



EL PASO COUNTY COLORADO

2018 Adopted Budget



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**El Paso County
Colorado**

For the Fiscal Year Beginning

January 1, 2017

Christopher P. Morrill

Executive Director

2018 Adopted Budget El Paso County Colorado

Prepared for:

The Board of County Commissioners & Citizens of El Paso County, Colorado

Darryl Glenn, District 1, President

Mark Waller, District 2, President Pro Tempore

Stan VanderWerf, District 3, Commissioner

Longinos Gonzalez Jr., District 4, Commissioner

Peggy Littleton, District 5, Commissioner

With the Cooperation of the 2018 Elected Officials:

Steve Schleiker, Assessor

Chuck Broerman, Clerk & Recorder

Dr. Robert C. Bux, Coroner

Dan May, District Attorney

Bill Elder, Sheriff

Lawrence Burnett, Surveyor

Mark Lowderman, Treasurer

Prepared by:

Sherry Cassidy, CPFO, Chief Financial Officer

Nikki Simmons, CPA, CPFO, County Controller

Lori Cleaton, County Budget Manager

Wendy Rowe, Senior Budget Analyst

Shaunna Huffmaster, Senior Budget Analyst

Samantha Montmeny, Senior Budget Analyst

Shanna Smith, Budget Analyst

Nora Todd, Budget Analyst

200 S. Cascade Ave. Suite 150
Colorado Springs, Colorado 80903

Cover Photo By: Larry Marr



Table of Contents

BUDGET MESSAGE	1
I. INTRODUCTION SECTION	3
INTRODUCTION TO EL PASO COUNTY, COLORADO	4
BOARD OF COUNTY COMMISSIONERS	8
II. STRATEGIC PLAN SECTION	15
5 YEAR STRATEGIC PLAN 2017-2021	16
<i>COUNTY VISION STATEMENT</i>	16
<i>COUNTY MISSION STATEMENT</i>	16
<i>CORE VALUES</i>	16
<i>STRATEGIC PLAN GOALS</i>	16
III. BUDGET DEVELOPMENT PROCESS SECTION	25
BUDGET DEVELOPMENT PROCESS	26
<i>2018 BUDGET PREPARATION CALENDAR</i>	27
<i>BUDGET PROCESS POLICY</i>	28
IV. FINANCIAL SECTION	32
COUNTYWIDE BUDGET SUMMARY	33
<i>2018 COUNTYWIDE BUDGET SUMMARY</i>	33
<i>2018 COUNTYWIDE REVENUE SUMMARY</i>	36
<i>HISTORY OF THE MILL LEVY</i>	43
<i>SALES AND USE TAX REVENUE</i>	51
<i>2018 COUNTYWIDE EXPENDITURES SUMMARY</i>	54
<i>COUNTYWIDE SUMMARY OF EXPENDITURES</i>	56
<i>2018 EXPENDITURE SUMMARY – GENERAL FUND</i>	58
<i>2018-2022 FINANCIAL ROADMAP</i>	63
<i>2018-2022 FINANCIAL ROADMAP TABLE</i>	64
<i>2018 CRITICAL NEEDS ADDRESSED IN THE ORIGINAL ADOPTED BUDGET</i>	65
<i>THROUGH THE 5-YEAR FINANCIAL ROADMAP</i>	65



<i>GENERAL FUND – UNRESTRICTED</i>	66
<i>GENERAL FUND - RESTRICTED</i>	67
BOARD OF COUNTY COMMISSIONERS (BoCC)	68
<i>PURPOSE STATEMENT</i>	68
<i>OVERVIEW</i>	68
<i>GOVERNING PRINCIPLES</i>	69
<i>2018 BUDGET HIGHLIGHTS</i>	69
<i>BUDGET SUMMARY</i>	70
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	70
ASSESSOR’S OFFICE	71
<i>PURPOSE STATEMENT</i>	71
<i>OVERVIEW</i>	71
<i>OBJECTIVES</i>	71
<i>2018 BUDGET HIGHLIGHTS</i>	71
<i>STATISTICS AND OPERATING INDICATORS</i>	72
<i>BUDGET SUMMARY</i>	73
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	73
CLERK AND RECORDER’S OFFICE	74
<i>PURPOSE STATEMENT</i>	74
<i>OVERVIEW</i>	74
<i>OBJECTIVES</i>	75
<i>2018 BUDGET HIGHLIGHTS</i>	75
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	76
<i>BUDGET SUMMARY</i>	77
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	79
<i>CAPITAL PROJECTS</i>	80
CORONER’S OFFICE	83
<i>PURPOSE STATEMENT</i>	83
<i>OVERVIEW</i>	83
<i>OBJECTIVES</i>	84
<i>2018 BUDGET HIGHLIGHTS</i>	84
<i>OPERATING INDICATORS</i>	84



<i>BUDGET SUMMARY</i>	84
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	84
DISTRICT ATTORNEY’S OFFICE	85
<i>PURPOSE STATEMENT</i>	85
<i>OVERVIEW</i>	85
<i>OBJECTIVES</i>	86
<i>2018 BUDGET HIGHLIGHTS</i>	86
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	87
<i>BUDGET SUMMARY</i>	88
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	88
PUBLIC TRUSTEE’S OFFICE	89
<i>PURPOSE STATEMENT</i>	89
<i>OVERVIEW</i>	89
<i>OBJECTIVES</i>	89
<i>OPERATING INDICATORS</i>	90
<i>BUDGET SUMMARY</i>	90
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	90
SHERIFF’S OFFICE	91
<i>PURPOSE STATEMENT</i>	91
<i>OVERVIEW</i>	91
<i>OBJECTIVES</i>	96
<i>2018 BUDGET HIGHLIGHTS</i>	98
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	99
<i>BUDGET SUMMARY</i>	104
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	105
SURVEYOR’S OFFICE	106
<i>PURPOSE STATEMENT</i>	106
<i>OVERVIEW</i>	106
<i>BUDGET SUMMARY</i>	106
TREASURER’S OFFICE	107
<i>PURPOSE STATEMENT</i>	107



<i>OVERVIEW</i>	107
<i>OBJECTIVES</i>	107
<i>2018 BUDGET HIGHLIGHTS</i>	107
<i>OPERATING INDICATORS</i>	108
<i>BUDGET SUMMARY</i>	108
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	108
COUNTY ATTORNEY’S OFFICE	109
<i>PURPOSE STATEMENT</i>	109
<i>OVERVIEW</i>	109
<i>OBJECTIVES</i>	110
<i>2018 BUDGET HIGHLIGHTS</i>	110
<i>BUDGET SUMMARY</i>	110
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	111
COUNTY ADMINISTRATION	112
<i>OVERVIEW</i>	112
<i>2018 BUDGET HIGHLIGHTS</i>	112
<i>BUDGET SUMMARY</i>	113
<i>OTHER INITIATIVES</i>	114
FINANCIAL SERVICES DEPARTMENT	115
<i>PURPOSE STATEMENT</i>	115
<i>OVERVIEW</i>	115
<i>DIVISIONS INCLUDE</i>	115
EMPLOYEE BENEFITS & MEDICAL SERVICES	116
<i>PURPOSE STATEMENT</i>	116
<i>OVERVIEW</i>	116
<i>OBJECTIVES</i>	116
<i>2018 BUDGET HIGHLIGHTS</i>	116
<i>OPERATING INDICATORS</i>	117
<i>BUDGET SUMMARY</i>	117
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	117
CONTRACTS & PROCUREMENT DIVISION	118



<i>PURPOSE STATEMENT</i>	118
<i>OVERVIEW</i>	118
<i>OBJECTIVES</i>	118
<i>2018 BUDGET HIGHLIGHTS</i>	119
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	119
<i>BUDGET SUMMARY</i>	120
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	120
BUDGET DIVISION	121
<i>OVERVIEW</i>	121
<i>OBJECTIVES</i>	121
<i>2018 BUDGET HIGHLIGHTS</i>	121
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	122
<i>BUDGET SUMMARY</i>	123
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	125
<i>CAPITAL PROJECTS</i>	126
FINANCE DIVISION	127
<i>OVERVIEW</i>	127
<i>OBJECTIVES</i>	127
<i>2018 BUDGET HIGHLIGHTS</i>	127
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	127
<i>BUDGET SUMMARY</i>	128
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	130
INFORMATION TECHNOLOGY DEPARTMENT	131
<i>PURPOSE STATEMENT</i>	131
<i>OVERVIEW</i>	131
<i>OBJECTIVES</i>	132
<i>2018 BUDGET HIGHLIGHTS</i>	132
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	133
<i>BUDGET SUMMARY</i>	134
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	134
PUBLIC INFORMATION OFFICE	136
<i>PURPOSE STATEMENT</i>	136



<i>OVERVIEW</i>	136
<i>OBJECTIVES</i>	136
<i>2018 BUDGET HIGHLIGHTS</i>	136
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	137
<i>BUDGET SUMMARY</i>	139
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	140
FACILITIES & STRATEGIC INFRASTRUCTURE MANAGEMENT DEPARTMENT	141
<i>OVERVIEW</i>	141
<i>DIVISIONS INCLUDE</i>	141
FACILITIES MANAGEMENT	142
<i>PURPOSE STATEMENT</i>	142
<i>OVERVIEW</i>	142
<i>OBJECTIVES</i>	142
<i>2018 BUDGET HIGHLIGHTS</i>	142
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	143
<i>BUDGET SUMMARY</i>	144
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	145
FACILITIES CITY/COUNTY SERVICE LEVEL AGREEMENT	146
<i>BUDGET SUMMARY</i>	146
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	146
FACILITIES/CAM	147
<i>BUDGET SUMMARY</i>	147
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	147
AMERICAN DISABILITIES ACT (ADA)	148
<i>OVERVIEW</i>	148
<i>OBJECTIVES</i>	148
<i>BUDGET SUMMARY</i>	149
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	149
SECURITY & PARKING DIVISION	150
<i>PURPOSE STATEMENT</i>	150
<i>OVERVIEW</i>	150



<i>OBJECTIVES</i>	150
<i>2018 BUDGET HIGHLIGHTS</i>	150
<i>BUDGET SUMMARY</i>	151
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	151
COMMUNITY SERVICES DEPARTMENT	152
<i>PURPOSE STATEMENT</i>	152
<i>OVERVIEW</i>	152
<i>DIVISIONS</i>	152
PARKS OPERATIONS DIVISION & PLANNING DIVISION	153
<i>OVERVIEW</i>	153
<i>OBJECTIVES</i>	153
<i>2018 BUDGET HIGHLIGHTS</i>	153
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	153
<i>BUDGET SUMMARY</i>	156
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	157
RECREATION AND CULTURAL SERVICES	158
<i>OVERVIEW</i>	158
<i>OBJECTIVES</i>	158
<i>2018 BUDGET HIGHLIGHTS</i>	158
<i>BUDGET SUMMARY</i>	159
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	159
<i>CAPITAL PROJECTS</i>	160
COLORADO STATE UNIVERSITY EXTENSION	169
<i>OVERVIEW</i>	169
<i>OBJECTIVES</i>	169
<i>2018 BUDGET HIGHLIGHTS</i>	169
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	169
<i>BUDGET SUMMARY</i>	170
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	170
ENVIRONMENTAL SERVICES	171
<i>OVERVIEW</i>	171



<i>OBJECTIVES</i>	171
<i>2018 BUDGET HIGHLIGHTS</i>	171
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	171
<i>BUDGET SUMMARY</i>	173
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	173
VETERANS SERVICES	174
<i>OVERVIEW</i>	174
<i>OBJECTIVES</i>	174
<i>2018 BUDGET HIGHLIGHTS</i>	174
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	174
<i>BUDGET SUMMARY</i>	175
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	175
COMMUNITY OUTREACH DIVISION	176
<i>OVERVIEW</i>	176
<i>OBJECTIVES</i>	176
<i>2018 BUDGET HIGHLIGHTS</i>	176
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	176
<i>BUDGET SUMMARY</i>	177
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	178
ECONOMIC DEVELOPMENT DEPARTMENT	179
<i>PURPOSE STATEMENT</i>	179
<i>OVERVIEW</i>	179
<i>DIVISIONS</i>	179
<i>OBJECTIVES</i>	179
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	180
<i>BUDGET SUMMARY</i>	182
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	182
PIKES PEAK SMALL BUSINESS DEVELOPMENT CENTER	183
<i>PURPOSE STATEMENT</i>	183
<i>OVERVIEW</i>	183
<i>OBJECTIVES</i>	183
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	183



<i>BUDGET SUMMARY</i>	184
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	184
PLANNING & COMMUNITY DEVELOPMENT DEPARTMENT	185
<i>PURPOSE STATEMENT</i>	185
<i>OVERVIEW</i>	185
<i>OBJECTIVES</i>	187
<i>2018 BUDGET HIGHLIGHTS</i>	187
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	188
<i>BUDGET SUMMARY</i>	188
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	189
DETOX	190
<i>PURPOSE STATEMENT</i>	190
<i>DIVISION OVERVIEW</i>	190
<i>DIVISION OBJECTIVES</i>	190
<i>2018 BUDGET HIGHLIGHTS</i>	190
<i>PERFORMANCE MEASURES</i>	191
<i>BUDGET SUMMARY</i>	191
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	191
HUMAN RESOURCES & RISK MANAGEMENT DEPARTMENT	192
<i>PURPOSE STATEMENT</i>	192
<i>OVERVIEW</i>	192
<i>OBJECTIVES</i>	192
<i>2018 BUDGET HIGHLIGHTS</i>	193
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	193
<i>BUDGET SUMMARY</i>	194
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	194
PIKES PEAK WORKFORCE CENTER	195
<i>PURPOSE STATEMENT</i>	195
<i>OVERVIEW</i>	195
<i>PROGRAMS</i>	196
<i>OBJECTIVES</i>	196
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	197



<i>BUDGET SUMMARY</i>	198
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	198
DEPARTMENT OF PUBLIC WORKS	199
<i>PURPOSE STATEMENT</i>	199
<i>OVERVIEW</i>	199
<i>DIVISIONS</i>	199
FLEET MANAGEMENT	200
<i>PURPOSE STATEMENT</i>	200
<i>OBJECTIVES</i>	200
<i>2018 BUDGET HIGHLIGHTS</i>	200
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	201
<i>BUDGET SUMMARY</i>	202
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	202
OFFICE OF EMERGENCY MANAGEMENT	203
<i>PURPOSE STATEMENT</i>	203
<i>OVERVIEW</i>	203
<i>OBJECTIVES</i>	203
<i>2018 BUDGET HIGHLIGHTS</i>	203
<i>PERFORMANCE MEASURES</i>	204
<i>BUDGET SUMMARY</i>	206
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	206
PUBLIC WORKS – ROAD & BRIDGE FUND 2	207
<i>PURPOSE STATEMENT</i>	207
<i>OVERVIEW</i>	207
<i>OBJECTIVES</i>	207
<i>2018 BUDGET HIGHLIGHTS</i>	207
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	208
<i>BUDGET SUMMARY</i>	210
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	210
<i>CAPITAL PROJECTS</i>	211
ROAD & BRIDGE ESCROW FUND 3	223



<i>OVERVIEW</i>	223
<i>BUDGET SUMMARY</i>	223
DEPARTMENT OF HUMAN SERVICES FUND 4	224
<i>PURPOSE STATEMENT</i>	224
<i>OVERVIEW</i>	224
<i>OBJECTIVES</i>	224
<i>2018 BUDGET HIGHLIGHTS</i>	226
<i>PERFORMANCE MEASURES AND OPERATING INDICATORS</i>	226
<i>BUDGET SUMMARY</i>	229
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	229
COMMUNITY INVESTMENT (CAPITAL) FUND 6	230
<i>OVERVIEW</i>	230
<i>BUDGET SUMMARY</i>	230
<i>DEBT – CERTIFICATE OF PARTICIPATION</i>	231
<i>ANNUAL LEASE OBLIGATION SCHEDULES</i>	233
<i>ANNUAL LEASE OBLIGATION SCHEDULES</i>	234
SELF-INSURANCE FUND 12	235
<i>OVERVIEW</i>	235
<i>BUDGET SUMMARY</i>	235
CONSERVATION TRUST FUND 15	236
<i>OVERVIEW</i>	236
<i>BUDGET SUMMARY</i>	236
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	236
SCHOOLS TRUST FUND 19	237
<i>OVERVIEW</i>	237
<i>BUDGET SUMMARY</i>	237
HOUSEHOLD HAZARDOUS WASTE MANAGEMENT FUND 22	238
<i>OVERVIEW</i>	238
<i>OPERATING INDICATORS</i>	238
<i>BUDGET SUMMARY</i>	238
<i>FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY</i>	239



LOCAL IMPROVEMENT DISTRICTS FUND 74 & 75	240
<i>OVERVIEW</i>	240
<i>BUDGET SUMMARY</i>	240
V. DEMOGRAPHIC & STATISTICAL SECTION	242
STAFFING	243
STATISTICAL INFORMATION	246
VI. GLOSSARY SECTION	252
GLOSSARY	253
VII. APPENDIX SECTION	262
APPENDIX A	263
<i>BUDGET POLICY</i>	263
APPENDIX B	274
<i>INVESTMENT POLICY</i>	274
APPENDIX C	285
<i>COLORADO TAXATION LAW</i>	285
APPENDIX D	290
<i>COLORADO REVISED STATUES TITLE 39 TAXATION</i>	290
APPENDIX E	291
<i>RESOLUTIONS</i>	291



BUDGET MESSAGE

January 31, 2018

Dear Board of County Commissioners and El Paso County Residents:

Sustainability, economic recovery, and strategic investments in our County's future have been highlighted throughout the 2018 budget process. Lessons learned from El Paso County's tumultuous ten year budget history demonstrated the need and provided the foundation for the development of the rolling Five-Year Financial Road Map endorsed by the Board of County Commissioners (BoCC) in 2015. This has allowed us to establish a clear multi-year strategy to begin to address the County's critical needs, restore operational shortfalls and capital backlogs, and to utilize all available resources to provide innovative solutions. With this focus on our Financial Road Map and through the collaboration with all County departments and Offices we have identified a unified direction and, aligned with our Five-Year County Strategic Plan, have begun to restore operational strength after more than a decade of significant financial challenges.

Budget reductions from 2005 to 2009 and unforeseen additional reductions resulting from the economic slowdown of the Great Recession in budget years 2009 to 2012 put downward pressure on the County's Taxpayer Bill of Rights (TABOR) cap. As El Paso County's revenues began to slowly recover from the recession, the County was hit with four nationally declared fire and flood disasters between 2012 and 2015. The 2012 Waldo Canyon Fire and 2013 Black Forest Fire took lives, burned homes and scorched thousands of acres of land. Major flooding off the burn scars followed in September of 2013 and then in 2015 further historic flooding caused significant damage to roads, parks, and facilities throughout the County. While Federal funds through both the Federal Emergency Management Agency (FEMA) and the Natural Resources Conservation Service (NRCS), as well as some additional state funding for watershed restoration, have been secured to address many of El Paso County's worst disaster related challenges, it has become a full-time operation to secure and coordinate available funding resources, establish project priorities, supervise construction work and complete required financial reports. Simultaneously, of course, the County must continue to prepare for future emergencies and disasters.

Voter approval of the dedicated Public Safety Sales and Use Tax, effective in budget year 2013, was a critical step in the right direction and this revenue source has addressed a backlog of personnel, facilities and equipment needs directly related to Public Safety. Prior to voter approval of this dedicated funding stream, critical needs of the Sheriff's Office alone represented over 80% of the entire County's critical operational budget needs. The approval of this funding allowed the County to address a backlog of other needs via our Five-Year Financial Road Map and conservative revenue projections as well as spending controls have enabled us to address many difficult budget challenges. Additionally, voter approval in 2014 of a modest TABOR Cap override for excess 2013 revenues allowed the County to retain funding for parks and trails which addressed some of the needed investments in County Parks, but other ongoing needs remain unmet.

Budget years 2014 and 2015 ended with revenues above estimates but below the adjusted revenue cap established by TABOR. And year 2016 was the first year in more than a decade where the County was able to address the growing backlog of operational needs that had been accumulating through the challenging years. However, in 2016, the County ended the year with excess revenue of \$14.5 Million above the TABOR limitations and again faced the challenge of putting forth a ballot measure to the taxpayers. In 2017, the voters passed a measure to retain the excess revenue which allowed for



investment in the I-25 “gap” expansion, local road projects, remaining disaster recovery efforts and parks projects in the 2018 budget. This measure also allowed the County to retain and spend in 2017 and thereafter, an amount of revenue that exceeds current TABOR limitations, but is no greater than the County revenue cap. Additionally, with many departments and offices reporting high personnel turnover and rising costs for hiring and training new workers, a 2015 salary survey had confirmed that many County employees were being paid below the minimum salary range for similar positions and we began to address this in 2017. For 2018, the County continued the five-year plan to invest in human capital through the Financial Roadmap with an allocation of \$2.3 Million to increase salaries for those below the midpoint competing range and also allowed for a 2% Cost of Living Adjustment (COLA) increase of \$1.4 Million. It also established an Emergency Reserve of \$2.8 Million and set aside another \$1 Million for critical infrastructure and operating needs. While revenue is projected to increase in the 2018 budget, it will take at least five to seven years of favorable economic conditions and continued increases in core revenues to restore adequate funding for base level operations. Additionally, the Five-Year Financial Forecast anticipates the need for continued expenditures to repair infrastructure impacted by fires and floods, further investment in human capital and additional investment in roads.

At the direction of the BoCC, our Financial Services Department continues to use conservative revenue projections, optimize revenue sources available through state, federal and other grant opportunities and review all expenditures in order to generate underspending which can be used to address the backlog of critical budget needs in many of the County’s Departments and Offices. Our goals are to establish higher operational and emergency reserves, address ongoing personnel and operational needs and begin to address capital investment needs including facilities maintenance, information technology infrastructure and fleet replacement. The County’s Five-Year Strategic Plan further outlines these goals with both short-term and long-term objectives and recognizes our commitment to meeting these current and future needs. In addition, all budgetary increases throughout the year and office/departmental objectives are aligned to the overall direction of the County’s Strategic Plan.

The Financial Services Department continues to “prepare for the worst economic conditions, but hope for the best.” We will continue to balance the budget by addressing immediate needs only after thorough analysis of future impacts. With a focus toward long-term sustainability, recommendations to the BoCC will address immediate critical needs while assessing impacts for the next 20-30 years. We are still feeling the operational impacts of several years of budget reductions, as well as fire and flood emergencies, but every effort is made to deliver high quality service to our citizens within the available resources. El Paso County operates within our allowable revenue sources and is working diligently to retain as much funding in emergency reserves as possible. El Paso County Financial Services is committed to providing sound and viable financial options that will only continue to improve the County’s overall financial condition and fiscal health.

It is with great appreciation to all those who participated in the budget process, BoCC, Countywide Elected Officials, Department Directors and their support staff, and especially the staff of the Financial Services Department, Budget Division, that I submit the 2018 budget.

A handwritten signature in blue ink that reads "Sherri Cassidy".

Sherri Cassidy, CPFO, Chief Financial Officer



I. INTRODUCTION SECTION



INTRODUCTION TO EL PASO COUNTY, COLORADO

Counties are subdivisions of state government. They are the local administrators of federal and state programs and are on the “front lines” of public safety, justice, elections, motor vehicle registrations, criminal investigation and prosecution, public health, human services, and transportation.

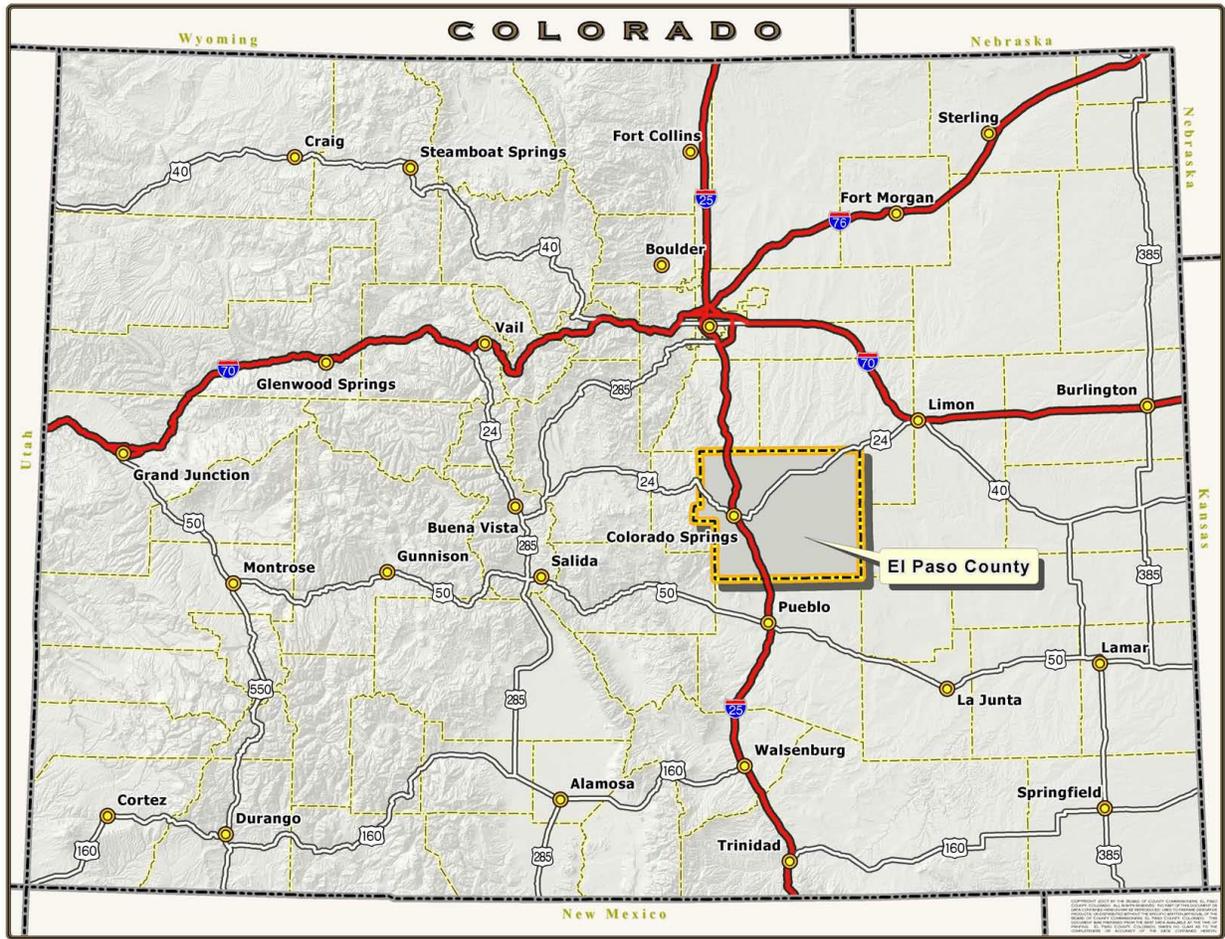
El Paso County includes both urban and rural areas, and all citizens benefit from the services provided by El Paso County offices and agencies.

El Paso County is a statutory county, meaning that it is a service arm of the State. Its elected official structure, powers and responsibilities come from State laws. The State grants to the County such powers as are required for the health, welfare and safety of our residents. Subsequently, the County is required to provide many mandated services, which are directed by the State and Federal Governments.

Mandated Services

- Construction, maintenance and operation of the County jail and County courthouse
- District Attorney — Investigation and prosecution of crimes
- Certification of automobile titles; motor vehicle registrations; administration of all primary, general and special elections in the County; records and maintenance of public documents
- Valuation of all real property and taxable business and residential property in the County
- Certification of all deaths and investigation into the causes of suspicious deaths that fall under the Coroner’s jurisdiction
- Releases of Deeds of Trust and administration of foreclosures
- Design, construction and maintenance of public highway systems in the County
- Administration of Human Services programs to include Child Support, Child and Adult Abuse/Neglect Prevention, and Food and Medical Assistance

Statistical Profile	
Date of Incorporation	November 1, 1861
Form of Government	County Commissioner
Est. Population (2018)	710,602
Land Area	2,158 square miles
Lane Miles of Roads, Drainage, Bridges and ROW	2,100+



El Paso County is the second most populous county in Colorado, estimated to have 710,602 citizens in 2018.

El Paso County's unincorporated population for 2018 is estimated to be more than 191,863 citizens and incorporated to be 518,739. Since 2000, El Paso's population has grown by more than 135,000 people. When Colorado became a state in 1876, it had a population of about 100,000. The Centennial State now has more than 5,557,560 residents. The largest city in El Paso County is Colorado Springs, with an estimated population of 465,101.

El Paso County is home to 8 different municipalities; Colorado Springs, Fountain, Manitou Springs, Monument, Palmer Lake, Calhan, Green Mountain Falls and Ramah.



According to the County’s 2016 Comprehensive Annual Financial Report, the top ten employers in the County are:

<u>Rank#</u>	<u>Employer</u>	<u>Percentage of County Employment</u>
1	Fort Carson	10.85%
2	Peterson Air Force Base	4.13%
3	Schriever Air Force Base	2.59%
4	UCHealth Memorial Health Services	2.32%
5	United States Air Force Academy	2.08%
6	School District 11 - Colorado Springs	1.47%
7	School District 20 – Air Academy	1.25%
8	El Paso County	0.93%
9	Penrose-St. Francis Health Services	0.85%
10	City of Colorado Springs	0.84%

Brief History

El Paso County was established by the Territorial Legislature in 1861 as one of the original Colorado counties. That was fifteen years before Colorado became a state. Its name highlights its location as an open door or “pass” between the eastern plains regions of Colorado and the picturesque, gold-bearing mountains to the west.

In 1806 Zebulon Pike was commissioned to map the region just east of the Rockies. In Pike’s time inhabitants included the mountain Indians (Ute) and plains Indians (Cheyenne, Arapahoe and Kiowa).

Initially, the County’s economy relied on farming and ranching but in 1890 as the railroads connected more of the west, El Paso County changed forever with the discovery of gold in Cripple Creek and Victor.

In the midst of war in 1942, the Army designated a site south of Colorado Springs as Camp Carson, in honor of legendary army scout Kit Carson. Fort Carson is now a 137,391-acre Army Post. Fort Carson is Colorado’s second largest employer.

In 1948, the Air Force selected El Paso County as the location for an air base that eventually became the Peterson Air Force Base Complex. The Peterson complex includes Peterson Air Force Base, Schriever Air Force Base, Cheyenne Mountain Air Station, NORAD, and Air Force Space Command.

In 1954, a site in El Paso County north of Colorado Springs was chosen as a home for the United States Air Force Academy.

Collectively, these mission critical military installations support a combined military force of more than 43,000. There are also nearly 80,000 military family members, retirees and veterans who call El Paso County their home.

Climate, Geography and Attractions

El Paso County encompasses more than 2,158 square miles (slightly more than twice the size of Rhode Island). The County is bordered on the north by Douglas and Elbert counties, on the west by Teller and



Fremont counties, on the south by Pueblo County and on the east by Elbert and Lincoln counties. El Paso County's largest municipality is the City of Colorado Springs. Other municipalities within El Paso County include Manitou Springs, Green Mountain Falls, Fountain, Calhan, Ramah, Monument and Palmer Lake.

The western portion of El Paso County is mountainous, while the east is prairie land where horses and cattle are important economic drivers. The altitude ranges from about 5,052 feet on the south central border with Pueblo County at Chico Creek to 14,115 feet on the summit of Pikes Peak.

The natural beauty of the County's landscape, situated at the base of Pikes Peak, includes an uninterrupted view of the Front Range. This magnificent scenery inspired Katherine Lee Bates to compose "America the Beautiful."

El Paso County's mild climate averages 300 days of sunshine, 16 inches of rain and 41 inches of snow annually with very low humidity. Average high temperatures average from 42 degrees in January to 85 degrees in July. Low temperatures average from 16 degrees in January to 57 degrees in July.

With over 150,000 acres (230 square miles) of open space, El Paso County is a year-round sports and recreation paradise. Hunting, fishing, camping, Nordic and Alpine skiing, mountain biking, climbing, hiking and sailplane soaring are local favorites.

County residents and visitors enjoy rodeo, scenic golf courses, the United States Olympic Training Center, the Broadmoor World Arena, Minor League Baseball, NCAA Division I Hockey, the world-famous Pikes Peak International Hill Climb and much more.



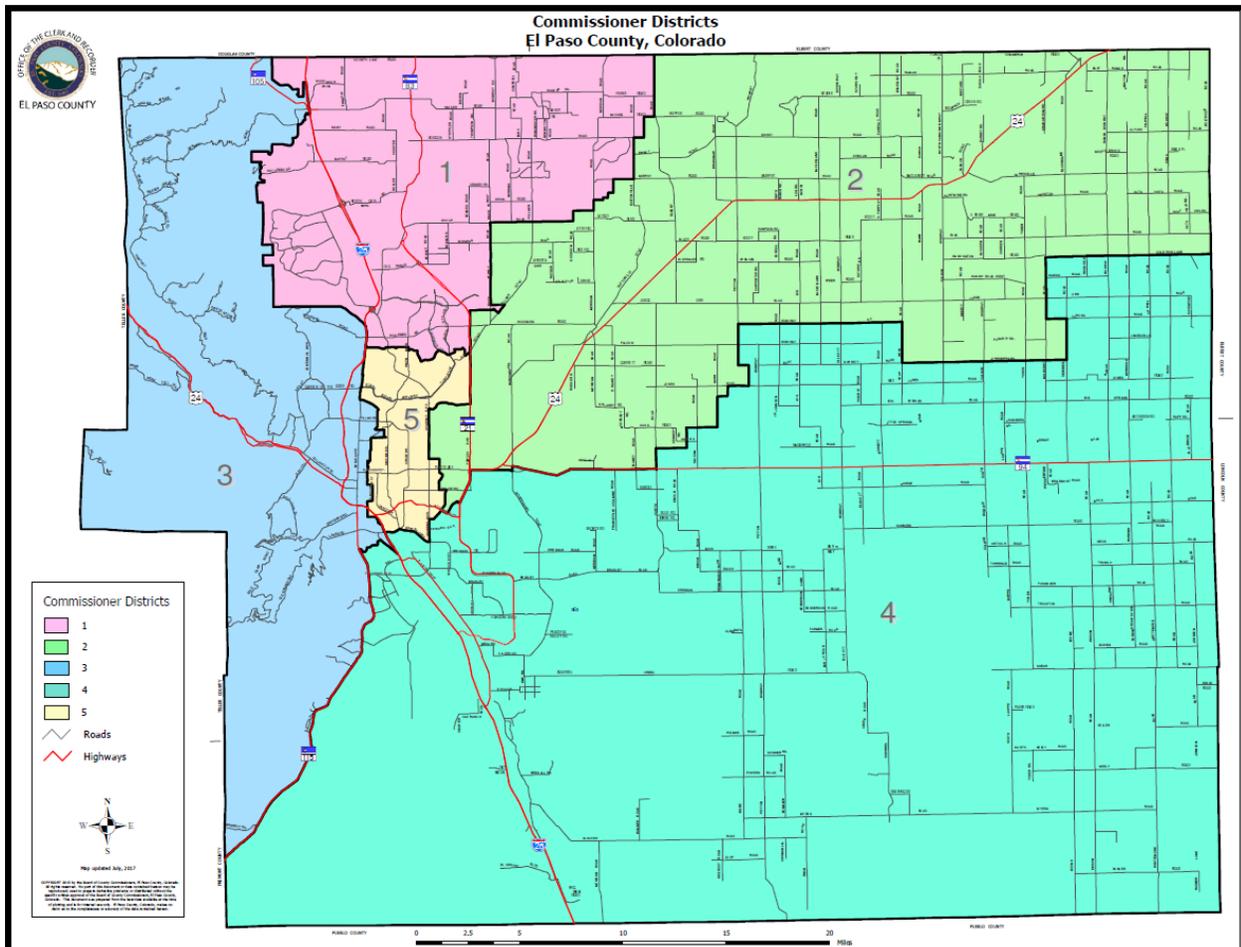


BOARD OF COUNTY COMMISSIONERS

Government

El Paso County Commissioners are elected by the citizens within their respective districts and serve staggered four-year terms. Commissioners are term-limited, serving a maximum of two consecutive four-year terms. The Board of County Commissioners elects officers and assigns community liaison responsibilities annually. Commissioner District boundaries are revised every two years to ensure equal citizen representation for all five districts.

The Board of County Commissioners serves as both a policy-making and administrative body for the County. All powers of the County, as a legal entity, are exercised by the Board of County Commissioners and not by its individual members.





***Darryl Glenn, President,
Commissioner District 1***

Darryl Glenn graduated from Doherty High School in Colorado Springs. He holds a Bachelor of Science from the United States Air Force Academy, a Master's in Business Administration from Western New England College and a Juris Doctor from New England School of Law.

Glenn retired from the Air Force as a Lieutenant Colonel after 21 years of active duty and reserve service. He led a \$19 million Iceland Command and Control Enhancement Program implementing performance standards that saved \$400,000. He served as Program Manager for a \$5 billion office responsible for implementing a base realignment and closure plan. And, he supervised 35 communication system programs valued at \$1 billion developing support plans that saved \$20 million while providing a 40 percent increase in warfighting capability.

Glenn retired from the Air Force as a Lieutenant Colonel after 21 years of active duty and reserve service. He led a \$19 million Iceland Command and Control Enhancement Program implementing performance standards that saved \$400,000. He served as Program Manager for a \$5 billion office responsible for implementing a base realignment and closure plan. And, he supervised 35 communication system programs valued at \$1 billion developing support plans that saved \$20 million while providing a 40 percent increase in warfighting capability.

Glenn was appointed to the Colorado Springs City Council in June 2003. He was elected to serve a four-year term in April 2005 and reelected to another term in 2009. As a Council Representative, he served as a member of a board of elected officials overseeing a \$350 million municipal budget, a \$1 billion four-service municipal utility and a \$600 million municipal health care system.

On November 2, 2010, Glenn was elected to the El Paso County Board of Commissioners. Glenn was then reelected in 2014 by more than 80 percent of his constituents in Commissioner District 1. On June 28, 2016, Glenn won the Republican Nomination for U.S. Senate.

On January 10, 2017, Glenn was selected by his peers to serve as President of the El Paso County Board of Commissioners responsible for overseeing and implementing federal and state requirements impacting County financial operations for more than 600,000 residents.

Glenn is married to Jane Northrup Glenn and together they have four children. Glenn is the owner of DLG Esquire Attorney at Law and his personal and professional affiliations and accomplishments include: Christian, New Life Church member, Former Vice Chairman El Paso County Republican Party, Republican Precinct Committee Leader, Member of the Colorado and El Paso County Bar Association, Personal Fitness and Nutrition Coach, Former President of the Douglass Valley Elementary Parent Teacher's Organization and three-time Collegiate National Powerlifting Champion.



***Mark Waller, President Pro Tempore,
Commissioner District 2***

Mark Waller was sworn in as the District 2 Commissioner on July 19, 2016.

He is an Attorney in Colorado Springs. He served in the Colorado General Assembly from 2009 – 2014 as the Representative from House District 15, which encompasses portions of Northeastern Colorado Springs. Mark served as the House Minority Leader for the 2013 legislative session and the Assistant House Majority Leader for the 2011 and 2012 legislative sessions.

He has also served on the Committee on Judiciary, State Veterans and Military Affairs Committee, Committee on Local Government, Executive Committee, Legislative Council, and the Committee on Legal Services.

He was born and raised in Macomb, Illinois. Mark received his undergraduate degree in political science from Southern Illinois University at Edwardsville in 1992. He then studied at the University Of North Dakota where he received his Master's Degree in Space Studies in 1998, followed by his Juris Doctorate from the University of Denver, College of Law in 2003.

Mark served on Active Duty in the United States Air Force from 1993 – 2000 and in the Air Force Reserves from 2001 – 2009. He deployed to Baghdad, Iraq in 2006 in support of Operation Iraqi Freedom. Mark formerly worked as a Deputy District Attorney for the 10th Judicial District in Pueblo, Colorado, and for the Fourth Judicial District in El Paso County, Colorado.

Mark has been married to his lovely wife Jennifer, who is a Ret. Col. from the United States Air Force. They have two children Truman (1999) and Camille (2003).



***Stan VanderWerf,
Commissioner District 3***

Stan VanderWerf serves District 3 on the Board of County Commissioners. His district encompasses central and western El Paso County, including the Town of Green Mountain Falls, the City of Manitou Springs, Monument West of I-25, the Town of Palmer Lake, the Westside and downtown areas of Colorado Springs, and unincorporated areas within District 3 including Ute Pass and areas south of Cheyenne Mountain State Park.

Commissioner VanderWerf is founder of several small businesses and previously served 28 years in the US Air Force. Stan has over 30 years' experience in scientific, program director, engineering, contracting, plant manager, and C-level positions in industry and public agencies. Stan has experience in research and development, manufacturing, and sustainment of a wide variety of products from space systems and airplanes to electronics.

He is the founding CEO of Unmanned Aircraft Systems (UAS) Colorado, Advanced Capitol LLC (aerospace defense consulting), and CEM-TEK USA (design and 3-D printing). He created and co-chaired the Chamber of Commerce's Aerospace Defense Team and is active in the community providing award-winning expertise to many local and national non-profits. He has extensive public budgeting, public policy, and public disaster planning and recovery experience. Stan is a veteran, mountain climber, skier, and active pilot. Stan has been married to his wife, Betsy, for 26 years and has two children, Erik and Carolyn.

Among his professional achievements, VanderWerf received the Industry Cluster Team Award from the Colorado Springs Chamber of Commerce and the El Pomar Institute. He is a Bronze Star awardee for his service in Iraq and a Legion of Merit awardee for his military service. Stan has National Team Performance and National Leadership Awards from the Defense Contract Management Agency and is a former National Aviation Speed Record Holder from the National Aeronautic Association. Stan is a Distinguished Graduate from the Industrial College of the Armed Forces achieving a Master's Degree in public policy and budgeting. He is also a National Newsletter Editor Award winner and is a multiple award winning author with over 100 published professional and community interest articles.

Commissioner VanderWerf has been assigned around the world having served in Korea, Iraq, and Germany. He served in NORAD NORTHCOM at Peterson Air Force Base and as a Systems Test Director at Schriever Air Force Base. He ran the Air Force's C-130 E/H program office and served in Special Operations acquisition. He has run large Foreign Military Sales programs and helped negotiate international treaties.

Liaison to: City Airport Advisory Committee, Community Services Block Grant Advisory Board, Board of Retirement, Military Affairs Committee, Colorado Springs Chamber and EDC Defense Mission Task Force, Highway Advisory Commission, Park Advisory Board, Park Fee Advisory Committee, Placement Alternatives Commission, and Information Technology Council. Chair of Pikes Peak Workforce Center Consortium Board, Vice Chair- Heroes Legacy Committee.,



***Longinos Gonzales,
Commissioner District 4***

Longinos Gonzalez Jr serves District 4 on the Board of County Commissioners. His district encompasses south and eastern El Paso County, including the Towns of Fountain, Security/Widefield, Hanover, Ellicot, Rush, Yoder and S/SE areas of Colorado Springs as well as the unincorporated area of Stratmoor Hills.

Graduating from the Air Force Academy in 1992, Longinos returned to Colorado Springs because of his love for the outdoors and beauty of the region, particularly the mountainous Front Range. He enjoys hiking in our areas' great parks and trails and is an avid fisherman and tennis player.

His background includes a 20-year career as an Air Force Intelligence officer, retiring as a Lt Colonel in 2012. In addition to a Political Science degree from the Academy, and was a teacher with Harrison School District 2 prior to his election.

Longinos is the county representative on the Fountain Creek Watershed Flood Control, Board of Health, and Housing Authority. He serves on numerous other boards and committees — including the Pikes Peak Rural Transportation Authority, Community Development Advisory Board, and City/County Drainage Board.

Longinos' community involvement includes serving on the Colorado Springs Public Safety Sales Tax Oversight Committee and being a volunteer Sunday school teacher and lector at his church.



***Peggy Littleton,
Commissioner District 5***

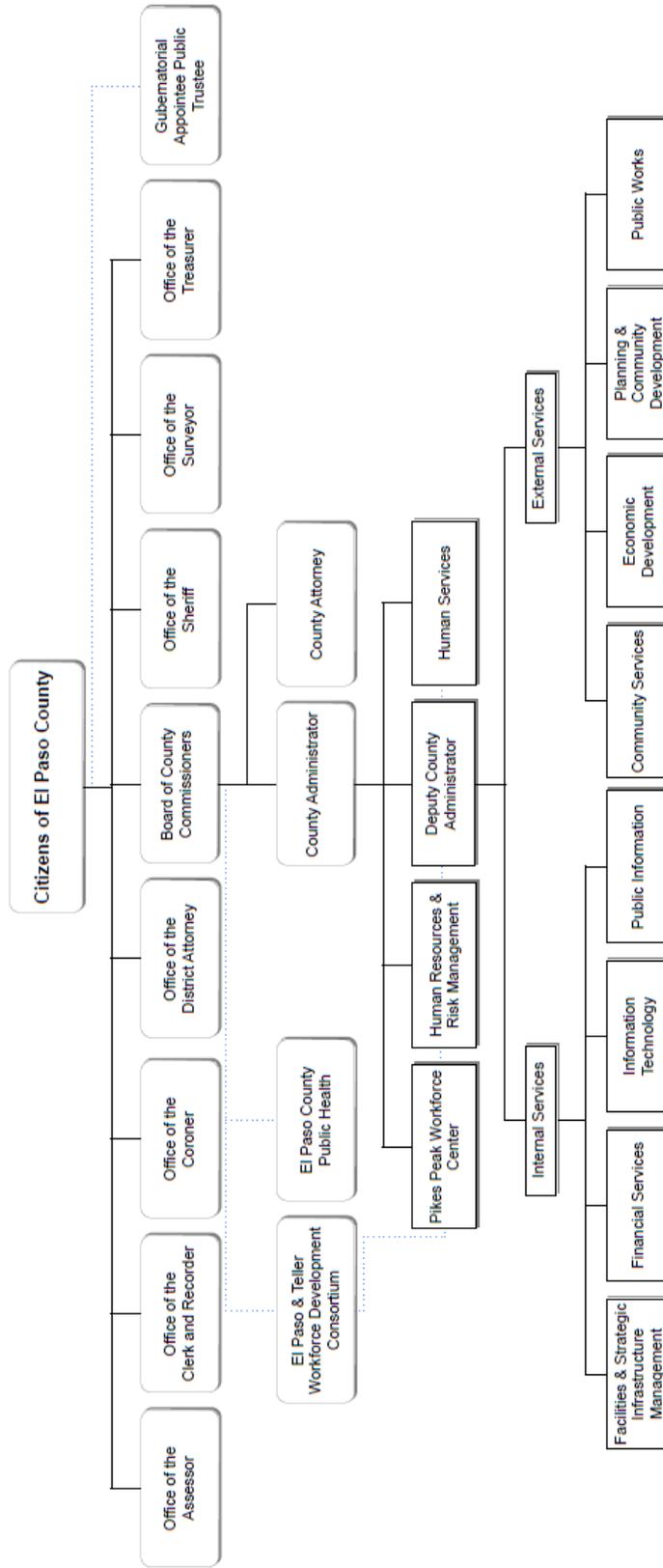
Peggy Littleton has served as Commissioner since January 2011 and represents the citizens of District 5, which covers most of the City of Colorado Springs. Prior to her public service as a Commissioner, she served on the Colorado State Board of Education for seven years, from February 2004-January 2011 representing the 5th Congressional District. Her involvement in education spans many years. She taught for 15 years in a variety of educational settings, including home-schooling her three children and serving as a faculty member at Cheyenne Mountain Charter Academy and Colorado Springs Christian School. Peggy was also appointed as the director for Colorado's GEAR UP grant, which was administered by the office of former Governor Bill Owens. Peggy has conducted professional staff development seminars for teachers nationwide. She earned her Bachelor of Science degree from the Regents University of New York (renamed Excelsior) and has earned numerous graduate hours in literacy and education.

Commissioner Littleton serves on many boards and commissions, including Gubernatorial appointments to both the Homeland Security and All-Hazards Advisory Council, the National Association of Counties (NACo) Justice and Public Safety Steering Committee, The Pikes Peak Council of Government Board of Directors, County Board of Retirement, 911 Authority Board, Board of Health, the Pikes Peak Library Board as well as a liaison to the Offices of the Sheriff and Clerk and Recorder.

She is focused on educating citizens on their responsibility to be personally prepared for incidents that might dictate a [You're On Your Own \(YOYO\)](#) experience when first responders and the government might not be able to assist. In December 2011, she led the efforts to be the first county nationwide to adopt the NDAA resolution preserving Habeas Corpus and Civil Liberties.



El Paso County Organizational Chart



Lines of Control

Lines of Coordination



II. STRATIGIC PLAN SECTION



5 YEAR STRATEGIC PLAN 2017-2021

COUNTY VISION STATEMENT

El Paso County is recognized as a national model and proven leader in providing excellent citizen services. We reflect our community's values and traditions when serving our citizens and guests. We strive for and embrace partnerships and innovation in developing a sustainable and vibrant regional economy. We deliver efficient, transparent and effective services.

COUNTY MISSION STATEMENT

El Paso County is a regional leader providing valued and necessary community services in the most cost-effective manner.

CORE VALUES

- **Sustainable** - We are committed to financially sustainable, cost-effective County government that provides core services that are valued by our citizens.
- **Engaged** - We engage citizens, other local governments, non-profit organizations, and the business community to collaboratively achieve common goals through trust, respect, example, vision, and commitment.
- **Responsible** - We are responsible for our decisions and actions. We are accountable and transparent.
- **Value** - We value a high standard of excellence and professionalism and take pride in our employees. We invest in our work force.
- **Innovative** - We are an inclusive and innovative community where citizens are engaged and active and assume personal responsibility for themselves, their homes and neighborhoods.
- **Creative** - We are pioneers in creatively providing proactive and responsive customer services that are recognized as models of best practices.
- **Economic Strength** - We encourage economic strength by supporting a strong local economy, removing barriers to business, promoting tourism, retaining local talent in our workforce, and maintaining low taxes.

STRATEGIC PLAN GOALS

El Paso County utilizes a Strategic Plan (plan) as a roadmap to efficient and effective County government. The development of the strategic plan gives the County the opportunity to thoughtfully and methodically engage our countywide elected officials, the Board of County Commissioners, County employees and citizens in a process that results in setting goals, identifying objectives and thinking strategically about how we plan to achieve those goals. The plan identifies both long term and short term priorities and recognizes our commitment to provide quality services, maintain public infrastructure and ensure that we are planning and investing to meet future needs.

El Paso County's Strategic Plan has five primary goals that the Board of County Commissioners is committed to addressing over the next five years that reflects the vision and core mission for El Paso



County. These goals were derived from assessing our current efforts and charting a course to maintain and/or improve desired services for our citizens.

- Goal 1: Maintain and promote a financially sustainable County government that is transparent and effective.
- Goal 2: Continue to enhance the understanding of civic services and promote participation, engagement, and confidence in County government.
- Goal 3: Maintain and improve the County transportation system, facilities, infrastructure, and technology.
- Goal 4: Consistently supports regional economic strength.
- Goal 5: Strive to ensure a safe, secure, resilient and healthy community.

GOAL 1: MAINTAIN AND PROMOTE A FINANCIALLY SUSTAINABLE COUNTY GOVERNMENT THAT IS TRANSPARENT AND EFFECTIVE

Strategy A: Increase innovation, efficiency, and transparency of government services.

Objectives:

1. Enhance financial reporting within all Countywide Elected Offices and Administrative Departments through the implementation of new reporting processes and upgrades to financial reporting systems.
2. Increase the availability of financially based data to the public through the development of new technologies and dashboards.
3. Revise the El Paso County Procurement Policy Manual to enhance compliancy efforts and provide an efficient and more transparent procurement process.
4. Establish an Innovation Team to explore long-range innovative improvements for the delivery of County services.

Strategy B: Invest in human capital by recruiting and retaining employees with competitive compensation, non-monetary incentives, and effectively utilizing volunteer opportunities.

Objectives:

1. Assess opportunities for the County to enhance employee retention through the implementation of competitive benefits, competitive salaries, and enacting programs to promote a healthy work-life balance.
2. Explore opportunities to improve and enhance employee retention by recognizing the County's best practices and identifying areas for potential improvement.
3. Implement an effective training and mentorship program to provide current and future employees with the skills they need to effectively carry out their day-to-day responsibilities.
4. Expand the El Paso County Apprenticeship and Training Program to provide high-quality training by industry professionals.
5. Plan for future vacancies of positions that are crucial for the operations of the County through training and development of staff, supplemented through external recruiting when needed.
6. Reinstate a service award recognition program.
7. Effectively utilize citizen volunteers through the continuation and implementation of citizen volunteer boards and committees and by engaging and encouraging collaboration amongst County residents and local stakeholders.

Strategy C: Define and allocate ongoing funding streams designated for capital investment and operational needs



Objectives:

1. Support sustainable and ongoing funding for public safety needs.
2. Effectively utilize federal grants and other funding opportunities to ensure County residents are able to easily access County services.
3. Continue to strengthen the County's emergency reserve funds.
4. Develop a viable funding strategy to invest in County roads.
5. Collaborate with municipalities and community stakeholders to address the issue of storm water management within the region.

Strategy D: Promote Collaborative Services to increase efficiency and reduce redundancy in the region.

Objectives:

1. Assess the viability of implementing regional law enforcement collaboration of services and infrastructure.
2. Continue to explore consolidation of clerk services with local municipalities and state agencies.
3. Maximize and identify opportunities for collaboration with community stakeholders and other government agencies to maximize purchasing power through combined contracts.
4. Enhance the County's business friendly environment by researching the viability of creating a streamlined Use Tax collection process

Strategy E: Ensure responsible and appropriate use of local tax dollars and utilize federal and state tax dollars while advocating for the reduction of mandates.

Objectives:

1. Through lobbying efforts, advocate on behalf of El Paso County priorities at the state and federal level.
2. Develop a centralized tracking system to monitor, manage, and store County Intergovernmental Agreements (IGA), Memorandums of Understanding (MOU), grants (both state and federal), County resolutions and proclamations, as well as County lease agreements to reduce risk and ensure transparency for County Administrative Departments and County Elected Offices.
3. Utilize the County's ability to apply for funding opportunities to assist the region in collaborative efforts.

GOAL 2: CONTINUE TO ENHANCE THE UNDERSTANDING OF CIVIC SERVICES AND PROMOTE PARTICIPATION, ENGAGEMENT, AND CONFIDENCE IN COUNTY GOVERNMENT

Strategy A: Increase teamwork and improve working relationships with County boards/committees, elected offices, departments, and employees.

Objectives:

1. Initiate quarterly meetings of the County's public information professionals.
2. Continue social media expansion for El Paso County by increasing the average weekly page views on the County website by a minimum of 5% each year.
3. Develop a "Citizens College" type curriculum for County employees and present a minimum of three times each year to enable County employees to be better ambassadors for the County.

Strategy B: Enhance Access to El Paso County services throughout our County.

Objectives:

1. Schedule and promote regular monthly 'Coffee with the Commissioner' events or similar small scale meetings to facilitate one-on-one conversations with County leadership, including invitations to key administrative staff and countywide elected officials.



2. Expand the number of citizen services that can be completed online.

Strategy C: Develop and implement a strategic technology infrastructure to engage citizens as stakeholders.

Objectives:

1. Develop, launch, and promote new mobile applications for public use to facilitate direct access to County programs, services, and information.
2. Expand programming on County cable channels to include live broadcasts of public meetings of BoCC, Planning Commission, Parks Advisory Board, and Highway Advisory Commission.
3. Maximize functionality of the County website with overhaul of the County's "public facing" website to be more citizen focused and to ensure services offered by the County are easily understood.
4. Implement a 311 web-based information system.

Strategy D: Expand community partnerships with other government jurisdictions, nonprofit organizations, educational institutions, business community, and citizens.

Objectives:

1. Create standard presentations for use in educating students and civic groups about County government. Establish a speaker's bureau of County elected officials, staff, and citizens to present to these groups.
2. Maintain and expand public awareness campaign with community partners.
3. Expand the Citizens College curriculum for online learning and incorporate "field visits" to County facilities.
4. Establish annual Wildfire Community Preparedness events with stakeholders to encourage residents to complete wildfire prevention improvements on their property.

Strategy E: Increase civic awareness and citizen understanding of County responsibilities and services.

Objectives:

1. Increase use of video programming to inform citizens on County services.
2. Enhance transparency by developing a monthly bulletin board linked to County home page reporting relevant county statistics like vehicle and voter registrations, case filings at the District Attorney's Office, and citizens served by the Department of Human Services.
3. Install digital remotely programmable screens in County facilities with consistently high public usage to provide information on County locations and services.
4. Implement Opt-In procedure to allow and encourage citizens to subscribe to a regularly published e-newsletter.
5. Partner with local media to highlight County programs, services and responsibilities.

GOAL 3: MAINTAIN AND IMPROVE THE COUNTY TRANSPORTATION SYSTEM, FACILITIES, INFRASTRUCTURE, AND TECHNOLOGY

Strategy A: Provide a safe, sustainable, integrated and efficient multi-modal transportation infrastructure system to enhance the region's economy and quality of life.

Objectives:

1. Effectively manage transportation infrastructure by implementing a data-driven asset management process.
2. Exercise responsible financial stewardship and articulate to the public and elected officials the consequences of deferring capital projects and maintenance work, both in terms of accelerated deterioration of infrastructure assets and inflationary cost increases over time.



3. Develop multi-modal transportation infrastructure major maintenance and capital improvement programs.
4. Prioritize infrastructure improvements and repairs based upon the following priorities: protecting life safety, preventing asset damage, preserving mobility, preventing private property damage and preventing environmental damage.
5. Implement best available fleet management technology to identify and enhance operational efficiencies and accountability.
6. Reduce fatalities and injuries by adopting the nationwide philosophy “Toward Zero Deaths”.
7. Encourage workforce innovation, ideas, and evaluate performance against strategic goals.
8. Pursue accreditation status through the American Public Works Association to enhance performance, increase productivity, and strengthen employee morale.
9. Support regional efforts to reduce congestion on I-25 (from Monument to Castle Rock), Hwy 24, Hwy 83, and Hwy 94.
10. Support the expansion of public transportation opportunities for County residents.
11. Implement an Automatic Vehicle Location (AVL) fleet management system.
12. Evaluate and upgrade snow removal and ice control equipment, techniques and materials.
13. Improve customer service by combining dispatch services for County Transportation and Security to provide quicker response times and more efficient deployment of staff.
14. Support the Pikes Peak Area Council of Government’s Non-Motorized Transportation Plan.
15. Continue with the design and construction of PPRTA “A” List capital projects.

Strategy B: Provide cooperative general technology services through a secure and modern operating infrastructure, current and sustainable software products, innovation, and a qualified professional workforce.

Objectives:

1. Create and implement a comprehensive technology security program to protect County technology assets.
2. Expand fiber optic networks to extend reliable and redundant connectivity to County facilities.
3. Replace unsupported telephone systems with modern VoIP (Voice over Internet Protocol) telephone system.
4. Implement an acceptable use policy for technology systems, devices, and operations.
5. Retire legacy software products and transition operations to sustainable software architectures.
6. Implement sustainable replacement programs for personal computers, software, and technology capital assets.
7. Leverage existing software platforms to enable efficient and interoperable operations.

Strategy C: Provide maintenance and facilities improvements to ensure compliance with policies, programs and regulations; management of space allocation programs; and plans for new construction and renovation of facilities and grounds.

Objectives:

1. Develop a 10-year Facilities Master Plan to address major facility renovations and new facility needs.
2. Develop a 5-year Major Maintenance Plan that will address ongoing building and infrastructure deficiencies in a coordinated and systematic manner.
3. Establish a Facilities technician apprentice program to provide effective training and critical long-term staffing stability for the Facilities Division.
4. Initiate a multi-year Elevator Modernization Program.
5. Collaborate with community stakeholders to develop a public arts master plan.
6. As needed, improve infrastructure to support the construction of the Pikes Peak National Cemetery in El Paso County.



Strategy D: Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.

Objectives:

1. Develop a master plan, secure funding, and construct Kane Ranch Open Space (Phase 1).
2. Secure funding and construct Falcon Regional Park (Phase 2), County Fairgrounds (Phase 2), and Fountain Creek Regional Park (Phase 2).
3. Update the County Parks Master Plan to address current and future park, trails, open space, and recreational facility needs and forge community consensus and partnerships to complete identified projects.
4. Complete a feasibility study for a northern El Paso County nature center.
5. Secure land ownership or easements, secure funding, and complete the following trail projects: Ute Pass Regional Trail, Jackson Creek Trail, Meridian Ranch Trail, Falcon Vista Trail and Fox Run Trail.
6. Develop a regional open space planning group consisting of representatives from cities, towns, and non-profit organizations to explore collaborating securing open space areas that have unique cultural, environmental and / or natural characteristics.
7. Explore opportunities to provide a dedicated funding source to support the development and maintenance of parks, trails, and open space.
8. Convert Rainbow Falls Recreation Area into a historic site with controlled access and operational hours.
9. Update or create master plans for the following sites: Elephant Rock Open Space, Paint Mines Interpretative Park (west side), Jones Park, and Homestead Ranch Regional Park.
10. Complete an irrigation renovation program that will include replacing outdated irrigation equipment and reducing the amount of irrigated turf areas.
11. Partner with Fort Carson to expand shooting opportunities and shooter education programs at the Cheyenne Mountain Shooting Range.
12. Explore opportunities to provide accessible urban opportunities for CSU Extension programs including day camps, animal activities, youth-related expos, and vertical gardening.
13. Explore the provision of educational programs and the expansion of facilities for remote control flying opportunities.

GOAL 4: CONSISTENTLY SUPPORTS REGIONAL ECONOMIC STRENGTH

Strategy A: Encourage the growth of existing businesses and recruitment of new businesses.

Objectives:

1. Partner with local municipalities to identify contrasting development-related standards and requirements and establish a committee that is tasked with proposing and implementing code changes to increase inter-jurisdictional uniformity.
2. Continue to evaluate and modify the existing regulatory framework and procedures for development in an effort to avoid over-regulation to further promote and enhance a business friendly environment.
3. Develop an economic development policy to determine incentive packages under current statutory authority for appropriate businesses or areas.
4. Support and encourage increased employment opportunities by partnering with economic development organizations in marketing, recruitment, and training efforts for businesses, entrepreneurs and target sector employers.
5. Expand the Colorado Building Farmers program through the El Paso County CSU Extension Office.
6. Support the expansion of emerging industries in the Pikes Peak Region.



7. In partnership with community stakeholders, support the revitalization of existing business districts.

Strategy B: Support and advocate for a strong federal presence and related businesses.

Objectives:

1. Participate in feasibility studies of rail and freight opportunities.
2. Promote the National Cyber security Center.
3. Deploy resources at the Veteran's Service Center to support the needs of the growing county veteran population.

Strategy C: Promote a positive community vision which is attractive to businesses and employees.

Objectives:

1. Support efforts to improve existing public infrastructure and promote increased infrastructure connectivity on a regional scale including but not limited to multi-modal transportation, storm water, and broadband.
2. Coordinate a Community Economic Development Strategy (CEDS).

Strategy D: Expand tourism opportunities and emphasize its impact on the economy.

Objectives:

1. Engage in a regional Tourism Master Plan.
2. Pursue grant opportunities and support community events to promote the region's heritage, unique cultures, scenic beauty, wildlife, arts, sporting activities, and other tourism opportunities.
3. Add Enterprise Zone contribution projects that increase tourism.

Strategy E: Promote a variety of housing options/opportunities and the region's neighborhoods.

Objectives:

1. Increase the usage of existing down payment assistance and first-time homebuyer programs for new construction through education and promotion.
2. Advocate and support the Continuum of Care efforts and work with housing partners to decrease homelessness.
3. Assist in the development of new workforce housing units.
4. Assist in the development of new and rehabilitation of pre-existing housing inventory to increase accessible housing choices.

GOAL 5: STRIVE TO ENSURE A SAFE AND HEALTHY COMMUNITY

Strategy A: Support a high level of public safety to include law enforcement, justice services and prosecution.

Objectives:

1. Increase and improve Pretrial Services core functions, utilizing standards and procedures recommended by the Colorado Association of Pretrial Services and the National Association of Pretrial Services.
2. Develop, implement, and utilize evidenced based decision making tools that aid in the review of community corrections referrals, reduce recidivism rates and increase the effectiveness of alternative sentencing measures.
3. Continue support of the Not One More Child Initiative through training and distribution of child abuse prevention materials to first responders.
4. Increase victim support, protection and notification.



5. Expand alternative justice programs, problem solving courts and measures to include the Colorado Organized Retail Crime Association (CORCA), Human Trafficking, Mental Health, Prescription Fraud, Drug Court, Diversion Services, Veteran's Court and Mediation Services.
6. Seek new and support existing innovative programs which intend to reduce recidivism and length of stay in the El Paso County jail.
7. Ensure compliance with the E-Discovery and E-Filing systems mandated by the State by upgrading servers, storage capacity and Internet connections including archival of criminal justice records.
8. Re-establish the El Paso County Criminal Justice Coordinating Council to enhance communication and coordination of criminal justice service providers and stakeholders.
9. Advocate for the construction of a federal courthouse in El Paso County.
10. Explore, support and implement regional solutions for law enforcement functions encompassing multiple agencies to address vital needs for 911 services, law enforcement training, evidence storage/handling and the crime lab.

Strategy B: Support a high level of community safety and security encompassing emergency management, safe buildings, and partnerships for healthy neighborhoods.

Objectives:

1. Collaborate with the El Paso County Office of Emergency Management, Humane Society of the Pikes Peak Region, Neighborhood Organizations, Home Owner's Associations, and law enforcement to develop an animal emergency disaster plan.
2. Update and implement the County's Emergency Preparedness Plans including the Communication and Recovery components in cooperation with stakeholders.
3. Enhance the hazardous materials identification and education program.
4. Enhance El Paso County Public Health involvement in the transportation, land use, and environmental planning processes.
5. Expand carbon monoxide and radon awareness, outreach and detection.
6. Enhance security measures and employee training at County facilities to assure the safety of County employees and the public.
7. Explore contracting for a child care center for County employees at the Citizens Service Center.

Strategy C: Promote, protect, plan and prepare for public health through active citizen and community partnerships and education.

Objectives:

1. Develop a public outreach campaign to provide information on outdoor air pollution, source of pollutants, and corrective action alternatives.
2. Implement a "Communities That Care" model to assess and implement prevention strategies to reduce youth substance abuse.
3. Convene community partners to implement strategies to reduce teen suicide.
4. Continue to actively support the El Paso County Community Health Improvement Plan.
5. Support community efforts to combat substance abuse.
6. Reduce food borne illness through increased food worker education and expanding compliance efforts of food safety standards at retail food establishments.
7. Increase treatment opportunities for Community Detox clients immediately following release into the community.
8. Support the Tobacco Free Campus pilot program at Citizens Service Center and Centennial Hall.
9. Support the National Stepping Up Initiative to reduce mental illness at the Criminal Justice Center.
10. Actively participate in the Age Friendly Colorado Springs Initiative.

Strategy D: Protect environmental quality including air, land and water.



Objectives:

1. Expand the neighborhood household hazardous waste collection service that will provide collection opportunities throughout the County.
2. Explore the establishment of a regional waste-to-energy system.
3. Continue to work collaboratively with other stakeholders, via the Groundwater Quality Study Committee, to study and protect groundwater quality and identify emerging issues through periodic monitoring, sharing data among stakeholders, and reporting back to the BoCC annually.
4. Through the Conditionally Exempt Small Quantity Generators (CESQG), offer intake of materials from neighboring counties with a fee to recover cost-of-services.
5. Support the El Paso County Regional Resiliency Collaborative to continue efforts for prevention, mitigation and recovery from fire and flooding issues.
6. Participate in efforts to prevent water contamination and if warranted, support mitigation efforts with community stakeholders.

Strategy E: Develop mitigation plans and funding for hazards as identified in the 2015 Hazard Mitigation Plan.

Objectives:

1. Test the public health pandemic disease response plan, including points of distribution and update plan as warranted.
2. Promote Community Wildfire Protection Plans (CWPPs) to address the wildland urban interface for prevention, preparedness, response and recovery as part of the Wildland Fire Mitigation Planning; stressing collaboration with the Sheriff's Office, Office of Emergency Management, Fire Districts, community and neighborhood organizations, Colorado Division of Fire Prevention and Control, Colorado Division of Homeland Security, the U.S Forest Service, Colorado Department of Natural Resources, and other agencies.

Strategy F: Increase self-sufficiency and reduce reliance on public assistance programs.

Objectives:

1. Expand community partnerships to reduce dependency on Department of Human Services (DHS) services.
2. Assist citizens in addressing employment barriers related to substance abuse, mental health issues and domestic violence.
3. Partner with community organizations to expand re-integration recovery programs for formerly incarcerated individuals to effectively re-enter the workforce.
4. El Paso County will work with community partners to reduce homelessness.

Strategy G: Reduce child abuse, abuse of at-risk youth and adults, elder Abuse, and domestic violence.

