| 1000 | 23200 | 4680 | OTHER | 500 | 500 | 500 | 500 |
| 1000 | 96200 | 4680 | OTHER | 250,000 | 250,000 | 250,000 | 250,000 |
| TOTAL MISCELLANEOUS | | | | 4,842,843 | 3,030,195 | 3,030,195 | 4,127,458 |
| FEES | | | | | | | |
| 1000 | 12100 | 4720 | ADVERTISING FEES | 50,000 | 50,000 | 50,000 | 50,000 |
| 1000 | 10300 | 4730 | OTHER FEES | 250,000 | 125,000 | 125,000 | 125,000 |
| 1000 | 11100 | 4730 | OTHER FEES | 5,250,000 | 5,700,000 | 5,700,000 | 5,700,000 |
| 1000 | 12100 | 4730 | OTHER FEES | 2,400,000 | 2,530,000 | 2,530,000 | 2,530,000 |
| 1000 | 13100 | 4730 | OTHER FEES | 30,000 | 40,000 | 40,000 | 40,000 |
| 1000 | 15100 | 4730 | OTHER FEES | 2,000 | 2,000 | 2,000 | 2,000 |
| 1000 | 24410 | 4730 | OTHER FEES | 175,000 | 170,000 | 170,000 | 170,000 |
| 1000 | 90100 | 4740 | FEES, CABLE FRANCHISE | 60,000 | 60,000 | 60,000 | 60,000 |
| TOTAL FEES | | | | 8,217,000 | 8,677,000 | 8,677,000 | 8,677,000 |
| TOTAL GENERAL FUND | | | | 78,983,705 | 92,613,745 | 92,613,745 | 94,043,583 |

**GENERAL FUND
SUMMARY OF EXPENDITURES
2013**

| Fund | Org | Expenditure Function | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------------------------------|------------|-----------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| GENERAL GOVERNMENT | | | | | | |
| 1000 | 10100 | OFFICE OF THE BOARD | 782,727 | 820,750 | 820,750 | 881,660 |
| 1000 | 10200 | COUNTY ATTORNEY | 784,292 | 781,292 | 781,292 | 782,260 |
| 1000 | 10400 | CLERK TO THE BOARD | 302,208 | 318,578 | 318,578 | 315,729 |
| 1000 | 11100 | COUNTY CLERK | 933,096 | 949,200 | 949,200 | 992,794 |
| 1000 | 11200 | ELECTIONS AND REGISTRATION | 1,994,087 | 1,131,315 | 1,131,315 | 1,157,749 |
| 1000 | 11300 | MOTOR VEHICLE | 1,921,501 | 2,030,365 | 2,030,365 | 2,180,446 |
| 1000 | 12100 | TREASURER'S OFFICE | 843,817 | 864,627 | 864,627 | 886,839 |
| 1000 | 13100 | ASSESSOR | 2,412,179 | 2,445,179 | 2,445,179 | 2,605,011 |
| 1000 | 14100 | COUNTY COUNCIL | 46,919 | 46,919 | 46,919 | 47,368 |
| 1000 | 15100 | DISTRICT ATTORNEY | 4,893,934 | 4,904,221 | 4,904,221 | 4,977,286 |
| 1000 | 15200 | JUVENILE DIVERSION | 95,650 | 93,010 | 93,010 | 96,518 |
| 1000 | 15300 | VICTIM WITNESS | 524,427 | 510,011 | 510,011 | 535,312 |
| 1120 | 15300 | VICTIM WITNESS | 35,418 | 35,418 | 35,418 | 35,418 |
| 1130 | 15300 | VICTIM WITNESS | 123,000 | 125,755 | 125,755 | 125,755 |
| 114006 | 15300 | VICTIM WITNESS | 16,180 | 16,180 | 16,180 | 16,180 |
| 1000 | 16100 | FINANCE | 628,521 | 584,005 | 584,005 | 530,585 |
| 1000 | 16200 | ACCOUNTING | 662,086 | 670,086 | 670,086 | 673,729 |
| 1000 | 16300 | PURCHASING | 159,850 | 159,850 | 159,850 | 245,605 |
| 1000 | 16400 | PERSONNEL | 636,761 | 659,537 | 659,537 | 711,348 |
| 1000 | 16500 | TRANSPORTATION | 454,507 | 0 | 0 | 0 |
| 1000 | 17100 | PLANNING OFFICE | 1,467,149 | 1,642,864 | 1,642,864 | 1,632,913 |
| 1000 | 17200 | BUILDINGS AND GROUNDS | 5,824,219 | 5,824,219 | 5,824,219 | 5,900,203 |
| 1000 | 17300 | INFORMATION SERVICES | 3,452,705 | 4,016,597 | 4,016,597 | 4,016,597 |
| 1000 | 17350 | GEOGRAPHICAL INFORMATION SYSTEM | 209,121 | 181,699 | 181,699 | 181,699 |
| 1000 | 17375 | INOVATION AND TECHNOLOGY PROJECTS | 0 | 2,000,000 | 2,000,000 | 2,000,000 |
| 1000 | 17600 | PRINTING AND SUPPLY | 398,944 | 342,444 | 342,444 | 347,967 |
| TOTAL GENERAL GOVERNMENT | | | 29,603,298 | 31,154,121 | 31,154,121 | 31,876,971 |
| PUBLIC SAFETY | | | | | | |
| 1000 | 21100 | SHERIFF ADMINISTRATION | 1,825,512 | 1,773,890 | 1,773,890 | 1,832,313 |
| 1000 | 21200 | SHERIFF'S OPERATIONS | 6,946,989 | 6,959,678 | 6,959,678 | 7,280,005 |
| 1000 | 21210 | TRAFFIC CONTROL | 1,103,606 | 1,061,647 | 1,061,647 | 1,067,483 |
| 1000 | 21220 | MUNICIPAL CONTRACT SERVICES | 809,146 | 810,348 | 810,348 | 877,782 |
| 1000 | 21230 | ORDINANCE 88 ENFORCEMENT | 253,821 | 202,341 | 202,341 | 206,342 |
| 1000 | 21260 | REGIONAL LAB | 314,784 | 307,284 | 307,284 | 318,340 |
| 1000 | 21300 | VICTIM ADVOCATES | 158,196 | 149,296 | 149,296 | 152,018 |
| 1000 | 21410 | DRUG TASK FORCE | 176,205 | 105,957 | 105,957 | 109,516 |
| 1000 | 22100 | COMMUNICATIONS SERVICE | 2,323,488 | 2,665,675 | 2,665,675 | 3,140,421 |
| 1000 | 22200 | COMMUNICATIONS SYSTEM DEVELOPMENT | 0 | 550,000 | 550,000 | 550,000 |
| 1000 | 22400 | CRIMIAL JUSTICE SYSTEM | 955,902 | 1,216,652 | 1,216,652 | 1,214,224 |
| 1000 | 23200 | COUNTY CORONER | 733,835 | 754,835 | 754,835 | 778,172 |
| 1000 | 24100 | JUSTICE SERVICES | 539,160 | 520,446 | 520,446 | 548,306 |
| 1000 | 24150 | ADULT DIVERSION | 0 | 50,359 | 50,359 | 51,593 |
| 1000 | 24200 | COMMUNITY CORRECTIONS | 101,008 | 95,749 | 95,749 | 95,749 |
| 116011 | 24220 | THE RESTITUTION CENTER | 2,459,923 | 0 | 0 | 0 |
| 116012 | 24220 | THE RESTITUTION CENTER | 0 | 2,318,709 | 2,318,709 | 2,318,709 |
| 116511 | 24220 | THE RESTITUTION CENTER | 65,289 | 0 | 0 | 0 |
| 116512 | 24220 | THE RESTITUTION CENTER | 0 | 75,000 | 75,000 | 75,000 |
| 1000 | 24410 | NORTH JAIL COMPLEX | 17,807,082 | 17,885,388 | 17,885,388 | 19,014,275 |
| 1000 | 24420 | CENTENNIAL JAIL | 3,252,116 | 3,562,999 | 3,562,999 | 3,762,109 |
| 1000 | 25100 | BUILDING INSPECTION | 1,031,210 | 1,115,704 | 1,115,704 | 1,157,661 |
| 1000 | 26100 | WEED AND PEST | 503,625 | 728,625 | 728,625 | 790,370 |
| 1000 | 26200 | OFFICE OF EMERGENCY MANAGEMENT | 266,383 | 241,818 | 241,818 | 228,833 |
| TOTAL PUBLIC SAFETY | | | 41,627,280 | 43,152,400 | 43,152,400 | 45,569,221 |
| PUBLIC WORKS | | | | | | |
| 1000 | 31100 | ENGINEERING | 1,972,097 | 2,300,806 | 2,300,806 | 2,575,851 |
| CULTURE AND RECURATION | | | | | | |
| 1000 | 50100 | MISSILE PARK | 78,536 | 78,536 | 78,536 | 86,425 |
| 1000 | 50200 | PARKS AND TRAILS | 29,000 | 29,000 | 29,000 | 29,000 |
| TOTAL CULTURE AND RECURATION | | | 107,536 | 107,536 | 107,536 | 115,425 |

**GENERAL FUND
SUMMARY OF EXPENDITURES
2013**

| Fund | Org | Expenditure Function | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|---------------------------------|------------|-------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| HEALTH AND WELFARE | | | | | | |
| 1000 | 56110 | SENIOR PROGRAMS | 12,500 | 12,500 | 12,500 | 13,000 |
| 1000 | 56120 | WASTE WATER | 10,000 | 10,000 | 10,000 | 10,000 |
| 1000 | 56130 | DEVELOPMENTALLY DISABLED | 38,225 | 75,000 | 38,225 | 38,225 |
| 1000 | 56140 | MENTAL HEALTH | 183,225 | 203,225 | 183,225 | 203,225 |
| 1000 | 56150 | A KID'S PLACE | 6,780 | 6,780 | 6,780 | 6,780 |
| 1000 | 56160 | COUNTY CONTRIBUTIONS | 0 | 3,000,000 | 3,000,000 | 5,000,000 |
| 1000 | 56160 | COUNTY CONTRIBUTIONS | 3,469,661 | 3,673,824 | 3,673,824 | 3,673,824 |
| TOTAL HEALTH AND WELFARE | | | 3,720,391 | 6,981,329 | 6,924,554 | 8,945,054 |
| ECONOMIC ASSISTANCE | | | | | | |
| 1000 | 60200 | ECONOMIC ASSISTANCE | 89,700 | 135,000 | 135,000 | 114,700 |
| MISCELLANEOUS | | | | | | |
| 1000 | 90100 | NON DEPARTMENTAL | 512,500 | 512,500 | 512,500 | 542,500 |
| 1000 | 90150 | COMMUNITY AGENCIES GRANTS | 64,250 | 132,731 | 64,250 | 39,881 |
| 1000 | 96100 | EXTENSION | 342,535 | 342,535 | 342,535 | 335,432 |
| 1000 | 96200 | FAIR | 308,945 | 308,945 | 308,945 | 326,660 |
| 1000 | 96400 | VETERANS | 77,170 | 77,170 | 77,170 | 63,415 |
| 1000 | 96500 | ISLAND GROVE BUILDINGS | 82,395 | 87,075 | 87,075 | 87,075 |
| 1000 | 96600 | ASSET AND RESOURCE MANAGEMENT | 0 | 3,044,909 | 3,044,909 | 3,273,018 |
| 1000 | 99999 | SALARY CONTINGENCY | 0 | 2,492,093 | 2,492,093 | 0 |
| TOTAL MISCELLANEOUS | | | 1,387,795 | 6,997,958 | 6,929,477 | 4,667,981 |
| TOTAL GENERAL FUND | | | 78,508,097 | 90,829,150 | 90,703,894 | 93,865,203 |

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 | \$ 687,482 | \$ 668,477 | \$ 705,900 | \$ 766,810 |
| Supplies | 7,529 | 1,100 | 1,700 | 1,700 |
| Purchased Services | 100,397 | 113,150 | 113,150 | 113,150 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 795,408 | \$ 782,727 | \$ 820,750 | \$ 881,660 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 795,408 | \$ 782,727 | \$ 820,750 | \$ 881,660 |
| Budgeted Positions | 6 | 6 | 7 | 7 |

SUMMARY OF CHANGES: Personal Services increase is attributed to transferring the Information Specialist position from Finance and Administration to the Board of County Commissioners' budget, and the elimination of the overlapping salary costs for the transition of the Administrative Coordinator position for six months in 2012. Final budget adjustments include an increase in salaries for staff and health insurance changes. Office supplies increased \$600 based upon the allocation of costs from the shared supply room inventory. No other changes.

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 | 0.231 | 0.225 | 0.259 |
| Per capita cost (county support) | \$3.07 | \$2.94 | \$3.26 |

| 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 | \$ 548,284 | \$ 675,199 | \$675,199 | \$676,167 |
| Supplies | 2,197 | 2,000 | 2,000 | 2,000 |
| Purchased Services | 159,010 | 107,093 | 104,093 | 104,093 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 709,491 | \$ 784,292 | \$781,292 | \$782,260 |
| Revenue | | 3,000 | 0 | 0 |
| Net County Cost | \$ 709,491 | \$ 781,292 | \$781,292 | \$782,260 |
| Budgeted Positions | 5 | 5 | 5 | 5 |

SUMMARY OF CHANGES: Purchased services have been reduced \$3,000 due to the reduction in costs for Westlaw services. Chargeback from Clerk to the Board for clerical support is \$6,324. Revenue from Social Services has also been reduced by \$3,000. Recommended budget has no net county cost change. Final budget adjustments include an increase in salaries of \$968.

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 | 450 | 475 | 500 |
| # of new mental health cases | 60 | 70 | 70 |
| # of new code violations | 120 | 120 | 120 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.154 | 0.188 | 0.185 |
| Per capita cost (county support) | \$2.74 | \$2.93 | \$2.89 |
| Number of agenda requests/D&N/mental cases per FTE | 185 | 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., 1973. 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 | 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 | 478,524 | 250,000 | 125,000 | 125,000 |
| Net County Cost | \$ - 478,524 | \$ - 250,000 | \$ - 125,000 | \$ - 125,000 |
| 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 \$125,000, will be transferred to the General Fund in 2013. The amount is down due to the drop in foreclosure 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 that comply with state 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.

PUBLIC TRUSTEE BUDGET 2013

INCOME

| | |
|--|-------------------|
| Release income after Recording Fees | \$ 70,000 |
| Foreclosure income from Statutory Fees | 490,000 |
| Interest Earned on Balances | <u>2,000</u> |
| Total Income | <u>\$ 562,000</u> |

EXPENSES

Personnel:

| | |
|-----------------------|-------------------|
| Public Trustee Salary | \$ 72,500 |
| Staff Salaries | 159,000 |
| Temporary Labor | 5,000 |
| FICA Contribution | 18,000 |
| SUTA Taxes | 700 |
| Retirement Plans | 10,000 |
| Medical Insurance | 57,000 |
| Misc./Other | <u>1,500</u> |
| Total Personnel | <u>\$ 323,700</u> |

Operating Expenses:

| | |
|------------------------------------|-------------------|
| Accounting/Auditing/Legal Services | \$ 30,000 |
| Building/Office Rental/Storage | 28,000 |
| Dues and Meetings | 3,000 |
| Equipment Maintenance/Rental | 4,000 |
| IT Support | 2,500 |
| Office Supplies | 13,000 |
| Postage | 23,000 |
| Telephone/Utilities | 11,100 |
| Travel/Mileage | <u>2,000</u> |
| Total Operating | <u>\$ 116,600</u> |

Capital Outlay:

| | |
|--------------------------------|-----------------|
| Computer Hardware | 1,000 |
| Office Equipment/Miscellaneous | <u>\$ 8,500</u> |
| Total Capital Outlay | <u>\$ 9,500</u> |

| | |
|----------------|-------------------|
| Total Expenses | <u>\$ 449,800</u> |
|----------------|-------------------|

| | |
|--|--------------------------|
| NET FUNDS PAYABLE TO PUBLIC TRUSTEE SALARY FUND | <u><u>\$ 112,200</u></u> |
|--|--------------------------|

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 | \$ 259,320 | \$ 290,802 | \$ 290,802 | \$ 287,953 |
| Supplies | 23,929 | 15,000 | 26,000 | 26,000 |
| Purchased Services | 26,728 | 8,100 | 8,100 | 8,100 |
| Fixed Charges | -11,046 | - 11,694 | - 6,324 | - 6,324 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 298,931 | \$ 302,208 | \$ 318,578 | \$ 315,729 |
| Revenue | 1,806 | 11,694 | 6,324 | 6,324 |
| Net County Cost | \$ 297,125 | \$ 290,514 | \$ 312,254 | \$ 309,405 |
| Budgeted Positions | 5 | 5 | 5 | 5 |

SUMMARY OF CHANGES: The only increase in expenditures is \$11,000 for software for the *Minutes* system. Other line-items are unchanged. The chargeback for backup clerical support for the County Attorney is \$6,324. Revenue for the chargeback to Phone Services is \$6,324. Both are down due to less time required for the two backup functions. Final budget adjustments include an increase in salaries of \$2,849.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended. On October 8, 2012, along with other reorganizations in the county the Clerk to the Board was placed under the management of the Director of Finance and Administration, instead of the County Attorney.

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 | 230 | 230 | 230 |
| Number of documents optically scanned | 5,000 | 5,000 | 5,000 |
| Number of BOE hearings scheduled | 440 | 50 | 450 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.198 | 0.193 | 0.185 |
| Per capita cost (county support) | \$1.15 | \$1.09 | \$1.14 |
| Cost per meeting/hearing | \$1,291.84 | \$1,263.10 | \$1,345.24 |

| 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% |

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 | \$ 680,661 | \$ 700,515 | \$ 700,515 | \$ 744,109 |
| Supplies | 189,401 | 104,821 | 118,795 | 118,795 |
| Purchased Services | 80,844 | 112,760 | 114,890 | 114,890 |
| Fixed Charges | 11,066 | 15,000 | 15,000 | 15,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 961,972 | \$ 933,096 | \$ 949,200 | \$ 992,794 |
| Revenue | 5,552,432 | 5,250,000 | 5,700,000 | 5,700,000 |
| Net County Cost | \$ - 4,590,460 | \$ - 4,316,904 | \$ - 4,750,800 | \$ - 4,707,206 |
| 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: Software license costs are up \$13,974. Repair and Maintenance for the new Lason/HOV service is up \$2,130. All other expenditures are the same. Revenues are up \$450,000 due to the volume of recording documents and license fees from vehicles. Final budget adjustments include an increase in salaries of \$43,594.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

RECORDING/ADMINISTRATION (CONTINUED) 1000-11100

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--------------------------------------|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Number of documents recorded | 73,129 | 82,193 | 90,412 |
| Number of copies produced | 1,073,238 | 714,670 | 786,137 |
| Number of marriage licenses issued | 1,743 | 1,428 | 1,571 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita – Recording | 0.455 | 0.301 | 0.295 |
| Per capita contribution | \$3.71 | \$3.51 | \$3.67 |
| Number of documents recorded per FTE | 9,141 | 10,274 | 1,301 |

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 | \$ 308,532 | \$ 695,649 | \$ 444,319 | \$ 470,753 |
| Supplies | 152,634 | 813,272 | 316,133 | 316,133 |
| Purchased Services | 104,825 | 464,287 | 359,189 | 359,189 |
| Fixed Charges | 7,519 | 20,879 | 11,674 | 11,674 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 573,510 | \$ 1,994,087 | \$ 1,131,315 | \$ 1,157,749 |
| Revenue | 73,434 | 160,000 | 70,000 | 300,000 |
| Net County Cost | \$ 500,076 | \$ 1,834,087 | \$ 1,061,315 | \$ 857,749 |
| Budgeted Positions | 5 | 5 | 5 | 5 |

SUMMARY OF CHANGES: 2013 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 \$772,772. The budget is funded as if it is a mail election. If the election is a voting center election the costs would go up substantially. Final budget adjustments include an increase in salaries of \$26,434.

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

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Concur with Clerk and Recorder's proposal to use a mail election for 2013.

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 | 261,257 | 308,358 | 339,194 |
| Revenue generated from elections | \$73,434 | \$160,000 | \$70,000 |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita | 0.193 | 0.188 | 0.185 |
| Per capita cost (county support) | \$1.93 | \$6.89 | \$3.17 |
| Transactions per FTE | 52,251 | 61,671 | 67,839 |

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 | \$ 1,715,379 | \$ 1,750,260 | \$ 1,857,124 | \$ 2,007,205 |
| Supplies | 12,286 | 15,720 | 17,720 | 17,720 |
| Purchased Services | 152,938 | 155,521 | 155,521 | 155,521 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,880,603 | \$ 1,921,501 | \$ 2,030,365 | \$ 2,180,446 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 1,880,603 | \$ 1,921,501 | \$ 2,030,365 | \$ 2,180,446 |
| Budgeted Positions | 32 Full-time 4 Part-time | 32 Full-time 3 Part-time | 34 Full-time 3 Part-time | 35 Full-time 3 Part-time |

SUMMARY OF CHANGES: The department is requesting the addition of two Office Tech III positions (\$106,864). One position is for the Southwest branch office and one for the Greeley office. The only other changes are a \$1,000 increase in phone services and \$1,000 for printing. Final budget adjustments include an increase in salaries of \$96,649

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval of the requested budget including the two additional positions. The added workload in both offices justifies the request for the two positions. Revenues are up \$450,000 for Clerk and Recorder fees, much of which is from motor vehicle transactions. From 2009 to 2011 actual vehicle registration went from 478,202 to 541,678 or a 13.3% increase, and the trend continues.

BOARD ACTION: Based upon a workload analysis the Board decided to approve three additional Office Tech III positions, instead of the two requested. The third new position added \$53,432 in costs. One position is for the Southwest branch office and two for the Greeley office. The Board allowed the three new positions to be filled immediately. All other items approved as recommended.

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 | 541,678 | 570,000 | 592,925 |
| FORT LUPTON BRANCH OFFICE: Number of marriage licenses issued | 198 | 120 | 132 |
| DEL CAMINO BRANCH OFFICE: Number of marriage licenses issued | 293 | 242 | 267 |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita – DMV | 1.24 | 1.20 | 1.40 |
| Per capita cost | \$7.25 | \$7.22 | \$8.06 |
| Number of titles/registrations issued per FTE | 16,927 | 17,812 | 16,940 |

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 | \$ 549,227 | \$ 577,750 | \$ 583,430 | \$ 605,642 |
| Supplies | 98,143 | 36,700 | 37,700 | 37,700 |
| Purchased Services | 98,602 | 229,367 | 243,497 | 243,497 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 745,972 | \$ 843,817 | \$ 864,627 | \$ 886,839 |
| Revenue | 2,493,650 | 2,450,000 | 2,580,000 | 2,580,000 |
| Net County Cost | \$ - 1,747,678 | \$ - 1,606,183 | \$ - 1,715,373 | \$ - 1,693,161 |
| Budgeted Positions | 10 | 10 | 10 | 10 |

SUMMARY OF CHANGES: Contract labor is funded at \$5,680 to cover the workload during the office's three peak periods with temporary help so that the office does not fall behind, and this approach avoids hiring another full or part time position. Software costs are up \$1,000. Purchased Services are up \$14,130 primarily for bank services, and armored car services. Final budget adjustments include an increase in salaries of \$22,213.

Revenues are up \$130,000 from Treasurer fees.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended, including \$5,680 for temporary help during peak periods.

TREASURER (CONTINUED) 1000-12100

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Property Tax Collected | \$346M | \$383M | \$383M |
| Miscellaneous Revenue Collected | \$72M | \$72M | \$72M |
| Investments | \$107M | \$110M | \$113M |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .385 | .376 | .370 |
| Per capita expenditure | \$2.88 | \$3.25 | \$3.28 |

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

| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
|--|---|---------------|------------------|------------------|
| ES8-1: Effective and cost-efficient County tax collection | Cost per tax bill | \$4.12 | \$4.84 | \$5.09 |
| | Number of tax bills per FTE | 17,400 | 17,400 | 17,400 |
| | Redistribute certain inefficient seasonal work to existing staff | | | |
| ES8-2: Investments that are safe, liquid and deliver the best yield possible – in that order | Return on investments | 1.26% | 1.20% | 1.00% |

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 | \$ 2,079,763 | \$ 2,199,383 | \$ 2,199,383 | \$ 2,359,215 |
| Supplies | 155,116 | 55,296 | 55,296 | 55,296 |
| Purchased Services | 148,525 | 157,500 | 190,500 | 190,500 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 2,383,404 | \$ 2,412,179 | \$ 2,445,179 | \$ 2,605,011 |
| Revenue | 42,081 | 30,500 | 40,500 | 40,500 |
| Net County Cost | \$ 2,341,323 | \$ 2,381,679 | \$ 2,404,679 | \$ 2,564,511 |
| Budgeted Positions | 33.5 | 32.5 | 32.5 | 33.5 |

SUMMARY OF CHANGES: Due to 2013 being a reappraisal year Notices of Value (NOV) must be sent to all property owners, so postage is up \$30,000. Training has been increased \$3,000 to focus on oil and gas assessment education. Final budget adjustments include an increase in salaries of \$100,166. No other expenditure changes.

Revenues from fees are up \$10,000.

FINANCE/ADMINISTRATION RECOMMENDATION: The Assessor made a late request for a GIS Mapping position (\$59,666) due to increased workload caused by parcel creation and analysis. Funds are not included in the recommended amount of this budget for the position, due to the late request. The Board approved the position to be filled in late August. Therefore, the cost of the position will be included in the final budget.

BOARD ACTION: Approved as recommended, including the additional GIS Mapping position.

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) | 203,928 | 210,000 | 210,000 |
| Telephone Calls Answered | 30,000 | 30,000 | 30,000 |
| Number of administrative updates to database | 140,000 | 135,000 | 135,000 |
| Number of walk-ins requesting assistance | 3,000 | 2,500 | 3,000 |
| Number of Property Inspections | 8,000 | 8,000 | 8,000 |
| Sales Verification | 8,000 | 8,000 | 8,000 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 1.29 | 1.26 | 1.24 |
| Per capita cost (county support) | \$9.08 | \$8.71 | \$9.48 |
| Cost per parcel | \$11.55 | \$11.05 | \$12.21 |
| Parcels Per FTE | 6,087 | 6,461 | 6,461 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Deed Processing Time (days) | 5 | 5 | 5 |
| Requests for Information per FTE | 867 | 1,000 | 1,015 |
| 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 | 100% | 100% | 100% |
| | Successful report on the annual study audit for Assessors | | | |
| ES9-2: User friendly e-government sharing for assessment and property data | Percent of users satisfied with electronic/technology access to services and information | 100% | 100% | 100% |
| | Percent of operations, services and programs available through website access | | | |

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 | \$ 7,344 | \$ 17,953 | \$ 17,953 | \$ 18,402 |
| Supplies | 760 | 300 | 300 | 300 |
| Purchased Services | 3,282 | 28,666 | 28,666 | 28,666 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 11,386 | \$ 46,919 | \$ 46,919 | \$ 47,368 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 11,386 | \$ 46,919 | \$ 46,919 | \$ 47,368 |
| Budgeted Positions | 1 PT | 1 PT | 1 PT | 1 PT |

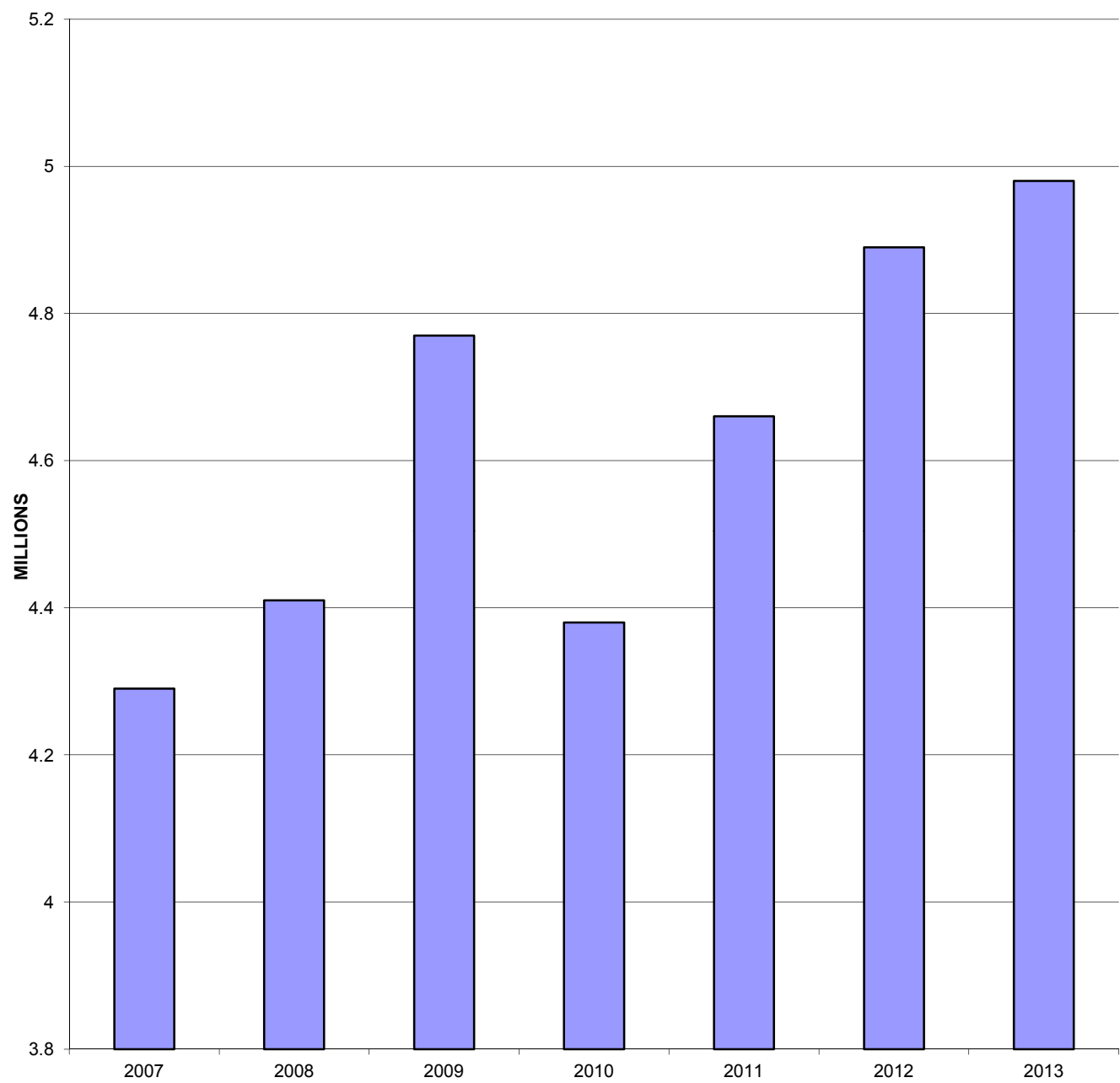
SUMMARY OF CHANGES: Final budget adjustments include an increase in salaries of \$449.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

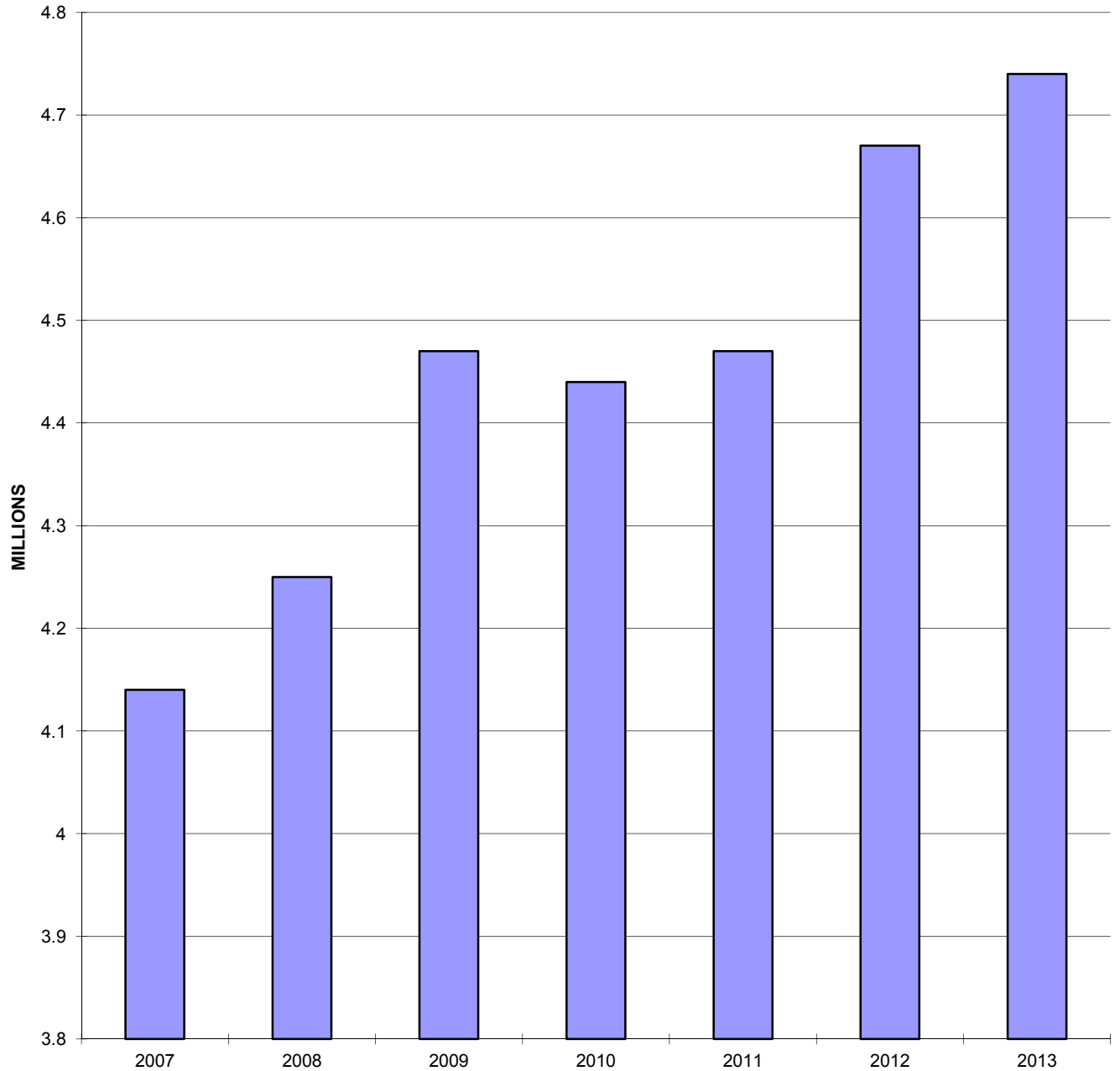
SEVEN YEAR TREND

District Attorney



SEVEN YEAR TREND

District Attorney Local Cost



BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY

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

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

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 4,259,746 | \$ 4,556,034 | \$ 4,595,121 | \$ 4,668,186 |
| Supplies | 96,025 | 73,000 | 70,000 | 70,000 |
| Purchased Services | 208,580 | 264,900 | 239,100 | 239,100 |
| Fixed Charges | 9,694 | 0 | 0 | 0 |
| Gross County Cost | \$ 4,574,045 | \$ 4,893,934 | \$ 4,904,221 | \$ 4,977,286 |
| Revenue | 237,122 | 221,000 | 226,000 | 242,280 |
| Net County Cost | \$ 4,336,923 | \$ 4,672,934 | \$ 4,678,221 | \$ 4,735,006 |
| Budgeted Positions | 54.125 | 55.125 | 55.625 | 55.625 |

SUMMARY OF CHANGES: Personal Services are up due to funding for a full year the white collar crime investigator approved mid-year in the 2012 budget (\$39,087). This position was approved at a grade 40. The office hired an Investigator at a Grade 31. With the salary savings from under-filling this position, a 20 hour a week part time investigator was hired. The DA is requesting that this remain the same for 2013 with funding for the complete year. Office supplies have been cut \$3,000, postage \$4,000, and repair and maintenance \$25,000. The reductions are offset in part by a \$500 increase in books, and \$2,700 in vehicle expenses for a net reduction in services and supplies of \$28,800. The office has requested a new vehicle for the white collar crime investigator in the Motor Pool budget that is not recommended in that budget. Final budget adjustments include an increase in salaries of \$73,065.

Revenues are up \$5,000 from sale of supplies. Total revenue is \$242,280 with \$120,280 from 80% of reimbursement of the first \$130,000 of the DA's salary and PERA contribution, \$35,000 from charges for service and \$85,000 from sale of supplies (copies of DA records).

FINANCE/ADMINISTRATION RECOMMENDATION: The District Attorney's request for a new vehicle for the White Collar Crime Investigator is not included in the recommended budget. Due to limited use and the nature of the investigations payment of mileage appears to be more justified based upon practices common in other departments. Policy issue for the Board.

The DA has requested a pay increase for the Assistant DA. Any adjustment will be made with the final salary adjustments. Policy Issue for the Board. All other items are recommended.

DISTRICT ATTORNEY (CONTINUED) 1000-15100

BOARD ACTION: Board did not approve a salary increase for the Assistant DA beyond the 2.0% granted all employees. The addition vehicle was denied, so \$5,000 was shifted from vehicle expenses to local travel for mileage reimbursements. All other items approved as recommended.

| Goal PSDA1: Systematic reduction of gang violence in our community. | | | | |
|--|--|---|---|---|
| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
| PSDA1-1: Increase incarceration for identified gang members | 80% of identified gang members will receive sentences which include incarceration Gang Chief will take to trial 8-10 gang cases | 85% | 85% | 85% |
| PSDA1-2: Increase public awareness of court successes against known, tracked gang members | Press releases will be completed in every case where a gang member is sentenced to lengthy incarceration Press releases will be completed in every case where a gang member is convicted of an offense at trial | 12 | 100% | 100% |
| PSDA1-3: Educate the judiciary on defendants who are known, tracked gang members | Gang sentencing motions will be filed in all cases where sentencing is left to the discretion of the court | 15 | 20 | 20 |
| Goal PSDA2: Systematic reduction of traffic fatalities in Weld County. | | | | |
| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
| PSDA2-1: Obtain incarceration for identified persistent drunk drivers | 100% of identified persistent drunk drivers will receive sentences which include incarceration following a plea of guilty or conviction. | 100% | 100% | 100% |
| PSDA2-2: Educate the judiciary on defendants who are habitual traffic offenders | In all cases where sentencing is left to the discretion of the court, the deputy district attorney will detail the defendant's driving history for the court's consideration | 100% | 100% | 1005 |
| PSDA2-3: Active participation in Weld County and statewide DUI task force | Identification of all HTO defendants in Weld County for targeted enforcement Suggest on-going legislative changes necessary to accomplish the above goals | Continued efforts through DUI task forces | Continued efforts through DUI task forces | Continued efforts through DUI task forces |

DISTRICT ATTORNEY (CONTINUED) 1000-15100

| Goal PSDA3: Reduction of recidivism of charged offenders. | | | | |
|--|---|---|------------------|------------------|
| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
| PSDA3-1: Reduction of juvenile offenders before and after adjudication | Reduction in recidivism by juvenile offenders through intervention by the Juvenile Diversion Program. | 95% successful completion of Juvenile Diversion | 95% | 97% |
| [deleted] | | | | |
| PSDA3-2: Increased sentences for habitual offenders | The District Attorney's Office will identify and prosecute 10-12 habitual criminal cases annually | 10 | 10-12 | 10-12 |
| Goal PSDA4: Increase communication with the public and other customers of the District Attorney's Office. | | | | |
| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
| PSDA4-1: Increased community awareness of information resources | Increased level of community satisfaction with information sharing and accessibility of information | n/a | Ongoing | Ongoing |
| PSDA4-2: Reduction of complaints regarding lack of timely communication | Elimination complaints regarding communication | n/a | Ongoing | Ongoing |
| Goal PSDA5: Reduction of paper files and duplicated data entry efforts. | | | | |
| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
| PSDA5-1: Elimination of "paper files" in lieu of electronic files | All new files will be in electronic form by the end of 2010 | Ongoing—files are stored electronically, but an adequate case management system is being sought | Ongoing | Ongoing |
| | | | | |

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 | \$ 83,410 | \$ 94,400 | \$ 89,510 | \$ 93,018 |
| Supplies | 480 | 500 | 500 | 500 |
| Purchased Services | 1,011 | 750 | 3,000 | 3,000 |
| Gross County Cost | \$ 84,901 | \$ 95,650 | \$ 93,010 | \$ 96,518 |
| Revenue | 59,263 | 63,140 | 65,030 | 65,030 |
| Net County Cost | \$ 25,638 | \$ 32,510 | \$ 27,980 | \$ 31,488 |
| Budgeted Positions | 1.25 | 1.25 | 1 | 1 |

SUMMARY OF CHANGES:

The interpreter position has been vacant and not filled for several months, so the 0.25 FTE position was eliminated (\$4,890). The professional services line item has been budgeted at \$2,250 in the event that a contract interpreter is needed to be utilized. Final budget adjustments include an increase in salaries of \$3,508.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Concur with using contract interpreter as needed versus filling a position which is rarely needed.

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: 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 | \$ 645,280 | \$ 675,620 | \$ 651,100 | \$ 676,401 |
| Supplies | 1,369 | 3,500 | 1,500 | 1,500 |
| Purchased Services | 21,060 | 19,905 | 34,764 | 34,764 |
| Fixed Charges | 726,220 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,393,929 | \$ 699,025 | \$ 687,364 | \$ 712,665 |
| Revenue | 1,060,489 | 314,598 | 340,353 | 340,353 |
| Net County Cost | \$ 333,440 | \$ 384,427 | \$ 347,011 | \$ 372,312 |
| Budgeted Positions | 11.75 | 11.625 | 10.625 | 10.625 |

SUMMARY OF CHANGES: Due to reductions in grant funding March 30, 2012, a Victim Witness Assistant position was eliminated. Office supplies were reduced \$2,000. Postage is up \$1,584 for mailings to victims. Printing is down \$2,665. Phones are up \$3,155 based upon usage. Travel is up \$12,785, but the increase is paid for by VALE Scholarships for COVA and COMP/VALE Conferences. Final budget adjustments include an increase in salaries of \$25,301.

Revenue for the program comes from the following grants: VALE (\$125,755); VOCA (\$35,418); and VAWA (\$16,180). Administrative funds from VALE (\$92,000), and COMP (\$61,000). VALE Scholarships for COVA and COMP/VALE Conferences (\$10,000). Total revenue is \$340,353 up \$25,755. The VALE administration grant increased \$13,000, and the project grant increased \$2,755. The VALE Scholarship grant of \$10,000 is new. Net county costs are down \$37,416. The overage in VALE and COMP administrative funds was depleted in 2010.

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: 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 | \$ 474,100 | \$ 619,811 | \$ 575,295 | \$ 521,875 |
| Supplies | 450 | 250 | 250 | 250 |
| Purchased Services | 8,391 | 8,460 | 8,460 | 8,460 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 482,941 | \$ 628,521 | \$ 584,005 | \$ 530,585 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 482,941 | \$ 628,521 | \$ 584,005 | \$ 530,585 |
| Budgeted Positions | 3 | 3.75 | 2.75 | 1.75 |

SUMMARY OF CHANGES: Only change is the transfer of the Information Specialist position to the Board of County Commissioners' budget (1000-10100). All other items remain the same. Criminal justice planner position is still funded in this budget (\$60,093) even though the position is vacant. Final budget adjustments include an increase in salaries of \$6,673.

FINANCE/ADMINISTRATION RECOMMENDATION: Based upon the decision to have the Information Specialist position report to the Chair of the Board of County Commissioners the position was transferred to the Board's budget to align the budget with the organizational structure.

BOARD ACTION: Board eliminated the Criminal Justice Planner position (\$60,093) since it has not been filled for two years. The Board indicated they would reconsider funding the position once the need was re-justified. All other items approved as recommended.

FINANCE AND ADMINISTRATION (CONTINUED) 1000-16100

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|---|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Excess revenue over expenditures | 4.1% | 3.0% | 3.0% |
| Budgeted fund balance vs. actual variance | 4.4% | 3.0% | 3.0% |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita | 0.106 | 0.141 | 0.065 |
| Per capita cost (county support) | \$1.86 | \$2.36 | \$1.96 |

| 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 | 2.75% | 2.25% | 2.25% |
| ES10-2: Plan necessary resources to meet current and future operating and capital needs (priority outcome) | Percent of cash reserves | 25.0% | 33% | 33% |

| 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 | 93% | 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 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 | \$ 493,073 | \$ 520,086 | \$ 520,086 | \$ 523,729 |
| Supplies | 91,654 | 110,000 | 118,000 | 118,000 |
| Purchased Services | 23,277 | 32,000 | 32,000 | 32,000 |
| Fixed Charges | 429 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 608,433 | \$ 662,086 | \$ 670,086 | \$ 673,729 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 608,433 | \$ 662,086 | \$ 670,086 | \$ 673,729 |
| Budgeted Positions | 6.0 | 6.0 | 6.0 | 6.0 |

SUMMARY OF CHANGES: The only change is an increase in computer software to cover the costs of PeopleSoft maintenance. Final budget adjustments include an increase in salaries of \$3,643.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Increase is for a contractual software license is fixed priced.

BOARD ACTION: Approved as recommended.

ACCOUNTING (CONTINUED) 1000-16200

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|---|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Number of Account Payable warrants issued | 15,606 | 16,000 | 16,000 |
| Average number of employees paid | 1,395 | 1,400 | 1,400 |
| Number of employees trained on General Ledger | 200 | 200 | 200 |
| Total County federal funds | \$29.0 | \$28.0 | \$27.0 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .231 | .225 | .222 |
| Per capita cost (county support) | \$2.35 | \$2.48 | 2.49 |
| Account Payable warrants per week per A/P FTE | 300 | 310 | 310 |
| Employees paid monthly per Payroll FTE | 1,395 | 1,400 | 1,400 |

| 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 | \$ 144,508 | \$ 152,406 | \$ 152,406 | \$ 157,830 |
| Supplies | 411 | 500 | 500 | 500 |
| Purchased Services | 11,182 | 6,944 | 6,944 | 87,275 |
| Gross County Cost | \$ 156,101 | \$ 159,850 | \$ 159,850 | \$ 245,605 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 156,101 | \$ 159,850 | \$ 159,850 | \$ 245,605 |
| Budgeted Positions | 2 | 2 | 2 | 2.5 |

SUMMARY OF CHANGES: Line items have been reallocated to reflect historical expenditure patterns. Final budget adjustments include an increase in salaries of \$5,424.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: With the creation of the Director of General Services on October 8, 2012, the overhead charge to Purchasing was increased \$80,331 for the 0.5 FTE. All other items approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Dollar value of Purchase Orders placed | \$20 million | \$25 million | \$25 million |
| Dollar value of purchase cards | \$2.3 million | \$2.5 million | \$2.5 million |
| Number of formal bids | 170 | 180 | 180 |
| Number of Purchase Orders placed | 540 | 600 | 600 |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita | 0.077 | 0.075 | 0.092 |
| Per capita cost (county support) | \$0.602 | \$0.601 | \$.908 |
| Cost per Purchase Order | \$289.08 | \$266.42 | \$268.42 |

**PURCHASING
(CONTINUED)
1000-16300**

| Goal ES13: Ensure the timely acquisition of “best value” goods and services while maintaining integrity and inclusion | | | | |
|--|--|---|---|---|
| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
| ES13-1: Streamlined and responsive procurement process | 95% of internal users satisfied with overall service 95% of internal users satisfied with timeliness | 98% of internal users satisfied with overall service 95 % of internal users satisfied with overall quality | 98% of internal users satisfied with overall service 98% of internal users satisfied with overall quality | 98% of internal users satisfied with overall service 98% of internal users satisfied with overall quality |
| ES13-2: Full and open competition | Approximately \$30 million value or percent of cost savings from prior contacts and/or results of market research and/or change in the economy | Approximately \$35 million value or percent of cost savings from prior contacts and/or results of market research | Approximately \$35 million value or percent of cost savings from prior contacts and/or results of market research | Approximately \$35 million value or percent of cost savings from prior contacts and/or results of market research |
| ES13-3: “Best-value” goods and services (price, quality, terms and conditions) | Approximately \$30 million value or percent of cost savings from prior contacts and/or results of market research, and/or change in economy. | Approximately \$35 million value or percent of cost savings from prior contacts and/or results of market research | Approximately \$35 million value or percent of cost savings from prior contacts and/or results of market research | Approximately \$35 million value or percent of cost savings from prior contacts and/or results of market research |

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, especially with the ongoing need for our Emerging Leaders. This training enables better succession planning for department needs because of the focus on leadership qualities and managing tips given.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 460,636 | \$ 481,054 | \$ 490,830 | \$ 542,641 |
| Supplies | 71,920 | 158,000 | 171,000 | 171,000 |
| Purchased Services | 43,349 | 40,900 | 40,900 | 40,900 |
| Fixed Charges | - 62,363 | - 43,193 | -43,193 | -43,193 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 513,542 | \$ 636,761 | \$ 659,537 | \$ 711,348 |
| Revenue | 40 | 0 | 0 | 0 |
| Net County Cost | \$ 513,502 | \$ 636,761 | \$ 659,537 | \$ 711,348 |
| Budgeted Positions | 5.5 | 6 | 6 | 6 |

SUMMARY OF CHANGES:

The department is requesting reclassification of a HR Analyst (Benefits) position to Grade 45 with a new title of Benefits Manager (\$9,776). Overtime will be reduced based on the Benefits Manager position being exempt from FLSA overtime requirements. This will offset the cost of the reclassification. Supplies are up \$13,000 due to anticipate increases in Oracle PeopleSoft and NEOgov software. Final budget adjustments include an increase in salaries of \$51,811. No other changes.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval of the budget including the reclassification of the HR Analyst position to Benefit Manager. The skill sets of this position have increased dramatically since the position was created. Weld County's benefit plans have become extremely complex to include three distinctly different retirement plans, more comprehensively difficult health plans, including the new HRA, as well as the changes that will need to be adopted and implemented with the new healthcare reform legislation. An organization the size of Weld County typically has a Benefits Manager position, like the one proposed.

HUMAN RESOURCES (CONTINUED) 1000-16400

BOARD ACTION: Approved as recommended, including the reclassification of the HR Analyst position to Benefit Manager (Grade 45).

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-------------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Authorized County positions (FTE'S) | 1,320 | 1,322 | 1,300 |
| Occupied FTE'S | 1,300 | 1,300 | 1,245 |
| Employees | 145 | 150 | 110 |
| Terminated/Resigned/Retired | 131 | 100 | 110 |
| Employees Hired | | | |
| Turnover Rate | 11% | 10% | 8.5% |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita | 0.212 | 0.225 | 0.222 |
| Per capita cost (county support) | \$1.98 | \$2.39 | \$2.63 |
| Personnel served per FTE | 264 | 220 | 208 |

| 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. | Hiring Managers see ALL applicants. | Hiring Managers see only top10-12 applicants. | Hiring process streamlined- Managers spend less time with applications and only see top candidates for their positions. Freeing up their time for other duties. |

| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
|--|---|---|---|-----------|
| <p>PeopleSoft ePerformance system becomes greater value for our Managers and employees</p> <p>ES14-4: Achievement of performance targets</p> | <p>Enhance PeopleSoft use for our employees & Managers. Create better evaluations and data for all to see. Enable Managers to use ePerformance as a successful management tool.</p> <p>Performance evaluations for all staff done timely</p> <p>Overall rating of employee performance increased each year</p> | <p>Managers put basic info in ePerformance to look at PAST performance</p> <p>Approx-80% full time employees completed. Not currently tracked</p> | <p>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.</p> <p>Anticipate 90% completion once enhancements are complete.</p> <p>Average 3.0 – 3.5 average, with the average actual performance improving year to year, causing average performance to actually be improved each year (meaning an employee who is an average employee currently and does not train or improve them may be below average the following year because the bar is always raised.</p> | |
| <p>ES14-3: Workforce skills to support County priorities (leadership, customer service, fiscal problem-solving, etc)</p> <p>County Skills Training</p> | <p>Develop training programs for 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.</p> <p>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. Some of the offerings include: Customer Service Training, Computer support (Excel or other programs needed),</p> | <p>Development in process</p> | <p>Currently in development Supervisor/Manager training Customer Service Training</p> <p>Project 20-25 individual courses (2 courses or seminars/month – offered several times during that month for greater participation. that will be available for employees/supervisors/managers to participate in to grow skills and abilities countywide.</p> <p>Ongoing training at all levels will enhance the skills and employee satisfaction and help reduce turnover.</p> | |
| <p>Enhance Wellness Program to provide cost savings and benefits to County and employees</p> | <p>Continue to enhance Wellness Program, partnering with our providers to provide effective metrics and proof of County cost savings.</p> | | <p>Goal is to reduce the health risks affecting the individuals thereby affecting our claims for both Health Insurance as well as Workers Comp by .75% annually. (Approximately \$103,000/annually)</p> | |

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: GENERAL FUND

BUDGET UNIT TITLE AND NUMBER: Transportation - - 1000 - 16500

DEPARTMENT DESCRIPTION: Provides minibus service to the citizens throughout Weld County for Non-Emergent Medical Transportation, approved Home Based Community Services, and Federal Transit Authority rural transportation demand/response routes.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 482,079 | \$ 325,518 | \$ 0 | \$ 0 |
| Supplies | 6,994 | 3,000 | 0 | 0 |
| Purchased Services | 234,082 | 45,800 | 0 | 0 |
| Fixed Charges | 133,138 | 80,189 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 856,293 | \$ 454,507 | \$ 0 | \$ 0 |
| Revenue | 487,678 | 204,200 | 0 | 0 |
| Net County Cost | \$ 368,615 | \$ 250,307 | \$ 0 | \$ 0 |
| Budgeted Positions | 10 | 6.25 | n/a | n/a |

SUMMARY OF CHANGES: On January 1, 2012, the State of Colorado contracted with First Transit to do the Medicaid transports statewide. Prior to that date, Weld County provided the Medicaid transport service and served as the Medicaid broker for the Weld County area. With the Medicaid transports being done by First Transit, the ridership on the Weld County transit vehicles dropped to one or less clients per day. As a result of the drop of ridership, the Board of County Commissioners on February 7, 2012, decided to end the service effective February 20, 2012. The CDOT grant was terminated concurrently. The program will no longer be offered, so there is no 2013 budget.

FINANCE/ADMINISTRATION RECOMMENDATION: N/A

BOARD ACTION: N/A

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 | \$ 727,890 | \$ 811,823 | \$ 946,272 | \$ 1,045,207 |
| Supplies | 132,187 | 23,500 | 23,500 | 23,500 |
| Purchased Services | 700,749 | 733,925 | 801,552 | 721,221 |
| Contra Account | - 98,082 | -102,099 | -128,460 | -157,015 |
| Gross County Cost | \$ 1,462,744 | \$ 1,467,149 | \$ 1,642,864 | \$ 1,632,913 |
| Revenue | 327,559 | 226,000 | 376,000 | 376,000 |
| Net County Cost | \$ 1,135,185 | \$ 1,241,149 | \$ 1,266,864 | \$ 1,256,913 |
| Budgeted Positions | 9.25 | 10.25 | 11.25 | 11.00 |

SUMMARY OF CHANGES: Personnel Services are up \$134,449 due to two mid-year additions of two Planner II positions (\$170,526). Also, included is a request to upgrade the Planning Manager position from a grade 51 to a grade 57 at a cost of \$12,057. A Code Enforcement Officer was internally transferred to the Building Department as a Building Technician position reducing personnel costs by \$48,134. Final budget adjustments include an increase in salaries of \$85,529.

Purchased Services has increased by \$67,627. The increase is primarily due to increased cost allocation (\$40,349) of Public Works staff involved in review of land use applications, and a \$10,000 request for a voucher program to mitigate code enforcement violations. The Contra Account deduction has increased \$26,361 due to increased personnel costs of the Director, Office Manager, and Building Tech. There is no change to the request for supplies. Revenue is expected to increase \$150,000 from last year's budget due to continued increase in land use activity. Net County Cost has increased by \$15,764 in the final budget.

FINANCE/ADMINISTRATION RECOMMENDATION: The budget has two items that are included in the recommended budget, but are policy issues for the Board:

1. The upgrade of the Planning Manager from Grade 51 to 57 (12.5%) is recommended due to the structure of the department with the director overseeing three functions (\$12,057).
2. The voucher program to mitigate code enforcement violations is a policy issue (\$10,000).

All other items are recommended as requested.

PLANNING AND ZONING (CONTINUED) 1000-17100

BOARD ACTION: Due to promoting the Planning Manager to the full time position of Director of Planning (Grade 61) on October 8, 2012, instead of the Director of Environmental Health managing this department, salaries were increased \$13,406. The reorganization also caused the chargeback for the Environmental Health position (0.25 FTE) to be decreased \$40,165, and the Contra Account charging 50% of the Planning Director's position to Building Inspection had a net increase of \$28,555.

The \$10,000 for the pilot voucher program to mitigate code enforcement was approved for one year along with all other items being approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|----------------------|-------------------------|-------------------------|
| <u>Current Planning Work Outputs</u> | | | |
| Number of total applications submitted | 293 | 350 | 360 |
| Number of administrative land use cases | 218 | 275 | 300 |
| <u>Long Range Planning Work Outputs</u> | | | |
| Special Projects | 1 | 1 | 2 |
| Pre-Application Meetings | 182 | 260 | 260 |
| Code Revisions | 3 | 4 | 4 |
| Comp Plan Amendments | 1 | 0 | 1 |
| <u>Technical Support Work Outputs</u> | | | |
| Total Public Hearings (PC and BOCC) | 128 | 140 | 150 |
| Case Clean Up (RE, SE, USR, Subdivisions) | 0 | 154 | 50 |
| Town/County Staff Outreach Meetings | 9 | 12 | 12 |
| <u>Compliance Planning Work Outputs</u> | | | |
| Number of site visits | 421 | 450 | 450 |
| Number of violations issued | 91 | 100 | 100 |
| Number of violations to County Attorney | 37 | 50 | 50 |
| Average number of County Court hearings | 26 | 30 | 40 |
| (Vouchers) | 0 | 0 | 40 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .357 | .385 | .407 |
| Per capita cost (county support) | \$4.38 | \$4.66 | \$4.64 |

PLANNING AND ZONING

(CONTINUED)

1000-17100

| Goal LU1: Increase effectiveness by maintaining regular communication with the public, outside agencies, Court departments, County Planning Commission, and the Board of County Commissioners - - providing information about land use issues and responding to requests for research. Obtain laptops for Planning Commissioners to increase productivity, streamline process and reduce reproduction costs. | | | | |
|---|---|---------------|------------------|------------------|
| 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. | 0% | 75% | 100% |
| | Implement EDR (Electronic Document Review) | 0% | 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. | 50% | 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. | 10 | 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 | Minimum of six Planning Commission training sessions throughout 2013 | 6 | 6 | 6 |
| A well-informed and prepared Board of Adjustment | Minimum of one BOA training sessions throughout year | 1 | 1 | 1 |
| LU1-5: 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 of the County to ensure efficiency of services, to promote economical infrastructure investments and to promote positive connections to community among citizens. | | | | |
|---|---|---------------|------------------|------------------|
| 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 | 1 | 0 | 0 |
| LU2-2: Provide staff to support the HWY 85 Coalition | Staff attendance at HWY 85 Coalition meetings. | 12 | 12 | 12 |
| | Progress towards a HWY 85 Regional Plan | 25% | 75% | 75% |

| Goal LU3: Develop and maintain fundamental land use tools for use by the Planning Services Department, the County at large, and Weld County citizens. | | | | |
|--|---|---------------|------------------|------------------|
| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
| LU3-1: Useful population and development information | Population and Development Report posted on the county website with data not older than six months at any given time. Update Department Website | 100% | 100% | 100% |
| LU3-2: An up-to-date Urban Development Node Map | Maintenance of Urban Development Map | 1 | 1 | NA |
| LU3-3: Fair, equitable and adequate development impact fees | Department's review of a fee analysis. Revised fee schedule, if relevant | 100% | 100% | 100% |
| LU3-4: Zoning and subdivision regulations that are improved in effectiveness and clarity | Two sets of Code changes based on need and Commissioner direction. | 100% | 100% | 100% |
| | Attendance by at least two staff members at a land use regulations web seminar or conference | 100% | 100% | 100% |
| LU3-5: Accella. Create planning module to streamline development process | Attendance by at least two staff members at annual Accella conference to maintain knowledge of functionality in effort to continue to improve efficiency and usability of software. | 100% | 100% | 100% |

PLANNING AND ZONING (CONTINUED) 1000-17100

| Goal LU4: Provide consistent, quality, well planned rural and urban planning and development, and transportation development services. | | | | |
|---|--|---------------|------------------|------------------|
| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
| LU4-1: 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 | n/a |
| LU4-2: 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 Buildings, North County Jail, Health Building, Training Center, Southwest Weld Administration Building, Public Safety Administration Building, Alternative Programs Building, Community Corrections Building, Crime Lab, and Weld Business Park Administrative Buildings.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 1,728,033 | \$ 1,795,119 | \$ 1,795,119 | \$ 1,871,103 |
| Supplies | 1,182,770 | 1,152,500 | 1,252,500 | 1,252,500 |
| Purchased Services | 3,254,089 | 3,105,600 | 2,995,600 | 2,995,600 |
| Fixed Charges | 18,301 | 11,000 | 21,000 | 21,000 |
| Contra Account | - 219,983 | - 240,000 | - 240,000 | - 240,000 |
| Gross County Cost | \$ 5,963,210 | \$ 5,824,219 | \$ 5,824,219 | \$ 5,900,203 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 5,963,216 | \$ 5,824,219 | \$ 5,824,219 | \$ 5,900,203 |
| Budgeted Positions | 28 | 28 | 28 | 28 |

SUMMARY OF CHANGES: No increase in the overall budget. With the drop in natural gas prices the savings on utilities offset the increases and budget adjustments in the other accounts. Line items have been adjusted to reflect historical trends. Final budget adjustments include an increase in salaries of \$75,984.

