

EL PASO COUNTY COLORADO



2021 ADOPTED BUDGET





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**El Paso County
Colorado**

For the Fiscal Year Beginning

January 1, 2020

Christopher P. Morill

Executive Director



2021 Adopted Budget El Paso County Colorado

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BUDGET MESSAGE

January 28, 2021

Dear Board of County Commissioners and El Paso County Residents:

Throughout the 2021 El Paso County budget process, economic sustainability and strategic investments for our County's future have been highlighted. Lessons that we learned from our tumultuous budget history from 2005-2014, demonstrated the need and provided the foundation for the development of our rolling Five-Year Financial Road Map (page 64) endorsed by the Board of County Commissioners (BoCC) in 2015, utilized through 2021 with plans continuing through 2025. This has allowed us to establish a clear multi-year strategy to address and evaluate all the County's critical needs due to increased service demands, population growth and mandated pressures. For 2020 and into 2021 there has been a budgetary focus toward the continued response and recovery from the COVID-19 pandemic that has created its own unique challenges. To aid in this response and recovery, in 2020, and carrying over to 2021, El Paso County received over \$125M in Coronavirus Aid, Relief, and Economic Security (CARES) Act funding, of which over \$41M was shared back to municipalities to aid in their efforts. With the focus on our Five-Year Financial Road Map and through the collaboration with all County Departments and Offices we have identified a unified direction aligned with our Five-Year County Strategic Plan (page 17) and have continued to remain sustainable even given the most recent challenges. Additionally, we continue to restore operational shortfalls, address capital backlogs, as well as ensure responsible growth, after more than a decade of significant financial challenges.

Historically, El Paso County has faced various financial challenges such as budget reductions from 2005 to 2009, unforeseen additional reductions resulting from the economic slowdown of the Great Recession in budget years 2009 to 2012, historic fires and floods in 2012 and 2013, to currently the COVID-19 worldwide pandemic. While Federal funds, through the Federal Emergency Management Agency (FEMA), the Natural Resources Conservation Service (NRCS), and most recently the CARES Act, funding has been secured to address many of El Paso County's worst disaster related challenges and it has been 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 and in 2019, to meet this need, we established a cooperative, interjurisdictional disaster agency, the Pikes Peak Regional Office of Emergency Management for the City and County. The formation of this agency as well as the share-back of CARES Act funding, and securing FEMA funding for the 2020-2021 pandemic, provides a collaborative effort which aligns with the County's Strategic Plan to prepare and plan for any regional emergency situation ensuring a safe, secure, resilient and healthy community.

A critical step in the right direction to help address a backlog of personnel, facilities and equipment needs directly related to Public Safety was voter approval of a dedicated Public Safety Sales and Use Tax, effective in budget year 2013. 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. In 2018, the County brought forward a measure to the voters to extend the dedicated Public Safety Sales & Use Tax, which was to sunset on January 1, 2021. The



voters overwhelmingly approved this measure, extending the .23% sales tax until January 2029 to fund public safety, law enforcement, and emergency response needs. Even given the current budgetary challenges, for 2021, we anticipate an increase in Public Safety Sales & Use Tax of 4% over the 2020 budget.

The challenges that El Paso County has encountered have put downward pressure on the County's Taxpayer Bill of Rights (TABOR) cap and have continued to have negative impacts on the County's Property Tax revenue and the potential for growth. The 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. In 2020, the County refunded the 2018 revenues of \$4,025,078 that were in excess of the 2018 TABOR limit through a temporary mill levy credit paid from the General Fund. And currently, for the 2021 budget, the County is refunding an overage over the 2019 TABOR limit of \$3,113,796. This will be done through a temporary mill levy credit of 0.393 mills, which will be paid from the General Fund. In addition, due to the limitations of TABOR, the total County mill levy of 8.085 mills, certified and payable in 2021, also includes a temporary mill levy reduction of 0.141. This will put a damper on the amount of property tax collected by the County for 2021, which is already the lowest of the ten largest Colorado counties.

The investment in Human Capital continues to be a focus with many of the County's departments and offices reporting higher than typical personnel turnover and rising costs for hiring and training new workers over the past few years. To address this, a 2015 salary survey was done and confirmed that many County employees were being paid below the minimum salary range for similar positions and we began to address this in 2017. This has been addressed in our Financial Roadmap and is a pressing need that we continued to address in the 2021 budget with a 2% personnel increase for each department and office, as well as to plan for further investment through the budget year 2025 and ongoing.

For the 2021 budget, the County continued the five-year plan to pave the "Road to Recovery" through the Financial Roadmap and invest in critical infrastructure needs, further invest in human capital, as well as to reinvest in County operations. The overall 2021 El Paso County budget is a total of \$406,610,128, a 2.5% increase over 2020, and addresses over \$15.3 Million of our critical needs funded primarily with 2020 operational savings. The 2021 budget includes investing \$3.9 Million for I-25 Gap project and high impact road infrastructure, a 2.0% allocation of the County's personnel budget which provided \$2.75 Million to be allocated to all departments and offices, \$3.1 Million for critical facility and capital needs, \$1.9 Million for public works and fleet capital needs and \$3.6 Million for various department operational and staffing needs. Fortunately in 2020, our revenues did not decrease as much as anticipated, so for 2021 we are anticipating total revenue of \$400,181,584, or overall revenue growth of 4% over 2020's budget. While overall revenue is projected to increase in the 2021 budget, TABOR limitations continue to provide a challenge to the ability to address future critical needs, projects, and infrastructure to keep pace with the County's steady growth and we anticipate future TABOR refunds. The County's Five-Year Financial Forecast and Roadmap anticipates these needs, focuses on responsible growth, and allows for



continued additional expenditures for necessary improvements to infrastructure, investment in human capital and increased 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 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 by reserving unanticipated General Fund revenues and General Fund underspending each year, address ongoing personnel and operational needs and continue to address capital investment needs including facilities maintenance, infrastructure, and fleet replacement. Throughout this process, for 2021, we have been able to replenish our emergency reserve to our desired goal of \$5 million. The County's Five-Year Strategic Plan and Financial Roadmap further outline these goals with both short-term and long-term objectives, recognizes our commitment to meeting these current and future needs and allows El Paso County to remain a positive force in our growing region. In addition, through a collaborative effort with all departments and offices, all budgetary increases throughout the year and all departmental/office objectives are aligned to the overall goals and direction of the County's Strategic Plan.

The Financial Services Department continues to "prepare for the worst economic condition 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 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.

El Paso County received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the years 1994-1997, 2006-2007, and 2017-2020 for its annual budget. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

It is with great appreciation to all those who participated in the budget process, Board of County Commissioners, Countywide Elected Officials, Department Directors and their support staff and especially the staff of the Financial Services Department, Budget Division, that I submit the 2021 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.

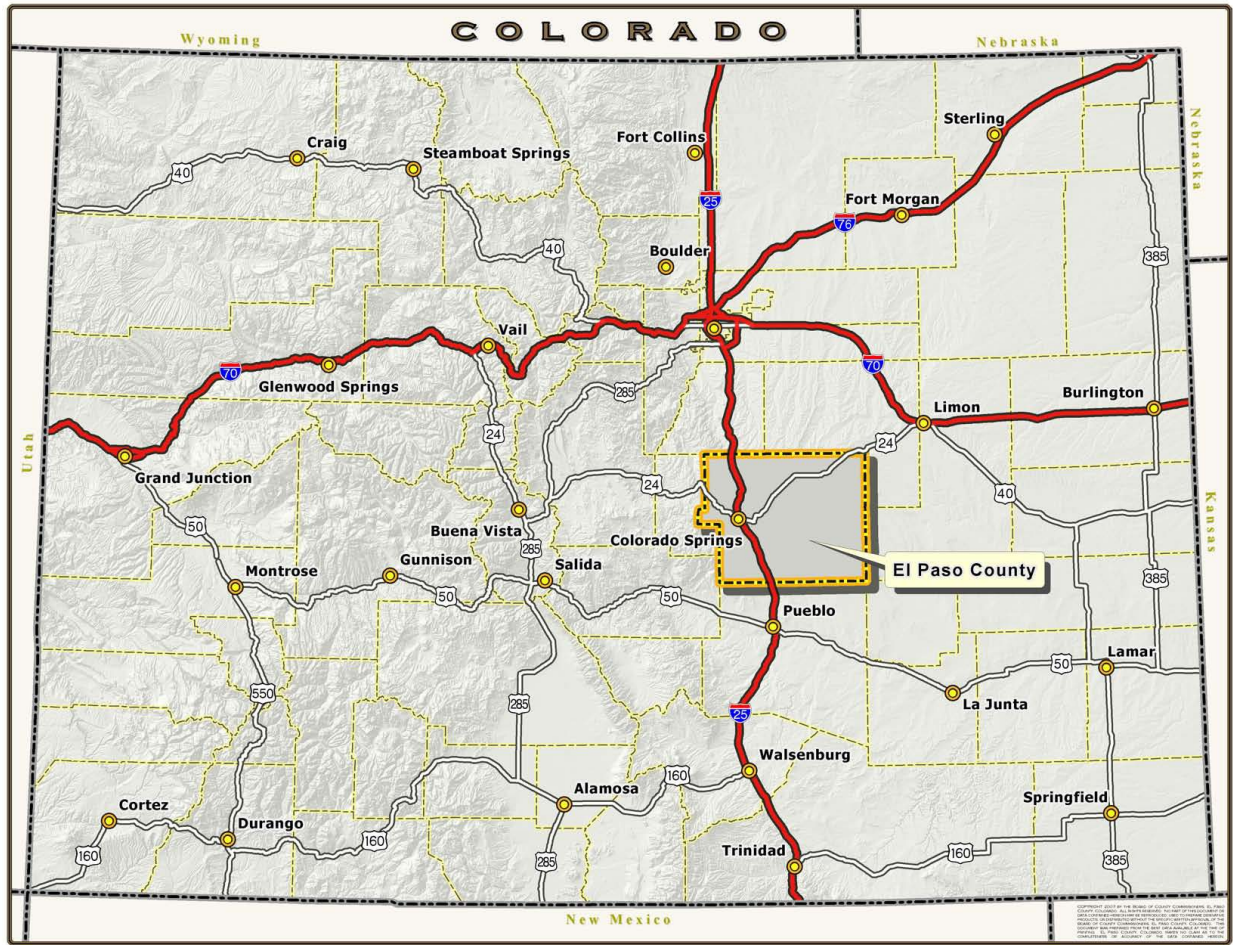
El Paso County includes both urban and rural areas, and all citizens benefit from the services provided by El Paso County offices and agencies.

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 (2021)	748,981
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 748,981 citizens in 2021.

El Paso County's unincorporated population for 2021 is estimated to be more than 201,918 citizens and incorporated to be 545,063. Since the year 2000, El Paso's population has grown by more than 200,000 people. When Colorado became a state in 1876, it had a population of about 100,000. The Centennial State now has more than 5,942,182 residents. The largest city in El Paso County is Colorado Springs, with an estimated population of 472,688.

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 2019 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	12.14%
2	United States Air Force Academy	3.08%
3	UCHealth Memorial Health Services	2.32%
4	Schriever Air Force Base	2.25%
5	Peterson Air Force Base	1.79%
6	School District 11 - Colorado Springs	1.39%
7	School District 20 – Air Academy	1.19%
8	Penrose-St. Francis Health Services	1.16%
9	El Paso County	0.99%
10	City of Colorado Springs	0.88%

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 the County’s 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 and Basketball, the world-famous Pikes Peak International Hill Climb and much more.

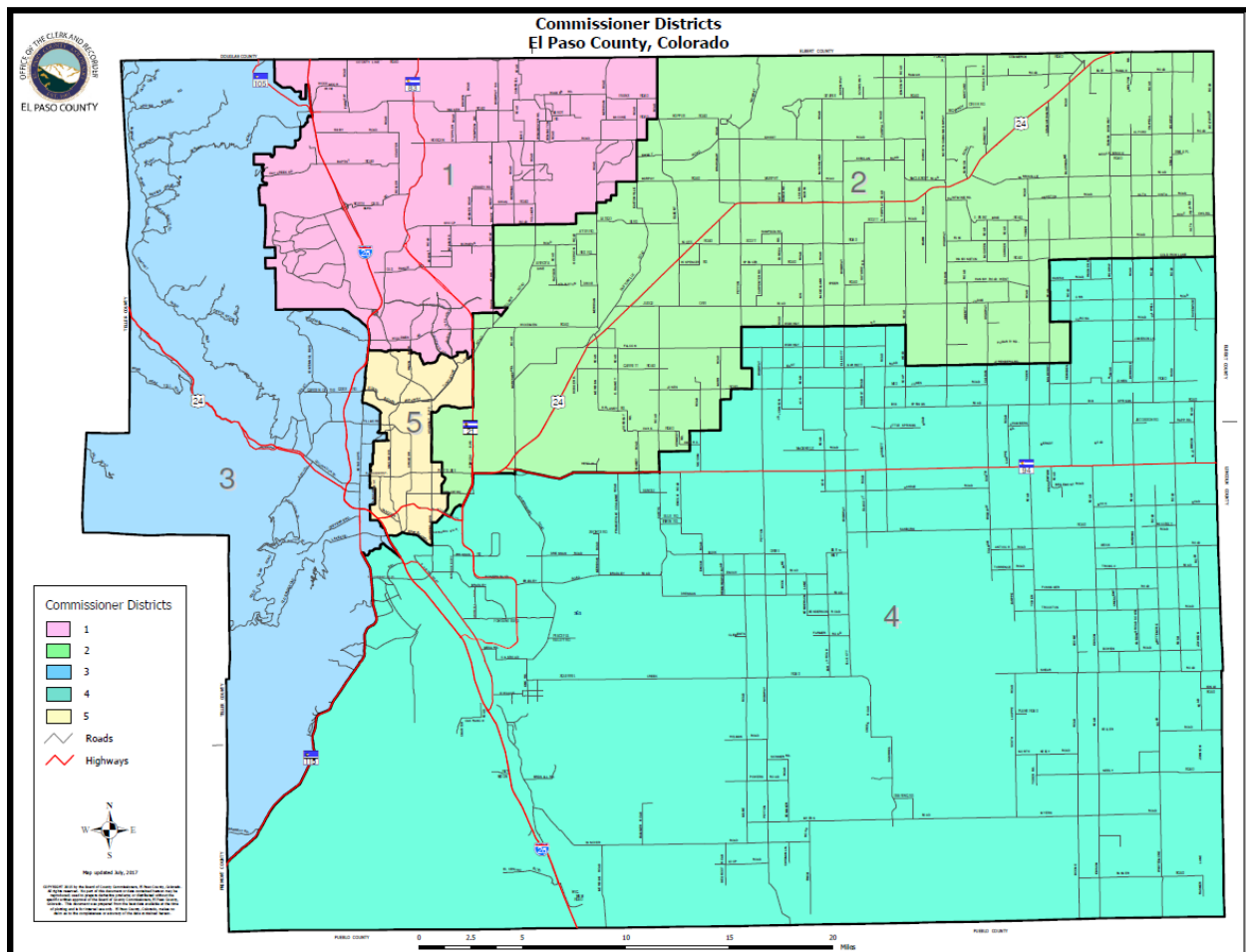


BOARD OF COUNTY COMMISSIONERS

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.





***Holly Williams,
Commissioner District 1***

Holly Williams serves District 1 on the Board of County Commissioners. Her district encompasses northern El Paso County, including the Town of Monument and N/NE areas of Colorado Springs as well as the unincorporated areas of Northern El Paso County including Woodmoor and Black Forest.

Holly holds a Bachelor of Arts from the University of Virginia and a Master of Public Administration from the University of Colorado at Colorado Springs. Additionally, she is a graduate of the Leadership Program of the Rockies.

Holly served for two terms as the Public Trustee of El Paso County, an appointment by Governor Bill Owens. She was elected by her peers to serve as President of the Colorado Public Trustee’s Association and successfully worked with the state legislature to pass needed changes in foreclosure law.

Holly serves on the Criminal Justice Coordinating Council (Chairman, 2020), the Pikes Peak Area Council of Governments (Secretary 2019), the Pikes Peak Rural Transportation Authority (Vice Chairman, 2021), and the Colorado Springs Convention & Visitors Bureau Partnership Committee. She is also a liaison to the Highway Advisory Commission, the Pikes Peak Library District Board, the Colorado Springs Chamber and EDC Military Affairs Council, and the Forestry & Weed Advisory Commission.

Holly strongly believes in and has lived a life of public service and dedication to our community. She has a strong record of working to improve our community, serving in various community groups, from Scouting and other youth groups to political involvement. Holly has been an officer of the Sunrise Republican Women’s club and has served in numerous positions within the El Paso County Republican Party.

Holly moved to Colorado in 1992 where she and her husband Wayne raised their four children. In her spare time, she is an accomplished pianist and frequently accompanies large congregations and local choirs. She is a member of the Church of Jesus Christ of Latter-day Saints.



***Carrie Geitner,
Commissioner District 2***

Carrie Geitner was sworn in as District 2 El Paso County Commissioner on Tuesday, January 12, 2021. District 2 extends from east side Colorado Springs neighborhoods through Cimarron Hills, Falcon, Peyton, Calhan and Ramah.

Commissioner Geitner believes our collective responsibility is to build our community to fulfill the needs of one another. With a background in communications and outreach, Geitner hopes to build stronger relationships with the community and build trust in local government.

She is the first college graduate in her family, receiving her degree from the University of Central Florida where she majored in English with double minors in psychology and marketing. Shortly after college Geitner met and married her husband, Army Officer and current State Representative Tim Geitner. Together they have two sons.

She spent several years in fundraising and community outreach for non-profit organizations including hospice and a school for the blind. She also worked to establish non-profit status and served as president of a newly formed foundation created to support military families and honor fallen soldiers through a memorial wall and park.

Experiencing life as a military spouse, Commissioner Geitner has increased compassion and empathy towards veterans and military families. It's that understanding that has led Geitner to a life of servant leadership.

In 2020, Commissioner Geitner founded a charter school in District 2 and serves as the board president. She also owned and operated a small business.



***Stan VanderWerf, Chair,
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.



***Longinos Gonzalez, Jr.,
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. Longinos has a Master’s Degree in science education and he was a teacher with Harrison School District 2 prior to his election.

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

Longinos’ community involvement includes serving on the State Board of Veterans Affairs, Colorado Springs Public Safety Sales Tax Oversight Committee, and being a volunteer Sunday school teacher and lector at his church.



Cami Bremer was elected to the Board of County Commissioners District 5 seat in November 2018. District 5 encompasses the center portion of El Paso County, including most of the City of Colorado Springs.

Cami brings broad experience in government and media relations as well as healthcare and non-profit management to her role as a county commissioner. Cami has served as Regional Director for the American Heart Association, Provider & Community Relations Manager for Penrose Cancer Center, Director of Governmental Affairs for the Chamber of Commerce, and Communications Specialist for the City of Colorado Springs, where she was certified in federal emergency management communications.

***Cami Bremer, Vice Chair,
Commissioner District 5***

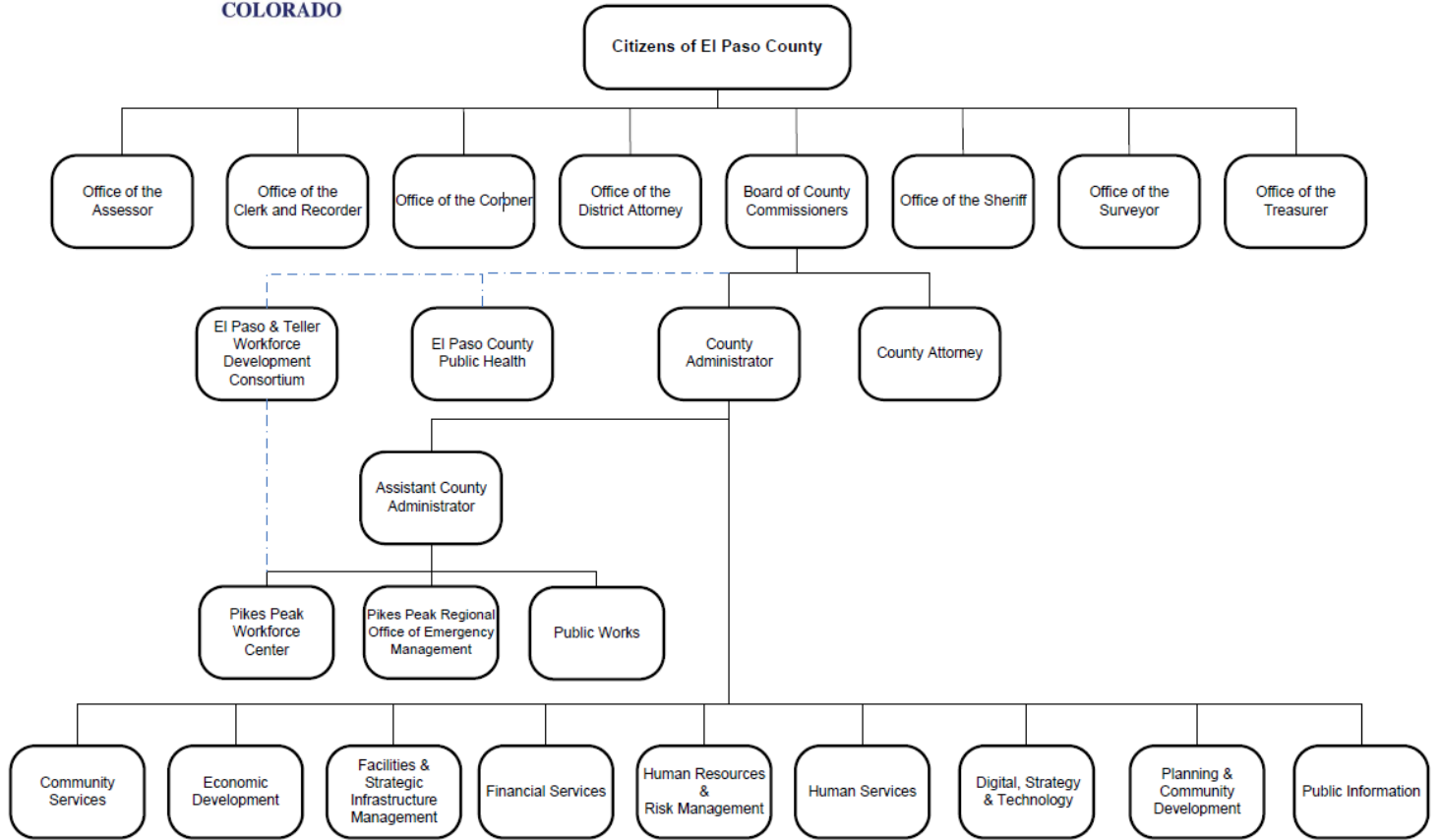
Cami serves on the El Paso County Board of Public Health, Pikes Peak Area Council of Governments, and Not One More Child. Cami also serves as Board of County Commissioners liaison to Pikes Peak Library District, El Paso County Housing Authority, Local Emergency Planning Committee, and Community Services Block Grant (CSBG) Advisory Board. She has a passion for Human Services and cost-effective policies that allows for serving those in need, while incentivizing long term family-centered solutions. Cami also looks forward to collaborating across jurisdictions and organizations for a regional approach to solving current community issues such as homelessness, affordable housing and workforce development.

Cami grew up in Georgia and attended the University of Georgia where she earned her Bachelor of Journalism in Public Relations. After moving to Colorado in 2002, she continued her education with an MBA in Marketing from UCCS.

Cami is married to Eli Bremer and they have a 6-year old son named Struthers. On any given weekend, Cami and her family can be found enjoying outdoor activities like hiking, biking, swimming, running and skiing.



El Paso County Organizational Chart



Lines of Control —————
 Lines of Coordination - - - - -

Approved: 01.12.2021



II. STRATEGIC 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, Homeowner’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 childcare 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).

2021 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, 2020	Start of Fiscal Year (Begin planning for 2021 Budget)
January 31, 2020	Certified copy of 2020 Original Adopted Budget filed with DOLA <i>[Statutory deadline - January 31, 2020 C.R. S 29-1-113 (1)]</i>
June 25, 2020	Present to BoCC: Submitted to State - 2019 Audit/Comprehensive Annual Financial Rpt. <i>[Statutory Deadline - June 30, 2020 C.R. S 29-1-606 (a) (1)] (180 days)</i>
October 6, 2020	<u>2021 Budget Hearing #1</u> – (Preliminary Balanced Budget) <i>Statutory Presentation of 2021 Preliminary Balanced Budget & County’s Financial Condition</i> <i>[Statutory Deadline - October 15, 2020 C.R. S 29-1-106 (1)]</i> <i>* To include revenues estimates and previously approved changes to expenditures</i>
October 20, 2020	<u>2021 Budget Hearings #2</u> – (Original Adopted Budget) <i>Department/Offices - Critical Needs Presentations</i>
October 22, 2020	<u>2021 Budget Hearings #3</u> – (Original Adopted Budget) <i>Department/Offices - Critical Needs Presentations</i> <i>County Controller – Updated Revenue Projections & Five-Year Forecast</i> <i>COG Presentation to BoCC</i>
November 17, 2020	<u>2021 Budget Hearing #4</u> – (Original Adopted Budget) <i>BoCC Direction on the 2021 Original Adopted Budget</i>
December 8, 2020	<u>2021 Budget Hearing #5</u> – (Original Adopted Budget) <i>Resolution to Adopt the 2021 Original Adopted Budget</i> <i>[Statutory Deadline – December 15, 2020 C.R. S 29-1-108 (2) and 3)]</i> <i>Resolution to Certify the County Mill Levy</i> <i>[Statutory Deadline – December 15, 2020 C.R. S 39-5-128 (1)]</i> <i>Resolution to Authorize the Treasurer to Transfer between Funds</i> <i>[Statutory Deadline – December 31, 2020 C.R. S 29-1-108 (4)]</i>
December 22, 2020	BoCC to levy taxes and certify mill levies to the State & Assessor <i>(Statutory deadline - December 22, 2020)</i>
January 1, 2021	Start of Fiscal Year (Begin planning for 2022 Budget)



January 31, 2021

Certified copy of 2021 Original Adopted Budget filed with DOLA
[Statutory deadline - January 31, 2021 C.R. S 29-1-113 (1)]
& Submit 2021 Budget Book to GFOA

BUDGET PROCESS POLICY

El Paso County must follow the requirements of the "Local Government Budget Law of Colorado," Title 29, Article 1, Part 1 (Appendix C of Budget Policy in Appendix A). 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 of Budget Policy in Appendix A from the Colorado Department of Local Affairs (DOLA) for specific deadline dates).

In order to be in compliance with the deadlines and requirements of the Adoption of the Original Adoption Budget (OAB), El Paso County’s Budget Policy uses the following basic parameters:

- The proposed budget must be balanced. Specifically, no budget shall provide for expenditures in excess of available revenues and beginning fund balances.
- 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.
- The budget must show a beginning fund balance, anticipated revenue, expenditures and ending fund balance.
- The Budget Officer must present a Preliminary Balanced Budget (PBB) to the BoCC by October 15th.
- A notice of Budget must be published.
- 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.
- The BoCC must adopt the OAB by December 15th prior to the certification of levies for EPC.
 - 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.
 - The *Mill Levy Resolution* certifies the mill levy after the *Resolution to Adopt* has been approved.
 - The *Transfer Resolution* authorizes the Treasurer to make transfers between funds.
- The OAB with additional documentation as mandated must be submitted to DOLA by January 31st.

All annual appropriations lapse at the end of the fiscal year as El Paso County 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.

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 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.

OTHER FINANCIAL POLICIES

On February 1, 2019, El Paso County established a Federal Grants Management Manual. The purpose to ensure that The County follows federal guidelines to ensure compliance with the application, receipt, management, and closeout of all federal grants awarded to the County. While this grant manual is intended as a primary resource, it is not intended to replace or supersede any federal guidance on grant administration.

Use the link for the full Federal Grants Management Manual [Miscellaneous Budget Reports and Presentations - El Paso County Administration](#)

SUMMARY OF CHANGES BETWEEN PREMLINARY AND ADOPTED BUDGET

The 2021 Preliminary Balanced Budget (PBB) was presented to the Board of County Commissioners and the Public on October 6, 2020. The preliminary budget presented a total of \$393,150,720 in revenues and \$403,936,927 in expenditures. The 2021 Original Adopted Budget (OAB) was finalized on December 8, 2020 and the final revenues totaled \$400,181,584. The total increase in revenues from the PBB to the OAB was \$7,030,864 and this change from the preliminary budget was due primarily to increasing the sales tax projection in the five-year forecast. From the preliminary to the final budget, the General Fund unrestricted Sales Tax was increased by \$5 million and restricted revenues were increased by \$1.7 million for restricted Public Safety Tax, grants, and fees. Expenditures from the PBB to the OAB increased by \$2,673,201 to total \$406,610,168. The increase was mostly in General Fund restricted revenues due to the increased Public Safety Sales Tax, grants, and fees. In addition, there was a slight increase to unrestricted general fund of \$15,000 that was added to code enforcement as a critical need.



IV. FINANCIAL SECTION



COUNTYWIDE BUDGET SUMMARY

2021 COUNTYWIDE BUDGET SUMMARY

The Countywide Budget Summary provides information regarding revenues, expenditures, and fund balances for the Countywide 2021 Original Adopted Budget (all 10 funds combined). The table below summarizes the Countywide 2021 Original Adopted Budget. Compared to the 2020 Original Adopted Budget, revenues are budgeted to increase by 7.70% and expenditures are budgeted to increase by 8.56% overall. We are projected to spend into fund balance for 2021 for funding of the Tabor refund and funding department critical needs.

2021 COUNTYWIDE BUDGET SUMMARY						
All Funds Summary	2018 Actual	2019 Actual	2020 OAB	2021 OAB	Increase/ (Decrease)	Percent Change
UNRESTRICTED REVENUE						
Sales & Use Tax	107,910,306	117,195,748	118,489,196	128,851,235	10,362,039	8.75%
Property Tax	51,303,550	53,107,717	57,567,428	62,727,378	5,159,950	8.96%
Property Taxes-Tabor Refund	-	-	(4,025,078)	(3,113,796)	911,282	0.00%
Specific Ownership Tax	7,444,710	7,454,234	7,182,997	7,182,997	-	0.00%
Other Taxes	408,300	393,847	349,000	349,000	-	0.00%
Fees & Charges for Services	759,297	785,674	1,226,500	1,184,500	(42,000)	-3.42%
Assessor Fees	38,791	35,631	22,000	4,000	(18,000)	-81.82%
Clerk & Recorder Fees	11,510,408	13,060,712	11,900,000	12,400,000	500,000	4.20%
Coroner	570,619	693,200	563,000	685,000	122,000	21.67%
Planning & Community Development	2,017,770	1,937,709	1,820,000	1,820,000	-	0.00%
Sheriff Fees	2,728,782	2,928,320	2,614,250	1,436,000	(1,178,250)	-45.07%
Surveyor Fees	-	-	2,000	2,000	-	0.00%
Treasurer Fees	4,109,107	4,467,660	4,100,000	4,100,000	-	0.00%
Public Trustee Fees	324,711	435,112	200,000	200,000	-	0.00%
Parks & Recreation Fees	399,689	343,413	225,000	225,000	-	0.00%
Parking Structure Fees	245,109	217,658	205,000	205,000	-	0.00%
Rent Collections - Outside	10,940	2,500	15,000	15,000	-	0.00%
Intergovernmental	5,805,969	4,742,680	2,484,400	1,856,400	(628,000)	-25.28%
Miscellaneous Revenue	2,370,243	3,222,845	3,325,000	2,805,000	(520,000)	-15.64%
Total Unrestricted Revenue	\$ 184,529,757	\$ 211,024,659	\$ 198,651,306	\$ 222,934,714	\$ 24,283,408	12.22%
RESTRICTED REVENUE						
Grant/Intergovernmental	97,119,980	99,813,997	99,223,313	98,760,487	(462,826)	-0.47%
Public Safety Sales & Use Tax	24,721,021	26,992,138	27,158,724	29,565,228	2,406,504	8.86%
Restricted Revenue/Spec Own Tax- Fleet	7,722,041	6,331,625	5,947,000	5,966,000	19,000	0.32%
Property Taxes-Pass thru BPPT	855,927	870,275	1,108,295	1,100,354	(7,941)	-0.72%
Highway User Tax	15,248,690	16,314,560	13,100,500	13,199,000	98,500	0.75%
Employer Paid Benefits	10,199,079	12,184,583	8,094,077	8,714,103	620,026	7.66%
Internal County Direct Bills	16,144,911	19,050,228	21,273,086	19,941,698	(1,331,388)	-6.26%
Total Restricted Revenue	162,988,263	181,557,406	172,928,773	177,246,870	4,318,097	2.50%
TOTAL REVENUE	\$ 347,518,019	\$ 392,582,065	\$ 371,580,079	\$ 400,181,584	\$ 28,601,505	7.70%
EXPENDITURES:						
Personnel	110,538,456	126,982,146	133,472,127	149,117,747	15,645,620	11.72%
Operating	52,630,703	66,476,667	59,752,284	75,106,153	15,353,869	25.70%
Capital	7,814,188	11,105,224	7,057,534	4,318,300	(2,739,234)	-38.81%
Total Unrestricted Expenditures	\$ 170,983,347	\$ 204,564,038	\$ 200,281,945	\$ 228,542,200	\$ 28,260,255	14.11%
Restricted Personnel	75,642,338	93,104,687	92,947,935	92,724,383	(223,552)	-0.24%
Restricted Operating	69,954,129	80,040,423	72,975,399	82,335,625	9,360,226	12.83%
Restricted Capital	4,032,403	4,188,952	8,354,524	3,007,919	(5,346,605)	-64.00%
Total Restricted Expenditures	\$ 149,628,870	\$ 177,334,062	\$ 174,277,858	\$ 178,067,927	\$ 3,790,069	2.17%
Total Expenditures	\$ 320,612,217	\$ 381,898,099	\$ 374,559,803	\$ 406,610,127	\$ 32,050,324	8.56%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 26,905,802	\$ 10,683,966	\$ (2,979,724)	\$ (6,428,543)	\$ (3,448,819)	-115.74%



2021 ORIGINAL ADOPTED BUDGET AT A GLANCE

	1	2	3*	4	6	12	15*	19*	22*	75*	
	General Fund	Road & Bridge	Road & Bridge Escrow	DHS Fund	Capital Improvement Fund	Self-Insurance Fund	Conservation Trust Fund	Schools Trust	Household Hazardous Waste Mgmt.	LIDS	TOTAL
<u>UNRESTRICTED REVENUE</u>											
Sales and Use Tax	74,302,390			19,123,937	11,261,275	24,163,633					128,851,235
Property Taxes-Real Property	61,137,363	1,590,015									62,727,378
Property Taxes-Tabor Refund	(3,113,796)										(3,113,796)
Specific Ownership Tax		7,182,997									7,182,997
Other Taxes / PILT	285,000	64,000									349,000
Fees & Charges for Svs	684,500	500,000									1,184,500
Assessor Fees	4,000										4,000
Clerk & Recorder Fees	12,400,000										12,400,000
Coroner	685,000										685,000
Planning & Community Development	1,820,000										1,820,000
Sheriff Fees	1,436,000										1,436,000
Surveyor	2,000										2,000
Treasurer Fees	4,100,000										4,100,000
Public Trustee Fees	200,000										200,000
Park & Recreation Fees	225,000										225,000
Parking Structure Fees	205,000										205,000
Rent Collections-Outside	15,000										15,000
Intergovernmental	1,856,400										1,856,400
Miscellaneous Revenue	2,720,000					85,000					2,805,000
Unrestricted Revenue	158,963,857	9,337,012	0	19,123,937	11,261,275	24,248,633	0	0	0	0	222,934,714
<u>RESTRICTED REVENUE</u>											
Grant / Intergovernmental	34,138,371			61,000,082	802,509		1,406,525	100,000	1,238,000	75,000	98,760,487
Public Safety Sales & Use Tax	29,565,228										29,565,228
Restricted Fees	5,216,000	750,000									5,966,000
Property Taxes and Pass thru BPPT			1,100,354								1,100,354
Highway User Tax		13,199,000									13,199,000
Employee Paid Benefits						8,714,103					8,714,103
Internal County Direct Bills					2,777,077	17,164,621					19,941,698
Restricted Revenue	68,919,599	13,949,000	1,100,354	61,000,082	3,579,586	25,878,724	1,406,525	100,000	1,238,000	75,000	177,246,870
	227,883,456	23,286,012	1,100,354	80,124,019	14,840,861	50,127,357	1,406,525	100,000	1,238,000	75,000	400,181,584
<u>Expenditures</u>											
Personnel	113,642,324	5,145,620		11,539,035		18,790,769					149,117,747
Operating	45,122,907	6,138,770		7,305,532	11,261,275	5,277,669					75,106,153
Capital	3,992,840	325,460									4,318,300
Unrestricted Expenditures	162,758,071	11,609,850	0	18,844,567	11,261,275	24,068,438	0	0	0	0	228,542,201
Restricted Personnel	27,241,247	6,182,358		37,351,990		20,204,100	1,250,648		494,040		92,724,383
Restricted Operating	39,882,523	7,375,609	1,100,354	23,648,092	3,579,586	5,674,624	155,877	100,000	743,960	75,000	82,335,625
Restricted Capital	2,616,886	391,033									3,007,919
Restricted Expenditures	69,740,656	13,949,000	1,100,354	61,000,082	3,579,586	25,878,724	1,406,525	100,000	1,238,000	75,000	178,067,927
	232,498,727	25,558,850	1,100,354	79,844,649	14,840,861	49,947,162	1,406,525	100,000	1,238,000	75,000	406,610,128



DEPARTMENT TO FUND RELATIONSHIP

Department to Fund Relationship - 2021 REVENUES

Department	General Fund	General Fund Restricted	Road & Bridge	Road & Bridge Escrow	Dept. of Human Services	Community Investment	Self-Insurance	Conservation Trust	Schools' Trust	Local Household Hazardous Waste	Local Improvement Districts-Falcon Vista	Total
REVENUES:												
Assessor	4,000											4,000
Clerk & Recorder	12,400,000	2,625,000										15,025,000
Coroner	687,000											687,000
District Attorney		1,017,395										1,017,395
Sheriff's Office	3,186,000	0										3,186,000
Public Safety Sales & Use Tax		29,565,228										29,565,228
Surveyor	2,000											2,000
Treasurer	4,100,000											4,100,000
Public Trustee	200,000											200,000
Administrative Services	136,084,457	1,975,000				14,840,861	50,127,357		100,000			203,127,675
Information Technology	6,000											6,000
Facilities Strategic Infrastructure Mgmt	15,000	200,000										215,000
Parking Structure	205,000											205,000
Community Services Department- Parks	225,000	556,000										781,000
Justice Services/Community Outreach		10,013,165										10,013,165
Colorado Alt Sentencing Program (CASP)		60,000										60,000
Veteran Services	29,400											29,400
Conservation Trust								1,406,525				1,406,525
Household Hazardous Waste										1,238,000		1,238,000
Planning & Community Development	1,820,000											1,820,000
Economic Development		15,222,745										15,222,745
Pikes Peak Workforce Center		7,685,066										7,685,066
Road & Bridge			23,286,012	1,100,354								24,386,366
Dept of Human Services					80,124,019							80,124,019
Local Improvement Districts-Falcon Vista											75,000	75,000
TOTAL REVENUES	158,963,857	68,919,599	23,286,012	1,100,354	80,124,019	14,840,861	50,127,357	1,406,525	100,000	1,238,000	75,000	400,181,584



Department to Fund Relationship - 2021 EXPENDITURES

Department	General Fund		Road & Bridge	Road & Bridge Escrow	Dept. of Human Services	Community Investment	Self-Insurance	Conservation Trust	Schools' Trust	Household Hazardous Waste	Local Improvement Districts-Falcon Vista	Total
	General Fund	Restricted	Bridge	Escrow	Services	Investment	Insurance	Trust	Trust	Waste	Falcon Vista	Total
EXPENDITURES:												
Assessor	4,119,496											4,119,496
Clerk & Recorder	8,756,547	3,250,000										12,006,547
Coroner	3,038,681											3,038,681
County Attorney	1,356,479											1,356,479
District Attorney	16,388,069	1,017,395										17,405,464
Sheriff's Office	54,032,471											54,032,471
Sheriff's Office/Security	2,846,997											2,846,997
Public Safety Sales & Use Tax		29,297,477										29,297,477
Surveyor	11,380											11,380
Treasurer	1,366,162											1,366,162
Administrative Services												
Board of County Commissioners	5,632,823											5,632,823
Emergency Management	582,365											582,365
Hazmat /ESA	382,105											382,105
Strategic Initiatives	488,241											488,241
Board of Equalization	40,309											40,309
Financial Services/Budget & Finance	1,452,972	1,982,369				14,840,861	49,947,162		100,000			68,323,364
Health Department Support	4,444,149											4,444,149
Information Technology	14,292,967											14,292,967
Public Information Office	297,320											297,320
Facilities Strategic Infrastructure Mgmt	9,200,068	200,000										9,400,068
Facilities/Utilities	3,003,646											3,003,646
Community Services Department - Parks	3,065,331	986,000										4,051,331
CSU Administration	265,514											265,514
Environmental Services	396,182											396,182
Veteran Services	570,460											570,460
Justice Services/Community Outreach	703,640	10,073,165										10,776,805
Conservation Trust								1,406,525				1,406,525
Household Hazardous Waste										1,238,000		1,238,000
Economic Development Admin	278,422	15,249,184										15,527,606
Planning & Community Development	2,665,353											2,665,353
HR/Risk Mgmt	1,964,616											1,964,616
Pikes Peak Workforce Center		7,685,066										7,685,066
Department of Public Works	11,467,549		25,558,850	1,100,354								38,126,753
Dept of Human Services					79,844,649							79,844,649
Local Improvement Districts-Falcon Vista											75,000	75,000
Retirement	9,647,757											9,647,757
TOTAL EXPENDITURES	162,758,071	69,740,656	25,558,850	1,100,354	79,844,649	14,840,861	49,947,162	1,406,525	100,000	1,238,000	75,000	406,610,128



FUND BALANCE ESTIMATES

	January 1, 2021	2021	2021	December 31, 2021	Estimated	Estimated
	Estimated	Original	Original	Estimated	Restricted	Available
	Beginning	+ Adopted Budget	- Adopted Budget	= Available	Fund Balance	Fund Balance
	Fund Balance	Revenues	Expenditures	Fund Balance		
General Fund -Net-UR	\$25,032,112	\$158,963,857	(\$162,758,071)	\$21,237,899	\$20,992,715	\$245,184
Legally Required 3% TABOR Reserve	8,206,765	0	0	8,206,765	8,206,765	0
BoCC Emergency Reserve/2020 Est Tabor Overage	6,444,289	0	0	6,444,289	6,444,289	0
General Fund -RES	19,809,705	68,919,599	(69,740,656)	18,988,648	18,988,648	0
Total General Fund	\$59,492,871	\$227,883,456	(\$232,498,727)	\$54,877,601	\$54,632,417	\$245,184
<u>Partially Restricted Funds</u>						
Road & Bridge	\$3,824,699	\$23,286,012	(\$25,558,850)	\$1,551,861	\$1,551,861	\$0
Department of Human Services	\$705,522	\$80,124,019	(\$79,844,649)	\$984,892	\$984,892	\$0
Capital Improvement	\$317,929	\$14,840,861	(\$14,840,861)	\$317,929	\$317,929	\$0
Self-Insurance	\$9,107,571	\$50,127,357	(\$49,947,162)	\$9,287,766	\$9,287,766	\$0
<u>Restricted Funds</u>						
Road & Bridge Escrow	\$0	\$1,100,354	(\$1,100,354)	\$0	\$0	\$0
Conservation Trust	\$812,173	\$1,406,525	(\$1,406,525)	\$812,173	\$812,173	\$0
School's Trust	\$244,797	\$100,000	(\$100,000)	\$244,797	\$244,797	\$0
Household Hazardous Waste Management	\$930,899	\$1,238,000	(\$1,238,000)	\$930,899	\$930,899	\$0
Local Improvement Districts-Falcon Vista	\$51,749	\$75,000	(\$75,000)	\$51,749	\$51,749	\$0
Total	\$75,488,210	\$400,181,584	(\$406,610,128)	\$69,059,667	\$68,814,483	\$245,184



2021 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 7.15% 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.

