

EL PASO COUNTY, COLORADO

2022 ADOPTED BUDGET





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**El Paso County
Colorado**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morill

Executive Director



2022 Adopted Budget El Paso County Colorado

Prepared for:

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

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Carrie Geitner, District 2, Commissioner
Stan VanderWerf, District 3, Commissioner
Longinos Gonzalez, Jr., District 4, Commissioner
Cami Bremer, District 5, Commissioner

Bret Waters, County Administrator
Kenneth Hodges, Assistant County Administrator

With the Cooperation of the 2022 Elected Officials:

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BUDGET MESSAGE

January 28, 2022

Dear Board of County Commissioners and El Paso County Residents:

El Paso County used a proactive approach to its 2022 budget process, focusing on economic sustainability and strategic investments during unprecedented times. The County uses a robust and transparent multi-year budgetary approach to address critical needs, increased service demands, population growth, and legislative mandates. This budgetary philosophy served the organization and community well as the COVID-19 pandemic stressed resources, residents, services, and staff. The organization had the financial health to offer uninterrupted services when citizens needed them the most. The community benefited because our fiscal foresight meant that American Rescue Plan Act funds were used to help residents and businesses recover from the pandemic instead of rescuing our organization.

That's not to say that El Paso County doesn't face fiscal challenges. This, and future budgets, must continue to address operational needs, capital backlogs, and facilitate responsible growth.

A step forward that addressed a portion of the County's fiscal challenges was the passage of the dedicated 0.23% Public Safety Sales and Use Tax, effective in budget year 2013. Before voters approved this dedicated funding stream, critical Sheriff's Office needs represented over 80% of the County's entire operational budget. Our citizens' trust in the organization allowed the Sheriff's Office to be more self-sufficient, which freed resources to address many other budgetary challenges. In 2018, voters extended the dedicated Public Safety Sales & Use Tax before its sunset on December 31, 2020. With continued strong sales tax collections, staff anticipates 4% growth in the Public Safety Sales & Use Tax in 2022.

For all of its benefits, the Taxpayer Bill of Rights (TABOR) has placed downward pressure on the County's ability to address other budgetary needs. The year 2016 was the first year in more than a decade where the County could address the growing backlog of operational requirements accumulating through previous 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 revenue exceeding the previous County revenue cap, which had been "ratcheted down" due to the economic downturn from the Great Recession.

Due to the continued strong recovery from the Great Recession, in 2020, the County refunded the 2018 TABOR overage of \$4,025,078 through a temporary mill levy credit paid from the General Fund. In 2021, the County refunded the 2019 TABOR overage of \$3,113,796. TABOR limits will continue to affect our revenue collections for the foreseeable future. The County already imposed a temporary mill levy credit of 0.754 mills to refund \$7,118,793 over the 2020 TABOR cap, paid from the General Fund. For this upcoming year, the County had to issue another temporary mill levy reduction of 0.841 to adjust for the TABOR cap in 2022. This will impact the amount of property tax collected by the County for 2022, which is already the lowest of the ten largest Colorado counties.



For the 2022 budget, the County invested in human capital, critical infrastructure and road needs, and operations. The overall 2022 El Paso County budget is a total of \$512,926,360, a 26% increase over 2021, largely due to the \$69.9 million in ARPA pandemic recovery funding to be received in 2022, which is restricted and not for general discretionary use. When these one-time additional funds are excluded, our on-going 2022 budget is actually a 9% increase over 2021. The 2022 budget addresses over \$30.3 million of our critical needs funded primarily with 2021 operational savings. In addition, the budget allocates \$14 million in high-impact road infrastructure, an increase of \$7.5 million to all departments and offices for a 3.5% cost of living increase, \$3.0 million for critical facility and capital needs, and \$4.2 million for various departmental staffing and operational needs.

In 2021, our revenues increased more than anticipated, so for 2022 we have budgeted total revenue of \$511,286,431, or overall revenue growth of 27.8% over 2021's budget. However, this is largely due to the \$69.9 million in ARPA pandemic recovery funding in 2022 which is restricted in use. Without these one-time restricted funds in 2022, our revenues increased 10% from 2021. Our largest increases in revenue are in the areas of Sales Tax and revenue from the State such as Human Services, Highway User Tax, and Community Corrections. As long as these continue to outpace our revenue cap, we will have to refund this overage to businesses and homeowners. In 2021, a ballot question was brought to the voters to ask to retain the 2021 additional revenue in 2021 and in future years by resetting the base revenue amount to which TABOR limitations on spending are calculated but continuing to apply the TABOR limitations on spending each year. In the election, this ballot issue was rejected by the voters. While overall revenue is projected to increase in the 2022 budget, TABOR limitations will result in a substantial TABOR overage and limit the ability to address future critical needs, projects, and infrastructure to keep pace with the County's steady growth and we anticipate continued future TABOR refunds. The County's budget and financial forecast anticipates these needs, focuses on responsible development, and allows for continued additional expenditures for necessary infrastructure improvements, human capital investment, and increased investment in road infrastructure.

The investment in Human Capital continues to be a primary focus for all County departments and offices due to higher than typical personnel turnover and rising costs for hiring and training new workers over the past few years. In 2015, a salary survey was conducted 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 year, County Administration will conduct another salary survey to address current personnel needs. Some of these needs have been addressed in our Financial Forecast for the 2022 budget with a 3.5% personnel cost of living increase for each department and office, and we continue to plan for further investment through budget year 2026 and ongoing.

The Financial Services Department continues to use conservative revenue projections, optimize revenue sources available through state, federal and other grant opportunities and review all expenditures 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 and infrastructure. The County's budget and financial forecast 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 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 also assessing impacts for the next 20-30 years. We are still feeling the operational impacts of several years of budget reductions due to the Great Recession, as well as emergencies, but every effort is made to deliver high quality services to our citizens within the available resources. In this respect, considerable attention will be necessary in the short-term, as well as long-term, to monitor and address the limitations of our allowable revenue growth under TABOR, to fulfill the current and future critical needs of the County and its citizens. El Paso County operates within our allowable revenue sources and is working diligently to retain as much funding in emergency reserves and operational savings as possible. El Paso County Financial Services is committed to providing sound and viable financial options in order to 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 2017-2021 for its annual budget. 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, County Administration, Countywide Elected Officials, Executive Directors and their support staff and especially the staff of the Financial Services Department, Budget Division, that I submit the 2022 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 (2022)	748,098
	Land Area	2,158 square miles
	Lane Miles of Roads, Drainage, Bridges and ROW	2,100+



ACCORDING TO THE COUNTY'S 2020 COMPREHENSIVE ANNUAL FINANCIAL REPORT, THE TOP TEN EMPLOYERS IN THE COUNTY ARE:

RANK#	EMPLOYER	% OF COUNTY EMPLOYMENT
1	FORT CARSON	8.99%
2	UNITED STATES AIR FORCE ACADEMY	2.57%
3	SCHRIEVER AIR FORCE BASE	2.06%
4	PETERSON AIR FORCE BASE	1.65%
5	UCHEALTH MEMORIAL HEALTH SERVICES	1.65%
6	PENROSE-ST. FRANCIS HEALTH SERVICES	1.18%
7	SCHOOL DISTRICT 11 - COLORADO SPRINGS	1.15%
8	SCHOOL DISTRICT 20 – AIR ACADEMY	1.00%
9	EL PASO COUNTY	0.94%
10	CITY OF COLORADO SPRINGS	0.69%



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 2022 Adopted Budget

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 and the United States Olympic & Paralympic Museum, the Broadmoor World Arena, Minor League Baseball, NCAA Division I Hockey and Basketball, the world-famous Pikes Peak International Hill Climb and much more. This year the Colorado Springs Switchbacks FC opened Weidner Field, a new 8,000-seat downtown soccer stadium.



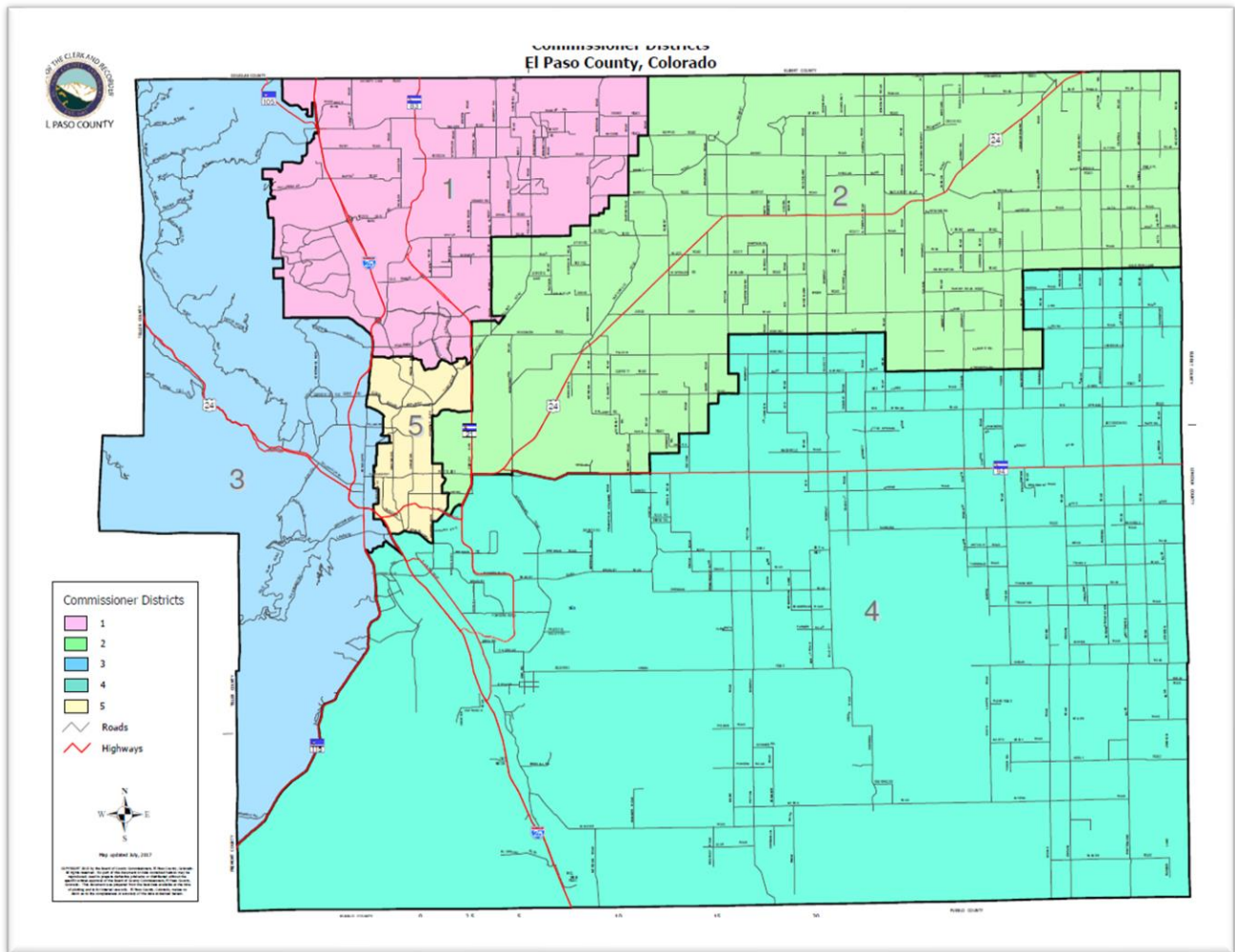


BOARD OF COUNTY COMMISSIONERS

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



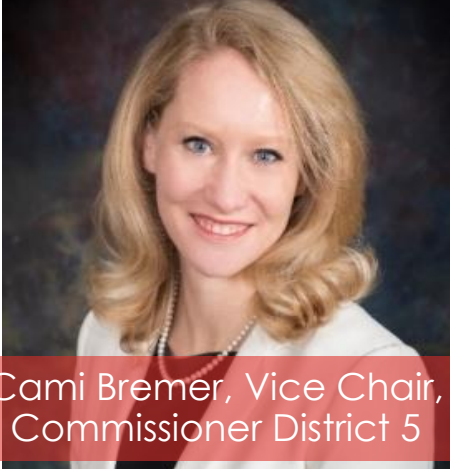
Carrie Geitner,
Commissioner District 2



Stan VanderWerf, Chair,
Commissioner, District 3



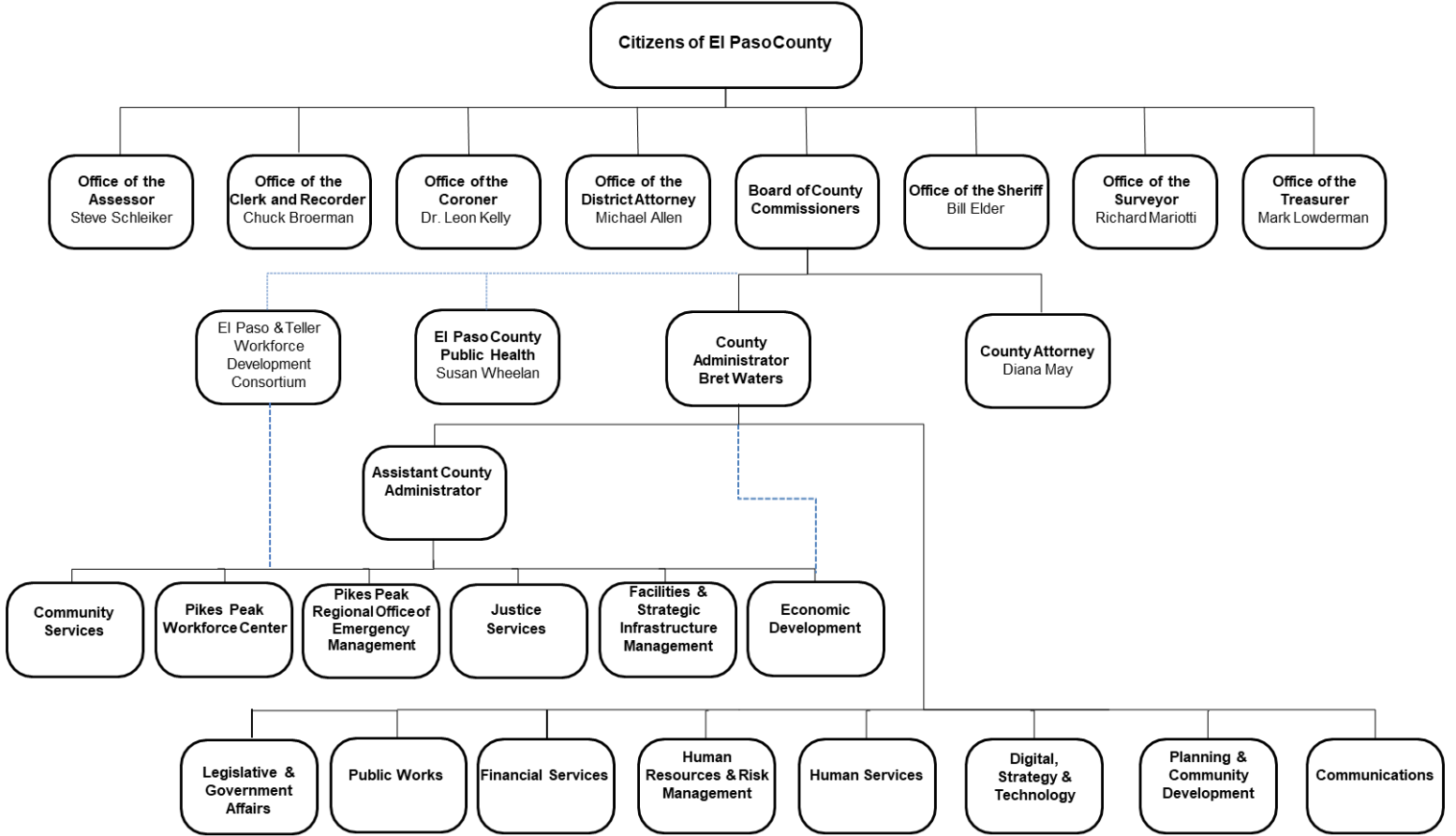
Longinos Gonzalez Jr.,
Commissioner District 4



Cami Bremer, Vice Chair,
Commissioner District 5



El Paso County Organizational Chart



Lines of Control _____
 Lines of Coordination -.-.-.-.-

Approved: January 11, 2022



II. STRATEGIC PLAN SECTION



5 YEAR STRATEGIC PLAN

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

- **S**ustainable - We are committed to financially sustainable, cost-effective County government that provides core services that are valued by our citizens.
- **E**ngaged - 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.
- **R**esponsible - We are responsible for our decisions and actions. We are accountable and transparent.
- **V**alue - We value a high standard of excellence and professionalism and take pride in our employees. We invest in our work force.
- **I**nnovative - We are an inclusive and innovative community where citizens are engaged and active and assume personal responsibility for themselves, their homes, and neighborhoods.
- **C**reative - We are pioneers in creatively providing proactive and responsive customer services that are recognized as models of best practices.
- **E**conomic 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 engage our Countywide elected officials, the Board of County Commissioners, County employees and citizens thoughtfully and methodically 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 Park8 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 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).

2022 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, 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. § 29-1-113 (1)]
June 22, 2021	Present to BoCC: Submitted to State - 2020 Audit/Comprehensive Annual Financial Rpt. [Statutory Deadline - June 30, 2021 C.R. § 29-1-606 (a) (1)] (180 days)
October 5, 2021	<u>2022 Budget Hearing #1</u> – (Preliminary Balanced Budget) Statutory Presentation of 2022 Preliminary Balanced Budget & County's Financial Condition [Statutory Deadline - October 15, 2021 C.R. § 29-1-106 (1)] * To include revenues estimates and previously approved changes to expenditures
October 19, 2021	<u>2022 Budget Hearings #2</u> – (Original Adopted Budget) Department/Offices - Critical Needs Presentations
October 21, 2021	<u>2022 Budget Hearings #3</u> – (Original Adopted Budget) Department/Offices - Critical Needs Presentations County Controller – Updated Revenue Projections & Five-Year Forecast COG Presentation to BoCC
November 16, 2021	<u>2022 Budget Hearing #4</u> – (Original Adopted Budget) BoCC Direction on the 2022 Original Adopted Budget
December 7, 2021	<u>2022 Budget Hearing #5</u> – (Original Adopted Budget) Resolution to Adopt the 2022 Original Adopted Budget [Statutory Deadline – December 15, 2021 C.R. § 29-1-108 (2) and 3)] Resolution to Certify the County Mill Levy [Statutory Deadline – December 15, 2021 C.R. § 39-5-128 (1)] Resolution to Authorize the Treasurer to Transfer between Funds [Statutory Deadline – December 31, 2021 C.R. § 29-1-108 (4)]
December 22, 2021	BoCC to levy taxes and certify mill levies to the State & Assessor (Statutory deadline - December 22, 2021)
January 1, 2022	Start of Fiscal Year (Begin planning for 2023 Budget)
January 31, 2022	Certified copy of 2022 Original Adopted Budget filed with DOLA [Statutory deadline - January 31, 2022 C.R. § 29-1-113 (1)] & Submit 2022 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).

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 if 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

- 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.

Partially Restricted Funds

- 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

- 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 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 Forecast is a five-year budget projection anticipating the known budgetary impacts through the next five budget years. The Financial Forecast 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 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 Forecast. 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 Forecast. Through an additional series of meetings, the Budget Officer will update the Financial Forecast to address changes brought forward. This revised Financial Forecast is then built into the PBB and presented to BoCC no later than October 15th. The compilation of the Financial Forecast 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.

SUMMARY OF CHANGES BETWEEN PRELIMINARY AND ADOPTED BUDGET

The 2022 Preliminary Balanced Budget (PBB) was presented to the Board of County Commissioners and the Public on October 5, 2021. The preliminary budget presented a total of \$510,234,863 in revenues and \$512,510,176 in expenditures. The 2022 Original Adopted Budget (OAB) was finalized on December 7, 2021, and the final revenues totaled \$511,286,431. The total increase in revenues from the PBB to the OAB was \$1,051,568 and this change from the preliminary budget was due primarily to the certified valuation of the Mill Levy increasing the property tax projection. Expenditures from the PBB to the OAB increased by \$416,184 to total \$512,926,360. An additional \$250,000 was split between Parks and Road & Bridge.