In 2013, the department will maintain approximately 1,133,236 square feet of building space at an average cost of \$5.21 per square foot, which is very good by industry standards. Most entities are in the \$7.50 to \$10.00 per square foot range.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUILDINGS AND GROUNDS (CONTINUED) 1000-17200

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Number of square feet maintained | 1,078,739 | 1,133,236 | 1,133,236 |
| Number of preventative maintenance work orders (PMs) | 525 | 535 | 535 |
| Number of tracked repair work orders | 7,200 | 7,300 | 7,300 |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita | 1.08 | 1.05 | 1.03 |
| Per capita cost (county support) | \$22.99 | \$21.88 | \$21.80 |
| Cost per square foot | \$5.53 | \$5.14 | \$5.21 |

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: FINANCE AND ADMINISTRATION

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

DEPARTMENT DESCRIPTION: Information Services provides information technology support services to Weld County and a few outside agencies via a contract with Affiliated Computer Services, Inc. (ACS), a Xerox company.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Supplies | \$ 561,408 | \$ 0 | \$ 0 | \$ 0 |
| Purchased Services | 3,456,096 | 3,644,705 | 4,106,597 | 4,106,597 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Contra Account | - 1,308,317 | - 1,592,000 | - 1,490,000 | - 1,490,000 |
| Capital | 483,161 | 1,400,000 | 1,400,000 | 1,400,000 |
| Gross County Cost | \$ 3,192,348 | \$ 3,452,705 | \$ 4,016,597 | \$ 4,016,597 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 3,192,348 | \$ 3,452,705 | \$ 4,016,597 | \$ 4,016,597 |
| Budgeted Positions | 0 | 0 | 0 | 0 |

SUMMARY OF CHANGES: On February 6, 2008, Weld County entered into a new seven-year contract with ACS, beginning January 1, 2009. The contract calls for a cost-of-living adjustment (COLA) based upon the Consumer Price Index with a floor of 3.5 percent and a ceiling of 6.0 percent. Therefore, there will be a 3.5 percent COLA increase of \$127,677 for 2013, for a total of \$3,775,601. There is \$1,400,000 in the 2010-2014 Information Services Capital Plan budgeted for software and hardware that will be allocated to 2013 projects by the IT Governance Board as a recommendation to the Commissioners. Chargeback to reimbursable departments total \$1,490,000, which is down due the Paramedic Service being transferred to Banner Health. In addition, there is \$330,996 included in the budget for three new ACS positions. The positions are a Business Process Analyst, Mobile Computing Manager, and a Technology Trainer. The net county cost will be \$4,016,597, which is up \$563,892 from the current year's budget.

The recommendation for the three positions came from the Technology Summit held on May 24, 2012. In addition the county started in July a 14-week Technology Tools Analysis Project. The project is focused on optimizing resources, both human and technology, by analyzing how the Weld County workforce completes their job duties with the technologies that are available to them. This project will present findings and recommendations for improvements in the area of technology for Weld County. The costs of implementing the recommendation is funded in the new Innovation and Technology Projects budget (budget unit 1000-17375).

INFORMATION SERVICES (CONTINUED) 1000-17300

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Once the Technology Tools Analysis Project is completed in November this budget may need to be amended. There is an addition \$2,000,000 in the Innovation and Technology Projects budget (budget unit 1000-17375) to address the findings from the study and fund other innovation and technology projects for 2013, if needed.

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 | 1,700 | 1,550 | 1,500 |
| Number of Personal Computer systems installed/replaced | 400 | 350 | 300 |
| Number of staff trained | 220 | 220 | 350 |
| Number of applications supported | 235 | 235 | 235 |
| Number of applications upgraded | 130 | 125 | 125 |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita | 0.8867 | 0.9018 | 0.9978 |
| Per capita cost (county support) | \$12.31 | \$12.97 | \$14.84 |

INFORMATION SERVICES

(CONTINUED)

1000-17300

| Goal ES16: Capitalize on technology to improve service, increase efficiency and provide greater information access and exchange. | | | | |
|---|---|---|---|--|
| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
| ES16-1: Expansion of e-government delivery | Increase in "hits" on the website Less phone calls to offices Less traffic in offices | 10,000,000 | 10,500,000 | 11,000,000 |
| ES16-2: County processes improved through information technology | Imaged and electronically stored documents are more secure and safe from loss through fire and other disasters Savings from use of less paper and printer supplies Savings in staff time when data is readily and easily available Increased efficiency of staff | Approximately 5,000,000 All of the estimated were completed except Accella. It will be done in 2013. We will also do back scanning for the Records remaining microfilm docs. | Approximately 5,500,000 Property Portal completed in 2012 Online filing of declarations | Approximately 6,000,000 Property Portal Being further enhanced Online filing of declarations |
| ES16-3: Easy meeting setup and electronic presentations | Facilitate display of presentations in all County meeting rooms Eliminate time spent adjusting presentations and electronic equipment | Have reported to governance will continue to track. | Will track and report quarterly | Will track and report quarterly |
| ES16-5: Responsive IT service deployment | 90% of projects completed on time and on budget 75% of IT critical problems resolved within 4 hours 75% of routine problems resolved within 24 hours | On schedule will continue to track. | Will track and report quarterly | Will track and report quarterly |

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: FINANCE AND ADMINISTRATION

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 via a contract with the ACS Corporation, a Xerox company.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Supplies | 58,861 | 79,240 | 89,354 | 89,354 |
| Purchased Services | 16,429 | 112,031 | 61,845 | 61,845 |
| Fixed Charges | 0 | 17,850 | 18,000 | 18,000 |
| Capital | 0 | 0 | 12,500 | 12,500 |
| Gross County Cost | \$ 75,290 | \$ 209,121 | \$ 181,699 | \$ 181,699 |
| Revenue | 56,780 | 40,000 | 50,000 | 50,000 |
| Net County Cost | \$ 18,510 | \$ 169,121 | \$ 131,699 | \$ 131,699 |
| Budgeted Positions | 0 | 0 | 0 | 0 |

SUMMARY OF CHANGES: The net county cost is down \$37,422 primarily due to only having to pay \$50,000 for aerial imagery in 2013 to complete the DRCOG project. Other changes include supplies being up \$1,914, postage down \$456, phones up \$240, travel and training up \$180, and computer equipment for hardware upgrades is up \$12,500.

Revenue is up \$10,000 at \$50,000 due to sales of GIS data and maps.

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 | 123,500 | 124,100 | 125,000 |
| # Parcels Updated | 575 | 600 | 600 |
| # Available Coverage (Layers) in GIS | 3,100 | 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) | \$0.07 | \$0.64 | \$0.49 |

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 | 0 | 0 | 0 | 0 |
| Purchased Services | 0 | 0 | 2,000,000 | 2,000,000 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 0 | \$ 0 | \$ 2,000,000 | \$ 2,000,000 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 0 | \$ 0 | \$ 2,000,000 | \$ 2,000,000 |
| 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 2013. The project submitted for 2013 include:

- Sheriff: Video Court Update and Expansion - \$352,300
- Building and Grounds: Johnson Control and SetPoint System for 10 Buildings - \$242,000
- Social Services: Teleconferencing Equipment - \$142,300
- Social Services: Mobile Computing for Caseworkers - \$32,160
- Health: Data Management and Display System - \$25,000

INNOVATION AND TECHNOLOGY PROJECTS (CONTINUED) 1000-17375

FINANCE/ADMINISTRATION RECOMMENDATION: It is recommended that \$2,000,000 be funded in the 2013 budget for projects. No final recommendations are being made regarding any of the above projects, pending completion of the 14-week Technology Tools Analysis Project in October. The project is focused on optimizing resources, both human and technological, by analyzing how the Weld County workforce completes their job duties with the technologies that are available to them. This project will present findings and recommendations for improvements in the area of technology for Weld County. The costs of implementing the findings and recommendations are recommended to be funded out of this new Innovation and Technology Projects budget for 2013. Once the Technology Tools Analysis Project is completed, staff will present recommendations for 2013 technology and innovation projects, and any other technology enhancements identified in the project to the Board for their consideration.

BOARD ACTION: The Board approved the following two projects:

- Building and Grounds: Johnson Control and SetPoint System for 10 Buildings - \$242,000
- Health: Data Management and Display System - \$25,000

The Sheriff's video conferencing project was deferred for one year until the courts complete their video conferencing project. The Social Services projects were deferred pending the completion of the Technology Tools Analysis Project. Once the Technology Tools Analysis Project is completed, staff will present recommendations for 2013 for technology enhancements identified in the project to the Board for their consideration. The Board left the \$2,000,000 in the budget to fund the technology enhancements that may be recommended in the Technology Tools Analysis Project.

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 | \$ 169,169 | \$ 168,764 | \$ 168,764 | \$ 174,287 |
| Supplies | 81,829 | 117,980 | 87,500 | 87,500 |
| Purchased Services | 73,290 | 112,200 | 86,180 | 86,180 |
| Fixed Charges | 252 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 324,540 | \$ 398,944 | \$ 342,444 | \$ 347,967 |
| Revenue | 257,297 | 334,000 | 277,500 | 277,500 |
| Net County Cost | \$ 67,243 | \$ 64,944 | \$ 64,944 | \$ 70,467 |
| Budgeted Positions | 3 | 3 | 3 | 3 |

SUMMARY OF CHANGES: Due to direct purchases and direct charges for postage by departments the revenues have been reduced by \$56,500. Supplies, service, and cost of goods sold have been reduced by a like amount for no change in net county costs.

The department is requesting the Copy/Supply/Mail Technician (Grade 16) be reclassified as a Print Shop Technician (Grade 20). The overall responsibilities of this position have changed to be more print and layout oriented. The skills needed far surpass those of a copy and mail clerk. The incumbent is now responsible for the layout and design of documents from all departments; assisting with the design and overall professional look of each document that comes to the Print Shop. She communicates with department contacts on the design needs, scopes out the work for the departments and works to create thoroughly professional documents. She is responsible for the finished product that goes to our customers/clients and does this timely and efficiently. The cost of the reclassification (\$1,811) is included in the final 2013 budget salary adjustments. Final budget adjustments include an increase in salaries of \$3,712.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval including the reclassification of the Print Shop Technician position (\$1,811)

BOARD ACTION: Approved as recommended, including the reclassification of the Copy/Supply/Mail Technician (Grade 16) to a Print Shop Technician (Grade 20).

PRINTING AND SUPPLIES (CONTINUED) 1000-17600

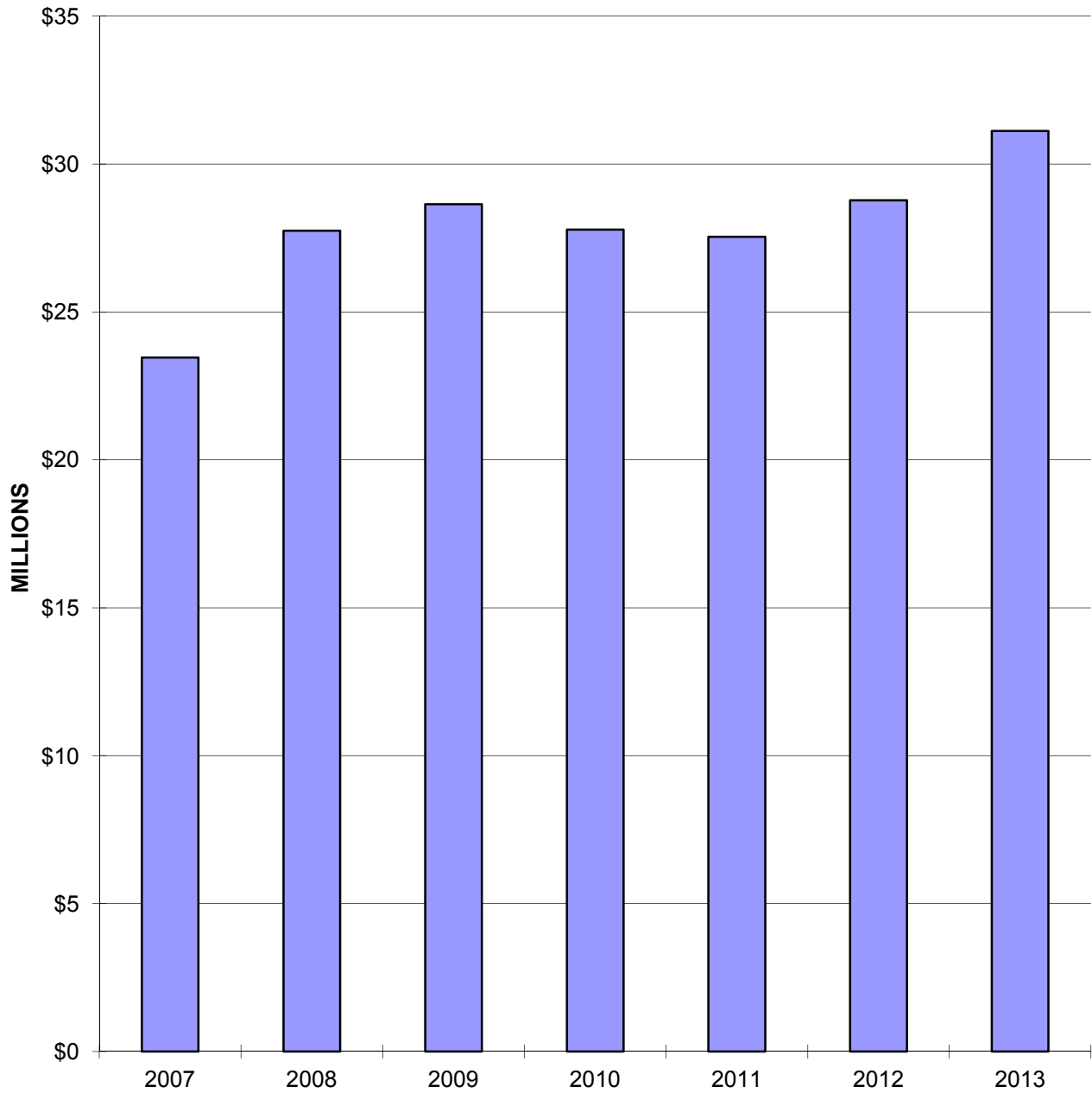
PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Print Orders | 2,550 | 2,750 | 2,850 |
| Mail Pieces | 700,000 | 700,000 | 700,000 |
| Supply Orders | 1,250 | 1,250 | 1,250 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.116 | 0.113 | 0.111 |
| Per Capita cost (county support) | \$0.257 | \$0.244 | \$0.260 |

| 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 | 98% | 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 | \$ 25,325,888 | \$ 25,944,558 | \$ 26,083,500 | \$ 27,496,855 |
| Supplies | 744,669 | 820,576 | 810,312 | 810,312 |
| Purchased Services | 5,492,869 | 5,870,803 | 5,928,892 | 6,316,892 |
| Fixed Charges | 46,921 | -45,680 | -53,876 | -53,876 |
| Capital | 36,530 | 57,200 | 50,000 | 50,000 |
| Gross County Cost | \$ 31,646,877 | \$ 32,647,457 | \$ 32,818,828 | \$ 34,620,183 |
| Revenue | 3,904,168 | 3,881,461 | 3,504,472 | 3,504,472 |
| Net County Cost | \$ 27,742,709 | \$ 28,765,996 | \$ 29,314,356 | \$ 31,115,711 |
| Budget Positions | 344.25 | 344.25 | 346.25 | 346.25 |

SUMMARY OF CHANGES: See individual budget units

FINANCE/ADMINISTRATION RECOMMENDATION: See individual budget units.

BOARD ACTION: See Individual budget units.

SHERIFF'S OFFICE

SUMMARY – ALL DEPARTMENTS

| STRATEGIC AREA: PUBLIC SAFETY PUBLIC SAFETY BUREAU | | | | |
|--|---|---|---|---|
| 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) Monitor and react to the total number of Part A & B crimes in unincorporated Weld County. (2) Monitor and react appropriately to the number of Part A Crimes (3) Monitor and react appropriately to the number of Part B crimes | (1) 2293 (2) 1844 (3) 449 | (1) 1951 (2) 1577 (3) 374 | (1) 1862 (2) 1469 (3) 393 |
| PS PSB 1-2: Identify crime trends and effectiveness of forensic science to reduce crime | (1) Criminal incidents divided by evidence submissions to the crime lab (2) Criminal filings divided by evidence submissions to the crime lab (3) DNA Confirmation/Hits divided by all submissions to the Weld County DNA analyst (will begin tracking in 2013) | (1) 13% (2) 29% (3) | (1) 13% (2) 28% (3) | (1) 16% (2) 35% (3) |
| PS PSB 1-3: Bring justice to victims | (1) Percentage of criminal filings in relation to Part A & B crimes. (total crime/criminal filings) (2) Total traffic accidents reported (3) Total traffic citations issued for unincorporated Weld County. (4) Total traffic warnings for unincorporated Weld County. (5) Total alcohol related crashes reported divided by the number of alcohol related summons and arrests for unincorporated Weld County | (1) 45% (2) 605 (3) 4879 (4) 4585 (4) 41/272 15% | (1) 46% (2) 690 (3) 3132 (3) 4332 (4) 44/312 14% | (1) 47% (2) 787 (3) 3545 (4) 4461 (5) 46/328 14% |
| 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. | Recovered \$3,213,684 Stolen \$15,411,134 Rate 21% | Recovered \$3,024,244 Stolen \$15,955,181 Rate 18% | Recovered \$2,893,195 Stolen \$15,227,343 Rate 19% |
| PS PSB 1-5: Service of civil process | (1) Total civil process served (2) Total civil process served by public safety deputies divided by the total civil process served by agency. | (1) 8120 (2) 36% | (1) 7209 (2) 33% | (1) 6400 (2) 31% |

| 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 divided by criminal incidents for unincorporated Weld County. (2) Documented VRA info distributed divided by criminal incidents. (will begin tracking in 2013) | (1) 48% (2) | (1) 68% (2) | (1) 54% (2) |
| 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 (to include percentage of calls where successful contact was made) (4) Number of press releases (to include Amber alerts) | (1) 0 (2) 170 (3) Unk (4) Unk | (1) 0 (2) 170 (3) 1 83% contact (4) 64 | (1) 0 (2) 170 (3) 1 (4) 80 |
| 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) 18 (2) 247/1277 | (1) 20 (2) 308/1412 | (1) 25 (2) 308/1412 |

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 | 3.67 | 3.75 | 3.75 |
| | (2) The number of violent infractions in the past 12 months divided by the average daily jail population in the past 12 months | .500 | .500 | 500 |
| 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 | .080 | .050 | .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% | 90% | 96% |
| | (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 | .015 | .010 | .012 |
| 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 | .11 | .075 | .085 |
| | (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 | 16.3 | 17.0 | 17.0 |

| PS OSB 1-5: Inmates have opportunities to improve themselves while confined | (1) The number of inmates completing preparation for GED 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 | 12.0% | 12.0% | 12.0% |
|--|---|---------------|------------------|------------------|
| | (2) The number of inmates passing the GED examination 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 | 5.0% | 5.0% | 5.0% |
| Goal PS OSB 2: Maintain a continuum of effective jail alternatives that offer a range of sentencing and pre-adjudication options to secure custody. | | | | |
| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
| PS OSB 2-1: Secure county jail beds are used efficiently and effectively | (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 | 33.6% | 33.3% | 33.3% |
| | (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 | 38.8% | 36.5% | 37.0% |
| | (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 | 59.7% | 63.9% | 63.9% |
| | (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 | 39.6% | 35.8% | 35.8% |
| | (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 | 0.6% | 0.2% | 0.2% |
| PS OSB 2-2: Jail alternative programs effectively supervise clients in the community | (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 | 81.0% | 84.0% | 84.0% |
| | (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 | 97.0% | 98.0% | 98.0% |

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SHERIFF'S OFFICE

BUDGET UNIT TITLE AND NUMBER: Sheriff 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 | \$ 1,339,075 | \$ 1,539,155 | \$ 1,539,155 | \$ 1,597,578 |
| Supplies | 138,096 | 164,134 | 108,646 | 108,646 |
| Purchased Services | 80,978 | 116,223 | 126,089 | 126,089 |
| Fixed Charges | 79 | 6,000 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,558,228 | \$ 1,825,512 | \$ 1,773,890 | \$ 1,832,313 |
| Revenue | 299,033 | 345,287 | 295,007 | 295,007 |
| Net County Cost | \$ 1,259,195 | \$ 1,480,225 | \$ 1,478,883 | \$ 1,537,306 |
| Budget Positions | 19 | 20 | 20 | 20 |

SUMMARY OF CHANGES: The reduction in Supplies reflects a shift of firearms training cost (\$44,374) to the Operations budget unit 1000-21200 for improved purchasing economy of scale and overall program control. In addition computer software was reduced by \$5,000, uniforms (\$6,714), office supplies (\$1,125), and small items of equipment (\$500). Other operating supplies are up \$2,225. The Purchased Services increase primarily results from approximately \$12,000 of additional cost to implement an employee random drug and alcohol testing program. The reduction in revenue of \$50,280 results from a more accurate revenue projection reflecting the trends of contracting volume in civil process received for service and applications for concealed weapon permits.

An additional vehicle is requested in the Motor Pool budget for the civil process serving function.

Final budget adjustments include an increase in salaries of \$58,423.

SHERIFF ADMINISTRATION (CONTINUED) 1000-21100

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Concur with the need for an employee random drug and alcohol testing program.

There is one additional vehicle being requested for the Civil Unit primarily to support evictions but also to help displace the high mileage over the broader fleet of civil cars. For example, when a car goes down for service or repairs, the scramble is on to find another vehicle someone is not immediately using so the process server can get on the road. Previously cars were shared between the Transport unit and this unit. However, with the reorganization the two functions operate from two different locations and sharing of vehicles is no longer possible. In August the Board allowed the temporary retention of a used vehicle pending the final budget decision on the car. Although there are only 3 FTE's for civil process servers there are six part time individuals doing the function and need the additional vehicle to accommodate evictions and vehicle down time. Recommend approval of vehicle.

BOARD ACTION: The Board allowed the Sheriff to retain a used vehicle for the Civil Unit to support evictions but did not approve a new vehicle to replace it. All other items were approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Civil Process Received | 8,120 | 7,630 | 7,401 |
| Concealed Weapon Permits Issued | 829 | 1097 | 937 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .73 | .75 | .74 |
| Per Capita Net County Cost | \$4.85 | \$5.56 | \$5.68 |

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 | \$ 5,875,808 | \$ 5,702,933 | \$ 5,702,933 | \$ 6,023,260 |
| Supplies | 157,222 | 211,019 | 275,000 | 275,000 |
| Purchased Services | 985,250 | 998,037 | 946,745 | 946,745 |
| Fixed Charges | 20,358 | 0 | 0 | 0 |
| Capital | 10,000 | 35,000 | 35,000 | 35,000 |
| Gross County Cost | \$ 7,048,638 | \$ 6,946,989 | \$ 6,959,678 | \$ 7,280,005 |
| Revenue | 133,092 | 182,398 | 41,040 | 41,040 |
| Net County Cost | \$ 6,915,546 | \$ 6,764,591 | \$ 6,918,638 | \$ 7,238,965 |
| Budgeted Positions | 67.75 | 63.75 | 63.75 | 63.75 |

SUMMARY OF CHANGES: Restructuring within the Sheriff's Office transferred the Fugitive Transport Division under the Centennial Jail Budget in 2012. Only personnel costs were transferred in the 2012 budget and not service and supply amounts. A decrease in this budget of \$166,670 is attributed to the transfer in 2013. All firearms supplies were moved to this budget in the amount of \$95,000, which is an increase of \$88,970 in this budget.

Training is up \$36,378 due to turn over the department has experienced and the need to bring new "master trainers" up to speed. In hindsight of the Brownlee incident, the department has realized the need to bring in higher quality training to a group of individuals that can turn around and train the entire agency. The entire agency is also hoping to make an investment in getting supervisory level employees trained through MSEC to be more adept at human resource issues, FMLA law, and several other areas that are needed. The increase to the training budget is expected to only be for this year to accommodate the master trainer courses and to get the agency's supervisors a better trained on employment law issues.

Final budget adjustments include an increase in salaries of \$320,327.

SHERIFF'S OPERATIONS (CONTINUED) 1000-21200

SUMMARY OF CHANGES (CONTINUED): \$83,000 has been included in the budget for Speakwrite, which is a voice to document transcription service that allows deputies to dictate their reports and then obtain a high quality transcription via email. The transcription can then be copied to the records management system (RMS). Implementation of Speakwrite would allow deputies to mitigate the costs associated with typing reports and focus on other law enforcement activities. The result should be increased productivity by spending less time typing reports and more time in crime suppression. It is estimated that an hour per report will be saved. With 55 officers using the system it could result in over ten thousands man hours per year being available towards law enforcement activities. The cost is \$126 per month per officer using the system.

Revenues that had been credited to the Public Safety Bureau in the past are now being more accurately reflected in the Administration Bureau and Offender Supervision Bureau where the cost of generating said revenues occurs (extradition fees, concealed weapon permit fees, civil service fees, etc). As a result revenues are down \$141,358 in this budget unit.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval including the training program costs and Speakwrite. The cost allocation formula from City of Greeley Records will need to be re-evaluated if the Sheriff proceeds with Speakwrite.

BOARD ACTION: Approved as recommended. Sheriff is to provide information to the Board during 2013 on how the officers' time freed up from Speakwrite is being reallocated to improve public safety in Weld County.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Part A Offenses | 1,462 | 1,403 | 1,469 |
| Part B Offenses* | 1,242 | 1,085 | 393 |
| Adult Arrest | 1,535 | 1,478 | 1,406 |
| Juvenile Arrest | 105 | 92 | 118 |
| Dispatched Calls for Service | 50,402 | 50,280 | 59,579 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 2.61 | 2.40 | 2.36 |
| Per capita net cost | \$26.66 | \$25.42 | \$26.75 |

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

*The method for calculating Part B Offenses has been modified which is reflected in the above projected number

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 | \$ 1,046,237 | \$ 854,839 | \$ 854,839 | \$ 860,675 |
| Supplies | 36,793 | 63,455 | 35,500 | 35,500 |
| Purchased Services | 108,611 | 185,312 | 171,308 | 171,308 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,191,641 | \$ 1,103,606 | \$ 1,061,647 | \$ 1,067,483 |
| Revenue | 401,739 | 464,110 | 282,500 | 282,500 |
| Net County Cost | \$ 789,902 | \$ 639,496 | \$ 779,147 | \$ 784,983 |
| Budget Positions | 11 | 10 | 10 | 10 |

SUMMARY OF CHANGES: Reduced expenditures are small items of equipment (\$28,113), training (\$7,413), postage (\$1,000), printing (\$966), and professional services (\$5,215). Expenditures include office supplies (\$158) and maintenance of equipment (\$500). Total expenditures are down \$41,959. Final budget adjustments include an increase in salaries of \$5,836.

The past revenues projected from traffic fines have not materialized as predicted. Traffic arrests and contacts are following a downward nationwide trend and are being projected at a much lower rate than was estimated for 2012. Revenues have been reduced \$181,610.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

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> | | | |
| MTC Tickets Issued | 4,500 | 4,500 | 3,500 |
| State Tickets Issued | 2,100 | 2,100 | 1,600 |
| Accident Reports Investigated | 615 | 615 | 605 |
| Alcohol Related Driving Arrests | 280 | 280 | 275 |
| Certified VIN Inspections | 175 | 175 | 150 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .424 | .376 | .370 |
| Per capita net cost | \$3.05 | \$2.40 | \$2.90 |

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 | \$ 654,993 | \$ 698,714 | \$ 698,714 | \$ 766,148 |
| Supplies | 581 | 5,298 | 6,500 | 6,500 |
| Purchased Services | 116,146 | 105,134 | 105,134 | 105,134 |
| Fixed Charges | 0 | 0 | | |
| Capital | 0 | 0 | | |
| Gross County Cost | \$ 771,720 | \$ 809,146 | \$ 810,348 | \$ 877,782 |
| Revenue | 880,265 | 920,553 | 956,653 | 956,653 |
| Net County Cost | \$ - 108,545 | \$ -111,407 | \$ -146,305 | \$ -78,871 |
| Budgeted Positions | 9.5 | 9.5 | 9.5 | 9.5 |

SUMMARY OF CHANGES: Office supplies are up \$297, and small items of equipment are up \$905 for a total increase of \$1,202. Contract rates are proposed to go up by two dollars per hour to offset increased personnel costs. This will result in revenues going up \$36,100. Final budget adjustments include an increase in salaries of \$67,434.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The Board will need to review the rates. Communications and Records costs should also be included in the rate adjustment.

BOARD ACTION: Approved as recommended.

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

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Number of Dispatched calls | 5,598 | 5,738 | 4,775 |
| Number of Case Reports | 1,142 | 1,171 | 954 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.366 | 0.357 | 0.351 |
| Per capita cost (county support) | \$ - 0.42 | \$ - 0.42 | \$ - 0.29 |

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 | \$ 154,639 | \$ 160,493 | \$ 160,493 | \$ 164,494 |
| Supplies | 4,400 | 4,200 | 4,200 | 4,200 |
| Purchased Services | 129,206 | 174,128 | 122,648 | 122,648 |
| Fixed Charges | - 85,000 | - 85,000 | -85,000 | -85,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 203,245 | \$ 253,821 | \$ 202,341 | \$ 206,342 |
| Revenue | 1,241 | 0 | 0 | 0 |
| Net County Cost | \$ 202,004 | \$ 253,821 | \$ 202,341 | \$ 206,342 |
| Budgeted Positions | 3 | 3 | 3 | 3 |

SUMMARY OF CHANGES:

The decrease in the budget comes primarily from a reduction in the utilization of the Weld County Humane Society in conjunction with a "per animal" costing structure that was adopted in the last fiscal year (\$50,000). Travel and meeting costs were reduced \$1,500. All other costs remain the same as the previous year. Final budget adjustments include an increase in salaries of \$4,001.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

ORDINANCE ENFORCEMENT (CONTINUED) 1000-21230

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Number of dispatched calls | 4,656 | 4,772 | 5,426 |
| Animals Transported to Shelter | 763 | 782 | 564 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.116 | 0.113 | 0.111 |
| Per capita cost (county support) | \$0.78 | \$0.95 | \$0.76 |
| Miles Driven per Call for Service | 25.56 | 26.19 | 35.13 |

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

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 120,966 | \$ 193,460 | \$ 193,460 | \$ 204,516 |
| Supplies | 32,530 | 24,200 | 17,000 | 17,000 |
| Purchased Services | 44,381 | 52,000 | 50,700 | 50,700 |
| Fixed Charges | 783 | 31,124 | 31,124 | 31,124 |
| Capital | 0 | 14,000 | 15,000 | 15,000 |
| Gross County Cost | \$ 198,660 | \$ 314,784 | \$ 307,284 | \$ 318,340 |
| Revenue | 104,138 | 131,595 | 134,595 | 134,595 |
| Net County Cost | \$ 94,522 | \$ 183,189 | \$ 172,689 | \$ 183,745 |
| Budget Positions | 2 | 2 | 2 | 2 |

SUMMARY OF CHANGES:

The functionality of the regional crime lab is anticipated to go through some changes for the upcoming budget year with the construction of a stand-alone facility. Due to the necessity of initially equipping the new facility and upgrading some work standards, a slight increase is expected for small items of equipment (\$3,000). Additionally, the revenues expected for the lab are slightly increased as the City of Greeley pays half of the expenses associated with the lab director's position (\$3,000). Computer software is down \$10,000. Purchased Services are down \$1,300 primarily in vehicle expenses. Capital is up \$1,000 for computer equipment. Net county costs are down \$10,500.

Final budget adjustments include an increase in salaries of \$11,056.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The building maintenance costs of the new crime lab are not included in this budget, since they will be accounted for in a special fund per the MOU with the participating jurisdictions. The first two years the building maintenance costs will be paid for by a federal grant.

BOARD ACTION: Approved as recommended.

REGIONAL FORENSIC LABORATORY (CONTINUED) 1000-21260

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|-------------------|
| <u>Work Outputs</u> | | | |
| Cases/items completed – drugs and arson computer forensics, latent prints, shoe and tire tracks, DNA | 140/290 | 850/1,500 | 307/493 |
| Court Testimony | 3-5 | 30 | 24 appearances |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .077 | 0.75 | .073 |
| Per capita cost (county support) | \$0.364 | \$0.688 | \$0.68 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Quality Audit | 1 | 6 | 6 |
| Proficiency Testing (Test Run/Errors) | 2/0 | 5/0 | 5/0 |

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 | \$ 106,229 | \$ 117,977 | \$ 117,977 | \$ 120,699 |
| Supplies | 9,105 | 6,400 | 2,500 | 2,500 |
| Purchased Services | 17,177 | 33,819 | 28,819 | 28,819 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 132,511 | \$ 158,196 | \$ 149,296 | \$ 152,018 |
| Revenue | 88,189 | 76,968 | 96,077 | 96,077 |
| Net County Cost | \$ 44,322 | \$ 81,228 | \$ 53,219 | \$ 55,941 |
| Budgeted Positions | 2 | 2 | 2 | 2 |

SUMMARY OF CHANGES:

Several new grant opportunities are being explored for 2013 which have a high probability of attainment. Grant revenues have been increased \$19,109. Small items of equipment are down \$2,900, and other operational supplies are down \$1,000. Net county costs of the recommended budget are down \$28,009. Final budget adjustments include an increase in salaries of \$2,722.

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 | 1,092 | 1,326 | 1,084 |
| Victims served per 10,000/capita | 42.10 | 49.82 | 40.01 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.077 | 0.075 | 0.074 |
| Per capita cost (county support) | \$0.17 | \$0.31 | \$0.21 |

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 | \$ 86,311 | \$ 105,957 | \$ 105,957 | \$ 109,516 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 0 | 70,248 | 0 | 0 |
| Fixed Charges | 105,372 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 191,683 | \$ 176,205 | \$ 105,957 | \$ 109,516 |
| Revenue | 0 | 0 | | |
| Net County Cost | \$ 191,683 | \$ 176,205 | \$ 105,957 | \$ 109,516 |
| Budgeted Positions | 1 | 1 | 1 | 1 |

SUMMARY OF CHANGES: The Multi-jurisdictional Drug Task Force is not anticipating any significant work practice or personnel changes for the upcoming budget year. Changes reflect accounting for equitable share distribution of forfeitures that are not regularly available year-to-year. Therefore, the \$70,248 in Purchased Services will be reimbursed by the Weld County Drug Task Force Control Board from forfeiture funds. Final budget adjustments include an increase in salaries of \$3,559.

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 | 150 | 150 | 115 |
| Drug Arrests | 150 | 150 | 90 |
| Search Warrants Executed | 23 | 25 | 20 |
| Cocaine Seizures (Kilos) | 6 | 6 | 1.5 |
| Methamphetamine Seizures (Pounds) | 8 | 8 | 4 |
| Marijuana Seizures (Pounds) | 100 | 100 | 20 |
| Meth Lab Seized | 3 | 3 | 0 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.039 | 0.038 | 0.036 |
| Per capita cost (county support) | \$0.74 | \$0.66 | \$0.40 |

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 | \$ 13,644,062 | \$ 13,920,419 | \$ 13,920,419 | \$ 14,661,306 |
| Supplies | 310,920 | 301,238 | 303,209 | 303,209 |
| Purchased Services | 3,533,877 | 3,575,029 | 3,661,760 | 4,049,760 |
| Fixed Charges | 3,948 | 2,196 | 0 | 0 |
| Capital | 26,530 | 8,200 | 0 | 0 |
| Gross County Cost | \$ 17,519,337 | \$ 17,807,082 | \$ 17,885,388 | \$ 19,014,275 |
| Revenue | 1,081,699 | 796,200 | 738,200 | 738,200 |
| Net County Cost | \$ 16,437,638 | \$ 17,010,882 | \$ 17,147,188 | \$ 18,276,075 |
| Budgeted Positions | 197.0 | 197.0 | 197.0 | 197.0 |

SUMMARY OF CHANGES: There is no change in personnel services costs. The small increase of \$1,971 in supplies is due to an increase in costs for inmate supplies. The increase in purchased services of \$374,731 reflects an increase in contracted inmate medical services (\$466,940), training (\$29,650) with offsetting reductions in other professional services (\$24,906), and vehicle expenses (\$5,000). No capital items requested.

The projected decrease of \$58,000 in the revenue relates to decreased use of the jail by municipal courts and a \$43,000 reduction to fund a contract for Chaplain services. Because public money cannot be used to fund religious activity, the proposal was submitted as an offset to an inmate revenue stream from commissary or inmate telephones. These revenues are how other large jails are funding it. The revenue reduction to fund the contract position translates into a reduction of overall jail revenue, so there is still a net budget impact of \$43,000 for the function. For risk management purposes it essential that religious programming in the jail be consistent with the provisions of federal and state statues, i.e. Religious Land Use and Institutionalized persons Act of 2000 (RLUIPA) and the 1st and 14th amendments of the U.S. Constitution.

NORTH JAIL COMPLEX (CONTINUED) 1000-24410

SUMMARY OF CHANGES (CONTINUED): Currently, staff of the Inmate Services Division is attempting to meet the religious requirements of the incarcerated offenders. This is becoming an ever increasing burden in a very litigious field. The Chaplain will be designated to assist individuals incarcerated in the Weld County Jail with their spiritual needs. The Chaplain will assure equal status and protection for all religions. The Chaplain will plan, direct and supervise all aspects of the religious programs, including both lay and clergy volunteers from faiths represented in the inmate population under the direction of the Inmate Services Director.

Final budget adjustments include an increase in salaries of \$740,887.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Inmate population trends and utilization of jail alternative programs make this budget's funding level realistic for 2013. Because of potential litigation for risk management purposes the use of \$43,000 from the revenue stream from commissary or inmate telephones for a contract for Chaplain services is recommended.

BOARD ACTION: Approved as recommended. Board approved a personal services contract for the Chaplain position immediately. \$388,000 was added for inmate medical services.

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 | 573 | 575 | 608 |
| Avg. Work Release Clients Daily | 193 | 200 | 200 |
| Avg. Electronic Home Monitoring Daily | 60 | 65 | 70 |
| Total Offenders Under Supervision Daily | 826 | 840 | 878 |
| All Offenders Processed Into Facilities | 14,249 | 14,750 | 15,000 |
| Number of Offenders Transported to Court Appearances | 18,532 | 18,750 | 19,750 |
| New Correctional Officers Entering Basic Training | 28 | 30 | 30 |
| <u>Efficiency Measures</u> | | | |
| Offender Supervision FTE's per 10,000 Capita | 8.99 | 8.76 | 8.68 |
| Per capita net cost | \$71.84 | \$72.51 | \$77.89 |
| Avg. Medical Cost Per Inmate Daily | \$12.58 | \$12.54 | \$13.95 |
| Avg. Food Cost Per Inmate Daily | \$3.74 | \$3.65 | \$3.33 |
| Secure Facility Occupancy Rate | 93% | 93% | 99% |

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 | \$ 2,297,568 | \$ 2,650,611 | \$ 2,789,553 | \$ 2,988,663 |
| Supplies | 55,022 | 40,632 | 57,757 | 57,757 |
| Purchased Services | 477,243 | 560,873 | 715,689 | 715,689 |
| Fixed Charges | 1,381 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 2,831,214 | \$ 3,252,116 | \$ 3,562,999 | \$ 3,762,109 |
| Revenue | 914,772 | 964,350 | 960,400 | 960,400 |
| Net County Cost | \$ 1,916,442 | \$ 2,287,766 | \$ 2,602,599 | \$ 2,801,709 |
| Budgeted Positions | 32.0 | 36.0 | 38.0 | 38.0 |

SUMMARY OF CHANGES: Restructuring within the Sheriff's Office transferred the Fugitive Transport Division under the Centennial Jail Budget in 2012. Two additional officers (\$138,942) have been requested in the 2013 budget to meet current obligations. An increase in supplies and purchased services of \$163,397 reflect the transfer of this division. A decrease in the Sheriff's Operations budget of \$166,670 is anticipated due to the transfer. The budget also includes \$8,544 for the purchase and installation of a GPS tracking system for inmate transportation vehicles to increase officer and community safety in the event of an accident, vehicle breakdown or escape attempt. Additional vehicles in the Motor Pool are being requested. Revenues are down slightly by \$3,950. Final budget adjustments include an increase in salaries of \$199,110.

CENTENNIAL JAIL (CONTINUED) 1000-24420

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval including the additional two positions, and the GPS system for officer and inmate safety.

One position (\$69,471) is requested to supplement transportation primarily because previous transport security practices were not safe. The reorganization found there was a past practice of sending one deputy in a vehicle loaded with multiple prisoners or overreliance upon Posse and Reserve volunteers to provide security. That may have been less costly but is not sound risk management. No additional vehicle has been requested for this position.

The other position (\$69,471) is requested to expand the previous part-time fugitive apprehension effort to full time because of the need is shown by recent activity. While the fugitive effort is currently attached to transportation for purposes of supervision, it is not being requested for transportation. A U.S. Marshal's grant program that reimbursed overtime expanded the local effort and achieved the results of approximately 150 additional arrests in the first five months of 2012. These are significant cases. Based upon these results, the request for dedicated resources is being made. One additional vehicle is requested (Centennial Jail 24420) to support this position. The car is not needed if the program expansion is not funded. The additional position is an expansion of service level for public safety, thus, a policy issue for the Board.

BOARD ACTION: The Board approved the additional transport position. The fugitive warrant position was approved on a one year pilot basis to see what impact the effort will have. The Sheriff is to report back to the Commissioners periodically during 2013 on how the fugitive warrant program is working. The vehicle to support the position was also approved. The GPS system was approved. The Board also asked that once the courts' video system is fully implemented that the staffing needs for inmate transports be evaluated and a report made back to the Board. All other items approved as recommended.

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

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: 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 2013.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Concur with assessment that contract jail space will not be needed in 2013.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES: See North Jail budget for details.

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: COMMUNICATIONS

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

DEPARTMENT DESCRIPTION: Provides dispatch services for 18 law enforcement agencies, 20 fire departments, 3 rescue/ambulance departments, plus local government including public works.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTEDN EXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 0 | \$ 0 | \$ 152,573 | \$ 254,058 |
| Supplies | 52,887 | 0 | 0 | 36,255 |
| Purchased Services | 2,032,095 | 2,323,488 | 2,513,102 | 2,850,108 |
| Fixed Charges | 17,168 | 0 | 0 | 0 |
| Gross County Cost | \$ 2,102,150 | \$ 2,323,488 | \$ 2,665,675 | \$ 3,140,421 |
| Revenue | 199,746 | 264,649 | 605,792 | 661,377 |
| Net County Cost | \$ 1,902,404 | \$ 2,058,839 | \$ 2,059,883 | \$ 2,479,044 |
| Budgeted Positions | 0 | 0 | 1 | 2 |

SUMMARY OF CHANGES: On May 3, 1993, Weld County entered into a contract with the City of Greeley to operate and maintain the Weld County Regional Communications Center (WCRCC), criminal records management, and Criminal Justice Information Center. On July 7, 2010, the contract was updated to continue the arrangement.

The new contract changed the method of allocating the cost for the WCRCC among the users. The total costs of the WCRCC facility will be determined by adding all the costs incurred by the City, County, and the E911 Authority to support the WCRCC. Cost per incident will then be determined by taking the total costs of the WCRCC less E911 Authority contribution, E911 costs paid, and any other grant amounts to determine the total to be allocated. The percentage of dispatchers assigned to law incidents and the percentage of dispatchers assigned to fire incidents shall be determined based upon dispatcher console assignments. The percentage of law incidents and fire incidents shall be applied to the total amount to be allocated to determine the total costs for fire and law incidents. Incidents by agency shall be determined based upon computer aided dispatch records of actual calls for two years in arrears, i.e., 2013 budget will use 2011 actual call and incident data. The percentage of law incident per agency shall be applied to the total allocated costs for law incidents to determine the cost per agency. The same will be done for fire agencies. The costs determined through this process for the Greeley Police Department and the Greeley Fire Department (formerly Union Colony Fire Authority) shall be added together to determine the City's contribution. The remaining amount shall be the County's total costs.

COMMUNICATIONS (CONTINUED) 1000-22100

SUMMARY OF CHANGES (continued):

The County shall identify the amount to be charged to other agencies and bill and collect the amounts each year. The County, with the consent of the Communications Advisory Board, may develop a different formula for charging other agencies. The method determined to charge other agencies shall not impact the above formula for sharing of costs between the City of Greeley and the County. For 2013, other agencies will be charged \$106,189 per a formula adopted by the Communications Advisory Board. 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 \$398,394 for 2013. In addition, the County recovers \$117,654 for indirect costs per the formula. The county will earn \$39,140 from tower rental leases. Total revenues for 2013 will be \$661,377.

Weld County's share, per the contract formula for 2013, is \$543,718 for county functions, plus the other agencies' share of \$2,342,645 for a total of \$2,886,363.

FINANCE/ADMINISTRATION RECOMMENDATION: Funding of a Communications Director position (\$159,040) is included in the 2013 budget due to the proposed organizational change in the management of the WCRCC described below.

The Communications budget costs include an average salary adjustment of 3% and health insurance adjustment of 15%. In addition the tower and radio maintenance costs include the new Motorola contact costs. Recommend approval.

BOARD ACTION: The final budget reflects the budget adjustment of \$323,261 to include the items the E911 Authority Board did not fund in 2013. In addition a Communications Technician position was added (\$95,018).

The Commissioners and Greeley City Council made a decision on October 12, 2012, to transition to a new organizational model where the City of Greeley will operate from a satellite communications center to dispatch the Greeley Police and Fire Departments under the management direction of the Greeley Police Chief. Weld County will assume the management of the WCRCC site to dispatch all other Weld County public safety entities under the management of a Weld County Communications Director. The Board pulled \$76,615 out of the Greeley contract amount and budgeted the \$76,615 under operating supplies and other purchased services due to the restructuring. If additional resources are required in 2013 in order to be prepared to accommodate the transition of the WCRCC management from the City of Greeley to Weld County the funds will be provided via a supplemental appropriation from the fund balance in the General Fund. All other items approved as recommended. The net costs for Weld County in 2013 will be \$2,479,044.

COMMUNICATIONS (CONTINUED) 1000-22100

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|---|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| E-911 Calls | 100,230 | 100,000 | 100,000 |
| Non-911 Calls | 239,383 | 250,000 | 260,000 |
| CAD Incidents for Law and Fire/Ambulance | 339,613 | 350,000 | 360,000 |
| EMD Calls | 16,369 | 17,500 | 18,500 |
| Criminal Justice Records, Total Case #'s issued | 29,350 | 30,000 | 30,500 |
| ARS Documents Transcribed | 48,454 | 50,000 | 51,000 |
| Warrants Processing Activity | 20,450 | 21,000 | 21,500 |
| Citations Processed | 60,878 | 61,000 | 61,500 |
| Phone Calls into Records | 74,000 | 75,000 | 76,000 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000 per Capita | 2.12 | 2.07 | 2.07 |
| Per Capita Cost - Operating Budget | \$7.33 | \$7.74 | \$9.16 |
| EMD Call per FTE | 303 | 324 | 330 |
| CAD Incident per FTE | 6,289 | 6,481 | 6,667 |
| ARS Document transcribed per FTE | 2,062 | 2,128 | 2,170 |

| Goal PS1: To answer 100% of 911 calls within 15 seconds. | | | | |
|---|--|---------------|------------------|------------------|
| DESIRED OUTCOMES | PRELIMINARY PERFOR-MANCE 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 | 0 | 0 | 0 | 0 |
| Purchased Services | 0 | 0 | 0 | 0 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 550,000 | 550,000 |
| Gross County Cost | \$ 0 | \$ 0 | \$ 550,000 | \$ 550,000 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 0 | \$ 0 | \$ 550,000 | \$ 550,000 |
| Budgeted Positions | 0 | 0 | 0 | 0 |

SUMMARY OF CHANGES: It was decided that the communications system be upgraded in 2011-2012, at a total cost of \$7,300,000. The upgrade for 2011-2012 was funded by the E911 Authority Board contributing \$2,000,000 from its reserve and Weld County contributing \$2,600,000 in 2011 and 2012, with the remaining \$4,700,000 coming from the Capital Expenditure Fund for the total estimated cost of \$7,300,000. Beginning in 2013, Weld County will fund \$900,000 per year, for the Communications System Reserve for future communications systems upgrades. In 2011, the Board approved Communications system upgrade funding in the Capital Expenditure Fund.

\$550,000 has been funded in this budget for 2013 for the purchase of 100 replacement radios at \$5,500 each. The 100 radios are part of the capital replacement plan developed in 2012 that replaces radio every ten years.

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 |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Supplies | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Purchased Services | 876,393 | 987,026 | 1,216,652 | 1,214,224 |
| Gross County Cost | \$ 876,393 | \$ 987,026 | \$ 1,216,652 | \$ 1,214,224 |
| Revenue | 34,598 | 60,543 | 0 | 0 |
| Net County Cost | \$ 841,795 | \$ 926,483 | \$ 1,216,652 | \$ 1,214,224 |
| Budgeted Positions | 0 | 0 | 0 | 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. The new contract changed the method of allocating the cost for the WCRCC among the users.

Records management and information services costs shall be 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 shall be applied annually to allocate costs. The County shall pay the total costs for its share of utilization. The City of Greeley shall determine if any other agencies using the records management system shall be charged and the amount charged. Weld County's share for 2013 will be \$406,002 for records and \$808,222 for information services, for a total of \$1,214,224. This amount is up \$229,626. The Records budget costs include an average salary adjustment of 3% and health insurance adjustment of 15%, plus an additional \$13,000 for overtime due to the new computer system transition. Information services portion is up due to the added costs from ACS contract, depreciation, and the first year of maintenance for the Spillman system. No revenue will be recovered from municipalities using the Criminal Justice Information System by Weld County, rather Greeley shall bill them. Net county costs are up \$287,741.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. If the Speakwrite crime report system is approved for the Sheriff in the 2013 budget the cost allocation for Records needs to be examined, since Records will no longer be transcribing any Sheriff Office crime reports.

BOARD ACTION: An adjustment of \$2,428 per the IGA formula was made in the final budget. All other items approved as recommended.

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

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| ARS documents transcribed | 46,306 | 50,000 | 50,000 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | \$3.25 | \$3.58 | \$4.49 |

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 | \$ 416,807 | \$ 469,035 | \$ 469,035 | \$ 492,372 |
| Supplies | 12,727 | 19,200 | 19,200 | 19,200 |
| Purchased Services | 257,334 | 245,600 | 266,600 | 266,600 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 686,868 | \$ 733,835 | \$ 754,835 | \$ 778,172 |
| Revenue | 302 | 500 | 500 | 500 |
| Net County Cost | \$ 686,566 | \$ 733,335 | \$ 754,335 | \$ 777,672 |
| Budgeted Positions | 5.5 | 6.5 | 6.5 | 6.5 |

SUMMARY OF CHANGES: The budget shows an increase in vehicle costs of \$6,000 due to fuels costs and utilization. Medical and professional services are up \$15,000 to add a contract for pharmaceutical waste, autopsies, and supply items. Total increase in the recommended budget is \$21,000. Final budget adjustments include an increase in salaries of \$23,337.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Based upon historical expenditure patterns the increases are justified.

BOARD ACTION: Approved as recommended. On October 8, 2012, along with other reorganizations in the county the Coroner's Office was placed under the management of the Director of General Services, instead of the Director of Finance and Administration.

CORONER (CONTINUED) 1000-23200

PERFORMANCE MEASURES

| 2010 | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Number of cases | 1,050 | 1,150 | 1,150 |
| Number of investigations | 450 | 420 | 435 |
| Number of full autopsies | 160 | 160 | 162 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.246 | 0.244 | 0.240 |
| Per capita cost (county support) | \$2.65 | \$2.76 | \$2.87 |
| Cost per autopsy/inspection | \$904 | \$925 | \$925 |

| Goal PS2: To provide the highest quality medico-legal investigation in an efficient and compassionate manner. | | | | |
|---|---|--------|-----------|-----------|
| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
| PS2-1: 100% of investigative staff members to be certified in death investigation through the State of Colorado and The American Board of Medico-legal Death Investigators or other national certifying agency. | Percent of investigators with valid Colorado and valid national certification | 40% | 80% | 80% |
| PS2-2: Achieve and maintain departmental accreditation through the National Association of Medical Examiners (The NAME) | A completed self-assessment and action plan Percentage indices of necessary changes Conference of accreditation from The NAME | 25% | 50% | 50% |

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: JUSTICE SERVICES

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

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

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 396,538 | \$ 487,583 | \$ 468,869 | \$ 496,729 |
| Supplies | 7,304 | 15,000 | 15,000 | 15,000 |
| Purchased Services | 31,336 | 36,577 | 36,577 | 36,577 |
| Gross County Cost | \$ 435,178 | \$ 539,160 | \$ 520,446 | \$ 548,306 |
| Revenue | 20,428 | 25,000 | 25,000 | 25,000 |
| Net County Cost | \$ 414,750 | \$ 514,160 | \$ 495,446 | \$ 523,306 |
| Budgeted Positions | 6 | 7 | 6.5 | 6.5 |

SUMMARY OF CHANGES: Workload and defendant caseload for Pretrial Services program continues to increase (tripled since its transfer from the Sheriff's Office). The Courts and Judicial Officers continue to support the work of Pretrial Services.

The Adult Diversion Services Specialist position (\$49,359) was transferred from the Justice Services budget to budget unit 1000-24150. A 0.5 FTE Senior Pretrial Services Specialist position has been added (\$30,645). This position will create greater capacity for the Division to serve more defendants under pretrial release supervision and produce cost savings to Weld County with lesser jail bed utilization and improved efficiencies to local criminal justice systems. Overall, a *reduced* net county cost of \$18,714.

Final budget adjustments include an increase in salaries of \$27,860.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The Adult Diversion position supervised by the District Attorney was moved mid-year to budget unit 1000-24150. The addition 0.5 FTE Senior Pretrial Services Specialist is recommended based upon caseload growth. The utilization of pretrial services by the courts has a direct impact on the reduction in the number of inmates in the jail, which results in tremendous savings on jail operating and construction costs.

PRETRIAL SERVICES

1000-24100

BOARD ACTION: Approved as recommended, including the additional 0.5 FTE Senior Pretrial Services Specialist position. On October 8, 2012, along with other reorganizations in the county Justice Services was placed under the management of the Director of General Services, instead of the Director of Finance and Administration.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Pretrial Services | 2,100 | 2,400 | 2,600 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .231 | .263 | .240 |
| Per capita net cost | \$1.60 | \$1.93 | \$1.93 |

| 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. | | | | |
|--|---|----------------------------------|----------------------------------|----------------------------------|
| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
| PS3-3: 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/savings by helping manage overcrowding and high expense of operating the jail; | 2,100 Defendant interviews | 2,400 Defendant interviews | 2,600 Defendant interviews |
| | | 700 Defendants on supervision | 800 Defendants on supervision | 870 Defendants on supervision |
| | Potential cost avoidance | \$3,000,000 | \$3,500,000 | \$3,800,000 |
| | Low failure to appear rate for court appearances and re-arrest of defendants under pretrial services supervision. | 4% Failure to Appear | 4% Failure to Appear | 4% Failure to Appear |
| | | 5% Commission of new crime | 5% Commission of new crime | 5% Commission of new crime |

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DISTRICT ATTORNEY'S OFFICE

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

Adult Diversion Services program--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 | \$ 0 | \$ 0 | \$ 49,359 | \$ 50,593 |
| Supplies | 0 | 0 | 500 | 500 |
| Purchased Services | 0 | 0 | 500 | 500 |
| Gross County Cost | \$ 0 | \$ 0 | \$ 50,359 | \$ 51,593 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 0 | \$ 0 | \$ 50,359 | \$ 51,593 |
| Budgeted Positions | 0 | 0 | 1 | 1 |

SUMMARY OF CHANGES: This function was first budgeted in 2012 under Justice Services, since the position is supervised by the District Attorney. In mid-2012 the function and budget was moved to this budget unit from Justice Services (budget unit 1000-24100). The position cost of \$49,359 and \$1,000 for services and supplies are budgeted for 2013. Final budget adjustments include an increase in salaries of \$1,234.

FINANCE/ADMINISTRATION RECOMMENDATION: At the time of the budget work sessions the Board needs to evaluate whether this program is working and achieving the benefits anticipated when it was created last year. Program has had a slow start-up. Policy issue.

BOARD ACTION: Based upon the positive impact of the program thus far in 2012, the Board approved continuation of the program 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 | \$ 51,545 | \$ 52,549 | \$ 52,549 | \$ 57,309 |
| Supplies | 933 | 900 | 1,000 | 1,000 |
| Purchased Services | 2,414,614 | 2,543,691 | 2,404,829 | 2,400,069 |
| Fixed Charges | 25,364 | 29,080 | 31,080 | 31,080 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 2,492,456 | \$ 2,626,220 | \$ 2,489,458 | \$ 2,489,458 |
| Revenue | 2,492,456 | 2,626,220 | 2,489,458 | 2,489,458 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budgeted Positions | 1 | 1 | 1 | 1 |

SUMMARY OF CHANGES: Average daily residential and non-residential offender populations at community corrections facility remain steady. State allocation for SFY 2012/2013 reduced slightly: \$1,308,637 for Residential Diversion services, \$909,157 for Residential Transition/Condition of Parole services, \$100,915 for Non-Residential services, \$75,000 for Correctional Treatment Support Services and \$95,749 for Corrections Board administration and activities. There is stable funding to support Intensive Supervision Program (ISP) of certain Inmates/Parolees under the local supervision of the Department of Corrections (DOC). Two (2%) percent of funds remains with Weld County ("above and beyond revenue"). Budget includes ongoing sub-contract and lease agreement with vendor at the Community Corrections Facility. Revenue from the lease at the community corrections facility of \$271,500/year is listed under Budget Unit 1000-90100.

Final budget adjustments include an increase in salaries of \$4,760, and overhead was reduced by \$4,760 for a net impact of zero.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. All costs are paid by State funds; no costs to the County.

COMMUNITY CORRECTIONS (CONTINUED) 1000-24200 & 24220

BOARD ACTION: Approved as recommended.

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. | 222 | 236 | 236 |
| ADP Totals: | 222 | 236 | 236 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.039 | 0.038 | 0.037 |

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.

| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
|--|--|---|---|---|
| S3-1: 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; | 155 residential (ADP) 67 non residential | 169 residential (ADP) 67 non residential | 169 residential (ADP) 67 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 | 300 | 300 |
| | Receive, manage, and process all community corrections funds from the State; | \$2,492,456 | \$2,626,220 | \$2,489,454 |
| | Cost avoidance/savings ratio of Community Corrections Programs to County. | \$3,000,000 | \$3,500,000 | \$3,500,000 |

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 | \$ 727,243 | \$ 785,886 | \$ 834,019 | \$ 847,421 |
| Supplies | 65,033 | 61,000 | 76,400 | 76,400 |
| Purchased Services | 58,479 | 76,225 | 76,825 | 76,825 |
| Fixed Charges | 105,731 | 108,099 | 128,460 | 157,015 |
| Capital | 7,995 | 0 | 0 | 0 |
| Gross County Cost | \$ 964,481 | \$ 1,031,210 | \$ 1,115,704 | \$ 1,157,661 |
| Revenue | 1,516,728 | 1,200,000 | 1,500,000 | 1,500,000 |
| Net County Cost | \$ - 552,247 | \$ -168,790 | \$ -384,296 | \$ -342,339 |
| Budgeted Positions | 10.25 | 10.25 | 11.25 | 11.00 |

SUMMARY OF CHANGES: Personnel Services are up \$48,134 due to eliminating a Code Enforcement Officer position in the Planning budget and creating the position of a Building Technician into this department. Supplies have been increased \$15,400 due to added maintenance costs for Accella (additional modules were purchased). Fixed Charges used to allocate costs of the Planning Director and staff shared between Planning and Building are up \$20,361. Final budget adjustments include an increase in salaries of \$13,402.

Revenues are expected to increase \$300,000 from last year's budget due to continued requests for building permits and increased valuation in projects. Permits related to oil and gas activity remain high. Net county costs for the department are down \$215,506, primarily due to increased revenues.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Concur with the transfer of the position from the Planning budget to Building Inspections budget. Change has not net increased costs to the county and better accommodates the two organizational structures.

BOARD ACTION: Due to promoting the Planning Manager to the full time position of Director of Planning (Grade 61) on October 8, 2012, instead of the Director of Environmental Health managing this department, chargeback from Environmental Health position (0.25 FTE) will be decreased \$40,165. The Contra Account charging 50% of the Planning Director's position to Building Inspection had a net increase of \$28,555. All other items 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 | 19,056 | 18,600 | 18,600 |
| Avg. # of inspections per building permit | 15.5 | 15.5 | 15.5 |
| Number of Inspectors | 4.25 | 4.5 | 4.5 |
| Number of inspections per inspector daily | 17 | 17 | 17 |
| Number of Bldg Compliance violations | 127 | 144 | 144 |
| Number of Bldg Complaints | 84 | 80 | 80 |
| Number Compliance cases closed | 199 | 200 | 200 |
| Number of miles driven by inspectors | 126,645 | 130,105 | 130,105 |
| Number of inspectors performing | | | |
| Combination Residential Inspections | 2.5 | 2.5 | 2.5 |
| <u>Plans Examiner/Inspector-On-Call Work Outputs</u> | | | |
| <u>Number of Plans Examiners</u> | 1 | 1.5 | 1.5 |
| # of major plan reviews | 253 | 285 | 285 |
| # of minor plan reviews | 1,111 | 1,400 | 1,400 |
| <u>Technical Support Work Outputs</u> | | | |
| # of building permits processed (if this is changed to issued permits, these numbers would change) | 2,316 | 2,700 | 2,700 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.395 | 0.385 | 0.407 |
| Per capita gross cost | \$ -2.12 | \$ -0.63 | \$ -1.27 |

BUILDING INSPECTION (CONTINUED) 1000-25100

| Goal LU5: Ensure safe construction throughout unincorporated Weld County. | | | | |
|--|--|---------------|------------------|------------------|
| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
| LU5-1: 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) | 12 | 14 | 14 |
| | | 100% | 100% | 100% |
| | Maintenance of appropriate certifications | | | |

| Goal LU-6: 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 |
| LU6-1: 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 | 2 | 3 | 3 |

BUILDING INSPECTION (CONTINUED) 1000-25100

| Goal LU7: Maintain quality, professional and timely site inspections. | | | | |
|---|---|---------------|------------------|------------------|
| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
| LU7-1: 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% | 90% | 90% |
| Provide plan review turnaround within current policy time frame. | Review plans in a timely manner current with policy time frame – measurable by complaints | 99% | 100% | 100% |
| Return customers call and questions within 24 hours. | Measurable by number of complaints annually | 98% | 100% | 100% |
| Maintain quality customer service with existing staff levels | Measurable by annual complaints | 90% | 90% | 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 | \$ 263,551 | \$ 285,150 | \$ 285,150 | \$ 346,895 |
| Supplies | 47,591 | 69,425 | 69,425 | 69,425 |
| Purchased Services | 84,013 | 149,050 | 374,050 | 374,050 |
| Fixed Charges | 10,319 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 405,474 | \$ 503,625 | \$ 728,625 | \$ 790,370 |
| Revenue | 8,070 | 6,000 | 6,000 | 6,000 |
| Net County Cost | \$ 397,404 | \$ 497,625 | \$ 722,625 | \$ 784,370 |
| Budgeted Positions | 2 FTE 4 PT | 2 FTE 4 PT | 2 FTE 4 PT | 2 FTE 6 PT |

SUMMARY OF CHANGES: Purchased Services increased \$225,000 for tree trimming which was transferred from the Bridge Div budget (2000-32300). Final budget adjustments include an increase in salaries of \$29,245.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend Approval.