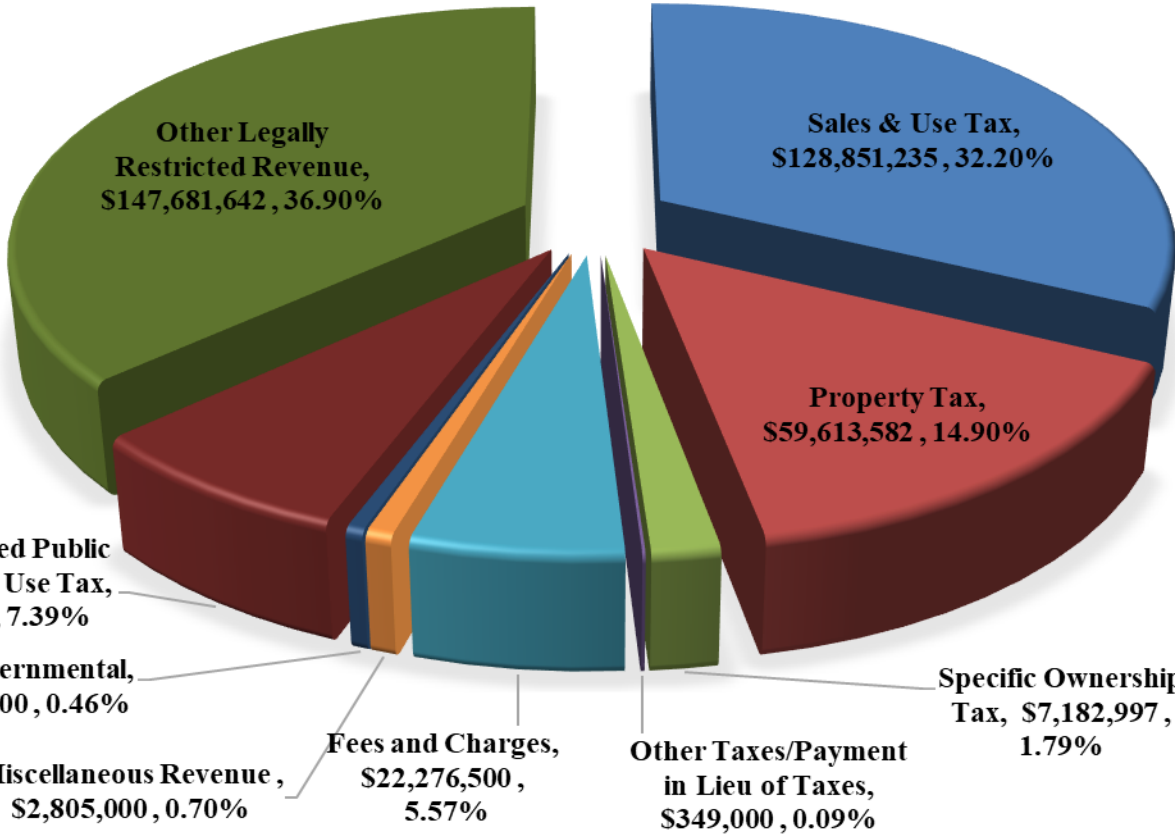
<p>Market Value x Assessment Rate = Assessment Value Assessment Value x Mill Levy = Property Taxes \$300,000 x .0715 = \$21,450 X 68.162 Mills (.068162)= \$1,462.07</p>



Based on the calculation above, this particular household would pay \$1,462.07 in total property taxes, of which El Paso County would receive \$161.45 or 11% of the total property tax collected.



2021 ORIGINAL ADOPTED BUDGET REVENUE BY MAJOR CATEGORY \$400,181,584





ALLOCATION OF REVENUES BY MAJOR CATEGORY

Fund	Department	Restricted		Specific			Intergovernmental		Other Revenue	Restricted Revenue	2021 Original Adopted Budget
		Sales & Use Tax	Sales & Use Tax	Property Tax	Ownership Tax	Other Taxes	Fees and Charges	Revenues			
1	Administrative Services	74,302,390	0	58,023,567	0	285,000	678,500	75,000	2,720,000	0	136,084,457
	Facilities - Parking Structure	0	0	0	0	0	205,000	0	0	0	205,000
	Facilities Management	0	0	0	0	0	15,000	0	0	0	15,000
	Parks & Leisure Services	0	0	0	0	0	225,000	0	0	0	225,000
	Information Technology	0	0	0	0	0	6,000	0	0	0	6,000
	Veteran Services	0	0	0	0	0	0	29,400	0	0	29,400
	Planning & Community Development	0	0	0	0	0	1,820,000	0	0	0	1,820,000
	Assessor	0	0	0	0	0	4,000	0	0	0	4,000
	Clerk & Recorder	0	0	0	0	0	12,400,000	0	0	0	12,400,000
	Coroner	0	0	0	0	0	685,000	2,000	0	0	687,000
	Sheriff's Office	0	0	0	0	0	1,436,000	1,750,000	0	0	3,186,000
	Surveyor	0	0	0	0	0	2,000	0	0	0	2,000
	Treasurer	0	0	0	0	0	4,100,000	0	0	0	4,100,000
	Public Trustee	0	0	0	0	0	200,000	0	0	0	200,000
1	Net General Fund	74,302,390	0	58,023,567	0	285,000	21,776,500	1,856,400	2,720,000	0	158,963,857
	Restricted Facilities/CSC-CAM	0	0	0	0	0	0	0	0	200,000	200,000
	Restricted Parks & Environ Svcs	0	0	0	0	0	0	0	0	556,000	556,000
	Justice Services/Community Outreach	0	0	0	0	0	0	0	0	10,013,165	10,013,165
	Colorado Alt Sentencing Program (CASP)	0	0	0	0	0	0	0	0	60,000	60,000
	Admin Restricted- Use Tax, Cable & P-Card	0	0	0	0	0	0	0	0	1,975,000	1,975,000
	Clerk & Recorder	0	0	0	0	0	0	0	0	2,625,000	2,625,000
	District Attorney-Grants	0	0	0	0	0	0	0	0	1,017,395	1,017,395
	Sheriff's Office	0	0	0	0	0	0	0	0	0	0
	Public Safety Sales & Use Tax	0	29,565,228	0	0	0	0	0	0	0	29,565,228
	Economic Development	0	0	0	0	0	0	0	0	15,222,745	15,222,745
	Pikes Peak Workforce Center	0	0	0	0	0	0	0	0	7,685,066	7,685,066
1	GF -Grants/Restricted	0	29,565,228	0	0	0	0	0	0	39,354,371	68,919,599
1	Total General Fund	74,302,390	29,565,228	58,023,567	0	285,000	21,776,500	1,856,400	2,720,000	39,354,371	227,883,456
Partially Restricted Funds											
2	Road & Bridge	0	0	1,590,015	7,182,997	64,000	500,000	0	0	13,949,000	23,286,012
4	Dept of Human Serv.	19,123,937	0	0	0	0	0	0	0	61,000,082	80,124,019
6	Capital Improvement	11,261,275	0	0	0	0	0	0	0	3,579,586	14,840,861
12	Self-Insurance	24,163,633	0	0	0	0	0	0	85,000	25,878,724	50,127,357
Restricted Funds											
3	Road & Bridge Escrow	0	0	1,100,354	0	0	0	0	0	0	1,100,354
15	Conservation Trust	0	0	0	0	0	0	0	0	1,406,525	1,406,525
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	1,238,000	1,238,000
75	Local Improve. Districts-Falcon Vista	0	0	0	0	0	0	0	0	75,000	75,000
		128,851,235	29,565,228	60,713,936	7,182,997	349,000	22,276,500	1,856,400	2,805,000	146,581,288	400,181,584



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.

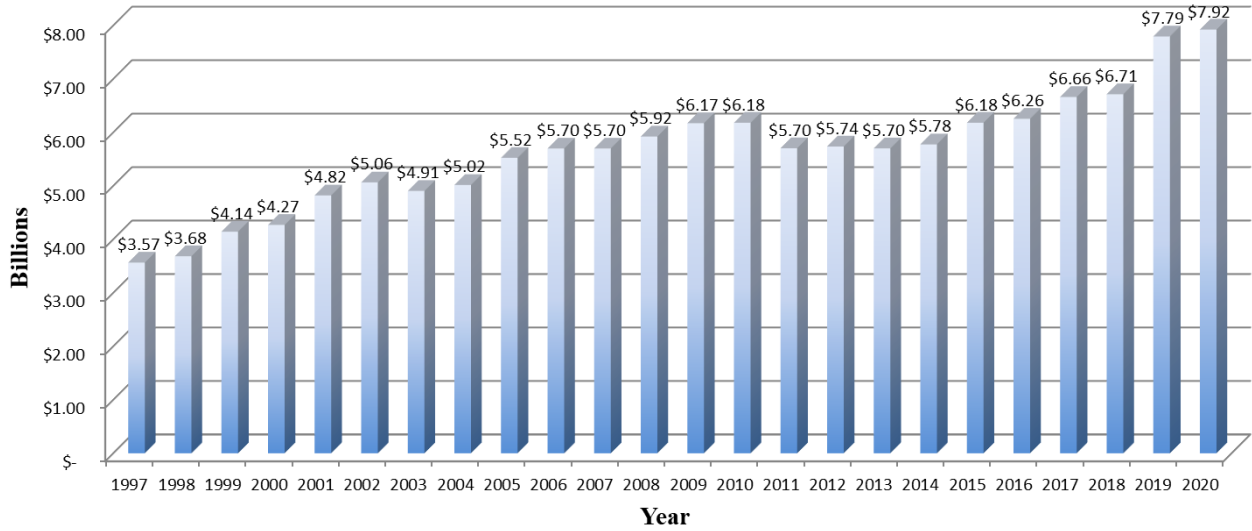
Circumstances can occur in which the 5.5% revenue limit can force a reduction in the mill levy over the previous year to avoid collecting excess revenue. Under the structure of TABOR, this excess revenue could be collected but would have to be refunded to the extent that actual receipts exceeded the 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.

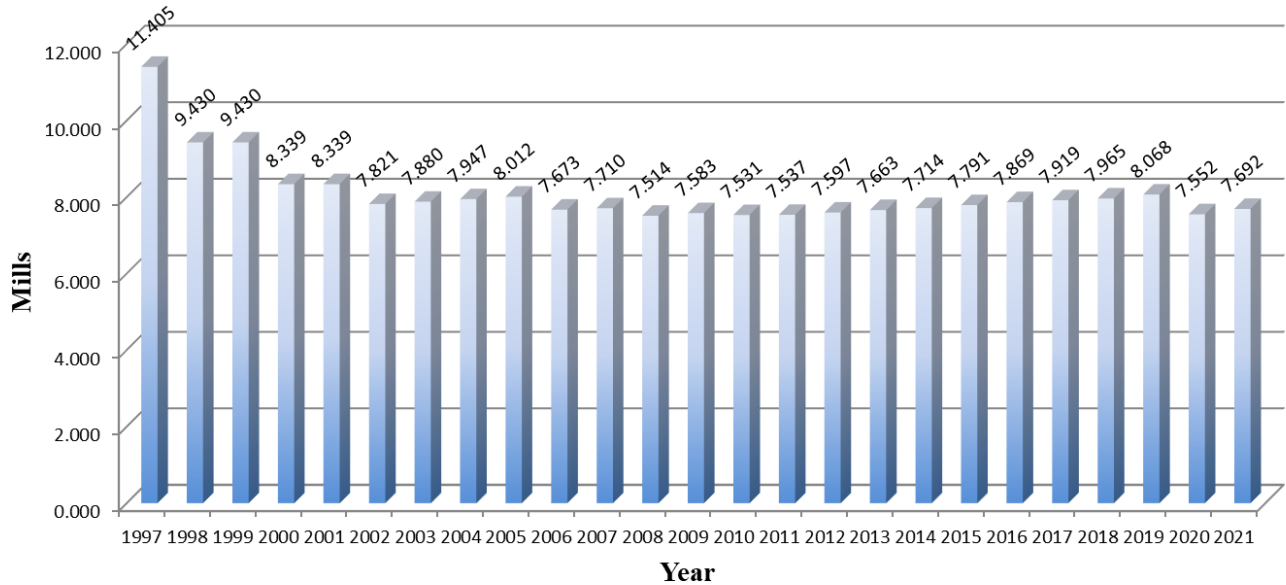
In 2016 El Paso County collected \$14,548,000 in excess revenue which, resulted in the County proposing a ballot measure to the citizens on November 7, 2017. In 2018, El Paso County collected \$4,025,078 in excess revenue, which resulted in the County refunding the total in 2020 to residents that have paid property taxes. In 2019, El Paso collected \$3,113,796 in excess revenue, which resulted in the County refunding the total in 2021 to residents that have paid property taxes.



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.

2019 - The Board of County Commissioners maintained the mill levy rate of 7.965 and added 0.103 mills due to abatements in the amount of \$701,712 for a total mill levy of 8.068. The assessed value increased to \$6,713,638,415 and generated revenue of approximately \$54,165,635.

2020 - The Board of County Commissioners maintained the mill levy rate of 8.068 and added 0.093 mills due to abatements in the amount of \$737,809, less a temporary mill levy reduction of 0.609 mills for a total mill levy of 7.552. In addition, El Paso County is refunding 2018 revenues in excess of the 2018 TABOR limit of \$4,025,078 through a temporary mill levy credit of 0.517 mills, for a total mill levy of 7.035 mills. The assessed value increased to \$7,794,418,898 and generated revenue of approximately \$54,838,373.

2021- The Board of County Commissioners maintained the mill levy rate of 8.161 and added 0.065 mills due to abatements in the amount of \$516,981, less a temporary mill levy reduction of 0.141 mills for a total mill levy of 8.085. In addition, El Paso County is refunding 2019 revenues in excess of the 2019 TABOR limit of \$3,113,796 through a temporary mill levy credit of 0.393 mills, for a total mill levy of 7.692 mills. The assessed value increased to \$7,923,221,917 and generated revenue of approximately \$60,945,423.

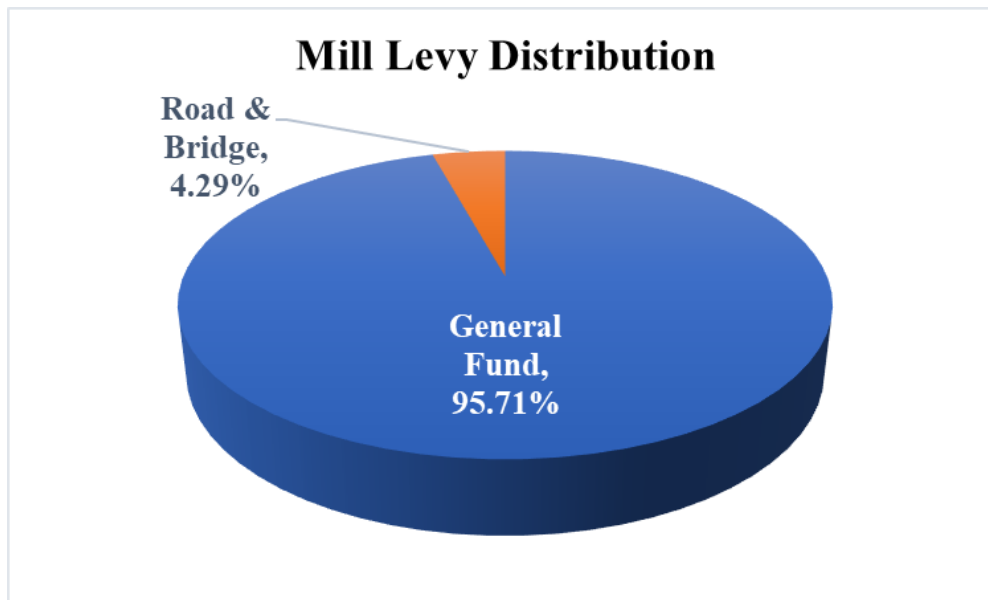


According to Colorado Division of Local Government, El Paso County has the lowest Property Tax per capita of the ten largest Colorado Counties with a Property Tax per capita of \$75 in 2019. Of the ten largest Counties, this is followed by Mesa County at \$148 per capita (97% greater than El Paso County), then by Arapahoe County at \$254 per Capita (239% greater than El Paso County).

The amounts grow to as much as \$568 per capita in Boulder County with an average Property Tax per capita of the ten largest Colorado Counties of \$343 (almost five times El Paso County's Property Tax Per Capita).

**MILL LEVY DISTRIBUTION FOR 2021 BUDGET
As Approved in the December 2020 Mill Levy Resolution**

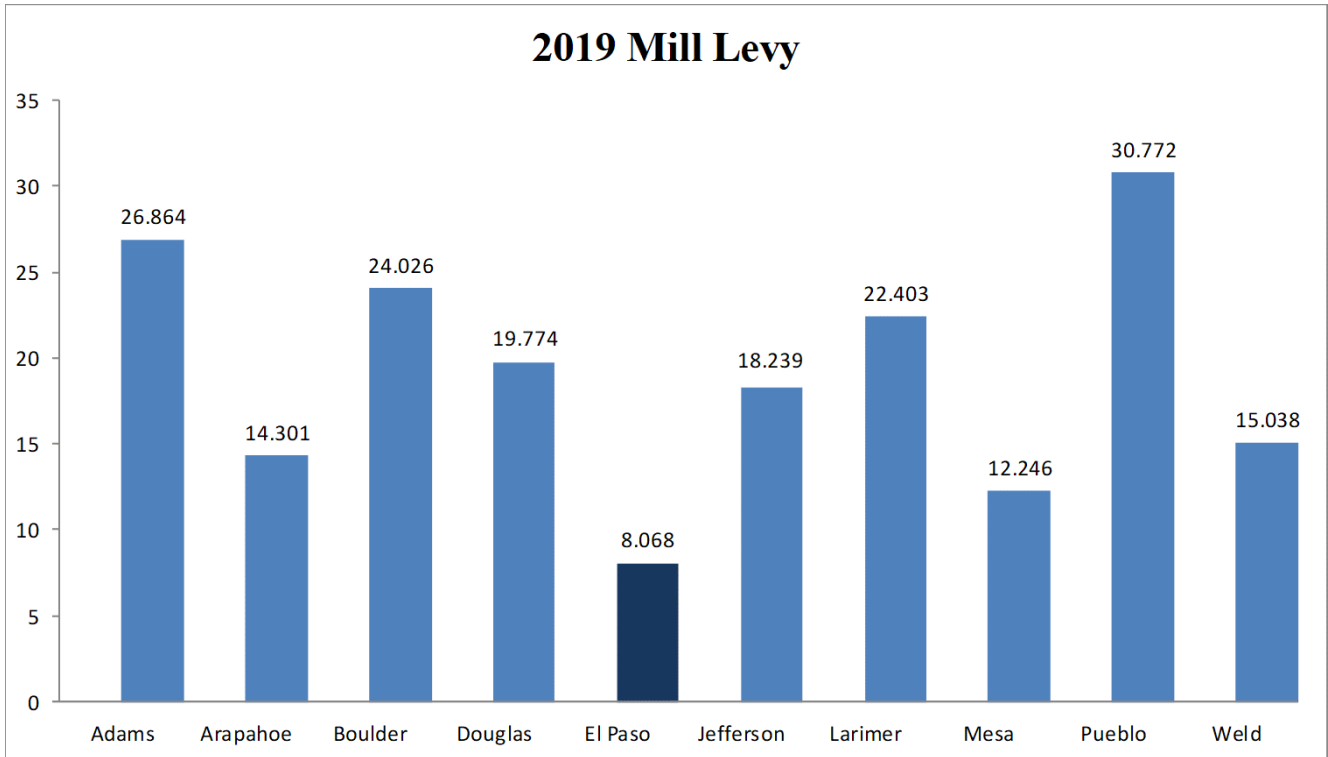
FUND	MILL LEVY	MILL LEVY WITH ABATEMENTS	REAL PROPERTY ASSESSED VALUATION	PROPERTY TAX	SPECIFIC OWNERSHIP
General	7.690	7.755	\$7,923,221,917	\$61,444,586	
Temporary credit	(0.393)	(0.393)		(\$3,113,796)	
Road & Bridge	0.330	0.330	\$7,923,221,917	\$2,614,663	\$7,182,997
Total Mill Levy	7.627	7.692		\$60,945,453	\$7,182,997
Cities/Towns share of Business Personal Property Tax				<u>\$5,341,100</u>	
Total Budgeted Tax Revenue				<u>\$66,286,553</u>	





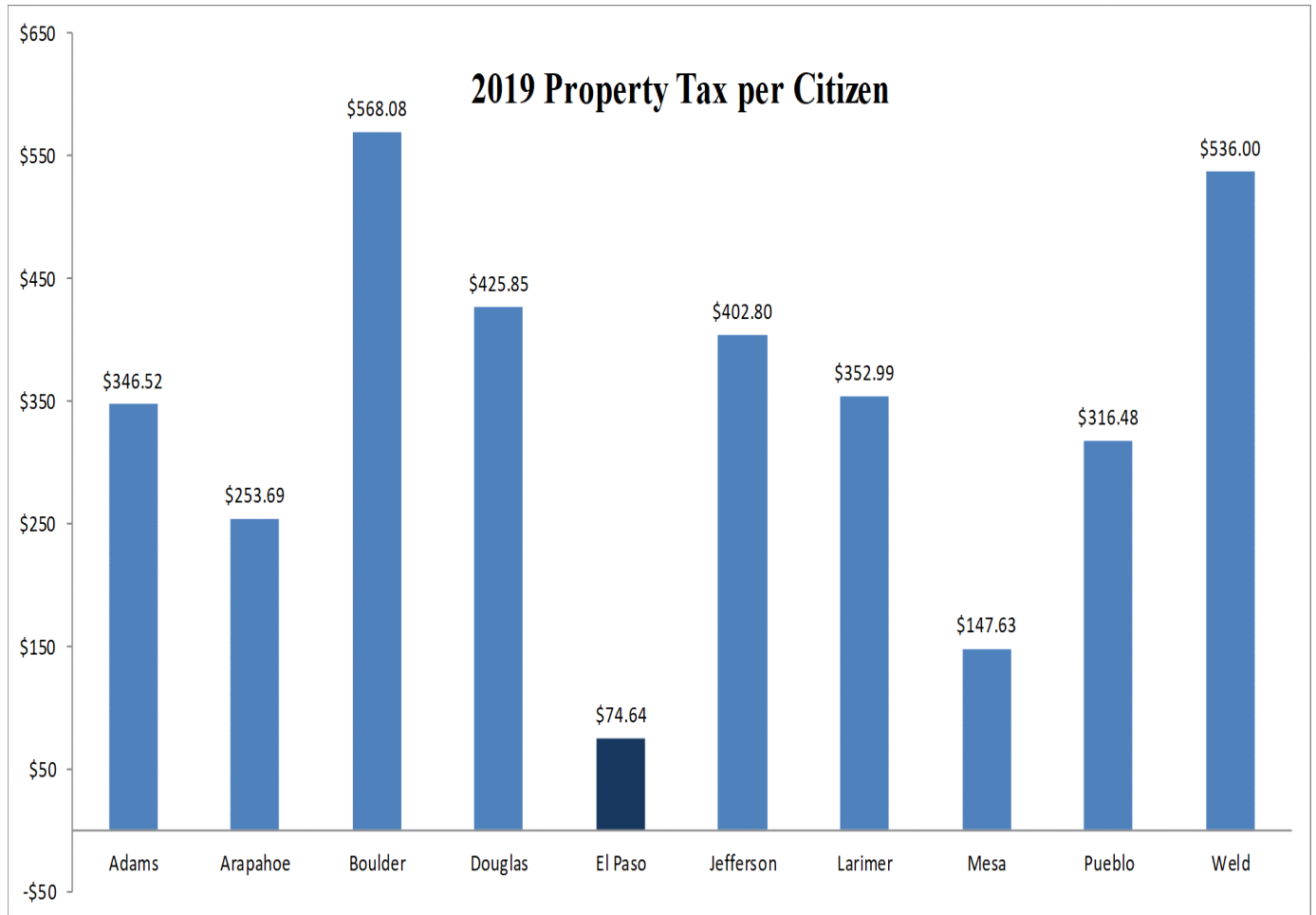
The following three charts are from the 10 County Budget Conference, comparisons for the 10 largest Colorado Counties. The 10 major Counties in Colorado include, Adams, Arapahoe, Boulder, Douglas, El Paso, Jefferson, Larimer, Mesa, Pueblo, and Weld. This is most current data from the 2019 10 County Budget Conference. (10 County Budget Conference did not take place in 2020, this is the most current data).

10-County Comparison Mill Levy



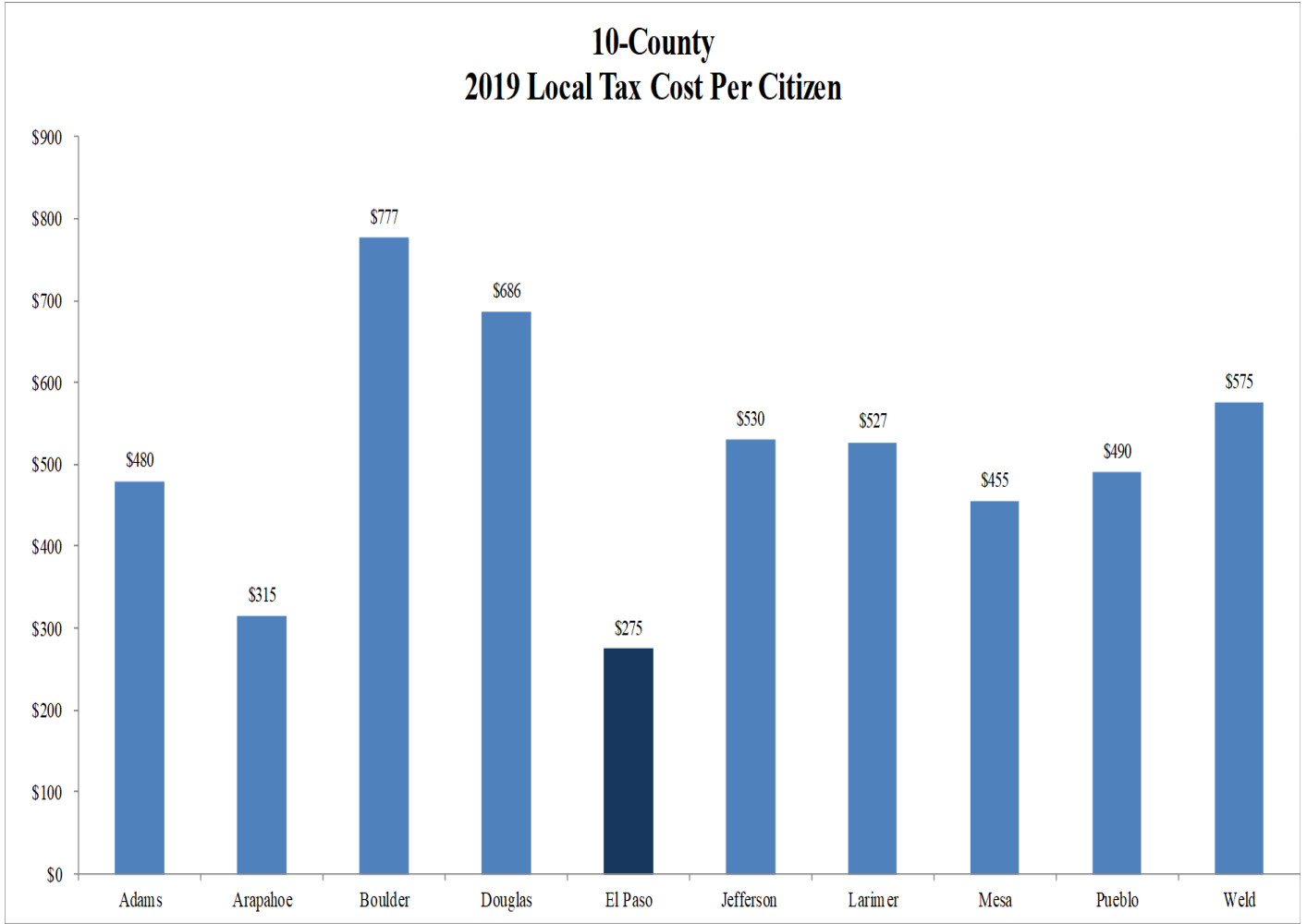


Property Tax Per Citizen 10-County Comparison





Local Tax Cost Per Citizen 10-County Comparison



	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
2019										
Sales Tax	\$52,037,000	\$27,973,000	\$58,716,000	\$73,078,000	\$137,178,000	\$53,240,300	\$50,242,000	\$42,550,000	\$22,121,000	\$0
Property Tax	\$174,429,000	\$163,190,000	\$187,150,000	\$147,064,000	\$54,041,000	\$230,282,600	\$125,010,000	\$22,425,000	\$52,677,000	\$173,539,000
Specific Ownership Tax	\$14,979,000	\$11,335,000	\$9,925,000	\$16,626,000	\$7,459,000	\$19,493,000	\$11,383,000	\$3,361,000	\$5,119,000	\$11,200,000
Other Taxes	\$0	\$0	\$50,000	\$0	\$85,000	\$0	\$0	\$742,000	\$1,701,000	\$1,570,000
Budgeted Revenue *	\$241,445,000	\$202,498,000	\$255,841,000	\$236,768,000	\$198,763,000	\$303,015,900	\$186,635,000	\$69,078,000	\$81,618,000	\$186,309,000
Population Estimates**	503,375	643,257	329,445	345,342	723,994	571,711	354,144	151,900	166,447	323,765
Annual Cost Per Citizen	\$480	\$315	\$777	\$686	\$275	\$530	\$527	\$455	\$490	\$575

*2019 Budgeted Data from 2019 10-County Data Book

**Estimated Population From Department of Local Affairs

***Jefferson County 2019 Budget Book



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.

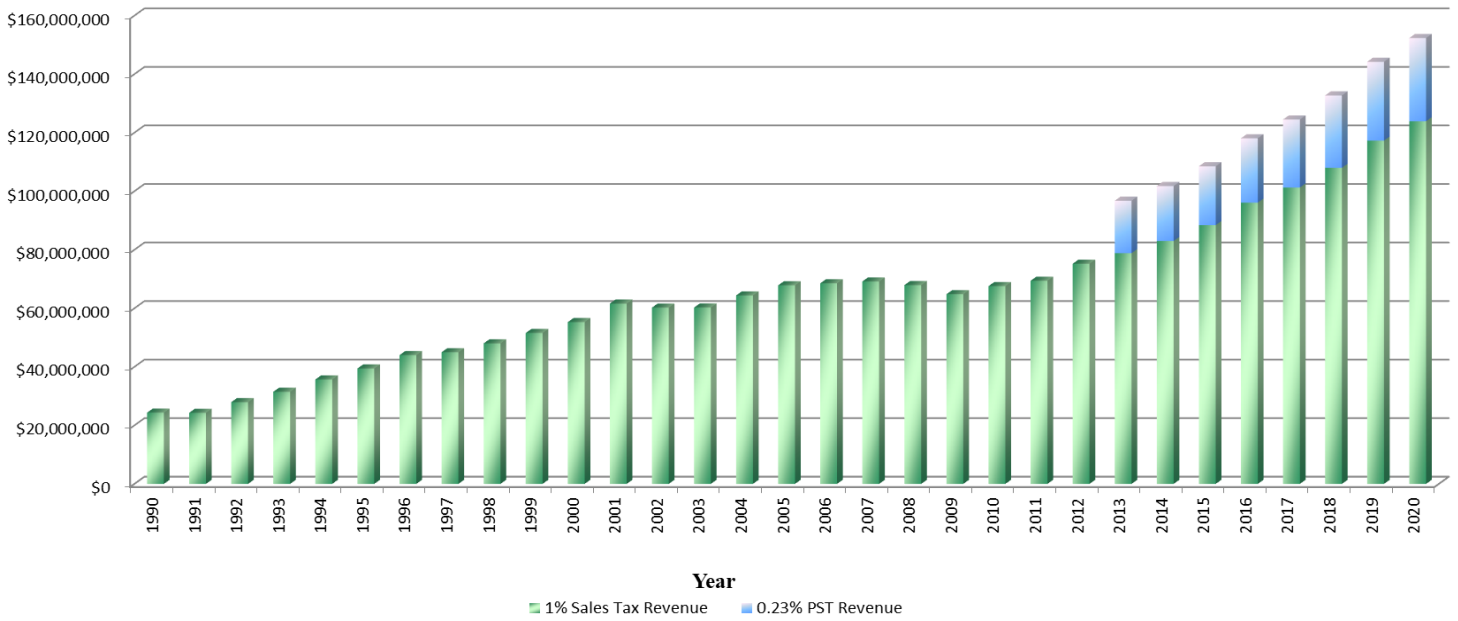
In November 2012, a 0.23% Public Safety Tax (PST) was approved by the voters. This sales tax was implemented in 2013 to address critical and emergent needs of the El Paso County Sheriff's Office and had a sunset date of January 1, 2021. In November of 2018, the voters renewed the 0.23% PST one year early, for a new sunset date of January 1, 2029.

Year	Source	1% Sales Tax			Variance from		0.23% PST		
		Budget	Revenue	Budget	% Change	Budget	Revenue	Budget	% Change
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	Audited Revenue	\$97,120,392	\$101,253,727	\$4,133,335	5.37%	\$22,117,113	\$23,233,265	\$1,116,152	5.68%
2018	Audited Revenue	\$105,534,883	\$107,998,595	\$2,463,712	6.66%	\$24,581,328	\$24,721,021	\$139,693	6.40%
2019	Audited Revenue	\$111,521,649	\$117,286,276	\$5,764,627	8.60%	\$25,741,801	\$26,912,138	\$1,170,337	8.86%
2020	Projected Revenue	\$118,574,196	\$123,895,414	\$5,321,218	5.64%	\$27,158,724	\$28,428,104	\$1,269,380	5.63%
Average Year Growth (from inception)				6.05%		6.84%			

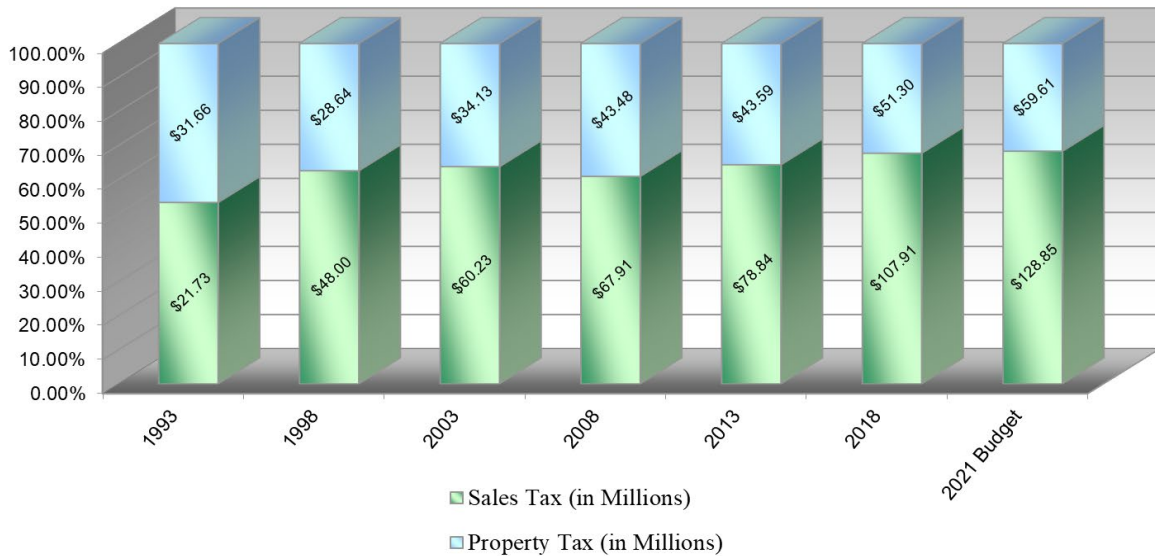
The average growth per year since inception of the 1% sales tax is 6.05%. However, any future growth of sales tax revenue will depend on the local economy's growth and on decisions made at the federal level on defense spending.



County Sales Tax



In 1987 for budget year 1988, the citizens approved 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 1993 the ratio between property tax and sales tax was 53% to 47% respectively. In 2021, 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.



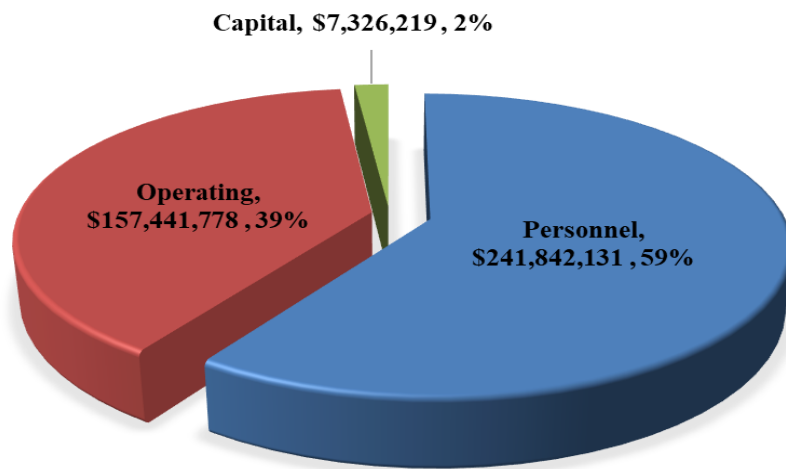


2021 COUNTYWIDE EXPENDITURES SUMMARY

The 2021 Original Adopted Budget Countywide expenditures for all funds total \$406,610,128. This represents an increase of \$9,744,886 or 2.46% compared to the 2020 Original Adopted Budget of \$396,865,242. The increase is mainly attributed to addressing critical needs, which includes investment in High Impact Road Infrastructure, Parks Capital Projects to include the Paint Mines, Implement Grants Matching Funds Program, NeoGov Software upgrade, County Attorney’s Office move to Electronic Case Management System, Digital, Strategy & Technology continue to build on Virtual Desktop Infrastructure with Shared Workspace Reservation System, District Attorney’s office for additional personnel, Countywide Facility Maintenance needs, increased County support to Public Health, and an increase to Planning and Community Development for Code Enforcement Clean up.

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

2021 ORIGINAL ADOPTED BUDGET EXPENDITURES BY MAJOR CATEGORY \$406,610,128



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 \$3 million compared to the 2020 Original Adopted Budget. This increase is mainly due to the investment in human capital of a 2% personnel merit increases based on the 5-Year Financial Roadmap, increased benefits costs and 91 additional authorized FTEs in 2021 compared to 2020. Many of the new positions are directly related to the need for Public Health due to the COVID-19 pandemic.

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 \$6.8 million compared to the 2020 Original Adopted Budget. This increase is mainly due to increased expenditures for 2021, Parks Maintenance, Software/Hardware, Countywide Facility Maintenance needs, increased County support to Public Health, and an increase to Planning and Community Development for Code Enforcement Clean up.

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 decreased by \$195 thousand compared to the 2020 Original Adopted Budget. This decrease is mainly due to the one-time CARES Funding that helped fund outstanding projects in 2020.