Objectives:

1. Increase kinship care placements when children cannot remain at home.
2. Increase caseworker's face-to-face contacts with children in both out-of-home placement and at-home in child protection cases.
3. Increase services for families to prevent the need for Department of Human Services' involvement.
4. Expand outreach to the adult population including seniors and persons with disabilities.
5. Support programs such as the Not One More Child initiative that trains community partners and citizens to recognize and report concerns of abuse, neglect and exploitation of at-risk children and adults.
6. Work with community partners to reduce domestic violence.



III. BUDGET DEVELOPMENT PROCESS SECTION



BUDGET DEVELOPMENT PROCESS

The budget expresses all of our key policy decisions and priorities and aligns with the County's strategic plan. It determines who we tax and how much, and where we choose to spend our money for programs and services in areas such as transportation, public safety, disaster recovery, social services, housing, and economic development. Because resources are not sufficient to address all our critical needs, the budget reflects the priorities of the County's elected representatives.

Making decisions about priorities is part of the give-and-take that drives the annual budget-making process. It is a process that involves the Board of County Commissioners, other elected and appointed officials, and staff. Community organizations and other interested and concerned citizens also play a role.

This guide is designed to help interested citizens understand and participate in the budget process. Additional information on many of the topics discussed in this budget book can be found on our website at www.elpasoco.com.

The budget is where the County's goals and objectives are articulated and implemented in concrete terms.

The Adopted Budget becomes a blueprint for:

- How the county government spends money
- What activities are funded and for how much
- What do we spend on operating and capital expenses for public safety, transportation, parks, and other activities
- How county government pays for activities
- How revenue is raised, whether that be taxes, fees for service or aid from federal and state governments
- Balancing the budget –The Local Government Budget Law of Colorado (C.R.S. §29-1-101 et seq.) requires that county government expenditures cannot exceed total available revenue

Basis of Accounting and Budgeting

The modified accrual basis of accounting is used for all governmental fund types. Revenues are recognized in the accounting period in which they become available and measurable. Property tax is reported as a receivable and deferred revenue when the levy is certified, and as a revenue when due for collection in the subsequent year.

The budget is prepared using Generally Accepted Accounting Principles (GAAP) for all funds except that the budget also includes proceeds from long-term financing and capital grants as revenue; expenditures include capital outlays and bond payments. Depreciation on property and equipment are excluded from the budget. On January 1, 2002, the Governmental Accounting Standards Board (GASB) Statement 34 became effective for El Paso County and requires governments to prepare their statements in a format that will enhance the comprehension and usefulness of the financial reports. Governments also need to report capital assets with consideration of depreciation, including infrastructure assets and historical treasures.



Fiscal Year

The County's fiscal year is a calendar year (January 1 - December 31) as required by Colorado Statute CRS 29-1-103(1).

2018 BUDGET PREPARATION CALENDAR

The following calendar is a chronology of events for the budget process and the certification of mill levies. Some events are not statutory but reflect good budgeting practices. For details on the applicable statutes listed below, please refer to the Colorado Revised Statutes. Dates can change by direction of the Board of County Commissioners (BoCC).

- January 1, 2017 Start of Fiscal Year (Begin planning for 2018 Budget)

- January 31, 2017 Certified copy of 2017 Original Adopted Budget filed with DOLA
[Statutory deadline - January 31, 2017 C.R. S 29-1-113 (1)]

- June 29, 2017 Auditor to submit 2016 Audit/Comprehensive Annual Financial
Report (CAFR) [Statutory Deadline - June 30, 2017 C.R. S 29-1-606
(a) (1)](180 days)

- September 28, 2017 2018 Budget Hearing #1 – (Preliminary Balanced Budget)
Statutory Presentation of 2018 Preliminary Balanced Budget
& County’s Financial Condition
[Statutory Deadline - October 15, 2017 C.R. S 29-1-106 (1)]
* To include revenues estimates and previously approved changes to expenditures

- November 9, 14 & 16,
2017 2018 Budget Hearings #2, #3 and #4 – (Original Adopted Budget)
Department/Offices - Critical Needs Presentation
County Budget Officer – Updated Revenue Projections & Five Year Forecast
Citizens Outreach Group (COG) Presentation to BoCC

- December 5, 2017 2018 Budget Hearing #5 – (Original Adopted Budget)
BoCC Direction on the 2018 Original Adopted Budget

- December 4, 2017 2018 Budget Hearing #6 for OAB - advertisement due

- December 5, 2017 2018 Budget Hearing #6 for OAB - to be entered into Workflow

- December 12, 2017 2018 Budget Hearing #6 – (Original Adopted Budget)

Resolution to Adopt the 2018 Original Adopted Budget
[Statutory Deadline – December 15, 2017 C.R. S 29-1-108 (2) and (3)]
Resolution to Certify the County Mill Levy
[Statutory Deadline – December 15, 2017 C.R. S 39-5-128 (1)]
Resolution to Authorize the Treasurer to Transfer between Funds
[Statutory Deadline – December 31, 2017 C.R. S 29-1-108 (4)]



funds. Whenever El Paso County receives unanticipated revenues or revenues not assured at the time of the adoption of the budget and those revenues need to be expended, a supplemental budget appropriation shall be enacted to authorize the expenditure of these unanticipated funds.

The budgetary fiscal structure is established in compliance with GAAP and the Governmental Accounting Standards Board (GASB), which define the fund accounting structure and how to classify governmental activity. El Paso County uses fund accounting to ensure compliance with finance-related legal requirements. Fund accounting is used as a control device to segregate financial resources and ensure segregated resources are only used for their intended purposes. There are three (3) fund types; governmental, proprietary, and fiduciary.

The level at which BoCC must approve a budgetary change. For El Paso County and in compliance with GAAP, this is at the fund level. El Paso County further institutes a managerial level of control where all budgets cannot be overspent at the Business Unit (or cost center) level. While El Paso County will continue to establish budgets at the major category level (personnel, operating, and capital) El Paso County will not institute levels of control at that level.

This is the general process El Paso County follows in adopting the OAB each year. This process may be modified slightly at the direction of the BoCC or request of the Budget Officer as long as all requirements are adhered to. EPC implements different budgeting processes for the various accounting funds based on the legal restrictions of the accounting funds, funding sources, required expenditures, or BoCC direction. This section outlines the budget process based on whether the funds are Restricted, Partially Restricted or Unrestricted.

- **Restricted Funds** are determined based on federal, state, and outside agency compliance requirements. EPC's Restricted Funds are the Road and Bridge Escrow, Conservation Trust Fund, Household Hazardous Waste Fund, School Trust Fund, and Local Improvement Districts.
- **Partially Restricted Funds** are determined based on restrictions as outlined above, but are partially funded by sales and use tax, property tax, or specific ownership tax. EPC's Partially Restricted Funds are the Community Investment Project Fund (CIP), Self-Insurance Fund, Department of Human Services Fund (DHS), and Road & Bridge Fund.
- **Unrestricted Funds** are the remaining funds in the General Fund that do not fall under a restricted cost center.
 - There are also Restricted, Committed, and Assigned Cost Centers (Business Units) within the General Fund that maintain their own fund balances and are accounted for separately in order to be in compliance with their various restrictions.

In the 2nd and 3rd quarter of the current year, the Budget Division coordinates with departments and offices on their restricted budget estimates for the upcoming FY. This includes all restricted funds and restricted cost centers in the General Fund. The Budget Division also coordinates with departments and offices on their partially restricted budget estimates for the upcoming fiscal year. This process includes all the review and analysis, as outlined for the Restricted Budget Process, but these funds have their own individual process. On-going budgetary changes to these funds are assessed based on legal requirements and available revenues and fund balance. Changes resulting in increases or decreases to personnel will be assessed for impacts and FTE counts will be updated accordingly.



Budgeting for the General Fund Unrestricted Budget is the core of the budget process, where revenue streams are identified and expenditures are determined by the BoCC. This process begins during the 2nd and 3rd quarter of the year and commences with the adoption of the OAB of the upcoming budget year by December 15th.

The Financial Roadmap is a five-year budget projection anticipating the known budgetary impacts through the next five budget years. The Financial Roadmap allows the BoCC, offices, departments, employees and citizens to anticipate the financial direction of El Paso County. This supports strong fiscal management providing time to plan and address potential impacts to El Paso County's financial position for future years. The following priorities are addressed during this process to include the appropriate minimum level of General Fund unrestricted fund balance.

EPC's Fund Balance Policy first priority is to establish a sufficient cash flow for the General Fund.

The appropriate minimum level of General Fund unrestricted fund balance to be maintained is the sum of:

- Historical uncollectable amounts for property taxes averaging 0.5%
- Sales tax for all funds (excluding restricted Public Safety Sales Tax) of 10%
- All other Unrestricted General Fund Revenues of 5%

The General Fund unrestricted fund balance may be used in the following circumstances:

- Revenues received are at least 4% less than budgeted due to economic conditions.
- Federally declared natural disasters within the County.
- Elimination of core (tax related, non-grant) revenue streams, such as:
 - Sales and/or use tax
 - Property tax
 - Clerk and recorder fees
 - Specific ownership tax.
- BoCC determined emergency with one-time costs.
- Fund balance will be used in the order of: committed, assigned, and unassigned.

The General Fund Unrestricted Fund Balance will be replenished using the following methods:

- Adjust the 5-Year Budget Forecast (5YBF) so spending is adjusted downward (or economic recovery predicted) and the desired levels of Unrestricted Fund Balance are replenished.
- Natural disaster use is replenished when anticipated reimbursement will be received from state/federal government.
- Fund balance will be replenished in the order of: Committed, Assigned, and Unassigned.

The General Fund unrestricted fund balance will be replenished using the following timeline:

- The amount that needs to be replenished will be adjusted in the 5YBF to be brought to the minimum required level over a maximum of five (5) budget years.

Annually, after reviewing and updating all revenue estimates, the Budget Division will assess the impacts on the Financial Roadmap. Based on these impacts, the Budget Officer will hold meetings with the Countywide elected officials and department directors to discuss revenue impacts and El Paso County's critical needs. During these meetings, objectives of the Strategic Plan are reviewed to ensure alignment



with the Financial Roadmap. Through an additional series of meetings, the Budget Officer will update the Financial Roadmap to address changes brought forward. This revised Financial Roadmap is then built into the PBB and presented to BoCC no later than October 15th. The compilation of the Financial Roadmap consists of three phases, Initial Compilation, Strategy Phase and BoCC Deliberations and Directions.

For the complete Budget policy that incorporates Fund Balance policy, please see Appendix A.





IV. FINANCIAL SECTION



COUNTYWIDE BUDGET SUMMARY

2018 COUNTYWIDE BUDGET SUMMARY

The Countywide Budget Summary provides information regarding revenues, expenditures, and fund balances for the Countywide 2018 Original Adopted Budget (all 10 funds combined). The table below summarizes the Countywide 2018 Original Adopted Budget. Compared to the 2017 Original Adopted Budget, revenues are budgeted to increase by 9.78% and expenditures are budgeted to increase by 11.95% overall.

2018 COUNTYWIDE BUDGET SUMMARY						
All Funds Summary	2015 Actual	2016 Actual	2017 OAB	2018 OAB	Increase/ (Decrease)	Percent Change
REVENUE						
Sales & Use Tax	87,996,700	95,561,380	96,785,392	107,337,883	10,552,491	10.90%
Property Tax	43,759,991	47,160,745	48,684,009	51,675,939	2,991,930	6.15%
Specific Ownership Tax	1,202,489	6,204,812	5,670,000	8,089,255	2,419,255	42.67%
Other Taxes	119,294	378,019	356,000	364,000	8,000	2.25%
Fees & Charges for Services	1,986,386	6,046,457	1,239,200	1,079,000	(160,200)	-12.93%
Assessor Fees	26,494	30,276	24,850	21,000	(3,850)	-15.49%
Clerk & Recorder Fees	10,517,052	11,561,228	10,285,100	11,630,000	1,344,900	13.08%
Coroner	462,664	497,575	472,000	472,500	500	0.11%
Planning & Community Development	1,428,305	1,470,955	1,297,989	1,451,400	153,411	11.82%
Sheriff Fees	1,281,021	968,408	2,786,000	2,713,000	(73,000)	-2.62%
Surveyor Fees	2,310	1,410	1,000	1,000	-	0.00%
Treasurer Fees	3,379,012	3,530,848	3,550,000	3,850,000	300,000	8.45%
Public Trustee Fees	335,236	428,683	250,000	201,000	(49,000)	-19.60%
Parks & Recreation Fees	551,895	649,488	225,000	325,000	100,000	44.44%
Parking Structure Fees	200,774	221,670	234,000	205,000	(29,000)	-12.39%
Rent Collection - Outside	43,503	21,899	14,784	15,000	216	1.46%
Intergovernmental	7,194,294	5,373,984	2,919,409	3,103,920	184,511	6.32%
Miscellaneous Revenue	277,276	3,068,961	695,000	1,580,000	885,000	127.34%
Unrestricted Revenue	\$ 160,764,696	\$ 183,176,798	\$ 175,489,733	\$ 194,114,897	\$ 18,625,164	10.61%
Grant/Intergovernmental	84,778,665	94,218,592	81,023,143	87,749,195	6,726,052	8.30%
Public Safety Sales & Use Tax	20,129,945	21,983,927	22,117,113	24,581,328	2,464,215	11.14%
Restricted Fees	1,674,253	1,971,826	5,134,050	5,756,550	622,500	12.12%
Restricted Revenue/Spec Own Tax - Fleet	5,012,069	-	-	-	-	0.00%
Property Taxes-Pass thru BPPT	821,982	878,109	903,998	970,167	66,169	7.32%
Highway User Tax	12,333,296	12,506,067	13,400,000	13,698,000	298,000	2.22%
Employer Paid Benefits	7,212,462	6,860,907	7,098,283	9,843,722	2,745,439	38.68%
Internal County Direct Bills	15,594,040	14,759,273	17,243,958	17,227,202	(16,756)	-0.10%
Restricted Revenue	\$ 147,556,712	\$ 153,178,701	\$ 146,920,545	\$ 159,826,164	\$ 12,905,619	8.78%
TOTAL REVENUE	\$ 308,321,408	\$ 336,355,499	\$ 322,410,278	\$ 353,941,061	\$ 31,530,783	9.78%
EXPENDITURES						
Personnel	103,177,214	110,538,456	120,372,988	127,473,784	7,100,796	5.90%
Operating	49,874,418	52,630,703	52,576,546	58,789,503	6,212,957	11.82%
Capital	1,434,308	7,814,188	3,291,698	16,154,010	12,862,312	390.75%
Unrestricted Expenditures	\$ 154,485,940	\$ 170,983,347	\$ 176,241,232	\$ 202,417,297	\$ 26,176,065	14.85%
Personnel	72,527,992	75,642,338	82,039,026	86,655,922	4,616,896	5.63%
Operating	63,700,705	69,954,129	62,693,142	66,929,008	4,235,866	6.76%
Capital	7,127,336	4,032,403	3,392,475	7,130,163	3,737,688	110.18%
Restricted Expenditures	\$ 143,356,033	\$ 149,628,870	\$ 148,124,643	\$ 160,715,093	\$ 12,590,450	8.50%
TOTAL EXPENDITURES	\$ 297,841,973	\$ 320,612,217	\$ 324,365,875	\$ 363,132,390	\$ 38,766,515	11.95%
NET EXCESS/(DEFICIENCY) OF FUNDS	\$ 10,479,435	\$ 15,743,282	\$ (1,955,597)	\$ (9,191,329)	\$ (7,235,732)	370.00%



**El Paso County, Colorado
2018 Original Adopted 'Budget At A Glance'**

	1	2	3*	4	6	12	15*	19*	22*	75*	TOTAL
		Road & Bridge	Road & Bridge Escrow	DHS Fund	Community Investment Fund	Self-Insurance Fund	Conservation Trust Fund	Schools Trust	Household Hazardous Waste Mgmt.	LIDS	
General Fund											
UNRESTRICTED REVENUE											
Sales and Use Tax	62,035,940			14,655,563	12,359,950	18,286,430					107,337,883
Property Taxes-Real Property	50,355,700	1,320,239									51,675,939
Specific Ownership Tax	5,708,439	2,380,816									8,089,255
Other Taxes / PILT	300,000	64,000									364,000
Fees & Charges for Svcs	579,000	500,000									1,079,000
Assessor Fees	21,000										21,000
Clerk & Recorder Fees	11,630,000										11,630,000
Coroner	472,500										472,500
Planning & Community Development	1,451,400										1,451,400
Sheriff Fees	2,713,000										2,713,000
Surveyor	1,000										1,000
Treasurer Fees	3,850,000										3,850,000
Public Trustee Fees	201,000										201,000
Park & Recreation Fees	325,000										325,000
Parking Structure Fees	205,000										205,000
Rent Collections-Outside	15,000										15,000
Intergovernmental	3,103,920					85,000					3,103,920
Miscellaneous Revenue	1,495,000										1,495,000
Transfer Out - Road & Bridge	(6,000,000)	6,000,000									0
Unrestricted Revenue	138,462,899	10,265,055	0	14,655,563	12,359,950	18,371,430	0	0	0	0	194,114,897
RESTRICTED REVENUE											
Grant / Intergovernmental	25,882,553			58,200,082	837,634	100,000	1,374,259	100,000	1,114,667	140,000	87,749,195
Public Safety Sales & Use Tax	24,581,328										24,581,328
Restricted Fees	5,054,550	702,000									5,756,550
Property Taxes-Pass thru BPPT			970,167								970,167
Highway User Tax		13,698,000									13,698,000
Employee Paid Benefits					4,509,003						9,843,722
Internal County Direct Bills						12,718,199					12,718,199
Restricted Revenue	55,518,431	14,400,000	970,167	58,200,082	5,346,637	22,661,921	1,374,259	100,000	1,114,667	140,000	159,826,164
Unrestricted Expenditures	193,981,330	24,665,055	970,167	72,855,645	17,706,587	41,033,351	1,374,259	100,000	1,114,667	140,000	353,941,061
Expenditures											
Personnel	98,718,689	4,897,712		10,699,814		13,157,568					127,473,783
Operating	31,903,879	3,873,262		7,180,749	12,359,950	3,471,663					58,789,503
Capital	12,718,379	3,435,631									16,154,010
Unrestricted Expenditures	143,340,947	12,206,606	0	17,880,563	12,359,950	16,629,231	0	0	0	0	202,417,297
Restricted Personnel	26,466,583	5,777,778		34,827,207		17,930,822	1,217,407		436,126		86,655,922
Restricted Operating	26,863,591	4,569,246	970,167	23,372,875	5,346,637	4,731,099	156,852	100,000	678,541	140,000	66,929,008
Restricted Capital	3,077,186	4,052,977									7,130,163
Restricted Expenditures	56,407,360	14,400,000	970,167	58,200,082	5,346,637	22,661,921	1,374,259	100,000	1,114,667	140,000	160,715,093
Total Expenditures	199,748,307	26,606,606	970,167	76,080,645	17,706,587	39,291,152	1,374,259	100,000	1,114,667	140,000	363,132,390

* Restricted Funds



2018 Original Adopted Budget - Fund Balance Estimates

	January 1, 2018		2018		December 31, 2018	
	Estimated	Original	Original	Adopted Budget	Estimated	Estimated
	Beginning	+ Adopted Budget	Expenditures	=	Available	Available
	Fund Balance	Revenues	Expenditures		Fund Balance	Fund Balance
General Fund -Net-UR	\$12,463,113	\$138,462,899	(\$143,340,947)		\$7,585,066	\$0
Legally Required TABOR Reserve	6,993,930	0	0		6,993,930	0
BoCC Emergency Reserve	2,828,972	0	0		2,828,972	0
General Fund -RES	15,613,626	55,518,431	(56,407,360)		14,724,697	0
Total General Fund	\$37,899,641	\$193,981,330	(\$199,748,307)		\$32,132,665	\$0
Restricted Funds						
Road & Bridge Escrow	\$0	\$970,167	(\$970,167)		\$0	\$0
Conservation Trust	\$475,375	\$1,374,259	(\$1,374,259)		\$475,375	\$0
School's Trust	\$115,158	\$100,000	(\$100,000)		\$115,158	\$0
Household Hazardous Waste Management	\$781,681	\$1,114,667	(\$1,114,667)		\$781,681	\$0
Local Improvement Districts-Falcon Vista	\$78,952	\$140,000	(\$140,000)		\$78,952	\$0
Partially Restricted Funds						
Road & Bridge	\$9,563,055	\$24,665,055	(\$26,606,606)		\$7,621,504	\$0
Department of Human Services	\$3,483,196	\$72,855,645	(\$76,080,645)		\$258,196	\$0
Community Investment	\$456,790	\$17,706,587	(\$17,706,587)		\$456,790	\$0
Self-Insurance	\$9,189,767	\$41,033,351	(\$39,291,152)		\$10,931,966	\$0
Total	\$62,043,615	\$353,941,061	(\$363,132,390)		\$52,852,287	\$0



2018 COUNTYWIDE REVENUE SUMMARY

The revenues for El Paso County primarily consist of:

- Property Taxes
- Sales Taxes
- Other Taxes
- Intergovernmental Revenues
- Charges for Services (including Licenses & Permits and Fines & Forfeitures)
- Miscellaneous Revenues

The proportion of these revenues vary by fund. For example, Sales Taxes are distributed to the General Fund, Self-Insurance Fund, Community Investment (Capital) Fund and the Human Services Fund; Property Taxes accrue to the General Fund and the Road and Bridge Fund. The Road and Bridge Fund receives significant state allocated intergovernmental revenue in the form of Highway Users Tax Funds (HUTF). Additionally, the Human Services Fund receives intergovernmental revenue from the State and Federal governments for welfare payments. The Solid Waste Management Fund receives most of its revenue from Charges for Services.

Due to the limitations of Article X, Section 20 of the Colorado Constitution, El Paso County is estimating revenues more conservatively. The calculations required by Article X, Section 20, in reference to "revenue limits" imply the revenue received by a district is the most important factor. Certainly the requirement to refund any revenue received over the "limit" is a major consideration. Revenues must be estimated as closely as possible to their expected values.

The major sources of revenue, Property and Sales Taxes, are discussed in detail in this section. Each individual fund section contains a separate analysis of revenues, which should be carefully examined for the sources of its revenues.



Example of how a citizen’s property tax is calculated in EPC.

Market Value of the home as valued by the El Paso County Assessor's Office

Assessment Rate as determined by the State of Colorado in accordance with Colorado Revised Statute 39-1-104.2 C.R.S. (currently 7.20% of market)

Mill Levy is a tax rate of 1/10 of a cent. A tax rate of 1 mill per thousand means \$1.00 of tax per \$1,000 of assessed value

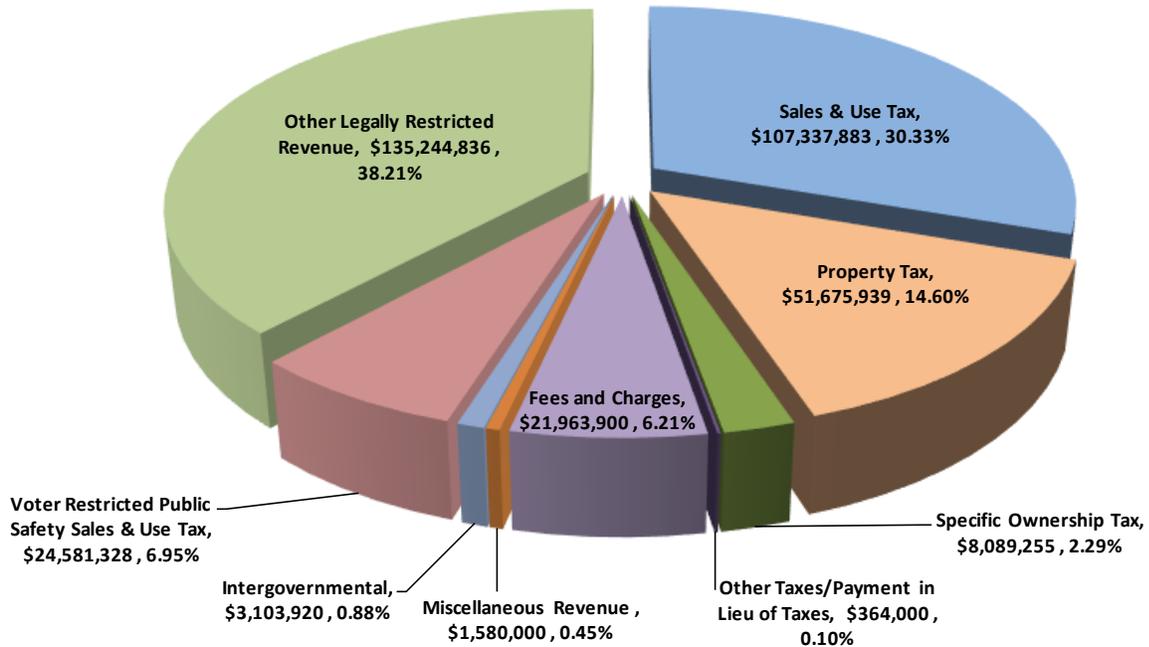
<p>Market Value x Assessment Rate = Assessment Value Assessment Value x Mill Levy = Property Taxes \$250,000 x .072 = \$18,000 X 58.019 Mills (.058019) = \$1,044.34</p>



Based on the calculation above, this household would pay \$1,044.34 in total property taxes, of which El Paso County would receive \$140.40 or 13.44% of the total property tax collected.



2018 Original Adopted Budget Revenue By Major Category \$353,941,061





El Paso County, Colorado Allocation of Revenues by Major Category

Fund	Department	Sales & Use Tax	Restricted Sales & Use Tax	Property Tax	Specific Ownership Tax	Other Taxes	Fees and Charges	Intergovernmental Revenues	Other Revenue	Restricted Revenue	2018 Original Adopted Budget
1	Administrative Services	62,035,940	0	50,355,700	5,708,439	300,000	572,000	475,000	(4,525,000)	0	114,922,079
	Security- Parking Structure	0	0	0	0	0	205,000	0	0	0	205,000
	Facilities Management	0	0	0	0	0	15,000	0	20,000	0	35,000
	Parks & Leisure Services	0	0	0	0	0	325,000	0	0	0	325,000
	Information Technology	0	0	0	0	0	7,000	0	0	0	7,000
	Veteran Services	0	0	0	0	0	0	23,400	0	0	23,400
	Planning & Community Development	0	0	0	0	0	1,451,400	0	0	0	1,451,400
	Assessor	0	0	0	0	0	21,000	0	0	0	21,000
	Clerk & Recorder	0	0	0	0	0	11,630,000	0	0	0	11,630,000
	Coroner	0	0	0	0	0	472,500	5,000	0	0	477,500
	Sheriff's Office	0	0	0	0	0	2,713,000	2,600,520	0	0	5,313,520
	Surveyor	0	0	0	0	0	1,000	0	0	0	1,000
	Treasurer	0	0	0	0	0	3,850,000	0	0	0	3,850,000
	Public Trustee	0	0	0	0	0	201,000	0	0	0	201,000
1	Net General Fund	62,035,940	0	50,355,700	5,708,439	300,000	21,463,900	3,103,920	(4,505,000)	0	138,462,899
	Facilities CAM and County/City SLA	0	0	0	0	0	0	0	0	1,255,175	1,255,175
	Restricted Parks & Environ Svcs	0	0	0	0	0	0	0	0	394,050	394,050
	Justice Services/Community Outreach	0	0	0	0	0	0	0	0	6,736,782	6,736,782
	Useful Public Service	0	0	0	0	0	0	0	0	71,000	71,000
	Restricted Fees	0	0	0	0	0	0	0	0	2,044,500	2,044,500
	Clerk & Recorder	0	0	0	0	0	0	0	0	2,545,000	2,545,000
	District Attorney-Grants	0	0	0	0	0	0	0	0	723,704	723,704
	Sheriff's Office	0	0	0	0	0	0	0	0	2,616,181	2,616,181
	Public Safety Sales & Use Tax	0	24,581,328	0	0	0	0	0	0	0	24,581,328
	Economic Development	0	0	0	0	0	0	0	0	8,294,197	8,294,197
	Pikes Peak Workforce Center	0	0	0	0	0	0	0	0	6,256,514	6,256,514
1	GF -Grants/Restricted	0	24,581,328	0	0	0	0	0	0	30,937,103	55,518,431
1	Total General Fund	62,035,940	24,581,328	50,355,700	5,708,439	300,000	21,463,900	3,103,920	(4,505,000)	30,937,103	193,981,330
Restricted Funds											
3	Road & Bridge Escrow	0	0	970,167	0	0	0	0	0	0	970,167
15	Conservation Trust	0	0	0	0	0	0	0	0	1,374,259	1,374,259
19	School's Trust Fund	0	0	0	0	0	0	0	0	100,000	100,000
22	Household Hazardous Waste Mgmt.	0	0	0	0	0	0	0	0	1,114,667	1,114,667
75	Local Improve. Districts-Falcon Vista	0	0	0	0	0	0	0	0	140,000	140,000
Partially Restricted Funds											
2	Road & Bridge	0	0	1,320,239	2,380,816	64,000	500,000	0	6,000,000	14,400,000	24,665,055
4	Dept of Human Serv.	14,655,563	0	0	0	0	0	0	0	58,200,082	72,855,645
6	Community Investment	12,359,950	0	0	0	0	0	0	0	5,346,637	17,706,587
12	Self-Insurance	18,286,430	0	0	0	0	0	0	85,000	22,661,921	41,033,351
		107,337,883	24,581,328	52,646,106	8,089,255	364,000	21,963,900	3,103,920	1,580,000	134,274,669	353,941,061



STATE OF COLORADO PROPERTY TAX REVENUE LIMITATIONS

Constitutional

In November 1992, the people of the State of Colorado passed an amendment to the State's Constitution (Article X, Section 20) known as the Taxpayer's Bill of Rights (TABOR), which was effective December 31, 1992. TABOR's intended purpose was to reasonably restrain most of the growth of government by imposing spending and revenue limits on the state and any local government, excluding enterprises. Provisions of TABOR require, among other things, that:

- Each district shall reserve for use in declared emergencies 3% or more of its fiscal year spending (as defined by TABOR) excluding bonded debt service.
- If revenue from sources not excluded from fiscal year spending exceeds the limits prescribed by TABOR in dollars for that fiscal year, the excess shall be refunded in the next fiscal year unless voters approve a revenue change as an offset.
- Revenue collected, kept, or spent illegally since four full fiscal years before an individual or class action enforcement suit is filed shall be refunded with 10% annual simple interest from the initial conduct.
- With minor exceptions, advance voter approval is required for any new tax, tax rate increase, mill levy above that for the prior year or creation of any multiple fiscal years direct or indirect district debt or other financial obligation without certain cash reserve amounts.

The County believes it complies with the provisions of TABOR. However, many of its provisions will most likely be interpreted by the judicial system and those interpretations could differ from those of the County.

Legislative – 5.5% Property Tax Revenue Limit

This is a limitation on the property tax line item in each local government budget in Colorado. It is called the "Annual Levy Law" [29-1-301, C.R.S.], and requires that levies be lowered to prevent levying more revenue than a:

- 5.5% increase from the prior year, and
- An additional amount for new construction, annexation/inclusions and other new property.

This limitation on levy and revenue reflects the pre-TABOR property tax system, in which levies could be raised in any year to assure property tax as a regular source of revenue.

Circumstances can occur in which the 5.5% revenue limit can force a reduction in the mill levy over the previous year to avoid collecting excess revenue. Under the structure of TABOR, this excess revenue could be collected but would have to be refunded to the extent that actual receipts exceeded the limit. This statute is more restrictive and does not allow for the collection of this revenue.

Under most other circumstances, the Constitutional limits imposed by TABOR restrict the ability of all taxing districts to raise taxes without a vote of the people.

In 2016 El Paso County collected \$14,548,000 in excess revenue which, resulted in the County proposing a ballot measure to the citizens on November 7, 2017.



The ballot question was as follows:

“Without imposing new taxes or raising tax rates, shall El Paso County be permitted to retain and spend \$14,548,000 in excess 2016 revenue as a voter-approved revenue change pursuant to Tabor (Article X, Section 20 of the Colorado Constitution) to invest only in the following infrastructure:

- I-25 corridor gap local share and other roadway safety and improvement projects, up to \$12 million;
- Disaster recovery projects; and
- Parks, trails and open space projects,

with the understanding that such excess revenue would otherwise be refunded only to taxable real property owners as a one-time tax credit (example: approximately \$40 for a typical single-family home valued at \$250,000), and to retain and spend in the 2017 fiscal year and thereafter an amount of revenue that exceeds current tabor limitations but is no greater than the County revenue cap, which continues to limit future revenue growth as provided in Resolution No. 17-244.” (refer to Appendix E)

Election results

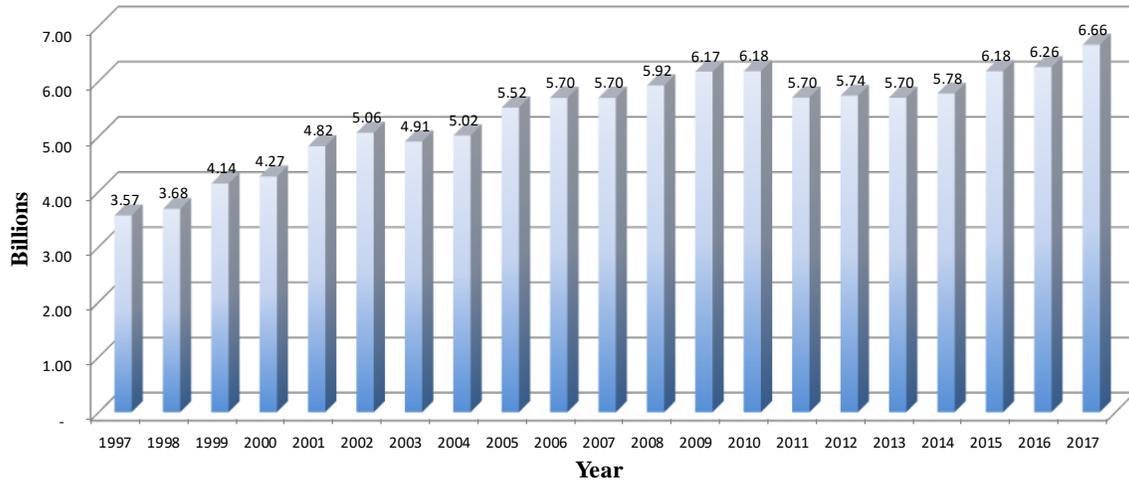
Ballot Question 1A		
Result	Votes	Percentage
✔ Yes	102,187	67.2%
No	49,868	32.8%

Election results from [El Paso County Elections Department](#)

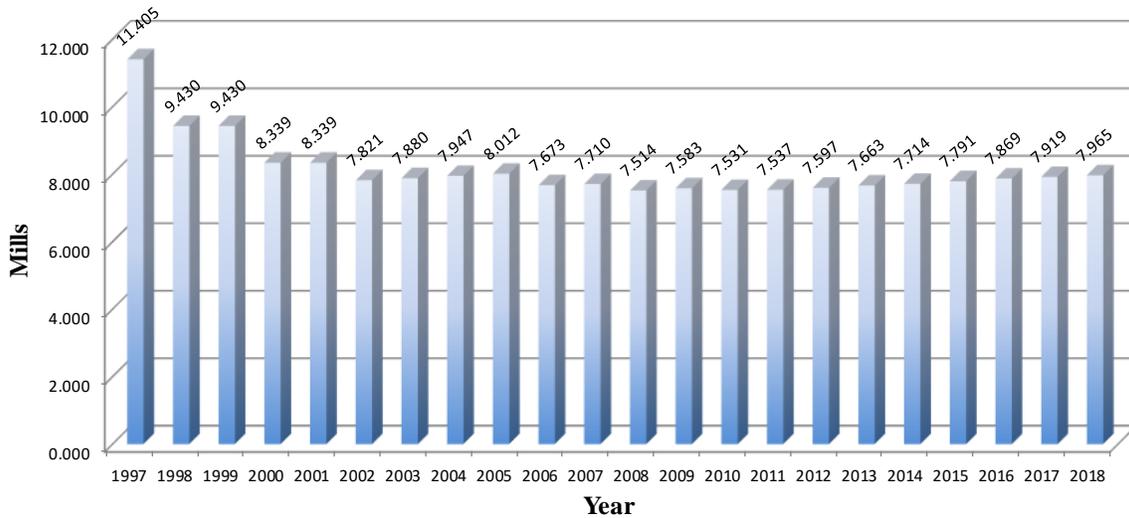
This funding has been allocated in the 2018 Critical Needs Addressed Chart for the Original Adopted Budget.



County Assessed Value



Mill Levy





HISTORY OF THE MILL LEVY

1988 – The 1988 year reflects a drastic change in the County mill levy due to the reassessment of all property from a 1977 value base year to a 1985 value base year. Also, on January 1, 1988, the 1% County sales tax was implemented. Due to the reassessment increase and the implementation of the 1% County sales tax, the 1988 budget year mill levy decreased from 25.745 to 11.000 mills.

1989 – The mill levy was held at 11.000 mills for budget year 1989. The impacts of the adjustments to the residential rate in 39-1-104.2 C.R.S. decreased the assessment ratio on residential property from 18% of market value to 16% of market value. The County had a reduction in its assessed valuation from \$3,026,357,860 to \$2,876,559,200. This decreased assessed valuation resulted in a reduction of assessed property tax of approximately \$1.6 million. In 1988, the County received approximately \$6 million more than what was budgeted for sales tax. This favorable variance was available for use in 1989 and allowed the County to hold the mill levy at 11.000 mills.

1990 – The mill levy was held at 11.000 mills for budget year 1990. The assessed value went up approximately 3%. The property tax revenue increased \$1 million. The increased property tax along with the use of existing reserves allowed the Board of County Commissioners to hold the mill levy at 11.000 mills.

1991 – The mill levy was held at 11.000 mills for budget year 1991. The assessed value dropped approximately 2.5%, which resulted in a reduction of \$800,000 of property tax revenue from 1990. Departments were asked to reduce their budgets from the 1990 level by 7.5% to avoid excessive use of existing cash reserves. The budget reductions and the use of approximately \$2 million of cash reserves allowed the Board of County Commissioners to hold the mill levy at 11.000 mills for the fourth year.

1992 – The mill levy was adjusted to 12.000 mills for budget year 1992 due to a 14.47% drop in assessed valuation of the County. The assessed value dropped from \$2,892,075,040 in 1990 to \$2,473,437,720 in 1991. Due to the significant reduction in assessed value, the increase in mill levy still resulted in lower property taxes being collected in 1992 than in 1991. In 1991, the County's 11 mills generated \$31,812,826 in property taxes, while in 1992, the County's 12.000 mills generated \$29,681,253. This was a reduction of \$2,131,573 in property taxes.

1993 – The mill levy was maintained at 12.000 mills for the 1993 budget year as required by Article X, Section 20 of the Colorado Constitution. With an assessed valuation of \$2,482,558,210; the property tax revenue estimated for 1993 was \$29,790,698, resulting in a total increase in property tax revenues of \$109,445 or a 0.3% increase.

1994 – The mill levy was continued at 12.000 mills for the 1994 budget year as was required by Article X, Section 20 of the Colorado Constitution. With an assessed valuation of \$2,335,113,500, the property tax revenue estimated for 1994 was \$28,021,360. This resulted in a total decrease in property tax revenues of \$1,769,338 – or a 5.9% decrease. This reduction was primarily the result of the decrease in assessment ratio of residential property from 14.34% to 12.86% and the Board's continued commitment to cost containment.

1995 – The mill levy was continued at 12.000 mills for the 1995 budget year as required by Article X, Section 20 of the Colorado Constitution. With an assessed valuation of \$2,421,036,250, the property tax revenue was estimated at \$28,471,386 for 1995. This resulted in a projected increase in property tax



revenues of \$450,026, or 1.6%. The 1995 estimated property tax revenue was about 10% less than what was collected three years prior in 1992.

1996 – The 1996 year brought a reassessment adjustment which resulted in a 13% growth in assessed value for the County. However, to compensate for this increase in assessed value, the County implemented a “temporary mill levy reduction” that reduced the mill levy to 11.405 mills for the 1996 budget year as required by the statutory 5.5% revenue limitation. With an assessed valuation of \$2,743,302,890, the total property tax revenue (including debt service) estimated for 1996 was \$31,287,369.

1997 – The “temporary mill levy reduction” initiated in 1996 was continued for the 1997 budget year. This accounted for the mill levy associated with an advanced refunding required in 1996 but available under that statute in subsequent years providing the 5.5% revenue limit is not exceeded. The mill levy remained at 11.405 mills. With an assessed valuation of \$2,888,529,520 the total property tax revenue (including debt service) estimated for 1997 was \$32,284,806 which resulted in a total increase in property tax revenues of \$997,437, or a 3.2% increase.

1998 – The “temporary mill levy reduction” initiated in 1996 was discontinued for the 1998 budget year. The mill levy was reduced to 9.430 mills. With an assessed valuation of \$3,565,003,700 the total property tax revenue estimated for 1998 was \$33,617,985. This resulted in a total increase in property tax revenues of \$1,333,179, or a 4.1% increase. The BoCC initiated a five-year elimination of the business personal property tax, which resulted in an annual reduction in anticipated taxes over the next five years. For 1998, this reduction was projected to total \$1,122,684. If the total increase in property taxes of \$1,333,179 above is reduced by that amount, the actual total increase is \$210,495 or less than seven-tenths of 1%. Revenue was also reduced by 3,672,023 due to a TABOR refund.

1999 – The mill levy continued at the same level as 1998, at 9.430 mills. With an assessed valuation of \$3,683,646,060 the total property tax revenue estimated for 1999 was \$34,736,782. This resulted in a total increase in property tax revenues of \$1,118,797, or a 3.3 % increase. In the previous year, the BoCC initiated a five-year elimination of the business personal property tax, which results in an annual reduction in anticipated taxes over five years. The impact this year was a reduction in anticipated property tax revenue of \$2,270,229. The effect of this reduction is that the actual estimated property tax revenue for 1999 would be about \$32,466,553. This is a decrease in property tax revenues over what was anticipated for each of the past two years.

2000 – The Board of County Commissioners implemented a “temporary mill levy reduction”, which reduced the mill levy from 9.43 to 8.339. With an assessed value of \$4,143,072,830 the total property tax revenue is estimated at \$34,549,216. The 1999 audit, completed in 2000, concluded the County over collected revenue (as per TABOR limitations) by \$381,483. The County elected to request the voters to allow the Parks Department to use the over collection for Bear Creek Nature Center, which was damaged by a fire in May 2000.

2001 – The Board of County Commissioners retained the “temporary mill levy reduction”, keeping the mill levy at 8.339. During the budget process, the Commissioners unanimously approved a resolution eliminating 100% of the County portion of the business personal property tax. With the total assessed value of \$4,269,635,860; the total property tax revenue was calculated to be \$35,602,394 – less the business personal property tax of \$5,482,981 – leaving a total of \$30,119,413 to be collected.



2002 – The Board of County Commissioners implemented another “temporary mill levy reduction” reducing the mill levy to 7.821. The assessment ratio on residential property also dropped from 9.74% to 9.15%. With an assessed value of \$4,820,730,590; the total property tax revenue was estimated at \$25,383,748 – which excludes the taxpayer refund of \$7,731,564.

2003 – The Board of County Commissioners maintained the mill levy rate of 7.821 then added 0.059 due to abatements of \$296,408 during the year to achieve a mill levy of 7.88. The assessed value more than doubled over the last 10 years eclipsing \$5 billion for the first time for the 2002 assessments. With an assessed value of \$5,064,749,140 the total property tax revenue was estimated at \$34,272,550.

2004 – The Board of County Commissioners maintained the mill levy rate of 7.88 from 2003 then added 0.067 due to abatements of \$329,034 during the year to achieve a mill levy of 7.947. The assessed value dropped slightly to \$4,906,923,820 to generate revenue of approximately \$33,922,989.

2005 – The Board of County Commissioners maintained the mill levy rate of 7.947 from 2004 then added 0.065 due to abatements of \$325,519 during the year to achieve a mill levy of 8.012. The assessed value rose slightly to \$5,016,367,990 to generate revenue of approximately \$35,080,838.

2006 – The Board of County Commissioners reduced the mill levy rate from 8.012 to 7.616. At this time, this was the lowest mill levy El Paso County has had since TABOR was implemented. Due to abatements during 2006, .057 mills were added bringing the 2006 mill levy to 7.673. The assessed value rose to \$5,523,826,270, less the business personal property of \$698,324,100, to generate revenue of approximately \$37,666,560.

2007 – The Board of County Commissioners maintained the mill levy rate of 7.763 from 2006 then added 0.037 due to abatements of \$184,966 during the year to achieve a mill levy of 7.710. The assessed value rose to \$5,698,095,780 to generate revenue of approximately \$38,718,848.

2008 – The Board of County Commissioners reduced the mill levy rate from 7.710 to 7.514. This is now the lowest mill levy El Paso County has had since TABOR was implemented, down 0.102 mills from the reduced mill levy rate in 2006. The assessed value increased slightly to \$5,777,956,400 to generate revenue of approximately \$43,415,564.

2009 – The Board of County Commissioners maintained the mill levy rate of 7.514 from 2008 then added 0.069 mills due to abatements of \$451,029 during the year to achieve a mill levy of 7.583. The assessed value increased to \$5,922,593,250 to generate revenue of approximately \$44,911,025.

2010 – The Board of County Commissioners allocated a mill levy of 7.467 mills plus 0.064 mills due to abatements during the year of \$434,805 for a total of 7.531 mills. The assessed value increased to \$6,173,010,190 to generate revenue of approximately \$46,488,940.

2011 – The Board of County Commissioners maintained the mill levy rate of 7.467 from 2010 then added 0.070 mills due to abatements in the amount of \$473,833 for a total of 7.537 mills. The assessed value slightly increased to \$6,180,356,150 to generate revenue of approximately \$46,581,344.

2012 – The Board of County Commissioners maintained the mill levy rate of 7.537 mills in 2012. Due to abatements during 2012 in the amount of \$379,512, 0.060 mills were added bringing the 2012 mill levy to 7.597. With a reduction in the assessed of \$477,050,810, for a total of \$5,703,305,340, a total of approximately \$43,328,011 in revenue was generated.



2013 – The Board of County Commissioners maintained the mill levy rate of 7.597 then added 0.066 mills due to abatements during the year in the amount of \$381,352 for a total of 7.663 mills. The assessed value rose slightly to \$5,736,061,360 to generate revenue of approximately \$43,955,438.

2014 – The Board of County Commissioners maintained the mill levy rate from 2013 of 7.663. Due to abatements in the amount of \$293,158, 0.051 mills were added during the year, bringing the total mill levy rate to 7.714. With a slight reduction in the assessed value, at a total of \$5,701,116,050, revenue of approximately \$43,978,409 was generated.

2015 – The Board of County Commissioners maintained the mill levy rate of 7.714 then added 0.077 mills due to abatements of \$444,416 during the year, creating a total of 7.791 mills. The assessed value rose to \$5,775,691,780 generating revenue of approximately \$44,998,415.

2016 – The Board of County Commissioners maintained the mill levy rate of 7.791 from 2015 then added 0.078 due to abatements of \$481,974 during the year to achieve a mill levy of 7.869. With an increase in the assessed value of 6,174,735,159, at a total valuation of \$6,180,510,850, approximately \$48,563,323 was generated.

2017 – The Board of County Commissioners maintained the mill levy rate of 7.869 and added 0.050 mills due to abatements in the amount of \$315,662 for a total mill levy of 7.919. The assessed value increased to \$6,255,235,710 and generated revenue of approximately \$49,537,933.

2018 - The Board of County Commissioners maintained the mill levy rate of 7.919 and added 0.046 mills due to abatements in the amount of \$308,204 for a total mill levy of 7.965. The assessed value increased to \$6,661,996,580 and generated revenue of approximately \$53,062,803.



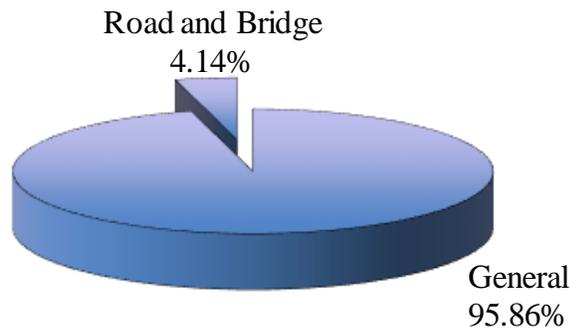
According to Colorado Division of Local Government, El Paso County has the lowest Property Tax per capita compared to all 64 Colorado Counties with a Property Tax per capita of \$66 in 2006. This is followed by Fremont County at \$94 per capita (140% greater than El Paso County), then by Otero County at \$121 per Capita (200% greater than El Paso County).

The amounts grow to as much as \$1,255 per capita in San Juan County with an average Property Tax per capita of all 64 Colorado Counties of \$387 (almost six times El Paso County's Property Tax Per Capita).

MILL LEVY DISTRIBUTION FOR 2018 BUDGET
As Approved in the December 2017 Mill Levy Resolution

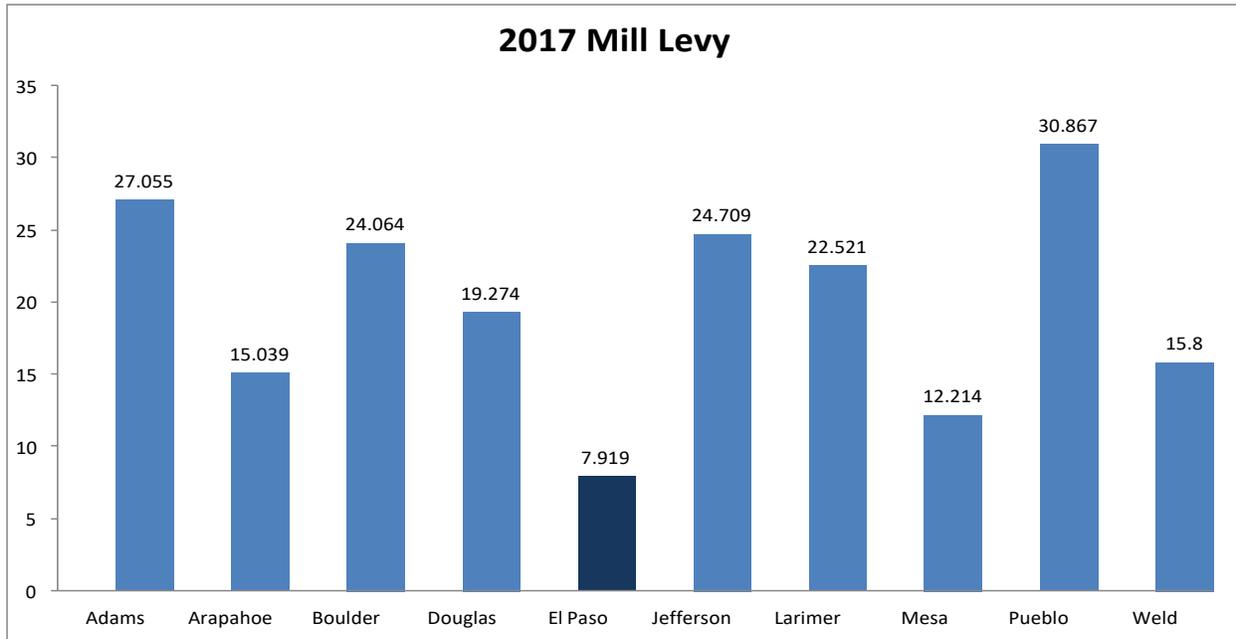
FUND	MILL LEVY	MILL LEVY WITH ABATEMENTS	REAL PROPERTY ASSESSED VALUATION	PROPERTY TAX	SPECIFIC OWNERSHIP
General	7.589	7.635	\$6,661,996,580	\$50,864,344	\$5,708,439
Road and Bridge	0.330	0.330	\$6,661,996,580	\$2,198,459	\$2,380,816
Total Mill Levy	7.919	7.965		\$53,062,803	\$8,089,255
Cities/Towns share of Business Personal Property Tax				\$1,386,864	
Total Budgeted Tax Revenue				\$51,675,939	

Mill Levy Distribution



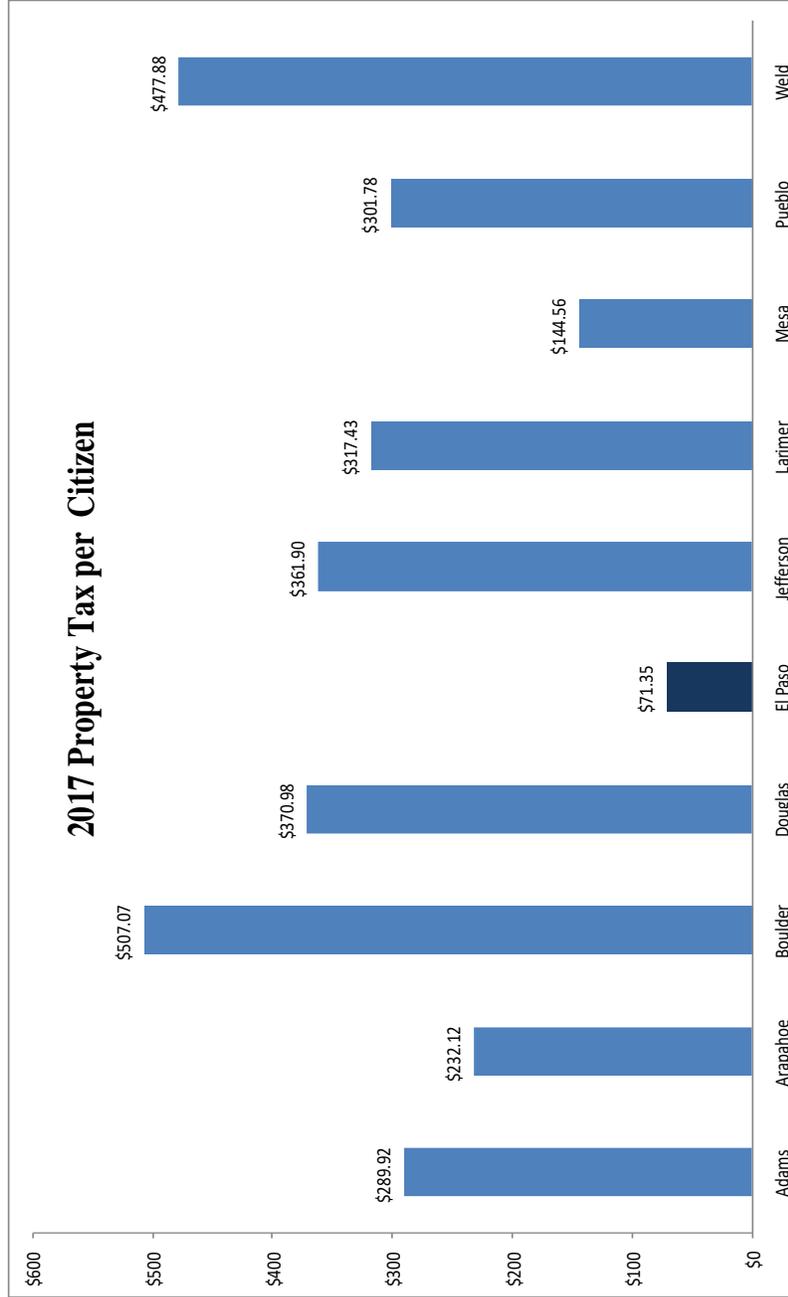


The following three charts are from the 10 County Mill Levy Comparisons. The 10 major counties in Colorado include, Adams, Arapahoe, Boulder, Douglas, El Paso, Jefferson, Larimer, Mesa, Pueblo, and Weld. This is most current data from the 2017 10 County Budget Conference.



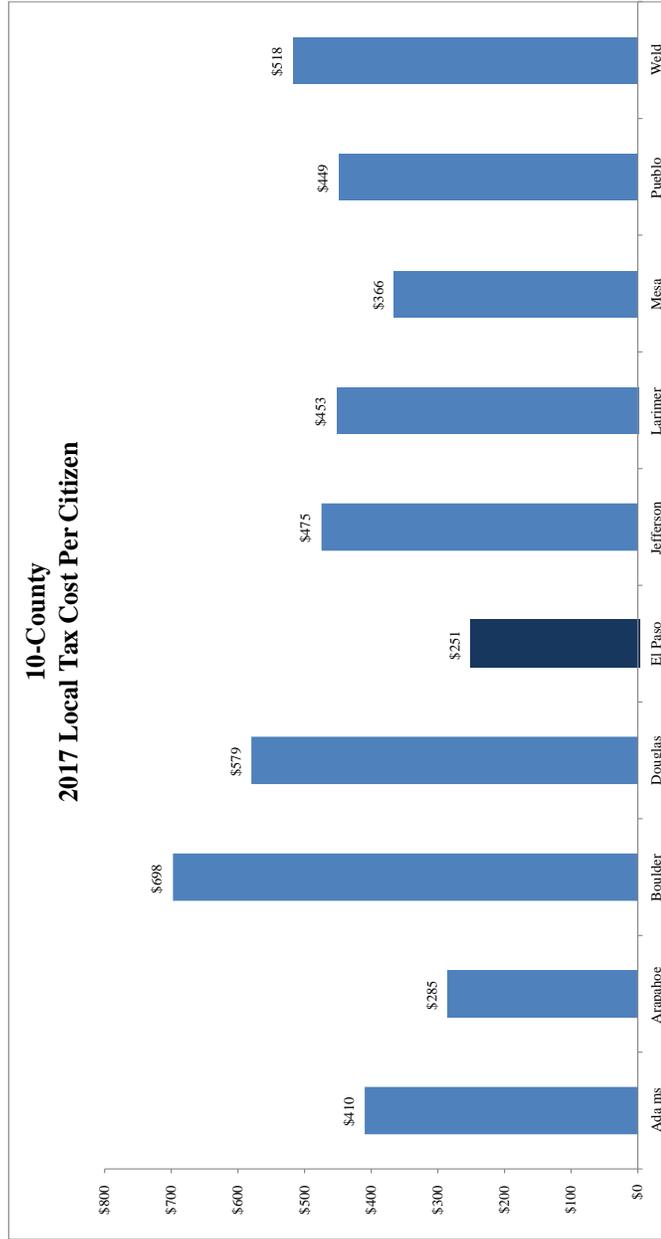


Property Tax Per Citizen 10-County Comparison





Local Tax Cost Per Citizen 10-County Comparison



	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
2017										
Sales Tax	\$47,794,000	\$20,776,000	\$52,938,000	\$60,300,000	\$119,163,000	\$49,238,000	\$37,679,000	\$31,167,000	\$19,140,000	\$0
Property Tax	\$144,436,000	\$149,212,000	\$163,392,000	\$124,234,000	\$49,588,000	\$209,212,000	\$108,000,000	\$22,342,000	\$50,073,000	\$141,947,000
Specific Ownership Tax	\$11,785,000	\$9,980,000	\$8,541,000	\$9,302,000	\$5,670,000	\$16,369,000	\$8,285,000	\$2,982,000	\$3,955,000	\$9,600,000
Other Taxes	\$0	\$3,437,000	\$71,000	\$0	\$75,000	\$0	\$0	\$0	\$1,313,000	\$2,230,000
Budgeted Revenue *	\$204,015,000	\$183,405,000	\$224,942,000	\$194,036,000	\$174,496,000	\$274,819,000	\$153,964,000	\$56,491,000	\$74,481,000	\$153,777,000
Population Estimates**	498,187	642,824	322,226	334,879	694,967	578,101	340,228	154,550	166,926	297,032
Annual Cost Per Citizen	\$410	\$285	\$698	\$579	\$251	\$475	\$453	\$366	\$449	\$518

*2017 Budgeted Data from 2017 10-County Data Book
 **Estimated Population From Department of Local Affairs



SALES AND USE TAX REVENUE

A one-percent County sales tax was approved by the voters of El Paso County in November 1987 for implementation in 1988. Generally, the sales tax applies to any sale of tangible personal property made within the County that is not a wholesale sale. The County sales tax follows the same guidelines as the State of Colorado sales tax and is administered by the State.

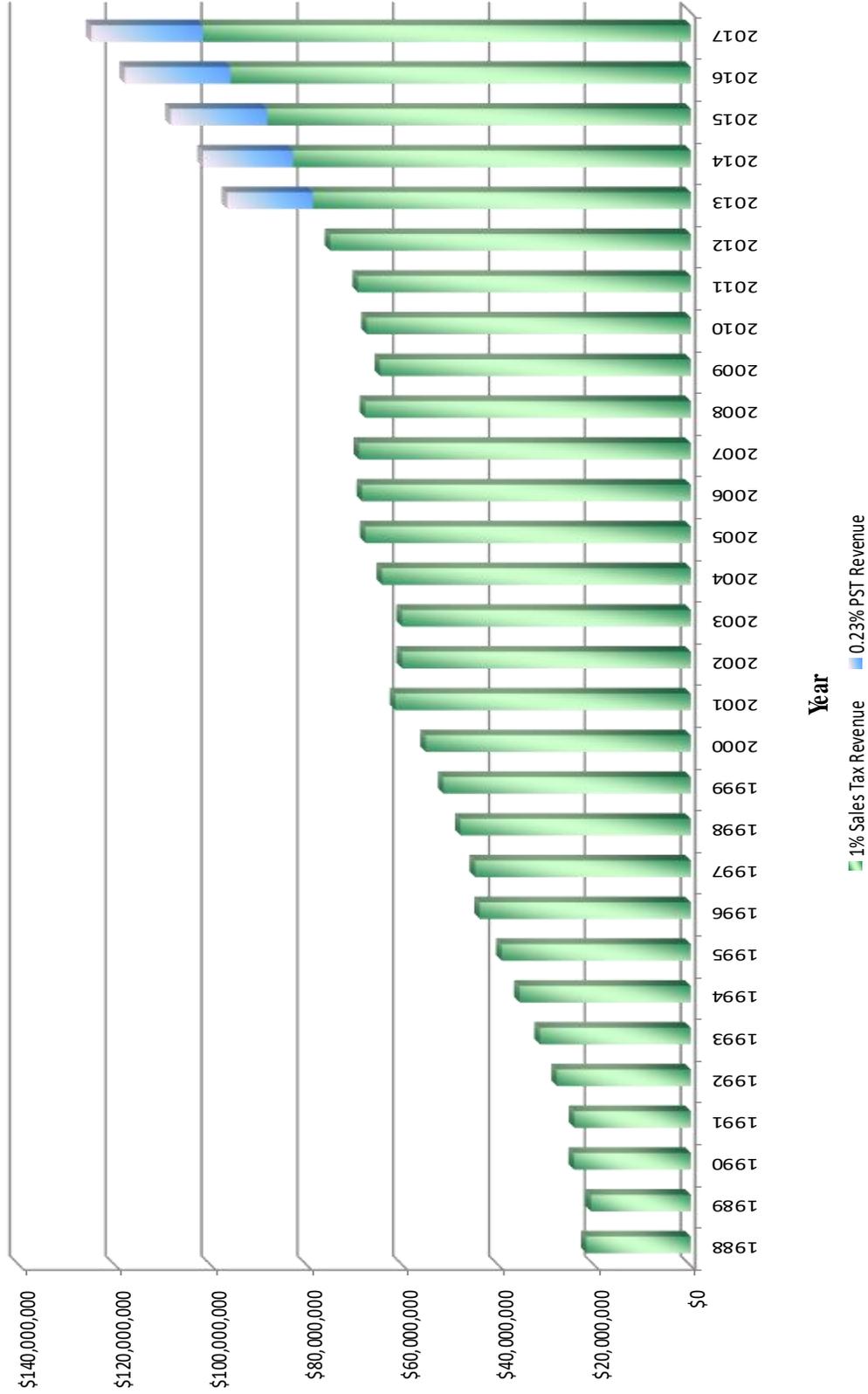
In November 2012, a 0.23% Public Safety Tax (PST) was approved by the voters. This sales tax was implemented in 2013 to address critical and emergent needs of the El Paso County Sheriff's Office and has a sunset date of January 1, 2021.

Year	Source	1% Sales Tax		Variance from		0.23% PST		Variance from	
		Budget	Revenue	Budget	% Change	Budget	Revenue	Budget	% Change
1988	Audited Revenue	\$15,412,500	\$21,729,479	\$6,316,979					
1989	Audited Revenue	\$18,850,000	\$20,798,312	\$1,948,312	-4.29%				
1990	Audited Revenue	\$24,000,000	\$24,329,087	\$329,087	16.98%				
1991	Audited Revenue	\$24,240,000	\$24,262,489	\$22,489	-0.27%				
1992	Audited Revenue	\$24,000,000	\$27,907,629	\$3,907,629	15.02%				
1993	Audited Revenue	\$26,900,000	\$31,456,823	\$4,556,823	12.72%				
1994	Audited Revenue	\$31,600,000	\$35,665,220	\$4,065,220	13.38%				
1995	Audited Revenue	\$35,000,000	\$39,425,748	\$4,425,748	10.54%				
1996	Audited Revenue	\$40,133,292	\$43,985,887	\$3,852,595	11.57%				
1997	Audited Revenue	\$45,670,000	\$44,972,364	(\$697,636)	2.24%				
1998	Audited Revenue	\$47,824,000	\$47,998,660	\$174,660	6.73%				
1999	Audited Revenue	\$48,599,000	\$51,559,581	\$2,960,581	7.42%				
2000	Audited Revenue	\$51,497,810	\$55,272,451	\$3,774,641	7.20%				
2001	Audited Revenue	\$55,097,561	\$61,593,360	\$6,495,799	11.44%				
2002	Audited Revenue	\$61,309,735	\$60,214,529	(\$1,095,206)	-2.24%				
2003	Audited Revenue	\$63,758,788	\$60,234,356	(\$3,524,432)	0.03%				
2004	Audited Revenue	\$61,293,855	\$64,372,866	\$3,079,011	6.87%				
2005	Audited Revenue	\$66,650,249	\$67,839,928	\$1,189,679	5.39%				
2006	Audited Revenue	\$70,697,521	\$68,520,201	(\$2,177,320)	1.00%				
2007	Audited Revenue	\$72,639,420	\$69,146,880	(\$3,492,540)	0.91%				
2008	Audited Revenue	\$70,800,550	\$67,909,292	(\$2,891,258)	-1.79%				
2009	Audited Revenue	\$67,722,505	\$64,801,587	(\$2,920,918)	-4.58%				
2010	Audited Revenue	\$63,175,655	\$67,563,306	\$4,387,651	4.26%				
2011	Audited Revenue	\$66,998,519	\$69,391,335	\$2,392,816	2.71%				
2012	Audited Revenue	\$70,940,204	\$75,207,078	\$4,266,874	8.38%				
2013	Audited Revenue	\$76,338,428	\$78,839,995	\$2,501,567	4.83%	\$17,872,000	\$17,898,721	\$26,721	
2014	Audited Revenue	\$81,468,510	\$82,987,857	\$1,519,347	5.26%	\$18,340,875	\$18,772,586	\$431,711	4.88%
2015	Audited Revenue	\$86,074,193	\$88,399,212	\$2,325,019	6.52%	\$19,524,630	\$20,108,751	\$584,121	7.12%
2016	Audited Revenue	\$91,598,360	\$96,091,378	\$4,493,018	8.70%	\$20,795,609	\$21,983,927	\$1,188,318	9.33%
2017	Projected Revenue	\$97,120,392	\$101,814,248	\$4,693,856	5.96%	\$22,117,113	\$23,247,144	\$1,130,031	5.75%
Average Year Growth (from inception)				5.62%					
						6.77%			

The average growth per year since inception of the 1% sales tax is 5.62%. However, any future growth of sales tax revenue will depend on the local economy's growth and on decisions made at the federal level on defense spending.



County Sales Tax





In 1987 for budget year 1988, the citizens approved a 1% sales and use tax. At the same time, the BoCC reduced the mill levy from 25.745 to 11.000 mills as an offset to the new sales tax. As the chart articulates, in 1988 the ratio between property tax and sales tax was 59% to 41% respectively. In 2018 the ratio of property tax to sales tax is now 32% to 68% which makes the County more dependent on sales tax and the economic conditions that follow sales tax.



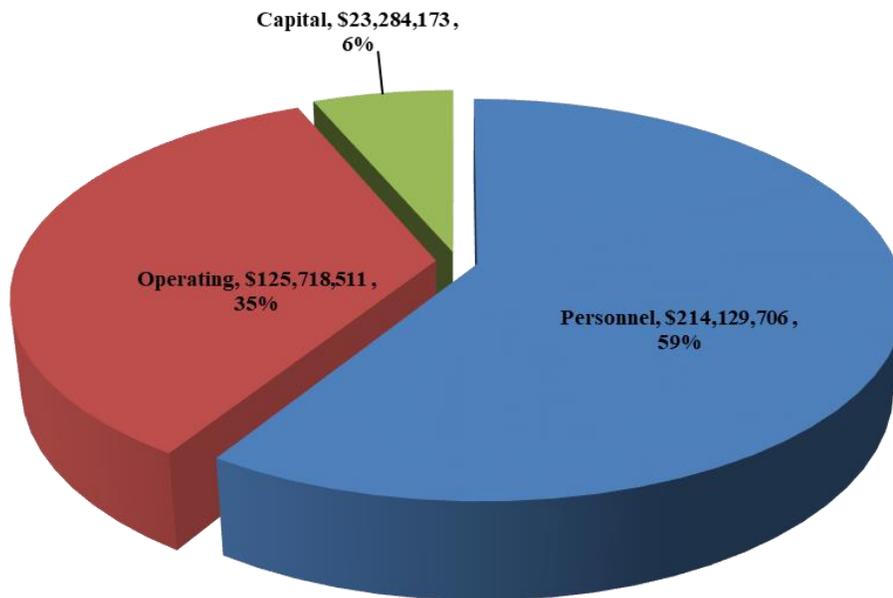


2018 COUNTYWIDE EXPENDITURES SUMMARY

The 2018 Original Adopted Budget Countywide expenditures for all funds total \$363,132,390. This represents an increase of \$38,766,515 or 11.95% compared to the 2017 Original Adopted Budget of \$324,365,875. The increase is mainly attributed to addressing critical needs, which includes investment in High Impact Road Infrastructure, Fire and Flood Recovery, Parks Capital, Countywide pay increases, funding to the Sheriff’s office for marijuana enforcement, funding to Public Health for Combat of Communicable Diseases and Contingency Plan, and an increase to Community Services for a Criminal Justice Planner and Pretrial Services.