IV. FINANCIAL SECTION



2022 COUNTYWIDE BUDGET SUMMARY

The Countywide Budget Summary provides information regarding revenues, expenditures, and fund balances for the Countywide 2022 Original Adopted Budget (all 10 funds combined). The table below summarizes the Countywide 2022 Original Adopted Budget. Compared to the 2021 Original Adopted Budget, revenues are budgeted to increase by 27.8% largely due to the \$69.9 million in ARPA pandemic recovery funding to be received in 2022. When these one-time additional funds are excluded, our on-going 2022 budget is actually a 10% increase over 2021. Expenditures are budgeted to increase by 26.1% overall. We are projected to spend into fund balance for 2022 for funding of the Tabor refund and funding department critical needs.

2022 COUNTYWIDE BUDGET SUMMARY						
ALL FUNDS SUMMARY	2019 Actual	2020 Actual	2021 OAB	2022 OAB	Increase/ (Decrease)	Percent Change
UNRESTRICTED REVENUE						
Sales & Use Tax	117,195,748	128,233,684	128,851,235	154,901,978	26,050,743	20.2%
Property Tax	53,107,717	53,575,149	62,727,378	68,826,564	6,099,186	9.7%
Property Taxes-Tabor Refund	-	-	(3,113,796)	(7,121,757)	(4,007,961)	0.0%
Specific Ownership Tax	7,454,234	7,140,998	7,182,997	7,398,487	215,490	3.0%
Other Taxes	393,847	402,090	349,000	349,000	-	0.0%
Fees & Charges for Services	785,674	1,303,168	1,184,500	1,434,500	250,000	21.1%
Assessor Fees	35,631	23,048	4,000	6,500	2,500	62.5%
Clerk & Recorder Fees	13,060,712	14,998,366	12,400,000	13,650,000	1,250,000	10.1%
Coroner	693,200	732,640	685,000	685,000	-	0.0%
Planning & Community Development	1,937,709	2,134,914	1,820,000	2,045,500	225,500	12.4%
Sheriff Fees	2,928,320	2,206,468	1,436,000	1,324,000	(112,000)	-7.8%
Surveyor Fees	-	-	2,000	2,000	-	0.0%
Treasurer Fees	4,467,660	4,778,865	4,100,000	5,000,000	900,000	22.0%
Public Trustee Fees	435,112	664,531	200,000	200,000	-	0.0%
Parks & Recreation Fees	343,413	234,437	225,000	225,000	-	0.0%
Parking Structure Fees	217,658	182,067	205,000	220,000	15,000	7.3%
Rent Collections - Outside	2,500	2,500	15,000	-	-	0.0%
Intergovernmental	4,742,680	7,441,846	1,856,400	1,856,400	-	0.0%
Miscellaneous Revenue	3,222,845	9,078,927	2,805,000	1,305,000	(1,500,000)	-53.5%
Total Unrestricted Revenue	\$211,024,659	\$233,133,697	\$222,934,714	\$252,308,172	\$29,373,458	13.2%
RESTRICTED REVENUE						
Grant/Intergovernmental	99,813,997	212,384,075	98,760,487	171,939,140	73,178,653	74.1%
Public Safety Sales & Use Tax	26,992,138	29,499,410	29,565,228	35,453,352	5,888,124	19.9%
Restricted Revenue	6,331,625	18,883,288	5,966,000	5,801,000	(165,000)	-2.8%
Property Taxes-Pass thru BPPT	870,275	1,003,480	1,100,354	1,307,482	207,128	18.8%
Highway User Tax	16,314,560	12,136,101	13,199,000	13,864,226	665,226	5.0%
Employer Paid Benefits	12,184,583	12,869,208	8,714,103	10,778,363	2,064,260	23.7%
Internal County Direct Bills	19,050,228	20,864,250	19,941,698	19,834,696	(107,002)	-0.5%
Total Restricted Revenue	181,557,406	307,639,813	177,246,870	258,978,259	81,731,389	46.1%
TOTAL	\$392,582,065	\$540,773,510	\$400,181,584	\$511,286,431	\$111,104,847	27.8%
EXPENDITURES						
Personnel	126,982,146	129,551,587	149,117,748	163,763,150	14,645,403	9.8%
Operating	66,476,667	59,837,723	75,106,153	84,485,693	9,379,540	12.5%
Capital	11,105,224	10,065,407	4,318,300	6,264,231	1,945,931	45.1%
Total Unrestricted Expenditures	\$204,564,038	\$199,454,717	\$228,542,201	\$254,513,074	\$25,970,874	11.4%
Restricted Personnel	118,449,868	118,449,868	92,724,383	132,041,856	39,317,473	42.4%
Restricted Operating	156,422,395	156,422,395	82,335,625	122,359,442	40,023,817	48.6%
Restricted Capital	21,011,414	21,011,414	3,007,919	4,011,988	1,004,069	33.4%
Total Restricted Expenditures	\$295,883,677	\$295,883,677	\$178,067,927	\$258,413,286	\$80,345,359	45.1%
TOTAL	\$500,447,715	\$495,338,394	\$406,610,128	\$512,926,360	\$106,316,233	26.1%
NET EXCESS/(DEFICIENCY) OF FUNDS	\$(107,865,650)	\$45,435,116	\$(6,428,544)	\$(1,639,929)	\$4,788,614	74.5%



2022 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
UNRESTRICTED REVENUE											
Sales and Use Tax	85,499,721	12,707,110		19,273,937	10,672,750	26,748,460					154,901,978
Property Taxes-Real Property	66,929,487	1,897,077									68,826,564
Property Taxes-Tabor Refund	(7,121,757)										(7,121,757)
Specific Ownership Tax		7,398,487									7,398,487
Other Taxes / PILT	285,000	64,000									349,000
Fees & Charges for Svs	684,500	750,000									1,434,500
Assessor Fees	6,500										6,500
Clerk & Recorder Fees	13,650,000										13,650,000
Coroner	685,000										685,000
Planning & Community Development	2,045,500										2,045,500
Sheriff Fees	1,324,000										1,324,000
Surveyor	2,000										2,000
Treasurer Fees	5,000,000										5,000,000
Public Trustee Fees	200,000										200,000
Park & Recreation Fees	225,000										225,000
Parking Structure Fees	220,000										220,000
Intergovernmental	1,856,400										1,856,400
Miscellaneous Revenue	1,220,000					85,000					1,305,000
Unrestricted Revenue	172,711,351	22,816,674	0	19,273,937	10,672,750	26,833,460	0	0	0	0	252,308,172
RESTRICTED REVENUE											
Grant / Intergovernmental	106,508,024			61,600,082	802,509		1,406,525	275,000	1,272,000	75,000	171,939,140
Public Safety Sales & Use Tax	35,453,352										35,453,352
Restricted Fees	5,051,000	750,000									5,801,000
Property Taxes and Pass thru BPPT			1,307,482								1,307,482
Highway User Tax		13,864,226									13,864,226
Employee Paid Benefits						10,778,363					10,778,363
Internal County Direct Bills					2,670,075	17,164,621					19,834,696
Restricted Revenue	147,012,376	14,614,226	1,307,482	61,600,082	3,472,584	27,942,984	1,406,525	275,000	1,272,000	75,000	258,978,259
	319,723,727	37,430,900	1,307,482	80,874,019	14,145,334	54,776,444	1,406,525	275,000	1,272,000	75,000	511,286,431
Expenditures											
Personnel	124,345,843	7,308,540		11,761,680		20,347,087					163,763,150
Operating	45,681,361	14,687,519		7,489,216	10,672,750	5,954,847					84,485,693
Capital	3,942,840	2,321,391									6,264,231
Unrestricted Expenditures	173,970,044	24,317,450	0	19,250,896	10,672,750	26,301,934	0	0	0	0	254,513,074
Restricted Personnel	66,618,632	4,392,264		37,635,674		21,616,598	1,250,648		528,040		132,041,856
Restricted Operating	77,211,885	8,826,860	1,307,482	23,964,408	3,472,584	6,326,386	155,877	275,000	743,960	75,000	122,359,442
Restricted Capital	2,616,886	1,395,102									4,011,988
Restricted Expenditures	146,447,403	14,614,226	1,307,482	61,600,082	3,472,584	27,942,984	1,406,525	275,000	1,272,000	75,000	258,413,286
	320,417,447	38,931,676	1,307,482	80,850,978	14,145,334	54,244,918	1,406,525	275,000	1,272,000	75,000	512,926,360



DEPARTMENT TO FUND RELATIONSHIP

Department to Fund Relationship - 2022 REVENUES											
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 District	Total
REVENUES:											
Assessor	6,500										6,500
Clerk & Recorder	16,330,000										16,330,000
Coroner	687,000										687,000
District Attorney	747,334										747,334
Sheriff's Office	5,854,000										5,854,000
Public Safety Sales & Use Tax	35,453,352										35,453,352
Surveyor	2,000										2,000
Treasurer	5,000,000										5,000,000
Public Trustee	200,000										200,000
Administrative Services	149,340,951				14,145,334	54,776,444		275,000			218,537,729
American Rescue Act Funds	69,964,918										69,964,918
Digital Strategy & Technology Facilities	6,000										6,000
Strategic Infrastructure Mgmt	420,000										420,000
Community Services	761,000										761,000
Department-Parks Conservation Trust							1,406,525				1,406,525
Household Hazardous Waste Justice Services/Community Outreach	10,353,026								1,272,000		10,353,026
Veteran Services	29,400										29,400
Planning & Community Development	2,045,500										2,045,500
Economic Development	15,106,872										15,106,872
Pikes Peak Workforce Center	7,415,874										7,415,874
Department of Public Works		37,430,900	1,307,482								38,738,382
Department of Human Services				80,874,019							80,874,019
Local Improvement District-Falcon Vista										75,000	75,000
TOTAL	319,723,727	37,430,900	1,307,482	80,874,019	14,145,334	54,776,444	1,406,525	275,000	1,272,000	75,000	511,286,431



El Paso County 2022 Adopted Budget

Department to Fund Relationship - 2022 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 District	Total
EXPENDITURES:											
Assessor	4,248,132										4,248,132
Clerk & Recorder	12,574,993										12,574,993
Coroner	3,343,388										3,343,388
County Attorney	1,595,743										1,595,743
District Attorney	18,016,169										18,016,169
Sheriff's Office	58,230,172										58,230,172
Sheriff's Office/Security	2,939,354										2,939,354
Public Safety Sales & Use Tax	34,471,998										34,471,998
Surveyor	11,380										11,380
Treasurer	1,401,089										1,401,089
<i>Administrative Services</i>											-
Board of County Commissioners	2,841,921										2,841,921
Emergency Management	624,299										624,299
Hazmat /ESA	394,624										394,624
Financial Services/Budget & Finance	5,274,047				14,145,334	54,244,918		275,000			73,939,299
American Rescue Plan Act	69,964,918										69,964,918
Health Department Support	5,027,058										5,027,058
Digital Strategy & Technology	15,822,757										15,822,757
Public Information Office	390,942										390,942
Facilities Strategic Infrastructure Mgmt	10,952,962										10,952,962
Community Services Department -Parks	3,831,384										3,831,384
CSU Administration	293,744										293,744
Environmental Services	406,327										406,327
Conservation Trust							1,406,525				1,406,525
Household Hazardous Waste									1,272,000		1,272,000
Justice Services/Community Outreach	11,332,552										11,332,552
Veteran Services	634,083										634,083
Economic Development	17,452,624										17,452,624
Planning & Community Development	3,401,160										3,401,160
Human Resource/Risk Mgmt	2,448,757										2,448,757
Pikes Peak Workforce Center	7,415,874										7,415,874
Retirement	11,275,591										11,275,591
Department of Public Works	13,799,405	38,931,676	1,307,482								54,038,563
Department of Human Services				80,850,978							80,850,978
Local Improvement Districts-Falcon Vista										75,000	75,000
TOTAL	320,417,447	38,931,676	1,307,482	80,850,978	14,145,334	54,244,918	1,406,525	275,000	1,272,000	75,000	512,926,360



FUND BALANCE ESTIMATES

	January 1, 2022	2022	2022	December 31, 2022	Estimated	Estimated
	Estimated	Original	Original	Estimated	Restricted	Available
	Beginning	Adopted	Adopted	Available	Fund Balance	Fund Balance
	Fund Balance	Revenues	Expenditures	Fund Balance		
General Fund -Net-UR	\$29,607,319	\$172,711,351	(\$173,970,044)	\$28,348,627	\$28,103,443	\$245,184
Legally Required 3% TABOR Reserve	9,367,081	0	0	9,367,081	9,367,081	0
BoCC Emergency Reserve/2021 Est Tabor Overage	21,981,856	0	0	21,981,856	21,981,856	0
General Fund -RES	27,312,473	147,012,376	(146,447,403)	27,877,446	27,877,446	0
Total General Fund	\$88,268,729	\$319,723,727	(\$320,417,447)	\$87,575,010	\$87,329,826	\$245,184
Partially Restricted Funds						
Road & Bridge	\$6,258,916	\$37,430,900	(\$38,931,676)	\$4,758,140	\$4,758,140	\$0
Department of Human Services	\$2,397,057	\$80,874,019	(\$80,850,978)	\$2,420,098	\$2,420,098	\$0
Capital Improvement	\$900,611	\$14,145,334	(\$14,145,334)	\$900,611	\$900,611	\$0
Self-Insurance	\$9,960,265	\$54,776,444	(\$54,244,918)	\$10,491,791	\$10,491,791	\$0
Restricted Funds						
Road & Bridge Escrow	\$0	\$1,307,482	(\$1,307,482)	\$0	\$0	\$0
Conservation Trust	\$539,875	\$1,406,525	(\$1,406,525)	\$539,875	\$539,875	\$0
School's Trust	\$273,135	\$275,000	(\$275,000)	\$273,135	\$273,135	\$0
Household Hazardous Waste Management	\$1,028,336	\$1,272,000	(\$1,272,000)	\$1,028,336	\$1,028,336	\$0
Local Improvement Districts- Falcon Vista	\$49,290	\$75,000	(\$75,000)	\$49,290	\$49,290	\$0
Total	\$109,676,214	\$511,286,431	(\$512,926,360)	\$108,036,286	\$107,791,102	\$245,184



2022 COUNTYWIDE REVENUE SUMMARY

The revenues for El Paso County primarily consist of:



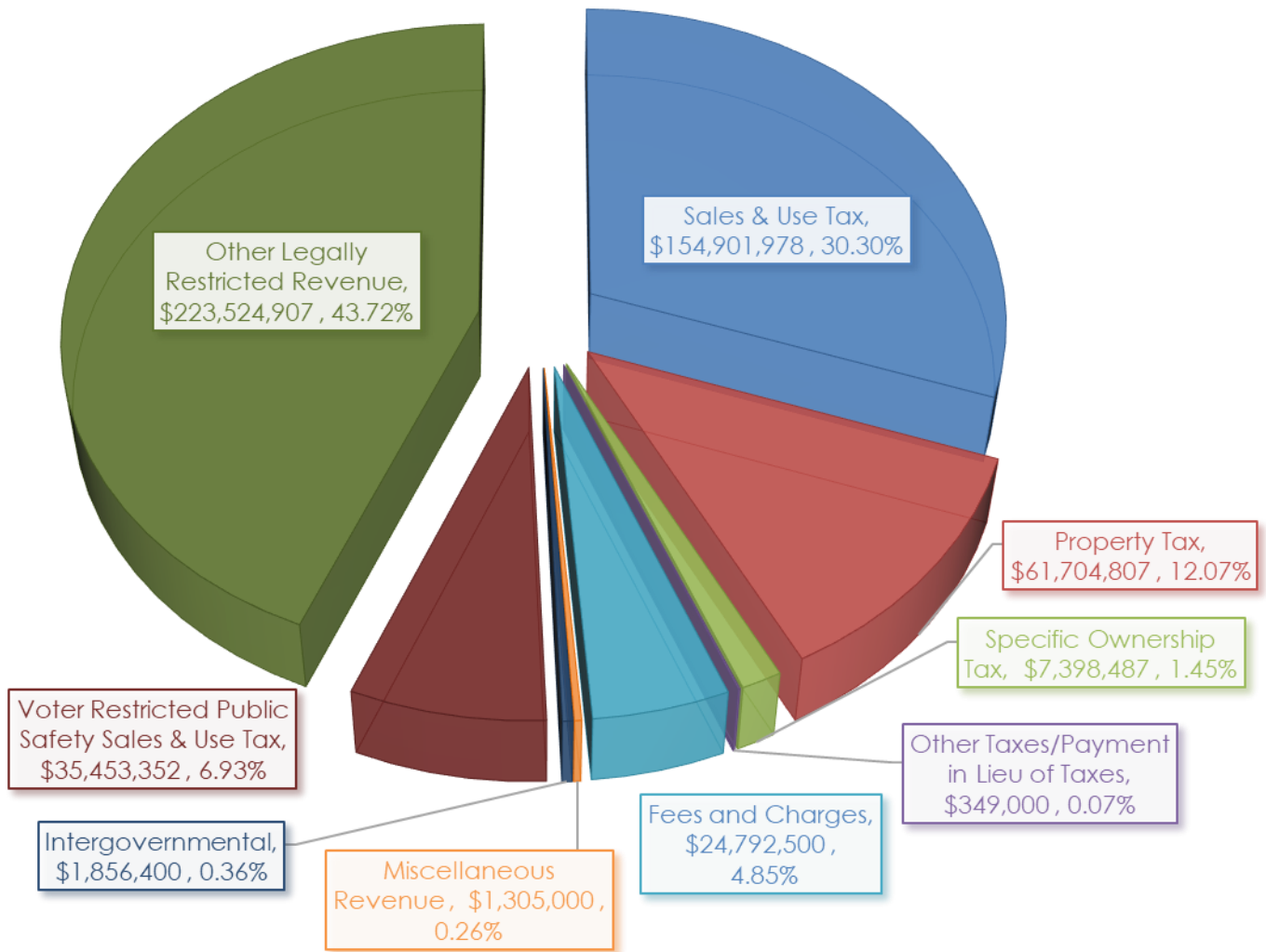
The proportion of these revenues vary by fund. For example, Sales Taxes are distributed to the General Fund, Road & Bridge Fund, Self-Insurance Fund, Community Investment (Capital) Fund and the Human Services Fund; Property Taxes accrue to the General Fund and the Road and Bridge Fund. The Road and Bridge 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.



2022 ORIGINAL ADOPTED BUDGET REVENUE BY MAJOR CATEGORY \$511,286,431





ALLOCATION OF REVENUES BY MAJOR CATEGORY

Fund	Department	Sales & Use Tax	Restricted Sales & Use Tax	Property Tax	Specific Ownership Tax	Other Taxes	Fees and Charges	Intergovernmental Revenues	Other Revenue	Restricted Revenue	2022 Original Adopted Budget
1	Administrative Services	85,499,721		59,807,730		285,000	678,500	75,000	1,220,000		147,565,951
	Facilities - Parking Structure						220,000				220,000
	Parks & Leisure Services						225,000				225,000
	Digital Strategy & Technology						6,000				6,000
	Veteran Services							29,400			29,400
	Planning & Community Development						2,045,500				2,045,500
	Assessor						6,500				6,500
	Clerk & Recorder						13,650,000				13,650,000
	Coroner						685,000	2,000			687,000
	Sheriff's Office						1,324,000	1,750,000			3,074,000
	Surveyor						2,000				2,000
	Treasurer						5,000,000				5,000,000
	Public Trustee						200,000				200,000
1	Net General Fund	85,499,721	0	59,807,730	0	285,000	24,042,500	1,856,400	1,220,000	0	172,711,351
	Restricted Facilities/CSC-CAM									200,000	200,000
	Restricted Parks & Environ Svcs									536,000	536,000
	Justice Services/Community Outreach									10,293,026	10,293,026
	Colorado Alt Sentencing Program (CASP)									60,000	60,000
	Admin Restricted- Use Tax, Cable & P-Card									1,775,000	1,775,000
	Clerk & Recorder									2,680,000	2,680,000
	District Attorney-Grants									747,334	747,334
	Sheriff's Office									2,780,000	2,780,000
	Public Safety Sales & Use Tax		35,453,352								35,453,352
	Economic Development									15,106,872	15,106,872
	American Rescue Plan Act Funds									69,964,918	69,964,918
	Pikes Peak Workforce Center									7,415,874	7,415,874
1	GF -Grants/Restricted	0	35,453,352	0	0	0	0	0	0	111,559,024	147,012,376
1	Total General Fund	85,499,721	35,453,352	59,807,730	0	285,000	24,042,500	1,856,400	1,220,000	111,559,024	319,723,727
Partially Restricted Funds											
2	Road & Bridge	12,707,110		1,897,077	7,398,487	64,000	750,000			14,614,226	37,430,900
4	Dept of Human Serv.	19,273,937								61,600,082	80,874,019
6	Capital Improvement	10,672,750								3,472,584	14,145,334
12	Self-Insurance	26,748,460							85,000	27,942,984	54,776,444
Restricted Funds											
3	Road & Bridge Escrow			1,307,482							1,307,482
15	Conservation Trust									1,406,525	1,406,525
19	School's Trust Fund									275,000	275,000
22	Household Hazardous Waste Mgmt.									1,272,000	1,272,000
75	Local Improve. Districts-Falcon Vista									75,000	75,000
		154,901,978	35,453,352	63,012,289	7,398,487	349,000	24,792,500	1,856,400	1,305,000	222,217,425	511,286,431



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.