COUNTYWIDE SUMMARY OF EXPENDITURES

Fund	Department/Division/Office	2018 Actual	2019 Actual	2020 OAB	2021 OAB
GENERAL FUND:					
1	Board of County Commissioners - Admin	1,021,155	7,207,547	2,597,279	5,632,823
	Board of Equalization	12,270	16,214	40,411	40,309
	Human Resources/Risk Management	1,535,156	1,536,647	1,870,580	1,964,616
	Financial Services	5,177,716	3,709,990	1,322,240	1,452,972
	Employee Benefits	-	-	-	-
	Emergency Management	79,926	3,873	573,268	582,365
	Hazmat/ESA	-	-	374,957	382,105
	Strategic Initiatives	263,825	440,350	493,722	488,241
	Public Information Office	189,711	227,412	311,656	297,320
	Economic Development	252,630	116,820	282,943	278,422
	Planning and Community Development	2,465,647	2,737,527	2,643,091	2,665,353
	Community Services - Parks	1,799,712	1,955,488	2,357,366	3,065,331
	CSU Administration	215,382	262,160	265,514	265,514
	Environmental Services	381,787	367,648	401,180	396,182
	Pretrial Services	329,659	581,986	719,887	703,640
	Veteran Services	426,215	441,901	622,122	570,460
	Facilities Management/Parking/ADA	6,396,328	8,307,980	7,807,138	9,200,068
	Facilities/Utilities	2,818,714	2,742,374	3,003,646	3,003,646
	Information Technology	11,222,115	13,233,244	13,829,781	14,292,967
	County Attorney - General Fund	1,199,966	1,165,676	1,374,916	1,356,479
	Health Department Support	3,392,167	3,831,061	3,974,520	4,444,149
	Clerk and Recorder	8,997,587	7,668,680	8,891,896	8,756,547
	Treasurer	1,203,107	1,272,343	1,382,988	1,366,162
	Assessor	3,668,514	3,903,407	4,184,013	4,119,496
	Coroner	2,627,502	2,682,988	2,980,002	3,038,681
	Surveyor	8,271	10,006	11,380	11,380
	District Attorney	14,328,821	15,073,074	16,387,211	16,388,069
	Sheriff's Office	49,698,507	52,214,138	55,409,495	54,032,471
	Sheriff's Office/Security	1,306,520	1,510,447	1,613,620	2,846,997
	Public Trustee	-	(0)	-	-
	Public Works	4,346,793	7,801,689	9,773,566	11,467,549
	Retirement	7,913,032	8,097,816	8,784,494	9,647,757
	Retirement Admin/Pension Trust	-	-	-	-
1	Net General Fund	133,278,732	149,120,489	154,284,882	162,758,071
	Restricted Parks and Environmental Services	3,139,654	2,093,049	1,241,000	986,000
	Facilities County/City SLA/CAM	1,094,260	1,836,263	200,000	200,000
	Justice Services/Community Outreach	8,269,081	9,350,287	9,367,934	10,073,165
	County Attorney - Department of Human Services	-	-	-	-
	Useful Public Services	-	-	-	-
	Clerk and Recorder	2,440,804	2,986,125	3,900,000	3,250,000
	Admin Restricted - Use Tax, Cable and P-Card	1,740,366	1,381,116	1,982,369	1,982,369
	District Attorney - Grants	815,189	989,108	1,014,401	1,017,395
	Sheriff's Office	3,947,172	4,680,117	1,711,652	-
	Public Safety Sales and Use Tax	23,016,560	26,050,952	26,922,570	29,297,477
	Economic Development	12,733,338	13,003,209	13,933,943	15,249,184
	Pikes Peak Workforce Center	6,977,946	6,945,869	7,267,789	7,685,066
1	Net General Fund Grants/Restricted	64,174,370	69,316,095	67,541,658	69,740,656
1	Total General Fund	\$ 197,453,102	\$ 218,436,584	\$ 221,826,540	\$ 232,498,727



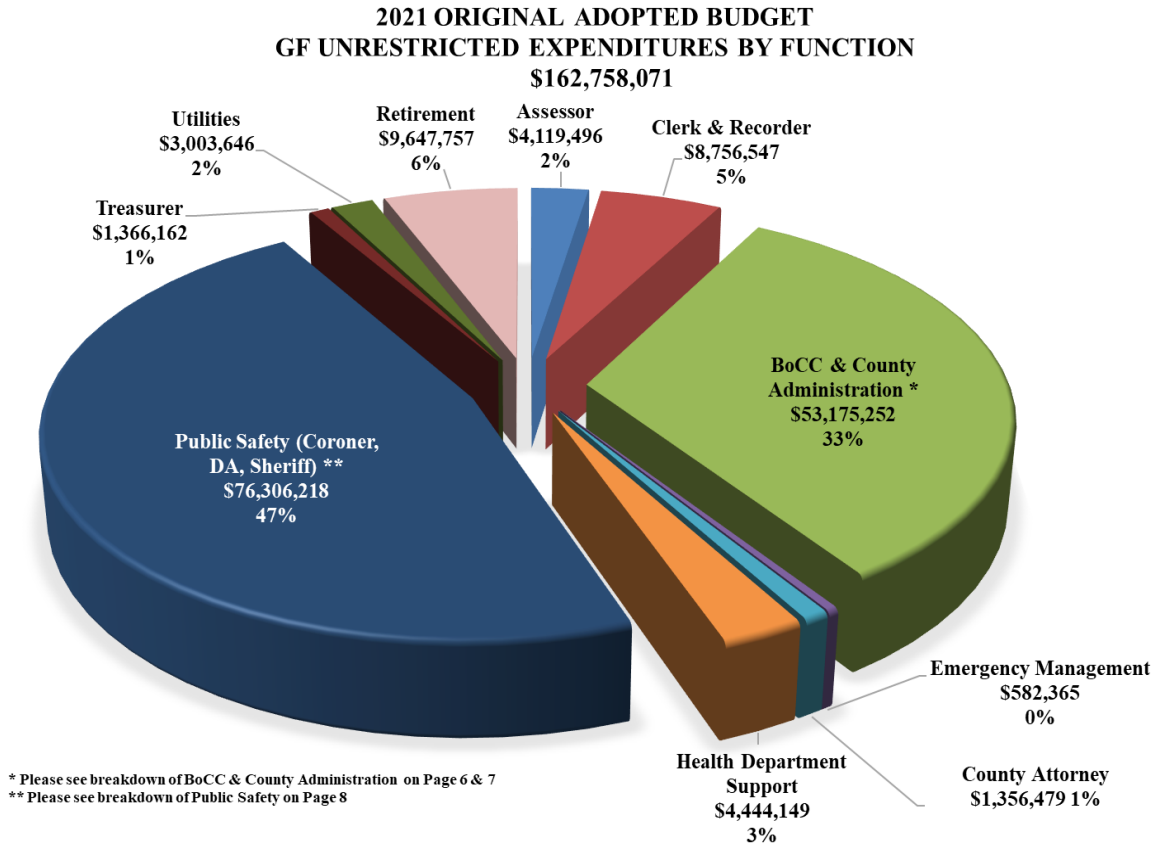
El Paso County 2021 Adopted Budget

SUMMARY ALLOCATION OF EXPENDITURES BY MAJOR CATEGORY-continued					
Fund	Department/Division/Office	2018 Actual	2019 Actual	2020 OAB	2021 OAB
PARTIALLY-RESTRICTED FUNDS:					
2	Road and Bridge	22,649,640	23,464,528	24,884,623	25,558,850
4	Department of Human Services	73,896,117	76,026,436	80,790,064	79,844,649
6	Community Investment	14,900,164	16,618,368	16,800,509	14,840,861
12	Self Insurance	40,128,063	43,639,787	48,635,686	49,947,162
RESTRICTED FUNDS:					
3	Road and Bridge Escrow	853,732	870,275	1,108,295	1,100,354
15	Conservation Trust	1,543,812	1,381,512	1,406,525	1,406,525
19	Schools' Trust Fund	21,152	114,342	100,000	100,000
22	Household Hazardous Waste Management	1,188,797	1,252,378	1,238,000	1,238,000
75	Local Improvement Districts - Falcon Vista	248,590	93,889	75,000	75,000
Total All Funds		\$ 352,883,169	\$ 381,898,099	\$ 396,865,242	\$ 406,610,128



2021 EXPENDITURE SUMMARY – GENERAL FUND

The 2021 Original Adopted Budget General Fund Unrestricted expenditures total \$162.7 million. This represents an increase of \$8.4 million or 5.49%, compared to the 2020 Original Adopted Budget of \$154.2 million. This increase is mainly due to, increase in Facilities, Digital, Strategy & Technology, Security and Public Works.



The General Fund includes major 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 decreased \$64 thousand or 1.54% compared to the 2020 Original Adopted Budget.

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 \$135 thousand or 1.52% compared to the 2020 Original Adopted Budget.

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 decreased \$18 thousand or 1.34% compared to the 2020 Original Adopted Budget.



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 \$470 thousand or 11.82% compared to the 2020 Original Adopted Budget mainly due to the continued needed resources in response to COVID-19 Pandemic.

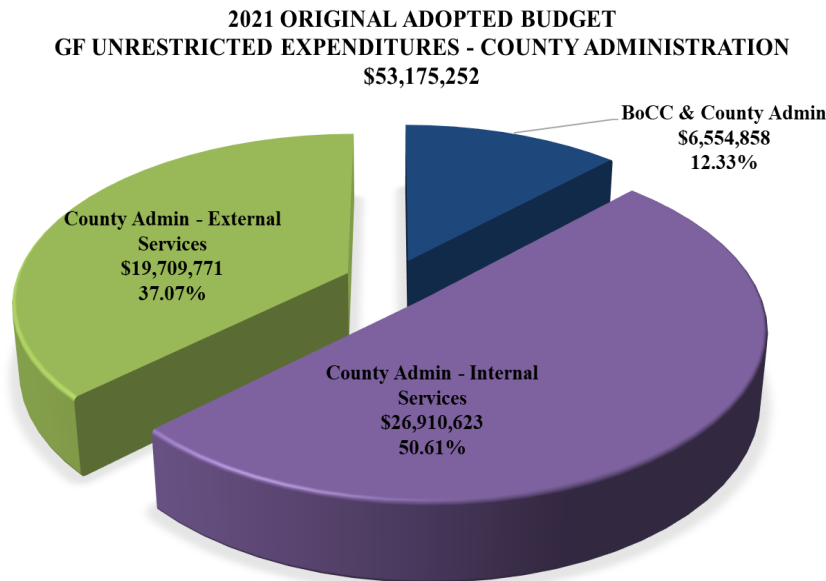
Public Safety: This function includes the Coroner, District Attorney and Sheriff’s Office and is the largest of the 14 functions. These expenditures represent the administration for protecting the citizens of El Paso County, litigation and performing autopsies. Public Safety decreased by \$84 thousand or 0.11% compared to the 2020 Original Adopted Budget.

Retirement: This function represents the expenditures related to the County’s portion of the 8% retirement match. The Retirement budget increased \$863 thousand, or 9.83% compared to the 2020 Original Adopted Budget mainly due to increase in employer contribution.

Treasurer: This function represents the expenditures relating to the collection and distribution of funds. The Treasurer’s budget decreased \$16 thousand or 1.22% compared to the 2020 Original Adopted Budget

Utilities: This function represents the expenditures relating to Countywide utility costs for electric, water and gas. The Utilities budget stayed the same compared to the 2020 Original Adopted Budget. This is mainly due the work at home initiated brought on by stay at home orders from COVID-19 Pandemic and the consolidation of office space.

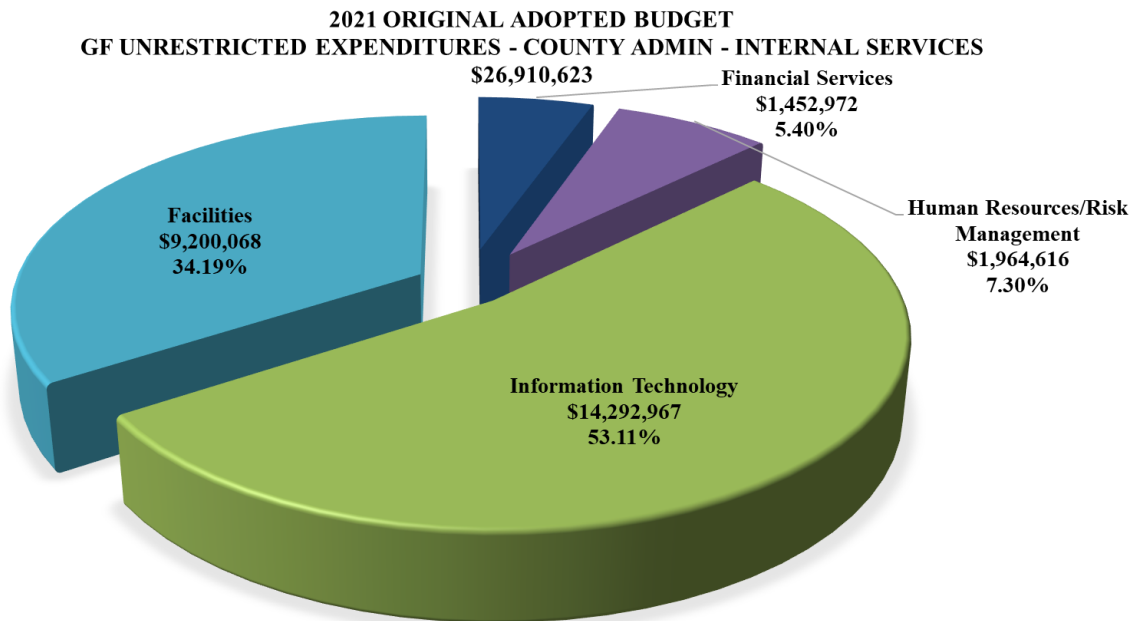
Emergency Management: This function represents the expenditures relating disaster prevention, preparedness, response and recovery to protect the lives of the citizens in our community of El Paso County. The Emergency budget increased \$9 thousand or 1.59% compared to the 2020 Original Adopted Budget





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 by \$3 million or 86.2% compared to the 2020 Original Adopted Budget due to investment in to I-25 Gap project.

County Administration: Is made up of County Internal services which include: Financial Services, Human Resource/Risk Management, Digital, Strategy & Technology, and Facilities, and County External services which include: Economic Development, Community Services, Planning and Community Development, Public Information Office, and Public Works General Fund to include Fleet.



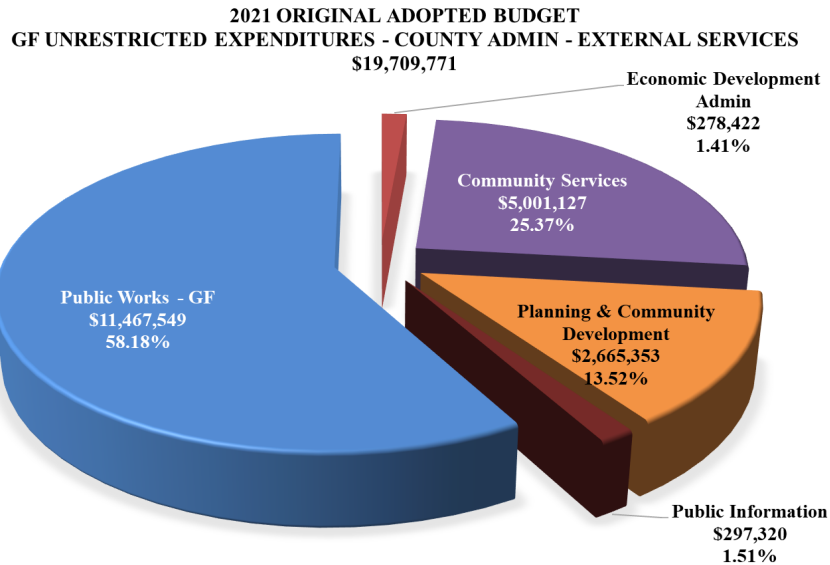
Financial Services: This function represents the expenditures related to Budget, Finance, Employee Benefits, Procurement, and Countywide Support. The Financial Services budget increased by \$130 thousand or 9.89% compared to the 2020 Original Adopted Budget mainly due to implementation of the Grant Match Program and 2% personnel increase.

Human Resource/Risk Management: This function represents the expenditures related to the County’s managing personnel issues and risk management for the County. The Human Resources and Risk Management budget increased by \$94 thousand or 5.03% compared to the 2020 Original Adopted Budget due to NeoGov Software upgrade and 2% personnel increase.

Digital, Strategy & Technology: This function represents the expenditures relating to the County’s overall Digital, Strategy & Technology support and infrastructure. The Digital, Strategy & Technology budget increased by \$463 thousand or 3.35% compared to the 2020 Original Adopted Budget due to continued upgrade to remote working, shared workspace project and 2% personnel increase.



Facilities: This function represents the expenditures relating to all County building and maintenance and includes American Disabilities Act functions. Facilities increased \$1.4 million or 17.84% compared to the 2020 budget mainly due to major facilities improvements, elevator modernization, and 2% personnel increase.



Economic Development Admin: This function represents the administrative function of Economic Development Department. There was no significant change compared to the 2020 Budget.

Community Services Department: This function represents the expenditures relating to the administration of County Parks and Recreation Facilities, Veteran Services and Environmental Services. This budget increased by \$635 thousand or 14.55% compared to the 2020 Original Adopted Budget mainly due to major park maintenance, capital projects and 2% personnel increase.

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 \$22 thousand or 1% compared to the 2020 Original Adopted Budget mainly due to Code Enforcement Clean-up cost, and 2% personnel increase.

Public Information Office: This function represents the serves County staff, volunteers, community partners and citizens at large by providing timely and accurate information. There was no significant change compared to the 2020 Budget.

Public Works GF & Fleet: This function represents the expenditures relating to fleet services providing vehicle and equipment support to ensure safe and operational equipment. Fleet’s budget increased by \$1.7 million or 17.33% compared to the 2020 Original Adopted Budget mainly due to diesel station, hydraulic lift, fleet replacement, and 2% personnel increase.



ALLOCATION OF EXPENDITURES BY MAJOR CATEGORY

Fund	Department	Personnel	Operating	Capital	Intergovernmental Reimbursements	2021 Original Adopted Budget
1	Board of County Commissioners - Admin	1,068,057	4,564,766	0	0	5,632,823
	Board of Equalization	10,345	29,964	0	0	40,309
	Human Resources/Risk Mgmt	1,525,919	449,500	0	(10,803)	1,964,616
	Financial Services	6,833,257	5,291,822	0	(10,672,107)	1,452,972
	Emergency Management	500,445	81,920	0	0	582,365
	Hazmat/ESA	404,685	54,080	0	(76,660)	382,105
	Strategic Initiatives	435,641	52,600	0	0	488,241
	Public Information Office	359,322	42,475	0	(104,477)	297,320
	Economic Development Admin	457,663	20,750	0	(199,991)	278,422
	Planning & Community Development	2,427,591	239,934	0	(2,172)	2,665,353
	Community Services - Parks	1,770,838	753,970	750,000	(209,477)	3,065,331
	CSU Administration		265,514	0	0	265,514
	Environmental Services	299,532	96,650	0	0	396,182
	Pretrial/Court Services	595,644	107,996	0	0	703,640
	Veteran Services	497,286	73,174	0	0	570,460
	Facilities Management/Parking/ADA	3,735,631	6,943,771	294,653	(1,773,987)	9,200,068
	Facilities/Utilities	0	3,003,646	0	0	3,003,646
	Information Technology	6,001,131	10,843,064	150,000	(2,701,228)	14,292,967
	County Attorney-GF	1,383,682	169,391	0	(196,594)	1,356,479
	Health Department Support	0	4,444,149	0	0	4,444,149
	Clerk & Recorder	7,421,233	2,359,369	47,000	(1,071,055)	8,756,547
	Treasurer	1,173,496	192,666	0	0	1,366,162
	Assessor	3,918,971	200,525	0	0	4,119,496
	Coroner	2,743,147	295,534	0	0	3,038,681
	Surveyor	8,380	3,000	0	0	11,380
	District Attorney	16,903,339	527,047	0	(1,042,317)	16,388,069
	Sheriff's Office	47,256,024	10,510,121	0	(3,733,674)	54,032,471
	Sheriff's Office/Security	2,489,101	357,896	0	0	2,846,997
	Public Trustee	422,000	0	0	(422,000)	0
	Public Works - GF	2,404,389	6,311,973	2,751,187	0	11,467,549
	Retirement	12,766,095	2,100,000	0	(5,218,338)	9,647,757
	Retirement Admin/Pension Trust	270,339	0	0	(270,339)	0
	1 Net General Fund		126,083,183	60,387,267	3,992,840	(27,705,219)
Restricted Parks & Environ Svcs	104,252	881,748	0	0	986,000	
Restricted Facilities/CSC-CAM	0	200,000	0	0	200,000	
Justice Services/Community Outreach	563,106	9,549,708	0	(39,649)	10,073,165	
County Attorney - DHS	1,591,195	147,751	0	(1,738,946)	0	
Clerk & Recorder	70,000	2,640,300	539,700	0	3,250,000	
Admin Restricted - Use Tax, Cable & P-Card	1,133,015	849,354	0	0	1,982,369	
District Attorney-Grants	1,017,395	0	0	0	1,017,395	
Sheriff's Office	0	0	0	0	0	
Public Safety Sales & Use Tax	20,383,786	6,836,505	2,077,186	0	29,297,477	
Economic Development	175,000	15,074,184	0	0	15,249,184	
Pikes Peak Workforce Center	3,834,342	3,850,724	0	0	7,685,066	
1 GF - Grants/Restricted	28,872,091	40,030,274	2,616,886	(1,778,595)	69,740,656	
1 Total General Fund	154,955,274	100,417,541	6,609,726	(29,483,814)	232,498,727	
Partially Restricted Funds						
2	Road & Bridge	11,327,978	13,604,379	716,493	(90,000)	25,558,850
4	Dept of Human Services	48,891,025	30,953,624	0	0	79,844,649
6	Capital Improvement	0	14,840,861	0	0	14,840,861
12	Self Insurance	38,994,869	10,952,293	0	0	49,947,162
Restricted Funds						
3	Road & Bridge Escrow	0	1,100,354	0	0	1,100,354
15	Conservation Trust	1,250,648	155,877	0	0	1,406,525
19	Schools' Trust Fund	0	100,000	0	0	100,000
22	Household Hazardous Waste Mgmt.	494,040	743,960	0	0	1,238,000
75	Local Improve. Districts-Falcon Vista	0	75,000	0	0	75,000
		255,913,834	172,943,889	7,326,219	(29,573,814)	406,610,128



2021-2025 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 Preliminary Balanced Budget 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 2021-2025 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.

CRITICAL NEEDS ADDRESSED IN THE 2021 ORIGINAL ADOPTED BUDGET

OPERATIONAL STRATEGY						
Dept/Office	Critical Needs	2021	2022	2023	2024	2025
Beginning Operational Savings		14,000,000	4,819,542	3,489,714	1,553,764	400,364
Net Revenues-Expenditures & Other Sources/Uses		6,082,454	15,935,722	20,714,375	25,908,302	30,486,666
Invest in High Impact Road Infrastructure	Additional On-Going (2016-2020 Increase of \$11.1M)	(905,000)	(3,855,000)	(4,855,000)	(4,855,000)	(4,855,000)
Countywide - Invest in Human Capital	2021 Pay Adjustments (2% Budget Allocation)	(2,749,454)	(2,749,454)	(2,749,454)	(2,749,454)	(2,749,454)
Countywide - Invest in Human Capital	2022 Pay Adjustments (2% Budget Allocation)		(2,804,443)	(2,804,443)	(2,804,443)	(2,804,443)
Countywide - Invest in Human Capital	2023 Pay Adjustments (2% Budget Allocation)			(2,860,532)	(2,860,532)	(2,860,532)
Countywide - Invest in Human Capital	2024 Pay Adjustments (2% Budget Allocation)				(2,917,743)	(2,828,306)
Countywide - Invest in Human Capital	2025 Pay Adjustments (2% Budget Allocation)					(2,976,097)
Board of County Commissioners	Statutory Pay Increase w/FICA, Retirement	(43,566)	(43,566)	(73,514)	(73,514)	(116,998)
Countywide Elected Officials	Statutory Pay Increase w/FICA, Retirement			(73,611)	(73,611)	(73,611)
Community Services - Parks	Parks Capital Improvements	(750,000)	(750,000)	(750,000)	(750,000)	(750,000)
Community Services	Northern Nature Center Staffing			(218,313)	(168,313)	(168,313)
County Attorney	Attorneys & Paralegals (1 Atty in 2022, 1 Atty in 2023)		(152,371)	(304,742)	(304,742)	(304,742)
Countywide Facility Needs	Major Facility Improvements (ongoing starting in 2022)		(750,000)	(750,000)	(750,000)	(750,000)
Countywide Facility Needs	Facility Critical Needs	(1,329,199)				
Countywide	Grant match funds	(150,000)	(150,000)	(150,000)	(150,000)	(150,000)
Countywide	Next Gen ASR/TRS System	(400,000)	(400,000)	(400,000)	(400,000)	(400,000)
Human Resources & Risk Management	NeoGov Onboard Module	(34,000)	(34,000)	(34,000)	(34,000)	(34,000)
Public Health	Increase for County Support to Public Health	(250,000)	(400,000)	(800,000)	(800,000)	(800,000)
Public Works - Fleet	Hydraulic Lift/Light Fleet Replacements	(550,000)	(150,000)	(150,000)	(150,000)	(150,000)
New Critical Needs	See Below	(8,101,693)	(5,026,716)	(5,676,716)	(7,220,350)	(7,870,350)
Total Funded Critical Needs		(15,262,912)	(17,265,550)	(22,650,325)	(27,061,702)	(30,641,846)
Ending Operational Savings		4,819,542	3,489,714	1,553,764	400,364	245,184



TOTAL 2021 REQUESTED NEEDS

		2021	2022	2023	2024	2025
Board of County Commissioners	I-25 Gap Match	(3,000,000)	(500,000)			
CSD - CSU Extension	Extension Agents - Local Match		(20,460)	(20,460)	(20,460)	(20,460)
Clerk & Recorder	Motor Vehicle Dept (2 FTEs)		(108,875)	(108,875)	(108,875)	(108,875)
DPW - R&B	Colorado 811 Compliance (3 FTEs) and set-up	(392,272)	(252,272)	(252,272)	(252,272)	(252,272)
DPW - Fleet	Fleet Management Information System (FMIS)	(230,000)	(30,000)	(30,000)	(30,000)	(30,000)
DPW - Fleet	DEF/Fuel Island Upgrade - Akers	(505,000)	(5,000)	(5,000)	(5,000)	(5,000)
DPW - R&B	Snow Removal Public ROW/ADA Compliance	(250,000)	(250,000)	(250,000)	(250,000)	(250,000)
District Attorney	New Elevators (FSIM)	(1,000,000)				
District Attorney	Sr. Deputy District Attorney (1 FTE)				(153,046)	(153,046)
District Attorney	Deputy District Attorney - Economic Crime (1 FTE)				(120,690)	(120,690)
District Attorney	Legal Assistant (1 FTE)	(70,214)	(66,958)	(66,958)	(66,958)	(66,958)
District Attorney	Deputy District Attorney - County Court (1 FTE)	(118,741)	(113,213)	(113,213)	(113,213)	(113,213)
District Attorney	Deputy District Attorney - District Court (1 FTE)	(126,218)	(120,690)	(120,690)	(120,690)	(120,690)
District Attorney	Administrative Assistant - Investigations (1 FTE)				(59,949)	(59,949)
District Attorney	Body worn Camera Clerk (1 FTE)				(59,949)	(59,949)
Human Resources	HR Coordinator	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
Information Technology	Case Management System for County Attorney	(33,264)	(33,264)	(33,264)	(33,264)	(33,264)
Information Technology	Shared Workspace Resevation System	(35,984)	(35,984)	(35,984)	(35,984)	(35,984)
Information Technology	Virtual Desktop Infrastructure (VDI) based on 450 users	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
Planning & Community Devpt	Code Enforcement Cleanup	(15,000)	(15,000)	(15,000)	(15,000)	(15,000)
Retirement	Increase Employer Contribution to Retirement Plan	(650,000)	(1,300,000)	(1,950,000)	(2,600,000)	(3,250,000)
Sheriff-Security	Increase Security FTEs (23 FTEs - phased in over 4 years)	(1,500,000)	(2,000,000)	(2,500,000)	(3,000,000)	(3,000,000)
Total 2021 AFRs Funded in Roadmap Above		(8,101,693)	(5,026,716)	(5,676,716)	(7,220,350)	(7,870,350)



GENERAL FUND – UNRESTRICTED

As the County’s major operating fund, the General Fund accounts for ordinary operating expenditures financed by sales taxes, 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.

GENERAL FUND 1 - UNRESTRICTED

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Property Taxes	50,057,148	51,764,952	58,023,567	51,980,122	58,023,567
Specific Ownership Tax	5,063,894	3,957,044	-	-	-
Sales Taxes	64,608,363	67,117,050	74,302,390	70,367,280	74,302,390
Other Taxes	23,438	91,640	85,000	85,000	85,000
Licenses & Permits	1,038,938	935,328	1,028,500	894,500	1,028,500
Intergovernmental	6,978,971	6,245,678	2,521,400	9,680,647	2,521,400
Charges for Services	18,453,540	19,993,796	19,018,000	18,890,847	19,018,000
Fines & Forfeitures	312,878	720,122	570,000	609,250	570,000
Miscellaneous Revenue	3,304,191	4,287,018	3,265,000	4,515,093	3,265,000
Other Financing Sources	(5,750,207)	152,422	150,000	171,366	150,000
Total Revenues	\$ 144,091,153	\$ 155,265,049	\$ 145,049,552	\$ 157,194,105	\$ 158,963,857
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	95,618,366	98,902,708	116,474,019	113,732,405	116,474,019
Supplies	6,351,252	8,554,302	9,939,667	10,664,869	9,939,667
Purchased Services	34,492,650	37,526,950	31,602,886	38,808,760	31,602,886
Bulding Materials	94,050	86,801	68,000	68,000	68,000
Fixed Charges	2,767,747	1,994,896	2,372,747	2,110,970	2,372,747
Grants, Contributions	26,830	6,037,854	4,687,000	1,537,000	4,687,000
Intergovernmental	(12,171,325)	(14,665,030)	(10,732,723)	(9,959,011)	(10,732,723)
Capital Outlay	5,992,263	10,589,831	8,346,475	14,096,389	8,346,475
Total Expenditures	\$ 133,171,832	\$ 149,028,312	\$ 142,241,768	\$ 171,059,382	\$ 162,758,071
Estimated Beginning Fund Balance	27,441,331	\$ 38,360,651	\$ 44,597,389	\$ 44,597,389	\$ 30,732,112
Budgeted Changes to Fund Balance	10,919,320	6,236,737	2,807,784	(13,865,277)	(3,794,214)
Estimated Ending Fund Balance	\$ 38,360,651	\$ 44,597,389	\$ 47,405,173	\$ 30,732,112	\$ 26,937,898

There was a significant change to fund balance for General Fund – Unrestricted. Fund balance decreased by 12.35% due to funding additional critical needs that are on the 5-year Financial Road Map.



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 established, 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.

GENERAL FUND 1 - RESTRICTED

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Sales Taxes	24,721,021	26,912,138	27,158,724	27,958,724	29,565,228
Licenses & Permits	1,232,294	883,022	1,300,000	1,300,000	1,300,000
Intergovernmental	22,828,874	24,041,720	20,232,447	153,423,789	20,777,871
Charges for Services	4,977,798	4,904,455	3,944,000	3,944,000	4,030,500
Miscellaneous Revenue	12,355,823	12,800,082	13,621,750	14,627,753	13,246,000
Other Financing Sources	-	80,000	-	-	-
Total Revenues	\$ 66,115,810	\$ 69,621,417	\$ 66,256,921	\$ 201,254,266	\$ 68,919,599
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	27,892,098	29,492,161	24,671,105	59,043,706	25,512,408
Supplies	17,592,106	20,182,108	17,025,763	32,127,863	16,923,952
Purchased Services	16,268,939	18,264,188	27,749,055	32,706,931	26,379,658
Bulding Materials	26,300	16,839	-	-	-
Fixed Charges	9,460,916	12,089,929	13,251,848	17,534,729	14,447,972
Grants, Contributions	13,670,644	13,187,213	14,135,982	71,860,771	16,055,285
Intergovernmental	(23,728,024)	(26,594,224)	(29,933,332)	(32,714,858)	(31,219,856)
Capital Outlay	3,098,291	2,770,057	641,237	28,528,178	1,641,237
Total Expenditures	\$ 64,281,270	\$ 69,408,272	\$ 62,747,412	\$ 209,087,320	\$ 69,740,656
Estimated Beginning Fund Balance	\$ 25,395,073	\$ 27,229,613	\$ 27,442,758	\$ 30,952,267	\$ 23,119,213
Budgeted Changes to Fund Balance	1,834,540	213,145	3,509,509	(7,833,054)	(821,057)
Estimated Ending Fund Balance	\$ 27,229,613	\$ 27,442,758	\$ 30,952,267	\$ 23,119,213	\$ 22,298,156

There was a 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



BUDGET SUMMARY

BOARD OF COUNTY COMMISSIONERS - 11100

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	1,012,422	1,195,586	1,080,165	1,080,165	1,115,709
Operating and Maintenance	8,733	11,961	17,114	17,114	17,114
Intergovernmental	-	-	-	-	-
Total Expenditures	\$ 1,021,155	\$ 7,207,547	\$ 2,597,279	\$ 2,597,279	\$ 5,632,823

CLERK TO THE BOARD - 11103

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	3,157	-	10,447	10,447	10,345
Operating and Maintenance	9,113	16,214	27,464	27,464	27,464
Charges for Services	-	-	2,500	2,500	2,500
Total Expenditures	\$ 12,270	\$ 16,214	\$ 40,411	\$ 40,411	\$ 40,309

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count - BoCC	5	5	5	-	5
TOTAL FTEs	5	5	5	-	5



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



2021 BUDGET HIGHLIGHTS

- \$72,585 2% Personnel increase

STATISTICS AND OPERATING INDICATORS

2021 El Paso County Assessor's Office Statistics:

- 289,415 Active Schedules
- 16,714 Permits Received
- 115 County & Custom Maps Produced
- 172 Subdivision Plats
- 45,752 (Unique Deeds)

The El Paso County Assessor's Office robust and popular website receives over 40 million hits a year.

The El Paso County Assessor's Office launched an El Paso County Community website in March 2017, and their new Property Record Card and Citizen Comper in August 2018, and will soon launch a simple to use, online and easily accessible property appeals application that will for the first time allow the citizens of El Paso County to appeal their property value completely on-line. Applications have continually increased the monthly number of hits to the Assessor's Website by 10-15%.





BUDGET SUMMARY

ASSESSOR'S OFFICE - 14000

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Miscellaneous Revenue	38,791	35,631	22,000	22,000	4,000
Total Revenues	\$ 38,791	\$ 35,631	\$ 22,000	\$ 22,000	\$ 4,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	3,455,072	3,596,283	3,875,787	3,875,787	3,810,658
Operating and Maintenance	208,976	273,185	295,926	425,926	296,838
Charges for Services	4,467	33,938	12,300	12,300	12,000
Capital Outlay	-	-	-	-	-
Total Expenditures	\$ 3,668,514	\$ 3,903,407	\$ 4,184,013	\$ 4,314,013	\$ 4,119,496

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
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 departments within the office.

Clerk to the Board: The Clerk to the Board records the proceedings and decisions of the Board of County Commissioners, 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: Tracks, accounts for, and disperses revenue.

OBJECTIVES

- **Elections**
 - Develop Standard Operating Procedures for all areas of the Election Department
 - Develop a Best Practices working document to be updated after each Election
 - Continue work on list maintenance and accurate voter records
 - Evaluate potential legislation and SOS Rules and the impact
 - Continuing staff education through the State and CERA
 - Cross training staff in different areas
- **Motor Vehicle**
 - Increasing staff levels and improving retention
 - Updating and improving our training model
 - Decreasing wait-times and backlog volumes to a sustainable level year round
- **Recording**
 - Manually enter Marriage Index into Aumentum (years 1858-1920)...Still working on this goal
 - Have microfilm processed images available to staff and customers... Still working on this goal
 - Manually Importing Marriage Images into Aumentum (1996 going backwards)

2021 BUDGET HIGHLIGHTS

- \$124,629 2% Personnel increase



PERFORMANCE MEASURES AND OPERATING INDICATORS

OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Documents recorded	150,316	159,000	163,800	163,800
Documents processed	192,550	198,000	203,900	203,900
Vehicles Registered	595,513	603,000	611,000	611,000
Drivers Licenses Issued	98,780	89,000	80,000	90,000
Voter Services and Polling Centers	32	7 (Coordinated) 11 (Presidential Primary) 8 (State Primary)	35	8 Coordinated Election
Registered Voters	404,761	411,392 435,924 (Pres. Primary) 437,258 (State Primary)	465,503	420,000
Earned TV Media	\$ 296,589	\$ 100,000	\$ 510,000	\$ 85,000





BUDGET SUMMARY

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

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Charges for Services	9,941,355	11,265,456	10,400,000	10,400,000	11,000,000
Total Revenues	\$ 9,941,355	\$ 11,265,456	\$ 10,400,000	\$ 10,400,000	\$ 11,000,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	1,224,947	1,149,364	1,451,844	1,321,844	1,430,382
Operating and Maintenance	138,208	119,423	101,542	101,542	101,974
Charges for Services	2,802	2,900	3,750	3,750	3,750
Capital Outlay	-	-	47,000	47,000	47,000
Total Expenditures	\$ 1,361,567	\$ 1,271,687	\$ 1,604,136	\$ 1,474,136	\$ 1,583,106

MOTOR VEHICLE - 12326, 12328

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Licenses & Permits	990,626	895,389	850,000	850,000	1,000,000
Miscellaneous Revenue	-	1,242	-	-	-
Total Revenues	\$ 990,626	\$ 896,632	\$ 850,000	\$ 850,000	\$ 1,000,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	3,732,813	3,571,820	3,982,289	3,927,289	3,887,397
Operating and Maintenance	749,954	869,865	476,555	476,555	476,555
Charges for Services	192,529	205,456	190,000	190,000	190,000
Intergovernmental	-	(300,000)	-	-	-
Capital Outlay	-	21,380	-	-	-
Total Expenditures	\$ 4,675,296	\$ 4,368,522	\$ 4,648,844	\$ 4,593,844	\$ 4,553,952



ELECTIONS - 12327

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	578,427	899,866	650,000	1,552,534	400,000
Total Revenues	\$ 578,427	\$ 899,866	\$ 650,000	\$ 1,552,534	\$ 400,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	991,044	279,795	626,033	1,457,258	615,556
Operating and Maintenance	1,272,704	1,264,770	575,516	1,646,825	575,516
Charges for Services	6,179	2,416	4,000	4,000	4,000
Intergovernmental	(207)	(461)	900,000	900,000	900,000
Capital Outlay	240,980	8,000	-	-	-
Total Expenditures	\$ 2,510,700	\$ 1,554,520	\$ 2,105,549	\$ 4,008,083	\$ 2,095,072

RECORDING - 12333

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	419,026	426,004	529,241	579,241	520,291
Operating and Maintenance	36,398	47,720	59,726	59,726	59,726
Charges for Services	-	228	2,000	2,000	2,000
Intergovernmental	(5,400)	-	(57,600)	(57,600)	(57,600)
Total Expenditures	\$ 450,025	\$ 473,952	\$ 533,367	\$ 583,367	\$ 524,417

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

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Charges for Services	146,723	162,505	150,000	150,000	175,000
Total Revenues	\$ 146,723	\$ 162,505	\$ 150,000	\$ 153,500	\$ 175,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	78,781	56,025	20,000	20,000	70,000
Operating and Maintenance	69,157	75,414	125,000	128,500	125,000
Capital Outlay	-	-	55,000	55,000	55,000
Total Expenditures	\$ 147,938	\$ 131,439	\$ 200,000	\$ 203,500	\$ 250,000



LATE REGISTRATION - 12330

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Charges for Services	572,225	645,350	600,000	600,000	600,000
Total Revenues	\$ 572,225	\$ 645,350	\$ 600,000	\$ 600,000	\$ 600,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	400,000	400,000	750,000	775,734	825,734
Operating and Maintenance	316,325	-	545,844	520,110	70,110
Charges for Services	35,000	35,000	35,000	35,000	35,000
Intergovernmental	(250,000)	-	-	-	-
Capital Outlay	37,000	-	69,156	69,156	69,156
Total Expenditures	\$ 538,325	\$ 435,000	\$ 1,400,000	\$ 1,400,000	\$ 1,000,000

MOTOR VEHICLE RESTRICTED - 12331

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Charges for Services	1,720,111	1,792,498	1,850,000	1,850,000	1,850,000
Total Revenues	\$ 1,720,111	\$ 1,792,498	\$ 1,850,000	\$ 1,850,000	\$ 1,850,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	1,610,760	1,908,249	1,573,249	1,573,249	1,563,309
Operating and Maintenance	159,981	211,437	726,751	726,751	436,691
Intergovernmental	(16,200)	-	-	-	-
Total Expenditures	\$ 1,754,541	\$ 2,419,687	\$ 2,300,000	\$ 2,300,000	\$ 2,000,000

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count - Administration	25	24	24		24
Total FTE Count - Motor Vehicle	90	90	90		90
Total FTE Count - Elections	10	10	10		10
Total FTE Count - Drivers License	9	9	9		9
Total FTE Count - Recording	11	11	11		11
Total FTE Count - Clerk to the Board	3	3	3		3
TOTAL FTEs	148	147	147	-	147



CORONER'S OFFICE



Dr. Leon Kelley, 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 as 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
- Improve service by decreasing turn-around time for autopsy reports
- Lower administrative costs allowing shift to workforce
- Focus on supporting staff mental health through secondary trauma counseling
- Increase agency transparency
- Update of Medical Examiner laboratory information system
- Understaffing of Medical exam
- Cost increase for Out of County autopsies

2021 BUDGET HIGHLIGHTS

- \$49,728 2% Personnel increase



Dr. Kelly, Dr. Robin Johnson, Susan Whelan (Director of El Paso County Health) receiving the Spirit of the Springs award for El Paso County's response to the COVID-19 pandemic



OPERATING INDICATORS

OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Actual	2021 Projected
Number of deaths investigated	4,779	5,184	6,410	6,000
Number of autopsies performed	1,198	1,191	1,293	1,300

BUDGET SUMMARY

CORONER'S OFFICE - 15000

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	3,825	1,850	2,500	11,500	2,000
Charges for Services	569,165	693,045	563,000	563,000	685,000
Miscellaneous Revenue	1,454	155	-	-	-
Total Revenues	\$ 574,444	\$ 695,050	\$ 565,500	\$ 574,500	\$ 687,000

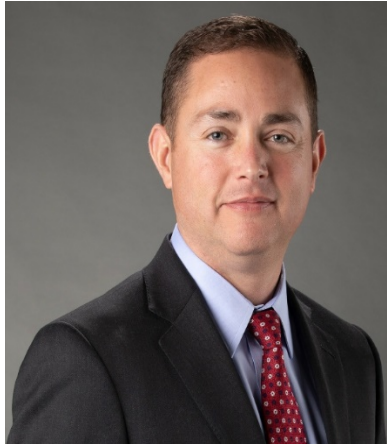
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	2,259,972	2,251,793	2,684,468	2,684,468	2,743,147
Operating and Maintenance	363,879	428,237	227,634	401,634	164,134
Charges for Services	3,651	2,957	67,900	67,900	131,400
Capital Outlay	-	-	-	-	-
Total Expenditures	\$ 2,627,502	\$ 2,682,988	\$ 2,980,002	\$ 3,154,002	\$ 3,038,681

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count	23	25	26	-	26
TOTAL FTEs	23	25	26	-	26



DISTRICT ATTORNEY'S OFFICE



Michael Allen, 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.