El Paso County has three major expenditure categories, as follows:

2018 Original Adopted Budget Expenditures By Major Category \$363,132,390



Personnel: This expenditure category provides for salaries and benefits for all El Paso County employees. As a service organization, El Paso County’s largest expenditure is personnel. Personnel expenditures increased by \$11.7 million compared to the 2017 Original Adopted Budget. This increase is mainly due to the investment in human capital of a 2% Pay for Performance/COLA adjustment and adjustment to 86% midpoint based on the 5-Year Financial Roadmap, increased benefits costs and 73 additional authorized FTE’s in 2018 compared to 2017.

Operating: This expenditure category provides for the day-to-day operational costs of the County. Items included in this category are utility expenses (gas, electricity and water), telephone (phone, fax and



internet), operating and office supplies, computers and software/licensing, professional services, employee training, conferences and meetings, lodging and meals and equipment purchases under \$5,000. Operating expenditures increased by \$10.5 million compared to the 2017 Original Adopted Budget. This increase is mainly due to increased expenditures for Public Safety, internal County Support, Economic Development contributions, TABOR retention for investment in Fire and Flood projects and for the Facilities Major Maintenance Plan.

Capital: This expenditure category is for expenditures resulting in the acquisition of or addition to the County's fixed asset inventory for assets greater than \$5,000 or major capital construction project, such as those related to buildings, drainage, streets, trails, etc., included in the CIP or Road & Bridge Fund. Capital projects tend to have significant costs and have useful lives of many years. Items included in this category are recurring expenditures for: land and land improvements, buildings and buildings improvements, machinery & equipment replacements, communication and computer equipment, and vehicles. Capital expenditures increased by \$16.6 million compared to the 2017 Original Adopted Budget. This increase is mainly due to the TABOR retention for investment in High Impact Road Infrastructures, I-25 Gap improvements and for Parks Capital projects.



COUNTYWIDE SUMMARY OF EXPENDITURES

COUNTYWIDE SUMMARY OF EXPENDITURES					
Fund	Department/Division/Office	2015 Actual	2016 Actual	2017 OAB	2018 OAB
	GENERAL FUND:				
1	Board of County Commissioners - Admin	973,553	687,032	786,210	791,291
	ADM - Administration Support	756,309	808,875	-	-
	Board of Equalization	12,911	7,068	39,515	39,706
	Tabor Retention - I-25 Gap	-	-	-	6,000,000
	Reserve for I-25 Gap Grant Match	-	-	-	1,500,000
	ADM - Human Resources/Risk Management	511,395	725,314	1,457,051	1,439,754
	ADM - Administration and Financial Services - Budget, Finance & PIO	2,076,371	2,202,000	2,470,827	2,736,320
	County-Wide Support	2,654,085	(792,822)	1,840,318	2,030,506
	Employee Benefits	232,555	6,350	-	-
	Procurement and Contracts	443,457	534,004	581,279	597,668
	Fire and Flood Emergency Reserve	2,994,070	2,841,644	-	1,048,000
	ADM - Planning and Community Development	2,002,916	1,962,832	2,107,229	2,284,622
	ADM - Community Services - Parks	1,558,099	1,843,819	1,628,021	1,789,653
	CSU Administration	167,222	173,749	175,307	177,258
	Environmental Services	379,228	372,417	373,684	378,992
	Veteran Services	365,141	407,035	438,382	453,291
	Tabor Retention - Parks Projects	-	-	-	1,500,000
	ADM - Public Works - Security	1,210,598	1,306,818	1,284,172	1,541,358
	Facilities Management	7,285,674	7,050,990	7,676,388	8,483,131
	ADM - Information Technology	9,348,050	10,168,547	11,324,050	11,610,561
	County Attorney - General Fund	980,573	1,103,334	1,163,803	1,208,299
	Health Department Support	3,285,804	3,285,804	3,285,804	3,392,167
	Clerk and Recorder	6,502,436	8,700,050	8,178,462	8,423,090
	Treasurer	1,113,365	1,108,604	1,251,929	1,270,588
	Assessor	3,465,741	3,538,274	3,788,545	3,860,687
	Coroner	2,289,749	2,365,339	2,474,619	2,548,929
	Surveyor	8,231	7,261	9,129	9,129
	District Attorney	11,761,347	12,808,051	13,689,084	14,331,438
	Sheriff's Office	45,275,644	47,687,112	48,827,274	49,910,905
	Public Trustee	-	-	-	-
	Fleet	4,877,128	5,646,931	3,722,850	6,254,760
	Retirement	6,412,527	6,861,768	7,187,347	7,728,844
1	Net General Fund	\$ 118,944,179	\$ 123,418,197	\$ 125,761,279	\$ 143,340,947
	Restricted Parks and Environmental Services	638,963	2,379,893	922,946	1,054,400
	Facilities County/City SLA/CAM	928,831	864,472	1,175,110	1,255,175
	Justice Services/Community Outreach	7,803,030	8,252,186	6,470,195	6,807,782
	County Attorney - Department of Human Services	38,706	-	-	-
	Useful Public Services	94,800	-	-	-
	Clerk and Recorder	1,703,316	1,222,884	2,890,000	3,290,000
	ADM Restricted - Use Tax, Cable and P-Card	480,140	1,705,031	1,769,062	2,044,500
	District Attorney - Grants	443,569	576,347	664,995	723,704
	Sheriff's Office	3,907,935	4,370,271	1,369,286	2,276,181
	Public Safety Sales and Use Tax	17,288,093	20,602,045	22,117,113	24,404,907
	Economic Development	7,493,422	9,972,327	7,893,913	8,294,197
	Pikes Peak Workforce Center	6,969,362	7,052,041	7,093,369	6,256,514
1	Net General Fund Grants/Restricted	\$ 47,790,167	\$ 56,997,496	\$ 52,365,989	\$ 56,407,360
1	Total General Fund	\$ 166,734,346	\$ 180,415,693	\$ 178,127,268	\$ 199,748,307



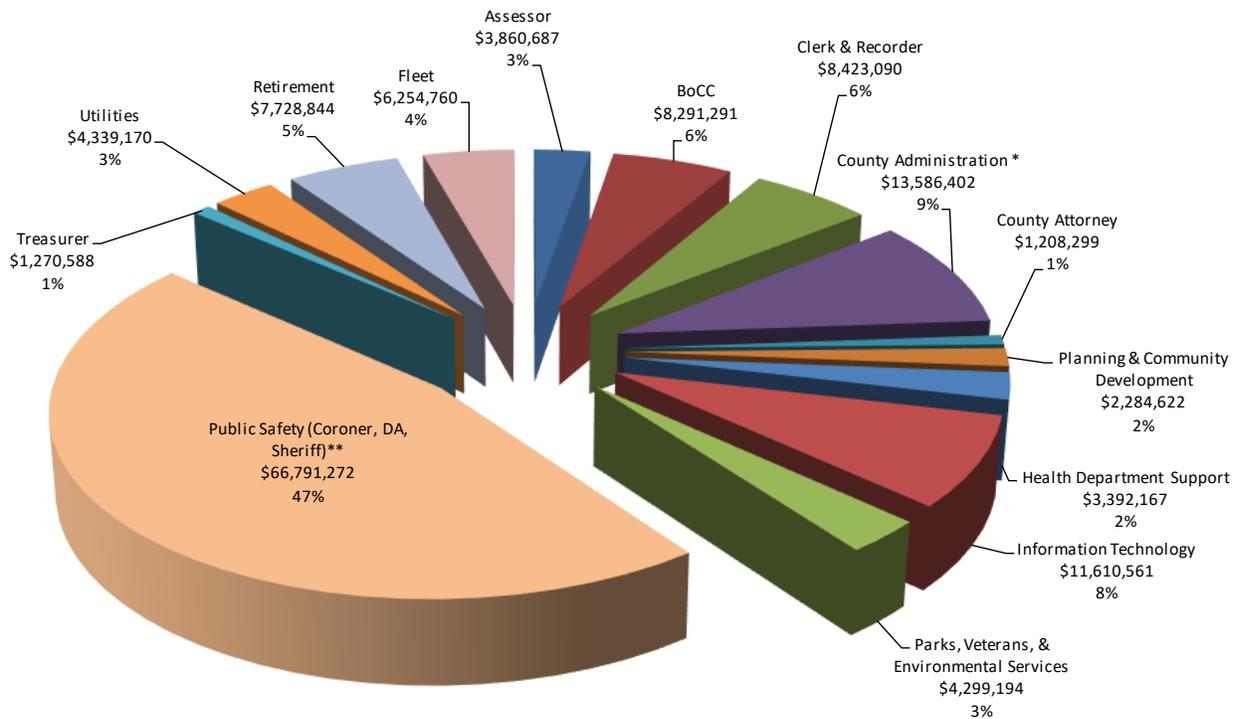
COUNTYWIDE SUMMARY OF EXPENDITURES -continued					
Fund	Department/Division/Office	2015 Actual	2016 Actual	2017 OAB	2018 OAB
	RESTRICTED FUNDS:				
3	Road and Bridge Escrow	821,982	878,040	903,998	970,167
15	Conservation Trust	1,465,621	1,316,124	1,352,230	1,374,259
19	Schools' Trust Fund	233,792	78,823	100,000	100,000
22	Household Hazardous Waste Management	983,381	1,149,106	1,081,886	1,114,667
75	Local Improvement Districts - Falcon Vista	-	184,020	140,000	140,000
	PARTIALLY-RESTRICTED FUNDS:				
2	Road and Bridge	15,104,078	16,119,101	19,617,695	26,606,606
4	Department of Human Services	65,848,124	70,849,693	70,092,500	76,080,645
6	Community Investment	16,481,974	16,289,364	16,116,848	17,706,587
12	Self Insurance	30,072,786	33,332,253	33,833,450	39,291,152
Total All Funds		\$ 297,746,084	\$ 320,612,217	\$ 321,365,875	\$ 363,132,390



2018 EXPENDITURE SUMMARY – GENERAL FUND

The 2018 Original Adopted Budget General Fund expenditures total \$143.3 million. This represents an increase of \$14.6 million of 11.32% compared to the 2017 Original Adopted Budget of \$128.8 million. This increase is mainly due to the TABOR retention for the I-25 “Gap”, TABOR retention for Parks projects and Fire/Flood recovery projects and County market adjustment/personnel pay increases.

2018 Original Adopted Budget GF Unrestricted Expenditures By Function \$143,340,947



The General Fund includes 14 functions, as follows:

Assessor: This function represents the expenditures relating to the administration of El Paso County’s property assessment and mapping system. The Assessor’s budget increased \$72 thousand or 1.9% compared to the 2017 Original Adopted Budget due to personnel market increases.

Board of County Commissioners: This function represents the expenditures relating to the Board of County Commissioners administration to the citizens of El Paso County. The Board of County



Commissioners budget increased \$7.5 million or 954.6% compared to the 2017 Original Adopted Budget mainly due to the retention of TABOR funds for the I-25 “Gap” project.

Clerk & Recorder: This function represents the administration of the Clerk & Recorder’s office, which includes motor vehicle, elections, recording and driver’s licensing. The Clerk & Recorder’s budget decreased \$288.6 thousand or 3.5% compared to the 2017 Original Adopted Budget mainly due a personnel market increases and the critical need purchase of an agenda management system.

County Administration: This function represents the expenditures relating to administration of finance, budget, economic development, procurement, public information, small business development services, and general countywide costs. County Administration increased \$2.6 million or 23.2% compared to the 2017 Original Adopted Budget mainly due to TABOR retention funds for Fire and Flood recovery projects, Pretrial Services support and dues for RBA/EDC and Fountain Creek Watershed.

County Attorney: This function represents the expenditures relating to the legal counsel to the Board of County Commissioners, elected officials, and other agencies as authorized by the Board of County Commissioners. The County Attorney’s budget increased \$25 thousand or 2.1% compared to the 2017 Original Adopted Budget mainly due to personnel market increases.

Fleet: This function represents the expenditures relating to fleet services providing vehicle and equipment support to ensure safe and operational equipment. Fleet’s budget decreased \$468 thousand or 7.0% compared to the 2017 Original Adopted Budget mainly due to \$1.3 million budgeted for capital lease projects moving to the Community Investments Fund 6 and offset by a \$750 thousand increase for parts and equipment and \$84 thousand for personnel market increases.

Health Department Support: This function represents the expenditures relating to the County’s administrative support to the Health Department. Health Department Support’s budget increased by \$25 thousand or .07% compared to the 2017 Original Adopted Budget due to a one time increase for communicable disease prevention.

Information Technology: This function represents the expenditures relating to the County’s overall information technology support and infrastructure. Information Technology increased \$329 thousand or 2.9% compared to the 2017 Original Adopted Budget mainly due to personnel market increases and for MS Office upgrades.

Parks, Veterans & Environmental Services: The Community Services Department represents the administration of County parks and recreation facilities, veteran services and environmental services. This budget increased \$1.7 million or 64.4% compared to the 2017 Original Adopted Budget mainly due personnel market increases and funding of critical needs for a criminal justice planner and \$1.5 million for TABOR parks projects.

Planning & Community Development: This function represents the expenditures relating to the administration of El Paso County Land Development Code. Planning & Community Development’s budget increased \$177 thousand or 8.4% compared to the 2017 Original Adopted Budget mainly due to personnel market increases and funding for soil conservation.

Public Safety: This function includes the Coroner, District Attorney and Sheriff’s Office and is the largest of the 14 functions. These expenditures represent the administration for protecting the citizens of El Paso County, litigation and performing autopsies. Public Safety increased by \$1.8 million or 2.8% compared to the 2017 Original Adopted Budget mainly due to personnel market increases.



Retirement: This function represents the expenditures related to the County's portion of the 8% retirement match. The Retirement budget increased \$541 thousand, or 7.3% compared to the 2017 Original Adopted Budget mainly due to personnel market increases and 73 additional FTEs in 2018.

Treasurer: This function represents the expenditures relating to the collection and distribution of funds. The Treasurer's budget increased \$19 thousand or 1.50% compared to the 2017 Original Adopted Budget mainly due to personnel market increases.

Utilities: This function represents the expenditures relating to countywide utility costs for electric, water and gas. Utilities remained relatively flat with a minor increase of \$7 thousand or 0.2% compared to the 2017 Original Adopted Budget.



El Paso County, Colorado
Allocation of Expenditures by Major Category

Fund	Department	Personnel	Personnel		Operating	Capital	Operating		2018 Original Adopted Budget
			Personnel	Intergovernmental Reimbursements			Intergovernmental Reimbursements	Reimbursements	
1	Board of County Commissioners - Admin	726,525	0	0	64,766	0	0	0	791,291
	Board of Equalization	9,742	0	0	29,964	0	0	0	39,706
	Tabor Retention - I-25 Gap					6,000,000			6,000,000
	Reserve for I-25 Gap Grant Match					1,500,000			1,500,000
	ADM- HR/Risk Mgmt	1,139,783	(4,529)	304,500		0	0	0	1,439,754
	ADM- Admin & Fin Svcs/Budget, Finance & PIO	5,308,607	(2,679,663)	166,120		0	(58,744)		2,736,320
	County Wide Support	3,333,862	(1,000,000)	1,436,754		0	(1,740,110)		2,030,506
	Employee Benefits	349,698	(349,698)	40,177		0	(40,177)		0
	Procurement & Contracts	638,049	(60,153)	19,772		0	0	0	597,668
	Fire & Flood Emergency Reserve	0	0	1,048,000		0	0	0	1,048,000
	ADM- Planning & Community Development	2,061,860	(2,172)	224,934		0	0	0	2,284,622
	ADM- Community Services - Parks	1,515,124	(130,748)	481,966		0	(76,689)		1,789,653
	CSU Administration	128,208	(17,000)	66,050		0	0	0	177,258
	Environmental Services	282,342	0	96,650		0	0	0	378,992
	Veteran Services	426,117	0	27,174		0	0	0	453,291
	Tabor Retention - Parks Projects	0	0	0		1,500,000	0	0	1,500,000
	ADM- Public Works- Security	2,081,456	(573,570)	145,669		0	(112,197)		1,541,358
	Facilities Management	2,579,190	(51,326)	7,258,329		294,653	(1,597,715)		8,483,131
	ADM- Information Technology	5,597,612	(396,497)	8,559,446		150,000	(2,300,000)		11,610,561
	County Attorney-CF	1,227,253	(188,345)	169,391		0	0	0	1,208,299
	Health Department Support	0	0	3,392,167		0	0	0	3,392,167
	Clerk & Recorder	7,008,177	(983,856)	2,409,369		47,000	(57,600)		8,423,090
	Treasurer	1,077,922	0	192,666		0	0	0	1,270,588
	Assessor	3,660,162	0	200,525		0	0	0	3,860,687
	Coroner	2,253,395	0	295,534		0	0	0	2,548,929
	Surveyor	6,129	0	3,000		0	0	0	9,129
	District Attorney	14,846,708	(1,042,317)	527,047		0	0	0	14,331,438
	Sheriff's Office	44,582,510	(3,733,674)	9,062,069		0	0	0	49,910,905
	Public Trustee	422,000	(422,000)	0		0	0	0	0
	Fleet	1,961,462	0	1,066,572		3,226,726	0	0	6,254,760
	Retirement	11,305,459	(4,175,115)	1,050,000		0	(451,500)		7,728,844
	Retirement Admin/Pension Trust	251,588	(251,588)	0		0	0	0	0
1	Net General Fund	114,780,940	(16,062,251)	38,338,611	12,718,379	(6,434,732)			143,340,947



El Paso County, Colorado Allocation of Expenditures by Major Category

Fund	Department	Personnel			Operating			Capital	Operating Intergovernmental Reimbursements	2018 Original Adopted Budget
		Personnel	Intergovernmental Reimbursements	Operating	Operating	Intergovernmental Reimbursements				
	Restricted Parks & Environ Svcs	96,252	0	958,148	0	0	0	0	1,054,400	
	Facilities County/City SLA/CAM	1,158,969	0	96,206	0	0	0	0	1,255,175	
	Justice Services/Community Outreach	363,106	(39,649)	6,484,325	0	0	0	0	6,807,782	
	County Attorney - DHS	1,591,195	(1,591,195)	147,751	0	(147,751)	0	0	0	
	Clerk & Recorder	70,000	0	2,220,000	1,000,000	0	0	0	3,290,000	
	Admin Restricted - Use Tax, Cable & P-Card	316,147	0	1,728,353	0	0	0	0	2,044,500	
	District Attorney-Grants	723,704	0	0	0	0	0	0	723,704	
	Sheriff's Office	1,326,181	0	950,000	0	0	0	0	2,276,181	
	Public Safety Sales & Use Tax	18,828,616	0	3,499,105	2,077,186	0	0	0	24,404,907	
	Economic Development	368,462	0	7,925,735	0	0	0	0	8,294,197	
	Pikes Peak Workforce Center	3,254,795	0	3,001,719	0	0	0	0	6,256,514	
1	GF - Grants/Restricted	28,097,427	(1,630,844)	27,011,342	3,077,186	(147,751)	0	(147,751)	56,407,360	
1	Total General Fund	142,878,367	(17,693,095)	65,349,953	15,795,565	(6,582,483)	0	(6,582,483)	199,748,307	
Restricted Funds										
3	Road & Bridge Escrow	0	0	970,167	0	0	0	0	970,167	
15	Conservation Trust	1,217,407	0	156,852	0	0	0	0	1,374,259	
19	Schools' Trust Fund	0	0	100,000	0	0	0	0	100,000	
22	Household Hazardous Waste Mgmt.	436,126	0	678,541	0	0	0	0	1,114,667	
75	Local Improve. Districts-Falcon Vista	0	0	140,000	0	0	0	0	140,000	
Partially Restricted Funds										
2	Road & Bridge	10,675,490	0	8,532,508	7,488,608	(90,000)	0	(90,000)	26,606,606	
4	Dept of Human Services	45,527,021	0	30,553,624	0	0	0	0	76,080,645	
6	Community Investment	0	0	17,706,587	0	0	0	0	17,706,587	
12	Self Insurance	31,088,390	0	8,202,762	0	0	0	0	39,291,152	
		231,822,801	(17,693,095)	132,390,994	23,284,173	(6,672,483)	0	(6,672,483)	363,132,390	



2018-2022 FINANCIAL ROADMAP

The Financial Roadmap is a five year budget projection anticipating the known budgetary impacts through the next five budget years. The Financial Roadmap allows the BoCC, offices, departments, employees and citizens to anticipate the financial direction of EPC. This supports strong fiscal management providing time to plan and address potential impacts to EPC's financial position for future years.

Annually, after reviewing and updating all revenue estimates, the Budget Division will assess the impacts on the Financial Roadmap. Based on these impacts, the Budget Officer will hold meetings with the Countywide elected officials and department directors to discuss revenue impacts and EPC's critical needs. During these meetings, objectives of the Strategic Plan are reviewed to ensure alignment with the Financial Roadmap. Through an additional series of meetings, the Budget Officer will update the Financial Roadmap to address changes brought forward. This revised Financial Roadmap is then built into the PBB and presented to BoCC no later than October 15th. The compilation of the Financial Roadmap consists of three phases:

- **Initial Compilation** – priorities are addressed prior to discussions and deliberations.
- **Strategy Phase** – accomplished through several meetings with all departments and offices responsible for providing specific services to EPC citizens or supporting offices and departments.
- **BoCC Deliberations and Direction** – public budget process where budget hearings are held to receive direction from BoCC on how to proceed with the upcoming budget year.

The Financial Roadmap for 2018-2022 aligns with El Paso County's Strategic Goals 2017– 2021 as part of the strategy phase. The goals accomplished in this budget include:

- Goal 1: Maintain and promote a financially sustainable County government that is transparent and effective.
 - Strategy A: Increase innovation, efficiency, and transparency of government services.
 - Strategy B: Invest in human capital by recruiting and retaining employees with competitive compensation, non-monetary incentives, and effectively utilizing volunteer opportunities.
 - Strategy C: Define and allocate ongoing funding streams designated for capital investment and operational needs.
 - Strategy E: Ensure responsible and appropriate use of local tax dollars and utilize federal and state tax dollars while advocating for the reduction of mandates.
- Goal 2: Continue to enhance the understanding of civic services and promote participation, engagement, and confidence in county government.
 - Strategy C – Develop and implement a strategic technology infrastructure to engage citizens as stakeholders.
- Goal 3: Maintain and improve the County transportation system, facilities, infrastructure and technology.
 - Strategy A: Provide a safe, sustainable, integrated and efficient multi-modal transportation infrastructure system to enhance the region's economy and quality of life.



- Strategy C: Provide maintenance and facilities improvements to ensure compliance with policies, programs and regulations; management of space allocation programs; and plans for new construction and renovation of facilities and grounds.
- Strategy D: Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.
- Goal 5: Strive to ensure a safe, secure and healthy community.
 - Strategy A: Support a high level of public safety to include law enforcement, justice services and prosecution.
 - Strategy B: Support a high level of community safety and security encompassing emergency management, safe buildings, and partnerships for healthy neighborhoods.

2018-2022 FINANCIAL ROADMAP TABLE

RESERVE STRATEGY						
		2018 Budget (Excess from 2017)	2019 Budget (Excess from 2018)	2020 Budget (Excess from 2019)	2021 Budget (Excess from 2020)	2022 Budget (Excess from 2021)
<i>Rolling Balance</i>		500,000	2,828,972	5,328,972	7,828,972	10,328,972
General Fund Underspending		2,000,000	1,250,000	1,250,000	1,250,000	1,250,000
General Fund Unanticipated Revenue		328,972	1,250,000	1,250,000	1,250,000	1,250,000
<i>Rolling Reserve Balance</i>		2,828,972	5,328,972	7,828,972	10,328,972	12,828,972
OPERATIONAL STRATEGY						
Dept/Office	Critical Needs	2018	2019	2020	2021	2022
Beginning Operational Savings		5,207,020	0	251,344	(182,674)	(216,949)
Net Change		17,086,976	17,967,345	21,840,935	31,002,587	40,244,877
Invest in Parks Capital	TABOR Retention	(1,500,000)				
Invest in Fire/Flood Recovery	TABOR Retention	(1,048,000)				
Invest in High Impact Road Infrastructure	TABOR Retention - I-25 Gap	(6,000,000)				
Invest in High Impact Road Infrastructure	TABOR Retention - Road Projects	(6,000,000)				
Invest in High Impact Road Infrastructure	Additional Reserve - Match for I-25 Grant	(1,500,000)				
Invest in High Impact Road Infrastructure	Additional On-Going (2016 Increase of \$2.3)	(1,000,000)	(8,000,000)	(8,500,000)	(12,500,000)	(13,700,000)
Additional Emergency Reserve Contribution		(328,972)	0	0	0	0
County Wide - Invest in Human Capital	Adjustment to Midpoint - 2 of 5 (86%)	(1,420,193)	(1,420,193)	(1,420,193)	(1,420,193)	(1,420,193)
County Wide - Invest in Human Capital	Pay for Performance/COLA (2%)	(2,251,831)	(2,251,831)	(2,251,831)	(2,251,831)	(2,251,831)
County Wide - Invest in Human Capital	Adjustment to Midpoint - 3 of 5 (91.2%)		(1,442,765)	(1,442,765)	(1,442,765)	(1,442,765)
County Wide - Invest in Human Capital	Pay for Performance/COLA (2%)		(2,325,274)	(2,325,274)	(2,325,274)	(2,325,274)
County Wide - Invest in Human Capital	Adjustment to Midpoint - 4 of 5 (95.6%)			(1,508,317)	(1,508,317)	(1,508,317)
County Wide - Invest in Human Capital	Pay for Performance/COLA (2%)			(2,400,635)	(2,400,635)	(2,400,635)
County Wide - Invest in Human Capital	Adjustment to Midpoint - 5 of 5 (99.5%)				(1,463,095)	(1,500,000)
County Wide - Invest in Human Capital	Pay for Performance/COLA (2%)				(2,478,815)	(2,478,815)
Board of County Commissioners	Statutory Pay Increase		(56,387)	(56,387)	(56,387)	(56,387)
County-Wide Elected Officials	Statutory Pay Increase		(114,551)	(114,551)	(114,551)	(114,551)
Community Services - Parks	Dedicated Forest Management Funds		(100,000)	(150,000)	(150,000)	(150,000)
Community Services - Parks	Major Maintenance Funds		(100,000)	(150,000)	(150,000)	(150,000)
Community Services - Parks	Park Maintenance Positions (4)		(100,000)	(150,000)	(150,000)	(150,000)
Information Technology	Software/Hardware		(350,000)	(350,000)	(350,000)	(350,000)
Public Works - Facilities	Facilities Major Maintenance Plan	(750,000)	(750,000)	(750,000)	(820,000)	(820,000)
Public Works - Facilities	Maintenance Techs (3)		(135,000)	(135,000)	(135,000)	(135,000)
Community Services - Parks	Parks Capital Improvements				(750,000)	(750,000)
Sheriff's Office	Marijuana Enforcement	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Public Health	Combat Communicable Diseases/Contingency Planning	(25,000)				
Community Services	Criminal Justice Planner	(70,000)	(70,000)	(70,000)	(70,000)	(70,000)
Community Services	Pretrial Services Program	(300,000)	(400,000)	(400,000)	(400,000)	(400,000)
Ending Operational Savings		0	251,344	(182,674)	(216,949)	7,754,159



**2018 CRITICAL NEEDS ADDRESSED IN THE ORIGINAL ADOPTED BUDGET
THROUGH THE 5-YEAR FINANCIAL ROADMAP**

Department/Office	Critical Need	Critical Needs- On-Going	Critical Needs-One-Time	TOTAL NEEDS
Invest in Parks Capital	TABOR Retention		1,500,000	1,500,000
Invest in Fire/Flood Recovery	TABOR Retention		1,048,000	1,048,000
Invest in High Impact Road Infrastructure	TABOR Retention - I-25 Gap		6,000,000	6,000,000
Invest in High Impact Road Infrastructure	TABOR Retention - Road Projects		6,000,000	6,000,000
Invest in High Impact Road Infrastructure	Additional Reserve - Match for I-25 Grant		1,500,000	1,500,000
Invest in High Impact Road Infrastructure	Additional on-going	1,000,000		1,000,000
County Wide - Invest in Human Capital	Adjustment to Midpoint (2 of 5 - 86%)	1,420,193		1,420,193
County Wide - Invest in Human Capital	Pay for Performance/COLA (2%)	2,251,831		2,251,831
Public Works - Facilities	Facilities Major Maintenance Plan	750,000		750,000
Sheriff's Office	Marijuana Enforcement	100,000		100,000
Public Health	Combat Communicable Diseases/Contingency Plan		25,000	25,000
Community Services	Criminal Justice Planner	70,000		70,000
Community Services	Pretrial Services	300,000		300,000
				0
				0
		5,892,024	16,073,000	21,965,024



GENERAL FUND – UNRESTRICTED

As the County’s major operating fund, the General Fund accounts for ordinary operating expenditures financed by property taxes, fees, charges for services, intergovernmental, and other sources. The fund includes all resources and expenditures not legally or properly accounted for in other funds.

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Property Taxes	42,656,875	45,978,146	47,428,545	47,428,545	50,355,700
Specific Ownership Tax	4,467,380	3,604,252	3,870,000	3,870,000	5,708,439
Sales Taxes	52,048,176	50,998,141	54,697,039	54,047,039	62,035,940
Other Taxes	85,930	75,561	75,000	75,000	100,000
Licenses & Permits	672,367	771,005	906,700	906,700	948,500
Intergovernmental	5,994,417	5,954,689	3,734,409	8,824,652	4,368,920
Charges for Services	17,090,389	17,257,390	15,909,589	15,909,589	17,124,400
Fines & Forfeitures	636,484	570,956	589,000	589,000	577,500
Miscellaneous Revenue	771,893	1,613,286	2,164,634	2,354,769	3,083,500
Other Financing Sources	187,193	194,819	150,000	171,708	(5,840,000)
Total Revenues	\$ 124,611,104	\$ 127,018,245	\$ 129,524,916	\$ 134,177,002	\$ 138,462,899
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	85,885,980	89,732,380	95,184,948	94,148,390	98,059,953
Supplies	7,089,243	8,024,923	7,994,253	7,939,318	6,645,146
Purchased Services	24,904,769	26,278,143	28,128,734	37,471,947	31,225,964
Bulding Materials	139,526	81,309	90,000	90,000	90,000
Fixed Charges	6,126,946	4,536,472	3,833,231	3,406,409	4,537,926
Grants, Contributions	22,166	78,624	12,000	216,119	12,000
Intergovernmental	(13,174,932)	(12,760,700)	(9,708,613)	(11,855,699)	(2,603,768)
Capital Outlay	7,264,343	7,473,598	3,226,726	7,986,714	5,373,726
Total Expenditures	\$ 118,258,041	\$ 123,444,749	\$ 128,761,279	\$ 139,403,198	\$ 143,340,947
Estimated Beginning Fund Balance	13,674,966	\$ 20,028,029	\$ 23,601,525	\$ 23,601,525	\$ 18,375,329
Budgeted Changes to Fund Balance	6,353,063	3,573,496	763,637	(5,226,196)	(4,878,048)
Estimated Ending Fund Balance	\$ 20,028,029	\$ 23,601,525	\$ 24,365,162	\$ 18,375,329	\$ 13,497,281

In 2018, the General Fund budget anticipates an increase in revenue for Sales Tax and Property Taxes received. The General Fund also transferred \$1.3 million to the Community Services Fund for the capital/lease purchase of various Fleet equipment and has budgeted to transfer \$6 million in TABOR funds to the Road & Bridge Fund 2 for TABOR Road Infrastructure projects.



GENERAL FUND - RESTRICTED

El Paso County has three levels of restricted fund balances defined as follows:

Assigned Fund Balance – amounts that do not meet the criteria to be classified as restricted or committed but which are intended to be used for specific purposes. Only the Board of County Commissioners or the County Administrator and Budget Officer are authorized to assign amounts for specific purposes.

Committed Fund Balance – amounts that can be used only for specific purposes determined by a formal action of the Board of County Commissioners. The Board of County Commissioners is the highest level of decision-making authority. Commitments may be establish, modified, or rescinded only through resolutions approved by the Board of County Commissioners.

Restricted Fund Balance – amounts that can be spent only for specific purposes because of constitutional provisions or enabling legislation or because of constraints that are externally imposed by creditors, grantors, contributors, or the laws or regulations of other governments. When an expenditure is incurred for purposes for which both Restricted and Unrestricted fund balance is available, El Paso County considers Restricted funds to have been spent first.

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Sales Taxes	20,430,204	22,407,212	22,377,113	22,117,113	24,581,328
Licenses & Permits	1,128,145	1,303,268	1,187,000	1,187,000	1,394,500
Intergovernmental	17,152,647	19,366,982	17,426,238	20,575,379	17,345,064
Charges for Services	2,351,549	3,645,492	3,024,250	3,759,250	4,216,000
Miscellaneous Revenue	9,877,186	13,153,395	7,147,289	8,346,743	7,981,539
Other Financing Sources	-	1,840	-		
Total Revenues	\$ 50,939,731	\$ 59,878,189	\$ 51,161,890	\$ 55,985,485	\$ 55,518,431
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	23,712,954	26,704,611	24,728,444	27,338,628	27,619,013
Supplies	15,771,226	14,732,540	17,213,932	19,504,567	18,463,716
Purchased Services	17,064,739	15,968,751	14,047,147	16,596,126	14,756,417
Bulding Materials	21,196	24,940	33,000	33,000	33,000
Fixed Charges	6,735,411	7,568,041	7,306,061	8,644,171	8,745,700
Grants, Contributions	8,158,922	10,954,574	8,310,600	9,021,784	7,970,731
Intergovernmental	(23,476,369)	(22,042,235)	(19,972,276)	(21,772,095)	(21,955,298)
Capital Outlay	488,225	3,059,721	699,081	5,086,944	774,081
Total Expenditures	\$ 48,476,304	\$ 56,970,943	\$ 52,365,989	\$ 64,453,125	\$ 56,407,360
Estimated Beginning Fund Balance	21,389,209	\$ 23,852,636	\$ 26,759,882	\$ 26,759,882	\$ 18,292,242
Budgeted Changes to Fund Balance	2,463,427	2,907,246	(1,204,099)	(8,467,640)	(888,929)
Estimated Ending Fund Balance	\$ 23,852,636	\$ 26,759,882	\$ 25,555,783	\$ 18,292,242	\$ 17,403,313

There was no significant change to fund balance greater than 10% for General Fund – Restricted.



BOARD OF COUNTY COMMISSIONERS (BoCC)



PURPOSE STATEMENT

El Paso County Government is versatile, accessible, and enterprising. We anticipate and respond to a constantly changing environment. Working together, we provide leadership, resources and services to carry out the will of the people of El Paso County.

OVERVIEW

The County Commissioners are constitutional officers elected to four-year terms. The Board of County Commissioners (BoCC), an administrative and policy-making body, has only such powers and authority as are granted by the General Assembly of the Colorado State Legislature.

County government is a political subdivision of state government, created to carry out the will of the state. The County is not an independent governmental entity existing by reason of any sovereign authority. As a political subdivision, the County and its Board of Commissioners possess only such implied powers as are necessary to carry out expressed powers (Colorado Constitution, Article XIV, Section 6).

Colorado counties with a population of 70,000 or more may have a three or five-member board of commissioners. In 1976 the voters of El Paso County chose to have a board of five commissioners, each



elected to represent a district. The districts are equal in population, and the boundaries are established by the board every two years.

The office of county commissioner is a challenging, diverse and complex assignment that encompasses a broad spectrum of issues and responsibilities.

The office of county commissioner is one of several county elected officials. The others are the sheriff, clerk and recorder, treasurer, assessor, coroner and surveyor. The BoCC has no direct authority over the other elected officials, except that the BoCC approves the budget for all of their offices.

As the governing body for El Paso County, the BoCC has myriad responsibilities including, but not limited to:

- Policy-making and legislative functions
- Administering land use regulations
- Advocating for citizens at all levels of government
- Adopting the County budget and ensuring stewardship of county resources
- Establishing the vision and setting the strategic direction for county government activities, programs and infrastructure

GOVERNING PRINCIPLES

We are committed to:

- respectful interactions characterized by honesty, integrity, fairness, mutual support and open communication
- the efficient use of tax dollars through financial planning and sound fiscal management
- citizen input and participation in County Government
- responsible planning for future growth and development
- a work environment that values employee contributions, stimulates innovation, and promotes continuous improvement
- the provision of accurate, timely and useful information
- internal and external cooperation and collaboration in accomplishing identified common goals

2018 BUDGET HIGHLIGHTS

- \$5,272 Market Adjustment Pay Increase for County Administration



BUDGET SUMMARY

BOARD OF COUNTY COMMISSIONERS - 11100

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -				
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	874,347	672,958	769,096	769,096	774,177
Operating and Maintenance	19,567	14,073	17,114	17,114	17,114
Intergovernmental	-	-	-	-	-
Total Expenditures	\$ 893,914	\$ 687,032	\$ 786,210	\$ 786,210	\$ 791,291

CLERK TO THE BOARD - 11103

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	-	4,811	9,551	9,551	9,742
Operating and Maintenance	12,911	2,252	27,464	27,464	27,464
Charges for Services	-	5	2,500	2,500	2,500
Total Expenditures	\$ 12,911	\$ 7,068	\$ 39,515	\$ 39,515	\$ 39,706

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count - BoCC	5	5	5	-	5
Total FTE Count - Administration	2	1	1	2	3
TOTAL FTEs	7	6	6	2	8



ASSESSOR'S OFFICE



Steve Schleiker, County Assessor

PURPOSE STATEMENT

Our mission is to meet or exceed the statutory requirements, rules, and regulations of the State of Colorado in the administration of El Paso County's property assessment and mapping system that is accurate, fair, and equitable to the citizens and to serve our customers in a courteous and efficient manner that fosters mutual respect and understanding.

OVERVIEW

By definition, the Assessor's duties are to "discover, identify and list" property. The records of the Assessor are "Public" and the Assessor is considered to be the "Custodian" of these records. The availability of information regarding Real Property on this site complies with 24-72-203(II) C.R.S., which states: Custodian shall "...Take such measures as are necessary to assist the public in locating any specific public records sought and to ensure public access to the public records without unreasonable delay or unreasonable cost. Such measures may include, without limitation, the availability of viewing stations for public records kept on microfiche; the provision of portable disk copies of computer files; or direct electronic access via on-line bulletin boards or other means."

OBJECTIVES

- Provide property owners with current, accurate information in a professional, courteous, and efficient manner, offering the highest level of customer service
- Provide uniform, fair, and equitable value assessments on all real and personal property within El Paso County
- Provide parcel mapping and parcel ownership information that is current and accurate
- Provide other departments, taxing districts, and local government with current, accurate information on which they can base their decisions

2018 BUDGET HIGHLIGHTS

- \$72,142 Market Adjustment Pay Increase



STATISTICS AND OPERATING INDICATORS

	Tax Year 2016		Tax Year 2017		2016-2017 % Change	
Total "Taxable" Schedules:	271,201		274,694		1.23%	
	Tax Year 2016 "Total" Assessed Value:		Tax Year 2017 "Total" Assessed Value:		Tax Year 2017 "Total" Assessed Value:	
Vacant Land	\$ 272,587,050	\$ 297,104,920			8.99%	
Residential Land	\$ 3,982,682,110	\$ 4,138,373,140			3.90%	
Commercial	\$ 2,106,720,270	\$ 2,354,996,370			11.78%	
Industrial	\$ 240,065,640	\$ 283,460,490			18.07%	
Agricultural	\$ 14,170,090	\$ 14,448,250			1.96%	
Natural Resources	\$ 6,022,650	\$ 5,867,990			-3.00%	
State Assessed	\$ 340,591,400	\$ 351,450,300			3.18%	
Exempt Property	\$ 1,692,265,240	\$ 1,692,265,240			0.00%	
	Total Assessed in 2016		Total Assessed in 2017		Total Assessed in 2017	
Personal Property	\$ 707,728,730	\$ 783,704,880			10.73%	
Real Property	\$ 6,255,110,480	\$ 6,661,996,580			6.50%	
Total Personal & Real Property	\$ 6,962,839,210	\$ 7,445,701,460			6.93%	

2017 El Paso County Assessor's Office Statistics:

- 274,694 Active Schedules
- 16,573 Permits Received
- 494 County & Custom Maps Produced
- 175 Subdivision Plats
- 43,061 Total Deeds Worked

The El Paso County Assessor's Office website receives over 37 million hits a year, and below are our 2017 Parcel Search Application Statistics:

- Average New Sessions for 2017 = 39,612 (12.5% increase from 2016)
- Average New Visitors for 2017 = 10,138 (6.9% increase from 2016)

The El Paso County Assessor's Office launched an El Paso County Community website in March 2017 and this application has continually increased the monthly number of hits to the Assessor's Website by 10-15%.

OPERATING INDICATORS				
	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Number of abstracts provided to all taxing entities	277	283	289	295
Number of telephone calls handled	31,890	32,847	33,832	34,847
Number of maps produced for the public	171	168	175	179
Number of appeals heard by the Assessor	3,969	365	3,994	350
Number of residences inventoried and measured	1,887	2,283	2,762	3,314
Number of property transfers logged	40,897	41,000	42,500	43,000



BUDGET SUMMARY

ASSESSOR'S OFFICE- 14000

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Miscellaneous Revenue	26,494	30,276	24,850	24,850	21,000
Total Revenues	\$ 26,494	\$ 30,276	\$ 24,850	\$ 24,850	\$ 21,000

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	3,145,799	3,312,487	3,480,319	3,480,319	3,552,461
Operating and Maintenance	317,058	211,681	295,926	405,926	295,926
Charges for Services	2,883	4,716	12,300	12,300	12,300
Capital Outlay	-	9,390	-	-	-
Total Expenditures	\$ 3,465,741	\$ 3,538,274	\$ 3,788,545	\$ 3,898,545	\$ 3,860,687

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	53	53	53	-	53
TOTAL FTEs	53	53	53	-	53



CLERK AND RECORDER'S OFFICE



Chuck Broerman, Clerk & Recorder

PURPOSE STATEMENT

The Office of the Clerk and Recorder administers County elections, recordings, marriage licenses, property records, motor vehicle transactions, and liquor licensing for unincorporated El Paso County, and serves as the Clerk to the Board of County Commissioners.

OVERVIEW

My vision is to provide services to citizen's faster, better and less expensively while not sacrificing customer service. To help carry out that goal, there are seven department within the office.

Clerk to the Board: The Clerk to the Board records the proceedings and decisions of the Board of County Commissions, as well as prepares the agenda and maintains minutes for the meetings. The Clerk to the Board is also the contact for liquor and medical marijuana licensing matters for unincorporated El Paso County, and for property tax appeals to the Board of Equalization.

Election Department: Elections oversees and administers elections for El Paso County. The award-winning department maintains the voter registration system for the County, prepares and mails ballots, hosts voter service and polling centers, and provides accurate results for elections. Elections may also administer elections for special districts as requested.

Motor Vehicle Department: The Motor Vehicle Department helps citizens register their vehicles, process registration renewals, renew driver's licenses, and prints plates and placards. El Paso County has five offices – including one on Fort Carson – and is the only county in the state to offer Saturday services, as well as a 24/7 registration renewal kiosk.

Recording Department: Recording is responsible for recording, indexing, copying, and preserving permanent public documents – primarily real estate records. The Recording Department is also responsible for issuing marriage and civil union licenses in El Paso County.



Communications: Reviews and answers inquiries from the press, public, and other groups; fulfills Colorado Open Records Act requests made to the Clerk’s Office; informs the public through outreach and other programs; tracks Clerk related legislation and potential impact to operations, and more.

Operations: Supports all other departments within the Clerk’s office by maintaining facilities, offering office specific technical support, and ordering supplies; provides logistical support to open Voter Service and Polling Centers, office locations, and more.

Finance and HR: Tracks, accounts for, and disperses revenue; supports all Clerk departments in hiring and staff development; administers payroll and benefits.

OBJECTIVES

- Service Motor Vehicle customers with an average wait-time ≤ 20 minutes
- Expand driver’s license services in 2017
- Leverage best practices and technology to offer services faster and cheaper
- Identify additional ways to support those serving in the military
- Provide world-class customer service to all citizens

2018 BUDGET HIGHLIGHTS

- \$241,628 Market Adjustment Pay Increase
- \$47,000 Workflow System Software



County Clerk with new Motor Vehicle Kiosk



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 1: MAINTAIN AND PROMOTE A FINANCIALLY SUSTAINABLE COUNTY GOVERNMENT THAT IS TRANSPARENT AND EFFECTIVE					
Strategy D: Promote Collaborative Services to increase efficiency and reduce redundancy in the region.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
2. Continue to explore consolidation of clerk services with local municipalities and state agencies.	CAR	Improve cross-county motor vehicle registration renewal kiosk services	Equip registration renewal kiosks with cross-county capability	Letter sent to State authorities to request capability be allowed btwn participating jurisdictions	Cross-county motor vehicle registration renewal service provided through kiosks in participating counties
	CAR	Expand Drivers License options provided by the County	Issue first-time DL from BOST form receipt	Not yet accomplished - worked to establish & incorporate State DRIVES DL platform in 2017	Issue first-time DL
	CAR	Provide ongoing elections support to local jurisdictions	NA - Depends on need and demand each year	17 IGAs with coordinating jurisdictions	NA - depends on need and demand for each year
	CAR	Increase voter service accessibility throughout the community	Provide additional voter service & polling centers than minimum required Provide more ballot return opportunities Improve transparency of process & communications	9 VSPCs for 2017 coordinated; four more than required Mobile drop box pilot Equipment & process open house; ASL interpreted sample ballot; voter instruction video; social media push	Ongoing partnerships with local entities to identify community needs around accessibility

OPERATING INDICATORS				
	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Documents recorded	141,375	153,608	155,000	165,000
Documents processed	176,021	193,268	195,000	205,000
Vehicles Registered	545,363	648,862	655,000	700,000
Drivers Licenses Issued	80,977	113,190	127,000	130,000
Number of precincts	242	242	255	350
Ballot Combinations	31	62	32	67
Registered Voters	416,990	436,031	468,676	478,319
Jurisdictions for which elections are administered	273	273	273	273



BUDGET SUMMARY

**CLERK & RECORDER'S OFFICE - UNRESTRICTED
ADMINISTRATION & OPERATIONS - 12325, 12332, 12334**

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Charges for Services	8,913,973	9,749,687	8,605,100	8,605,100	9,455,000
Total Revenues	\$ 8,913,973	\$ 9,749,687	\$ 8,605,100	\$ 8,605,100	\$ 9,455,000

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	1,178,409	1,265,416	1,273,154	1,227,300	1,265,428
Operating and Maintenance	97,673	83,990	77,146	123,250	123,250
Charges for Services	2,268	2,113	4,000	3,750	3,750
Capital Outlay	-	-	-	-	47,000
Total Expenditures	\$ 1,278,350	\$ 1,351,519	\$ 1,354,300	\$ 1,354,300	\$ 1,439,428

MOTOR VEHICLE - 12326, 12328

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Licenses & Permits	647,203	740,741	880,000	880,000	925,000
Miscellaneous Revenue	250	150	-	-	-
Total Revenues	\$ 647,453	\$ 740,891	\$ 880,000	\$ 880,000	\$ 925,000

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	3,008,643	4,162,809	3,645,056	3,436,019	3,598,542
Operating and Maintenance	525,668	778,577	458,719	555,756	555,756
Charges for Services	157,614	189,827	78,000	190,000	190,000
Intergovernmental	-	(143,728)	131,244	87,244	87,244
Capital Outlay	-	20,120	-	-	-
Total Expenditures	\$ 3,691,925	\$ 5,007,605	\$ 4,313,019	\$ 4,269,019	\$ 4,431,542



ELECTIONS - 12327

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	693,491	670,800	400,000	400,000	850,000
Total Revenues	\$ 693,491	\$ 670,800	\$ 400,000	\$ 400,000	\$ 850,000

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	525,713	868,983	529,715	544,075	571,579
Operating and Maintenance	588,796	915,728	597,360	583,000	583,000
Charges for Services	3,302	3,716	4,000	4,000	4,000
Intergovernmental	-	-	900,000	900,000	900,000
Capital Outlay	-	151,295	-	-	-
Total Expenditures	\$ 1,117,811	\$ 1,939,722	\$ 2,031,075	\$ 2,031,075	\$ 2,058,579

RECORDING - 12333

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	424,551	404,693	471,168	472,068	485,541
Operating and Maintenance	59,409	67,050	64,500	63,600	63,600
Charges for Services	1,490	1,460	2,000	2,000	2,000
Intergovernmental	(71,100)	(72,000)	(57,600)	(57,600)	(57,600)
Total Expenditures	\$ 414,350	\$ 401,203	\$ 480,068	\$ 480,068	\$ 493,541

**CLERK & RECORDER'S OFFICE - RESTRICTED
BOARD APPROVED PROJECTS - 12329**

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Charges for Services	-	149,190	140,000	140,000	145,000
Total Revenues	\$ -	\$ 149,190	\$ 140,000	\$ 140,000	\$ 145,000

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	-	20,474	-	20,000	20,000
Operating and Maintenance	155,134	73,976	120,000	175,000	160,000
Capital Outlay	-	-	20,000	95,000	95,000
Total Expenditures	\$ 155,134	\$ 94,450	\$ 140,000	\$ 290,000	\$ 275,000



LATE REGISTRATION - 12330

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Charges for Services	484,630	506,050	500,000	500,000	550,000
Total Revenues	\$ 484,630	\$ 506,050	\$ 500,000	\$ 500,000	\$ 550,000
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	343,645	118,656	118,656	400,000	400,000
Operating and Maintenance	-	-	446,344	346,000	35,000
Charges for Services	-	143,728	35,000	35,000	35,000
Intergovernmental	-	-	(130,000)	-	330,000
Capital Outlay	-	-	100,000	889,000	100,000
Total Expenditures	\$ 343,645	\$ 262,384	\$ 570,000	\$ 1,670,000	\$ 900,000

MOTOR VEHICLE RESTRICTED - 12331

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Charges for Services	1,573,787	1,640,824	2,025,000	2,025,000	2,250,000
Total Revenues	\$ 1,573,787	\$ 1,640,824	\$ 2,025,000	\$ 2,025,000	\$ 2,250,000
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	1,204,537	865,200	840,200	1,450,000	1,450,000
Operating and Maintenance	-	850	359,800	730,000	665,000
Intergovernmental	-	-	980,000	-	-
Total Expenditures	\$ 1,204,537	\$ 866,050	\$ 2,180,000	\$ 2,180,000	\$ 2,115,000

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count - Administration	31	31	31	(6)	25
Total FTE Count - Motor Vehicle	77	85	85	5	90
Total FTE Count - Elections	10	10	10	-	10
Total FTE Count - Drivers License	8	8	8	1	9
Total FTE Count - Recording	11	11	11	-	11
Total FTE Count - Clerk to the Board	3	3	3	-	3
TOTAL FTEs	140	148	148	-	148



CAPITAL PROJECTS

General Fund- Clerk & Recorder

Capital Project			
Project Name: Agenda Management System			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 33,960	\$ -	\$ 33,960	\$ 33,960
Description	Cost	Funding Source	Amount
Software for Agenda Management System	\$ 59,585	Federal	\$ -
First year purchase	\$ 33,960	State	
		Contributions & Donations	
		El Paso County	\$ 93,545
Total:	\$ 93,545	Total:	\$ 93,545
Project Scope			
<p>The Clerk to the Board has operated off of aging and cumbersome software to manage County Commissioner agendas and minutes. The new Agenda Management System will enable the Clerk's Office, and other County offices, access to a more streamlined and updated system for managing public meeting agendas and minutes. The implementation will likely begin end of November/beginning of December 2017.</p>			
Strategic Plan Goal			
Goal #3: Maintain and improve the County transportation system, facilities, infrastructure, and technology.			
Operating Budget Impacts			
Minimal impact to operating budget			



General Fund- Clerk & Recorder

Capital Project			
Project Name: In-Bound Mail Ballot Sorting Machine			
Following #s are estimates based on preliminary research			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 227,491	\$ -	\$ 227,491	\$ 28,500
Description	Cost	Funding Source	Amount
Hardware & initial software purchase	227,491	Federal	\$ -
Service & Warranty; Software Licensing; Auto Signature Recognition begin in 2019	28,500	State	-
	-	Contributions & Donations	-
		El Paso County	255,991
Total:	\$ 255,991	Total:	\$255,991
Project Scope			
<p>The Clerk & Recorder is looking to invest in a ballot sorter for FY 2018. It provides the following functions: date stamping for mail ballot receipt ballot opening, signature verification, and signature capturing for voter records. The mail ballot processing system - and specifically the signature verification portion - will benefit from an automated, consistent review process. Currently, the signature verification process requires multiple judges to subjectively determine whether a voter's signature on a returned ballot matches the signatures collected in their voter record. An automated ballot sorter allows election officials to set the parameters for accepting or questioning a signature such that the same standard is automatically applied to each ballot.</p> <p>Additionally, since voters approved Propositions 107 and 108 allowing unaffiliated voters to participate in primary elections, the Elections Department anticipates higher participation rates in the 2018 and 2020 primaries - there will also now be a presidential primary election. The turnaround for attaching signatures and preparing for subsequent elections will be less and a machine scanning and sorting the ballots will free staff time to plan effectively for the various elections.</p>			
Strategic Plan Goal			
Goal #3: Maintain and improve the County transportation system, facilities, infrastructure, and technology.			
Operating Budget Impacts			
Minimal impact to operating budget			
			



General Fund- Clerk & Recorder

Capital Project			
Project Name: Refurbished Ballot on Demand Printers			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 48,000	\$ -	\$ -	\$ -
Description	Cost	Funding Source	Amount
Ballot on Demand Printers (refurbished)	\$ 48,000	Federal State Contributions & Donations El Paso County	\$ - \$ 48,000
Total:	\$ 48,000	Total:	\$ 48,000
Project Scope			
Ballot on Demand printers are essential to voter service and polling center operations - they print the paper ballots and mail ballot replacements that citizens request. In 2018, we will be conducting two significant elections, and three in 2020. In order to ensure that we have backups for the printers, we are purchasing refurbished printers as a cost-effective investment in operational continuity. Each machine costs \$11,500, and there is an estimate of \$2,000 in shipping costs.			
Strategic Plan Goal			
Goal #3: Maintain and improve the County transportation system, facilities, infrastructure, and technology.			
Operating Budget Impacts			
Minimal impact to operating budget			





CORONER'S OFFICE



Dr. Robert C. Bux, County Coroner

PURPOSE STATEMENT

To serve El Paso County through confirming and certifying the cause and manner of death of individuals in a timely and responsible manner.

The Office of the County Coroner is established by the Constitution of the State of Colorado. The Coroner is elected to serve by the citizens of El Paso County. The Coroner's Office is a separate and independent division of the El Paso County Government and is funded through the El Paso County General Fund. El Paso County has the only on site Forensic Toxicology lab in Colorado staffed by three Forensic Toxicologists who routinely perform toxicology studies for many other Colorado Counties

OVERVIEW

The Coroner and staff recognize the tragedy surrounding an untimely death and perform investigations, in part, to assist the grieving family. A complete forensic investigation provides for the expeditious settling of insurance claims and estates, as well the implementation of civil and criminal actions. Questions which seem irrelevant in the initial hours after death can become significant in the following months. The surviving family and general public can have the peace of mind that a complete investigation was done. The Coroner works in cooperation with the law enforcement community, but conducts a separate and unbiased investigation.

Although criminal death investigations constitute a small portion of deaths investigated by the Coroner, these deaths are studied in great detail because of the issues and legal consequences involved. In this way, the criminal justice system is offered the best support. The public health dimension of the Coroner's function is designed to isolate and identify causes of sudden unexpected death. When an infectious agent or poison is implicated in a death, the family and persons recently in physical contact with the deceased are notified in order that they might receive any needed medical treatment.



OBJECTIVES

- Ensure continued compliance with the national standards of Forensic Science
- Maintain certification by the National Association of Medical Examiners
- Provide excellent customer service to the citizens of El Paso County

2018 BUDGET HIGHLIGHTS

- \$74,310 Market Adjustment Pay Increase

OPERATING INDICATORS

OPERATING INDICATORS				
	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Number of deaths investigated	3,985	4,260	4,600	5,000
Number of autopsies performed	1,100	1,160	1,218	1,250

BUDGET SUMMARY

CORONER'S OFFICE - 15000

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	6,900	67,603	5,000	5,000	5,000
Charges for Services	462,300	495,225	472,000	472,000	472,000
Miscellaneous Revenue	364	2,350	-	-	500
Total Revenues	\$ 469,564	\$ 565,178	\$ 477,000	\$ 477,000	\$ 477,500

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	1,920,747	2,016,976	2,179,085	2,179,085	2,253,395
Operating and Maintenance	257,186	293,892	227,634	227,634	227,634
Charges for Services	48,063	49,071	67,900	67,900	67,900
Capital Outlay	63,753	5,400	-	-	-
Total Expenditures	\$ 2,289,749	\$ 2,365,339	\$ 2,474,619	\$ 2,474,619	\$ 2,548,929

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	21	23	23	2	25
TOTAL FTEs	21	23	23	2	25



DISTRICT ATTORNEY'S OFFICE



Dan May, District Attorney

PURPOSE STATEMENT

The mission of the 4th Judicial District Attorney's Office is to administer justice, advocate for victims, and partner with law enforcement and citizens of this community in the deterrence and prevention of crime

OVERVIEW

The 4th Judicial District Attorney's Office covers El Paso and Teller Counties and receives reported crimes from 22 different law enforcement agencies.

Prosecution Departments: 17 District Court Judges with Felony dockets, 11 County Court Judges with Misdemeanor dockets, 4 Juvenile District Court Divisions, Special Victims Unit-SVU, Economic Crime Unit, Investigations, Domestic Violence Fast Track, Heals Court, Veterans Court and Drug Court

Diversion Programs: Adult Diversion, Juvenile Diversion, Human Trafficking, Neighborhood Justice Center and Prescription Drug Diversion

Victim Witness: Assist victims of crime set through the ordeal of being a crime victim by providing information on the criminal justice system, victim compensation and provide referrals to community agencies and organizations.

Discovery: The information, facts, documents, and other materials the District Attorney's Office will rely upon to prosecute a case. The accused person or defendant in a case has the right to obtain access to this information to prepare their defense.

Restitution: This department speaks to individuals who are victims of any type of crime within the community to include individual people, medical providers, insurance companies, and businesses to provide not only emotional support but to also explain the court process and collection procedures through a financial standpoint. They also collect the appropriate documentation from these community members in support of their restitution claim and create a restitution payout order to submit to the courts.



Additionally they provide attorney support and witness testimony as to the validity of the documentation in restitution hearings as needed.

OBJECTIVES

- The 4th Judicial District Attorney is the public prosecutor for the citizens of El Paso and Teller Counties. Our main function is to enforce the criminal laws of this state. Law enforcement agencies investigate the crime and the prosecutor decides the resulting charges.
- A prosecutor's obligation is to seek justice on behalf of the people. Restitution for the victim, potential for the defendant to rehabilitate, and the safety of the community are some of the factors that are considered in making decisions on individual cases.
- There are many other responsibilities assigned to the District Attorney under Colorado law. Our mission is to fulfill these responsibilities, to be the voice of the victim in criminal cases, and to seek justice in all matters coming to this office.
- The prosecutorial functions of the District Attorney's Office are mandated by both the Colorado constitution and statutes. Working within a fiscally conservative budget, our office maintains some of the highest prosecutorial standards in the state. We handle an average of 25,000 to 35,000 cases per year and conduct more trials than any other jurisdiction in the state of Colorado. Ninety-five (95%) percent of our budget is dedicated to personnel. We are fortunate to have an average of 117 volunteers share a common vision and passion for service. The volunteers at the 4th Judicial District Attorney's Office contribute to making positive changes in our community and save the jurisdiction nearly a half-million dollars in wages each year.

2018 BUDGET HIGHLIGHTS

- \$635,703 Market Adjustment Pay Increase



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy A: Support a high level of public safety to include law enforcement, justice services and prosecution.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
3. Continue support of the Not One More Child Initiative through training and distribution of child abuse prevention materials to first responders.	Human Services and District Attorney's Office	Meet quarterly to discuss and verify that first responders have the materials needed for training purposes and distribution to the community to support the Not One More Child Initiatives.	4	4	4
4. Increase victim support, protection and notification.	District Attorney's Office Victim Witness and Restitution Departments	Increased efforts to collect restitution for victims, to help victims through victim compensation funds and to ensure victims are notified through all stages of the case.	\$4,000,000	\$5,001,645 collected - 2nd highest collection in the State of Colorado	\$4,500,000
	District Attorney's Office Victim Witness and Restitution Departments	Measured by the amount of restitution and victims compensation collected as well as the number of victim notifications made.	34,000 Victim Notifications 18,000 Victim Advocate contacts with victims	Victim Notification Clerk mailed out 40,184 to victims, and victim advocates had a total of 15,860 contacts with victims of crime including court appearances, phone contacts, correspondence and meetings in office.	34,000 Victim Notifications 18,000 contacts with victims
5. Expand alternative justice programs, problem solving courts and measures to include the Colorado Organized Retail Crime Association (CORCA), Human Trafficking, Mental Health, Prescription Fraud, Drug Court, Diversion Services, Veteran's Court and Mediation Services.	District Attorney's Office	Measured by tracking and maintaining statistics of outreach to community partners to increase awareness of our many alternative justice programs and problem solving courts.	This was focused on in 2017 for Mediation Services, Diversion Services and Veteran's Court. Mediation services managed 786 cases in 2017.	Collaborative meetings held with Mental Health community partners to increase awareness and provide services to reduce homelessness due to mental illness.	Begin quarterly meetings and conduct additional training within the DAO as well as collaborate with community partners to expand alternative justice programs.

OPERATING INDICATORS				
	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Number of felony cases prosecuted	5,567	6,745	7,150	6,750
Number of traffic and misdemeanor cases prosecuted	25,831	24,637	24,640	24,500
Number of juvenile cases prosecuted	989	1,164	1,100	1,000
Number of felony cases tried	165	201	215	170



BUDGET SUMMARY

DISTRICT ATTORNEY'S OFFICE - UNRESTRICTED ADMINISTRATION & OPERATIONS - 17001

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	75,000	30,405	-	-	-
Total Revenues	\$ 75,000	\$ 30,405	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	11,293,080	12,293,978	12,978,688	12,978,688	13,614,391
Operating and Maintenance	468,267	514,074	652,047	717,047	717,047
Intergovernmental	-	-	65,000	-	-
Total Expenditures	\$ 11,761,347	\$ 12,808,051	\$ 13,695,735	\$ 13,695,735	\$ 14,331,438

DISTRICT ATTORNEY'S OFFICE - RESTRICTED GRANTS - 17002

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	443,569	576,347	664,995	664,995	723,704
Total Revenues	\$ 443,569	\$ 576,347	\$ 664,995	\$ 664,995	\$ 723,704

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	443,569	576,347	664,995	664,995	723,704
Total Expenditures	\$ 443,569	\$ 576,347	\$ 664,995	\$ 664,995	\$ 723,704

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count - Unrestricted	203	212	212	1	213
Total FTE Count - Restricted	12	12	12	-	12
TOTAL FTEs	215	224	224	1	225



PUBLIC TRUSTEE'S OFFICE



Thomas S. Mowle, Public Trustee

PURPOSE STATEMENT

In 1894, the Colorado General Assembly established the Office of the Public Trustee in each county of the state to provide for a system of checks and balances between the borrower and the lender. All deeds of trust given to secure indebtedness on real estate shall name as trustee such Public Trustee who acts as an intermediary between the borrower and the lender.

OVERVIEW

The El Paso County Public Trustee has been protecting the rights of borrowers, lenders, and lien holders since 1894. The Office of the Public Trustee is fully funded by fees collected for services provided. Any such funds received in excess of operating expenses are turned over to the El Paso County General Fund, after ensuring the maintenance of an operational reserve, as required by law.

The El Paso County Public Trustee's office serves the citizens of El Paso County as defined in the Colorado Revised Statutes. The Public Trustee manages the release of deeds of trust and foreclosure of deeds of trust on properties within El Paso County. We administer these processes in a professional manner adhering to the guidelines and timelines set by the Colorado Revised Statutes

OBJECTIVES

- Processing all releases of deeds of trust in an accurate, timely fashion in accordance with Colorado law
- Protecting the rights of borrowers, lenders, and lien holders
- Providing service and education regarding foreclosure proceedings



OPERATING INDICATORS

OPERATING INDICATORS				
	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Number of foreclosures	1,470	1,287	1,100	1,100
Number of deeds of trust	36,441	39,478	42,000	36,000

BUDGET SUMMARY

PUBLIC TRUSTEE'S OFFICE - 19000

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Charges for Services	335,236	428,683	250,000	250,000	201,000
Total Revenues	\$ 335,236	\$ 428,683	\$ 250,000	\$ 250,000	\$ 201,000
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Charges for Services	(394,933)	(371,181)	(417,960)	(423,654)	(422,001)
Charges for Services	394,933	371,181	417,960	423,654	422,001
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	6	6	6	-	6
TOTAL FTEs	6	6	6	-	6



SHERIFF'S OFFICE



Bill Elder, County Sheriff

PURPOSE STATEMENT

Our vision is to ensure El Paso County remains the safest and most enjoyable place to live and visit in the state of Colorado. We are committed to holding the highest standard for public safety to achieve a county free of crime and public disorder. Our mission is to provide the citizens of El Paso County effective and efficient public safety services. We deliver them consistently with character, competence, and transparency.

Our Values:

- **Honesty:** Our personal and professional behavior will be a model for all to follow. Our actions will match our words. We will have the courage to stand up for our beliefs and do what is right.
- **Loyalty:** We are loyal to our oath to protect the constitutional rights of those we serve by empowering our employees to make decisions that support the letter and spirit of the law.
- **Unity:** We have a united commitment to serve our diverse community with fairness, dignity, and equality. We commit to excellence in all we do.

OVERVIEW

The duties and responsibilities of the Sheriff are set forth in Colorado Revised Statutes. As one might imagine, the statutory mandates for the Sheriff are vast and cover a wide range of topics. These include maintain peace and order in El Paso County, provide general law enforcement services to unincorporated areas of the County, operate all jails within the County, serve criminal warrants and civil process throughout the entire County as directed by the District and County Courts, coordinate search and rescue efforts, suppress prairie and forest fires in El Paso County and perform other duties as directed by Colorado State Statutes and the Courts. The Office of the Sheriff is the largest unit of county government and is led by an elected Sheriff.

The office is organizationally divided into five major component programs, called bureaus or offices: the Office of the Sheriff, the Detentions Bureau, the Law Enforcement Bureau, the Support Operations Bureau and the Administration Bureau. Each of these component programs have one or more business



units within them. Each component program has specific and complex operational purposes and have developed organizational strategies and goals to meet these operational purposes. While these organizational strategies and goals are diverse, they are unified under a detailed El Paso County Sheriff's Office Strategic Plan. Following are descriptions of each of the component programs.

Office of the Sheriff:

The Sheriff's Office not only meets all statutory requirements, but exceeds them in many ways and is recognized as a leader within the law enforcement and county detention industries. From an internal functional and organizational structure perspective, the Office of the Sheriff includes the Undersheriff, three (3) Bureau Chiefs (for Law Enforcement, Support Operations and Detention Bureaus), Administrator (Civilian equivalent Bureau Chief for Administrative Services Bureau), Chief of Staff, Staff Psychologist, and Executive Assistant. The Office of the Sheriff functions to unify the operations of this large and diverse office under a common leadership and organizational strategy

Chief of Staff: The Chief of Staff is responsible for advising and consulting the Sheriff, Undersheriff and other Staff members. The Chief of Staff develops, maintains and promotes effective community and inter-governmental relationships between the El Paso County Sheriff's Office and local, state and federal governmental agencies, elected and appointed officials, media outlets, business and community groups.

Executive Assistant: The executive assistant provides administrative support to the Sheriff and other members of the Office of the Sheriff.

Professional Standards Unit: The Professional Standards Unit (PSU) goal is to inspect, audit and investigate Sheriff's Office operations to ensure they meet community expectations and the highest professional and industry standards related to law enforcement, detentions, and criminal justice agencies. Toward that end, the PSU conducts scheduled unit inspections, reviews critical incidents and investigates reports of wrong doing, and substandard performance.