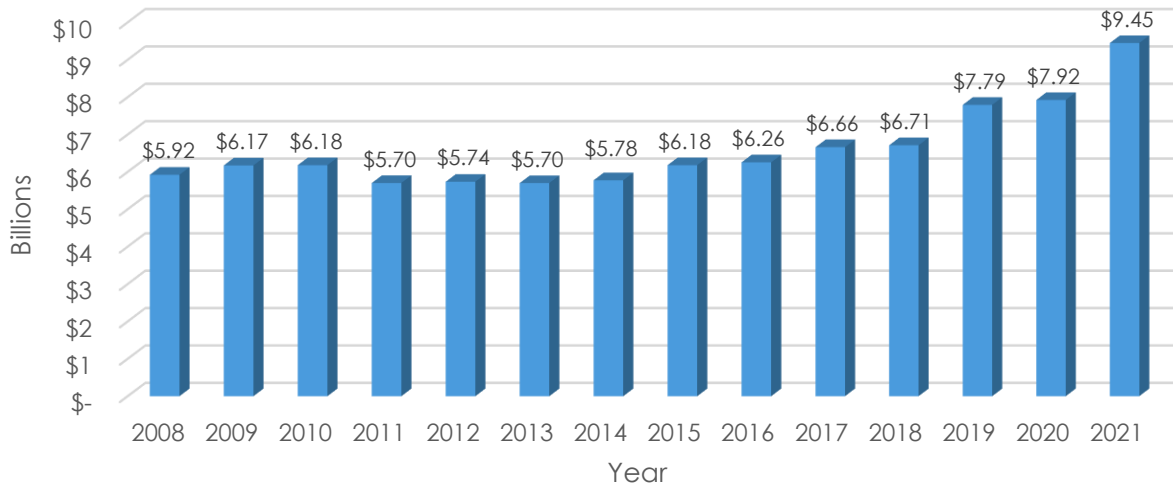
Circumstances can occur in which the 5.5% revenue limit can force a reduction in the mill levy over the previous year to avoid collecting excess revenue. Under the structure of TABOR, this excess revenue could be collected but would have to be refunded to the extent that actual receipts exceeded the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

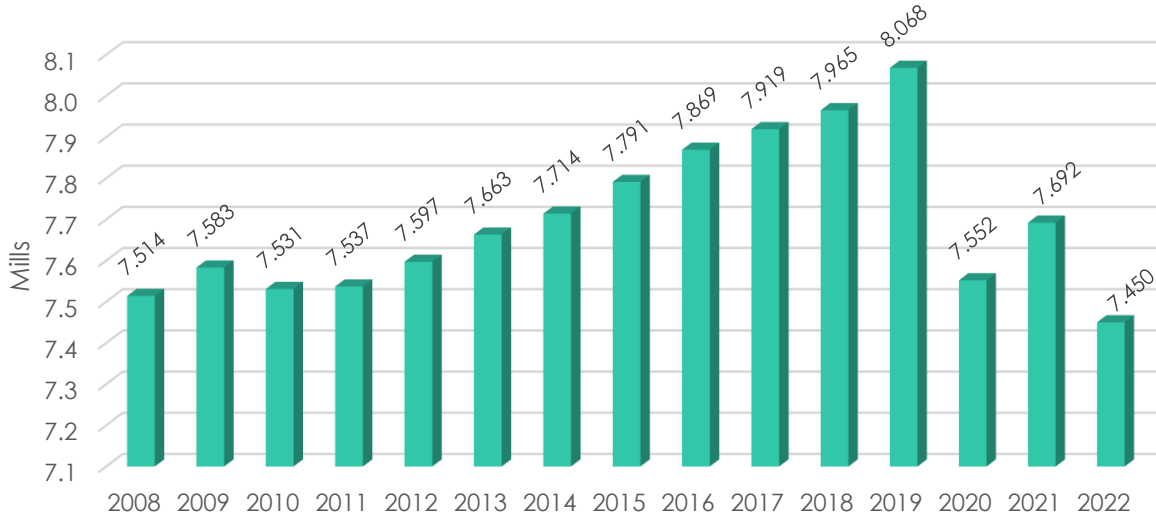


In 2016, El Paso County collected \$14,548,000 in excess revenue which, resulted in the County proposing a ballot measure to the citizens on November 7, 2017. In 2018, El Paso County collected \$4,025,078 in excess revenue, which resulted in the County refunding the total in 2020 to residents that have 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 homeowners and businesses that have paid property taxes. In 2020, El Paso collected \$7,118,793 in excess revenue, which resulted in the County refunding the total in 2022 to residents that have paid property taxes. With increase revenues in 2021 and TABOR limitations there will be an expected refund, the total amount will be determined in early 2022.

County Assessed Value



Mill Levy



The large swing between 2019 and 2020 mill levy above is the temporary mill levy credit resulting from TABOR refunds to homeowners and business that have paid property taxes.



HISTORY OF THE MILL LEVY

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.
2022	The Board of County Commissioners maintained the mill levy rate of 8.226 and added 0.065 mills due to abatements in the amount of \$624,997, less a temporary mill levy reduction of 0.841 mills for a total mill levy of 7.450. In addition, El Paso County is refunding 2020 revenues in excess of the 2020 TABOR limit of \$7,118,793 through a temporary mill levy credit of 0.754 mills, for a total mill levy of 6.696 mills. The assessed value increased to \$9,447,145,464 and generated revenue of approximately \$70,384,772.



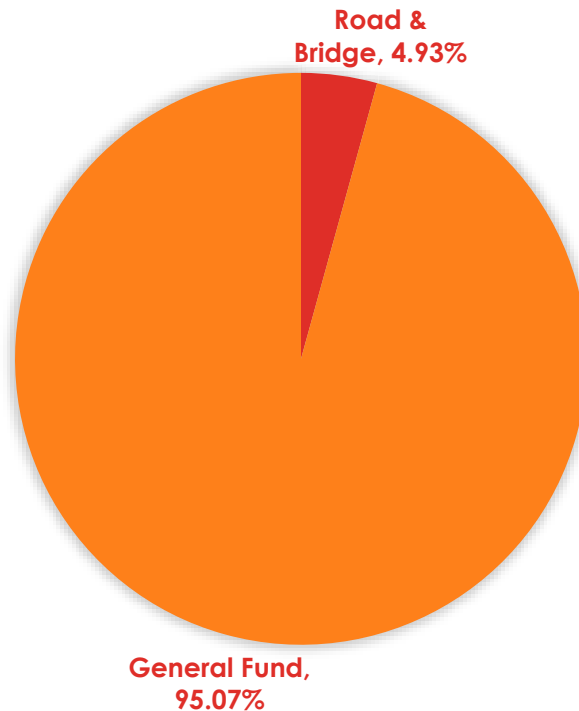
According to Colorado Division of Local Government, El Paso County has the lowest Property Tax per capita of the ten largest Colorado Counties with a Property Tax per capita of \$73 in 2021. Of the ten largest Counties, this is followed by Mesa County at \$156 per capita (114% greater than El Paso County), then by Arapahoe County at \$271 per Capita (271% greater than El Paso County).

The amounts grow to as much as \$657 per capita in Weld County with an average Property Tax per capita of the ten largest Colorado Counties of \$402 (over five times El Paso County's Property Tax Per Capita).

**Mill Levy Distribution for 2022 Budget
As Approved in the December 2021 Mill Levy Resolution**

Fund	Mill Levy	Mill Levy with Abatements	Real Property Assessed Valuation	Property Tax	Specific Ownership
General	7.120	7.185	\$9,447,145,646	\$67,267,214	
Temporary Credit	(0.754)	(0.754)		(\$7,123,148)	
Road & Bridge	0.330	0.330		\$3,117,558	\$7,398,487
Total Mill Levy	6.696	6.761	\$9,447,145,464	\$63,261,624	\$7,398,487

Cities/Towns Share of Business Personal Property Tax	\$5,341,100
Total Budgeted Tax Revenue	<u>\$57,920,524</u>





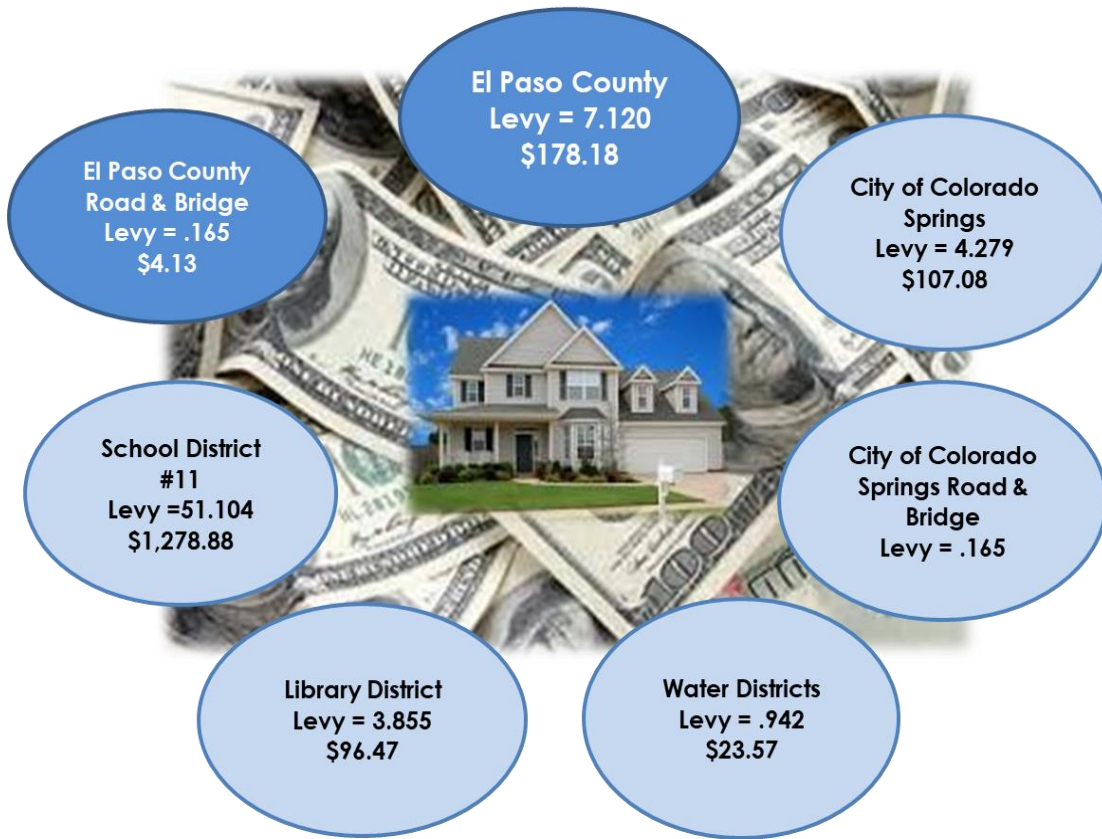
Example of how a citizen's property tax is calculated in EPC.

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.

$$\begin{aligned}
 &\text{Market Value} \times \text{Assessment Rate} = \text{Assessment Value} \\
 &\text{Assessment Value} \times \text{Mill Levy} = \text{Property Taxes} \\
 &\$350,000 \times .0715 = \$25,025 \times 67.630 \text{ Mills } (.067630) = \$1,692.44
 \end{aligned}$$

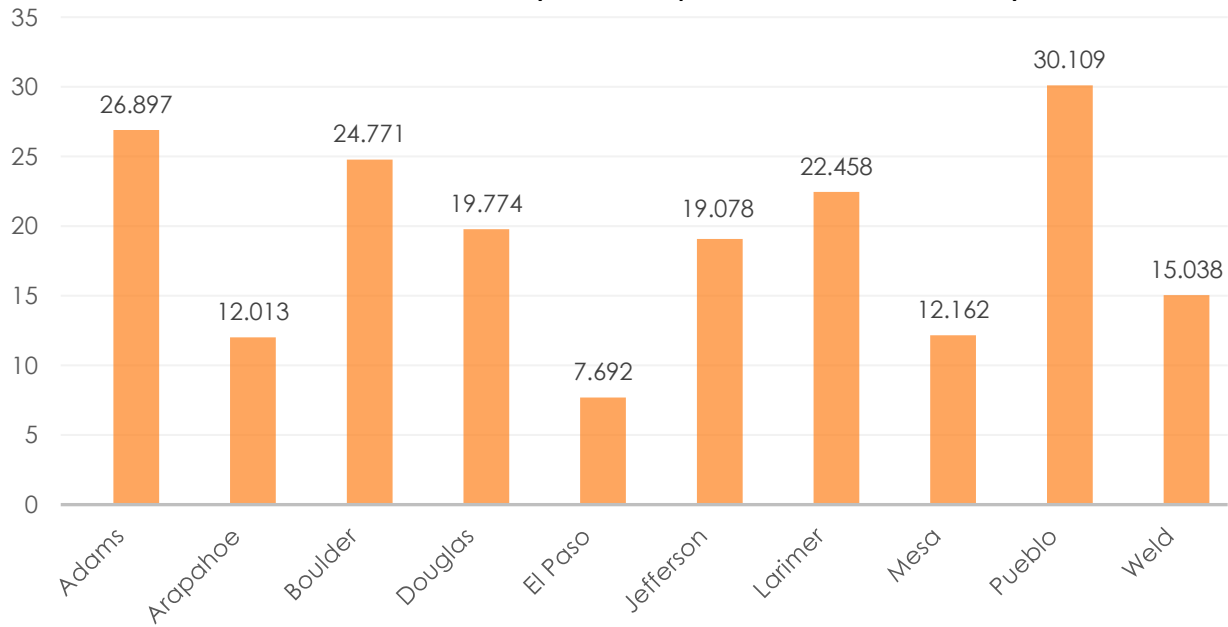


Based on the calculation above, this household would pay \$1,692.44 in total property taxes, of which El Paso County would receive \$182.31 or 10.8% of the total property tax collected. For illustrative purposes, the 2022 mill levy for EPC is used, and 2021 mill levies for all other jurisdictions as those are not available at the time of publishing.

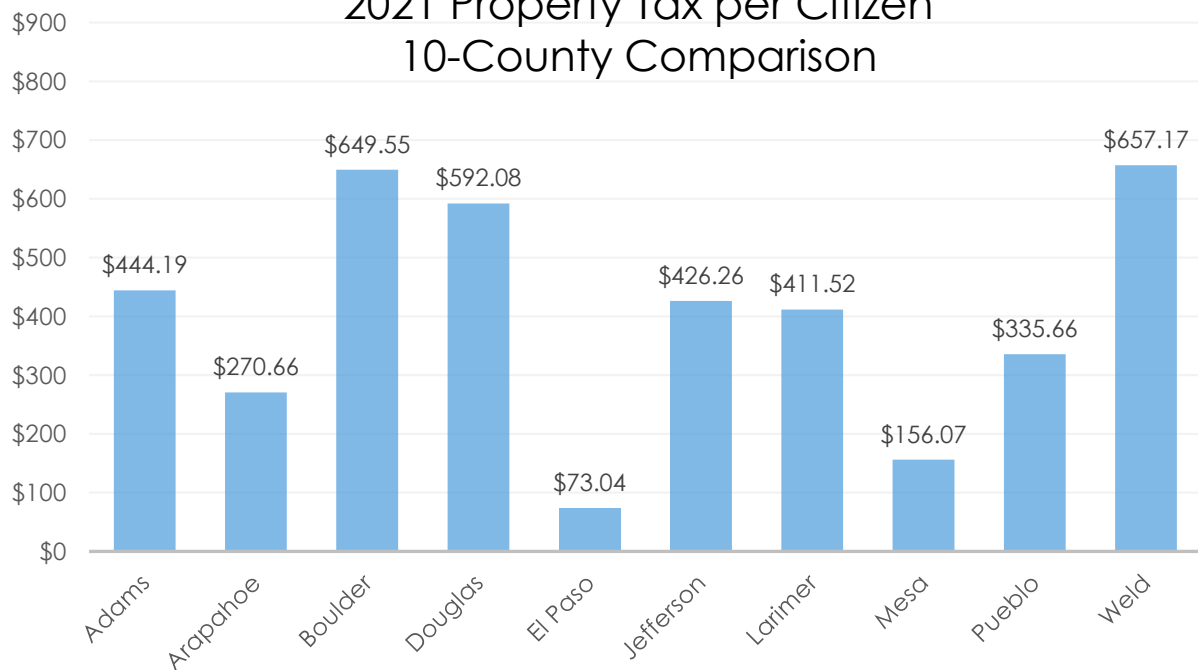


The following three charts are from the 10 County Budget Conference, comparisons for the 10 largest Colorado Counties. The 10 major Counties in Colorado include, Adams, Arapahoe, Boulder, Douglas, El Paso, Jefferson, Larimer, Mesa, Pueblo, and Weld. This is most current data compiled from each county's 2021 budget book.

2021 10-County Comparison Mill Levy



2021 Property Tax per Citizen 10-County Comparison





10-County 2021 Local Tax Cost Per Citizen



	Adams	Arapahoe	Boulder	Douglas	El Paso	Jefferson	Larimer	Mesa	Pueblo	Weld
2021										
Sales Tax	\$64,089,910	\$27,973,600	\$63,852,518	\$79,622,000	\$158,416,000	\$58,698,100	\$58,598,046	\$47,286,229	\$33,706,894	\$0
Property Tax	\$222,188,999	\$174,102,818	\$213,991,454	\$159,307,000	\$60,714,000	\$247,011,900	\$146,887,184	\$24,180,624	\$56,444,423	\$225,047,613
Specific Ownership Tax	\$15,219,047	\$11,580,104	\$10,172,060	\$14,210,000	\$7,183,000	\$20,535,000	\$11,056,570	\$3,200,000	\$5,079,705	\$11,300,000
Other Taxes	\$0	\$0	\$0	\$0	\$85,000	\$0	\$0	\$620,000	\$2,109,300	\$1,500,000
Budgeted Revenue *	\$301,497,956	\$213,656,522	\$288,016,032	253,139,000	\$226,398,000	\$326,245,000	\$216,541,800	\$75,286,853	\$97,340,322	\$237,847,613
Population Estimates**	511,469	643,257	329,445	361,423	739,880	579,489	356,938	154,933	168,162	342,450
Annual Cost Per Citizen	\$589	\$332	\$874	\$700	\$306	\$563	\$607	\$486	\$579	\$695



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.