2021 BUDGET HIGHLIGHTS

- \$298,788 2% Personnel increase
- \$315,173 3 additional FTEs

OPERATING INDICATORS

OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Number of felony cases prosecuted	7,750	8,590	7,193	7,500
Number of traffic and misdemeanor cases prosecuted	23,800	26,940	25,800	25,000
Number of juvenile cases prosecuted	1,290	1,239	1,156	1,200
Number of felony cases tried	227	214	62	100

*Note: The COVID Pandemic has significantly impacted 2020 and 2021



PERFORMANCE MEASURES

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	2020		2021
			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.	\$4,800,000 Restitution \$18,000 Restitution NJC Mediation	\$6,296,304 Restitution Collected - 1st highest collection in the State of Colorado (\$1,043,129 more than in 2018) \$17,067 NJC Mediation Restitution Collected	\$5,300,000 Restitution \$15,000 Restitution NJC Mediation
	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 contacts with victims	Victim Notification Clerk mailed out 58,604 to victims, and victim advocates had a total of 17,934 contacts with victims of crime including court appearances, phone contacts, correspondence and meetings in office.	40,000 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.	Continue quarterly meetings and conduct additional training within the DAO as well as collaborate with community partners to expand alternative justice programs.	Collaborative meetings held with community partners to increase awareness and provide services to reduce homelessness due to mental illness. 556 cases were sent through Juvenile Diversion, 341 case settled in NJC, Veterans Trauma Ct has had 467 participants since its inception with a graduation rate of 82.2% with 86 active participants in the program as of November 15, 2019.	Continue quarterly meetings and conduct additional training within the DAO as well as collaborate with community partners to expand alternative justice programs.



BUDGET SUMMARY

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	13,614,087	14,391,044	15,670,164	15,670,164	15,656,710
Operating and Maintenance	714,733	682,030	717,047	717,047	731,359
Intergovernmental	-	-	-	-	-
Total Expenditures	\$ 14,328,821	\$ 15,073,074	\$ 16,387,211	\$ 16,387,211	\$ 16,388,069

DISTRICT ATTORNEY'S OFFICE - RESTRICTED GRANTS - 17002

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	815,189	1,040,042	1,014,401	1,309,826	1,017,395
Total Revenues	\$ 815,189	\$ 1,040,042	\$ 1,014,401	\$ 1,309,826	\$ 1,017,395

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	815,189	989,108	1,014,401	1,309,826	1,017,395
Total Expenditures	\$ 815,189	\$ 989,108	\$ 1,014,401	\$ 1,309,826	\$ 1,017,395

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count - Unrestricted	212	213	219	7	226
Total FTE Count - Restricted	12	12	12	2	14
TOTAL FTEs	224	225	231	9	240



SHERIFF'S OFFICE



Bill Elder, County Sheriff

PURPOSE STATEMENT

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 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 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 Administration Bureau and the Bureau of Professional Responsibility. Each of these component programs have one or more business units within them. Each component program has specific and complex operational purposes and has 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, four (4) Bureau Chiefs, Chief of Staff, Staff Psychologist, County attorney 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.

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 (MWRP) 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 staffed by approximately 460 sworn and civilian staff. 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.

Detention Security Division: The El Paso County Sheriff's Office Detention Bureau, Security Division is comprised of a group of approximately 280 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 1,250 inmates.

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). The Law Enforcement Bureau has approximately 180 sworn and non-sworn employees.

Patrol Division:

The Patrol authorization of 144 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.

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.

The Special Operations Section 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.

Also included in the Special Operations Section is the Rural Enforcement and Outreach Unit (REO), Community Support Unit (including School Resource Officers), and the Mounted Unit. Funding from local school districts is pending following grant partnership awards in 2016 and ongoing. Annual expenses for Mounted Unit animal care and feeding are offset by donations.

Investigations Division:

The Investigations Division is staffed by approximately 54 personnel who provide specialized investigative skills to complex cases that cannot be accomplished by the Patrol/Special Operations Division. The Division has several specialized units, Major Crimes, Special Victims Unit, Financial Crimes, Property Crimes, Cold Case, and Computer Forensics. 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 fingerprint 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 10 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.

Administrative and Support 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, County building security and concealed handgun permits.

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.

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 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. 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.

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 it 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 County's 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.

County Security Section

The County Security Section provides security and screening at the Terry R. Harris Judicial Building, security and monitoring of the Citizen Service Center, key control, management and security of four County owned parking structures. The section is supervised by a Sheriff's Office Lieutenant and Sergeant.

Bureau of Professional Responsibility

The Bureau of Professional Responsibility consists of The Professional Standards Division. This includes Internal Affairs, Accreditation, Prison Rape Elimination Act, Evidence, the Judicial Liaison/Programs Assistant and the Public Information Office.



The Bureau was developed to utilize the various Units to establish a framework to increase public trust through increased accountability and transparency. With this commitment, we hope to make our community safer by encouraging voluntary compliance with state and local laws rather than compliance through fear of punishment. Building positive relationships with all members of our community is a key component of creating a trusting atmosphere and every element of this Bureau will be involved with this effort.

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.

OBJECTIVES

- Continue building and strengthening the community partnerships that have improved the level of service we provide.
- Continue to interdict illegal black-market marijuana operations.
- Become Commission on Accreditation for Law Enforcement Agencies accredited. Once again, EPSO will have achieved the coveted triple crown of accreditation.
- Develop a regional evidence facility, consolidating processes and freeing up space needed by every agency in the region.
- Identify more efficient and effective methods of dealing with those in our community who are suffering with mental illness, especially those who are incarcerated in our jail.

2021 BUDGET HIGHLIGHTS

- \$834,054 2% Personnel increase
- \$1,255,140 for 6 additional Security FTEs, and \$25,400 2% Personnel increase



PERFORMANCE MEASURES AND OPERATING INDICATORS

OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Actual	2021 Projected
Detentions				
Average daily population - Metro & CJC	1,635	1,706	1,257	1,382
Initial inmate classifications	18,499	18,175	13,467	14,813
Number of commitments	21,326	21,702	23,872	26,259
Number of releases	21,317	22,756	25,031	27,534
Number of prisoner transports	34,672	30,827	30,000	30,000
OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Actual	2021 Projected
Law Enforcement				
Calls for Service Priority 1-3	25,664	27,008	25,656	28,358
Cases Reports and Citations	22,000	29,379	24,300	26,000
Administration				
Dispatch – Total Calls	406,622	412,983	390,000	415,000
CHP Active Permits	47,626	46,563	49,870	52,270





BUDGET SUMMARY

SECURITY - 11175

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	-	-	-	-	-
Charges for Services	(0)	-	-	-	-
Miscellaneous Revenue	(0)	-	205,000	-	-
Total Revenues	\$ (0)	\$ -	\$ 205,000	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	1,058,687	1,055,992	1,251,240	1,317,172	2,648,566
Operating and Maintenance	247,294	453,701	292,448	291,448	193,431
Charges for Services	539	754	4,000	5,000	5,000
Intergovernmental	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Total Expenditures	\$ 1,306,520	\$ 1,510,447	\$ 1,547,688	\$ 1,613,620	\$ 2,846,997

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

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	2,660,904	2,113,668	2,610,000	2,610,400	1,875,000
Charges for Services	1,178,808	1,007,578	1,249,000	1,249,000	940,000
Fines & Forfeitures	8,232	9,916	8,250	8,250	10,000
Miscellaneous Revenue	1,013,827	1,051,834	1,020,000	1,053,979	361,000
Other Financing Sources	10,470	2,930	2,000	21,366	-
Total Revenues	\$ 4,872,241	\$ 4,185,926	\$ 4,889,250	\$ 4,942,995	\$ 3,186,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	40,773,177	41,717,819	48,859,250	48,859,250	47,373,029
Operating and Maintenance	11,032,724	12,102,791	6,577,245	6,942,522	6,875,562
Charges for Services	164,000	174,728	273,000	273,000	362,555
Grants & Contributions	7,959	8,328	-	-	-
Intergovernmental	(2,547,389)	(2,567,160)	(800,000)	(870,000)	(900,000)
Capital Outlay	240,596	685,455	500,000	519,366	321,325
Total Expenditures	\$ 49,671,069	\$ 52,121,961	\$ 55,409,495	\$ 55,724,138	\$ 54,032,471



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

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Sales Taxes	24,721,021	26,912,138	27,158,724	27,958,724	29,565,228
Total Revenues	\$ 24,721,021	\$ 26,992,138	\$ 27,158,724	\$ 27,958,724	\$ 29,565,228
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	16,266,085	17,120,457	15,078,956	15,020,421	16,034,833
Operating and Maintenance	4,178,647	5,952,444	10,843,614	12,986,314	11,262,644
Charges for Services	6,842,592	9,012,141	11,843,614	14,451,515	13,262,644
Intergovernmental	(4,578,737)	(6,670,353)	(10,843,614)	(13,451,140)	(12,262,644)
Capital Outlay	307,973	636,264	-	464,826	1,000,000
Total Expenditures	\$ 23,016,560	\$ 26,050,952	\$ 26,922,570	\$ 29,471,936	\$ 29,297,477

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

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	2,952,871	4,166,191	1,335,000	6,131,099	-
Charges for Services	507,299	477,390	-	-	-
Miscellaneous Revenue	824,733	806,047	850,750	851,250	-
Total Revenues	\$ 4,284,902	\$ 5,449,628	\$ 2,185,750	\$ 6,982,349	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	2,394,692	2,410,068	1,211,652	3,717,088	-
Operating and Maintenance	1,080,325	1,769,829	500,000	4,705,794	-
Charges for Services	227,477	149,762	-	123,060	-
Grants & Contributions	64,362	147,759	-	26,568	-
Intergovernmental	50,704	14,128	-	-	-
Capital Outlay	157,049	280,747	-	95,178	-
Total Expenditures	\$ 3,974,610	\$ 4,772,294	\$ 1,711,652	\$ 8,667,688	\$ -



FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Security	42	37	37	6	43
General Fund	590	590	610	-	610
Public Safety Tax	192	192	174	-	174
Grants - Restricted	26	26	18	-	18
TOTAL FTEs	850	845	839	6	845





SURVEYOR'S OFFICE



Richard Mariotti, 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. This 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	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Charges for Services	2,550	2,390	2,000	2,000	2,000
Total Revenues	\$ 2,550	\$ 2,390	\$ 2,000	\$ 2,000	\$ 2,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	5,921	7,616	8,380	8,380	8,380
Operating and Maintenance	2,350	2,390	3,000	3,000	3,000
Total Expenditures	\$ 8,271	\$ 10,006	\$ 11,380	\$ 11,380	\$ 11,380



TREASURER’S OFFICE



Mark Lowderman, County Treasurer & Public Trustee

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.



2021 BUDGET HIGHLIGHTS

- \$19,665 2% Personnel increase

OPERATING INDICATORS

OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Actual	2021 Projected
Annual Tax Statements	255,899	259,962	264,114	259,992
Delinquent Tax Statements	12,815	12,987	21,360	15,721
Property Tax Payments Processed	426,977	43,308	235,143	235,143
Tax roll-changes (statements)	1,298	570	934	934
Non-property tax revenue transactions	38,890	34716*	38,890	38,890
Tax Liens Sold-manufactured housing	97	127	170	131
Tax Liens Sold-real estate	1,881	2,049	2,361	2,097
Tax Liens redeemed	1,993	1,911	1098**	1,952
Tax Deeds issued	22	38	27	29
Certificates of Taxes Due Reports	36,018	33,463	34,741	34,741
County warrants paid	14,338	10,142	12,240	12,240

**Total through November 30, 2020

BUDGET SUMMARY

TREASURER'S OFFICE - 13000

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Charges for Services	4,012,813	4,275,865	4,020,000	4,020,000	4,020,000
Miscellaneous Revenue	96,294	191,795	80,000	80,000	80,000
Total Revenues	\$ 4,109,107	\$ 4,467,660	\$ 4,100,000	\$ 4,100,000	\$ 4,100,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	989,473	1,070,509	1,139,688	1,139,688	1,122,862
Operating and Maintenance	213,425	201,678	242,600	242,600	242,600
Charges for Services	209	156	700	700	700
Capital Outlay	-	-	-	-	-
Total Expenditures	\$ 1,203,107	\$ 1,272,343	\$ 1,382,988	\$ 1,382,988	\$ 1,366,162

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count	19	19	19	(1)	18
TOTAL FTEs	19	19	19	(1)	18



PUBLIC TRUSTEE’S OFFICE

The El Paso County Public Trustee is appointed to a four-year term by the Governor of Colorado. In 2019, El Paso County Treasurer Mark Lowderman was appointed as the County’s Public Trustee by Colorado Governor Jared Polis. Treasurer Lowderman’s appointment represents an acceleration of an already planned merger of the El Paso County Public Trustee’s Office and the County Treasurer’s Office. In most of the state, County Treasurers already serve as the Public Trustee. However, in the state’s 10 largest Counties, the Governor had the authority to appoint a Public Trustee to a four-year term. That changed this year when the legislature passed—and the Governor signed—House Bill 19-1295, which consolidated all Public Trustee operations into each County’s respective Treasurer’s Office.

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				
	2018 Actual	2019 Actual	2020	2021 Projected
Number of foreclosures	853	818	281	651
Number of deeds of trust	34,568	41,005	64,534	46,702

BUDGET SUMMARY

PUBLIC TRUSTEE'S OFFICE - 19000

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Charges for Services	324,711	435,112	200,000	200,000	200,000
Total Revenues	\$ 324,711	\$ 435,112	\$ 200,000	\$ 200,000	\$ 200,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	(356,796)	(298,113)	(369,886)	(369,886)	(397,742)
Intergovernmental	356,796	298,113	369,886	369,886	397,742
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count	6	6	3	1	4
TOTAL FTEs	6	6	3	1	4



COUNTY ATTORNEY’S OFFICE



Diana May, 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.

2021 BUDGET HIGHLIGHTS

- \$23,571 2% Personnel increase

BUDGET SUMMARY

COUNTY ATTORNEY'S OFFICE GENERAL FUND - 11625

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	1,068,629	1,036,080	1,220,443	1,220,443	1,202,006
Operating and Maintenance	128,629	123,836	150,973	150,973	150,973
Charges for Services	2,709	5,760	3,500	3,500	3,500
Intergovernmental	-	-	-	-	-
Total Expenditures	\$ 1,199,966	\$ 1,165,676	\$ 1,374,916	\$ 1,374,916	\$ 1,356,479



DEPARTMENT OF HUMAN SERVICES - 11626

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	2,309,378	2,620,013	3,195,559	3,195,559	3,257,775
Operating and Maintenance	216,018	213,334	198,600	198,600	139,300
Charges for Services	9,241	17,723	20,000	20,000	20,000
Intergovernmental	(2,534,637)	(2,851,070)	(3,414,159)	(3,414,159)	(3,417,075)
Total Expenditures	\$ (0)	\$ -	\$ -	\$ -	\$ -

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count - General Fund	11	13	14	2	16
Total FTE Count - Department of Human	23	26	30	2	32
TOTAL FTEs	34	39	44	4	48



COUNTY ADMINISTRATION



Amy Folsom, County Administrator



Kenny Hodges, Assistant County Administrator

OVERVIEW

County Administration consists of the following departments, functions, budgets, and the respective executive and management staff of each described operational department: Strategic Initiatives, Financial Services, Digital, Strategy & 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.

2021 BUDGET HIGHLIGHTS

- \$15,963 2% Personnel increase
- \$3,000,000 for the I-25 Gap Project
- \$40,120 Statutory pay increase



BUDGET SUMMARY

COUNTY ADMINISTRATION COUNTYWIDE SUPPORT - 11000

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Property Taxes	50,057,148	51,764,952	51,980,122	51,980,122	58,023,567
Specific Ownership Tax	-	-	-	-	-
Sales Taxes	64,608,363	67,117,050	64,667,280	70,367,280	74,302,390
Other Taxes	23,438	91,640	85,000	85,000	85,000
Licenses & Permits	32,972	37,789	42,500	42,500	28,500
Intergovernmental	283,954	280,573	200,000	200,000	200,000
Charges for Services	18,925	16,620	11,000	11,000	13,000
Fines & Forfeitures	297,162	710,107	601,000	601,000	560,000
Miscellaneous Revenue	1,768,540	2,712,517	3,050,000	3,050,000	2,550,000
Other Financing Sources	(6,000,000)	-	-	-	-
Total Revenues	\$ 111,090,501	\$ 122,731,247	\$ 120,636,902	\$ 126,336,902	\$ 135,762,457

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Expenditures	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

STRATEGIC INITIATIVES -11140

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	259,302	424,763	465,322	465,322	459,841
Operating and Maintenance	4,523	15,587	28,400	28,400	28,400
Total Expenditures	\$ 263,825	\$ 440,350	\$ 493,722	\$ 493,722	\$ 488,241

MEDICAL MARIJUANA - 11507

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Licenses & Permits	15,340	-	-	-	-
Total Revenues	\$ 15,340	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Grants & Contributions	-	-	-	-	-
No Expenditures	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -



FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Administration	3	2	2		2
Strategic Initiatives		7	7		7
TOTAL FTEs	3	9	9	-	9

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, in 2020 \$1.5 million was added, and an additional \$3 million for 2021 will be placed in General Fund Reserve for the match of the approved 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.



I-25 Mind the Gap Project Progress



PIKES PEAK REGIONAL OFFICE OF EMERGENCY MANAGEMENT

PURPOSE STATEMENT

The mission of Pikes Peak Regional Office of Emergency Management is to build resilience for the whole community through risk reduction, education, emergency coordination, and disaster recovery.

OVERVIEW

The Pikes Peak Regional Office of Emergency Management (PPROEM) reports directly to the El Paso County Administrator and the City of Colorado Springs Chief of Staff Office. 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. PPROEM is committed to providing comprehensive emergency and disaster preparedness, response, and recovery directed by the El Paso County Board of Commissioners and the Colorado Springs Mayor.

OBJECTIVES

Readiness

Preparation for emergencies considers all potential hazards, natural or human-caused. Our community preparedness outreach provides for individual citizen and neighborhood preparedness to lessen the impact of disasters and emergencies. 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 the community.

Response

The Emergency Coordination Center (ECC) is a core resource that supports disaster response operations in El Paso County and the City of Colorado Springs. It is a central coordination point for all emergency support functions, communication, and public information in a disaster. The ECC is also a hub for incident accountability, recordkeeping, situational assessment and information sharing, 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 PPROEM. 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 returns the community to a pre-event state and 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.



2021 BUDGET HIGHLIGHTS

- \$16,245 2% Personnel increase



PPROEM Staff

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	2020		2021
			Target	Actual	Target
4. Conduct annual Wildfire Community Preparedness events with stakeholders to encourage residents to complete wildfire prevention improvements on their property.	Pikes Peak Regional Office of Emergency Management	Community Wildfire Preparation Day with Fire Districts, Homeowners Assoc., and Municipalities	Reach approximately 30 HOA's directly and through CONO and NEPCO Update tactical evacuation plans		1. Continue collaborating with regional associations and targeted HOA's 2. Assist in updating evacuation tactical plans with response agencies.
	Pikes Peak Regional Office of Emergency Management	Developing Neighborhood Community Wildfire Preparedness Plans (CWPP)	Supporting HOA CWPP wildfire planning/collaborating w/Colorado State Forest Service		Continue outreach with each regional association, and requesting individual HOA's



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	2020		2021
			Target	Actual	Target
1. Pikes Peak Regional Office of Emergency Management collaborating with the Humane Society of the Pikes Peak Region, Neighborhood Organizations, Home Owner's Associations, and law enforcement to develop an animal emergency disaster plan.	Pikes Peak Regional Office of Emergency Management	Regional Base Evacuation Plan	The updating of tactical evacuations plans, annexes to base plan, by response partners		Evacuation drills implementing and testing evacuation planning
	Pikes Peak Regional Office of Emergency Management	Regional Hazard Mitigation Plan	Complete by January 2021		Update and assess mitigation projects status
2. Update and implement the County's Emergency Preparedness Plans including the Communication and Recovery components in cooperation with stakeholders.	Pikes Peak Regional Office of Emergency Management	Emergency Operations Plan (EOP)	Complete by January 2021		Annual Updates
	Pikes Peak Regional Office of Emergency Management	Resource Mobilization Plan	Complete RM Plan by April 2021		Annual updates, training staff, and exercise testing
	Pikes Peak Regional Office of Emergency Management	Continuity of Govt. Plans and Continuity of Operations Plans, for essential EPC and CS Departments	Complete by January 2021		Annual updates, training staff, and exercise testing
	Pikes Peak Regional Office of Emergency Management	Recovery Plan is consolidated	Training and exercising		Yearly updates, training staff, and exercise testing
	Pikes Peak Regional Office of Emergency Management	Communication Plan	Complete in April		Yearly updates, training staff, and exercise testing
	Pikes Peak Regional Office of Emergency Management	Ready and Resilient Neighborhood Program	Develop and present Region-Wide	Program is part of all OEM preparedness outreach	Consolidate as Regional program
3. Enhance the hazardous materials identification and education program.	Pikes Peak Regional Office of Emergency Management- El Paso County Haz Mat Team	Tier II Facility Identification and Assessment	100%	Update each year for 100%	100% update
	Pikes Peak Regional Office of Emergency Management- El Paso County Haz Mat Team	Local Emergency Planning Committee (LEPC) participation	County wide Govt / Industry / Public chemical coordination	El Paso County Haz Mat hosts and participates in 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	2020		2021
			Target	Actual	Target
5. Support the Regional Recovery Collaborative to continue efforts for prevention, mitigation and recovery from fall-hazards issues.	Pikes Peak Regional Office of Emergency Management	Meetings as a multi-agency collaborative coalition	Annual	Annual	Annual
	Pikes Peak Regional Office of Emergency Management	Regional Recovery Collaborative	Host a regional recovery collaborative meeting group-once each year	Annual	With Stakeholders evaluate avenues for prevention, mitigation and recovery for all-hazards issues.



BUDGET SUMMARY

OFFICE OF EMERGENCY MANAGEMENT - 11060

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Licenses & Permits	1,400	2,150	-	-	-
Intergovernmental	-	-	-	108,000	-
Total Revenues	\$ 1,400	\$ 2,150	\$ -	\$ 108,000	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	720,117	778,226	491,348	491,348	500,445
Operating and Maintenance	146,059	138,575	81,920	224,636	81,920
Charges for Services	7,810	8,166	-	-	-
Intergovernmental	(875,795)	(921,094)	-	-	-
Capital Outlay	81,736	-	-	-	-
Total Expenditures	\$ 79,926	\$ 3,873	\$ 573,268	\$ 715,984	\$ 582,365

Hazmat - ESA - 11061

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Licenses & Permits	-	-	2,000	2,000	-
Total Revenues	\$ -	\$ -	\$ 2,000	\$ 2,000	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	-	-	320,877	320,877	328,025
Operating and Maintenance	-	-	54,080	54,080	54,080
Total Expenditures	\$ -	\$ -	\$ 374,957	\$ 374,957	\$ 382,105

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count	7	9	10	-	10
TOTAL FTEs	7	9	10	-	10



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 on-site County Health Centers with full primary care physician services, on-site fitness center that includes individual and class fitness trainers, a robust wellness program, and resources for employees to obtain extensive knowledge of benefits and ensure overall safety and happiness. The Employee Benefits Division also administers the Family and Medical Leave Act and American's with Disabilities Act for El Paso County employees, providing employees with resources and support while complying with federal regulation requirements.

OBJECTIVES

- Implement on-line enrollment system for new hires and qualifying life events.
- Research and implement improved tracking options for the American with Disabilities Act interactive process.
- Implement scanning of FMLA and ADA records.

2020 DEPARTMENT 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.
- Completed scanning project for all existing employee benefit records and implemented ongoing electronic record system for all division information.
- COVID-19:
 - All Benefits Division staff transitioned to remote work and have continued to maintain previous levels of customer service and productivity.
 - Implemented leave processes and administered employee leave requests for a temporary COVID leave policy.
 - Implemented leave processes and administered employee leave requests for the new Federal Families First Coronavirus Response Act.
 - Established a secure FAX to email process providing staff the ability to receive employee leave and health plan information without the need to enter the office.
 - Expended the CSC on-site Health Center waiting room area for compliance with the new social distancing requirements – December 14th scheduled completion date.



- Implemented an on-line scheduling system and distancing protocols for employee and family members to receive flu shot vaccinations.
- Implemented on-line new hire orientation benefit presentation and supervisor/manager FMLA-ADA training.
- Implemented a new medical plan administrator for the 2021 plan year.
- Implemented a new on-line benefit plan enrollment system for open enrollment, new hires, and qualifying life event benefit changes.
- Implemented new hospital, critical illness and accident supplemental benefits for the 2021 plan year.
- Increased RYP enrollment to 1469 participants and the Premise Health Center completed 1452 RYP health consultations.
- Added an on-site psychologist and another nurse practitioner to enhance services and increase access at the on-site Premise Health Centers.
- Retiree Benefits Administration duties was transitioned from the Retirement Office to the Employee Benefits Division.

2021 BUDGET HIGHLIGHTS

- \$8,943 2% Personnel increase

OPERATING INDICATORS

OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Number of FMLA claims	795	810	1,000	1,000
Number of ADA claims	115	125	100	100
Number of ST Disability claims	80	85	125	125
FFCRA (COVID) Leave claims	N/A	N/A	450	400

BUDGET SUMMARY

EMPLOYEE BENEFITS & MEDICAL SERVICES - 11360

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	488,684	426,143	455,154	455,154	464,732
Operating and Maintenance	96,164	33,130	52,660	52,660	52,660
Charges for Services	24,877	31,999	2,000	2,000	2,000
Intergovernmental	(611,464)	(491,272)	(509,814)	(509,814)	(519,392)
Capital Outlay	1,738	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -



FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count	7	7	7	-	7
TOTAL FTEs	7	7	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 maintain 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 fair, legal, 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. Formal solicitations may be issued for purchases over \$25,000 to \$100,000. Bids (Invitation for Bids) and proposals (Request for Proposals) are formally advertised and issued through this division for construction projects, goods or services exceeding \$100,000.

OBJECTIVES

- To continuously monitor 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 and instruct 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.



2021 BUDGET HIGHLIGHTS

- \$13,740 2% Personnel 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	2020		2021
			Target	Actual	Target
Develop and implement warrant training for department procurement liaisons to provide them with raised dollar authority for to buy emergency and small purchase.	Contracts & Procurement	Issue certificates to individuals who have successfully completed and passed the training.	YES -ON GOING	YES -ON GOING	YES -ON GOING
Complete the on-line receipt of bids and proposals to increase efficiency in the office as well as simplify the process for our vendors and contractors.	Contracts & Procurement	The BidNet system will be fully implemented, staff and vendors and contractors will be trained.	YES -ON GOING	YES -ON GOING	YES -ON GOING
Strategy D: Promote Collaborative Services to increase efficiency and reduce redundancy in the region.					
Strategy Objective	Department	Measure	2020		2021
			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 -ON GOING	YES -ON GOING	YES -ON GOING

PROCUREMENT GOALS					
Procurement Goals in addition to those aligned with County Strategic Plan					
Strategy Objective	Department	Measure	2020		2021
			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	N/A
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.	YES - ON GOING	YES - ON GOING	YES - ON GOING



OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Purchase Orders Issued	900	1,000	1,279	1,100
Purchase Orders Issued (millions)	\$ 85.0	\$ 89.0	\$ 141.0	\$ 100.0
Surplus Sales (thousands)	\$ 282	\$ 250	\$ 392	\$ 300

BUDGET SUMMARY

PROCUREMENT & CONTRACTS - 11325

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	608,798	673,003	713,784	713,784	701,752
Operating and Maintenance	33,437	30,944	23,200	23,200	23,200
Charges for Services	2,366	2,245	2,600	2,600	2,600
Intergovernmental	-	-	7,172	7,172	7,172
Capital Outlay	-	-	-	-	-
Total Expenditures	\$ 644,600	\$ 706,192	\$ 746,756	\$ 746,756	\$ 734,724

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count	9	10	10	-	10
TOTAL FTEs	9	10	10	-	10



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 (BoCC), 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.
- Continue to identify uses for our reporting software to streamline and automate reporting of financial and budgetary data.
- Support and develop sustainable funding strategies for public safety, emergencies and infrastructure.
- Implement and utilize new interactive software to provide information to all website and mobile users for transparency of financial and budget information.
- Submittal of the 2021 Budget Book to GFOA for EPC and EPC Public Health.
- Research the viability of creating a streamlined Use Tax process.
- Document all processes and establish timelines for all functions.

2021 BUDGET HIGHLIGHTS

- \$11,677 2% Personnel increase
- \$150,000 Grant Match Funding



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	2020		2021
			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 new opportunities for ongoing reports	Completed training and created 95% of budget reports; identifying new opportunities	Schedule refresher training and 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 all budget reports	Created/converted and automated 95% of budget reports	Continue to identify reporting solutions and roll out additional training to other departments
	Budget	Obtain GFOA Distinguished Budget Presentation Award	Receive award for 2020 Budget Book	Received award for 2020 for EPC and Public Health	Receive award for 2021 Budget Book
2. Increase the availability and transparency of financially based data internally and externally through the development of new technologies and dashboards.	Budget	Establish Dashboards and interactive website for use of internal and external customers	Training on Insight Software dashboards and identify solutions	Completed 75% of the training and in process of identifying solutions for use	Continue training; create and implement Countywide dashboards for internal budget/financial information; research options for external reporting
3. Enhance the County's business friendly environment by researching the viability of creating a streamlined Use Tax process.	Budget	Begin researching the viability of creating a streamlined Use Tax process.	Investigate options	Investigate options	Evaluate the viability of available options and implement
Strategy C: Define and allocate ongoing funding streams designated for capital investment and operational needs.					
Strategy Objective	Department	Measure	2020		2021
			Target	Actual	Target
3. Continue to strengthen the County's emergency reserve funds.	Budget	Establish emergency reserve through the EPC Budget/Financial Roadmap process	Goal of \$2.7M reserve going into 2021 with a goal of \$5M by 2023.	Established reserve balance of \$3M at end of 2020	Identify 2021 underspending/unanticipated revenue for additional reserve funds; goal of \$5M reserve going into 2022
4. Support sustainable and ongoing funding for public safety needs.	Budget	Establish viable and sustainable strategy to ensure adequate funding for public safety.	Increase Public Safety Sales Tax funding by \$1.5 Million in 2020	Increased Public Safety Sales Tax funding by estimated \$1.5 Million in 2020	Increase Public Safety Sales Tax funding by \$1.1 Million in 2021
5. Develop a viable funding strategy to invest in County roads.	Budget	Establish viable funding strategy to invest in County roads through the EPC Budget/Financial Roadmap process	2020 Target - BoCC approved increases of \$345K for 2020; target of additional \$500K through 2021	BoCC approved increases of \$345K for 2020	2021 Target - BoCC approved increases of \$905K for 2021; target of additional \$3.85M in 2022



OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Budget Entries Processed	1,985	1,571	1,506	1,453

BUDGET SUMMARY

COUNTYWIDE ADMINISTRATION SUPPORT- 11101

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Operating and Maintenance	858,820	990,114	987,309	987,309	987,309
Grants & Contributions	12,000	14,400	12,000	12,000	12,000
Total Expenditures	\$ 870,820	\$ 1,004,514	\$ 999,309	\$ 999,309	\$ 999,309

COUNTYWIDE FINANCIAL SUPPORT - 11425

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Operating and Maintenance	243,848	208,839	280,652	280,652	280,652
Charges for Services	142,555	139,100	251,929	251,929	251,929
Intergovernmental	(43,732)	(34,818)	(170,000)	(170,000)	(170,000)
Total Expenditures	\$ 342,670	\$ 313,121	\$ 362,581	\$ 362,581	\$ 362,581



COUNTYWIDE ADMINISTRATION BUDGET SUPPORT - 11502/11503

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	354,900	-	-	-	-
Total Revenues	\$ 354,900	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	745,978	857,165	500,000	500,000	500,000
Operating and Maintenance	2,794,445	3,631,137	3,770,734	4,278,173	4,579,736
Charges for Services	2,089,007	1,238,106	1,328,146	1,178,146	1,300,168
Grants & Contributions	-	-	25,000	25,000	175,000
Intergovernmental	(7,710,453)	(8,688,314)	(8,312,931)	(8,312,931)	(9,068,652)
Capital Outlay	50,311	24,994	-	17,765	-
Total Expenditures	\$ (2,030,711)	\$ (2,936,912)	\$ (2,689,051)	\$ (2,313,847)	\$ (2,513,748)

BUDGET DIVISION - RESTRICTED
EPC USE TAX COLLECTION - 11506

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Charges for Services	449,300	397,428	375,000	375,000	375,000
Total Revenues	\$ 449,300	\$ 397,428	\$ 375,000	\$ 375,000	\$ 375,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	200,080	205,582	312,134	312,134	312,134
Operating and Maintenance	15,798	60	28,758	28,758	28,758
Charges for Services	25,948	27,464	34,108	34,108	34,108
Total Expenditures	\$ 241,826	\$ 233,106	\$ 375,000	\$ 375,000	\$ 375,000

BUDGET DIVISION - UNRESTRICTED
ADMINISTRATION - 11500

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	550,156	538,400	689,781	689,781	677,949
Operating and Maintenance	78,828	49,484	30,300	30,300	30,300
Charges for Services	11,878	10,950	7,500	7,500	7,500
Total Expenditures	\$ 640,861	\$ 598,834	\$ 727,581	\$ 727,581	\$ 715,749



EMERGENCY RESPONSE - 11510

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	3,045,746	2,887,538	-	5,005,813	-
Miscellaneous Revenue	(31,992)	-	-	-	-
Total Revenues	\$ 3,013,754	\$ 2,887,538	\$ -	\$ 5,005,813	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Operating and Maintenance	951,291	1,662,133	-	1,490,877	-
Charges for Services	-	-	-	-	-
Grants & Contributions	6,871	-	-	-	-
Intergovernmental	(185)	(126,580)	-	-	-
Capital Outlay	2,563,796	1,458,100	-	4,118,077	-
Total Expenditures	\$ 3,521,772	\$ 2,993,653	\$ -	\$ 5,608,954	\$ -

CARES ACT FUNDING - 11511

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	-	-	-	125,704,768	-
Total Revenues	\$ -	\$ -	\$ -	\$ 125,704,768	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	-	-	-	31,589,857	-
Operating and Maintenance	-	-	-	11,697,272	-
Charges for Services	-	-	-	1,550,000	-
Grants & Contributions	-	-	-	57,576,813	-
Intergovernmental	-	-	-	-	-
Capital Outlay	-	-	-	23,290,826	-
Total Expenditures	\$ -	\$ -	\$ -	\$ 125,704,768	\$ -

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Budget	16	20	14	1	15
TOTAL FTEs	16	20	14	1	15



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), investigating fraudulently obtained County or State funds, recovering funds due to the County, 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 2020 Comprehensive Annual Financial Report to GFOA for both the County and Public Health.
- Submit the 2020 Popular Annual Financial Report to GFOA for both the County and Public Health.

2021 BUDGET HIGHLIGHTS

- \$20,894 2% Personnel increase
- \$201,374 2% Personnel increase Health Department
- \$250,000 Health Department Support



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	2020		2021
			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	Obtain GFOA Certification of Achievement for Excellence In Financial Reporting for both the County CAFR and Public Health CAFR	Receive awards for 2019 CAFR, published in 2020	Awaiting Notification	Receive awards for 2020 CAFRs, published in 2021
	Finance	Obtain Popular Annual Financial Reporting Award for our County Popular Annual Financial Report (PAFR)			Receive awards for 2020 PAFR, published in 2021
	Finance	Obtain Popular Annual Financial Reporting Award for Public Health's Popular Annual Financial Report (PAFR)			Produce 2020 PAFR, published in 2021
	Finance	Implement new accounting and financial reporting standards as issued by the Governmental Accounting Standards Board (GASB)	Implement GASB 87, Leases for FYE 2021	Begin gathering lease information County wide to prepare to implement GASB 87	Continue gathering lease information County wide to prepare to implement GASB 87 for FYE 2021
	Finance	Implement new accounting and financial reporting standards as issued by the Governmental Accounting Standards Board (GASB)	Implement GASB 88, Certain Disclosures Related to Debt, including Direct Borrowings and Direct Placements	Begin preparing to Implement GASB 88, Certain Disclosures Related to Debt, including Direct Borrowings and Direct Placements in 2021	Implement GASB 88, Certain Disclosures Related to Debt, including Direct Borrowings and Direct Placements in 2021 for FYE 2020
	Finance	Implement new accounting and financial reporting standards as issued by the Governmental Accounting Standards Board (GASB)	Implement GASB 91, Conduit Debt Obligations	Begin determining the implications of implementation of GASB 91	Continue working on implementing GASB 91 for FYE 2021, published in 2022
	Finance	Begin the process of implementing AP Automation with our Accounts Payable area	Begin the process of implementing AP Automation within our Accounts Payable area with a finalization date in 2021	Currently working on implementing AP Automation	Finalize AP Automation within Accounts Payable to streamline the payment of County bills
	Finance	Implement ability to accept credit payments from clients in an effort to expedite payments	Implement credit card acceptance in Finance and various County Departments	Continue the process of implementing credit card acceptance. Plan to finalize implementation in 2021.	Finalize credit card acceptance to expedite payments from clients



OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Payroll Serviced	70,585	71,678	75,972	73,141
Journal Entries Processed	54,837	56,355	60,822	64,546
Processed Payment Requests	77,970	77,364	58,434	59,434

BUDGET SUMMARY

FINANCE DIVISION - UNRESTRICTED ADMINISTRATION - 11450

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	1,035,809	905,680	1,096,295	1,096,295	1,077,788
Operating and Maintenance	146,475	119,744	72,769	72,769	70,569
Charges for Services	10,419	10,165	11,000	11,000	11,000
Intergovernmental	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)
Total Expenditures	\$ 1,187,702	\$ 1,030,589	\$ 1,175,064	\$ 1,175,064	\$ 1,154,357

HEALTH ADMINISTRATION - 11675

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Operating and Maintenance	3,392,167	3,831,061	3,974,520	3,992,775	4,444,149
Total Expenditures	\$ 3,392,167	\$ 3,831,061	\$ 3,974,520	\$ 3,992,775	\$ 4,444,149



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

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Operating and Maintenance	15,269,913	17,250,626	16,650,000	16,650,000	16,650,000
Charges for Services	120,088	262,160	85,000	85,000	85,000
Intergovernmental	(15,158,236)	(17,532,244)	(16,735,000)	(16,735,000)	(16,735,000)
Total Expenditures	\$ 231,765	\$ (19,459)	\$ -	\$ -	\$ -

INSURANCE CLEARING - 11453

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Expenditures	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

P-CARD PROGRAM - 11455

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Miscellaneous Revenue	271,118	252,551	300,000	300,000	300,000
Total Revenues	\$ 271,118	\$ 252,551	\$ 300,000	\$ 300,000	\$ 300,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	202,550	208,531	215,900	215,900	241,273
Operating and Maintenance	3,117	-	58,780	58,780	33,407
Charges for Services	5,000	5,000	32,689	32,689	32,689
Total Expenditures	\$ 210,667	\$ 213,531	\$ 307,369	\$ 307,369	\$ 307,369

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2021 Revised	2021
Total FTE Count	51	53	53	-	53
TOTAL FTEs	51	53	53	-	53



DIGITAL, STRATEGY & TECHNOLOGY DEPARTMENT



Jeff Eckhart, Executive Director

PURPOSE STATEMENT

The Digital, Strategy & 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.

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).

Web = County owned, and operated websites and the content management software used in their maintenance. Our primary external website is hosted on Microsoft SharePoint. Our primary internal website is hosted on Oracle WebCenter Portal.

Infrastructure: The infrastructure program area includes the foundation elements of Digital, Strategy & 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 facilities and personnel through a fiber optic network and in-building networking assets, delivering telephones, voicemail, email, high speed Internet access, and Wi-Fi to County Offices, Departments, and employees.

Information Security: The information security program area includes network and security operations, connectivity, communications, broadband, threat prevention, vulnerability management, firewalls, monitoring operations, and related cyber security responsibilities.