BOARD ACTION: Approved as recommended, except the Board added two seasonal workers for six months to do roadside mowing for a cost of \$32,500.

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% |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .07 | .07 | .07 |
| Per capita cost (county support) | \$2.78 | \$2.71 | \$2.90 |

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% |
| TPW9-3: Roads spot treated for noxious weeds | 95% accuracy 100% of the time | 90% | 90% | 90% |

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: BOARD OF COUNTY COMMISSIONERS

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

DEPARTMENT DESCRIPTION: C.R.S. 24-32-2107 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. Beginning in 2012 the department started reporting directly to the Board of County Commissioners instead of the Sheriff.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|---------------------------|--------------------------------|------------------------------|--------------------------|
| Personnel Services | \$ 104,312 | \$ 199,633 | \$ 199,633 | \$ 186,648 |
| Supplies | 3,080 | 7,900 | 7,900 | 7,900 |
| Purchased Services | 52,566 | 58,850 | 34,285 | 34,285 |
| Fixed Charges | 0 | 0 | | |
| Capital | 0 | 0 | | |
| Gross County Cost | \$ 159,958 | \$ 266,383 | \$ 241,818 | \$ 228,833 |
| Revenue | 66,172 | 60,000 | 60,000 | 70,500 |
| Net County Cost | \$ 93,786 | \$ 206,383 | \$ 181,818 | \$ 158,333 |
| Budgeted Positions | 1 | 2.5 | 2.5 | 2.5 |

SUMMARY OF CHANGES: The OEM budget for 2013 includes a reduction of the line item for phones of \$29,650. In past years for grant reimbursement purposes the cell phones for the Sheriff's Office Commanders and some special units were paid out of the OEM budget. This grant revenue strategy for the reimbursement of phones is no longer applicable. Therefore, the funding for the cell phones has been moved to the Sheriff's Office budget. This is not a cost savings just a movement of funds from one budget to another.

In addition the budget includes an increase in travel and training of \$2,000, so the OEM Director can attend the International Association of Emergency Management Conference. There is an increase of \$3,085 for fuel and maintenance costs for the county vehicle. These change results in a reduction of \$24,565 in the OEM requested budget.

Final budget adjustments include a decrease in salaries of \$12,985.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The restructuring approved by the Board in the 2012 budget appears to be working well.

BOARD ACTION: Approved as recommended. Revenues from grants are up \$10,500 in the final budget based upon grant approval amounts for 2013.

**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 | 6 | 6 | 12 |
| Number of people participating in drills | 500 | 500 | 500 |
| Number of inspections and/or reports | 12 | 12 | 18 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .039 | .094 | .092 |
| Per capita cost | \$0.36 | \$0.78 | \$0.59 |

| Goal OEM: 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 |
| 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. | Plans will be reviewed and updated on an annual basis or after a Man –made or Natural incident. 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. 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. | 50% | 100% | 100% |

| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
|--|---|---------------|------------------|------------------|
| Collaborative Coordination; Sponsor Citizen Corps / Ready Colorado programs and initiatives for citizen preparedness | Provide opportunities for citizens to attend preparedness classes through Citizen Corps Programs Provide opportunities for Citizens and First Responders to attend Storm Spotter Training sponsored by NOAA. | 75% | 100% | 100% |
| 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. | Work with Weld County Departments, agencies and organizations for planning of one Full Scale exercise each year. Participate in one EOC exercise each year and coordinate with other jurisdiction on Table top exercises and DOC exercises. (See EMPG Exercise Plan from OEM) | 50% | 100% | 100% |
| Resource Management; Develop and maintain up-to-date information on available resources in Weld County | Stay compliant with the Colorado Connect and WebEOC Resource inventory. 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 | 50% | 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 | 75% | 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 | \$ 1,779,712 | \$ 1,937,365 | \$ 1,957,365 | \$ 2,082,410 |
| Supplies | 68,903 | 81,900 | 114,958 | 114,958 |
| Purchased Services | 647,551 | 554,920 | 870,920 | 1,020,920 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Contra | - 587,444 | -602,088 | -642,437 | -642,437 |
| Gross County Cost | \$ 1,908,722 | \$ 1,972,097 | \$ 2,300,806 | \$ 2,575,851 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 1,908,722 | \$ 1,972,097 | \$ 2,300,806 | \$ 2,575,851 |
| Budgeted Positions | 20 | 20 | 20 | 20 |

SUMMARY OF CHANGES: Personnel Services increased \$7,000 due to anticipated overtime costs, and \$13,000 for one additional intern to inspect projects in 2013. Supplies increased a total of \$33,058 based on: Small Items of Equipment increased \$10,400 in part to fund the replacement of the nuclear density gauge and the replacement of three PDA devices; Computer Software and Attachments decreased \$2,500 as no new software will be needed for 2013; Road Construction Supplies increased \$25,658 to fund water rights annual assessment fees which were previously funded from the Mining budget (2000-32600); Other Operating Supplies decreased \$500 for anticipated costs.

Purchased Services increased \$466,000 based on: Other Purchased Services increased \$9,000 to fund the Big Dry Creek Watershed fees and stormwater permit fees for 2013; Engineering and Architectural increased \$25,000 for general surveying and appraisal fees and outside engineering services; Other Professional Services decreased \$5,000 based on anticipated costs; Vehicle Expense decreased \$18,700 based on anticipated costs for 2013; Repair and Maintenance Equipment increased \$1,200 due to anticipated repair costs and calibrations for the nuclear gauge; Training increased \$4,500 to fund additional training for Engineering staff; Strategic Roads increased \$450,000 to fund three new projects in 2013. The projects include the design of WCR 47 and State Highway 392 (\$250,000), and design of WCR 47/66 (\$50,000). Contra increased \$40,349 for the Engineering charge back to the Planning Department. Final budget adjustments include an increase in salaries of \$139,045.

GENERAL ENGINEERING (CONTINUED) 1000-31100

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The additional intern is justified with the number of projects to be inspected in 2013. The other costs are justified to support the planned projects in the Five Year Capital Improvements Plan.

BOARD ACTION: At the Early Warning Budget session the Board added \$150,000 for additional pavement testing in 2013. All other items approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|---|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Number of designs completed | 17 | 7 | 13 |
| Number of construction projects completed | 14 | 7 | 10 |
| Number of plats reviewed | 456 | 450 | 450 |

| 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 | \$ 47,809 | \$ 48,511 | \$ 48,511 | \$ 56,400 |
| Supplies | 2,873 | 4,025 | 4,025 | 4,025 |
| Purchased Services | 14,009 | 26,000 | 26,000 | 26,000 |
| Fixed Charges | 145 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 64,836 | \$ 78,536 | \$ 78,536 | \$ 86,425 |
| Revenue | 2,697 | 2,000 | 2,600 | 2,600 |
| Net County Cost | \$ 62,139 | \$ 76,536 | \$ 75,936 | \$ 83,825 |
| Budget Positions | 1 | 1 | 1 | 1 |

SUMMARY OF CHANGES: Revenues from park fees are up \$600 to \$2,600. Final budget adjustments include an increase in salaries of \$7,889.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

MISSILE SITE PARK (CONTINUED) 1000-50100

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|----------------------------------|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Number of visitors | 600 | 625 | 700 |
| <u>Work Outputs</u> | | | |
| FTE's per 10,000/capita | 0.039 | 0.038 | 0.037 |
| Per capita cost (county support) | \$0.240 | \$0.288 | \$0.310 |

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 2013.

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 | 7,894 | 0 | 0 | 0 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 7,894 | \$ 0 | \$ 0 | \$ 0 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 7,894 | \$ 0 | \$ 0 | \$ 0 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: For the second 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 2013.

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 | 10,360 | 12,500 | 12,500 | 13,000 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 10,360 | \$ 12,500 | \$ 12,500 | \$ 13,000 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 10,360 | \$ 12,500 | \$ 12,500 | \$ 13,000 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: Recommended budget of \$12,500 is the same as 2012. The funds will be equally divided among the nineteen (19) senior centers throughout Weld County. Each site determines how the money can best be spent to benefit their senior program

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Due to the addition of the Erie Senior Center the Board increased the funding to \$13,000 for the nineteen (19) senior centers.

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 | 9,216 | 10,000 | 10,000 | 10,000 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 9,216 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 9,216 | \$ 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 2012, 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 other Engineering (Budget Unit 1000-31100-6359) 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 | 75,000 | 38,225 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 38,225 | \$ 38,225 | \$ 75,000 | \$ 38,225 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 38,225 | \$ 38,225 | \$ 75,000 | \$ 38,225 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: Envision has requested \$75,000 to partially fund the administrative functions related to the delivery of services excluded in the current State funding mechanism. Significant budget changes at the federal and state levels have resulted in less income. The change to a fee for service model has taken away Envision's flexibility to set local individual rates and to direct funds to clients according to their needs. The changes have caused Envision to struggle financially the last four years. As a result, Envision is asking the county to fund the administrative functions excluded in the changes to the federal and state funding mechanism. The current funding level is \$38,225. The recommended 2013 funding level is \$38,225, which is the same level as 2012, like all other outside agencies

FINANCE/ADMINISTRATION RECOMMENDATION: Finance does not dispute that Envision has a major financial challenge, but it is not recommended that the county provide additional funding to go towards solving the problem. Envision is going to have to continue to change its programs and business model to adapt to the new funding methods of the state and federal government, like the county often has to do.

**DEVELOPMENTALLY DISABLED
(CONTINUED)
1000-50130**

FINANCE/ADMINISTRATION RECOMMENDATION (Continued): In Envision's request, it states that Colorado Revised Statute (C.R.S.) 27-10.5-104, which established the Community Centered Board system in Colorado, contains the intent that state funding should be supplemented by local funds. Finance disputes that claim in light of the 2008 amendment to Section 27-10.5-104(7)(a), C.R.S. Prior to 2008, the statute stated that there should be five percent local funding. With the 2008 amendment to Section 27-10.5-104(7)(a), C.R.S., the local funding reference was removed and only references state and federal funding, except for certain required local school district funds specified in the statute. With the 2008 amendment there is no requirement for local funding from the county, not even the \$38,225 recommended. Envision has the option of asking the voters of Weld County for a dedicated mill levy, up to one mill. The ballot issue seeking a mill levy failed a few years ago.

BOARD ACTION: Approved as recommended at the \$38,225 funding level.

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 | 108,225 | 183,225 | 203,225 | 203,225 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 108,225 | \$ 183,225 | \$ 203,225 | \$ 203,225 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 108,225 | \$ 183,225 | \$ 203,225 | \$ 203,225 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: The request from North Range Behavioral Health (NRBH) is for \$108,225, the same as the current year. \$75,000 is included for the Drug Court program to match a grant in Probation to treat clients with substance abuse problems. In addition NRBH is requesting an additional \$20,000 for the Suicide Education and Support Services (SESS). SESS' primary mission is to address the suicide rate in Weld County.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval of the NRBH base amount of \$108,225, and the \$75,000 for Drug Court.

The \$20,000 for SESS is not in the recommended budget. This would be a new program for the county to fund. NRBH merged with SESS in 2009. At that time SESS was severely underfunded and in danger of closing. The NRBH Board so highly valued the work of the program and its impact on the community that they initially subsidized the operations with the goal of securing other funding for SESS. Funding of this program is a policy issue for the Board to decide, since it is a new program. A request in the past was not funded by the county.

BOARD ACTION: Board funded the additional \$20,000 request for Suicide Education and Support Services (SESS) for a one year pilot program. The Board wants demonstrated outcomes to justify any future funding after this pilot year.

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 | 9,530 | 9,530 | 9,530 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Contra Account | - 2,750 | - 2,750 | - 2,750 | - 2,750 |
| Gross County Cost | \$ 6,780 | \$ 6,780 | \$6,780 | \$ 6,780 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 6,780 | \$ 6,780 | \$6,780 | \$ 6,780 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: The base contract of \$9,530 is the same as 2012. Program is used by the Sheriff's Office, District Attorney, and Social Services. Social Services will reimburse the General Fund \$2,750.

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: Retirement Transfer - - 1000-56160

DEPARTMENT DESCRIPTION: Central budget unit for the transfer of administrative costs for Weld County Retirement Plan.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 0 | 0 | 0 | 0 |
| Fixed Charges | 0 | 0 | 3,000,000 | 5,000,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 0 | \$ 0 | \$ 3,000,000 | \$ 5,000,000 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 0 | \$ 0 | \$ 3,000,000 | \$ 5,000,000 |
| 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 \$3,000,000 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: Board increased the funding level to \$5,000,000 to accelerate covering the unfunded liability.

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 | 2,602,068 | 3,457,310 | 3,661,473 | 3,661,473 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 2,602,068 | \$ 3,457,310 | \$ 3,661,473 | \$ 3,661,473 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 2,602,068 | \$ 3,457,310 | \$ 3,661,473 | \$ 3,661,473 |
| 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 | 255,903 | 89,700 | 135,000 | 114,700 |
| Gross County Cost | \$ 255,903 | \$ 89,700 | \$ 135,000 | \$ 114,700 |
| Revenue | 62,209 | 0 | 0 | 0 |
| Net County Cost | \$ 193,694 | \$ 89,700 | \$ 135,000 | \$ 114,700 |
| 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 2012 level of \$79,700. Colorado Small Business Development Center (SBDC) requested \$35,000. The original 2012 budget for SBDC was \$10,000, and then mid-2012 the Board added another \$25,000 for a total of \$35,000.

FINANCE/ADMINISTRATION RECOMMENDATION: It is recommended that SBDC be funded at the same 2012 adjusted level of \$35,000 for 2013, and Upstate Colorado be funded at the requested level of \$100,000, which is the funding level prior to 2009. In light of the fact that the over half 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 is the primary tool 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. In the next year it is suggested that representatives from Upstate Colorado and Weld County engage in discussions regarding possible mechanisms that could bring greater stability to funding levels for Upstate Colorado. This approach is consistent with the *Strategic Investment Plan for the Future of Weld County*.

BOARD ACTION: Board approved \$35,000 for SBDC, but left the funding for Upstate Colorado Economic Development at the 2012 funding level of \$79,700. Administrative costs for the Colorado Enterprise Fund are not included in the 2013 budget.

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 | \$ 12,671 | \$ 0 | \$ 0 | \$ 0 |
| Supplies | 199,247 | 85,500 | 85,500 | 85,500 |
| Purchased Services | 313,554 | 328,000 | 328,000 | 358,000 |
| Fixed Charges | 384,397 | 99,000 | 99,000 | 99,000 |
| Gross County Cost | \$ 909,869 | \$ 512,500 | \$ 512,500 | \$ 542,500 |
| Revenue | 64,156,051 | 61,046,800 | 74,310,816 | 75,428,289 |
| Net County Cost | \$ -63,246,182 | \$ - 60,534,300 | \$ - 73,798,316 | \$ - 74,885,789 |

SUMMARY OF CHANGES: On the expense side, this budget's total is unchanged from 2012, except for the final budget change of \$30,000 added for the cost of the Family Medical Leave Act (FMLA) administration that is included as part of the new short term disability insurance program. Line item amounts have been adjusted to reflect recent expenditure patterns.

Revenues are up \$14,381,489 over the current year. Property taxes are budgeted at \$71,116,616, up \$14,931,650. Interest earnings are projected to be down \$300,000 with rates projected to remain low in 2013. Tobacco tax revenues are up \$60,000 since the state is once again sharing back a portion of the tax with local governments. Rents from Buildings are up \$23,772 for a total of \$478,306 from Social Services (\$166,234), PS Trophy (\$16,800), Community Corrections Building (\$271,500) and ambulance stations (\$23,700). Oil and gas leases are down \$1,500,000 due to an accounting change. Recovery of indirect costs is \$900,000, and revenues from Urban Renewal Authorities (URA) are budgeted at \$493,941 for Brighton URA and \$4,087 for South Firestone URA. Other smaller revenues are stable with little change. Total revenues are \$75,428,289.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: The Board adopted the policy effective July 1, 2012, that the Social Services Fund will be charged the full costs of the indirect costs from the Countywide Cost Plan done annually. Under federal regulations (OMB A-87) the amount charged per the 2011 Cost Plan for 2013 will be \$1,552,763. The revenue amounting to 33% of cost allocation (\$512,412) from the federal government previously deposited in the General Fund will be deposited in the Social Services Fund. The impact will be an increase in Overhead revenue of \$1,097,263 for 2013.

Tax incentive credits were approved for Owens-Illinois (\$108,508), Praxair (\$6,648) and Specialty Products (\$1,461) for a total of \$116,617. 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 | \$ 200,000 | \$ 0 | \$ 0 | \$ 0 |
| Gross County Cost | \$ 200,000 | \$ 0 | \$ 0 | \$ 0 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 200,000 | \$ 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 will be 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 | 64,250 | 64,250 | 132,731 | 39,881 |
| Gross County Cost | \$ 64,250 | \$ 64,250 | \$ 132,731 | \$ 39,881 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 64,250 | \$ 64,250 | \$ 132,731 | \$ 39,881 |
| 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 |
| Convention & Visitors' Bureau | 4,144 | 6,400 | 4,144 | 4,144 |
| 211 Information and Referral | 21,775 | 25,000 | 21,775 | 25,000 |
| Youth and Family Connection | 27,594 | 27,594 | 27,594 | 0 |
| Senior Resource Services | 0 | 10,000 | 0 | 0 |
| Catholic Charities | 0 | 35,000 | 0 | 0 |
| A Woman's Place | 0 | 18,000 | 0 | 0 |
| Audio Information Network | <u>5,737</u> | <u>5,737</u> | <u>5,737</u> | <u>5,737</u> |
| Total | <u>\$64,250</u> | <u>\$132,731</u> | <u>\$64,250</u> | <u>\$39,881</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 2012. Recommend approval.

Convention & Visitor Bureau has requested \$6,400 this year for visitor guides and another publication. The increase of \$2,256 is to meet their goal of a quarterly publication for the promotion of events and attractions in Weld County, instead of just the Summer Happenings publication that only included information from May to June.

COMMUNITY AGENCY GRANTS (CONTINUED) 1000-90150

FINANCE/ADMINISTRATION RECOMMENDATION (Continued):

Convention & Visitor Bureau (Continued): The Recommended Budget only includes the same funding as 2012, which is \$4,144. The majority of funding for this program comes from the City of Greeley's lodging tax. Businesses in Greeley serving tourist are the primary benefactors of this program. With the lodging tax revenues being up due to the high occupancy rates from tourists and oil and gas employees there does not seem to be justification for the county to increase the funding of this program.

211 Information and Referral has requested \$25,000 for the 211 information and referral system operated by United Way. This is an increase of \$3,225 over the 2012 funding level of \$21,775. The program provides a valuable service for county residence with needs. Increase funding is policy issue for the Board.

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 2012. Recommend approval.

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 2012. Recommend approval.

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. Human Services paid the amount in 2012, so no General Fund dollars are required. To strategically help the TANF allocation the assessment will be paid by the Social Services Fund in this budget unit for 2013. Recommend approval.

Senior Resource Services has not been funded in the past by General Fund dollars. The agency provides transportation services to the elderly by using volunteer drivers. The funds would go towards insurance for volunteer drivers and volunteer coordinators. There is a growing need for senior transportation and this program is very cost effective. In mid-2012 the Commissioners funded a pilot program with Area Agency on Aging program dollars. If the program is to be funded in the future, it is recommended that it continue to be funded with Area Agency on Aging program dollars and not General Fund dollars. Funding of this program is a policy for the Board.

COMMUNITY AGENCY GRANTS (CONTINUED) 1000-90150

FINANCE/ADMINISTRATION RECOMMENDATION (Continued):

Homeless Shelters have not been funded in the past by General Fund dollars. Catholic Charities has requested \$35,000 and A Woman's Place has requested \$18,000 for 2013. Human Services is doing a \$20,000 program to pilot a voucher process through CSBG. The Board agreed to revisit the \$20,000 funding level pending the outcomes of the voucher process and the availability of more Community Service Block Grant (CSBG) funds. The shelters want to have funds in grant form, not voucher form.

Human Services also want to explore if the shelters could provide life skills support services to intervene with families that may fall into child welfare and are residing in transitional housing or shelter care. These services may be able to be funded through Core or PSSF funds.

The recommended 2013 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. As discussed in the past the Board also encouraged the homeless shelter agencies to approach the City of Greeley regarding funding, since the vast majority of the homeless are from Greeley.

BOARD ACTION: All outside agencies' funding was approved as recommended, except as follows:

- 211 Information and Referral's amount was increased \$3,225 to \$25,000.
- Youth and Family Connection's funding of \$27,594 was moved to the Social Services Fund to be funded through the TANF program
- Senior Resource Services request was denied since it is being funded with Area Agency on Aging funds through June 30, 2013.
- A Woman's Place's request was denied.
- Catholic Charities and Transition House are being funded with Community Service Block Grant funds through Social Services.

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 | \$ 206,653 | \$ 290,035 | \$ 290,035 | \$ 282,932 |
| Supplies | 5,490 | 9,300 | 9,300 | 9,300 |
| Purchased Services | 32,249 | 43,200 | 43,200 | 43,200 |
| Fixed Charges | 315 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 244,707 | \$ 342,535 | \$ 342,535 | \$ 335,432 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 244,707 | \$ 342,535 | \$ 342,535 | \$ 335,432 |
| Budgeted Positions | 12.08 | 12.08 | 12.08 | 12.08 |

SUMMARY OF CHANGES: The CSU MOU amount was adjusted to \$81,654 effective July 1, 2012, which was a reduction of \$6,534 from what was in the recommended budget. Final budget adjustments include a decrease in salaries of \$569.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended. Board did indicate they wanted to review the MOU with Colorado State University.

EXTENSION (CONTINUED) 1000-96100

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| 4-H enrollment | 950 | 950 | 950 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .466 | .454 | .446 |
| Per capita cost (county support) | \$0.94 | \$1.28 | \$1.24 |

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 | \$ 12,287 | \$ 20,252 | \$ 20,252 | \$ 37,967 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 40,995 | 288,693 | 288,693 | 288,693 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 53,282 | \$ 308,945 | \$ 308,945 | \$ 326,660 |
| Revenue | 0 | 250,000 | 250,000 | 250,000 |
| Net County Cost | \$ 53,282 | \$ 58,945 | \$ 58,945 | \$ 76,660 |
| Budgeted Positions | 0.5 | 1.0 | 1.0 | 1.0 |

SUMMARY OF CHANGES: Final budget adjustments include an increase in salaries of \$17,715 to fund the Fair position on a full time basis starting in 2012. No other changes in this budget.

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> | | | |
| Exhibits registered | 7,376 | 7,400 | 7,400 |
| Exhibitors registered | 2,489 | 2,500 | 2,500 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | \$0.205 | \$0.221 | \$0.283 |

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 | \$ 75,258 | \$ 71,520 | \$ 71,520 | \$ 57,765 |
| Supplies | 3,072 | 300 | 300 | 300 |
| Purchased Services | 2,081 | 5,350 | 5,350 | 5,350 |
| Gross County Cost | \$ 80,411 | \$ 77,170 | \$ 77,170 | \$ 63,415 |
| Revenue | 0 | 2,400 | 2,400 | 2,400 |
| Net County Cost | \$ 80,411 | \$ 74,770 | \$ 74,770 | \$ 61,015 |
| Budgeted Positions | 1 | 1 | 1 | 1 |

SUMMARY OF CHANGES: Final budget adjustments include a decrease in salaries of \$13,755. No other changes.

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 | 825 | 825 | 825 |
| Office visits | 3,000 | 3,000 | 3,000 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0.039 | 0.038 | 0.037 |
| Per capita cost (county support | \$0.310 | \$0.281 | \$0.225 |

| Goal HHS5: 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 | 79,687 | 82,395 | 87,075 | 87,075 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 79,687 | \$ 82,395 | \$ 87,075 | \$ 87,075 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 79,687 | \$ 82,395 | \$ 87,075 | \$ 87,075 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: The Event Center's proposed budget for 2013 is \$317,151, which is a decrease from the 2012 budget of \$8,098 or 2.49 percent. Revenue from rents and facility use fees for 2013 will decrease \$15,000 to \$143,000. The County payment for the Event Center is proposed to be \$87,075 which is an increase of \$4,680 from the 2012 payment of \$82,395 or 5.68 percent. The City of Greeley will also contribute \$87,075 for 2013, 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 | 0 | 0 | 0 | 0 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 0 | \$ 0 | \$ 3,044,909 | \$ 3,273,018 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 0 | \$ 0 | \$ 3,044,909 | \$ 3,273,018 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: This is a new budget consolidating the funding of costs associated with the management of county property assets and leases. The budget includes \$340,628 for management of water rights and real estate owned by the county. \$371,281 is funded for the leases of county assets. \$2,333,000 is funded for depreciation of county assets.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Board added funding for depreciation in the amount of \$192,109 for new equipment purchases in mid-year 2012, and \$36,000 for the rental cost of a sign board.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: GENERAL FUND CONTINGENCY

BUDGET UNIT TITLE AND NUMBER: Contingency - - 1000-9999

DEPARTMENT DESCRIPTION: Funds to cover reasonably unforeseen expenditures. In the proposed budget, this includes appropriations for points of issue.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 0 | \$ 0 | \$ 2,492,093 | \$ 0 |
| Supplies | 0 | 0 | | 0 |
| Purchased Services | 0 | 0 | | 0 |
| Fixed Charges | 0 | 0 | | 0 |
| Capital | 0 | 0 | | 0 |
| Gross County Cost | \$ 0 | \$ 0 | \$ 2,492,093 | \$ 0 |
| Revenue | 0 | 0 | | 0 |
| Net County Cost | \$ 0 | \$ 0 | \$ 2,492,093 | \$ 0 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: Budget reflects a 12 percent increase in health insurance costs. 2013 salary increases are a policy issue for the Board, but there are funds for step increases due employees in 2013 and a 2.5 percent contingency salary amount included in this budget. Funding for short term disability insurance to replace the sick leave bank is included. There are no other benefit changes.

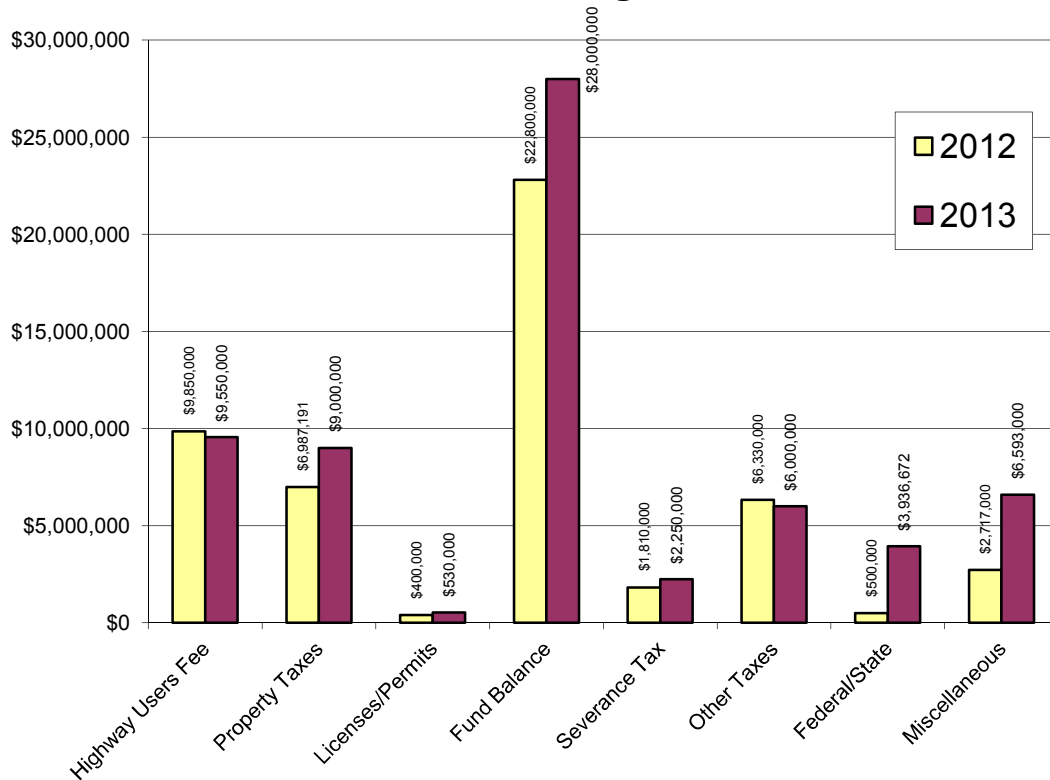
FINANCE/ADMINISTRATION RECOMMENDATION: Salary adjustment amount is a Board policy issue.

BOARD ACTION: The Board approved the funding for only a 2.0% cost-of living salary increase, and pay step increases due employees in 2013. In addition a 12 percent increase in health insurance costs was funded. Funds for short term disability insurance to replace the sick leave bank were also approved in the final budget. There are no other benefit changes. Only funding a 2.0% COLA versus a 2.5% saved approximately \$370,000 countywide.

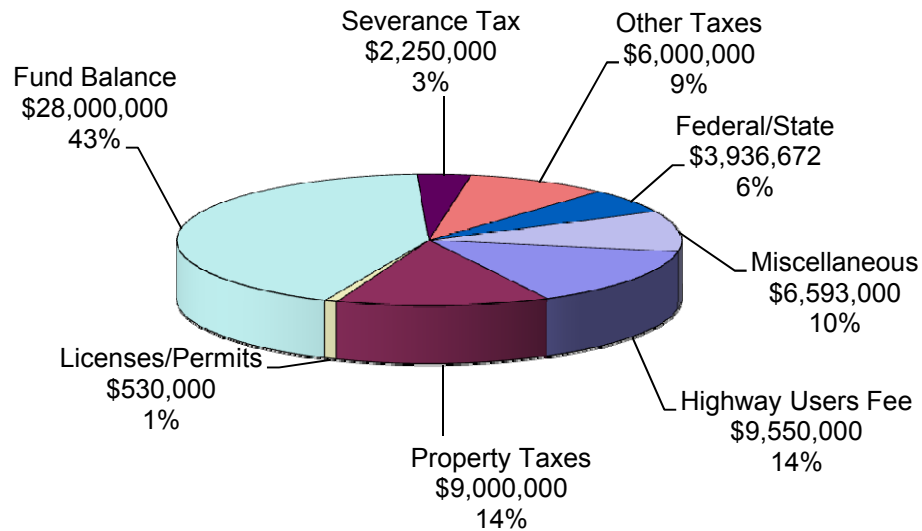


PUBLIC WORKS

Revenue Changes

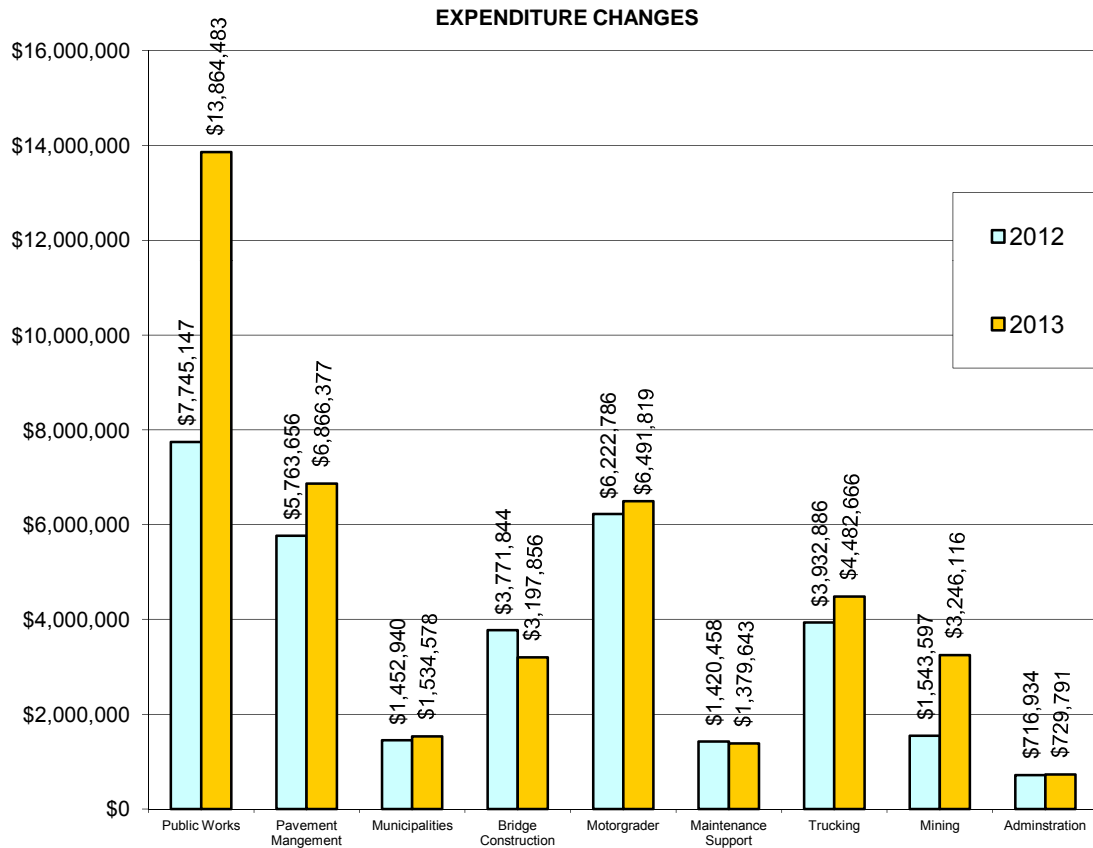
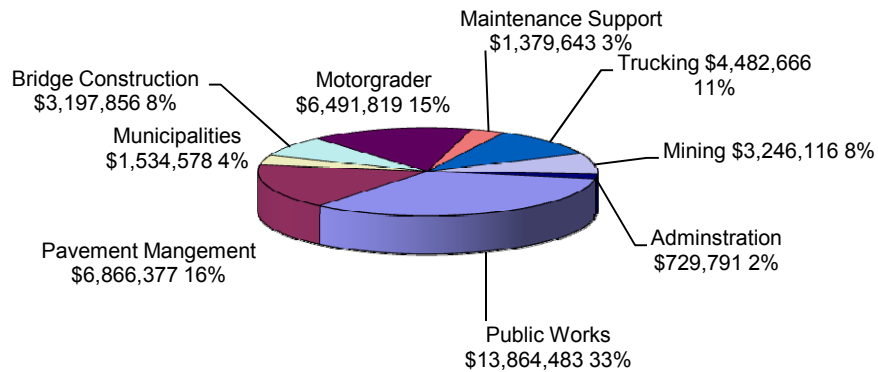


2013 Revenue Total \$65,859,672 (2012 \$51,394,191)



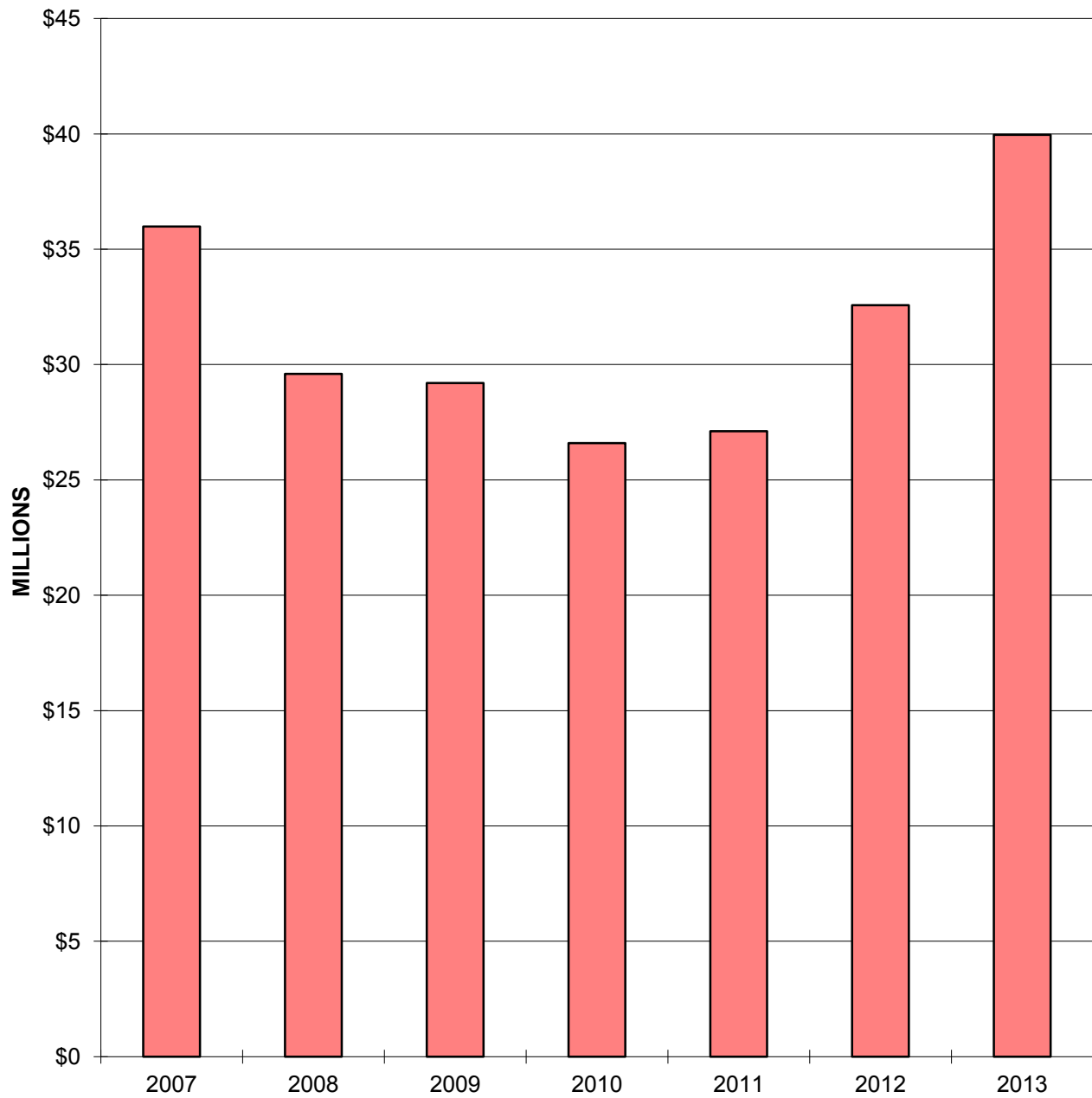
PUBLIC WORKS 2013 EXPENDITURES

Total \$41,793,329 (2012 \$32,570,248)



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 2013 total \$65,859,672, which includes a fund balance of \$28,000,000, in addition to the revenue shown in the budget. Property tax is set at \$9,000,000, an increase of \$2,012,809. With the increased assessed value from oil and gas development Weld County has increased the property tax amount dedicated to the Public Works Fund in order to increase its investment in the road and bridge infrastructure in accordance with the plan laid out in the *Strategic Investment Plan for the Future of Weld County*. Specific ownership tax is estimated to be \$6,000,000, down \$330,000 from 2012. Regular HUTF is at \$7,740,000 due to people driving less and more fuel efficient vehicles. However, with the passage of SB09-109, Weld County will receive \$1,810,000 from the added HUTF revenue resulting from this new legislation. Total HUTF will be \$9,550,000 down \$300,000 from 2012. Oil and gas revenues are \$3,000,000. Permit revenues are budgeted at \$530,000. Motor vehicle registration fees are \$330,000 and grazing fees are \$90,000.

Federal mineral lease revenues are \$1,030,000 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 2013, the district is funding \$1,030,000 in oil and gas haul route projects. The \$1,030,000 is budgeted in other revenues from project reimbursements. PILT is budgeted at \$300,000 with the Federal Mineral Leasing District funding change.

Other revenues from project reimbursements total \$3,593,000, which are up \$876,000. Transportation impact fees are budgeted at \$1,392,000. Reimbursements for the intersection of CR 23/SH 392 project include \$921,000 from CDOT, \$1,406,472 from NFRMPO, \$100,000 from Severance, and \$150,000 from Windsor. There is also an Energy Impact Assistance grant of \$1,000,000 for Phase I of WCR49 and \$200,000 for WCR49/22. A HES grant for \$610,200 is funded for the WCR 49/44 intersection project. Severance tax is budgeted at \$2,250,000 up \$440,000 over 2012. 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 2013 total \$41,793,329 up \$9,223,081. Municipal share back is funded at \$1,534,578. Budget reflects a 12 percent increase in health insurance costs. 2013 salary increases are funds for step increases due employees in 2013 and a 2.0 percent cost of living salary adjustment is included in this budget for a total of \$245,317.

The overall Public Works budget has been impacted \$1,525,003 due to the decrease in vehicle costs. The Other Public Works budget is up \$6,119,336 based on the Capital Improvement Plan (CIP). Project budgets have increased a total of a net \$5,905,385 based on the following: An increase of \$2,678,960 based on capital improvement projects for 2013; a reduction of \$1,037,040 in the Haul Route Program (HARP) due to \$1,020,000 being moved to Mining for purchase of gravel materials and \$17,040 for a seasonal position; a reduction of \$256,075 in the Strategic Road line item due to anticipated projects for 2013; and a reduction of \$215,000 in Right Of Way Purchases based on 2013 projects. An additional \$4,000,000 was added to Other Purchased Services for Phase I of WCR 49 that will be partially funded by a \$1 million Energy Impact Assistance grant. \$800,000 is included for the construction of CR49/CR44 intersection with \$610,200 funded from a HES grant.

Pavement Management is funded at an increased level of \$1,102,721, with \$226,000 for 12 seasonal positions for a chip and seal crew, \$3,100,000 included for asphalt purchases, \$1,000,000 for slurry seal for subdivision roads, and chip and seal of \$1,140,000. In the Trucking budget there is an increase of \$407,437 for additional contract hauling in 2013. Overtime in the department has been reduced where possible. Mining operations are up \$1,728,459 to fund surface gravel, class 6 materials, and contract crushing of pit materials to accommodate the gravel road needs and HARP program with the impacts from the oil and gas development. Seasonal staffing is up \$213,951 in order to staff for the 2013 workload. Motor grader operations are up \$269,033 to fund additional seasonal staff (\$105,000) and \$300,000 for magnesium chloride (MgCl) for dust control with offsetting reductions in vehicle costs. Other operating budgets for road and bridge maintenance are funded at near the 2012 funding level. With some operational economies to offset some of the fuel costs the current service level should be able to be maintained with the funding recommended.

Projects for 2013 include \$4,000,000 for Phase I of WCR 49 improvements, which includes the construction of a bridge over the Cache la Poudre River. An Energy Impact Assistance grant will fund \$1 million of the project. The CR 23 and State Highway 392 construction project (\$2,815,000) will be done in partnership with CDOT, Windsor and Severance. Another project is WCR 55 and State Highway 392 (\$620,000). Right-of-way and utility costs include CR 49 (\$800,000), CR 49/CR44 intersection (\$150,000), CR49/CR22 intersection (\$100,000), and CR 5, CR 26 and State Highway 66 (\$100,000). Haul Route Projects (HARP) are funded at \$2,962,960. There is another \$1,020,000 in Mining for HARP gravel purchases. CR49/CR44 intersection construction is funded at \$800,000 with \$610,200 funded from a HES grant.

The 2013 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 2013 allocation of highway user tax fund monies and county road and bridge fund are as follows:

| | |
|--------------------------|---------------------|
| Maintenance of Condition | \$ 6,491,819 |
| Maintenance Support | 1,379,643 |
| Trucking | <u>1,678,538</u> |
| TOTAL | <u>\$ 9,550,000</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 2013 budget would be allocated as follows by the above categories:

| | <u>TOTAL</u> | <u>HUTF STATE</u> | <u>LOCAL/OTHER</u> |
|---------------------------|----------------------------|----------------------------|----------------------------|
| Bridge Construction | \$ 3,197,856 | \$ 0 | \$ 3,197,856 |
| Maintenance of Condition | 6,491,819 | 6,491,819 | 0 |
| Maintenance Support | 1,379,643 | 1,379,643 | 0 |
| Trucking | 4,482,666 | 1,678,538 | 2,804,128 |
| Mining | 3,246,116 | 0 | 3,246,116 |
| Administration | 729,791 | 0 | 729,791 |
| Pavement Management | 6,866,377 | 0 | 6,866,377 |
| Municipalities | 1,534,578 | 0 | 1,534,578 |
| Public Works: | | | |
| Miscellaneous | 150,000 | 0 | 150,000 |
| Strategic Roads | 1,150,000 | 0 | 1,150,000 |
| Haul Route Program (HARP) | 2,962,960 | 0 | 2,962,960 |
| Part-time | 941,523 | 0 | 941,523 |
| Contract | 8,660,000 | 0 | 8,660,000 |
| TOTAL | <u>\$41,793,329</u> | <u>\$ 9,550,000</u> | <u>\$32,243,329</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 2013. A major portion of the \$1,150,000 earmarked for Strategic Roads and \$8,660,000 for contracts may also be contracted, which raises the potential bid project amount to \$15,050,000. 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
2013**

| Fund | Org | Acct | Account Title | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|--------------------------------|------------|-------------|--------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| TAXES | | | | | | | |
| 2000 | 90100 | 4112 | CURRENT PROPERTY TAXES | 6,987,191 | 9,000,000 | 9,000,000 | 9,000,000 |
| 2000 | 90100 | 4130 | SPECIFIC OWNERSHIP TAXES | 6,330,000 | 6,000,000 | 6,000,000 | 6,000,000 |
| 2000 | 90100 | 4140 | SEVERANCE TAXES | 1,810,000 | 1,810,000 | 1,810,000 | 2,250,000 |
| TOTAL TAXES | | | | 15,127,191 | 16,810,000 | 16,810,000 | 17,250,000 |
| PERMITS | | | | | | | |
| 2000 | 90100 | 4221 | PERMITS | 400,000 | 530,000 | 530,000 | 530,000 |
| INTERGOVERNMENTAL | | | | | | | |
| 2000 | 90100 | 4316 | GRAZING ACT | 90,000 | 90,000 | 90,000 | 90,000 |
| 2000 | 90100 | 4318 | PAYMENT IN LIEU OF TAXES | 20,000 | 300,000 | 300,000 | 300,000 |
| 2000 | 90100 | 4334 | HIGHWAY USER | 9,850,000 | 9,850,000 | 9,850,000 | 9,550,000 |
| 2000 | 90100 | 4338 | MOTOR VEHICLE REG | 390,000 | 330,000 | 330,000 | 330,000 |
| 2000 | 90100 | 4340 | GRANTS | 0 | 3,216,672 | 3,216,672 | 3,216,672 |
| TOTAL INTERGOVERNMENTAL | | | | 10,350,000 | 13,786,672 | 13,786,672 | 13,486,672 |
| OTHER | | | | | | | |
| 2000 | 90100 | 4640 | OIL AND GAS | 0 | 3,000,000 | 3,000,000 | 3,000,000 |
| 2000 | 90100 | 4680 | OTHER | 2,717,000 | 3,363,000 | 3,363,000 | 3,593,000 |
| TOTAL OTHER | | | | 2,717,000 | 6,363,000 | 6,363,000 | 6,593,000 |
| TOTAL PUBLIC WORKS | | | | 28,594,191 | 37,489,672 | 37,489,672 | 37,859,672 |

**PUBLIC WORKS
SUMMARY OF EXPENDITURES
2013**

| Fund | Org | Expenditure Function | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|---------------------------|------------|-----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2000 | 30100 | ADMINISTRATION | 716,934 | 706,979 | 706,979 | 729,791 |
| 2000 | 32100 | TRUCKING | 3,932,886 | 4,340,323 | 4,340,323 | 4,482,666 |
| 2000 | 32200 | MOTORGRADER | 6,222,786 | 5,998,257 | 5,998,257 | 6,491,819 |
| 2000 | 32300 | BRIDGE | 3,771,844 | 3,163,091 | 3,163,091 | 3,197,856 |
| 2000 | 32400 | MAINTENANCE SUPPORT | 1,420,458 | 1,374,073 | 1,374,073 | 1,379,643 |
| 2000 | 32500 | OTHER PUBLIC WORKS | 7,745,147 | 13,644,483 | 13,644,483 | 13,864,483 |
| 2000 | 32600 | MINING | 1,543,597 | 3,270,156 | 3,270,156 | 3,246,116 |
| 2000 | 32700 | PAVEMENT MANAGEMENT | 5,763,656 | 5,609,072 | 5,609,072 | 6,866,377 |
| 2000 | 56200 | CITIES AND TOWNS | 1,452,940 | 1,608,300 | 1,608,300 | 1,534,578 |
| 2000 | 99999 | SALARY CONTINGENCY | 0 | 245,317 | 245,317 | 0 |
| TOTAL PUBLIC WORKS | | | 32,570,248 | 39,960,051 | 39,960,051 | 41,793,329 |

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 | \$ 9,494,854 | \$ 9,988,804 | \$ 10,636,839 | \$ 11,023,839 |
| Supplies | 6,019,128 | 5,498,260 | 7,687,095 | 7,987,095 |
| Purchased Services | 12,096,861 | 16,744,899 | 21,590,117 | 22,736,395 |
| Fixed Charges | 637,227 | 338,285 | 46,000 | 46,000 |
| Contra Expense | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 28,248,070 | \$ 32,570,248 | \$ 39,960,051 | \$ 41,793,329 |
| Revenue/Fund Bal. | -21,275,787 | -25,583,067 | 30,960,051 | 32,793,329 |
| Net County Cost | \$ 6,972,283 | \$ 6,987,181 | \$ 9,000,000 | \$ 9,000,000 |
| Budgeted Positions | 137 | 137 | 141 | 141 |

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 | \$ 534,198 | \$ 572,066 | \$ 572,066 | \$ 594,878 |
| Supplies | 33,866 | 33,500 | 33,500 | 33,500 |
| Purchased Services | 159,937 | 111,368 | 101,413 | 101,413 |
| Fixed Charges | -1,095 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 726,906 | \$ 716,934 | \$ 706,979 | \$ 729,791 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 726,906 | \$ 716,934 | \$ 706,979 | \$ 729,791 |
| Budgeted Positions | 7 | 7 | 7 | 7 |

SUMMARY OF CHANGES: Purchased Services decreased \$9,955 due to decreased vehicle costs for 2013. Final budget adjustments include an increase in salaries of \$22,812.

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 | .270 | .263 | .258 |
| Per capita cost (county support) | \$2.80 | \$2.69 | \$2.73 |

| 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, 90% of the time | 100% | 100% | 100% |

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, 14 assigned truck tractors and trailers, 4 loaders, 6 dump trucks and 3 water trailers. 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 | \$ 1,973,273 | \$ 2,124,754 | \$ 2,124,754 | \$ 2,267,097 |
| Supplies | 6,510 | 7,000 | 7,000 | 7,000 |
| Purchased Services | 1,765,358 | 1,801,132 | 2,208,569 | 2,208,569 |
| Fixed Charges | -963 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 3,744,178 | \$ 3,932,886 | \$ 4,340,323 | \$ 4,482,666 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 3,744,178 | \$ 3,932,886 | \$ 4,340,323 | \$ 4,482,666 |
| Budgeted Positions | 33 | 33 | 33 | 33 |

SUMMARY OF CHANGES: Purchased Services increased a total of \$407,437 for contract trucks to haul material which will be paid from Contract Payments in the amount of \$657,776, and a decrease in the Vehicle Expense account in the amount of \$250,339. Final budget adjustments include an increase in salaries of \$86,343.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: The Board added \$56,000 in the final budget to fund the promotion of PW Service Worker III to a Lead Worker, and fund two seasonal positions for six months in 2013. All other items 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 | 1.27 | 1.24 | 1.21 |
| Per capita cost (county support) | \$18.28 | \$17.82 | \$16.57 |

| 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 40 motor graders, 31 grader zones, 20 grader stations, one fugitive dust team, and two 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 | \$ 2,829,892 | \$ 3,025,401 | \$ 3,026,557 | \$ 3,220,119 |
| Supplies | 492,228 | 541,750 | 857,300 | 1,157,300 |
| Purchased Services | 2,672,960 | 2,414,250 | 2,114,400 | 2,114,400 |
| Fixed Charges | 479,756 | 241,385 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 6,474,836 | \$ 6,222,786 | \$ 5,998,257 | \$ 6,491,819 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 6,474,836 | \$ 6,222,786 | \$ 5,998,257 | \$ 6,491,819 |
| Budgeted Positions | 46 | 46 | 46 | 46 |

SUMMARY OF CHANGES: Personnel Services increased \$1,156 based on anticipated overtime costs. Supplies increased \$315,550 due to an increase in dust palliative chemicals to be placed in 2013.

Purchased Services decreased \$299,850 due to a drop in vehicle expenses of \$313,050, offset by a \$13,200 increase in Utilities for propane to heat the grader stations. Fixed Charges decreased \$241,385 due to a decrease in monthly lease payments for ten leased motor graders.

Final budget adjustments include an increase in salaries of \$88,562.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: The Board added \$105,000 in the final budget to fund the promotion of PW Service Worker III to a Lead Worker, and fund four seasonal positions for six months in 2013. In addition \$300,000 was added for magnesium chloride (MgCl) for dust control on gravel roads. All of these changes are in response to increase maintenance for gravel roads impacted by the oil and gas development occurring in the county. All other items 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 | 1.77 | 1.73 | 1.69 |
| Per capita cost (county support) | \$26.46 | \$25.79 | \$23.99 |

| 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 | \$ 1,784,829 | \$ 1,881,404 | \$ 1,920,521 | \$ 1,955,286 |
| Supplies | 669,128 | 537,650 | 510,550 | 510,550 |
| Purchased Services | 1,370,996 | 1,257,790 | 686,020 | 686,020 |
| Fixed Charges | 100,261 | 95,000 | 46,000 | 46,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 3,925,214 | \$ 3,771,844 | \$ 3,163,091 | \$ 3,197,856 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 3,925,214 | \$ 3,771,844 | \$ 3,163,091 | \$ 3,197,856 |
| Budgeted Positions | 27 | 27 | 28 | 28 |

SUMMARY OF CHANGES: Personnel Services increased a total of \$39,117 due to moving one full-time employee to the position of Lead Worker at a cost of \$1,400; promoting one seasonal to a full-time PW Service Worker II-III at a cost of \$37,467; and a \$250 increase for outerwear reimbursement for the one seasonal employee promoted to full-time. Final budget adjustments include an increase in salaries of \$34,765.

Supplies decreased a total of \$27,100 due to a reduction of Uniform and Clothing for one seasonal promoted to full-time in the amount of \$150, an increase of \$20,850 for Other Operating Supplies based on anticipated needs for 2013, and a decrease of \$47,800 in Cost of Goods Sold based on anticipated projects for 2013.

Purchased Services decreased \$571,770 due to a reduction of \$142,500 in Other Professional Services as tree trimming is now funded from the Weed budget (1000-26100), and a decrease of \$430,270 in vehicle expense. The decreases were offset with a \$1,000 increase in Contract Payments for anticipated water and dust control for construction projects. Fixed Charges decreased \$49,000 based on anticipated equipment rental needs for 2013.

BRIDGE CONSTRUCTION (CONTINUED) 2000-32300

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Personnel changes are justified based upon project workload.

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 | 1.07 | 1.05 | 1.03 |
| Per capita cost (county support) | \$14.43 | \$14.07 | \$11.82 |

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 | \$ 629,609 | \$ 631,654 | \$ 632,254 | \$ 637,824 |
| Supplies | 500,127 | 554,710 | 559,195 | 559,195 |
| Purchased Services | 179,202 | 234,094 | 182,624 | 182,624 |
| Fixed Charges | 1,715 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,310,653 | \$ 1,420,458 | \$ 1,374,073 | \$ 1,379,643 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 1,310,653 | \$ 1,420,458 | \$ 1,374,073 | \$ 1,379,643 |
| Budgeted Positions | 9 | 9 | 9 | 9 |

SUMMARY OF CHANGES: Personnel Services increased \$600 for anticipated overtime costs. Final budget adjustments include an increase in salaries of \$5,570.

Supplies increased a total of \$4,485 based on a \$4,335 increase in Road Construction Supplies to fund sand and ice slicer for snow removal, and a \$150 increase for outerwear reimbursement for one additional seasonal employee. Purchased Services decreased \$51,470 due a drop in vehicle expenses.

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 | .347 | .338 | .332 |
| Per capita cost (county support) | \$5.68 | \$5.54 | \$5.23 |

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% | 100% | 100% |
| Centerline | 100% of the time | | | |
| Shoulder line | 100% of the 50% | | | |

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. All 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 | \$ 732,182 | \$ 727,572 | \$ 941,523 | \$ 941,523 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 1,950,928 | 7,017,575 | 12,702,960 | 12,922,960 |
| Fixed Charges | 54,058 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 2,737,168 | \$ 7,745,147 | \$ 13,644,483 | \$ 13,864,483 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 2,737,168 | \$ 7,745,147 | \$ 13,644,483 | \$ 13,864,483 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: Personnel Services increased a total of \$213,951 to better reflect actual costs for the seasonal budget and the breakdown is as follows: an increase of \$163,534 for Salaries; a reduction of \$4,500 in Overtime; a \$12,000 increase for Unemployment Insurance; an increase of \$46,672 for Health Insurance; a reduction of \$3,055 in FICA taxes; and a decrease of \$700 for Medicare. Final budget adjustments include an increase in salaries of \$22,812.

Purchased Services increased a total of \$5,905,385 based on the following: Elimination of Other Purchased Services which is now funded from the Engineering budget (1000-31100) in the amount of \$7,500; an increase of \$2,678,960 based on capital improvement projects for 2013; a reduction of \$1,037,040 in the Haul Route Program (HARP) due to \$1,020,000 being moved to Mining for purchase of gravel materials and \$17,040 for a seasonal position; a reduction of \$256,075 in the Strategic Road line item due to anticipated projects for 2013; Elimination of Machinery and Equipment Rental in the amount of \$75,000 as this is now funded from the Engineering budget (1000-31100); and a reduction of \$215,000 in Right Of Way Purchases based on 2013 projects. An additional \$4,000,000 was added to Other Purchased Services for Phase I of WCR 49 that will be partially funded by a \$1 million Energy Impact Assistance grant. \$800,000 is included for the construction of WCR49/WCR 44 intersection with \$610,200 funded from a HES grant.

OTHER PUBLIC WORKS (CONTINUED) 2000-32500

SUMMARY OF CHANGES (Continued): Projects for 2013 include \$4,000,000 for Phase I of WCR 49 improvements, which includes the construction of a bridge over the Cache la Poudre River. An Energy Impact Assistance grant will fund \$1 million of the project. The WCR 23 and State Highway 392 construction project (\$2,815,000) will be done in partnership with CDOT, Windsor and Severance. Another project is WCR 55 and State Highway 392 (\$620,000). Right-of-way and utility costs include WCR 49 (\$800,000), WCR 49/WCR44 intersection (\$150,000), WCR 49/WCR22 intersection (\$100,000), and WCR 5, WCR 26 and State Highway 66 (\$100,000). Haul Route Projects (HARP) are funded at \$2,962,960. There is another \$1,020,000 in Mining for HARP gravel purchases. WCR49/WCR 44 intersection construction is funded at \$800,000 with \$610,200 funded from a HES grant.

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.

BOARD ACTION: Board increased the funding for the WCR 55 and State Highway 392 intersection project by \$220,000. All other items approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Bridge Abutments | 11 | 12 | 12 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 0 | 0 | 0 |
| Per capita cost (county support) | \$38.84 | \$37.86 | \$51.24 |

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 | \$ 361,659 | \$ 329,707 | \$ 329,707 | \$ 305,667 |
| Supplies | 1,042,921 | 686,250 | 2,582,000 | 2,386,400 |
| Purchased Services | 612,962 | 525,740 | 358,449 | 554,049 |
| Fixed Charges | 600 | 1,900 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 2,018,142 | \$ 1,543,597 | \$ 3,270,156 | \$ 3,246,116 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 2,018,142 | \$ 1,543,597 | \$ 3,270,156 | \$ 3,246,116 |
| Budgeted Positions | 5 | 5 | 5 | 5 |

SUMMARY OF CHANGES: Supplies increased \$1,895,750 to fund surface gravel, class 6 materials, and contract crushing of pit materials from the Road Construction and HARP line items. Purchased Services decreased \$167,291 based on anticipated vehicle expenses. Fixed Charges decreased \$1,900 for the rental of equipment.

Final budget adjustments include a decrease in salaries of \$24,040.

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 | .193 | .188 | .184 |
| Per capita cost (county support) | \$11.06 | \$10.78 | \$12.00 |

| 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 | No | 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 | \$ 649,212 | \$ 696,246 | \$ 844,140 | \$ 1,101,445 |
| Supplies | 3,274,348 | 3,137,400 | 3,137,550 | 3,137,550 |
| Purchased Services | 1,756,470 | 1,930,010 | 1,627,382 | 2,627,382 |
| Fixed Charges | 2,895 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 5,682,925 | \$ 5,763,656 | \$ 5,609,072 | \$ 6,866,377 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 5,682,925 | \$ 5,763,656 | \$ 5,609,072 | \$ 6,866,377 |
| Budgeted Positions | 10 | 10 | 13 | 13 |

SUMMARY OF CHANGES: Personnel Services increased \$147,894 for two PW Service Workers II positions (\$89,831), and one Lead Worker (\$58,063) to replace slurry seal with chip seal program. Supplies increased \$150 for outerwear reimbursement for additional employees. Purchased Services decreased \$302,628 due to decrease in the Vehicle Expense line item. Final budget adjustments include an increase in salaries of \$31,305.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The cost analysis done in June comparing in-house chip seal using county forces versus contracted slurry seal demonstrated it is more cost effective to do the chip seal in-house by adding the three additional staff. The Board has concurred with the study results and the recommendation to add three positions in this budget.