Detentions Bureau:

The Detentions Bureau is the largest component program of the Sheriff's Office. The purpose of the Detentions Bureau is to carry out the statutory responsibility of operating the county's jails. This Bureau is responsible to maintain a safe, secure environment at the Criminal Justice Center (CJC) and the Metro Work Release Facility (MWRF) for those incarcerated. The Detentions Bureau strives to provide opportunities for inmates to obtain the necessary discipline, skills and therapy through a multi-systemic approach including substance abuse and anger management programs, progressive/regressive classification system, and the Reintegration and Recovery Program, to successfully return to their communities once released. The Bureau is overseen by the Undersheriff.

Detention Operations Division: The Detention Operations Division is responsible for operating two sections; Intake and Inmate Services as well as Court Services. The mission of the Intake and Inmate Services Section is to ensure responsibilities are accomplished in accordance with accepted professional standards as prescribed in Colorado Revised Statute (C.R.S.) 17-26-103. In addition, the Section maintains required records and ensures accountability and security of inmate funds and property. The Court Services Section contains (2) units; the Court Unit and the Transport Unit. The Court Unit is responsible for ensuring public safety, as well as inmate safety, while escorting inmates to the various 44 courtrooms and providing security therein. The Transport Unit moves inmates between the CJC and the courthouse.



This Unit is additionally responsible for the transport of inmates throughout the State of Colorado, to include the Department of Corrections and the many counties and cities in Colorado.

Law Enforcement Bureau:

The Sheriff's Office Law Enforcement Bureau is comprised of two divisions, the Investigations Division and Patrol Division, all tasked with carrying out the statutory responsibilities of the Sheriff to enforce the laws in unincorporated El Paso County. The Bureau is overseen by the Undersheriff. The Bureau also has units that serve in a joint capacity with other local law enforcement agencies as well as the regional Deadly Force Investigation Team (DFIT).

Detention Security Division: The El Paso County Sheriff's Office Detention Bureau, Security Division is comprised of a group of approximately 285 dedicated men and women who are proud of their ability to ensure inmates are housed in a safe, secure and constitutionally sound manner. The men and women of the Security Division provide vital services to an approximate daily average jail population of close to 1,500 inmates.

Patrol Division: The Patrol Division's authorization of 98 men and women work to prevent crime by actively patrolling roadways and neighborhoods looking for criminal and traffic crimes, with the intent to discourage violations of the law and failing that, arresting violators so they are unable to reoffend. The Division is divided into three overlapping shifts more commonly known as Day Shift, Swing Shift and Midnight Shift. There are four Sergeants authorized to each Patrol shift. Each shift is assigned a contingent of deputies based on need. Shift I (Midnight Shift) is authorized 25 deputies; Shift II (Day Shift) is authorized 26 deputies and Shift III (Swing Shift) has 28 deputies authorized.

The Patrol Section also includes the Report Authority Unit, Crime Analyst and the Court Liaison/Admin Tech civilian position. The Report Authority Unit assists us by ensuring reports generated by our deputies are completed accurately and in a timely manner. The Crime Analyst supports the Patrol Division and nearly every other area of the Office by providing data, information and criminal intelligence using a wide variety of computer databases, social media and other advanced research methods. The Court Liaison/Admin Technician civilian manages subpoenas and helps to coordinate the scheduled court appearances for deputies, keeps impound records and arranges impound releases, and handles many office related duties, such as ordering and organizing needed reports and supplies.

Investigations Division:

The Investigations Division is staffed by 25 sworn and 10 civilian personnel and provides specialized investigative skills to complex cases that cannot be accomplished by the Patrol Division. The Division has several specialized units, Major Crimes (5), Special Victims Unit (7), Financial Crimes (5), Property Crimes (3), Cold Case (1) and Computer Forensics (1). The division also provides victim advocacy to the citizens of El Paso County who have been the victim of a crime. The Metro Crime lab provides resources for the processing of complex crime scenes and evidence collection. The lab also provides laboratory services such as latent finger print examination, DNA processing and firearms examination. The Evidence Section provides tracking and storage of all evidence collected by members of the El Paso County Sheriff's Office.



The Metro Vice, Narcotics and Intelligence Unit (VNI) is staffed by 12 sworn personnel and provides specialized investigations of cases involving narcotics, alcohol, firearms and human trafficking. VNI also staff members assigned to the FBI, ATF and the DEA task forces.

Support Services Division:

The Support Services Bureau has three component divisions: the Emergency Services Division, the Support Operations Division and the Special operations Division. This Bureau contains units that support primarily the law enforcement function, either directly or indirectly. The Bureau is overseen by the Undersheriff.

Emergency Services Division:

The El Paso County Sheriff's office Emergency Services Division is responsible for supporting the statutory requirements of the Sheriff's Office as a relates to wild land fire, which includes coordinating and ensuring forest and prairie fire responses. The Sheriff's Office is also responsible for fire investigations in the unincorporated areas of the County, providing for search and rescue, assisting with the counties hazardous material team response and being actively engaged in providing planning, preparation, and training for any emergency or disaster that affects the County. The El Paso County Emergency Operations Center is also supported by Sheriff's office personnel, as well as several of our affiliated volunteer teams. This Division also coordinates search and rescue efforts, hazardous material response and fire investigations.

Support Operations Division:

The Support Operations Division is comprised of over 60 personnel and is responsible for oversight and management of the Sheriff's Office Communications and Dispatch Section, radio systems management, the Office's fleet management and the training. The Communications Section provides 24-hour 9-1-1 emergency dispatching for the Sheriff's Office, County fire agencies, as well as smaller municipalities. The Training Section is responsible for in-service training for all sworn and non-sworn personnel. Each sworn deputy must complete a minimum of 24 hours of in-service training and civilians complete approximately 10 hours. In addition, the Training Section provides one or more peace officer standards and Training (POST) Basic Academy of 22 weeks plus one or more Detentions Deputy Academies of 7 weeks.

Special Operations Division:

The Special Operations Division is responsible for the specialized units designed to enhance the level of law enforcement service of the Sheriff's Office, thus increasing the quality of life of the citizens of El Paso County. Through programs and various services, the Division provides direct interaction between the Sheriff's Office and the citizens of our community, enhancing a partnership that ultimately expands the capability of our crime prevention efforts. It consists of the Traffic Unit, K9 Unit, and the Crime Reduction Unit (CRU). When activated, the Special Weapons and Tactics (SWAT) Team, Crisis Negotiation Team (CNU), and Explosive Ordnance Disposal Team (EOD) report to the Special Operations Lieutenant. Many of the units have specialized equipment requiring ongoing maintenance and support, such as specialized SWAT vehicles and equipment, EOD vehicles and equipment, and K9 veterinary care and handling costs.

The Community Impact Section is a new section within the Sheriff's Office (created in early 2015) and is responsible for community partnership activities. The section consists of the Civil Unit, Rural



Enforcement and Outreach Unit (REO), Community Relations and Outreach Unit (CRO), Community Support Unit (including School Resource Officers), and the Mounted Unit. The section generates annual revenue from Civil Unit process fees. Potential funding from local school districts is pending following grant partnership awards in 2016. Annual expenses for Mounted Unit animal care and feeding are offset by donations.

Administration Services Bureau:

The Administration Bureau is responsible for financial and administrative functions in the Sheriff's Office, including budget and finance functions, human resources, recruiting and background investigations, media, and public information services, criminal justice records services, information technology services, concealed handgun permits and judicial liaison.

Judicial Liaison: The Judicial Liaison is responsible for developing and maintaining effective interagency relationships between the El Paso County Sheriff's Office, Problem Solving Courts, Pretrial Services, the 4th Judicial District Attorney's Office, Public Defender, the Judiciary, the Board of County Commissioners and the public. To provide ongoing analysis of Sheriff's Office business operations for efficacy and efficiency and act in collaboration with other stakeholders in making program decisions.

Fiscal & Compliance Services: Fiscal & Compliance Services encompasses Budget and Finance, Contract Compliance, the Concealed Handgun Program and Extra Duty Services. The Budget and Finance Section is comprised of four (4) major functional areas: Accounting/Finance, Budget, Payroll and Grants Management, which, in conjunction, provide overall quality and integrity of the Sheriff's Office financial management and control system.

Media Relations Manager / Public Information Office (PIO): The Media Relations Manager is responsible for the professional, creative, and technical work involved in the dissemination of information regarding the El Paso County Sheriff's Office, both externally and internally. External communication takes on a variety of forms, but primarily consists of media releases prepared by the Public Information Officer or information contained within the Sheriff's Office website and social media channels. Internal communication is also multi-faceted and its importance cannot be overstated. With an agency as large as the Sheriff's Office, ensuring employees are well informed of matters concerning the Office is vital.

Administrative Services: This section is responsible for recruiting sworn personnel, background investigations and initial hiring processes and upkeep of personnel records. The Background Investigators' responsibility is to conduct and coordinate pre-employment background investigations with the Human Resources Unit has the mission of all personnel administration, to include testing, boarding, and in-processing of all newly hired personnel, processing internal transfers, promotions, and payroll. The Records Unit is responsible for typing and organizing case files prepared by deputies. Case reports are prepared from audio files and other media and prepared for transmittal to the District Attorney or other agencies for prosecution or further investigation. This Unit also maintains the files of case reports and other criminal justice data and processes the release of case reports to authorized individuals.

Information Technology Section (IT): The IT Section is comprised of seven individuals working as a coordinated team to provide all facets of IT support to the Office. Our Mission: Provide the technology tools and support required by the Sheriff's Office to meet its primary mission. We are genuinely



dedicated to professionalism, excellence, and competence. We believe in rapid response, open communication, and teamwork.

OBJECTIVES

Office of the Sheriff:

Leadership and Cultural Climate

- Goal # 1: Develop a formal organizational strategy.
- Goal # 2: Establish a vision, mission, and set of core values and philosophy of policing.
- Goal # 3: Develop supervisory training, empowerment, and leadership.
- Goal # 4: Continue evaluations of the organization chart and organizational alignment.

Communication

- Goal # 1: Develop, enhance, and/or formalize communications.
- Goal # 2: Establish a “Sheriff’s Advisory Council.”

Strategic Planning and Operations

- Goal # 1: Conduct the strategic identification of future needs and a thorough review of regionalization opportunities.
- Goal # 2: Establish a clear and unambiguous sexual harassment policy and include training for all.
- Goal # 3: Review current disciplinary policies and practices; develop a written philosophy of discipline and guidelines for the determination of appropriate discipline.
- Goal # 4: Consider and discuss other issues of importance – possible amendments to EPSO Policy #501- Use of Force and Policy #504- Critical Incident Review Board.
- Goal # 5: Commit to, create, and maintain a comprehensive early intervention system.
- Goal #6: Significantly enhance the data collection, storage and analytical capabilities of the Professional Standards Unit and position it to report directly to the Sheriff or Undersheriff. The Unit should also receive sufficient permanent administrative assistance.

Trust

- Goal # 1: Rebuild Trust (On-Going).

Detentions Operations Division:

Strategic Planning and Operations

- Goal # 1: Monitor and evaluate the use of force.
- Goal # 2: Develop a public awareness program.
- Goal # 3: Evaluate the inmate property storage process and system.
- Goal # 4: Expand the inmate classification / threat identification system.
- Goal # 5: Evaluate the definition and accounting for inmates with mental health issues.
- Goal # 6: Develop a plan of action and response to a perpetrator purposely introducing and attempting to use dangerous weapons in the Detention Facility.
- Goal # 7: Evaluate the pre-trial release program.
- Goal # 8: Increase the Court and Transport handicap vehicle fleet by December 31, 2016.
- Goal # 9: Replace the Court and Transport high-mileage vehicles by December 31, 2017.
- Goal # 10: Replace and/or update the Court Services radio system by December 31, 2016.
- Goal # 11: Adopt and revise policies, procedures and practices that mitigate the risk of sexual abuse and harassment in our facility, and to keep us compliant with nationally recognized guidelines.



- Goal # 12: Create public awareness of the Detention Investigations Team (DIT) and their role in providing a safe facility to increase confidence in the internal security operation.

Detentions Security Division:

Strategic Planning and Operations

- Goal # 1: Initiate kitchen facility upgrades.
- Goal # 2: Evaluate the unescorted visitors and security policy.
- Goal # 3: Reduce Recidivism in El Paso County.
- Goal # 4: Improve Safety within the Criminal Justice Center (CJC).
- Goal # 5: Miscellaneous / Facilities Upkeep.

Leadership and Cultural Climate

- Goal # 1: Develop Patrol Training/Career Development Curriculum.

Patrol Division:

Strategic Planning and Operations

- Goal # 1: Conduct a comprehensive review of “take home” cars.
- Goal # 2: Consider off-site locations to minimize travel time and costs to headquarters.
- Goal # 3: Conduct a comprehensive redistricting audit of patrol.
- Goal # 4: Establish a formal investigations case management accountability system for criminal investigations.
- Goal # 5: Increased training regarding state supported, “home grown” and “lone wolf” terrorist threats; philosophy, tactics and techniques, tools.
- Goal # 6: Ensure each Patrol Division unit is equipped with a trauma kit and each member of the Patrol.
- Goal # 7: Crisis Intervention Training (CIT) and an EPSO representative on Metro Crisis Response Team.
- Goal # 8: Implementation of Naloxone (NARCAN) program for all patrol personnel.
- Goal # 9: Patrol Division will explore specialized enforcement operations.

Trust

- Goal # 1: Assess Special Assignments – Establish a fair process for all those available; establish & adhere to specific periods of time for deployment to them.

Leadership and Cultural Climate

- Goal # 1: Additional training beyond annual In-service training topics.
- Goal # 2: Leadership and mentorship training for first line supervisors and deputies.

Investigation Division:

Strategic Planning and Operations

- Goal # 1: Complete basic training levels for all personnel.
- Goal # 2: Shift Responsibility of Purchases.

Emergency Services Division:

Strategic Planning and Operations

- Goal # 1: Establish effective regionalization and collaboration efforts in El Paso County.
- Goal # 2: Maintain and Increase fiscal responsibility for the office.

Leadership and Cultural Climate

- Goal # 1: Create and implement effective leadership development.



Support Operations Division:

Strategic Planning and Operations

- Goal # 1: Establish effective regionalization and collaboration.
- Goal # 2: Maintain and increase fiscal responsibility.

Leadership and Cultural Climate

- Goal # 1: Create and implement effective leadership development.

Special Operations Division:

Strategic Planning and Operations

- Goal # 1: Establish effective regionalization and collaboration.
- Goal # 2: Maintain and increase fiscal responsibility.

Leadership and Cultural Climate

- Goal #1: Create and implement effective leadership development.

Administration Services Bureau:

- Goal # 1: Review pay equity and time compensation.
- Goal # 2: Continue evaluation of the organizational chart and organizational alignment. (On-Going)
- Goal # 3: Monitor the performance appraisal process.
- Goal # 4: Adopt a single point of data capture for law enforcement records.
- Goal # 5: Conduct business process analysis / re-engineering.
- Goal # 6: Consider and discuss other issues of importance – Operating as a “Learning Organization”.
- Goal # 7: Update process for calculating current incarceration costs.
- Goal # 8: Explore opportunities for interagency and public/private partnerships.
- Goal # 9: Institute a competitive bid process for the food service contract.
- Goal # 10: Institute a competitive bid process for the commissary services contract.
- Goal # 11: Institute a competitive bid process for the inmate telephone services contract.
- Goal # 12: Review the detentions medical services contract for opportunities for cost savings.
- Goal # 13: Replace / upgrade the Jail Management System.
- Goal # 14: Enhance image storage capacity.
- Goal # 15: Assess the spending sources and processes for Detox.
- Goal # 16: Institute a competitive bid process for the medical services contract.

2018 BUDGET HIGHLIGHTS

- \$1,102,334 Market Adjustment Pay Increase
- \$100,000 Marijuana Enforcement



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 1: MAINTAIN AND PROMOTE A FINANCIALLY SUSTAINABLE COUNTY GOVERNMENT THAT IS TRANSPARENT AND EFFECTIVE

Strategy D: Promote Collaborative Services to increase efficiency and reduce redundancy in the region.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Assess the viability of implementing regional law enforcement collaboration of services and infrastructure.	El Paso County Sheriff's Office	The Sheriff's Office is currently engaged in the following collaborative efforts and intends to maintain the same level of efforts in 2018. FBI-Safe STREETS Task Force (1), DEA Task Force (1),CSPD Metro Explosives Unit (3), Metro Crime Lab (3). We also have (7) personnel assigned to Metro Vice and Narcotics which include a Sergeant and Lieutenant.	17 FTE's	17 FTE's	17 FTE's
	El Paso County Sheriff's Office	The Sheriff's Office hosts collaborative services in the areas of Public Safety Dispatching, Victim's Assistance and through our Crime Reduction Unit. We dispatch for seven police agencies and 20 plus fire agencies in the region. Our Victim's Assistance Program supports Fountain PD and Manitou PD and our Crime Reduction Unit hosts one Fountain police officer.	EPSO to continue collaborative efforts in 2017	EPSO has continued collaborative efforts in 2017	EPSO to continue collaborative efforts in 2018

GOAL 2: CONTINUE TO ENHANCE THE UNDERSTANDING OF CIVIC SERVICES AND PROMOTE PARTICIPATION, ENGAGEMENT, AND CONFIDENCE IN COUNTY GOVERNMENT

Strategy D: Expand community partnerships with other government jurisdictions, nonprofit organizations, educational institutions, business community, and citizens.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
4. Establish annual Wildfire Community Preparedness events with stakeholders to encourage residents to complete wildfire prevention improvements on their property.	ESD Sheriff's Office	Assist local communities and other FD's in providing resources in plan preparation by having one or more meeting per year.	1	1	1



GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy A: Support a high level of public safety to include law enforcement, justice services and prosecution.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
6. Seek new and support existing innovative programs which intend to reduce recidivism and length of stay in the El Paso County jail.	Sheriff's Office- Detention Bureau	<p>Since 2007, the Sheriff's Office Reintegration and Recovery (R&R) Program has developed a multi-faceted approach of education and therapeutic services to ensure high quality and innovative programming through the following six key components:</p> <ol style="list-style-type: none"> 1. Therapy is conducted by Certified Addiction Counselors. 2. We maintain state licensure as an outpatient substance abuse treatment provider (License #1701-03). 3. Education and therapy services received by our clients are accepted and credited by state agencies including the Colorado DMV, DHS, the Colorado Division of Adult Parole, and the 4th Judicial District Probation Department. 4. Sworn deputies assigned to the R&R housing unit have been trained in therapeutic interaction and instruct the Thinking for a Change curriculum. 5. Individualized case management is provided to address unique treatment goals and concerns. 6. The R&R program partners with local community treatment providers for post releasing clients through creating a "warm handshake" atmosphere for individuals transitioning to community treatment programs. 	EPISO to continue program in 2017	EPISO continued program in 2017	EPISO to continue program in 2018
		<p>Through partnering with various community organizations, the formerly incarcerated individuals that engages in treatment, which aids in the effectiveness of successful transition into community.</p> <p>During this reporting period July 2016 through June 2017, the R&R Program released successfully back into the El Paso County community, two hundred and twenty four (224) clients.</p>	30% Engaged in treatment after release	53% Engaged in treatment after release	55% Engaged in treatment after release
		<p>Out of the number of formerly incarcerated individuals who have accepted the support provided by the community agencies, we work to have as many as possible successfully reintegrate into the workforce.</p> <p>From July 2016/ June 2017, three hundred and fifty-five (355) incarcerated individuals actively participated in the Reintegration & Recovery Program</p>	375 the target number participants	224 Successfully completed and released to community	375



GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy A: Support a high level of public safety to include law enforcement, justice services and prosecution.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
7. Ensure compliance with the E-Discovery and E-Filing systems mandated by the State by upgrading servers, storage capacity and Internet connections including archival of criminal justice records.	Sheriff's Office	The Sheriff's Office is currently providing E-Discovery via manual data manipulation. Effective October 2017, EPSO, CSPD, and FPD implemented a shared Law Enforcement Records Management System (LERMS). The shared system provides options for automated E-Discovery and Filing. The servers, storage, connectivity, and licensing are currently in place. Full implementation is expected 1st Quarter 2018, following coordination with all involved agencies.	N/A	N/A	1st Quarter 2018
10. Explore, support and implement regional solutions for law enforcement functions encompassing multiple agencies to address vital needs for 911 services, law enforcement training, evidence storage/handling and the crime lab.	Sheriff's Office	Effective August 2016, EPSO and FPD Dispatch centers merged into one provider for all of El Paso County, not including Colorado Springs Police Department, and continue to collaborate efforts for enhanced services to the public.	EPSO to continue collaborative efforts in 2017	EPSO has continued collaborative efforts in 2017	EPSO to continue collaborative efforts in 2018
		Planning for a regional training and evidence facility has also been suspended due to limited interest from CSPD. .	2017	Not established in 2017	2018
		The multijurisdictional Crime Lab continues regional operations.	Continue Collaborative Efforts	Continue Collaborative Efforts	Continue Collaborative Efforts



Strategy C: Promote, protect, plan and prepare for public health through active citizen and community partnerships and education.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
5. Support community efforts to combat substance abuse.	El Paso County Sheriff's Office	The Sheriff's Office implemented a NARCAN program in 2017 to help aid people in the event of an opioid overdose. Thus far the program has documented the saving of two lives	Create NARCAN program in 2017	Created NARCAN program in 2017	N/A
		Training is a one-time video provided to Deputies	Provide Training after program implemetation	Training provided to Deputies in 2017	Provide Training to new Deputies
9. Support the National Stepping Up Initiative to reduce mental illness at the Criminal Justice Center.	Sheriff's Office- Detention Bureau	<p>October 7, 2015 – The BOCC at its regular meeting Tuesday emphasized a collaborative new initiative that will help to reduce the rising costs associated with mental illness in county jails. The Stepping Up Initiative promotes and establishes internal and external partnerships in innovative programs and services throughout the judicial system that seek to reduce recidivism, shorten the length of stay and reduce the overall jail population through more effective procedures to address jail inmates with mental health problems. Representatives from the 4th Judicial district, the El Paso County Sheriff's Office, NAMI (National Alliance for Mental Illness), AspenPointe, ComCor, El Paso County Public Health and El Paso County Department of Human services joined the Commissioners in supporting the proclamation. The Sheriff's Office and DHS are collaborating to identify and coordinate resources and provide a continuum of care for inmates at the Criminal Justice Center (CJC).</p>	DHS started meeting with releasing inmates to offer various services.	For 2017, a total of 1,004 releasing inmates applied for Food Stamps before leaving CJC. Another 9 applied for "Colorado Works," and 37 applied for "Adult Services." A total of 650 releasing inmates were already active with DHS, and a total of 2,174 releasing inmates declined DHS services.	DHS's efforts will continue, with hopes that releasing inmates will continue to make use of available service.
Strategy E: Develop mitigation plans and funding for hazards as identified in the 2015 Hazard Mitigation Plan.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
2. Promote Community Wildfire Protection Plans (CWPPs) to address the wildland urban interface for prevention, preparedness, response and recovery as part of the Wildland Fire Mitigation Planning; stressing collaboration with the Sheriff's Office, Office of Emergency Management, Fire Districts, community and neighborhood organizations, Colorado Division of Fire Prevention and Control, Colorado Division of Homeland Security, the U.S Forest Service, Colorado Department of Natural Resources, and other agencies.	El Paso County Sheriff's Office- ESD	One educational program minimum per year.	1	1	1
		Provide assistance to new or existing CWPP's; however this is dependant on if assistance is needed and funding availability.	As needed	1	As needed



Strategy F: Increase self-sufficiency and reduce reliance on public assistance programs.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
3. Partner with community organizations to expand re-integration recovery programs for formerly incarcerated individuals to effectively re-enter the workforce.	Sheriff's Office- Detention Bureau	<p>The Sheriff's Office Reintegration and Recovery (R&R) Program has developed community partnerships to emphasize post-release aftercare and partnered with state agencies, which include: the Colorado Dept. of Human Services Office of Behavioral Health, the Colorado DMV, the Department of Human Services, the Colorado Division of Adult Parole, and the 4th Judicial District Probation and Parole; local community treatment providers, which include: Aspen Point-Jail Diversion, CCI –Jail Mental Health Aftercare Program, Insight Services, and Swanson's Counseling Services; sober living, which include: Gospels Sober Homes for Women, Ithaca Land and Trust, Oxford House, Pikes Peak Sober Living, Second Chance recovery Home, Springs Rescue Mission-New Life Program, Community Alternatives of EPC (CAE), and ComCor, Inc (CCI); emergency services: Catholic Charities, Dream Centers for Women, Ecumenical Social Ministries, Peak Vista, Phoenix Multi-Sport, Westside Cares, Women's Resource Agency.</p>	EPSO to continue collaborative efforts in 2017	EPSO has continued collaborative efforts in 2017	EPSO to continue collaborative efforts in 2018
		<p>Through partnering with various community organizations, the formerly incarcerated individuals that engages in treatment, which aids in the effectiveness of successful transition into community.</p> <p>During this reporting period July 2016 through June 2017, the R&R Program released successfully back into the El Paso County community, two hundred and twenty four (224) clients.</p>	30% Engaged in treatment after release	53% Engaged in treatment after release	55% Engaged in treatment after release
		<p>From July 2016-June 2017, three hundred and fifty-five (355) incarcerated individuals actively participated in the Reintegration & Recovery Program</p>	375	224 Successfully completed and released to community	375



OPERATING INDICATORS				
	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Average daily population - Metro & CJC	1,547	1,648	1,643	1,600
Initial inmate classifications	17,535	17,678	17,009	17,000
Number of commitments	23,472	20,848	19,746	19,750
Number of releases	21,009	20,812	15,914	16,000
Number of prisoner transports	31,534	29,481	30,112	30,000
Calls for Service	23,965	23,280	24,521	25,000
Cases Reports, Supplements & Citations	36,584	27,872	28,012	28,000
Dispatch - Police & Fire	275,242	285,958	307,657	310,000
Dispatch Incoming and Outgoing	314,948	343,803	386,818	400,000
CHP's Applications	37,495	43,458	48,000	50,000

BUDGET SUMMARY

SHERIFF'S OFFICE - GENERAL FUND - 181, 18000, 18015, 18026

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	1,973,470	2,778,299	3,020,449	3,040,329	2,900,520
Charges for Services	678,425	627,818	1,095,000	1,095,000	1,041,000
Fines & Forfeitures	43,322	38,262	40,000	40,000	45,000
Miscellaneous Revenue	4,016	21,769	1,351,000	1,357,025	1,317,000
Other Financing Sources	20,605	74,463	-	21,708	10,000
Total Revenues	\$ 2,719,837	\$ 3,540,609	\$ 5,506,449	\$ 5,554,062	\$ 5,313,520

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	38,689,454	38,850,078	40,997,324	41,296,579	42,306,417
Operating and Maintenance	6,170,670	8,343,805	10,286,350	12,630,551	10,104,488
Charges for Services	193,383	203,083	38,600	202,600	164,000
Grants & Contributions	10,166	11,807	-	-	-
Intergovernmental	(81,152)	(107,395)	(2,495,000)	(2,495,000)	(2,664,000)
Capital Outlay	293,123	412,285	-	47,603	-
Total Expenditures	\$ 45,275,644	\$ 47,713,664	\$ 48,827,274	\$ 51,682,333	\$ 49,910,905



SHERIFF'S OFFICE - PUBLIC SAFETY TAX - 11050 & 1822x

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Sales Taxes	20,129,945	21,983,927	22,117,113	22,117,113	24,581,328
Total Revenues	\$ 20,129,945	\$ 21,983,927	\$ 22,117,113	\$ 22,117,113	\$ 24,581,328
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	13,558,323	15,582,426	16,287,227	16,287,227	17,526,010
Personnel	3,475,194	1,964,445	2,580,348	2,580,348	4,613,646
Charges for Services	3,731,037	5,019,619	6,002,386	6,570,436	7,550,190
Intergovernmental	(3,500,638)	(2,008,425)	(2,752,848)	(3,252,848)	(5,284,939)
Capital Outlay	24,177	43,980	-	500,000	-
Total Expenditures	\$ 17,288,093	\$ 20,602,045	\$ 22,117,113	\$ 22,685,163	\$ 24,404,907

SHERIFF'S OFFICE - RESTRICTED - 180xx (excluding 18000, 18015 & 18026)

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	1,914,361	1,839,028	769,286	1,932,518	1,510,181
Charges for Services	916,066	1,104,539	-	475,000	500,000
Miscellaneous Revenue	2,269,907	2,081,093	600,000	606,270	606,000
Total Revenues	\$ 5,100,334	\$ 5,024,659	\$ 1,369,286	\$ 3,013,788	\$ 2,616,181
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	2,267,633	2,400,564	719,286	1,246,290	1,269,169
Personnel	1,391,122	1,438,997	650,000	3,072,569	1,007,012
Charges for Services	483,114	168,103	-	161,560	-
Grants & Contributions	32,818	14,185	-	145,778	-
Intergovernmental	(299,969)	(569,082)	-	-	-
Capital Outlay	33,218	890,950	-	82,000	-
Total Expenditures	\$ 3,907,935	\$ 4,343,718	\$ 1,369,286	\$ 4,708,197	\$ 2,276,181

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
General Fund	612	610	585	24	609
Public Safety Tax	131	192	192	-	192
Grants - Restricted	23	23	23	(16)	7
TOTAL FTEs	766	825	800	8	808



SURVEYOR'S OFFICE



Lawrence Burnett, County Surveyor

PURPOSE STATEMENT

Provide the authorized services to the Public at no increase in taxes.

OVERVIEW

Represent the County in disputes over County boundaries and notify the County Attorney of unsettled boundary disputes; file all surveys. Position is financed by the Board of County Commissioners. When authorized, may conduct surveys of County boundaries, accept maps of surveys within the County for filing, and examine all maps and plats before recording with the County Clerk and Recorder. May establish disputed boundaries when applied for or at the appointment by the courts and may appoint deputies as assistants to discharge their duties faithfully and impartially.

BUDGET SUMMARY

SURVEYOR'S OFFICE - 16000

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Charges for Services	2,310	1,410	1,000	1,000	1,000
Total Revenues	\$ 2,310	\$ 1,410	\$ 1,000	\$ 1,000	\$ 1,000
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	5,921	5,921	6,129	6,129	6,129
Operating and Maintenance	2,310	1,340	3,000	3,000	3,000
Total Expenditures	\$ 8,231	\$ 7,261	\$ 9,129	\$ 9,129	\$ 9,129



TREASURER'S OFFICE



Mark Lowderman, County Treasurer

PURPOSE STATEMENT

"Our goal is to serve the citizens of El Paso County in the most timely, cost-efficient, and secure manner possible, while treating you with courtesy and respect."

OVERVIEW

The primary function of the County Treasurer's Office is the collection and distribution of funds. The Treasurer serves as the banker and investment officer for all County funds, which includes receipt, management, investment, and disbursement of those funds. Priority is given to safety, liquidity, term and yield of the investment, with emphasis on the economic stability of the community.

Ad Valorem Tax Collection: All taxes collected by the Treasurer are apportioned and credited to the State, County, Cities and Towns, School Districts and Special Districts within El Paso County in accordance with the established mill levies, and Colorado Revised Statutes. Penalty interest collected on taxes is apportioned and credited in the same manner.

Enforcement of Delinquent Taxes and Special Assessments: The Treasurer conducts an annual tax sale of delinquent real estate, special assessments, and manufactured home taxes. The enforcement of business personal property taxes is by distraint, seizure and sale of such property.

Distribution of Specific Ownership Tax: The Treasurer is responsible for disbursing specific ownership taxes collected by the Clerk and Recorder to the State, County, Cities and Towns, School Districts and Special Districts within El Paso County in addition to ad valorem taxes.

OBJECTIVES

- Collection and distribution of property taxes in compliance with Colorado Statutes.
- Banker and investment officer for all County funds.
- Collection of unpaid property taxes and special assessments
- Tax lien sales.

2018 BUDGET HIGHLIGHTS

- \$18,659 Market Adjustment Pay Increase



OPERATING INDICATORS

OPERATING INDICATORS				
	2015 Actual	2016 Actual	2017 Actual	2018 Projected
Annual Tax Statements	235,276	250,490	252,707	255,000
Delinquent Tax Statements	12,263	12,682	12,052	12,500
Property Tax Payments Processed	410,328	415,032	418,138	418,000
Tax roll-changes (statements)	903	1,173	629	1,000
Non-property tax revenue transactions	39,761	26,899	39,848	35,000
Tax Liens Sold-manufactured housing	51	113	120	125
Tax Liens Sold-real estate	1,951	1,718	2,018	2,050
Tax Liens redeemed	2,153	1,865	2,062	2,100
Tax Deeds issued	20	35	16	20
Certificates of Taxes Due Reports	33,293	39,247	35,835	35,000
County warrants paid	12,642	13,860	13,036	13,000

BUDGET SUMMARY

TREASURER'S OFFICE - 13000

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Charges for Services	3,245,617	3,471,086	3,500,000	3,500,000	3,800,000
Miscellaneous Revenue	133,394	59,761	50,000	50,000	50,000
Total Revenues	\$ 3,379,012	\$ 3,530,848	\$ 3,550,000	\$ 3,550,000	\$ 3,850,000
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	934,917	922,193	1,009,769	1,009,769	1,027,288
Operating and Maintenance	178,094	186,336	241,460	237,300	242,600
Charges for Services	353	75	700	700	700
Capital Outlay	-	-	-	34,160	-
Total Expenditures	\$ 1,113,365	\$ 1,108,604	\$ 1,251,929	\$ 1,281,929	\$ 1,270,588

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	19	19	19	-	19
TOTAL FTEs	19	19	19	-	19



COUNTY ATTORNEY'S OFFICE



Amy Folsom, County Attorney

PURPOSE STATEMENT

The County Attorney's Office serves as legal counsel to the Board of County Commissioners, elected officials, departments, and other agencies as authorized by the Board of County Commissioners. The Office of the County Attorney is authorized pursuant to Article XIV § 8 of the Colorado Constitution and C.R.S. § 30-111-118.

OVERVIEW

State law requires the Office of the County Attorney to primarily represent the interests of the Board of County Commissioners, its various administrative departments, and appointed advisory boards. Although not required by law to do so, the Office of the County Attorney also represents the interests of other elected or appointed officials when those interests are compatible with those of the County and no other legal representation is available.

Since 1986, the Office of the County Attorney has assumed the responsibility for representing the County in all public liability and tort actions as a result of the County being self-insured. Likewise, the Office of the County Attorney represents the County, its departments or other elected officials in a variety of other civil matters.

County Attorney – Department of Human Services

The County Attorney Office's Human Services Division provides legal advice, opinions, and representation to the El Paso County Department of Human Services in dependency and neglect cases, as well as processing public and attorney requests for access to said agency's files. These services include temporary shelter hearings, adjudicatory trials, dispositional hearings, permanency planning and permanent custody hearings, parental rights termination trials, guardianships, emergency protective hearings and jury trials. The Division also provides representation in adult protective matters, involuntary mental health commitment proceedings, and drug and alcohol commitment matters. In addition, the Division provides on-going training in matters relating to courtroom procedure, presentation of evidence, substantive areas of the Children's Code, and changes in pertinent state and federal law to personnel of the Department of Human Services.



OBJECTIVES

- To provide legal services in a timely, efficient, and effective manner to all clients of the Office of the County Attorney.
- To vigorously defend litigation brought on behalf of or against the County and to utilize in-house resources to the greatest degree possible to ensure taxpayer dollars are effectively utilized.
- To coordinate litigation and claims with the Risk Management Department in order to reduce fees, costs, and potential judgments.
- To provide input and representation on behalf of the County before legislative bodies.
- To inform County elected officials and departments regarding legal issues impacting the County and encourage proactive use of resources to assist in positive resolution of situations impacting the County.

2018 BUDGET HIGHLIGHTS

- \$25,119 Market Adjustment Pay Increase

BUDGET SUMMARY

COUNTY ATTORNEY'S OFFICE
GENERAL FUND - 11625

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	794,744	1,027,377	1,014,412	1,028,707	1,053,826
Operating and Maintenance	186,145	81,867	147,291	152,373	152,373
Charges for Services	1,559	2,079	2,100	2,100	2,100
Intergovernmental	(1,875)	(7,989)	-	-	-
Total Expenditures	\$ 980,573	\$ 1,103,334	\$ 1,163,803	\$ 1,183,180	\$ 1,208,299



DEPARTMENT OF HUMAN SERVICES - 11626

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	(2,831)	(0)	-	-	-
Operating and Maintenance	103,205	128,715	122,005	122,005	140,250
Charges for Services	17,794	15,731	18,000	18,000	11,000
Intergovernmental	(79,463)	(144,446)	(140,005)	(140,005)	(151,250)
Total Expenditures	\$ 38,706	\$ (0)	\$ -	\$ -	\$ -

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count - General Fund	10	11	11	2	13
Total FTE Count - Department of Human S	21	23	23	3	26
TOTAL FTEs	31	34	34	5	39



COUNTY ADMINISTRATION



Henry Yankowski, County Administrator



Nicola Sapp, Deputy County Administrator

OVERVIEW

County Administration consists of the following departments, functions, budgets, and the respective executive and management staff of each described operational department: Financial Services, Information Technology, Public Information, Facilities and Strategic Infrastructure Management, Community Services, Economic Development, Planning and Community Development, Human Resources and Risk Management, Pikes Peak Workforce, Department of Public Works, and Human Services.

2018 BUDGET HIGHLIGHTS

- \$6,000,000 Capital TABOR retention for I-25 “Gap” and road infrastructure projects
- \$1,500,000 Reserves for I-25 “Gap” project



BUDGET SUMMARY

COUNTY ADMINISTRATION COUNTYWIDE SUPPORT - 11000

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Property Taxes	42,656,875	45,978,146	47,428,545	47,428,545	50,355,700
Specific Ownership Tax	-	220,000	-	-	-
Sales Taxes	52,048,176	50,998,141	52,195,688	54,047,039	61,051,740
Other Taxes	85,930	75,561	75,000	75,000	100,000
Licenses & Permits	24,564	30,064	26,500	26,500	23,500
Intergovernmental	363,027	266,806	200,000	200,000	500,000
Charges for Services	18,975	20,290	2,000	2,000	16,000
Fines & Forfeitures	593,162	532,694	549,000	549,000	532,500
Miscellaneous Revenue	236,137	550,161	425,000	425,000	1,300,000
Other Financing Sources	-	-	-	-	(6,000,000)
Total Revenues	\$ 96,026,846	\$ 98,671,863	\$ 100,901,733	\$ 102,753,084	\$ 107,879,440

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	-	-	-	-	7,500,000
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 7,500,000





OTHER INITIATIVES

Strategic Plan Goal 3 Strategy A, Objective 9: Support regional efforts to reduce congestion on I-25 (from Monument to Castle Rock), Hwy 24, Hwy 83, and Hwy 94.

Per BoCC Resolution 17-360, \$6 million has been approved on the 2017 Ballot Initiative 1A to be retained for the I-25 "Gap" project and an additional \$1.5 million will be placed in General Fund Reserve for this same project in anticipation of approval of the Infrastructure for Rebuilding America (INFRA) Grant (Resolution 17-400), and it is the intent of the Board to provide the remaining amount in upcoming budget years as outlined in the INFRA Grant for a total El Paso County support not to exceed \$15 million upon approval of the INFRA Grant.





FINANCIAL SERVICES DEPARTMENT



Sherri Cassidy, CPFO, Executive Director/Chief Financial Officer

PURPOSE STATEMENT

The Financial Services Department is responsible for the fiscal integrity of El Paso County. We are dedicated to the delivery of innovative, effective and efficient customer service to all Departments and Offices and to ensure the public that their funds are being used in the most cost effective manner. The Department oversees public funds starting with the budgeting process, through the procurement of goods and services, to the final reporting and auditing phase. Our Department also ensures that benefits are provided to our employees in a fair and cost effective manner.

OVERVIEW

The Financial Services Department includes the Divisions of Employee Benefits & Medical Services, Contracts & Procurement, Budget, and Finance. The Department holds monthly to quarterly meetings with each individual Office and Department throughout the County to ensure funds are being expended properly and that no unanticipated needs are developing. The Department also communicates all financial data monthly to the Board of County Commissioners to keep them apprised of the County's financial condition. Other responsibilities of the Department include compliance with Federal, State and Local laws plus regulatory rules and regulations such as GASB, GAAP, GFOA, ACA, HIPAA, UGG, NIGP, UPPCC, etc.

DIVISIONS INCLUDE

Employee Benefits & Medical Services
Contracts & Procurement
Budget
Finance



EMPLOYEE BENEFITS & MEDICAL SERVICES

PURPOSE STATEMENT

Communicate benefits information to employees, retirees and their dependents. Represent employees, retirees, and dependents in their efforts to resolve benefit problems with benefit claims. Provide health and fitness programs and activities that improve employee health and promote well-being.

Our mission is to provide comprehensive benefits, services and programs to eligible employees, retirees, and their dependents; assure the County's competitiveness with other employers to attract and retain employees; maximize cost effectiveness; and assure optimal health and productivity of employees.

OVERVIEW

El Paso County Employee Benefits Division provides benefit services to all County departments. At El Paso County, the Employee Benefits Division coordinates opportunities for our employees to have access to County Health Centers, obtain extensive knowledge of benefits and ensure overall safety and happiness.

OBJECTIVES

- Work with Information Technology to enhance report transmittals
- Implement FMLA/ADA software programs to assist with tracking for non-KRONOS employees
- Research and implement on-line benefit enrollment system for new hires, life events and open enrollment. Research and implement an improved on-line wellness program enrollment system and process to accommodate scheduling of wellness program consultation appointments in coordination with the Premise Health Center system.
- Continue to work with IT in finding solutions for challenges with the Kronos FMLA functionality.

2018 BUDGET HIGHLIGHTS

- Effective mid-year 2016 and continuing in 2017, this business unit is reimbursed 100% from the Self Insurance Fund so that costs are accurately spread to the entire county.
- Implemented employee tuition reimbursement program
- Increased Reach Your Peak wellness program participation by almost 100 members
- Nominated for Colorado Springs Business Journal 6035 Healthy Lifestyles Employer Recognition for our wellness program
- Completed RFP process and implemented fully-insured supplemental medical and prescription plan benefits for Medicare eligible retirees
- Implemented enhanced sleep apnea program through new vendor FusionHealth
- Implemented AbsenceSoft program to track Sheriff's FMLA and county-wide ADA cases



OPERATING INDICATORS

OPERATING INDICATORS					
	2015 Actual	2016 Actual	2017 Estimated	2017 ACTUAL	2018 Projected
Number of FMLA claims	347	-	875	739	754
Number of ADA claims	14	-	75	94	96
Number of ST Disability claims	83	-	125	98	100

BUDGET SUMMARY

EMPLOYEE BENEFITS & MEDICAL SERVICES - 11360

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Licenses & Permits	600	200	200	200	-
Total Revenues	\$ 600	\$ 200	\$ 200	\$ 200	\$ -
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	154,689	0	-	-	-
Operating and Maintenance	73,423	84,218	97,660	97,660	97,660
Charges for Services	5,977	4,405	2,000	2,000	2,000
Intergovernmental	(1,533)	(82,274)	(99,660)	(99,660)	(99,660)
Total Expenditures	\$ 232,555	\$ 6,350	\$ -	\$ -	\$ -

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	23	6	7	-	7
TOTAL FTEs	23	6	7	-	7



CONTRACTS & PROCUREMENT DIVISION

PURPOSE STATEMENT

The Contracts & Procurement Division will provide the highest level of acquisition and contracting service to the County through solicitations, collaboration, cooperation, creativity, and professional expertise. It is our vision to continually streamline and simplify our procedures by efficient use of technology. We strive to exceed an organization whose philosophies and practices reflect the highest ethical level of conduct to achieve and maintain the public's trust.

The Contracts & Procurement Division's mission is to facilitate the contracting and procurement process for all County departments and offices in a responsible, responsive and flexible manner, and to work in an evolving system that is defined by and reflects management direction, customer/staff partnerships, Board of County Commissioners (BoCC) leadership and organization values and quality.

OVERVIEW

The Board of County Commissioners (BoCC) of El Paso County established the Purchasing Department in 1978. It was renamed it to the Contracts & Procurement Division to better identify with the function and advancement of the acquisition profession. With consolidation efforts over the years, it is now a major division within the Financial Services Department.

El Paso County purchases over \$100 million worth of commodities, services and equipment annually. Purchases range from commodities to construction equipment, vehicles, professional services, and complex construction projects. It is the responsibility of this division to procure goods and services for all County departments/offices while ensuring all legal and funding requirements are met and that taxpayers receive the maximum dollar value for each tax dollar spent.

Solicitations: Procedures have been established for soliciting quotes, bids and proposals from qualified contractors, vendors and service firms. Quotes are obtained for goods or services having a value of less than \$25,000. Bids (Invitation for Bids) and proposals (Request for Proposals) are formally advertised and issued through this division for construction projects, goods or services exceeding \$25,000.

OBJECTIVES

- To maintain NIGP (National Institute of Governmental Purchasing) accreditation by continuously monitoring our policies and procedures to ensure open, fair, and competitive solicitations in accordance with nationally recognized procurement standards.
- To continue an on-going training program with all County departments/offices to ensure all laws and proper procurement procedures are followed. Introduce formal contract administration training.
- To utilize technology in preparing, maintaining and sharing solicitation information for the benefit of the business and public sectors.
- To reuse and recycle of surplus items, and equipment in an environmentally safe and ecological responsible manner.
- To encourage local, small, and minority businesses to participate in all solicitations.
- To encourage staff to pursue continuing education and maintain certifications to ensure that the legal and professional aspects of acquisition are always current and progressive.



2018 BUDGET HIGHLIGHTS

- \$16,389 Market Adjustment Pay Increase

PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 1: MAINTAIN AND PROMOTE A FINANCIALLY SUSTAINABLE COUNTY GOVERNMENT THAT IS TRANSPARENT AND EFFECTIVE					
Strategy A: Increase innovation, efficiency, and transparency of government services.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
3. Revise the El Paso County Procurement Policy Manual to enhance compliancy efforts and provide an efficient and more transparent procurement process.	Contracts & Procurement	Obtain BOCC approval	YES	NO	YES
Strategy D: Promote Collaborative Services to increase efficiency and reduce redundancy in the region.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
3. Maximize and identify opportunities for collaboration with community stakeholders and other government agencies to maximize purchasing power through combined contracts.	Contracts & Procurement	We meet quarterly with our counterparts of other Colorado governmental agencies including the City and Utilities to review each other's solicitations for opportunities to combine requirements to maximize volume discounts as well as research awarded contracts of piggy back opportunities.	YES	YES	YES

PROCUREMENT GOALS					
Procurement Goals in addition to those aligned with County Strategic Plan					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
Continue to enhance the understanding of civic services and promote participation, engagement and confidence in County government.	Contracts & Procurement	Apply for the NIGP Outstanding Agency Accreditation Achievement Award	N/A	N/A	YES
Encourage the growth of existing businesses and recruitment of new businesses.	Contracts & Procurement	Provide training on "How to do business with El Paso County" in conjunction with PTAC, Chambers, Library, SBDC and other organizations. Participate in Reverse Vendor Trade Shows.	N/A	N/A	YES



OPERATING INDICATORS					
	2015 Actual	2016 Actual	2017 Estimated	2017 Actual	2018 Projected
Purchase Orders Issued	995	999	1,055	909	967
Purchase Orders Issued (millions)	\$ 116.7	\$ 76.2	\$ 119.0	\$ 99.8	\$ 97.6
Surplus Sales (thousands)	\$ 227	\$ 160	\$ 237	\$ 156	\$ 181

BUDGET SUMMARY

PROCUREMENT & CONTRACTS - 11325

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	431,016	514,147	563,307	523,307	579,696
Operating and Maintenance	10,441	17,713	10,100	55,100	10,100
Charges for Services	2,000	2,594	2,200	2,700	2,200
Intergovernmental	-	(450)	5,672	172	5,672
Total Expenditures	\$ 443,457	\$ 534,004	\$ 581,279	\$ 581,279	\$ 597,668

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	7	9	9	-	9
TOTAL FTEs	7	9	9	-	9



BUDGET DIVISION

The Budget Division's purpose is to oversee, analyze and provide information for the County's revenue sources, spending, and budgets, in accordance with Colorado Revised Statutes and budgetary law, with complete transparency for its citizens.

OVERVIEW

The Budget Division prepares and presents to the Board of County Commissioners, a complete, balanced, financial budget for the ensuing fiscal year. In addition, the Budget Division is responsible for managing and monitoring the County budget throughout the year, for preparing financial and management analysis and reports for Elected Offices, Department Directors and the BoCC, and for ensuring compliance with Colorado Revised Statutes and budget law.

OBJECTIVES

- Provide a career path within the Budget Division to encourage cross-training, growth, recruitment and retention.
- Implement and utilize new reporting software to streamline and automate reporting of financial and budgetary data.
- Implement and utilize new interactive website software to provide information to all website users and transparency of financial and budget information.
- Submittal of the 2018 Budget Book to GFOA.
- Document all processes and establish timelines for all functions.

2018 BUDGET HIGHLIGHTS

\$27,591 Market Adjustment Pay Increase



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 1: MAINTAIN AND PROMOTE A FINANCIALLY SUSTAINABLE COUNTY GOVERNMENT THAT IS TRANSPARENT AND EFFECTIVE					
Strategy A: Increase innovation, efficiency, and transparency of government services.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Enhance financial reporting within all County-wide Elected Offices and Administrative Departments through the implementation of new reporting processes and upgrades to financial reporting systems.	Budget	Implement Global Solutions Spreadsheet Server Software	Complete training and create ongoing reports	Completed training and created 75% of budget reports	Continue to identify reporting solutions
	Budget	Implement ReportsNow Software	Complete training and create ongoing reports	Completed training and creating budget reports/queries	Continue to identify reporting solutions
	Budget	Increase efficiency of financial reporting with use of Global Solutions Spreadsheet Server/ReportsNow software	Convert and automate budget reports	Created/converted and automated 75% of budget reports	Continue to identify reporting solutions and roll out to other departments
	Budget	Obtain GFOA Distinguished Budget Presentation Award	Receive award for 2017 Budget Book	Received award	Receive award for 2018 Budget Book
2. Increase the availability of financially based data to the public through the development of new technologies and dashboards.	Budget	Establish Dashboards for use of internal and external customers	Investigate options	Received training and looking at options	Implement Countywide dashboards for budget information
Strategy C: Define and allocate ongoing funding streams designated for capital investment and operational needs.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
3. Continue to strengthen the County's emergency reserve funds.	Budget	Establish emergency reserve through the EPC Budget/Financial Roadmap process	Current BoCC emergency reserve of \$500K, build further	Established reserve balance of \$2.8M at end of 2017 for 2018	Increased fire/flood emergency reserve by additional \$1M and identify 2018 underspending for additional reserve funds
Strategy E: Ensure responsible and appropriate use of local tax dollars and utilize federal and state tax dollars while advocating for the reduction of mandates.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
2. Develop a centralized tracking system to monitor, manage, and store County Intergovernmental Agreements (IGA), Memorandums of Understanding (MOU), grants (both state and federal), County resolutions and proclamations, as well as County lease agreements to reduce risk and ensure transparency for County Administrative Departments and County Elected Offices.	Budget	Technical Agreement Management (TEAM) project to streamline the process of retrieving, searching, and monitoring contractual agreements by developing a centralized workflow solution in the County's Employee Portal	Complete the TEAM environment for training and beta test of the database in December 2017	TEAM environment was designed and tested before year's end. Users began to populate the database with their information	To identify outstanding issues within the TEAM environment; develop an administrative review process; and assist departments in designing internal controls for entering and monitoring agreements
OPERATING INDICATORS					
	2015 Actual	2016 Actual	2017 Estimated	2018 Projected	
Budget Entries Processed	4,111	3,092	2,172	1,810	



BUDGET SUMMARY

COUNTYWIDE ADMINISTRATION SUPPORT- 11101

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Operating and Maintenance	743,732	775,775	756,309	891,309	891,309
Grants & Contributions	92,215	33,099	-	204,119	12,000
Total Expenditures	\$ 835,947	\$ 808,875	\$ 756,309	\$ 1,095,428	\$ 903,309

COUNTYWIDE FINANCIAL SUPPORT - 11425

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -				
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Operating and Maintenance	214,503	192,627	261,552	334,007	241,552
Charges for Services	192,588	222,811	335,900	335,900	321,029
Intergovernmental	(58,033)	(38,737)	(234,871)	(234,871)	(200,000)
Total Expenditures	\$ 349,058	\$ 376,700	\$ 362,581	\$ 435,036	\$ 362,581

COUNTYWIDE ADMINISTRATION BUDGET SUPPORT - 11502/11503

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	981,336	937,334	1,158,433	1,158,433	1,130,188
Operating and Maintenance	1,320,035	2,970,607	3,235,997	3,500,716	3,184,808
Charges for Services	2,301,531	2,739,720	3,189,553	2,456,912	3,690,592
Grants & Contributions	-	21,717	-	-	-
Intergovernmental	(2,907,384)	(7,937,244)	(6,987,251)	(7,860,674)	(7,290,972)
Capital Outlay	-	98,344	50,000	552,981	50,000
Total Expenditures	\$ 1,695,519	\$ (1,169,522)	\$ 646,732	\$ (191,632)	\$ 764,616



**BUDGET DIVISION - UNRESTRICTED
ADMINISTRATION - 11500**

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	863,568	882,505	1,113,423	1,113,423	1,251,014
Operating and Maintenance	51,976	70,116	54,500	54,500	54,500
Charges for Services	11,815	12,034	7,500	7,500	7,500
Intergovernmental	(15,133)	-	-	-	-
Total Expenditures	\$ 912,226	\$ 964,655	\$ 1,175,423	\$ 1,175,423	\$ 1,313,014

**BUDGET DIVISION - RESTRICTED
EPC USE TAX COLLECTION - 11506**

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Sales Taxes	300,259	423,285	260,000	-	-
Charges for Services	-	-	-	260,000	400,000
Total Revenues	\$ 300,259	\$ 423,285	\$ 260,000	\$ 260,000	\$ 400,000
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	197,134	192,310	197,134	197,134	337,134
Operating and Maintenance	1,694	-	28,758	51,064	28,758
Charges for Services	114,789	19,848	34,108	34,108	34,108
Total Expenditures	\$ 313,617	\$ 212,158	\$ 260,000	\$ 282,306	\$ 400,000

MEDICAL MARIJUANA - 11507

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Licenses & Permits	26,920	17,665	-	-	32,500
Total Revenues	\$ 26,920	\$ 17,665	\$ -	\$ -	\$ 32,500
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Grants & Contributions	-	-	-	-	32,500
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 32,500



EMERGENCY RESPONSE - 11510

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	2,645,563	2,098,355	-	5,056,743	-
Miscellaneous Revenue	-	452,175	-	38,250	-
Total Revenues	\$ 2,645,563	\$ 2,550,530	\$ -	\$ 5,094,993	\$ -
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	222,772	39,108	-	146,706	-
Operating and Maintenance	774,022	443,813	-	3,618,247	-
Charges for Services	1,130,891	-	-	-	-
Intergovernmental	(442,913)	-	-	(22,500)	1,048,000
Capital Outlay	1,309,299	2,358,724	-	2,286,500	-
Total Expenditures	\$ 2,994,070	\$ 2,841,644	\$ -	\$ 6,028,953	\$ 1,048,000

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count - Administration	15	16	20	-	20
Total FTE Count - Emergency Response	3	-	-	-	-
TOTAL FTEs	18	16	20	-	20



CAPITAL PROJECTS

General Fund - Emergency Response

Capital Project			
Riverside Mobile Home Park-Acquisition			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 2,850,000	\$ 2,000,000	\$ 850,000	\$ -
Description	Cost	Funding Source	Amount
Acquisition Activates	\$ 2,000,000	Federal Grants	\$ 2,850,000
Engineering & Design	127,500	State	
Construction	722,500	Contributions & Donations El Paso County	
Total:	\$ 2,850,000	Total:	\$ 2,850,000

Project Scope

After the September Flooding disaster, the Riverside Mobile Home Park, located in Fountain CO, was identified as a potential hazard to life and safety of the owner and tenants. The mobile home park sits on an unstable embankment that is slowly eroding away due to heavy rains. The cost to repair or stabilize the embankment was not feasible. State of Colorado Agencies suggested a relocation/acquisition program would best fit the circumstances of this project. There are two primary objectives associated with this project. One, relocation of the tenants and demolition of the pre 1977 mobile homes. Second, to acquire the property and fund mitigation efforts. The future use of this property is for El Paso County Parks to maintain an open space for a trail head.

Strategic Plan Goal

Goal 5: Strive to Ensure a safe, secure, resilient and healthy community

Operating Budget Impacts

No impacts on operating budget, fully funding with Federal Grant funds





FINANCE DIVISION

The Finance Division purpose is to provide oversight of all County spending to ensure accurate financial reporting.

OVERVIEW

The Finance Division is responsible for the processing and payment of bills encumbered by County departments, processing the receipt of County revenues, preparation of the Comprehensive Annual Financial Report (CAFR), coordinating the annual County audit, processing of payroll, monitoring various fund reserves and other general functions associated with establishing and monitoring the County's financial accounts, including the Health and Human Services Department.

OBJECTIVES

- Provide a career path within the Finance Division to encourage cross-training, growth, recruitment, and retention.
- Utilize technology to make processing transactions as easy and transparent as possible.
- Annually obtain a clean audit opinion from the independent auditors.
- Ensure internal controls are in place and functional in all financial areas.
- Submit the 2017 Comprehensive Annual Financial Report to GFOA.

2018 BUDGET HIGHLIGHTS

\$55,059 Market Adjustment Pay Increase

PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 1: MAINTAIN AND PROMOTE A FINANCIALLY SUSTAINABLE COUNTY GOVERNMENT THAT IS TRANSPARENT AND EFFECTIVE					
Strategy A: Increase innovation, efficiency, and transparency of government services.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Enhance financial reporting within all County-wide Elected Offices and Administrative Departments through the implementation of new reporting processes and upgrades to financial reporting systems.	Finance	Implement Global Solutions Spreadsheet Server Software	Complete training and create ongoing reports	Completed training and creating reports	Continue to identify reporting solutions
	Finance	Implement ReportsNow Software	Complete training and create ongoing reports	Completed training and creating finance reports/queries	Continue to identify reporting solutions
	Finance	Increase efficiency of financial reporting with use of Global Solutions Spreadsheet Server/ReportsNow software	Convert and automate budget reports	In the process of creating/automated reports	Continue to identify reporting solutions and roll out to other departments
	Finance	Obtain GFOA Certification of Achievement for Excellence In Financial Reporting	Receive award for 2016 CAFR	Received award	Receive award for 2017 CAFR
2. Increase the availability of financially based data to the public through the development of new technologies and dashboards.	Finance	Establish Dashboards for use of internal and external customers	Investigate options	Received training and looking at options	Implement Countywide dashboards for financial information



OPERATING INDICATORS				
	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Payroll Serviced	66,782	63,199	64,990	72,248
Journal Entries Processed	72,637	71,438	70,258	71,444
Processed Payment Requests	77,429	79,584	81,543	82,651

BUDGET SUMMARY

FINANCE DIVISION - UNRESTRICTED
ADMINISTRATION - 11450

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	857,288	909,169	1,007,553	1,007,553	1,067,963
Operating and Maintenance	97,621	86,047	73,120	77,120	67,769
Charges for Services	10,995	11,972	11,000	11,000	11,000
Intergovernmental	(62,554)	(4,000)	-	(4,000)	-
Total Expenditures	\$ 903,350	\$ 1,003,189	\$ 1,091,673	\$ 1,091,673	\$ 1,146,732

Health Administration - 11675

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Operating and Maintenance	3,285,804	3,285,804	3,285,804	3,326,485	3,392,167
Total Expenditures	\$ 3,285,804	\$ 3,285,804	\$ 3,285,804	\$ 3,326,485	\$ 3,392,167



**FINANCE DIVISION - RESTRICTED
FINANCE CLEARING - 11452**

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Operating and Maintenance	15,583,685	15,562,535	15,150,000	15,150,000	15,150,000
Charges for Services	99,943	53,752	85,000	85,000	85,000
Intergovernmental	(15,683,628)	(15,544,927)	(15,235,000)	(15,235,000)	(15,235,000)
Total Expenditures	\$ -	\$ 71,359	\$ -	\$ -	\$ -

INSURANCE CLEARING - 11453

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	(536)	-	-	-	-
Total Expenditures	\$ (536)	\$ -	\$ -	\$ -	\$ -

P-CARD PROGRAM - 11455

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Miscellaneous Revenue	245,849	242,034	250,000	250,000	250,000
Total Revenues	\$ 245,849	\$ 242,034	\$ 250,000	\$ 250,000	\$ 250,000

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	126,785	193,726	186,220	186,220	186,220
Operating and Maintenance	297	2,905	59,780	59,780	59,780
Charges for Services	4,000	4,000	4,000	4,000	4,000
Total Expenditures	\$ 131,082	\$ 200,631	\$ 250,000	\$ 250,000	\$ 250,000



FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	47	47	50	1	51
TOTAL FTEs	47	47	50	1	51





INFORMATION TECHNOLOGY DEPARTMENT



Jeff Eckhart, Executive Director

PURPOSE STATEMENT

The Information Technology Department delivers cooperative and responsive general technology services through, 1) a highly qualified and engaged professional workforce, 2) quality customer support, 3) current and sustainable software products, and 4) a secure and modern operating infrastructure.

OVERVIEW

Customer Service: Customer Service is responsible for delivering high quality technology services to employees, Elected Officials, and citizens. The IT Call Center logs and responds to internal requests for IT services and support. Requests include new technology purchase quotes, troubleshooting, breakages, outages, password resets and related technology service interruptions.

The field support operation provides on-site troubleshooting across a wide range of technology hardware and software including computers, monitors, peripherals, email, Microsoft Office products, printers and scanners. The field support team deploys new technology and supports the relocation of employees among various County facilities. Field support is responsible for mobile device deployments and troubleshooting.

Customer Service is responsible for drafting, negotiating, and monitoring operating agreements to satisfy compliance requirements and clarity of roles/responsibilities in cooperation with technology support staff in other County Offices and Departments.

Product Management: Product Management leverages IT infrastructure to deliver centralized software systems and services to County Department and Office operations.

The Enterprise Resource Planning System is a high-value, centrally managed, consolidated repository for financial, human resource, and asset management functions including accounts payable, accounts receivable, employee benefit administration, budget, inventory, payroll, procurement, time & attendance and work orders.



Commercial software packages provide shared use of a single system among many users in Offices and Departments. Widely used software packages include document management, geographic information system, web content management, workflow/business process management, and the Employee portal.

The software development team creates and maintains custom software to meet unique business process needs when a viable commercial product is not available. Custom software assets include the primary operational and transactional systems for the Offices of the Assessor, Treasurer, and County Attorney.

ERP = Enterprise Resource Planning. ERP is a primary countywide transactional system used for Financials, Budget, Payroll, HR, Benefits Administration, Asset Management, Work Orders, and Inventory. We use Oracle JD Edwards for our ERP needs.

GIS = Geographic Information System. This is a unified computerized mapping and spatial analysis system used by both IT staff and County Office and Department GIS staff (ASR, CAR, etc.). We use GIS products from vendor ESRI.

DM = Document Management. This central repository is used to archive and retrieve official County Office & Department electronic documents. We use DM products from OpenText (eDocs) and Oracle (WebCenter Content).

General Infrastructure: The infrastructure program area includes the foundation elements of Information Technology product and service delivery.

Two County owned and operated data centers enable centralized compute, storage, database, and operational continuity functions.

A unified network connects County operations through a County owned fiber optic network and in-building networking assets.

Telephones, voicemail, email, high speed Internet access, and Wi-Fi are delivered to County Offices, Departments, and employees by the IT Infrastructure program

OBJECTIVES

- Launch a comprehensive cyber security program to improve the protection of County technology assets
- Lead the debut of an integrated citizen engagement / modern 3-1-1 program
- Facilitate the overhaul of the County website
- Develop and implement IT employee engagement, recruiting, and retention initiatives
- Develop and implement a Countywide acceptable use policy for technology systems, devices, and operations
- Replace the end-of-life Clerk to the Board Agenda Management System with a sustainable alternative

2018 BUDGET HIGHLIGHTS

- \$129,608 Market Adjustment Pay Increase
- \$200,000 Microsoft Office upgrade



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 3: MAINTAIN AND IMPROVE THE COUNTY TRANSPORTATION SYSTEM, FACILITIES, INFRASTRUCTURE, AND TECHNOLOGY					
Strategy C: Develop and implement a strategic technology infrastructure to engage citizens as stakeholders.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
4. Implement a 311 web-based information system.	Information Technology	Plan, Design, Test & Implement	Ongoing	Ongoing	Rollout Q2 2018
Strategy B: Provide cooperative general technology services through a secure and modern operating infrastructure, current and sustainable software products, innovation, and a qualified professional workforce.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Create and implement a comprehensive technology security program to protect County technology assets.	Information Technology	Technology Security Program	Ongoing	Ongoing	Ongoing
2. Expand fiber optic networks to extend reliable and redundant connectivity to County facilities.	Information Technology	Construction	Ongoing	Ongoing	Ongoing
3. Replace unsupported telephone systems with modern VoIP (Voice over Internet Protocol) telephone system.	Information Technology	Deployment	Complete	Complete	Complete
4. Implement an acceptable use policy for technology systems, devices, and operations.	Information Technology	Deployment	Ongoing	Ongoing	Q4-2018
5. Retire legacy software products and transition operations to sustainable software architectures.	Information Technology	Deployment	Ongoing	Ongoing	Ongoing
6. Implement sustainable replacement programs for personal computers, software, and technology capital assets.	Information Technology	Deployment	Ongoing	Ongoing	Ongoing
7. Leverage existing software platforms to enable efficient and interoperable operations.	Information Technology	Deployment	Ongoing	Ongoing	Ongoing



BUDGET SUMMARY

INFORMATION TECHNOLOGY - 11551

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Charges for Services	5,598	6,135	6,500	6,500	7,000
Miscellaneous Revenue	1,738	-	-	-	-
Total Revenues	\$ 7,335	\$ 6,135	\$ 6,500	\$ 6,500	\$ 7,000
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	4,076,543	4,207,079	5,249,172	4,831,914	5,774,713
Operating and Maintenance	7,226,487	5,938,150	6,038,167	7,138,587	4,947,848
Charges for Services	12,246	4,074	26,417	26,417	8,000
Intergovernmental	(2,511,920)	(1,921,601)	(439,706)	(1,444,606)	(170,000)
Capital Outlay	544,694	1,940,845	450,000	1,448,207	1,050,000
Total Expenditures	\$ 9,348,050	\$ 10,168,547	\$ 11,324,050	\$ 12,000,519	\$ 11,610,561

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	72	75	74	(1)	73
TOTAL FTEs	72	75	74	(1)	73



CAPITAL PROJECTS

General Fund - Information Technology Department

Capital Project			
Replace Information Technologies Network Equipment			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 500,000	\$ -	\$ 500,000	\$ -
Description			
Cost		Funding Source	
Amount		Amount	
Acquisition Activates	\$ 500,000	Federal	\$ -
Engineering & Design		State	
Construction		Contributions & Donations	
		El Paso County	\$ 500,000
Total:	\$ 500,000	Total:	\$ 500,000
Project Scope			
Upgrade old network equipment for the entire County			
Strategic Plan Goal			
Goal 3: Maintain and improve the county transportation system, facilities, infrastructure, and technologies			
Operating Budget Impacts			
IT budget			



PUBLIC INFORMATION OFFICE



Dave Rose, Executive Director/Chief Public Information Officer

PURPOSE STATEMENT

To provide timely and accurate information and support to all Elected Offices, Elected Officials, County Departments and the public.

OVERVIEW

The Public Information Office serves County staff, volunteers, community partners and citizens at large by providing timely and accurate information and administrative support related to the statutory duties of Elected Offices and Officials, in addition to the County's varied public service and outreach initiatives. Communication support functions include the creation and maintenance of multi-media educational materials and publications, media relations, website resources, Colorado Open Records Act (CORA) requests related to County operations, and a variety of special events and forums focused on citizens' interests and participation in County government.