OBJECTIVES

- Continue to improve controls and implement network segmentation to lower the organizational risk and exposure to Information Security risks
- Develop comprehensive Service Management practice to formalize and continuously improve asset management, incident management, change management, problem management, request fulfillment, configuration management, service catalog and service portfolio
- Develop and mature a technology advisory services including project portfolio management, enterprise architecture, and business relationship management
- Develop a data and analytics practice
- Transition to a Lean IT operating model
- Develop and implement IT employee engagement, recruiting, and retention initiatives
- Develop and implement a Countywide acceptable use policy for technology systems, devices, and operations
- Develop and monitor key performance indicators to analyze and improve Department performance related to planning, budgeting, operational efficiency, and strategic plan alignment



- Replace the existing VAX and .Net Applications with Harris's RealWare and CollectWare solutions for Assessor and Treasurer
- Complete the migration to Microsoft's O365 cloud suite while ensuring governance, licensing restrictions, and business needs are met allowing the County to always remain current with Microsoft Office products
- Upgrade County Video Streaming/Broadcasting capabilities
- Complete the migration of on-premise external facing WordPress websites to a secure, cloud based, fully managed service content management platform called Amazon Web Services (AWS)

2021 BUDGET HIGHLIGHTS

- \$128,821 2% Personnel increase
- \$400,000 Assessor / Treasurer Next Gen System
- \$100,000 Virtual Desktop Infrastructure (VDI)
- \$35,984 Shared Workspace Reservation System
- \$33,264 Case Management System for County Attorney
- \$4,370 License Fees Microsoft 365 for New Positions Countywide



PERFORMANCE MEASURES AND OPERATING INDICATORS

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	2020		2021
			Target	Actual	Target
1. Create and implement a comprehensive technology security program to protect County technology assets.	Digital, Strategy & Technology Department	Technology Security Program	Complete	Complete	Complete
2. Expand fiber optic networks to extend reliable and redundant connectivity to County facilities.	Digital, Strategy & Technology Department	Construction	Ongoing	Ongoing	Ongoing
3. Replace unsupported telephone systems with modern VoIP (Voice over Internet Protocol) telephone system.	Digital, Strategy & Technology Department	Deployment	Complete	Complete	Complete
4. Implement an acceptable use policy for technology systems, devices, and operations.	Digital, Strategy & Technology Department	Deployment	Ongoing	Ongoing	Ongoing
5. Retire legacy software products and transition operations to sustainable software architectures.	Digital, Strategy & Technology Department	Deployment	Ongoing	Ongoing	Ongoing
6. Implement sustainable replacement programs for personal computers, software, and technology capital assets.	Digital, Strategy & Technology Department	Deployment	Ongoing	Ongoing	Ongoing
7. Leverage existing software platforms to enable efficient and interoperable operations.	Digital, Strategy & Technology Department	Deployment	Ongoing	Ongoing	Ongoing



BUDGET SUMMARY

INFORMATION TECHNOLOGY - 11551

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Charges for Services	7,620	8,058	8,000	8,000	6,000
Miscellaneous Revenue	22,569	6,469	-	-	-
Total Revenues	\$ 30,189	\$ 14,526	\$ 8,000	\$ 8,000	\$ 6,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	4,906,696	5,844,779	6,737,323	6,737,323	6,626,891
Operating and Maintenance	5,794,704	5,660,169	5,417,953	6,882,371	5,991,571
Charges for Services	3,916	-	8,000	8,000	8,000
Intergovernmental	(170,000)	(170,000)	(170,000)	(170,000)	(170,000)
Capital Outlay	686,799	1,898,297	1,836,505	2,199,390	1,836,505
Total Expenditures	\$ 11,222,115	\$ 13,233,244	\$ 13,829,781	\$ 15,657,084	\$ 14,292,967

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count	73	77	77	-	77
TOTAL FTEs	73	77	77	-	77



PUBLIC INFORMATION OFFICE



Ryan Parsell, 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 and policy 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)
- Shape and promote the County's legislative priorities on the state and federal levels

2021 BUDGET HIGHLIGHTS

- \$5,202 2% Personnel 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	2020		2021
			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	4	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	40 daily average	19 daily average	30 daily average
	Public Information Office	Increase activity on Facebook for both the PIO office and the public	5,500	10,900	15,000
	Public Information Office	Increase activity on Twitter for both the PIO office and the public	7,000	7,300	8,000
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 2019
Strategy B: Enhance Access to El Paso County services throughout our County.					
Strategy Objective	Department	Measure	2020		2021
			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	N/A	N/A	N/A
	Public Information Office & Planning Department	Launch Planning Department's EDARP Portal	N/A	N/A	N/A
	Public Information Office	Launch new El Paso County website	2018	2018	N/A
	Public Information Office	Launch Citizen's Service webpage and app	2018	2018	N/A



Strategy C: Develop and implement a strategic technology infrastructure to engage citizens as stakeholders.					
Strategy Objective	Department	Measure	2020		2021
			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	2018	2018	N/A
	Public Information Office	Broadcast Planning Commission meetings live on our cable channels	2018	2018	N/A
	Public Information Office	Ability to broadcast Regional Development Center vvents and meetings live on our cable channels	2018	2018	N/A
	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.	2018	N/A	2019
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	10-Jul	2018	N/A
Strategy D: Expand community partnerships with other government jurisdictions, nonprofit organizations, educational institutions, business community, and citizens.					
Strategy Objective	Department	Measure	2020		2021
			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	Continue to grow our engagement with community partners through networking	Continue to grow our engagement with community partners through networking	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	Revisit the need and usefulness Citizens College events	Updated Citizens College Videos	Plan one Citizens College for 2019
Strategy E: Increase civic awareness and citizen understanding of County responsibilities and services.					
Strategy Objective	Department	Measure	2020		2021
			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 prence (YouTube channel)	Produce >150 videos	Produced xxx 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	Install screens at Citizens Service Center and Centennial Hall in 2018	Install screens at Citizens Service Center and Centennial Hall in 2018	N/A
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	2020		2021
			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	Reassess based on Federal Budget guidelines	N/A	Reassess based on Federal Budget guidelines

OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Number of News Releases	319	350	275	300
Number of Social Media Releases	3,925	4,000	4,000	4,500

BUDGET SUMMARY

PUBLIC INFORMATION OFFICE - UNRESTRICTED PIO - 11505

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Miscellaneous Revenue	-	-	-	25,000	-
Total Revenues	\$ -	\$ -	\$ -	\$ 25,000	\$ -

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	142,795	150,905	269,181	269,181	264,845
Operating and Maintenance	47,354	76,358	42,475	67,475	32,475
Intergovernmental	(439)	150	-	-	-
Total Expenditures	\$ 189,711	\$ 227,412	\$ 311,656	\$ 336,656	\$ 297,320

PUBLIC INFORMATION OFFICE - RESTRICTED PIO CABLE TV - 11508

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Licenses & Permits	1,230,894	883,022	1,300,000	1,300,000	1,300,000
Miscellaneous Revenue	-	-	-	-	-
Other Financing Sources	-	-	-	-	-
Total Revenues	\$ 1,230,894	\$ 883,022	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	734,036	705,225	604,981	604,981	604,981
Operating and Maintenance	210,882	32,549	177,938	777,938	177,938
Charges for Services	100,000	-	-	-	-
Grants & Contributions	3,500	13,500	-	-	-
Intergovernmental	(125,000)	(101,000)	-	-	-
Capital Outlay	52,461	303,663	517,081	528,932	517,081
Total Expenditures	\$ 975,879	\$ 953,937	\$ 1,300,000	\$ 1,911,851	\$ 1,300,000



FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count - PIO	4	3	4	-	4
Total FTE Count - PIO Cable TV	7	7	6	-	6
TOTAL FTEs	11	10	10	-	10



Opening of the new US Olympic & Paralympic Museum



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 County Facilities County, real estate transactions (outside of road and bridge projects), maintenance for Health Department facilities, and compliance with American Disabilities Act (ADA).

DIVISIONS

Facilities Management
Parking
American Disabilities Act (ADA)



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.

OBJECTIVES

- Focus on energy efficiencies for a County facility (e.g. LED lighting, modernization of all automated building control systems, utilities, etc.).
- Work on initiating the 20 Year Master Facilities Plan by working with each department and elected official.
- Assures all new construction projects meet County goals pertaining to energy efficiencies

2021 BUDGET HIGHLIGHTS

- \$64,954 2% Personnel increase
- \$1,329,199 Facility one-time critical needs
- \$1,000,000 DA elevators
- \$250,000 ROW-ADA Compliance



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	2020		2021
			Target	Actual	Target
1. Develop a 20-year Facilities Master Plan to address major facility renovations and new facility needs.	Facilities Management Division	Identify Projects	Prioritize Projects for Funding	Master Plan was completed. Completing a strategic plan with required changes from COVID spacing needs	Plan on a roll out to the elected officials and the public.
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	N/A	Complete as funding allows	Complete as funding allows
	Facilities Management Division	Projects in process	Complete as funding allows	Judicial Camera upgrades completed. Sahwatch garage LED's complete. Sahwatch structural repairs are underway.	Sahwatch structural repairs to be complete Q1 2020
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	Hire 2 FTEs and develop a program to identify possible apprenticeship recipients	Apprentice / Internship program complete.	FTE's hired as needed / available.
4. Initiate a multi-year Elevator Modernization Program.	Facilities Management Division	Modernize identified elevators	Sahwatch North	Identified elevators in Jucial Building South Tower (Elevators 8 & 9) and received approval for modernization for 2020 / 2021 budgets.	2 year process (2020 and 2021) and will begin in 2020.
	Facilities Management Division	Identify priority list of elevator replacements	Sahwatch North	Ongoing	Ongoing

OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Number of Buildings Maintained	132	132	132	129
Number of City Buildings	139	139	*	*
Square Feet Total Maintained	3,117,410	3,117,410	3,117,410	3,009,096
Square Feet Total City Maintained	1,433,557	1,433,557	*	*

*City/County Service Level Agreement eliminated in 2020



BUDGET SUMMARY

FACILITIES MANAGEMENT - UNRESTRICTED ADMINISTRATION & OPERATIONS - 11200

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Miscellaneous Revenue	268,992	233,319	220,000	220,000	220,000
Total Revenues	\$ 268,992	\$ 233,319	\$ 220,000	\$ 220,000	\$ 220,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	2,531,970	2,910,747	3,366,601	3,554,051	3,503,914
Operating and Maintenance	2,387,896	2,856,266	2,210,647	2,615,567	2,210,647
Charges for Services	4,247	8,510	14,000	14,000	14,000
Intergovernmental	(535,013)	(1,353,264)	(461,938)	(461,938)	(461,938)
Capital Outlay	-	-	-	-	-
Total Expenditures	\$ 4,389,100	\$ 4,422,259	\$ 5,129,310	\$ 5,721,680	\$ 5,266,623

COUNTY MAIL ROOM - 11202

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	51,377	51,659	62,225	62,225	61,069
Operating and Maintenance	32,019	34,787	28,715	28,715	22,715
Intergovernmental	(16,464)	(8,272)	(10,000)	(10,000)	(4,000)
Total Expenditures	\$ 66,932	\$ 78,174	\$ 80,940	\$ 80,940	\$ 79,784

COUNTY UTILITIES - 11203

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Operating and Maintenance	3,277,869	3,242,232	3,423,646	3,423,646	3,423,646
Intergovernmental	(459,155)	(499,857)	(420,000)	(420,000)	(420,000)
Total Expenditures	\$ 2,818,714	\$ 2,742,374	\$ 3,003,646	\$ 3,003,646	\$ 3,003,646



FMD POSTAGE CLEARING - 11204

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Operating and Maintenance	700,000	378,218	650,000	650,000	650,000
Intergovernmental	(700,000)	(378,218)	(650,000)	(650,000)	(650,000)
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

FMD MAJOR MAINTENANCE - 11205

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Operating and Maintenance	925,527	1,608,030	1,218,000	1,860,677	1,712,550
Intergovernmental	(433)	(79,127)	-	-	-
Capital Outlay	1,152,063	2,306,524	1,076,653	1,511,364	1,885,852
Total Expenditures	\$ 2,077,158	\$ 3,835,427	\$ 2,294,653	\$ 3,372,041	\$ 3,598,402

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count - Administration & Op	35	45	51	2	53
Total FTE Count - County Mail Room	2	2	2	1	3
TOTAL FTEs	37	47	53	3	56



FACILITIES CITY/COUNTY SERVICE LEVEL AGREEMENT

BUDGET SUMMARY

CITY OF COLORADO SPRING BUILDING MAINTENANCE - 11208

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	1,122,192	1,144,636	-	-	-
Total Revenues	\$ 1,122,192	\$ 1,144,636	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	950,198	953,017	-	-	-
Operating and Maintenance	210,315	222,176	-	-	-
Charges for Services	260	500,000	-	-	-
Intergovernmental	(248,279)	(247,915)	-	-	-
Total Expenditures	\$ 912,494	\$ 1,427,278	\$ -	\$ -	\$ -

*This contract was eliminated in 2020.

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count - SLA	15	15	(15)	-	-
TOTAL FTEs	15	15	(15)	-	-



FACILITIES/CAM

BUDGET SUMMARY

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

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Miscellaneous Revenue	178,447	191,138	200,000	200,000	200,000
Total Revenues	\$ 178,447	\$ 191,138	\$ 200,000	\$ 200,000	\$ 200,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	23,420	147,603	(22,566)	(22,566)	-
Operating and Maintenance	1,388,454	1,371,646	1,345,223	1,345,223	1,390,223
Charges for Services	206,997	207,291	353,461	353,461	212,687
Intergovernmental	(1,606,208)	(1,367,063)	(1,476,118)	(1,476,118)	(1,402,912)
Capital Outlay	169,104	49,508	-	217,218	-
Total Expenditures	\$ 181,766	\$ 408,985	\$ 200,000	\$ 417,218	\$ 199,998

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count - CAM	7	3	3	1	4
TOTAL FTEs	7	3	3	1	4



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, services, or impose an undue financial or administrative burden.
- **Programs and Services Evaluations:** El Paso County adopted an ADA Transition Plan in 2019 and is committed to continue to develop a plan that is both accountable and transparent to the public. The County will commit to hire an ADA Specialist that will develop a plan to evaluate County Programs and services to mediate barriers to the public.



BUDGET SUMMARY

FACILITIES AMERICAN DISABILITIES ACT - 11210

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	(40,791)	(42,155)	(6,475)	(6,475)	(3,451)
Operating and Maintenance	27,756	209,135	102,145	814,543	382,384
Intergovernmental	(208,000)	(199,290)	(199,290)	(199,290)	(203,281)
Capital Outlay	84,174	4,430	405,855	408,489	79,607
Total Expenditures	\$ (136,861)	\$ (27,880)	\$ 302,235	\$ 1,017,267	\$ 255,259

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count - American Disabilities	3	2	2	-	2
TOTAL FTEs	3	2	2	-	2



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 80 full-time employees and approximately 30 seasonal staff members. The Department's annual budget is approximately \$16 million with approximately 78% 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 / Justice Services



PARKS OPERATIONS DIVISION

OVERVIEW

The Park Operations Division manages 8,000 acres of park land and open space, 125 miles of trails, and a variety of recreation facilities. The division strives to provide safe, clean and green facilities for our residents to enjoy. We also provide ground maintenance for all County office buildings. The Park Operations Planning Team provides planning, landscape architecture and project management services.

OBJECTIVES

- Develop individual park operation plans for each regional park
- Update the County Parks Master Plan
- Develop master plans for Paint Mines Interpretive Park and Homestead Ranch Regional Park
- Research expanded use of deposits for reserved facility use in the County park system
- County Parks and CSU Extension will explore the expansion of native grass use within County parks to reduce irrigated turf areas
- Complete the following Capital Improvement Program projects:
 - A. Bear Creek Regional Park Restroom Replacement
 - B. Hanson Trailhead Renovation
 - C. Falcon Regional Park - Phase II
 - D. Fox Run Regional Trail
 - E. Ute Pass Regional Trail Expansion
 - F. El Paso County Fairgrounds Walkways
 - G. Santa Fe Open Space
 - H. El Paso County Fairgrounds Barn Replacement
 - I. Fox Run Regional Park Improvements

2021 BUDGET HIGHLIGHTS

- \$51,179 2% Personnel increase
- \$750,000 Capital Parks Improvement

PERFORMANCE MEASURES AND OPERATING INDICATORS

- Achieve 2,000 park facility reservations
- Achieve a 4.0 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	2020		2021
			Target	Actual	Target
1. Develop a master plan, secure funding, and construct Kane Ranch Open Space (Phase 1).	Community Services Department	Complete construction of Phase 1	2020	Ongoing	Construction scheduled to be completed in the spring, 2021
2. Secure funding and construct Falcon Regional Park (Phase 2).	Community Services Department	Complete construction of Falcon Regional Park - Phase 2	2021	Ongoing	Construction scheduled to be completed in the summer, 2021
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.	Community Services Department	Complete the update of the County Parks Master Plan	N/A	N/A	2021
5. Secure land ownership or easements, secure funding, and complete the following trail projects: Ute Pass Regional Trail, Jackson Creek Trail, Eastonville Regional Trail, Falcon Vista Trail and Fox Run Trail.	Community Services Department	Launch next phase of Ute Pass Regional Trail	2020	2020	Planning process scheduled to be completed in the spring, 2021 with construction beginning in the summer, 2021
	Community Services Department	Secure planning grant for Fox Run Regional Trail and launch planning process	2020	Grant secured in the fall, 2020.	Planning process will be completed by the summer, 2021 and then the County will pursue a grant for trail construction
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	2020		2021
			Target	Actual	Target
9. Update or create master plans for the following sites: Elephant Rock Open Space, Paint Mines Interpretive Park, Jones Park, and Homestead Ranch Regional Park.	Community Services Department	Complete master plan for Elephant Rock Open Space	2019	Launched master plan development in the fall, 2020	Complete master plan by January, 2021
	Community Services Department	Complete master plan for Paint Mines Interpretive Park	2020	Due to work load, tabled to 2021	Complete master plan in 2021
	Community Services Department	Complete master plan for Jones Park	2020	December, 2020	Complete master plan by February, 2021
	Community Services Department	Update master plan for Homestead Ranch Regional Park	2020	Due to work load, tabled to 2021	Complete master plan in 2021



GOAL 4: CONSISTENLY SUPPORT REGIONAL ECONOMIC STRENGTH					
Strategy D: Expand tourism opportunities and emphasize its impact on the economy.					
Strategy Objective	Department	Measure	2020		2021
			Target	Actual	Target
2. Pursue grant opportunities and support community events to promote the region's heritage, unique cultures, scenic beauty, wildlife, arts, sports activities, and tourism opportunities.	Community Services Department	Secure grants to support quality of life programs and services in El Paso County	N/A	N/A	Partner with County Departments and non-profit organizations to pursue grants.





BUDGET SUMMARY

PARKS - UNRESTRICTED 11225, 11227, 11228

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	27,815	32,284	15,000	15,000	15,000
Charges for Services	194,300	194,287	180,000	180,000	180,000
Miscellaneous Revenue	98,280	34,400	30,000	32,374	30,000
Total Revenues	\$ 327,879	\$ 261,070	\$ 225,000	\$ 227,374	\$ 225,000

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	1,204,812	1,384,762	1,644,589	1,619,989	1,604,027
Operating and Maintenance	483,141	621,862	782,611	1,238,096	1,531,138
Charges for Services	29,352	16,199	8,455	24,485	8,455
Intergovernmental	(81,993)	(76,561)	(78,289)	(78,289)	(78,289)
Capital Outlay	164,399	9,227	-	56,228	-
Total Expenditures	\$ 1,799,712	\$ 1,955,488	\$ 2,357,366	\$ 2,860,509	\$ 3,065,331

PARKS - RESTRICTED 11235, 11236, 11238, 11239,11240

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	1,234,010	318,721	-	668,451	-
Charges for Services	741,937	570,200	240,000	240,000	240,000
Miscellaneous Revenue	228,719	189,268	55,000	1,020,503	55,000
Total Revenues	\$ 2,204,667	\$ 1,078,189	\$ 295,000	\$ 1,928,954	\$ 295,000

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Operating and Maintenance	215,732	301,478	950,000	608,509	695,000
Charges for Services	72,849	-	-	-	-
Grants & Contributions	412,413	-	30,000	151,408	30,000
Intergovernmental	(222,771)	(80,000)	-	(174,000)	-
Capital Outlay	2,273,910	1,499,875	-	3,807,042	-
Total Expenditures	\$ 2,752,133	\$ 1,721,353	\$ 980,000	\$ 4,392,959	\$ 725,000

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count	23	26	26	-	26
TOTAL FTEs	23	26	26	-	26



RECREATION AND CULTURAL SERVICES

OVERVIEW

The Recreation and Cultural Services Division manages cultural and educational opportunities at two nationally recognized nature centers providing over 900 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 outdoor recreational programs at County Parks, Fairgrounds, and facilities.

OBJECTIVES

- Add Part-time Interpretive staffing at Paint Mines Interpretive Park that will provide informal interpretation in the park and protect the resource.
- Research best practices for the County fair and event entry procedures, develop and implement a plan and gate attendant manual for the 2021 County Fair.
- Work with local experts to research and design a sensory-based programming to serve individuals with developmental disabilities and/or special needs.
- Expand Cubs Corner exhibit to include seasonal rotation of items and activities that will appeal to and serve all visitors, especially returning visitors who may look forward to "what's new" when visiting the nature center.
- Improve the Watershed Exhibit at Fountain Creek Nature Center to highlight the Arkansas River on the Watershed Table.
- Acquire wheelchairs for the nature centers for emergencies and assist visitors and volunteers inside the facilities.
- Research, develop, establish and create a plan to expand the birding programs at Fountain Creek Nature Center that will include a marketing plan and establish a monthly Adult Birding Club.
- Develop a traveling Leave No Trace Exhibit to address the increased usage of our parks that can be set up at any of the parks to educate the public how to respect the parks.
- Research and develop an online reservation system for Rainbow Falls.
- Research implementing electronic registration system, including reservations taken at the reception desk.
- Coordinate the capital campaign for the Northern Nature Center project.

PERFORMANCE MEASURES AND OPERATING INDICATORS

- 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 of facility rental revenue at the County Fairgrounds.
- Oversee the development of 900 recreation and cultural service programs involving over 23,000 participants.
- Secure a 4.5 average on program evaluations.
- Achieve 25,000 participants and \$230,000 in gross revenue for the 2021 County Fair.
- Achieve the designated annual revenue goals in the 2021 budget for the Friends of the Nature Centers.
- Successful completion of assigned 2021 projects.
- Raise \$25,000 from the annual nature center fundraising campaign.



- 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	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Charges for Services	293,637	285,452	243,000	243,000	243,000
Miscellaneous Revenue	64,283	69,273	18,000	58,000	18,000
Total Revenues	\$ 357,920	\$ 354,725	\$ 261,000	\$ 301,000	\$ 261,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	96,210	107,170	104,252	104,252	109,006
Operating and Maintenance	253,038	253,661	141,948	213,388	137,194
Charges for Services	15,235	10,865	14,800	14,800	14,800
Intergovernmental	(3,655)	-	-	-	-
Capital Outlay	13,072	-	-	-	-
Total Expenditures	\$ 373,900	\$ 371,696	\$ 261,000	\$ 332,440	\$ 261,000

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count	2	2	2	-	2
TOTAL FTEs	2	2	2	-	2




CAPITAL PROJECTS

General Fund - Community Services Department

2021 Capital Project			
El Paso County Fairgrounds Walkways			
Total Project Funding Required	Appropriated to Date	FY 21	Future Funding Needs
\$ 175,000	\$ 175,000	\$ 175,000	\$ -
Description	Cost	Funding Source	Amount
Construction	\$ 175,000	Federal	\$ -
		CDBG	\$ 165,000
		Grant	\$ -
		El Paso County	\$ 10,000
Total:	\$175,000	Total:	\$175,000
Project Scope			
<p>El Paso County updated the County Fairgrounds Master Plan in 2015 which identified existing facilities that need upgrades to improve functionality, protect infrastructure, and enhance user experiences. A site survey was completed in early 2020 which provided critical information for future renovation and construction projects at the Fairgrounds. The project includes the development of plans and specifications for walkways throughout the fairgrounds to connect various facilities. Focus will be placed on the addition of paved paths throughout the fairgrounds with emphasis on user-friendly ADA access throughout the property.</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			
N/A			



General Fund - Community Services Department

2021 Capital Project			
Bear Creek Regional Park Restroom Replacement			
Total Project Funding Required	Appropriated to Date	FY2021	Future Funding Needs
\$ 450,000	\$ 450,000	\$ 450,000	\$ -
Description	Cost	Funding Source	Amount
Construction / Improvements	\$ 450,000	Federal	
		1A Funds	\$ 63,000
		Conservation Trust Funds	\$ 312,000
		Regional Park Fees	\$ 75,000
Total:	\$450,000	Total:	\$450,000
Project Scope			
The replacement of the main park restroom was identified in the 2014 park master plan. The new restroom will feature expanded restroom facilities and storage. The design of the new restroom will be completed in 2020 by TDG Architecture. The existing building will be demolished in spring 2021 with construction scheduled to be completed by June 2021.			
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

2021 Capital Project			
Hanson Trailhead Renovation Project			
Total Project Funding Required	Appropriated to Date	FY 2021	Future Funding Needs
\$ 2,157,549	\$ 2,157,549	\$ 2,157,549	\$ -
Description	Cost	Funding Source	Amount
Construction	\$ 2,157,549	Federal	\$ 819,091
		EPC Disaster Recovery	\$ 354,291
		Contributions & Donations	\$ 775,000
		Regional Park Fees	\$ 209,167
Total:	\$2,157,549	Total:	\$2,157,549
Project Scope			
<p>The Hanson Trailhead and the surrounding areas were severely damaged by flooding in 2015. Damages include erosion / scouring of the embankment, a large loss of embankment soil material, loss of riprap, loss of a section of the Fountain Creek Regional Trail, and extensive damage to the pedestrian bridge abutments. Design of the repair began in 2018 and was completed in 2020 and includes moving the bridge south, adding a second span, trail construction, and various creekbank and riparian restoration activities. Construction is scheduled to start in winter 2020 and be completed by spring 2021 to take advantage of low seasonal water flow rates.</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

2021 Capital Project			
Falcon Regional Park - Phase II			
Total Project Funding Required	Appropriated to Date	FY 2021	Future Funding Needs
\$ 955,134	\$ 955,134	\$ 955,134	\$ -
Description	Cost	Funding Source	Amount
Construction	\$ 955,134	Conservation Trust Funds	\$ 83,817
		Regional Park Fees	\$ 269,956
		GOCO Grant	\$ 375,336
		El Paso County - 1A	\$ 226,025
Total:	\$955,134	Total:	\$955,134
Project Scope			
Falcon Regional Park is a 215 acre regional park located along Eastonville Road northwest of Stapleton Road. El Paso County completed the installation of Phase I improvements in 2015. This phase includes a baseball field, multi-use field, and parking lot improvements. Construction will begin in December, 2020 with completion by June, 2021.			
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			
Phase 2 will increase general maintenance and irrigation costs.			
			



General Fund - Community Services Department

2021 Capital Project			
Fox Run Regional Trail Project			
Total Project Funding Required	Appropriated to Date	FY 2021	Future Funding Needs
\$ 200,000	\$ 200,000	\$ 50,000	\$ 150,000
Description	Cost	Funding Source	Amount
Construction	\$ 200,000	Conservation Trust Funds	
		Regional Park Fees	\$ 50,000
		State Trails Grant (Pending)	\$ 150,000
		El Paso County - 1A	
Total:	\$200,000	Total:	\$200,000
Project Scope			
<p>The Fox Run Regional Trail is a planned three-mile regional trail that connects Fox Run Regional Park to Baptist Road. The County owns real property and easements along the entire corridor. The construction of the trail requires site-specific design to address roadway crossings, encroachments from adjoining residential properties, and navigating along active utility and drainage corridors. Additionally, there will be direct coordination required with several metropolitan districts, utility providers, and residents along the planned regional trail corridor. El Paso County secured a State Trails Planning Grant from Colorado Parks and Wildlife in 2020 to fund the final design, engineering and development of construction documents. Upon completion of this effort, the County will apply for a Colorado Parks and Wildlife grant to support the construction of the trail.</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>The new section of trail will increase general maintenance costs.</p>			
<p>The map displays the Fox Run Regional Trail corridor. A solid red line indicates the 'Fox Run Trail Completed' section, which runs from Baptist Rd to the 'Project Limit' near Baptist Rd. A dashed red line indicates the 'Fox Run Trail Proposed' section, extending from the 'Project Limit' to the 'Project Limit' near Baptist Rd. The map also shows 'Secured Trail Easements' and 'Existing Trail Upgrades'. Key locations include Baptist Rd, Fox Run Regional Park, and various parcels and streams. A legend in the bottom right corner identifies the trail types, parks, parcels, and streams. A scale bar and north arrow are also present.</p>			



General Fund - Community Services Department

2021 Capital Project			
Santa Fe Open Space			
Total Project Funding Required	Appropriated to Date	FY 21	Future Funding Needs
\$ 165,000	\$ 165,000	\$ 165,000	\$ -
Description	Cost	Funding Source	Amount
Construction	\$ 165,000	Federal	\$ -
		State - TAP	\$ -
		Regional Park Fees	\$ 50,000
		El Paso County	\$ 115,000
Total:	\$165,000	Total:	\$165,000
Project Scope			
<p>The Santa Fe Open Space Master Plan is currently in development and is scheduled for consideration and / or endorsement / approval by the Park Advisory Board and the Board of County Commissioners in January, 2021. The proposed Phase I improvements include the construction of a 3000' 4'-8' wide Tier I/III trail along the southern border of the open space and approximately 6,000 feet of Tier IV single track multi-use trails will be constructed throughout the central and northern portions of the open space. An overlook area will be constructed near the open space's high point, along one of the Tier IV single-track trails, to include an interpretive panel that informs the reader of the locations of various landmarks along the southern Front Range, all viewable from the overlook. The project also includes the installation of approximately 1,400' of 4-wire wildlife friendly fencing along the property's eastern boundary.</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			
N/A			



General Fund - Community Services Department

2021 Capital Project			
Fox Run Regional Park Renovations			
Total Project Funding Required	Appropriated to Date	FY 21	Future Funding Needs
\$ 479,000	\$ 479,000	\$ 479,000	\$ -
Description	Cost	Funding Source	Amount
Construction	\$ 479,000	Federal	\$ -
		Trust of County Parks	\$ 15,000
		Regional Park Fees	\$ 200,000
		El Paso County	\$ 264,000
Total:	\$479,000	Total:	\$479,000
Project Scope			
<p>Fox Run Regional Park is a 414-acre regional park located within Black Forest along Baptist Road. It is one of the most used parks in the County Park system featuring athletic fields, natural trails, playgrounds, and off-leash dog park. Depending on final construction costs, it is proposed to install a new leach field, remodel the restroom and install fixtures at the Oak Meadows restroom to improve sanitary conditions of the restroom and to meet ADA requirements. Also, the Pine Meadows playground has been deemed beyond its useful life and is in need of replacement and/or upgrades. Depending on costs either a new playground will be installed, or individual playground components will be replaced.</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			
N/A			



General Fund - Community Services Department

2021 Capital Project			
County Fairgrounds Barn Replacement			
Total Project Funding Required	Appropriated to Date	FY 21	Future Funding Needs
\$ 650,000	\$ 350,000	\$ 350,000	\$ 300,000
Description	Cost	Funding Source	Amount
Construction	\$ 650,000	Federal Grant (pending)	\$ 250,000
		Fundraising (pending)	\$ 50,000
		Regional Park Fees	\$ 150,000
		El Paso County	\$ 200,000
Total:	\$650,000	Total:	\$650,000
Project Scope			
<p>El Paso County updated the County Fairgrounds Master Plan in 2015 which identified existing facilities that need upgrades to improve functionality, protect infrastructure, and enhance user experiences. The proposed improvements included the removal and replacement of the small animal barns that are located west of Owens Livestock Arena. The existing, dilapidated wooden barns will be replaced with 10,000 – 13,000 of square feet of new multi-purpose barns which will be designed to provide multi-use opportunities for community activities throughout the year. If financially feasible, storm shelters will be created below the barns.</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>It is likely the maintenance costs for the new barns may be higher than the existing barns.</p>			



General Fund - Community Services Department

2021 Capital Project			
Ute Pass Regional Trail Expansion			
Total Project Funding Required	Appropriated to Date	FY 2021	Future Funding Needs
\$ 925,000	\$ 925,000	\$ 925,000	\$ -
Description	Cost	Funding Source	Amount
Construction	\$ 925,000	Federal	\$ -
		State - TAP	\$ 754,000
		Grant	\$ -
		El Paso County	\$ 171,000
Total:	\$925,000	Total:	\$925,000
Project Scope			
<p>The master plan for the Ute Pass Regional Trail was approved by the Board of County Commissioners on October 15, 2015. The Ute Pass Regional Trail is a planned 11-mile trail corridor between Manitou Springs and the El Paso / Teller County Line. The trail has been developed in sections starting in 2003. Currently 4 miles of the trail remain in the Cascade / Chipita Park area. The Master Plan identified a preferred trail alignment for the trail that includes utilizing public right-of-way by following Chipita Park Road, Fountain Avenue, and CDOT frontage roads, before following French Creek and connecting to the existing Ute Pass Regional Trail. The trail will be concrete or asphalt along public roads and gravel along French Creek. A trailhead is planned within public right-of-way along Spring Street that will include parking, restroom facility, and various site amenities. El Paso County secured Federal Highway monies from the Colorado Department of Transportation (CDOT) through the Transportation Alternatives Program (TAP) and Transportation Improvement Programs (TIP) to fund the design and construction of a 3-mile segment between Winnemucca Road and Fountain Avenue by 2022.</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>The expanded trail will increase ongoing trail maintenance costs.</p>			





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, horticulture and natural resources through educational programming and volunteer engagement that enhance the quality of life in El Paso County. Furthermore, CSU Extension participates and assists in community development opportunities with our County partners and through other collaborations.

OBJECTIVES

- Offer at least 3-5 agricultural/small acreage programs that address emerging needs, sustainability or other best practices.
- Offer two fiscal programs related to money management and personal finance.
- Create specific job title and descriptions along with supporting documents to help with onboarding and training of new volunteers.
- The horticulture program will partner with Colorado Springs Utilities, Farmer's Markets, and garden-related organizations on four collaborative programs.
- Offer a Horticulture open class and have two educational programs open to the public at the 2021 County Fair.
- Launch a virtual Gardening Bootcamp for Newcomers Series.
- FCS/4H will offer a series of videos related to project areas such as food preservation and food preparation.
- Provide a series of leadership trainings to youth involved on leadership councils.
- Participate on the steering committee as it relates to fairgrounds improvements and building development.

PERFORMANCE MEASURES AND OPERATING INDICATORS

- Staff/volunteers will expand efforts to increase enrollment in 4-H Youth Development (Club Membership and/or community programming) by 5%
- Provide four volunteer trainings that provide relevant information regarding youth programming and education.
- FCS program will enroll 100 adults in certification programs to build workforce skills and home business start-ups.



BUDGET SUMMARY

CSU EXTENSION - 11250

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Miscellaneous Revenue	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	138,239	4,185	-	-	-
Operating and Maintenance	90,401	239,136	262,014	262,014	261,514
Charges for Services	3,741	3,712	3,500	3,500	4,000
Intergovernmental	(17,000)	-	-	-	-
Total Expenditures	\$ 215,382	\$ 262,160	\$ 265,514	\$ 265,514	\$ 265,514

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count	(3)	-	-	-	-
TOTAL FTEs	(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

- Remove the concrete pad and bollards that remain from the used oil tank to create a usable surface.
- Complete a reorganization of the tool inventory and implement a method to ensure tools are returned to the proper location for future use.
- Increase the parking lot signage to help direct traffic for staff and customer safety.
- Renegotiate the Black Forest Section 16 lease with the State Board of Land Commissioners.
- Research the purchase of a high-volume low speed fan for the receiving area.
- Explore the feasibility of aerial reconnaissance of conservation easements.
- Update the field notes technique for conservation easement monitoring.
- Develop a noxious weed management plan for each El Paso County Regional Park.
- Review the El Paso County Noxious Weed Management Plan as required by the Colorado Noxious Weed Act.
- Paint the Fountain and Ellicott Fuel storage tanks.
- Determine the feasibility of cleaning and removing the used oil tank at the Calhan maintenance yard.
- Develop a marketing plan to promote programs and services offered by the El Paso County Community Services Department Environmental Division.

2021 BUDGET HIGHLIGHTS

- \$5,672 2% Personnel 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



BUDGET SUMMARY

ENVIRONMENTAL SERVICES - UNRESTRICTED

11195

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	-	500	-	-	-
Total Revenues	\$ -	\$ 500	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	269,560	272,210	294,284	292,784	289,868
Operating and Maintenance	110,150	94,178	105,896	106,796	105,314
Charges for Services	2,078	1,260	1,000	1,600	1,000
Intergovernmental	-	-	-	-	-
Total Expenditures	\$ 381,787	\$ 367,648	\$ 401,180	\$ 401,180	\$ 396,182

ENVIRONMENTAL SERVICES - UNRESTRICTED

11197

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	12,703	-	-	-	-
Charges for Services	918	-	-	-	-
Total Revenues	\$ 13,621	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Operating and Maintenance	13,621	-	-	-	-
Total Expenditures	\$ 13,621	\$ -	\$ -	\$ -	\$ -

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
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 accessing Veteran Affairs benefits for veterans, their dependents or survivors which they are entitled to receive under the laws of the United States or the State of Colorado.

OBJECTIVES

- Purchase and implement an appointment system that would track appointments and send reminders to clients to help minimize missed appointments. This system would also help streamline the scheduling and check-in process for our clients.
- Purchase a Video Teleconference System for the conference room. This will enable Veterans who are unable to travel to VA Regional Office Denver to attend their Board of Veteran Appeals hearing locally. This would also enable our office to attend VTC meetings with VA, state agencies and community partners.
- Expand staff at the Mount Carmel Veteran Services facility to better serve Veterans filing for VA benefits.
- Redesign the Veteran Services brochure to better inform veterans and family members of veteran services provide by El Paso County.
- Establish multiple accreditations with Veteran Service Organizations so the VSO staff can better assist veterans with different VA representation.
- Research the possibility of participating in the 2021 Veterans Day Parade.

2021 BUDGET HIGHLIGHTS

- \$9,934 2% Personnel increase

PERFORMANCE MEASURES AND OPERATING INDICATORS

- Average a 4.0 or greater on customer service evaluations forms
- Average 675 office visits monthly
- Average 200 compensation & pension claims per month



BUDGET SUMMARY

VETERAN SERVICES - 11575

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	23,400	29,400	29,400	29,400	29,400
Miscellaneous Revenue	6,947	5,270	2,500	6,740	-
Total Revenues	\$ 30,347	\$ 34,670	\$ 31,900	\$ 36,140	\$ 29,400

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	381,781	389,662	512,304	512,304	506,178
Operating and Maintenance	33,527	42,236	101,418	105,658	52,282
Charges for Services	10,907	12,004	8,400	8,400	12,000
Total Expenditures	\$ 426,215	\$ 441,901	\$ 622,122	\$ 626,362	\$ 570,460

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count	7	9	9	-	9
TOTAL FTEs	7	9	9	-	9





COMMUNITY OUTREACH DIVISION

OVERVIEW

The Community Outreach Division is responsible for Grant Services, Community Outreach Services, and Justice Services (Community Corrections, Pretrial Services, Useful Public Service and Criminal Justice Planning). Grant Services is dedicated to assisting Department 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 County facilities and programs. 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. Criminal Justice Planning reviews criminal justice matters in the Pikes Peak region and makes recommendations to the Criminal Justice Coordinating Council, El Paso County Board of Commissioners, and criminal justice agencies concerning criminal justice system issues.

OBJECTIVES

- Secure eight Partner in the Parks Program sponsors.
- Establish a capital campaign committee to support the construction of a new nature center.
- Work with the Criminal Justice Coordinating Council to implement priority projects within the 2019-2021 Action Plan and help committees achieve their goals and develop priority projects for the 2022-2024 Action Plan.
- Submit a Colorado Parks and Wildlife trail grant to support the development of the Fox Run Regional Trail.
- Create a Criminal Justice Art Expo plan to highlight the talents of local criminal justice involved individuals to support greater understanding of the local system of justice through art.
- Explore the development of a Community Corrections video community education and training.
- Review current pretrial policies and procedures and strive to align with best practices within state and national standards.
- Utilize the Facility Naming Rights Program to support the El Paso County Fairgrounds Barn Replacement Project.
- Design work release program expectations and post for proposals to operate work release in El Paso County and the 4th Judicial District.
- Support the 2021 50th County Parks Anniversary campaign with marketing opportunities, special projects and social media efforts.
- Participate on the 2021 50th County Parks Anniversary Committee to help develop marketing opportunities.

2021 BUDGET HIGHLIGHTS

- \$12,277 2% Personnel increase



PERFORMANCE MEASURES AND OPERATING INDICATORS

- Achieve 15,000 volunteer hours
- Raise \$200,000 from third party funding sources to support CSD programs / services
- Secure eight “Partners in the Park” in 2021
- 5,000 individuals released on PR Bonds

BUDGET SUMMARY

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

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	8,115,360	9,109,950	9,301,934	10,830,033	10,013,165
Total Revenues	\$ 8,115,360	\$ 9,109,950	\$ 9,301,934	\$ 10,830,033	\$ 10,013,165
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	214,453	243,696	254,332	269,016	293,110
Operating and Maintenance	7,964,163	9,036,116	9,047,602	10,559,097	9,718,505
Charges for Services	-	380	-	1,920	1,550
Total Expenditures	\$ 8,178,617	\$ 9,280,192	\$ 9,301,934	\$ 10,830,033	\$ 10,013,165

ALTERNATIVE SENTENCING - 11279 RESTRICTED

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Charges for Services	71,370	71,039	66,000	66,000	60,000
Total Revenues	\$ 71,370	\$ 71,039	\$ 66,000	\$ 66,000	\$ 60,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	65,000	65,000	60,000	60,000	60,000
Grants & Contributions	25,000	5,056	6,000	6,000	-
Total Expenditures	\$ 90,000	\$ 70,095	\$ 66,000	\$ 66,000	\$ 60,000



PRE TRIAL SERVICES - 11277 UNRESTRICTED

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Charges for Services	75,665	82,343	77,000	77,000	77,000
Total Revenues	\$ 75,665	\$ 82,343	\$ 77,000	\$ 150,000	\$ 77,000

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	254,753	488,889	614,732	614,732	614,321
Operating and Maintenance	74,907	92,759	105,155	225,006	87,769
Charges for Services	-	338	-	2,020	1,550
Total Expenditures	\$ 329,659	\$ 581,986	\$ 719,887	\$ 841,318	\$ 703,640

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Community Corrections	3	3	3		3
Pre Trial Services	8	11	11	1	12
Alternative Sentencing	-	-	-	-	-
TOTAL FTEs	11	14	14	1	15



ECONOMIC DEVELOPMENT DEPARTMENT



Crystal LaTier, Executive Director

PURPOSE STATEMENT

In El Paso County, Colorado, we take a holistic approach to Economic Development. Our office is uniquely tasked with serving an ever-growing region with ever-changing needs. We navigate our dynamic economic landscape with a focused approach, by offering diverse incentives for businesses and leveraging federal and state resources for housing and community development. Our goal is to assist in creating a robust, diversified, and equitable economic ecosystem.