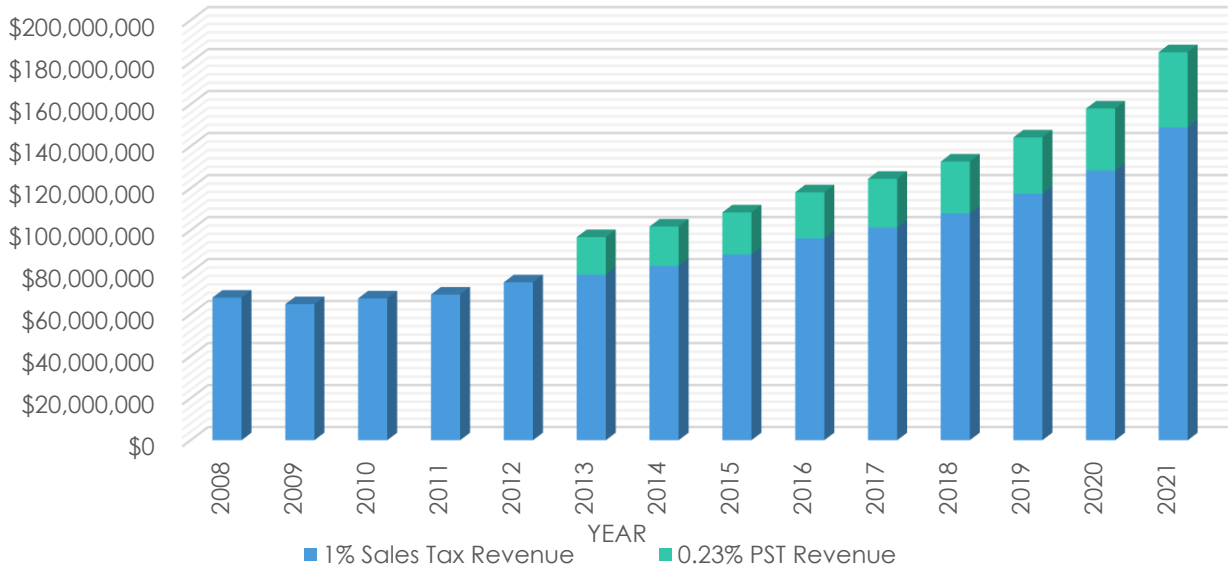
In November 2012, a 0.23% Public Safety Tax (PST) was approved by the voters. This sales tax was implemented in 2013 to address critical and emergent needs of the El Paso County Sheriff's Office and had a sunset date of January 1, 2021. In November of 2018, the voters renewed the 0.23% PST one year early,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

Year	Source	Budget	1% Sales Tax Revenue	Variance from Budget	% Change	Budget	0.23% PST Revenue	Variance from Budget	% Change
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	Audited Revenue	\$118,574,196	\$128,477,290	\$9,903,094	9.54%	\$27,158,724	\$29,499,410	\$2,340,686	9.61%
2021	Projected Revenue	\$128,936,234	\$154,985,130	\$26,048,896	20.63%	\$29,565,229	\$35,856,710	\$6,291,481	21.55%
Average Year Growth					6.08%				
						9.18%			

The average growth per year of the 1% sales tax is 6.08%. However, any future growth of sales tax revenue will depend on the local economy's growth.



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 2022, the ratio of property tax to sales tax is now 28% to 72% which makes the County more dependent on sales tax and the economic conditions that follow sales tax.



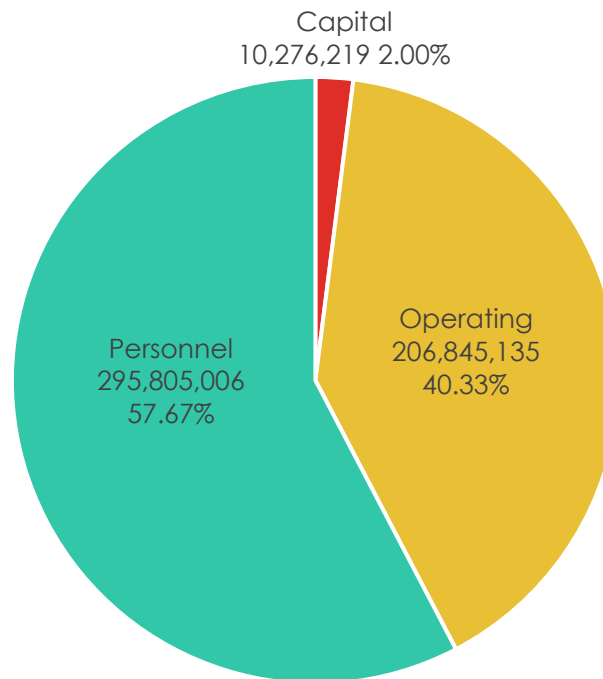


2022 COUNTYWIDE EXPENDITURES SUMMARY

The 2022 Original Adopted Budget Countywide expenditures for all funds total \$512,926,360. This represents an increase of \$106,316,232 or 26.15% compared to the 2021 Original Adopted Budget of \$406,610,128. The increase is mainly attributed to \$69.9 million dollars American Rescue Plan Act (ARPA) in addition to addressing several critical needs, which include ongoing investment in High Impact Road Infrastructure, Parks Capital Projects to include Fire Mitigation, first steps in the implementation of a new Countywide ERP System, Countywide Compensation adjustments to retain personnel, continued focus on Countywide Technology Infrastructure to include software that promotes virtual work solution, District Attorney's Office and County Attorney's Office adding additional personnel, ongoing Countywide facility maintenance, an increase to Planning and Community Development for Code Enforcement Clean Up and an overall increase to County personnel for cost of living adjustments. When these one-time additional funds are excluded, our on-going 2022 expenditure budget is actually a 9% increase over 2021.

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

2022 Original Adopted Budget Expenditures by Major Category





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 \$54 million compared to the 2021 Original Adopted Budget. This increase is mainly due to investment in human capital with planned 2022 Compensation adjustments in order to retain and attract personnel and a 3.5 % cost of living increase based on the Financial Forecast, increased benefits costs and 91 additional authorized FTEs in 2022 compared to 2021. Many of the new positions are directly related to the need 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 \$49 million compared to the 2021 Original Adopted Budget. This increase is mainly due to increased expenditures for 2022, Parks Maintenance, ERP Software/Hardware, Countywide Facility Maintenance needs, 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 projects, such as those related to buildings, drainage, streets, trails, etc., included in the Capital Improvement Program or Road & Bridge Fund. Capital projects tend to have significant costs and have useful lives of many years. Items included in this category are recurring expenditures for land and land improvements, buildings and buildings improvements, machinery & equipment replacements, communication and computer equipment, and vehicles. Capital expenditures increased by \$2.9 Million compared to the 2021 Original Adopted Budget. This increase is mainly due to the ongoing Roads and Parks Improvements projects in 2022.





COUNTYWIDE SUMMARY OF EXPENDITURES

SUMMARY ALLOCATION OF EXPENDITURES BY MAJOR CATEGORY					
Fund	Department/Division/Office	2019 Actual	2020 Actual	2021 OAB	2022 OAB
GENERAL FUND:					
1	Board of County Commissioners - Admin	7,207,547	2,574,234	5,632,823	2,801,612
	Board of Equalization	16,214	1,983	40,309	40,309
	Human Resources/Risk Management	1,536,647	1,696,990	1,964,616	2,448,757
	Financial Services	3,709,990	2,719,803	1,452,972	3,491,678
	Emergency Management	3,873	537,705	582,365	624,299
	Hazmat/ESA	-	310,275	382,105	394,624
	Interagency Relations	440,350	290,898	488,241	-
	Public Information Office	227,412	333,604	297,320	390,942
	Economic Development	116,820	208,920	278,422	2,286,740
	Planning and Community Development	2,737,527	2,948,967	2,665,353	3,401,160
	Community Services - Parks	1,955,488	2,223,747	3,065,331	3,295,384
	CSU Administration	262,160	244,436	265,514	293,744
	Environmental Services	367,648	371,396	396,182	406,327
	Justice Services-Pretrial/Court Services	581,986	739,856	703,640	979,526
	Veteran Services	441,901	506,753	570,460	634,083
	Facilities Management/Parking/ADA	8,307,980	7,110,420	9,200,068	7,749,316
	Facilities/Utilities	2,742,374	2,600,908	3,003,646	3,003,646
	Digital, Strategy, and Technology	13,233,244	13,519,699	14,292,967	15,822,757
	County Attorney - General Fund	1,165,676	1,121,999	1,356,479	1,595,743
	Health Department Support	3,831,061	7,992,775	4,444,149	5,027,058
	Clerk and Recorder	7,668,680	10,409,137	8,756,547	9,324,993
	Treasurer	1,272,343	1,320,047	1,366,162	1,401,089
	Assessor	3,903,407	4,203,556	4,119,496	4,248,132
	Coroner	2,682,988	2,577,222	3,038,681	3,343,388
	Surveyor	10,006	10,721	11,380	11,380
	District Attorney	15,073,074	15,988,270	16,388,069	17,268,835
	Sheriff's Office	52,214,138	40,354,294	54,032,471	55,670,172
	Sheriff's Office/Security	1,510,447	1,653,888	2,846,997	2,939,354
	Public Trustee	-	-	-	-
	Public Works	7,801,689	10,320,770	11,467,549	13,799,405
	Retirement	8,097,816	7,924,926	9,647,757	11,275,591
1	Net General Fund	149,120,489	142,818,194	162,758,071	173,970,044
	Restricted Parks and Environmental Services	2,093,049	1,655,754	986,000	536,000
	Facilities County/City SLA/CAM	1,836,263	225,815	200,000	200,000
	Justice Services/Community Outreach	9,350,287	9,698,486	10,073,165	10,353,026
	Clerk and Recorder	2,986,125	2,369,189	3,250,000	3,250,000
	Admin Restricted - Use Tax, Cable and P-Card	1,381,116	906,800	1,982,369	1,782,369
	Coronavirus Aid Relief Economic Security Act (CARES)	-	115,817,326	-	-
	American Rescue Plan Act Funds	-	-	-	69,964,918
	District Attorney - Grants	989,108	1,152,836	1,017,395	747,334
	Sheriff's Office	4,680,117	3,959,874	-	2,560,000
	Public Safety Sales and Use Tax	26,050,952	28,459,926	29,297,477	34,471,998
	Economic Development	13,003,209	12,962,568	15,249,184	15,165,884
	Pikes Peak Workforce Center	-	-	-	-
1	Net General Fund Grants/Restricted	69,316,095	183,345,712	69,740,656	146,447,403
1	Total General Fund	\$218,436,584	\$326,163,906	\$232,498,727	\$320,417,447

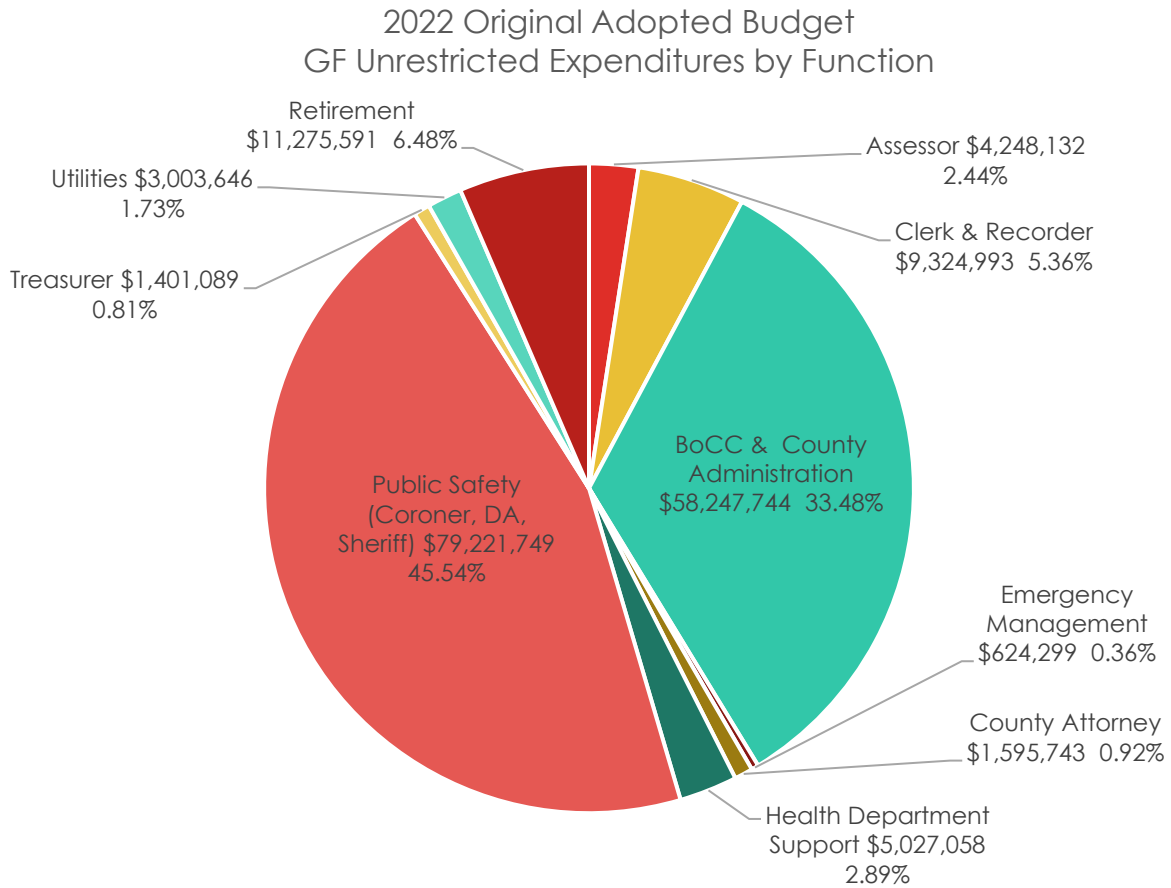


SUMMARY ALLOCATION OF EXPENDITURES BY MAJOR CATEGORY-continued					
Fund	Department/Division/Office	2019 Actual	2020 Actual	2021 OAB	2022 OAB
PARTIALLY RESTRICTED FUNDS:					
2	Road and Bridge	23,464,528	22,628,987	25,558,850	38,931,676
4	Department of Human Services	76,026,436	81,738,530	79,844,649	80,850,978
6	Community Investment	16,618,368	14,469,966	14,840,861	14,145,334
12	Self-Insurance	43,639,787	46,693,492	49,947,162	54,244,918
RESTRICTED FUNDS:					
3	Road and Bridge Escrow	870,275	995,484	1,100,354	1,307,482
15	Conservation Trust	1,381,512	1,415,784	1,406,525	1,406,525
19	Schools' Trust Fund	114,342	26,291	100,000	275,000
22	Household Hazardous Waste Management	1,252,378	1,320,142	1,238,000	1,272,000
75	Local Improvement Districts - Falcon Vista	93,889	75,964	75,000	75,000
Total All Funds		\$381,898,099	\$495,528,547	\$406,610,128	\$512,926,360



2022 EXPENDITURE SUMMARY – GENERAL FUND

The 2022 Original Adopted Budget General Fund Unrestricted expenditures total \$173.9 million. This represents an increase of \$11.2 million or 6.89%, compared to the 2021 Original Adopted Budget of \$162.7 million. This increase is mainly due to increases in Digital, Strategy & Technology, Public Health, Public Safety and Public Works.



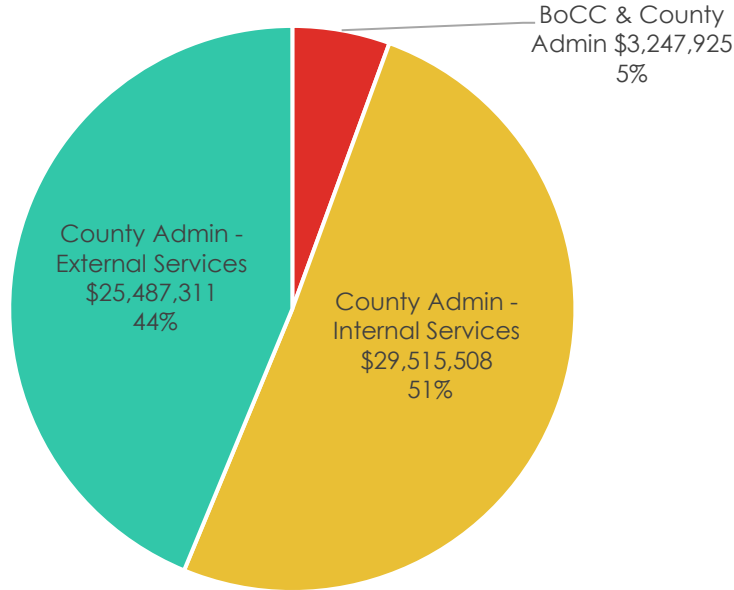


The General Fund includes major functions, as follows:

Assessor	This function represents the expenditures relating to the administration of El Paso County's property assessment and mapping system. The Assessor's budget increased \$128k or 3.12% compared to the 2021 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 increased \$568k or 6.49% compared to the 2021 Original Adopted Budget mainly due to an increase in wages to pay a competitive wage to retain employees.
County Attorney	This function represents the expenditures relating to the legal counsel to the Board of County Commissioners, elected officials, and other agencies as authorized by the Board of County Commissioners. The County Attorney's budget increased \$239k or 17.64% compared to the 2021 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 \$593k or 13.34% compared to the 2021 Original Adopted Budget.
Public Safety	This function includes the Coroner, District Attorney and Sheriff's Office and is the largest of the 14 functions. These expenditures represent the administration for protecting the citizens of El Paso County, litigation and performing autopsies. Public Safety increased by \$2.9M or 3.82% compared to the 2021 Original Adopted Budget.
Retirement	This function represents the expenditures related to the County's portion of the retirement match. The Retirement budget increased \$1.6M or 16.87% compared to the 2021 Original Adopted Budget mainly due to an increase in employer contribution.
Treasurer	This function represents the expenditures relating to the collection and distribution of funds. The Treasurer's budget increased \$34k or 2.56% compared to the 2021 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 2021 Original Adopted Budget.
Emergency Management	This function represents the expenditures relating to disaster prevention, preparedness, response, and recovery to protect the lives of the citizens in the community of El Paso County. The Emergency budget increased \$41k or 7.20% compared to the 2021 Original Adopted Budget.



2022 Original Adopted Budget
GF Unrestricted Expenditures - Country Administration



**Board of
County
Commissioners**

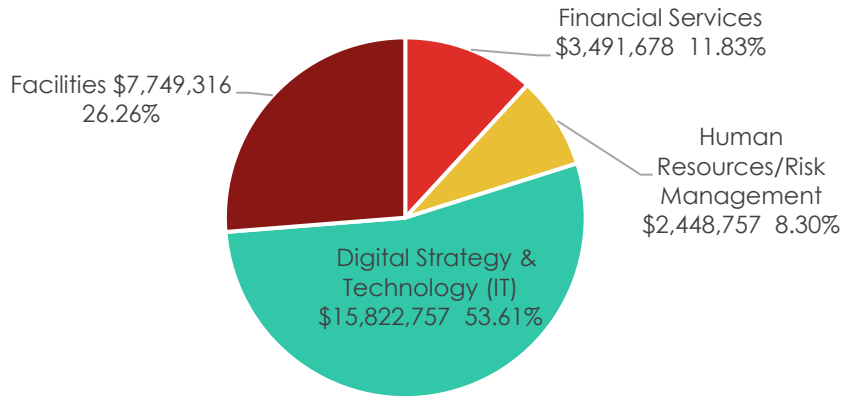
This function represents the expenditures relating to the Board of County Commissioners administration to the citizens of El Paso County. The Board of County Commissioners budget decreased by \$3 million or 50.4% compared to 2021, which was one time investment into the I-25 expansion road project.

**County
Administration**

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, Justice Services, Planning and Community Development, Public Information Office (Communications and Government Affairs), and Public Works General Fund to include Fleet.



2022 Original Adopted Budget
 GF Unrestricted Expenditures County Admin - Internal Services



Financial Services

This function represents the expenditures related to Budget, Finance, Employee Benefits, Contracts & Procurement, and Countywide Support. The Financial Services budget increased by \$2 million compared to the 2021 Original Adopted Budget mainly due to an increase for implementation of new ERP software and 3.5% personnel cost of living increase.

Facilities & Strategic Infrastructure Management

This function represents the expenditures relating to all County building and maintenance and includes American Disabilities Act functions. Facilities decreased \$1.45 million or 15.77 % compared to 2021. This was made possible by the cost- effective spending of CARES/COVID19 federal funding.