OBJECTIVES

- Provide timely and accurate information to the public
- Provide administrative support to Elected Offices and Officials
- Maintain County website and multi-media educational materials
- Provide timely and accurate information as requested for Colorado Open Records Act (CORA)

2018 BUDGET HIGHLIGHTS

- \$4,798 Market Adjustment Pay Increase



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 2: CONTINUE TO ENHANCE THE UNDERSTANDING OF CIVIC SERVICES AND PROMOTE PARTICIPATION, ENGAGEMENT, AND CONFIDENCE IN COUNTY GOVERNMENT					
Strategy A: Increase teamwork and improve working relationships with County boards/committees, elected offices, departments, and employees.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Initiate quarterly meetings of the County's public information professionals.	Public Information Office	Hold quarterly meetings of the County's PIO professionals.	4	3	4
2. Continue social media expansion for El Paso County by increasing the average weekly page views on the County website by a minimum of 5% each year.	Public Information Office	Attract more people to our Facebook page	15 daily average	25 daily average	40 daily average
	Public Information Office	Increase activity on Facebook for both the PIO office and the public	3,000	4,000	5,500
	Public Information Office	Increase activity on Twitter for both the PIO office and the public	6,000	6,100	7,000
3. Develop a "Citizens College" type curriculum for County employees and present a minimum of three times each year to enable County employees to be better ambassadors for the County.	Public Information Office	Hold "Citizens College" presentations for all County employees to learn more about County government	N/A	N/A	Develop curriculum and hold first session in 2018
Strategy B: Enhance Access to El Paso County services throughout our County.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
2. Expand the number of citizen services that can be completed online.	Public Information Office & Assessor's Office	Launch Assessor's Office County Community Webpage	2017	2017	N/A
	Public Information Office & Planning Department	Launch Planning Department's EDARP Portal	2017	2017	N/A
	Public Information Office	Launch new El Paso County website	N/A	N/A	2018
	Public Information Office	Launch Citizen's Service webpage and app	N/A	N/A	2018



Strategy C: Develop and implement a strategic technology infrastructure to engage citizens as stakeholders.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
2. Expand programming on County cable channels to include live broadcasts of public meetings of BoCC, Planning Commission, Parks Advisory Board, and Highway Advisory Commission.	Public Information Office	Broadcast Highway Advisory Commission meetings live on our cable channels	N/A	N/A	2018
	Public Information Office	Broadcast Planning Commission meetings live on our cable channels	N/A	N/A	2018
	Public Information Office	Ability to broadcast Regional Development Center events and meetings live on our cable channels	N/A	N/A	2018
	Public Information Office	We streamed the most recent State of the Region event live on Facebook and moving forward we will have the capability to broadcast live, off-site events on our EPC cable channels.	N/A	N/A	2018
3. Maximize functionality of the County website with overhaul of the County's "public facing" website to be more citizen focused and to ensure services offered by the County are easily understood.	Public Information Office	Launch new El Paso County website	N/A	N/A	2018
Strategy D: Expand community partnerships with other government jurisdictions, nonprofit organizations, educational institutions, business community, and citizens.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Create standard presentations for use in educating students and civic groups about County government. Establish a speaker's bureau of County elected officials, staff, and citizens to present to these groups.	Public Information Office	Hold 2 events	N/A	N/A	2 events
2. Maintain and expand public awareness campaign with community partners.	Public Information Office	Build relationships with all El Paso County municipalities and community organizations	N/A	N/A	Continue to grow our engagement with community partners through networking
3. Expand the Citizens College curriculum for online learning and incorporate "field visits" to County facilities.	Public Information Office	Status of Citizens College Program	N/A	N/A	Revisit the need and usefulness Citizens College events
Strategy E: Increase civic awareness and citizen understanding of County responsibilities and services.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Increase use of video programming to inform citizens on County services.	Public Information Office	Increase production of videos for cable channels and online presence (YouTube channel)	Produce >150 videos	Produced 175 videos	Produce >150 videos
3. Install digital remotely programmable screens in County facilities with consistently high public usage to provide information on County locations and services.	Public Information Office	Install digital remotely programmable screens at CSC and Centennial Hall	N/A	N/A	Install screens at Citizens Service Center and Centennial Hall in 2018
5. Partner with local media to highlight County programs, services and responsibilities.	Public Information Office	Increase media awareness of county programs, policies and services	Provide awareness through social media and use of news releases	Provided awareness through social media and use of news releases	Continue to provide awareness through social media and use of news releases



GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy A: Support a high level of public safety to include law enforcement, justice services and prosecution.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
9. Advocate for the construction of a federal courthouse in El Paso County.	Public Information Office	Collaborate with local and federal partners to initiate effort to bring courthouse to El Paso County	Determine local and federal partners	Delegated task to lobbyists and contacted partners	Reassess based on Federal Budget guidelines

OPERATING INDICATORS				
	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Number of News Releases	368	379	385	395
Number of Social Media Releases	989	1,254	1,280	1,400

BUDGET SUMMARY

PUBLIC INFORMATION OFFICE - UNRESTRICTED

PIO - 11505

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Miscellaneous Revenue	90	180	-	-	-
Total Revenues	\$ 90	\$ 180	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	230,139	203,700	239,301	239,301	244,099
Operating and Maintenance	34,123	30,456	32,475	32,475	32,475
Intergovernmental	(3,468)	-	-	-	-
Total Expenditures	\$ 260,795	\$ 234,156	\$ 271,776	\$ 271,776	\$ 276,574

PUBLIC INFORMATION OFFICE - RESTRICTED

PIO CABLE TV - 11508

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Licenses & Permits	1,101,225	1,285,003	1,187,000	1,187,000	1,362,000
Miscellaneous Revenue	-	2,000	-	-	-
Other Financing Sources	-	1,840	-	-	-
Total Revenues	\$ 1,101,225	\$ 1,288,843	\$ 1,187,000	\$ 1,187,000	\$ 1,362,000

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	429,727	557,710	604,981	604,981	604,981
Operating and Maintenance	151,556	108,332	75,000	126,426	177,938
Charges for Services	202,316	-	-	460,000	-
Grants & Contributions	-	25,000	-	-	-
Intergovernmental	(230,000)	(20,574)	-	-	-
Capital Outlay	145,189	402,051	579,081	619,081	579,081
Total Expenditures	\$ 698,788	\$ 1,072,519	\$ 1,259,062	\$ 1,810,488	\$ 1,362,000



FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count - PIO	5	5	6	(2)	4
Total FTE Count - PIO Cable TV	4	4	5	2	7
TOTAL FTEs	9	9	11	-	11





FACILITIES & STRATEGIC INFRASTRUCTURE MANAGEMENT DEPARTMENT



Brian Olson, Executive Director

OVERVIEW

Facilities & Strategic Infrastructure Management consists of a wide variety of responsibilities and duties. The department ensures operations and maintenance for all Facilities County and City of Colorado Springs buildings, compliance with American Disabilities Act (ADA), and Security. This department has oversight of strategic infrastructure projects Countywide.

DIVISIONS INCLUDE

Facilities Management
American Disabilities Act (ADA)
Security & Parking



FACILITIES MANAGEMENT

PURPOSE STATEMENT

Our vision is to anticipate and plan for the changing needs of our customers and employees through commitment to professionalism and teamwork.

Facilities Management is a service organization working together to provide functional, safe, and clean facilities for El Paso County citizens and employees.

OVERVIEW

Facilities Management maintains over 130 County-owned or leased buildings totaling more than 3.1 million square feet of space. It also provides janitorial service, pest management and environmental remediation. They also maintain over 132 City of Colorado Springs-owned buildings totaling more than 1.5 million square feet of space, and provide engineering services under the terms of a Service Level Agreement (SLA) approved annually by both City and County.

OBJECTIVES

Created a new position: Facility Optimization Manager

- Focus on energy efficiencies for a county facilities (e.g. LED lighting, modernization of all automated building control systems).
- Assures all new construction projects meet county goals pertaining to energy efficiencies.

2018 BUDGET HIGHLIGHTS

- \$56,743 Market Adjustment Pay Increase
- \$750,000 Facilities Major Maintenance Plan





PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 3: MAINTAIN AND IMPROVE THE COUNTY TRANSPORTATION SYSTEM, FACILITIES, INFRASTRUCTURE, AND TECHNOLOGY					
Strategy C: Provide maintenance and facilities improvements to ensure compliance with policies, programs and regulations; management of space allocation programs; and plans for new construction and renovation of facilities and grounds.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Develop a 10-year Facilities Master Plan to address major facility renovations and new facility needs.	Facilities Management Division	Identify Projects	N/A	N/A	Prioritize Projects for Funding
2. Develop a 5-year Major Maintenance Plan that will address ongoing building and infrastructure deficiencies in a coordinated and systematic manner.	Facilities Management Division	Identify and prioritize projects	Complete as funding allows	Completed: Criminal Justice Center fire system upgrades, Judicial South Tower roof repairs, 9 vermijo remodel complete, Locks & cameras at Akers and Centennial Hall	N/A
	Facilities Management Division	Projects in process	N/A	Citizens Service Center data center fire suppression system upgrade, Sahwatch garage lighting, 13 / 15 Vermijo demo and abatement, locks and cameras at judicial / pro building, and CSC, sahwatch garage structural, DDC controls	Complete as funding allows
3. Establish a Facilities technician apprentice program to provide effective training and critical long-term staffing stability for the Facilities Division.	Facilities Management Division	Reintroduce entry level technicians	N/A	N/A	Hire 2 FTEs
4. Initiate a multi-year Elevator Modernization Program.	Facilities Management Division	Modernize identified elevators	OTS	Completed	Sahwatch North
	Facilities Management Division	Identify priority list of elevator replacements	ongoing	identified next FY project	Sahwatch North

OPERATING INDICATORS				
	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Number of Buildings Maintained	130	129	129	129
Number of City Buildings	132	13	132	132
Square Feet Total Maintained	3,134,227	3,131,918	3,131,918	3,131,918



BUDGET SUMMARY

FACILITIES MANAGEMENT - UNRESTRICTED ADMINISTRATION & OPERATIONS - 11200

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Miscellaneous Revenue	50,726	43,800	24,784	24,784	35,000
Total Revenues	\$ 50,726	\$ 43,800	\$ 24,784	\$ 24,784	\$ 35,000
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	2,052,704	2,052,091	2,111,984	2,111,984	2,167,637
Operating and Maintenance	2,377,760	2,303,976	2,187,932	2,273,234	2,187,932
Charges for Services	6,899	12,985	1,000	1,000	1,000
Intergovernmental	(464,565)	(488,291)	(350,000)	(350,000)	(350,000)
Capital Outlay	113,500	21,205	-	-	-
Total Expenditures	\$ 4,086,298	\$ 3,901,965	\$ 3,950,916	\$ 4,036,218	\$ 4,006,569

COUNTY MAIL ROOM - 11202

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	48,363	58,333	55,117	51,469	55,559
Operating and Maintenance	16,831	28,421	45,056	45,056	45,056
Intergovernmental	(8,863)	(10,198)	(33,000)	(29,352)	(32,352)
Total Expenditures	\$ 56,332	\$ 76,556	\$ 67,173	\$ 67,173	\$ 68,263

COUNTY UTILITIES - 11203

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Miscellaneous Revenue	2,604	-	-	-	-
Total Revenues	\$ 2,604	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Operating and Maintenance	2,986,982	3,097,076	3,283,646	3,283,646	3,283,646
Intergovernmental	(384,104)	(372,266)	(420,000)	(420,000)	(420,000)
Total Expenditures	\$ 2,602,877	\$ 2,724,810	\$ 2,863,646	\$ 2,863,646	\$ 2,863,646



FMD POSTAGE CLEARING - 11204

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Operating and Maintenance	600,000	590,332	650,000	650,000	650,000
Intergovernmental	(600,000)	(590,332)	(650,000)	(650,000)	(650,000)
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

FMD MAJOR MAINTENANCE - 11205

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Operating and Maintenance	196,897	347,659	344,653	429,859	1,544,653
Intergovernmental	(145,162)	-	450,000	427,000	-
Capital Outlay	-	-	-	545,160	-
Total Expenditures	\$ 51,735	\$ 347,659	\$ 794,653	\$ 1,402,019	\$ 1,544,653

FMD BOARD APPROVED PROJECTS - 11206

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Operating and Maintenance	488,432	-	-	-	-
Total Expenditures	\$ 488,432	\$ -	\$ -	\$ -	\$ -

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count - Administration & Operations	36	36	36	(1)	35
Total FTE Count - County Mail Room	2	2	2	-	2
TOTAL FTEs	38	38	38	(1)	37



FACILITIES CITY/COUNTY SERVICE LEVEL AGREEMENT

BUDGET SUMMARY

CITY OF COLORADO SPRING BUILDING MAINTENANCE - 11208

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	1,016,794	1,078,616	1,016,794	1,016,794	1,080,000
Total Revenues	\$ 1,016,794	\$ 1,078,616	\$ 1,016,794	\$ 1,016,794	\$ 1,080,000
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	892,127	894,473	1,016,794	1,016,794	1,016,794
Operating and Maintenance	271,030	325,217	296,812	296,812	360,018
Charges for Services	-	-	500	500	500
Intergovernmental	(267,290)	(301,122)	(297,312)	(297,312)	(297,312)
Total Expenditures	\$ 895,867	\$ 918,567	\$ 1,016,794	\$ 1,016,794	\$ 1,080,000

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count - City of Colorado Springs Maint	15	15	15	-	15
TOTAL FTEs	15	15	15	-	15



FACILITIES/CAM

BUDGET SUMMARY

**FACILITIES MANAGEMENT - RESTRICTED
CITIZEN SERVICE CENTER COMMON AREA MAINTENANCE - 11209**

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Miscellaneous Revenue	192,085	179,766	175,175	175,175	175,175
Total Revenues	\$ 192,085	\$ 179,766	\$ 175,175	\$ 175,175	\$ 175,175
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	5	(0)	127,141	(79,288)	(79,288)
Operating and Maintenance	1,275,617	1,326,397	1,420,524	1,420,524	1,437,383
Charges for Services	206,775	206,771	206,050	206,050	206,050
Intergovernmental	(1,449,432)	(1,594,257)	(1,595,399)	(1,388,970)	(1,388,970)
Capital Outlay	-	6,995	-	219,950	-
Total Expenditures	\$ 32,964	\$ (54,095)	\$ 158,316	\$ 378,266	\$ 175,175

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count - CAM	7	7	7	-	7
TOTAL FTEs	7	7	7	-	7



AMERICAN DISABILITIES ACT (ADA)

OVERVIEW

In accordance with the requirements of the Americans with Disabilities Act of 1990 ("ADA"), El Paso County ("County") will not discriminate against qualified individuals with disabilities on the basis of disability in the County's services, programs, or activities.

OBJECTIVES

- **Employment:** The County does not discriminate on the basis of disability in its hiring or employment practices and complies with all regulations promulgated by the U.S. Equal Employment Opportunity Commission under title I of the ADA. The County recognizes its obligation to its employees with disabilities to arrive at reasonable accommodations to allow them to perform the essential functions of their job.
- **Effective Communication:** The County will generally, upon request, provide appropriate auxiliary aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in the County's programs, services, and activities, including qualified sign language interpreters, documents in alternative formats, and other ways of making information and communications accessible to people who have speech, hearing, or vision impairments.
- **Modifications to Policies and Procedures:** The County will make all reasonable modifications to policies and procedures to ensure that people with disabilities have an equal opportunity to enjoy all County programs, services, and activities. For example, individuals with service animals are welcomed in County offices, even where pets are generally prohibited.
- **Surcharges:** The County will not place a surcharge on a particular individual with a disability or any group of individuals with disabilities to cover the cost of providing auxiliary aids/services or reasonable modifications of policy, such as retrieving items from locations that are open to the public but are not accessible to persons who use wheelchairs.
- **Architectural Barriers:** The County will take all required action to provide access to its building and facilities to individuals with disabilities.
- **Fundamental Alterations/Undue Burden:** The ADA does not require El Paso County to take any action that would fundamentally alter the nature of its programs or services, or impose an undue financial or administrative burden.



BUDGET SUMMARY

FACILITIES AMERICAN DISABILITIES ACT - 11210

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	-	-	-	(265,300)	-
Operating and Maintenance	-	-	-	265,300	208,000
Intergovernmental	-	-	-	-	(208,000)
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count - American Disabilities Act	-	-	-	3	3
TOTAL FTEs	-	-	-	3	3



SECURITY & PARKING DIVISION

PURPOSE STATEMENT

Provide safe and positive citizen interactions with our County Government.

Vigorously protect El Paso County Assets and provide professional parking services.

OVERVIEW

Created in 1978, the Security Division provides security, key control, management and security of parking structures. Security operates on a general fund budget of \$1.4 million. Staffing consists of 41 FTEs in 2017. Security Officers are first responders and are on scene before law enforcement and continue to assist until the incident is resolved. A professional and adequately staffed security program is vital to the safety and welfare of County employees and visitors.

OBJECTIVES

- Protective Services – Security officers protect people, facilities, assets, information, access control, and patrol services.
- Professional Services – Conduct risk assessments, evaluate physical protection systems, inspect security and fire systems, conduct investigations, manage the emergency response and evacuation plan, manage key control and camera systems, and provide security training.
- Parking Operations – Manage the operation of County owned parking lots and garages. Oversee the efficient use of parking spaces, collection and accounting of parking revenue, and enforcement of parking regulations.

2018 BUDGET HIGHLIGHTS

- \$78,186 Market Adjustment Pay Increase



BUDGET SUMMARY

SECURITY - 11175

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	-	289	-	-	-
Charges for Services	4,035	3,472	-	-	-
Miscellaneous Revenue	200,835	221,736	234,000	234,000	205,000
Total Revenues	\$ 204,871	\$ 225,497	\$ 234,000	\$ 234,000	\$ 205,000
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	1,007,868	1,080,077	1,177,898	1,341,898	1,420,084
Operating and Maintenance	295,508	309,459	216,911	240,877	230,680
Charges for Services	1,486	2,543	1,560	1,560	1,560
Intergovernmental	(94,263)	(111,837)	(112,197)	(111,163)	(110,966)
Capital Outlay	-	26,575	-	55,000	-
Total Expenditures	\$ 1,210,598	\$ 1,306,818	\$ 1,284,172	\$ 1,528,172	\$ 1,541,358

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	34	37	41	1	42
TOTAL FTEs	34	37	41	1	42



COMMUNITY SERVICES DEPARTMENT



Tim Wolken, Executive Director

PURPOSE STATEMENT

The Community Services Department strives to provide excellent quality of life services that are valued by our residents.

OVERVIEW

The Department's primary focus is to provide external community services for El Paso County citizens. The Department consists of 67 full-time employees and approximately 30 seasonal staff members. The Department's annual budget is approximately \$11.8 million with approximately 79% of the funding provided by third party funding sources (non-tax). Department operations are supplemented with citizens generously providing more than 30,000 volunteer hours per year.

DIVISIONS

Park Operations
Planning
Recreation and Cultural Services
CSU Extension
Environmental Services
Veteran Services
Community Outreach



PARKS OPERATIONS DIVISION & PLANNING DIVISION

OVERVIEW

Park Operations: The Park Operations Division manages 8,000 acres of park land and open space, 105 miles of trails, and a variety of recreation facilities. We make every effort to provide safe, clean and green facilities for our residents to enjoy. We also provide ground maintenance for all County office buildings.

Planning: The Planning Division provides planning, landscape architecture and project management services. The Division's responsibilities are parks, trails and open space planning in support of the annual Capital Improvement Program and support of long range and strategic County planning programs, Fountain Creek Watershed, Flood Control and Greenway District activities, regional planning studies, and sustainability initiatives.

OBJECTIVES

- Complete an irrigation renovation plan that will include replacing outdated irrigation equipment and reducing the amount of irrigated turf areas
- Develop individual park operation plans for each regional park
- Complete the Kane Ranch Open Space master plan and launch Phase 1 improvements
- Develop a Park Planning Criteria Manual
- Update the Urban Park Grant Program policies and procedures
- Complete the Black Forest Regional Park restoration project
- Complete a variety of FEMA funded repair projects
- Complete the Pinerias Open Space – Phase 1 Improvement
- Complete the Rainbow Falls Historic Site improvement projects
- Complete the Fountain Creek Regional Park improvements – Phase 1
- Construct Ute Pass Regional Trail from Ute Pass Elementary School to Winnemucca Road
- Complete the Widefield Community Park improvement projects
- Complete the Bear Creek Regional Park Parking Improvements
- Complete the County Fairgrounds Improvements
- Complete the Elephant Rock Open Space Master Plan
- Complete the Fox Run Regional Park Facility Upgrades
- Seek funding and complete the Meridian Ranch / Eastonville Road Trail
- Seek funding and complete the Stratmoor Valley Greenway
- Complete the Fox Run Regional Park Master Plan Update
- Launch playground upgrades identified in the recently completed playground assessment

2018 BUDGET HIGHLIGHTS

- \$91,632 Market Adjustment Pay Increase
- \$1,500,000 Board Approved Projects

PERFORMANCE MEASURES AND OPERATING INDICATORS

- Achieve 2,000 park facility reservations
- Achieve a 4 rating on County Parks facility use customer evaluations
- Achieve 20,000 volunteer hours within County Parks



- Coordinate the completion of identified capital improvement projects

GOAL 3: MAINTAIN AND IMPROVE THE COUNTY TRANSPORTATION SYSTEM, FACILITIES, INFRASTRUCTURE, AND TECHNOLOGY					
Strategy D: Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Develop a master plan, secure funding, and construct Kane Ranch Open Space (Phase 1).	Community Services Department / County Parks	Complete master plan by spring, 2018	N/A	N/A	Spring, 2018
	Community Services Department / County Parks	Complete construction of Phase 1 by December, 2018	N/A	N/A	December, 2018
2. Secure funding and construct Falcon Regional Park (Phase 2), County Fairgrounds (Phase 2), and Fountain Creek Regional Park (Phase 2).	Community Services Department / County Parks	Complete construction of Falcon Regional Park - Phase 2	N/A	N/A	2019
	Community Services Department / County Parks	Complete construction of County Fairgrounds - Phase 2 and Fountain Creek Regional Park - Phase 2	N/A	N/A	2019
4. Complete a feasibility study for a northern El Paso County nature center.	Community Services Department / County Parks	Complete feasibility study	N/A	N/A	2018
5. Secure land ownership or easements, secure funding, and complete the following trail projects: Ute Pass Regional Trail, Jackson Creek Trail, Meridian Ranch Trail, Falcon Vista Trail and Fox Run Trail.	Community Services Department / County Parks	Complete plans and specifications for Ute Pass Regional Trail from Ute Pass Elementary School to Marcroft Hall	N/A	N/A	Spring, 2018
	Community Services Department / County Parks	Complete construction of Ute Pass Regional Trail from Ute Pass Elementary School to Marcroft Hall	N/A	N/A	December, 2018
	Community Services Department / County Parks	Seek a State Trails Grant to support construction of the Meridian Ranch Trail / If the grant is successful, we will launch construction	N/A	N/A	2018
	Community Services Department / County Parks	Pursue land ownership / easements for Fox Run Regional Trail	N/A	N/A	2018



GOAL 3: MAINTAIN AND IMPROVE THE COUNTY TRANSPORTATION SYSTEM, FACILITIES, INFRASTRUCTURE, AND TECHNOLOGY					
Strategy D: Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
6. Develop a regional open space planning group consisting of representatives from cities, towns, and non-profit organizations to explore collaborating securing open space areas that have unique cultural, environmental and / or natural characteristics.	Community Services Department / County Parks	Formed a regional open space planning group - first meeting was conducted in the summer, 2017	2017	2017	N/A
8. Convert Rainbow Falls Recreation Area into a historic site with controlled access and operational hours.	Community Services Department / County Parks	Converted Rainbow Falls Recreation Area into an historic site with controlled access and operational hours.	2017	2017	N/A
9. Update or create master plans for the following sites: Elephant Rock Open Space, Paint Mines Interpretative Park (west side), Jones Park, and Homestead Ranch Regional Park.	Community Services Department / County Parks	Complete master plan for Elephant Rock Open Space	N/A	N/A	2018
	Community Services Department / County Parks	Complete master plan for Paint Mines Interpretative Park (west side)	N/A	N/A	2020
	Community Services Department / County Parks	Complete master plan for Jones Park	N/A	N/A	2019
	Community Services Department / County Parks	Update master plan for Homestead Ranch Regional Park	N/A	N/A	2020
10. Complete an irrigation renovation program that will include replacing outdated irrigation equipment and reducing the amount of irrigated turf areas.	Community Services Department / County Parks	Complete irrigation renovation program	N/A	N/A	Summer, 2018
11. Partner with Fort Carson to expand shooting opportunities and shooter education programs at the Cheyenne Mountain Shooting Range.	Community Services Department	Partner with Fort Carson to construct two Trap and Skeet ranges at the Cheyenne Mountain Shooting Complex	N/A	N/A	Spring, 2018
13. Explore the provision of educational programs and the expansion of facilities for remote control flying opportunities.	Community Services Department	Launch an exploration process for a potential site(s) in the County for remote control flying opportunities	N/A	N/A	2018



BUDGET SUMMARY

PARKS - UNRESTRICTED

11225, 11227, 11228

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	15,000	18,000	15,000	18,620	15,000
Charges for Services	175,254	191,688	180,000	180,000	180,000
Miscellaneous Revenue	32,031	31,500	30,000	130,000	130,000
Total Revenues	\$ 222,285	\$ 241,188	\$ 225,000	\$ 328,620	\$ 325,000

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	1,041,961	1,152,826	1,202,299	1,221,333	1,294,661
Operating and Maintenance	235,237	352,096	473,311	450,613	473,311
Charges for Services	34,067	19,129	8,655	32,934	8,655
Intergovernmental	(127,424)	(228,661)	(56,244)	(76,689)	13,026
Capital Outlay	53,260	229,254	-	105,700	-
Total Expenditures	\$ 1,237,101	\$ 1,524,643	\$ 1,628,021	\$ 1,733,891	\$ 1,789,653

PARKS - RESTRICTED

11235, 11236, 11238, 11239, 11240

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	274,822	63,017	-	1,501,913	-
Charges for Services	372,823	114,405	140,000	140,000	135,000
Miscellaneous Revenue	154,176	153,699	1,250	104,546	1,250
Total Revenues	\$ 801,821	\$ 331,121	\$ 141,250	\$ 1,746,459	\$ 136,250

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Operating and Maintenance	488,528	553,515	650,000	1,374,854	796,600
Charges for Services	-	10,324	-	1,300	-
Grants & Contributions	-	-	-	496,906	-
Intergovernmental	(172,865)	(12,561)	-	(100,000)	-
Capital Outlay	285,642	1,673,359	-	2,371,055	1,500,000
Total Expenditures	\$ 601,305	\$ 2,224,637	\$ 650,000	\$ 4,144,115	\$ 2,296,600



FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	16	19	21	2	23
TOTAL FTEs	16	19	21	2	23



Fox Run Regional Park



RECREATION AND CULTURAL SERVICES

OVERVIEW

The Recreation and Cultural Services Division provides cultural and educational opportunities at two nationally recognized nature centers providing over 1,000 environmental education and recreation programs, an eight day financially sustainable County Fair that attracts over 25,000 participants and celebrates our County's heritage and culture, and a variety of recreational programs and outdoor opportunities at County Parks, Fairgrounds, and facilities.

OBJECTIVES

- Create and implement a traveling nature center to visit County Parks
- Create and implement a Nature Camp Aide training day for junior camp counselors
- Explore a podcast for self-guided experience on the nature trails at Fountain Creek Nature Center
- Revise Foothills Field Experience field trip to meet standards and increase participation
- Create and coordinate a middle school evening nature camp
- Revise the Bear Creek Nature Center Junior Naturalist program and brochure
- Research and develop Volunteer Program to support major events at the Fair & Events Complex
- Develop a Father/Daughter program at the Fairgrounds
- Create and implement a marketing plan for fairground rentals
- Complete a feasibility plan for a northern Nature Center
- Oversee a variety of facility improvements at Bear Creek and Fountain Creek Nature Centers

2018 BUDGET HIGHLIGHTS

- Generate \$40,000 of third party funding to support EPC General Fund for Nature Center Operations.
- Generate \$10,000 in Fairgrounds (non-fair) programming revenue from a varied program schedule.
- Generate \$10,000 in facility rental revenue at the County Fairgrounds.
- Oversee the development of 1,000 recreation and cultural service programs involving 23,000 participants.
- Secure a 4.5 average on program evaluations.
- Achieve 25,000 participants and \$230,000 in gross revenue for the County Fair.
- Achieve the designated annual revenue goals for the Friends of El Paso County Nature Centers.
- Generate \$40,000 from Fairgrounds Corporation activities to support the County Fair, Fairgrounds, and 4-H.



BUDGET SUMMARY

PARKS SPECIAL EVENTS - 11237

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Charges for Services	277,129	250,693	243,000	243,000	243,000
Miscellaneous Revenue	53,531	157,607	14,800	64,800	14,800
Total Revenues	\$ 330,660	\$ 408,300	\$ 257,800	\$ 307,800	\$ 257,800

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	86,728	68,411	96,252	98,452	96,252
Operating and Maintenance	221,546	208,585	161,894	307,494	146,748
Charges for Services	16,599	26,809	14,800	17,000	14,800
Intergovernmental	(133,247)	-	-	-	-
Capital Outlay	129,372	15,370	-	50,000	-
Total Expenditures	\$ 320,999	\$ 319,175	\$ 272,946	\$ 472,946	\$ 257,800

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	1	2	2	-	2
TOTAL FTEs	1	2	2	-	2





CAPITAL PROJECTS

General Fund - Community Services Department

Capital Project			
Nature Center Improvements			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 60,000	\$ 60,000	\$ -	\$ -
Description	Cost	Funding Source	Amount
Construction / Improvements / Upgrades	\$ 60,000	Federal	\$ -
		State	
		Contributions & Donations	\$ 20,000
		El Paso County	\$ 40,000
Total:	\$ 60,000	Total:	\$ 60,000
Project Scope			
<p>Bear Creek and Fountain Creek Nature Centers have had limited funding for general facility maintenance needs and are in critical need of general improvements. Bear Creek Nature Center is in need of painting and carpeting in public spaces, window upgrades, irrigation in plaza beds, and mud-jacking the back patio. Fountain Creek Nature Center needs irrigation and landscaping around the building and in the parking lot and window upgrades.</p>			
Strategic Plan Goal			
<p>Goal 3 / Strategy D - Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.</p>			
Operating Budget Impacts			
<p>No impacts</p>			





General Fund - Community Services Department

Capital Project			
Bear Creek Regional Park / Parking Improvements			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 60,000	\$ 60,000	\$ -	\$ -
Description	Cost	Funding Source	Amount
Construction	\$ 50,000	Federal	\$ -
Impact Analysis / Permitting	\$ 5,000	State	
Plan Development / Analysis	\$ 5,000	Contributions & Donations	
		El Paso County - Major Maintenance	\$ 60,000
Total:	\$ 60,000	Total:	\$ 60,000

Project Scope

The updated master plan for Bear Creek Regional Park was approved by the Board of County Commissioners on December, 2014. The proposed improvements include the creation of an Equestrian Skills Course (Course) within the eastern portion of the park near 8th Street. In cooperation with the Friends of the Equestrian Skills Course, the first components of the skills course were opened for public use in June, 2017. In conjunction with the development of the Course, the master plan includes the construction of a parking lot / trailhead to service the Course and other park users. The parking lot / trailhead will be designed to provide parking for nine parking spaces for large vehicles pulling horse trailers and eleven standard vehicle parking spaces and will be constructed with class 6 aggregate materials.

The master plan for this parking lot indicates an access point using an existing driveway access along 8th Street that is approximately fifty feet north of the property owned by the American Red Cross. If constructed in this location, the parking lot will require an engineered retaining wall, which preliminary estimates indicate could exceed \$120,000 for engineering, permitting, and construction.

The County will explore an alternate parking area north of the proposed area. The area is relatively level and can accommodate the amount of proposed parking spaces. The critical issue will be whether the City of Colorado Springs will allow access to 8th Street from the proposed parking area.

Strategic Plan Goal

Goal #3/ Strategy D - Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.

Operating Budget Impacts

No impacts





General Fund - Community Services Department

Capital Project			
County Fairgrounds Improvements			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 200,000	\$ -	\$ -	\$ -
Description	Cost	Funding Source	Amount
Construction / Installation/Repair / Improvements / Landscaping / Misc.	\$ 200,000	Federal	\$ -
		State (GOCO grant)	\$ 113,400
		Cable TV Fee Support	\$ 50,000
		Contributions & Donations/Fundraising	\$ 10,000
		El Paso County - Regional Park Fee	\$ 26,600
Total:	\$ 200,000	Total:	\$ 200,000
Project Scope			
<p>The County Fairgrounds Master Plan includes the development of a play structure and water play area. Both structures will be designed for American with Disabilities Act compliance. The County was fortunate to receive a donated playground which will be used and installed by County staff. The playground, water play area, and landscaping will create a more robust outdoor recreational experience for facility users. In addition, a fiber repair project will replace existing underground fiber for wireless and telephone services at the Fairgrounds.</p>			
Strategic Plan Goal			
<p>Goal 3 / Strategy D - Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.</p>			
Operating Budget Impacts			
<p>No impacts</p>			





General Fund - Community Services Department

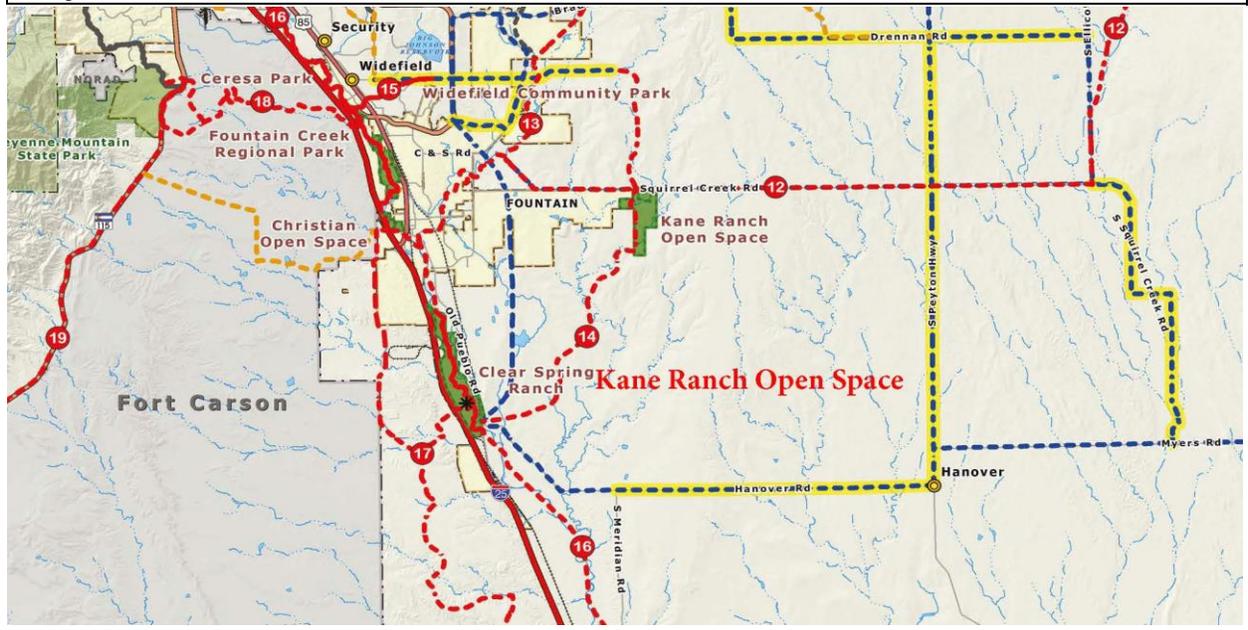
Capital Project			
Fox Run Regional Park Improvements			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 100,000	\$ 100,000	\$ -	\$ -
Description	Cost	Funding Source	Amount
Design	\$ 20,000	Federal	\$ -
Renovation	\$ 80,000	State	
		Contributions & Donations	
		El Paso County - Regional Park Fee	\$ 100,000
Total:	\$ 100,000	Total:	\$ 100,000
Project Scope			
<p>The gazebo at Fox Run Regional Park is located within the lower pond and was constructed in 1985. In 2006, electrical service was provided to the site and a ramp was installed to improve handicap access. Over the years, the gazebo has become a popular wedding facility with over 165 weddings in 2016 as well as hosting concerts and other community events.</p> <p>Due to high usage, the building materials are reaching the end of their useful life and the gazebo is in need of a major renovation. The brick wall around the perimeter has begun to settle and the brick is separating, the wood utilized for the bridge and the pillars for the gazebo itself are starting to rot, and the railing for the bridge and the height of the wall no longer meet American with Disabilities Act requirements.</p> <p>The project will include securing a design firm with a geotechnical engineering background to provide an engineered plan for constructing a solid foundation for the structure and completing plans and specifications to upgrade the gazebo. County Parks will then secure a contractor to complete the improvements.</p>			
Strategic Plan Goal			
Goal #3 / Strategy D - Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.			
Operating Budget Impacts			
No impacts			





General Fund - Community Services Department

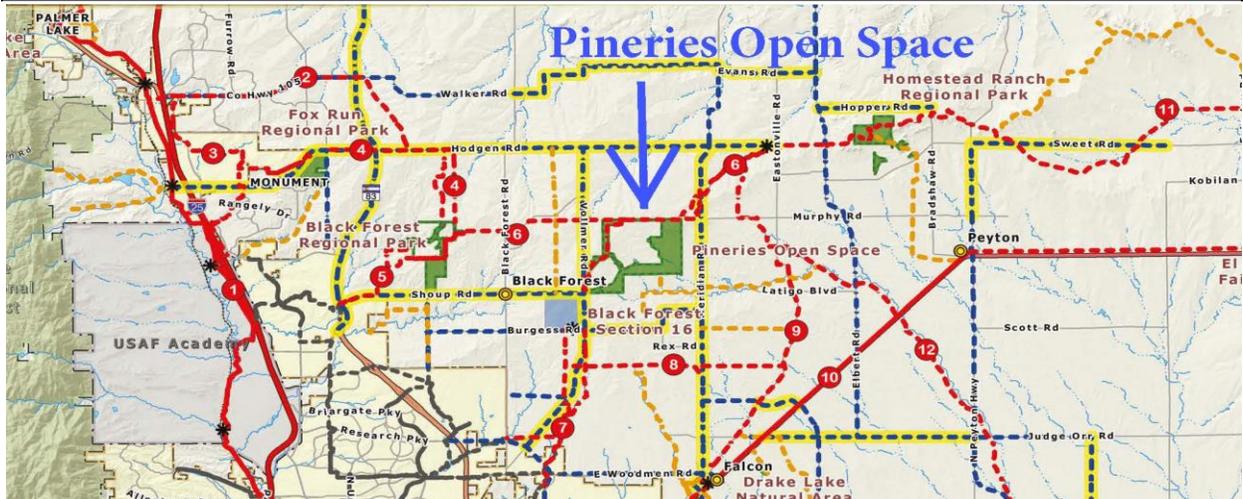
Capital Project			
Kane Ranch Open Space Improvements			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 400,000	\$ 400,000	\$ -	\$ -
Description	Cost	Funding Source	Amount
Construction	\$ 400,000	Federal State Contributions & Donations El Paso County - 1A / RPF	\$ - \$ 400,000
Total:	\$ 400,000	Total:	\$ 400,000
Project Scope			
<p>Upon completion of the Kane Ranch Open Space Master Plan in 2018, staff will implement design and construction of Phase 1 Improvements, following guidelines set forth in the Master Plan. Initial improvements may include a multiple-loop trail system, interpretive opportunities, and trailhead facilities that may include equestrian vehicle parking, restroom, picnic tables and/or pavilions. Consistent with open space planning standards, the emphasis will center on natural resource conservation and passive use.</p>			
Strategic Plan Goal			
<p>Goal #3, Strategy D - Objective 1 - Develop a master plan, secure funding, and construct Kane Ranch Open Space (Phase 1).</p>			
Operating Budget Impacts			
<p>No impacts</p>			





General Fund - Community Services Department

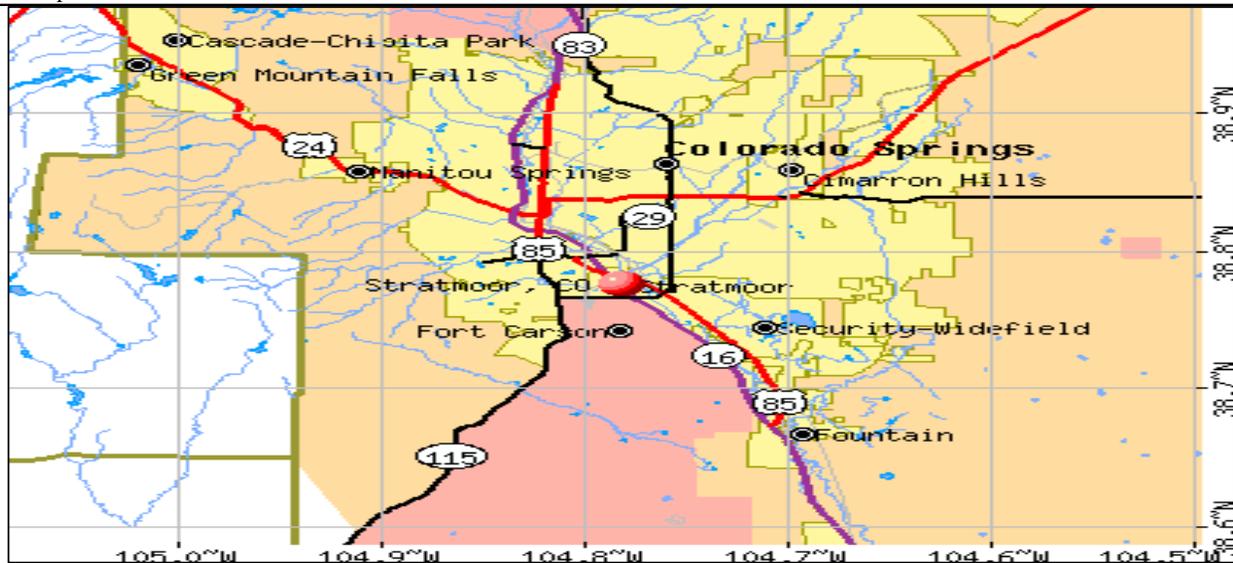
Capital Project			
Pineries Open Space / Trail Improvements			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 120,000	\$ 120,000	\$ -	\$ -
Description	Cost	Funding Source	Amount
Construction	\$ 120,000	Federal State Contributions & Donations El Paso County - Regional Park Fee	\$ - \$ 120,000
Total:	\$ 120,000	Total:	\$ 120,000
Project Scope			
<p>Phase 1 improvements at Pineries Open Space are scheduled to be completed by the Spring, 2018 and includes two large trail loops, made up in part by a power line access road on the west and south sides of the property. The Master Plan recommends a Tier IV (single-track) alternative to the powerline road that will weave in and out of the forest, some of which has beautiful old growth trees. A trail is also planned to connect to the Cantrell Lake area, which is central to the property and provides some of the best views. Funds would be used to construct the Tier IV trails that will complete implementation of the Master Plan trails, including 1.44 miles on the west side, .87 miles on the south side, and .85 miles from the west side trail to Cantrell Lake, for a total of 3.16 miles.</p>			
Strategic Plan Goal			
<p>Goal #3 / Strategy D - Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.</p>			
Operating Budget Impacts			
<p>No impacts</p>			





General Fund - Community Services Department

Capital Project			
Stratmoor Valley Greenway			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 75,000	\$ -	\$ -	\$ -
Description	Cost	Funding Source	Amount
Master Plan Process	\$ 10,000	Federal - CDBG	\$ 75,000
Construction / Improvements	\$ 40,000	State	
Restoration	\$ 25,000	Contributions & Donations El Paso County	
Total:	\$ 75,000	Total:	\$ 75,000
Project Scope			
<p>Flooding in 2013 and 2015 along Fountain Creek in the Stratmoor Valley area has resulted in sections of the regional trail that have been severely damaged. To address these issues, it is proposed for Planning staff to coordinate the development of a master plan, including plans, specifications, and recommendations for the open space property. The master plan process will include the analysis of the current use of creekside property, provide opportunities for multi-agency stakeholder involvement, and develop a plan to guide future improvements to the greenway. Consistent with open space planning standards, the emphasis will center on providing low-impact recreational opportunities and enhanced public access, natural resource conservation, watershed restoration, and creek bank stabilization. Following the development of the master plan, creek corridor restoration and trail construction will be completed.</p>			
Strategic Plan Goal			
<p>Goal #3 / Strategy D - Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.</p>			
Operating Budget Impacts			
<p>No impacts</p>			





General Fund - Community Services Department

Capital Project			
Northern Nature Center Feasibility Study			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 25,000	\$ 25,000	\$ -	\$ -
Description	Cost	Funding Source	Amount
Feasibility Study	\$ 25,000	Federal State Contributions & Donations El Paso County - Regional Park Fee	\$ - \$ 25,000
Total:	\$ 25,000	Total:	\$ 25,000
Project Scope			
<p>The El Paso County Parks Master Plan includes the development of a nature center in northern El Paso County. A feasibility study is proposed in 2018 to analyze and evaluate potential locations, partnerships / collaborations, funding sources, estimated construction costs, and long term maintenance and staffing.</p>			
Strategic Plan Goal			
Goal #3 / Strategy D / Objective #4 - Complete a feasibility study for a northern El Paso County nature center.			
Operating Budget Impacts			
No impacts			



COLORADO STATE UNIVERSITY EXTENSION

OVERVIEW

Colorado State University Extension in El Paso County is the bridge between the research-based knowledge developed at Colorado State University and local citizens. Citizens of all ages and backgrounds learn skills in nutrition, promoting better health, skills in agriculture, youth development, and natural resources that enhance the quality of life in El Paso County.

OBJECTIVES

- Expand community education opportunities related to economic development and resilience relevant to agriculture, food safety and Cottage Foods certification.
- Invest in human capital and build community/individual capacity by recruiting, screening, training, managing and retaining effective volunteers to guide, coordinate and deliver CSU Extension programming.
- Expand community partnerships with governmental agencies, non-profits and schools to expand programming, audiences and delivery points throughout El Paso County.
- Implement prevention strategies for youth through 4-H youth development programming targeting urban and rural youth in low income schools in partnership with AmeriCorps.
- Train landscape professionals and property owners in best management practices to reduce unnecessary and improper pesticide use, to conserve and protect natural resources and biota in urban environments.

2018 BUDGET HIGHLIGHTS

- \$1,951 Market Adjustment Pay Increase

PERFORMANCE MEASURES AND OPERATING INDICATORS

- Provide consumer education to 5,000 citizens through classes, demonstrations, media and face-to-face engagement.
- Enroll 50 adults in certification programs to build workforce skills.
- Engage 800 youth in positive youth development programs.
- Train 200 volunteers to provide relevant community education using CSU Extension curriculum.

GOAL 4: CONSISTENTLY SUPPORTS REGIONAL ECONOMIC STRENGTH					
Strategy A: Encourage the growth of existing businesses and recruitment of new businesses.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
5. Expand the Colorado Building Farmers program through the El Paso County CSU Extension Office.	Community Services Department / CSU Extension	CSU Extension provided entrepreneurial business development training programs for agriculture related businesses. Multiple classes were offered in 2017	2017	2017	N/A



BUDGET SUMMARY

CSU EXTENSION - 11250

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Miscellaneous Revenue	-	5,000	-	45,060	-
Total Revenues	\$ -	\$ 5,000	\$ -	\$ 45,060	\$ -

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	99,600	97,296	97,542	136,442	99,493
Operating and Maintenance	63,836	89,882	73,965	97,525	73,965
Charges for Services	3,785	3,571	3,800	3,400	3,800
Intergovernmental	-	(17,000)	-	(17,000)	-
Total Expenditures	\$ 167,222	\$ 173,749	\$ 175,307	\$ 220,367	\$ 177,258

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	3	3	3	-	3
TOTAL FTEs	3	3	3	-	3



ENVIRONMENTAL SERVICES

OVERVIEW

The Environmental Services Division of the El Paso County Community Services Department encompasses Environmental Compliance, Noxious Weeds, Household Hazardous Waste, and Natural Resources. El Paso County embraces our responsibility for environmental stewardship by our commitment to initiating innovative, desirable, and sustainable practices in all environmental disciplines.

OBJECTIVES

- Introduce a computer based system to better track the amount of material coming in and going out of the household hazardous waste facility.
- Streamline data entry for the recycling program.
- Install an electronic sign to provide accurate and current information for the public.
- Update the El Paso County Conservation Easement Program rules and contact information
- Follow-up on the Healthy Parks Happy People partnership with the Park Operations Division to ensure continued mapping, control and treatment of noxious weeds in County parks, trails, and open space.
- Redefine the “Weed Walk” event to become a more interactive program, including hands on education, field work, identification and treatment methods.
- Perform an audit of the Calhan Public Works Fleet facilities to identify any environmental compliance and management system gaps and present corrective action recommendations.

2018 BUDGET HIGHLIGHTS

- \$5,308 Market Adjustment Pay Increase

PERFORMANCE MEASURES AND OPERATING INDICATORS

- Achieve an evaluation score of 4.0 or above from Household Hazardous Waste Facility users
- Notify a minimum of 600 citizens regarding noxious weeds
- Maintain zero compliance violations from State of Colorado environmental regulatory agencies
- Achieve 25,000 users at the Household Hazardous Waste Facility



GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy D: Protect environmental quality including air, land and water.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Expand the neighborhood household hazardous waste collection service that will provide collection opportunities throughout the County.	Community Services Department / Environmental Services	Environmental Services offered 13 household hazardous waste cleanup events in 2017.	2017	2017	N/A
2. Explore the establishment of a regional waste-to-energy system.	Community Services Department / Environmental Services	Environmental Services will complete a literature review and site visits regarding potential regional waste to energy opportunities.	N/A	N/A	2018
3. Continue to work collaboratively with other stakeholders, via the Groundwater Quality Study Committee, to study and protect groundwater quality and identify emerging issues through periodic monitoring, sharing data among stakeholders, and reporting back to the BoCC annually.	El Paso County Public Health/ Environmental Services	The Groundwater Quality Study Committee will continue to review results from the monitoring wells and report back to the BoCC annually.	2017	2017	2018
4. Through the Conditionally Exempt Small Quantity Generators (CESQG), offer intake of materials from neighboring counties with a fee to recover cost-of-services.	Community Services Department / Environmental Services	The County began accepting hazardous waste materials from neighboring counties on a fee to recover costs basis in May, 2017.	May, 2017	May, 2017	N/A



BUDGET SUMMARY

ENVIRONMENTAL SERVICES - UNRESTRICTED

11195

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	10,000	7,500	-	10,000	-
Total Revenues	\$ 10,000	\$ 7,500	\$ -	\$ 10,000	\$ -

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	269,997	259,674	265,700	269,889	271,008
Operating and Maintenance	101,455	111,833	106,984	122,437	106,984
Charges for Services	910	910	1,000	1,000	1,000
Intergovernmental	(794)	-	-	-	-
Total Expenditures	\$ 371,568	\$ 372,417	\$ 373,684	\$ 393,326	\$ 378,992

ENVIRONMENTAL SERVICES - UNRESTRICTED

11197

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	(12,694)	134,848	-	104,286	-
Charges for Services	3,440	20,689	-	-	-
Total Revenues	\$ (9,254)	\$ 155,537	\$ -	\$ 104,286	\$ -

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Operating and Maintenance	7,660	155,256	-	104,286	-
Total Expenditures	\$ 7,660	\$ 155,256	\$ -	\$ 104,286	\$ -

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	5	5	5	-	5
TOTAL FTEs	5	5	5	-	5



VETERANS SERVICES

OVERVIEW

El Paso County Veterans Service Office is responsible for assisting residents who served honorably in the United States Army, Air Force, Coast Guard, Navy, Marine Corps or any other armed service with advise to veterans, their dependents, and their survivors concerning any Veteran Affairs benefits which such person may be, or may have been, entitled to receive under the laws of the United States or the State of Colorado.

OBJECTIVES

- Maintain the El Paso County Veteran Monument at Bear Creek Regional Park through selling pavers and media awareness.
- Expand social media efforts to inform veterans, dependents, and the community of veteran’s interests.
- Continue with the annual Veteran of the Year Awards program that is presented at the Veteran’s Monument at Bear Creek Regional Park.
- Explore expanding the Department of Veteran Affairs work-study program to the Mt. Carmel facility to provide support for the Associate Veteran Service Officer.
- Conduct a Veteran Affairs benefits information workshop.
- Pursue updated training for all staff to access the Department of Veteran Affairs internal systems (VBMS, SHARE, and Direct Upload).
- Reduce reliance on paper claims and submissions by implementing the Department of Veteran Affairs different electronic claims processing procedures.

2018 BUDGET HIGHLIGHTS

- \$14,909 Market Adjustment Pay Increase

PERFORMANCE MEASURES AND OPERATING INDICATORS

- Average a 4.0 or above on customer service evaluations forms
- Average 675 office visits monthly
- Average 70 claims (21-526EZ) per month

GOAL 4: CONSISTENTLY SUPPORTS REGIONAL ECONOMIC STRENGTH					
Strategy B: Support and advocate for a strong federal presence and related businesses.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
3. Deploy resources at the Veteran’s Service Center to support the needs of the growing county veteran population.	Community Services Department / Veteran Services	Veteran Services expanded operations through the Mt. Carmel satellite office and community outreach events.	2017	2017	N/A



BUDGET SUMMARY

VETERAN SERVICES - 11575

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	10,716	16,632	18,960	18,960	23,400
Miscellaneous Revenue	2,335	1,235	-	1,800	-
Total Revenues	\$ 13,051	\$ 17,867	\$ 18,960	\$ 20,760	\$ 23,400

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	343,035	368,693	384,764	384,764	399,673
Operating and Maintenance	22,106	34,842	49,418	51,218	49,418
Charges for Services	-	3,500	4,200	4,200	4,200
Total Expenditures	\$ 365,141	\$ 407,035	\$ 438,382	\$ 440,182	\$ 453,291

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	6	7	7	-	7
TOTAL FTEs	6	7	7	-	7



Leo Martinez, El Paso County 2017 Veteran of the Year



COMMUNITY OUTREACH DIVISION

OVERVIEW

The Community Outreach Division is responsible for Grant Services, Community Outreach Services, and Justice Services (Community Corrections and Pretrial Services). Grant Services is dedicated to assisting County staff through advocating, seeking, developing, securing and managing grants. Community Outreach Services provide awareness, sponsorship, fundraising, and volunteer opportunities to support the sustainability of programs and facility development of our County Parks, Trails, and Open Spaces, Nature Centers and other facilities. Community Corrections provides a cost effective alternative to prison for appropriate offenders while ensuring public safety. The Pretrial Services Program supports community safety efforts and court appearance rates by providing accurate information to the judicial system for pretrial release decisions and structured supervision of defendants while on pretrial status.

OBJECTIVES

- Explore sponsorship opportunities for an electronic sign to be used at the County Fairgrounds complex.
- Assist the Friends of El Paso County Nature Centers and Recreation and Cultural Services staff with a series of fundraising events to help generate \$25,000 from third party funders to support the ongoing operations of the Fountain Creek and Bear Creek Nature Centers.
- Develop a mechanism to distribute key, relevant division statistics, facts and measures to inform the public of specific division highlights and program performance.
- Encourage the growth of Friends Groups for our parks through capacity building, and reinforcement and support.
- Develop, implement and utilize evidence-based decision making tools to improve Justice Services program outcomes.
- Coordinate a social media campaign to highlight the 2018 National Parks and Recreation month.

2018 BUDGET HIGHLIGHTS

- \$70,000 Criminal Justice Planner
- \$300,000 Criminal Justice Planning

PERFORMANCE MEASURES AND OPERATING INDICATORS

- Achieve 25,000 volunteer hours
- Raise \$200,000 from third party funding sources to support CSD programs / services
- Secure six "Partners in the Park" in 2018
- Successfully support 1,400 individuals released on PR Bond with an 80% or greater public safety and/or appearance rate
- Secure \$65,000 in sponsorships to support the successful operation of the 2018 County Fair
- Develop four highly functioning park "Friends" groups



GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy A: Support a high level of public safety to include law enforcement, justice services and prosecution.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Increase and improve Pretrial Services core functions, utilizing standards and procedures recommended by the Colorado Association of Pretrial Services and the National Association of Pretrial Services.	Community Services Department / Justice Services	Completed an assessment of the EPC Pretrial Services Program by the National Institute of Corrections.	April, 2017	April, 2017	N/A
	Community Services Department / Justice Services	Launch upgrades to the Pretrial Services Program based on the assessment.	Fall, 2017	N/A	N/A
2. Develop, implement, and utilize evidenced based decision making tools that aid in the review of community corrections referrals, reduce recidivism rates and increase the effectiveness of alternative sentencing measures.	Community Services Department / Justice Services	Evidenced based decision making tool for diversion referrals was developed and is being piloted by probation officers and the Community Corrections Board.	2017	2017	N/A
8. Re-establish the El Paso County Criminal Justice Coordinating Council to enhance communication and coordination of criminal justice service providers and stakeholders.	Community Services Department / Justice Services	Board of County Commissioners approve the creation of a Criminal Justice Coordinating Council.	June, 2017	June, 2017	N/A
Strategy F: Increase self-sufficiency and reduce reliance on public assistance programs.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
3. Partner with community organizations to expand re-integration recovery programs for formerly incarcerated individuals to effectively re-enter the workforce.	Community Services Department	Created a Criminal Justice Coordinating Council Transition to Workforce Committee.	October, 2017	October, 2017	N/A

BUDGET SUMMARY

COMMUNITY OUTREACH DIVISION - RESTRICTED COMMUNITY CORRECTIONS/JUSTICE SERVICES - 11275, 11276

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	4,749,913	6,894,392	6,322,195	6,322,195	6,659,782
Total Revenues	\$ 4,749,913	\$ 6,894,392	\$ 6,322,195	\$ 6,322,195	\$ 6,659,782
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	80,054	146,228	195,802	198,244	204,389
Operating and Maintenance	6,368,256	6,471,780	6,126,393	6,123,951	6,431,608
Charges for Services	191	-	-	-	-
Intergovernmental	-	-	-	-	23,785
Capital Outlay	-	24,900	-	-	-
Total Expenditures	\$ 6,448,502	\$ 6,642,908	\$ 6,322,195	\$ 6,322,195	\$ 6,659,782



PRE TRIAL SERVICES - 11277

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Charges for Services	68,859	72,839	77,000	77,000	77,000
Total Revenues	\$ 68,859	\$ 72,839	\$ 77,000	\$ 77,000	\$ 77,000

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	73,034	47,494	51,913	53,214	51,913
Operating and Maintenance	7,191	14,049	25,087	23,786	25,087
Total Expenditures	\$ 80,225	\$ 61,543	\$ 77,000	\$ 77,000	\$ 77,000

ALTERNATIVE SENTENCING - 11279

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Charges for Services	-	79,605	71,000	71,000	71,000
Total Revenues	\$ -	\$ 79,605	\$ 71,000	\$ 71,000	\$ 71,000

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	-	65,000	65,000	65,000	65,000
Grants & Contributions	-	12,215	6,000	6,000	6,000
Total Expenditures	\$ -	\$ 77,215	\$ 71,000	\$ 71,000	\$ 71,000

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count - Community Correc	1	2	2	1	3
Total FTE Count - Pre Trial Services	1	1	1	7	8
Total FTE Count - Alternative Sentenc	-	-	-	-	-
TOTAL FTEs	2	3	3	8	11



ECONOMIC DEVELOPMENT DEPARTMENT



DeAnne McCann, Executive Director

PURPOSE STATEMENT

Consistently support regional economic strength.

OVERVIEW

The Economic Development Division is uniquely tasked with a holistic approach to economic development, through diverse incentives for businesses and leveraging federal and state resources for housing and community development. We oversee business, housing and community initiatives throughout El Paso County by providing incentives to encourage and stimulate economic growth and other community opportunities utilizing the Enterprise Zone, Community Development Block Grant program, Housing Authority Trust Fund, private activity bonds and other resources

DIVISIONS

Economic Development
Small Business Development Center

OBJECTIVES

- Encourage employers to invest in their businesses
- Promote redevelopment in distressed areas
- Increase visitors and spending
- Decrease homelessness/improve conditions for the homeless
- Increase affordable and accessible housing
- Promote home ownership



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 4: CONSISTENTLY SUPPORTS REGIONAL ECONOMIC STRENGTH					
Strategy A: Encourage the growth of existing businesses and recruitment of new businesses.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
3. Develop an economic development policy to determine incentive packages under current statutory authority for appropriate businesses or areas.	Economic Development	Develop a Commercial Aeronautical Zone Incentive Package	1	1	N/A
	Economic Development	Develop economic development policy	0	0	1
4. Support and encourage increased employment opportunities by partnering with economic development organizations in marketing, recruitment, and training efforts for businesses, entrepreneurs and target sector employers.	Economic Development	Business Prospect Meetings with local stakeholders	6	13	10
	Economic Development	In conjunction with partners, creation of new on-line resources for job seekers, businesses and prospects	1	2	1
6. Support the expansion of emerging industries in the Pikes Peak Region.	Small Business Development Center	Work with business in the emerging industries of: Energy, Creative, Bioscience, Information Technology, Aerospace	N/A	N/A	31
7. In partnership with community stakeholders, support the revitalization of existing business districts.	Economic Development	Collaborative ventures with local business districts	N/A	N/A	1
	Economic Development	Addition of Enterprise Zone Contribution Projects	N/A	N/A	3
Strategy B: Support and advocate for a strong federal presence and related businesses.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Participate in feasibility studies of rail and freight opportunities.	Economic Development	Completion of Feasibility Study of Industrial Railyard Business Park	1	0	1
2. Promote the National Cyber security Center.	Economic Development	Addition of National Cybersecurity Center (NCC) as an EZ Contribution Project	1	1	N/A
Strategy C: Promote a positive community vision which is attractive to businesses and employees.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
2. Coordinate a Community Economic Development Strategy (CEDS).	Economic Development	Coordination of a regional Community Economic Development Strategy (CEDS)	1	0	1



Strategy D: Expand tourism opportunities and emphasize its impact on the economy.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Engage in a regional Tourism Master Plan.	Economic Development/Budget	Participate in Convention & Visitors Bureau's Destination Master Plan	1	1	N/A
3. Add Enterprise Zone contribution projects that increase tourism.	Economic Development	Addition of EZ Contribution Projects promoting increased tourism	0	1	2

Strategy E: Promote a variety of housing options/opportunities and the region's neighborhoods.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Increase the usage of existing down payment assistance and first-time homebuyer programs for new construction through education and promotion.	Economic Development	Provide Down Payment Assistance through Turnkey Program	400 households	457 households	405
	Economic Development	Issuance of Mortgage Credit Certificates to first-time homebuyers	25 households	39 households	35
2. Advocate and support the Continuum of Care efforts and work with housing partners to decrease homelessness.	Economic Development	Development of permanent supportive housing units	50 units	65 units	50
	Economic Development	Provide assistance to agencies offering emergency rental & utility assistance to prevent homelessness	100 households	655 households	150
	Economic Development	Increase shelter beds	10	14	50
3. Assist in the development of new workforce housing units.	Economic Development	Development of new workforce housing units	200	420 units	150
4. Assist in the development of new and rehabilitation of pre-existing housing inventory to increase accessible housing choices.	Economic Development	Rehabilitation of single family housing stock units	5 units	10 units	5 units
	Economic Development	Rehabilitation of affordable multifamily units	60 units	311 units	60 units

OPERATING INDICATORS				
	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Businesses Certified (Enterprise Zone)	246	251	250	250
Contributions to Zone Projects	3,003	3,472	3,000	3,000
Enterprise Zone Projects	60	60	57	60
Active Affordable Housing Programs/Projects	123	115	120	100
Community Development Block Grant Projects	16	12	15	15



BUDGET SUMMARY

ECONOMIC DEVELOPMENT - 120900, 120910

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	984,518	777,160	1,404,599	1,404,599	954,883
Charges for Services	216,951	331,289	215,250	215,250	245,000
Miscellaneous Revenue	5,913,679	9,480,721	5,934,750	5,934,750	6,755,000
Total Revenues	\$ 7,115,148	\$ 10,589,170	\$ 7,554,599	\$ 7,554,599	\$ 7,954,883
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	114,177	172,925	-	175,000	175,000
Operating and Maintenance	695,806	279,872	481,456	708,172	306,456
Grants & Contributions	6,777,616	9,637,436	7,073,143	7,073,143	6,623,327
Intergovernmental	(434,556)	(480,281)	-	-	850,100
Capital Outlay	-	-	-	342,858	-
Total Expenditures	\$ 7,153,044	\$ 9,609,952	\$ 7,554,599	\$ 8,299,173	\$ 7,954,883

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	5	6	6	-	6
TOTAL FTEs	5	6	6	-	6





PIKES PEAK SMALL BUSINESS DEVELOPMENT CENTER

PURPOSE STATEMENT

The Pikes Peak Small Business Development Center’s (SBDC) purpose is to be the number one statewide business resource for entrepreneurs in Colorado and to help existing and new businesses grow and prosper. In addition, the Pikes Peak SBDC’s mission is to be an effective, efficient, highly regarded resource partner, integrating and furthering the vision of the SBDC network and supporting partners and hosts including El Paso County, the City of Colorado Springs, the Small Business Administration and statewide partners by providing one-on-one business consulting and training to business startups and ongoing businesses in El Paso, Teller and Park Counties

OVERVIEW

The Pikes Peak Small Business Development Center offers business consulting and training that maximizes the economic potential of entrepreneurs within the Pikes Peak region. Our mission is to help existing and new businesses grow and prosper. Our goal at the Small Business Development Center is to help emerging and existing entrepreneurs gain control of their business operations. We provide free guidance and consulting in all aspects of funding and developing small business. We strive to help grow and start businesses. While we cannot eliminate risk, we work to minimize it by helping clients write comprehensive business plans, conduct financial forecasts, strategize marketing tactics, apply for funding, and improve operations.

OBJECTIVES

- The objective of the Small Business Development Center is to foster the successful growth and development of small businesses that result in a positive economic impact.

PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 4: CONSISTENTLY SUPPORTS REGIONAL ECONOMIC STRENGTH					
Strategy A: Encourage the growth of existing businesses and recruitment of new businesses.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
4. Support and encourage increased employment opportunities by partnering with economic development organizations in marketing, recruitment, and training efforts for businesses, entrepreneurs and target sector employers.	Small Business Development Center	Workshops, events, and one-on-one consulting	2,062	3,236	1,792



OPERATING INDICATORS				
	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Client Count	*	*	400	350
Jobs Created	*	*	77	67
Jobs Retained	*	*	66	57
Business Starts	*	*	15	55
Capital Infusion	*	*	\$2,964,377	\$ 2,593,829
Increased Sales	*	*	\$500,000	\$ 437,500
Increased Contracts	*	*	\$165,000	\$ 144,375

*Operating Indicator tracking started in 2017

BUDGET SUMMARY

PIKES PEAK SMALL BUSINESS DEVELOPMENT CENTER - 120935

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	189,217	342,742	155,000	155,000	160,000
Charges for Services	16,193	26,063	13,000	13,000	-
Miscellaneous Revenue	150,975	32,426	171,314	171,314	179,314
Total Revenues	\$ 356,385	\$ 401,231	\$ 339,314	\$ 339,314	\$ 339,314

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	187,231	230,445	241,965	241,965	241,965
Operating and Maintenance	100,840	74,843	67,514	67,514	67,514
Charges for Services	52,307	57,088	29,835	29,835	29,835
Total Expenditures	\$ 340,378	\$ 362,376	\$ 339,314	\$ 339,314	\$ 339,314

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	2	3	3	-	3
TOTAL FTEs	2	3	3	-	3



PLANNING & COMMUNITY DEVELOPMENT DEPARTMENT



Craig Dossey, Executive Director

PURPOSE STATEMENT

The Planning and Community Development (PCD) reviews all new development proposals within the unincorporated area, as well as reviewing associated construction and building permits, for compliance with the zoning, subdivision, and engineering requirements required by state and local laws. PCD staff authorizes building and other permits, reviews construction and drainage plans, inspects public improvements, administers the County's 1041 permit process, and monitors properties for compliance with zoning and ordinance provisions, while processing land use applications as staff to the El Paso County Planning Commission, Board of Adjustment, Board of County Commissioners, and various committees. Staff works with citizens to develop and maintain the County's Master Plan, consisting of a Countywide Policy Plan as well as more focused small area comprehensive plans and specific topical elements such as the Transportation Plan. PCD staff also coordinates with other county departments and neighboring jurisdictions on local and regional planning issues.

OVERVIEW

Land Development Code Administration

PCD is responsible for administering the El Paso County Land Development Code. Administration of the Code includes rendering formal land use interpretations, establishing application requirements, providing technical advice, reviewing applications, providing Code enforcement, issuing administrative permits, and interpreting associated maps and data.

Project Management and Planning Review

Review of zoning, subdivision, and other land use applications by the PCD is performed by a team of technical experts. One half of the team of experts is comprised of the Planning/Project Management staff. Generally, the Planning/Project Management staff review land use applications for compliance with the El Paso County Land Development Code and for general conformance with the El Paso County Master Plan. The staff typically focuses on issues such as water supply, wastewater treatment, use-to-use relationships, landscaping, lighting, parking, signage, and other siting, design, and functional aspects of



development. In addition, staff members within the Planning/Project Management group serve as the primary point of contact for the general public and the development community on all land use applications and are tasked with guiding applications through the County's land use application review process.

Engineering Review

The other half of the team of technical experts providing land use application review services within the PCD is the Engineering group. The Engineering group staff review land use application for compliance with the El Paso County Engineering Criteria Manual and Drainage Criteria Manual, as well as select portions of the Land Development Code. The staff typically focuses on ensuring that the drainage and traffic impacts associated with development can and will be appropriately mitigated. Through this process, the Engineering group plays a key role in ensuring that all public improvements (roads, bridges, detention ponds, etc.) constructed in associated with new development are designed and constructed in accordance with the County's regulations.

Construction Inspections

Following the Engineering group's technical review and the County Engineer's approval of the construction plans for public improvements, the Construction Inspections group works with developers to ensure that all improvements are constructed per the approved plans. The Inspections group provides County oversight on the implementation of grading and erosion control Best Management Practices and on the construction of public infrastructure, such as public roads and drainage facilities. The Inspections group also works closely with the Administrative Services staff to receive, process, and release financial assurances provided by developers which are required to ensure completion of all necessary improvements.