OVERVIEW

The Economic Development Department consistently supports economic strength. We oversee business incentives, affordable housing initiatives, and community development projects throughout El Paso County by providing programming which creates economic opportunities utilizing the Enterprise Zone Program, Small Business Administration Programs, the Community Development Block Grant Program, a local 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
- Promote sustainable community development

2021 BUDGET HIGHLIGHTS

- \$5,052 2% Personnel Increase



PROJECT HIGHLIGHT



The COVID-19 pandemic caused an unprecedented disruption that massively impacted our community, including our small businesses and nonprofits.

In response to the devastating effects COVID-19 had on our small businesses and nonprofits, El Paso County Economic Development, in coordination with local economic development partners, launched three grant programs.

Since the launch of the three programs, El Paso County's Economic Development Department has led the distribution of \$16,186,579 to over 1,000 small businesses, nonprofits, and economic development partner organizations throughout the El Paso County community. These three programs included the Pikes Peak Enterprise Zone (EZ) Small Business Relief Fund, the 501(c)(6) Chambers of Commerce and Business League Organizations or Non-Lobbying 501(c)(4) Relief Program, and the Regional Business Relief Fund.

Through the most recent initiative, the El Paso County Regional Business Relief Fund, El Paso County awarded \$13,858,527 in CARES Act funds to 734 small businesses and 130 nonprofits, with 56% of the recipients self-identifying as veteran, women, or minority owned small businesses or nonprofits, making it one of the largest COVID-19 relief programs in the nation led by a local County government.

While these three programs were created to give small businesses and nonprofits direct and immediate relief to help support operations, sustain their workforce, and recover from the devastating effects of COVID-19, they also served to showcase how community partnerships and collaboration play a significant role in unifying a community – even in the midst of a pandemic.



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	2020		2021
			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	N/A	N/A	N/A
	Economic Development	Develop economic development policy	1	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	10	10	10
	Economic Development	In conjunction with partners, creation of new on-line resources for job seekers, businesses and prospects	N/A	N/A	N/A
7. In partnership with community stakeholders, support the revitalization of existing business districts.	Economic Development	Collaborative ventures with local business districts	1	0	1
	Economic Development	Addition of Enterprise Zone Contribution Projects	6	12	12

Strategy D: Expand tourism opportunities and emphasize its impact on the economy.					
Strategy Objective	Department	Measure	2020		2021
			Target	Actual	Target
1. Engage in a regional Tourism Master Plan.	Economic Development/Budget	Participate in Convention & Visitors Bureau's Destination Master Plan	N/A	N/A	N/A
3. Add Enterprise Zone contribution projects that increase tourism.	Economic Development	Addition of EZ Contribution Projects promoting increased tourism	4	4	5



Strategy E: Promote a variety of housing options/opportunities and the region's neighborhoods.					
Strategy Objective	Department	Measure	2020		2021
			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	50 households	260 households	200 households
	Economic Development	Issuance of Mortgage Credit Certificates to first-time homebuyers	N/A	N/A	N/A
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	50 units	0
	Economic Development	Provide assistance to agencies offering emergency rental & utility assistance to prevent homelessness	100 households	11 households	100 households
	Economic Development	Increase shelter beds	N/A	N/A	N/A
3. Assist in the development of new workforce housing units.	Economic Development	Development of new workforce housing units	500 units	654 units	275 units
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	15 units	13 units	15 units
	Economic Development	Rehabilitation of affordable multifamily units	160 units	160 units	0 units

OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Businesses Certified (Enterprise Zone)	380	400	400	400
Contributions to Zone Projects	3,882	4,000	4,000	4,000
Enterprise Zone Projects	59	62	55	53
Active Affordable Housing Programs/Projects	250	100	570	275
Community Development Block Grant Projects	14	15	22	22



BUDGET SUMMARY

ECONOMIC DEVELOPMENT - 120900, 120905, 120910

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	1,243,679	1,042,960	1,020,323	1,020,323	1,749,395
Charges for Services	421,273	428,292	420,000	680,847	437,500
Miscellaneous Revenue	10,603,043	11,061,009	12,000,000	12,000,000	12,500,000
Total Revenues	\$ 12,267,995	\$ 12,532,261	\$ 13,440,323	\$ 13,701,170	\$ 14,686,895
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	413,434	326,665	424,443	584,490	419,922
Operating and Maintenance	366,444	24,547	41,299	142,099	41,299
Grants & Contributions	11,762,401	11,897,614	12,958,867	12,958,867	14,205,439
Intergovernmental	(21,977)	(108,751)	-	-	-
Capital Outlay	-	-	-	-	-
Total Expenditures	\$ 12,524,871	\$ 12,644,238	\$ 13,723,266	\$ 13,984,113	\$ 14,965,317

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count	6	6	6	-	6
TOTAL FTEs	6	6	6	-	6



PIKES PEAK SMALL BUSINESS DEVELOPMENT CENTER

PURPOSE STATEMENT

The Pikes Peak Small Business Development Center's (SBDC) is the number one statewide business resource for entrepreneurs in Colorado. Our mission is to help existing and new businesses grow and prosper. In addition, the Pikes Peak SBDC's is an effective, efficient, highly regarded, nationally recognized economic development partner, integrating services, resources with supporting partners and hosts including El Paso County, the City of Colorado Springs, the Small Business Administration. Corporate partners, state and federal partnerships by providing free one-on-one business consulting low cost or free business seminars, events and resources to existing and new businesses in El Paso and Teller 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	2019		2020 (As of 12/14/20)	
			Target	Actual	Target	Actual
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 (total number of attendees for workshops/events/clients - does not include session hours)	Workshops/Events/ Training Count: 59 Attendees: 525 Consulting Sessions: 1,392 Consulting & Prep Hours: 1,896	Workshops/Events/ Training Count: 137 Attendees: 2,439 (Does not include 3,000 in attendance for Small Business Week) Consulting Sessions: 1,426 Consulting & Prep Hours: 2,192.90	Workshops/Events/ Training Count: 59 Attendees: 525 Consulting Sessions: 1,392 Consulting & Prep Hours: 1,896	Workshops: 94 Events: 4 Workshop Attendees: 2,917 Event Attendees: 10,000 Consulting Sessions: 1,571 Consulting & Prep Hours: 2,221



OPERATING INDICATORS					
	2017 Actual	2018 Actual	2019 Actual	2020 Projected	2020 Actual
Client Count	550	590	636	350	647
Jobs Created	403.5	102	157	140	27.5
Jobs Retained	175	202.5	224	100	34.5
Business Starts	26	17	27	16	1
Capital Infusion	\$ 8,312,150	\$ 3,786,725	\$ 12,793,711	\$ 2,500,000	\$4,796,295
Increased Sales	\$ 3,046,144	\$ 23,394,319	\$ 12,486,366	\$ 437,500	\$1,517,404
Increased Contracts	\$ 4,080,936	\$ 137,675,831	\$ 7,699,336	\$ 144,375	\$4,473,496

BUDGET SUMMARY

PIKES PEAK SMALL BUSINESS DEVELOPMENT CENTER - 120935-120940

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	274,693	273,350	293,000	488,000	312,850
Charges for Services	53,005	74,302	-	-	50,000
Miscellaneous Revenue	185,480	230,795	198,000	198,000	173,000
Total Revenues	\$ 513,178	\$ 578,448	\$ 491,000	\$ 686,000	\$ 535,850

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	281,232	301,593	318,563	318,563	371,289
Operating and Maintenance	148,767	139,774	147,478	342,478	163,000
Charges for Services	31,097	34,423	27,579	27,579	28,000
Total Expenditures	\$ 461,097	\$ 475,790	\$ 493,620	\$ 688,620	\$ 562,289

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
FTE Count	3	3	3	1	4
TOTAL FTEs	3	3	3	1	4



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 Water Master 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 review group. The Engineering review staff evaluates 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 review group plays a key role in ensuring that all public improvements (roads, bridges, detention ponds, etc.) constructed in association with new development are designed and constructed in accordance with the County's regulations.

Construction Inspections

Following the Engineering group's technical review and approval of the construction plans for public improvements, the Construction Inspections group works with developers to ensure that all improvements are constructed pursuant to the approved plans. The Inspections group provides County oversight on site grading and the implementation of erosion control Best Management Practices (BMPs) 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 in order to help ensure completion of all necessary improvements.

Code Enforcement

The PCD Code Enforcement staff enforces the El Paso County Land Development Code and Board of County Commissioner adopted ordinance pertaining to the accumulation of rubbish, weeds, inoperable vehicles. 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. In recent years, the PCD Code Enforcement staff has managed numerous large- and small-scale property clean-up efforts when such properties have been found to be in violation of the County's weed and rubbish ordinances. The PCD Code Enforcement Officers are also responsible for the review of sign permits and inspection of required site improvements prior to PCD authorization of Certificates of Occupancy associated with new or expanded commercial businesses.

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 for the public 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 and assists the Inspections group in managing developer-provide financial assurances.



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 comprised 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.
- Continue to 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 planning, engineering, code enforcement and construction inspections and expand staffing levels to correspond to the increasing activity of the building and development industry in the region.

2021 BUDGET HIGHLIGHTS

- \$46,165 2% Personnel increase
- \$15,000 Increase Cost Code Enforcement



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	2020		2021
			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	Additional areas of inconsistency are being evaluated, such as with regard to landscaping standards.	PCD staff continues to coordinate with other jurisdictions in revising local land use regulations.	PCD staff will continue to engage in the City of Colorado Springs Retool effort to rewrite the City's land use regulations. PCD will also engage with other jurisdictions as appropriate on any revisions to their land use regulations.
	Planning and Community Development	Establish the Committee if there is interest amongst other jurisdictions	Continuation of the planning meetings is anticipated.	An on-going meeting occurs quarterly between local planning officials.	Continuation of the local planning official meetings is anticipated.
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	Staff is currently working on additional Code amendments, some of which may end up being heard in 2020, such as amendments to the sign code to address recent judicial decisions.	Additional amendments to the Land Development Code occurred during 2020 and PCD is working with the online publisher to republish the entirety of the document for public use and transparency.	Minimal planned amendments are anticipated for 2021. Additional tracking of needed amendment will occur and are likely to be developed and processed later in 2021 or early 2022.

OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Major Development Applications	345	407	475	450



BUDGET SUMMARY

PLANNING & COMMUNITY DEVELOPMENT - 11525

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Charges for Services	2,017,770	1,937,709	1,820,000	1,820,000	1,820,000
Total Revenues	\$ 2,017,770	\$ 1,937,709	\$ 1,820,000	\$ 1,820,000	\$ 1,820,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	1,956,034	2,177,435	2,392,829	2,392,829	2,400,091
Operating and Maintenance	517,734	472,253	228,622	858,210	243,622
Charges for Services	41,468	48,379	21,640	21,640	21,640
Grants & Contributions	-	-	-	-	-
Intergovernmental	(49,589)	(10,539)	-	-	-
Total Expenditures	\$ 2,465,647	\$ 2,737,527	\$ 2,643,091	\$ 3,272,679	\$ 2,665,353

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count	29	30	30	-	30
TOTAL FTEs	29	30	30	-	30



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: Manages the recruitment, new hire and unemployment processes. Handles employee relations issues to include conducting investigations and employment law application. Administers and develops trainings. Serves as the official custodian of all personnel records, completes employment verifications, and ensures FLSA compliance.

Compensation: Determines salary and job classifications, assists with reorganizations, and participates in salary and position surveys.

Workers Compensation: Provides employees medical treatment for work related injuries/illnesses while ensuring El Paso County maintains compliance with workers' compensation laws.

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

- Create a comprehensive training program.
- Revitalize County Internship Program.
- Improve the performance evaluation system.
- Increase active recruitment efforts.
- 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



2021 BUDGET HIGHLIGHTS

- \$26,580 2% Personnel increase
- \$34,000 Neo Gov Software
- \$53,100 for Additional Personnel

PERFORMANCE MEASURES AND OPERATING INDICATORS

OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Estimated	2020 Projected
Employment				
Number of applications processed	30,722	33,155	30,999	31,625
Number of Interviews Facilitated	652	758	685	685
Number of Candidates Interviewed	2,591	2,652	4,071	4,071
Number of New Employees Onboarded	573	597	577	582
Number of Background Checks Completed	633	1,088	1,355	1,100
Training Opportunities for Employees and Supervisors/Managers	1	18	38	38
Worker's Compensation				
Number of claims	204	180	174	186
Cost of Claims (thousands)	\$ 1,558	\$ 1,691	\$ 2,197	\$ 1,815
Risk Management				
Number of safety training seminars	3	4	1	2
Number of personal safety & awareness consultations	20	66	35	40
Number of new employee orientations	23	23	23	23
Number of safety training/meetings	40	33	37	37
Number of safety publications/website information	4	1	2	2
Number of risk management consultations	35	42	57	45
Number of motor vehicle record checks	943	941	874	919
Number of physicals	535	567	510	537
Number of drug screens	701	723	670	698
Self-Insurance				
Number of lawsuits/notices of claims	69	100	75	81
Costs (thousands)	\$ 175	\$ 299	\$ 387	\$ 287
Number of property claims	93	36	23	51
Costs (thousands)	\$ 200	\$ 511	\$ 515	\$ 409
Number of liability claims	43	75	55	58
Costs (thousands)	\$ 61	\$ 153	\$ 667	\$ 294



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	2020		2021
			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.	Ongoing - Review descriptions/positions to ensure appropriate/reflective market values and proper classifications; ensure compliance with Equal Pay Act.	Completing Pay Equity Analysis to identify and address potential pay discrepancies; ensure compliance with Equal Pay Act. Reviewed compensation and/or conducted market analysis for 377+ positions; assisted in restructuring/updating requested job groups to ensure competitive compensation.	Ongoing - Review descriptions/positions to ensure appropriate/reflective market values and proper classifications; ensure compliance with Equal Pay Act.
	Human Resources	Proactively identify training needs to develop a training program that addresses areas of improvement.	Ongoing - Proactively partner with departments to identify training needs	Developed and implemented virtual trainings and expanded trainings offered to both employee and leadership levels based on identified needs i.e. remote working trainings.	Ongoing - Proactively partner with departments to identify training needs.
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	Continue expansion and development of training program through research and identification of training needs.	Ongoing - Collect and incorporate feedback into current training programs to allow for optimization and potential expansion of training.	Continued to collect and incorporate feedback into trainings offered; implemented electronic system for employees to submit feedback. Developed electronic performance management system (NeoGov Perform) with revised competencies; currently implementing with two pilot departments. Revised Leadership Development Program to Mini-Leadership series more conducive for remote working.	Fully implement NeoGov Perform and Onboard with incorporated feedback. Ongoing - Collect and incorporate feedback into current training programs to allow for optimization and potential expansion of training.
4. Expand the El Paso County Apprenticeship and Training Program to provide high-quality training by industry professionals.	Human Resources	Expand network for potential internship/apprenticeship/fellowship programs	Ongoing: Partner with local educational institutions to recruit potential interns. Collaborate with Departments/Offices to identify opportunities for internship placements.	Expanded professional internship placements including three intern placements at Pre-Trial Services, one intern placement at Finance, and one intern placement at the District Attorney.	Ongoing: Partner with local educational institutions to recruit potential interns. Collaborate with Departments/Offices to identify opportunities for internship placements.
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	Expand active recruiting efforts.	Ongoing: Partner with Departments/Offices to develop recruiting strategy specific to needs. Research and assist with succession planning as requested.	Continued and expanded advertisement of job postings through proactive research. Began conducting initial screening of applications and phone screenings of candidates to assist with selection as requested.	Ongoing: Partner with Departments/Offices to develop recruiting strategy specific to needs. Research and assist with succession planning as requested.



BUDGET SUMMARY

HUMAN RESOURCES - 11120

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Miscellaneous Revenue	-	-	-	-	-
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	1,269,783	1,236,890	1,440,081	1,475,081	1,500,117
Operating and Maintenance	249,949	337,052	472,474	472,474	506,474
Charges for Services	7,589	9,180	4,500	4,500	4,500
Intergovernmental	7,835	(46,475)	(46,475)	(46,475)	(46,475)
Total Expenditures	\$ 1,535,156	\$ 1,536,647	\$ 1,870,580	\$ 1,989,503	\$ 1,964,616

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count -Human Resources	21	24	24	3	27



PIKES PEAK WORKFORCE CENTER



Traci Marques, Executive Director

PURPOSE STATEMENT

The Pikes Peak Workforce Center 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 PPWFC is an American Job Center serving diverse audiences of jobseekers in El Paso and Teller Counties. The population of these two Counties totals nearly 724,000 individuals. In Program Year 2019, the Pikes Peak Workforce Center served more than 29,000 clients including more than 5,600 veterans and over 5,000 young adults as well as over 1,900 employers. 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, 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 Act (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

(green=100% of neg. level)	(blue=99%-90% of neg.	(red=below 90% of neg. level)	
Latest Wage Data: 03/31/2020			
	Actual	Standard	% of Standard
Adults			
Emp Rate 2nd Qtr After Exit	78.97	79.6	99.21%
Emp Rate 4th Qtr After Exit	75	72.6	103.31%
Median Earnings 2nd Qtr After Exit	\$7,337	\$7,200	101.90%
Credential Attainment by 4 qtrs After exit	87.5	60	145.83%
Measurable Skill Gains Rate	49.74%		
Dislocated Worker			
Emp Rate 2nd Qtr After Exit	75.93	80.3	94.56%
Emp Rate 4th Qtr After Exit	77.78	73.2	106.26%
Median Earnings 2nd Qtr After Exit	\$10,577	\$8,665	122.07%
Credential Attainment by 4 qtrs After exit	82.05	50	164.10%
Measurable Skill Gains Rate	37.78		
Youth			
Emp Rate 2nd Qtr After Exit	55.68	70.7	78.76%
Emp Rate 4th Qtr After Exit	66.3	59	112.37%
Median Earnings 2nd Qtr After Exit	\$3,655		
Credential Attainment by 4 qtrs After exit	58.9	58.5	100.68%
Measurable Skill Gains Rate	49.46		
Wagner-Peyser			
Emp Rate 2nd Qtr After Exit	60.8	61.1	99.51%
Emp Rate 4th Qtr After Exit	58.18	57.5	101.18%
Median Earnings 2nd Qtr After Exit	\$5,471	\$5,192	105.37%



BUDGET SUMMARY

PIKES PEAK WORKFORCE CENTER - 121000-121999

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	6,977,946	6,945,869	7,267,789	7,267,789	7,685,066
Miscellaneous Revenue	-	-	-	-	-
Total Revenues	\$ 6,977,946	\$ 6,945,869	\$ 7,267,789	\$ 7,267,789	\$ 7,685,066

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	3,412,010	3,558,065	3,000,251	3,000,251	3,834,342
Operating and Maintenance	880,922	1,240,965	2,614,483	2,614,483	1,603,041
Charges for Services	1,756,753	1,023,555	511,940	511,940	427,837
Grants & Contributions	1,402,968	1,123,284	1,141,115	1,141,115	1,819,846
Intergovernmental	(480,692)	-	-	-	-
Capital Outlay	5,987	-	-	-	-
Total Expenditures	\$ 6,977,946	\$ 6,945,869	\$ 7,267,789	\$ 7,267,789	\$ 7,685,066

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count	49	41	41	7	48
TOTAL FTEs	49	41	41	7	48



DEPARTMENT OF PUBLIC WORKS



Scot Cuthbertson, Executive Director

PURPOSE STATEMENT

The Department of Public Works (DPW) mission is to protect taxpayer's investments in transportation, and fleet, with integrity and dedication to excellence.

OVERVIEW

DPW is comprised of two divisions. The Road & Bridge division is responsible for planning, design, construction, maintenance, inspection, snow removal, and emergency repairs of road and drainage infrastructure. The Fleet division maintains the County's fleet of vehicles, and equipment. The combined department also provides wildland fire, and other emergency support service.

DIVISIONS

Fleet
Road & Bridge (Fund 2)
GF Public Works – Engineering Department



FLEET MANAGEMENT

PURPOSE STATEMENT

Deliver comprehensive fleet management services while providing safe, reliable vehicles and equipment. Ensure County officials and employees are able to provide the best possible services to the residents of El Paso County, Colorado.

Fleet Management consists of twenty-seven full-time employees providing services at 3 Maintenance Facilities. The Fleet Division maintains ~1,250 assets worth \$45 million. County assets include equipment for landscaping, snow removal, construction, and road maintenance as well as a fleet of medium/heavy trucks, trailers, and passenger vehicles. Assets are spread over 20 County departments.

OBJECTIVES

- Develop vehicle and equipment specifications that offer the best possible versatility and efficiency, as well as meet the needs and requirements of the requesting department.
- Maintain all assigned assets with proactive preventive maintenance programs, repair services, and mobile fueling.
- Implement fleet management technology, to include vehicle telematics, allowing for real time, data driven, information increasing operational efficiency and accountability.
- Utilize the data and information derived from fleet management systems, i.e. management software and vehicle telematics, to best determine vehicle and equipment replacements and continuing to modernize the County's fleet.

2021 BUDGET HIGHLIGHTS

- \$43,898 2% Personnel increase Fleet
- \$47,720 2% Personnel increase Engineering
- \$1,285,000 Hydraulic lift replacement, Fleet Management Information System, Fuel Island upgrade
- \$316,000 Colorado 811 Compliance, added 3 FTEs and one-time set up cost





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	2020		2021
			Target	Actual	Target
5. Implement best available fleet management technology to identify and enhance operational efficiencies and accountability.	Fleet Management Division	Implementation of a Fleet Management Information System	Vendor Selection and Statement of Work	In Process	Q2 2021
	Fleet Management Division	Update/Upgrade of Internal Fuel site systems	Site Assessments	Ongoing	Q3 2021
	Fleet Management Division	Upgrade telematics systems within DPW, providing enhanced capability and integration	Equipment Installation/Replacement	Ongoing	Q2 2021
	Fleet Management Division	Replacement of heavy equipment lifts throughout Fleet	Install Complete	In Process	Q2 2021
11. Implement an Automatic Vehicle Location (AVL) fleet management system.	Fleet Management Division	Expand the use of vehicle telematics to County's light fleet vehicles	County-wide Installation	Ongoing	Q4 2020
12. Evaluate and upgrade snow removal and ice control equipment, techniques and materials.	Fleet Management Division	Enhance the capability of current systems by implementing snow removal tracking and planning software	Research/Testing	Ongoing	Q4 2021



BUDGET SUMMARY

FLEET - 120030, 40203

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Specific Ownership Tax	5,063,894	3,957,044	-	-	-
Sales Taxes	-	-	-	-	-
Intergovernmental	-	-	75,000	75,000	-
Charges for Services	109,857	75,334	100,000	100,000	75,000
Miscellaneous Revenue	20,489	14,386	25,000	25,000	20,000
Other Financing Sources	239,323	149,492	150,000	150,000	150,000
Total Revenues	\$ 5,433,563	\$ 4,196,255	\$ 350,000	\$ 350,000	\$ 245,000

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	1,637,787	1,623,471	2,267,731	2,267,731	2,312,994
Operating and Maintenance	2,096,875	2,211,876	2,368,731	2,380,874	2,368,731
Charges for Services	6,262	25,287	-	-	-
Intergovernmental	(201,538)	(182,370)	-	-	-
Capital Outlay	807,407	4,123,425	2,751,186	5,125,227	4,036,186
Total Expenditures	\$ 4,346,793	\$ 7,801,689	\$ 7,387,648	\$ 9,773,832	\$ 8,717,911

GF PUBLIC WORKS - ENGINEERING BUDGET - 11475

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	-	-	2,385,918	2,385,918	2,609,638
Capital Outlay	-	-	-	-	140,000
Total Expenditures	\$ -	\$ -	\$ 2,385,918	\$ 2,385,918	\$ 2,749,638

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count - Fleet	34	36	36	-	36
Total FTE Count - GF PW Engineering	-	-	-	38	38
TOTAL FTEs	34	36	36	38	74



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 stormwater (the drainage system).

OVERVIEW

Road and Bridge houses the Engineering and Highway Divisions of the Department of Public Works.

Engineering oversees all aspects of the transportation and storm water systems to include policy, standards, and planning. The Engineering Division performs Engineering, Design, Survey, Inspections, Construction Management, Real Estate and Infrastructure Planning. This includes PPRTA projects, other locally funded projects and federally funded projects, GIS asset management, NPDES permit compliance.

The Highway Division performs in-house maintenance and repair of County roads, bridges, drainage, signs, signals, and right-of-way. The Highway Division maintains 4,407 lane miles of roads and bridges in unincorporated El Paso County. Responsibilities include 270 bridges, 262,800 linear feet of drainage culvert, 109,000 linear feet of open drainage ditch (channel), 419,700 feet of drainage pipe, 24 miles of guardrail, 29,000 traffic control signs, 54 traffic signals, 54 warning flashers, 162 streetlights and 22,000 acres of right-of- way. Maintenance of existing infrastructure is the primary method used to keep the road network safe, reliable, and efficient. Staff completes nearly 3,700 Customer Service Requests on an annual basis. Typically, the top customer service requests are for grading of gravel roads, pothole repair, 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 is the bulk 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
- Conduct snow removal operations and emergency response to natural disasters such as fires and floods

2021 BUDGET HIGHLIGHTS

- \$197,329 2% Personnel increase
- \$905,000 Increase for High Impact Roads



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	2020		2021
			Target	Actual	Target
5. Collaborate with municipalities and community stakeholders to address the issue of storm water management within the region.	Engineering	Coordinate / participate 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	2020		2021
			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.	Engineering	Coordinate with CDOT and Douglas County on I-25 widening project	Ongoing	Ongoing	Ongoing
	Engineering	Coordinate with CDOT on various safety improvement projects along US24, SH94, and SH83	Ongoing	Ongoing	Ongoing
10. Support the expansion of public transportation opportunities for County residents.	Engineering	Coordinating with PPACG on update to the long range plan	Ongoing	Ongoing	Ongoing
12. Evaluate and upgrade snow removal and ice control equipment, techniques and materials.	Highway	Snow / Ice Removal Operations	Ongoing	Ongoing	Ongoing
	Highway	Implementation of Brine Treatment Solution on County Roads	Complete Installation	In Operation	Ongoing
14. Support the Pikes Peak Area Council of Government's Non-Motorized Transportation Plan.	Engineering	Coordinate with PPACG to update long range plan	Ongoing	Ongoing	Ongoing
	Engineering	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.	Engineering	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	2020		2021
			Target	Actual	Target
6. As needed, improve infrastructure to support the construction of the Pikes Peak National Cemetery in El Paso	Engineering	Coordinate with Planning and Community Development Dept.	Ongoing	Complete	N/A



OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Estimated	2021 Projected
Miles of Road Reclaimed (Lane Miles)	N/A	N/A	56	66
Miles of Road Graveled (Center Line)	14	6	6	10
Cross Pans Constructed	22	55	60	60
Curb & Gutter Constructed	13,500	40,000	40,000	40,000
LF of Sidewalk Constructed	9,800	32,000	35,000	35,000
Pedestrian Curb Ramps Constructed	30	300	325	325
Miles of Road Paved (Lane)	47	33	44	40
Chip Surface Treatment Miles (Lane)	51	69	75	66
Dust Control Applied Miles (Lane)	75	137	124	160
Paved Roads (Center Line)	1,161	1,135	1,137	1,150
Gravel Roads (Center Line)	1,040	1,051	1,046	1,046





BUDGET SUMMARY

ROAD & BRIDGE - FUND 2

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Property Taxes	1,315,197	1,343,296	1,562,228	1,562,228	1,590,015
Specific Ownership Tax	2,380,816	3,497,190	7,182,997	7,182,997	7,182,997
Other Taxes	(2,693)	(1,516)	-	-	-
Intergovernmental	17,406,034	17,984,147	13,914,500	19,170,445	14,013,000
Charges for Services	337,521	516,023	500,000	500,000	500,000
Miscellaneous Revenue	111,361	1,289,302	-	-	-
Other Financing Sources	6,000,000	19,530	-	-	-
Total Revenues	\$ 27,548,235	\$ 24,647,971	\$ 23,159,725	\$ 28,415,670	\$ 23,286,012
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	10,637,230	10,909,654	9,505,282	9,505,282	9,274,509
Operating and Maintenance	10,709,309	11,586,387	13,808,613	27,430,673	14,713,613
Charges for Services	78,216	25,246	222,120	222,120	222,120
Intergovernmental	(1,615,069)	(875,634)	(90,000)	(90,000)	(90,000)
Capital Outlay	2,839,954	1,818,875	1,438,608	4,640,907	1,438,608
Total Expenditures	\$ 22,649,640	\$ 23,464,528	\$ 24,884,623	\$ 41,708,982	\$ 25,558,850
Estimated Beginning Fund Balance	15,494,367	\$ 20,392,962	\$ 21,576,405	\$ 21,576,405	\$ 8,283,093
Budgeted Changes to Fund Balance	4,898,595	1,183,443	(1,724,898)	(13,293,312)	(2,272,838)
Estimated Ending Fund Balance	\$ 20,392,962	\$ 21,576,405	\$ 19,851,507	\$ 8,283,093	\$ 6,010,255

Road and Bridge fund balance is anticipated to decrease by approximately -27%. This is due to spending into fund balance in 2021 of approximately \$2,272,838 for expenditures related to Board approved road projects.

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count	181	194	212	(30)	182
TOTAL FTEs	181	194	212	(30)	182



CAPITAL PROJECTS

Fund 2 - Department of Public Works

Capital Project			
Arnold Avenue Bridge Replacement			
Total Project Funding Required	Appropriated to Date	FY 2021	Future Funding Needs
\$ 2,534,170	\$ 424,170	\$ 2,110,000	\$ 2,110,000
El Paso County Funding Required			
\$ 436,131	\$ 73,000	\$ 363,131	\$ 363,131
Project Scope			
Design and Construction of Arnold Ave. Bridge replacement.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			

Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 424,170	Federal	\$ 2,098,039
Property purchase	\$ 350,000	State	\$ -
Utility Relocation	\$ -	Contributions & Donations	\$ -
Construction	\$ 1,760,000	El Paso County	\$ 436,131
Total:	\$ 2,534,170	Total:	\$ 2,534,170



Estimated year of construction 2021
 Estimated year of completion 2022



Fund 2 - Department of Public Works

Capital Project			
Baptist/Hodgen/Roller Coaster Intersection			
Total Project Funding Required	Appropriated to Date	FY 2021	Future Funding Needs
\$ 3,500,000	\$ 60,000		\$ 3,440,000
El Paso County Funding Required			
\$ 3,500,000	\$ 60,000		\$ 3,440,000
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 400,000	Federal	\$ -
Property Purchase	TBD	State	\$ -
Utility relocation	TBD	Contributions & Donations	\$ -
Construction	TBD	El Paso County	TBD
Total:	TBD	Total:	TBD
Project Scope			
EPC DPW awarded contract in 2019 to provide a Transportation Impact Study for the Baptist/Hodgen/Roller Coaster Intersection project. The results of the TIS will inform the future design and construction cost for the project.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			

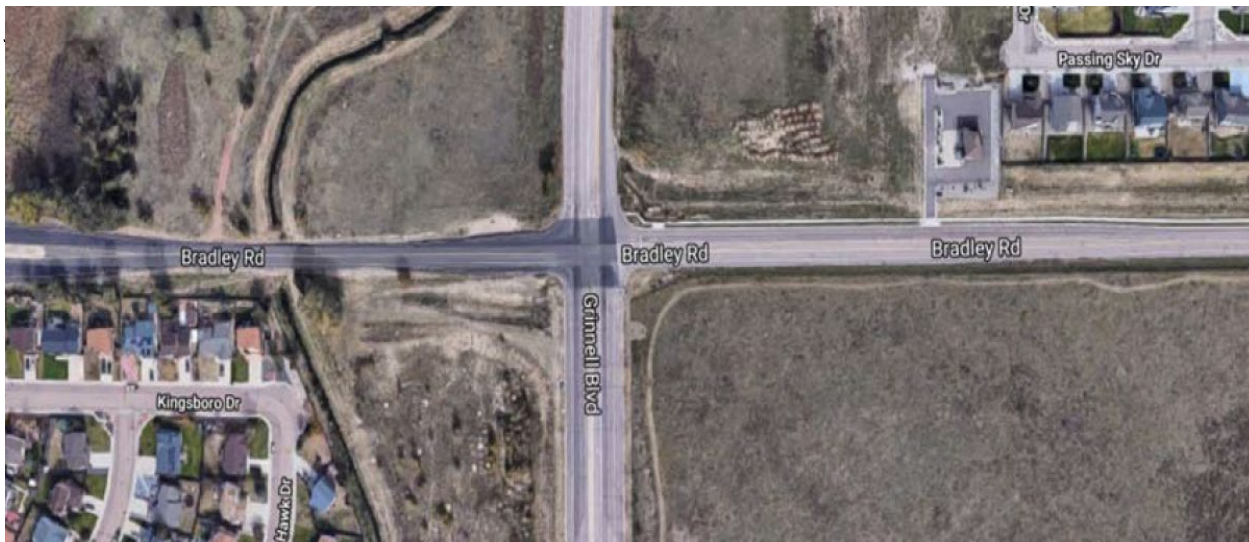


Estimated year of construction 2022
 Estimated year of completion 2023



Fund 2 - Department of Public Works

Capital Project			
Bradley Road/Grinnell Blvd			
Total Project Funding Required	Appropriated to Date	FY 2021	Future Funding Needs
\$ 560,000	\$ 60,000	\$ 500,000	\$ 500,000
El Paso County Funding Required			
\$ 560,000	\$ 60,000	\$ 500,000	\$ 500,000
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 60,000	Federal	\$ 500,000
Construction	\$ 500,000	State	-
		Contributions & Donations	-
		El Paso County	\$ 500,000
Total:	\$ 560,000	Total:	\$ 560,000
Project Scope			
El Paso County, Department of Public Works (Transportation Division) will contract to a professional engineering firm for project management and coordination and the design of intersection safety improvements to include a span-wire traffic signal system.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Estimated year of construction 2021
 Estimated year of completion 2021



Fund 2 - Department of Public Works

Capital Project			
Broadband MasterPlan			
Total Project Funding Required	Appropriated to Date	2021	Future Funding Needs
\$ 500,000	\$ -	\$ 500,000	\$ -
El Paso County Funding Required			
	\$ -	\$ 500,000	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 500,000	Federal	\$ -
Construction	\$ -	State	\$ -
		Contributions & Donations	\$ -
		El Paso County	\$ 500,000
Total:	\$ 500,000	Total:	\$ 500,000
Project Scope			
<p>IT completed a high-level broadband strategic plan for county dated December 31, 2018. This proposed masterplan was identified as recommendation #4 with the goal of identifying key targeted improvement zones and paths in which deployment of fiber and conduit can create a platform for future service enhancement. Broadband infrastructure is key to support economic growth, supporting private sector, increasing public safety and enhancing security for the county's residents.</p>			
Strategic Plan Goal			
Goal #3, Strategy B, Objective 2			
Operating Budget Impacts			
No impacts			

Broadband Strategic Plan

**PREPARED FOR
El Paso County Colorado**



Fund 2 - Department of Public Works

Capital Project			
Calhan Hwy Bridge Replacement			
Total Project Funding Required	Appropriated to Date	FY 2021	Future Funding Needs
\$ 3,450,000	\$ 450,000		\$ 3,000,000
El Paso County Funding Required			
\$ 3,090,000	\$ 90,000		\$ 3,000,000
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 450,000	Federal	\$ 360,000
Construction	\$ 3,000,000	State	\$ -
	\$ -	Contributions & Donations	\$ 300,000
	\$ -	El Paso County	\$ 3,155,000
Total:	\$ 3,450,000	Total:	\$ 3,450,000
Project Scope			
Design and construction for bridge replacement on Calhan Hwy approximately 1.5 miles south of US-24. Have federal funding for design services that will be contracted with a design consultant.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			

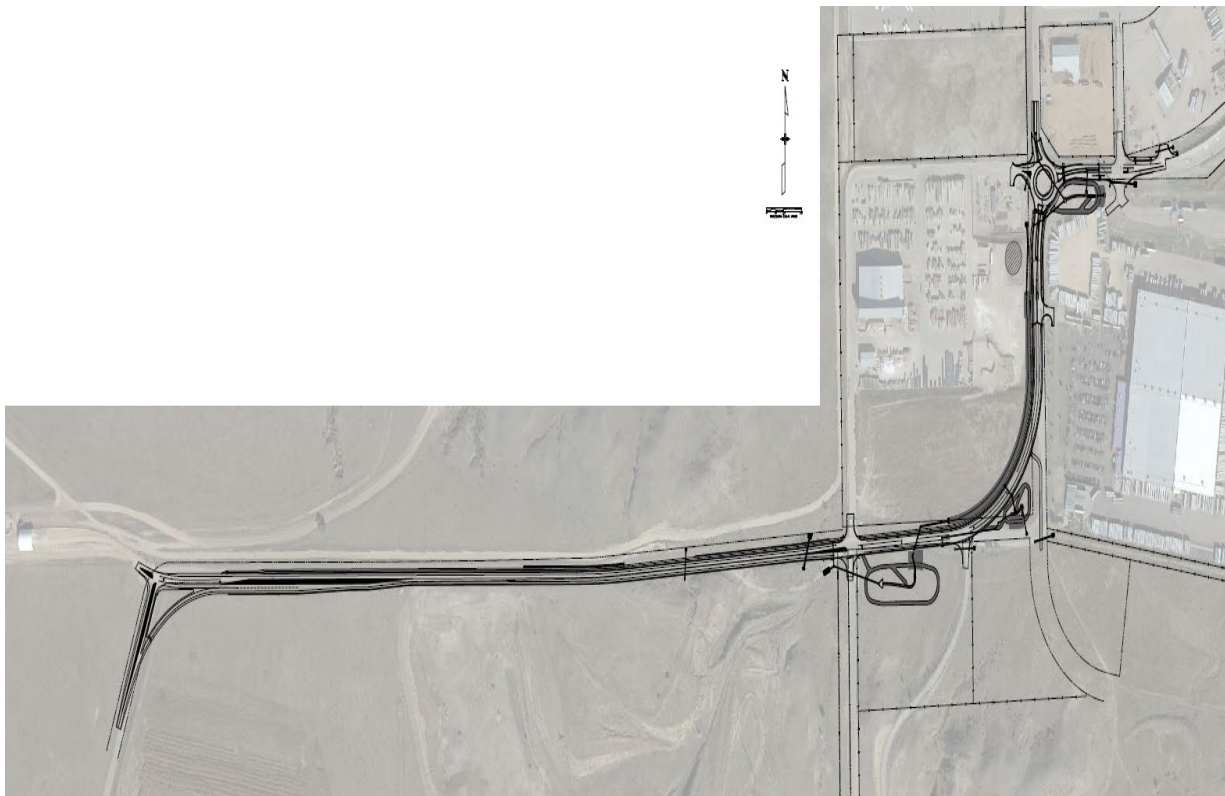


Estimated year of construction 2022
 Estimated year of completion 2023



Fund 2 - Department of Public Works

Capital Project			
Charter Oak Ranch Road			
Total Project Funding Required	Appropriated to Date	FY2021	Future Funding Needs
\$ 15,500,000	\$ 2,296,529		\$ -
El Paso County Funding Required			
\$ 1,730,000	\$ 413,271		\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 880,000	Federal	\$ 8,210,673
Property Purchase	\$ 780,000	State	\$ 5,550,000
Utility Relocation	\$ 340,000	Contributions & Donations	\$ -
Construction	\$ 13,500,000	El Paso County	\$ 1,728,585
Total:	\$ 15,500,000	Total:	\$ 15,489,258
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			
Elbert Road Bridge Rehabilitation			
Total Project Funding Required	Appropriated to Date	FY 2021	Future Funding Needs
\$ 750,000	\$ 296,656		\$ -
El Paso County Funding Required			
\$ 453,344	\$ 61,668		\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ -	Federal	\$ 296,656
Construction	\$ 750,000	State	\$ -
	\$ -	Contributions & Donations	\$ -
	\$ -	El Paso County	\$ 453,344
Total:	\$ 750,000	Total:	\$ 750,000
Project Scope			
Bridge Rehabilitation.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Estimated year of construction 2021
 Estimated year of completion 2021



Fund 2 - Department of Public Works

Capital Project			
El Paso County Wetlands Bank			
Total Project Funding Required	Appropriated to Date	FY 2021	Future Funding Needs
\$ 578,000	\$ -	\$ 173,000	\$ 405,000
El Paso County Funding Required			
\$ 145,000	\$ -	\$ 43,333	\$ 101,667
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 173,000	Federal	\$ 578,000
	\$ 43,333	State	\$ -
Construction	\$ 405,000	Contributions & Donations	\$ -
	\$ 101,667	El Paso County	\$ 145,000
Total:	\$ 723,000	Total:	\$ 723,000
Project Scope			
Design and construction of approximately 20 acres of mitigation for inclusion in the El Paso Co Wetland Umbrella Mitigation Bank			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Estimated year of construction 2022
 Estimated year of completion 2022



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 2021	Future Funding Needs
\$ 13,825,000	\$ 2,875,288	\$ 10,949,712	\$ -
El Paso County Funding Required			
\$ 4,410,000	\$ 537,779	\$ 3,872,221	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 1,727,026	Federal	\$ 4,173,865
Property Purchase	\$ 800,482	State	\$ -
Utilities & Wetlands Credits	\$ 347,780	Contributions & Donations	\$ 5,241,114
Construction	\$ 10,949,700	El Paso County	\$ 4,410,021
Total:	\$ 13,824,988	Total:	\$ 13,825,000
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			