Human Resource/Risk Management

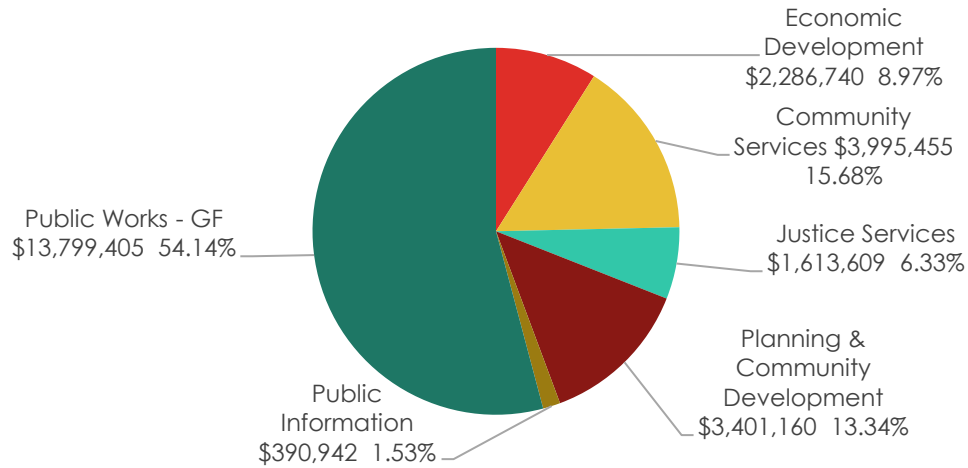
This function represents the expenditures related to the County's management of personnel issues and risk management for the County. The Human Resources and Risk Management budget increased by \$484 thousand or 24.64% compared to the 2021 Original Adopted Budget mainly due to ongoing recruitment software licensing cost, additional staff needs and 3.5% 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 \$1.52 Million or 10.70% compared to the 2021 Original Adopted Budget due to an increase for new Countywide ERP software, licensing for Agilquest, and Spatialtest appeals modules, and 3.5% personnel increase.



2022 Original Adopted Budget
 GF Unrestricted Expenditures County Admin - External Services



Economic Development	This function represents the administrative function of Economic Development Department. This budget increased by \$2 million compared to the 2021 Original Adopted Budget due a onetime Housing Authority Corpus allocation.
Community Services Department	This function represents the expenditures relating to the administration of County Parks and Recreation Facilities, and Environmental Services. This budget increased by \$268 thousand or 7.20% compared to the 2021 Original Adopted Budget mainly due to ongoing park maintenance, fire migration projects and 3.5% personnel increase.
Justice Services Department	This function represents the expenditures relating to the administration of Criminal Justice planning and services and Veteran Services. This budget increased by \$339 thousand or 26.65% compared to the 2021 Original Adopted Budget mainly due to additional staffing and 3.5% 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 \$735 thousand or 27.61% compared to the 2021 Original Adopted Budget mainly due to Code Enforcement Clean-up cost, additional staff and 3.5% personnel increase.
Public Information Office	This function represents the expenditures related to service to county staff, volunteers, community partners and citizens at large by providing timely and accurate information. This budget increased by \$94 thousand or 31.49% compared to the 2021 Original Adopted Budget mainly due to reorganization of staff into this department and 3.5% personnel increase.
Public Works GF & Fleet	This function represents the expenditures relating to engineering and providing vehicle and equipment support to ensure safe and operational equipment. Public Work/Fleet's budget increased by \$2.3 million or 20.33% compared to the 2021 Original Adopted Budget mainly due to drainage basin planning, additional staff for stormwater maintenance, fleet asset management, general maintenance and 3.5% personnel increase.



ALLOCATION OF EXPENDITURES BY MAJOR CATEGORY

Fund	Department	Personnel	Operating	Capital	Intergovernmental Reimbursements	2022 Original Adopted Budget
1	Board of County Commissioners - Admin	2,736,846	64,766	-	-	2,801,612
	Board of Equalization	10,345	29,964	-	-	40,309
	Human Resources/Risk Mgmt	1,916,679	542,881	-	(10,803)	2,448,757
	Financial Services	7,438,162	6,725,623	-	(10,672,107)	3,491,678
	Emergency Management	516,379	107,920	-	-	624,299
	Hazmat/ESA	417,204	54,080	-	(76,660)	394,624
	Public Information Office	452,944	42,475	-	(104,477)	390,942
	Economic Development	465,981	2,020,750	-	(199,991)	2,286,740
	Planning & Community	3,163,398	239,934	-	(2,172)	3,401,160
	Community Services - Parks	1,825,891	928,970	750,000	(209,477)	3,295,384
	CSU Administration	-	293,744	-	-	293,744
	Environmental Services	309,677	96,650	-	-	406,327
	Justice Services - Pretrial/Court	868,530	110,996	-	-	979,526
	Veteran Services	555,909	78,174	-	-	634,083
	Facilities	3,864,078	4,614,572	1,044,653	(1,773,987)	7,749,316
	Facilities/Utilities	-	3,003,646	-	-	3,003,646
	Digital Strategy & Technology	6,410,711	11,963,274	150,000	(2,701,228)	15,822,757
	County Attorney-GF	1,607,946	184,391	-	(196,594)	1,595,743
	Health Department Support	-	5,027,058	-	-	5,027,058
	Clerk & Recorder	7,989,679	2,359,369	47,000	(1,071,055)	9,324,993
	Treasurer	1,208,423	192,666	-	-	1,401,089
	Assessor	4,047,607	200,525	-	-	4,248,132
	Coroner	3,047,854	295,534	-	-	3,343,388
	Surveyor	8,380	3,000	-	-	11,380
	District Attorney	17,764,417	546,735	-	(1,042,317)	17,268,835
	Sheriff's Office	48,893,725	10,510,121	-	(3,733,674)	55,670,172
	Sheriff's Office/Security	2,581,458	357,896	-	-	2,939,354
	Public Trustee	422,000	-	-	(422,000)	-
	Public Works - GF	4,711,959	7,136,259	1,951,187	-	13,799,405
	Retirement	13,269,367	3,153,331	-	(5,147,107)	11,275,591
	Retirement Admin/Pension	-	-	-	-	-
1	Net General Fund	136,786,702	60,885,304	3,942,840	(27,644,802)	173,970,044
	Restricted Parks & Environ Svcs	104,252	431,748	-	-	536,000
	Restricted Facilities/CSC-CAM	-	200,000	-	-	200,000
	Justice Services	563,106	9,829,569	-	(39,649)	10,353,026
	County Attorney - DHS	1,591,195	147,751	-	(1,738,946)	-
	Clerk & Recorder	70,000	2,640,300	539,700	-	3,250,000
	Admin Restricted - Use Tax,	-	-	-	-	-
	Cable & P-Card	1,033,015	749,354	-	-	1,782,369
	District Attorney-Grants	747,334	-	-	-	747,334
	Sheriff's Office	1,500,000	1,060,000	-	-	2,560,000
	Public Safety Sales & Use Tax	23,558,307	8,836,505	2,077,186	-	34,471,998
	Retirement Admin/Pension	-	-	-	-	-
	Economic Development	400,062	14,765,822	-	-	15,165,884
	American Rescue Plan Act	34,982,459	34,982,459	-	-	69,964,918
	Pikes Peak Workforce Center	3,699,746	3,716,128	-	-	7,415,874
1	GF - Grants/Restricted	68,249,476	77,359,636	2,616,886	(1,778,595)	146,447,403
1	Total General Fund	205,036,178	138,244,940	6,559,726	(29,423,397)	320,417,447
Partially Restricted Funds						
2	Road & Bridge	11,700,804	23,604,379	3,716,493	(90,000)	38,931,676
4	Dept of Human Services	49,397,354	31,453,624	-	-	80,850,978
6	Capital Improvement	-	14,145,334	-	-	14,145,334
12	Self-Insurance	41,963,685	12,281,233	-	-	54,244,918
Restricted						
3	Road & Bridge Escrow	-	1,307,482	-	-	1,307,482
15	Conservation Trust	1,250,648	155,877	-	-	1,406,525
19	Schools' Trust Fund	-	275,000	-	-	275,000
22	Household Hazardous Waste	528,040	743,960	-	-	1,272,000
75	Local Improve. Districts-Falcon	-	75,000	-	-	75,000
		309,876,709	222,286,829	10,276,219	(29,513,397)	512,926,360

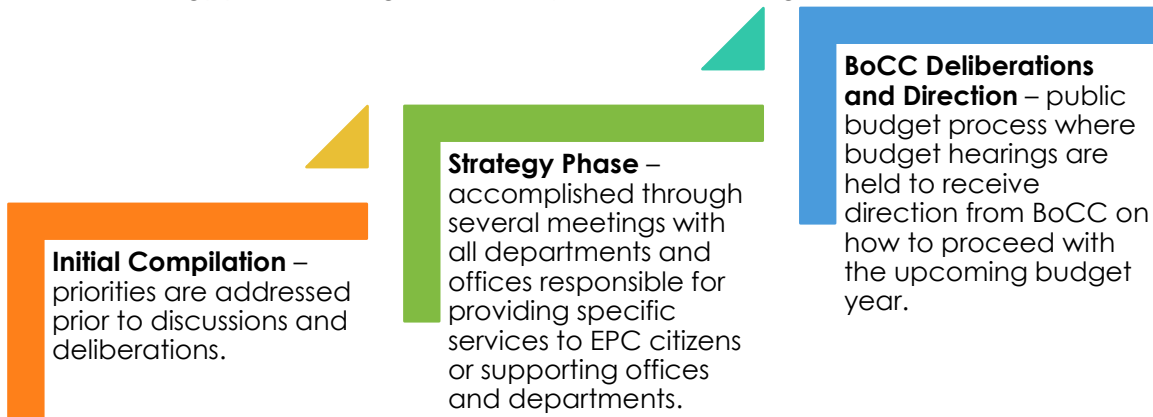


2022-2026 FINANCIAL FORECAST

The Financial Forecast is a five-year budget projection anticipating the known budgetary impacts through the next five budget years. The Financial Forecast 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 Forecast. Based on these impacts, the Chief Financial 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 Forecast. Through an additional series of meetings, the Chief Financial Officer will update the Financial Forecast to address changes brought forward. This revised Financial Forecast is then built into the Preliminary Balanced Budget and presented to BoCC no later than October 15th. The compilation of the Financial Forecast consists of three phases

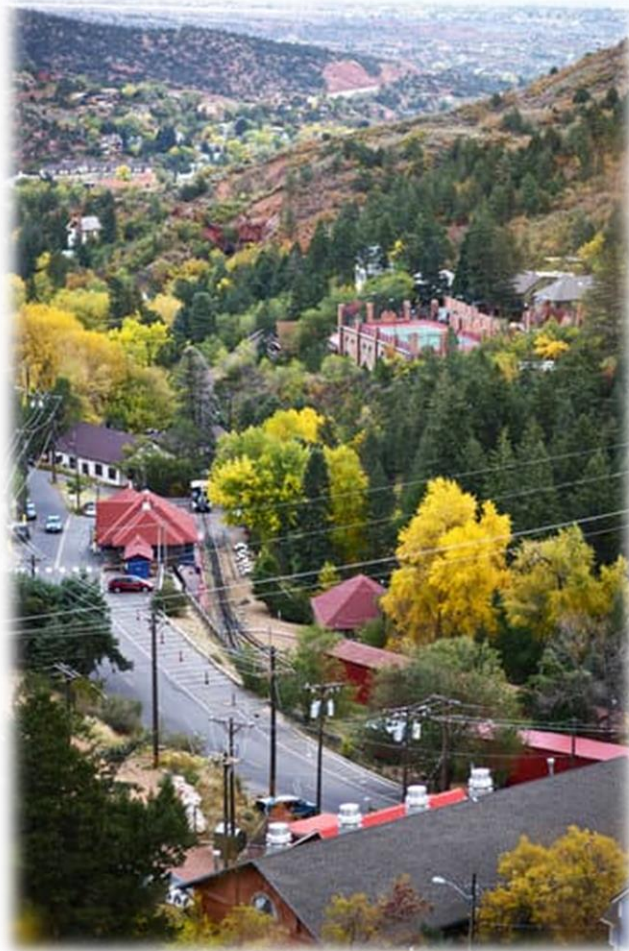
The Financial Forecast for 2022-2026 aligns with El Paso County’s Strategic Goals 2018– 2022 as part of the strategy phase. The goals accomplished in this budget include:



- 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





FINANCIAL FORECAST/CRITICAL NEEDS ADDRESSED IN THE 2022 ORIGINAL ADOPTED BUDGET

OPERATIONAL STRATEGY						
Dept/Office	Critical Needs	2022	2023	2024	2025	2026
Beginning Operational Savings		26,483,893	4,904,026	1,059,060	(183,119)	1,325,816
Net Revenues-Expenditures & Other Sources/Uses		8,733,410	12,634,071	18,992,889	23,236,003	25,040,309
ADM	Humane Society Increase (on-going)	(125,000)	(125,000)	(125,000)	(125,000)	(125,000)
CAR	Motor Vehicle Salary Increases (Equity)	(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
CSD/CSU	Part-time Horticulture Agent	(27,230)	(27,230)	(27,230)	(27,230)	(27,230)
CAT	County Attorney - 1st Assistant CAT/Civil	(226,862)	(379,233)	(379,233)	(379,233)	(379,233)
CSD/PRK	Parks Fire Mitigation (on-going)	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)
CSD/PRK	Parks Deferred Maintenance (on-going)	(75,000)	(75,000)	(75,000)	(75,000)	(75,000)
County	Fountain Creek Watershed District Increase	(24,286)	(24,286)	(24,286)	(24,286)	(24,286)
County	Upgraded ERP System/Time Tracking/HCM - Initial Allocation of \$10M project	(1,000,000)	(2,500,000)	(3,500,000)	(3,000,000)	(1,000,000)
County	2022 Compensation Adjustments	(7,482,811)	(7,482,811)	(7,482,811)	(7,482,811)	(7,482,811)
DST	Agilquest Software Annual License	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
DST	Spatialtest Appeals Pro Module	(64,000)	(64,000)	(64,000)	(64,000)	(64,000)
DAO	5 Additional FTEs (3 DAs, 1 Legal Asst, 1 Clerk)	(462,335)	(428,335)	(428,335)	(428,335)	(428,335)
EDD	Housing Authority Corpus (one-time allocation)	(2,000,000)				
OEM	Part-time Temp Employee for Emergency Mgmt Accreditation Program (EMAP)	(11,000)	(18,766)			
OEM	Alternate Emergency Coordination Center, EPC IT solutions at RDC	(15,000)				
FAC	Major Facility Improvements (ongoing funding)	(750,000)	(750,000)	(1,000,000)	(1,000,000)	(1,250,000)
HRM	Business Partners (2) and Compensation Analyst (3 FTEs)	(339,023)	(324,023)	(324,023)	(324,023)	(324,023)
JSD	Pretrial Services Program Specialist (1 FTE)	(66,513)	(63,513)	(132,375)	(129,375)	(129,375)
JSD	Veteran's Services Admin support staff member (1 FTE)	(65,364)	(60,364)	(136,299)	(131,299)	(131,299)
PCD	Code Enforcement Cleanup	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)
PCD	Planning Engineer I-II (1 FTE)	(113,490)	(113,490)	(113,490)	(113,490)	(113,490)
PCD	Planner II-III (1 FTE)	(114,323)	(114,323)	(114,323)	(114,323)	(114,323)
PCD	Planning Inspector II (1 FTE)	(84,520)	(84,520)	(84,520)	(84,520)	(84,520)
PH	Increase for County Support to Public Health (Year 3 of 4-year strategy)	(150,000)	(550,000)	(550,000)	(550,000)	(550,000)
DPW	Akers Pond Design - one-time allocation	(125,000)				
DPW	Asset Management Personnel (3 FTEs)	(315,651)	(296,365)	(296,365)	(296,365)	(296,365)
DPW	Beaver Creek Drainage Basin Planning Study (DBPS) Project - one-time allocation	(375,000)				
DPW	Engineering Division Personnel (4 FTEs & Outsourced Inspections)	(928,960)	(753,960)	(753,960)	(753,960)	(753,960)
DPW	One-Time Road Funds	(13,000,000)				
DPW	On-Going Road Funds	(1,000,000)	(1,000,000)	(3,500,000)	(5,500,000)	(8,050,000)
DPW	Stormwater Maintenance Crew (4 FTEs in 2022)	(441,910)	(763,819)	(643,819)	(643,819)	(643,819)
DPW	Templeton Gap Drainage Basin Planning Study (DBPS) Project - one-time allocation	(175,000)				
DPW	Traffic Count Plan - one-time allocation	(275,000)				
Ending Operational Savings		4,904,026	1,059,060	(183,119)	1,325,816	3,839,057



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

	GENERAL FUND 1 - UNRESTRICTED					
	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
REVENUES	Property Taxes	51,764,952	52,070,938	58,023,567	58,023,567	59,807,730
	Specific Ownership Tax	3,957,044	-	-	-	-
	Sales Taxes	67,117,050	80,111,768	74,302,390	74,302,390	85,499,721
	Other Taxes	91,640	58,558	85,000	85,000	85,000
	Licenses & Permits	935,328	526,136	1,028,500	1,028,500	528,500
	Intergovernmental	6,245,678	9,397,544	2,521,400	3,490,452	2,696,400
	Charges for Services	19,993,796	22,793,828	19,418,000	19,018,000	21,770,500
	Fines & Forfeitures	720,122	744,794	570,000	570,000	577,500
	Miscellaneous Revenue	4,287,018	2,918,589	3,265,000	3,321,072	1,571,000
	Other Financing Sources	152,422	6,831,066	150,000	181,272	175,000
	Total	\$155,265,049	\$175,453,221	\$159,363,857	\$160,020,253	\$172,711,351
EXPENDITURES	Personnel	98,902,708	100,072,857	116,474,019	116,939,200	119,958,859
	Supplies	8,554,302	9,959,794	9,939,667	10,688,042	6,799,077
	Purchased Services	37,526,950	32,201,493	31,602,886	39,116,966	46,418,953
	Building Materials	86,801	21,731	68,000	288,000	28,000
	Fixed Charges	1,994,896	2,081,378	2,372,747	2,759,760	1,953,797
	Grants, Contributions	6,037,854	1,517,380	4,687,000	4,687,000	2,072,000
	Intergovernmental	(14,665,030)	(12,967,544)	(10,732,723)	(10,747,764)	(8,981,888)
	Capital Outlay	10,589,831	9,916,630	8,346,475	13,636,043	5,721,246
	Total	\$149,028,312	\$142,803,719	\$162,758,071	\$177,367,247	\$173,970,044
	FUND BALANCE	Estimated Beginning Fund Balance	34,078,068	44,597,389	77,246,980	73,852,676
Budgeted Changes to Fund Balance		6,236,737	32,649,501	(3,394,214)	(17,346,994)	(1,258,693)
Estimated Ending Fund Balance		\$44,594,389	\$77,246,890	\$73,852,676	\$56,505,682	\$55,246,989

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



GENERAL FUND - RESTRICTED

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

Assigned Fund Balance	Committed Fund Balance	Restricted Fund Balance
<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• 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.	<ul style="list-style-type: none">• 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

GENERAL FUND 1 - RESTRICTED						
	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
REVENUES	Sales Taxes	26,912,138	29,625,929	29,565,228	29,565,228	35,453,352
	Licenses & Permits	883,022	1,411,244	1,300,000	1,300,000	1,100,000
	Intergovernmental	24,041,720	139,460,613	20,777,871	108,138,432	91,369,974
	Charges for Services	4,904,455	4,952,067	4,030,500	4,380,500	4,463,000
	Miscellaneous Revenue	12,800,082	13,826,227	13,246,000	13,353,756	14,626,050
	Other Financing Sources	80,000	-	-	-	-
	Total		\$69,621,417	\$189,276,080	\$68,919,599	\$156,737,756
EXPENDITURES	Personnel	29,492,161	51,432,081	25,512,408	30,090,097	36,823,867
	Supplies	20,182,108	24,758,971	16,923,952	21,435,115	22,173,194
	Purchased Services	18,264,188	31,768,438	26,379,658	86,536,539	17,411,055
	Building Materials	16,839	774	-	-	-
	Fixed Charges	12,089,929	17,057,583	14,447,972	14,607,777	10,619,292
	ARPA Funds	-	-	-	-	69,964,918
	Grants, Contributions	13,187,213	71,770,802	16,055,285	29,708,014	15,397,212
	Intergovernmental	(26,594,224)	(33,900,392)	(31,219,856)	(23,676,744)	(27,314,135)
	Capital Outlay	2,770,057	20,471,929	1,641,237	4,615,502	1,372,000
	Total		\$69,408,272	\$183,360,187	\$69,740,656	\$163,316,300
FUND BALANCE	Estimated Beginning Fund Balance	27,229,614	27,442,759	33,358,652	32,537,595	25,719,281
	Budgeted Changes to Fund Balance	213,145	5,915,893	(821,057)	(6,818,314)	564,973
	Estimated Ending Fund Balance	\$27,442,759	\$33,358,652	\$32,537,595	\$25,719,281	\$26,284,254