Code Enforcement

The PCD Code Enforcement staff enforces the El Paso County Land Development Code. Depending upon the type of code violation, code enforcement officers contact violators who have been reported by neighbors or have been seen by the Code Enforcement Officer while conducting in-the-field inspections. The PCD Code Enforcement Officers are also responsible for the review of advertising sign permits and inspection of required site improvements prior to authorization of Certificates of Occupancy.

Administrative Services

The PCD Administrative Services staff provides support to all the other groups within the department and function as the initial point of contact at the front counter. The Administrative Services staff also performs detailed review of minor land use applications such as residential site plans, temporary use permits, and other similar applications.

BOARDS AND COMMISSIONS

Planning Commission

The PCD provides technical and administrative support to the El Paso County Planning Commission. The Planning Commission is a volunteer board comprise of citizens appointed by the Board of County Commissioners. The Board of County Commissioners and the Planning Commission are responsible for directing future growth and development within the unincorporated areas of the County. In most cases, the Planning Commission is tasked with making recommendations on subdivision, rezoning, and land use



applications prior to final action by the Board of County Commissioners. The Planning Commission has final action authority over a limited number of applications, including Location Approvals and amendments to the El Paso County Master Plan.

Board of Adjustment

The El Paso County Board of Adjustment is a volunteer citizen board appointed by the Board of County Commissioners and established by resolution pursuant to State Statutes. The Board of Adjustment is responsible for hearing and taking final action on appeals of general relief decisions and dimensional variance applications. The Board may grant or deny variance requests pursuant to the requirements and procedures of the Land Development Code relating to the special physical requirements of the property.

OBJECTIVES

- Continue to provide the general public and the development community with accurate and complete zoning, subdivision, and land use information.
- Routinely process amendment to the El Paso County Land Development Code to ensure that the County's land use regulations are up-to-date and that the regulations reflect the goals and policies of the County.
- Increase efficiency in processing all land use, rezoning, and subdivision applications.
- Continue to function as the primary agency responsible for administering the County's Transportation Impact Fee Program.
- Increase the Department's level of participation on intergovernmental and regional groups and committees, particularly as they relate to issues such as transportation, drainage, water supply, wastewater treatment, and land use compatibility.
- Maintain current staff levels, particularly in the areas of code enforcement and construction inspections.

2018 BUDGET HIGHLIGHTS

- \$54,830 Market Adjustment Pay Increase
- \$122,563 Engineer and Code Enforcement personnel



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 4: CONSISTENTLY SUPPORTS REGIONAL ECONOMIC STRENGTH					
Strategy A: Encourage the growth of existing businesses and recruitment of new businesses.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Partner with local municipalities to identify contrasting development-related standards and requirements and establish a committee that is tasked with proposing and implementing code changes to increase inter-jurisdictional uniformity.	Planning and Community Development	Identify contrasting development standards and requirements	N/A	Provided demo of EDARP to other jurisdictions.	Ongoing coordination in 2018.
	Planning and Community Development	Establish the Committee if there is interest amongst other jurisdictions	N/A	N/A	Complete in 2018, if there is interest amongst other jurisdictions
2. Continue to evaluate and modify the existing regulatory framework and procedures for development in an effort to avoid over-regulation to further promote and enhance a business friendly environment.	Planning and Community Development	Process amendments to the Land Development Code	Amendments presented to BOCC in 2017	The first two (2) phases of a series of amendments are anticipated to be heard by the BOCC on Nov. 28th	Additional Land Development Code amendments presented to the BOCC in 2018

OPERATING INDICATORS				
	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Major Development Applications	360	392	380	377

BUDGET SUMMARY

PLANNING & COMMUNITY DEVELOPMENT - 11525

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Charges for Services	1,428,305	1,470,955	1,297,989	1,297,989	1,451,400
Total Revenues	\$ 1,428,305	\$ 1,470,955	\$ 1,297,989	\$ 1,297,989	\$ 1,451,400
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	1,762,569	1,721,995	1,870,295	1,825,295	2,059,688
Operating and Maintenance	185,298	193,748	178,294	418,294	178,294
Charges for Services	50,260	44,240	21,640	21,640	21,640
Grants & Contributions	12,000	12,000	12,000	12,000	-
Intergovernmental	(7,211)	(9,152)	25,000	(20,000)	25,000
Total Expenditures	\$ 2,002,916	\$ 1,962,832	\$ 2,107,229	\$ 2,257,229	\$ 2,284,622



FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	23	25	27	2	29
TOTAL FTEs	23	25	27	2	29





DETOX

This function reports to Department of Human Services, but is funded by the General Fund.

PURPOSE STATEMENT

The mission of the El Paso County Community Detoxification Facility is to provide a safe and effective continuum of care for citizens in need of substance abuse and addiction treatment services in El Paso County. Through a collaborative approach, assessment, safe detoxification, and encouragement for treatment are emphasized.

DIVISION OVERVIEW

In December of 2017, the El Paso County Social Detoxification Program successfully transitioned to a community partner, Crossroads' Turning Points, Inc.

Historically, the El Paso County Social Detoxification Program has been a unique partnership between El Paso County, the El Paso County Department of Human Services, Aspen Pointe, Penrose Hospital and Memorial Hospital. The program averages 4,800 client admissions per year. Staffs at Detox are trained Certified Addiction or Addiction Counselors and provide services to include withdrawal management, assessment, discharge planning and connection to treatment providers if requested. In addition, El Paso County's Detox Program provides on-site case management that works with clients to address their individual needs regarding housing, substance use disorder treatment, and health care.

DIVISION OBJECTIVES

- Finalize the transition to the community partner, Crossroads' Turning Points.

2018 BUDGET HIGHLIGHTS

- The El Paso county Community Detoxification Facility's budget is created through the year by various resolutions once funding amounts have been finalized with our funding partners.
- 2018 funding is anticipated to be minimal to finalize the transition to the community partner, Crossroads' Turning Points.



PERFORMANCE MEASURES

GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy C: Promote, protect, plan and prepare for public health through active citizen and community partnerships and education.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
5. Support community efforts to combat substance abuse.	Human Services	Support and Maintain a Community Social Detox program available in El Paso County	Continue to operate county detox until 12/31/2017	County continues to operate detox, working to transition to a community partner	Completed
7. Increase treatment opportunities for Community Detox clients immediately following release into the community.	Human Services	Improve access to Substance Abuse Treatment after Discharge	Increase 2016 discharges directly to treatment from detox from 6.9% to 15% by 12/31/17	123/3,064 (4%) of clients have transitioned from detox to community-based substance abuse treatment	Completed
Strategy F: Increase self-sufficiency and reduce reliance on public assistance programs.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
2. Assist citizens in addressing employment barriers related to substance abuse, mental health issues and domestic violence.	Human Services	Increase discharges from Social Detox program into substance abuse treatment from 2% to 4%	0.04	4% (met goal)	Completed

BUDGET SUMMARY

DETOX - RESTRICTED 11274

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	383,809	457,718	-	384,000	-
Miscellaneous Revenue	950,515	981,657	-	1,039,888	-
Total Revenues	\$ 1,334,324	\$ 1,439,375	\$ -	\$ 1,423,888	\$ -
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	1,238,401	1,293,190	-	1,350,416	-
Operating and Maintenance	592,151	588,489	-	658,640	-
Charges for Services	-	145,090	-	145,000	-
Intergovernmental	(556,248)	(556,248)	-	(556,248)	-
Total Expenditures	\$ 1,274,304	\$ 1,470,521	\$ -	\$ 1,597,808	\$ -

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	19	19	19	(19)	-
TOTAL FTEs	19	19	19	(19)	-



HUMAN RESOURCES & RISK MANAGEMENT DEPARTMENT



Andrea McGee, Executive Director

PURPOSE STATEMENT

To serve the citizens of El Paso County by building and supporting a strong, stable workforce fostering an environment of integrity, transparency and dedication to fulfilling and anticipating the needs of the County.

OVERVIEW

Human Resources: Recruitment, employee relations and employment law. They serve as the official custodian of all personnel records and also handle unemployment, FMLA and FLSA compliance and ADA accommodations. This group also handles new hire trainings, background checks and employment verifications.

Compensation: Determines salary and job classifications and participates in salary and position surveys.
Workers Compensation: Handling work related injuries or injuries that occur on the job and helping El Paso County employee's process medical claims.

El Paso County Risk Management: El Paso County Risk Management must plan for the negative consequences of any decision, omission, process, or action by using whatever means feasible to control the chance of financial loss, and by managing and minimizing all financial losses that do occur. The department specifically directs the administration of all self-insurance and insurance programs, liability, property losses, accident investigations, claims subrogation, loss prevention, and litigation management.

OBJECTIVES

- Explore opportunities to improve and enhance retention by recognizing the County's best practices and identifying areas for potential improvement
- Implement an effective training and mentorship program to provide current and future employees with the skills they need to effectively carry out their day-to-day responsibilities
- Expand the El Paso County Apprenticeship and Training Program to provide high quality training by industry professionals



- Plan for future vacancies of positions that are crucial for the operations of the County through training and development of staff, supplemented through external recruiting when needed

2018 BUDGET HIGHLIGHTS

- \$41,292 Market Adjustment Pay Increase

PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 1: MAINTAIN AND PROMOTE A FINANCIALLY SUSTAINABLE COUNTY GOVERNMENT THAT IS TRANSPARENT AND EFFECTIVE					
Strategy B: Invest in human capital by recruiting and retaining employees with competitive compensation, non-monetary incentives, and effectively utilizing volunteer opportunities.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
2. Explore opportunities to improve and enhance employee retention by recognizing the County's best practices and identifying areas for potential improvement.	Human Resources	Ensure compensation structure remains competitive with market data and internally equitable.	N/A	N/A	Proactively analyze/review positions and descriptions to ensure proper classification.
	Human Resources	Proactively identify training needs to develop a training program that addresses areas of improvement.	N/A	N/A	Identify training needs for departments.
3. Implement an effective training and mentorship program to provide current and future employees with the skills they need to effectively carry out their day-to-day responsibilities.	Human Resources	Implemented New Supervisor/Manager Training program. Continue expansion and development of training program through research and identification of training needs.	Offered training to all current and new supervisors/managers	Provided training to all current and new supervisors/managers	Expand and develop current supervisor/manager training program based on identified needs.
4. Expand the El Paso County Apprenticeship and Training Program to provide high-quality training by industry professionals.	Human Resources	Expand internship program to include trades and labor positions.	N/A	N/A	Identify necessary and potential positions and expand program.
5. Plan for future vacancies of positions that are crucial for the operations of the County through training and development of staff, supplemented through external recruiting when needed.	Human Resources	Search and source potential qualified applicants from reputable recruiting platforms.	N/A	N/A	Ongoing - actively search to recruit qualified applicants.
	Human Resources	Develop succession planning concept.	N/A	N/A	In process - development of succession plan.



OPERATING INDICATORS				
	2015 Actual	2016 Actual	2017 Actual	2018 Projected
Employment				
Number of applications processed	27,195	28,920	28,643	28,253
Worker's Compensation				
Number of claims	173	148	153	158
Cost of Claims (thousands)	\$ 986	\$ 1,138	\$ 1,163	\$ 1,096
Risk Management				
Number of safety training seminars	4	4	2	3
Number of personal safety & awareness consultations	10	0	28	13
Number of wellness programs	137	102	65	101
Number of new employee orientations	23	23	23	23
Number of safety training/meetings	50	422	43	172
Number of wellness/safety publications/website information	68	111	112	97
Number of risk management	10	25	24	20
Self-Insurance				
Number of lawsuits/notices of claims	97	68	62	76
Costs (thousands)	\$ 195	\$ 88	\$ 118	\$ 134
Number of property claims	59	167	97	108
Costs (thousands)	\$ 151	\$ 138	\$ 1,011	\$ 433
Number of liability claims	38	35	64	46
Costs (thousands)	\$ 334	\$ 103	\$ 150	\$ 196

BUDGET SUMMARY

HUMAN RESOURCES - 11120

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Miscellaneous Revenue	119	-	-	-	-
No Revenues	-	-	-	-	-
Total Revenues	\$ 119	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	470,918	588,821	1,259,954	1,012,004	1,085,254
Operating and Maintenance	132,552	183,175	192,391	377,000	377,000
Charges for Services	3,192	4,070	4,706	4,500	4,500
Intergovernmental	(95,268)	(50,753)	-	(27,000)	(27,000)
Total Expenditures	\$ 511,395	\$ 725,314	\$ 1,457,051	\$ 1,366,504	\$ 1,439,754

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	-	19	19	2	21
TOTAL FTEs	-	19	19	2	21



PIKES PEAK WORKFORCE CENTER



Traci Marques, Interim Executive Director

PURPOSE STATEMENT

The Pikes Peak Workforce Center (PPWFC) connects vital business with work-ready job seekers and employer-driven services.

Our work supports the El Paso County mission and vision by linking business and education to provide a highly-skilled workforce that drives economic development efforts to attract primary employers to El Paso County directly increasing community prosperity for all who live here.

- Promote the economic vitality of the Pikes Peak Region.
- Remain agile at responding to the emerging needs of a diverse and growing workforce.
- Positively change lives of job seekers through proven training and employment opportunities.
- Remain a valued employer partner that contributes to the bottom line.
- Remain a model for the responsible use of federal funds and a leader in workforce development, organizational effectiveness, and collaborative partnerships.
- Continue to be a great place to work!

OVERVIEW

The Pikes Peak Workforce Center is an American Job Center serving diverse audiences of jobseekers in El Paso and Teller counties. The population of these two counties totals nearly 800,000 individuals. In Program Year 2016, the Pikes Peak Workforce Center served more than 39,000 clients including more than 10,000 veterans and over 1,000 young adults. The Pikes Peak Workforce Center provides no-cost job seeker services from resume assistance, interview training, computer skills training and more. Clients range from entry-level to professional; including youth, adults, and individuals returning to the workforce, the underemployed, and special emphasis on under-served populations. In support of regional employers, the Pikes Peak Workforce Center hosts job fairs, tailored, recruitment and hiring events including candidate sourcing, group and individual pre-employment assessments, provides a job database of searchable candidate profiles and more.

The Pikes Peak Workforce Center promotes regional economic vitality. The organization is committed to responding to the emerging needs of the diverse and growing workforce and changing the lives of jobseekers with proven training and employment opportunities. Pikes Peak Workforce Center employment partners acknowledge the value these services add to their bottom line. The Pikes Peak



Workforce Center has been recognized by the Colorado Department of Labor and Employment as a model for the responsible use of federal funds and a leader in workforce development, organizational effectiveness, and collaborative partnerships.

The Pikes Peak Workforce Center (PPWFC) is certified by the El Paso and Teller County Consortium and the Pikes Peak Workforce Development Board to operate a One-Stop delivery system, and execute the Board's strategy for meeting the challenges outlined below. The term One-Stop delivery system refers to the Workforce Innovation and Opportunity (WIOA) of 2014 and its amendments to the Wagner-Peyser Act for labor exchange services. WIOA is landmark legislation that is designed to strengthen and improve our nation's public workforce system and help get Americans, including youth and those with significant barriers to employment, into high-quality jobs and careers and help employers hire and retain skilled workers.

WIOA brings together, in strategic coordination, the core programs of Federal investment in skill development: 1) employment and training services for adults, dislocated workers, and youth and Wagner-Peyser employment services administered by the Department of Labor (DOL) through formula grants to states; and 2) adult education and literacy programs and Vocational Rehabilitation state grant programs that assist individuals with disabilities in obtaining employment administered by the Department of Education (DoED).

PROGRAMS

The Pikes Peak Workforce Center offers three main programs funded through WIOA: Adult, Dislocated Workers and Youth. Additional discretionary grants serve targeted populations and vary as per grant guidelines.

The *Adult and Dislocated Worker Programs* are designed to provide high quality employment and training services to assist eligible individuals in finding and qualifying for meaningful employment and to help employers find the skilled workforce they need to compete and succeed in business.

The goal of *WIOA Youth Program* is to improve the long-term job prospects of young adults, ages 16 – 24, facing barriers to employment or education by providing career guidance, basic skills, work readiness skills, occupational skills training, and citizenship skills.

OBJECTIVES

- To develop a skilled workforce, empowered to compete in the global economy.
- To create and maintain an environment that attracts, retains, and values a skilled and dynamic workforce.
- To identify regional trends, proactively support employers, ensure success of existing programs, and link all activities to accurate supporting data.
- To advocate use of labor market information available through multiple platforms to include ConnectingColorado.com.
- To partner with and motivate the education system to be more responsive to business needs.
- To embrace the use of technology to accomplish organizational goals to include increased accessibility.



- To increase employer awareness, satisfaction, and partnership with the Pikes Peak Workforce Center.

PERFORMANCE MEASURES AND OPERATING INDICATORS

PERFORMANCE MEASURES			
(green=100% of neg. level)	(blue=80-99% of neg. level)	(red=below 80% of neg. level)	
Latest Wage Data: 06/30/2017	Connecting Colorado reports 11/03/2017		
	Actual	Standard	% of Standard
Adults			
Emp Rate 2nd Qtr After Exit	80	74.9	106.81%
Emp Rate 4th Qtr After Exit	71.88	70.4	102.10%
Median Earnings 2nd Qtr After Exit	\$6,763	\$7,388	91.54%
Credential Attainment by 4 qtrs After exit	82.22	51.9	158.42%
Dislocated Worker			
Emp Rate 2nd Qtr After Exit	88.46	75.6	117.01%
Emp Rate 4th Qtr After Exit	62.5	71.5	87.41%
Median Earnings 2nd Qtr After Exit	\$9,463	\$8,440	112.12%
Credential Attainment by 4 qtrs After exit	73.68	50.0	147.36%
Youth			
Emp Rate 2nd Qtr After Exit	57.58	65.0	88.58%
Emp Rate 4th Qtr After Exit	69.44	56.8	122.25%
Credential Attainment by 4 qtrs After exit	44.44	57.5	77.29%
Wagner-Peyser			
Emp Rate 2nd Qtr After Exit	63.35	52.5	120.67%
Emp Rate 4th Qtr After Exit	61.1	49.2	124.19%
Median Earnings 2nd Qtr After Exit	\$5,177	\$4,871	106.28%



BUDGET SUMMARY

PIKES PEAK WORKFORCE CENTER - 121000-121999

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	6,969,362	7,052,041	7,093,369	7,093,369	6,256,514
Total Revenues	\$ 6,969,362	\$ 7,052,041	\$ 7,093,369	\$ 7,093,369	\$ 6,256,514
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	2,801,560	3,397,312	3,314,878	3,314,878	3,329,770
Operating and Maintenance	1,285,189	747,876	1,670,652	1,670,652	842,623
Charges for Services	1,723,144	1,723,987	876,382	876,382	775,217
Grants & Contributions	1,256,273	1,265,738	1,231,457	1,231,457	1,308,904
Intergovernmental	(96,803)	(100,358)	-	-	-
Capital Outlay	-	17,486	-	-	-
Total Expenditures	\$ 6,969,362	\$ 7,052,041	\$ 7,093,369	\$ 7,093,369	\$ 6,256,514

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	51	51	52	(4)	48
TOTAL FTEs	51	51	52	(4)	48



DEPARTMENT OF PUBLIC WORKS



Jim Reid, Executive Director

PURPOSE STATEMENT

The Department of Public Works (DPW) mission is to protect taxpayer's investments in transportation, fleet, and a more resilient community, through cooperation and competence in emergency management services with integrity and dedication to excellence.

OVERVIEW

DPW consists of a wide variety of responsibilities and duties. The department is responsible for road and storm water construction, fleet purchasing and repair for all departments (except Sheriff's patrol vehicles), and emergency management.

DIVSIONS

Fleet
Office of Emergency Management
Road & Bridge (Fund 2)



FLEET MANAGEMENT

PURPOSE STATEMENT

Provide safe, operational, vehicles and equipment to County departments.

Fleet Management consists of thirty-four full time employees at 3 Maintenance Garages, and 12 Fuel Sites. Fleet maintains 1,197 vehicles and equipment worth \$46 million ranging from landscaping, snow removal, specialized, agricultural and construction equipment and medium/heavy trucks and trailers owned by El Paso County. Assets are spread over 22 County departments.

OBJECTIVES

- Develop specifications for vehicles and equipment to meet the form, fit, and function of the requestor.
- Maintain all assigned assets with a proactive preventive maintenance program, repair services and mobile fuel.
- Implementation of fleet telematics. Provides an electronic vehicle inspection process and real time management of fleet. Improves fleet availability.
- Reduce overall age of fleet from current average age of 14+ years.

2018 BUDGET HIGHLIGHTS

- \$84,069 Market Adjustment Pay Increase





PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 3: MAINTAIN AND IMPROVE THE COUNTY TRANSPORTATION SYSTEM, FACILITIES, INFRASTRUCTURE, AND TECHNOLOGY					
Strategy A: Provide a safe, sustainable, integrated and efficient multi-modal transportation infrastructure system to enhance the region's economy and quality of life.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
5. Implement best available fleet management technology to identify and enhance operational efficiencies and accountability.	Fleet Management Division	Daily / Weekly Fleet Maintenance updates	Dec-17	Ongoing	Dec-18
	Fleet Management Division	Monthly / Annual Operating Costs	Dec-17	Ongoing	Dec-18
11. Implement an Automatic Vehicle Location (AVL) fleet management system.	Fleet Management Division	Daily accurate use of Zonar / Z-Track	Dec-17	Ongoing	Ongoing
12. Evaluate and upgrade snow removal and ice control equipment, techniques and materials.	Fleet Management Division	Snow / Ice Removal Operations	Ongoing	Ongoing	Ongoing
	Fleet Management Division	Implementation of Brine Treatment Solution on County Roads	Acquire equipment	Ongoing	Rollout Q1 Q2 2018



BUDGET SUMMARY

FLEET - 120030, 40203

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Specific Ownership Tax	4,467,380	3,384,252	3,870,000	3,870,000	5,708,439
Sales Taxes	-	-	2,501,351	-	984,200
Intergovernmental	178,002	-	75,000	75,000	75,000
Charges for Services	172,870	140,248	100,000	100,000	100,000
Miscellaneous Revenue	27,229	35,586	25,000	25,000	25,000
Other Financing Sources	166,589	120,357	150,000	150,000	150,000
Total Revenues	\$ 5,012,069	\$ 3,680,443	\$ 6,721,351	\$ 4,220,000	\$ 7,042,639

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	1,673,412	1,669,907	1,877,393	1,877,393	1,961,463
Operating and Maintenance	2,072,552	1,942,217	2,118,731	2,112,835	2,118,731
Charges for Services	1,930,788	991,769	-	5,896	-
Intergovernmental	(5,556,966)	(1,157,125)	-	-	(552,160)
Capital Outlay	4,757,341	2,200,162	2,726,726	2,911,403	2,726,726
Total Expenditures	\$ 4,877,128	\$ 5,646,931	\$ 6,722,850	\$ 6,907,527	\$ 6,254,760

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	32	33	34	-	34



OFFICE OF EMERGENCY MANAGEMENT

PURPOSE STATEMENT

“Building a ready, responsive and resilient El Paso County.”

Serve the citizens of El Paso County by building a more resilient community, through cooperation and competence in emergency management services with integrity and dedication to excellence.

OVERVIEW

The El Paso County Office of Emergency Management (OEM) is a branch of the Department of Public Works of the County. It provides coordination and direction of activities relating to disaster prevention, preparedness, response and recovery to protect the lives of the citizens in our community. OEM is committed to providing comprehensive emergency preparedness, response, and recovery directed by the El Paso County Board of Commissioners.

OBJECTIVES

Readiness

Preparation for emergencies considers all potential hazards, natural or human-caused. Our planning process anticipates future disasters and develops a cooperative process to prevent and mitigate hazards and to organize local actions when a disaster occurs. Training and exercise activities promote collaboration among all levels of government and local organizations to help unite our community and strengthen our abilities to serve to community.

Response

The Emergency Coordination Center (ECC) is a core resource that supports disaster response operations in El Paso County. It is a central coordination point for all emergency support functions, communication, and public information in a disaster. The EOC is also a hub for incident accountability, recordkeeping, reporting, and financial functions for large-scale emergencies.

Recovery

Mitigating the impact of a disaster and coordinating efforts to restore the community is another primary focus of the OEM. Recovery is the longest phase of a disaster. It includes the rapid restoration of public infrastructure such as roads, bridges, and drainages to a useable condition. Then, long-term reconstruction work builds in resiliency to allow the infrastructure to withstand other disasters.

Hazardous Materials

OEM is the Designated Emergency Response Authority (DERA) for unincorporated El Paso County. The DERA is responsible for Hazardous Materials response, training, incident planning and reporting. This includes monitoring Tier II reporting by facilities using hazardous materials and participation in the Local Emergency Planning Committee (LEPC) with local industry and community stakeholders.

2018 BUDGET HIGHLIGHTS

- \$1,470 Market Adjustment Pay Increase



PERFORMANCE MEASURES

GOAL 2: CONTINUE TO ENHANCE THE UNDERSTANDING OF CIVIC SERVICES AND PROMOTE PARTICIPATION, ENGAGEMENT, AND CONFIDENCE IN COUNTY GOVERNMENT					
Strategy D: Expand community partnerships with other government jurisdictions, nonprofit organizations, educational institutions, business community, and citizens.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
4. Establish annual Wildfire Community Preparedness events with stakeholders to encourage residents to complete wildfire prevention improvements on their property.	Office of Emergency Management	Community Wildfire Preparation Day with Fire Districts, Homeowners Assoc., and Municipalities	May - 17 First event, unknown how many HOA's would attend	May - 17 28 HOA's attended	18-May
	Office of Emergency Management	Developing Neighborhood Community Wildfire Preparedness Plans (CWPP)	Not defined	7 attending HOA's completed CWPP in 2017, 45 HOA's now have CWPP's in EPC	10 HOA's complete CWPP in 2018, OEM CERT volunteer will be assigned to HOA's for CWPP





GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy B: Support a high level of community safety and security encompassing emergency management, safe buildings, and partnerships for healthy neighborhoods.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Collaborate with the El Paso County Office of Emergency Management, Humane Society of the Pikes Peak Region, Neighborhood Organizations, Home Owner's Associations, and law enforcement to develop an animal emergency disaster plan.	Office of Emergency Management	Quarterly meeting with Community Animal Response Team (CART)	4 times per year	Met 4 times in 2017	4 times in 2018
	Office of Emergency Management	CART Plan completed in June of 2016	Exercise and Train	Train each month	Continue Training
2. Update and implement the County's Emergency Preparedness Plans including the Communication and Recovery components in cooperation with stakeholders.	Office of Emergency Management	Emergency Operations Plan (EOP)	Complete	Accomplished	N/A
	Office of Emergency Management	Resource Mobilization Plan	Complete	Accomplished	N/A
	Office of Emergency Management	EPC Continuity of Govt. Plan	Complete	Accomplished	N/A
	Office of Emergency Management	Recovery Plan	Developing Draft	Draft Developed	Complete
	Office of Emergency Management	Evacuation Plan	Draft Complete and begin meetings	Draft Developed and scheduled planning meetings	Complete
	Office of Emergency Management	Communication Plan	Developing Draft	Developing Draft	Complete
	Office of Emergency Management	Ready and Resilient Neighborhood Program	Develop and present county-wide	Program is part of all OEM preparedness outreach	N/A
3. Enhance the hazardous materials identification and education program.	Office of Emergency Management Haz Mat Response	Tier II Facility Identification and Assessment	100%	100%	Update for 100%
	Office of Emergency Management Haz Mat Response	Local Emergency Preparedness Committee (LEPC) Administration	County wide Govt / Industry / Public chemical coordination	EPC OEM Administers quarterly meetings	Quarterly meetings

GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy D: Protect environmental quality including air, land and water.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
5. Support the El Paso County Regional Resiliency Collaborative to continue efforts for prevention, mitigation and recovery from fire and flooding issues.	Office of Emergency Management	Monthly meetings as a multi-agency advisory group for OEM	Monthly	Monthly	Monthly
	Office of Emergency Management	Transition from Recovery to prevention, mitigation, and recovery	Name and mission change	Accomplished	Address each component for all-hazards



BUDGET SUMMARY

OFFICE OF EMERGENCY MANAGEMENT - 11060

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Licenses & Permits	-	600	-	-	-
Intergovernmental	40,000	-	-	-	-
Total Revenues	\$ 40,000	\$ 600	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	(238,998)	(49,868)	-	-	-
Operating and Maintenance	104,405	144,475	141,712	141,712	141,712
Charges for Services	5,200	-	-	-	-
Intergovernmental	(98,477)	(97,318)	(141,712)	(141,712)	(141,712)
Total Expenditures	\$ (227,869)	\$ (2,711)	\$ -	\$ -	\$ -

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	7	7	7	2	9
TOTAL FTEs	7	7	7	2	9



PUBLIC WORKS – ROAD & BRIDGE FUND 2

PURPOSE STATEMENT

Manage the County's transportation network. Protect the taxpayer's investment in the infrastructure system that transports people and goods (the road network) and storm-water (the drainage system).

OVERVIEW

The Road and Bridge Department is comprised of two main divisions. Engineering Division's Traffic Engineering, Design, Construction Management, Real Estate and Infrastructure Planning Sections handle all aspects of the transportation and storm water systems from policy and standards to planning to contract project execution. This includes PPRTA projects, other locally funded projects and federally funded projects, surveying, GIS asset management, NPDES permit compliance and obtaining grant funding. The Highway Division handles in-house maintenance and repair of County roads and bridges, drainage, signs and signals, and right-of-way. The Highway Division maintains about 4,360 lane miles of roads and bridges in unincorporated El Paso County. Responsibility includes 266 bridges, about 109,000 linear feet of drainage ditch, over 382,000 feet of drainage pipe, over 24 miles of guardrail, almost 29,000 traffic control signs, 50 traffic signals, 39 warning flashers, 130 streetlights and over 22,000 acres of right-of-way. Maintenance of the infrastructure system is the basic method used to keep it safe, reliable and efficient. Staff completes nearly 3000 Customer Service Requests on an annual basis. On average, the top customer service requests are for grading of gravel roads, potholes and patching on paved roads, sign and signal requests, and drainage problems. Operations such as snow removal, ice control, flood repairs and other emergency response are also conducted to keep the road network and drainage system in good working order. Snow removal plays a major part of highway work related activities during the months of October-May.

OBJECTIVES

- Complete all graveling, chip sealing and dust abatement programs on schedule and within budget
- Provide the best maintenance programs and safest roads with available resources as possible

2018 BUDGET HIGHLIGHTS

- \$386,595 Market Adjustment Pay Increase
- \$6,000,000 Tabor Retention for Road Projects
- \$1,000,000 Invest in High Impact Road Infrastructure



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 1: MAINTAIN AND PROMOTE A FINANCIALLY SUSTAINABLE COUNTY GOVERNMENT THAT IS TRANSPARENT AND EFFECTIVE

Strategy C: Define and allocate ongoing funding streams designated for capital investment and operational needs.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
5. Collaborate with municipalities and community stakeholders to address the issue of storm water management within the region.	Transportation (engineering & Highway)	Coordinating with Fountain Creek Flood Control and Greenway District, as well as CDOT and other municipalities	Ongoing	Ongoing	Ongoing

GOAL 3: MAINTAIN AND IMPROVE THE COUNTY TRANSPORTATION SYSTEM, FACILITIES, INFRASTRUCTURE, AND TECHNOLOGY

Strategy A: Provide a safe, sustainable, integrated and efficient multi-modal transportation infrastructure system to enhance the region's economy and quality of life.

Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
9. Support regional efforts to reduce congestion on I-25 (from Monument to Castle Rock), Hwy 24, Hwy 83, and Hwy 94.	Transportation (engineering & Highway)	Coordinate with CDOT and Douglas County on I-25 widening project	Dec-17	Ongoing	Dec-18
	Transportation (engineering & Highway)	Coordinate with CDOT on various safety improvement projects along US24, SH94, and SH83	Dec-17	Ongoing	Dec-18
10. Support the expansion of public transportation opportunities for County residents.	Transportation (engineering & Highway)	Coordinating with PPACKG on update to the long range plan	Dec-17	Ongoing	Dec-18
13. Improve customer service by combining dispatch services for County Transportation and Security to provide quicker response times and more efficient deployment of staff.	Department of Public Works	Combine dispatch services	Complete	Completed	N/A
14. Support the Pikes Peak Area Council of Government's Non-Motorized Transportation Plan.	Transportation (engineering & Highway)	Coordinate with PPACKG to update long range plan	Ongoing	Ongoing	Ongoing
	Transportation (engineering & Highway)	Support EPC Community Services Department with implementation of funded improvement projects	Ongoing	Ongoing	Ongoing
15. Continue with the design and construction of PPRTA "A" List capital projects.	Transportation (engineering & Highway)	Construction and Design	Ongoing	Ongoing	Ongoing

Strategy C: Provide maintenance and facilities improvements to ensure compliance with policies, programs and regulations; management of space allocation programs; and plans for new construction and renovation of facilities and grounds.

Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
6. As needed, improve infrastructure to support the construction of the Pikes Peak National Cemetery in El Paso County.	Transportation (engineering & Highway)	Coordinate with Planning and Community Development Dept.	Ongoing	Ongoing	Ongoing



OPERATING INDICATORS				
	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Miles of Road Graveled	66	9	9.13	10
Cross Pans Constructed	28	27	27	39
Curb & Gutter Constructed	28,459	41,322	41,322	26,204
LF od Sidewalk Constructed	-	-	46,071	23,830
Pedestrian Curb Ramps Constructed	-	-	92	149
Miles of Road Paved	19	44	44.28	24
Chip Surface Treatment Miles	-	43	43.43	25
Dust Control Applied Miles	123	79	78.58	78
Paved Roads	1,073	1,122	1,112	1,127
Gravel Roads	1,045	1,050	1,050	1,051





BUDGET SUMMARY

ROAD & BRIDGE - FUND 2

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Property Taxes	1,146,027	1,223,282	1,255,464	1,255,464	1,320,239
Specific Ownership Tax	1,202,489	2,600,560	1,800,000	1,800,000	2,380,816
Other Taxes	(2,128)	(2,325)	-	-	-
Intergovernmental	13,518,689	14,566,142	14,183,000	21,625,944	14,464,000
Charges for Services	573,436	503,189	648,000	648,000	500,000
Miscellaneous Revenue	2,713,835	2,958,708	7,000	8,793	-
Other Financing Sources	16,257	-	-	-	6,000,000
Total Revenues	\$ 19,168,604	\$ 21,849,556	\$ 17,893,464	\$ 25,338,201	\$ 24,665,055
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	8,460,225	9,750,299	10,288,895	10,288,895	10,910,168
Operating and Maintenance	6,439,824	5,911,202	6,344,273	18,842,603	5,712,395
Charges for Services	596,545	59,136	296,919	200,591	222,120
Intergovernmental	(717,872)	(798,923)	2,199,000	982,550	2,323,315
Capital Outlay	325,356	1,197,386	488,608	3,809,250	7,438,608
Total Expenditures	\$ 15,104,078	\$ 16,119,101	\$ 19,617,695	\$ 34,123,889	\$ 26,606,606
Estimated Beginning Fund Balance	7,532,381	\$ 11,596,907	\$ 17,327,362	\$ 17,327,362	\$ 8,541,674
Budgeted Changes to Fund Balance	4,064,526	5,730,455	(1,724,231)	(8,785,688)	(1,941,551)
Estimated Ending Fund Balance	\$ 11,596,907	\$ 17,327,362	\$ 15,603,131	\$ 8,541,674	\$ 6,600,123

Road and Bridge fund balance is anticipated to decrease by approximately 22.7%. This is due to spending into fund balance in 2018 of approximately \$1.9 million for expenditures related to Board approved road projects.

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	175	172	181	13	194
TOTAL FTEs	175	172	181	13	194



CAPITAL PROJECTS

Fund 2 - Department of Public Works

Capital Project			
Charter Oak Ranch Road			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 15,666,217	\$ 2,246,562	\$ 1,780,529	\$ 9,519,688
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 2,180,000	Federal	\$ 14,070,673
Construction	\$ 13,486,217	State	
		Contributions & Donations	
		El Paso County	\$ 1,595,544
Total:	\$ 15,666,217	Total:	\$ 15,666,217
Project Scope			
Design and reconstruction of Charter Oak Ranch Road and the Charter Oak Ranch Road / Santa Fe Ave corridors from I-25 to Fort Carson Gate 15 to provide critical access to Fort Carson.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			
			



Fund 2 - Department of Public Works

Capital Project			
Colorado Centre Pedestrian			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 273,700	\$ 273,700	\$ -	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 21,400	Federal	\$ 273,700
Construction	\$ 273,700	State	
		Contributions & Donations	
		El Paso County	\$ 21,400
Total:	\$ 295,100	Total:	\$ 295,100
Project Scope			
Construction/replacements of curbs, gutters and sidewalks to comply with the 1990 Americans With Disabilities Act.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Fund 2 - Department of Public Works

Capital Project			
Falcon Park and Ride/Meridian Extension/U.S. 24 & Meridian Improvements			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 10,890,000	\$ 1,130,439	\$ 9,759,561	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 1,710,000	Federal	\$ 3,555,965
Construction	\$ 9,180,000	State	
		Contributions & Donations	\$ 6,170,847
		El Paso County	\$ 1,163,188
Total:	\$ 10,890,000	Total:	\$ 10,890,000
Project Scope			
Combine three projects to construct a Park & Ride and roadway improvements to the adjacent roadway network including, but not limited to, intersection improvements at U.S. 24/New & Old Meridian Roads and Falcon Highway & extension of New Meridian Road.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Fund 2 - Department of Public Works

Capital Project			
Fountain Mesa, Caballero Dr, Fortman Ave			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 2,164,850	\$ 164,850	\$ 1,000,000	\$ 1,000,000
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 1,000,000	Federal	\$ -
Construction	\$ 1,164,850	State	
		El Paso County (TABOR)	\$ 2,000,000
		El Paso County	\$ 164,850
Total:	\$ 2,164,850	Total:	\$ 2,164,850
Project Scope			
Planning, design and construction of intersection improvements. TABOR Budget Dependent.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			
			



Fund 2 - Department of Public Works

Capital Project			
Galley Road Pedestrian			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 271,000	\$ 271,000	\$ -	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 22,237	Federal	\$ 242,000
Construction	\$ 242,000	State	
		Contributions & Donations	
		El Paso County	\$ 264,237
Total:	\$ 264,237	Total:	\$ 506,237
Project Scope			
This project constructs sidewalks, pedestrian ramps & addresses drainage on Galley Road between SH-21 & US 24 & will be phased for CDBG grant abilities. This initial project phase focuses between SH21 & Hathaway Dr. on the south side of Galley.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Fund 2 - Department of Public Works

Capital Project			
Gleneagle - Struthers Roundabout			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 2,072,630	\$ 1,604,504	\$ 468,126	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 481,332	Federal	\$ -
Construction	\$ 1,591,298	State	
		Contributions & Donations	\$ 572,630
		El Paso County	\$ 1,500,000
Total:	\$ 2,072,630	Total:	\$ 2,072,630
Project Scope			
Design and construction of a roundabout at Struthers/Gleneagle intersection			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Fund 2 - Department of Public Works

Capital Project			
Golden Lane Bridge Replacement			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 828,470	\$ 828,470	\$ -	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 137,770	Federal	\$ 660,083
Construction	\$ 690,700	State	
		Contributions & Donations El Paso County	\$ 168,387
Total:	\$ 828,470	Total:	\$ 828,470
Project Scope			
Design and construction for replacement of the bridge on Golden Lane Road over Fountain Creek.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Fund 2 - Department of Public Works

Capital Project			
Highway 105 Widening			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 24,181,423	\$ 1,800,712	\$ 6,000,000	\$ 16,380,711
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 1,900,000	Federal	\$ 4,608,045
Construction	\$ 22,281,423	State	
		Contributions & Donations	\$ 18,314,000
		El Paso County	\$ 1,259,378
Total:	\$ 24,181,423	Total:	\$ 24,181,423
Project Scope			
Capacity & Safety improvements on CO-105 from I-25 to CO-83 in accordance with CO-105 Corridor Study			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Fund 2 - Department of Public Works

Capital Project			
Las Vegas Bridge Drop Structure			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 3,100,000	\$ 92,038	\$ 3,007,962	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 120,000	Federal	\$ -
Construction	\$ 2,980,000	State	
		Contributions & Donations	
		El Paso County	\$ 3,100,000
Total:	\$ 3,100,000	Total:	\$ 3,100,000
Project Scope			
Design and construct replacement for the failed drop structure on Sand Creek just downstream of the Las Vegas Street Bridge. Dependent on TABOR.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			
			



Fund 2 - Department of Public Works

Capital Project			
Marksheffel & Meadowbrook			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 1,889,262	\$ 164,850	\$ 1,734,412	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 250,000	Federal	\$ -
Construction	\$ 1,649,262	El Paso County (TABOR)	\$ 1,500,000
		Central Marksheffel Metro District	\$ 234,412
		El Paso County	\$ 164,850
Total:	\$ 1,899,262	Total:	\$ 1,899,262
Project Scope			
Conduct study of the existing Marksheffel Road and Meadowbrook Parkway intersection, and design and construct signals & intersection improvements. Central Marksheffel Metro District (CMMD) partner per IGA Resolution 15-424. Tabor Dependent.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Fund 2 - Department of Public Works

Capital Project			
South Academy Overlay			
Total Project Funding Required	Appropriated to Date	FY 2018	Future Funding Needs
\$ 1,336,000	\$ -	\$ 1,336,000	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ -	Federal	\$ -
Construction	\$ 1,336,000	State Contributions & Donations El Paso County (TABOR)	\$ 1,336,000
Total:	\$ 1,336,000	Total:	\$ 1,336,000
Project Scope			
Asphalt overlay on South Academy from SH 115 to B St Ramp. TABOR Dependent.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Fund 2 - Department of Public Works

Capital Project				
Struthers - North Gate Stormwater				
Total Project Funding Required	Appropriated to Date	FY 2018		Future Funding Needs
\$ 2,185,000	\$ -	\$ 400,000		\$ 1,785,000
Description	Cost (estimate)	Funding Source		Amount
Engineering & Design	\$ 400,000	Federal		\$ 1,000,000
Construction	\$ 1,785,000	State Contributions & Donations El Paso County		\$ 1,185,000
Total:	\$ 2,185,000	Total:		\$ 2,185,000
Project Scope				
Address area drainage problems that are erosive, result in unsafe conditions, and cause an undue burden on maintenance resources, and provides a Water Quality Control Measure to treat stormwater before discharging into Smith Creek.				
Strategic Plan Goal				
Goal #3, Strategy A, Objective 10				
Operating Budget Impacts				
No impacts				



ROAD & BRIDGE ESCROW FUND 3

OVERVIEW

This Fund’s purpose is to hold a portion of the property tax for distribution as the share back to municipalities. State law requires that if a county road and bridge fund is funded by property taxes then the county must ‘share back’ half of its property tax collection to the cities and towns within the county.

The Escrow amount is determined by the Business Property (multiplied by a percentage of the mill levy) and the Real Property. The sum of these two amounts gives you the Escrow amount. This is the amount that is shared back to the following cities and towns listed below.

Colorado Springs, Manitou Springs, Green Mountain Falls, Calhan, Fountain, Palmer Lake, Monument, and Ramah

BUDGET SUMMARY

ROAD & BRIDGE ESCROW - FUND 3

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Property Taxes	823,206	878,535	903,998	903,998	970,167
Other Taxes	(1,223)	(426)	-	-	-
Total Revenues	\$ 821,982	\$ 878,109	\$ 903,998	\$ 903,998	\$ 970,167
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Operating and Maintenance	8,252	8,812	93,773	93,773	105,283
Grants & Contributions	813,730	869,227	810,225	810,225	864,884
Total Expenditures	\$ 821,982	\$ 878,040	\$ 903,998	\$ 903,998	\$ 970,167
Estimated Beginning Fund Balance	-	-	69	69	69
Budgeted Changes to Fund Balance	-	69	-	-	-
Estimated Ending Fund Balance	\$ -	\$ 69	\$ 69	\$ 69	\$ 69

There was no significant change to fund balance greater than 10% for Road and Bridge Escrow Fund.



DEPARTMENT OF HUMAN SERVICES FUND 4



Julie Krow, Executive Director

PURPOSE STATEMENT

We strive to protect our most vulnerable citizens while giving them efficient access to the services provided by local, state and federal governments. We aim to keep families together and help them to become self-sufficient. We work closely with community organizations to stretch the safety net we provide even further.

OVERVIEW

Colorado operates as a state supervised, county administered system of programs, with a broad range of programs and services mandated by a long list of state statutes. The Quality Assurance Program helps ensure quality services for all people who come in contact with El Paso County Department of Human Services. It is our commitment to continually improve those services.

OBJECTIVES

- **Child Protection Services**
 - Staff child abuse and neglect reporting hotline, and respond to reports and allegations of child abuse and neglect
 - All referrals are confidential and Colorado Law protects people from liability if they make a report in good faith.
 - Assess families involved in cases and connect to needed services
 - Participate in legal process for court cases that involve dependency and neglect, delinquencies and truancies
 - Work closely with community partners
- **Children, Youth and Family Services (CYFS) Division**
 - Youth and Family Services (YFS) Ongoing
 - Provides services to youth who have committed criminal offenses, are intellectually and developmentally disabled or are experiencing mental health issues
 - Collaborate with community agencies to include Juvenile Justice and Division of Youth Corrections



- Kinship Support Unit, including Family Search and Engagement, locates, assesses, certifies and supports the placement of children with a relative or kin like individual
- Adoption team facilitates the adoption of a legally free child/youth and manages the Relative Guardianship Assistance Program (RGAP)
- The Adoption Unit and County-contracted Child Placement Agencies (CPAs) provide placement for foster care, group home care, treatment or adoption for county children
- Child Placement and Consulting Team (CPACT) makes placement decisions including foster care, group home care, and residential placements of children
- Chafee team coordinates, plans and facilitates events, classes and workshops for eligible youth in DHS custody who are 14- to 18- years-old
- **CYFS Operations**
 - El Paso County Child Support Services can assist parents with establishing paternity, locating an absent parent, obtaining financial and medical support for their child or children, and enforcement of the child support order; Child Support Services works with both the custodial and non-custodial parent
 - Core Services team provides strength-based resources and support to families when children are at risk of out of home placement
 - Utilization Management team reviews congregate care placements and their appropriateness, and acts as liaisons between facilities and caseworkers
 - Family Engagement Meetings plan, coordinate and facilitate different types of meetings involving case workers, families and others involved in cases - Team Decision-making Meeting (TDM), Family Care Meeting (FCM) and Permanency Review Meeting (PRM)
 - Family Visitation Center provides and facilitates supervised visits
 - Data team members are responsible for data extraction and training associated with accurate data entry, and share regular reports with the rest of the division
 - The Center on Fathering offers a continuum of services designed to meet the needs of fathers in our community including education and training, support groups, outreach, and resources and referrals
- **Economic and Family Services Division**
 - Economic Assistance Programs, Staff Development Services, Quality Assurance Services, and Operations Division Services (Facilities)
 - Determine eligibility and manage cases for multiple aid programs including Supplemental Nutrition Assistance Program (SNAP), Colorado Child Care Assistance Program (CCCAP), and Colorado Works/Temporary Assistance for Needy Families (TANF)
 - Initial in-person access to programs available at 13 locations, as well as online or by fax, email and U.S. mail
- **Aging and Adult Services Division**
 - Provides for the safety, well-being, medical and financial needs of at-risk adults who are elderly or disabled
 - Adult Protection Teams receive reports of mistreatment, abuse and neglect; investigate allegations; conduct assessments; collaborate with community partners and law enforcement; and arrange for needed services to reduce risk and improve safety



GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy A: Support a high level of public safety to include law enforcement, justice services and prosecution.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
3. Continue support of the Not One More Child Initiative through training and distribution of child abuse prevention materials to first responders.	Human Services- Child Welfare	Improve Safe Sleep outreach efforts in the community	Meet with 5 or more community partners who are involved with pregnant women and parents	Executive Director has met with Memorial, Penrose, Peak Vista, Westside Cares, and Board of Public Health	Ongoing
	Human Services- Child Welfare	Updated "Not One More Child" information cards and continue to distribution	Distribute cards at 5 or more events	Pinwheel Events, City Council, Manitou Springs, Palmer Lake, Fountain, 2 Sky Sox Games, Fountain, WFC Job Fair	Ongoing
Strategy C: Promote, protect, plan and prepare for public health through active citizen and community partnerships and education.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
3. Convene community partners to implement strategies to reduce teen suicide.	Human Services	DHS Participation in Youth Suicide Prevention Workgroup under the Department of Public Health	Participate in monthly meetings and annual forum	12 monthly meetings and annual forum	Ongoing
	Human Services	DHS Provides attendance and input at monthly Child Fatality Review Team meetings	Participate in monthly meetings	12 monthly meetings	Ongoing
5. Support community efforts to combat substance abuse.	Human Services	Partner with Public Health to implement Communities That Care Grant	Participate in Communities That Care Grant	DHS continues to be an ongoing participant in this effort	Grant ends on 12/31/2018
10. Actively participate in the Age Friendly Colorado Springs Initiative.	Human Service- Aging and Adult	Participate in Pikes Peak Elder Abuse Coalition	Participate in Monthly Meetings	Attended 12 monthly meetings	Ongoing
Strategy F: Increase self-sufficiency and reduce reliance on public assistance programs.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Expand community partnerships to reduce dependency on Department of Human Services (DHS) services.	Human Services	Number of TANF individuals entering employment	Increase the number of TANF individuals entering employment by 20% from 1,416 in 2016 to 1,704 by 12/2017	By 9/2017 DHS was at 1,463 YTD and expects to meet this goal	Ongoing
4. El Paso County will work with community partners to reduce homelessness.	Human Services	County Staff Participate in Pikes Peak Continuum of Care	Twice monthly	Deputy Executive Director attended over 24 meetings, goal met	Ongoing
	Human Services	Placed an eligibility worker in the Dependency and Neglect Court to ensure families have access to resources. Staff members have been available to clients in Domestic Relations courts and the Restraining Order hearings. DHS is working on expanding work with the EPC Criminal Justice Center to provide information during Parole Orientations on the various eligibility programs and how to access benefits and services.	07/01/2017	Met goal	Ongoing



Strategy G: Reduce child abuse, abuse of at-risk youth and adults, elder Abuse, and domestic violence.					
Strategy Objective	Department	Measure	2017		2018
			Target	Actual	Target
1. Increase kinship care placements when children cannot remain at home.	Human Services- Child Welfare	Increase the average number of children in kinship placements from 323 to 339 annually	339	452 as of October 9, 2017 YTD (goal exceeded)	Ongoing
2. Increase caseworker's face-to-face contacts with children in both out-of-home placement and at-home in child protection cases.	Human Services	Maintain face-to-face contacts for child in out of home care and in-home with services from Child Welfare at 96% or better.	96%	In-home percentage is 94.90 or 2,103/2216 and the out of home is 95.81 or 2,221/2318 for the 3 rd. Quarter July-September.	Ongoing
3. Increase services for families to prevent the need for Department of Human Services' involvement.	Human Services	Implement Colorado Community Response program	Meet with Catholic Charities to Implement CCR Grant 3/1/2017	3/1/2017 (goal met), grant activities are ongoing	Ongoing
4. Expand outreach to the adult population including seniors and persons with disabilities.	Human Services-Aging and Adult	Sponsor and Conduct Elder Abuse Trainings throughout the community	Increase Adult Protection Team outreach activities from 12 per year to 20 per year by 12/2017	28 as of 9/17 YTD (goal met)	Ongoing
5. Support programs such as the Not One More Child initiative that trains community partners and citizens to recognize and report concerns of abuse, neglect and exploitation of at-risk children and adults.	Human Services	Improve Safe Sleep outreach efforts in the community	Meet with 5 or more community partners who are involved with pregnant women and parents	Executive Director has met with Memorial, Penrose, Peak Vista, Westside Cares, NOMC, and Board of Public Health	Ongoing
	Human Services	Updated "Not One More Child" information cards and continue to distribution	Distribute cards at 5 or more events	NOMC, Pinwheel Events, City Council, Manitou Springs, Palmer Lake, Fountain, 2 Sky Sox Games, Fountain, WFC Job Fair	Ongoing
6. Work with community partners to reduce domestic violence.	Human Services	Continue to partner with TESSA to have a Domestic violence staff person co-located at DHS with Colorado Works	TESSA Staff is co-located at DHS	Two TESSA Staff are co-located at DHS	Ongoing
	Human Services	Continue to co-locate DHS Caseworkers at El Paso County Sheriff and Colorado Springs Police Department	DHS caseworkers co-located at all CSPD substations and POC at EPCSO	12 staff offsite at Law Enforcement agencies	Ongoing



BUDGET SUMMARY

DEPARTMENT OF HUMAN SERVICES - FUND 4

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Taxes	16,697,088	17,068,742	17,468,834	17,468,834	14,655,563
Intergovernmental	50,254,076	54,213,755	52,612,900	55,907,217	58,014,316
Charges for Services	152,915	155,766	155,766	165,949	155,766
Contributions	43,524	32,777	30,000	30,000	30,000
Total Revenues	\$ 67,147,603	\$ 71,471,040	\$ 70,267,500	\$ 73,572,000	\$ 72,855,645
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	37,602,573	37,572,528	42,797,598	40,547,598	45,527,021
Operating and Maintenance	15,348,599	15,323,376	13,308,720	17,163,220	14,077,417
Charges for Services	2,466,070	6,157,622	1,553,045	3,253,045	5,643,645
Grants & Contributions	11,609,285	13,134,091	14,664,848	14,664,848	13,164,273
Intergovernmental	(1,394,388)	(1,357,634)	(2,331,711)	(2,331,711)	(2,331,711)
Capital Outlay	215,986	19,711	100,000	100,000	-
Total Expenditures	\$ 65,848,125	\$ 70,849,693	\$ 70,092,500	\$ 73,397,000	\$ 76,080,645
Estimated Beginning Fund Balance	1,738,773	3,038,251	3,659,598	3,659,598	3,834,598
Budgeted Changes to Fund Balance	1,299,478	621,347	175,000	175,000	(3,225,000)
Estimated Ending Fund Balance	\$ 3,038,251	\$ 3,659,598	\$ 3,834,598	\$ 3,834,598	\$ 609,598

As part of the countywide plan, the County reduced current year support in effort to utilize a portion of the fund balance.

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	481	512	512	33	545
TOTAL FTEs	481	512	512	33	545



COMMUNITY INVESTMENT (CAPITAL) FUND 6

OVERVIEW

The Community Investment Fund is the County’s Capital Project Fund. This fund accounts for financial resources to be used for the acquisition or construction of major capital projects other than those financed by proprietary funds, as well as payments on the County’s annual lease obligations. Current year lease obligations in the amount of \$14.4 million are held in escrow, restricted externally to be used only for those payments.

BUDGET SUMMARY

COMMUNITY INVESTMENT (CAPITAL) - FUND 6

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Property Taxes	356	1,356	-	-	-
Sales Taxes	10,870,028	11,580,028	10,753,455	11,403,455	12,359,950
Other Taxes	(24,799)	(8,466)	-	-	-
Intergovernmental	5,369,542	4,984,258	-	110,000	-
Miscellaneous Revenue	-	-	-	-	821,079
Other Financing Sources	-	6,550	5,363,393	5,363,393	4,525,558
Total Revenues	\$ 16,215,127	\$ 16,563,725	\$ 16,116,848	\$ 16,876,848	\$ 17,706,587
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Operating and Maintenance	14,094	18,534	20,000	20,000	20,000
Charges for Services	16,467,880	16,270,372	16,096,848	16,746,848	17,686,587
Grants & Contributions	-	413	-	124,712	-
Intergovernmental	-	45	-	-	-
Total Expenditures	\$ 16,481,974	\$ 16,289,364	\$ 16,116,848	\$ 16,891,560	\$ 17,706,587
Estimated Beginning Fund Balance	463,988	\$ 197,141	\$ 471,502	\$ 471,502	\$ 456,790
Budgeted Changes to Fund Balance	(266,847)	274,361	-	(14,712)	-
Estimated Ending Fund Balance	\$ 197,141	\$ 471,502	\$ 471,502	\$ 456,790	\$ 456,790

There was no significant change to fund balance greater than 10% for Community Investment Fund.



DEBT – CERTIFICATE OF PARTICIPATION

El Paso County does not have any debt, as defined by Colorado statutes. Currently, the County has no major capital projects in the Capital Fund. The Financial Road map shows ongoing capital expenditures, which include Information Technology hardware/software, Facilities Major Maintenance Plan, Video System upgrades, Community Services Department Parks Capital Projects, and Department of Public Works Capital Road and Bridge projects. EPC does not issue debt without voter approval as outlined in Tabor (section 54.1.1 of Budget Policy). EPC does have annual lease obligations, and are outlined below.

Certificate of Participation (COP): A financing instrument representing a share in a pledged revenue stream, usually lease payments made by the issuer (County) that are subject to annual appropriation. The Certificate entitles the holder to receive a share, or participation, in the lease payments relating to the acquisition or construction of specific equipment, land, or facilities. Interest payments are due June 1 and December 1. Principal payments are due December 1.

Following are the outstanding COP's for EPC:

During 2004, the County, through the El Paso County Facilities Corporation, issued \$6.97 million in Certificates of Participation, Series 2004, which were dated June 15, 2004. The 2004 certificates carry interest rates ranging from 3.00% to 4.60% and mature December 1, 2004, through December 1, 2018, for CUP.

During 2007, the County, through the El Paso County Facilities Corporation, issued \$77.8 million in Certificates of Participation, Series 2007A, which were dated March 15, 2007. The 2007A certificates carry interest rates ranging from 4.00% to 5.50% and mature December 1, 2007, through December 1, 2029 for Judicial Complex and parking structure.

During 2008, the County, through the El Paso County Facilities Corporation, issued \$2.5 million in Certificates of Participation, Series 2008, which were dated December 15, 2008. The 2008 certificates carry interest rates ranging from 4.00% to 6.50% and mature December 1, 2011 through December 1, 2029 for Department of Human Services.

During 2010, the County, through the El Paso County Facilities Corporation, issued \$55.93 million in Certificates of Participation, Series 2010, which were dated September 30, 2010. The 2010A was for \$47,545,000 and the Series 2010B was for \$8,380,000. The 2010A certificates carry interest rates ranging from 3.59% to 5.81% and mature December 1, 2017, through December 1, 2036. The 2010B certificates carry interest rates ranging from 2.25% to 5.00% and mature December 1, 2011 through December 1, 2016 for County Strategic Moves.

During 2011, the County, through the El Paso County Facilities Corporation, issued \$32.82 million Refunding Certificates of Participation series 2011A, which were dated July 20, 2011 and refund the Certificates of Participation Series 2002B. The 2011A certificates carry interest rates ranging from 2.75% to 5.25% and mature December 1, 2011 through December 1, 2027 for the Criminal Justice Center. The refunded Certificates Series 2002B will become due and payable, in accordance with their terms, until December 1, 2012 at which time all of the remaining 2002B Certificates shall mature or be redeemed at a redemption price.

During 2012, the County, through the El Paso County Facilities Corporation, issued \$12.01million in Certificates of Participation Series 2012, which were dated December 15, 2012. The Series 2012



Certificates carry interest rates ranging from 3.00% to 5.00% and mature December 21, 2023. This refinanced 2003 and Coroner equipment.

During 2016, the County, through the El Paso County Facilities Corporation, issued \$23.25 million in Certificates of Participation Series 2016, which were dated June 7, 2016. The Series 2016 Certificates carry interest rates ranging from 2.00% to 3.00%, and mature December 1, 2029. This refinanced 2007A.

Capital Lease Obligation: An agreement that conveys the right to use property, plant, or equipment, usually for a stated period of time.

During 2014, the County entered into a lease agreement as lessee for financing the JDE System with Oracle America Inc. The lease agreement qualifies as a capital lease for accounting purposes and, therefore, has been recorded at the present value of future minimum lease payments as of the inception date. The first payment on this capital lease was made in February 2015 with a balance of \$1,148,261 as of 2018.

During 2017, the County, through the El Paso county Facilities Corporation, entered into a Direct Loan Series 2017 Lease Purchase agreement in the amount of \$3,889,673 for various Fleet Equipment. The lease purchase will amortize over three years with principal amortizing semi-annually beginning December 1, 2017 with final payment due on June 1, 2020. The balance as of 2018 is \$3,239,672.

Capital Lease Obligation Schedule

	Oracle Lease (Hardware & Software)			Fleet Equipment			TOTAL		
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2015	1,118,799	29,463	1,148,262				1,118,799	29,463	1,148,262
2016	1,115,009	33,254	1,148,262				1,115,009	33,254	1,148,262
2017	1,125,985	22,277	1,148,262	650,000		650,000	1,775,985	22,277	1,798,262
2018	1,137,069	11,192	1,148,261	1,280,413	21,746	1,302,159	2,417,481	32,938	2,450,420
2019				1,271,210	30,949	1,302,159	1,271,210	30,949	1,302,159
2020				625,153	10,202	635,355	625,153	10,202	635,355
	4,496,861	96,186	4,593,047	3,826,775	62,897	3,889,672	8,323,636	159,083	8,482,719



ANNUAL LEASE OBLIGATION SCHEDULES

		Community Investment Fund						Annual Lease Obligation Schedule							
		Series 2004 - CUP		Series 2007A - Judicial Complex/Parking		Series 2008 - DHS		Series 2010 - Strategic Moves							
		Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Federal Subsidy	Total
2017	06/01/17	600,000	27,990	655,980	3,375,000	782,800	4,940,600	100,000	59,759	219,519	1,605,000	1,286,687	4,178,375	(450,341)	3,277,693
	12/01/17		27,990	655,980		782,800	4,940,600		59,759	219,519		1,286,687	4,178,375	(450,341)	3,277,693
2018	06/01/18	630,000	14,490	658,980	2,115,000	698,425	3,511,850	105,000	57,109	219,219	1,640,000	1,257,878	4,155,755	(440,257)	3,275,241
	12/01/18		14,490	658,980		698,425	3,511,850		57,109	219,219		1,257,878	4,155,755	(440,257)	3,275,241
2019	06/01/19				2,200,000	655,050	3,510,100	110,000	54,222	218,444	1,685,000	1,224,832	4,134,663	(428,691)	3,277,281
	12/01/19					655,050	3,510,100		54,222	218,444		1,224,832	4,134,663	(428,691)	3,277,281
2020	06/01/20				2,285,000	611,050	3,507,100	120,000	50,853	221,706	1,730,000	1,189,194	4,108,388	(416,218)	3,275,952
	12/01/20					611,050	3,507,100		50,853	221,706		1,189,194	4,108,388	(416,218)	3,275,952
2021	06/01/21				2,375,000	565,350	3,505,700	125,000	47,178	219,356	1,780,000	1,151,739	4,083,479	(403,109)	3,277,261
	12/01/21					565,350	3,505,700		47,178	219,356		1,151,739	4,083,479	(403,109)	3,277,261
2022	06/01/22				2,485,000	511,913	3,508,825	135,000	43,350	221,700	1,835,000	1,105,637	4,046,275	(386,973)	3,272,328
	12/01/22					511,913	3,508,825		43,350	221,700		1,105,637	4,046,275	(386,973)	3,272,328
2023	06/01/23				2,595,000	456,000	3,507,000	145,000	39,216	223,431	1,900,000	1,058,111	4,016,222	(370,339)	3,275,544
	12/01/23					456,000	3,507,000		39,216	223,431		1,058,111	4,016,222	(370,339)	3,275,544
2024	06/01/24				2,715,000	397,613	3,510,225	150,000	34,775	219,550	1,965,000	1,008,901	3,982,802	(353,115)	3,276,571
	12/01/24					397,613	3,510,225		34,775	219,550		1,008,901	3,982,802	(353,115)	3,276,571
2025	06/01/25				2,840,000	336,525	3,513,050	160,000	29,900	219,800	2,030,000	958,007	3,946,014	(335,303)	3,275,409
	12/01/25					336,525	3,513,050		29,900	219,800		958,007	3,946,014	(335,303)	3,275,409
2026	06/01/26				2,965,000	272,625	3,510,250	170,000	24,700	219,400	2,100,000	905,430	3,910,961	(316,901)	3,277,059
	12/01/26					272,625	3,510,250		24,700	219,400		905,430	3,910,961	(316,901)	3,277,059
2027	06/01/27				3,095,000	205,913	3,506,825	185,000	19,175	223,350	2,180,000	844,425	3,868,851	(295,549)	3,277,753
	12/01/27					205,913	3,506,825		19,175	223,350		844,425	3,868,851	(295,549)	3,277,753
2028	06/01/28				3,230,000	140,144	3,510,288	195,000	13,163	221,325	2,265,000	781,096	3,827,193	(273,384)	3,280,425
	12/01/28					140,144	3,510,288		13,163	221,325		781,096	3,827,193	(273,384)	3,280,425
2029	06/01/29				3,365,000	71,506	3,508,013	210,000	6,825	223,650	2,345,000	715,298	3,775,596	(250,354)	3,274,887
	12/01/29					71,506	3,508,013		6,825	223,650		715,298	3,775,596	(250,354)	3,274,887
2030	06/01/30										2,440,000	647,176	3,734,352	(226,512)	3,281,328
	12/01/30											647,176	3,734,352	(226,512)	3,281,328
2031	06/01/31										2,525,000	576,294	3,677,588	(201,703)	3,274,182
	12/01/31											576,294	3,677,588	(201,703)	3,274,182
2032	06/01/32										2,625,000	503,700	3,632,400	(176,295)	3,279,810
	12/01/32											503,700	3,632,400	(176,295)	3,279,810
2033	06/01/33										2,720,000	428,231	3,576,463	(149,881)	3,276,701
	12/01/33											428,231	3,576,463	(149,881)	3,276,701
2034	06/01/34										2,825,000	350,031	3,525,063	(122,511)	3,280,041
	12/01/34											350,031	3,525,063	(122,511)	3,280,041
2035	06/01/35										2,925,000	268,813	3,462,625	(94,084)	3,274,456
	12/01/35											268,813	3,462,625	(94,084)	3,274,456
2036	06/01/36										6,425,000	184,719	6,794,438	(64,652)	6,665,134
	12/01/36											184,719	6,794,438	(64,652)	6,665,134
		1,230,000	84,960	1,314,960	35,640,000	11,409,825	47,049,825	1,910,000	960,450	2,870,450	47,545,000	32,892,396	80,437,396	(11,512,339)	68,925,058



ANNUAL LEASE OBLIGATION SCHEDULES

		Community Investment Fund				Annual Lease Obligation Schedule				TOTAL			
		Series 2011 - CJC		Series 2012 Refi of 2003 and COR		Series 2016 Refi of 2007A							
		Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
2017	06/01/17	1,855,000	596,981	3,048,963	1,025,000.00	188,900	1,402,800	0.00	251,175	502,350	8,560,000	5,487,905	14,047,905
	12/01/17		596,981			188,900			251,175				
2018	06/01/18	1,950,000	550,606	3,051,213	1,070,000.00	168,400	1,406,800	1,730,000.00	251,175	2,232,350	9,240,000	5,115,652	14,355,652
	12/01/18		501,856			147,000			233,875				
2019	06/01/19	2,055,000	501,856	3,058,713	1,115,000.00	147,000	1,409,000	1,765,000.00	233,875	2,232,750	8,930,000	4,776,287	13,706,287
	12/01/19		471,031			119,125			216,225				
2020	12/01/20	2,115,000	471,031	3,057,063	1,170,000.00	119,125	1,408,250	1,805,000.00	216,225	2,237,450	9,225,000	4,482,521	13,707,521
	06/01/21		418,156			89,875			198,175				
2021	12/01/21	2,210,000	418,156	3,046,313	1,225,000.00	89,875	1,404,750	1,840,000.00	198,175	2,236,350	9,555,000	4,134,730	13,689,730
	06/01/22		361,525			65,375			179,775				
2022	12/01/22	2,320,000	361,525	3,043,050	1,275,000.00	65,375	1,405,750	1,870,000.00	179,775	2,229,550	9,920,000	3,761,203	13,681,203
	06/01/23		300,625			33,500			161,075				
2023	12/01/23	2,440,000	300,625	3,041,250	1,340,000.00	33,500	1,407,000	1,915,000	161,075	2,237,150	10,335,000	3,356,375	13,691,375
	06/01/24		245,575						141,925				
2024	12/01/24	2,555,000	245,575	3,046,150				1,950,000	141,925	2,233,850	9,335,000	2,951,346	12,286,346
	06/01/25		194,475						122,425				
2025	12/01/25	2,655,000	194,475	3,043,950				1,990,000	122,425	2,234,850	9,675,000	2,612,059	12,287,059
	06/01/26		141,375						102,525				
2026	12/01/26	2,760,000	141,375	3,042,750				2,025,000	102,525	2,230,050	10,020,000	2,259,509	12,279,509
	06/01/27		72,375						82,275				
2027	12/01/27	2,895,000	72,375	3,039,750				2,070,000	82,275	2,234,550	10,425,000	1,857,228	12,282,228
	06/01/28								58,988				
2028	12/01/28							2,115,000	58,988	2,232,975	7,805,000	1,440,013	9,245,013
	06/01/29								32,550				
2029	12/01/29							2,170,000	32,550	2,235,100	8,090,000	1,151,650	9,241,650
	06/01/30												
2030	12/01/30										2,440,000	841,328	3,281,328
	06/01/31												
2031	12/01/31										2,525,000	749,182	3,274,182
	06/01/32												
2032	12/01/32										2,625,000	654,810	3,279,810
	06/01/33												
2033	12/01/33										2,720,000	556,701	3,276,701
	06/01/34												
2034	12/01/34										2,825,000	455,041	3,280,041
	06/01/35												
2035	12/01/35										2,925,000	349,456	3,274,456
	06/01/36												
2036	12/01/36	25,810,000	7,709,163	33,519,163	8,220,000	1,624,350	9,844,350	23,245,000	4,064,325	27,309,325	6,425,000	240,134	6,665,134
											143,600,000	47,233,130	190,833,130



SELF-INSURANCE FUND 12

OVERVIEW

El Paso County is essentially self-insured, The Self-Insurance Fund was established to account for the accumulation and allocation of costs associated with insurance claims and administration costs. This is an Internal Service Fund that accounts for the operations that provide services to other departments or agencies of the County, or to other governments, on a cost-reimbursement basis.