BOARD ACTION: The Board added \$226,000 in the final budget to fund twelve (12) seasonal positions for six months in 2013 for a chip and seal crew. In addition \$1,000,000 was added for slurry/sand seal materials for subdivision roads. All other items approved as recommended.

PAVEMENT MANAGEMENT (CONTINUED) 2000-32700

PERFORMANCE MEASURES

| <u>Work Outputs</u> | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|----------------------------------|----------------------|-------------------------|-------------------------|
| Lane miles mowed annually | 362.25 | 700 | 700 |
| FTE's per 10,000/capita | .385 | .376 | .480 |
| Per capita cost (county support) | \$22.44 | \$21.87 | \$25.37 |

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 | 69%G 30%F 1%P | 66%G 33%F 1%P | 68%G 31%F 1%P |
| TPW9-2: Mowing Operations | 95% accuracy 100% of the time | 95% | 95% | 95% |

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 | 1,628,048 | 1,452,940 | 1,608,300 | 1,534,578 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,628,048 | \$ 1,452,940 | \$ 1,608,300 | \$ 1,534,578 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 1,628,048 | \$ 1,452,940 | \$ 1,608,300 | \$ 1,534,578 |
| 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 2013 mill levy applied.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PUBLIC WORKS FUND

BUDGET UNIT TITLE AND NUMBER: Non-Departmental Revenue - - 2000-90100

DEPARTMENT DESCRIPTION: Revenue generated by Public Works Fund.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|-------------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Purchased Services | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Revenue/Fund Balance | \$ 25,892,917 | \$ 21,607,000 | \$ 28,489,672 | \$ 28,859,672 |
| Net County Cost | \$ 6,972,283 | \$ 6,987,191 | \$ 9,000,000 | \$ 9,000,000 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: The resources for 2013 total \$65,859,672, which includes a fund balance of \$28,000,000, in addition to the revenue shown in the budget. Property tax is set at \$9,000,000. Specific ownership tax is estimated to be \$6,000,000, down \$330,000 from 2012. Regular HUTF is at \$7,740,000 due to people driving less and more fuel efficient vehicles. However, with the passage of SB09-109, Weld County will receive \$1,810,000 from the added HUTF revenue resulting from this new legislation. Total HUTF will be \$9,550,000 down \$300,000 from 2012. Permit revenues are budgeted at \$530,000. Motor vehicle registration fees are \$330,000 and grazing fees are \$90,000. Oil and gas revenues are \$3,000,000.

Federal mineral lease revenues are \$1,030,000 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 2013, the district is funding \$1,030,000 in oil and gas haul route projects. The \$1,030,000 is budgeted in other revenues from project reimbursements. PILT is budgeted at \$300,000 with the Federal Mineral Leasing District funding change.

Other revenues from project reimbursements total \$3,593,000, which are up \$876,000. Transportation impact fees are budgeted at \$1,392,000. Reimbursements for the intersection of CR 23/SH 392 project include \$921,000 from CDOT, \$1,406,472 from NFRMPO, \$100,000 from Severance, and \$150,000 from Windsor. There is also an Energy Impact Assistance grant of \$1,000,000 for Phase I of WCR49 and \$200,000 for WCR49/22. A HES grant for \$610,200 is funded for the WCR 49/44 intersection project. Severance tax is budgeted at \$2,250,000 up \$440,000 over 2012. In accordance with the policy adopted by the Board of County Commissioners in 2010, the severance tax revenue is budgeted at a five year leveling average due to the fluctuations of the revenue created by the price and production levels of oil and gas commodities.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PUBLIC WORKS FUND

BUDGET UNIT TITLE AND NUMBER: Contingency - - 2000-99999

DEPARTMENT DESCRIPTION: Funds to cover recommended salary increase amounts.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 0 | \$ 0 | \$ 245,317 | \$ 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 | \$ 245,317 | \$ 0 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 0 | \$ 0 | \$ 245,317 | \$ 0 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: Budget reflects a 12 percent increase in health insurance costs. 2013 salary increases are a policy issue for the Board, but there are funds for step increases due employees in 2013 and a 2.5 percent contingency salary amount included in this budget. Funds for short term disability insurance to replace the sick leave bank are included. There are no other benefit changes.

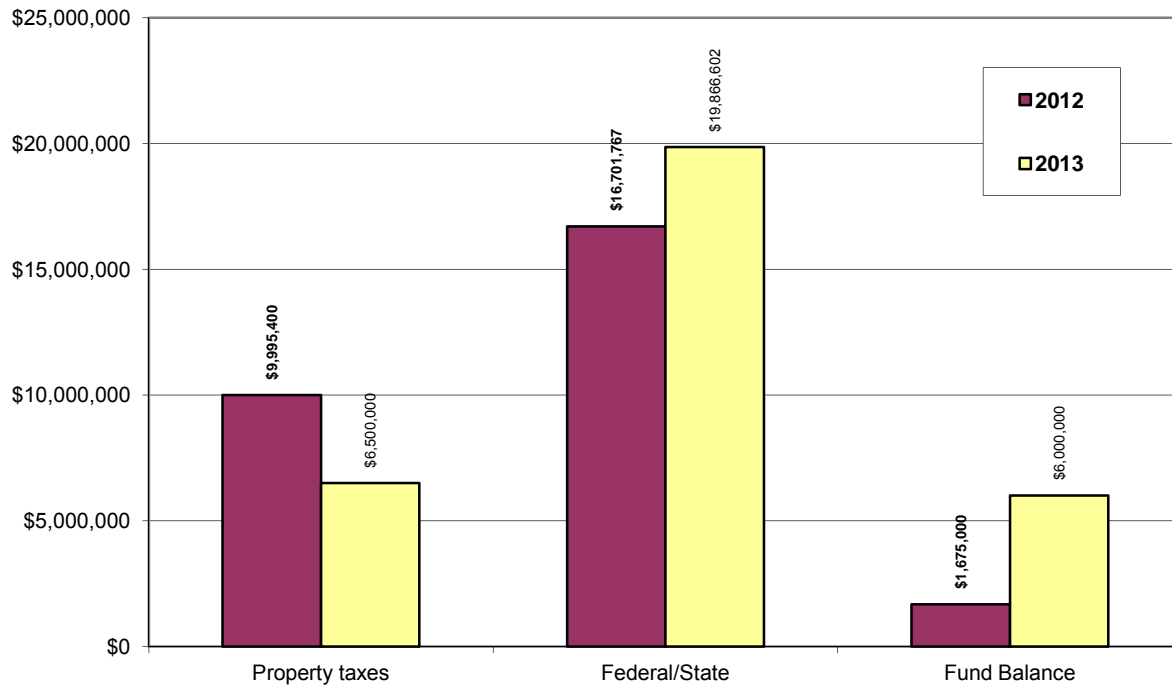
FINANCE/ADMINISTRATION RECOMMENDATION: Salary adjustment amount is a Board policy issue.

BOARD ACTION: The Board approved the funding for only a 2.0% cost-of living salary increase, and step increases due employees in 2013. In addition a 12 percent increase in health insurance costs was funded. Funds for short term disability insurance to replace the sick leave bank were also approved in the final budget. There are no other benefit changes.

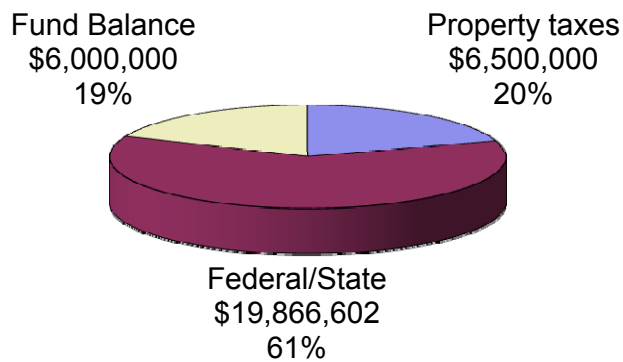


SOCIAL SERVICES

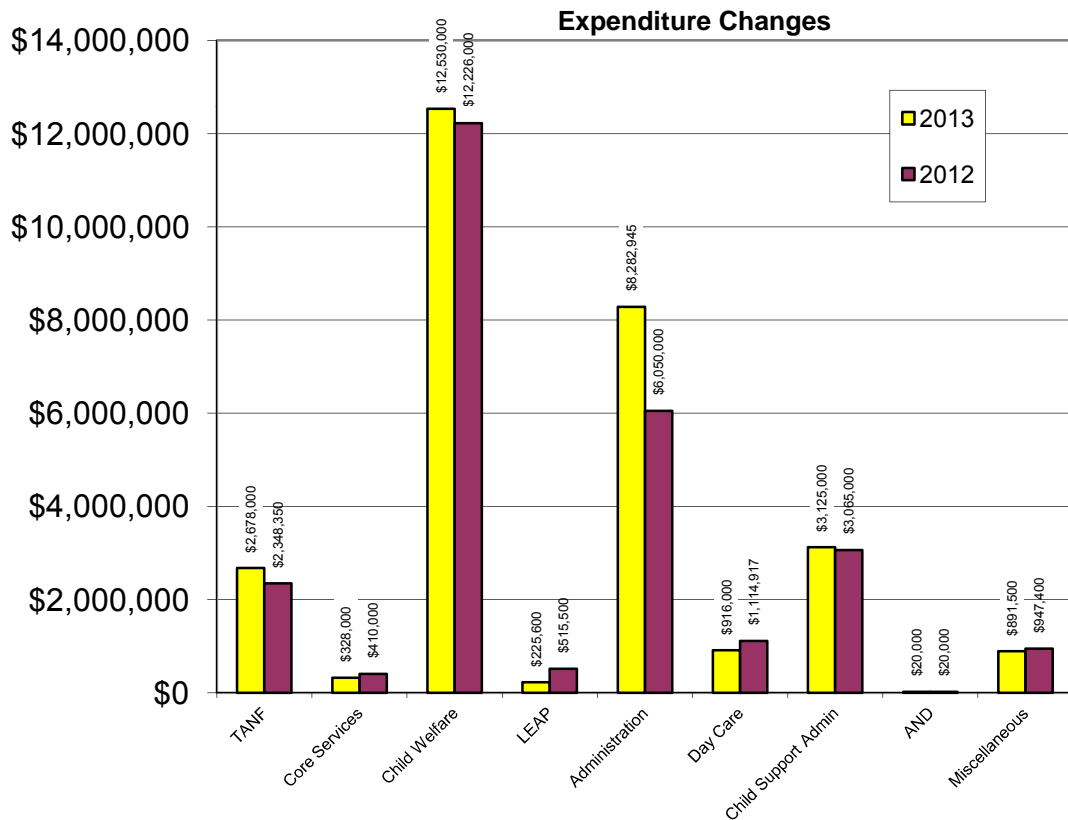
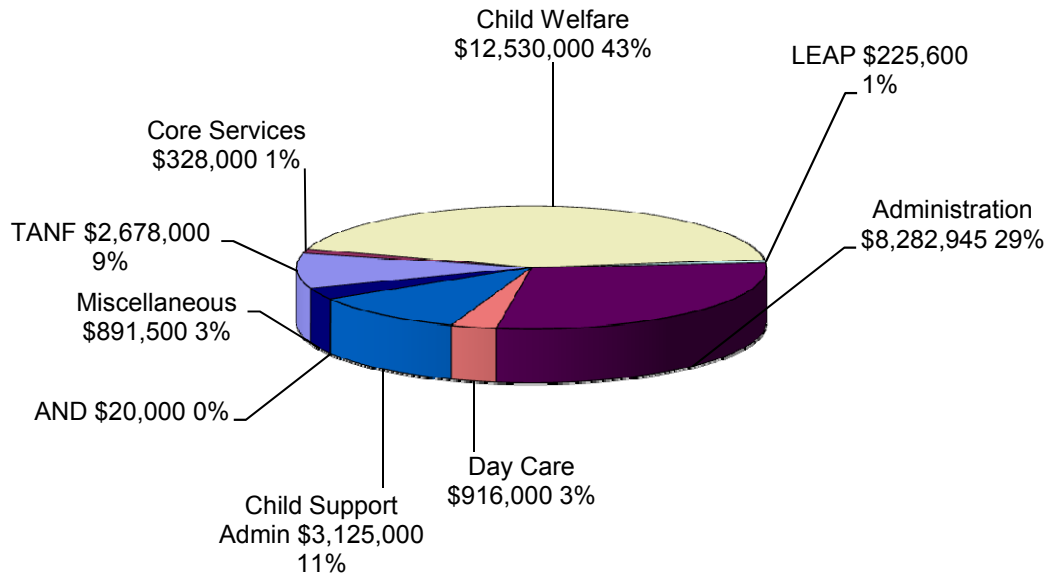
Revenue Changes



2013 Revenue
Total \$32,366,602 (2012 \$28,372,167)

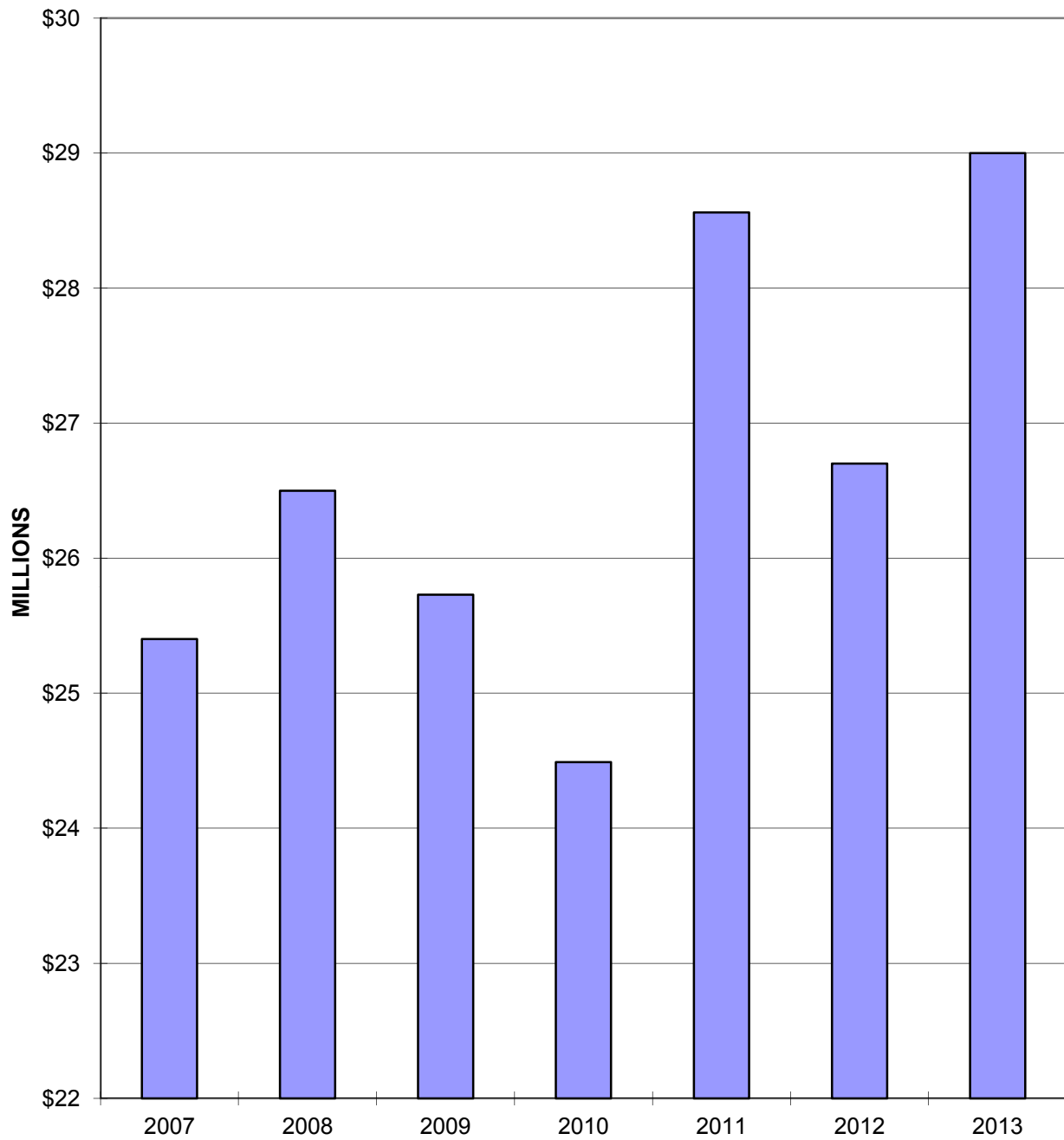


SOCIAL SERVICES 2013 Expenditures Total \$28,997,045 (2012 \$26,697,167)



SEVEN YEAR TREND

Social Services



SOCIAL SERVICES FUND SUMMARY

Weld County Department of Human Services continues to face challenges created by the economic downturn, the uncertainties of continued adequate funding for programs, and the reporting requirements associated with the programs we administer.

The total Social Services Fund budget is \$28,997,045. The programs are funded by property tax of \$6,500,000, state and federal funds of \$19,866,602, 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 have been increasing substantially for several years. During 2011, they increased by nearly 15% over 2010 levels. However, they appear to have reached a plateau during the first few months of 2012. Other assistance programs administered by the Department, such as LEAP, Aid to the Needy-Disabled, Old Age Pension, and Child Care have been following a similar trend. Medicaid caseloads continue to grow as efforts at the Federal and State level emphasize the increase of access to these services. As Colorado implements Health Care Reform legislation, the Department's role in administering eligibility determination to the program could change, significantly.

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. The State Fiscal Year 2012-13 Long Appropriation Bill includes significant funding to modify the structure of the CBMS system. Weld County remains hopeful that these modifications will rectify some of the issues created by the system. In the meantime, we have identified changes to our internal practices that have enabled us to deliver services in more timely and accurate ways, and will continue to identify practice and policy changes that will further this effort.

The settlement agreement of a lawsuit, impacting all counties in Colorado, identifies goals that counties must meet in processing applications for assistance through the CBMS system in a timely manner. Weld County is achieving the goals set forth in that agreement and continually surpasses the state-wide average for timeliness. While our ultimate goal, of course, is to process 100% of applications timely, our average processing time has improved by 15% over the past year, and now exceeds 90%.

For the first time in several years, Weld County will be starting the Fiscal Year 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, Child Care, 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. We are advocating for rule and legislative changes that will enable us to better manage our allocation and the appropriate delivery of services to clients.

Quality day care, at an affordable cost, will continue to be a challenge for working families to obtain. The Department continues to develop methods of providing appropriate reimbursement to providers, being careful to not monopolize the market. The upgraded version of the CHATS system continues to provide challenges for program and fiscal staff. Weld County has worked closely with providers to encourage practices that result in accurate and timely reimbursement

for services and provide reliable information concerning the need for services. Expenditures for services have declined, significantly, in many counties within the State. Weld County's expenditures have remained fairly constant, possibly due to the fact that many of the program integrity measures that the new system has brought about were already being practiced in Weld County, prior to the implementation of the new system.

Weld County's efforts toward early intervention in Child Welfare involvements is beginning to produce positive outcomes, both in our outcome tracking measures and in our ability to control expenditures. Our caseworkers are regularly recognized for the accuracy and thoroughness of their case files. Although referrals to the Department continue to increase by approximately 3.3% per year, the number of cases that ultimately result in intrusive and costly out-of-home placements has decreased by 7.5% over the past two years, as more families are diverted to treatment and training services in an effort to keep them intact. The Child Welfare Allocations Committee voted to restore the allocation methodology that was in place prior to 2008 and to establish an allocation method for Core Services (Family Preservation) funding for the first time since its inception. These changes will result in an approximate increase to Weld County's allocations of \$3 million, which will enable us to better utilize the resources available to provide these services to the citizens of Weld County.

SOCIAL SERVICES FUND ESTIMATED REVENUE 2013

| | FEDERAL AND STATE | COUNTY | TOTAL |
|-------------------------------|----------------------|---------------------|---------------------|
| County Administration | \$ 4,657,022 | \$ 3,625,923 | \$ 8,282,945 |
| Other Programs | 545,000 | - 295,000 | 250,000 |
| Child Support Administration | 2,300,000 | 825,000 | 3,125,000 |
| TANF-Colorado Works | 1,192,917 | 1,485,083 | 2,678,000 |
| Aid to the Needy Disabled | 0 | 20,000 | 20,000 |
| Child Care | 400,000 | 516,000 | 916,000 |
| Old Age Pension | 111,500 | 10,000 | 121,500 |
| Child Welfare | 8,800,000 | 3,730,000 | 12,530,000 |
| Core Services | 128,000 | 200,000 | 328,000 |
| LEAP | 200,000 | 25,600 | 225,600 |
| General Assistance | <u>450,000</u> | <u>70,000</u> | <u>520,000</u> |
| Sub-Total | <u>\$18,784,439</u> | <u>\$10,212,606</u> | <u>\$28,997,045</u> |
| Federal/State Reimbursement | \$ 18,784,439 | | |
| Claims Collection Incentives | 185,442 | | |
| TANF Adjustment | 702,389 | | |
| Child Support Incentives | 194,332 | | |
| Usage of Deferred Revenues | <u>0</u> | | |
| Sub-Total Revenue | \$ 19,866,602 | | |
| Potential Use of Fund Balance | 2,630,443 | | |
| County Property Tax | <u>6,500,000</u> | | |
| Total Revenue | <u>\$ 28,997,045</u> | | |

**DEPARTMENT OF SOCIAL SERVICES
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
2013**

| Fund | Org | Acct | Account Title | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|--------------------------------|------------|-------------|------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| TAXES | | | | | | | |
| 2100 | 42111 | 4112 | CURRENT PROPERTY TAXES | 9,995,400 | 6,500,000 | 6,500,000 | 6,500,000 |
| INTERGOVERNMENTAL | | | | | | | |
| 2100 | 42700 | 4320 | FEDERAL GRANTS | 573,000 | 450,000 | 450,000 | 450,000 |
| 2100 | 42110 | 4336 | REIMBURSEMENTS | 4,200,000 | 4,100,000 | 4,100,000 | 4,657,022 |
| 2100 | 42111 | 4336 | REIMBURSEMENTS | 1,150,000 | 1,082,163 | 1,082,163 | 1,082,163 |
| 2100 | 42115 | 4336 | REIMBURSEMENTS | 180,000 | 545,000 | 545,000 | 545,000 |
| 2100 | 42200 | 4336 | REIMBURSEMENTS | 2,400,000 | 2,300,000 | 2,300,000 | 2,300,000 |
| 2100 | 42365 | 4336 | REIMBURSEMENTS | 863,267 | 1,192,917 | 1,192,917 | 1,192,917 |
| 2100 | 42375 | 4336 | REIMBURSEMENTS | 570,000 | 400,000 | 400,000 | 400,000 |
| 2100 | 42380 | 4336 | REIMBURSEMENTS | 130,000 | 111,500 | 111,500 | 111,500 |
| 2100 | 42410 | 4336 | REIMBURSEMENTS | 6,115,000 | 8,800,000 | 8,800,000 | 8,800,000 |
| 2100 | 42415 | 4336 | REIMBURSEMENTS | 205,000 | 128,000 | 128,000 | 128,000 |
| 2100 | 42610 | 4336 | REIMBURSEMENTS | 315,500 | 200,000 | 200,000 | 200,000 |
| TOTAL INTERGOVERNMENTAL | | | | 16,701,767 | 19,309,580 | 19,309,580 | 19,866,602 |
| TOTAL SOCIAL SERVICES | | | | 26,697,167 | 25,809,580 | 25,809,580 | 26,366,602 |

**SOCIAL SERVICES
SUMMARY OF EXPENDITURES
2013**

| Fund | Org | Expenditure Function | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|------------------------------|------------|--------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2100 | 42110 | ADMINISTRATION-REGULAR | 6,050,000 | 6,595,000 | 6,595,000 | 8,282,945 |
| 2100 | 42115 | OTHER PROGRAMS | 180,000 | 250,000 | 250,000 | 250,000 |
| 2100 | 42200 | CHILD SUPPORT ADMINISTRATION | 3,065,000 | 3,125,000 | 3,125,000 | 3,125,000 |
| 2100 | 42365 | COLORADO WORKS | 2,348,350 | 2,678,000 | 2,678,000 | 2,678,000 |
| 2100 | 42370 | NEEDY AND DISABLED | 20,000 | 20,000 | 20,000 | 20,000 |
| 2100 | 42375 | DAY CARE & ADMINISTRATION | 1,114,917 | 916,000 | 916,000 | 916,000 |
| 2100 | 42380 | OLD AGE PENSION | 140,000 | 121,500 | 121,500 | 121,500 |
| 2100 | 42410 | CHILD WELFARE & ADMINISTRATION | 12,226,000 | 12,530,000 | 12,530,000 | 12,530,000 |
| 2100 | 42415 | PLACEMENT ALTERNATIVE CARE | 410,000 | 328,000 | 328,000 | 328,000 |
| 2100 | 42610 | LEAP ADMINISTRATION & OUTREACH | 515,500 | 225,600 | 225,600 | 225,600 |
| 2100 | 42700 | GENERAL ASSISTANCE | 627,400 | 520,000 | 520,000 | 520,000 |
| TOTAL SOCIAL SERVICES | | | 26,697,167 | 27,309,100 | 27,309,100 | 28,997,045 |

BUDGET UNIT REQUEST SUMMARY

AGENCY/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 | \$ 19,089,005 | \$ 18,900,000 | \$ 20,753,000 | \$ 20,888,182 |
| Supplies | 218,734 | 340,000 | 566,600 | 566,600 |
| Purchased Services | 7,606,792 | 7,240,400 | 6,033,500 | 6,033,500 |
| Fixed Charges | 974,277 | 965,267 | 800,000 | 2,352,763 |
| Capital | 0 | 0 | 0 | 0 |
| Contra Expense | -677,682 | - 748,500 | -844,000 | -844,000 |
| Gross County Cost | \$ 27,211,126 | \$ 26,697,167 | \$ 27,309,100 | \$ 28,997,045 |
| Revenue | 19,192,721 | 16,787,167 | 19,309,580 | 19,866,602 |
| Net County Cost | \$ 8,018,405 | \$ 9,910,000 | \$ 7,999,520 | \$ 9,130,443 |
| Budget Positions | 309 | 309 | 301.5 | 305.5 |

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.

STRATEGIC AREA: HUMAN SERVICES

Goal HHS1: “To continuously strengthen services and support innovation that leads to a culture that empowers people to improve their quality of life.”

| 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 2010-2011 and will refine it in 2013.</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 2012 all employees will have professional development plans incorporated and addressed within their formal evaluation system. |

| DESIRED OUTCOMES | STRATEGIES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) |
|---|---|--|
| HHS2-3: Viable succession plans created across the Department | <p>Assess capacity and staffing levels to administer system.</p> <p>Develop and deploy follow up tracking system measuring the effectiveness of the Human Services Department Human Capital Management efforts.</p> <p>Define how employees are measured.</p> <p>Fully implement new County performance management system.</p> <p>Implement and perfect performance appraisal system.</p> <p>Train supervisors and staff on how to use the 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> | Upper level DHS organization structure evaluated and assessed. |
| HHS2-4: Team culture developed across the board within the Department of Human Services | Develop and deploy continuous training and job sharing opportunities (using creative technological options) that will help improve organizational knowledge, job performance and core values. | Increase employee core knowledge of all departments across Human Services. |

| Goal HHS3: Establish a systematic structure to effectively communicate inside and outside of the Human Services Department. | | |
|--|---|---|
| DESIRED OUTCOMES | STRATEGIES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) |
| HHS3-1: Improved customer and stakeholder access to DHS program information and services | <p>Implement the best methods to communicate with clients, stakeholders and other agencies to include using the intranet; newsletter, web page; email or newsletters.</p> <p>Implement the best methods to review policy with the County Commissioners; communicate with County departments; the best methods to communicate with the rest of the County.</p> <p>Develop a process to share positive information with the community. Greater emphasis will be placed on positive outcomes of the services provided by Human Services and statistics that point to success, the image of the department could be enhanced and could improve relationships that are considered confrontational.</p> | <p>An improved Human Services' website that provides more program-related information including qualification details could help customers identify eligibility even before coming into Human Services.</p> <p>Increased and measureable use of the PEAK system that enables customers to apply for benefits on-line.</p> |
| HHS3-2: Ensure all DHS staff are fully engaged in the communications loop | <p>Create team backups from each division to maintain continuity.</p> <p>Form staff driven improvement teams.</p> <p>Train staff members on project management and process improvement methodologies that will be used during the process.</p> <p>Conduct research around the following: The 5 most important methods to communicate info in HS; Communication methods that are currently working and methods not working; The best way to attain the voice of all staff.</p> | 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>Identify discretionary programs.</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 2010 and 2011. The Department has identified four additional strategies for 2013 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 | \$ 5,193,998 | \$ 5,100,000 | \$ 6,010,000 | \$ 6,145,182 |
| Supplies | - 328,567 | - 300,000 | 110,000 | 110,000 |
| Purchased Services | 1,186,158 | 1,300,000 | 500,000 | 500,000 |
| Fixed Charges | 0 | 0 | 0 | 1,552,763 |
| Contra Expense | -27,176 | - 50,000 | - 25,000 | - 25,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 6,024,413 | \$ 6,050,000 | \$ 6,595,000 | \$ 8,282,945 |
| Revenue | 4,404,811 | 4,200,000 | 4,100,000 | 4,657,022 |
| Net County Cost | \$ 1,619,602 | \$ 1,850,000 | \$ 2,495,000 | \$ 3,625,923 |
| Budget Positions | 143.0 | 143.0 | 144.0 | 148.0 |

SUMMARY OF CHANGES: Caseloads in the Food Assistance program are finally beginning to level off, although they are doing so at a volume 70% higher than they were in 2009. Weld County has greatly increased its timeliness in processing applications for assistance. CBMS continues to be a significant barrier to this effort, but our staff has taken the initiative to re-align its processes and devote extra efforts to meeting required guidelines. We remain hopeful that the State Legislature's appropriation to the Governor's Office of Information Technology will enable them to repair the CBMS system, so that it can be used efficiently.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

COUNTY ADMINISTRATION (CONTINUED) 2100-42110

BOARD ACTION: The Board adopted the policy effective July 1, 2012, that the Social Services Fund will be charged the full costs of the indirect costs from the Countywide Cost Plan done annually. Under federal regulations (OMB A-87) the amount charged per the 2011 Cost Plan for 2013 will be \$1,552,763. The revenue amounting to 33% of cost allocation (\$512,412) from the federal government previously deposited in the General Fund will be deposited in the Social Services Fund. The impact will be a net reduction in the Social Services Fund's fund balance of \$1,040,351 in the 2013 budget. All other items approved as recommended.

At a work session on October 1, 2012, the Board approved the hiring of four welfare fraud clerical positions (\$157,022) temporarily for one year to catch up on the backlog of cases. Federal pass-through revenue amounting to 33% of the cost will be received in the amount of \$44,610. The program may also bring in additional recovery incentive dollars, but the amount is unpredictable and therefore not budgeted.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Case Load (Average) | 25,500 | 27,500 | 30,000 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 5.513 | 5.373 | 5.469 |
| Per capita cost | \$4.48 | \$6.95 | \$13.40 |

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Non-Program Revenue - - 2100-42111

DEPARTMENT DESCRIPTION: Property Taxes, Claim-Collection Incentives, TANF Adjustment, TANF MOE Reduction, and Miscellaneous Revenue Sources.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 0 | 0 | 0 | 0 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Revenue | 238,892 | 1,150,000 | 1,082,163 | 1,082,163 |
| Net County Cost | \$ 9,154,903 | \$ 9,995,400 | \$ 6,500,000 | \$ 6,500,000 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: Property tax is budgeted at \$6,500,000 for 2013. The difference is a combination of special revenue from various department programs. The Child Support TANF-Retained Incentive is estimated at \$194,332. The TANF Adjustment is \$702,389. Incentives earned as the result of claims collections for Food Assistance, Medicaid, TANF, and State-Only Programs are estimated to be \$185,442. Counties will not receive Work Participation bonus funds during 2013, but may, instead, receive a reduction to the Actual Spending MOE, which may increase the TANF Adjustment, if it is received.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: Other Programs - - 2100-42115

DEPARTMENT DESCRIPTION: This budget unit was established for minor or temporary programs for the Department of Social Services. It includes Employment First, Medical Exams, Food Stamps Refunds, AFDC Retained Collections, and Collaborative Management.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 488,694 | \$ 0 | \$ 0 | \$ 0 |
| Supplies | 8,729 | 0 | 0 | 0 |
| Purchased Services | 567,975 | 180,000 | 250,000 | 250,000 |
| Fixed Charges | 27,570 | 0 | 0 | 0 |
| Contra | - 10,727 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,082,241 | \$ 180,000 | \$ 250,000 | \$ 250,000 |
| Revenue | 1,226,868 | 180,000 | 545,000 | 545,000 |
| Net County Cost | \$ - 144,627 | \$ 0 | \$ - 295,000 | \$ - 295,000 |
| Budget Positions | 10.0 | 0 | 0 | 0 |

SUMMARY OF CHANGES: No significant changes are anticipated in these programs in 2013.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

OTHER PROGRAMS (CONTINUED) 2100-42115

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Case Load | 2,000 | 2,000 | 3,900 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .396 | .000 | .000 |
| Per capita cost (county support) | - | \$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 | \$ 2,461,964 | \$ 2,600,000 | \$ 2,750,000 | \$ 2,750,000 |
| Supplies | 87,669 | 75,000 | 85,000 | 85,000 |
| Purchased Services | 278,831 | 300,000 | 220,000 | 220,000 |
| Fixed Charges | 78,861 | 90,000 | 70,000 | 70,000 |
| Contra Expense | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 2,907,325 | \$ 3,065,000 | \$ 3,125,000 | \$ 3,125,000 |
| Revenue | 2,145,144 | 2,400,000 | 2,300,000 | 2,300,000 |
| Net County Cost | \$ 762,181 | \$ 665,000 | \$ 825,000 | \$ 825,000 |
| Budget Positions | 30 | 30 | 30 | 30 |

SUMMARY OF CHANGES: No significant changes are anticipated in these programs in 2013.

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 | 6,500 | 6,500 | 7,566 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 1.2 | 1.1 | 1.1 |
| Per capita cost (county support) | - | \$2.50 | \$3.05 |

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 | \$ 1,123,117 | \$ 1,000,000 | \$ 1,200,000 | \$ 1,200,000 |
| Supplies | 57,771 | 65,000 | 60,000 | 60,000 |
| Purchased Services | 1,398,048 | 1,250,000 | 1,400,000 | 1,400,000 |
| Fixed Charges | 32,917 | 27,350 | 28,000 | 28,000 |
| Contra Expense | - 15,783 | - 10,000 | - 10,000 | - 10,000 |
| Capital | 0 | 16,000 | 0 | 0 |
| Gross County Cost | \$ 2,596,070 | \$ 2,348,350 | \$ 2,678,000 | \$ 2,678,000 |
| Revenue | 1,741,802 | 863,267 | 1,192,917 | 1,192,917 |
| Net County Cost | \$ 854,268 | \$ 1,485,083 | \$ 1,485,083 | \$ 1,485,083 |
| Budget Positions | 0 | 0 | 0 | 0 |

SUMMARY OF CHANGES: For the first time in several years, Weld County will be starting the Fiscal Year 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, Child Care, 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 from 26% in 2009 to 50% in 2010 to 56% in 2011 and to 67% in 2012. This demand on the "entitlement" side of Colorado Works greatly limits our ability to use the funds for the intended purposes of assisting clients in returning to self-sufficiency.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended. The Board also approved funding \$27,594 for the Youth and Family Connection program through TANF funds. This program was previously funded in the General Fund.

**TANF ADMINISTRATION
(CONTINUED)
2100-42365**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Case Loads (Average) | 660 | 660 | 720 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | - | \$5.58 | \$5.49 |

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 | 146,793 | 150,000 | 120,000 | 120,000 |
| Contra Account | - 75,621 | - 130,000 | - 100,000 | - 100,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 71,172 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 71,172 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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.

**AID TO NEEDY DISABLED
(CONTINUED)
2100-42370**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Case Load | 370 | 370 | 365 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | - | \$0.08 | \$0.07 |

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

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: SOCIAL SERVICES

BUDGET UNIT TITLE AND NUMBER: 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 | \$ 584,313 | \$ 650,000 | \$ 503,000 | \$ 503,000 |
| Supplies | 36,799 | 60,000 | 13,000 | 13,000 |
| Purchased Services | 580,372 | 400,000 | 400,000 | 400,000 |
| Contra Expense | - 925 | - 8,000 | - 8,000 | - 8,000 |
| Fixed Charges | 10,373 | 12,917 | 8,000 | 8,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 1,210,932 | \$ 1,114,917 | \$ 916,000 | \$ 916,000 |
| Revenue | 518,720 | 570,000 | 400,000 | 400,000 |
| Net County Cost | \$ 692,212 | \$ 544,917 | \$ 516,000 | \$ 516,000 |
| Budget Positions | 9.0 | 9.0 | 9.0 | 9.0 |

SUMMARY OF CHANGES: The upgraded version of the CHATS system continues to provide challenges for program and fiscal staff. Weld County has worked closely with providers to encourage practices that result in accurate and timely reimbursement for services and provide reliable information concerning the need for services. Expenditures for services have declined, significantly, in many counties within the State. Weld County's expenditures have remained fairly constant, possibly due to the fact that many of the program integrity measures that the new system has brought about were already being practiced in Weld County, prior to the implementation of the new system.

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 | 575 | 575 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .347 | .338 | .333 |
| Per capita cost (county support) | - | \$2.04 | \$1.91 |

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 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 | \$ 77,916 | \$ 100,000 | \$ 90,000 | \$ 90,000 |
| Supplies | 8,732 | 15,000 | 10,000 | 10,000 |
| Purchased Services | 19,313 | 21,000 | 18,500 | 18,500 |
| Fixed Charges | 4,860 | 4,000 | 4,000 | 4,000 |
| Contra Expense | - 559 | 0 | - 1,000 | - 1,000 |
| Gross County Cost | \$ 110,262 | \$ 140,000 | \$ 121,500 | \$ 121,500 |
| Revenue | 99,895 | 130,000 | 111,500 | 111,500 |
| Net County Cost | \$ 10,367 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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.

**OLD AGE PENSION
(CONTINUED)
2100-42380**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Case Load | 1,161 | 1,161 | 1,100 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | - | \$0.04 | \$0.04 |

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 | \$ 8,834,816 | \$ 9,000,000 | \$ 10,000,000 | \$ 10,000,000 |
| Supplies | 324,962 | 400,000 | 280,000 | 280,000 |
| Purchased Services | 2,866,895 | 3,100,000 | 2,700,000 | 2,700,000 |
| Contra Expenses | - 544,270 | - 550,000 | - 700,000 | - 700,000 |
| Fixed Charges | 281,430 | 275,000 | 250,000 | 250,000 |
| Capital | 0 | 1,000 | 0 | 0 |
| Gross County Cost | \$ 11,763,833 | \$ 12,226,000 | \$ 12,530,000 | \$ 12,530,000 |
| Revenue | 7,567,181 | 6,115,000 | 8,800,000 | 8,800,000 |
| Net County Cost | \$ 4,196,652 | \$ 6,111,000 | \$ 3,730,000 | \$ 3,730,000 |
| Budget Positions | 106 | 106 | 107.5 | 107.5 |

SUMMARY OF CHANGES: Weld County's efforts toward early intervention in Child Welfare involvements is beginning to produce positive outcomes, both in our outcome tracking measures and in our ability to control expenditures. Our caseworkers are regularly recognized for the accuracy and thoroughness of their case files. Although referrals to the Department continue to increase by approximately 3.3% per year, the number of cases that ultimately result in intrusive and costly out-of-home placements has decreased by 7.5% over the past two years, as more families are diverted to treatment and training services in an effort to keep them intact. The Child Welfare Allocations Committee voted to restore the allocation methodology that was in place prior to 2008 and to establish an allocation method for Core Services (Family Preservation) funding for the first time since its inception. These changes will result in an approximate increase to Weld County's allocations of \$3 million, which will enable us to better utilize the resources available to provide these services to the citizens of Weld County.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

CHILD WELFARE AND ADMINISTRATION (CONTINUED) 2100-42410

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Average Case Load | 1,500 | 1,500 | 1,900 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 4.086 | 3.983 | 3.976 |
| Per capita cost (county support) | - | \$22.54 | \$13.78 |

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 | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Supplies | 15,717 | 10,000 | 8,000 | 8,000 |
| Purchased Services | 0 | 0 | 0 | 0 |
| Fixed Charges | 388,628 | 400,000 | 320,000 | 320,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 404,345 | \$ 410,000 | \$ 328,000 | \$ 328,000 |
| Revenue | 230,255 | 205,000 | 128,000 | 128,000 |
| Net County Cost | \$ 174,090 | \$ 205,000 | \$ 200,000 | \$ 200,000 |
| Budget Positions | 0 | 0 | 0 | 0 |

SUMMARY OF CHANGES: See the summary of changes for the Child Welfare Services budget unit, #42410.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**CORE SERVICES
(CONTINUED)
2100-42415**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Case Load | 160 | 200 | 210 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | - | \$0.77 | \$0.96 |

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 | \$ 324,187 | \$ 450,000 | \$ 200,000 | \$ 200,000 |
| Supplies | 6,922 | 15,000 | 600 | 600 |
| Purchased Services | 34,623 | 45,000 | 25,000 | 25,000 |
| Fixed Charges | 2,845 | 6,000 | 0 | 0 |
| Contra Expenses | - 2,621 | - 500 | 0 | 0 |
| Gross County Cost | \$ 365,956 | \$ 515,500 | \$ 225,600 | \$ 225,600 |
| Revenue | 342,542 | 315,500 | 200,000 | 200,000 |
| Net County Cost | \$ 23,414 | \$ 200,000 | \$ 25,600 | \$ 25,600 |
| Budget Positions | 11.0 | 11.0 | 11.0 | 11.0 |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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.

**LEAP ADMINISTRATION
(CONTINUED)
2100-42610/42620**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Case Load | 5,000 | 5,000 | 4,710 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .424 | .413 | .407 |
| Per capita cost (county support) | - | \$0.75 | \$0.10 |

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 to applicants for Federal/State categorical assistance programs and help for some medical indigents. 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 | 674,577 | 627,400 | 520,000 | 520,000 |
| Contra Expense | 0 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 674,577 | \$ 627,400 | \$ 520,000 | \$ 520,000 |
| Revenue | 676,611 | 573,000 | 450,000 | 450,000 |
| Net County Cost | \$ - 2,034 | \$ 54,400 | \$ 70,000 | \$ 70,000 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: Expenditures for dental, vision, prescriptions, and in-kind services have remained fairly stable over the last few years. The State budget problems have created a stronger need for General Administrative funds. The reimbursement shown will come from the CDHS Office of Behavioral Health for the Colorado Partnership for Success Grant and from the Dept of Local Affairs for the Community Services Block Grant (CSBG). Below is a breakdown of the amounts requested for the different categories under General Assistance:

| | |
|----------------------------|------------------|
| Co Partnership for Success | \$ 400,000 |
| Dental | 17,000 |
| Vision | 15,000 |
| Shelter | 15,000 |
| In-Kind | 12,000 |
| Prescription | 5,000 |
| Burial | 50,000 |
| Shelter Care Management | 10,000 |
| Refund | <u>-4,000</u> |
| Total | <u>\$520,000</u> |

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

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

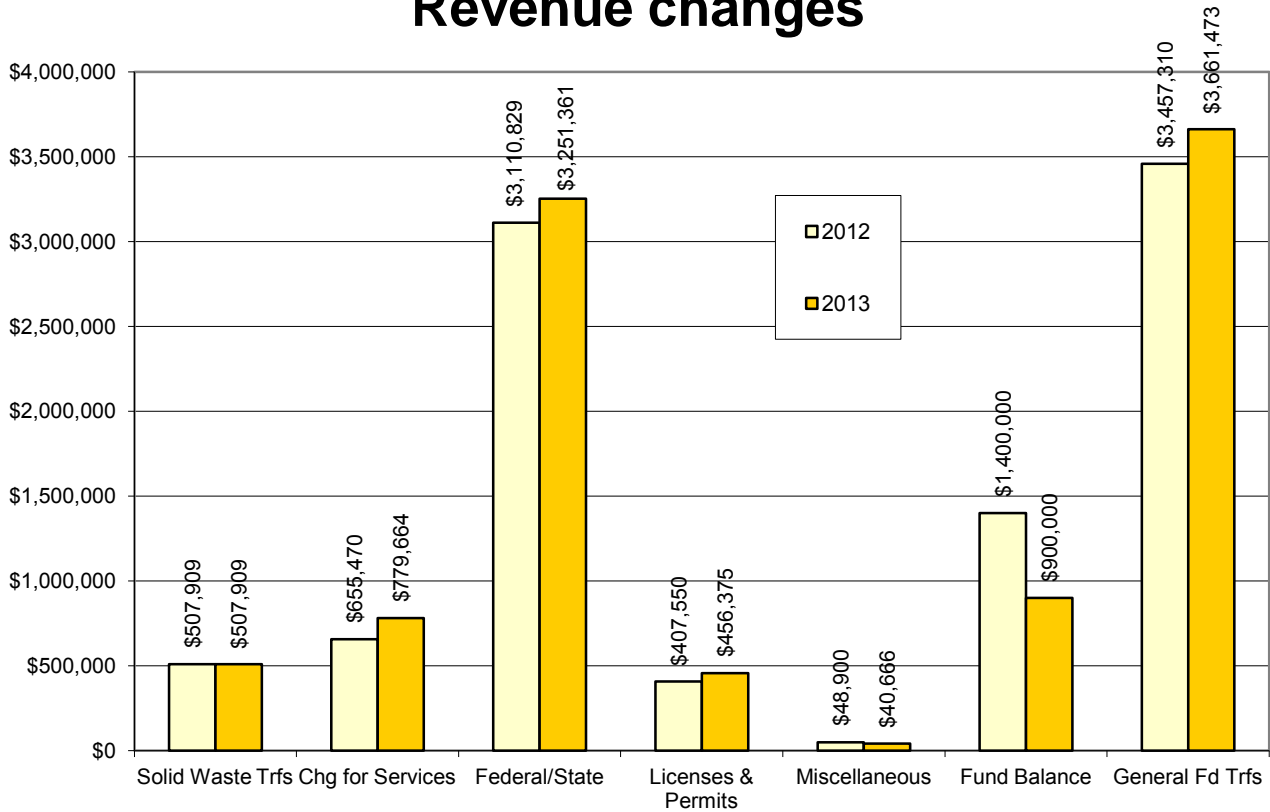
PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|---------------------------------------|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Case Load excluding shelter (Average) | 100 | 100 | 100 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | - | \$0.20 | \$0.26 |

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

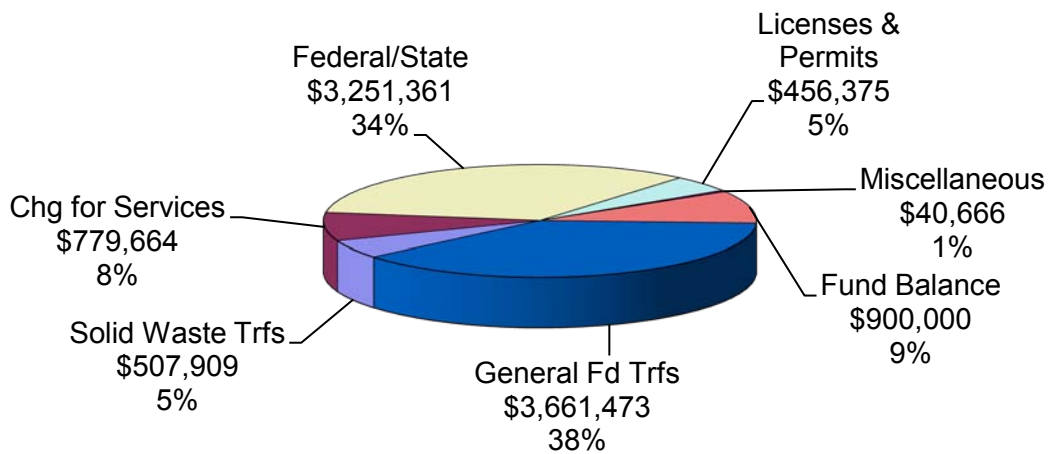
HEALTH FUND

Revenue changes

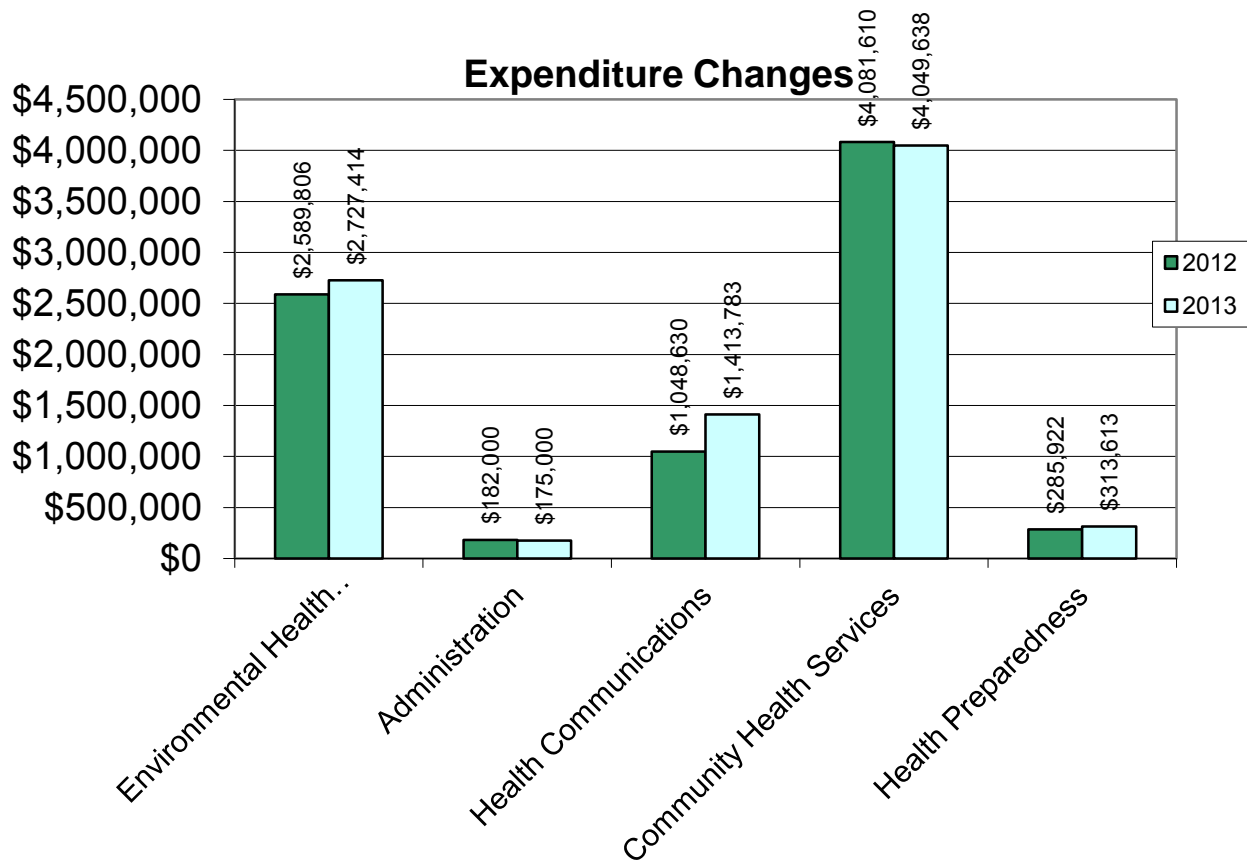
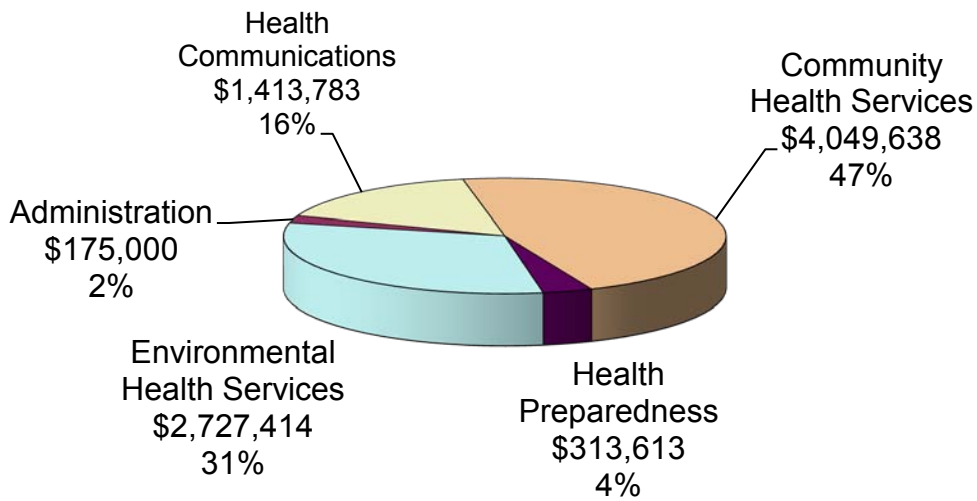


2013 Revenue

Total \$9,597,448 (2012 \$9,587,968)

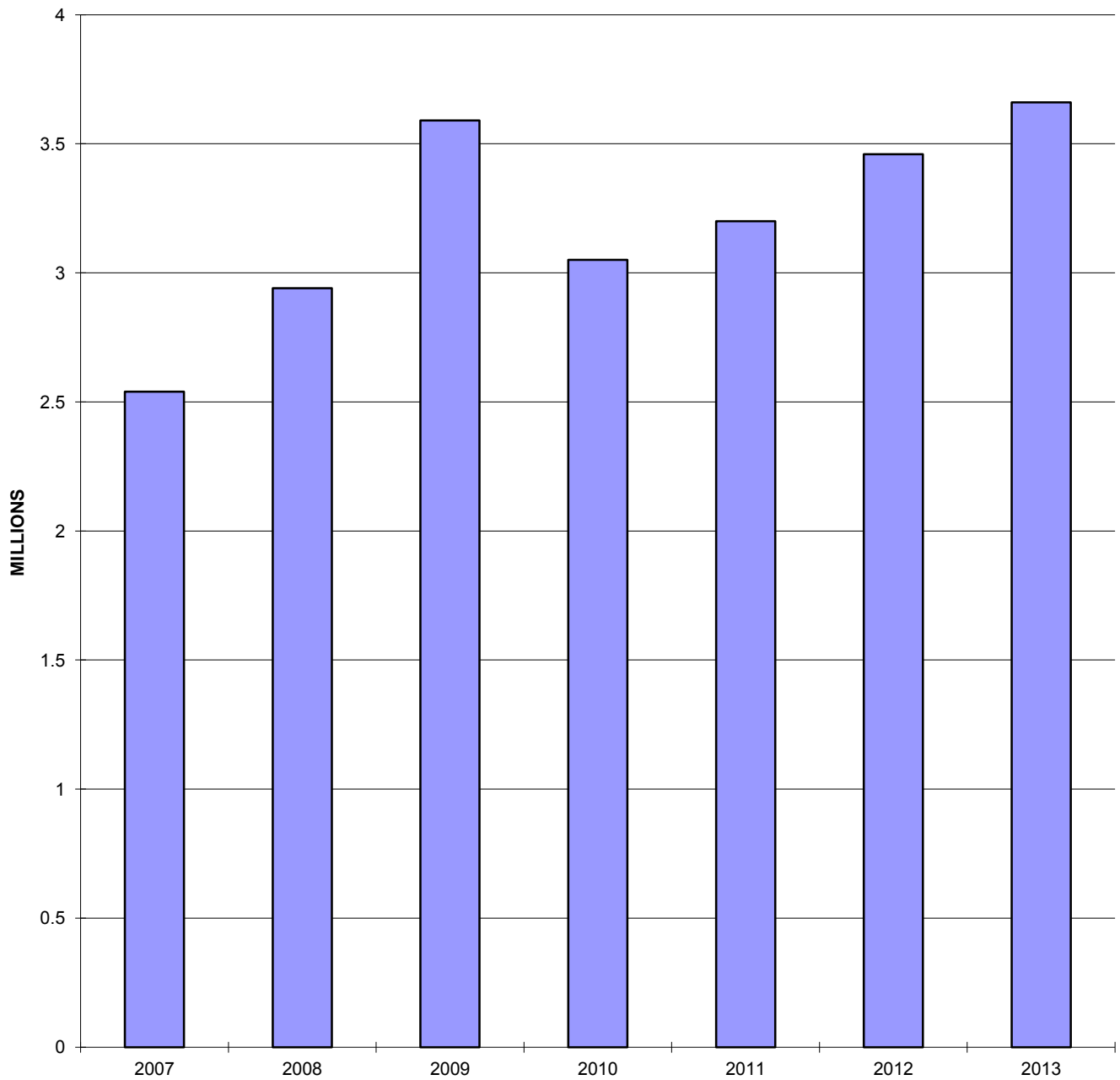


HEALTH FUND **2013 Expenditures** **Total \$8,679,448 (2012 \$8,187,968)**



SEVEN YEAR TREND

Health Subsidy



PUBLIC HEALTH FUND SUMMARY

The Weld County Department of Public Health and Environment is part of a local system that focuses on the following:

- Preventing epidemics and the spread of disease
- Protecting against environmental hazards
- Preventing injuries
- Promoting and encouraging healthy behaviors
- Responding to disasters and assisting communities in recovery
- Assuring the quality and accessibility of health services

Public health is the science and art of preventing disease, prolonging life and promoting health through the organized efforts and informed choices of society, organizations – public and private, communities and individuals. In partnership with the communities we serve, the health department preserves, promotes and protects the health and environment of the residents of Weld County.



The annual budget proposal is prepared within the financial targets established by the Board of County Commissioners. Resources are allocated within the Department's five divisions to support the mission of preventing disease, prolonging life and promoting health through a focus on the ten essential elements of public health (represented in the diagram above.)

The Department's net county cost budget target for FY 2013 was established at \$3,681,779. This target projected cost-of-living increases in personnel costs for 2013 within parameters set by the Board. The Department budget submission is actually \$20,306 under the budget target. The department accomplished this through continuous fiscal diligence and commitment to the county principal of being efficient financial stewards of taxpayers' trust and resources.

Only three items are noteworthy given the Department's request coming in under target: (1) The Division of Environmental Health Services received mid-year approval in 2012 for 1.0 FTE increase in Environmental Health Specialist staff. This additional FTE is included in the proposed 2013 budget. (2) The Division of Health Communication, Education and Planning submitted, with Board approval, a grant application for Tobacco Education and Prevention programming. This grant, if funded, would support the recreation of 2.0 FTE of tobacco education specialists in the Division. The additional FTEs and projected grant revenue to support these positions are incorporated in the budget submission. (3) Demand for nutritional counseling continues to grow with the Department's focused work on obesity prevention. The Division of Health Communication, Education and Planning requested increasing the nutritionist FTE by 0.25. If approved, the Department would have 0.5 FTE committed to nutritional counseling services. This FTE request is also incorporated into the FY 2013 budget submission.