Beginning of construction 2020
 Estimated year of completion 2021



Fund 2 - Department of Public Works

Capital Project			
Fountain Mesa, Caballero Dr, Fortman Ave Roundabout			
Total Project Funding Required	Appropriated to Date	FY 2021	Future Funding Needs
\$ 2,400,000	\$ 125,034	\$ 2,274,966	\$ -
El Paso County Funding Required			
\$ 2,400,000	\$ 125,034	\$ 2,274,966	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 475,500	Federal	\$ -
Construction	\$ 1,924,500	State	\$ -
		Contributions & Donations	\$ -
		El Paso County	\$ 2,400,000
Total:	\$ 2,400,000	Total:	\$ 2,400,000
Project Scope			
Planning, design and construction of intersection improvements. TABOR funded.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Estimated Year of construction 2021
 Estimated year of completion 2022



Fund 2 - Department of Public Works

Capital Project			
Grinnell-Fontaine Intersection Improvement Project			
Total Project Funding Required	Appropriated to Date	2021	Future Funding Needs
\$ 885,355	\$ 885,355	\$ -	\$ -
El Paso County Funding Required			
\$ 885,355	\$ 885,355	\$ -	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 85,355	Federal	\$ -
Construction	\$ 800,000	State	\$ -
		Contributions & Donations	\$ -
		El Paso County	\$ 885,355
Total:	\$ 885,355	Total:	\$ 885,355
Project Scope			
Identify drainage, pedestrian and operational improvements. El Paso County, CDOT and City of Colorado Springs a to partner on this project. TABOR Dependent.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Estimated start & completion depends on funding commitments from partner entities



Fund 2 - Department of Public Works

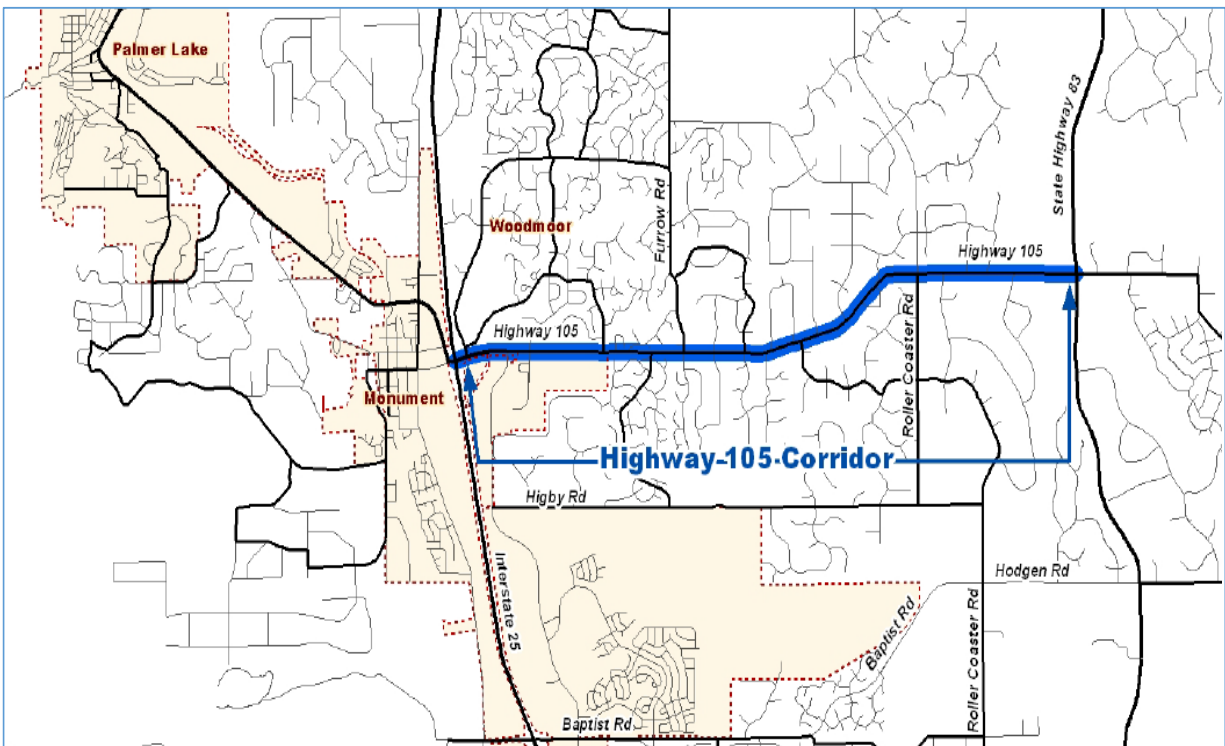
Capital Project			
Haul Route Study/Impact Fee			
Total Project Funding Required	Appropriated to Date	2021	Future Funding Needs
\$ 400,000	\$ -	\$ 400,000	\$ -
El Paso County Funding Required			
\$ 400,000	\$ -	\$ 400,000	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 400,000	Federal	\$ -
Construction	\$ -	State	\$ -
		Contributions & Donations	\$ -
		El Paso County	\$ 400,000
Total:	\$ 400,000	Total:	\$ 400,000
Project Scope			
This is a process improvement effort to provide predictability for land use haul route fees. This county-wide study and impact fee implementation will standardize how haul route impact fees are determined and implemented.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			





Fund 2 - Department of Public Works

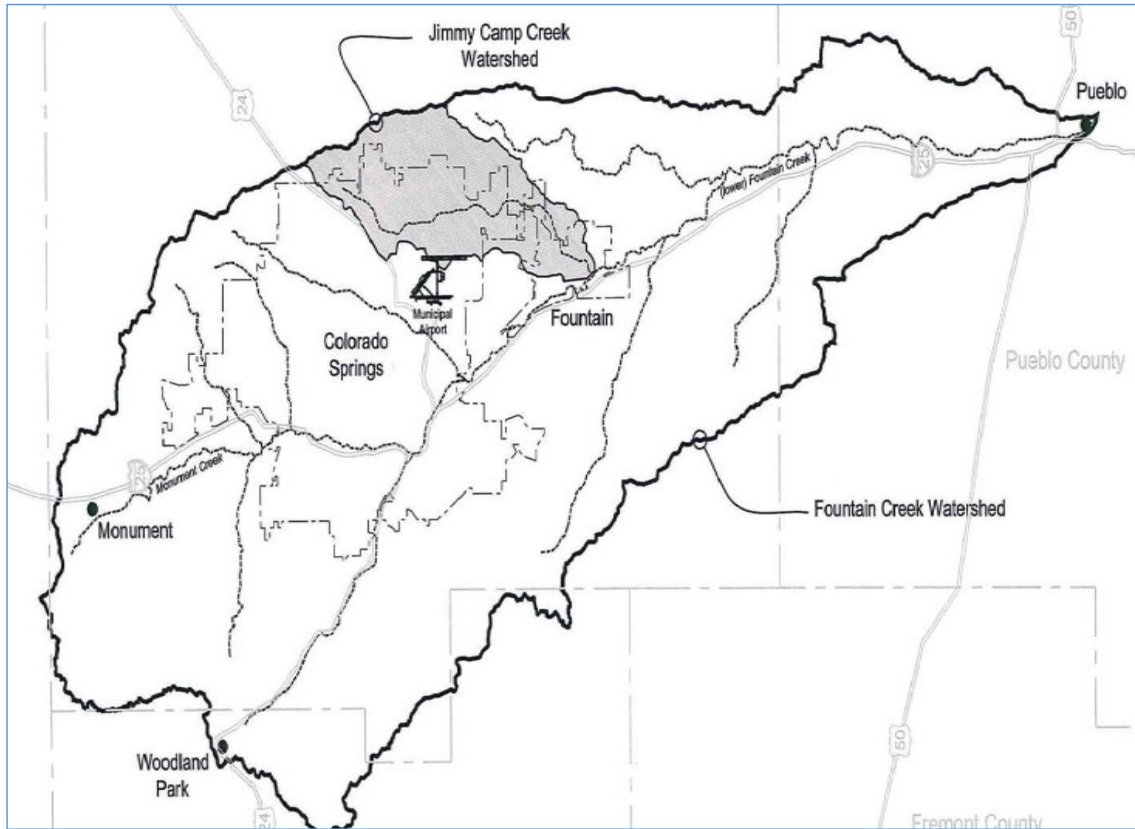
Capital Project			
Highway 105 Widening			
Total Project Funding Required	Appropriated to Date	FY 2021	Future Funding Needs
\$ 40,000,000	\$ 3,074,245	\$ 5,193,389	\$ 31,732,366
El Paso County Funding Required			
\$ 1,259,378	\$ 301,480		\$ 957,898
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 2,000,000	Federal	\$ 4,608,045
Construction	\$ 38,000,000	PPRTA	\$ 34,132,577
		Contributions & Donations	\$ -
		El Paso County	\$ 1,259,378
Total:	\$ 40,000,000	Total:	\$ 40,000,000
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			
Jimmy Camp Creek Drainage Basin Planning Study			
Total Project Funding Required	Appropriated to Date	FY2021	Future Funding Needs
\$ 400,000	\$ 350,000	\$ 400,000	\$ -
El Paso County Funding Required			
\$ 400,000	\$ 350,000	\$ 400,000	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 400,000	Federal	\$ -
Construction	TBD	State	\$ -
		Contributions & Donations	\$ -
		El Paso County	\$ 400,000
Total:	\$ 400,000	Total:	\$ 400,000
Project Scope			
EPC DPW will contract to a professional engineering firms adopt a masterplan for managing stormwater runoff in the Jimmy Camp Creek Area, specifically as applicable to unincorporated El Paso County.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Estimated year of construction 2021
 Estimated year of completion 2021



Fund 2 - Department of Public Works

Capital Project			
Major Transportation Corridor Plan Update			
Total Project Funding Required	Appropriated to Date	2021	Future Funding Needs
\$ 700,000	\$ -	\$ 350,000	\$ 350,000
El Paso County Funding Required			
\$ -	\$ -	\$ -	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 700,000	Federal	\$ -
Construction	\$ -	State	\$ -
		Contributions & Donations	\$ -
		El Paso County	\$ 700,000
Total:	\$ 700,000	Total:	\$ 700,000
Project Scope			
<p>To accommodate mobility needs associated with this growth in population and economic activity, the transportation system is carefully planned by the County, led by the Public Works Department. This 2021 Major Transportation Corridors Plan (MTCP) is the long-range plan focusing on the multi-modal transportation system in unincorporated El Paso County. To keep pace with the dynamic nature of growth and infrastructure in the County, the MTCP is updated regularly, and this 2021 MTCP represents an update to the previous plan adopted by the Planning Commission in 2016. The project includes an update to the Road Impact Fee Program that is based on improvements identified in the MTCP.</p>			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Estimated start & completion depends on funding commitments from partner entities.



Fund 2 - Department of Public Works

Capital Project			
Peyton Infrastructure Improvements			
Total Project Funding Required	Appropriated to Date	FY 2021	Future Funding Needs
TBD	\$ 150,000	\$ 150,000	TBD
El Paso County Funding Required			
TBD	\$ 150,000	\$ 150,000	TBD
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	TBD	Federal	\$ -
Construction	TBD	State	\$ -
		Contributions & Donations	\$ -
		El Paso County	TBD
Total:	\$ -	Total:	TBD
Project Scope			
EPC DPW will award a contract in 2020 to evaluate and recommend options for addressing drainage and pavement concerns in the Peyton, Colorado area			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Estimated year of construction 2021
 Estimated year of completion 2021



Fund 2 - Department of Public Works

Capital Project			
Rex/Meridian Intersection			
Total Project Funding Required	Appropriated to Date	FY 2021	Future Funding Needs
TBD	\$ 300,000	\$ -	TBD
El Paso County Funding Required			
TBD	\$ 300,000	\$ -	TBD
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 300,000	Federal	\$ -
Construction	TBD	State	\$ -
Property Acquisition	TBD	Contributions & Donations	\$ -
Utility Relocation	TBD	El Paso County	TBD
Total:	TBD	Total:	TBD
Project Scope			
El Paso County Department of Public Works ("DPW" or "County") awarded contract to provide an updated Transportation Impact Study, conceptual and preliminary engineering plans for the proposed Rex at Meridian Intersection Project (project). Design phase will commence in 2021 in coordination with Meridian Ranch Development.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			

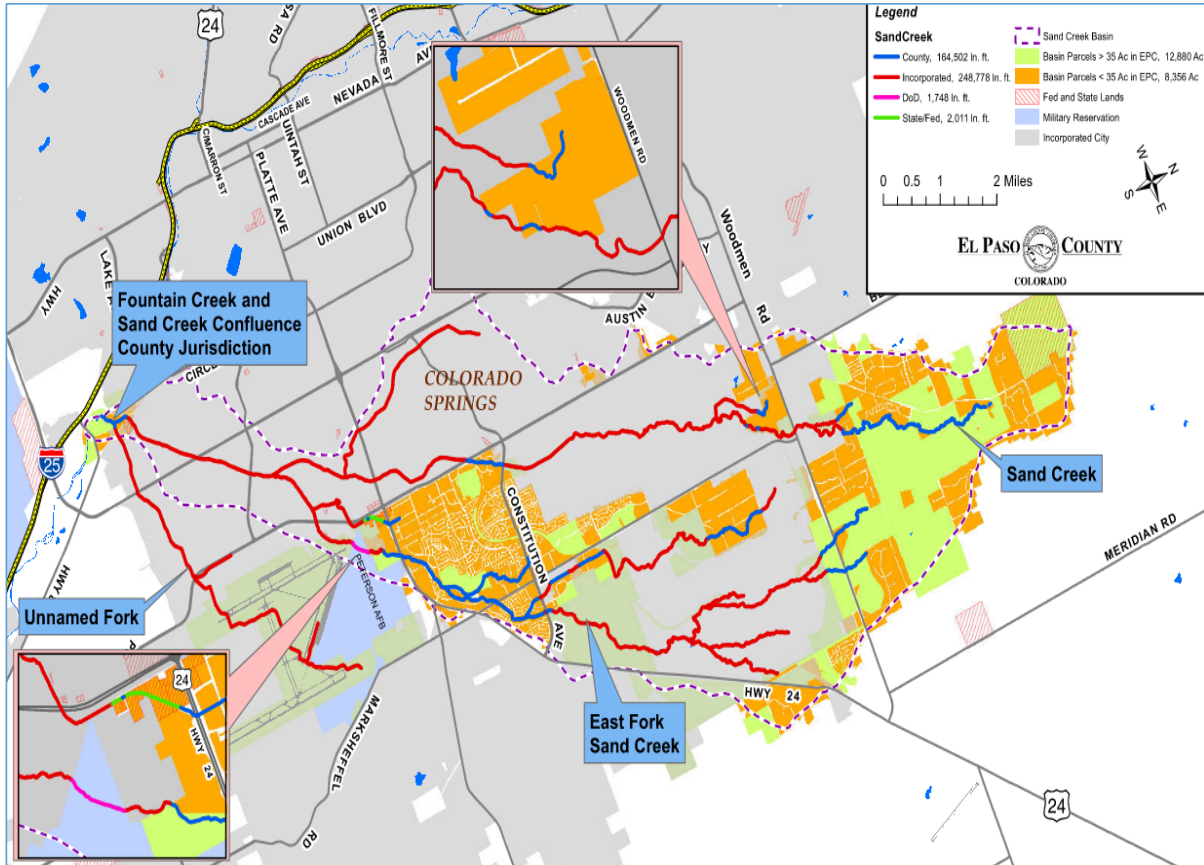


Estimated year of construction 2022
 Estimated year of completion 2023



Fund 2 - Department of Public Works

Capital Project			
Sand Creek Drainage Basin Planning Study			
Total Project Funding Required	Appropriated to Date	FY2021	Future Funding Needs
\$ 250,000	\$ 250,000	\$ -	\$ -
El Paso County Funding Required			
\$ 250,000	\$ 250,000	\$ -	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 250,000	Federal	\$ -
Construction	TBD	State	\$ -
		Contributions & Donations	\$ -
		El Paso County	\$ 250,000
Total:	\$ 250,000	Total:	\$ 250,000
Project Scope			
EPC DPW will single-sorce contract with Stantec to expand on the City's Sand Creek DBPS report to create a stand-alone County DBPS report for the Sand Creek drainage basin. The existing Sand Creek DBPS was adopted in 1996.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			

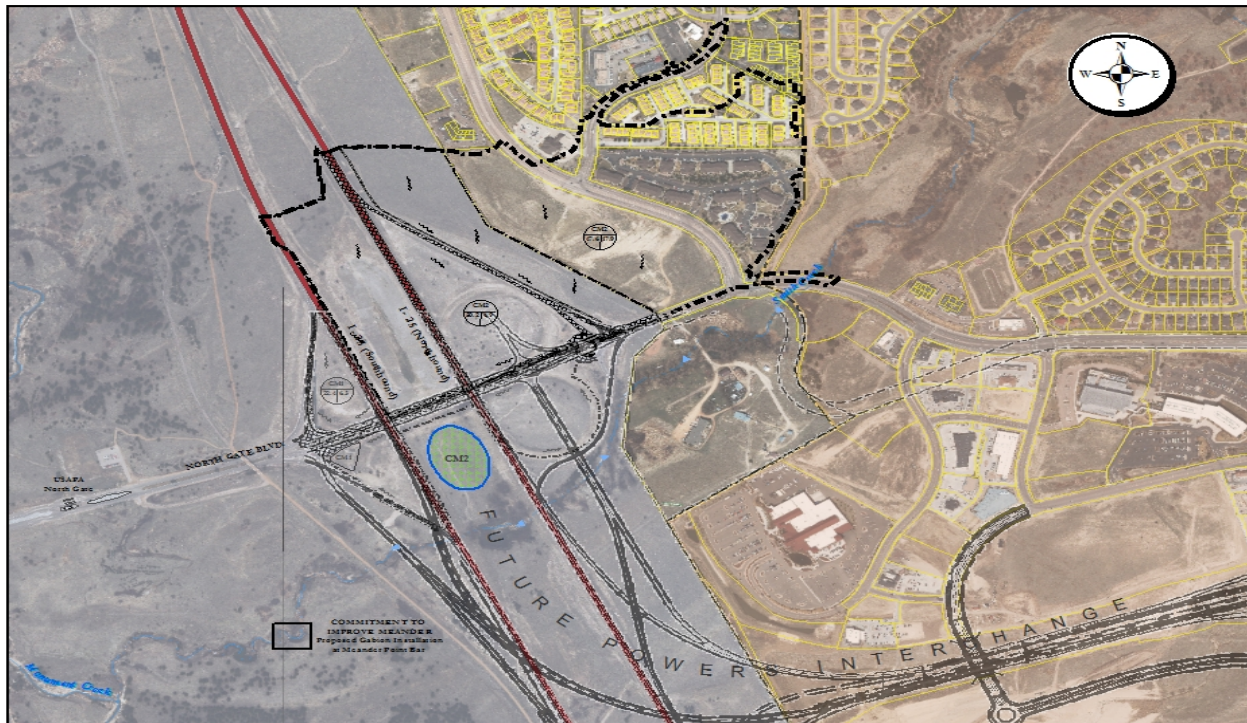


Estimated year of construction 2021
 Estimated year of completion 2021



Fund 2 - Department of Public Works

Capital Project			
Struthers - North Gate Stormwater			
Total Project Funding Required	Appropriated to Date	FY 2021	Future Funding Needs
\$ 2,185,000	\$ 407,000	\$ -	\$ -
El Paso County Funding Required			
\$ 407,000	\$ 407,000	\$ -	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 407,000	Federal	\$ 1,000,000
Construction	\$ 1,778,000	State	\$ -
	\$ -	Contributions & Donations	\$ 778,000
	\$ -	El Paso County	\$ 407,000
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			



Estimated year of construction 2022

Estimated Year of completion 2023



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	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Property Taxes	855,161	870,482	1,108,295	1,108,295	1,100,354
Other Taxes	(1,429)	(207)	-	-	-
Total Revenues	\$ 853,732	\$ 870,275	\$ 1,108,295	\$ 1,108,295	\$ 1,100,354
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Operating and Maintenance	8,593	8,731	119,264	119,264	83,696
Grants & Contributions	845,139	861,544	989,031	989,031	1,016,658
Total Expenditures	\$ 853,732	\$ 870,275	\$ 1,108,295	\$ 1,108,295	\$ 1,100,354
Estimated Beginning Fund Balance	-	-	-	-	-
Budgeted Changes to Fund Balance	-	-	-	-	-
Estimated Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -

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 providing efficient access to the services provided by local, state, and federal governments. We aim to keep families together and help them 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.

OBJECTIVES

Given the exceptional nature of the County’s circumstances this year, the El Paso County Department of Human Services (DHS) prepared a special section regarding our response to COVID-19.

Department of Human Services response to COVID-19

- Within a week of the Governor’s Stay at Home order, DHS was able to quickly transition 75.36% of staff to teleworking from home. This was accomplished by:
 - Working with the Colorado Department of Human Services (CDHS) to fund new laptops for caseworkers, freeing up County resources for other employees
 - Working with County IT to acquire venues for video platforms (Teams/WebEx)
- Providing protective gear for staff who needed to perform essential job functions in the field
- Investigations regarding child and adult protection and monthly home visits continued uninterrupted. Protective gear and hand sanitizer were provided
- Worked closely with judicial and contracted providers to ensure parent/child visits continued via a video and/or audio platform then later moved to in-person visits
- Relocated 3rd floor lobby to a temporary condensed 1st floor lobby that meets social distancing guidelines and safety but still open to clients
- Received CARES funding for new hoteling options (SmartWork) for staff when working in office



- Adult and Family Services Benefits Programs transitioned to a teleworking model to support staff and community safety during the epidemic
- Continued to excel in all area measures related to timeliness and accuracy of cases
- Colorado Works has been providing disaster assistance to residents directly impacted by the pandemic through its Disaster Assistance Program

Through state CARES funding the Colorado Child Care Assistance Program (CCCAP) was able to:

- Offer expanded absences and reduced parental fees for families
- Allowed for providers to remain open during the epidemic supporting the needs of the essential workforce
- Saved families money to help contend with the added costs associated with remote-learning and other factors brought on by the epidemic

Contracts Response to COVID-19:

- Transformed from paper file storage to electronic file storage with remote access
- Drafted and submitted CARES funding requests for various needs, such as redesign and construction at CSC, quarantine beds (as part of an 8-County collaborative) for children and youth in foster care who may have been COVID-19 exposed, cell phones for parents to conduct remote visitation with their children in foster care, PPE for staff working in direct contact with clients
- Worked with Facilities to move the Center on Fathering and Family Visitation services from downtown locations that were later listed for sale. Services are temporarily housed at 17 Spruce while renovations at CSC are underway. Services will move to CSC once space is ready and 17 Spruce will be vacated
- Quickly reacted to notices of opportunity to purchase PPE which included masks, hand sanitizer and gloves. DHS was creative, using new suppliers, and even sourcing sanitizer from a distillery

Children Youth, and Families Services Objectives

Practice Structure – Children

- Intake teams: Respond to reports and allegations of child abuse and neglect for children 0-11 years of age
- Ongoing teams: Assess and arrange for the service needs of families both in and out of the legal dependency and neglect (D&N) process
- Kinship teams: Engage kinship and kin-like connections for children and youth
- Adoption teams: Facilitate the adoption of a legally free child/youth and manage the Relative Guardianship Assistance Program
- Community: Work closely with community partners to develop teams of support for children

Practice Structure – Youth

- Provide services to youth who have committed criminal offenses, are intellectually and developmentally disabled and/or are experiencing mental health issues



- Adolescent Intake teams: Respond to reports and allegations of child abuse and neglect, truancy and criminal issues for children 12-18 years of age
- Adolescent Ongoing teams: Assess and arrange for the service needs of families both in and out of the legal D&N and juvenile criminal court processes
- Community: Collaborate with community agencies to include juvenile justice, Division of Youth Services, Probation and community service providers

Services and Support Structure

- Hotline team: call answering and research
- Chafee team: coordinates, plans and facilitates events, classes and workshops for eligible youth in DHS custody ages 14-18
- Child Placement team: locates, assesses, and supports the placement of children with a foster family
- 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 team members serve as liaisons between facilities and caseworkers
- Family Engagement team: coordinates and facilitates meetings (team decision making, family care, and permanency review) involving caseworkers, families and others involved in child welfare cases
- Family Visitation Center: facilitates supervised visits for parents and children
- Center on Fathering: provides support to fathers and children involved with DHS and others
- Data team: responsible for data extraction, training associated with accurate data entry, and sharing reports with the division

Economic and Administrative Services Objectives

- Comprised of 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), initial in-person access to programs available at multiple locations, as well as online or mobile device app, or by fax, email, U.S. mail
 - Locations:
 - ✓ **NEW** - Peak Vista on Jet Wing Drive
 - ✓ Springs Rescue Mission
 - ✓ Citizens Service Center
 - ✓ El Paso County Combined Courts
 - ✓ Calhan
 - ✓ Criminal Justice Center
 - ✓ Fountain



Adult and Family Services

- Adult Services provides for the safety, well-being, medical and financial needs of at-risk adults who are elderly or disabled
- Family Services provides assistance to families so that children can be cared for in their own homes, while also working with families on job preparation and securing employment to reduce the dependency on assistance programs
- Adult Protection Teams receive reports of abuse, neglect and exploitation of at-risk adults, investigate allegations, conduct assessments, collaborate with community partners and law enforcement, and arrange for needed services to reduce risk and improve safety
- Adult & Family Services determine eligibility and manage cases for assistance programs including Colorado Works/Temporary Assistance for Needy Families (TANF), Colorado Child Care Assistance Program (CCCAP), State Aid to the Needy Disabled (AND), Old Age Pension (OAP), Home Care Allowance (HCA), Long Term Care (LTC) and other medical programs for adults and families

Contracts

- 400+ Contracts (includes service contracts such as child support services, employment services, subsidized childcare fiscal agreements, foster care, treatment, and purchase orders issued against State agreements)
- Student Internship Agreements with 25 institutes of higher learning
- 30+ Memorandums of Understanding and & Intergovernmental Agreements with State and other partners
- Minor Purchase Orders number approximately 90 annually (ongoing services less than \$5,000 such as equipment repairs, also issued to facilitate P-Card payments)
- 5 grants, ranging from \$13,000 - \$1,400,000 annually:
 - University of Denver – Center on Fathering Research Project - \$13,227
 - Temple Buell – Center on Fathering services - \$30,000
 - State of Colorado – BICS – Child Support Early Interventions - \$52,770.20 for 2020
 - HCPF – HFC Access and Sustainability and PEAK - \$255,134.60
 - State of Colorado – Community Services Block Grant – Regular and CARES funds - \$1,435,743 for 2020

2020 - 2021 FUNDING STRATEGIES

The El Paso County DHS is primarily funded through various state and federal grants and some County-match or Maintenance of Effort (MOE). State grants are generally issued on the State Fiscal Year (July 1 - June 30) and federal grants are funded on the Federal Fiscal Year (October 1 - September 30) each year. Colorado Counties Incorporated, County Commissioners, and the Strategic Initiatives Division in partnership with EPC DHS continues to advocate for adequate resources for the County.

Office of State Budget and Planning did not propose any increases for Counties in 2021-2022, including EPC DHS for SFY 2020-2021, due to the fiscal impacts of COVID-19 on the state budget. A number of



County funds were refinanced through the state long-term reserve, but this did not have an impact on County funding levels.

Other El Paso County DHS budget highlights:

- Ended the budget year on a positive note being fully closed-out in all DHS programs
- EPC DHS's TANF reserve is now \$8.3M. The maximum percentage of reserve is 40% and DHS is currently at 39%. Reserve funds are restricted and can only be used in TANF, Child Welfare, or CCCAP
- DHS earned all available performance incentive funds from HCPF at the state in the amount of \$925K
- DHS building improvements, IT related purchases, in addition to other miscellaneous purchases were funded with County CARES
- DHS received \$2.4M in additional state level CARES funds for childcare absences; \$257K in additional state CARES funds for SNAP for supervisors to process cases; County staff overtime; County worker pool; and \$102K for Child Welfare in state CARES

Given COVID-19, DHS along with CCI and CDHS made the following budget recommendations to the state departments this year:

- Maintain funding for core programs/funding streams. Counties anticipate even more pressure on these budgets next year as more people need services (County admin, child welfare block and core, APS, CCCAP)
- Maintain funding that includes a federal match, maximizing federal funding as much as possible
- Maintain or increase prevention program funding to align with County strategic priorities
- CDHS should consider County budget constraints which will impact MOEs, matches, County-funded programs, and supports to community organizations
- Consider that any resulting budget cuts suffered in County human service programs should be accompanied by consideration for the regulatory or compliance requirements for those programs. Asking if there are rules or other expectations that can be loosened
- Consider which funding streams have built in flexibility and seek to maintain

Cost savings initiatives:

- Moved the El Paso County DHS Family Treatment Drug Court Program In-House
 - Substance abuse issues are a chronic and consistent concern for child safety. After reviewing proposals for the Family Treatment Drug Court, it was determined that outsourcing the in-home service portion of this program would cost approximately \$3,000,000 annually, which is approximately half of the Core Services budget. A cost analysis showed these services (with expanded services) could be provided by DHS directly at a savings of approximately \$1,400,000, so this program was moved from a private provider and are now offered in-house.

2021 BUDGET HIGHLIGHTS

- 2% Personnel increase
- Personnel budget increased to support increased FTEs



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	2020		2021
			Target	Actual	Target
2. Effectively utilize federal grants and other funding opportunities to ensure County residents are able to easily access County services	Human Services	Utilize state and local multimedia resources including PEAK to reach a wider audience and co-located DHS services with community partners in under served areas	12/31/2020	Ongoing	Ongoing
	Human Services	Health First Colorado Provider Network Expansion and Support (\$242,758)	6/30/2020	7/30/2019	Completed
	Human Services	El Paso County PEAK Application Accessibility (\$2,376)	6/30/2020	7/30/2019	Completed
	Human Services	DHS will be involved in providing Community Service Block Grant funding to community partner agencies	Ongoing	Ongoing	Application submitted
	Human Services	DHS will expand employment entry as well as emergency type services. Allocated \$837,708 in CARES funds. Funds will be utilized to cover the cost of running the CSBG program, with \$800,000 provided for direct client assistance with rent, mortgage, and utilities	Ongoing	10/14/2020	9/30/2022
Strategy B: Enhance access to El Paso County Services throughout our County					
Strategy Objective	Department	Measure	2020		2021
			Target	Actual	Target
2. Maintain and expand public awareness campaign with community partners	Human Services	Encourage citizens to use virtual apps on personal devices for PEAK Online, My COBenefits and PEAKHealth to apply and manage their assistance cases	12/31/2020	Ongoing	12/31/2021
	Human Services	Increase use of social media messaging to promote Colorado PEAK website and device apps	12/31/2020	Ongoing	12/31/2021
	Human Services	Use a temporary lighted sign at Citizens Service Center (CSC) to direct clients to use Colorado PEAK to access assistance programs	n/a	3/16/2020 (completed)	n/a
	Human Services	Purchase and install two large vinyl signs at CSC to promote use of Colorado PEAK	Ongoing	9/21/2020	Ongoing
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 partnership and education					
Strategy Objective	Department	Measure	2020		2021
			Target	Actual	Target
5. Support community efforts to combat substance abuse	Human Services	The Children, Youth and Family Services Division in DHS will bring Family Treatment Drug Court services in-house to increase efficiency and programming. Training in substance abuse specific curriculum will strengthen understanding and preventions for this population	Ongoing	9/1/2020	1/1/2021
	Human Services	The Children, Youth and Family Services Division in DHS will contract with at least with 25 providers in El Paso County for substance abuse evaluations and treatment for child welfare clients who have open cases	Ongoing	Ongoing (2020 goal met)	Ongoing
	Human Services	El Paso County DHS will work to strengthen relationships with Special Connections Medicaid providers throughout the State to expand residential substance abuse treatment services for pregnant and post-partum women where mothers can reside with their infants while in substance abuse treatment during pregnancy and up to 1-year post-partum. Assist Homeward Pikes Peak in obtaining grants for technical assistance and financial support (OBH, Anshutz Family Foundation)	Ongoing	Ongoing	12/31/2021



GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy F: Increase self-sufficiency and reduce reliance on public assistance programs					
Strategy Objective	Department	Measure	2020		2021
			Target	Actual	Target
4. El Paso County will work with community partners to reduce homelessness	Human Services	El Paso County Chafee Team has updated protocol and practice specific to the use of Supervised Independent Living Program (SILP) for youth preparing to emancipate from foster care. The SILP offers monthly financial support for housing expenses. These monies are paid directly to the youth to support their transition to independent living/emancipation. The updates to the protocol and practice allow for flexibly to meet each youth's needs and greatly reduce homelessness	Ongoing	Ongoing	Ongoing
	Human Services	Utilizing Colorado Works (TANF) funding, 455 families received housing assistance from September 2019 to September 2020 (June excluded) receiving an average of \$454.00		9/30/2020 (complete)	
	Human Services	In coordination with the Springs Rescue Mission, DHS staff provides support and data sharing around needs concerning the SNAP and Medicaid programs and specific data information regarding the participants of a SAMHSA grant and provides onsite eligibility technician and training to the Springs Rescue Mission's staff on the PEAK system for easy access to eligibility programs and to assists clients with eligibility questions and needs	Ongoing	Ongoing	Ongoing
GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy G: Reduce child abuse, abuse of at-risk youth and adults, elder abuse, and domestic violence					
Strategy Objective	Department	Measure	2020		2021
			Target	Actual	Target
1. Increase kinship care placements when children cannot remain at home	Human Services	Switch custody to kinship providers within 60-90 days from placement	Ongoing	Ongoing	Ongoing
	Human Services	Stabilize and sustain kinship placement through crisis support	Ongoing	Ongoing	Ongoing
	Human Services	Build a network of respite providers to help support high needs kids in kinship placement	Ongoing	Ongoing	Ongoing
	Human Services	Continue to use the CarePortal to support kinship providers with basic needs	Ongoing	Ongoing	Ongoing
GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy G: Reduce child abuse, abuse of at-risk youth and adults, elder abuse, and domestic violence					
Strategy Objective	Department	Measure	2020		2021
			Target	Actual	Target
2. Increase caseworker's face-to-face contacts with children in both out-of-home placements and at-home in child protection cases	Human Services	Added face-to-face contact data to a benchmark dashboard used to monitor practice for teleworking	Currently in place/Ongoing	Currently in place/Ongoing	Currently in place/Ongoing
	Human Services	Created screening tools for supervision to monitor benchmarks individually	Currently in place/Ongoing	Currently in place/Ongoing	Currently in place/Ongoing
	Human Services	Supervisors are monitoring contact numbers weekly through ROM and review with their caseworkers monthly in supervision by completing the benchmark screeners	Currently in place/Ongoing	Currently in place/Ongoing	Currently in place/Ongoing
	Human Services	Engaging parents, specifically fathers, in the D&N process to ensure children are available for face-to face contacts	Currently in place/Ongoing	Currently in place/Ongoing	Currently in place/Ongoing



GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy G: Reduce child abuse, abuse of at-risk youth and adults, elder abuse, and domestic violence					
Strategy Objective	Department	Measure	2020		2021
			Target	Actual	Target
3. Increase services for families to prevent the need for Department of Human Services' involvement	Human Services	Piloting Promising Practice programs for Child Welfare (Child First/Kinship Navigation)	Ongoing	Ongoing	1/1/2022
	Human Services	Support the State in having Differential Response become a Promising Practice	In Progress	In Progress	1/1/2022
	Human Services	Bringing an evidence-based assessment process for parent/child visit assessments	November 2020 introduced to Best Practices Court	June 2020/Partial	1/31/2021
	Human Services	Expand on the use of Medicaid for D&N cases	Ongoing	Ongoing	Ongoing
	Human Services	Continued partnership with the local RAE (CCHA) to determine global interventions for youth	Ongoing	Ongoing	Ongoing
	Human Services	Expand community tables to create a sense of partnership and equity in accountability for services and success among stakeholders	Ongoing	Ongoing	Ongoing
GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy G: Reduce child abuse, abuse of at-risk youth and adults, elder abuse, and domestic violence					
Strategy Objective	Department	Measure	2020		2021
			Target	Actual	Target
4. Expand outreach to the adult population including seniors and persons with disabilities	Human Services	While COVID-19 has reduced the ability to perform these functions, APS continues to conduct community outreach activities to include 7 different community education or training sessions as of August 31, 2020	Ongoing	8/31/2020	Ongoing
GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy G: Reduce child abuse, abuse of at-risk youth and adults, elder abuse, and domestic violence					
Strategy Objective	Department	Measure	2020		2021
			Target	Actual	Target
5. Support programs such as 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	Work with Not One More Child partners to create and share messages frequently for Child Abuse Prevention Month to promote messages of child abuse and neglect prevention and support for families	4/30/2020	4/30/2020	4/30/2021
	Human Services	Work closely with Not One More Child partners to collaborate on best practice to encourage reports of child abuse and neglect	Ongoing	Ongoing	Ongoing
	Human Services	Create a short video focused on key messaging of child abuse and neglect to be shared via social media channels and partner platforms	Sharing Ongoing	4/27/2020	Sharing Ongoing
	Human Services	Participate with the Colorado Partnership for Thriving Families with Illuminate Colorado	Ongoing	Ongoing	Ongoing
GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy G: Reduce child abuse, abuse of at-risk youth and adults, elder abuse, and domestic violence					
Strategy Objective	Department	Measure	2020		2021
			Target	Actual	Target
6. Work with community partners to reduce domestic violence (DV)	Human Services	Participate in the State workgroup to define in the Colorado Children's Code a definition of abuse and neglect regarding Domestic Violence			1/1/2021
	Human Services	Work toward a training plan to increase caseworkers' awareness and knowledge of DV dynamics in relationship to child safety			1/1/2021
	Human Services	Participate in the Human Trafficking Tasking Force specifically around adolescent safety	Ongoing	Ongoing	Ongoing



DHS Child Abuse Prevention Month



BUDGET SUMMARY

DEPARTMENT OF HUMAN SERVICES - FUND 4

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Taxes	14,655,563	18,555,563	18,823,558	18,823,558	19,123,937
Intergovernmental	57,136,040	57,444,690	61,695,082	61,695,082	61,000,082
Charges for Services	77,883	-	-	-	-
Contributions	4,100	4,100	5,000	5,000	-
Total Revenues	\$ 71,875,787	\$ 76,004,353	\$ 80,523,640	\$ 80,523,640	\$ 80,124,019
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	43,978,908	48,547,967	49,836,440	49,836,440	48,891,025
Operating and Maintenance	11,268,426	11,634,819	13,579,398	13,579,398	12,336,323
Charges for Services	6,596,481	6,805,640	6,118,445	6,118,445	6,034,120
Grants & Contributions	13,412,461	10,648,293	12,609,992	12,609,992	13,955,992
Intergovernmental	(1,456,396)	(1,632,908)	(1,354,211)	(1,354,211)	(1,372,811)
Capital Outlay	96,237	22,624	-	-	-
Total Expenditures	\$ 73,896,117	\$ 76,026,436	\$ 80,790,064	\$ 80,790,064	\$ 79,844,649
Estimated Beginning Fund Balance	3,636,611	1,616,281	1,594,198	1,594,198	1,327,774
Budgeted Changes to Fund Balance	(2,020,330)	(22,083)	(266,424)	(266,424)	279,370
Estimated Ending Fund Balance	\$ 1,616,281	\$ 1,594,198	\$ 1,327,774	\$ 1,327,774	\$ 1,607,144

Department of Human Services fund balance is anticipated to increase by 21.04%. As part of the Countywide plan, the County increased current year support to ensure adequate funding.

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
FTE Count	512	592	617	25	642
TOTAL FTEs	512	592	617	25	642



CAPITAL IMPROVEMENT FUND 6 AND DEBT

OVERVIEW

The Community Investment Fund is the County’s Capital Improvement 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	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Property Taxes	394	-	-	-	-
Sales Taxes	10,359,950	11,406,711	11,222,140	11,222,140	11,261,275
Other Taxes	551	(126)	-	-	-
Intergovernmental	5,353,241	4,910,507	-	-	-
Miscellaneous Revenue	-	-	781,657	781,657	-
Other Financing Sources	-	519	4,129,317	4,129,317	3,579,586
Total Revenues	\$ 15,714,136	\$ 16,317,611	\$ 16,133,114	\$ 16,133,114	\$ 14,840,861
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Operating and Maintenance	135,562	19,026	20,000	20,000	20,000
Charges for Services	14,791,638	16,599,342	16,089,045	16,089,045	14,129,397
Grants & Contributions	-	-	-	-	-
Intergovernmental	(27,035)	-	-	-	-
Total Expenditures	\$ 14,900,164	\$ 16,618,368	\$ 16,800,509	\$ 16,800,509	\$ 14,840,861
Estimated Beginning Fund Balance	472,109	\$ 1,286,081	\$ 985,324	\$ 985,324	\$ 317,929
Budgeted Changes to Fund Balance	813,972	(300,757)	(667,395)	(667,395)	-
Estimated Ending Fund Balance	\$ 1,286,081	\$ 985,324	\$ 317,929	\$ 317,929	\$ 317,929

There was no significant change to fund balance greater than 10% for the Capital Improvement Fund.



CAPITAL EXPENDITURES AND OPERATING IMPACTS

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. **Capital expenditures** are expenditures resulting in the acquisition of or addition to the County's fixed asset inventory. The Financial Road map shows ongoing capital expenditures, which include Facilities Critical Needs, Major Facility improvements, System upgrades, Community Services Department Parks Capital Projects, Fleet Hydraulic Lift/Light Fleet replacement, and Department of Public Works Capital Road and Bridge projects. All these expenditures are paid directly out of FUND 1 and FUND 2. 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.

DEBT – CERTIFICATE OF PARTICIPATION

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 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 a portion of 2007A.

During 2018, The County, through the El Paso County Facilities Corporation, issued \$28.38 million in Certificates of Participation Series 2018, which were dated May 10, 2018. The Series 2018 Certificates carry interest rates ranging from 4.00% to 5.00%, and mature December 1, 2029. This refinanced the remaining portion of the Series 2007A.

During 2020, The County, through the El Paso County Facilities Corporation, refunded Series 2008 Certificates and Series 2010A Certificates for a total of \$48.22 million, dated March 12, 2020. The 2020 series mature December 1, 2036.

Capital Lease Obligation: An agreement that conveys the right to use property, plant, or equipment, usually for a stated period of time.

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.