BUDGET SUMMARY

SELF-INSURANCE - FUND 12

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Sales Taxes	8,381,395	15,914,377	13,866,064	17,166,064	18,286,430
Other Taxes	(4)	(3)	-	-	-
Intergovernmental	108,146	118,027	100,000	100,000	100,000
Charges for Services	18,169,469	17,468,336	19,816,482	19,816,482	22,561,921
Miscellaneous Revenue	37,860	65,135	-	-	-
Other Financing Sources	66,814	2,193,895	85,000	292,622	85,000
Total Revenues	\$ 26,763,680	\$ 35,759,768	\$ 33,867,546	\$ 37,375,168	\$ 41,033,351
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	18,492,368	21,155,348	22,195,840	24,780,840	25,750,844
Operating and Maintenance	8,604,407	9,225,352	7,878,500	9,861,659	9,808,550
Charges for Services	1,359,422	1,403,052	1,373,660	1,437,110	1,914,349
Grants & Contributions	1,471,426	1,548,501	2,385,450	2,911,072	1,817,409
Capital Outlay	145,162	-	-	-	-
Total Expenditures	\$ 30,072,786	\$ 33,332,253	\$ 33,833,450	\$ 38,990,681	\$ 39,291,152
Estimated Beginning Fund Balance	10,275,010	\$ 6,965,904	\$ 9,393,419	\$ 9,393,419	\$ 7,777,906
Budgeted Changes to Fund Balance	(3,309,106)	2,427,515	34,096	(1,615,513)	1,742,199
Estimated Ending Fund Balance	\$ 6,965,904	\$ 9,393,419	\$ 9,427,515	\$ 7,777,906	\$ 9,520,105

Self-Insurance fund balance is anticipated to increase by 22.40%. During 2017, the General Fund transferred \$3.3 million of sales tax and \$208 thousand of Insurance Recoveries to the Self Insurance Fund to address increased prescription costs, medical claims, medical services, and risk insurance claims. The 2018 Original Adopted Budget incorporates higher sales taxes and charges for services anticipating increased claim costs from 2017.



CONSERVATION TRUST FUND 15

OVERVIEW

Conservation Trust Funds are the portion of Lottery proceeds constitutionally mandated to be distributed to local governments, based on population, for acquiring and maintaining parks, open space and recreational facilities. CTF is distributed quarterly on a per capita basis. This is a Special Revenue Fund that accounts for the proceeds of specific revenues other than for major capital projects that are legally restricted to expenditures for specified purposes.

BUDGET SUMMARY

CONSERVATION TRUST - FUND 15

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	1,286,580	1,511,298	1,351,230	1,351,230	1,373,259
Miscellaneous Revenue	307	2,275	1,000	1,000	1,000
Total Revenues	\$ 1,286,887	\$ 1,513,573	\$ 1,352,230	\$ 1,352,230	\$ 1,374,259
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	1,164,587	1,107,782	1,180,378	1,170,678	1,217,407
Operating and Maintenance	202,011	180,197	171,400	181,100	156,400
Charges for Services	452	1,702	452	452	452
Grants & Contributions	-	26,442	-	206,735	-
Capital Outlay	98,571	-	-	86,823	-
Total Expenditures	\$ 1,465,621	\$ 1,316,124	\$ 1,352,230	\$ 1,645,788	\$ 1,374,259
Estimated Beginning Fund Balance	777,873	\$ 599,139	\$ 796,588	\$ 796,588	\$ 503,030
Budgeted Changes to Fund Balance	(178,734)	197,449	-	(293,558)	-
Estimated Ending Fund Balance	\$ 599,139	\$ 796,588	\$ 796,588	\$ 503,030	\$ 503,030

There was no significant change to fund balance greater than 10% for Conservation Trust Fund.

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	16	16	16	-	16
TOTAL FTEs	16	16	16	-	16



SCHOOLS TRUST FUND 19

OVERVIEW

The School Trust Fund is a Private Purpose Trust Fund which accounts for resources collected from developers of new subdivisions to provide for the purchase and development of additional parks and for distribution to school districts.

BUDGET SUMMARY

SCHOOLS TRUST - FUND 19

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	128,757	52,459	100,000	100,000	100,000
Total Revenues	\$ 128,757	\$ 52,459	\$ 100,000	\$ 100,000	\$ 100,000
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Grants & Contributions	233,792	78,823	100,000	100,000	100,000
Total Expenditures	\$ 233,792	\$ 78,823	\$ 100,000	\$ 100,000	\$ 100,000
Estimated Beginning Fund Balance	246,557	\$ 141,522	\$ 115,158	\$ 115,158	\$ 115,158
Budgeted Changes to Fund Balance	(105,035)	(26,364)	-	-	-
Estimated Ending Fund Balance	\$ 141,522	\$ 115,158	\$ 115,158	\$ 115,158	\$ 115,158

There was no significant change to fund balance greater than 10% for School Trust Fund.



HOUSEHOLD HAZARDOUS WASTE MANAGEMENT FUND 22

OVERVIEW

As part of the Community Services Department, The Household Hazardous Waste Management Fund has been established by the Board of County Commissioners to collect tipping fees at privately owned landfills within the County. The funds are appropriated for waste management and landfill diversion activities staff, and equipment necessary for proper hazardous waste disposal and recycling within the County. This is a restricted fund authorized by COLORADO REVISED STATUTES 30-20-115. This is an Enterprise Fund that accounts for activities for which a fee is charged to external users for good and services.

OPERATING INDICATORS

OPERATING INDICATORS				
	2015 Actual	2016 Actual	2017 Estimated	2018 Projected
Household chemical waste programs/days open	257	263	267	270
Yard waste collection programs/days	88	86	84	88
Black Forest wildfire mitigation mulch programs	154	148	150	152

BUDGET SUMMARY

HOUSEHOLD HAZARDOUS WASTE MANAGEMENT - FUND 22

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Charges for Services	1,050,929	1,157,249	1,033,000	1,033,000	1,065,167
Miscellaneous Revenue	61,493	53,585	48,886	48,886	49,500
Total Revenues	\$ 1,112,422	\$ 1,210,834	\$ 1,081,886	\$ 1,081,886	\$ 1,114,667
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Personnel	386,519	408,610	418,959	432,559	436,126
Operating and Maintenance	482,735	564,530	560,408	629,308	558,408
Charges for Services	90,128	95,161	102,519	121,019	102,519
Intergovernmental	-	-	-	-	17,614
Capital Outlay	23,999	80,805	-	-	-
Total Expenditures	\$ 983,381	\$ 1,149,106	\$ 1,081,886	\$ 1,182,886	\$ 1,114,667
Estimated Beginning Fund Balance	640,912	\$ 769,953	\$ 831,681	\$ 831,681	\$ 730,681
Budgeted Changes to Fund Balance	129,041	61,728	-	(101,000)	-
Estimated Ending Fund Balance	\$ 769,953	\$ 831,681	\$ 831,681	\$ 730,681	\$ 730,681

There was no significant change to fund balance greater than 10% for House Hold Hazardous Waste Fund.



FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2015	2016	2017	2017 Revised	2018
Total FTE Count	4	4	4	-	4
TOTAL FTEs	4	4	4	-	4





LOCAL IMPROVEMENT DISTRICTS FUND 74 & 75

OVERVIEW

The Local Improvement District Funds are Agency Funds that are custodial in nature and do not present results of operations or have a measurement focus. These funds are used to account for assets held by the County as an agent for individuals, private organizations, other governments, and/or other funds.

Rancho Colorado Agency Fund bonds were issued to finance infrastructure improvements such as roads, drainage facilities, and water/sanitation facilities.

Falcon Vista Acquisition Fund was established in 2008 and bonds were issued to finance acquisitions, construction, and installation of certain public improvement districts within Falcon Vista subdivision.

BUDGET SUMMARY

RANCHO COLORADO LID - FUND 74

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Miscellaneous Revenue	1	-	-	-	-
No Revenues	-	-	-	-	-
Total Revenues	\$ 1	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
No Expenditures	-	-	-	-	-
Total Expenditures	\$ -				
Estimated Beginning Fund Balance	89	\$ 90	\$ 90	\$ 90	\$ 90
Budgeted Changes to Fund Balance	1	-	-	-	-
Estimated Ending Fund Balance	\$ 90				

Fund 74 closed out in 2016.



FALCON VISTA ACQUISITION LID - FUND 75

REVENUES					
Revenues by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Intergovernmental	125,314	159,163	140,000	140,000	138,500
Miscellaneous Revenue	196	837	-	-	1,500
Total Revenues	\$ 125,510	\$ 160,000	\$ 140,000	\$ 140,000	\$ 140,000
EXPENDITURES					
Expenditures by Category	2015 Actual	2016 Actual	2017 OAB	2017 Revised	2018 OAB
Charges for Services	2,320	2,827	5,000	5,000	5,000
Non-Operating Expense	93,570	181,193	135,000	135,000	135,000
Total Expenditures	\$ 95,889	\$ 184,020	\$ 140,000	\$ 140,000	\$ 140,000
Estimated Beginning Fund Balance	102,971	\$ 132,591	\$ 108,571	\$ 108,571	\$ 108,571
Budgeted Changes to Fund Balance	29,620	(24,020)	-	-	-
Estimated Ending Fund Balance	\$ 132,591	\$ 108,571	\$ 108,571	\$ 108,571	\$ 108,571

There was no significant change to fund balance greater than 10% for LIDS Fund 75.



V. DEMOGRAPHIC & STATISTICAL SECTION



STAFFING

FULL-TIME EQUIVALENT POSITIONS (FTE'S)					
Department/Division/Office	2015 Authorized	2016 Authorized	2017 Authorized	2017 Adj +/-	2018 Authorized
Elected Offices					
County Commissioners	5	5	5	-	5
County Assessor	53	53	53	-	53
County Clerk & Recorder - Operations	31	31	31	(6)	25
Motor Vehicle	73	82	85	5	90
Elections	10	10	10	-	10
Driver's Licenses	8	8	8	1	9
Recording	11	11	11	-	11
Clerk to the Board	3	3	3	-	3
County Coroner	21	22	23	2	25
County Sheriff - Operations	245	243	233	(107)	126
Detentions	354	354	340	112	452
Fountain Dispatch	-	-	12	-	12
Work Release	8	8	8	-	8
Gateway	5	5	4	-	4
Concealed Handgun Program	5	5	5	-	5
800 MHz	1	1	-	2	2
Reintegration and Recovery (Unres w/Benefits)	2	2	4	-	4
Restricted - PR Bond	1	1	-	-	-
Restricted - VALE/VOCA	2	2	2	1	3
Restricted - Public Safety Tax	131	192	192	-	192
Unrestricted General Fund - Frozen	12	12	-	-	-
County Treasurer	19	19	19	-	19
Public - Trustee	6	6	6	-	6
County Attorney - General Fund	10	11	11	2	13
Department of Human Services	21	23	23	3	26
District Attorney - EPC Funded	203	207	212	1	213
Teller County Funded	4	4	4	-	4
Grant Funded	8	8	8	-	8
BoCC Administration	2	2	1	2	3
Human Resources & Risk Management Department	-	17	19	2	21
Planning and Community Development Department	23	25	27	2	29



FULL-TIME EQUIVALENT POSITIONS (FTE'S), Continued					
Department/Division	2015 Authorized	2016 Authorized	2017 Authorized	2017 Adj +/-	2018 Authorized
Department of Human Services					
Human Services - General	480	492	511	33	544
Senior Services	1	1	1	-	1
Restricted - Detox	19	19	19	(19)	-
Financial Services Department					
Budget	15	16	20	-	20
Finance	47	47	50	1	51
Employee Benefits/Medical Services	23	6	7	-	7
Procurement and Contracts	7	9	9	-	9
Public Information Office Department	9	9	11	-	11
Information Technology Department	72	75	74	(1)	73
Economic Development Department					
Economic Development	5	6	6	-	6
Small Business Development Center	2	3	3	-	3
Facilities & Strategic Infrastructure Mgmt Department					
Facilities	53	53	53	6	59
Security & Parking	34	37	41	1	42
Fire and Flood Recovery	3	4	-	-	-
Community Development Department (CSD)					
Parks and Community Resources	16	19	21	2	23
Parks Special Events - Fair	1	2	2	-	2
Environmental Services	5	5	5	-	5
Justice Services/Community Corrections	1	2	2	1	3
PR Bond Program	-	-	1	7	8
CSU Extension	3	3	3	-	3
Veterans Services	6	7	7	-	7
Parks - Restricted Conservation Trust	16	16	16	-	16
Household Hazardous Waste	4	4	4	-	4
Public Works Department (DPW)					
Fleet Services	32	33	34	-	34
Road and Bridge	169	172	181	13	194
Office of Emergency Management (OEM)	7	7	7	2	9
Facilities - American Disabilities Act (ADA)	-	-	-	3	3
Other					
Health and Environment	137	138	142	6	148
Pikes Peak Workforce Center	51	51	52	(4)	48
Pension Trust/Retirement	2	2	2	1	3
TOTAL FTE's	2,497	2,610	2,643	74	2,717

Department FTE additions totaled 137; however moves between departments and reductions totaling 211 also occurred making the overall FTE increase 74 as identified in the table above. The major additions are as follows:

- Department of Human Services had an increase of 33 FTE's for additional child welfare caseworkers and Core Services program administration personnel



- Road & Bridge had an increase of 13 FTE's for Highway, Signal Techs, Inspectors, Safety, Engineering and new American Disabilities Act (ADA) department
- Personal Recognizance (PR) Bond Program had an increase of 7 FTE's for Pretrial Services and a Criminal Justice Planner
- Sheriff's Office had an increase of 8 FTE's for the Detentions unit
- Facilities had an increase of 6 FTE's
- Health & Environment had an increase of 6 FTE's



STATISTICAL INFORMATION

El Paso County Demographic and Economic Indicators

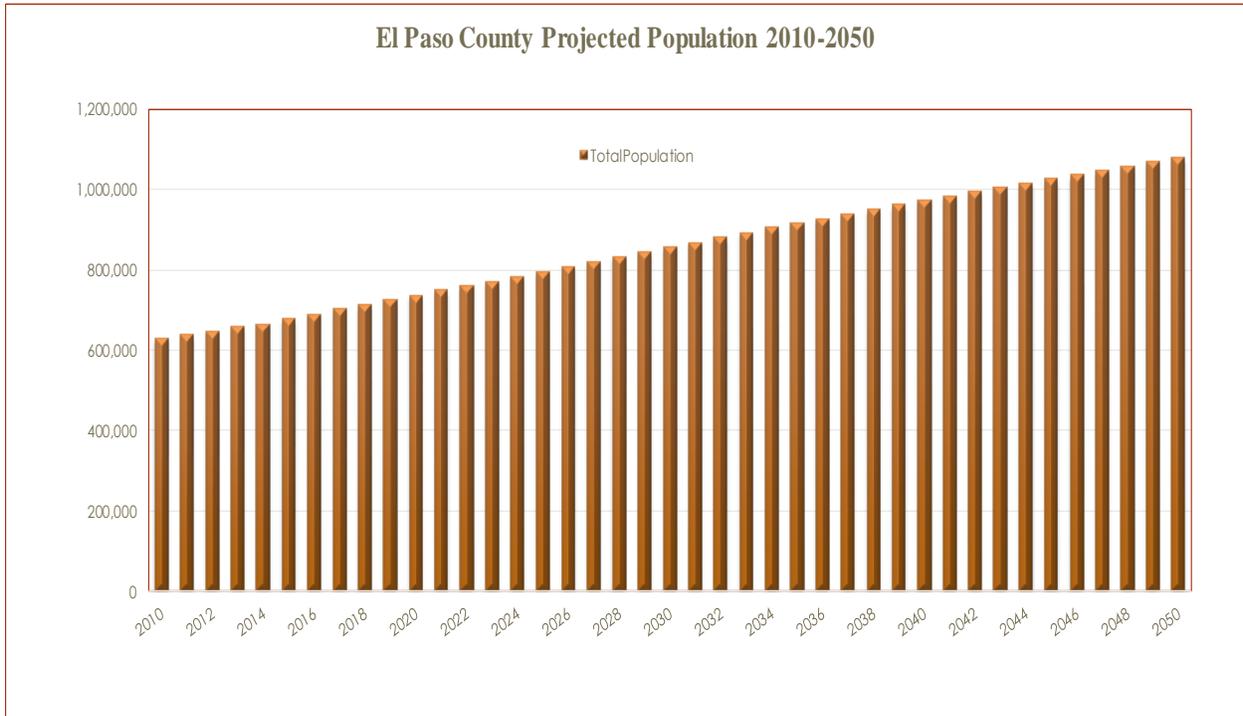
Median Household Income (in 2016 dollars)	\$60,219
Median Value of Owner –Occupied Housing Units 2012-2016	\$227,000
Households 2012-2016	249,279
High School Graduate or Higher, percent of age 25+ 2012-2016	93.9%
Bachelor’s Degree or Higher, percent of age 25+ 2012-2016	36.6%
Total Employer Establishments 2015	16,522
Total Employment 2015	226,876
Mean Travel Time to Work (minutes) age 16+ 2012-2016	22.4

Source: Unites States Census Bureau

El Paso County Demographics

RACE	2015	2016	2017
American Indian non Hispanic	7,969	8,105	8,248
Asian non Hispanic	27,460	28,586	29,771
Black non Hispanic	43,493	44,367	45,280
Hispanic	110,144	113,856	117,748
White non Hispanic	485,563	489,665	493,921
Total	674,630	684,579	694,967

Source: Colorado Departemtn of Local Affairs

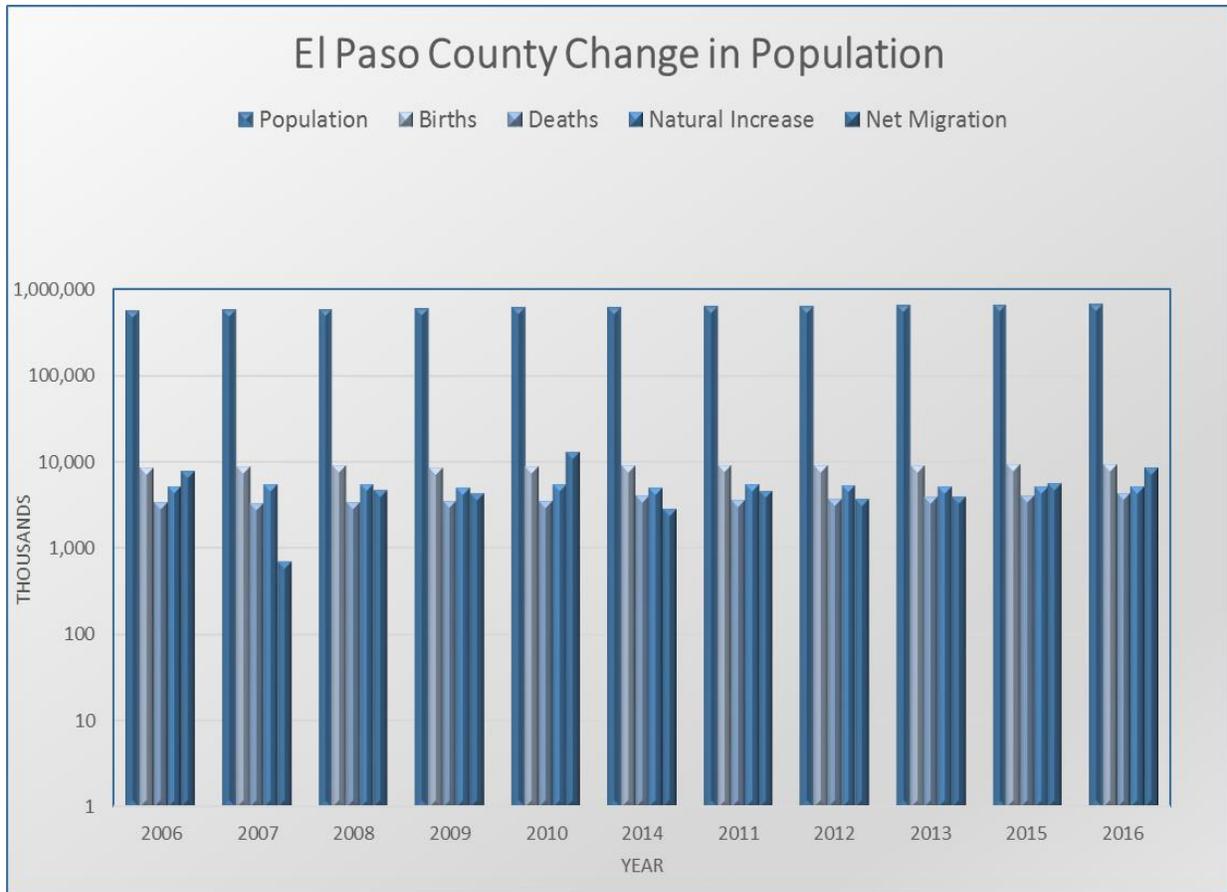


Source: Colorado Department of Local Affairs

El Paso County - Labor Force Participation by Age 2011-2018

AGE	2011	2012	2013	2014	2015	2016	2017	2018
16 to 19	15,590.46	15,364.08	14,953.93	14,582.87	14,096.27	14,073.93	14,064.45	14,128.62
20 to 24	27,808.15	29,171.39	31,191.63	33,969.81	35,534.34	36,745.32	36,905.36	36,623.12
25 to 34	61,932.83	63,260.46	64,229.99	65,230.36	66,271.76	67,491.95	69,682.61	72,561.89
35 to 44	62,583.01	62,065.36	61,799.28	62,087.97	62,595.30	63,006.03	64,038.14	65,327.84
45 to 54	77,336.54	76,207.57	74,948.36	73,935.51	72,415.23	71,266.64	69,769.56	68,005.09
55 to 64	48,865.39	50,484.52	52,213.80	54,179.20	56,383.55	58,293.32	59,981.56	59,981.56
65 and over	11,868.95	13,090.55	14,305.61	15,478.72	16,711.29	17,964.39	19,110.07	19,110.07

Source: Colorado Department of Local Affairs



Source: Colorado Department of Local Affairs

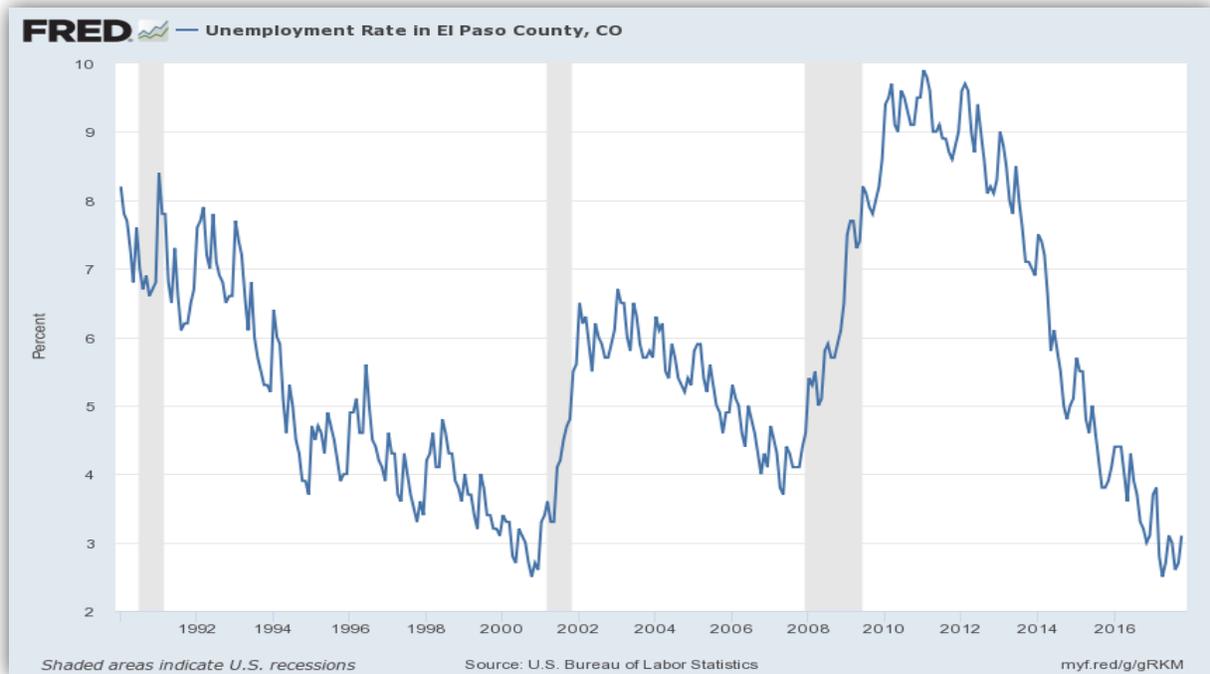
El Paso County and Municipalities Population 2010-2016							
Area Name	2010	2011	2012	2013	2014	2015	2016
COLORADO STATE	5,050,332	5,119,538	5,191,086	5,268,413	5,350,118	5,448,055	5,538,180
EL PASO	627,232	638,289	647,446	656,981	665,052	676,178	690,207
Calhan	780	798	805	808	809	830	840
Colorado Springs	420,714	427,799	433,723	438,795	444,465	451,718	460,953
Fountain	25,888	26,574	27,223	28,037	28,489	28,997	29,581
Grn Mtn. Falls (Part)	780	801	807	815	820	824	843
Manitou Springs	5,001	5,134	5,207	5,284	5,288	5,385	5,509
Monument	5,541	5,695	5,781	5,875	5,973	6,093	6,241
Palmer Lake	2,423	2,488	2,523	2,562	2,602	2,650	2,710
Ramah	123	126	126	127	127	128	129
Unincorp. Area	165,982	168,874	171,251	174,678	176,479	179,553	183,401

Source: Colorado Department of Local Affairs



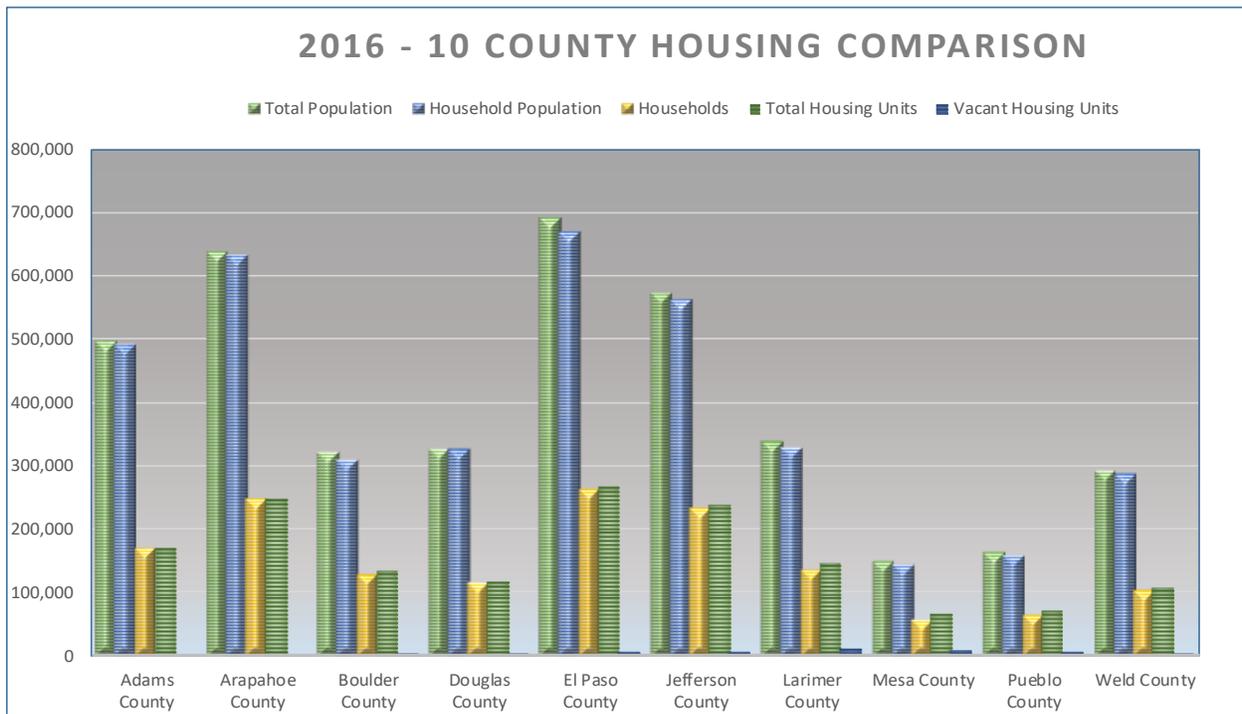
El Paso County 2012-2016 Median Household Income				
Subject	Households Estimate	Families Estimate	Married-couple families Estimate	Nonfamily households Estimate
Total	249,279	170,814	132,592	78,465
Less than \$10,000	5.2%	3.3%	0.9%	10.6%
\$10,000 to \$14,999	3.8%	2.1%	1.0%	8.0%
\$15,000 to \$24,999	9.2%	6.0%	3.9%	16.7%
\$25,000 to \$34,999	9.4%	7.4%	5.9%	14.3%
\$35,000 to \$49,999	13.5%	12.3%	10.7%	16.7%
\$50,000 to \$74,999	19.3%	19.7%	20.0%	17.3%
\$75,000 to \$99,999	13.6%	15.9%	17.7%	7.8%
\$100,000 to \$149,999	15.3%	19.1%	22.5%	5.9%
\$150,000 to \$199,999	6.1%	8.0%	9.7%	1.4%
\$200,000 or more	4.7%	6.2%	7.6%	1.3%
Median income (dollars)	60,219	73,569	84,818	35,339

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates



Source: US Bureau of Labor Statistics. Federal Resource Economic Data (FRED)

Historical Unemployment Rate in El Paso County



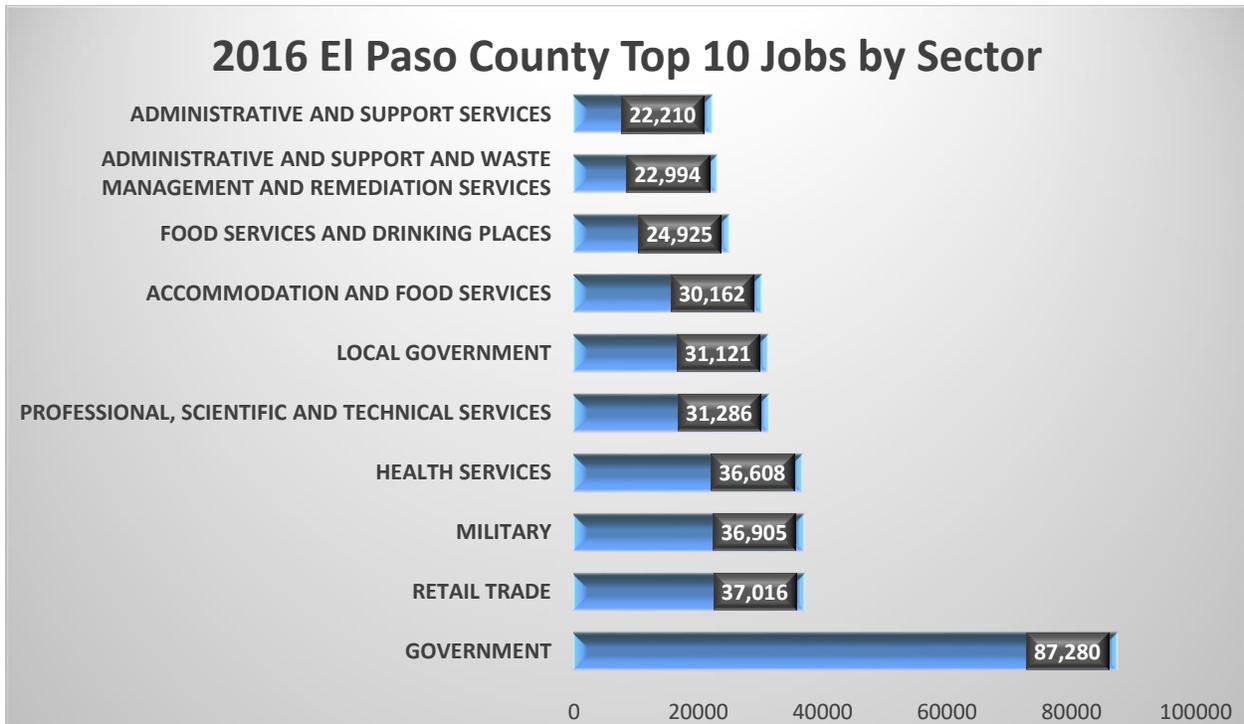
Source: Colorado Department of Local Affairs



El Paso County - Municipalities 2016

PLACE	Total Population	Household Population	Total Housing Units	Occupied Housing Units	Vacant Housing Units
Calhan	840	840	358	334	24
Colorado Springs	460,953	450,876	189,151	185,059	4,092
Fountain	29,581	29,581	10,241	9,985	256
Green Mtn. Falls (Part)	843	819	576	411	165
Manitou Springs	5,509	5,476	2,948	2,765	183
Monument	6,241	6,241	2,030	2,030	0
Palmer Lake	2,710	2,707	1,154	1,070	84
Ramah	129	129	68	59	9
Unincorp. Area	183,401	172,857	61,211	60,047	1,164

Source: Colorado Department of Local Affairs



Source: Colorado Department of Local Affairs



VI. GLOSSARY SECTION



GLOSSARY

A

Abatement: A term referring to the refund of previously paid property taxes due to over valuation of property.

Accounting Period: A period at the end of which and for which financial statements are prepared (typically a month or a year).

Accrual Basis: The basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of revenue or the payment of the expenditure may take place, in whole or in part, in another accounting period.

Accrual: An accounting method that reports income when earned and expenses when incurred.

Activity: A specific service performed by one or more units of government.

Actual - Actual refers to the expenditures and/or revenues that are actually realized; as opposed to those that are forecasted or budgeted.

Ad Valorem: According to value.

Adopted Budget: Refers to the budget amounts originally approved by the Board of County Commissioners at the beginning of the budget year and the budget document, which consolidates all beginning-of-the-year operating appropriations.

Agency: A governmental or quasi-governmental unit which provides services to residents of the county but is not part of the county government, per se. An agency may be linked to county government by an intergovernmental agreement or may be formed pursuant to an intergovernmental agreement.

Agenda Item (BoCC) – Any item scheduled to be reviewed/approved by the BoCC at a scheduled meeting.

Allocations: A part of a lump-sum appropriation which is designated for expenditure by specific organization units and/or for special purposes, activities or objects.

Amended Budget: Budget which includes changes to the Adopted Budget that are approved by the Board of County Commissioners and transfers within the authority of management.

Appropriated Reserves: The amount of fund balance used to supplement revenues required to fund appropriated expenditures.

Appropriated Budget: The expenditure authority created by the Appropriation Ordinance and related estimated revenues. The Appropriated Budget would include all reserves, transfers, allocations, and other legally authorized legislative changes.

Appropriation: The legal authorization granted by the Board of County Commissioners which allows the departments, offices and agencies of the county 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 Resolution: The appropriation resolution is the means whereby the Board of County Commissioners enacts the appropriation, making it legal. The act of adopting the budget does not include legal authority to spend. In order to spend an appropriation resolution must also be approved outlining the expenditures proposed in the adopted budget.



Assess: To establish an official property value for taxation.

Assessed Valuation: A valuation set upon real estate and/or other property as a basis for levying taxes.

Asset: A resource owned or controlled by the county, which has monetary value. An asset is either current or fixed. A current asset is typically consumed within one year, such as cash, accounts receivable, and inventories. A fixed asset provides benefit for more than one year, such as equipment, buildings, and open space properties.

Audit: A methodical examination conducted by a private accounting firm, of the utilization of the county's resources. An audit tests the accounting system to determine the extent to which internal accounting controls are both available and being used. The audit concludes with a written report of findings called the Auditor's Opinion.

Authorized Position: A position (job, FTE) authorized by the Board of County Commissioners as part of the annual adopted budget.

B

Balanced Budget: A budget where current operating expenditures do not exceed current operating revenues plus unreserved and available fund balance for each individual fund subject to appropriation. Per state statute, the county is required to adopt a balanced budget each year.

Base Budget: An estimate of funding to continue existing programs at current levels of service prepared by each department or office during the budget development process.

Basis of Accounting: A term used to refer to when revenues, expenditures, and transfers (and the related assets and liabilities) are recognized in the accounts and reported in the financial statements.

Benchmarking: Comparing desired performance and results against a relative standard.

Board of County Commissioners (BoCC): the board is composed of a five-member group of publicly elected officials. They are the main policy makers and financial stewards of the county.

Budget: An annual policy document, financial plan, operations guide, and communications device, containing estimated revenues and expenditures. The budget, once adopted by the Board of County Commissioners, is the legal basis for expenditures in the budget year.

Budget Calendar: A timetable showing when particular tasks must be completed in order for the Board of County Commissioners to adopt the annual budget before the beginning of the next fiscal year.

Budget Development Process: The annual cycle in which the county prepares the annual budget for adoption.

Budget Message: Written overview of the budget addressed to the Board of County Commissioners. The budget message contains an explanation of principal budget items, significant changes from the previous fiscal year, summaries of major issues impacting the budget, and challenges facing the county.

Budgetary Basis: The basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: generally accepted accounting principles (GAAP), cash, or modified accrual.



Budgetary Control: The control or management of a government in accordance with an approved budget to monitor and control expenditures within the limitations of approved appropriations and available revenues.

C

Capital Budget: A plan of proposed capital expenditures for buildings, drainage, parks, streets, trails, etc. and their funding sources. The capital budget is enacted as part of the county's annual budget. Remaining project balances are carried over into future years, if needed, until project completion.

Capital Expenditures: Expenditures resulting in the acquisition of or addition to the county's fixed asset inventory.

Capital Lease: An agreement that conveys the right to use property, plant, or equipment, usually for a stated period of time.

Capital Outlay: Those purchases of \$5,000 or more, which become a new fixed asset of the county.

Capital Project: A major capital construction project, such as those related to buildings, drainage, streets, trails, etc., included in the CIP or Road & Bridge Fund. Capital projects tend to have significant costs and have useful lives of many years.

Certificate of Participation (COP): A financing instrument representing a share in a pledged revenue stream, usually lease payments made by the issuer (County) that are subject to annual appropriation. The certificate entitles the holder to receive a share, or participation, in the lease payments relating to the acquisition or construction of specific equipment, land, or facilities.

Committed Fund Balance: Amount that can be used for specific purposes determined by formal action of the Board of County Commissioners. Commitments may be established, modified, or rescinded, only through resolutions approved by the BoCC.

Community Development Block Grant (CDBG): A U.S. Department of Housing and Urban Development grant program. The program was first enacted in 1974 to provide funds to state and local agencies to support housing, economic development, health and human services, and planning and administration.

Community Investment Project Fund (CIP): A fund created to account for the revenues and expenditures related to capital projects. Also referred to the Capital Fund.

Community Services Block Grant (CSBG): A U.S. Department of Health and Human Services grant program. The program was first enacted in 1981 to provide funds to state and local agencies to support efforts that reduce poverty, revitalize low-income communities, and lead to self-sufficiency among low-income families and individuals.

Comprehensive Annual Financial Report (CAFR): An annual financial report issued by state and local governments. The CAFR has three parts: an introductory section, a financial section, and a statistical section. CAFR requirements are largely shaped by the Governmental Accounting Standards Board (GASB), which is the authoritative source for governmental Generally Accepted Accounting Principles (GAAP).

Contingency: A possible future event or condition arising from causes unknown or at present indeterminable.



Charges for Services Expenditures: Charges for services include various contracted services (professional consulting, auditing, advertising, legal, and printing, security, delivery, vehicle repair and maintenance, and building rental).

Charges for Services Revenue: A revenue category comprised of revenue generated from services the county provides to residents and other entities. Services that are charged for include motor vehicle registrations, document recording, and insurance, Sheriff Academy, County Fair, Coroner Autopsies, and District Attorney Services.

Colorado Local Government Budget Law: In preparing an annual budget, all Colorado counties must follow the provisions of Title 29, Article 1, Part 1 of the Colorado Revised Statutes, which defines the legal requirements for budget format, content, and cover; budget hearing and adoption; appropriation resolution/ordinance; filing the budget; and changing the budget.

Contingency: An appropriation of funds to cover unforeseen events or emergencies that may occur during the year. TABOR requires this fund to have an amount equal to three percent of non-Federal expenditures.

Cost Allocation Plan: Identification, accumulation and distribution of costs relative to the provision of those services, along with the methods used.

Cost Center: A responsibility center within the government organization.

D

Debt: An obligation resulting from the borrowing of money or from the purchase of goods and services. A government's debts can include bonds, leases, and notes. Debt instruments are used to finance projects with high capital costs and long useful lives.

Deficit: The excess of expenditures and other financing uses over revenues and other financing sources during an accounting period.

Department: An organizational unit within the county government that is under the direction of non-elected county management staff.

Depreciation: A financial mechanism to allocate the cost of a capital item over its service life. A decrease in an asset's value due to wear and tear, decay, or decline in price. Through this process, the entire cost on an asset is ultimately charged off as an expense over its service life.

Designated Fund Balance (Reserves): Portions of fund balance that are set aside for a specific purpose and which are, therefore, not available for general appropriation (except for that specific purpose).

E

Earmarked Funds: Funds dedicated for a specific program or purpose, such as state or federal grants earmarked for particular types of projects or programs.

Elected Official: An official elected by El Paso County voters to manage an elected county office.

Emergency: An emergency is defined as 1) an act of God, 2) public enemy, or 3) something which could not have been reasonably foreseen at the time of the adoption in the budget. For the purpose of TABOR, this is further restricted to exclude economic conditions, or revenue shortfalls.



Encumbrance: 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 the actual liability is set up.

Expenditure: A decrease in net financial resources due to payments made by the county for goods or services, such as personnel, supplies, and equipment.

F

Fiduciary Fund: A fund consisting of resources received and held by the county as trustee or as an agent for other governmental units, private organizations, or individuals, to be expended or invested in accordance with the conditions of the trust.

Fiscal Year: A period of any 12 consecutive months to which the budget applies. El Paso County's fiscal year is January 1 through December 31.

Fixed Asset: As required by the State of Colorado, all items that are in use more than one year and valued at a level approved by a local government (at El Paso County the amount is \$5,000) should be recorded as a fixed asset of the entity.

Full Time Equivalent (FTE): Numeric equivalent of one person occupying one employment position for one year (equivalent of 2,080 hours or 52 forty-hour weeks).

Full Time Employee (FTE): In EPC, only Full Time benefit eligible positions are considered FTE's. No part-time or temporary are part of this count.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities, 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: The excess of assets over liabilities. Fund balance is accumulated when revenues exceed expenditures and is decreased when revenues are less than expenditures.

Fund Type: Any one of seven categories into which all funds are classified in governmental accounting. The seven fund types are general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

G

General Fund: A fund used to account for all transactions of a governmental unit which are not accounted for in another fund. The General Fund is used to account for the ordinary operations of a governmental unit which are financed from taxes and other general revenues.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time.

Governmental Accounting Standards Board (GASB): Is the source of generally accepted accounting principles (GAAP) used by state and local governments in the United States.

Government Finance Officers Association (GFOA): Professional association of state, provincial and local finance officers in the United States and Canada.



Governmental Funds: Funds generally used to account for tax-supported activities. Examples of governmental funds are the General Fund and Capital Projects Fund.

Governmental Services Expenditures: Governmental services include grants made to other institutions, economic incentives, and sales tax share back payments to cities.

Grant: A contribution of assets (usually cash) by one government unit or other organization to another. The contribution is usually made to aid in the support of a specific function (for example, education), but it is sometimes also for general purposes.

H

Highway User Tax Fund (HUTF): The major source of state revenue for CDOT is the Highway Users Tax Fund (HUTF). Almost three-fourths of the HUTF is funded through Colorado's motor fuel tax, which is 22 cents per gallon of gasoline and 20.5 cents per gallon of diesel fuel. The remaining funding is collected through motor vehicle registration fees, surcharges, license fees, and traffic citation fines. Under the HUTF state law, transportation revenue is split between CDOT, counties, and cities.

I

Inflation: As defined by Colorado TABOR, it is the percentage change in the Denver/Boulder Bureau of Labor Statistics' consumer price index for all items, all urban consumers, or its successor index.

Infrastructure: Public domain fixed assets such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, lighting systems, and similar assets that are immovable.

Intergovernmental Agreement (IGA): A signed agreement between two or more governmental units, and approved by their governing bodies, that provides for the exchange of goods or services between the governments.

Intergovernmental Revenue: A revenue category comprised of intergovernmental and grant funds received from federal and state governments and other jurisdictions for designated purposes.

Intergovernmental Expenditures: Grants, entitlements and cost reimbursements from the county to other local governments, entities, authorities, or organizations.

Investments: Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or lease payments.

L

Lease-Purchase Agreements: Contractual agreements which are termed "leases," but which in substance amount to purchase contracts for equipment, land or buildings.

Level of Service: Used generally to define existing or current services, programs, activities and/or facilities provided by a government to its citizens. Level of service in any given department or office may be increased, decreased, or remain constant, depending upon needs, alternatives, productivity, and available resources. To continue a given level of service into future years assumes that objectives, goals, quantity and quality of the service will remain unchanged.

Levy: To impose taxes, special assessments, or user fees for the support of governmental activities (verb). The total amount of taxes, special assessments, or user fees imposed by a government (noun).



Liability: A debt or other legal obligation arising out of a transaction in the past which must be liquidated, renewed, or refunded at some future date.

Local Growth: A TABOR definition for a non-school district where a net percentage change in actual value of all real property in a district from construction of taxable real property improvements, minus destruction of similar improvements and additions to, minus deletions from taxable real property. This is also referred to as net new construction.

M

Mandated Services: Services that the state or federal governments require the county to perform for which no revenue or partial revenue is provided to the county.

Maintenance of Effort (MOE): A requirement placed on many federally funded grant programs to demonstrate that the level of state and local funding remains constant from year to year.

Memorandum of Understanding (MOU): Bilateral or multilateral agreement between two or more parties.

Mill Levy: The rate of property taxation. A mill is one-tenth of a cent (\$.001). A mill levy is expressed as one dollar per one thousand dollars of assessed valuation.

Miscellaneous Revenue: A revenue category comprised of items that do not easily fit into one of the other defined revenue categories. Miscellaneous revenue includes insurance recovery of losses, bank charges, contributions and donations, rents received for use of county buildings, telecomm reimbursements, gain/loss on sale of investments, and proceeds from sale of assets.

N

Net Property Tax: The gross amount of property tax minus the budgeted non-collection amount. The anticipated received amount is the working amount of property tax revenue used in the budgeting process.

Net Working Capital: Current assets less current liabilities.

Nonspendable Fund Balance: Amounts that cannot be spent either because they are in nonspendable from or because they are legally or contractually required to be maintained intact.

O

Object Account: As used in expenditure classification, this term applies to the article purchased or the service obtained (as distinguished from the results obtained from expenditures).

Office: Offices are generally managed by elected county officials.

Operations & Maintenance (O&M) Expenditures: O&M expenditures include utility expenses (gas, electricity, water, and telephone), operating and office supplies, employee training and education, computers and software licensing, and minor equipment.

Operating Budget: Budget that accounts for the costs of carrying on activities that do not meet the criteria for capitalization.

Operating Capital: Vehicle, equipment or furniture costing more than \$5,000 with a life of more than one year.

Other Financing Sources: Financial resource increases not typically classified as revenues in compliance with GAAP to avoid the distortion of revenue trends, but are other resources used to fund



government purchases and services. Resources such as the issuance of debt, lease proceeds, interfund transfers, and proceeds from the sale of assets, insurance proceeds and payments on demand bonds reported as fund liabilities are coded to a separate area of the financial statements.

Other Financing Uses: Financial outlays not typically classified as expenditures for GAAP purposes, but represent decreases in current financial resources to fund certain activities such as issuance discounts on long-term debt, refunding transactions, interfund transfers and the reclassification so demand bonds as a fund liability. These transactions are reported on a separate area of the financial statements to avoid distorting expenditure trends.

P

Personnel Expenditures: One of six major categories of expenditures used in the El Paso County budgetary system. Personnel expenditures include all salaries and benefit costs for full-time, part-time, and temporary employees of the county.

Program: Specific (or like group) activities or organizational units directed at attaining specific purposes or objectives.

Program Based Budget: A budget wherein expenditures are based primarily on programs of work and secondarily on character and object.

Property Tax: An annual tax levied on all real and personal property, based on assessed valuation and the mill levy, in compliance with state and local statutes. An El Paso County resident's total property taxes paid are comprised of county, municipal, school district, and other special district portions.

Proposed Budget: A budget recommended by the Financial and Administrative Officer (the Budget Officer) to the Board of County Commissioners.

Public Hearing: A meeting to which El Paso County residents are invited for purposes of providing input and comments.

R

Reimbursement: Cash or other assets received as a repayment of the cost of work or services performed or of other expenditures made for or on behalf of another governmental unit or department or for an individual, firm or corporation.

Requested Budget: A budget submitted by each department or office which identifies needs or desires for the following year.

Reserves: An unappropriated source of funding that can be utilized to meet unexpected budgetary needs.

Resolution: A special or temporary order of the Board of County Commissioners usually requiring more legal formality than an ordinance or statute.

Restricted Fund Balance: Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions, or by enabling legislation.

Revenue: An item or source of income, such as income from taxes, fees, grants, and interest earnings.

S

Sales Tax: A tax based on the sales price of retail goods and services. The buyer pays the tax at the time of the sale, and the outlet remits it to the state or other taxing authority. Total sales tax paid by a buyer



represents shares that are remitted to the State of Colorado, the county, any applicable municipality, and other special districts.

Special District (Use tax): An independent unit of local government organized to perform a single or related number of governmental functions. Special districts usually have the power to incur debt and to levy taxes. Special districts include recreation districts, fire protection districts, local improvement districts, water and sanitation districts, etc.

Special Revenue Fund (SRF): A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Specific Ownership Taxes: Specific ownership tax is a property or ad valorem tax levied in addition to sales (or use) taxes on a motor vehicle and is paid annually when a vehicle is registered within the county.

T

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

Taxpayer Bill of Rights (TABOR): An amendment to the Colorado Constitution that establishes limits on revenue growth for State political subdivisions.

Transfers: 1) Interfund transfers: are internal transactions only and do not represent actual outflow from the county. They represent one fund sending cash to another fund. Interfund transfers done without regard to repayment or an equivalent exchange of value. 2) Interdepartmental Transfers: are transfers between departments. If within the same fund, they are intrafund transfers and eliminated for financial reporting, but not budgetary reporting.

U

Unassigned Fund Balance: Amounts that are available for any purpose; these amounts are reported only in the General Fund.

Unincorporated El Paso County: Those portions of the county that are not part of any incorporated municipality.

Unrestricted Fund Balance: Total of committed, assigned, and unassigned balances

W

Working Capital: Also known as net working capital, is a financial measurement that shows the operating liquidity available to a business. It is calculated as current assets minus current liabilities.



VII. APPENDIX SECTION



APPENDIX A

BUDGET POLICY

Document: AFS-2016-P01	Title: Budget Process Policy	BoCC Approval: June 28, 2016
Effective Date: June 28, 2016	Reviewed By: Sherri Cassidy, County Controller Lori Cleaton, Budget Manager Nikki Simmons, Finance Manager	Reassessment: Annually
Standard: Local Government Budget Law of Colorado Revised Statutes (C.R.S. §29-1-101 through 115)	Approved By: Nicola Sapp, Chief Financial and Administrative Officer	Administration Approval: June 13, 2016

Mandate: The El Paso County Board of County Commissioners (BoCC) has the authority and responsibility to adopt and oversee implementation of a budget approving the use of public funds for the operation of all County functions. In preparing its budget, El Paso County (EPC) follows the provisions of the Local Government Budget Law of Colorado and all budgets are adopted on a basis consistent with U.S. Generally Accepted Accounting Principles (GAAP). The State law requires the adoption of an annual budget by all Colorado counties. Colorado state law (C.R.S Title 29) specifies requirements that must be followed in budgeting.

Purpose: This policy replaces budgetary and financial related resolutions, 05-345, 09-453, and 15-513, and is designed to provide the public, BoCC, appointed and elected officials and department directors with an understanding of the EPC Annual Budget Process and the associated governing statutes and regulations.

Scope: All EPC employees, officials, and agents are required to adhere to all statutory requirements and use this policy when administering the annual budget process. EPC functions on a calendar year (CY) for its financial reporting which begins January 1st and ends December 31st. Additionally EPC receives other sources of funds, which operate on varying fiscal years (FY). For example, the state of Colorado’s FY is July 1st to June 30th and the Federal FY is October 1st to September 30th. This must be taken into account when determining the EPC budget.

Responsibilities: Per C.R.S 29-1-104, the BoCC is required to designate or appoint a person to prepare the budget and submit it to the BoCC. This person is designated as the “Budget Officer”. The Preliminary Balanced Budget (PBB) must be presented to the BoCC no later than October 15th of each year by the Budget Officer for EPC. The Budget Officer



will work with all elected and appointed officials and department heads on behalf of the BoCC to prepare the proposed budget.

- 1.0 **Statutory Deadlines and Requirements** – EPC must follow the requirements of the "Local Government Budget Law of Colorado," Title 29, Article 1, Part 1 (Appendix C). Additional statutory deadlines for the submittal of the entire budget are due by January 31st of the budget year to the state of Colorado (please refer to Appendix D from the Colorado Department of Local Affairs (DOLA) for specific deadline dates).
- 2.0 **Adoption of the Original Adopted Budget (OAB)** – In order to be in compliance with the deadlines and requirements, EPC's Budget Policy uses the following basic parameters.
 - 2.1 The proposed budget must be balanced. Specifically, no budget shall provide for expenditures in excess of available revenues and beginning fund balances.
 - 2.2 The budget must be separated into funds. The expenditure data must show the objects of expenditure and anticipated revenue data must show its different sources.
 - 2.3 The budget must show a beginning fund balance, anticipated revenue, expenditures and ending fund balance.
 - 2.4 The Budget Officer must present a Preliminary Balanced Budget (PBB) to the BoCC by October 15th.
 - 2.5 A notice of Budget must be published.
 - 2.6 Any elector of EPC has the right to file or register a protest with the BoCC prior to the time of the adoption of the budget.
 - 2.7 The BoCC must adopt the OAB by December 15th prior to the certification of levies for EPC.
 - 2.7.1 The Budget Resolution is the *Resolution to Adopt* the OAB. It must summarize the budget by fund and expenditures and the appropriation must not exceed revenues plus available fund balances.
 - 2.7.2 The *Mill Levy Resolution* certifies the mill levy after the *Resolution to Adopt* has been approved.
 - 2.7.3 The *Transfer Resolution* authorizes the Treasurer to make transfers between funds.
 - 2.8 The OAB with additional documentation as mandated must be submitted to DOLA by January 31st.
- 3.0 **Supplemental Changes to the Original Adopted Budget (OAB and Base Budget)** - All annual appropriations lapse at the end of the fiscal year.
 - 3.1 EPC can only budget one year at a time and cannot obligate future years; therefore, unexpended funds currently obligated under a project or encumbrance in the current year must be reappropriated into the next budget year via a resolution approved by the BoCC.
 - 3.2 Adjustments to the OAB may occur throughout the calendar year and shortly into the subsequent calendar year to account for revenues received in excess of the budget and to authorize expenditure of additional funds. Whenever EPC receives unanticipated



revenues or revenues not assured at the time of the adoption of the budget and those revenues need to be expended, a supplemental budget appropriation shall be enacted to authorize the expenditure of these unanticipated funds.

- 4.0 **Budgetary Fiscal Structure** – the budgetary fiscal structure is established in compliance with GAAP and the Governmental Accounting Standards Board (GASB), which define the fund accounting structure and how to classify governmental activity.
- 4.1 Fund Accounting – EPC uses fund accounting to ensure compliance with finance-related legal requirements. Fund accounting is used as a control device to segregate financial resources and ensure segregated resources are only used for their intended purposes. There are three (3) fund types; governmental, proprietary, and fiduciary.
- 4.1.1 Governmental Funds – Are used to account for tax-supported activities. There are five (5) different types of governmental funds: the General Fund, special revenue funds, debt services funds, capital projects funds, and permanent funds. The County currently has no debt service funds or permanent funds.
- 4.1.1.1 General Fund – used to account for all financial resources except those required to be accounted for in another fund and typically serves as the chief operating fund of EPC. This fund is used to account for general purpose activities of EPC supported by taxes and other non-dedicated revenues such as license fees, user charges and intergovernmental revenues.
- 4.1.1.2 Special Revenue Funds – used to account for the proceeds of specific revenue sources (other than for major capital projects) and are legally restricted expenditures for specified purposes. Examples of these funds include: Road and Bridge Fund, Road and Bridge Escrow Fund, Human Services Fund, and Conservation Trust Fund.
- 4.1.1.3 Capital Projects Fund – used to account for financial resources used for the acquisition or construction of major capital facilities or capital projects and replacement (other than those financed by proprietary funds and trust funds). This fund also accounts for all annual lease obligations entered into by EPC. This is the Community Investment Project (CIP) Fund.
- 4.1.2 Proprietary Funds – focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two (2) types of proprietary funds: enterprise funds and internal service funds.
- 4.1.2.1 Enterprise Funds – used to report an activity for which a fee is charged to external users for goods or services. Enterprise funds are used for accounting purposes and not for Taxpayer Bill of Rights (TABOR) purposes and include: the Household Hazardous Waste Fund.
- 4.1.2.2 Internal Service Funds – used to report any activity providing goods or services to other funds, departments, or agencies of the primary government, its component units, or other governments on a “cost reimbursement” basis and include: the Self Insurance Fund (SIF).



- 4.1.3 Fiduciary Funds – used to report assets held in a trustee or agency capacity for others and cannot be used to support EPC’s own programs. The fiduciary fund category includes pensions (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.
 - 4.1.3.1 Pension Trust Funds – used to report resources required to be held in trust for the members and beneficiaries of defined benefit pension plans, defined contribution plans, postemployment benefit plans, or other employee benefit plans. EPC is not required to budget for these funds and must only budget for the annual contribution to this fund, which is housed in the General Fund.
 - 4.1.3.2 Private-Purpose Trust Funds – used to report all trust arrangements, other than those properly reported in pension trust funds or investment trust funds, under which principal and income benefit individuals, private organizations, or other governments. They include the School Trust Fund.
 - 4.1.3.3 Agency Funds – used to report resources held by EPC in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment, and remittance of fiduciary resources to individuals, private organizations, or other governments. EPC only has to budget for the activity in Local Improvement District Funds.

5.0 **Level of Budgetary Control** – the level at which BoCC must approve a budgetary change. For EPC and in compliance with GAAP, this is at the fund level. EPC further institutes a managerial level of control where all budgets cannot be overspent at the Business Unit (or cost center) level. While EPC will continue to establish budgets at the major category level (personnel, operating, and capital) EPC will not institute levels of control at that level.

5.1 Additional Levels of Control

- 5.1.1 The BoCC shall have the right to adopt a budget with more specific levels of control as necessary to ensure expenditures are used for the intended purposes. All board approved projects, major projects with total anticipated costs of over \$100,000, all grants, and any capital projects at the level required by the federal guidelines or greater (currently \$5,000) requires an assigned project number within EPC’s financial management system.
- 5.1.2 The official budgetary and accounting system for EPC is the JD Edwards/Oracle Financial Management System. All departments and offices utilize this system to account for all budgetary tracking and reporting for both internal and external purposes.
- 5.1.3 All levels of budgetary and managerial control will be monitored and enforced by Administration and Financial Services (AFS) throughout each fiscal year to assure compliance with this Policy and BoCC direction and/or action. This includes the daily monitoring and budgetary enforcement. In addition, the independent auditors review and audit these transactions to ensure compliancy with policies.



- 5.2 **Budget Process** – This is the general process EPC follows in adopting the OAB each year. This process may be modified slightly at the direction of the BoCC or request of the Budget Officer as long as all requirements are adhered to. EPC implements different budgeting processes for the various accounting funds based on the legal restrictions of the accounting funds, funding sources, required expenditures, or BoCC direction. This section outlines the budget process based on whether the funds are Restricted, Partially Restricted or Unrestricted.
- 5.2.1 **Restricted Funds** are determined based on federal, state, and outside agency compliancy requirements. EPC’s Restricted Funds are the Road and Bridge Escrow, Conservation Trust Fund, Household Hazardous Waste Fund, School Trust Fund, and Local Improvement Districts.
- 5.2.2 **Partially Restricted Funds** are determined based on restrictions as outline above, but are partially funded by sales and use tax, property tax, or specific ownership tax. EPC’s Partially Restricted Funds are the Community Investment Project Fund (CIP), Self Insurance Fund, Department of Human Services Fund (DHS), and Road & Bridge Fund.
- 5.2.3 **Unrestricted Funds** are the remaining funds in the General Fund that do not fall under a restricted cost center.
- 5.2.3.1 There are also Restricted, Committed, and Assigned Cost Centers (Business Units) within the General Fund that maintain their own fund balances and are accounted for separately in order to be in compliance with their various restrictions.
- 5.3 **Restricted Funds Process** – In the 2nd and 3rd quarter of the current year, the Budget Division coordinates with departments and offices on their restricted budget estimates for the upcoming FY. This includes all restricted funds and restricted cost centers in the General Fund. This process includes:
- 5.3.1 Reviewing current year activity.
- 5.3.2 Reviewing pending legislation that will impact the upcoming budget year.
- 5.3.3 Analyzing three (3) year trending to assess deviations in trends impacting the upcoming budget year.
- 5.3.4 Assessing operational changes or one-time projects that need to be addressed in the upcoming budget year to include: the increase of Full Time Employees (FTEs), as long as on-going restricted funds support the personnel.
- 5.3.5 Analyzing cash flow requirements.
- 5.3.6 Results of analysis and assessments determine the budget for the upcoming year and FTE authorizations are established for revenues, expenditures, and fund balances.
- 5.3.7 These budgets are included in the PBB and also adopted as part of the OAB.
- 5.4 **Partially Restricted Funds Process** – In the 2nd and 3rd quarter of the current year, the Budget Division coordinates with departments and offices on their partially restricted budget estimates for the upcoming fiscal year. This process includes all the review and



analysis, as outlined for the Restricted Budget Process, but these funds have their own individual process. On-going budgetary changes to these funds are assessed based on legal requirements and available revenues and fund balance. Changes resulting in increases or decreases to personnel will be assessed for impacts and FTE counts will be updated accordingly.

- 5.4.1 **The Community Investment Project (CIP) Fund's** budget is closely monitored by federal bond raters and state agencies to ensure adequate budget is allocated to make the annual lease obligation payments per EPC's required payment schedule. EPC's first priority is to allocate sufficient sales and use tax or property tax to the CIP Fund to make the annual payments. EPC also ensures the restricted funding sources within this fund are being optimized and expended in compliance with their restricted purposes. The required amount of sales and use tax or property tax is allocated prior to any other budget obligation being met.
 - 5.4.1.1 Bond raters require EPC have a Debt Policy. EPC has not historically maintained a Debt Policy because EPC has not had any General Obligation Debt since 1985. This section serves as EPC's Debt Policy.
 - 5.4.1.2 EPC does not issue debt without voter approval as outlined in TABOR. EPC does currently have annual lease obligations, such as Certificates of Participation (COP's) and Capital Leases.
- 5.4.2 **The Self Insurance Fund** budget houses all of EPC's self-funded activities to include: all insurance policies, providing risk management, workers compensation, unemployment, and healthcare benefits. The El Paso County Health Plan Trust is a major component of this fund. Health care benefits consist of medical, dental, disability, life, wellness programs, flexible spending accounts (FSA), and health savings accounts (HSA). EPC is legally required to insure its facilities and officers. EPC is also legally required, by the Affordable Care Act (ACA), to offer medical benefits to its employees, retirees, and elected officials. EPC relies on a benefit consultant to advise of any changes in federal legislative impacts and to provide an estimate of health claims for the upcoming budget year. Based on the consultant's options, the Health Plan Trust Board (HPTB) approves the healthcare plan for the upcoming budget year. The appropriate allocation of restricted funds and sales and use tax or property tax is used to fund the anticipated claim expenditures for the upcoming budget year.
- 5.4.3 **The Department of Human Services Fund** must abide by numerous federal and state compliance requirements. These requirements are used to define the amount of legally required EPC match for mandated programs. EPC allocates the appropriate allocation of restricted funds and sales and use tax or property tax to be in compliance with the required match of funds.
- 5.4.4 **The Road and Bridge Fund** has many federal and state compliance requirements related to the restricted funds received. The allocation of property tax and specific ownership tax ensures compliancy with the



Maintenance of Effort (MOE) as required by the Pikes Peak Rural Transportation Authority (PPRTA).

- 5.5 **General Fund Unrestricted Budget Process** – Budgeting for the General Fund Unrestricted Budget is the core of the budget process, where revenue streams are identified and expenditures are determined by the BoCC. This process begins during the 2nd and 3rd quarter of the year and commences with the adoption of the OAB of the upcoming budget year by December 15th.
- 5.5.1 **Revenue Estimates** – core revenues streams are analyzed to determine sustainability and the projected receipts for the upcoming year. Analysis includes, but is not limited to:
- 5.5.1.1 Reviewing current year activity.
 - 5.5.1.2 Analyzing a minimum of three (3) years trending to assess deviations in trends impacting the upcoming budget year.
 - 5.5.1.3 Recognizing economic impacts.
 - 5.5.1.4 Assessing BoCC actions affecting anticipated revenue collections.
 - 5.5.1.5 Identifying or anticipating state or federal allocation changes.
 - 5.5.1.6 Identifying or anticipating grants resources including those from state, federal, or private sources.
 - 5.5.1.7 Sales and use tax is EPC’s largest revenue stream and supports most of its operations. Significant analysis, trending, and economic assessment are completed when determining the projected sales and use tax collections for the upcoming budget year.
 - 5.5.1.8 Projected property tax collections are determined by completing a mill levy calculation to determine the allowable mill levy and revenue collections under the Tax Payers Bill of Rights (TABOR). This is based on information provided by the Assessor; the Preliminary Certification of Valuation and estimated assessed value for EPC. TABOR contemplates a yearly calculation based on inflation and annual growth, but property values are assessed only in even/odd years. Therefore, the EPC mill levy in any given year may need to be temporarily reduced in order to ensure allowable revenue collections under TABOR. In this circumstance, EPC will institute a temporary mill levy reduction pursuant to C.R.S 39-1-111.5 to preserve the established mill levy rate and avoid long term detrimental impacts to services caused by the ratchet down effect.
- 5.5.2 **Budget Moves within the Base Budget** – The offices and departments have managerial discretion to adjust the budgets of individual expenditure line items within the base budget, which results in a zero net impact to the budget. All budget moves are coordinated with, and processed by, the Budget Division.
- 5.5.2.1 On-going budget moves between the major categories of personnel, operating and capital can be submitted to address changing operational needs or where cost efficiencies can be captured.



5.5.2.2 When an on-going budget move results in an increase in County personnel or new positions, the adjustments will only be processed upon authorization of Human Resources (HR) regarding job description and appropriate pay scale. FTE counts and Position Control Numbers (PCNs) will be adjusted to reflect increases and decreases in personnel.

5.5.3 **Updating the Five (5) Year Budget Forecast/Financial Roadmap (5YBF)** – The Financial Roadmap is a five year budget projection anticipating the known budgetary impacts through the next five budget years. The Financial Roadmap allows the BoCC, offices, departments, employees and citizens to anticipate the financial direction of EPC. This supports strong fiscal management providing time to plan and address potential impacts to EPC’s financial position for future years.

Annually, after reviewing and updating all revenue estimates, the Budget Division will assess the impacts on the Financial Roadmap. Based on these impacts, the Budget Officer will hold meetings with the Countywide elected officials and department directors to discuss revenue impacts and EPC’s critical needs. During these meetings, objectives of the Strategic Plan are reviewed to ensure alignment with the Financial Roadmap. Through an additional series of meetings, the Budget Officer will update the Financial Roadmap to address changes brought forward. This revised Financial Roadmap is then built into the PBB and presented to BoCC no later than October 15th. The compilation of the Financial Roadmap consists of three phases:

5.5.3.1 **Initial Compilation** – priorities are addressed prior to discussions and deliberations.

5.5.3.2 **Strategy Phase** – accomplished through several meetings with all departments and offices responsible for providing specific services to EPC citizens or supporting offices and departments.