**PUBLIC HEALTH FUND
SUMMARY OF REVENUES
2013**

| Fund | Org | Acct | Account Title | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-----------------------------------|------------|-------------|----------------------|------------------------|-------------------------|---------------------------|-----------------------|
| LICENSES AND PERMITS | | | | | | | |
| 2560 | 41400 | 4210 | LICENSES | 186,825 | 205,000 | 205,000 | 205,000 |
| 2560 | 41400 | 4221 | PERMITS | 220,725 | 251,375 | 251,375 | 251,375 |
| TOTAL LICENSES AND PERMITS | | | | 407,550 | 456,375 | 456,375 | 456,375 |
| INTERGOVERNMENTAL | | | | | | | |
| 2530 | 41300 | 4321 | MEDICAID | 9,406 | 21,745 | 21,745 | 21,745 |
| 2534 | 41300 | 4321 | MEDICAID | 0 | 3,042 | 3,042 | 3,042 |
| 2535 | 41300 | 4321 | MEDICAID | 24,000 | 19,000 | 19,000 | 19,000 |
| 253211 | 41300 | 4321 | MEDICAID | 62,000 | 68,000 | 68,000 | 68,000 |
| 253910 | 41300 | 4321 | MEDICAID | 2,500 | 10,000 | 10,000 | 10,000 |
| 255211 | 41300 | 4321 | MEDICAID | 45,000 | 50,000 | 50,000 | 50,000 |
| 2560 | 41400 | 4321 | MEDICAID | 16,500 | 39,950 | 39,950 | 39,950 |
| 2535 | 41300 | 4322 | MEDICARE | 500 | 0 | 0 | 0 |
| 254110 | 41300 | 4336 | REIMBURSEMENTS | 41,408 | 0 | 0 | 0 |
| 255810 | 41300 | 4336 | REIMBURSEMENTS | 44,150 | 0 | 0 | 0 |
| 2500 | 41100 | 4340 | GRANTS | 397,766 | 380,173 | 380,173 | 380,173 |
| 2517 | 41210 | 4340 | GRANTS | 0 | 254,346 | 254,346 | 254,346 |
| 2520 | 41210 | 4340 | GRANTS | 95,889 | 98,213 | 98,213 | 98,213 |
| 250911 | 41210 | 4340 | GRANTS | 186,067 | 230,935 | 230,935 | 230,935 |
| 251010 | 41210 | 4340 | GRANTS | 83,683 | 95,958 | 95,958 | 95,958 |
| 252710 | 41210 | 4340 | GRANTS | 46,580 | 45,584 | 45,584 | 45,584 |
| 252810 | 41210 | 4340 | GRANTS | 45,000 | 0 | 0 | 0 |
| 2530 | 41300 | 4340 | GRANTS | 113,030 | 0 | 0 | 0 |
| 2535 | 41300 | 4340 | GRANTS | 146,200 | 108,548 | 108,548 | 108,548 |
| 2537 | 41300 | 4340 | GRANTS | 0 | 20,000 | 20,000 | 20,000 |
| 253111 | 41300 | 4340 | GRANTS | 162,074 | 105,877 | 105,877 | 105,877 |
| 253211 | 41300 | 4340 | GRANTS | 170,710 | 172,500 | 172,500 | 172,500 |
| 253310 | 41300 | 4340 | GRANTS | 185,903 | 174,571 | 174,571 | 174,571 |
| 253610 | 41300 | 4340 | GRANTS | 0 | 113,030 | 113,030 | 113,030 |
| 253910 | 41300 | 4340 | GRANTS | 74,650 | 69,030 | 69,030 | 69,030 |
| 254311 | 41300 | 4340 | GRANTS | 17,500 | 29,000 | 29,000 | 29,000 |
| 254711 | 41300 | 4340 | GRANTS | 21,695 | 43,768 | 43,768 | 43,768 |
| 254911 | 41300 | 4340 | GRANTS | 120,000 | 120,000 | 120,000 | 120,000 |
| 255111 | 41300 | 4340 | GRANTS | 55,009 | 0 | 0 | 0 |
| 255211 | 41300 | 4340 | GRANTS | 620,954 | 638,889 | 638,889 | 638,889 |
| 2560 | 41400 | 4340 | GRANTS | 9,457 | 18,628 | 18,628 | 18,628 |
| 256410 | 41400 | 4340 | GRANTS | 107,630 | 107,950 | 107,950 | 107,950 |
| 2580 | 41500 | 4340 | GRANTS | 205,568 | 0 | 0 | 0 |
| 258110 | 41500 | 4340 | GRANTS | 0 | 212,624 | 212,624 | 212,624 |
| 2500 | 41100 | 4356 | COUNTIES | 3,457,310 | 3,661,473 | 3,661,473 | 3,661,473 |
| TOTAL INTERGOVERNMENTAL | | | | 6,568,139 | 6,912,834 | 6,912,834 | 6,912,834 |

**PUBLIC HEALTH FUND
SUMMARY OF REVENUES
2013**

| Fund | Org | Acct | Account Title | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|----------------------------------|------------|-------------|----------------------|------------------------|-------------------------|---------------------------|-----------------------|
| CHARGE FOR SERVICES | | | | | | | |
| 2500 | 41100 | 4410 | CHARGE FOR SERVICES | 172,000 | 175,000 | 175,000 | 175,000 |
| 2530 | 41300 | 4410 | CHARGE FOR SERVICES | 63,621 | 68,402 | 68,402 | 68,402 |
| 2535 | 41300 | 4410 | CHARGE FOR SERVICES | 80,000 | 48,000 | 48,000 | 48,000 |
| 253211 | 41300 | 4410 | CHARGE FOR SERVICES | 72,000 | 75,000 | 75,000 | 75,000 |
| 253910 | 41300 | 4410 | CHARGE FOR SERVICES | 3,800 | 5,600 | 5,600 | 5,600 |
| 254311 | 41300 | 4410 | CHARGE FOR SERVICES | 4,000 | 9,000 | 9,000 | 9,000 |
| 255111 | 41300 | 4410 | CHARGE FOR SERVICES | 0 | 64,910 | 64,910 | 64,910 |
| 255211 | 41300 | 4410 | CHARGE FOR SERVICES | 1,200 | 0 | 0 | 0 |
| 255810 | 41300 | 4410 | CHARGE FOR SERVICES | 0 | 44,132 | 44,132 | 44,132 |
| 2560 | 41400 | 4410 | CHARGE FOR SERVICES | 258,849 | 289,620 | 289,620 | 289,620 |
| TOTAL CHARGE FOR SERVICES | | | | 655,470 | 779,664 | 779,664 | 779,664 |
| MISCELLANEOUS | | | | | | | |
| 2560 | 41400 | 4510 | FINES | 6,000 | 5,000 | 5,000 | 5,000 |
| 2535 | 41300 | 4680 | OTHER | 0 | 5,000 | 5,000 | 5,000 |
| 2560 | 41400 | 4680 | OTHER | 2,000 | 2,000 | 2,000 | 2,000 |
| 2530 | 41300 | 4690 | DONATIONS | 900 | 1,700 | 1,700 | 1,700 |
| 2535 | 41300 | 4690 | DONATIONS | 0 | 200 | 200 | 200 |
| 253211 | 41300 | 4690 | DONATIONS | 28,000 | 24,000 | 24,000 | 24,000 |
| 253310 | 41300 | 4690 | DONATIONS | 1,000 | 0 | 0 | 0 |
| 254311 | 41300 | 4690 | DONATIONS | 0 | 500 | 500 | 500 |
| 254711 | 41300 | 4690 | DONATIONS | 0 | 266 | 266 | 266 |
| 255211 | 41300 | 4690 | DONATIONS | 0 | 2,000 | 2,000 | 2,000 |
| 2560 | 41400 | 4730 | OTHER FEES | 11,000 | 0 | 0 | 0 |
| TOTAL MISCELLANEOUS | | | | 48,900 | 40,666 | 40,666 | 40,666 |
| TRANSFER | | | | | | | |
| 2560 | 41400 | 712700 | TRANSFER | 507,909 | 507,909 | 507,909 | 507,909 |
| TOTAL PUBLIC HEALTH FUND | | | | 8,187,968 | 8,697,448 | 8,697,448 | 8,697,448 |

**PUBLIC HEALTH FUND
SUMMARY OF EXPENDITURES
2013**

| Fund | Org | Expenditure Function | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|---------------------------------|------------|-----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2500 | 41100 | ADMINISTRATION | 182,000 | 175,000 | 175,000 | 175,000 |
| 2517 | 41210 | GENERAL HEALTH EDUCATION | 0 | 251,393 | 251,393 | 251,393 |
| 2520 | 41210 | GENERAL HEALTH EDUCATION | 688,113 | 823,838 | 823,838 | 823,838 |
| 250911 | 41210 | GENERAL HEALTH EDUCATION | 185,747 | 222,177 | 222,177 | 222,177 |
| 251010 | 41210 | GENERAL HEALTH EDUCATION | 82,192 | 85,019 | 85,019 | 85,019 |
| 252710 | 41210 | GENERAL HEALTH EDUCATION | 47,166 | 49,356 | 49,356 | 49,356 |
| 252810 | 41210 | GENERAL HEALTH EDUCATION | 45,412 | 0 | 0 | 0 |
| 2530 | 41300 | NURSING | 465,286 | 675,682 | 675,682 | 675,682 |
| 2535 | 41300 | NURSING | 636,999 | 208,458 | 208,458 | 208,458 |
| 2537 | 41300 | NURSING | 0 | 28,439 | 28,439 | 28,439 |
| 253111 | 41300 | NURSING | 217,313 | 154,942 | 154,942 | 154,942 |
| 253211 | 41300 | NURSING | 1,011,983 | 987,062 | 987,062 | 987,062 |
| 253310 | 41300 | NURSING | 387,270 | 381,880 | 381,880 | 381,880 |
| 253610 | 41300 | NURSING | 0 | 139,104 | 139,104 | 139,104 |
| 253910 | 41300 | NURSING | 235,622 | 269,808 | 269,808 | 269,808 |
| 254110 | 41300 | NURSING | 41,408 | 19,287 | 19,287 | 19,287 |
| 254311 | 41300 | NURSING | 35,853 | 47,062 | 47,062 | 47,062 |
| 254711 | 41300 | NURSING | 21,695 | 35,000 | 35,000 | 35,000 |
| 254911 | 41300 | NURSING | 146,950 | 199,608 | 199,608 | 199,608 |
| 255111 | 41300 | NURSING | 72,605 | 82,077 | 82,077 | 82,077 |
| 255211 | 41300 | NURSING | 755,662 | 762,207 | 762,207 | 762,207 |
| 255810 | 41300 | NURSING | 52,964 | 59,022 | 59,022 | 59,022 |
| 2560 | 41400 | ENVIROMENTAL | 2,469,014 | 2,599,832 | 2,599,832 | 2,599,832 |
| 256410 | 41400 | ENVIROMENTAL | 120,792 | 127,582 | 127,582 | 127,582 |
| 2580 | 41500 | PUBLIC HEALTH PREPAREDNESS | 285,922 | 50,402 | 50,402 | 50,402 |
| 258110 | 41500 | PUBLIC HEALTH PREPAREDNESS | 0 | 263,211 | 263,211 | 263,211 |
| TOTAL PUBLIC HEALTH FUND | | | 8,187,968 | 8,697,448 | 8,697,448 | 8,697,448 |

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND 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 | \$ 5,798,875 | \$ 6,257,556 | \$ 6,555,289 | \$ 6,555,289 |
| Supplies | 392,768 | 438,631 | 455,663 | 455,663 |
| Purchased Services | 1,546,376 | 1,567,444 | 1,758,826 | 1,758,826 |
| Fixed Charges | 551,128 | 650,733 | 669,449 | 669,449 |
| Contra Expense | - 554,402 | - 726,396 | - 741,779 | - 741,779 |
| Capital | 18,304 | 0 | 0 | 0 |
| Gross County Cost | \$ 7,753,049 | \$ 8,187,968 | \$ 8,697,448 | \$ 8,697,448 |
| Revenue | 4,928,243 | 4,730,658 | 5,035,975 | 5,035,975 |
| Net County Cost | \$ 2,824,806 | \$ 3,457,310 | \$ 3,661,473 | \$ 3,661,473 |
| Budgeted Positions | 86.43 | 85.83 | 88.20 | 88.20 |

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 | 3.33 | 3.22 | 3.26 |
| Per capita cost (county support) | \$10.89 | \$12.99 | \$13.53 |

HEALTH FUND SUMMARY (CONTINUED) FUND 2500

| DESIRED OUTCOMES | PRELIMINARY PERFORMANCE OBJECTIVE/KEY PERFORMANCE INDICATOR(S) | ACTUAL | ESTIMATED | PROJECTED |
|--|--|--------------|--|-----------|
| Goal 1(Increase Health Capable Citizenry): To improve the health of our diverse communities by assuring individuals, families, and communities gain greater control of factors that influence their health. | | | | |
| Key health indicators move in a positive direction | Healthy People 2020 Leading Health Indicator Summary for 26 indicators is attached. | See attached | 13/44 indicators met; 12/44 not met; 19 undetermined | Ongoing |
| Health disparities will be diminished | More organizational and individual citizen partners participate in assessment and planning. | In process | Ongoing | Ongoing |
| Community health improvement is embraced and achieved on identified factors | More community members will be aware of place-specific differences in health. More consumers will be knowledgeable about food safety issues. | | | |
| Goal 2 (Assure Access & Reduce Disparities): To assure access to needed preventative, appropriate, affordable, continuous, and timely health services. | | | | |
| Increase residents' awareness of key community-based public health services | Design, implement, and evaluate a public health media campaign by end of 2013. | In process | Ongoing | Ongoing |
| Increase access to health department services by reducing barriers | By December 2013, increase efficiencies and reduce errors in birth registry system. By December 2013, reduce one or more key barriers to PHS programs. | | | |
| Goal 3 (Lessen Disease Impacts with Prevention): To lessen adverse public health impacts of disease (through prevention). | | | | |
| Reduce risks for chronic disease and help residents maintain a healthy body weight. | By 2015, increase access and consumption of healthy and affordable foods in high need Weld communities. By 2015, increase access and participation in physical activity among less active adults and children in Weld County. | In process | Ongoing | Ongoing |
| Improve mental health outcomes for residents with, or at risk for, behavioral health problems. | By 2015, promote early identification of mental health needs. By 2015, improve access to quality behavioral health services. | | | |

HEALTH FUND SUMMARY (CONTINUED) FUND 2500

| Goal 4 (Transform Core Public Health Services): To enhance our organization's effectiveness by continually monitoring and improving our performance and evaluating our programs. | | | | |
|---|--|------------|---------|---------|
| Improve internal communications horizontally and vertically | By December 2013, conduct baseline staff survey, adopt policies and procedures for ongoing effective communication mechanisms. | In process | Ongoing | Ongoing |
| Provide more opportunities for professional growth | By December 2012, develop a two-year PD plan with budget. | | | |
| Increase systems of continuous improvement | Increase the use of EHR data for program planning and evaluation purposes. | | | |

NOTE: Goals and objectives based on 2012- 2014 Health Department Strategic Plan. Targets and benchmarks are still in process.

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 Department of Public Health and Environment, including personnel, fiscal management, data and records management, procurement 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 | \$ 606,073 | \$ 636,420 | \$ 651,323 | \$ 651,323 |
| Supplies | 3,321 | 16,950 | 16,950 | 16,950 |
| Purchased Services | 119,001 | 168,182 | 168,175 | 168,175 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Contra Expense | - 529,231 | - 639,552 | - 661,448 | - 661,448 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 199,164 | \$ 182,000 | \$ 175,000 | \$ 175,000 |
| Revenue | 177,021 | 182,000 | 175,000 | 175,000 |
| Net County Cost | \$ 22,143 | \$ 0 | \$ 0 | \$ 0 |
| Budgeted Positions | 8.0 | 8.0 | 8.0 | 8.0 |

SUMMARY OF CHANGES: There is a \$14,903 increase in Personnel Services that is the result of the increased costs of health insurance and an increase in salaries and benefits due to step increases and the proposed 2.0% cost of living adjustments in 2013. No other significant changes in expenditures.

The estimated \$7,000 overall decrease in revenue is in part an expectation of approximately \$3,000 in increased revenue from birth and death certificates in the Vital Statistics division and a decrease of \$10,000 in grant revenue due to the anticipated discontinuation of the ARRA funded pilot program Reimbursement Immunization Opportunity (RIZO) grant in 2013. Administration activities in 2012 moved the Health Department closer to the RIZO goal of helping county governments develop and implement methods of billing third party payors for immunizations obtained by public health services clients. For 2013, the focus of RIZO is shifting toward providing funding to counties to purchase relevant equipment and software, and technical assistance for county governments to contract with insurance companies. Weld County has progressed beyond this point therefore this revenue source is not relevant to Weld County's operations any longer.

HEALTH ADMINISTRATION (CONTINUED) 2500-41100

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended. Board approved the upgrade of an Office Tech III position (Grade 15) to an Accounting Clerk (Grade 17).

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Birth / Death Certificates issued | 16,500 | 17,000 | 17,000 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .296 | .301 | .296 |
| Per capita cost | \$2.13 | \$2.40 | \$2.44 |

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Non-Program Revenue - - 2500-41100

DEPARTMENT DESCRIPTION: Non-program revenues from the State per capita health funds.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Gross County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Revenue | 387,446 | 387,766 | 380,173 | 380,173 |
| Net County Cost | \$ - 387,446 | \$ - 387,766 | \$ - 380,173 | \$ - 380,173 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: Non-program revenue from Local Planning and Support, formerly known as Per Capita, to support essential public health services is projected to decrease by \$7,593, or 1.96%.

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 Diabetes Coalition, the Tobacco Coalition, and Milliken and East Greeley Task Forces 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 | \$ 605,794 | \$ 661,919 | \$ 826,553 | \$ 826,553 |
| Supplies | 20,210 | 52,020 | 46,390 | 46,390 |
| Purchased Services | 217,232 | 270,354 | 466,630 | 466,630 |
| Fixed Charges | 64,062 | 74,798 | 92,210 | 92,210 |
| Contra Expense | 0 | -10,461 | 0 | 0 |
| Gross County Cost | \$ 907,298 | \$ 1,048,630 | \$ 1,413,783 | \$ 1,413,783 |
| Revenue | 407,378 | 457,219 | 725,036 | 725,036 |
| Net County Cost | \$ 499,920 | \$ 591,411 | \$ 706,747 | \$ 706,747 |
| Budget Positions | 10.00 | 9.0 | 11.25 | 11.25 |

SUMMARY OF CHANGES: The Division submitted, with Board approval, a grant application for Tobacco Education and Prevention programming. This grant, if funded, would support the recreation of 2.0 FTE of tobacco education specialists in the Division. The additional FTEs and projected grant revenue to support these positions are incorporated in the budget request. Demand for nutritional counseling continues to grow with the Department's focused work on obesity prevention. The department has requested increasing nutritionist FTE by 0.25 (\$13,095). If approved, the Department would have 0.5 FTE committed to nutritional counseling services. A Health Communications Specialist (Grade 34) is being upgraded to a PH Communications Supervisor (Grade 37) due to the need for an additional supervisor.

HEALTH COMMUNICATION SECTION

(CONTINUED)

2520-41210

SUMMARY OF CHANGES (CONTINUED): In addition funding for the proposed increased costs of health insurance and an increase in salaries and benefits due to step increases and the proposed 2.0% cost of living adjustments in 2013 are included in the recommended budget. Purchased Services increased \$196,276 with additional contract money in the Colorado Health Foundation (CHF) and Tobacco grants. Fixed charges increased of \$17,210 for data processing and the departmental overhead allocation from Administration.

Revenues are up \$267,817 with additional of Tobacco Prevention grant and increase of \$44,868 in Colorado Health Foundation (CHF) funding.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval including the two Tobacco Prevention grant positions and the added 0.25 FTE for the nutritionist. Even with the added cost of the 0.25 FTE for the nutritionist (\$13,095) the department is still within the 2013 target budget amount.

BOARD ACTION: Approved as recommended, including increasing nutritionist FTE by 0.25 and upgrading the Health Communications Specialist (Grade 34) to a PH Communications Supervisor (Grade 37)

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | 2011 | 2012 | 2013 |
| # residents reached by the classes, programs | 164,312 | 165,000 | 166,000 |
| News release exposure | 300,000 | 600,000 | 600,000 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .386 | .338 | .406 |
| Per capita cost (county support) | \$1.92 | \$2.22 | \$2.61 |
| <u>Effectiveness results</u> | | | |
| Reduction in motor vehicle fatalities. | 41 | 48 | 42 |
| Reduction in teen birth rate for | | | |
| 15 - 17 yr. olds -- MCH data | 21.1/1000 | 21/1000 | 20/1000 |
| Number of obese adults -- BRFSS data | 24.6% | 24% | 23.0 |
| Adult Smoking rates - - BRFSS data | 13.0% | 13.0% | 12.0% |

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment Summary.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: DEPARTMENT OF PUBLIC HEALTH AND ENVIRONMENT

BUDGET UNIT TITLE AND NUMBER: Community Health Services - - 2530-41300

DEPARTMENT DESCRIPTION: The division 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 | \$ 2,695,979 | \$ 2,918,140 | \$ 2,941,664 | \$ 2,941,664 |
| Supplies | 199,739 | 189,361 | 205,250 | 205,250 |
| Purchased Services | 749,529 | 613,829 | 547,557 | 547,557 |
| Fixed Charges | 313,923 | 360,280 | 355,167 | 355,167 |
| Gross County Cost | \$ 3,959,170 | \$ 4,081,610 | \$ 4,049,638 | \$ 4,049,638 |
| Revenue | 2,335,246 | 2,171,210 | 2,115,710 | 2,115,710 |
| Net County Cost | \$ 1,623,924 | \$ 1,910,400 | \$ 1,933,928 | \$ 1,933,928 |
| Budgeted Positions | 42.68 | 42.98 | 42.6 | 42.6 |

SUMMARY OF CHANGES: Personnel costs include the increased costs of health insurance and an increase in salaries and benefits due to step increases and the proposed 2.0% cost of living adjustments in 2013. There is a decrease of 0.38 FTE (\$16,633) due to the loss of Youth and Family Connection (YFC) funding. Increased costs of medical supplies are up \$15,889, and more in-line with 2011 actual expenditures. Purchased Services are down \$66,272 due to decreased funding in Colorado Family Planning Initiative grant.

There are modest increases in revenue projected in Family Planning Title X, Komen Funding, United Way Prenatal Outreach, Nurse Home Visitor Program and a new immunization program. These increases in revenues are balanced with lower revenues in the areas of Family Planning Initiative, Youth and Family Connections, and Title V Maternal Child Block Grant. Overall revenues are down \$55,500.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend Approval.

BOARD ACTION: Approved as recommended.

**COMMUNITY HEALTH SERVICES
(CONTINUED)
2500-41300**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| WWC, Komen: 310,* Prenatal Outreach: 986, IZ: 3203, CDP 450, FPP: 2788, NHV: 212, Healthy Baby 238, CFPI: 2060, TB 140, YFC 98, HCP: 2242 | | | |
| Clients served: | 12,727 | 12,000 | 12,800 |
| *Breast and Cervical Cancer Screen Programs have identified 4 cases of Cancer; all survivors. | | | |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | 1.65 | 1.62 | 1.57 |
| Per capita cost (county support) | \$6.26 | \$7.18 | \$7.15 |

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment 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 planning activities. The laboratory's purpose is to process medical and water samples and aid in the evaluation of potential agents of bioterrorism events.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|----------------|---------------------|-------------------|---------------|
| Personnel Services | \$ 1,740,026 | \$ 1,834,515 | \$ 1,908,582 | \$ 1,908,582 |
| Supplies | 162,938 | 167,800 | 172,573 | 172,573 |
| Purchased Services | 437,653 | 471,710 | 527,828 | 527,828 |
| Fixed Charges | 161,611 | 192,164 | 198,762 | 198,762 |
| Contra Expense | - 73,403 | -76,383 | -80,331 | -80,331 |
| Capital | 18,304 | 0 | 0 | 0 |
| Gross County Cost | \$ 2,447,129 | \$ 2,589,806 | \$ 2,727,414 | \$ 2,727,414 |
| Revenue | 1,392,047 | 1,326,895 | 1,427,432 | 1,427,432 |
| Net County Cost | \$ 1,055,082 | \$ 1,262,911 | \$ 1,299,982 | \$ 1,299,982 |
| Budgeted Positions | 23.25 | 23.25 | 23.75 | 23.75 |

SUMMARY OF CHANGES: Personnel Services have increased by \$74,067. Changes from the current year include the addition of an EH Specialist I approved by the Commissioners in May. Additionally, the Wellness 0.50 FTE position is no longer a part of this budget. The budget includes the increased costs of health insurance and an increase in salaries and benefits due to step increases and the proposed 2.0% cost of living adjustments in 2013. The EHS Division's Personnel Services includes Contra Expense of \$80,331, which is a transfer of 50% of the expenses of GSA Director position.

The EHS Division's request for Supplies has increased by 3% or \$4,773. The increase is primarily due to the addition of the oil and gas water sampling program. The Divisions request for Purchased Services increased by \$56,117 or 12%. The increase is due primarily to supplies and a maintenance agreement for the new oil and gas water sampling program (\$23,019), an increase in cost allocation for ACS's services (\$19,316), and increase HHW disposal (\$15,000). The Fixed Charges request has increased by \$6,598 or 3%.

ENVIRONMENTAL HEALTH SERVICES (CONTINUED) 2560-41400

SUMMARY OF CHANGES (con't): Revenue is expected to increase by \$100,537. The increase is primarily due to continued growth of the number of licenses issued in the Food Program (\$12,000), increased activity in ISDS (\$30,000), Land Application (\$7,000) and Laboratory Medical Testing (\$43,570). Overall, Net county cost is up \$37,071.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended. Board changed the Director of Environmental Health's assignment from also being the Director of Planning to being the Director of General Services instead on October 8, 2012. The positions' pay grade went to pay grade 70.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|---|----------------------|-------------------------|-------------------------|
| <u>Work Outputs*</u> | | | |
| Food inspections, activities, complaints | 2,350 | 2,500 | 2,600 |
| Laboratory analyses | 17,674 | 18,100 | 18,500 |
| Household Hazardous Waste Disposed (#'s) | 436,024 | 437,000 | 437,000 |
| Environmental Planning Reviews | 293 | 360 | 375 |
| I.S.D.S. Inspection, activities, complaints | 289 | 315 | 315 |
| Waste Inspections, activities, complaints | 155 | 155 | 175 |
| Biosolids Inspections, activities, complaints | 227 | 227 | 227 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .896 | .873 | .878 |
| Per capita cost (county support) | \$4.07 | \$4.74 | \$4.80 |

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment 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 | \$ 151,003 | \$ 206,562 | \$ 227,167 | \$ 227,167 |
| Supplies | 6,560 | 12,500 | 14,500 | 14,500 |
| Purchased Services | 22,961 | 43,369 | 48,636 | 48,636 |
| Fixed Charges | 11,532 | 23,491 | 23,310 | 23,310 |
| Capital | 48,232 | 0 | 0 | 0 |
| Gross County Cost | \$ 240,288 | \$ 285,922 | \$ 313,613 | \$ 313,613 |
| Revenue | 229,105 | 205,569 | 212,624 | 212,624 |
| Net County Cost | \$ 11,183 | \$ 80,353 | \$ 100,989 | \$ 100,989 |
| Budgeted Positions | 2.5 | 2.6 | 2.6 | 2.6 |

SUMMARY OF CHANGES: The budget includes the increased costs of health insurance and an increase in salaries and benefits due to step increases and the proposed 2.0% cost of living adjustments in 2013 for a total of \$20,605. Supplies have increased by \$2,000 and Purchased Services increased by \$5,267. Fixed Charges from the Administration overhead allocation decreased by \$181. Revenues from grants increased by \$7,056 to offset most of the cost increases other than the proposed insurance and salary cost of living adjustments in 2013.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**PUBLIC HEALTH
PREPAREDNESS
(CONTINUED)
2580-41500**

PERFORMANCE MEASURES

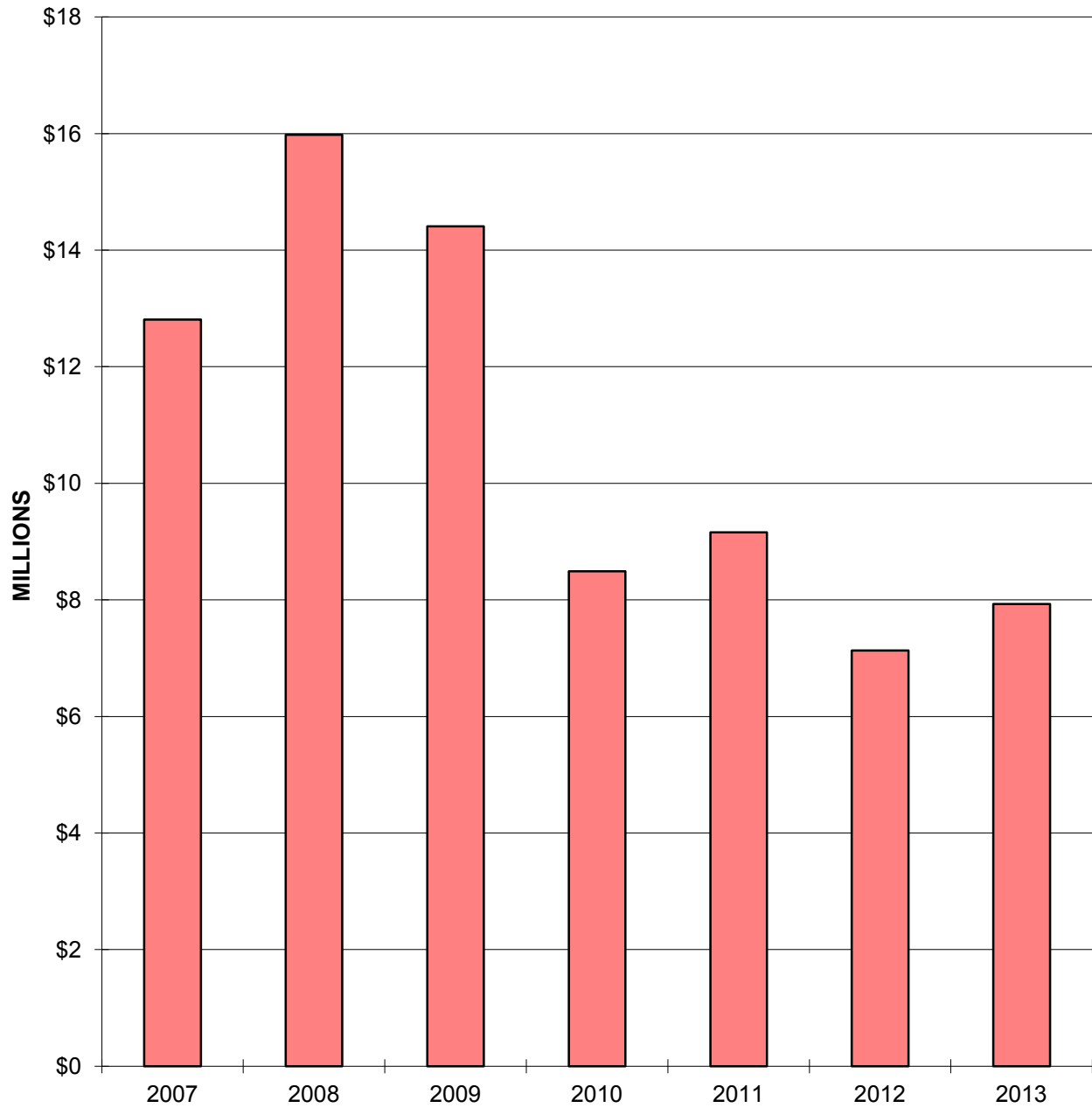
| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|----------------------|-------------------------|-------------------------|
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000 capita | .096 | .094 | .096 |
| Per capita cost (county support) | \$0.04 | \$0.30 | \$0.37 |

GOALS/DESIRED OUTCOMES/KEY PERFORMANCE INDICATORS: See Health goals following Department of Public Health and Environment Summary.



SEVEN YEAR TREND

Human Services



HUMAN SERVICES FUND SUMMARY

The Human Services Fund is funded at \$7,933,047 for 2013, which is up \$799,613 or 11.21 percent, from the previous year, primarily in the area of Jobs programs (\$568,160). Community Services Block Grant is up \$123,082. Area Agency on Aging programs are down slightly by \$2,697. Senior Nutrition is up \$123,419 nearly 30 percent. Other programs are stable with little change.

Being totally reliant upon state and federal funding sources, Human Services continues to operate in an environment of uncertainty. 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 2013 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 \$3,298,500 for 2013. Temporary Assistance to Needy Families (TANF) is funded at \$652,000 primarily for training of TANF clients. In addition, the Job Service contract will be \$895,000 up \$232,520. Funding for this program appears to be returning to pre-ARRA levels, and 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 2013 funding levels:

| | |
|----------------------|--------------|
| Area Agency on Aging | \$ 2,265,467 |
| Senior Nutrition | \$ 581,168 |
| CSBG | \$ 240,912 |

In the above programs, Weld County must continue to be responsive and reactive to federal and state administrative and budget changes in 2013.

**HUMAN SERVICES
SUMMARY OF REVENUES
2013**

| Fund | Org | Acct | Account Title | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|----------------------------------|------------|-------------|----------------------|------------------------|-------------------------|---------------------------|-----------------------|
| INTERGOVERNMENTAL | | | | | | | |
| 2653 | 60000 | 4314 | USDA | 33,250 | 68,182 | 68,182 | 68,182 |
| 2654 | 60000 | 4314 | USDA | 10,450 | 12,500 | 12,500 | 12,500 |
| 2656 | 60000 | 4314 | USDA | 41,668 | 11,631 | 11,631 | 11,631 |
| 2627 | 60000 | 4320 | FEDERAL GRANTS | 40,000 | 40,000 | 40,000 | 40,000 |
| 2636 | 60000 | 4320 | FEDERAL GRANTS | 402,418 | 1,008,000 | 1,008,000 | 1,008,000 |
| 2637 | 60000 | 4320 | FEDERAL GRANTS | 573,330 | 450,500 | 450,500 | 450,500 |
| 2640 | 60000 | 4320 | FEDERAL GRANTS | 25,000 | 26,000 | 26,000 | 26,000 |
| 2643 | 60000 | 4320 | FEDERAL GRANTS | 465,742 | 490,000 | 490,000 | 490,000 |
| 2651 | 60000 | 4320 | FEDERAL GRANTS | 67,460 | 89,716 | 89,716 | 89,716 |
| 2652 | 60000 | 4320 | FEDERAL GRANTS | 274,078 | 308,975 | 308,975 | 308,975 |
| 2653 | 60000 | 4320 | FEDERAL GRANTS | 279,499 | 309,635 | 309,635 | 309,635 |
| 2654 | 60000 | 4320 | FEDERAL GRANTS | 23,550 | 28,500 | 28,500 | 28,500 |
| 2655 | 60000 | 4320 | FEDERAL GRANTS | 13,182 | 12,954 | 12,954 | 12,954 |
| 2657 | 60000 | 4320 | FEDERAL GRANTS | 2,038 | 2,065 | 2,065 | 2,065 |
| 2658 | 60000 | 4320 | FEDERAL GRANTS | 7,098 | 7,256 | 7,256 | 7,256 |
| 2673 | 60000 | 4320 | FEDERAL GRANTS | 81,884 | 100,132 | 100,132 | 100,132 |
| 262695 | 60000 | 4320 | FEDERAL GRANTS | 662,480 | 895,000 | 895,000 | 895,000 |
| 263907 | 60000 | 4320 | FEDERAL GRANTS | 41,972 | 25,000 | 25,000 | 25,000 |
| 265995 | 60000 | 4320 | FEDERAL GRANTS | 1,310,898 | 1,261,200 | 1,261,200 | 1,261,200 |
| 267895 | 60000 | 4320 | FEDERAL GRANTS | 117,830 | 240,912 | 240,912 | 240,912 |
| 2632 | 60000 | 4340 | GRANTS | 717,256 | 652,000 | 652,000 | 652,000 |
| 2635 | 60000 | 4340 | GRANTS | 160,165 | 155,000 | 155,000 | 155,000 |
| 2646 | 60000 | 4340 | GRANTS | 275,421 | 200,000 | 200,000 | 200,000 |
| 2648 | 60000 | 4340 | GRANTS | 238,556 | 182,000 | 182,000 | 182,000 |
| 2666 | 60000 | 4340 | GRANTS | 7,500 | 5,000 | 5,000 | 5,000 |
| 2667 | 60000 | 4340 | GRANTS | 12,000 | 12,000 | 12,000 | 12,000 |
| 2671 | 60000 | 4340 | GRANTS | 416,358 | 454,538 | 454,538 | 454,538 |
| 262995 | 60000 | 4340 | GRANTS | 280,000 | 293,000 | 293,000 | 293,000 |
| 2561 | 60000 | 711000 | TRANSFERS | 12,351 | 12,351 | 12,351 | 12,351 |
| TOTAL INTERGOVERNMENTAL | | | | 6,593,434 | 7,354,047 | 7,354,047 | 7,354,047 |
| CHARGE FOR SERVICES | | | | | | | |
| 2645 | 60000 | 4410 | CHARGE FOR SERVICES | 325,000 | 383,000 | 383,000 | 383,000 |
| 2646 | 60000 | 4410 | CHARGE FOR SERVICES | 70,000 | 46,000 | 46,000 | 46,000 |
| TOTAL CHARGE FOR SERVICES | | | | 395,000 | 429,000 | 429,000 | 429,000 |
| MISCELLANEOUS | | | | | | | |
| 2653 | 60000 | 4690 | DONATIONS | 145,000 | 150,000 | 150,000 | 150,000 |
| TOTAL HUMAN SERVICES | | | | 7,133,434 | 7,933,047 | 7,933,047 | 7,933,047 |

**HUMAN SERVICES
SUMMARY OF EXPENDITURES
2013**

| Fund | Org | Expenditure Function | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-----------------------------|------------|-----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2627 | 60000 | HUMAN SERVICES | 40,000 | 40,000 | 40,000 | 40,000 |
| 2632 | 60000 | HUMAN SERVICES | 717,256 | 652,000 | 652,000 | 652,000 |
| 2635 | 60000 | HUMAN SERVICES | 160,165 | 155,000 | 155,000 | 155,000 |
| 2636 | 60000 | HUMAN SERVICES | 402,418 | 1,008,000 | 1,008,000 | 1,008,000 |
| 2640 | 60000 | HUMAN SERVICES | 25,000 | 26,000 | 26,000 | 26,000 |
| 2643 | 60000 | HUMAN SERVICES | 465,742 | 490,000 | 490,000 | 490,000 |
| 2645 | 60000 | HUMAN SERVICES | 325,000 | 383,000 | 383,000 | 383,000 |
| 2646 | 60000 | HUMAN SERVICES | 345,421 | 246,000 | 246,000 | 246,000 |
| 2648 | 60000 | HUMAN SERVICES | 238,556 | 182,000 | 182,000 | 182,000 |
| 2651 | 60000 | HUMAN SERVICES | 67,460 | 89,716 | 89,716 | 89,716 |
| 2652 | 60000 | HUMAN SERVICES | 274,078 | 308,975 | 308,975 | 308,975 |
| 2653 | 60000 | HUMAN SERVICES | 470,100 | 540,168 | 540,168 | 540,168 |
| 2654 | 60000 | HUMAN SERVICES | 34,000 | 41,000 | 41,000 | 41,000 |
| 2655 | 60000 | HUMAN SERVICES | 13,182 | 12,954 | 12,954 | 12,954 |
| 2656 | 60000 | HUMAN SERVICES | 41,668 | 11,631 | 11,631 | 11,631 |
| 2657 | 60000 | HUMAN SERVICES | 2,038 | 2,065 | 2,065 | 2,065 |
| 2658 | 60000 | HUMAN SERVICES | 7,098 | 7,256 | 7,256 | 7,256 |
| 2666 | 60000 | HUMAN SERVICES | 7,500 | 5,000 | 5,000 | 5,000 |
| 2667 | 60000 | HUMAN SERVICES | 12,000 | 12,000 | 12,000 | 12,000 |
| 2667 | 60000 | HUMAN SERVICES | 573,330 | 450,500 | 450,500 | 450,500 |
| 2671 | 60000 | HUMAN SERVICES | 416,358 | 454,538 | 454,538 | 454,538 |
| 2673 | 60000 | HUMAN SERVICES | 81,884 | 100,132 | 100,132 | 100,132 |
| 262695 | 60000 | HUMAN SERVICES | 662,480 | 895,000 | 895,000 | 895,000 |
| 262995 | 60000 | HUMAN SERVICES | 280,000 | 293,000 | 293,000 | 293,000 |
| 263907 | 60000 | HUMAN SERVICES | 41,972 | 25,000 | 25,000 | 25,000 |
| 265995 | 60000 | HUMAN SERVICES | 1,310,898 | 1,261,200 | 1,261,200 | 1,261,200 |
| 267895 | 60000 | HUMAN SERVICES | 117,830 | 240,912 | 240,912 | 240,912 |
| TOTAL HUMAN SERVICES | | | 7,133,434 | 7,933,047 | 7,933,047 | 7,933,047 |

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Summary – All Budget Units in Human Services Fund

DEPARTMENT DESCRIPTION: See Individual Units.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 4,460,165 | \$ 4,170,819 | \$ 4,835,655 | \$ 4,835,655 |
| Supplies | 247,294 | 251,322 | 167,412 | 167,412 |
| Purchased Services | 2,733,194 | 2,694,293 | 2,912,980 | 2,912,980 |
| Fixed Charges | 14,528 | 17,000 | 17,000 | 17,000 |
| Gross County Cost | \$ 7,455,181 | \$ 7,133,434 | \$ 7,933,047 | \$ 7,933,047 |
| Revenue | 7,562,517 | 7,121,083 | 7,920,696 | 7,920,696 |
| Net County Cost | \$ -107,336 | \$ 12,351 | \$ 12,351 | \$ 12,351 |
| Budget Positions | -- | -- | -- | -- |

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 | \$ 951,449 | \$ 500,000 | \$ 770,000 | \$ 770,000 |
| Supplies | 70,500 | 62,480 | 5,000 | 5,000 |
| Purchased Services | 229,723 | 100,000 | 120,000 | 120,000 |
| Gross County Cost | \$ 1,251,672 | \$ 662,480 | \$ 895,000 | \$ 895,000 |
| Revenue | 1,251,672 | 662,480 | 895,000 | 895,000 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: Funding for this program appears to be returning to pre-ARRA levels, and should remain fairly constant, depending on budget control measures enacted at the Federal level.

FINANCE/ADMINISTRATION RECOMMENDATION:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Clients served | 26,000 | 26,000 | 23,000 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$2.49 | \$3.31 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Job placements | 57% | 57% | 43% |

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 | \$ 34,583 | \$ 39,000 | \$ 31,000 | \$ 31,000 |
| Supplies | 0 | 1,000 | 0 | 0 |
| Purchased Services | 5,463 | 0 | 9,000 | 9,000 |
| Gross County Cost | \$ 40,046 | \$ 40,000 | \$ 40,000 | \$ 40,000 |
| Revenue | 40,046 | 40,000 | 40,000 | 40,000 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Clients served | 4,000 | 4,000 | 2,600 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$0.15 | \$0.15 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Clients placed in employment | 2,000 | 2,000 | 1,300 |

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.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 141,078 | \$ 135,000 | \$ 205,000 | \$ 205,000 |
| Supplies | 5,248 | 10,000 | 3,000 | 3,000 |
| Purchased Services | 94,417 | 135,000 | 85,000 | 85,000 |
| Gross County Cost | \$ 240,743 | \$ 280,000 | \$ 293,000 | \$ 293,000 |
| Revenue | 240,743 | 280,000 | 293,000 | 293,000 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

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 | 3,900 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$1.05 | \$1.08 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Clients placed in employment | 1,900 | 1,900 | 1,900 |

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.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 375,478 | \$ 463,881 | \$ 380,000 | \$ 380,000 |
| Supplies | 5,875 | 10,000 | 2,000 | 2,000 |
| Purchased Services | 233,404 | 243,375 | 270,000 | 270,000 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 614,757 | \$ 717,256 | \$ 652,000 | \$ 652,000 |
| Revenue | 591,785 | 717,256 | 652,000 | 652,000 |
| Net County Cost | \$ 22,972 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

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 | 330 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | - | \$2.70 | \$2.41 |
| <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 | \$ 111,978 | \$ 144,165 | \$ 135,000 | \$ 135,000 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 18,514 | 16,000 | 20,000 | 20,000 |
| Gross County Cost | \$ 130,492 | \$ 160,165 | \$ 155,000 | \$ 155,000 |
| Revenue | 130,492 | 160,165 | 155,000 | 155,000 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$0.60 | \$0.57 |

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 | \$ 173,899 | \$ 130,000 | \$ 255,000 | \$ 255,000 |
| Supplies | 1,427 | 2,000 | 3,000 | 3,000 |
| Purchased Services | 381,906 | 270,418 | 750,000 | 750,000 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 557,232 | \$ 402,418 | \$ 1,008,000 | \$ 1,008,000 |
| Revenue | 557,232 | 402,418 | 1,008,000 | 1,008,000 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Clients served | 176 | 176 | 278 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$1.51 | \$3.73 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Entered employment rate | 76% | 76% | 60% |

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 | \$ 483,865 | \$ 313,330 | \$ 382,000 | \$ 382,000 |
| Supplies | 3,801 | 2,000 | 1,500 | 1,500 |
| Purchased Services | 216,862 | 256,000 | 67,000 | 67,000 |
| Fixed Charges | 753 | 2,000 | 0 | 0 |
| Gross County Cost | \$ 705,281 | \$ 573,330 | \$ 450,500 | \$ 450,500 |
| Revenue | 705,281 | 573,330 | 450,500 | 450,500 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|---|---------------|------------------|------------------|
| Work Outputs | | | |
| Youth served | 269 | 269 | 270 |
| Efficiency Measures | | | |
| Per capita cost | - | \$2.15 | \$1.66 |
| Effectiveness Measures (desired results) | | | |
| Entered Employment rate (Older Youth) | 60% | 60% | 66% |
| Skill Attainment rate (Younger Youth) | 58% | 58% | 67% |

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 | \$ 31,309 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| Supplies | 1,777 | 5,000 | 0 | 0 |
| Purchased Services | 26,254 | 11,972 | 0 | 0 |
| Gross County Cost | \$ 59,340 | \$ 41,972 | \$ 25,000 | \$ 25,000 |
| Revenue | 59,340 | 41,972 | 25,000 | 25,000 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: This funding may not be made available to local workforce centers for the 2012-13 State Fiscal Year.

FINANCE/ADMINISTRATION RECOMMENDATION:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$0.16 | \$0.09 |

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 | \$ 7,650 | \$ 4,000 | \$ 18,000 | \$ 18,000 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 20,189 | 21,000 | 8,000 | 8,000 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 27,839 | \$ 25,000 | \$ 26,000 | \$ 26,000 |
| Revenue | 25,654 | 25,000 | 26,000 | 26,000 |
| Net County Cost | \$ 2,185 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: This funding may not be made available to local workforce centers for the 2012-13 State Fiscal Year.

FINANCE/ADMINISTRATION RECOMMENDATION:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$0.09 | \$0.10 |

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 | \$ 161,870 | \$ 121,682 | \$ 207,000 | \$ 207,000 |
| Supplies | 1,258 | 1,000 | 3,000 | 3,000 |
| Purchased Services | 311,357 | 343,060 | 280,000 | 280,000 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 474,485 | \$ 465,742 | \$ 490,000 | \$ 490,000 |
| Revenue | 474,485 | 465,742 | 490,000 | 490,000 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Clients served | 120 | 160 | 161 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$1.50 | \$1.81 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Entered employment rate | 91% | 86% | 83% |

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 | \$ 163,432 | \$ 245,000 | \$ 300,000 | \$ 300,000 |
| Supplies | 32,706 | 50,000 | 32,000 | 32,000 |
| Purchased Services | 50,359 | 30,000 | 51,000 | 51,000 |
| Gross County Cost | \$ 246,497 | \$ 325,000 | \$ 383,000 | \$ 383,000 |
| Revenue | 296,290 | 325,000 | 383,000 | 383,000 |
| Net County Cost | \$ - 49,793 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

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 | 1,350 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$1.22 | \$1.42 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| GED's obtained | 120 | 120 | 120 |

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: AmeriCorps Program - - 60000-2646

DEPARTMENT DESCRIPTION: Youth Corp program.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 263,557 | \$ 250,000 | \$ 175,000 | \$ 175,000 |
| Supplies | 22,276 | 16,000 | 19,000 | 19,000 |
| Purchased Services | 43,432 | 64,421 | 35,000 | 35,000 |
| Fixed Charges | 10,695 | 15,000 | 17,000 | 17,000 |
| Gross County Cost | \$ 339,960 | \$ 345,421 | \$ 246,000 | \$ 246,000 |
| Revenue | 330,900 | 345,421 | 246,000 | 246,000 |
| Net County Cost | \$ 9,060 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Participants in program | 15 | 15 | 47 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$1.30 | \$0.91 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Clients completing program | 40 | 40 | 40 |

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 | \$ 89,664 | \$ 108,556 | \$ 115,000 | \$ 115,000 |
| Supplies | 10,415 | 15,000 | 7,000 | 7,000 |
| Purchased Services | 91,241 | 115,000 | 60,000 | 60,000 |
| Fixed Charges | 600 | 0 | 0 | 0 |
| Gross County Cost | \$ 191,920 | \$ 238,556 | \$ 182,000 | \$ 182,000 |
| Revenue | 174,191 | 238,556 | 182,000 | 182,000 |
| Net County Cost | \$ 17,729 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Participants | 24 | 30 | 24 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$0.90 | \$0.67 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Participants completing program | 19 | 25 | 19 |

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 | \$ 39,041 | \$ 60,460 | \$ 82,716 | \$ 82,716 |
| Supplies | 408 | 0 | 0 | 0 |
| Purchased Services | 10,580 | 7,000 | 7,000 | 7,000 |
| Gross County Cost | \$ 50,029 | \$ 67,460 | \$ 89,716 | \$ 89,716 |
| Revenue | 61,983 | 67,460 | 89,716 | 89,716 |
| Net County Cost | \$ - 11,954 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

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) | - | \$0.25 | \$0.33 |

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 | \$ 111,302 | \$ 89,752 | \$ 130,000 | \$ 130,000 |
| Supplies | 38 | 0 | 0 | 0 |
| Purchased Services | 155,322 | 184,326 | 178,975 | 178,975 |
| Gross County Cost | \$ 266,662 | \$ 274,078 | \$ 308,975 | \$ 308,975 |
| Revenue | 267,944 | 274,078 | 308,975 | 308,975 |
| Net County Cost | \$ - 1,282 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

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 | 300 | 800 | 800 |
| Adult day care | 2,520 | 2,083 | 1,785 |
| Peer Counseling | 859 | 1,675 | 1,675 |
| Legal consultation/representation | 900 | 850 | 500 |
| Homemaker and personal care | 1,290 | 1,107 | 1,657 |
| Ombudsman Services | 1,600 | 1,600 | 1,600 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$0.99 | \$1.14 |
| <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 21 nutrition sites around the county.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 67,685 | \$ 60,000 | \$ 120,000 | \$ 120,000 |
| Supplies | 7,223 | 7,000 | 9,000 | 9,000 |
| Purchased Services | 348,493 | 403,100 | 411,168 | 411,168 |
| Fixed Charges | 2,480 | 0 | 0 | 0 |
| Gross County Cost | \$ 425,881 | \$ 470,100 | \$ 540,168 | \$ 540,168 |
| Revenue | 468,032 | 457,749 | 527,817 | 527,817 |
| Net County Cost | \$ - 42,151 | \$ 12,351 | \$ 12,351 | \$ 12,351 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Meals served | 52,000 | 48,476 | 50,000 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$1.77 | \$2.00 |

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 | 30,999 | 34,000 | 41,000 | 41,000 |
| Gross County Cost | \$ 30,999 | \$ 34,000 | \$ 41,000 | \$ 41,000 |
| Revenue | 34,929 | 34,000 | 41,000 | 41,000 |
| Net County Cost | \$ - 3,930 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Meals Served | 5,111 | 7,750 | 10,250 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$0.13 | \$0.15 |
| <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 | \$ 13,244 | \$ 12,182 | \$ 10,954 | \$ 10,954 |
| Supplies | 814 | 0 | 0 | 0 |
| Purchased Services | 4,571 | 1,000 | 2,000 | 2,000 |
| Gross County Cost | \$ 18,629 | \$ 13,182 | \$ 12,954 | \$ 12,954 |
| Revenue | 18,629 | 13,182 | 12,954 | 12,954 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Clients served | 300 | 300 | 100 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | \$0.05 | \$0.05 | \$0.05 |
| <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 (ARCH) 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 | \$ 27,645 | \$ 35,468 | \$ 8,329 | \$ 8,329 |
| Supplies | 0 | 6,200 | 0 | 0 |
| Purchased Services | 5,706 | 0 | 3,302 | 3,302 |
| Gross County Cost | \$ 33,351 | \$ 41,668 | \$ 11,631 | \$ 11,631 |
| Revenue | 33,351 | 41,668 | 11,631 | 11,631 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Efficiency Measures</u> | | | |
| Per capita cost | N/A | \$0.16 | \$0.04 |
| <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 | \$ 2,903 | \$ 1,838 | \$ 1,700 | \$ 1,700 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 346 | 200 | 365 | 365 |
| Gross County Cost | \$ 3,249 | \$ 2,038 | \$ 2,065 | \$ 2,065 |
| Revenue | 2,979 | 2,038 | 2,065 | 2,065 |
| Net County Cost | \$ 270 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Educated CNA, staff, NH residents/families | 200 | 200 | 200 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$0.01 | \$0.01 |
| <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 | \$ 12,248 | \$ 5,698 | \$ 6,056 | \$ 6,056 |
| Supplies | 0 | 0 | 0 | 0 |
| Purchased Services | 1,436 | 1,400 | 1,200 | 1,200 |
| Gross County Cost | \$ 13,684 | \$ 7,098 | \$ 7,256 | \$ 7,256 |
| Revenue | 13,684 | 7,098 | 7,256 | 7,256 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Complaints investigated | 150 | 150 | 150 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$0.03 | \$0.03 |
| <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 | \$ 955,007 | \$ 1,185,682 | \$ 1,138,900 | \$ 1,138,900 |
| Supplies | 2,880 | 4,777 | 0 | 0 |
| Purchased Services | 121,488 | 120,439 | 122,300 | 122,300 |
| Gross County Cost | \$ 1,079,375 | \$ 1,310,898 | \$ 1,261,200 | \$ 1,261,200 |
| Revenue | 1,079,375 | 1,310,898 | 1,261,200 | 1,261,200 |
| Net County Cost | \$ 0 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: During Calendar Year 2012, the Department has been approved to add supervisory and case manager positions, which will enable us to better serve this population and maintain a well-trained, well-supervised staff.

FINANCE/ADMINISTRATION RECOMMENDATION:

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Clients served | 1,000 | 1,000 | 1,300 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$4.93 | \$4.66 |
| <u>Effectiveness Measures (desired results)</u> | | | |
| Divert Medicaid Eligible clients from Institutional care to cost effective home care | 1,000 | 1,000 | 1,300 |

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: HUMAN SERVICES FUND

BUDGET UNIT TITLE AND NUMBER: Area Agency on Aging (NCCMC) - - 60000-2666

DEPARTMENT DESCRIPTION: This area includes minor sources of funding that supplement the aging programs.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|--------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 0 | \$ 0 | \$ 5,000 | \$ 5,000 |
| Supplies | 3,638 | 6,500 | 0 | 0 |
| Purchased Services | 660 | 1,000 | 0 | 0 |
| Gross County Cost | \$ 4,298 | \$ 7,500 | \$ 5,000 | \$ 5,000 |
| Revenue | 7,500 | 7,500 | 5,000 | 5,000 |
| Net County Cost | \$ - 3,202 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: This is a year-to-year grant. The Department anticipates applying for the grant for 2013 in the amount of \$5,000.

FINANCE/ADMINISTRATION RECOMMENDATION:

BOARD ACTION: Approved as recommended..

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|---------------|------------------|------------------|
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$0.03 | \$0.02 |
| <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 | \$ 11,212 | \$ 0 | \$ 12,000 | \$ 12,000 |
| Supplies | 200 | 0 | 0 | 0 |
| Purchased Services | 1,254 | 12,000 | 0 | 0 |
| Gross County Cost | \$ 12,666 | \$ 12,000 | \$ 12,000 | \$ 12,000 |
| Revenue | 12,000 | 12,000 | 12,000 | 12,000 |
| Net County Cost | \$ 666 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

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 | - | \$0.05 | \$0.04 |
| <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. 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 | \$ 107,348 | \$ 137,241 | \$ 105,000 | \$ 105,000 |
| Supplies | 44,655 | 52,365 | 27,000 | 27,000 |
| Purchased Services | 290,313 | 226,752 | 322,538 | 322,538 |
| Gross County Cost | \$ 442,316 | \$ 416,358 | \$ 454,538 | \$ 454,538 |
| Revenue | 437,456 | 416,358 | 454,538 | 454,538 |
| Net County Cost | \$ 4,860 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

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 | 100 | 100 | 120 |
| Meals served | 11,400 | 14,636 | 14,611 |
| Other clients served | N/A | 8,865 | 8,709 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$1.56 | \$1.68 |

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 | \$ 46,307 | \$ 22,884 | \$ 32,000 | \$ 32,000 |
| Supplies | 95 | 0 | 0 | 0 |
| Purchased Services | 38,905 | 59,000 | 68,132 | 68,132 |
| Gross County Cost | \$ 85,307 | \$ 81,884 | \$ 100,132 | \$ 100,132 |
| Revenue | 97,590 | 81,884 | 100,132 | 100,132 |
| Net County Cost | \$ -12,283 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

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 | 1,900 | 1,800 | 1,370 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$0.31 | \$0.37 |
| <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 | \$ 76,411 | \$ 80,000 | \$ 185,000 | \$ 185,000 |
| Purchased Services | 32,060 | 37,830 | 55,912 | 55,912 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 108,471 | \$ 117,830 | \$ 240,912 | \$ 240,912 |
| Revenue | 148,954 | 117,830 | 240,912 | 240,912 |
| Net County Cost | \$ - 40,483 | \$ 0 | \$ 0 | \$ 0 |
| Budget Positions | -- | -- | -- | -- |

SUMMARY OF CHANGES: No significant changes are anticipated in this program for 2013. 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:

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 | 2,330 | 2,330 | 2,000 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost | - | \$0.44 | \$0.89 |
| <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 \$12,000,000 with property tax. A beginning fund balance of \$28,000,000 is anticipated. An ending fund balance of \$40,000,000 is projected, assuming no contingency funds are needed in 2013. 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 \$730,000. There is an anticipated beginning fund balance of \$700,000. The Department of Public Health and Environment costs will be \$373,127 for the Household Hazardous Waste Program; \$134,782 is funded for solid waste inspections and monitoring by the Health Department; \$40,000 for community cleanups; and \$97,091 to fund the roadside trash pickup program with Useful Public Service clients. \$85,000 is funded by a transfer to the Sheriff's Office to support code enforcement for illegal dumping.

CONSERVATION TRUST FUND:

The Conservation Trust Fund is budgeted at \$406,647 based upon the anticipated operating costs for 2013. The budget reflects funding of Island Grove Park only.

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
2013**

| Fund | Org | Acct | Account Title | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------|------------|-------------|--------------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | | LOTTERY | | | | |
| 2200 | 73700 | 4332 | LOTTERY | 382,500 | 376,000 | 376,000 | 376,000 |
| | | | MISCELLANEOUS | | | | |
| 2200 | 73700 | 4610 | EARNINGS ON INVESTMENTS | 4,500 | 3,500 | 3,500 | 3,500 |
| | | | TOTAL CONSERVATION TRUST FUND | 387,000 | 379,500 | 379,500 | 379,500 |

**CONSERVATION TRUST
SUMMARY OF EXPENDITURES
2013**

| Fund | Org | Expenditure Function | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------|------------|---------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2200 | 73700 | CONSERVATION TRUST | 387,000 | 406,647 | 406,647 | 406,647 |
| | | TOTAL CONSERVATION TRUST | 387,000 | 406,647 | 406,647 | 406,647 |

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 | 362,707 | 379,484 | 406,647 | 406,647 |
| Fixed Charges | 0 | 0 | 0 | 0 |
| Capital | 0 | 7,516 | 0 | 0 |
| Gross County Cost | \$ 362,707 | \$ 387,000 | \$ 406,647 | \$ 406,647 |
| Revenue/Fund Balance | 379,543 | 387,000 | 406,647 | 406,647 |
| Net County Cost | \$ - 16,836 | \$ 0 | \$ 0 | \$ 0 |

SUMMARY OF CHANGES: Revenue from the Colorado Lottery is being projected at \$376,000 and \$3,500 from interest earnings. For 2013, the budget for the county buildings at Island Grove Park is proposed at \$509,147. This represents an increase from the 2012 budget of \$10,265 or 2.06 percent. Revenue from rents and facility use fees for 2013 is estimated at \$102,500 which is a decrease of \$10,000 from 2012. The county payment for 2013 is proposed at \$406,647 which is an increase of \$30,278 from the 2012 payment of \$379,484, an increase of 8.04 percent. The increase in the 2013 county payment reflects not only the increase in the 2013 budget but also the increase in salaries granted in 2012 after the county payment had been established of \$10,013. When the full cost of 2012 is compared to 2013 the increase is \$20,265 or 5.3%. 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 | 1997 | \$ 356,262 |
| 1984 | 195,304 | 1998 | 373,962 |
| 1985 | 151,033 | 1999 | 286,971 |
| 1986 | 138,069 | 2001 | 358,802 |
| 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 |

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.

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Island Grove Park Visitors | 420,000 | 420,000 | 420,000 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | \$1.40 | \$1.45 | \$1.50 |
| Cost Per Visitor | \$0.86 | \$0.92 | \$0.97 |

**CONTINGENCY
SUMMARY OF REVENUES
2013**

| Fund | Org | Acct | Account Title | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------|------------|-------------|-------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | | TAXES | | | | |
| 2300 | 90300 | 4112 | CURRENT PROPERTY TAXES | 8,000,000 | 12,000,000 | 12,000,000 | 12,000,000 |
| | | | TOTAL CONTINGENCY FUND | 8,000,000 | 12,000,000 | 12,000,000 | 12,000,000 |

**CONTINGENCY
SUMMARY OF EXPENDITURES
2013**

| Fund | Org | Expenditure Function | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------|------------|-----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2300 | 90300 | CONTINGENT | 8,000,000 | 12,000,000 | 12,000,000 | 12,000,000 |
| | | TOTAL CONTINGENCY | 8,000,000 | 12,000,000 | 12,000,000 | 12,000,000 |

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 | 7,900,000 | 8,000,000 | 12,000,000 | 12,000,000 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 7,900,000 | \$ 8,000,000 | \$ 12,000,000 | \$ 12,000,000 |
| Revenue/Fund Bal. | 6,905,811 | 8,000,000 | 12,000,000 | 12,000,000 |
| Net County Cost | \$ 994,189 | \$ 0 | \$ 0 | \$ 0 |

SUMMARY OF CHANGES: The Contingency Fund is funded at the level of \$12,000,000 with property tax. A beginning fund balance of \$28,000,000 is anticipated. An ending fund balance of \$40,000,000 is projected, assuming no contingency funds are needed in 2013. The fund balance will serve as a stabilization reserve for fluctuating revenues due to Weld County's heavy dependency on oil and gas assessed values that can fluctuate dramatically from year to year due to production levels and price changes. Besides serving as a general contingency reserve, the fund is available to mitigate impacts from the oil and gas industry, such as unanticipated road and bridge heavy hauling impacts.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended.