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



STAFFING

Department/Division/Office	2019 Authorized	2020 Authorized	2021 Authorized	2021 Adj +/-	2022 Authorized
Elected Offices					
County Commissioners	5	5	5		5
County Assessor	53	53	53		53
County Clerk & Recorder - Operations	24	24	24		24
Motor Vehicle Elections	90	90	90		90
Driver's Licenses	10	10	10		10
Recording	9	9	9		9
Clerk to the Board	11	11	11		11
County Coroner	3	3	3		3
County Sheriff – Operations	26	26	26		26
Detentions	196	196	196		196
Fountain Dispatch	379	381	381		381
Work Release	12	12	12		12
Gateway	8	8	8		8
Concealed Handgun Program	5	5	5		5
800 MHz	5	6	6		6
Reintegration and Recovery (Unres w/ Benefits)	2	2	2		2
Restricted – PR Bond	3	3	3		3
Restricted – VALE/VOCA	-	-	-		-
Restricted – Co Responder Grant	3	3	3		3
Restricted – Public Safety Tax	1	1	1		1
Unrestricted General Fund – Frozen	191	174	174		174
Security	-	11	11		11
County Treasurer	37	37	43		43
Public - Trustee	19	19	18		18
County Attorney – General Fund	5	3	4		4
Department of Human Services	13	14	16	2	18
District – EPC Funded	27	30	32	2	34
Teller County Funded	219	219	226	5	231
Grant Funded	4	4	4		4
BoCC Administration	8	8	10		10
Interagency Relations	2	2	2	3	5
Office of Emergency Management (OEM)	7	7	7	-7	-
Human Resources & Risk Management Department	10	10	10		10
Planning & Community Development Department	24	24	27	5	32
Department of Human Services	29	30	30	7	37
Financial Services Department	592	617	642	5	647



El Paso County 2022 Adopted Budget

Budget	14	14	15	1	16
Finance	53	53	53		53
Employee Benefits/Medical Services	7	7	7		7
Contracts and Procurement	10	10	10	2	12
Public Information Office Department	10	10	10	2	12
Digital, Strategy & Technology Department	77	77	77	5	82
Economic Development Department					
Economic Development	6	6	6	1	7
Small Business Development Center	3	3	4		4
Facilities & Strategic Infrastructure Mgmt. Department					
Facilities	60	51	55		55
Parking	5	5	5		5
American Disability Act (ADA)	2	2	2		2
Community Services Department (CSD)					
Parks and Community Resources	24	26	26	-1	25
Park Special Events – Fair	2	2	2		2
Environmental Services	5	5	5		5
Justice Services Department	3	3	3		3
Criminal Justice Planner	1	1	1	1	2
PR Bond Program	9	11	12	6	18
Veterans Services	7	9	9	1	10
Parks – Restricted Conservation Trust	16	16	16		16
Household Hazardous Waste	5	5	5		5
Department of Public Works (DPW)					
Fleet Services	36	36	36		36
Road and Bridge Engineering	212	212	182	8	190
Engineering	-	-	38	5	43
Other					
Health and Environment	158	158	180	48	228
Pikes Peak Workforce Center	49	41	48	5	53
Pension Trust/Retirement	3	3	3		3
Total FTEs	2,809	2,823	2,914	106	3,020

Department FTE additions totaled 106, with almost half of this increase due to Covid-19 pandemic response.



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 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	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	1,195,586	1,069,441	1,115,709	1,269,119	1,284,498
Operating and Maintenance	11,961	4,793	17,114	17,114	17,114	
Intergovernmental	-	-	-	-	1,500,000	
Total	\$7,207,547	\$2,574,234	\$5,632,823	\$5,786,233	\$2,801,612	

CLERK TO THE BOARD - 11103

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Other Financing Sources	-	-	-	-	-
No Revenues	-	-	-	-	-	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	-	-	10,345	-	-
Operating and Maintenance	16,214	1,983	27,464	37,809	37,809	
Charges for Services	-	-	2,500	2,500	2,500	
Total	\$16,214	\$1,983	\$40,309	\$40,309	\$40,309	



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.

2021 ACCOMPLISHMENTS

Completed:

- Due to the COVID19 Pandemic the El Paso County Assessor's Office completed one of the most challenging property reappraisals.
- Incorporated a new on-line appeal system for all El Paso County property owners. This new system streamlined the appeal process for our property owners and allowed the Assessor's Office to be more effective and efficient.
- Completed over 50 new development valuation perspectives for investors and developers locally and nationally.

Ongoing:

- Studying the effects of the COVID19 Pandemic and Executive Orders having on non-residential property values.
- The El Paso County Assessor's Office is continuing work on their Computer Assisted Mass Appraisal (CAMA) software platform, which will replace an archaic platform that has been in use for over 20 + years.

2022 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 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%.

2022 BUDGET HIGHLIGHTS

- \$128,636 3.5% Personnel increase

BUDGET SUMMARY

ASSESSOR'S OFFICE - 14000

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Miscellaneous Revenue	35,631	23,048	4,000	4,000	6,500
Total	\$35,631	\$23,048	\$4,000	\$4,000	\$6,500	
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	3,596,283	3,947,742	3,810,658	3,877,940	3,939,294
	Operating and Maintenance	273,185	250,002	296,838	308,654	301,838
	Charges for Services	33,938	5,812	12,000	12,000	7,000
	Capital Outlay	-	-	-	-	-
Total	\$3,903,407	\$4,203,556	\$4,119,496	\$4,198,594	\$4,248,132	



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.



2021 ACCOMPLISHMENTS

Complete:

Elections:

- Develop Standard Operating Procedures for all areas of the Elections Department

Motor Vehicle:

- Recovery from the COVID-19 Pandemic, traditional transactions are at pre-COVID-19 service levels
- Increased staff levels and improvement of retention because of COVID-19
- Decreased wait-times and backlog volumes to a sustainable level year-round, partly due to historically low inventory and supply chain issues for regarding vehicles

Recording:

- Manually Importing Marriage Images into Aumentum 1996-1971

Ongoing:

Elections:

- 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:

- Updating and improving our training model

Recording:

- Manually enter Marriage Index into Aumentum (years 1858-1920)
- Have microfilm processed images available to staff and customers

2022 OBJECTIVES

Elections

- Work closely with the Colorado Secretary of State and Colorado General Assembly to increase enhancements for elections audit procedures
- Support the City of Manitou Springs Special Election in January of 2022
- Conduct the El Paso County Retirement Board Election
- Support the El Paso County Republican and Democratic Caucus and Assemblies
- Support El Paso County Special District's Elections in May of 2022
- Conduct the 2022 Primary Election and 2022 General Election

Motor Vehicle

- Increase staff training to include specialized and complex transactions
- Resume recording services at each motor vehicle branch location



- Work with the Colorado Department of Revenue to extend alternative services with kiosks
- Develop best practices in the motor vehicle DRIVES System

Recording

- Manually enter Marriage Index into Aumentum (years 1858-1920)
- Have microfilm processed images available to staff and customers
- Manually Importing Marriage Images into Aumentum (1971 going backwards)

PERFORMANCE MEASURES & OPERATING INDICATORS

	2020 Actual	2021 Estimated	2022 Projected
Documents recorded	216,193	242,494	249,768
Documents processed	261,156	292,265	299,540
Vehicles Registered	624,553	608,256	600,000
Drivers Licenses Issued	45,509	46,000	80,000
Voter Service and Polling Centers	36	11	36 - 39
Registered Voters	458,245	474,944	516,174
Earned TV Media (dollar amount)	663,311	60,000	85,000
Documents processed - Agenda Items	1,028	940	950
Documents Processed Liquor	112	125	125
Documents Processed Medical Marijuana	2	2	2
Documents Processed BOE	275	789	200
Documents Processed Binding Arbitration	0	3	1

2022 BUDGET HIGHLIGHTS

- \$268,446 3.5% Personnel Increase
- \$300,000 Motor Vehicle Equity Increase



BUDGET SUMMARY

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

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Charges for Services	11,265,456	12,929,893	11,000,000	11,000,000	12,500,000
Total	\$11,265,456	\$12,929,893	\$11,000,000	\$11,000,000	\$12,500,000	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	1,149,364	1,260,308	1,430,382	1,430,382	1,515,936
Operating and Maintenance	119,423	125,212	101,974	101,974	85,474	
Charges for Services	2,900	2,900	3,750	3,750	3,000	
Capital Outlay	-	-	47,000	47,000	-	
Total	\$1,271,687	\$1,388,421	\$1,583,106	\$1,583,106	\$1,604,410	

MOTOR VEHICLE - 12326, 12328

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Licenses & Permits	895,389	496,468	1,000,000	1,000,000	500,000
Miscellaneous Revenue	1,242	246	-	-	-	
Total	\$896,632	\$496,714	\$1,000,000	\$1,000,000	\$500,000	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	3,571,820	3,499,252	3,887,397	3,887,397	4,264,564
Operating and Maintenance	869,865	923,255	476,555	476,555	612,951	
Charges for Services	205,456	174,875	190,000	190,000	190,000	
Intergovernmental	(300,000)	-	-	-	-	
Capital Outlay	21,380	-	-	-	-	
Total	\$ 4,368,522	\$4,597,382	\$4,553,952	\$4,553,952	\$5,067,515	



ELECTIONS - 12327

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	899,866	2,366,542	400,000	400,000	650,000
Total	\$899,866	\$2,366,542	\$400,000	\$400,000	\$650,000	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	279,795	1,407,814	615,556	615,556	632,076
Operating and Maintenance	1,264,770	2,520,283	575,516	575,516	575,516	
Charges for Services	2,416	11,116	4,000	4,000	4,000	
Intergovernmental	(461)	-	900,000	900,000	900,000	
Capital Outlay	8,000	9,137	-	-	-	
Total	\$1,554,520	\$3,948,350	\$2,095,072	\$2,095,072	\$2,111,592	

RECORDING - 12333

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	426,004	436,010	520,291	520,291	508,876
Operating and Maintenance	47,720	38,745	59,726	59,726	30,600	
Charges for Services	228	228	2,000	2,000	2,000	
Intergovernmental	-	-	(57,600)	(57,600)	-	
Total	\$473,952	\$474,984	\$524,417	\$524,417	\$541,476	



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

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Charges for Services	162,505	213,726	175,000	175,000	200,000
	Total	\$162,505	\$217,226	\$175,000	\$175,000	\$200,000

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	56,025	53,366	70,000	70,000	70,000
	Operating and Maintenance	75,414	87,579	125,000	125,000	125,000
	Capital Outlay	-	-	55,000	55,000	55,000
	Total	\$131,439	\$140,945	\$250,000	\$250,000	\$250,000

LATE REGISTRATION - 12330

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Charges for Services	645,350	581,340	600,000	600,000	600,000
	Total	\$645,350	\$581,340	\$600,000	\$600,000	\$600,000

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	400,000	467,806	825,734	825,734	845,844
	Operating and Maintenance	-	-	70,110	70,110	50,000
	Charges for Services	35,000	335,000	35,000	35,000	35,000
	Intergovernmental	-	-	-	-	-
	Capital Outlay	-	-	69,156	69,156	69,156
	Total	\$435,000	\$802,806	\$1,000,000	\$1,000,000	\$1,000,000

MOTOR VEHICLE RESTRICTED - 12331

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Charges for Services	1,792,498	1,733,231	1,850,000	1,850,000	1,880,000
	Total	\$1,792,498	\$1,733,231	\$1,850,000	\$1,850,000	\$1,880,000

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	1,908,249	1,273,249	1,563,309	1,563,309	1,626,815
	Operating and Maintenance	211,437	152,189	436,691	436,691	373,185
	Intergovernmental	-	-	-	-	-
	Total	\$2,419,687	\$1,425,438	\$2,000,000	\$2,000,000	\$2,000,000



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.



OVERVIEW

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.

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

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

PERFORMANCE MEASURES & OPERATING INDICATORS

	2020 Actual	2021 Estimated	2022 Projected
Number of Deaths Investigated	6,393	6,608	7,250
Number of Autopsies Performed	1,293	1,370	1,420



2022 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 computer information system

2022 BUDGET HIGHLIGHTS

- \$89,407 3.5% Personnel increase

BUDGET SUMMARY

CORONER'S OFFICE - 15000

CORONER'S OFFICE - 15000						
REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	1,850	3,838	2,000	9,662	2,000
	Charges for Services	693,045	732,640	685,000	685,000	685,000
	Miscellaneous Revenue	155	-	-	-	-
	Total	\$695,050	\$736,478	\$687,000	\$694,662	\$687,000
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	2,251,793	2,186,929	2,743,147	2,958,447	3,047,854
	Operating and Maintenance	428,237	387,419	164,134	475,959	291,134
	Charges for Services	2,957	2,874	131,400	131,400	4,400
	Capital Outlay	-	-	-	-	-
	Total	\$2,682,988	\$2,577,222	\$3,038,681	\$3,565,806	\$3,343,388



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 case investigation reports from 22 area law enforcement agencies.

Prosecution Departments: District Court prosecuting felony level offenses in 20 District Court divisions, County Court prosecuting misdemeanor and traffic offenses in 11 County Court divisions, Juvenile Prosecution Unit prosecuting juvenile offenders in 4 Juvenile District Court divisions, Special Victims Unit prosecuting sex offenses and elder abuse offenses, Economic Crime Unit prosecuting organized crime and financial crimes, Investigations Unit, Felony Intake, Diversion, Appellate Unit, and the Victim Witness Unit. The DA's office also works closely with 4 specialty court programs including DUI Court, Domestic Violence Court, the Veterans Trauma Court, and Recovery Court.

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

Victim Witness Unit: Advocates work closely with victims of crime as cases progress through the court system and serve as a source of information for victim compensation and referrals to community agencies and organizations.

Discovery: The Discovery Unit processes case information to include reports, videos, BWC, audio recordings, forensic reports, and all other reports generated during a criminal investigation and makes those materials available to defendant's charged with criminal offenses.

Restitution: The Restitution Team works closely with victims of crime, medical providers, insurance companies, and businesses to collect and submit accurate and thorough reports and requests for restitution in criminal cases. This team also provides support to prosecuting attorneys by providing witness testimony during restitution hearings.

Victims Compensation: The Crime Victim Compensation Act of Colorado was enacted on July 1, 1982 to help victims of crime pay for losses incurred as a result of criminal behavior. Funds are collected from costs paid by convicted defendants. The Crime Victim Compensation Board is made up of three members who are appointed by the District



Attorney. This board reviews applications from victims and interviews victims towards approving or denying requests for compensation according to the Victim Compensation Act.

2021 ACCOMPLISHMENTS

Completed:

- Filed 25 homicide cases as of October 1, 2021.
- Prosecuted 16 separate homicide cases through trial as of October 22, 2021.
- Prosecuted more than 85 felony jury trials totaling 379 days in trial as of October 1, 2021.
- Collected \$5,699,933 in restitution for victims of crime for calendar year 2020.
- Awarded \$1,536,408 in victim's compensation to victims of crime for calendar year 2020.

Ongoing:

- Trials are ongoing through 2022.
- Restitution will continue to be ordered for victims of crime.
- Victim's Compensation will continue to award compensation to victims of crime.

2022 OBJECTIVES

- The 4th Judicial District Attorney serves the citizens of El Paso and Teller Counties. The main function of this office is to enforce the criminal laws of this state. Law enforcement agencies investigate crimes 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.

2022 BUDGET HIGHLIGHTS

- \$540,593 3.5% Personnel increase
- \$320,485 5 additional FTEs
- \$34,000 equipment for 5 additional FTEs



PERFORMANCE MEASURES & OPERATING INDICATORS

	2020 Actual	2021 Estimated	2022 Projected
Number of Felony Cases Prosecuted	7,026	7,472	7,500
Number of Traffic and Misdemeanor Cases Prosecuted	24,093	25,000	26,000
Number of Juvenile Cases Prosecuted	1,052	1,025	1,150
Number of Felony Cases Tried	81	130	150

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

Measure		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.
2020	Target	4
	Actual	4
2021	Target	4
Measure		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.
2020	Target	\$5,300,000 Restitution \$15,000 Restitution NJC Mediation
	Actual	\$5,699,933 Restitution \$3,763 NJC Mediation Restitution
2021	Target	\$6,200,000 Restitution \$5,000 Restitution NJC Mediation
Measure		Increase victim support, protection, and notification through the amount of restitution and victim's compensation collected as well as the number of victim notifications made.
2020	Target	48,000 Victim Notifications 18,000 contacts with victims
	Actual	71,469 Victim Notifications 41,562 contacts with victims
2021	Target	60,000 Victim Notifications 35,000 contacts with victims
Measure		Increase tracking and maintaining statistics of outreach to community partners to increase awareness of our many alternative justice programs and problem-solving courts.
2020	Target	Continue quarterly meetings and conduct additional training within the DAO as well as collaborate with community partners to expand alternative justice programs.
	Actual	Collaborative meetings held with community partners to increase awareness and provide services to reduce homelessness due to mental illness. 307 cases were sent through Juvenile Diversion, 124 case settled in NJC, Veterans Trauma Ct has had 549 participants since its inception with a graduation rate of 73% with 58 active participants in the program as of October 25, 2021.
2021	Target	Continue quarterly meetings and conduct additional training within the DAO as well as collaborate with community partners to expand alternative justice programs.



BUDGET SUMMARY

ADMINISTRATION & OPERATIONS - 17001

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	-	-	-	-	-
	Total	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	14,391,044	15,402,620	15,656,710	15,656,710	16,517,788
	Operating and Maintenance	682,030	585,650	731,359	731,359	751,047
	Intergovernmental	-	-	-	-	-
	Total	\$15,073,074	\$15,988,270	\$16,388,069	\$16,388,069	\$17,268,835

DISTRICT ATTORNEY'S OFFICE - RESTRICTED GRANTS - 17002

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	1,040,042	1,103,180	1,017,395	1,145,868	747,334
	Total	\$1,040,042	\$1,103,180	\$1,017,395	\$1,145,868	\$747,334
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	989,108	1,152,836	1,017,395	1,145,868	747,334
	Total	\$989,108	\$1,152,836	\$1,017,395	\$1,145,868	\$747,334



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 four major component programs called bureaus or offices: The Office of the Sheriff, the Detentions Bureau, the Law Enforcement Bureau, and the Administration Bureau. Each of these component programs have one or more business units within them. Each component program has specific and complex operational purposes and 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 Office of the Sheriff not only meets all statutory requirements but exceeds them in many ways and is recognized as a leader within the law enforcement and County detention industries. From an internal functional and organizational structure perspective, the Office of the Sheriff includes the Undersheriff, three (3) Bureau Chiefs, Chief of Staff, County Attorney, Fiscal & Compliance, Information Technology, 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.

Fiscal & Compliance Services: Fiscal & Compliance Services encompasses Budget and Finance, Contract Compliance, and the Fleet Division. The Budget and Finance Section is comprised of five (5) major functional areas: Accounting/Finance, Budget, Compliance, Quartermaster Program and Grants Management, which, in conjunction, provide overall quality and integrity of the Sheriff's Office financial management, internal controls system and uniform needs.

Information Technology Section (IT): The IT Section is comprised of professional staff 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.

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) 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 470 sworn and professional 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 Detention Security Division is comprised of a group of approximately 280 dedicated men and women who 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 1,300 inmates.

Detention Support Division: The Detention Support Division is comprised of a group of approximately 44 dedicated men and women who are proud of their ability to ensure inmates receive counseling and training programs which allow them to successfully transition back into our community.

Law Enforcement Bureau:

The Sheriff's Office Law Enforcement Bureau is comprised of three divisions, the Patrol, Investigations and Special Operations 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 245 sworn and professional employees.