5.5.3.3 **BoCC Deliberations and Direction** – public budget process where budget hearings are held to receive direction from BoCC on how to proceed with the upcoming budget year.

5.5.4 **Initial Compilation** of the Financial Roadmap – the following priorities are addressed during this process:

5.5.4.1 The first priority is to establish a sufficient cash flow for the General Fund and to ensure compliancy with EPC’s Fund Balance Policy written in compliance with GASB. The BoCC has established the following:

5.5.4.1.1 The appropriate minimum level of General Fund unrestricted fund balance to be maintained is the sum of:

- Historical uncollectable amounts for property taxes averaging 0.5%
- Sales tax for all funds (excluding restricted Public Safety Sales Tax) of 10%



- All other Unrestricted General Fund Revenues of 5%
- 5.5.4.1.2 The General Fund unrestricted fund balance may be used in the following circumstances:
- Revenues received are at least 4% less than budgeted due to economic conditions.
 - Federally declared natural disasters within the County.
 - Elimination of core (tax related, non-grant) revenue streams, such as:
 - Sales and/or use tax
 - Property tax
 - Clerk and recorder fees
 - Specific ownership tax.
 - BoCC determined emergency with one-time costs.
 - Fund balance will be used in the order of: committed, assigned, and unassigned.
- 5.5.4.1.3 The General Fund Unrestricted Fund Balance will be replenished using the following methods:
- Adjust the 5YBF so spending is adjusted downward (or economic recovery predicted) and the desired levels of Unrestricted Fund Balance is replenished.
 - Natural disaster use is replenished when anticipated reimbursement will be received from state/federal government.
 - Fund balance will be replenished in the order of: Committed, Assigned, and Unassigned.
- 5.5.4.1.4 The General Fund unrestricted fund balance will be replenished using the following timeline:
- The amount that needs to be replenished will be adjusted in the 5YBF to be brought to the minimum required level over a maximum of five (5) budget years.
- 5.5.4.1.5 The highest level of decision making authority to establish, modify and rescind Committed Funds is the BoCC by resolution.
- 5.5.4.1.6 The officials authorized to assign funds for specific purposes are the BoCC or the County Administrator and Budget Officer.
- 5.5.4.2 The Second Priority is to ensure adequate reserves are in place to address any potential emergencies in a given budget year. This will allow EPC to successfully navigate one-time emergency issues, as well



as most unanticipated significant reductions in core revenue streams. An appropriate level of reserve can be established in the General Fund Fund Balance or can be appropriated in the current budget as a line item, but cannot be expended without official approval by a majority of the BoCC. This reserve will provide EPC will the ability to respond quickly and appropriately. It also allows time to address long term impacts so the unforeseen emergencies do not result in unnecessary budget reductions or freezes.

- 5.5.4.3 The third priority is to ensure an appropriate reserve is established to address a projected TABOR refund in the upcoming budget year if the TABOR calculation projects a refund.
- 5.5.4.4 The fourth priority is to ensure an appropriate budget level exists to cover anticipated utility costs for the upcoming budget year based on the utility rate increases/decreases and ensuring all energy savings programs are implemented.
- 5.5.4.5 The fifth priority is to ensure the El Paso County Retirement Plan's (EPCRP) annual distributions have an appropriate level of County contributions flowing in. This is done through a reimbursement of the EPCRP's administrative costs with an amount not to exceed \$600,000 from General Fund sources. This will not be accomplished through an increase in retirement plan contribution percentage increases or to address the actuarially projected unfunded deficit in its entirety. The actuarially identified deficit will need to be addressed through the "strategy phase" of the Financial Roadmap compilation process.

5.6 **Strategy Phase** of the Financial Roadmap – Through various meetings and discussions with the offices and departments, the following items will be discussed and built into the 5YBF:

- 5.6.1 Personnel Adjustments – EPC is a service based organization and our largest asset is human capital (employees who provide services to EPC citizens). Therefore, any necessary personnel adjustments based on inequities identified through an outside third party comprehensive compensation study, will be captured in the Financial Roadmap. Other personnel adjustments may be captured in the Financial Roadmap, such as pay for performance (PFP), cost of living adjustment (COLA), and equity adjustments.
- 5.6.2 New Positions – as needed and requested by offices or departments as a result of increased service needs and where the base budget cannot absorb the cost.
- 5.6.3 Increases in Operational Costs – as needed based on increases in costs of services, contracted costs, commodities, and or legislative or statutory changes resulting in a higher cost of services.
- 5.6.4 Increases in Maintenance and Replacement Programs – when needed to provide county-wide support services to offices/departments in the most cost effective manner.



- 5.6.5 Needed Capital projects – capital projects that need to be addressed and do not fall within a major maintenance or replacement program must be coordinated with the following:
 - 5.6.5.1 All Capital Project needs must be coordinated with the appropriate supporting department such as Public Works, Community Services Department (CSD), Procurement and Information Technology (I.T.). Additionally, all projects and purchases must follow all procurement processes and policies.
 - 5.6.6 After all strategy and deliberations have commenced, the Financial Roadmap will be built into the PBB and presented to BoCC to include projections and changes to the prior year Financial Roadmap, on or before the statutory deadline of October 15th.
- 5.7 **BoCC Deliberations and Direction- Original Adopted Budget Process** – the process between the presentation of the PBB and the adoption of the OAB on or before December 15th.
 - 5.7.1 After presentation of the PBB to the BoCC, the Budget Officer will present the Financial Roadmap to a citizen committee to review the parameters of the Financial Roadmap and receive input from that group.
 - 5.7.2 Additional budget hearings (BoCC meetings) will be held as needed:
 - 5.7.2.1 Presentations from elected officials and department directors are given to support any changes or continuations of critical needs identified (included or not included) in the Financial Roadmap.
 - 5.7.2.2 Citizen committee input of the Financial Roadmap.
 - 5.7.2.3 Citizen discussion.
 - 5.7.2.4 BoCC discussion of the proposed Financial Roadmap and impacts of budget presentations.
 - 5.7.2.5 BoCC will provide direction to the County Budget Officer on how to proceed with the OAB (final budget).
 - 5.7.2.6 Adoption of the OAB, Mill Levy Resolution and Transfer Resolution on or before December 15th.



APPENDIX B

INVESTMENT POLICY

EI Paso County -Authorized Investments

The table below provides only a summary of the authorized investments of the County as compared to Colorado Revised Statutes (CRS) 24-75-601 et. seq. For a detailed description of the investment parameters that govern the County's investments, please see the "Suitable and Authorized Investments" section of the Investment Policy.

Existing Investment Policy Adopted January, 2005 Authorized Investments					Recommended Investment Policy Changes Proposed for Adoption October 2014 Authorized Investments			
Security Type	Max % Portfolio	Max % Issuer	Max Maturity	Rating Requirements	Max % Portfolio	Max % Issuer	Max Maturity	Rating Requirements
Bank Deposits	None Stated	None Stated	None Stated	PDPA Collateral	N/A	N/A	N/A	FDIC/PDPA Collateral ¹
Certificates of Deposit	None Stated	None Stated	None	None Stated	5%	2%	1 year	FDIC/PDPA Collateral ¹
Local Government Investment Pools	None Stated	None Stated	N/A	Defers to CRS	100%	50%	N/A	AAAm
Money Market Funds	None Stated	None Stated	N/A	Defers to CRS	100%	50%	N/A	AAAm
U.S. Treasuries	None Stated	None Stated	5 years	N/A	100%	100%	5 years	N/A
Federal Instrumentalities	None Stated	None Stated	5 years	N/A	85%	35%	5 years	AA by two Rating Agencies ²
Commercial Paper	None Stated	None Stated	Defers to CRS	Defers to CRS	30%	5%	270 days	A-1 by two Rating Agencies ²
Corporate Bonds					35%	5%	3 years	AA- by two Rating Agencies ²
Municipal Bonds of a Colorado Issuer					20% ³	5% ³	5 years	A by two Rating Agencies ²
Municipal Bonds of a Non-Colorado Issuer					20% ³	5% ³	5 years	AA by two Rating Agencies ²
Municipal Bonds, School District Certificates of Participation					20% ³	5% ³	5 years	A by two Rating Agencies ²
Bankers Acceptances					20%	5%	180 days	A-1 by two Rating Agencies ²
Repurchase Agreements and Reverse Repurchase Agreements					50%	10%	180 days	N/A
Negotiable Certificates of Deposit					30%	5%	3 years	A1/P1/F1

¹Bauer Financial ratings required for deposits fully insured by the FDIC or subject to PDPA collateral requirements.

²"Rating Agencies" include any Nationally Recognized Statistical Rating Organizations. ³The aggregate exposure to municipal bonds may not exceed 20% of the portfolio, and no more than 5% of the portfolio may be invested with a single issuer.

Note: The Portfolio will be limited to an aggregate exposure of 50% for the following investment types: Municipal Bonds, Corporate Bonds, Commercial Paper, Time Certificates of Deposit, Negotiable Certificates of Deposit and Bankers Acceptances.



Investment Policy for El Paso County October 2014

I. Introduction

The intent of the Investment Policy (the "Policy") of El Paso County (the "County") is to define the parameters within which funds are to be managed. In methods, procedures and practices, the Policy formalizes a framework within which the County's investment activities must be exercised in order to ensure effective and judicious fiscal and investment management of El Paso County's funds. The guidelines herein are intended to be broad enough to allow the Treasurer's Office to function properly within the parameters of its stated responsibility and authority, yet specific enough to provide flexibility while adequately safeguarding the investment assets.

The County Treasurer (the "Treasurer") is not compelled by state law to purchase security investments with the County's funds; however, the County may earn additional revenue through a security investment portfolio. While the Treasurer acts as the County banker for all County revenues, there is also an on-going function of collecting and disbursing property tax revenues for all taxing entities and special districts in the County. Short-term investment practices that maximize investment of the "pass through" revenues, in addition to the County's operating revenues, can provide additional revenue ensuring the public of fiscal responsibility.

II. Governing Authority

The investment program shall be operated in conformance with federal, state, and other legal requirements, as well as in accordance with Colorado Revised Statutes. These include C.R.S. 24-75-601, (et seq) Funds-Legal Investments; C.R.S. 30-10-708 Deposit of funds in banks and savings and loan associations; C.R.S. 11-10.5-101, (et seq) Public Deposit Protection Act; C.R.S. 24-75-603 Depositories; and C.R.S. 24-75-702 Local governments-authority to pool surplus funds.

III. Scope

This Policy applies to activities of El Paso County with regard to investing the financial assets of all funds under the control of the Treasurer's Office, including County government funds and "pass through" revenues. The covered funds, and any new funds created by the County, unless specifically exempted by this Policy, are defined in the County's Comprehensive Annual Financial Report.

Except for funds in certain restricted and special funds, the County shall commingle its funds to maximize investment earnings and to increase efficiencies with regard to investment pricing, safekeeping and administration. Investment income will be allocated to the various funds based on their respective participation and in accordance with generally accepted accounting principles.

IV. General Objectives

The primary objectives, in priority order, of investment activities shall be:

1. Safety

Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. The goal will be to mitigate credit risk and interest rate risk.

2. Liquidity



The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated.

3. Return (Yield)

The investment portfolio shall be designed with the objective of attaining a market rate of return throughout budgetary and economic cycles, taking into account the investment risk constraints of safety and liquidity needs.

V. Standards of Care

1. Prudence The standard of prudence to be used shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Per C.R.S. 24-75-601.4, the Treasurer, or his designee, acting in accordance with written procedures and this Investment Policy and exercising due diligence shall be relieved of liability for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

The "prudent person" standard states that,

"Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

2. Ethics and Conflicts of Interest

Employees involved in the investment process shall refrain from personal activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial investment decisions. Employees shall disclose any material interests in financial institutions with which they conduct business and recuse themselves from participation in investments with that financial institution. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees shall refrain from undertaking any personal investment transactions with the same individual with whom business is conducted on behalf of El Paso County.

3. Delegation of Authority and Responsibilities

Investment Officer

The responsibility for conducting investment transactions resides with the Treasurer. No person shall engage in any banking or investment transactions except as approved by the Treasurer.

The Treasurer may designate responsibility for the operation of the investment program to specific staff members, who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this Investment Policy.

All participants in the investment process shall seek to act responsibly as custodians of the public trust. The Treasurer or designee may not engage in an investment transaction except as provided under the terms of this Policy and supporting procedures.

Investment Adviser

El Paso County may engage the services of one or more external investment managers to assist in the management of the County's investment portfolio in a manner consistent with the County's objectives.



Such external managers may be granted discretion to purchase and sell investment securities in accordance with this Investment Policy. Such managers must be registered under the Investment Advisers Act of 1940.

VI. Authorized Financial Institutions, Depositories, and Broker/Dealers

1. Authorized Financial Institutions, Depositories, and Broker/Dealers

The Treasurer will maintain a list of financial institutions and depositories authorized to provide investment services per C.R.S. 30-10-708. In addition, a list will be maintained of approved security broker/dealers selected by conducting a process of due diligence. Selection of financial institutions and broker/dealers authorized to engage in transactions with El Paso County shall be at the sole discretion of the Treasurer.

The County shall only purchase securities from authorized firms on the Treasurer's approved list of broker/dealers. To be eligible, a firm must meet at least one of the following criteria:

1. be recognized as a Primary Dealer by the Federal Reserve Bank of New York, or have a Primary Dealer within their holding company structure;
2. report voluntarily to the Federal Reserve Bank of New York; or
3. qualify under Securities and Exchange Commission (SEC) Rule 15c-3 (Uniform Net Capital Rule).

Broker/dealers will be selected by the Treasurer on the basis of their expertise in public cash management and their ability to provide services for the County's account.

3 *10114* Approved broker/dealers are subject to the provisions of the Colorado Revised Statutes, including but not limited to C.R.S. 24-75-601.

The County may engage the services of one or more professional investment advisory firms to assist in the management of its portfolio. Such investment advisors may purchase and sell investment securities in accordance with this Policy and may utilize their own approved list of broker/dealers; however, the list shall comply with the criteria listed above and shall be provided to the County on an annual basis.

In the event that the County does not utilize an external investment advisor, each authorized broker/dealer shall be required to submit and annually update a County approved Broker/Dealer Information Request form which includes the firm's most recent financial statements and the Treasurer shall maintain a file of these forms. Such broker/dealers must attest in writing that they have received a copy of this Policy.

The County may purchase Commercial Paper from direct issuers even though they are not on the approved broker/dealer list as long as they meet the criteria outlined in the Suitable and Authorized Investments section of this Policy.

All financial institutions who desire to become depositories must supply the following:

- Audited financial statements demonstrating compliance with state and federal capital adequacy guidelines;
- Evidence of FDIC membership;
- Proof of state registration;
- Evidence of adequate insurance coverage; and must
- Qualify as depository of public funds in the State of Colorado, C.R.S. 24-75-603, (et seq)



An annual review of the financial condition and registration of all qualified financial institutions and broker/dealers will be conducted by the Treasurer's Office.

3. Competitive Transactions

A. The Treasurer or designee will obtain competitive bid information on all investment instruments purchased or sold on the secondary market. A competitive bid can be executed through a bidding process involving at least three separate brokers/financial institutions or through the use of a nationally recognized trading platform.

B. If the County hires an investment adviser to provide investment management services, the adviser must provide documentation of competitive pricing execution on each transaction. The investment adviser will retain documentation and provide upon request.

C. If El Paso County is offered a security for which there is no readily available competitive offering on the same specific issue, than the Treasurer shall document quotations for comparable or alternative securities. When purchasing original issue instrumentality securities, no competitive offerings will be required as all dealers in the selling group offer those securities as the same original issue price.

VII. Safekeeping and Custody

1. Delivery vs. Payment

All trades of marketable securities will be executed (cleared and settled) on a delivery vs. payment (DVP) basis to ensure that securities are deposited in El Paso County's safekeeping institution prior to the release of funds.

2. Third-Party Safekeeping

Investment securities purchased for the County will be delivered by either book entry or physical delivery and held in third party safekeeping by a Federal Reserve member financial institution designated as the County's custodian. The Treasurer shall approve one or more banks to provide safekeeping and custodial services for the County. To be eligible for designation, a bank shall meet the criteria described in Section VI. Authorized Financial Institutions, Depositories, and Broker/Dealers of this Investment Policy. The County shall execute a written Safekeeping Agreement with each custodian bank, prior to utilizing that bank's safekeeping services.

Custodian banks will be selected on the basis of their ability to provide services for the County's account and the competitive pricing of their safekeeping related services.

It is the intent of the County that all purchased securities be perfected in the name of the County. Sufficient evidence to title shall be consistent with modern investment, banking, and commercial practices.

All investment securities purchased by the County will be delivered by book entry and will be held in third-party safekeeping by a County approved custodian bank, its correspondent bank or the Depository Trust Company (DTC).



All fed wireable book entry securities owned by the County shall be evidenced by a safekeeping receipt, issued to the County by the custodian bank stating that the securities are held in the Federal Reserve System in a "customer account" for the custodian bank which names the County as "customer."

All non-fed wireable securities shall be held by the custodian bank's correspondent bank or the bank's participant account with the Depository Trust Company (DTC) and the custodian bank shall issue a safekeeping receipt to the County evidencing that the securities are held by the correspondent bank or the DTC for the County.

3. Internal Controls

The Treasurer shall establish a system of internal controls, which shall be documented in writing. The internal controls shall be reviewed by the independent auditor who audits the County. The controls shall be designed to prevent the loss of public funds arising from fraud, employee error, and misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by employees of El Paso County.

VIII. Suitable and Authorized Investments

I. Investment Types and Credit Guidelines

Consistent with CRS 24-75-601, (et seq) Funds-Legal Investments, the following investments will be permitted by this Policy. If additional types of securities are approved for investment of public funds by state statute, they will not be eligible for investment by El Paso County until this Investment Policy has been amended and approved. Eligible types of securities include:

- **U.S. Treasury Obligations**: Treasury Bills, Treasury Notes, Treasury Bonds and Treasury Strips or those for which the full faith and credit of the United States are pledged for the payment of principal and interest with maturities not exceeding five years from the date of trade settlement. There is no limit on the amount of the portfolio that may be invested in U.S. Treasury Obligations.
- **Federal Agency and Instrumentality Securities**: Obligations, participations or other instruments of any Federal agency, instrumentality or United States government-sponsored enterprise, including those issued or fully guaranteed as to principal and interest by Federal agencies, instrumentalities or United States government sponsored enterprises. Such securities shall be rated at least AA or the equivalent at the time of purchase by at least two Nationally Recognized Statistical Rating Organizations (NRSROs) and have maturities not exceeding five years from the date of trade settlement. No more than 85% of the portfolio may be invested in Federal agency and instrumentality securities, and no more than 35% may be invested in anyone issuer. Subordinated debt may not be purchased.

Authorized Federal Instrumentalities include, but may not be limited to:

- Federal Home Loan Bank
 - Federal Home Loan Mortgage Corporation
 - Federal National Mortgage Association
 - Federal Fann Credit Bank
 - International Bank for Reconstruction and Development (World Bank)
- **Time Certificates of Deposits (CDs)**: Non-negotiable CDs with maturities less than one year and in FDIC insured state or nationally chartered banks or savings banks. CDs exceeding the FDIC



insured amounts shall be collateralized in accordance with the Colorado Public Deposit Protection Act C.R.S. 11-10.5-101, (et seq). No more than 5% of the portfolio may be invested in time certificates of deposit, and no more than 2% of the portfolio may be invested in CDs of a single institution.

- Negotiable Certificates of Deposit: Negotiable certificates of deposit denominated in U.S. dollars, issued by a bank that is organized and operating within the United States, that matures within three years from the date of trade settlement and that at the time of purchase has either a) a long-term rating in one of the two highest categories by a NRSRO, or b) short-term ratings not less than A1, P1, or F 1 by any NRSRO. No more than 30% of the portfolio may be invested in negotiable certificates of deposit, and no more than 5% of the portfolio may be invested with a single issuer.
- Corporate Bonds: with any United States denominated corporation organized and operating within the United States with a net worth in excess of \$250 million. The debt must be rated at least AA-or the equivalent by at least two NRSROs. The maximum maturity of such securities shall not exceed three years from the date of trade settlement. No more than 35% of the portfolio may be invested in corporate bonds, and no more than 5% may be invested with a single corporation.
- Municipal Bonds: General Obligations and Revenue Obligations of state or local governments. Such obligations of Colorado (or any political subdivision, institution, department, agency, instrumentality, or authority of the state) shall be rated at least A or the equivalent at the time of purchase by at least two NRSROs. Such obligations of any other governmental entity shall be rated at least AA or the equivalent at the time of purchase by at least two NRSROs.

In addition, certificates of participation or other security evidencing rights in payments to be made by a school district under a lease, lease-purchase agreement, or similar agreement if the security carries at least two ratings by NRSROs and each rating is at least A or the equivalent at the time of purchase.

All Municipal Bonds shall have a final maturity not exceeding five years from the date of trade settlement. The County shall limit its combined investment in such securities to no more than 25% of the total portfolio and 5% per issuer.

- Commercial Paper: with maturities not exceeding 270 days from the date of trade settlement that is rated at least A-or the equivalent at the time of purchase by at least two NRSROs. If the commercial paper issuer has a senior debt outstanding, the senior debt must be rated by each service that publishes a rating on the issuer of at least A or the equivalent. Furthermore, the issuer's commercial paper program's size shall not exceed \$200 million. No more than 30% of the portfolio may be invested in commercial paper, and no more than 5% may be invested with a single issuer.
- Eligible Bankers Acceptances: with maturities not exceeding 180 days from the date of trade settlement and issued by FDIC insured state or national banks with combined capital and surplus of at least \$250 million. Bankers Acceptance shall be rated at least A-or the equivalent at the time of purchase by at least two NRSROs. If the issuing bank has senior long-term debt, it shall be rated at the time of purchase A or the equivalent. No more than 20% of the portfolio may be invested in bankers acceptances, and no more than 5% may be invested with a single institution.



- Local Government Investment Pools ("LGIP"): authorized under C.R.S. 24-7S702, that 1) are "no-load" (i.e. no commission or fee shall be charged on purchases or sales of shares); 2) have constant net asset value per share of \$1 .00; 3) limit assets of the fund to securities authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent. There is no limit on the amount of the portfolio that may be invested in LGIPs, however, no single LGIP may constitute more than 50% of the portfolio.
- Money Market Mutual Funds: registered under the Investment Company Act of 1940 and are authorized under C.R.S. 24-7S-601 that 1) are "no-load" (i.e. no commission or fee shall be charged on purchases or sales of shares); 2) have constant net asset value per share of \$1.00; 3) limit assets of the fund to securities authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent. There is no limit on the amount of the portfolio that may be invested in money market mutual funds; however, no single fund may constitute more than 50% of the portfolio.
- Repurchase Agreements and Reverse Repurchase Agreements: Agreements between a seller and a buyer whereby the seller agrees to repurchase the securities at an agreed upon price and usually at a stated time. Such securities subject to these agreements must have a coupon rate that is fixed from the time of settlement until its maturity date, and must be marketable. The title to or a perfected security interest in such securities, along with any necessary transfer documents, must be transferred to the County or to a custodian acting on behalf of the County. Such securities must actually be delivered to a third-party custodian or third-party trustee for safekeeping on behalf of the County. The collateral securities of repurchase agreements must be collateralized at no less than 102% and marked-to-market no less frequently than weekly. Eligible securities consist of only those referenced above (U.S. Treasury obligations and GSEs). Maximum maturity of such securities shall not exceed one year from the date of trade settlement. No more than 50% of the portfolio may be invested in repurchase agreements and reverse repurchase agreements, and no more than 5% may be invested with a single counterparty.
- Deposits in State or Nationally Chartered Depository Institutions: such depositories must be participants in the State's Public Deposit Protection Act (PDPA) collateralization program as defined in C.R.S. 11-10.S-103, whereby, the bank must pledge its own securities. Demand Deposit, Savings, and Money Market accounts have no final maturity; therefore, can remain on deposit as long as the financial institution retains a Bauer Financial rating of two stars for deposits fully insured by the FDIC or three stars for deposits subject to PDPA.

Securities that have been downgraded below the minimum ratings described herein may be sold or held at the County's discretion. The portfolio will be brought back into compliance with Investment Policy guidelines as soon as is practical.

Any investment currently held that does not meet the current guidelines of this Policy shall be exempted from the requirements of this Policy. At maturity or liquidation, such monies shall be reinvested only as provided by this Policy.

2. Collateralization



As required by state statute, C.R.S. 11-10.5-101, (et seq) Public Deposit Protection Act, full collateralization will be required on all demand deposit accounts, including checking accounts, savings accounts, money-market deposits, and negotiable and non-negotiable certificates of deposit.

IX. Investment Parameters

1. Mitigating credit risk in the portfolio

Credit risk is the risk that a security or a portfolio will lose some or all of its value due to a real or perceived change in the ability of the issuer to repay its debt. El Paso County shall mitigate credit risk by diversifying the investment portfolio through:

- Limiting investments to avoid overconcentration in securities from a specific issuer or business sector (excluding U.S. Treasury securities),
- Limiting investment in securities that have higher credit risks,
- Investing in securities with varying maturities, and
- Continuously investing a portion of the portfolio in readily available funds such as local government investment pools (LOIPs) or money market funds to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

2. Mitigating market risk in the portfolio

Market risk is the risk that the portfolio value will fluctuate due to changes in the general level of interest rates. El Paso County recognizes that, over time, longer-term/core portfolios have the potential to achieve higher returns. On the other hand, longer-term portfolios have higher volatility of return. El Paso County shall mitigate risk by providing adequate liquidity for short-term cash needs, and by making longer-term investments only with funds that are not needed for current cash flow purposes. El Paso County further recognizes that certain types of securities, including variable rate securities, securities with principal pay downs prior to maturity, and securities with embedded options, will affect the market risk profile of the portfolio differently in different interest rate environments. El Paso County, therefore, adopts the following strategies to control and mitigate its exposure to market risk:

- Liquidity funds will be held in investment instruments maturing within one year at the time of purchase;
- Longer term/core funds will be defined as funds in excess of liquidity requirements. The investments in this portion of the portfolio will have maturities between 1 day and 5 years and will be invested in higher quality and liquid securities.

X. Performance Standards/Evaluation

El Paso County's portfolio is managed with the objective of obtaining a market rate of return, commensurate with identified risk constraints and cash flow characteristics. Because the composition of the portfolio fluctuates depending on market and credit conditions, various indices may be used to monitor investment performance.

Preservation of capital and maintenance of sufficient liquidity will be considered prior to attainment of market return performance. Given these considerations, the County's portfolio goal should be to provide a net yield that is equal to or better than those attained by the selected indices over interest rate cycles. Return comparisons of the portfolio to the market benchmark will be calculated on a monthly basis. When comparing the performance of the County's portfolio, all fees and expenses involved with managing the portfolio shall be included in the computation of the portfolio's rate of return.

XI. Reporting Disclosure



The Treasurer's Office shall prepare a quarterly management summary that provides an analysis of the status of the current investment portfolio and the individual transactions executed over the past quarter. This management summary will ascertain whether investment activities during the reporting period have conformed to the Investment Policy. The report will include, at a minimum, the following:

- An asset listing showing par value, cost and accurate and complete market value of each security, type of investment, issuer, and interest rate;
- Average maturity of the portfolio and modified duration of the portfolio;
- Maturity distribution of the portfolio;
- Average portfolio credit quality;
- Time-weighted total rate of return for the portfolio for the prior three months, twelve months, year to date, and since inception compared to the Benchmark Index returns for the same period;
- Average weighted yield to maturity of portfolio on investments as compared to applicable Benchmarks

Distribution by type of investment. *Annual reports*

A. A comprehensive annual report shall be presented in conjunction with the Investment Policy review. This report shall include comparisons of El Paso County's return to the selected benchmarks, shall suggest policies and improvements that might enhance the investment program, and shall include an investment plan for the coming year.

XII. Approval of Investment Policy

This Policy shall be reviewed at least annually within 120 days of the end of the fiscal year to ensure its applicability to the overall objectives of preservation of principal, liquidity and return, its consistency with current law, and its relevance with financial and economic trends.

Any changes to this Policy must be approved by the Treasurer as well as the individuals charged with maintaining internal controls. The Investment Policy shall be adopted by the Board of County Commissioners of El Paso County.
Bankers Acceptances.



Suitable and Authorized Investments Summary

The table below provides only a summary of the authorized investments of the County. For a detailed description of the investment parameters that govern the County's investments, please see the "Suitable and Authorized Investments" section of this Policy.

Security Type	Maximum Portfolio %	Maximum Issuer %	Maturity Restrictions	Rating Restrictions
U.S. Treasuries	100%	100%	5 years	N/A
Federal Agencies and Instrumentalities	85%	35%	5 years	AA by 2 NRSROs
Time Deposit/CD	5%	2%	1 year	N/A
Negotiable CDs	30%	5%	3 Years	A1/P1/F1
Corporate Bonds	35%	5%	3 years	AA- by 2 NRSROs
Municipal Bonds of a Colorado Issuer	25%*	5%*	5 years	A by 2 NRSROs
Municipal Bonds of a Non-Colorado Issuer	25%*	5%*	5 years	AA by 2 NRSROs
Municipal Bonds, School District Certificates of Participation	25%*	5%*	5 years	A by 2 NRSROs
Commercial Paper	30%	5%	270 days	A-1 by 2 NRSROs
Banker Acceptances	20%	5%	180 days	A-1 by 2 NRSROs
Repurchase Agreements and Reverse Repurchase Agreements	50%	5%	180 days	N/A
Local Government Investment Pools	100%	50%	N/A	AAAm
Money Market Funds	100%	50%	N/A	AAAm
Bank Deposits	100%	50%	N/A	2 stars for FDIC/3 stars for PDPA**

*The aggregate exposure to municipal bonds may not exceed 25% of the Portfolio, and no more than 5% of the Portfolio may be invested with a single issuer.

** Bauer Financial ratings required for deposits fully insured by the FDIC or subject to PDPA col lateral requirements.

Note: The Portfolio will be limited to an aggregate exposure of 50% for the following investment types: Municipal Bonds, Corporate Bonds, Commercial Paper, Time Certificates of Deposit, Negotiable Certificates of Deposit and Bankers Acceptances. **Unassigned/Undesignated/Unrestricted Fund Balance** – all other amounts not classified as Nonspendable, Restricted, Committed, or Assigned.



APPENDIX C

COLORADO TAXATION LAW

TITLE 29 GOVERNMENT - LOCAL

ARTICLE 1 Budget and Services

PART 1

LOCAL GOVERNMENT BUDGET LAW OF COLORADO

29-1-101. Short title. This part 1 shall be known and may be cited as the "Local Government Budget Law of Colorado".

29-1-102. Definitions. As used in this part 1, unless the context otherwise requires:

(1) "Appropriation" means the authorization by ordinance or resolution of a spending limit for expenditures and obligations for specific purposes.

(2) "Basis of budgetary accounting" means any one of the following methods of measurement of timing when revenue and other financing sources and expenditures and other financing uses are recognized for budget purposes:

(a) Cash basis (when cash is received and disbursed);

(b) Modified accrual basis (when revenue and other financing sources are due and available and when obligations or liabilities are incurred for expenditures and other financing uses, except for certain stated items such as, but not limited to, prepaids, inventories of consumable goods, and interest payable in a future fiscal year); or

(c) Encumbrance basis (the modified accrual basis, but including the recognition of encumbrances).

(3) "Budget" means the complete estimated financial plan of the local government.

(4) "Budget year" means the ensuing fiscal year.

(5) "Certified" means a written statement by a member of the governing body or a person appointed by the governing body that the document being filed is a true and accurate copy of the action taken by the governing body.

(6) "Division" means the division of local government in the department of local affairs.

(7) "Encumbrance" means a commitment related to unperformed contracts for goods or services.

(8) "Expenditure" means any use of financial resources of the local government consistent with its basis of accounting for budget purposes for the provision or acquisition of goods and services for operations, debt service, capital outlay, transfers, or other financial uses.

(9) "Fiscal year" means the period commencing January 1 and ending December 31; except Colorado Revised Statutes - Revised 3/03 7-48 that "fiscal year" may mean the federal fiscal year for water conservancy districts which have contracts with the federal government.

(10) "Fund" means a fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities or balances, and changes therein are recorded and segregated to carry on specific activities or to attain certain objectives in accordance with special regulations, restrictions, or limitations.

(11) "Fund balance" means the balance of total resources available for subsequent years' budgets consistent with the basis of accounting elected for budget purposes.

(12) "Governing body" means a board, council, or other elected or appointed body in which the legislative powers of the local government are vested.

(13) "Local government" means any authority, county, municipality, city and county, district, or other political subdivision of the state of Colorado; any institution, department, agency, or authority of any of the foregoing; and



any other entity, organization, or corporation formed by intergovernmental agreement or other contract between or among any of the foregoing. The office of the county public trustee shall be deemed an agency of the county for the purposes of this part 1. "Local government" does not include the Colorado educational and cultural facilities authority, the university of Colorado hospital authority, the Colorado student obligation bond authority, the Colorado health facilities authority, the Colorado housing and finance authority, the Colorado agricultural development authority, the Colorado sheep and wool authority, the Colorado beef council authority, the Colorado horse development authority, the fire and police pension association, any public entity insurance or investment pool formed pursuant to state law, any county or municipal housing authority, any association of political subdivisions formed pursuant to section 29-1-401, or any home rule city or town, home rule city and county, cities and towns operating under a territorial charter, school district, or junior college district.

(14) "Object of expenditure" means the classification of fund data by character of expenditure. "Object of expenditure" includes, but is not limited to, personal services, purchased services, debt service, supplies, capital outlay, grants, and transfers.

(15) "Objection" means a written or oral protest filed by an elector of the local government.

(16) "Revenue" means all resources available to finance expenditures.

(17) "Spending agency", as designated by the local government, means any office, unit, department, board, commission, or institution which is responsible for any particular expenditures or revenues.

29-1-103. Budgets required. (1) Each local government shall adopt an annual budget. To the extent that the financial activities of any local government are fully reported in the budget or budgets of a parent local government or governments, a separate budget is not required. Such budget shall present a complete financial plan by fund and by spending agency within each fund for the budget year and shall set forth the following:

(a) All proposed expenditures for administration, operations, maintenance, debt service, and capital projects to be undertaken or executed by any spending agency during the budget year;

(b) Anticipated revenues for the budget year;

(c) Estimated beginning and ending fund balances;

(d) The corresponding actual figures for the prior fiscal year and estimated figures projected through the end of the current fiscal year, including disclosure of all beginning and ending fund balances, consistent with the basis of accounting used to prepare the budget;

(e) A written budget message describing the important features of the proposed budget, including a statement of the budgetary basis of accounting used and a description of the services to be delivered during the budget year; and

(f) Explanatory schedules or statements classifying the expenditures by object and the revenues by source.

(2) No budget adopted pursuant to this section shall provide for expenditures in excess of available revenues and beginning fund balances.

(3) (a) The general assembly finds and declares that the use of lease-purchase agreements by local governments creates financial obligations of those governments and that the disclosure of such obligations is in the public interest and is a matter of statewide concern.

(b) In addition to the governmental entities included in the definition of "local government" in section 29-1-102, the provisions of this subsection (3) shall apply to every home rule city, home rule city and county, school district, and junior college district.

(c) As used in this subsection (3), "lease-purchase agreement" means any installment purchase agreement for the purchase of real or personal property which requires payments during more than one fiscal year or any agreement for the lease or rental of real or personal property which requires payments during more than one fiscal year and under which title to the property is transferred at the end of the term for nominal or no additional consideration.

(d) (I) The budget adopted by every local government shall separately set forth each of the following:

(A) The total amount to be expended during the ensuing fiscal year for payment obligations under all lease-purchase agreements involving real property;



(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;

(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;

(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 terms.

(II) Each budget required to be filed pursuant to section 29-1-113 shall include a supplemental schedule that contains the information described in this paragraph (d).

(e) (I) No local government shall enter into any lease-purchase agreement whose duration, including all optional renewal terms, exceeds the weighted average useful life of the assets being financed. In the case of a lease-purchase agreement involving both real property and other property, the lease-purchase agreement shall provide that the real property involved shall be amortized over a period not to exceed its weighted average useful life and the other property shall be separately amortized over a period not to exceed its weighted average useful life. This provision shall not prevent a local government from releasing property from a lease-purchase agreement pursuant to an amortization schedule reflecting the times when individual pieces of property have been amortized.

(II) Nothing contained in this paragraph (e) shall be construed to apply to any lease-purchase agreement entered into prior to April 9, 1990.

29-1-104. By whom budget prepared. The governing body of each local government shall designate or appoint a person to prepare the budget and submit the same to the governing body.

29-1-105. Budget estimates. On or before a date to be determined by the governing body of each local government, all spending agencies shall prepare and submit to the person appointed to prepare the budget estimates of their expenditure requirements and their estimated revenues for the budget year, and, in connection therewith, the spending agency shall submit the corresponding actual figures for the last completed fiscal year and the estimated figures projected through the end of the current fiscal year and an explanatory schedule or statement classifying the expenditures by object and the revenues by source. In addition to the other information required by this section, every office, department, board, commission, and other spending agency of any local government shall prepare and submit to the person appointed to prepare the budget the information required by section 29-1-103 (3) (d). No later than October 15 of each year, the person appointed to prepare the budget shall submit such budget to the governing body.

29-1-106. Notice of budget. (1) Upon receipt of the proposed budget, the governing body shall cause to be published a notice containing the following information:

(a) The date and time of the hearing at which the adoption of the proposed budget will be considered;

(b) A statement that the proposed budget is available for inspection by the public at a designated public office located within the boundaries of the local government, or, if no public office is located within such boundaries, the nearest public office where the budget is available; and

(c) A statement that any interested elector of the local government may file any objections to the proposed budget at any time prior to the final adoption of the budget by the governing body.

(2) If the governing body has submitted or intends to submit a request for increased property tax revenues to the division pursuant to section 29-1-302 (1), the amount of the increased property tax revenues resulting from such request shall be stated in such notice or in a subsequent notice in the manner provided in subsection (3) of this section.

(3) (a) For any local government whose proposed budget is more than fifty thousand dollars, the notice required by subsection (1) of this section shall be published one time in a newspaper having general circulation in the local government.

(b) Any local government whose proposed budget is fifty thousand dollars or less shall cause copies of the notice required by subsection (1) of this section to be posted in three public places within the jurisdiction of such local government in lieu of such publication.



29-1-107. Objections to budget. Any elector of the local government has the right to file or register his protest with the governing body prior to the time of the adoption of the budget.

29-1-108. Adoption of budget - appropriations - failure to adopt. (1) The governing body of the local government shall hold a hearing to consider the adoption of the proposed budget, at which time objections of the electors of the local government shall be considered. The governing body shall revise, alter, increase, or decrease the items as it deems necessary in view of the needs of the various spending agencies and the anticipated revenue of the local government. Adoption of the proposed budget shall be effective only upon an affirmative vote of a majority of the members of the governing body.

(2) Before the mill levy is certified pursuant to section 39-1-111 or 39-5-128, C.R.S., the governing body shall enact an ordinance or resolution adopting the budget and making appropriations for the budget year. The amounts appropriated shall not exceed the expenditures specified in the budget. Appropriations shall be made by fund or by spending agencies within a fund, as determined by the governing body. Changes to the adopted budget or appropriation shall be made in accordance with the provisions of section 29-1-109.

(3) If the governing body fails to adopt a budget before certification of the mill levy as provided for in subsection (2) of this section, then ninety percent of the amounts appropriated in the current fiscal year for operation and maintenance expenses shall be deemed reappropriated for the purposes specified in such last appropriation ordinance or resolution.

(4) If the appropriations for the budget year have not been made by December 31 of the current fiscal year, then ninety percent of the amount appropriated in the current fiscal year for operation and maintenance expenses shall be deemed reappropriated for the budget year.

(5) Notwithstanding any other provision of law, the adoption of the budget, the appropriation of funds, and the certification of the mill levy shall be effective upon adoption.

(6) All unexpended appropriations, or unencumbered appropriations if the encumbrance basis of budgetary accounting is adopted, expire at the end of the fiscal year.

29-1-109. Changes to budget - transfers - supplemental appropriations. (1) (a) If, after adopting the budget and making appropriations, the governing body of a local government deems it necessary, it may transfer appropriated moneys between funds or between spending agencies within a fund, as determined by the original appropriation level, in accordance with the procedures established in subsection (2) of this section.

(b) If, after adoption of the budget, the local government receives unanticipated revenues 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 body may authorize the expenditure of such funds by enacting a supplemental budget and appropriation.

(c) In the event that revenues are lower than anticipated in the adopted budget, the governing body may adopt a revised appropriation ordinance or resolution as provided in section 29-1-108.

(2) (a) Any transfer, supplemental appropriation, or revised appropriation made pursuant to this section shall be made only by ordinance or resolution which complies with the notice provisions of section 29-1-106.

(b) For transfers, such ordinance or resolution shall set forth in full the amounts to be transferred and shall be documented in detail in the minutes of the meeting of the governing body. A certified copy of such ordinance or resolution shall be transmitted immediately to the affected spending agencies and the officer or employee of the local government whose duty it is to draw warrants or orders for the payment of money and to keep the record of expenditures as required by section 29-1-114. A certified copy of such ordinance or resolution shall be filed with the division.

(c) For supplemental budgets and appropriations, such ordinance or resolution shall set forth in full the source and amount of such revenue, the purpose for which such revenues are being budgeted and appropriated, and the fund or spending agency which shall make such supplemental expenditure. A certified copy of such ordinance or resolution shall be filed with the division.

29-1-110. Expenditures not to exceed appropriation. (1) During the fiscal year, no officer, employee, or other spending agency shall expend or contract to expend any money, or incur any liability, or enter into any contract which, by its terms, involves the expenditures of money in excess of the amounts appropriated. Any contract, verbal



or written, made in violation of this section shall be void, and no moneys belonging to a local government shall be paid on such contract.

(2) Multiple-year contracts may be entered into where allowed by law or if subject to annual appropriation.

29-1-111. Contingencies. In cases of emergency which could not have been reasonably foreseen at the time of adoption of the budget, the governing body may authorize the expenditure of funds in excess of the appropriation by ordinance or resolution duly adopted by a majority vote of such governing body at a public meeting. Such ordinance or resolution shall set forth the facts concerning such emergency and shall be documented in detail in the minutes of the meeting of such governing body at which such ordinance or resolution was adopted. A certified copy of such ordinance or resolution shall be filed with the division.

29-1-112. Payment for contingencies. In case of an emergency and the passage of an ordinance or resolution authorizing additional expenditures in excess of the appropriation as provided in section 29-1-111 and if there is money available for such excess expenditure in some other fund or spending agency which will not be needed for expenditures during the balance of the fiscal year, the governing body shall transfer the available money from such fund to the fund from which the excess expenditures are to be paid. If available money which can be so transferred is not sufficient to meet the authorized excess expenditure, then the governing body may obtain a temporary loan to provide for such excess expenditures. The total amount of the temporary loan shall not exceed the amount which can be raised by a two-mill levy on the total assessed valuation of the taxable property within the limits of the local government of such governing body.

29-1-113. Filing of budget. (1) No later than thirty days following the beginning of the fiscal year of the budget adopted pursuant to section 29-1-108, the governing body shall cause a certified copy of such budget, including the budget message, to be filed in the office of the division. Copies of such budget and of ordinances or resolutions authorizing expenditures or the transfer of funds shall be filed with the officer or employee of the local government whose duty it is to disburse moneys or issue orders for the payment of money.

(2) Notwithstanding the provisions of section 29-1-102 (13), budgets shall be filed with the division by home rule cities, cities and counties, and towns and cities operating under a territorial charter for the purpose of information and research.

(3) If the governing body of a local government fails to file a certified copy of the budget with the division as required by this section, the division, after notice to the affected local government, may notify any county treasurer holding moneys of the local government generated pursuant to the taxing authority of such local government and authorize the county treasurer to prohibit release of any such moneys until the local government complies with the provisions of this section.

29-1-114. Record of expenditures. The officer or employee of the local government whose duty it is to disburse moneys or issue orders for the payment of money shall keep in his office a record showing the amounts authorized by the appropriation and the expenditures drawn against the same and also a record of the transfer of moneys from one fund to another and of any authorized additional expenditures as provided in section 29-1-111. Such record shall be kept so that it will show at all times the unexpended balance in each of the appropriated funds or spending agencies. Such officer or employee shall report on such record as may be required by the governing body. No such officer or employee shall disburse any moneys or issue orders for the payment of money in excess of the amount available as shown by said record or report.

29-1-115. Violation is malfeasance - removal. Any member of the governing body of any local government or any officer, employee, or agent of any spending agency who knowingly or willfully fails to perform any of the duties imposed upon him by this part 1 or who knowingly and willfully violates any of its provisions is guilty of malfeasance in office, and, upon conviction thereof, the court shall enter judgment that such officer so convicted shall be removed from office. Any elector of the local government may file an affidavit regarding suspected malfeasance with the district attorney, who shall investigate the allegations and prosecute the violation if sufficient cause is found. It is the duty of the court rendering any such judgment to cause immediate notice of such removal to be given to the proper officer of the local government so that the vacancy thus caused may be filled.



APPENDIX D

COLORADO REVISED STATUTES TITLE 39 TAXATION

COLORADO REVISED STATUTES TITLE 39 TAXATION ARTICLE 1 GENERAL PROVISIONS

39-1-111.5. Temporary property tax credits and temporary mill levy rate reductions

(1) In order to effect a refund for any of the purposes set forth in [section 20 of article X of the state constitution](#), any local government may approve and certify a temporary property tax credit or temporary mill levy rate reduction as set forth in this section. The procedures set forth in this section shall be deemed to be a reasonable method for effecting refunds in accordance with [section 20 of article X of the state constitution](#).

(2) Concurrent with the certification of its levy to the board of county commissioners as required pursuant to [section 39-5-128 \(1\)](#), any local government may certify a refund in the form of a temporary property tax credit or temporary mill levy rate reduction. The certification shall include the local government's gross mill levy, the temporary property tax credit or temporary mill levy rate reduction expressed in mill levy equivalents, and the net mill levy, which shall be the gross mill levy less the temporary property tax credit or temporary mill levy rate reduction.

(3) Concurrent with certification to the assessor of all mill levies by the board of county commissioners or other body authorized by law to levy taxes in accordance with [section 39-1-111 \(2\)](#), the board of county commissioners shall certify any other local government's temporary property tax credit or temporary mill levy rate reduction and any temporary property tax credit or temporary mill levy rate reduction for the county or city and county itself, itemized as set forth in subsection (2) of this section.

(4) Concurrent with the delivery to the treasurer of the tax warrant by the assessor in accordance with [section 39-5-129](#), the assessor shall, in addition to all other information required to be set forth in the tax warrant, itemize in the manner set forth in subsection (2) of this section any duly certified temporary property tax credit or temporary mill levy rate reduction.

(5) Upon receipt of any tax warrant reflecting a temporary property tax credit or temporary mill levy rate reduction for any local government, the treasurer shall be responsible for collecting taxes on behalf of such local government based upon such local government's net adjusted mill levy. In addition to any other information required by [section 39-10-103](#), the tax statement shall indicate by footnote which, if any, local government mill levies contained therein reflect a temporary property tax credit or temporary mill levy rate reduction for the purpose of effecting a refund in accordance with [section 20 of article X of the state constitution](#).

HISTORY: Source: L. 93: Entire section added, p. 1686, § 1, effective June 6.



APPENDIX E

RESOLUTIONS



RESOLUTION NO. 17 - 244

BOARD OF COUNTY COMMISSIONERS
COUNTY OF EL PASO, STATE OF COLORADO

**RESOLUTION TO APPROVE A BALLOT QUESTION FOR THE NOVEMBER 2017
COORDINATED ELECTION REQUESTING VOTER APPROVAL TO RETAIN AND
EXPEND REVENUE COLLECTED ABOVE ANNUAL TABOR SPENDING LIMITS
WITHOUT RAISING TAXES**

WHEREAS, the Taxpayer's Bill of Rights, codified in Section 20 of Article X of the Colorado Constitution (TABOR), imposes certain revenue and spending limitations upon county government; and

WHEREAS, TABOR allows voters to approve revenue changes for a particular fiscal year, which approval allows a county to retain excess revenue collected above its annual limit and spend the same; and

WHEREAS, during the recent recession which began in 2008, steep declines in revenue forced El Paso County to impose drastic cuts to County operations and services to citizens; and

WHEREAS, though the economy has been strengthening for several years, the spending limitations embodied in TABOR do not allow local governments to experience a parallel recovery, resulting in an ongoing backlog of County capital repairs and improvements and continued pressures on County operations and services; and

WHEREAS, the Board of County Commissioners (Board) recognizes the importance of TABOR in ensuring the limited growth of government and in referring to voters questions regarding changes to revenue and spending limitations; and

WHEREAS, the Board values the principles of democracy which give citizens the opportunity to direct local government action and the use of tax revenue, notwithstanding the views of individual commissioners; and

WHEREAS, in 2016 the County collected \$14,918,040 in revenue above the spending cap established by TABOR; and

WHEREAS, the Board wishes to seek approval from the voters to retain such revenue, subtracting the County's share of the cost of the election, and to allocate funds solely for the purposes set forth herein; and

WHEREAS, the Board further wishes to seek approval from the voters to retain additional revenue in 2017 and future years by resetting the base revenue amount upon which TABOR limitations on spending are calculated but continuing to apply those TABOR limitations on spending each year.

NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners of El Paso County, Colorado as follows:

1. The Board hereby certifies the following question to be placed on the 2017 coordinated election ballot:

WITHOUT IMPOSING NEW TAXES OR RAISING TAX RATES, SHALL EL PASO COUNTY BE PERMITTED TO RETAIN AND SPEND \$14,548,000 IN EXCESS 2016 REVENUE AS A VOTER-APPROVED REVENUE CHANGE PURSUANT TO TABOR (ARTICLE X, SECTION 20 OF THE COLORADO CONSTITUTION) TO INVEST ONLY IN THE FOLLOWING INFRASTRUCTURE:

- THE I-25 CORRIDOR GAP LOCAL SHARE AND OTHER ROADWAY SAFETY AND IMPROVEMENT PROJECTS, UP TO \$12 MILLION;
- DISASTER RECOVERY PROJECTS; AND
- PARKS, TRAILS AND OPEN SPACE PROJECTS,

WITH THE UNDERSTANDING THAT SUCH EXCESS REVENUE WOULD OTHERWISE BE REFUNDED ONLY TO TAXABLE REAL PROPERTY OWNERS AS A ONE-TIME TAX CREDIT (EXAMPLE: APPROXIMATELY \$40 FOR A TYPICAL SINGLE-FAMILY HOME VALUED AT \$250,000), AND TO RETAIN AND SPEND IN THE 2017 FISCAL YEAR AND THEREAFTER AN AMOUNT OF REVENUE THAT EXCEEDS CURRENT TABOR LIMITATIONS BUT IS NO GREATER THAN THE COUNTY REVENUE CAP, WHICH CONTINUES TO LIMIT FUTURE REVENUE GROWTH AS PROVIDED IN RESOLUTION NO. 17

- ____?

2. "County Revenue Cap" as used in the referred ballot question shall be defined as an amount that is equal to the total amount of revenue not excluded from fiscal year spending pursuant to TABOR received by the County in 2017, adjusted each subsequent fiscal year for inflation, the percentage change in local growth, and the qualification or disqualification of enterprises and debt service changes.

3. As used above, inflation and the percentage change in local growth shall be the same rates that are used in calculating the maximum annual percentage change in local fiscal year spending under TABOR. The qualification or disqualification of an enterprise, or changes in debt service shall change the Excess County Revenues Cap in the same manner as such change or qualification or disqualification changes the limitation on local fiscal year spending under TABOR.

4. If approved by the voters, the retained excess 2016 revenue shall be allocated for the following purposes:

- a. Roadway Safety and Capacity Improvements – up to \$12 million

- I-25 corridor gap local share – minimum of \$6 million
 - South Academy Boulevard
 - Marksheffel Road/Meadowbrook Drive
 - Chipita Park Road/US Hwy 24/Fountain Avenue
 - Fountain Mesa Road/Caballero Drive/Fortman Avenue
- b. Disaster Recovery Projects – approximately \$1.0 million
May include but not limited to:
- New Santa Fe Trail
 - Maxwell Street Trailhead and Embankment repairs
 - Stratmoor Valley Park/Carson Blvd./Ceresa Park
 - Willow Springs Ponds
 - Hanson Trailhead – trail repair
 - Bennet Channel Sediment Removal
- c. Parks Projects – approximately \$1.5 million
May include but not limited to:
- Bear Creek Regional Park
 - Falcon Regional Park
 - County Fairgrounds
 - Fountain Creek Regional Park
 - Fox Run Regional Park
 - Regional Trail Upgrades

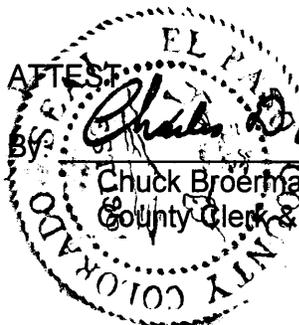
5. Funds allocated to the I-25 corridor gap local share pursuant to the preceding paragraph may be allocated to other roadway safety and capacity improvements if authorization to construct the project is not received from the Federal Highway Administration (FHWA) by December 31, 2027, or if the Colorado Department of Transportation notifies El Paso County that such FHWA authorization will not be provided by that date, whichever occurs sooner.

DONE THIS 5th day of September, 2017 at Colorado Springs, Colorado.

BOARD OF COUNTY COMMISSIONERS
OF EL PASO COUNTY, COLORADO

By: 
Darryl Glenn, President

ATTEST
BY: 
Chuck Broerman
County Clerk & Recorder



RESOLUTION NO. 17-360

BOARD OF COUNTY COMMISSIONERS
OF THE COUNTY OF EL PASO, STATE OF COLORADO

RESOLUTION TO ADOPT AND APPROPRIATE THE 2018 BUDGET

WHEREAS, pursuant to the Colorado Local Government Budget Law, Part 1 of Article 1 of Title 29, C.R.S., the Board of County Commissioners must adopt the annual budget for 2018 by December 15, 2017; and

WHEREAS, the 2018 Original Adopted Budget must recognize revenues and have available fund balance sufficient to cover the appropriated expenditures set forth in the annual budget; and

WHEREAS, a Preliminary Balanced Budget for 2018 was submitted by the Deputy County Administrator to the Board of County Commissioners on September 28, 2017, as required by C.R.S. 29-1-105; and

WHEREAS, pursuant to the notice published in accordance with C.R.S. 29-1-106, the proposed 2018 budget has been open for inspection by the public since September 28, 2017; and

WHEREAS, public hearings were held by the Board of County Commissioners on September 28, 2017, November 9, 2017, November 14, 2017, November 16, 2017 and December 5, 2017 in order to provide interested citizens an opportunity to file or register any comments or objections, and to review evidence and hear testimony as presented to the Board on the proposed 2018 budget; and

WHEREAS, up to and including this date, said proposed budget has been open for inspection by the public and interested citizens, and the electors have been given the opportunity to file or register any objections to said proposed budget pursuant to C.R.S. 29-1-107; and

WHEREAS, Attachment A outlines the revenue, expenditure and fund balance details of the 2018 budget; and

WHEREAS, all expenditure changes made to the Preliminary Balanced Budget balance to revenues and available fund balances are incorporated in the Original Adopted Budget, as required by C.R.S. 29-1-103 (2); and

WHEREAS, \$6,000,000 has been approved on the 2017 Ballot Initiative 1A to be retained for the I-25 "Gap" project and an additional \$1,500,000 will be placed in General Fund Reserve for this same project in anticipation of approval of the Infrastructure for Rebuilding America (INFRA) Grant; and

Chuck Broerman	El Paso County, CO
12/13/2017 09:12:19 AM	
Doc \$0.00	31
Rec \$0.00	Pages 217150260

WHEREAS, it is the intent of the Board to provide the remaining amount in upcoming budget years as outlined in the INFRA Grant for a total El Paso County support not to exceed \$15,000,000 upon approval of the INFRA Grant; and

WHEREAS, the County Treasurer requests authorization to make transfers between the General Fund, Road and Bridge Fund, Human Services Fund, Community Investment Fund, Self Insurance Fund, Conservation Trust Fund and Household Hazardous Waste Fund from backup provided by the Administration and Financial Services Department to allocate money for these seven funds that have been budgeted in the County cost centers; and

WHEREAS, effective for the 2014 budget year and years thereafter, fifty percent (50%) of funds received through the Intergovernmental Service Agreement (IGSA) contract will be deposited into the unrestricted General Fund; and

WHEREAS, the elected offices and departments of El Paso County upon acceptance of the appropriation for their respective elected office and department budgets for 2018, will be required to follow all El Paso County Policy and Procedures as adopted by the Board of County Commissioners; and

WHEREAS, all Board Approved Projects, major projects with total anticipated costs over \$100,000 and all grants are required to be tracked with project numbers or CSR numbers in the County's JD Edwards Financial Management System; and

WHEREAS, concerning contracts and purchases of goods and services approved under the authority of the Health Benefits Trust Board, such contracts and purchases shall comply with the Procurement Policies and Procedures Manual for solicitation, contract award and contract development and shall comply with all applicable laws and regulations arising under the Health Insurance Portability and Accountability Act of 1996 (HIPAA), provided that nothing in this Resolution shall revoke the authority previously granted by the Board of County Commissioners to the Health Benefits Trust Board to approve and enter into such contracts or purchases.

NOW, THEREFORE, BE IT RESOLVED THAT:

- A. All County departments, elected offices and spending agencies are prohibited from expending or obligating funds in excess of the total amount budgeted for each department, elected office or spending agency, and may be further subject to budget modification during fiscal year 2018 in order to comply with Colorado's constitutional spending and revenue limitation.
- B. All County departments, elected offices, and spending agencies shall follow all El Paso County Policies and Procedures as adopted by the Board of County Commissioners to include but not limited to the EPC Personnel Policies & Procedures Manual, the Procurement Policy Manual, all Administration and Financial Services Policies & Procedures, and any others adopted by the Board or procedures set in place by County Administration.

- C. All Board Approved Projects, major projects with total anticipated costs over \$100,000 and all grants are required to be tracked with project numbers or CSR numbers in the County's JD Edwards Financial Management System.
- D. Revenues in excess of expenditures as defined by the Taxpayer's Bill of Rights (TABOR) become reserves.
- E. Capital designated as replacements must be turned into Facilities Management or Information Technology as appropriate for disposal in accordance with County policy. Proceeds from the disposal of property will be revenue to the fund from which it was purchased.
- F. All agencies that receive funding from the County for services provided to the County and agencies that are in place because of County Government (i.e., 501(c) 3 organizations), upon written request, shall provide an annual audit to the Administration and Financial Services Department no later than April 30 of each year.
- G. All approved changes as presented to the Board of County Commissioners have been incorporated into these budgeted figures.

BE IT FURTHER RESOLVED that it is the intent of the Board of County Commissioners that the County Treasurer, pursuant to C.R.S. 30-10-710, credit interest gained through the investment of County funds, unless otherwise restricted by bonding documents or statute to the General Fund with the following exceptions:

Household Hazardous Waste Fund
 Local Improvement District Funds
 Conservation Trust Fund

BE IT FURTHER RESOLVED that pursuant to Section 29-1-111, C.R.S., the following sums are hereby appropriated out of revenues now held or to be collected by the County Treasurer during 2018, including 2017 taxes payable in 2018 for the purposes of defraying all necessary expenditures and liabilities for El Paso County for the fiscal year 2018 as summarized in Attachment A, as set forth in said budget.

El Paso County Funds	Appropriated Amount
001 General Unrestricted	\$143,340,947
001 General Restricted	56,407,360
002 Road and Bridge	26,606,606
003 Road and Bridge Escrow	970,167
004 Human Services	76,080,645
006 Community Investment	17,706,587
012 Self Insurance	39,291,152
015 Conservation Trust	1,374,259
019 School Trust Fund	100,000
022 Household Hazardous Waste	1,114,667
075 Falcon Vista LID	140,000

Grand Total

\$363,132,390

BE IT FURTHER RESOLVED that \$1,500,000 of match towards the I-25 "Gap" project will be placed in a reserve in anticipation of the INFRA Grant approval; and

BE IT FURTHER RESOLVED that the County Treasurer requests authorization to make transfers between the General Fund, Road and Bridge Fund, Human Services Fund, Community Investment Fund, Self Insurance Fund, Conservation Trust Fund and Household Hazardous Waste Fund from backup provided by the Administration and Financial Services Department, Finance Division, to allocate money for these seven funds that have been budgeted in the County cost centers; and

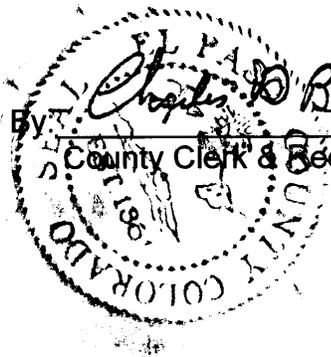
BE IT FURTHER RESOLVED a copy of this Resolution shall be filed with the Colorado Department of Local Affairs, Division of Local Government.

DONE THIS 12th day of December, 2017, at Colorado Springs, Colorado.

BOARD OF COUNTY COMMISSIONERS
EL PASO COUNTY, COLORADO

ATTEST:

By: Charles D. Roermer
County Clerk & Recorder

The seal of El Paso County, Colorado, is circular with a double border. The outer border contains the text "EL PASO COUNTY" at the top and "COLORADO" at the bottom. The inner border contains the text "COUNTY CLERK & RECORDER". In the center of the seal is a figure holding a scale and a sword, with the year "1874" below it.

By: [Signature]
President



RESOLUTION NO. 17-361

THE BOARD OF COUNTY COMMISSIONERS
OF THE COUNTY OF EL PASO, STATE OF COLORADO

RESOLUTION ESTABLISHING AND APPROVING CERTIFICATION OF EL PASO COUNTY'S MILL LEVY FOR THE 2017 PROPERTY TAXES PAYABLE IN 2018 AND ALLOCATING REVENUES FROM SUCH PROPERTY TAXES, THE SPECIFIC OWNERSHIP TAX, AND THE SALES AND USE TAX AMONG THE COUNTY'S VARIOUS FUNDS

WHEREAS, the El Paso County Assessor has certified the value of all taxable property in the County of El Paso for the year 2017 (for taxes to be collected in the year 2018) in the total amount of \$6,661,996,580; and

WHEREAS, the Board of County Commissioners, pursuant to a local tax policy adopted by Resolution 00-133, foregoes, as authorized under Article X, Section 20 of the Colorado Constitution, also known as the Taxpayer's Bill of Rights (TABOR), the collection of property tax revenues generated from business personal property by giving a credit to the business personal property accounts for the portion of the business personal property tax to which El Paso County would otherwise be entitled; and

WHEREAS, the Board of County Commissioners, pursuant to said Section 39-1-111, desires to establish the amount of property tax revenues to be collected from levies against the valuation of all taxable property located in El Paso County; and

WHEREAS, the Board of County Commissioners, in compliance with TABOR, establishes the amount of property tax revenues to be collected that will not exceed the maximum amount of property tax revenues the County is allowed to receive under Section 7 (c) of the TABOR amendment; and

WHEREAS, § 39-10-114, C.R.S. authorizes the County to recover revenues lost through abatements, said amounts to El Paso County being 0.046 mills in the amount of \$308,204; and

WHEREAS, the Board of County Commissioners has the discretion to allocate the levy of 7.919 mills plus 0.046 mills from abatements for a total of 7.965 mills among the various funds of the County, which funds for the year 2018 are the General Fund, the Road and Bridge Fund, and the Road and Bridge Escrow Fund; and

WHEREAS, in addition to revenues collected from the levy upon all such taxable property in the amount of \$53,062,803 the Board of County Commissioners desires to allocate to the various County funds those revenues anticipated to be collected by El Paso County from the Specific Ownership Tax, which revenues for the year 2018 are anticipated in the amount of \$8,089,255; and

WHEREAS, the Board of County Commissioners desires to allocate all Sales and Use Tax collected by the Clerk & Recorder and the Use Tax collected by the Regional Building Department for El Paso County to the General Fund; and

WHEREAS, the Board of County Commissioners desires to allocate all sales tax collected by the State of Colorado, Department of Revenue to the General Fund, Human Services Fund, Community Investment Fund and Self-Insurance Fund per the revenue budget; and

WHEREAS, pursuant to said Section 39-1-111, a copy of this certification shall be provided to the Colorado Division of Local Government.

NOW, THEREFORE, BE IT RESOLVED that the Board of County Commissioners of El Paso County, Colorado, hereby adopts the following for Fiscal Year 2018:

Section 1: There is hereby certified to the El Paso County Assessor a levy for the year 2017 payable in 2018 of 7.965 mills upon the total valuation of all taxable property located in El Paso County; and

Section 2: The abatement mill of 0.046 in the amount of \$308,204 shall be posted against collections for the General Fund; and

Section 3: The levy shall be certified to the El Paso County Assessor for the various funds of the County as follows:

General Fund	7.635
<u>Road & Bridge and Escrow Fund</u>	<u>0.330</u>
Total	7.965 mills

Section 4: In the event that the tax levy produces more revenue than would be allowed under section 7 (c) of the TABOR amendment, any excess funds shall be segregated in a special account and shall not be appropriated or expended without voter approval.

NOW, THEREFORE, BE IT FURTHER RESOLVED that the Board of County Commissioners of El Paso County, Colorado, hereby allocates to the various County funds those revenues anticipated to be collected by El Paso County from the Specific Ownership Tax:

General Fund	\$5,708,439
Road & Bridge Fund	\$2,380,816

Any collection of the Specific Ownership Tax above \$8,089,255 shall be placed in the General Fund.

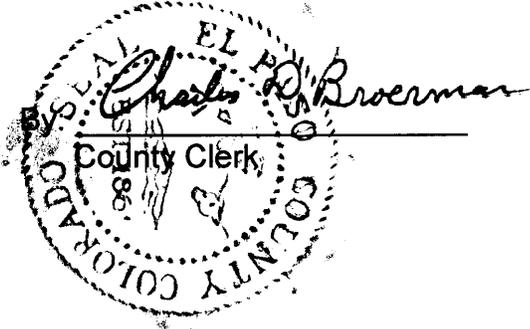
NOW, THEREFORE, BE IT FURTHER RESOLVED that pursuant to Section 30-1-102, C.R.S., 2001, the County Treasurer is authorized to charge a fee of 1.5% against all property tax revenues collected for the County with the exception of the Road and Bridge Escrow Fund which is charged 1%.

NOW, THEREFORE, BE IT FURTHER RESOLVED pursuant to said Section 39-1-111, a copy of this certification shall be provided to the Colorado Division of Local Government.

DONE THIS 12th day of December, 2017, at Colorado Springs, Colorado.

BOARD OF COUNTY COMMISSIONERS
OF EL PASO COUNTY, COLORADO

ATTEST:



By: Walter Ham
President

RESOLUTION NO. 17-362

THE BOARD OF COUNTY COMMISSIONERS
COUNTY OF EL PASO, STATE OF COLORADO

RESOLUTION TO AUTHORIZE THE COUNTY TREASURER TO MAKE TRANSFERS
AS ANTICIPATED IN THE 2018 BUDGET ADOPTION

WHEREAS, the Board of County Commissioners adopts the annual budget pursuant to the Colorado Local Government Budget Law, Part 1, Article 1 of Section 29, C.R.S.; and

WHEREAS, included in the 2018 budget are planned transfers representing direct bills or use of one time funds between funds, including the General, Road and Bridge, Human Services, Community Investment, Self Insurance, Conservation Trust and Household Hazardous Waste; as well as supplemental appropriations from fund balance.

NOW, THEREFORE, BE IT RESOLVED that the County Treasurer is authorized to make such transfers between funds not to exceed the following amounts:

El Paso County Funds	Appropriated Amount
001 General Unrestricted	\$143,340,947
001 General Restricted	56,407,360
002 Road and Bridge	26,606,606
004 Human Services	76,080,645
006 Community Investment	17,706,587
012 Self Insurance	39,291,152
015 Conservation Trust	1,374,259
022 Household Hazardous Waste	1,114,667

NOW, THEREFORE, BE IT FURTHER RESOLVED that the County Treasurer is authorized to make transfers between funds, including the General, Road and Bridge, Human Services, Community Investment, Self Insurance, Conservation Trust and Household Hazardous Waste funds as budgeted and between any other funds as budget adjustments occur throughout the year with notification from Administration and Financial Services.

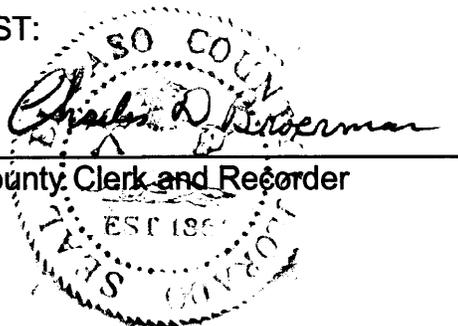
DONE THIS 12th day of December, 2017, at Colorado Springs, Colorado.

BOARD OF COUNTY COMMISSIONERS
OF EL PASO COUNTY, COLORADO

ATTEST:

By: Charles D. Broerman

County Clerk and Recorder



By: David Glenn

President

Chuck Broerman

12/13/2017 09:12:19 AM

Doc \$0.00

Rec \$0.00

El Paso County, CO



217150262