**EMERGENCY RESERVE FUND
SUMMARY OF REVENUES
2013**

| Fund | Org | Acct | Account Title | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------|------------|-------------|-------------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | | TAXES | | | | |
| 2400 | 53100 | 4112 | CURRENT PROPERTY TAXES | 0 | 0 | 0 | 0 |
| | | | TOTAL EMERGENCY RESERVE FUND | 0 | 0 | 0 | 0 |

**EMERGENCY RESERVE
SUMMARY OF EXPENDITURES
2013**

| Fund | Org | Expenditure Function | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------|------------|--------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2400 | 53100 | EMERGENCY RESERVE | 6,000,000 | 0 | 0 | 0 |
| | | TOTAL EMERGENCY RESERVE | 6,000,000 | 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 | 6,000,000 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 0 | \$ 6,000,000 | \$ 0 | \$ 0 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 0 | \$ 6,000,000 | \$ 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 FUND
SUMMARY OF REVENUES
2013**

| Fund | Org | Acct | Account Title | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------|------------|-------------|-------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | | CHARGE FOR SERVICES | | | | |
| 2700 | 90200 | 4410 | CHARGE FOR SERVICES | 685,000 | 730,000 | 730,000 | 730,000 |
| | | | TOTAL SOLID WASTE FUND | 685,000 | 730,000 | 730,000 | 730,000 |

**SOLID WASTE FUND
SUMMARY OF EXPENDITURES
2013**

| Fund | Org | Expenditure Function | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------------------------|------------|-----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 2700 | 21240 | TRANSFER | 85,000 | 85,000 | 85,000 | 85,000 |
| 2700 | 90200 | SOLID WASTE | 92,091 | 137,091 | 137,091 | 137,091 |
| 2700 | 90200 | TRANSFER | 507,909 | 507,909 | 507,909 | 507,909 |
| TOTAL SOLID WASTE FUND | | | 685,000 | 730,000 | 730,000 | 730,000 |

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 | 800 | 800 | 800 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (county support) | \$0.33 | \$0.32 | \$0.31 |

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 | 99,708 | 600,000 | 645,000 | 645,000 |
| Fixed Charges | 507,909 | 0 | 0 | 0 |
| Capital | 0 | 0 | 0 | 0 |
| Gross County Cost | \$ 607,617 | \$ 600,000 | \$ 645,000 | \$ 645,000 |
| Revenue | 836,566 | 685,000 | 730,000 | 730,000 |
| Net County Cost | \$ - 228,949 | \$ - 85,000 | \$ - 85,000 | \$ - 85,000 |

SUMMARY OF CHANGES: Due to the annexation of the Erie Laidlaw Landfill, the revenue from that site (over \$700,000 annually), has not been received since 2007. Therefore, the revenue estimate is \$730,000. The Department of Public Health and Environment costs for the Household Hazardous Waste program will be \$373,127. \$40,000 is budgeted for community clean-ups, and \$97,091 to fund the roadside trash pick-up program with Useful Public Service clients. \$134,782 is funded for solid waste inspections and monitoring by the Health Department. 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.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. There are no undesignated funds in the 2013 budget to mitigate impacts of landfills, such as road access, cleanups, and transfer stations. A \$700,000 fund balance also exists for the same needs, if required.

As indicated above, revenues have been held conservative. Due to the annexation of the second Erie landfill, the County has lost the revenue from that site. Erie will pay approximately \$13,000 for Health Department inspections of the landfill in Erie and for costs to offset the receiving of household hazardous wastes from Erie residents. Revenue in 2010 was increased on a one-time basis due to an EPA clean-up near the Wyoming border hauling materials to the Ault landfill. Revenues from the one-time EPA clean-up were close to \$450,000. In 2011 and 2012 revenues are up some due to special waste from oil and gas activity that cannot be counting on for 2013, according to the landfill operators. In 2013, the revenue will return to a more normal level of \$730,000.

**SOLID WASTE FUND
(CONTINUED)
2700-90200**

BOARD ACTION: Approved as recommended.

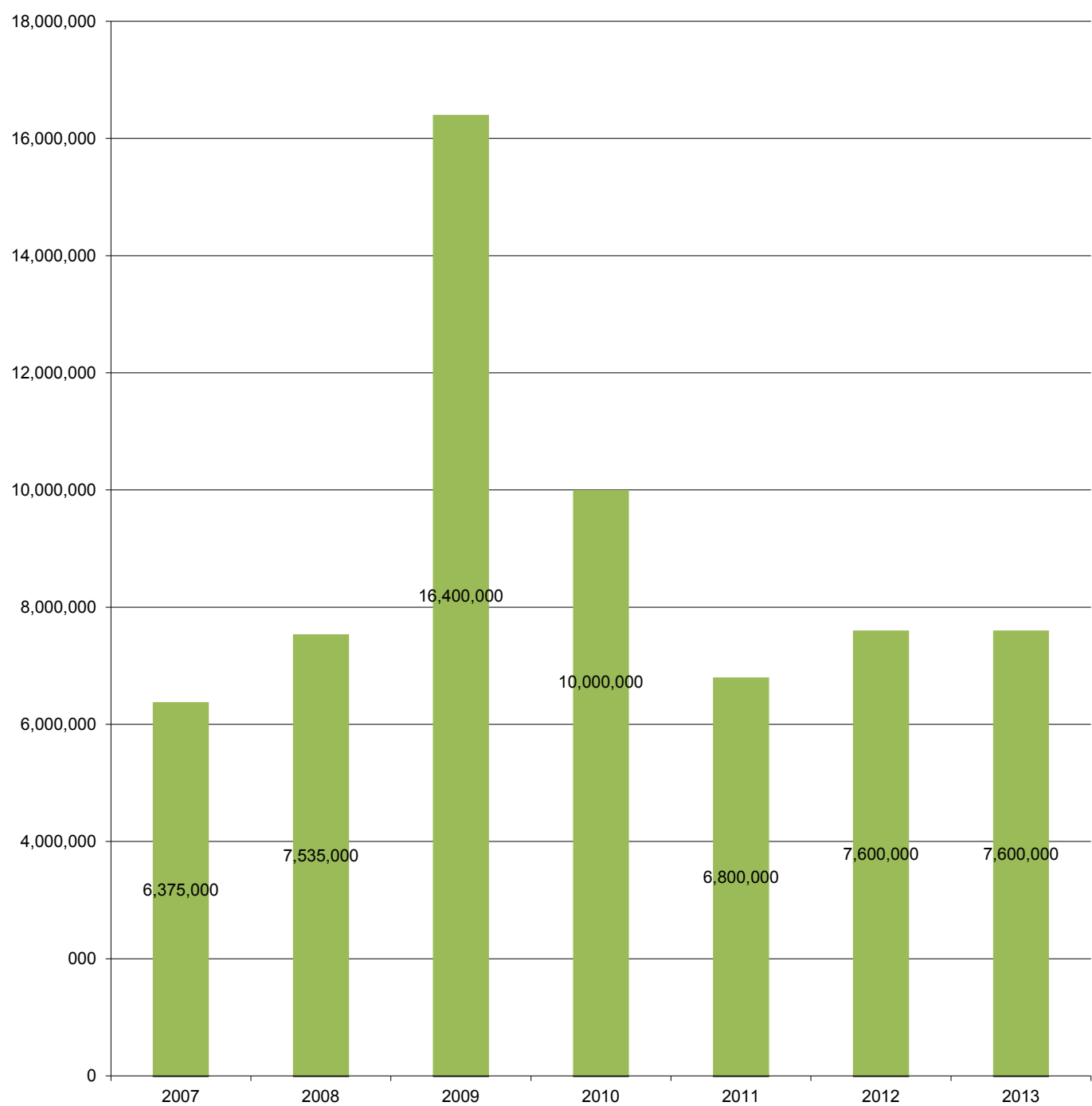
PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|------------------------------------|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Landfill Inspections | 45 | 45 | 45 |
| Household Hazardous Material (HHM) | \$373,127 | \$373,127 | \$373,127 |
| Surcharge Collected | \$685,000 | \$685,000 | \$730,000 |
| <u>Efficiency Measures</u> | | | |
| Per capita cost (collected) | \$2.34 | \$2.57 | \$2.70 |
| Per capita HHM cost | \$1.44 | \$1.40 | \$1.38 |



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 2013-2017 is presented in this section and relates to the specifics of the 2013 capital project budget.

The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2013 program is funded at \$7,600,000, with \$7,200,000 from property tax, \$100,000 from capital expansion fees, and \$300,000 from interest. Anticipated projects include \$800,000 for an equipment storage facility for Public Works, and \$788,000 for special projects. A carry-over beginning fund balance of \$4,340,000 is anticipated, and \$10,352,000 ending reserve fund balance for the future jail expansion (\$7,402,000), Communications System reserve (\$950,000), and Downtown Greeley land reserve (\$2,000,000) is anticipated at the end of 2013.

Capital projects impacting the 2013 and future years' operational costs include the additional jail space planned for construction in 2017 will impact the operational budget by \$1,210,000 in 2017, \$770,000 in 2019, and \$1,100,000 in 2021. 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 EXPENDITURE
SUMMARY OF REVENUES
2013**

| Fund | Org | Acct | Account Title | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------|------------|-------------|-----------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | | TAXES | | | | |
| 4000 | 17500 | 4112 | CURRENT PROPERTY TAXES | 7,200,000 | 7,200,000 | 7,200,000 | 7,200,000 |
| | | | INTERGOVERNMENTAL | | | | |
| 4000 | 17500 | 4610 | EARNINGS ON INVESTMENTS | 100,000 | 300,000 | 300,000 | 300,000 |
| | | | MISCELLANEOUS | | | | |
| 4000 | 17500 | 4730 | OTHER FEES | 300,000 | 100,000 | 100,000 | 100,000 |
| | | | TOTAL CAPITAL EXPENDITURES | 7,600,000 | 7,600,000 | 7,600,000 | 7,600,000 |

**CAPITAL EXPENDITURE
SUMMARY OF EXPENDITURES
2013**

| Fund | Org | Expenditure Function | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------|------------|-------------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 4000 | 17500 | CAPITAL IMPROVEMENT AND ACQUISITION | 7,600,000 | 7,600,000 | 7,600,000 | 7,600,000 |
| | | TOTAL CAPITAL EXPENDITURES | 7,600,000 | 7,600,000 | 7,600,000 | 7,600,000 |

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 | 8,714,984 | 7,600,000 | 7,600,000 | 7,600,000 |
| Gross County Cost | \$ 8,714,984 | \$ 7,600,000 | \$ 7,600,000 | \$ 7,600,000 |
| Revenue | 5,710,577 | 400,000 | 400,000 | 400,000 |
| Fund Bal. Increase | 3,581,561 | 0 | 0 | 0 |
| Net County Cost | \$ 6,585,968 | \$ 7,200,000 | \$ 7,200,000 | \$ 7,200,000 |

SUMMARY OF CHANGES: The Capital Expenditures Fund accounts for various capital improvement projects for county buildings. The 2013 program is funded at \$7,600,000, with \$7,200,000 from property tax, \$100,000 from capital expansion fees, and \$300,000 from interest. Anticipated projects include \$800,000 for an equipment storage facility for Public Works, and \$788,000 for special projects. A carry-over beginning fund balance of \$4,340,000 is anticipated, and \$10,352,000 ending reserve fund balance for the future jail expansion (\$7,402,000), Communications System reserve (\$950,000), and Downtown Greeley land reserve (\$2,000,000) is anticipated at the end of 2013.

FINANCE/ADMINISTRATION RECOMMENDATION: Budget reflects the 2013 funding level of the Proposed Long Range Capital Plan for 2013 - 2017. The actual plan is on the pages immediately following.

BOARD ACTION: Approved as recommended.

WELD COUNTY
LONG RANGE CAPITAL PROJECTS
FIVE-YEAR PLAN
2013 - 2017

Presented By: Donald D. Warden
Director of Budget Management and Analysis
September, 2012

LONG RANGE CAPITAL PROJECTS FIVE YEAR PLAN 2013 - 2017

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 2013 - 2017.

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. 2013 - 2017 Five-year Plan
4. 2013 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 2013 - 2017 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 2013 budget for the capital construction program. It provides specific detail regarding each recommended project and the impact on the 2013 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 \$140 million dollars in Weld County.

Section 4 of Article X, Section 20 (TABOR Amendment), requires voter approval for any form of multi-year debt. It states that an election is required: "Except for the refinancing of district bonded debt at a lower interest rate or adding new employees to existing district pension plans, creation of any multiple-fiscal year direct or indirect district debt or other financial obligation whatsoever without adequate present cash reserves pledged irrevocable and held for payments in all future fiscal years."

In addition to the state statute, Section 14-6 of the Weld County Home Rule Charter specifies:

"The incurring of indebtedness by the county and the issuance of evidences of such indebtedness shall be authorized, made and executed in accordance with the laws of the state, including the borrowing of money to fund county projects, the pledging of project revenues and repayment thereof, and the issuance of revenue warrants, or revenue bonds, or other forms of evidence of such obligations."

Before discussing specific types of bonds, it is appropriate to review some of the general characteristics of bonds. Bonds mature serially, that is, a portion of the principal is retired over the entire term of the bond issue. Interest on municipal bonds is free from Federal Income Tax which is an important feature to prospective purchasers. The term or the length of time to maturity of municipal bonds can vary considerably. Generally, the last maturing bond comes due ten to thirty years from the date of issue. Normally, the longer the maturity of the bonds, the higher the yields or return on investment is demanded by the market price. Thus, a bond issue that runs thirty years will pay a higher net effective interest rate than a bond issue that runs twenty years.

General Obligation Bonds:

General obligation bonds are secured by a pledge of the full faith, credit and taxing power of the county. The county is obligated to levy sufficient taxes each year to pay the principal and interest of the bond issue. Consequently, general obligation bonds are a debt subject to the constitutional and statutory provisions discussed earlier. Because the issue of general obligation bond pledges its full faith and credit and agrees to levy the ad valorem taxes necessary to repay the principal and interest of the bond, it is generally agreed to be a more secure investment than other types of bonds. Thus, the major advantage of general obligation financing is the low rate of interest as compared to the interest of other types of bonds. The law permits general obligation bonds to have a thirty-year term; however, general obligation bond issues usually have terms of twenty years or less.

General obligation bonds, in addition to being secured by full faith and credit of the issuer, may provide additional security by pledging certain available revenues.

The major disadvantage of general obligation bonds is the fact that it does require voter approval prior to issuance. Voter resistance to increased taxes may prevent a successful bond election.

Revenue Bonds:

Revenue bonds are not a debt in the constitutional sense. They are secured by the revenue derived from the project to be constructed, not by pledge of the full faith, credit, and taxing authority of the county. Projects typically financed by revenue bonds include airports, stadiums, and park facilities. Under the TABOR Amendment, revenue bonds can only be used for enterprise funds and operations.

Although it may seem possible to pledge any non-tax revenues for payment of revenue bonds, there should be a relationship between the type of revenue pledged for payment of the bonds and the project to be financed. Although revenue bonds need not comply with the constitutional statutory provisions generally applicable to a debt, there are several statutory provisions which may affect the issuance of certain types of revenue bonds and the statutes should be consulted for specific provisions regarding the issue of revenue bonds if this method is considered.

Revenue bonds are considered to be less secure than general obligation bonds because of the inability of the issuer to levy taxes to assure the payment of principal and interest. Thus, there is normally a higher interest rate on revenue bonds. The term of revenue bonds is often beyond twenty years, frequently as long as thirty years.

The concept of issuing revenue bonds is based on the theory that certain projects which benefit only certain individuals should be self-supporting and should be paid for by the user of that project rather than the populace as a whole. Thus, airport revenue bonds are paid for by air travelers and airlines and parking revenue bonds are paid for by users, etc.

In order for a county to issue a revenue bond, the system which generates the revenues to repay the principal and interest of the bond must:

1. Have a good operating history documented by audited figures.
2. Reflect good debt service coverage through use of a feasibility study completed by a recognized expert in the field.

In analyzing a revenue bond issue for underwriting, an investment banker will look not only at

operating statistics and coverages, 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 and Administration, County Attorney, and Director of Public Works, 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 and Administration, County Attorney, and Director of Public Works 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 2007- 2011

| | <i>Total</i> | <i>Actual 2007</i> | <i>Actual 2008</i> | <i>Actual 2009</i> | <i>Actual 2010</i> | <i>Actual 2011</i> |
|-------------------------------|---------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|
| Centennial Complex | \$ 5,607,341 | \$ 628,871 | \$ 1,865,352 | \$ 2,983,136 | \$ 27,817 | \$ 102,165 |
| Courthouse | 313,468 | 97,969 | 9,310 | | 191,071 | 15,118 |
| Land Reserve | 142,834 | | 142,834 | | | |
| Stanley Bldg | 321,921 | | | 321,921 | | |
| Grader Sheds | 681,319 | 180,012 | 228,564 | 1,333 | 271,410 | |
| Bldg & Grds Hdqtr | 755,685 | 755,685 | | | | |
| Health Department | 120,227 | | | | 105,109 | 15,118 |
| Island Grove | 241,380 | | 181,035 | 60,345 | | |
| North Jail | 12,323,800 | 10,991,973 | 360,527 | 22,194 | 696,743 | 252,363 |
| Sheriff's Admin Bldg | 29,018 | | | | 13,900 | 15,118 |
| North County Complex | 122,386 | | | | 122,386 | |
| Public Works | 135,001 | 64,371 | | | 7,820 | 62,810 |
| Social Services | 6,591,386 | 500,923 | 3,266,441 | 2,743,883 | | 80,139 |
| Giesert Gravel Pit | 1,659,509 | | | | | 1,659,509 |
| Southeast Weld Building | 981,393 | 966,275 | | | | 15,118 |
| South County | 219,373 | | 165,347 | | | 54,026 |
| County Clinic | 550,538 | | | | 550,538 | |
| North Admin Bldg | 6,248,279 | | | | 3,608,942 | 2,639,337 |
| Alternative Use Bldg | 4,328,536 | 1,887,721 | 2,425,697 | | | 15,118 |
| Community Correction Building | 5,404,294 | | 81,145 | 3,106,139 | 2,201,892 | 15,118 |
| Miscellaneous | 460,323 | 229,273 | | 48,158 | 167,774 | 15,118 |
| CNG Station | 90,117 | | | | | 90,117 |
| TOTAL | \$47,328,128 | \$16,303,073 | \$ 8,726,252 | \$ 9,287,109 | \$ 7,965,402 | \$ 5,046,292 |

NOTE: Expenditures listed in year incurred.

**FIVE YEAR
CAPITAL PROJECTS PROGRAMS
2013- 2017**

| <i>Requirements</i> | <i>Total</i> | <i>2013</i> | <i>2014</i> | <i>2015</i> | <i>2016</i> | <i>2017</i> |
|----------------------------|---------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Jail Capital Reserve | \$9,301,000 | \$5,062,000 | \$5,900,000 | \$6,015,000 | \$6,300,000 | \$(13,976,000) |
| Comm. System Reserve | 4,750,000 | 950,000 | 950,000 | 950,000 | 950,000 | 950,000 |
| Jail Expansion | 20,000,000 | 0 | 0 | 0 | 0 | 20,000,000 |
| Land Reserve | 0 | 0 | 0 | 0 | 0 | 0 |
| Communications System | 0 | 0 | 0 | 0 | 0 | 0 |
| Misc Projects | 3,349,000 | 788,000 | 750,000 | 735,000 | 550,000 | 526,000 |
| PW Projects | 2,000,000 | 800,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| | | | | | | |
| TOTAL | \$39,400,000 | \$7,600,000 | \$7,900,000 | \$8,000,000 | \$8,100,000 | \$7,800,000 |

RESOURCE CAPACITY

FUNDING SOURCES

CASH FLOW ANALYSIS

CAPITAL EXPENDITURES FUND

RESOURCE CAPACITY

2013 - 2017

| YEAR | PROPERTY TAX | INTEREST | FEES | TOTAL |
|------|--------------|----------|---------|-----------|
| 2013 | 7,200,000 | 200,000 | 100,000 | 7,500,000 |
| 2014 | 7,200,000 | 300,000 | 100,000 | 7,600,000 |
| 2015 | 7,200,000 | 600,000 | 100,000 | 7,900,000 |
| 2016 | 7,200,000 | 700,000 | 100,000 | 8,000,000 |
| 2017 | 7,200,000 | 800,000 | 100,000 | 8,100,000 |

CASH FLOW ANALYSIS

| YEAR | BEGINNING FUND BALANCE | REVENUE | EXPENDITURES | ENDING FUND BALANCE |
|------|------------------------------|--------------|---------------|---------------------------|
| 2013 | \$ 4,340,000 | \$ 7,500,000 | \$ 1,588,000 | \$ 10,252,000 |
| 2014 | \$ 10,252,000 | \$ 7,600,000 | \$ 1,050,000 | \$ 16,802,000 |
| 2015 | \$ 16,802,000 | \$ 7,900,000 | \$ 1,035,000 | \$ 23,667,000 |
| 2016 | \$ 23,667,000 | \$ 8,000,000 | \$ 850,000 | \$ 30,817,000 |
| 2017 | \$ 30,817,000 | \$ 8,100,000 | \$ 20,826,000 | \$ 18,091,000 |

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 211,355 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 are currently 779 beds available.

Financing:

It is recommended that the county budget \$20,000,000 in the 2013 - 2017 capital plan budget for 350 additional beds. Nothing will be in the Capital budget in 2013 for jail construction.

Impact on Operational Costs:

In 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>2017</i> | <i>2019</i> | <i>2021</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 (\$20,000,000).

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 be funded by the E911 Authority Board funding \$2,000,000 from its reserve, and Weld County has funded \$5,700,000 in 2012 for the remaining \$5,700,000 in 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.

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), and Kersey (2010). In addition, four ice control storage buildings were constructed in 2001 - 2003. An additional storage facility at the Public Works Headquarters was built in 2003. 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 2013, 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 2014-2017 are included for Public Works facilities. The grader sheds will be replaced in Briggsdale (2014), Kiowa (2015), Johnstown (2016), and Nunn (2017).

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 2018. 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 |
| 2018+ | Planning | Probation | \$ 100,000 |
| 2018+ | Third Floor Centennial | 2 Courtrooms | \$ 1,200,000 |
| 2018+ | First Floor Centennial | 1 Courtroom | \$ 300,000 |
| 2018+ | Vacant | Justice Center Annex Building | \$ 5,000,000 |
| 2018+ | Third Floor Centennial (DA) | 2 Courtrooms | \$ 750,000 |
| 2018+ | Second Floor Centennial | 2 Courtrooms | \$ 750,000 |
| 2018+ | 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 |
| 2018+ | \$ 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, the Records Unit was 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 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, elevator(s), 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 will be completed and fully operational by the second quarter of 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.

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 2018. 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 2018. Funds in the amount of \$4,000,000 are budgeted in the 2018 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 2018, or beyond.

Financing:

The building was constructed in 2006.

Impact on Operational Costs:

No new operational costs are anticipated until constructed in 2018, or beyond.

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 \$3,349,000 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 \$3,349,000 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 2013 - 2017

FY 2013

| Building Name | Address | Type of Improvement | Budget Estimate |
|-------------------|------------------------------------|--------------------------|------------------|
| 1400 Admin | 1400 N. 17th Ave. Greeley, CO | Roof Top Units (RTU) | \$175,000 |
| 1400 Admin | 1400 N. 17th Ave. Greeley, CO | Boiler | \$57,000 |
| 1400 Admin | 1400 N. 17th Ave. Greeley, CO | New Roof | \$150,000 |
| 1402 Admin | 1402 N. 17th Ave. Greeley, CO | New Roof | \$150,000 |
| Training Center | 1104 H Street Greeley, CO | Replace Sound System | \$20,000 |
| Training Center | 1104 H Street Greeley, CO | Replace Folding Doors | \$40,000 |
| 1402 Admin | 1402 N. 17th Ave. Greeley, CO | Boiler | \$57,000 |
| Motor Pool | 1399 N. 17th Ave. Greeley, CO | Florescent Light upgrade | \$9,000 |
| Nunn Tower | 16059 WCR 100 Nunn, CO | Air Conditioning Unit | \$8,000 |
| New Raymer Tower | WCR 129 & Hwy 14 New Raymer, CO | Air Conditioning Unit | \$8,000 |
| All | | ADA Modifications | \$114,000 |
| 2013 Total | | | \$788,000 |

FY 2014

| Building Name | Address | Type of Improvement | Budget Estimate |
|------------------------------------|--|------------------------|------------------|
| Ambulance (North) | 1121 M Street Greeley, CO | AC/Furnace | \$35,000 |
| Ambulance (South) | 3401 11TH AVE. Evans, CO | AC/Furnace | \$17,000 |
| 8th Avenue Storage | 8th Ave Street Greeley, CO | Roof Top Units | \$22,000 |
| Courthouse Annex | 934 9th Ave Greeley, CO | Roof Top Units | \$60,000 |
| Island Grove--Exhibition/Extension | 425 North 15 Ave. Greeley, CO | New Roof | \$217,000 |
| 1402 Admin | 1402 N. 17th Ave. Greeley, CO | Roof Top Units (RTU) | \$175,000 |
| Human Services A | 315 A N. 11th Ave Greeley, CO 80632 | Elevator Modernization | \$85,000 |
| Human Services A | 315 A N. 11th Ave Greeley, CO 80632 | Roof Top Units | \$57,000 |
| All | | ADA Modifications | \$82,000 |
| 2014 Total | | | \$750,000 |

FY 2015

| Building Name | Address | Type of Improvement | Budget Estimate |
|--------------------|------------------------------------|--|------------------|
| 1551 | 1551 N. 17th Ave Greeley, CO | Roof Top Units (RTU) | \$175,000 |
| 1551 | 1551 N. 17th Ave Greeley, CO | Boiler | \$57,000 |
| Jail (Phase 1) | 2110 "O" Street Greeley, CO | New Roof | \$363,000 |
| Jail | 2110 "O" Street Greeley, CO | Fountain Replacement (B,C,O,N,M Pods) | \$25,000 |
| 8th Avenue Storage | 8th Ave Street Greeley, CO | Asbestos removal & gut South | \$55,000 |
| Public Works | 1111 H Street Greeley, CO 80632 | Carpet | \$40,000 |
| Public Works | 1111 H Street Greeley, CO 80632 | Teardown/Rebuild Furniture for Carpet | \$20,000 |
| 2015 Total | | | \$735,000 |

FY 2016

| Building Name | Address | Type of Improvement | Budget Estimate |
|-----------------------------------|--|--|-----------------|
| Ambulance (North) | 1121 M Street Greeley, CO | Carpet | \$40,000 |
| Ambulance (South) | 3401 11TH AVE. Evans, CO | Carpet | \$15,000 |
| Jail | 2110 "O" Street Greeley, CO | Domestic Water Pump | \$30,000 |
| Human Services A | 315 A N. 11th Ave Greeley, CO 80632 | Roof | \$150,000 |
| Jail | 2110 "O" Street Greeley, CO | Kitchen Refrigerator/Equipment | \$78,000 |
| Jail | 2110 "O" Street Greeley, CO | Two Food Warmers | \$16,500 |
| Jail | 2110 "O" Street Greeley, CO | Clothes Washers (3) | \$50,000 |
| Jail | 2110 "O" Street Greeley, CO | Sprinkler system control wires & clocks | \$20,000 |
| 1551 | 1551 N. 17th Ave Greeley, CO | Sprinkler system control wires & clocks | \$15,000 |
| Jail | 2110 "O" Street Greeley, CO | Clothes Dryers (3) | \$27,000 |
| Alternative Programs | 1399 N. 17th Ave. Greeley, CO | Clothes Washers (1) | \$16,500 |
| Alternative Programs | 1399 N. 17th Ave. Greeley, CO | Clothes Dryers (2) | \$18,000 |
| Household Hazardous Waste (North) | 1311 N.17th Ave Greeley, CO | Roof | \$42,000 |
| Household Hazardous Waste (South) | 5510 Hwy 52 Erie, CO | Roof | \$32,000 |
| > 2016 Total | | | \$550,000 |

> FY 2017

| Building Name | Address | Type of Improvement | Budget Estimate |
|----------------------------|----------------------------------|---------------------|-----------------|
| Planning & Health Building | 1555 N. 17th Ave. Greeley, CO | Chiller | \$526,000 |
| | | | |
| | | | |
| | | | |

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 2017. 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 2018.

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 2013, 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 2013 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 | | | |
| Project Description | FAA State Apport. | Fed. Discrec. | GA Entitlement | State | Local | Total | Comments |
| 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 | | | | | | 5,400,000.00 | |
| T/way B and E | | | | | | 600,000.00 | |
| Taxilane Re-hab - Future Phase | | | | | | | |
| | | | | | | | |
| | | | | | | - | |

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 \$376,000 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 2013 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.

PARAMEDIC SERVICE ENTERPRISE FUND: On April 23, 2012, The Board of Weld County Commissioners entered into an agreement with NCMC, Inc. and Banner Health to transfer the Weld County Paramedic Services to NCMC, Inc. for ownership and Banner Health for operations effective May 7, 2012. NCMC, Inc. and Banner Health will assume operational and financial responsibility for the paramedic service. The agreement calls for the paramedic service to remain to be operated countywide by Banner Health. Therefore, there will no longer be a Weld County Paramedic Service budget presented in the Weld County budget or financial reports after 2012.

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 \$8,360,000 in 2013, with \$3,217,000 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 \$2,850,000 for new equipment purchases, plus sale of surplus items of \$500,000. Grants in the amount of \$510,000 for CNG vehicles and conversions are included in the 2013 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 2013, 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 \$2,215,000 in 2013, 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 \$1,604,772 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.

BUDGET UNIT REQUEST SUMMARY

AGENCY/DEPARTMENT NAME: PARAMEDIC SERVICE ENTERPRISE FUND

BUDGET UNIT TITLE AND NUMBER: Paramedic Service - - 5000-23100

DEPARTMENT DESCRIPTION: The Paramedic Service responds to both routine and emergency calls for Weld County. It is an advanced life support (paramedic) provider. Personnel and vehicles are stationed in Greeley, Evans, Windsor and Ft. Lupton. After May 7, 2012, the service will be operated countywide by Banner Health.

| RESOURCES | ACTUAL LAST FY | BUDGETED CURRENT FY | REQUESTED NEXT FY | FINAL NEXT FY |
|-------------------------|-------------------|------------------------|----------------------|------------------|
| Personnel Services | \$ 4,270,590 | \$ 4,436,476 | \$ 0 | \$ 0 |
| Supplies | 325,460 | 284,500 | 0 | 0 |
| Purchased Services | 892,606 | 832,950 | 0 | 0 |
| Fixed Charges | 58,817 | 433,053 | 0 | 0 |
| Capital | 686,123 | 190,000 | 0 | 0 |
| Gross County Cost | \$ 6,233,596 | \$ 6,176,979 | \$ 0 | \$ 0 |
| Revenue | 7,021,528 | 6,230,000 | 0 | 0 |
| Net Operating Costs | \$ 787,932 | \$ 53,021 | \$ 0 | \$ 0 |
| Depreciation Reserve | 424,707 | 399,878 | \$ 0 | \$ 0 |
| Net Cash Flow | \$ 363,225 | \$ 452,899 | 0 | 0 |
| Budget Positions | 50 | 50 | n/a | n/a |

SUMMARY OF CHANGES: On April 23, 2012, The Board of Weld County Commissioners entered into an agreement with NCMC, Inc. and Banner Health to transfer the Weld County Paramedic Services to NCMC, Inc. for ownership and Banner Health for operations effective May 7, 2012. NCMC, Inc. and Banner Health will assume operational and financial responsibility for the paramedic service. The agreement calls for the paramedic service to remain to be operated countywide by Banner Health. Therefore, there will no longer be a Weld County Paramedic Service budget presented in the Weld County budget or financial reports after 2012.

FINANCE/ADMINISTRATION RECOMMENDATION: N/A

BOARD ACTION: N/A

**MOTOR POOL
SUMMARY OF REVENUES
2013**

| Fund | Org | Acct | Account Title | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------|------------|-------------|----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | | GRANTS | | | | |
| 6000 | 96300 | 4340 | GRANTS | 0 | 510,000 | 510,000 | 510,000 |
| | | | CHARGE FOR SERVICES | | | | |
| 6000 | 96300 | 4410 | CHARGE FOR SERVICES | 4,500,000 | 4,500,000 | 4,500,000 | 4,500,000 |
| | | | MISCELLANEOUS | | | | |
| 6000 | 96300 | 4680 | OTHER | 2,600,000 | 2,850,000 | 2,850,000 | 2,850,000 |
| 6000 | 96300 | 4810 | GAIN LOSS ON SALE | 632,111 | 500,000 | 500,000 | 500,000 |
| | | | TOTAL MISCELLANEOUS | 3,232,111 | 3,350,000 | 3,350,000 | 3,350,000 |
| | | | TOTAL MOTOR POOL | 7,732,111 | 8,360,000 | 8,360,000 | 8,360,000 |

**MOTOR POOL
SUMMARY OF EXPENDITURES
2013**

| Fund | Org | Expenditure Function | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------|------------|-----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 6000 | 17550 | VEHICLE REPLACEMENT | 2,484,000 | 3,386,000 | 3,386,000 | 3,217,000 |
| 6000 | 96300 | COUNTY SHOP | 7,732,111 | 8,360,000 | 8,360,000 | 8,360,000 |
| | | TOTAL MOTOR POOL | 10,216,111 | 11,746,000 | 11,746,000 | 11,577,000 |

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 | 2,653,300 | 2,121,000 | 2,421,000 | 2,421,000 |
| Purchased Services | 3,027,745 | 2,886,500 | 2,936,000 | 2,936,000 |
| Fixed Charges | 2,872,777 | 2,700,611 | 2,980,000 | 2,980,000 |
| Capital | 9,738 | 24,000 | 23,000 | 23,000 |
| Gross County Cost | \$ 8,563,560 | \$ 7,732,111 | \$ 8,360,000 | \$ 8,360,000 |
| Revenue | 9,540,961 | 7,732,111 | 8,360,000 | 8,360,000 |
| Net County Cost | \$ 977,401 | \$ 0 | \$ 0 | \$ 0 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: Supplies have increased \$300,000 due to anticipated fuel costs. Purchased Services are up \$49,500 primarily due to the projected costs of the new fleet maintenance costs for 2013. Fixed costs are up \$250,000 for depreciation and \$29,389 for overhead from indirect costs for a total of \$279,389. Capital for shop equipment is down \$1,000.

Revenues include \$510,000 in grants for CNG vehicles, \$4,500,000 for maintenance charges, \$2,850,000 for recovery of depreciation, and \$500,000 from sale of vehicles in 2013.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. The contract services amount may have to be adjusted in the final budget after the fleet maintenance contract is bid out in September for 2013-2015.

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 | 6,300 | 6,300 | 6,400 |
| Number of service/maintenance orders per technician | 787 | 787 | 800 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .501 | .488 | .480 |
| Work orders issued per FTE | 485 | 485 | 492 |

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 | 3,010,453 | 2,484,000 | 3,386,000 | 3,217,000 |
| Gross County Cost | \$ 3,010,453 | \$ 2,484,000 | \$ 3,386,000 | \$ 3,217,000 |
| Revenue | 0 | 0 | 0 | 0 |
| Net County Cost | \$ 3,010,453 | \$ 2,484,000 | \$ 3,386,000 | \$ 3,217,000 |
| Budgeted Positions | n/a | n/a | n/a | n/a |

SUMMARY OF CHANGES: See listed equipment on next page. Sixteen vehicles have been identified for possible CNG conversions. Sheriff office is requesting 2 additional vehicles and District Attorney is also requesting an additional vehicle.

FINANCE/ADMINISTRATION RECOMMENDATION: The District Attorney's request for a new vehicle for the White Collar Crime Investigator is not included in the recommended budget. Due to limited use and the nature of the investigations payment of mileage appears to be more justified based upon practices common in other departments. Policy issue for the Board.

BOARD ACTION: Board adopted a new Vehicle Replacement Guide extending the replacement time of vehicles due to the newer vehicles being constructed better and allowing for an extension of the miles they can be driven economically prior to being surplus for sale.

In addition the Board is going to try a pilot program of refurbishing vehicles, especially patrol vehicles, to extend the life of the vehicles. A similar program is operating successfully in El Paso County. The refurbishing costs for a vehicle is approximately \$8,000 and extends the life of the vehicle 2-3 years.

As a result of these changes the cost for new IGA equipment was reduced \$159,000 for 2013.

The Board did not approve the District Attorney's request for a new vehicle for the White Collar Crime Investigator. The Public Works equipment request was amended due to CNG grant vehicles resulting in a \$14,000 increase. All other items were approved as requested.

IGA EQUIPMENT

| | | <u>Request</u> | <u>Recommend</u> | <u>Approved</u> |
|--|---|---------------------------|---------------------------|---------------------------|
| <u>Sheriff:</u> | | | | |
| Patrol - Full size 4 door sedan | 4 | 96,000 | 96,000 | 0 |
| Patrol - Full size 4 door sedan-refurbish | 4 | 0 | 0 | 32,000 |
| K-9 - 4 door SUV | 2 | 60,000 | 60,000 | 60,000 |
| Evictions - 4 door mid size * (new) | 1 | 36,500 | 36,500 | 0 |
| Invest/Civil/Admin - 4 door mid size * | 5 | 182,500 | 182,500 | 182,500 |
| OSB Chief - 4 door mid size sedan-refurb | 1 | 25,000 | 25,000 | 25,000 |
| Fugitive - 4 door mid size (new)-refurbish | 1 | 25,000 | 25,000 | 25,000 |
| Buildings & Grounds | | | | |
| Utility Vehicle w tilt bed | 1 | 12,000 | 12,000 | 12,000 |
| 1/2 ton ext cab longbed pickup * | 2 | 73,000 | 73,000 | 73,000 |
| lawn mowers | 2 | 19,000 | 19,000 | 19,000 |
| Motor Pool | | | | |
| Forklift | 1 | 30,000 | 30,000 | 30,000 |
| Sign Boards | 2 | 40,000 | 40,000 | 40,000 |
| District Attorney | | | | |
| Full size 4 door sedan | 1 | 24,000 | 0 | 0 |
| Coroner | | | | |
| 1/2 T 4x4 ext cab with utility cap-refurbish | 1 | 30,000 | 30,000 | 8,000 |
| Building Inspection | | | | |
| 1/2 ton 4x4 ext cab* | 1 | 36,500 | 36,500 | 0 |
| Engineering | | | | |
| 1/2 ton ext cab shortbed pickup* | 1 | 36,500 | 36,500 | 36,500 |
| Health | | | | |
| Small SUV* | 1 | 44,500 | 44,500 | 44,500 |
| Public Works | | | | |
| See Basic List | | <u>2,615,500</u> | <u>2,615,500</u> | <u>2,629,500</u> |
| Total | | <u><u>\$3,386,000</u></u> | <u><u>\$3,362,000</u></u> | <u><u>\$3,217,000</u></u> |

* Identified as possible CNG conversion

| 2013 EQUIPMENT REPLACEMENT - PUBLIC WORKS (Revised 10/29/12) | | | | |
|---|-----|--|--------------------------------|------------------|
| Division | | Description (Shaded items reflect outgoing equip) *Denotes CNG Vehicle | Estimated Price Per Unit | Est. Value |
| | Qty | | | |
| Trucking | 1 * | 1/2 ton ext cab short box, 4x4 pickup (CNG) See B1200137 | \$36,500 | |
| | | 15220129/ 2006 Ford 1/2 ton pickup | | \$5,000 |
| | 1 | 50 ton hydraulic gooseneck rear load trailer | \$80,000 | |
| | | 15660005/1988 Eager Beaver low boy trailer | | \$10,000 |
| | | LNG vehicle to Pavement Mgmt (see price below) | | |
| | | 15410053/2003 Sterling | | \$20,000 |
| Grader | 3 | 16 ft moldboard Motor Graders | \$690,000 | |
| | | 15820114/ Volvo 2004 G 720 B Motor Grader | | \$50,000 |
| | | 15820116/ Volvo 2005 G 720 B Motor Grader | | \$50,000 |
| | | 15820117/ Volvo 2005 G 720 B Motor Grader | | \$50,000 |
| | 1 * | 3/4 ton, 4 door pickup 4x4 Crew - See B1200136 | \$41,000 | |
| | | single axle, 4 x 4, standard short - CNG | | |
| | | 15220153/ Ford 2008 1/2 ton ext cab pickup w/lift gate | | \$5,000 |
| | 1 * | 1/2 ton Reg cab pickup, 4x4, single axle, | \$36,500 | |
| | | standard short CNG | | |
| | | 15220128/ Chevrolet 2005, 1/2 ton ext cab pickup | | \$4,000 |
| | 1 | 3 axle truck tractor (will be bid in 2013, no grant) | \$185,000 | |
| | | 15410052 Freightliner/2003 FDL 120 Tractor | | \$20,000 |
| | 1 | Tandem Axle Tank Trailer w/Dust Palliative Spray System | \$124,000 | |
| | | 15650009/ Polar 2003, 7000 gal Water Tanker | | \$20,000 |
| Bridge | 1 | Rubber tired loader backhoe | \$80,000 | |
| | | 15840012/ 1999 rubber tired loader backhoe | | \$35,000 |
| | 1 | 1 ton extended cab 4x4 single axle diesel truck | \$50,000 | |
| | | 15420079/ 2005 Chevy 1 ton 4x4 truck | | \$20,000 |
| | 1 | Welding Generator | 12,000 | |
| | | 16830010/ 1983 Miller Welder | | \$3,000 |
| | 2 | Tandem Axle Multi Purpose Trucks | \$350,000 | |
| | | 15460024/ 1999 Sterling Tandem | | \$20,000 |
| | | 15460025/ 1999 Sterling Tandem | | \$20,000 |
| | 1 | 29 ton pneumatic tire roller compactor | \$130,000 | |
| | | 16030003/ 2002 Dyna Pac CP -271 | | \$50,000 |
| | 1 | Track mounted hydraulic excavator | \$160,000 | |
| | | 15850017/ John Deere 160 IC 2004 | | \$80,000 |
| Maint-Supt | 1 * | 3/4 ton Crew Cab 4x4 pickup w/utility box - CNG | \$50,000 | |
| | | 15230047/ 2003 F250, 3/4 ton ext. cab pickup | | \$2,500 |
| Pvmt Mgmt | 1 | Single axle truck w/distributor tank | \$170,000 | |
| | | 15430012/ 1990 GMC / Rosco | | \$10,000 |
| | 1 | Articulating Wheel Loader | \$198,000 | |
| | | 15830012/ skidster 1990 Bobcat | | \$2,000 |
| | 1 * | 1/2 ton Extended Cab pickup, 4x4 stand short | \$36,500 | |
| | | 15220115/ 2004 Dodge Pickup, 1/2 ton crew cab - CNG | | |
| | | (this pickup is an addition to fleet) CNG | | |
| | 1 | LNG Vehicle - See B1200138 | \$200,000 | |
| Admin | | No Equipment Needed | | |
| | | | | |
| | | Sub-Total | \$2,629,500 | \$476,500 |
| | | | | |
| | | GRAND TOTAL PRICE LESS REVENUE | \$2,153,000 | |

HEALTH INSURANCE FUND
SUMMARY OF REVENUES
2013

| Fund | Org | Acct | Account Title | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|------|-------|-------|-------------------------------|-------------------|-------------------|-------------------|-------------------|
| | | | MISCELLANEOUS | | | | |
| 6200 | 93100 | 46902 | EMPLOYEE CONTRIBUTIONS | 14,457,555 | 16,800,000 | 16,800,000 | 16,800,000 |
| | | | TOTAL HEALTH INSURANCE | 14,457,555 | 16,800,000 | 16,800,000 | 16,800,000 |

**HEALTH INSURANCE
SUMMARY OF EXPENDITURES
2013**

| Fund | Org | Expenditure Function | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------|------------|-------------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 6200 | 93100 | HEALTH INSURANCE | 13,566,339 | 15,774,319 | 15,817,088 | 15,817,088 |
| 6200 | 93400 | DENTAL/VISION | 891,216 | 982,912 | 982,912 | 982,912 |
| | | TOTAL HEALTH INSURANCE | 14,457,555 | 16,757,231 | 16,800,000 | 16,800,000 |

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 | \$ | \$ | \$ | \$ |
| Purchased Services | 812,355 | 643,216 | 737,912 | 737,912 |
| Fixed Charges | 13,182,033 | 13,814,339 | 16,062,088 | 16,062,088 |
| Gross County Cost | \$ 13,994,388 | \$ 14,457,555 | \$ 16,800,000 | \$ 16,800,000 |
| Revenue | 13,232,867 | 14,457,555 | 16,800,000 | 16,800,000 |
| Net County Cost | \$ 761,521 | \$ 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 (\$552,912). In addition, the budget, in 2005, started to include the self-insured health program offered county employees through CIGNA. The self-insured health program is funded at the level of \$15,817,088 in 2013.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval. Budget anticipates a 12 percent county contribution increase, 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 2013, 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 \$552,912 in 2013. It is anticipated that there will be a savings to the insurance plan of over \$1,000,000, with a return on investment of at least 2 to1.

IS - HEALTH INSURANCE (CONTINUED) 6200-93100/93400

FINANCE/ADMINISTRATION RECOMMENDATION (CONTINUED):

In 2013, 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 would 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 Choice PPO with low deductibles will no longer be offered. The new 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 2013 program is calculated with current participation as follows:

| | |
|---------------------|-----|
| Single Coverage: | 669 |
| Dependent Coverage: | 542 |

FIXED COSTS:

| | |
|-----------------------------------|---------------------|
| Health Insurance | \$ 1,468,396 |
| On-site Clinic | 552,912 |
| Administration/Wellness/EAP Costs | <u>185,000</u> |
| Fixed Costs: | <u>\$ 2,206,308</u> |

LOSS FUND:

| | |
|-----------------|---------------------|
| Medical | \$14,348,692 |
| Dental | 155,000 |
| Vision | <u>90,000</u> |
| Loss Fund Costs | <u>\$14,593,692</u> |

| | |
|---------------------|---------------------|
| GRAND TOTAL - COSTS | <u>\$16,800,000</u> |
|---------------------|---------------------|

REVENUE:

| | |
|-----------------|----------------|
| Health Premiums | \$16,555,000 |
| Dental/Vision | <u>245,000</u> |

| | |
|---------------|---------------------|
| TOTAL REVENUE | <u>\$16,800,000</u> |
|---------------|---------------------|

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|----------------------------|---------------|------------------|------------------|
| <u>Work Outputs</u> | | | |
| Single coverage | 554 | 523 | 669 |
| Family coverage | 535 | 547 | 542 |

**INSURANCE FUND
SUMMARY OF REVENUES
2013**

| Fund | Org | Acct | Account Title | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------|------------|-------------|-----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | | TAXES | | | | |
| 6300 | 93300 | 4112 | CURRENT PROPERTY TAXES | 1,750,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| | | | CHARGE FOR SERVICES | | | | |
| 6300 | 93200 | 4410 | CHARGE FOR SERVICES | 140,000 | 145,000 | 145,000 | 145,000 |
| | | | MISCELLANEOUS | | | | |
| 6300 | 93300 | 4610 | EARNINGS ON INVESTMENTS | 60,000 | 50,000 | 50,000 | 50,000 |
| 6300 | 93300 | 4820 | COMPENSATION FOR LOSSES | 20,000 | 20,000 | 20,000 | 20,000 |
| | | | TOTAL MISCELLANEOUS | 80,000 | 70,000 | 70,000 | 70,000 |
| | | | TOTAL INSURANCE FUND | 1,970,000 | 2,215,000 | 2,215,000 | 2,215,000 |

**INSURANCE
SUMMARY OF EXPENDITURES
2013**

| Fund | Org | Expenditure Function | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------|------------|-----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 6300 | 93200 | WORKERS COMPENSATION | 1,440,800 | 1,535,800 | 1,535,800 | 1,535,800 |
| 6300 | 93300 | LIABILITY | 529,200 | 679,200 | 679,200 | 679,200 |
| | | TOTAL INSURANCE | 1,970,000 | 2,215,000 | 2,215,000 | 2,215,000 |

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 | 1,304 | 3,500 | 3,500 | 3,500 |
| Purchased Services | 34,011 | 40,200 | 40,200 | 40,200 |
| Fixed Charges | 1,927,776 | 1,926,300 | 2,171,300 | 2,171,300 |
| Gross County Cost | \$ 1,963,091 | \$ 1,970,000 | \$ 2,215,000 | \$ 2,215,000 |
| Revenue | 463,430 | 220,000 | 215,000 | 215,000 |
| Net County Cost | \$ 1,499,661 | \$ 1,750,000 | \$ 2,000,000 | \$ 2,000,000 |

SUMMARY OF CHANGES: The budget is structured with Weld County remaining a member of CAPP, but using the self-insured option under the insurance pool for a fixed cost of \$353,700. Effective January 1, 1992, Weld County became self-insured for workers compensation. Workers Compensation includes excess insurance and bonds costing \$500,000, claims administration costs of \$40,000, and a loss fund of \$995,800. 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 (\$145,000), interest (\$50,000), and compensation for losses (\$20,000). No fund balance reserves are anticipated to be needed to support the loss fund in 2013.

Property tax has been increased \$250,000 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.

INSURANCE FUND (CONTINUED) 6300-93200/93300

BOARD ACTION: Approved as recommended.

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|--|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Number of training sessions | 36 | 36 | 36 |
| Number of workers compensation claims | 118 | 110 | 110 |
| Dollar amount of prop/casualty claims paid | \$155,454 | \$325,000 | \$325,000 |
| <u>Efficiency Measures</u> | | | |
| FTE'S per 10,000/capita | 0.039 | 0.038 | 0.037 |
| Per capita cost (county support) | \$5.78 | \$6.58 | \$7.39 |
| Cost per claim processed | \$288.23 | \$365.45 | \$365.45 |

**PHONE SERVICES FUND
SUMMARY OF REVENUES
2013**

| Fund | Org | Acct | Account Title | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------|------------|-------------|-----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| | | | CHARGE FOR SERVICES | | | | |
| 6400 | 17400 | 4410 | CHARGE FOR SERVICES | 1,448,848 | 1,354,772 | 1,354,772 | 1,354,772 |
| | | | TOTAL PHONE SERVICES | 1,448,848 | 1,354,772 | 1,354,772 | 1,354,772 |

**PHONE SERVICES
SUMMARY OF EXPENDITURES
2013**

| Fund | Org | Expenditure Function | 2012 Budget | 2013 Request | 2013 Recommend | 2013 Final |
|-------------|------------|-----------------------------|------------------------|-------------------------|---------------------------|-----------------------|
| 6400 | 17400 | PHONE SERVICES | 1,448,848 | 1,604,772 | 1,604,772 | 1,604,772 |
| | | TOTAL PHONE SERVICES | 1,448,848 | 1,604,772 | 1,604,772 | 1,604,772 |

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 | \$ 161,492 | \$ 162,572 | \$ 182,778 | \$ 182,778 |
| Supplies | 32,242 | 14,100 | 14,100 | 14,100 |
| Purchased Services | 701,099 | 758,670 | 877,641 | 877,641 |
| Fixed Charges | 258,032 | 263,506 | 280,253 | 280,253 |
| Capital | 335,914 | 250,000 | 250,000 | 250,000 |
| Gross County Cost | \$ 1,488,799 | \$ 1,448,848 | \$ 1,604,772 | \$ 1,604,772 |
| Revenue/Fund Bal. | 1,396,248 | 1,448,848 | 1,604,772 | 1,604,772 |
| Net County Cost | \$ 92,531 | \$ 0 | \$ 0 | \$ 0 |
| Budgeted Positions | 2 | 2 | 2 | 2 |

SUMMARY OF CHANGES: Personnel Services are up \$20,206 due to increases in salaries and health insurance, plus an additional employee with dependent coverage. Phone costs are up \$143,800 with higher mobile device usage, and increased rates. Repair and maintenance is down \$29,009. Depreciation is up \$7,468 due to new switches being installed. Capital costs cover the system upgrades approved in 2011 for the 2011-2015 Capital Plan for phone systems. In 2013 the capital items will include one processor being moved to the 35th Avenue tower site for the alternative communications center (\$68,000), small offices will be put on VOIP phones (\$25,000) and the upgrade to Law Administration, North Jail, 1401, and 1551 phone systems (\$157,000).

Revenue is budgeted at \$1,354,772. With the rate adjustment done in mid-2012 the utilization billed will cover the costs of the phone service with the projected revenue.

FINANCE/ADMINISTRATION RECOMMENDATION: Recommend approval.

BOARD ACTION: Approved as recommended. In October, 2012, the State court facilities went off the county's phone system. The revenue from court's use was about \$108,000 per year. There will be some offsetting decreases in corresponding costs. In 2013 a revised rate study will be necessary to determine the fiscal impact once the change has been in place for a few months.

**PHONE SERVICES
(CONTINUED)
6400-17400**

PERFORMANCE MEASURES

| | <u>ACTUAL</u> | <u>ESTIMATED</u> | <u>PROJECTED</u> |
|-----------------------------------|----------------------|-------------------------|-------------------------|
| <u>Work Outputs</u> | | | |
| Incoming calls | 6,400,000 | 6,400,000 | 6,500,000 |
| <u>Efficiency Measures</u> | | | |
| FTE's per 10,000/capita | .077 | .075 | .074 |
| Per capita cost (county support) | \$5.74 | \$5.44 | \$5.93 |
| Annual cost per call | \$0.24 | \$0.23 | \$0.26 |

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.

ARRA

American Recovery and Reinvestment Act. This is the economic stimulus legislation passed in 2009 to stimulate economic growth.

**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.

BUDGET

A plan of financial operation embodying an estimate of proposed expenditures for a given period and the proposed means of financing them. Used without any modifier, the term usually indicates a financial plan for a single fiscal year. The term "budget" is used in two senses in practice. Sometimes it designates the financial plan presented to the appropriating body for adoption and sometimes the plan finally approved by that body. It is usually necessary to specify whether the budget under consideration is preliminary and tentative or whether it has been approved by the appropriating body.

BUDGET DOCUMENT

The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show, in detail, the information as to past years' actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.

BUDGET MESSAGE

A general discussion of the proposed budget as presented in writing by the budget-making authority to the legislative body. The budget message should contain an explanation of the principal budget items, an outline of the government's experience during the past period and its financial status at the time of the message, and recommendations regarding the financial policy for the coming period.

BUDGETARY ACCOUNTS

Accounts used to enter the formally adopted annual operating budget into the general ledger as part of the management control technique of formal budgetary integration.

BUDGETARY COMPARISONS

Governmental GAAP financial reports must include comparisons of approved budgeted amounts with actual results of operations. Such reports should be subjected to an independent audit, so that all parties involved in the annual operating budget/legal appropriation process are provided with assurances that government monies are spent in accordance with the mutually agreed-upon budgetary plan.

BUDGETARY CONTROL

The control or management of a government or enterprise in accordance with an approved budget for the purpose of keeping expenditures within the limitations of available appropriations and available revenues.

BUDGETARY EXPENDITURES

Decreases in net current assets. In contrast to conventional expenditures, budgetary expenditures are limited in amount to exclude amounts represented by noncurrent liabilities. Due to their spending measurement focus, governmental fund types are concerned with the measurement of budgetary expenditures.

BUDGETED FUNDS

Funds that are planned for certain uses but have not been formally or legally appropriated by the legislative body. The budget document that is submitted for Board approval is composed of budgeted funds.

CALLABLE BONDS

Bonds which are redeemable by the issuer prior to the maturity date at a specified price at or above par.

CAPITAL BUDGET

A plan of proposed capital outlays and the means of financing them.

| | |
|---|--|
| <i>CAPITAL OUTLAY</i> | Expenditures for equipment, vehicles, or machinery that results in the acquisition or addition to fixed assets. |
| <i>CAPITAL PROGRAM</i> | A plan for capital expenditures to be incurred each year over a fixed period of years to meet capital needs arising from the long-term work program or otherwise. It sets forth each project or other contemplated expenditure in which the government is to have a part and specifies the full resources estimated to be available to finance the projected expenditures. |
| <i>CAPITAL PROJECTS FUND</i> | A fund created to account for financial resources to be used for the acquisition or construction of major capital facilities (other than those financed by proprietary funds, Special Assessment Funds, and Trust Funds). |
| <i>CAPITAL RESOURCES</i> | Resources of a fixed or permanent character, such as land and buildings, which cannot ordinarily be used to meet current expenditures. |
| <i>CERTIFICATES OF PARTICIPATION (COP)</i> | Form of financial instrument similar to a bond to facilitate lease/ purchase agreements. Not a debt of the County. |
| <i>CONSERVATION TRUST</i> | State of Colorado lottery funds remitted to the County for parks and recreation use. |
| <i>CONTINGENCY ACCOUNT</i> | A budgetary reserve set aside for emergencies or unforeseen expenditures not otherwise included in the budget. |
| <i>CONTINUING APPROPRIATION</i> | An appropriation which, once established, is automatically renewed without further legislative action, period after period, until altered or revoked. The term should not be confused with INDETERMINATE APPROPRIATION. |
| <i>COPS UHS</i> | Federal community oriented policing grant. |
| <i>COST ALLOCATION PLAN</i> | Identification, accumulation and distribution of costs relative to the provision of those services, along with the methods used. |
| <i>C.R.S.</i> | Colorado Revised Statutes |
| <i>DA</i> | District Attorney |
| <i>DEFAULT</i> | Failure to pay principal or interest when due. Defaults can also occur for failure to meet nonpayment obligations, such as reporting requirements, or when a material problem occurs for the issuer, such as a bankruptcy. |

| | |
|--------------------------|--|
| DEFICIT | <p>(1) The excess of the liabilities of a fund over its assets.</p> <p>(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.</p> |
| 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. |
| EDAP | Economic Development Action Partnership. |
| 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. |
| 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 Printing and Supply Fund and the Computer 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. |
| PERA | Colorado Public Employees' Retirement Association (PERA) is the state retirement system. |
| 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.

SH

Abbreviation for State Highway

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".

| | |
|--|--|
| <i>SURPLUS</i> | The use of the term "surplus" in governmental accounting is generally discouraged because it creates a potential for misleading inference. |
| <i>TABOR (TAXPAYERS BILL OF RIGHTS)</i> | 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. |
| <i>TABOR RESERVE</i> | 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. |
| <i>TANF</i> | Temporary Assistance to Needy Families. |
| <i>TAXES</i> | 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. |
| <i>TAX LEVY</i> | The total amount to be raised by general property taxes. |
| <i>TAX RATE</i> | 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. |
| <i>TAX RATE LIMIT</i> | 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. |
| <i>TAX ROLL</i> | 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. |
| <i>TRADITIONAL BUDGET</i> | A term sometimes applied to the budget of a government wherein expenditures are based entirely or primarily on objects of expenditure. |
| <i>UNC</i> | University of Northern Colorado |
| <i>UNINCORPORATED COUNTY</i> | Those portions of the county that are not part of a legal entity such as a city or some towns. |

| | |
|--------------------------|---|
| WCR | Abbreviation for Weld County Road. |
| WCRCC | Abbreviation for Weld County Regional Communications Center |
| 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..

COUNTY OF WELD
STATE OF COLORADO

Operating Indicators by Function/Program
Last Ten Years

| Function/Program | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|----------|-----------|-----------|
| General government: | | | | | | | | | | |
| Motor vehicle registration | 305,879 | 433,188 | 439,146 | 462,877 | 466,777 | 484,412 | 493,544 | 478,202 | 482,841 | 541,678 |
| Registered voters (1) | 85,161 | 76,245 | 98,692 | 99,711 | 100,924 | 88,601 | 116,269 | 112,276 | 145,692 | 101,085 |
| Number of votes cast (2) | 56,730 | 32,476 | 89,099 | 46,327 | 68,871 | 30,203 | 106,518 | 34,027 | 80,893 | 42,937 |
| Percent of registered voters voting | 66.6% | 42.6% | 90.3% | 46.5% | 68.2% | 34.1% | 91.6% | 30.3% | 55.5% | 42.5% |
| Public safety: | | | | | | | | | | |
| Adult arrests | 1,435 | 2,738 | 1,387 | 1,543 | 1,574 | 1,606 | 1,122 | 1,059 | 1,084 | 1,795 |
| Juvenile arrests | 337 | 491 | 218 | 206 | 215 | 224 | 110 | 98 | 96 | 73 |
| Average secure jail population | 330 | 371 | 402 | 455 | 579 | 628 | 610 | 538 | 570 | 557 |
| E911 calls | 84,420 | 72,396 | 75,276 | 79,425 | 92,045 | 95,524 | 99,951 | 95,383 | 95,866 | 93,900 |
| Building Permits | 2,082 | 1,941 | 2,012 | 2,082 | 1,972 | 2,000 | 2,571 | 1,976 | 2,143 | 2,316 |
| Valuation (thousands) | \$125,336 | \$201,442 | \$132,178 | \$104,225 | \$399,473 | \$100,609 | \$120,118 | \$86,794 | \$392,380 | \$126,194 |
| Public works: | | | | | | | | | | |
| Miles of road graveled | 440 | 440 | 401 | 401 | 160 | 359 | 312 | 205 | 416 | 419 |
| Snow removal lane miles | 1390 | 1,406 | 33,710 | 78,435 | 125,225 | 222,703 | 94,685 | 176,786 | 77,889 | 89,503 |
| Grading lane miles | 131,171 | 126,000 | 175,910 | 165,681 | 164,906 | 135,779 | 148,324 | 152,568 | 154,602 | 133,297 |
| Miles of Upgrade-Aggregate Surfaced Roads | 5 | 8 | 10 | 0 | 10 | 34 | 52 | 33 | 36 | 41 |
| Culverts (new and repaired) 15" and larger | 240 | 240 | 217 | 217 | 242 | 250 | 252 | 233 | 264 | 254 |
| Tons of asphalt laid | 80,055 | 101,243 | 95,634 | 95,634 | 70,421 | 67,389 | 67,548 | 90,664 | 101,431 | 86,805 |
| Tons of gravel crushed | 500,000 | 510,000 | 487,477 | 487,477 | 408,409 | 411,582 | 231,359 | 282,315 | 372,709 | 436,880 |
| Health and welfare: | | | | | | | | | | |
| Social Services Caseload | 9,900 | 9,900 | 12,000 | 14,000 | 14,500 | 15,000 | 15,500 | 16,000 | 20,500 | 23,017 |
| Patient contacts | 16,207 | 14,601 | 15,000 | 11,000 | 30,440 | 11,880 | 11,500 | 15,000 | 11,769 | 8,778 |
| Immunizations | 5,848 | 4,600 | 7,500 | 6,900 | 6,360 | 7,165 | 7,000 | 7,000 | 8,159 | 7,333 |
| Culture and recreation: | | | | | | | | | | |
| Visitors-Missile Park | 695 | 558 | 575 | 575 | 586 | 595 | 600 | 600 | 500 | 650 |
| County Fair Exhibitors | 2,370 | 2,410 | 2,410 | 2,220 | 2,422 | 2,326 | 2,335 | 2,425 | 2,383 | 2,436 |
| Economic assistance: (3) | | | | | | | | | | |
| Headstart clients | 577 | 641 | 622 | 562 | 562 | 562 | 562 | 562 | 0 | 0 |
| Migrant Headstart clients | 200 | 146 | 175 | 266 | 266 | 266 | 275 | 180 | 0 | 0 |
| Business-type activities: | | | | | | | | | | |
| Paramedic Services | | | | | | | | | | |
| Patients transported | 7,027 | 7,060 | 7,331 | 7,284 | 8,375 | 8,210 | 8,866 | 9,214 | 9,214 | 9,470 |

Source: Various Weld County Department records.

Note:

(1) Beginning in 1999 the number of registered voters reflects active voters.