During 2019, the County, through the El Paso County Facilities Corporation, entered into a Direct Load Series 2019 Lease Purchase agreement in the amount of \$4,710,736 for various Fleet Equipment. The lease purchase will amortize over five years with principal amount amortizing semi-annually beginning December 1, 2019 with final payment due December 1, 2023.

Annual Capital Lease Obligation Schedule 2021-2025

		JP Morgan - 2019 Heavy Fleet		
		Principal	Interest	Total
2021	12/01/21	973,673	66,511	1,040,184
2022	12/01/22	995,357	44,827	1,040,184
2023	12/01/23	1,017,524	22,660	1,040,184
2024	12/01/24			0
2025	12/01/25			0
		2,986,554	133,998	3,120,552



ANNUAL LEASE OBLIGATION SCHEDULES

Annual COP Lease Obligation Schedule 2021-2036

		Series 2011 - CJC			Series 2012 Refi of 2003 and COR			Series 2016 Refi of 2007A		
		Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
	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
	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
	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
	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
	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
	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
	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
	06/01/28								58,988	
2028	12/01/28							2,115,000	58,988	2,232,975
	06/01/29								32,550	
2029	12/01/29							2,170,000	32,550	2,235,100
	06/01/30									
2030	12/01/30									
	06/01/31									
2031	12/01/31									
	06/01/32									
2032	12/01/32									
	06/01/33									
2033	12/01/33									
	06/01/34									
2034	12/01/34									
	06/01/35									
2035	12/01/35									
	06/01/36									
2036	12/01/36									
		17,835,000	3,468,213	21,303,213	3,840,000	377,500	4,217,500	17,945,000	2,159,425	20,104,425



Annual COP Lease Obligation Schedule 2021-2036

Series 2018 - Judicial Complex/Parking			Series 2020 - Refunding 2008 DHS & 2010 Strategic Moves			TOTAL		
Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
	580,125			720,775				
2,220,000	580,125	3,380,250	1,580,000	720,775	3,021,550	9,075,000	4,014,213	13,089,213
	524,625			681,275				
2,335,000	524,625	3,384,250	1,660,000	681,275	3,022,550	9,460,000	3,625,150	13,085,150
	466,250			639,775				
2,450,000	466,250	3,382,500	1,740,000	639,775	3,019,550	9,885,000	3,202,450	13,087,450
	429,500			596,275				
2,525,000	429,500	3,384,000	1,825,000	596,275	3,017,550	8,855,000	2,826,550	11,681,550
	366,375			550,650				
2,655,000	366,375	3,387,750	1,910,000	550,650	3,011,300	9,210,000	2,467,850	11,677,850
	300,000			531,550				
2,785,000	300,000	3,385,000	1,950,000	531,550	3,013,100	9,520,000	2,150,900	11,670,900
	230,375			502,300				
2,920,000	230,375	3,380,750	2,010,000	502,300	3,014,600	9,895,000	1,774,650	11,669,650
	157,375			452,050				
3,070,000	157,375	3,384,750	2,110,000	452,050	3,014,100	7,295,000	1,336,825	8,631,825
	80,625			399,300				
3,225,000	80,625	3,386,250	2,205,000	399,300	3,003,600	7,600,000	1,024,950	8,624,950
				344,175				
			2,150,000	344,175	2,838,350	2,150,000	688,350	2,838,350
				290,425				
			2,245,000	290,425	2,825,850	2,245,000	580,850	2,825,850
				234,300				
			2,360,000	234,300	2,828,600	2,360,000	468,600	2,828,600
				175,300				
			2,470,000	175,300	2,820,600	2,470,000	350,600	2,820,600
				125,900				
			2,570,000	125,900	2,821,800	2,570,000	251,800	2,821,800
				74,500				
			2,665,000	74,500	2,814,000	2,665,000	149,000	2,814,000
				21,200				
			1,060,000	21,200	1,102,400	1,060,000	42,400	1,102,400
24,185,000	6,270,500	30,455,500	32,510,000	12,679,500	45,189,500	96,315,000	24,955,138	121,270,138



CAPITAL EXPENDITURE PROJECTS FUND 1 and FUND 2 SUMMARY

The majority of Capital projects are funded through the General Fund (Fund 1) and the Road and Bridge Fund (Fund 2) and are listed in each of those Departments. A summary is listed below of these projects.

2021 Capital Projects Summary				
Department	Project	Fund	Operating Impacts	Cost
Community Services Department	El Paso Fairgrounds/Walkways	General -1	No	\$ 175,000
Community Services Department	Bear Creek Regional Restroom Replacement	General -1	No	\$ 450,000
Community Services Department	Hanson Trailhead Renovation	General -1	No	\$ 2,157,549
Community Services Department	Faclon Regional Park-Phase II	General -1	Yes*	\$ 955,134
Community Services Department	FoxRun Regional Trail	General -1	Yes*	\$ 200,000
Community Services Department	Santa Fe Open Space	General -1	No	\$ 165,000
Community Services Department	FoxRun Regional Park Renovations	General -1	No	\$ 479,000
Community Services Department	County Fairgrounds Barn Replacement	General -1	Yes*	\$ 650,000
Community Services Department	Ute Pass Regional Trail Expansion	General -1	Yes*	\$ 925,000
Public Works	Arnold Avenue Bridge Replacement	R&B -2	No	\$ 2,534,170
Public Works	Baptist/Hodgen/Roller Coaster Interseciton	R&B -2	No	\$ 3,440,000
Public Works	Bradley Road and Grinnel Blvd	R&B -2	No	\$ 500,000
Public Works	Broadband Master Plan	R&B -2	No	\$ 500,000
Public Works	Callan Hwy Bridge Replacement	R&B -2	No	\$ 3,450,000
Public Works	Charter Oaks Ranch Road	R&B -2	No	\$ 15,500,000
Public Works	Elbert Road Bridge Rehabilitation	R&B -2	No	\$ 750,000
Public Works	El Paso County Wetlands Bank	R&B -2	No	\$ 723,000
Public Works	Falcon Park & Ride/Meridian Extension/US 24 Improvements	R&B -2	No	\$ 13,824,988
Public Works	Fountain Mesa, Cabller Dr, Fortman Ave	R&B -2	No	\$ 2,400,000
Public Works	Brinnell-Fontain Intersection Improvements	R&B -2	No	\$ 885,355
Public Works	Haul Route Study/Impact Fee	R&B -2	No	\$ 400,000
Public Works	Highway 105 Widening	R&B -2	No	\$ 40,000,000
Public Works	Jimmy Camp Creek Drainage Basin Study	R&B -2	No	\$ 400,000
Public Works	Major Transportation Corridor Plan update	R&B -2	No	\$ 700,000
Public Works	Peyton Infrastructure Improvements	R&B -2	No	TBD
Public Works	Rex/Meridian Intersection	R&B -2	No	TBD
Public Works	Sand Creek Drainage Basin Planning Study	R&B -2	No	\$ 250,000
Public Works	Struthers-North Gate Stormwater	R&B -2	No	\$ 2,185,000
* See Department for Operating Impacts			Total	\$ 94,599,196



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	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Sales Taxes	18,286,430	20,116,424	23,776,218	18,076,218	24,163,632
Intergovernmental	75,398	-	-	-	-
Charges for Services	21,914,891	26,312,450	25,258,698	27,958,698	25,878,725
Miscellaneous Revenue	10,019	11,335	-	-	-
Other Financing Sources	408,420	227,206	85,000	214,852	85,000
Total Revenues	\$ 40,695,158	\$ 46,667,415	\$ 49,119,916	\$ 46,249,768	\$ 50,127,357
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	27,792,276	30,555,856	33,056,485	33,056,485	33,917,187
Operating and Maintenance	8,721,094	8,507,356	11,008,600	11,138,452	11,373,736
Charges for Services	1,786,233	2,254,193	2,867,756	2,867,756	2,836,584
Grants & Contributions	1,828,461	2,322,382	1,702,845	1,702,845	1,819,655
Capital Outlay	-	-	-	-	-
Total Expenditures	\$ 40,128,063	\$ 43,639,787	\$ 48,635,686	\$ 48,765,538	\$ 49,947,162
Estimated Beginning Fund Balance	10,014,040	\$ 10,581,134	\$ 13,608,763	\$ 13,608,763	\$ 11,092,993
Budgeted Changes to Fund Balance	567,094	3,027,629	484,230	(2,515,770)	180,195
Estimated Ending Fund Balance	\$ 10,581,134	\$ 13,608,763	\$ 14,092,993	\$ 11,092,993	\$ 11,273,188

There was no significant change to fund balance greater than 10% for Self-Insurance Fund.



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. Conservation Trust Funds are 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	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	1,419,162	1,643,599	1,399,025	1,399,025	1,406,525
Miscellaneous Revenue	9,959	15,281	7,500	7,500	-
Total Revenues	\$ 1,429,121	\$ 1,658,880	\$ 1,406,525	\$ 1,406,525	\$ 1,406,525
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	1,126,830	1,209,734	1,264,673	1,264,673	1,279,902
Operating and Maintenance	147,535	145,777	141,400	228,640	126,171
Charges for Services	452	452	452	452	452
Grants & Contributions	268,994	25,549	-	-	-
Capital Outlay	-	-	-	83,818	-
Total Expenditures	\$ 1,543,812	\$ 1,381,512	\$ 1,406,525	\$ 1,577,583	\$ 1,406,525
Estimated Beginning Fund Balance	820,554	\$ 705,864	\$ 983,231	\$ 983,231	\$ 812,173
Budgeted Changes to Fund Balance	(114,690)	277,368	-	(171,058)	-
Estimated Ending Fund Balance	\$ 705,864	\$ 983,231	\$ 983,231	\$ 812,173	\$ 812,173

There was no significant change to fund balance greater than 10% for Conservation Trust Fund.

FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
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	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	157,829	88,217	100,000	100,000	100,000
Total Revenues	\$ 157,829	\$ 88,217	\$ 100,000	\$ 100,000	\$ 100,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Grants & Contributions	21,152	114,342	100,000	100,000	100,000
Total Expenditures	\$ 21,152	\$ 114,342	\$ 100,000	\$ 100,000	\$ 100,000
Estimated Beginning Fund Balance	134,245	\$ 270,922	\$ 244,797	\$ 244,797	\$ 244,797
Budgeted Changes to Fund Balance	136,677	(26,125)	-	-	-
Estimated Ending Fund Balance	\$ 270,922	\$ 244,797	\$ 244,797	\$ 244,797	\$ 244,797

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.

OPERATING INDICATORS

OPERATING INDICATORS				
	2018 Actual	2019 Actual	2020 Estimated	2020 Projected
Household chemical waste programs/days open	270	269	271	271
Yard waste collection programs/days	88	86	88	88
Black Forest wildfire mitigation mulch programs	152	150	152	152

BUDGET SUMMARY

HOUSEHOLD HAZARDOUS WASTE MANAGEMENT - FUND 22

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Charges for Services	1,213,548	1,321,430	1,200,000	1,200,000	1,210,000
Miscellaneous Revenue	61,115	44,343	38,000	38,000	28,000
Total Revenues	\$ 1,274,663	\$ 1,365,774	\$ 1,238,000	\$ 1,238,000	\$ 1,238,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Personnel	437,562	468,753	487,194	473,194	468,150
Operating and Maintenance	745,089	780,866	708,908	869,318	767,850
Charges for Services	6,145	2,760	41,898	3,000	2,000
Total Expenditures	\$ 1,188,797	\$ 1,252,378	\$ 1,238,000	\$ 1,428,000	\$ 1,238,000
Estimated Beginning Fund Balance	921,637	\$ 1,007,504	\$ 1,120,899	\$ 1,120,899	\$ 930,899
Budgeted Changes to Fund Balance	85,867	113,395	-	(190,000)	-
Estimated Ending Fund Balance	\$ 1,007,504	\$ 1,120,899	\$ 1,120,899	\$ 930,899	\$ 930,899

There was no significant change to fund balance greater than 10% for Household Hazardous Waste Fund.



FULL-TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2018	2019	2020	2020 Revised	2021
Total FTE Count	4	5	5	-	5
TOTAL FTEs	4	5	5	-	5



LOCAL IMPROVEMENT DISTRICTS FUND 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.

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

FALCON VISTA ACQUISITION LID - FUND 75

REVENUES					
Revenues by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Intergovernmental	211,523	73,248	73,000	73,000	73,000
Miscellaneous Revenue	2,803	1,856	2,000	2,000	2,000
Total Revenues	\$ 214,325	\$ 75,104	\$ 75,000	\$ 75,000	\$ 75,000
EXPENDITURES					
Expenditures by Category	2018 Actual	2019 Actual	2020 OAB	2020 Revised	2021 OAB
Charges for Services	3,613	1,099	1,500	1,500	1,500
Non-Operating Expense	244,977	92,790	73,500	73,500	73,500
Total Expenditures	\$ 248,590	\$ 93,889	\$ 75,000	\$ 75,000	\$ 75,000
Estimated Beginning Fund Balance	104,798	\$ 70,534	\$ 51,749	\$ 51,749	\$ 51,749
Budgeted Changes to Fund Balance	(34,264)	(18,785)	-	-	-
Estimated Ending Fund Balance	\$ 70,534	\$ 51,749	\$ 51,749	\$ 51,749	\$ 51,749

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	2018 Authorized	2019 Authorized	2020 Authorized	2020 Adj +/-	2021 Authorized
Elected Offices					
County Commissioners	5	5	5	-	5
County Assessor	53	53	53	-	53
County Clerk & Recorder - Operations	25	24	24	-	24
Motor Vehicle	90	90	90	-	90
Elections	10	10	10	-	10
Driver's Licenses	9	9	9	-	9
Recording	11	11	11	-	11
Clerk to the Board	3	3	3	-	3
County Coroner	25	26	26	-	26
County Sheriff - Operations	126	196	196	-	196
Detentions	452	379	381	-	381
Fountain Dispatch	12	12	12	-	12
Work Release	8	8	8	-	8
Gateway	4	5	5	-	5
Concealed Handgun Program	5	5	6	-	6
800 MHz	2	2	2	-	2
Reintegration and Recovery (Unres w/Benefits)	4	3	3	-	3
Restricted - PR Bond	-	-	-	-	-
Restricted - VALE/VOCA	3	3	3	-	3
Restricted - Co Responder Grant	-	1	1	-	1
Restricted - Public Safety Tax	192	191	174	-	174
Unrestricted General Fund - Frozen	-	-	11	-	11
Security	-	37	37	6	43
County Treasurer	19	19	19	(1)	18
Public - Trustee	6	5	3	1	4
County Attorney - General Fund	13	13	14	2	16
Department of Human Services	26	27	30	2	32
District Attorney - EPC Funded	213	219	219	7	226
Teller County Funded	4	4	4	-	4
Grant Funded	8	8	8	2	10
BoCC Administration	3	2	2	-	2
County Strategic Initiatives Division	-	7	7	-	7
Office of Emergency Management (OEM)/Hazmat	9	10	10	-	10
Human Resources & Risk Management Department	21	24	24	3	27
Planning and Community Development Department	29	29	30	-	30



FULL-TIME EQUIVALENT POSITIONS (FTE'S), Continued					
Department/Division	2018 Authorized	2019 Authorized	2020 Authorized	2020 Adj +/-	2021 Authorized
Department of Human Services					
Human Services - General	544	592	617	25	642
Senior Services	1	-	-	-	-
Financial Services Department					
Budget	20	14	14	1	15
Finance	51	53	53	-	53
Employee Benefits/Medical Services	7	7	7	-	7
Contracts and Procurement	9	10	10	-	10
Public Information Office Department	11	10	10	-	10
Information Technology Department	73	77	77	-	77
Economic Development Department					
Economic Development	6	6	6	-	6
Small Business Development Center	3	3	3	1	4
Facilities & Strategic Infrastructure Mgmt Department					
Facilities	59	60	51	4	55
Parking	42	5	5	-	5
Fire and Flood Recovery	-	-	-	-	-
American Disabilitiy Act (ADA)	3	2	2	-	2
Community Services Department (CSD)					
Parks and Community Resources	23	24	26	-	26
Parks Special Events - Fair	2	2	2	-	2
Environmental Services	5	5	5	-	5
Justice Services/Community Corrections	3	3	3	-	3
Criminal Justice Planner	1	1	1	-	1
PR Bond Program	8	9	11	1	12
CSU Extension	3	-	-	-	-
Veterans Services	7	7	9	-	9
Parks - Restricted Conservation Trust	16	16	16	-	16
Household Hazardous Waste	4	5	5	-	5
Departmenty of Public Works (DPW)					
Fleet Services	34	36	36	-	36
Road and Bridge	194	212	212	(30)	182
Engineering	-	-	-	38	38
Other					
Health and Environment	148	158	158	22	180
Pikes Peak Workforce Center	48	49	41	7	48
Pension Trust/Retirement	3	3	3	-	3
TOTAL FTE's	2,718	2,809	2,823	91	2,914

Department FTE additions totaled 91: The major changes are as follows:

- Security added 6 positions
- Human Resources added 3 FTEs
- Department of Human Services had an increase of 25 FTEs for additional child welfare caseworkers and Core Services program administration personnel



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- Facilities had an increase of 4 FTEs
- Pikes Peak Workforce had an increase of 7 FTEs
- Road and Bridge moved FTEs to Engineering for a total of 38 FTEs
- Public Health added 22 FTEs to assist with the additional workload from the COVID-19 pandemic



STATISTICAL INFORMATION

El Paso County Demographic and Economic Indicators

Median Household Income (in 2019 dollars)	\$68,779
Median Value of Owner –Occupied Housing Units 2015-2019	\$275,000
Households 2015-2019	257,507
High School Graduate or Higher, percent of age 25+ 2015-2019	94.8%
Bachelor’s Degree or Higher, percent of age 25+ 2015-2019	38.5%
Total Employer Establishments 2018	17,882
Total Employment 2018	246,115
Mean Travel Time to Work (minutes) age 16+ 2015-2019	23.7

Source: United States Census Bureau

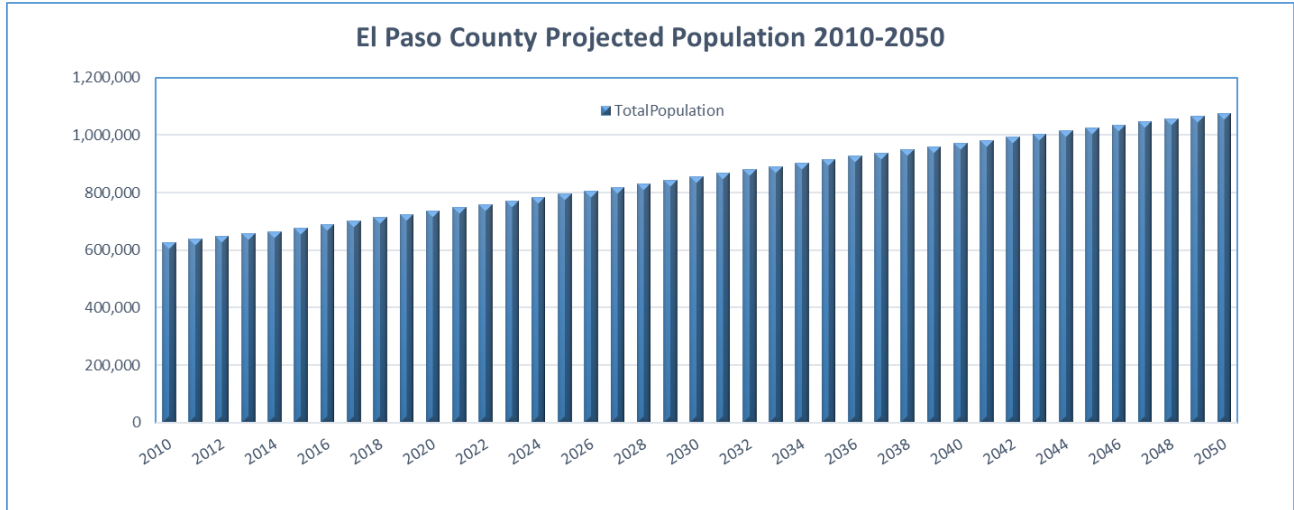
El Paso County Demographics

Race	2018	2019	2020
American Indian non Hispanic	8,500	8,661	8,816
Asian non Hispanic	31,401	32,722	34,038
Black non Hispanic	46,782	47,810	48,805
Hispanic	122,997	127,326	131,657
White non Hispanic	504,715	509,585	514,040
Total	714,395	726,104	737,356

Source: Colorado Department of Local Affairs



Source: Colorado Department of Local Affairs

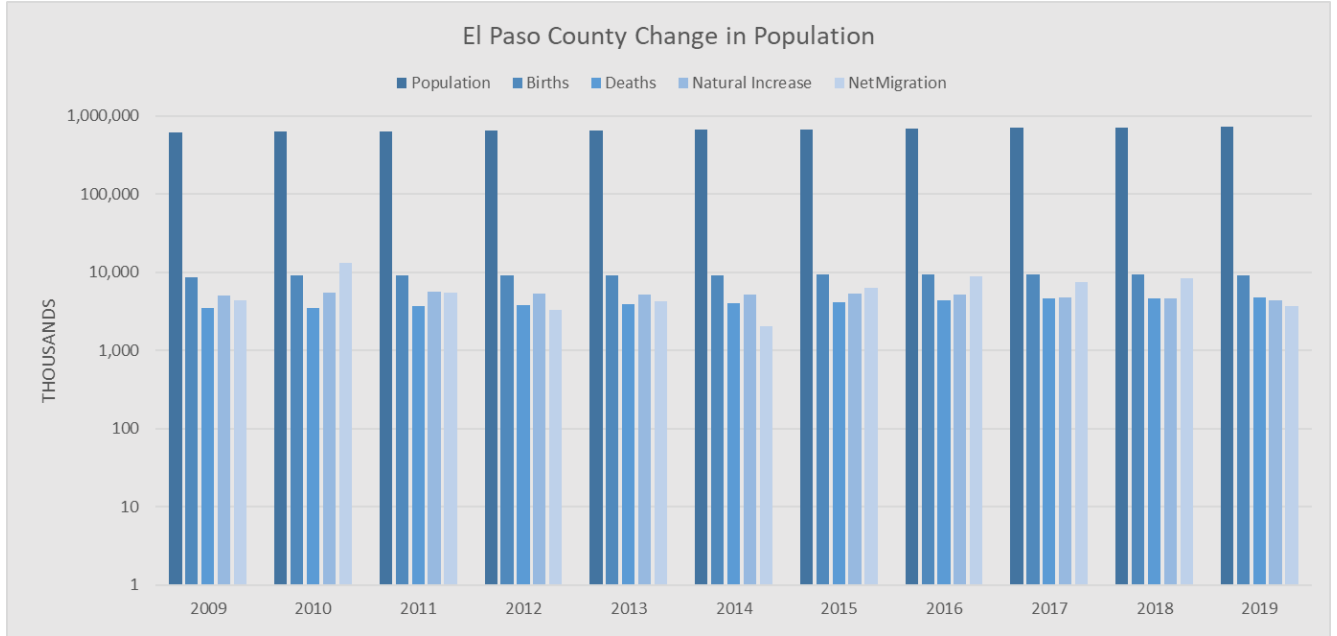


Source: Colorado Department of Local Affairs

**El Paso County - Labor Force Participation by Age
2014-2021**

AGE	2014	2015	2016	2017	2018	2019	2020	2021
16 to 19	14,344	13,905	13,794	13,821	13,828	13,803	13,698	13,610
20 to 24	29,382	29,878	30,862	32,065	32,243	32,485	32,610	32,747
25 to 34	64,233	64,827	67,223	71,004	73,973	77,245	80,232	82,645
35 to 44	60,510	60,589	61,498	63,825	64,888	65,810	67,033	69,133
45 to 54	73,238	71,325	71,078	71,558	69,993	68,456	67,348	66,767
55 to 64	52,359	53,914	56,177	59,556	60,444	61,179	61,349	60,966
65 and over	15,034	16,043	17,225	18,706	19,521	20,339	21,205	22,103

Source: Colorado Department of Local Affairs



Source: Colorado Department of Local Affairs

Area Name	2013	2014	2015	2016	2017	2018	2019
COLORADO STATE	5,272,942	5,352,866	5,454,707	5,542,951	5,616,567	5,694,311	5,763,976
EL PASO	656,763	663,957	675,663	689,577	701,544	714,398	722,493
Calhan	806	805	809	820	826	831	832
Colorado Springs	439,133	443,167	450,505	459,791	466,280	473,928	477,975
Fountain	28,002	28,443	28,925	29,511	29,961	30,618	30,928
Grn Mtn. Falls (Part)	814	817	821	839	843	864	908
Manitou Springs	5,223	5,209	5,238	5,290	5,326	5,448	5,459
Monument	5,933	6,009	6,125	6,266	6,840	6,997	7,582
Palmer Lake	2,557	2,588	2,636	2,695	2,727	2,793	2,893
Ramah	126	126	127	128	129	130	131
Unincorp. Area	174,169	176,793	180,477	184,237	188,612	192,789	195,813

Source: Colorado Department of Local Affairs

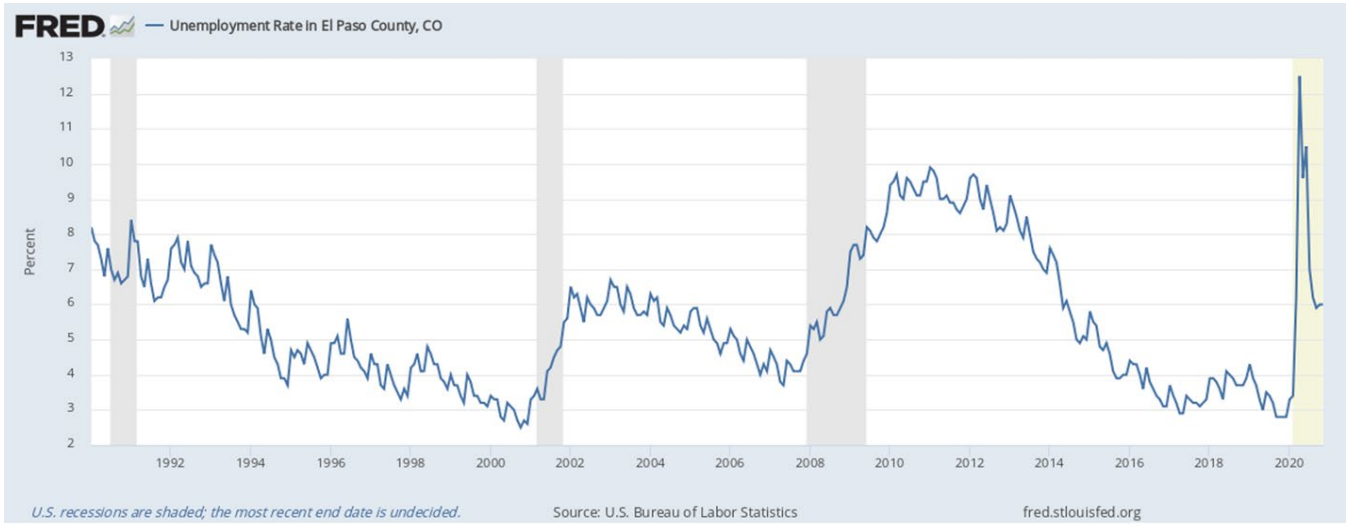


El Paso County 2015-2019 Median Household Income				
Subject	Households Estimate	Families Estimate	Married-couple families Estimate	Nonfamily households Estimate
Total	257,507	175,552	137,813	81,955
Less than \$10,000	4.5%	2.9%	0.9%	9.3%
\$10,000 to \$14,999	3.3%	1.6%	0.7%	7.1%
\$15,000 to \$24,999	7.4%	4.6%	2.7%	14.1%
\$25,000 to \$34,999	8.1%	6.0%	4.4%	13.1%
\$35,000 to \$49,999	12.0%	10.5%	9.0%	15.7%
\$50,000 to \$74,999	18.9%	19.4%	18.8%	18.8%
\$75,000 to \$99,999	14.3%	15.9%	17.1%	9.7%
\$100,000 to \$149,999	17.4%	20.7%	24.1%	8.6%
\$150,000 to \$199,999	7.4%	9.6%	11.7%	2.0%
\$200,000 or more	6.6%	8.7%	10.6%	1.7%
Median income (dollars)	68,779	81,957	94,347	40,508

Source: U.S. Census Bureau, 2015-2019 American Community Survey 5-Year Estimates

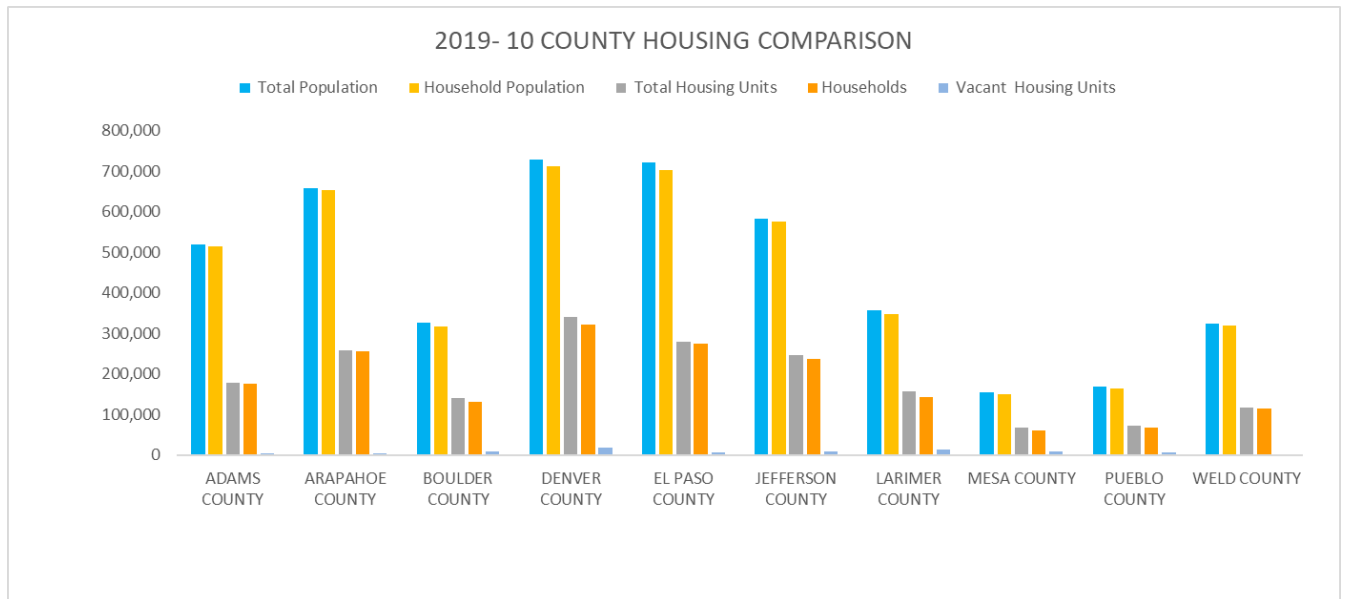


El Paso County 2021 Adopted Budget



Source: US Bureau of Labor Statistics. Federal Resource Economic Data (FRED)

Historical Unemployment Rate in El Paso County



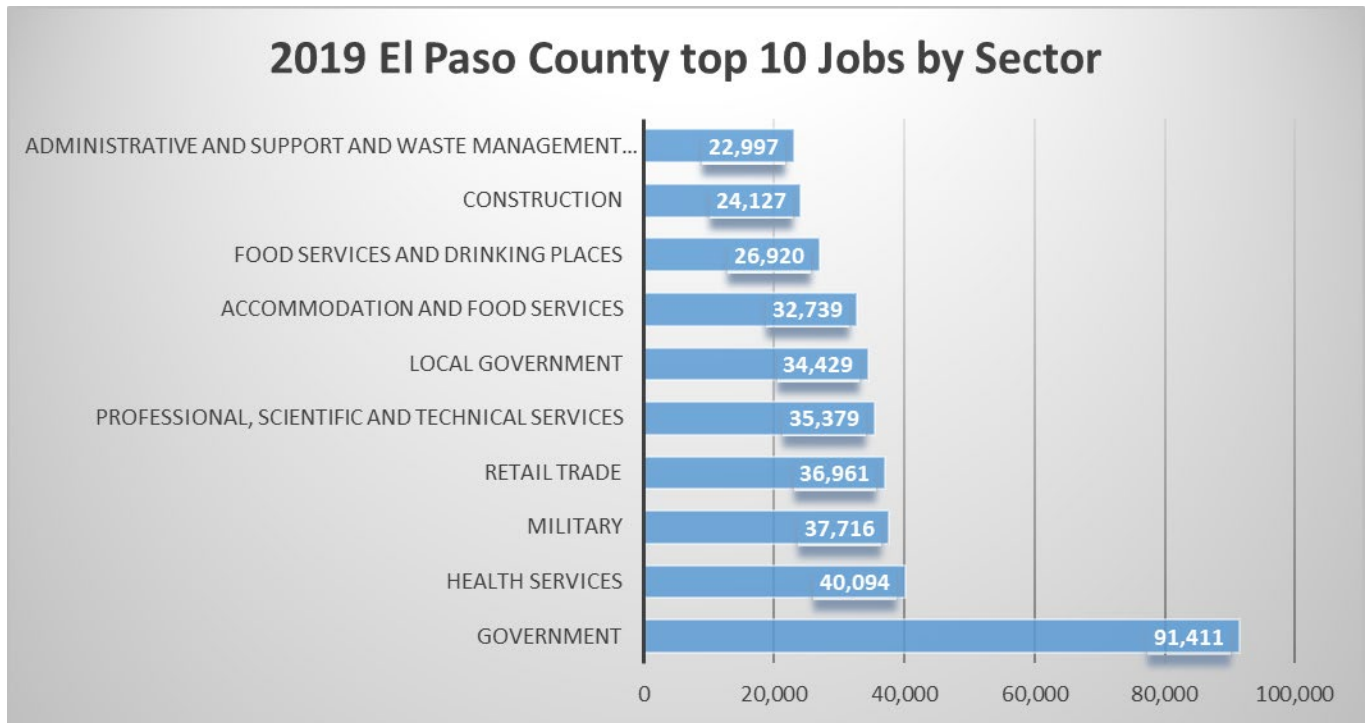
Source: Colorado Department of Local Affairs



El Paso County - Municipalities 2019

PLACE	Total Population	Household Population	Total Housing Units	Occupied Housing Units	Vacant Housing Units
Calhan	832	832	353	331	22
Colorado Springs	477,975	467,555	195,393	191,904	3,489
Fountain	30,928	30,928	10,666	10,439	227
Green Mtn. Falls (Part)	880	856	600	429	171
Manitou Springs	5,459	5,426	2,910	2,740	170
Monument	7,582	7,582	2,457	2,443	14
Palmer Lake	2,893	2,890	1,227	1,142	85
Ramah	131	131	69	60	9
Unincorp. Area	195,813	185,269	65,354	64,359	995

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 FTEs. 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, telecom 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

Pandemic: disease prevalent over a whole country or world.

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.

X

Y

Z



VII. APPENDIX SECTION



APPENDIX A

BUDGET POLICY

<u>Document:</u> AFS-2016-P01	<u>Title:</u> Budget Process Policy	<u>BoCC Approval:</u> June 28, 2016
<u>Effective Date:</u> June 28, 2016	<u>Reviewed By:</u> Sherri Cassidy, County Controller Lori Cleaton, Budget Manager Nikki Simmons, Finance Manager	<u>Reassessment:</u> Annually
<u>Standard:</u> Local Government Budget Law of Colorado Revised Statutes (C.R.S. §29-1-101 through 115)	<u>Approved By:</u> Nicola Sapp, Chief Financial and Administrative Officer	<u>Administration Approval:</u> 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 Countywide 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, then 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 at 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

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El Paso County, CO



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RESOLUTION NO. 20-425

**BOARD OF COUNTY COMMISSIONERS
OF THE COUNTY OF EL PASO, STATE OF COLORADO**

RESOLUTION TO ADOPT AND APPROPRIATE THE 2021 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 2020 by December 15, 2020; and

WHEREAS, the 2021 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 2021 was submitted by the County Controller to the Board of County Commissioners on October 6, 2020, 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 2021 budget has been open for inspection by the public since October 6, 2020; and

WHEREAS, public hearings were held by the Board of County Commissioners on October 6, 2020, October 20, 2020, October 22, 2020, and November 17, 2020 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 2021 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 2021 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, the County Treasurer requests authorization to make transfers between the General Fund, Road and Bridge Fund, Human Services Fund, Capital Improvement Fund, Self Insurance Fund, Conservation Trust Fund and Household Hazardous Waste Fund from backup provided by the 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 2021, will be required to follow all El Paso County Policy and Procedures as adopted by the Board of County Commissioners; 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 2021 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 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 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 2021, including 2020 taxes payable in 2021 for the purposes of defraying all necessary expenditures and liabilities for El Paso County for the fiscal year 2021 as summarized in Attachment A, as set forth in said budget.

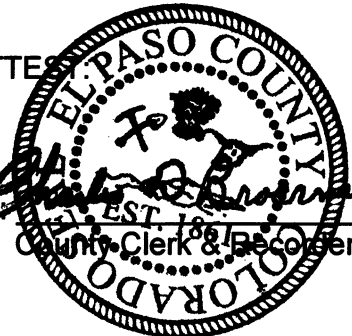
El Paso County Funds	Appropriated Amount
001 General Unrestricted	\$162,758,071
001 General Restricted	69,740,656
002 Road and Bridge	25,558,850
003 Road and Bridge Escrow	1,100,354
004 Human Services	79,844,649
006 Capital Improvement	14,840,861
012 Self Insurance	49,947,162
015 Conservation Trust	1,406,525
019 School Trust Fund	100,000
022 Household Hazardous Waste	1,238,000
075 Falcon Vista LID	75,000
 Grand Total	 \$406,610,128


BE IT FURTHER RESOLVED that the County Treasurer requests authorization to make transfers between the General Fund, Road and Bridge Fund, Human Services Fund, Capital Improvement Fund, Self Insurance Fund, Conservation Trust Fund and Household Hazardous Waste Fund from backup provided by the 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.

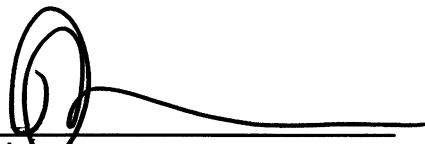
DONE THIS 8th day of December 2020, at Colorado Springs, Colorado.

ATTEST



By: 
County Clerk & Recorder

BOARD OF COUNTY COMMISSIONERS
EL PASO COUNTY, COLORADO

By: 
Chair

BOCC



RESOLUTION NO. 20-426

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 2020 PROPERTY TAXES PAYABLE IN 2021 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 real taxable property in the County of El Paso for the year 2020 (for taxes to be collected in the year 2021) in the total amount of \$7,923,221,917; 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 0.065 mills in the amount of \$516,981; and

WHEREAS, the Board of County Commissioners has the discretion to allocate the levy of 8.161 mills plus 0.065 mills from abatements, less a temporary mill levy reduction of 0.141 mills for a total of 8.085 mills among the various funds of the County, which funds for the year 2021 are the General Fund, the Road and Bridge Fund, and the Road and Bridge Escrow Fund; and

WHEREAS, the Board of County Commissioners is refunding the 2019 revenues in excess of the 2019 TABOR limit of \$3,113,796 through a temporary mill levy credit of 0.393 mills, which shall all be paid from the General Fund; and

WHEREAS, in addition to revenues collected from the levy upon all such taxable property in the amount of \$60,945,423, less the temporary TABOR credit of \$3,113,796; 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 2021 are anticipated in the amount of \$7,182,997; 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, Capital Improvement 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 2021:

Section 1: It is hereby certified to the El Paso County Assessor a levy for the year 2020 payable in 2021 of 8.085 mills, which includes a temporary mill levy reduction of 0.141 mills, upon the total valuation of all taxable property located in El Paso County; and

Section 2: It is hereby certified to the El Paso County Assessor a temporary mill levy credit of 0.393 mills from 2019 excess revenue, payable from the General Fund of the County; and

Section 3: The abatement mill of 0.065 in the amount of \$516,981 shall be posted against collections for the General Fund; and

Section 4: The levy shall be certified to the El Paso County Assessor for the various funds of the County as follows:

General Fund (Includes Temporary Mill Levy Reduction)	7.755
TABOR Credit – General Fund	(0.393)
<u>Road & Bridge and Escrow Fund</u>	<u>0.330</u>

Total 7.692 mills

Section 5: 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 all Specific Ownership Tax collected to the Road and Bridge 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.

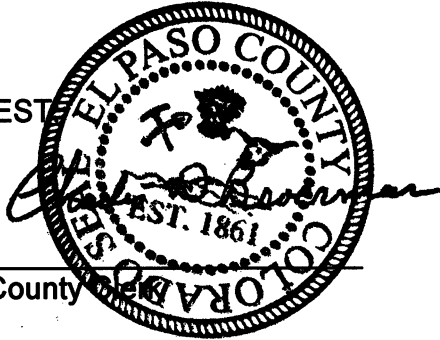
DONE THIS 8th day of December 2020 at Colorado Springs, Colorado.

BOARD OF COUNTY COMMISSIONERS
OF EL PASO COUNTY, COLORADO

ATTEST

By: _____

County _____



By: _____

Chair

A handwritten signature in black ink, consisting of several loops and a long horizontal stroke, is written over a horizontal line. The signature is positioned to the right of the 'By:' label.

BOCC

RESOLUTION NO. 20-427

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 2021 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 2021 budget are planned transfers representing direct bills or use of one time funds between funds, including the General, Road and Bridge, Human Services, Capital Improvement, 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	\$162,758,071
001 General Restricted	69,740,656
002 Road and Bridge	25,558,850
004 Human Services	79,844,649
006 Capital Improvement	14,840,861
012 Self Insurance	49,947,162
015 Conservation Trust	1,406,525
022 Household Hazardous Waste	1,238,000

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, Capital Improvement, 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 Financial Services.


DONE THIS 8th day of December, 2020, at Colorado Springs, Colorado.

ATTEST:

By: _____
County Clerk and Recorder



BOARD OF COUNTY COMMISSIONERS
OF EL PASO COUNTY, COLORADO

By: 
Chair