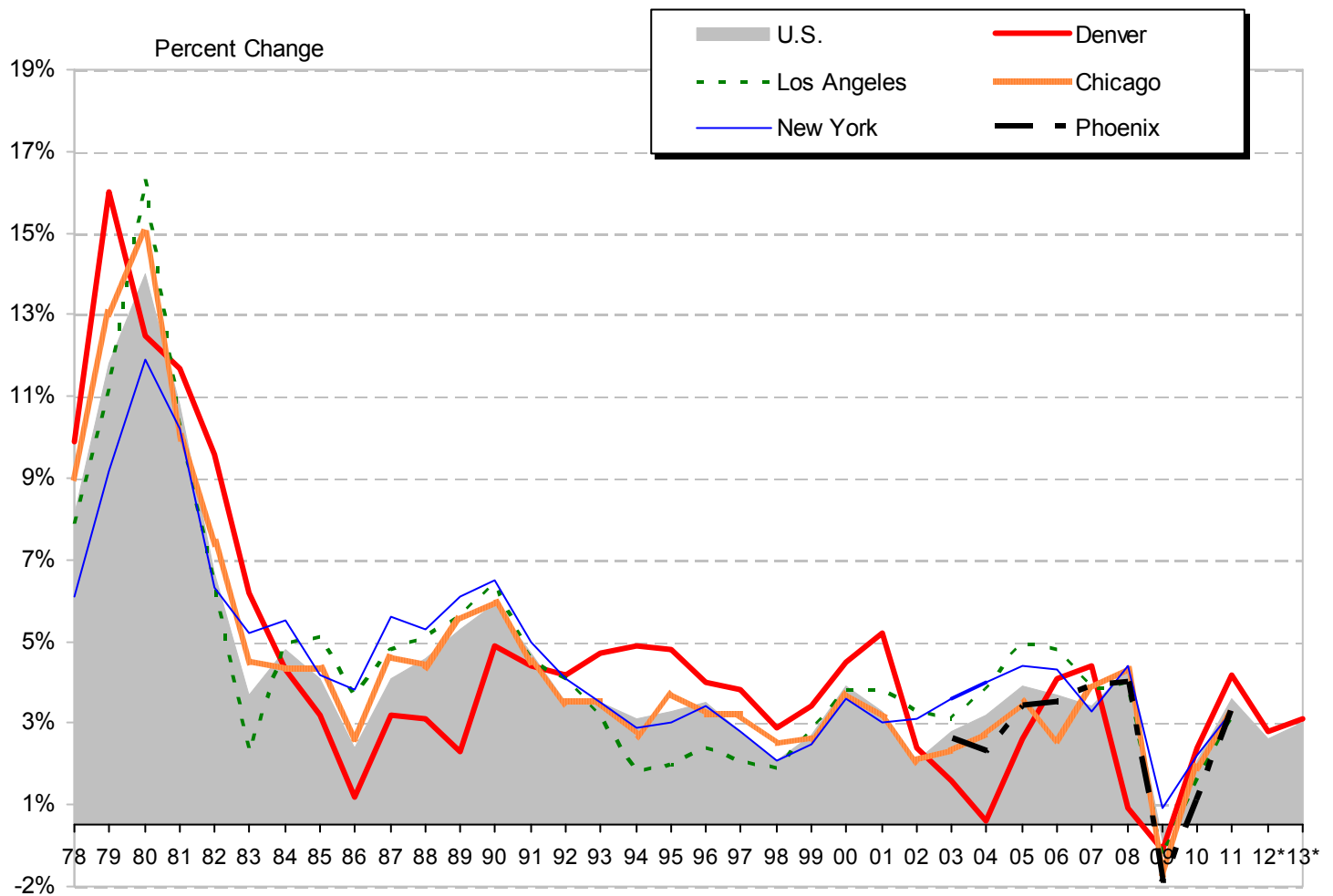
(2) Even years represent general elections, odd years coordinated elections.

(3) As of 12/31/2009 Headstart responsibilities were relinquished back to the Federal Agency for operational purposes.



Consumer Price Index

All Urban Consumers – (CPI-U)



Projections from Colorado Legislative Council

2011 – U.S. = 3.1% Denver = 3.7%

*2012 – U.S. = 2.1% Denver = 2.3%

*2013 – U.S. = 2.5% Denver = 2.6%

Phoenix CPI (Year 2001=100)

2009 – -1.4%

2010 – 0.6%

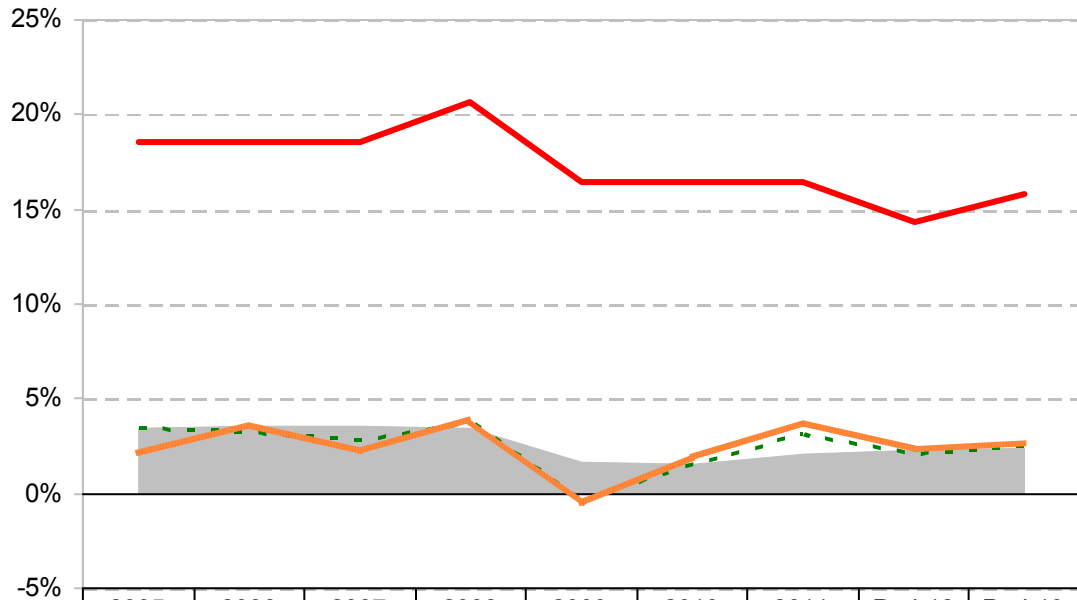
2011 – 2.8%



Other Indicators

Increases in Health Insurance Premiums Compared with Other Indicators

CPI-U – All Urban Consumers



| | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | Proj 12 | Proj 13 |
|-----------------------|-------|-------|-------|-------|-------|-------|-------|---------|---------|
| Pay Increases - Colo | 3.4% | 3.6% | 3.6% | 3.5% | 1.7% | 1.6% | 2.1% | 2.3% | 2.4% |
| Health Ins. Increases | 11.0% | 11.0% | 11.0% | 12.0% | 10.0% | 10.0% | 10.0% | 9.0% | 9.7% |
| CPI - Denver | 2.1% | 3.6% | 2.2% | 3.9% | -0.6% | 1.9% | 3.7% | 2.3% | 2.6% |
| CPI - U.S. | 3.4% | 3.2% | 2.8% | 3.8% | -0.4% | 1.6% | 3.1% | 2.1% | 2.5% |

Health insurance premium increases extracted from MSEC Health & Welfare
Plans Survey

Economic indicators from Colorado Legislative Council

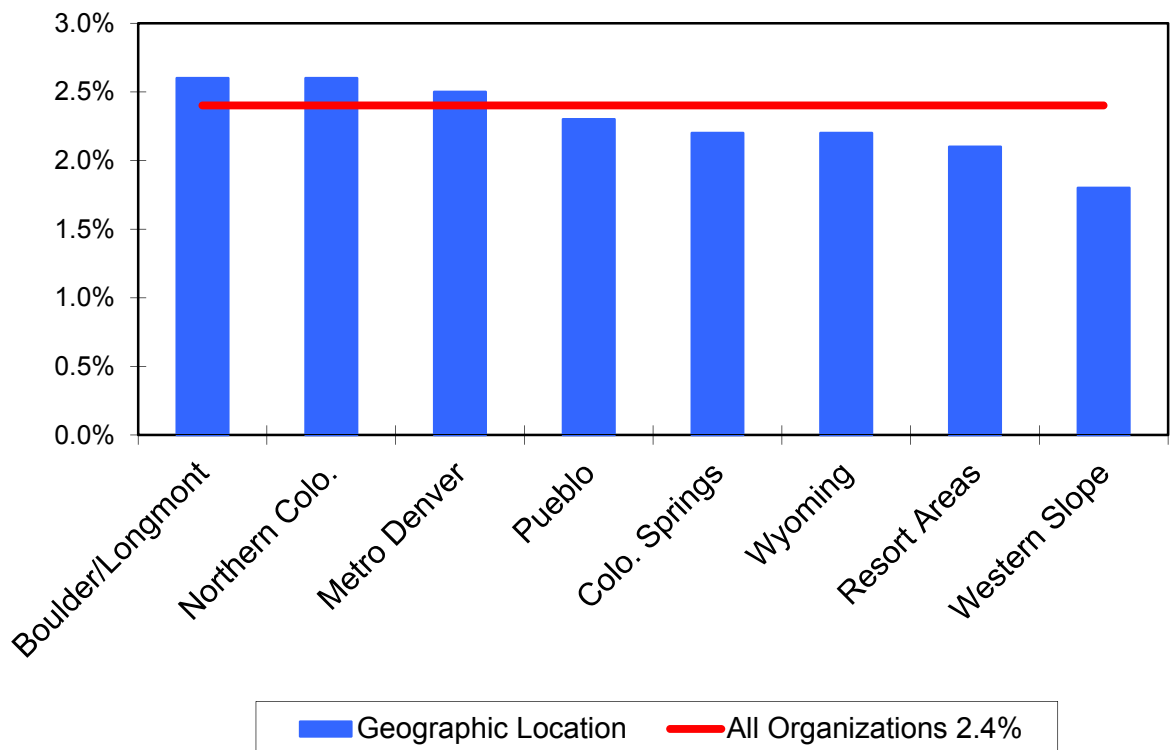
Geographic Location

2013 "Average" Employee Salary Projections

| Geographic Location | Hourly Production/ Maintenance | Clerical/ Technical Non-Exempt | Salaried Exempt | Executive/ Officer | Average Projected Increase | Top Performer |
|-------------------------|--------------------------------------|--------------------------------------|--------------------|-----------------------|----------------------------------|------------------|
| Metro Denver | 2.5% | 2.6% | 2.7% | 2.5% | 2.5% | 3.7% |
| Boulder/Longmont | 2.5% | 2.6% | 2.8% | 2.4% | 2.6% | 3.6% |
| <i>All Metro Denver</i> | 2.5% | 2.6% | 2.7% | 2.5% | 2.5% | 3.7% |
| Northern Colorado | 2.5% | 2.7% | 2.6% | 2.6% | 2.6% | 3.5% |
| Colorado Springs | 2.3% | 2.3% | 2.3% | 2.1% | 2.2% | 3.2% |
| Pueblo | 2.2% | 2.3% | 2.4% | 2.3% | 2.3% | 2.6% |
| Colo. Western Slope | 1.7% | 1.8% | 1.8% | 1.9% | 1.8% | 2.3% |
| Resort Areas | 2.0% | 2.1% | 2.1% | 2.2% | 2.1% | 2.4% |
| <i>All Colorado</i> | 2.3% | 2.4% | 2.5% | 2.4% | 2.4% | 3.4% |
| Wyoming | 2.2% | 2.3% | 2.3% | 2.1% | 2.2% | 3.3% |
| ALL ORGANIZATIONS | 2.3% | 2.4% | 2.5% | 2.3% | 2.4% | 3.4% |
| <i>MODE *</i> | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% ** | 3.0% |

** Most commonly occurring percent in the sample - **34% of respondents.
(16% of respondents reported a 0.0% projection; 16% reported a 2.0%
projection; 8% reported a 2.5% projection; 5% reported a 4.0% projection.)*

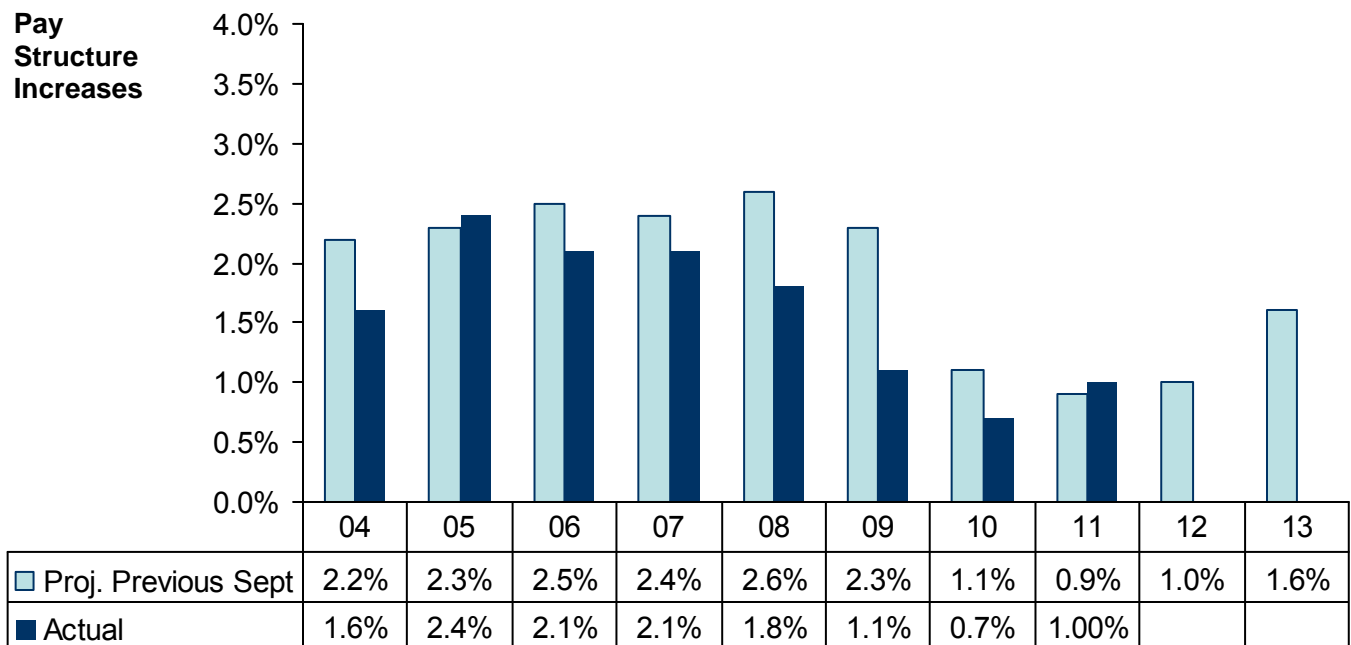
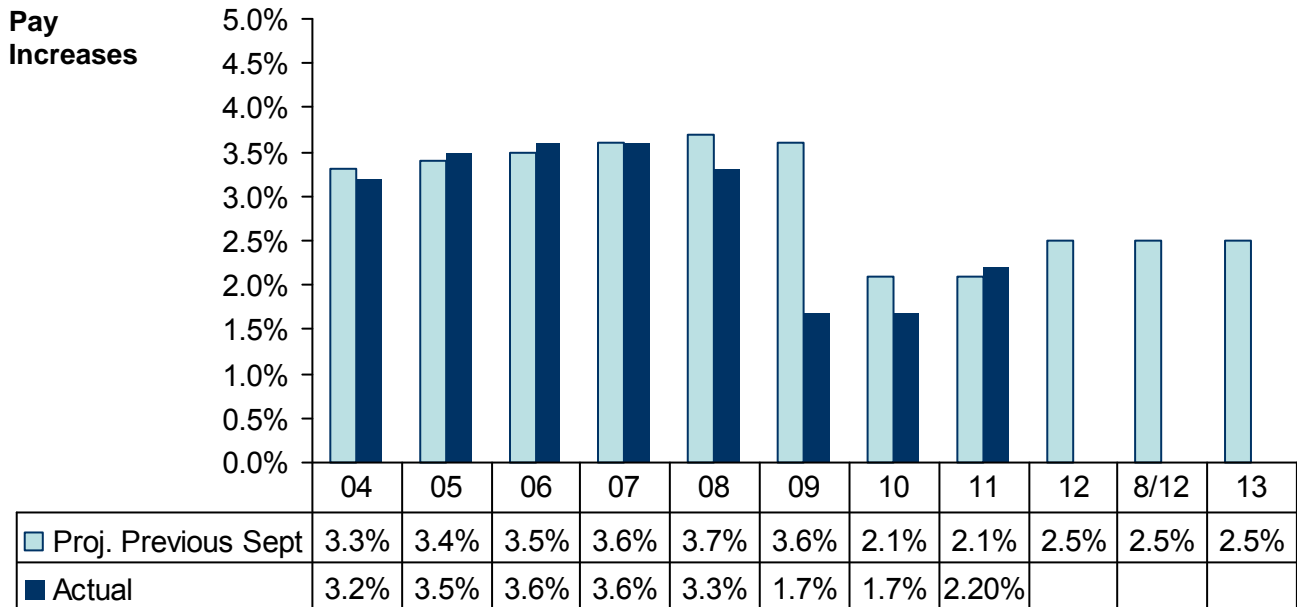
2013 Average Projected Increase





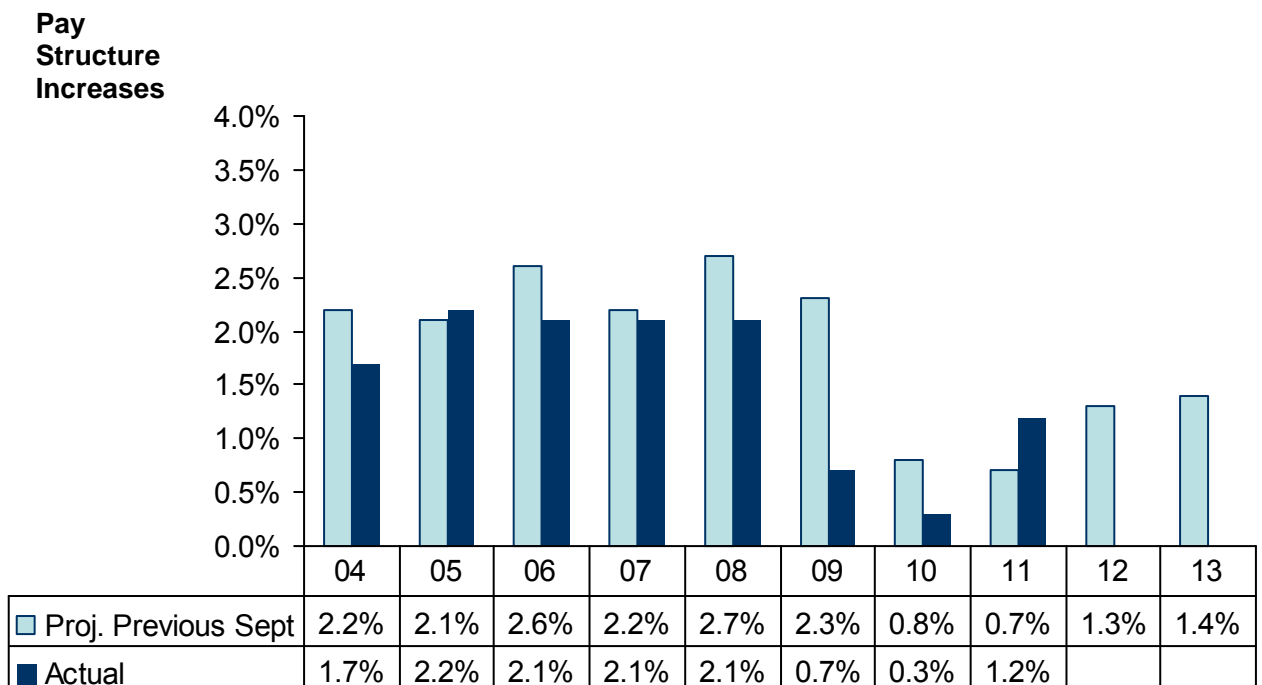
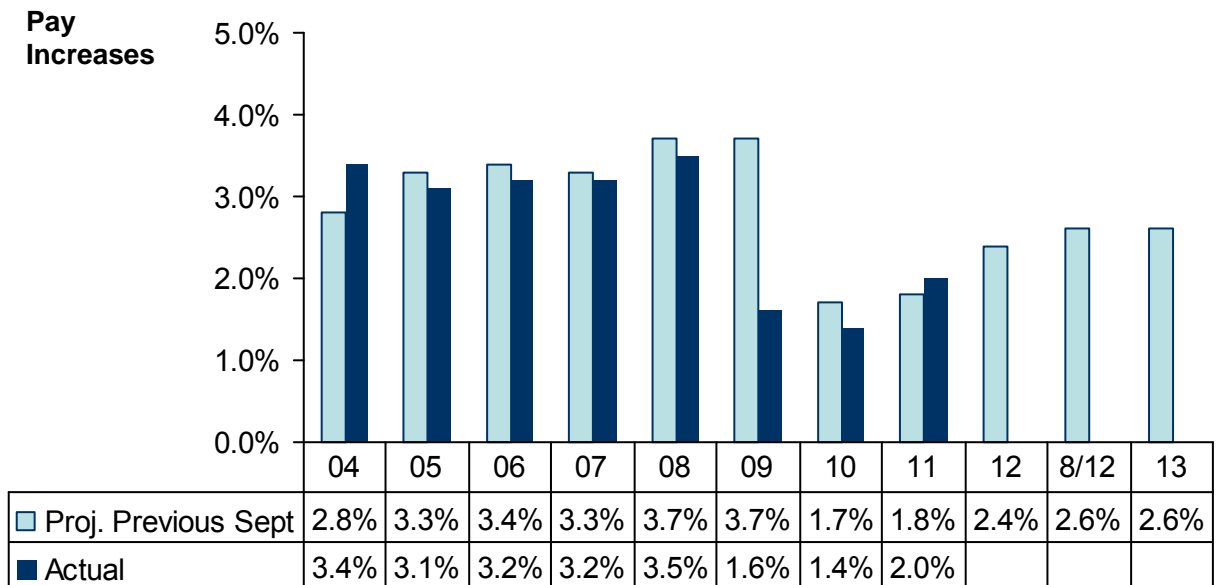
Denver/Boulder

HISTORICAL AVERAGE PROJECTED/ACTUAL PERCENT INCREASES FOR PAY AND PAY STRUCTURE FOR "AVERAGE PERFORMERS"



Northern Colorado

HISTORICAL AVERAGE PROJECTED/ACTUAL PERCENT INCREASES FOR PAY AND PAY STRUCTURE FOR "AVERAGE PERFORMERS"





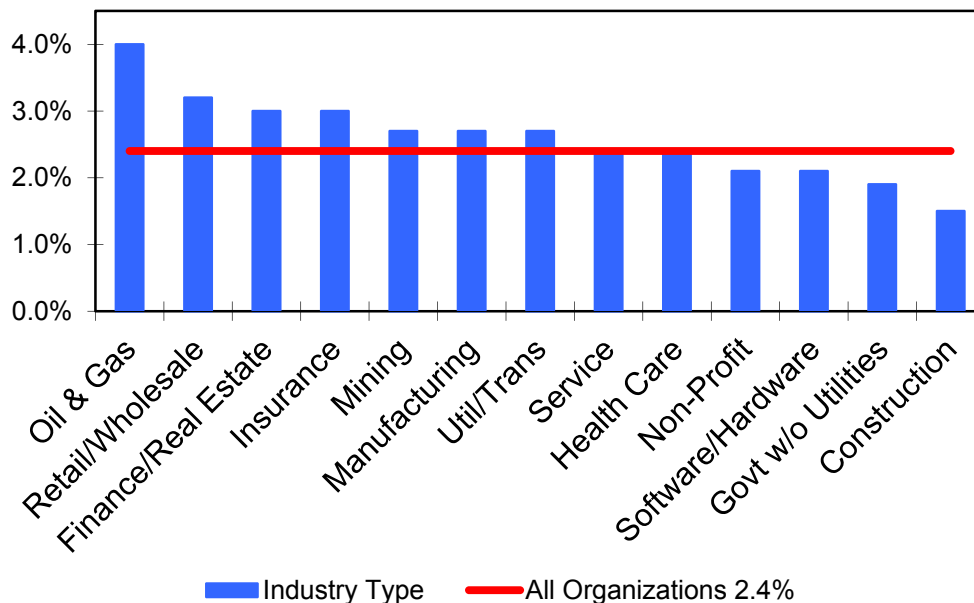
Industry Breakdown

2013 "Average" Employee Salary Projections

| Industry | Hourly Production/ Maintenance | Clerical/ Technical Non-Exempt | Salaried Exempt | Executive/ Officer | Average Projected Increase | Top Performer |
|--------------------------|--------------------------------------|--------------------------------------|--------------------|-----------------------|----------------------------------|------------------|
| Government w/o Utilities | 1.8% | 1.9% | 2.0% | 1.8% | 1.9% | 2.1% |
| Manufacturing | 2.7% | 2.7% | 2.8% | 2.5% | 2.7% | 3.7% |
| Non-Profit | 2.0% | 2.2% | 2.2% | 2.1% | 2.1% | 2.9% |
| Software/Hardware | 2.5% | 2.3% | 2.6% | 1.2% | 2.1% | 3.8% |
| Construction | 1.5% | 1.6% | 1.7% | 1.1% | 1.5% | 2.5% |
| Oil & Gas | 3.9% | 3.9% | 4.0% | 4.4% | 4.0% | 6.9% |
| Mining | 2.7% | 2.8% | 2.8% | 2.7% | 2.7% | 3.7% |
| Finance/Real Estate | 2.9% | 2.9% | 3.2% | 3.0% | 3.0% | 4.1% |
| Health Care | 2.3% | 2.4% | 2.4% | 2.5% | 2.4% | 3.2% |
| Retail/Wholesale | 3.0% | 3.4% | 3.3% | 3.0% | 3.2% | 4.8% |
| Service | 2.2% | 2.3% | 2.5% | 2.4% | 2.4% | 4.0% |
| Insurance | 2.8% | 3.0% | 3.0% | 3.0% | 3.0% | 4.3% |
| Utilities/Trans./Comm. | 2.7% | 2.7% | 2.6% | 2.7% | 2.7% | 3.8% |
| ALL ORGANIZATIONS | 2.3% | 2.4% | 2.5% | 2.3% | 2.4% | 3.4% |
| MODE * | 3.0% | 3.0% | 3.0% | 3.0% | 3.0% ** | 3.0% |

* Most commonly occurring percent in the sample - **34% of respondents.
(16% of respondents reported a 0.0% projection; 16% reported a 2.0%
projection; 8% reported a 2.5% projection; 5% reported a 4.0% projection.)

2013 Average Projected Increase





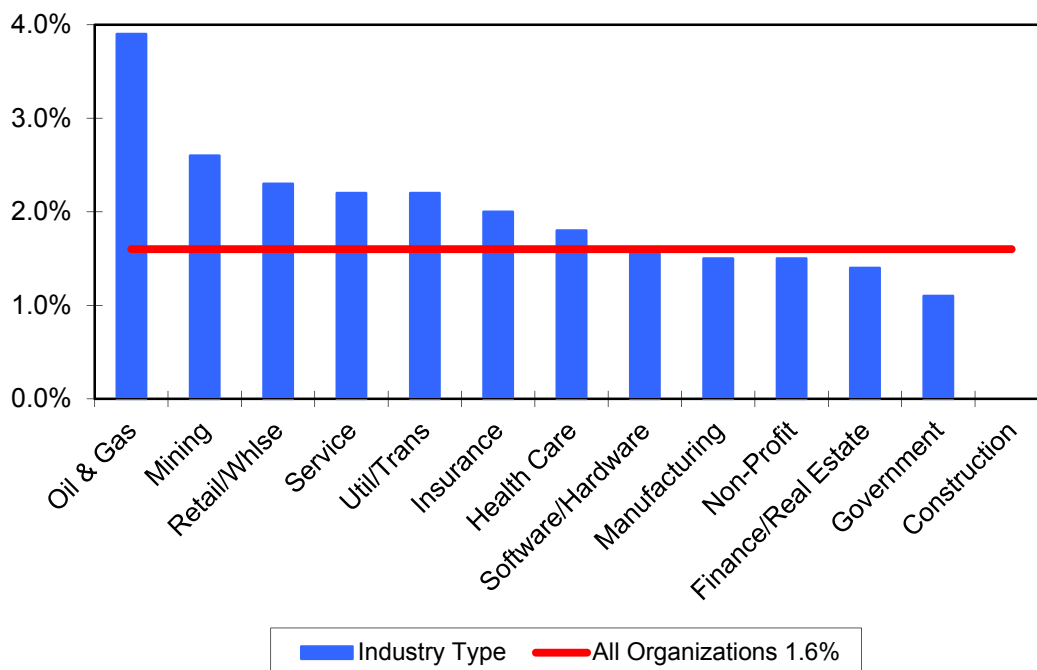
Rate Range Adjustments – Industry Breakdown

On average, the projected adjustments to rate ranges for 2013 are as follows:

| Industry | Hourly Production/ Maintenance | Clerical/ Technical Non-Exempt | Salaried Exempt | Executive/ Officer | Average Projected Increase |
|--------------------------|--------------------------------------|--------------------------------------|--------------------|-----------------------|----------------------------------|
| Government w/o Utilities | 1.0% | 1.1% | 1.1% | 1.1% | 1.1% |
| Manufacturing | 1.6% | 1.6% | 1.7% | 1.2% | 1.5% |
| Non-Profit | 1.3% | 1.6% | 1.6% | 1.5% | 1.5% |
| Software/Hardware | 1.0% | 0.7% | 4.0% | 0.0% | 1.6% |
| Construction | 0.0% | 0.0% | 0.0% | 0.0% | 0.0% |
| Oil & Gas | 3.8% | 3.8% | 3.8% | 4.5% | 3.9% |
| Mining | 3.0% | 2.7% | 2.7% | 2.3% | 2.6% |
| Finance/Real Estate | 0.5% | 1.5% | 1.5% | 1.5% | 1.4% |
| Health Care | 1.6% | 1.7% | 2.3% | 1.4% | 1.8% |
| Retail/Wholesale | 1.7% | 2.6% | 2.3% | 2.6% | 2.3% |
| Service | 2.3% | 1.7% | 2.4% | 2.6% | 2.2% |
| Insurance | 2.0% | 2.0% | 2.0% | 2.0% | 2.0% |
| Utilities/Trans./Comm. | 2.1% | 2.1% | 2.2% | 2.3% | 2.2% |
| ALL ORGANIZATIONS | 1.5% | 1.6% | 1.8% | 1.6% | 1.6% |
| MODE * | 0% | 0% | 0% | 0% | 0% ** |

* Most commonly occurring percent in the sample - **37% of respondents.
(16% of respondents reported a 2.0% projection; 12% reported a 3.0% projection.)

2013 Average Rate Range Projections





Weld County, Colorado

2012 Economic Profile

Population & Cities

| Population and Households, 2010 | | |
|---------------------------------|------------|------------|
| | Population | Households |
| Weld County | 254,270 | 96,432 |
| Ault | 1,527 | 616 |
| Berthoud (MCP) | 63 | 20 |
| Brighton (MCP) | 344 | 117 |
| Dacono | 4,183 | 1,560 |
| Eaton | 4,386 | 1,699 |
| Erie (MCP) | 9,854 | 3,720 |
| Evans | 18,634 | 6,768 |
| Firestone | 10,254 | 3,521 |
| Fort Lupton | 7,408 | 2,534 |
| Frederick | 8,733 | 3,076 |
| Garden City | 235 | 128 |
| Gilcrest | 1,038 | 346 |
| Greeley | 93,287 | 36,334 |
| Grover | 138 | 90 |
| Hudson | 2,362 | 557 |
| Johnstown (MCP) | 9,416 | 3,291 |
| Keenesburg | 1,132 | 463 |
| Kersey | 1,460 | 531 |
| La Salle | 1,963 | 746 |
| Lochbuie (MCP) | 4,811 | 1,786 |
| Longmont (MCP) | 33 | 13 |
| Mead | 3,439 | 1,222 |
| Milliken | 5,637 | 1,979 |
| Northglenn (MCP) | 12 | 11 |
| Nunn | 418 | 197 |
| Pierce | 838 | 337 |
| Platteville | 2,498 | 938 |
| Raymer | 96 | 55 |
| Severance | 3,205 | 1,171 |
| Windsor(MCP) | 14,182 | 5,558 |
| Unincorporated Area | 42,684 | 17,048 |

Note: MCP indicates multi-county place. Figures reported are the portion of total population and households located in the given county.

Source: Colorado Division of Local Government, State Demography Office.

| Gender and Age Distribution, 2012 | |
|-----------------------------------|-------|
| Male | 50.0% |
| Female | 50.0% |
| Median age | 33.6 |
| 0 to 14 years | 23.0% |
| 15 to 29 years | 22.0% |
| 30 to 44 years | 20.7% |
| 45 to 59 years | 18.9% |
| 60 to 74 years | 11.2% |
| 75 to 89 years | 3.8% |
| 90+ years | 0.4% |

Source: Colorado Division of Local Government, State Demography Office.

| Weld County Square Miles |
|--------------------------|
| 4,014 |

Source: Colorado Department of Local Affairs.

| Race and Ethnicity Distribution, 2011 | |
|--|-------|
| Hispanic or Latino (of any race) | 28.5% |
| Not Hispanic or Latino | 71.5% |
| White alone | 67.3% |
| Black or African American alone | 1.0% |
| American Indian and Alaska Native alone | 0.6% |
| Asian alone | 1.2% |
| Native Hawaiian and Other Pacific Islander alone | 0.1% |
| Other race | 1.4% |

Note: Percentages may not add due to rounding.

Source: U.S. Census Bureau, Population Estimates Program.

Weld County, Colorado
2012 Economic Profile
Employment & Labor Force

| Employment by Industry, 2011 | | | |
|---|----------------|------------|---------------------|
| | Establishments | Employment | Average Annual Wage |
| Total All Industries | 5,769 | 82,114 | \$40,639 |
| Agriculture, Forestry, Fishing, Hunting | 218 | 3,448 | \$32,223 |
| Mining | 138 | 4,116 | \$74,553 |
| Utilities | 28 | 275 | \$76,139 |
| Construction | 783 | 6,392 | \$47,809 |
| Manufacturing | 296 | 11,201 | \$41,696 |
| Wholesale Trade | 410 | 3,605 | \$55,928 |
| Retail Trade | 605 | 7,849 | \$26,621 |
| Transportation & Warehousing | 277 | 2,500 | \$45,032 |
| Information | 67 | 773 | \$44,445 |
| Finance & Insurance | 321 | 2,897 | \$52,300 |
| Real Estate, Rental, & Leasing | 232 | 936 | \$35,284 |
| Professional & Technical Services | 587 | 2,031 | \$51,733 |
| Management of Companies & Enterprises | 41 | 1,340 | \$127,572 |
| Administrative & Waste Services | 324 | 4,177 | \$29,361 |
| Educational Services | 49 | 361 | \$24,347 |
| Health Care & Social Assistance | 409 | 8,049 | \$40,877 |
| Arts, Entertainment, & Recreation | 80 | 767 | \$15,881 |
| Accommodation & Food Services | 379 | 5,995 | \$13,426 |
| Other Services | 372 | 1,764 | \$27,331 |
| Government | 152 | 13,634 | \$37,108 |
| Non-Classifiable | 4 | 6 | \$24,555 |

Note: Employment for individual industries may not add to the total due to rounding.

Source: Colorado Department of Labor and Employment, Labor Market Information, Quarterly Census of Employment and Wages (QCEW).

| Labor Force Data, 2011 | |
|------------------------|---------|
| Labor Force | 122,877 |
| Employed | 111,434 |
| Unemployment Rate | 9.3% |

Source: Colorado Department of Labor and Employment, Labor Market Information.

| Ten Largest Employers in Weld County | | |
|--|--------------------------------------|-----------------|
| Company | Industry | Local Employees |
| JBS Swift & Company | Beef Processing | 4,500 |
| Banner Health: North Colorado Medical Center | Healthcare | 3,000 |
| Vestas | Wind Turbine Blade Manufacturing | 1,600 |
| State Farm Insurance Companies | Insurance | 1,460 |
| Carestream Health, Inc. | Medical & Dental Imaging | 520 |
| TeleTech | Financial Services Support | 500 |
| Halliburton Energy Services, Inc. | Oil & Gas Development | 430 |
| McLane Western | Grocery Warehouse/Distribution | 390 |
| StarTek Inc. | Outsourcing Service Provider | 370 |
| Evangelical Lutheran Good Samaritan Society | Retirement & Long-Term Care Services | 330 |

Source: Development Research Partners, April 2012.

Weld County, Colorado

2012 Economic Profile

Education

| K-12 Education Statistics (Most Recent Available School Year) | | |
|--|-------------|--------|
| | School Year | |
| Enrollment | 2011-2012 | 38,401 |
| Number of Schools | 2011-2012 | 78 |
| Classroom Teacher FTE | 2011-2012 | 2,228 |
| Pupil/Teacher Ratio | 2011-2012 | 17.2 |
| Dropout Rate (grades 7-12) ¹ | 2010-2011 | 2.0% |
| Completer Rate ² | 2010-2011 | 80.2% |
| Graduation Rate ³ | 2010-2011 | 76.9% |

¹ Includes alternative schools. Due to a change in Colorado law, dropout figures from 2005 and beyond could include students who have left to attend school at home, outside of the state or country, or at a private institution. These students are only included in the dropout count when specific documentation of the school change is not provided.

² Completers are students who graduate, receive certificates or other designations of high school completion or attendance, or receive a G.E.D. from programs administered by the district.

³ Graduation rates are calculated based on high school graduates only.
Source: Colorado Department of Education.

| College Entrance Exam Scores | |
|------------------------------|------|
| ACT Composite Score - 2011 | |
| Weld County | 18.1 |
| Northern Colorado | 19.9 |
| Colorado | 20.7 |
| U.S. Average | 21.1 |
| SAT 2011 | |
| Critical Reading | |
| Colorado | 570 |
| U.S. Average | 497 |
| Math | |
| Colorado | 573 |
| U.S. Average | 514 |
| Writing | |
| Colorado | 556 |
| U.S. Average | 489 |

Note: All Colorado high school juniors are required to take the ACT. Nationally, only college bound juniors generally take the ACT.

Sources: Colorado Department of Education; ACT, Inc.; and College Board.

| Shares of Population Age 25 Years and Over by Educational Attainment (2010) | |
|---|------------------|
| Weld County | Percent of Total |
| Percent with high school diploma or higher | 85.3 |
| Percent with bachelor's degree or higher | 25.1 |
| Colorado | |
| Percent with high school diploma or higher | 89.7 |
| Percent with bachelor's degree or higher | 36.4 |
| U.S. Average | |
| Percent with high school diploma or higher | 85.6 |
| Percent with bachelor's degree or higher | 28.2 |

Source: U.S. Census Bureau, American Community Survey.

| Higher Education Facilities in Metro Denver and Northern Colorado | |
|---|----------------------|
| | Fall 2011 Enrollment |
| Four Year Public Colleges and Universities | |
| Colorado School of Mines - Golden | 5,350 |
| Colorado State University - Fort Collins, Denver | 27,055 |
| Metropolitan State University - Denver | 23,337 |
| University of Colorado Boulder | 30,788 |
| University of Colorado Denver | 18,288 |
| University of Northern Colorado - Greeley | 11,332 |
| Four Year Private Colleges and Universities | |
| Colorado Christian University - Lakewood | 2,599 |
| Johnson & Wales - Denver | 1,669 |
| Regis University - Denver | 11,069 |
| University of Denver - Denver | 11,476 |
| University of Phoenix - Metro Denver campuses | 2,257 |
| Two Year Public Colleges | |
| Aims Community College - Greeley | 5,290 |
| Arapahoe Community College - Littleton | 11,097 |
| Community College of Aurora | 7,824 |
| Community College of Denver | 13,053 |
| Front Range Community College - Westminster, Fort Collins | 20,568 |
| Red Rocks Community College - Lakewood | 9,544 |

Source: Colorado Department of Higher Education and individual schools.



Weld County, Colorado
2012 Economic Profile
 Cost of Living, Income, & Housing

| Per Capita Personal Income, 2010 | |
|----------------------------------|----------|
| Weld County | \$28,817 |
| Northern Colorado | \$34,088 |
| Colorado | \$42,295 |
| United States | \$39,937 |

Source: U.S. Bureau of Economic Analysis.

| Cost of Living Index (selected cities) - First Quarter 2012 | | | | | | | |
|---|------------------------------|-------------|--------------|-------------|----------------|--------------|--------------------------|
| City | All Items Index ¹ | Grocery | Housing | Utilities | Transportation | Health Care | Misc. Goods and Services |
| Atlanta, GA | 98.1 | 107.9 | 85.8 | 96.1 | 109.1 | 99.4 | 101.8 |
| Baltimore, MD | 116.6 | 111.9 | 157.6 | 102.7 | 101.5 | 100.3 | 94.0 |
| Boston, MA | 139.4 | 118.8 | 165.3 | 142.4 | 110.6 | 127.4 | 135.3 |
| Chicago, IL | 116.9 | 107.6 | 138.1 | 105.4 | 116.7 | 104.3 | 107.4 |
| Cleveland, OH | 100.1 | 108.4 | 93.8 | 105.1 | 101.5 | 103.8 | 99.7 |
| Dallas, TX | 99.8 | 101.9 | 75.0 | 111.4 | 108.9 | 108.2 | 113.1 |
| Denver, CO | 104.0 | 96.5 | 114.8 | 89.6 | 90.8 | 109.8 | 105.7 |
| Houston, TX | 92.9 | 84.0 | 91.9 | 90.5 | 94.8 | 95.2 | 97.4 |
| Miami, FL | 110.3 | 110.5 | 121.4 | 102.8 | 112.6 | 111.2 | 101.8 |
| Minneapolis, MN | 108.4 | 106.6 | 114.1 | 102.7 | 105.6 | 102.6 | 107.5 |
| New York, NY | 228.3 | 147.7 | 451.9 | 127.9 | 131.0 | 124.8 | 142.6 |
| Philadelphia, PA | 124.5 | 124.7 | 140.5 | 129.3 | 105.6 | 105.4 | 117.4 |
| Portland, OR | 115.2 | 102.3 | 134.4 | 103.2 | 120.5 | 117.2 | 105.3 |
| Raleigh, NC | 91.2 | 98.4 | 72.5 | 104.9 | 101.6 | 93.8 | 96.6 |
| San Diego, CA | 132.7 | 114.8 | 192.6 | 106.9 | 111.7 | 110.6 | 105.5 |
| San Francisco, CA | 166.5 | 120.4 | 294.8 | 93.7 | 110.9 | 112.8 | 121.4 |
| Seattle, WA | 115.9 | 111.2 | 135.8 | 89.6 | 109.0 | 118.3 | 110.8 |
| Washington, DC | 144.6 | 113.2 | 248.4 | 103.4 | 107.6 | 101.9 | 97.1 |

¹ Index measures the relative price levels for consumer goods and services in selected cities compared with the national average of 100 for all participating cities.

Source: The Council for Community and Economic Research, C2ER Cost of Living Index.

| Single-Family Median Home Sales Price (000s) | |
|--|----------------|
| City | 1Q2012 |
| Atlanta, GA | \$87.8 |
| Baltimore, MD | \$218.1 |
| Boston, MA | \$311.5 |
| Chicago, IL | \$157.2 |
| Cleveland, OH | \$84.9 |
| Dallas, TX | \$148.2 |
| Denver, CO | \$226.4 |
| Houston, TX | \$152.1 |
| Los Angeles, CA | \$281.4 |
| Miami, FL | \$182.0 |
| Minneapolis, MN | \$147.3 |
| New York, NY | \$363.8 |
| Philadelphia, PA | \$193.5 |
| Phoenix, AZ | \$129.9 |
| Portland, OR | \$208.6 |
| Raleigh, NC | N/A |
| San Francisco, CA | \$448.0 |
| Seattle, WA | \$265.4 |
| Washington, DC | \$311.6 |
| United States | \$158.1 |

Source: National Association of Realtors.



Weld County, Colorado

2012 Economic Profile

Tax Rates

| Local & State Sales Tax Rates | |
|-------------------------------|--------------|
| Ault | 3.00% |
| Berthoud | 3.00% |
| Brighton | 3.75% |
| Dacono | 3.00% |
| Eaton | 3.00% |
| Erie | 3.50% |
| Evans | 3.50% |
| Firestone | 2.00% |
| Fort Lupton | 4.00% |
| Frederick | 2.50% |
| Garden City | 3.00% |
| Gilcrest | 3.00% |
| Greeley | 3.46% |
| Hudson | 4.00% |
| Johnstown | 3.00% |
| Keenesburg | 2.00% |
| Kersey | 3.60% |
| La Salle | 3.50% |
| Lochbuie | 4.00% |
| Longmont | 3.275% |
| Mead | 2.00% |
| Milliken | 2.50% |
| Northglenn | 4.00% |
| Nunn | 2.00% |
| Pierce | 2.00% |
| Platteville | 3.00% |
| Severance | 3.00% |
| Windsor | 3.20% |
| Weld County | No Sales Tax |
| Colorado | 2.90% |

*Note: Sales and use tax rates are current as of July 1, 2012.
Additional local or special levies may apply. Some cities may be
located in more than one county.*

Source: Colorado Department of Revenue.

| Real & Business Personal Property Taxes | |
|---|--------|
| Assessment Ratios | |
| Commercial Property | 29% |
| Residential Property* | 7.96% |
| Average Mill Levy, 2011 | |
| Weld County | 92.402 |
| Northern Colorado | 70.701 |

*Note: The mill levy is the dollars of tax per \$1,000 of
assessed valuation.*

Source: Colorado Division of Property Taxation.

| Property Tax Example |
|--|
| Assume you have a home with a base year market value of \$200,000. With a residential property assessment ratio of 7.96%, the assessed value of the home is \$15,920 (1). Given that the 2011 Northern Colorado average mill levy of 78.145 is the tax on each \$1,000 of assessed value, the total tax due is \$1,244.07 (2). |
| (1) $\$200,000 \times 7.96\% = \$15,920$ |
| (2) $\$15,920 \times .078145 = \$1,244.07$ |

| Colorado Income Tax | |
|----------------------|-------|
| Corporate Income Tax | 4.63% |
| Personal Income Tax | 4.63% |

*Note: Income tax rate is applied to adjusted federal gross
income.*

Source: Colorado Department of Revenue.



Weld County, Colorado

2012 Economic Profile

Transportation

Weld County has an excellent transportation infrastructure, with I-25 and Highway 85 serving north/south demand, and Highway 34 and I-76 providing east/west access. The County is served by two major railroads, Union Pacific and Burlington Northern Santa Fe Railway, as well as short line Great Western.

Air Transportation

| Denver International Airport (DIA) | |
|---|------|
| Denver International Airport (DIA) is the fifth-busiest airport in the United States and has served well more than 700 million passengers since it opened in February 1995. | |
| www.flydenver.com | |
| Size (square miles) | 53 |
| Runways | 6 |
| Gates (includes gates in regional jet facilities) | 157 |
| Commercial Carriers | 15 |
| 2011 Passenger Traffic (millions) | 52.8 |
| 2010-2011 Passenger Traffic Growth | 1.7% |
| Nonstop Destinations (Domestic & Int'l) | 160 |

| General Aviation Airports |
|---|
| The Fort Collins-Loveland Municipal Airport is located about 55 miles north of Denver along the I-25 corridor. The airport has commercial airline service and also provides corporate and general aviation services. |
| www.fortloveair.com |
| The Greeley-Weld County Airport is one of Colorado's fastest-growing business aviation facilities. The airport is located 50 miles north of Denver. |
| www.gxy.net |

| Regional Transit Resources | |
|----------------------------------|---|
| City of Loveland Transit (COLT) | http://www.ci.loveland.co.us/publicworks |
| Greeley-Evans Transit (GET) | www.greeleygov.com/theBus |
| Transfort (City of Fort Collins) | www.ci.fort-collins.co.us/transfort/ |

| Rail Transportation |
|---|
| Burlington Northern Santa Fe Railway - Freight Service |
| Union Pacific Railroad - Freight Service |
| Great Western Railway of Colorado - Freight Service (Shortline) |



Weld County, Colorado
2012 Economic Profile
Commercial Real Estate

| Weld County Commercial Real Estate Market Conditions, 2Q2012 | | | | |
|--|--------------------------------|------------------------------|----------------------------|---------------------------------|
| | Existing Space ¹ | Vacant Space ¹ | Overall Vacancy Rate | Avg. Lease Rate ² |
| Office | 5.4 | 0.4 | 7.8% | \$15.18 |
| Industrial | 20.3 | 2.4 | 11.7% | \$6.01 |
| Flex | 2.2 | 0.5 | 22.8% | \$6.50 |
| Retail | 10.6 | 0.9 | 8.4% | \$10.41 |

¹ Building space is listed in millions of square feet. Vacant space, vacancy rate, and average lease rate are for all direct and sublet space.

² Office lease rates are per square foot; all others are per square foot, triple-net (NNN).

Source: CoStar Realty Group.

| Construction Cost Index 2012 | | | |
|------------------------------|--------------|--------------|--------------|
| City | Materials | Installation | Composite |
| Atlanta, GA | 98.0 | 76.5 | 88.5 |
| Baltimore, MD | 100.2 | 84.7 | 93.3 |
| Boston, MA | 102.2 | 136.8 | 117.5 |
| Buffalo, NY | 100.3 | 104.0 | 101.9 |
| Chicago, IL | 99.1 | 138.9 | 116.6 |
| Cincinnati, OH | 96.9 | 85.8 | 92.0 |
| Cleveland, OH | 97.9 | 99.8 | 98.7 |
| Columbus, OH | 97.8 | 90.6 | 94.6 |
| Dallas, TX | 99.4 | 66.8 | 85.0 |
| Denver, CO | 101.7 | 84.7 | 94.2 |
| Detroit, MI | 97.4 | 110.1 | 103.0 |
| Houston, TX | 99.1 | 69.8 | 86.2 |
| Indianapolis, IN | 99.2 | 85.6 | 93.2 |
| Kansas City, MO | 100.1 | 108.0 | 103.6 |
| Los Angeles, CA | 100.1 | 115.5 | 106.9 |
| Memphis, TN | 98.2 | 69.6 | 85.6 |
| Miami, FL | 99.6 | 76.7 | 89.6 |
| Milwaukee, WI | 100.9 | 108.3 | 104.2 |
| Minneapolis, MN | 102.1 | 123.0 | 111.3 |
| Nashville, TN | 96.8 | 72.2 | 86.0 |
| New York, NY | 104.8 | 166.9 | 132.2 |
| Philadelphia, PA | 99.9 | 130.9 | 113.6 |
| Phoenix, AZ | 97.9 | 76.6 | 88.5 |
| Pittsburgh, PA | 99.1 | 104.6 | 101.5 |
| St. Louis, MO | 100 | 105.7 | 102.5 |
| San Antonio, TX | 96.2 | 65 | 82.4 |
| San Diego, CA | 99.3 | 107.8 | 103.0 |
| San Francisco, CA | 108.5 | 142.3 | 123.4 |
| Seattle, WA | 102.5 | 106.3 | 104.2 |
| Washington, D.C. | 102.4 | 92.8 | 98.2 |
| National Average | 100.0 | 100.0 | 100.0 |

Source: RS Means, "Building Construction Cost Data 2012."

| Business Parks in Weld County 2012 | |
|---|-------|
| | Acres |
| Niobrara Energy Park | 644 |
| Great Western Industrial Park | 500 |
| Promontory Business Park | 200 |
| Del Camino Center I & II | 160 |
| Raspberry Hill Business Park | 160 |
| Two Charlies – Frederick West Business Park | 160 |
| Dacono Gateway Center | 148 |
| I-25 Gateway Center | 146 |
| Vista Commercial Center | 145 |
| Crossroads Business Park | 140 |
| Highpointe Business Park | 136 |
| Eagle Business Park | 133 |
| Glacier Business Park | 120 |
| Sekich Business Park | 115 |
| Foster Ridge Business Park | 113 |
| Diamond Valley Industrial Park | 91 |
| Greeley Commerce Center | 84 |
| Silver Peaks Business Park | 84 |
| Bear Industrial Park | 77 |
| I-25 Business Park | 77 |
| Windsor Tech Center I & II | 63 |
| Indian Peaks Industrial Park | 60 |
| Centennial Crossing Corporate Center | 50 |
| Hudson Industrial & Business Park | 50 |
| Platte Industrial Center | 50 |

Source: Weld County.



Weld County, Colorado
2012 Economic Profile
 Cultural Institutions

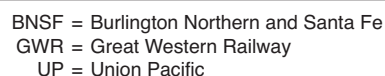
| Major Cultural Institutions in Northern Colorado, 2012 | | | |
|--|--------------|---------------------------|--------------|
| Facility | City | Facility | City |
| "Beet" Street | Fort Collins | Greeley Stampede | Greeley |
| Benson Sculpture Garden | Loveland | Lincoln Center | Fort Collins |
| Fort Collins Museum of Art | Fort Collins | Midtown Arts Center | Fort Collins |
| Fort Collins Symphony | Fort Collins | UNC/Greeley Jazz Festival | Greeley |
| Greeley Philharmonic Orchestra | Greeley | Union Colony Civic Center | Greeley |

Source: Development Research Partners.

| Professional Sports Teams and Venues | | | |
|--------------------------------------|------------|--------|-------------------------------------|
| Northern Colorado | | | |
| Team | Sport | League | Venue |
| Colorado Eagles | Hockey | CHL | Budweiser Events Center |
| Colorado Ice | Football | IFL | Budweiser Events Center |
| Metro Denver | | | |
| Team | Sport | League | Venue |
| Colorado Avalanche | Hockey | NHL | Pepsi Center |
| Colorado Mammoth | Lacrosse | NLL | Pepsi Center |
| Colorado Rapids | Soccer | MLS | Dick's Sporting Goods Park |
| Colorado Rockies | Baseball | MLB | Coors Field |
| Denver Broncos | Football | NFL | Sports Authority Field at Mile High |
| Denver Nuggets | Basketball | NBA | Pepsi Center |
| Denver Outlaws | Lacrosse | MLL | Sports Authority Field at Mile High |

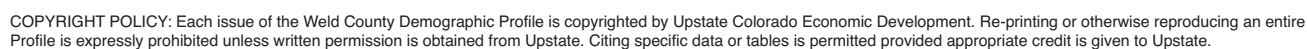
Source: Development Research Partners.

(3,992 Square Miles)



UPSTATECOLORADO

822 7th Street, Suite 550
Greeley, CO 80631
(970) 356-4565 or Toll Free (800) 320-8578
(970) 352-2436 Fax
www.upstatecolorado.org
info@upstatecolorado.org

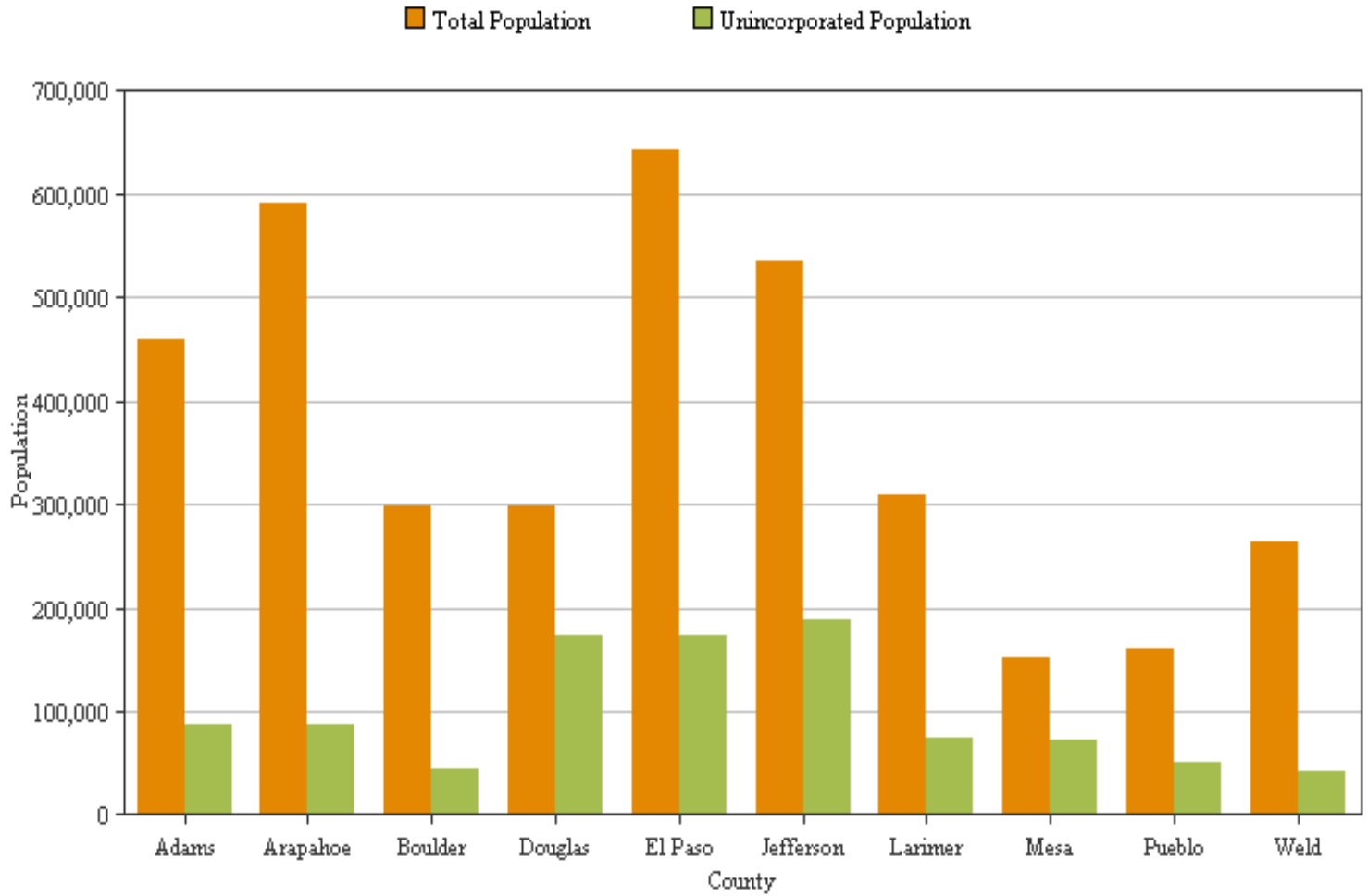


Sources of Information: City of Greeley, Weld County, Colorado Department of Labor and Employment–Labor Market Information, Colorado Department of Revenue, Colorado Division of Local Government, Greeley Mall, Greeley Convention & Visitors Bureau, MLS Statistics, North Colorado Medical Center, UNC Department of Economics, U.S. Census Bureau, Weld County Public Trustee.

Publication supported by funds from Weld County, the City of Greeley, and funds from the Colorado Enterprise Zone Marketing Grant

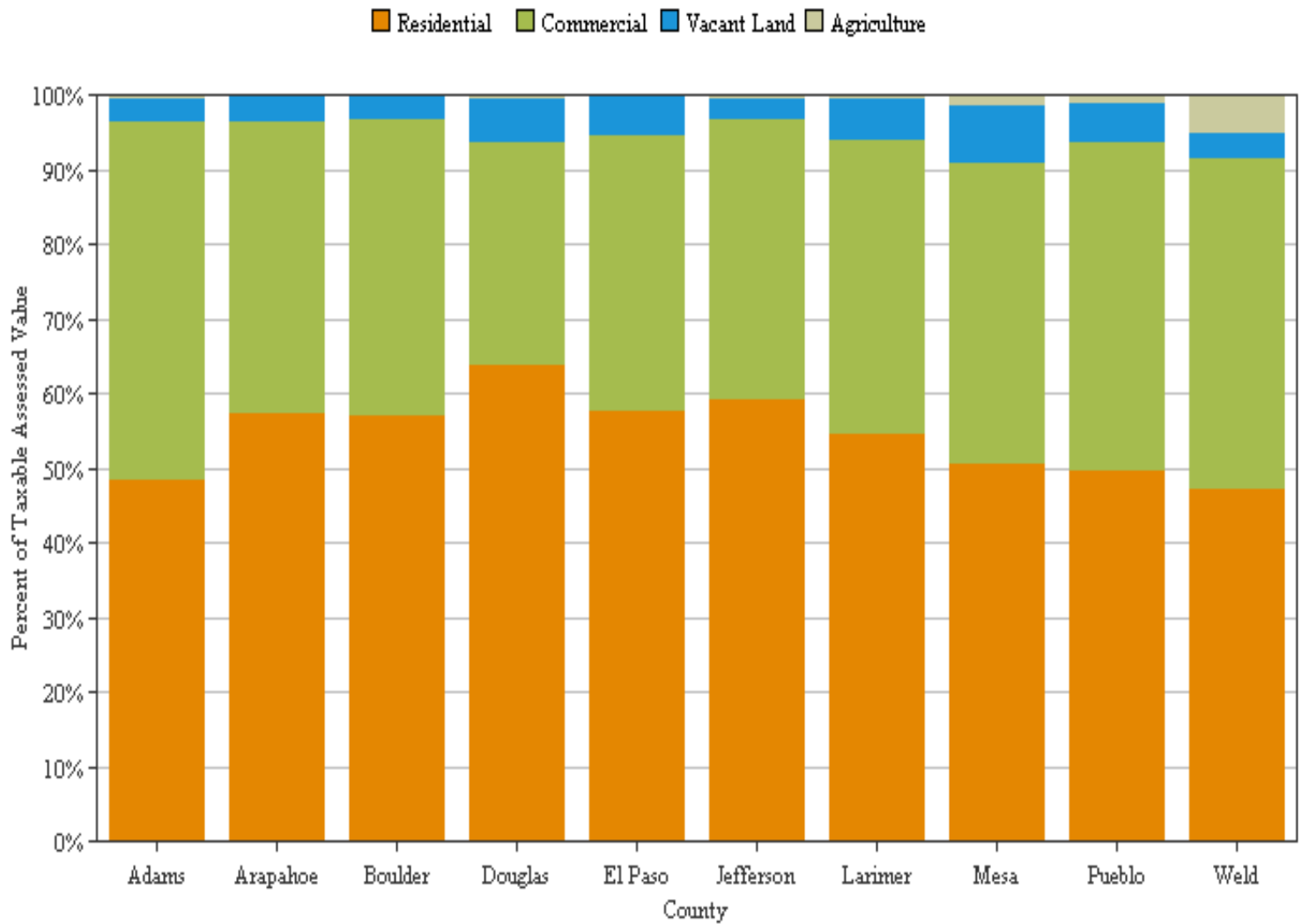


Population Distribution



| | Adams | Arapahoe | Boulder | Douglas | El Paso | Jefferson | Larimer | Mesa | Pueblo | Weld |
|---------------------------|---------|----------|---------|---------|---------|-----------|---------|---------|---------|---------|
| Total Population | 460,846 | 590,675 | 299,378 | 297,485 | 642,538 | 535,311 | 308,439 | 151,539 | 160,545 | 264,528 |
| Unincorporated Population | 88,292 | 86,499 | 43,439 | 172,950 | 173,328 | 188,057 | 73,574 | 71,607 | 50,700 | 42,684 |

Taxable Assessed Value by Type



\$ Millions

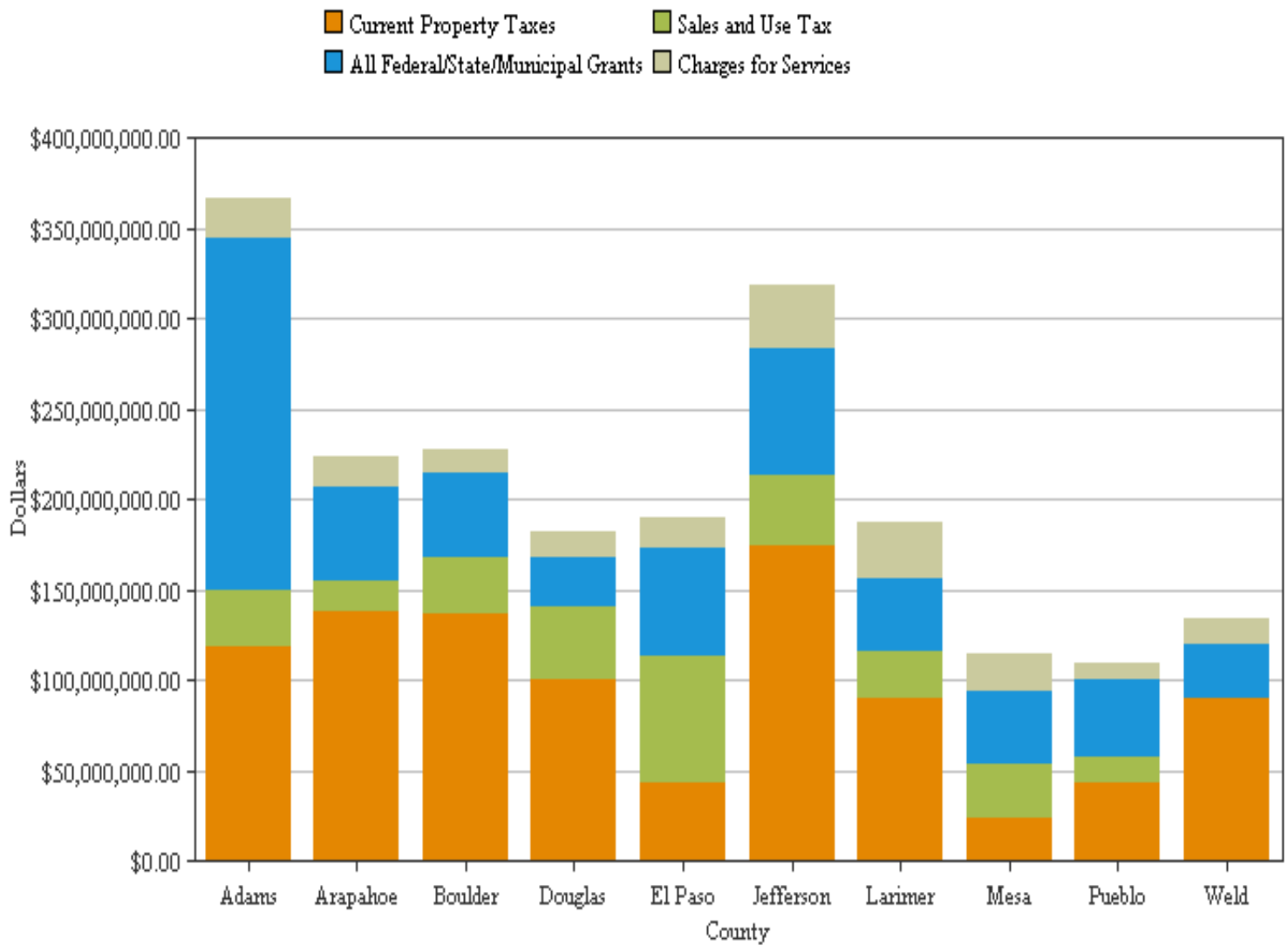
| | Adams | Arapahoe | Boulder | Douglas | El Paso | Jefferson | Larimer | Mesa | Pueblo | Weld |
|-------------|-------|----------|---------|---------|---------|-----------|---------|------|--------|-------|
| Residential | 1,984 | 3,784 | 3,093 | 2,603 | 3,478 | 4,088 | 2,183 | 846 | 596 | 1,110 |
| Commercial | 1,962 | 2,591 | 2,153 | 1,219 | 2,240 | 2,579 | 1,571 | 669 | 527 | 1,043 |
| Vacant Land | 125 | 224 | 161 | 238 | 313 | 191 | 218 | 129 | 63 | 82 |
| Agriculture | 21 | 12 | 13 | 17 | 13 | 33 | 19 | 25 | 11 | 117 |

Revenue Sources



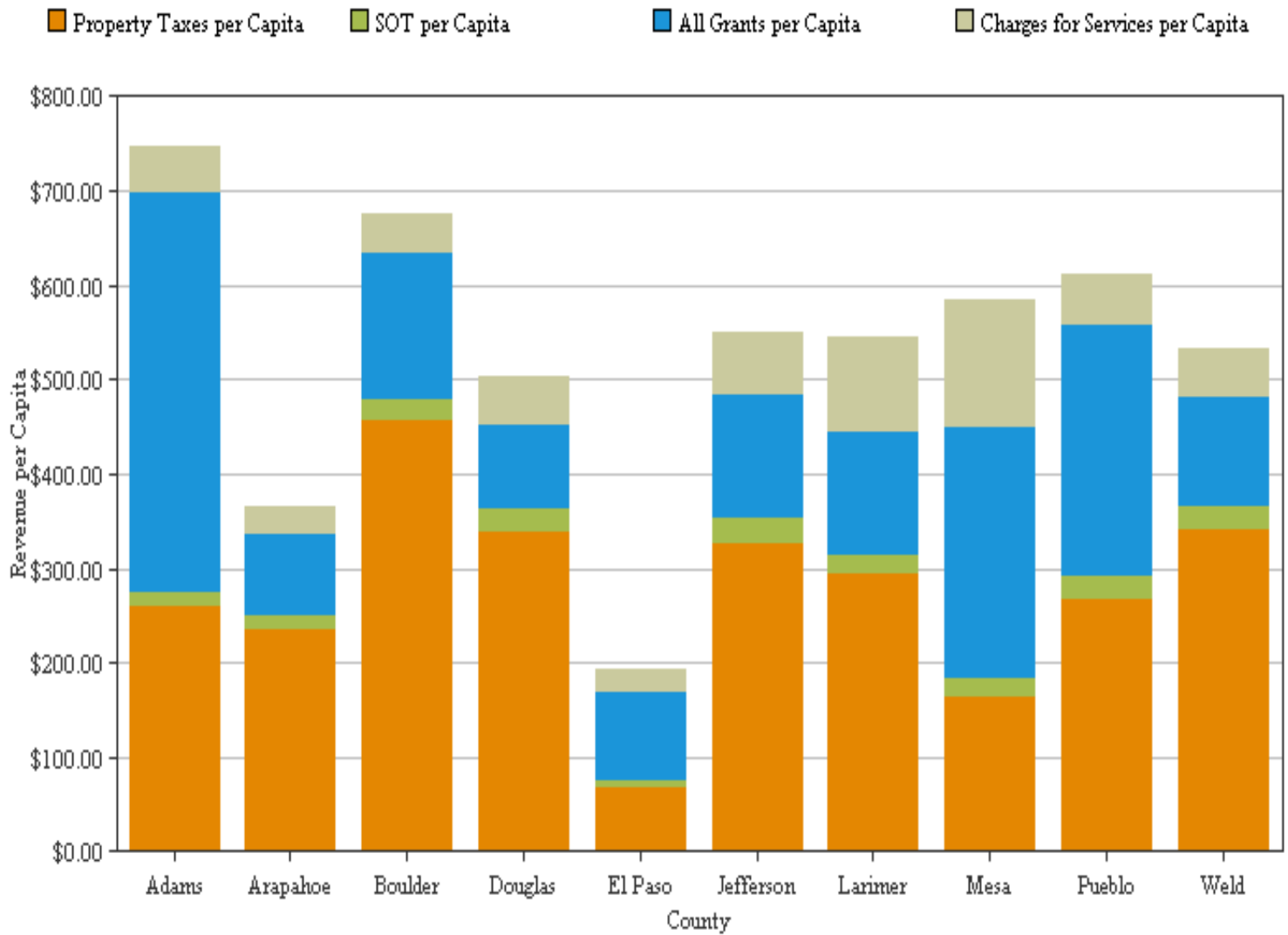
| | Adams | Arapahoe | Boulder | Douglas | El Paso | Jefferson | Larimer | Mesa | Pueblo | Weld |
|------------------------------------|-------|----------|---------|---------|---------|-----------|---------|-------|--------|-------|
| Current Property Taxes | 31.0% | 56.5% | 56.9% | 50.8% | 21.0% | 50.1% | 44.7% | 19.7% | 36.3% | 59.3% |
| Specific Ownership Tax | 2.0% | 3.5% | 2.7% | 3.8% | 2.3% | 4.1% | 3.0% | 2.5% | 3.1% | 4.2% |
| Sales and Use Tax | 8.1% | 7.0% | 13.2% | 20.6% | 34.4% | 11.0% | 12.7% | 23.3% | 12.8% | 0.0% |
| Highway Users Tax | 1.9% | 3.2% | 2.3% | 3.3% | 5.3% | 3.7% | 3.5% | 5.4% | 3.9% | 6.5% |
| All Federal/State/Municipal Grants | 50.6% | 20.9% | 19.5% | 13.4% | 29.2% | 20.2% | 19.8% | 32.3% | 36.3% | 20.2% |
| Charges for Services | 5.9% | 7.3% | 5.1% | 7.6% | 7.9% | 10.3% | 15.5% | 16.5% | 7.3% | 9.0% |
| Interest/Investment Earnings | 0.4% | 1.6% | 0.3% | 0.6% | 0.0% | 0.7% | 0.8% | 0.2% | 0.2% | 0.9% |

Primary Sources of Revenues

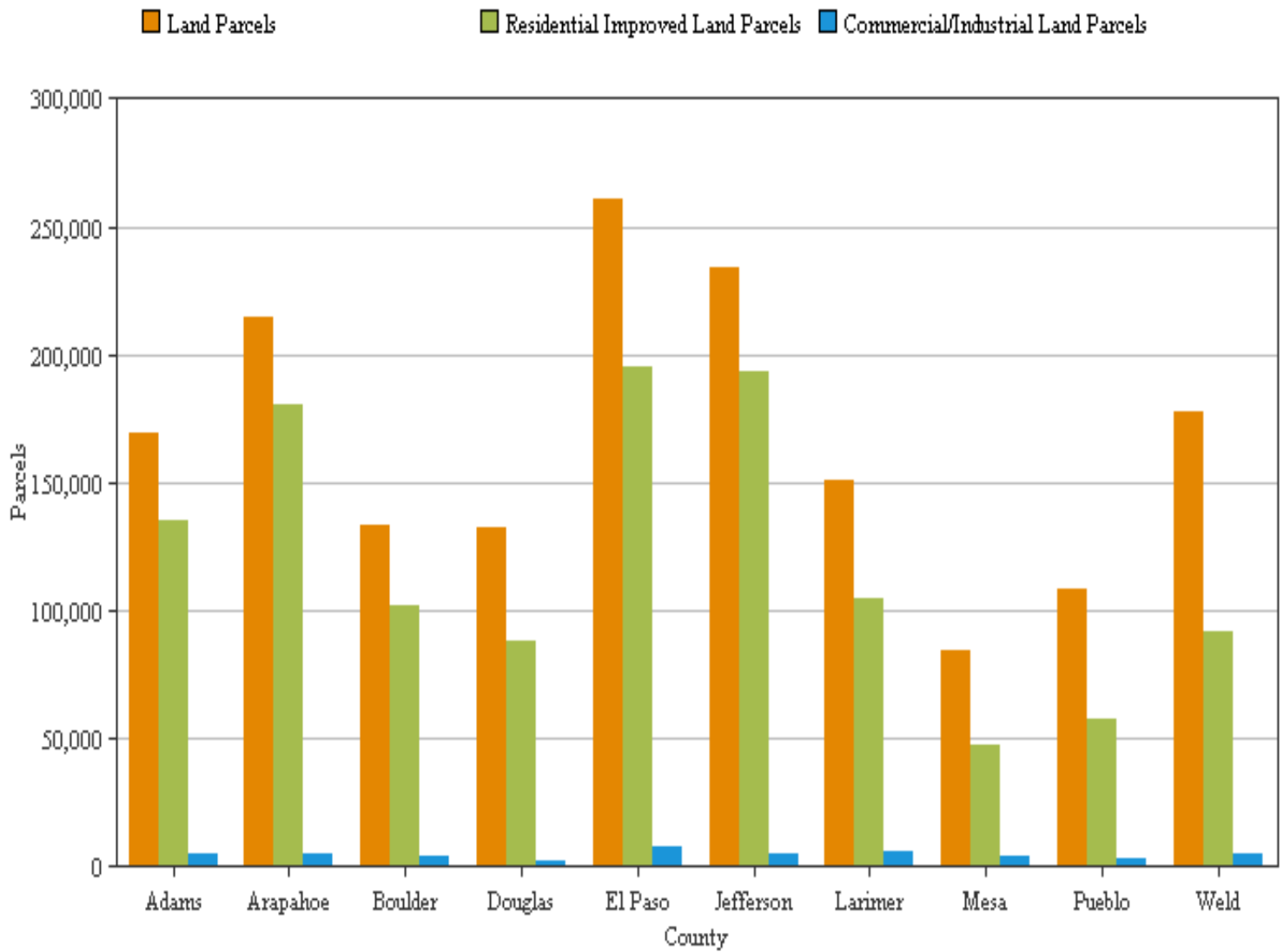


| | Adams | Arapahoe | Boulder | Douglas | El Paso | Jefferson | Larimer | Mesa | Pueblo | Weld |
|------------------------------------|---------------|---------------|---------------|---------------|--------------|---------------|--------------|--------------|--------------|--------------|
| Current Property Taxes | \$119,178,000 | \$138,370,000 | \$136,704,000 | \$100,649,000 | \$43,189,000 | \$174,641,000 | \$90,762,000 | \$24,630,000 | \$42,973,000 | \$90,118,000 |
| Sales and Use Tax | \$31,180,000 | \$17,186,000 | \$31,670,000 | \$40,810,000 | \$70,585,000 | \$38,447,000 | \$25,829,000 | \$29,122,000 | \$15,193,000 | \$0 |
| All Federal/State/Municipal Grants | \$194,434,000 | \$51,196,000 | \$46,911,000 | \$26,561,000 | \$59,912,000 | \$70,312,000 | \$40,128,000 | \$40,298,000 | \$42,923,000 | \$30,624,000 |
| Charges for Services | \$22,617,000 | \$17,843,000 | \$12,237,000 | \$14,977,000 | \$16,136,000 | \$35,748,000 | \$31,446,000 | \$20,601,000 | \$8,618,000 | \$13,650,000 |

Primary Revenue Sources (Normalized to Population)

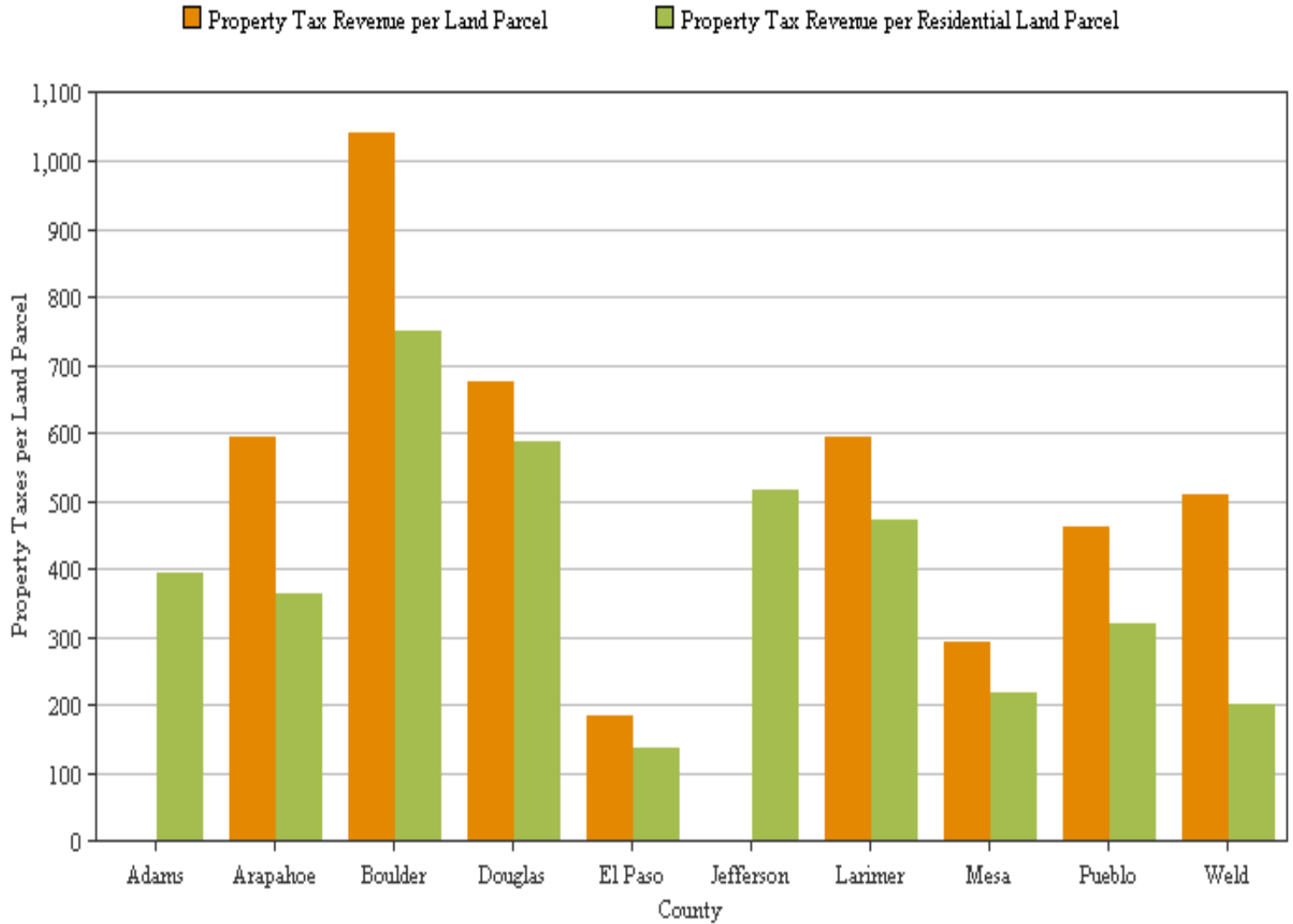


| | Adams | Arapahoe | Boulder | Douglas | El Paso | Jefferson | Larimer | Mesa | Pueblo | Weld |
|---------------------------------|----------|----------|----------|----------|----------|-----------|----------|----------|----------|----------|
| Property Taxes per Capita | \$258.61 | \$234.26 | \$456.63 | \$338.33 | \$ 67.22 | \$326.24 | \$294.26 | \$162.53 | \$267.67 | \$340.67 |
| SOT per Capita | \$ 16.71 | \$ 14.39 | \$ 21.65 | \$ 25.21 | \$ 7.27 | \$ 26.68 | \$ 19.85 | \$ 20.55 | \$ 23.08 | \$ 23.93 |
| All Grants per Capita | \$421.91 | \$ 86.67 | \$156.69 | \$ 89.29 | \$ 93.24 | \$131.35 | \$130.10 | \$265.92 | \$267.36 | \$115.77 |
| Charges for Services per Capita | \$ 49.08 | \$ 30.21 | \$ 40.87 | \$ 50.35 | \$ 25.11 | \$ 66.78 | \$101.95 | \$135.95 | \$ 53.68 | \$ 51.60 |



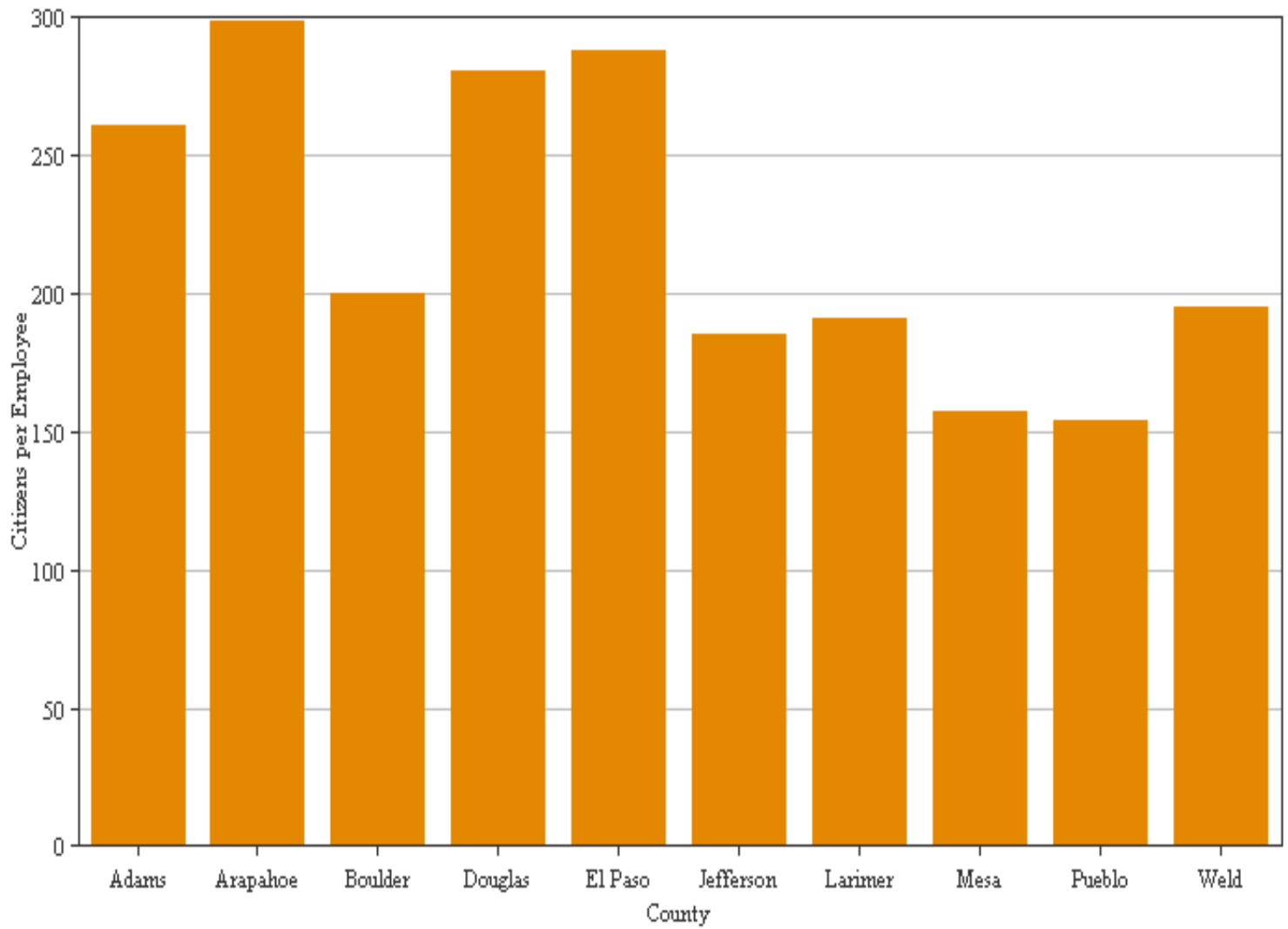
| | Adams | Arapahoe | Boulder | Douglas | El Paso | Jefferson | Larimer | Mesa | Pueblo | Weld |
|-------------------------------------|---------|----------|---------|---------|---------|-----------|---------|--------|---------|---------|
| Land Parcels | 169,652 | 214,185 | 133,107 | 132,077 | 260,570 | 234,012 | 150,825 | 84,489 | 108,054 | 177,400 |
| Residential Improved Land Parcels | 134,897 | 180,646 | 101,946 | 87,844 | 195,318 | 193,036 | 104,831 | 47,712 | 57,746 | 92,000 |
| Commercial /Industrial Land Parcels | 5,330 | 5,516 | 3,948 | 1,942 | 7,703 | 4,935 | 5,747 | 3,983 | 2,896 | 4,700 |

Property Tax per Parcel



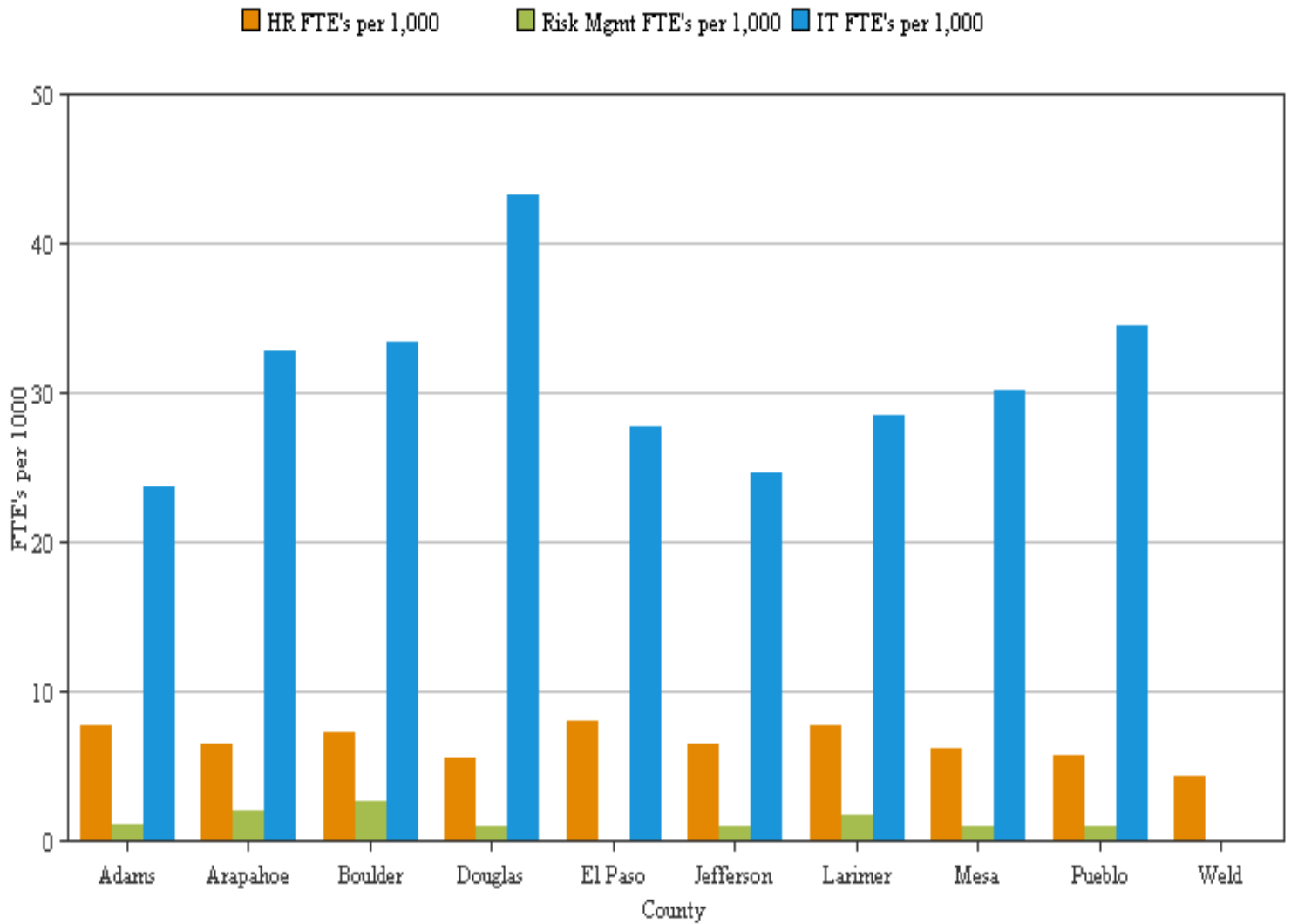
| | Adams | Arapahoe | Boulder | Douglas | El Paso | Jefferson | Larimer | Mesa | Pueblo | Weld |
|--|-----------|-----------|-------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Property Tax Revenue per Land Parcel | \$ 0.00 | \$ 594.22 | \$ 1,041.19 | \$ 673.93 | \$ 185.07 | \$ 0.00 | \$ 593.53 | \$ 291.69 | \$ 461.86 | \$ 508.00 |
| Property Tax Revenue per Residential Land Parcel | \$ 394.65 | \$ 362.72 | \$ 750.45 | \$ 585.94 | \$ 136.35 | \$ 515.58 | \$ 471.10 | \$ 217.62 | \$ 319.73 | \$ 202.74 |

Citizens Served per County Employee



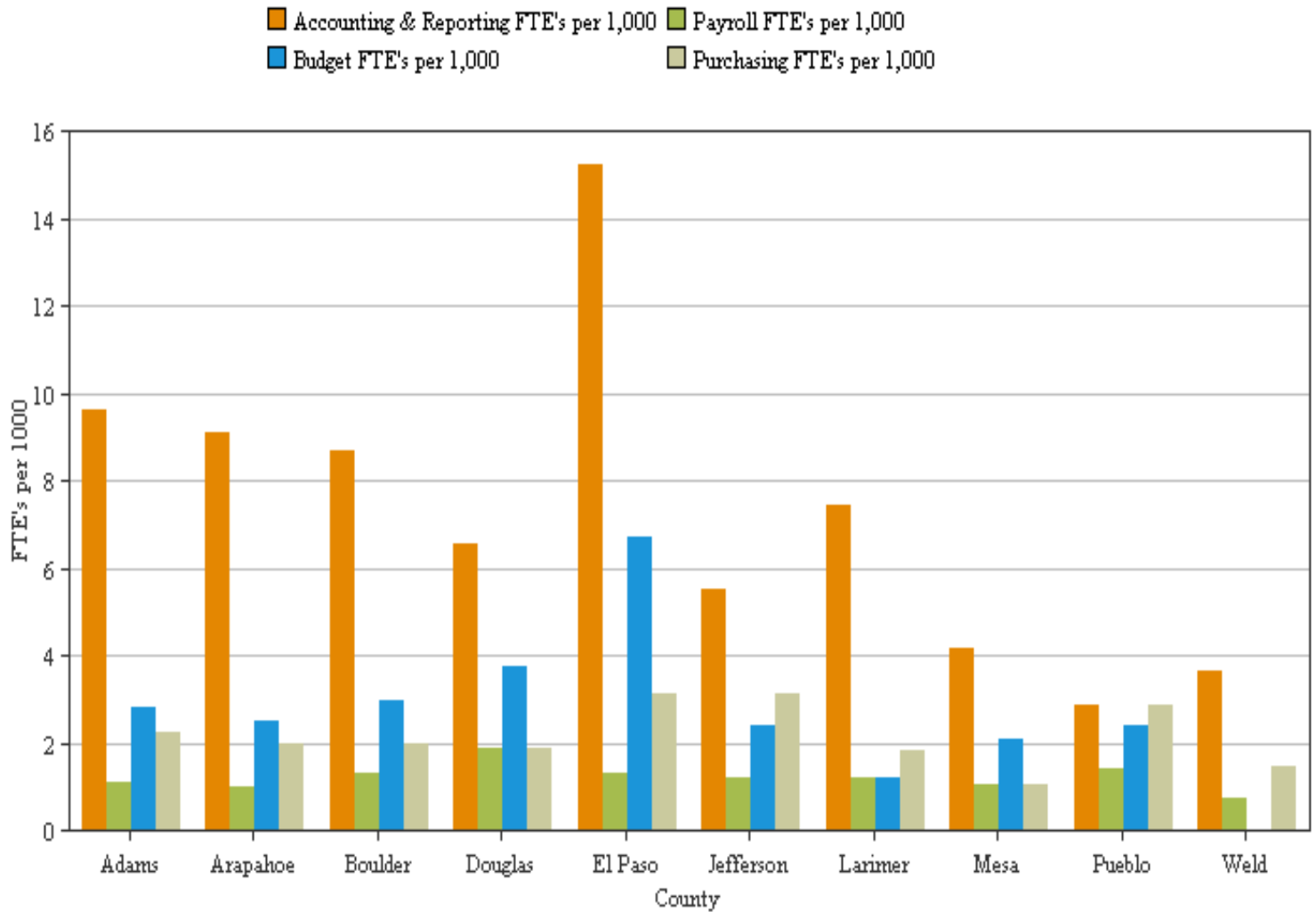
| | Adams | Arapahoe | Boulder | Douglas | El Paso | Jefferson | Larimer | Mesa | Pueblo | Weld |
|------------------------------|-------|----------|---------|---------|---------|-----------|---------|------|--------|------|
| Citizens Served per Employee | 261 | 299 | 200 | 280 | 288 | 185 | 191 | 158 | 154 | 195 |

Support Functions per 1,000 Employees



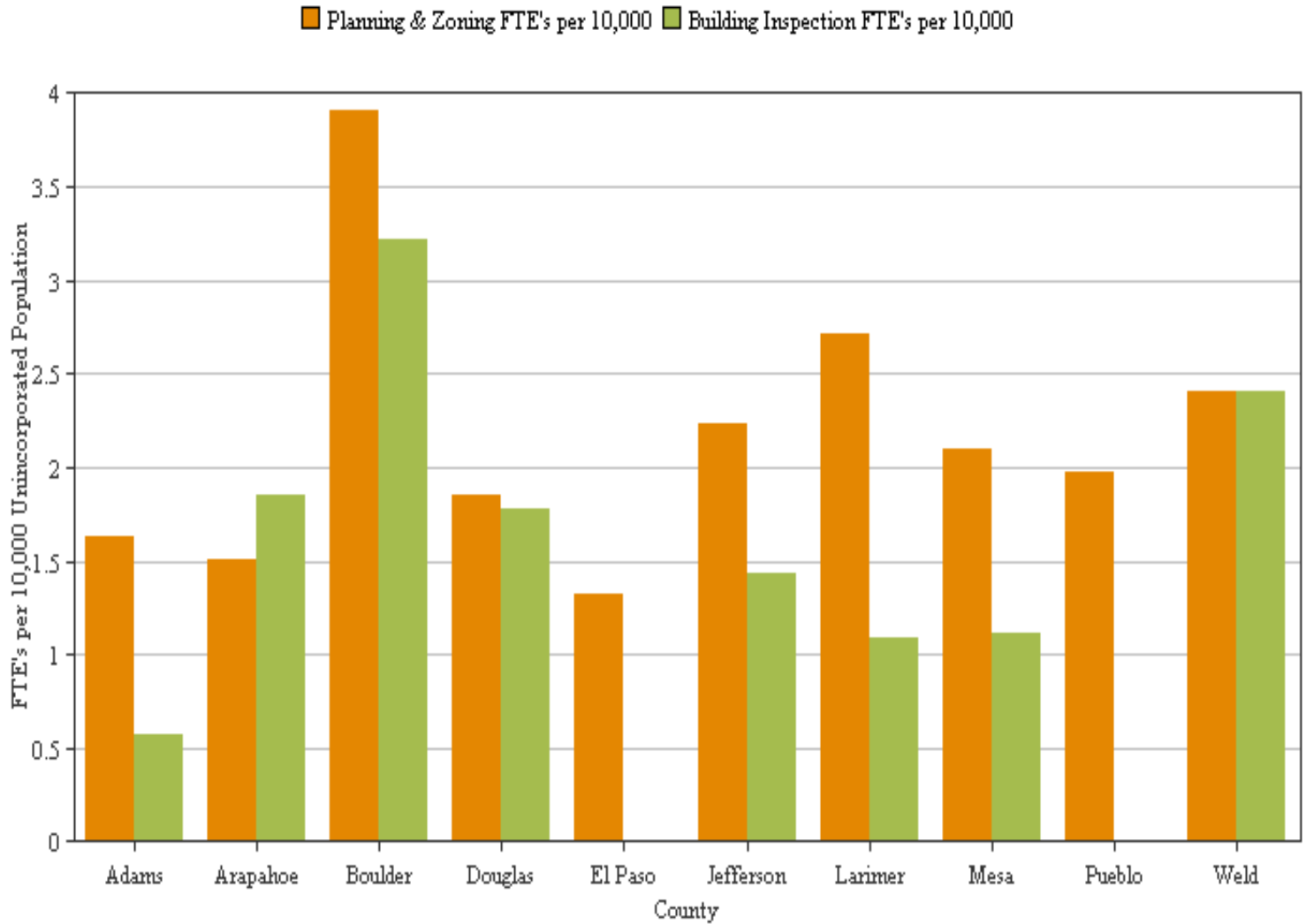
| | Adams | Arapahoe | Boulder | Douglas | El Paso | Jefferson | Larimer | Mesa | Pueblo | Weld |
|---------------------------|-------|----------|---------|---------|---------|-----------|---------|------|--------|------|
| HR FTE's per 1,000 | 7.8 | 6.6 | 7.4 | 5.7 | 8.1 | 6.6 | 7.7 | 6.2 | 5.7 | 4.4 |
| Risk Mgmt FTE's per 1,000 | 1.1 | 2.0 | 2.7 | 0.9 | 0.0 | 1.0 | 1.7 | 1.0 | 1.0 | 0.0 |
| IT FTE's per 1,000 | 23.8 | 32.9 | 33.4 | 43.3 | 27.8 | 24.7 | 28.5 | 30.2 | 34.5 | 0.0 |

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 | 9.6 | 9.1 | 8.7 | 6.6 | 15.3 | 5.5 | 7.4 | 4.2 | 2.9 | 3.7 |
| Payroll FTE's per 1,000 | 1.1 | 1.0 | 1.3 | 1.9 | 1.3 | 1.2 | 1.2 | 1.0 | 1.4 | 0.7 |
| Budget FTE's per 1,000 | 2.8 | 2.5 | 3.0 | 3.8 | 6.7 | 2.4 | 1.2 | 2.1 | 2.4 | 0.0 |
| Purchasing FTE's per 1,000 | 2.3 | 2.0 | 2.0 | 1.9 | 3.1 | 3.1 | 1.9 | 1.0 | 2.9 | 1.5 |

Planning & Zoning and Building Inspection FTE per 10,000 Unincorporated Population



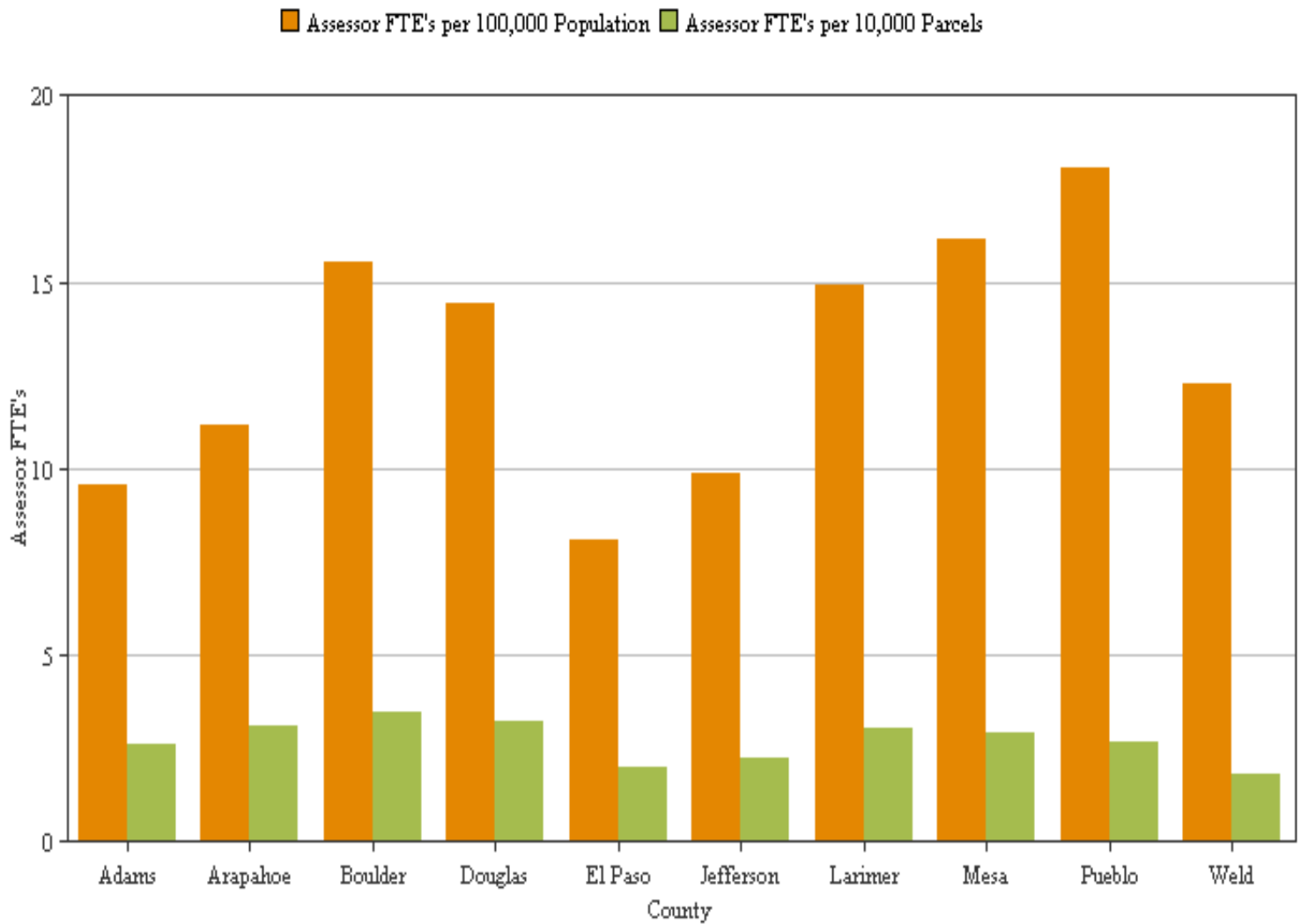
| | Adams | Arapahoe | Boulder | Douglas | El Paso | Jefferson | Larimer | Mesa | Pueblo | Weld |
|--------------------------------------|-------|----------|---------|---------|---------|-----------|---------|------|--------|------|
| Planning & Zoning FTE's per 10,000 | 1.6 | 1.5 | 3.9 | 1.9 | 1.3 | 2.2 | 2.7 | 2.1 | 2.0 | 2.4 |
| Building Inspection FTE's per 10,000 | 0.6 | 1.8 | 3.2 | 1.8 | 0.0 | 1.4 | 1.1 | 1.1 | 0.0 | 2.4 |

Treasurer FTE per 100,000 Population/100,000 Tax Notices



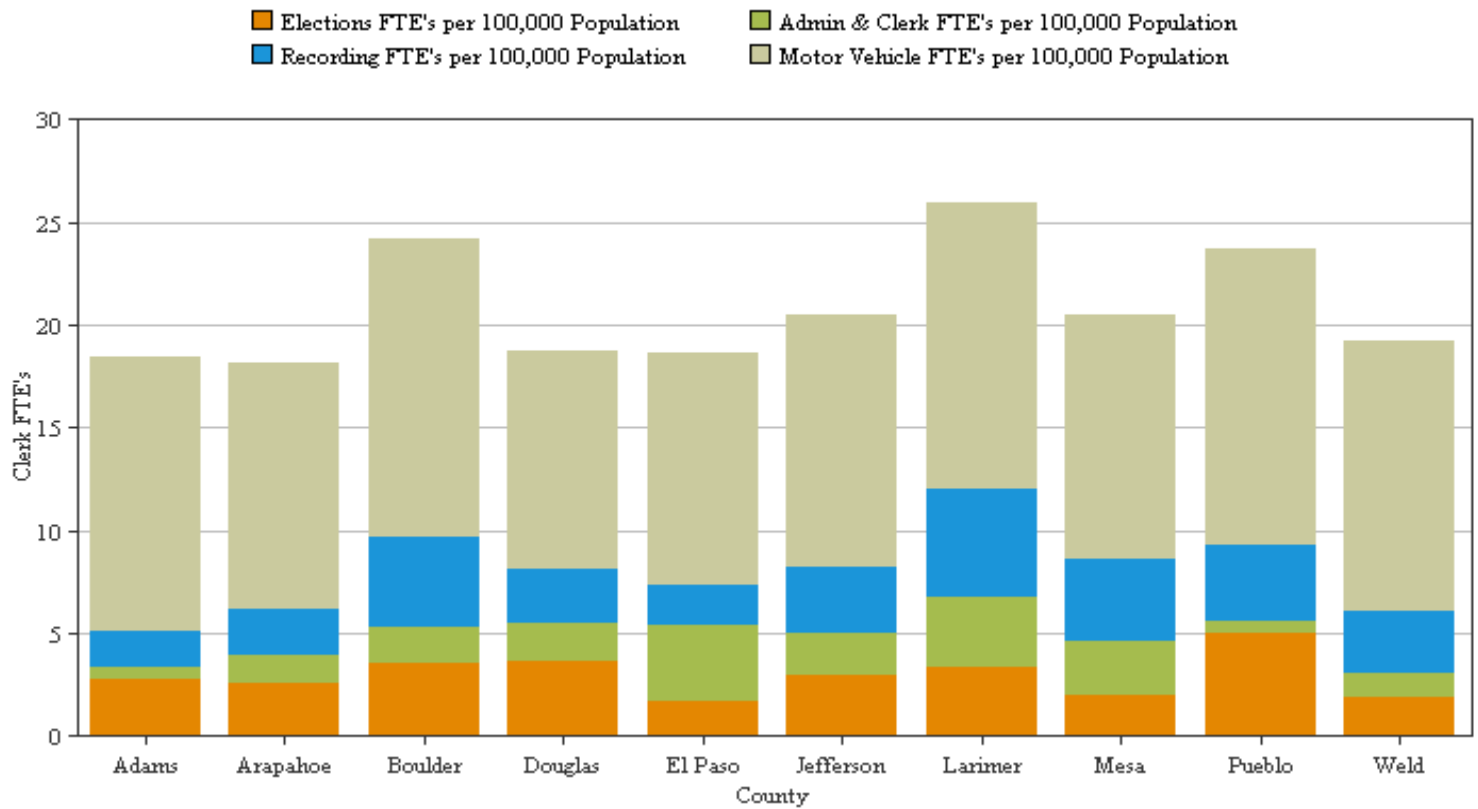
| | Adams | Arapahoe | Boulder | Douglas | El Paso | Jefferson | Larimer | Mesa | Pueblo | Weld |
|---|-------|----------|---------|---------|---------|-----------|---------|------|--------|------|
| Treasurer FTE's per 100,000 Population | 2.5 | 3.7 | 3.7 | 3.7 | 3.0 | 2.4 | 4.5 | 4.6 | 9.3 | 3.8 |
| Treasurer FTE's per 100,000 Tax Notices | 6.8 | 9.8 | 9.0 | 8.3 | 7.8 | 6.0 | 9.4 | 8.3 | 14.3 | 5.7 |

Assessor FTE per 100,000 Population/10,000 Parcels



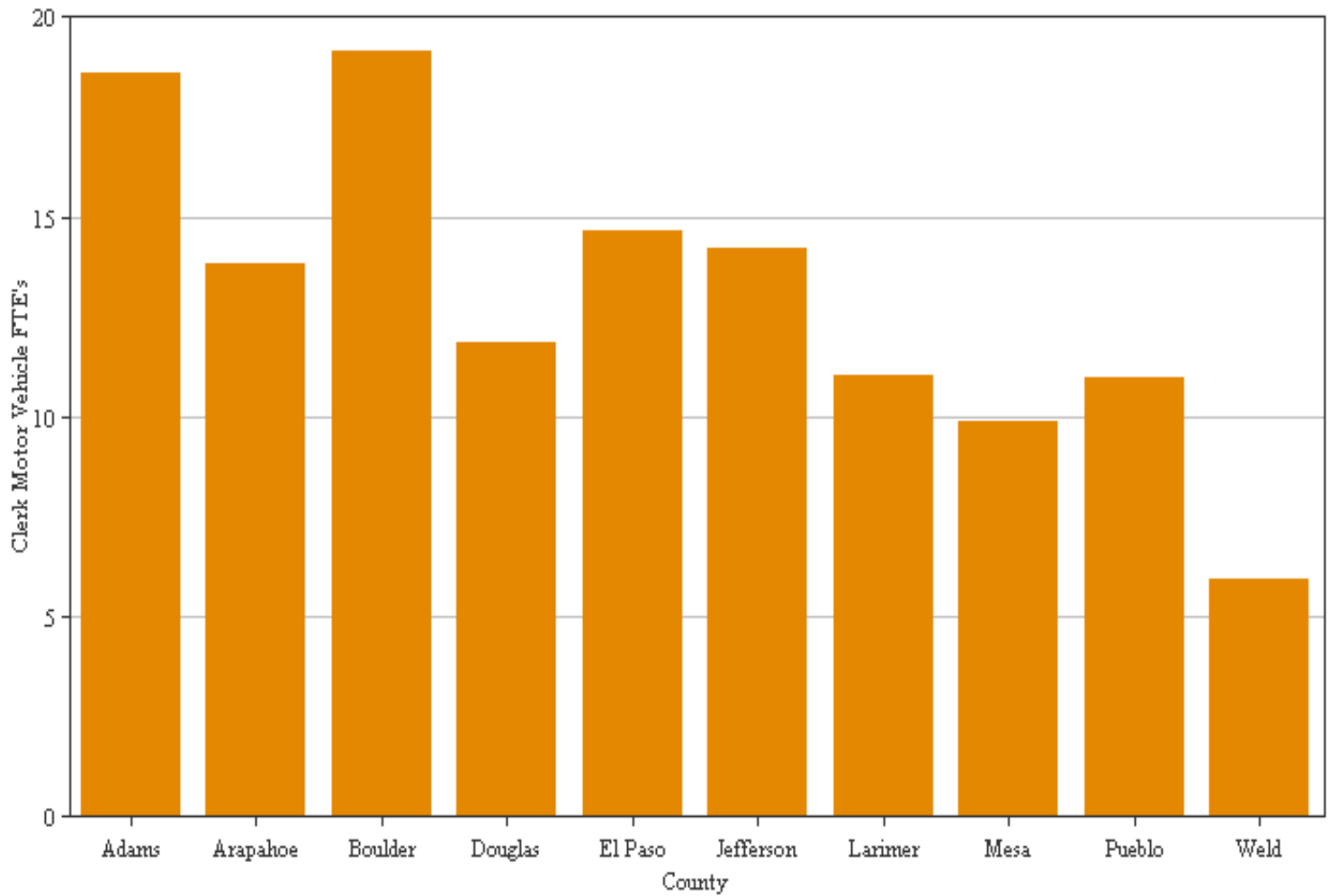
| | Adams | Arapahoe | Boulder | Douglas | El Paso | Jefferson | Larimer | Mesa | Pueblo | Weld |
|---------------------------------------|-------|----------|---------|---------|---------|-----------|---------|------|--------|------|
| Assessor FTE's per 100,000 Population | 9.5 | 11.2 | 15.5 | 14.5 | 8.1 | 9.9 | 14.9 | 16.2 | 18.1 | 12.3 |
| Assessor FTE's per 10,000 Parcels | 2.6 | 3.1 | 3.5 | 3.3 | 2.0 | 2.3 | 3.0 | 2.9 | 2.7 | 1.8 |

Clerk & Recorder FTE per 100,000 Population



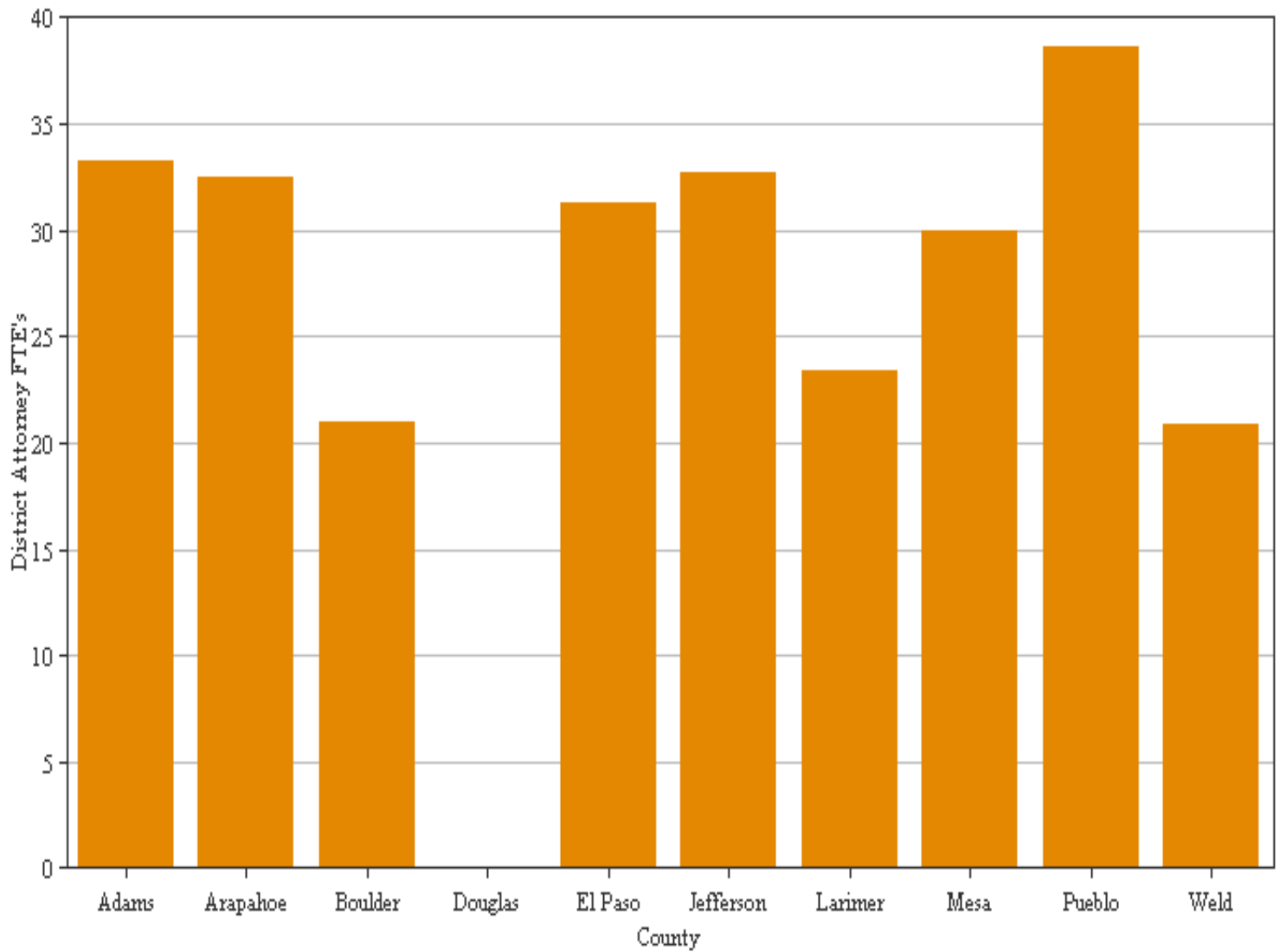
| | Adams | Arapahoe | Boulder | Douglas | El Paso | Jefferson | Larimer | Mesa | Pueblo | Weld |
|--|-------|----------|---------|---------|---------|-----------|---------|------|--------|------|
| Elections FTE's per 100,000 Population | 2.8 | 2.5 | 3.5 | 3.6 | 1.7 | 3.0 | 3.4 | 2.0 | 5.0 | 1.9 |
| Admin & Clerk FTE's per 100,000 Population | 0.5 | 1.4 | 1.8 | 1.8 | 3.7 | 2.1 | 3.4 | 2.6 | 0.6 | 1.1 |
| Recording FTE's per 100,000 Population | 1.7 | 2.2 | 4.3 | 2.7 | 1.9 | 3.2 | 5.2 | 4.0 | 3.7 | 3.0 |
| Motor Vehicle FTE's per 100,000 Population | 13.3 | 12.0 | 14.5 | 10.6 | 11.4 | 12.2 | 13.9 | 11.9 | 14.3 | 13.2 |

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 | 18.6 | 13.9 | 19.1 | 11.9 | 14.6 | 14.2 | 11.1 | 9.9 | 11.0 | 6.0 |

District Attorney FTE per 100,000 Population



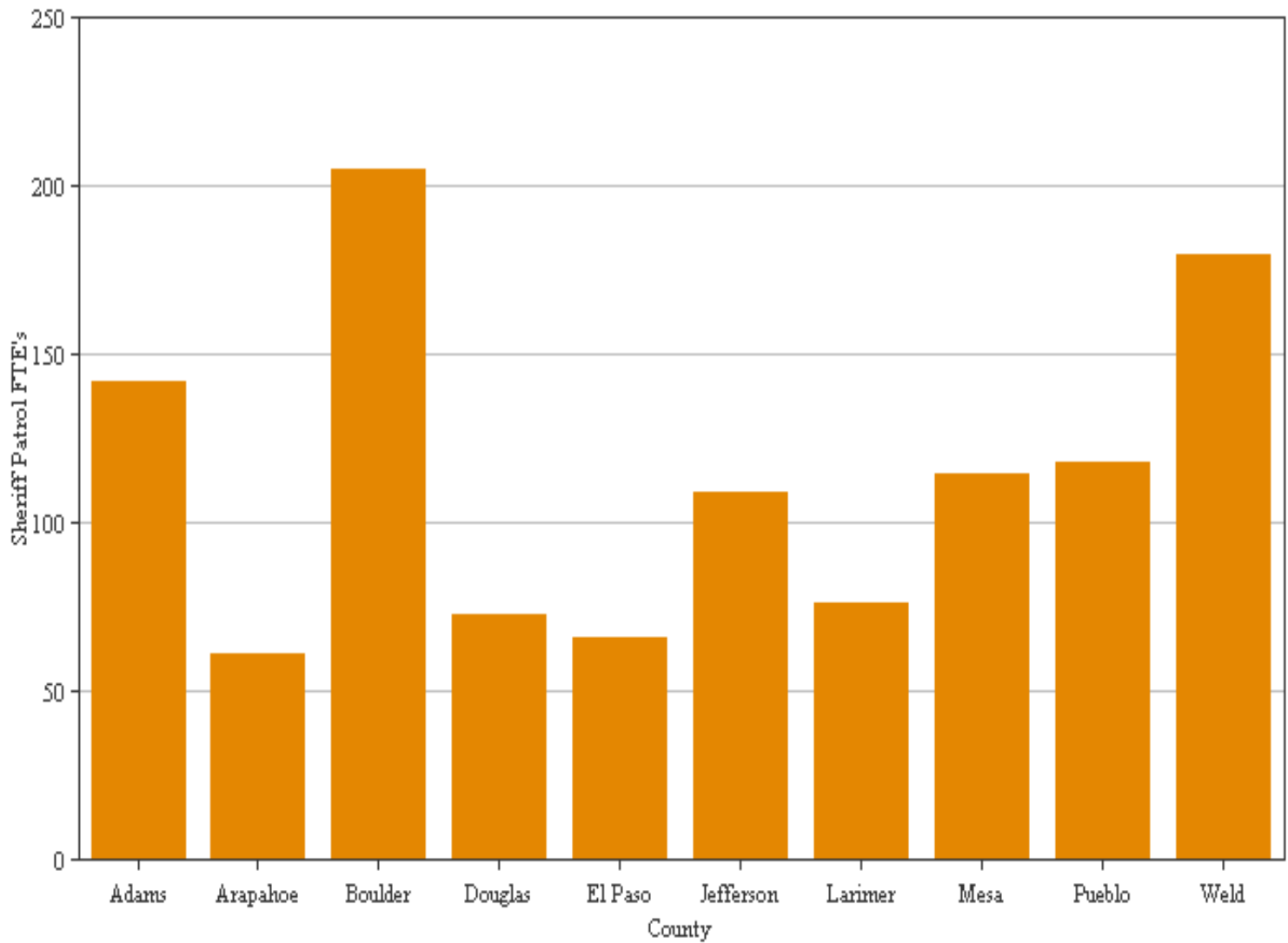
| | Adams | Arapahoe | Boulder | Douglas | El Paso | Jefferson | Larimer | Mesa | Pueblo | Weld |
|--|-------|----------|---------|---------|---------|-----------|---------|------|--------|------|
| District Attorney FTE's per 100,000 Population | 33.3 | 32.5 | 20.9 | 0.0 | 31.3 | 32.7 | 23.3 | 30.0 | 38.6 | 20.8 |

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 | 112.1 | 116.9 | 117.4 | 152.6 | 93.8 | 153.1 | 120.0 | 147.2 | 206.8 | 130.1 |
| Detention FTE's per 100,000 Population | 55.5 | 67.3 | 53.1 | 48.1 | 55.6 | 63.1 | 59.8 | 62.7 | 106.5 | 88.1 |
| Administration FTE's per 100,000 Population | 13.1 | 9.4 | 8.9 | 16.1 | 14.9 | 23.3 | 25.5 | 7.9 | 10.6 | 7.6 |

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 | 142.1 | 61.3 | 204.9 | 73.1 | 66.3 | 109.5 | 76.1 | 114.5 | 118.3 | 179.8 |