Patrol Division:

The Patrol authorization of approximately 100 men and women to include K-9 who 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.

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 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.

Support Operations Division: The Support Operations Division is responsible for the specialized units designed to enhance the level of law enforcement service of the Sheriff's Office, thus increasing the quality of life of the citizens of El Paso County. Through programs and various services, the Division provides direct interaction between the Sheriff's Office and the citizens of our community, enhancing a partnership that ultimately expands the capability of our crime prevention efforts. It consists of the Traffic Unit, 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 Support Operations Lieutenant. Many of the units have specialized equipment requiring ongoing maintenance and support, such as specialized SWAT and EOD vehicles and equipment.

Also included in the Support Operations Section is the Rural Enforcement and Outreach Unit (REO), Community Support Unit (including School Resource Officers), and the Mounted Unit.

Emergency Services Section

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

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 over 20 other County owned buildings to include four (4) County owned parking structures. The section is supervised by a Sheriff's Office Lieutenant and three (3) Sergeants.

Administrative Bureau:

The Sheriff's Office Administration Bureau is comprised of three divisions, the Administrative Services Division, Support Operations Division, and the Administrative Support Division. They are responsible administrative functions in the Sheriff's Office, including human resources, recruiting and background investigations, media, and public information services, Staff Psychologist, Internal Affairs, criminal justice records services, and concealed handgun permits. The Bureau is overseen by the Undersheriff.

Administrative Services Division: 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. The Training Section is responsible for in-service training for all sworn and professional 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 26 weeks plus one or more Detentions Deputy Academies of 11 weeks.

Support Operations Division: The Support Operations Division is comprised of over 75 personnel and is responsible for oversight and management of the Sheriff's Office Communications and Dispatch Section, Records section, and Concealed Handgun Permits program.

The Communications Section provides 24-hour 9-1-1 emergency dispatching for the Sheriff's Office, County fire agencies, as well as smaller municipalities.

The 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.

The Concealed Handgun Permit Program is responsible for issuance of Concealed handgun permits and renewals for El Paso County. Their responsibilities include processing applications, completing local background checks, and fingerprinting the applicants.

Professional Standards Division: The Professional Standards Division includes Internal Affairs, Evidence, Accreditation, Media Services, Community Relations, and the Public Information Office. The Division establishes 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.

Accreditation Unit: The Accreditation unit provides documentation to several organizations to show compliance with several national organizations. The Accreditation Unit compiles proofs for the National Commission for Correctional Healthcare (NCCHC), the American Correctional Association (ACA) and the Commission on Accreditation for Law Enforcement (CALEA). NCCHC establishes standards for health services in correctional facilities. ACA represents fundamental correctional practices that ensure staff and inmate safety and security, and CALEA provides public safety agencies with an opportunity to voluntarily meet an established set of professional standards based on best practices nationwide in the law enforcement arena.

Community Relations and Outreach Unit: The Community Relations and Outreach unit (CRO) fosters a positive police community relation. They perform successfully by building partnerships in the community which facilitate on-going and proactive communication and mutual understanding with citizens, business, and community-based organizations and faith-based leadership. They strive to establish communication with community leaders, provide transparency, disseminate accurate information, and form partnerships with other law



enforcement agencies. The goal is to help strengthen the agency mission through problem solving and relationship development. They meet the goals by engaging, informing, listening, and learning from the community which they serve and protect.

Media Relations Manager / Public Information Office (PIO): The PIO 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.

2021 ACCOMPLISHMENTS

Office of the Sheriff

- Continued proactive engagement in legislative priorities and actions through the Legislative Liaison.
- EPSO commitment to support and expansion of pre-trial services.

Detention Bureau

- NCCHC Reaccreditation
- 59 Deputies have graduated from Academies throughout 2021. 23 recruits currently in the Academy and will graduate in January 2022.
- Re-established the Detention Support Division for the Detentions Bureau.

Law Enforcement Bureau

- Partnership with Fountain PD to establish an additional BHCON Unit
- Acquisition of land and a Modular Office to provide County services to the Falcon Community.
- Starting up the Support Operations Bureau in LEB (Spec Ops).

Admin Services Bureau

- Completed over 150 community events in 2021 YTD
- The return of several National Night Out Events hosted by neighborhoods throughout the county.
- For the 2020-2021 school year the Badges and Books program reached over 5,000 students
- Partnership with DHS Christmas for Kids for EPSO to adopt families in need for Christmas
- Largest Citizen's Academy with 40
- Three Successful virtual Community Conversations Sessions, held in January, February and April 2021.
- Peer support program to be up and running by the end of the year.
- Police Week 2021 in Washington DC to Honor Deputy Jeffrey Hopkins. Honor Guard participated in National Law Enforcement Memorial Service, Wreath Guard, Colorado Remembrance Ceremony, and the Candlelight Vigil.
- 40+ Honor Guard missions completed
- Average of 1,135 applications processed monthly, this includes office shutdowns due to COVID (Feb 6 – Feb 17) and the Office rebuild (Aug 9 – 13).



- Currently on track to process over 12,500 applications in 2021 (new and renewal), this is an increase of approx. 2000 applications from 2020.
- Current active CHP Permits is over 52,000 – El Paso County still maintain the highest number of active CHPs in the state of Colorado.
- At the end of October 2021, CHP had issued almost 11,600 permits. (this does include permits that were applied for in late 2020)
- To Date CHP has brought in \$777,680

2022 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.
- Continue with the construction of the Falcon Substation while collaborating with other County Offices and Departments to provide County Services to the Falcon community.
- Achieve Triple Crown Accreditation with NCCHC, ACA and CALEA.
- Establish a Community Based Mental Health Service.
- Evidence Incinerator has been purchased and will arrive and be installed in the 1st Quarter of 2022

2022 BUDGET HIGHLIGHTS

- \$1,730,058 3.5% Personnel increase



BUDGET SUMMARY

SECURITY - 11175

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total	\$-	\$-	\$-	\$-	\$-	\$-

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	1,055,992	1,199,085	2,648,566	2,198,566	2,018,722
Operating and Maintenance	453,701	453,509	193,431	643,431	808,132	
Charges for Services	754	1,293	5,000	5,000	37,500	
Intergovernmental	-	-	-	-	-	
Capital Outlay	-	-	-	-	-	
Total	\$1,510,447	\$1,653,888	\$2,846,997	\$2,846,997	\$2,939,354	

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

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	2,113,668	2,809,172	1,875,000	1,894,880	1,800,000
Charges for Services	1,007,578	1,001,320	940,000	940,000	1,067,000	
Fines & Forfeitures	9,916	14,834	10,000	10,000	17,500	
Miscellaneous Revenue	1,051,834	543,920	361,000	409,033	164,500	
Other Financing Sources	2,930	25,501	-	31,272	25,000	
Total	\$4,185,926	\$4,394,747	\$3,186,000	\$3,285,185	\$3,074,000	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	41,717,819	36,067,488	47,373,029	47,381,029	44,040,581
Operating and Maintenance	12,102,791	5,631,865	6,875,562	6,995,999	12,550,295	
Charges for Services	174,728	245,586	362,555	362,555	-	
Grants & Contributions	8,328	2,980	-	-	10,000	
Intergovernmental	(2,567,160)	(1,922,830)	(900,000)	(900,000)	(930,704)	
Capital Outlay	685,455	314,731	321,325	426,016	-	
Total	\$52,121,961	\$40,339,820	\$54,032,471	\$54,265,599	\$55,670,172	



SHERIFF'S OFFICE - PUBLIC SAFETY TAX - 11050 & 182xx

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Sales Taxes	26,912,138	29,499,410	29,565,228	29,565,228	35,453,352
Total	\$26,992,138	\$29,499,410	\$29,565,228	\$29,565,228	\$35,453,352	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	17,120,457	14,258,133	16,034,833	16,034,833	25,192,446
Operating and Maintenance	5,952,444	12,247,379	11,262,644	11,620,067	7,150,234	
Charges for Services	9,012,141	14,201,793	13,262,644	13,262,644	9,478,108	
Intergovernmental	(6,670,353)	(12,741,078)	(12,262,644)	(12,262,644)	(8,279,553)	
Capital Outlay	636,264	493,700	1,000,000	644,099	930,763	
Total	\$26,050,952	\$28,459,926	\$29,297,477	\$29,298,999	\$34,471,998	

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

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	4,166,191	4,215,459	-	6,447,088	1,500,000
Charges for Services	477,390	338,229	-	350,000	350,000	
Miscellaneous Revenue	806,047	1,189,430	-	16,000	930,000	
Total	\$5,449,628	\$5,743,118	\$-	\$6,813,088	\$2,780,000	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	2,410,068	1,975,640	-	4,242,657	1,500,000
Operating and Maintenance	1,769,829	1,800,295	-	5,337,408	1,060,000	
Charges for Services	149,762	107,316	-	144,435	-	
Grants & Contributions	147,759	27,871	-	31,232	-	
Intergovernmental	14,128	(44,006)	-	-	-	
Capital Outlay	280,747	107,233	-	72,536	-	
Total Expenditures	\$4,772,294	\$3,974,348	\$-	\$9,828,268	\$2,560,000	

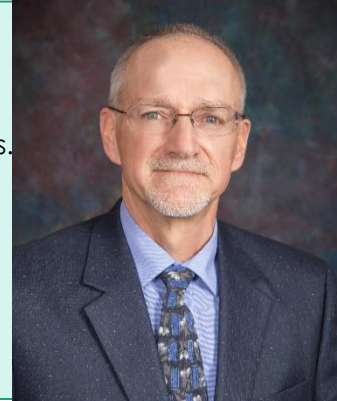


SURVEYOR'S OFFICE

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						
	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Charges for Services	2,390	2,870	2,000	2,000	2,000
	Total	\$2,390	\$2,870	\$2,000	\$2,000	\$2,000
EXPENDITURES						
	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	7,616	7,851	8,380	8,380	8,380
	Operating and Maintenance	2,390	2,870	3,000	3,000	3,000
	Total	\$10,006	\$10,721	\$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.

2021 ACCOMPLISHMENTS

Completed:

- Implemented additional online and phone options for tax payments
- Installed a secure, drive-up, drop box for payments and documents at the Citizens Service Center

Ongoing:

- Working to finalize a computer system conversion to streamline payment and disbursement processes

2022 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.

2022 BUDGET HIGHLIGHTS

- \$34,927 3.5% Personnel increase

PERFORMANCE MEASURES & OPERATING INDICATORS

	2020 Actual	2021 Estimated	2022 Projected
Annual Tax Statements	264,114	268,346	270,000
Delinquent Tax Statements	21,360	12,667	12,500
Property Tax Payments Processed	440,872	443,856*	440,000
Tax roll-changes (statements)	745	670*	745
Non-property tax revenue transactions	60,651	49,476*	60,000
Tax Liens Sold-manufactured housing	170	125**	125
Tax Liens Sold-real estate	2,361	2,304	2,325
Tax Liens redeemed	1,304	1,787*	1,500
Tax Deeds issued	27	15*	20
Certificates of Taxes Due Reports	58,087	47,720*	50,000
County warrants paid	10,391	6,861*	8,000

*Total through October 31, 2021

**The mobile home tax sale is pending

BUDGET SUMMARY

TREASURER'S OFFICE - 13000

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Charges for Services	4,275,865	4,778,865	4,020,000	4,020,000	4,920,000
Miscellaneous Revenue	191,795	199,210	80,000	80,000	80,000	
Total	\$4,467,660	\$4,978,075	\$4,100,000	\$4,100,000	\$5,000,000	
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	1,070,509	1,108,194	1,122,862	1,122,862	1,157,789
	Operating and Maintenance	201,678	211,709	242,600	242,600	242,600
	Charges for Services	156	144	700	700	700
	Capital Outlay	-	-	-	-	-
Total	\$1,272,343	\$1,320,047	\$1,366,162	\$1,366,162	\$1,401,089	



PUBLIC TRUSTEE'S OFFICE

Prior to July 1, 2020, the El Paso County Public Trustee was a position appointed to a four-year term by the Governor of Colorado. In 2019, El Paso County Treasurer Mark Lowderman was sworn in as El Paso County's Public Trustee by Colorado Governor Jared Polis. Treasurer Lowderman's appointment was an acceleration of an already planned merger pursuant to Colorado House Bill 19-1295 passed by legislation. The enactment of House Bill 19-1295 consolidated the El Paso County Public Trustee operations into El Paso County's 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.

2021 ACCOMPLISHMENTS

Completed:

- Transition to the El Paso County Treasurers office.
- Kept current with processing of an increase in release of deed of trusts.

Due to the COVID 19 Foreclosure Moratorium we were able to accomplish the following housekeeping tasks:

- Cleaned up all overbid accounts with some dating back to 2013.
- Reviewing, deleting old emails to reduce storage.
- Reviewing record retention and destroying obsolete records or transporting records to the record center.
- Reviewing foreclosure statutes to be prepared for increase in foreclosure filings.

Ongoing:

- Implementing Online Foreclosure Sale.

2022 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

PERFORMANCE MEASURES & OPERATING INDICATORS

	2020 Actual	2021 Estimated	2022 Projected
Number of Foreclosures	281	140	800
Number of Deeds of Trust	64,766	75,269	40,000

The past 2 years the number of foreclosures has declined because of the Foreclosure Moratorium due to COVID 19. The moratorium ended August 31, 2020. Many homeowners affected by covid were given a forbearance on their loan. Once the terms of the forbearance agreements have ended the foreclosure market will increase. The 2022 projected number of foreclosures is based on the 2019 foreclosure count.

The number of releases of deed of trusts has increased because of the low interest rates. Homeowners are refinancing to take advantage of the interest rates. Once the interest rate increases the release numbers will decline. The 2022 projected number of releases is based on the 2019 release count.

BUDGET SUMMARY

PUBLIC TRUSTEE'S OFFICE - 19000

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Charges for Services	435,112	664,531	200,000	200,000	200,000
Total	\$435,112	\$664,531	\$200,000	\$200,000	\$200,000	
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	(298,113)	(316,486)	(397,742)	(397,742)	(388,442)
	Intergovernmental	298,113	316,486	397,742	397,742	388,442
	Total	\$ -	\$ -	\$ -	\$ -	\$ -



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 because 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.



2022 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 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.

2022 BUDGET HIGHLIGHTS

- \$41,189 3.5% Personnel increase

BUDGET SUMMARY

COUNTY ATTORNEY'S OFFICE
GENERAL FUND - 11625

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total	\$-	\$-	\$-	\$-	\$-	\$-
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	1,036,080	1,041,274	1,202,006	1,202,006	1,436,270
	Operating and Maintenance	123,836	76,103	150,973	170,973	155,973
	Charges for Services	5,760	4,622	3,500	3,500	3,500
	Intergovernmental	-	-	-	-	-
	Total	\$1,165,676	\$1,121,999	\$1,356,479	\$1,376,479	\$1,595,743



DEPARTMENT OF HUMAN SERVICES - 11626

REVENUES						
Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB	
No Revenues	-	-	-	-	-	-
Total	\$-	\$-	\$-	\$-	\$-	\$-
EXPENDITURES						
Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB	
Personnel	2,620,013	3,258,725	3,257,775	3,257,775	3,768,639	
Operating and Maintenance	213,334	114,607	139,300	139,300	133,300	
Charges for Services	17,723	13,903	20,000	20,000	10,000	
Intergovernmental	(2,851,070)	(3,387,235)	(3,417,075)	(3,417,075)	(3,911,939)	
Total	\$-	\$-	\$-	\$-	\$-	\$-



COUNTY ADMINISTRATION

Bret Waters, County Administrator

Kenneth Hodges, Assistant County Administrator



PURPOSE STATEMENT

The mission of the County Administration Office is to oversee those departments which provide beneficial, efficient, and effective service to residents, businesses, visitors, volunteers, and employees of El Paso County.



OVERVIEW

County Administration consists of the following departments, functions, budgets, and the respective executive and management staff of each described operational department: 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, Justice Services, Pikes Peak Office of Emergency Management, and Human Services.

2022 BUDGET HIGHLIGHTS

- \$15,379 3.5% Personnel increase



BUDGET SUMMARY

**COUNTY ADMINISTRATION
COUNTYWIDE SUPPORT - 11000**

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Property Taxes	51,764,952	52,070,938	58,023,567	58,023,567	59,807,730
Specific Ownership Tax	-	-	-	-	-	
Sales Taxes	67,117,050	80,111,768	74,302,390	74,302,390	85,499,721	
Other Taxes	91,640	58,558	85,000	85,000	85,000	
Licenses & Permits	37,789	28,068	28,500	28,500	28,500	
Intergovernmental	280,573	266,689	200,000	200,000	200,000	
Charges for Services	16,620	26,810	13,000	13,000	13,000	
Fines & Forfeitures	710,107	729,960	560,000	560,000	560,000	
Miscellaneous Revenue	2,712,517	1,878,357	2,550,000	2,550,000	1,050,000	
Other Financing Sources	-	6,458,517	-	-	-	
Total	\$122,731,247	\$141,629,666	\$135,762,457	\$135,762,457	\$147,243,951	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Expenditures	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	

STRATEGIC INITIATIVES - 11140

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total	\$-	\$-	\$-	\$-	\$-	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	424,763	288,540	459,841	-	-
Operating and Maintenance	15,587	2,358	28,400	-	-	
Total	\$440,350	\$290,898	\$488,241	\$-	\$-	



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.

2021 ACCOMPLISHMENTS

1. The primary facility at Mark Dabbling is now fully functional with County and City networks, integrated office areas, and an upgraded Emergency Coordination Center.
2. The advanced emergency coordination center (ECC) is fully developed and has been successfully activated to respond to multiple inclement weather events, and for multiple wild-land fire support.
3. Extensive support coordination for the Public Health Pandemic. PPROEM was unified with El Paso County Public Health in response to the Covid-19 Pandemic. In 2021 PPROEM supported the vaccine clinics, testing sites, weekly reporting, and the homeless isolation shelter.
4. PPROEM has conducted monthly radio interviews on preparedness, numerous special event booths, and public education opportunities throughout the area.
5. The PPROEM Citizens Emergency Response Team (CERT) has supported pandemic mitigation activities, public emergency and disaster preparedness education events, CERT training, and has supported all the training and exercises PPROEM has engaged in.
6. Responder and citizen preparedness: Multi-agency, multi-disciplinary table-top evacuation exercise, and a full-scale evacuation and preparedness exercise, have been completed in 2021 to address collaboration in a large-scale incident with participation from multiple agencies and from resident citizens.
7. In 2021 PPROEM has conducted multiple training and exercise activities. These include a Tri-Lakes region evacuation exercise, a Colorado Springs Airport Table-top exercise, a County/City Cyber workshop, a County/City winter weather preparation workshop, and an Emergency Coordination Center functional exercise.
8. Over 95% of the 35 PPROEM regional plans have been written: collaborated, consolidated, integrated, and are in effect.



2022 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.

2022 BUDGET HIGHLIGHTS

1. \$28,453, 3.5% Personnel compensation increase
2. Alternate Emergency Coordination Center infrastructure, at Pikes Peak Regional Building Department \$15,000 (Initiative 1, Performance Measure 1)
3. PPROEM accreditation with the Emergency Management Accreditation Program- EMAP \$11,000 (Initiatives 1 and 2, Performance Measure 1)

Initiatives:

1. Enhance the capabilities of the emergency management program to support first response agencies and the community
2. Develop a comprehensive community engagement program to provide awareness of hazards and how to prepare for potential impacts
3. Build community resilience through continuous development and expansion of community partnerships in the region

Performance Measures:

1. Establish a regional facility with a dedicated emergency coordination center and offices for program staff and regional partners



2. Complete a programmatic assessment and conduct strategic planning to identify opportunities to engage with the community
3. Conduct annual exercise programs with community partners to evaluate and enhance capabilities and capacity in the region

PERFORMANCE MEASURES & OPERATING INDICATORS

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.			
Measure	2021		2022
	Target	Actual	Target
Community preparedness outreach with Fire Districts, Homeowners Associations, and Municipalities. (Strategy Objective 4)	Reach approximately 30 HOA's directly and through CONO and NEPCO. Update tactical evacuation plans.	Opportunities for outreach included special events, CERT training and activation, emergency events, and multiple PPROEM exercises.	1. Continue collaborating with regional partners, response agencies, and HOA's. 2. Support response agencies as they update evacuation tactical plans.

GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY			
Strategy D: Protect environmental quality including air, land, and water.			
Measure	2021		2022
	Target	Actual	Target
Meetings as a multi-agency Emergency Management collaborative coalition (Strategy Objective 5)	Annual	Pandemic delayed	Bi-Annual



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.			
Measure	2021		2022
	Target	Actual	Target
Regional Base Evacuation Plan (Strategy Objective 1)	The updating of the PPROEM evacuation plan, and support tactical evacuations plans, annexes to base plan, by response partners	Complete	Continue Evacuation training and exercises implementing and testing evacuation planning
Regional Hazard Mitigation Plan (Strategy Objective 1)	Complete by January 2021	Complete	Update and assess mitigation projects status quarterly
Emergency Operations Plan (EOP) (Strategy Objective 2)	Complete by January 2021	Complete	Annual Updates
Resource Plan (Strategy Objective 2)	Complete Resource Plan by April 2021	Complete	Annual updates, training staff, and exercise testing
Continuity of Govt. Plans and Continuity of Operations Plans, for essential EPC and CS Departments (Strategy Objective 2)	Complete by January 2021	Complete by December 2021	Annual updates, training staff, and exercise testing
Recovery Plan is consolidated (Strategy Objective 2)	Training and exercising	Complete	Yearly updates, training staff, and exercise testing
Communication Plan (Strategy Objective 2)	Complete in April	Complete	Yearly updates, training staff, and exercise testing
Preparedness Education and training for regional residents (Strategy Objective 2)	Develop and present Region-Wide	Preparedness Plan complete, multiple aspects of preparedness education on-going throughout year	Continue as regional activities
Tier II Facility Identification and Assessment (Strategy Objective 3)	100%	Updated 2021 100%	100% update annually
Local Emergency Planning Committee (LEPC) participation (Strategy Objective 3)	County wide Govt / Industry /Public chemical coordination	El Paso County Haz Mat hosts and participates in quarterly meetings, has now integrated with, and collaborates with CSFD Colorado Springs LEPC	Quarterly meetings



BUDGET SUMMARY

OFFICE OF EMERGENCY MANAGEMENT - 11060

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Licenses & Permits	2,150	-	-	-	-
Intergovernmental	-	72,985	-	-	-	
Total	\$2,150	\$72,985	\$-	\$-	\$-	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	778,226	511,297	500,445	500,445	516,379
Operating and Maintenance	138,575	126,643	81,920	81,920	97,920	
Charges for Services	8,166	9,277	-	-	10,000	
Intergovernmental	(921,094)	(109,513)	-	-	-	
Total	\$3,873	\$537,705	\$582,365	\$582,365	\$624,299	

HAZMAT - ESA - 11061

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Licenses & Permits	-	1,600	-	-	-
Total	\$-	\$1,600	\$-	\$-	\$-	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	-	264,990	328,025	328,025	340,544
Operating and Maintenance	-	45,285	54,080	54,080	54,080	
Total	\$-	\$310,275	\$382,105	\$382,105	\$394,624	



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

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, Colorado Healthy Families Workplace Act, and the Americans with Disabilities Act for El Paso County employees, providing employees with resources and support while complying with federal and state regulation requirements.

2021 ACCOMPLISHMENTS

Completed:

- Benefits Division staff is successfully working a hybrid model of working both remotely and in the office. We have continued to maintain high levels of customer service and productivity.
- Adjusted leave processes to comply with the Colorado Healthy Families Workplace Act (HFWA) that went into effect January 1, 2021, for both COVID related absences as well as new requirements for sick leave usage.
- Added sick accruals for non-full-time employees in compliance with the HFWA.
- In coordination with the on-site Premise providers, implemented an on-line scheduling system and distancing protocols for employees and family member to receive both the first and second dosed of Moderna vaccinations, as well administering 806 flu vaccinations.
- Transitioned to a new medical plan administrator.
- Implemented an enhanced Employee Assistance Program providing improved access and support for behavioral health issues.



- Increased Reach Your Peak Wellness program participation to over 1,600.
- Launched an on-demand fitness library offering workout videos to all employees in addition to the live-streamed classes through HealthBreak.
- Implemented safety protocols to allow the on-site fitness center to re-open amidst the COVID pandemic.
- In coordination with Payroll and DST, we are now transmitting employee eligibility data for our 457 plan.
- Administered the ADA interactive process with over 50% increase in requests.
- Manually maintained benefit enrollment in the JDE system even though the recently implemented on-line enrollment system failed to transmit data as initially expected.

Ongoing:

- Implementation of a system that will securely send faxes via email to assist employees with FMLA and ADA requests.
- Proposed updates to leave information stated in the Employee Policy Manual relate.
- Preparation for potential leave changes due to passage of Proposition 118 FMLI.

2022 OBJECTIVES

- Research an on-line enrollment system for new hires and qualifying life events that will interface with JDE and provide a user-friendly experience for our employees.
- Research and implement improved tracking options for the American with Disabilities Act interactive process.

2021 DEPARTMENT HIGHLIGHTS

- 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.
 - Expanded the CSC on-site Health Center waiting room area for compliance with the new social distancing requirements
 - 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 1,469 participants and the Premise Health Center completed 1,452 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.

2022 BUDGET HIGHLIGHTS

- \$16,288 3.5% Personnel increase

PERFORMANCE MEASURES & OPERATING INDICATORS

	2021 Estimated	2022 Projected
Number of FMLA Claims	1,098	1,100
Number of ADA Claims	175	200
Number of ST Disability Claims	65	80
FFCRA (COVID) Leave Claim	500	350

BUDGET SUMMARY

EMPLOYEE BENEFITS & MEDICAL SERVICES - 11360

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	426,143	472,834	464,732	464,732	481,020
Operating and Maintenance	33,130	31,347	52,660	52,660	52,660	
Charges for Services	31,999	29,221	2,000	2,000	2,000	
Intergovernmental	(491,272)	(533,402)	(519,392)	(519,392)	(535,680)	
Capital Outlay	-	-	-	-	-	
Total	\$ -	\$ -	\$ -	\$ -	\$ -	



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.

2021 ACCOMPLISHMENTS

Completed:

- Update the solicitation templates and contracts
- Cross-training of staff
- Hardcopy contract folders to e-files
- Standardized Procurement solicitation and contract folders for easier access
- Implementation to include solicitations on County website for transparency
- Reduced CORA requests



Ongoing:

- Revision of Contracts and Procurement Policies
- Training and promoting online solicitations and documentation via BidNet Contract Module, RFX Module, and Bid Evaluation
- JDE Procurement and Contract module
- Cross-training of staff
- Department Procurement training
- Continue to include solicitations on County website for transparency

2022 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 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.

2022 BUDGET HIGHLIGHTS

- \$26,741 3.5% Personnel increase





PERFORMANCE MEASURES & 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.			
Measure	2021		2022
	Target	Actual	Target
Issue certificates to individuals who have successfully completed and passed the training.	YES -ON GOING	YES -ON GOING	YES -ON GOING
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.			
Measure	2021		2022
	Target	Actual	Target
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 piggyback opportunities.	YES -ON GOING	YES -ON GOING	YES -ON GOING



PROCUREMENT GOALS			
Procurement Goals in addition to those aligned with County Strategic Plan			
Measure	2021		2022
	Target	Actual	Target
Continue to enhance the understanding of civic services and promote participation, engagement, and confidence in County government by applying for the NIGP Outstanding Agency Accreditation Achievement Award	N/A	N/A	YES - ON GOING
Encourage the growth of existing businesses and recruitment of new businesses by providing 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

	2020 Actual	2021 Estimated	2022 Projected
Purchase Orders Issued	958	1,000	1,100
Purchase Orders Issued (\$millions)	\$89M	\$90M	\$91M
Surplus Sales (\$thousands)	\$144k	\$150k	\$155k

BUDGET SUMMARY

PROCUREMENT & CONTRACTS - 11325

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
	Total	\$-	\$-	\$-	\$-	\$-
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	673,003	644,605	701,752	766,266	870,591
	Operating and Maintenance	30,944	11,747	23,200	40,700	23,200
	Charges for Services	2,245	2,473	2,600	2,600	2,600
	Intergovernmental	-	-	7,172	1,672	7,172
	Capital Outlay	-	-	-	-	-
	Total	\$706,192	\$658,825	\$734,724	\$811,238	\$903,563



BUDGET DIVISION

PURPOSE STATEMENT

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.

2022 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.
- Utilize technology to provide information to all website and mobile users to ensure complete transparency of financial and budget information.
- Submittal of the 2022 Budget Book to GFOA for EPC and EPC Public Health.
- Research the viability of creating a streamlined Use Tax process.
- Begin exploring a replacement ERP system for El Paso County.

2021 ACCOMPLISHMENTS

Completed:

- Awarded the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the 2021 El Paso County Budget Book.
- Awarded the Government Finance Officers Association (GFOA) Distinguished Budget Presentation Award for the 2021 El Paso County Public Health Department's Budget Book.
- Replenished El Paso County's Emergency Reserve to desired goal of \$5 Million.

Ongoing:

- Submittal of the 2022 El Paso County Budget Book to GFOA for the Distinguished Budget Presentation Award.
- Submittal of the 2022 El Paso County Public Health Budget Book to GFOA for the Distinguished Budget Presentation Award.



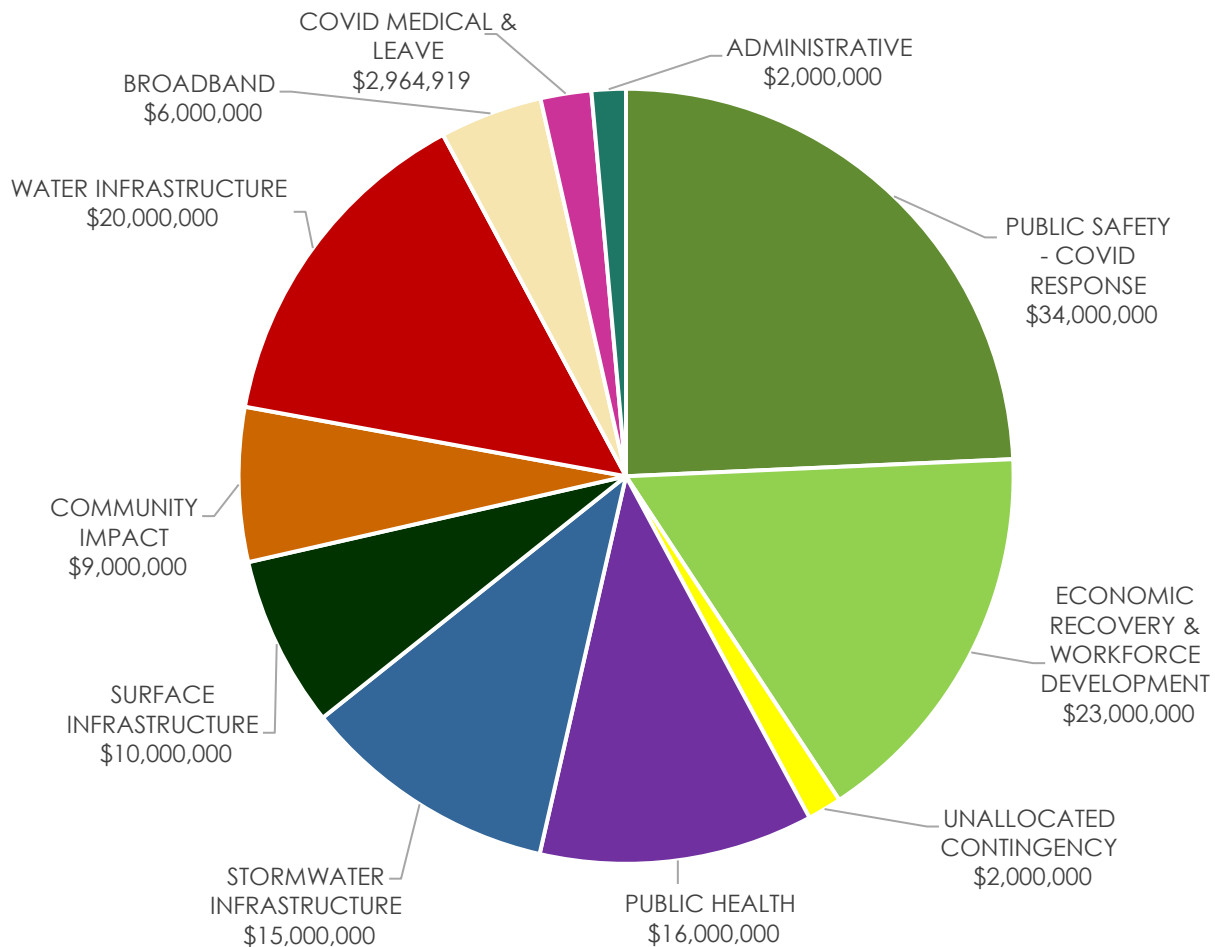
AMERICAN RESCUE ACT FUNDING (ARPA)

The Board of County Commissioners is proud to use funds available from the American Rescue Plan Act ("ARPA") to combat the coronavirus, keep our citizens safe, and mitigate the devastating economic impacts of this global crisis. The Board also understands that the best way to allocate these funds is by adhering to all federal requirements, with a strategic focus on positively impacting as many residents as possible, and after a fair and collaborative process.

The El Paso County direct allocation of the ARPA includes \$139,964,919 million in recovery assistance to be paid in two equal tranches. The first half of the county's share was received in 2021 and totaled \$69.9 million. The second installment of the funds will arrive in May of 2022 in the same dollar amount. The County's Response Recovery Resiliency Plan fully complies with the U.S. Treasury Department's Interim Final Rule. The Board will obligate all funds before December 31, 2024 and will expend all funds by December 31, 2026.

The El Paso County Response Recovery Resiliency Plan will use funds wisely to help those that need it most: the businesses and industries impacted by closures and capacity mandates, the first responders and public health workers who keep our community safe and invest in the infrastructure strained by new demands.

AMERICAN RESCUE PLAN ACT TOTAL ALLOCATION





2022 BUDGET HIGHLIGHTS

- \$21,521 3.5% Personnel increase

PERFORMANCE MEASURES & 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.			
Measure	2021		2022
	Target	Actual	Target
Increase efficiency of financial reporting with use of Global Solutions Spreadsheet Server software	Convert and automate all budget reports	Created/converted and automated 95% of budget reports	Continue to identify reporting solutions and schedule training
Obtain GFOA Distinguished Budget Presentation Award for EPC and EPC Public Health	Receive award for 2021 Budget Book	Received award for 2021 for EPC and Public Health	Receive award for 2022 EPC and Public Health Budget Books
Establish Dashboards and interactive website for use by internal and external customers	Training on Insight Software dashboards and identify solutions or alternate software	Completed 75% of the training and in process of identifying solutions and/or alternate software for use	Continue training; create and implement Countywide dashboards for internal budget/financial information; research options for external reporting
Begin researching the viability of creating a streamlined Use Tax process	Investigate options	Investigate options	Investigate and evaluate the viability of available options and implement
Assist with the research and identification of a new ERP system for the County	Identify and establish funding for research	Funded critical need of \$1M to begin research and identification process in 2022	Investigate systems and identification of a solution



Strategy C: Define and allocate ongoing funding streams designated for capital investment and operational needs.			
Measure	2021		2022
	Target	Actual	Target
Establish emergency reserve and critical need funding through the EPC Budget/Financial Forecast process	Goal of \$5M emergency reserve going into 2021	Established emergency reserve balance of \$5M going into 2021	Identify 2021 underspending/ unanticipated revenue for additional reserve funds and future critical needs
Establish viable and sustainable strategy to ensure adequate funding for public safety	Increase Public Safety Sales Tax funding by \$1.1 Million in 2021	Increased Public Safety Sales Tax funding by estimated \$6.2 Million in 2021	Increase Public Safety Sales Tax funding by \$1.2 Million in 2022
Establish viable funding strategy to invest in County roads through the EPC Budget/Financial Forecast process	Target of road increases of \$905K for 2021	BoCC approved increases of \$905K for 2021	BoCC approved increases of \$13M one-time for 2022 and \$1M ongoing beginning in 2022

	2020 Actual	2021 Estimated	2022 Projected
Budget Entries Processed	1,784	1,398	1,252



BUDGET SUMMARY

COUNTYWIDE ADMINISTRATION SUPPORT- 11101

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total	\$-	\$-	\$-	\$-	\$-	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Operating and Maintenance	990,114	991,086	987,309	987,309	1,112,309
Grants & Contributions	14,400	14,400	12,000	12,000	12,000	
Total	\$1,004,514	\$1,005,486	\$999,309	\$999,309	\$1,124,309	

COUNTYWIDE FINANCIAL SUPPORT - 11425

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total	\$-	\$-	\$-	\$-	\$-	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Operating and Maintenance	208,839	213,318	280,652	280,652	242,752
Charges for Services	139,100	122,910	251,929	251,929	164,829	
Intergovernmental	(34,818)	(49,736)	(170,000)	(170,000)	(45,000)	
Total	\$313,121	\$286,492	\$362,581	\$362,581	\$362,581	

COUNTYWIDE ADMINISTRATION BUDGET SUPPORT - 11502/11503

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	-	-	-	-	-
Total	\$-	\$-	\$-	\$-	\$-	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	857,165	467,275	500,000	500,000	1,112,695
Operating and Maintenance	3,631,137	2,027,008	4,579,736	2,752,785	5,549,762	
Charges for Services	1,238,106	1,317,201	1,300,168	1,673,486	1,356,253	
Grants & Contributions	-	-	175,000	175,000	50,000	
Intergovernmental	(8,688,314)	(8,789,619)	(9,068,652)	(9,068,652)	(8,896,535)	
Capital Outlay	24,994	156,880	-	296,589	-	
Total	\$(2,936,912)	\$(4,821,255)	\$(2,513,748)	\$(3,670,792)	\$(827,825)	



**BUDGET DIVISION - UNRESTRICTED
ADMINISTRATION - 11500**

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total	\$-	\$-	\$-	\$-	\$-	\$-

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	538,400	457,196	677,949	677,949	699,470
Operating and Maintenance	49,484	51,995	30,300	30,300	30,300	
Charges for Services	10,950	2,839	7,500	7,500	7,500	
Total	\$598,834	\$512,031	\$715,749	\$715,749	\$737,270	

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

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Charges for Services	397,428	389,591	375,000	375,000	375,000
Total	\$397,428	\$389,591	\$375,000	\$375,000	\$375,000	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	205,582	209,700	312,134	312,134	312,134
Operating and Maintenance	60	100	28,758	28,758	28,758	
Charges for Services	27,464	46,249	34,108	34,108	34,108	
Total	\$233,106	\$256,049	\$375,000	\$375,000	\$375,000	

**BUDGET - RESTRICTED
CABLE TV - 11508**

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Licenses & Permits	883,022	1,411,244	1,300,000	1,300,000	1,100,000
Miscellaneous Revenue	-	-	-	-	-	
Total	\$883,022	\$1,411,244	\$1,300,000	\$1,300,000	\$1,100,000	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	705,225	564,828	604,981	604,981	604,981
Operating and Maintenance	32,549	22,165	177,938	392,938	177,938	
Intergovernmental	(101,000)	-	-	-	-	
Total	303,663	-	517,081	525,346	317,081	
Total	\$953,937	\$586,993	\$1,300,000	\$1,523,265	\$1,100,000	



EMERGENCY RESPONSE - 11510

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	2,887,538	3,760,917	-	883,200	-
Miscellaneous Revenue	-	-	-	-	-	
Total	\$2,887,538	\$3,760,917	\$-	\$883,200	\$-	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Operating and Maintenance	1,662,133	1,017,544	-	13,576	-
Charges for Services	-	-	-	-	-	
Grants & Contributions	-	-	-	-	-	
Intergovernmental	(126,580)	(390)	-	-	-	
Capital Outlay	1,458,100	3,031,613	-	1,164,024	-	
Total	\$2,993,653	\$4,048,767	\$-	\$1,177,600	\$-	

CARES ACT FUNDING - 11511

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	-	115,817,326	-	50,000	-
Total	\$-	\$115,817,326	\$-	\$50,000	\$-	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	-	27,226,082	-	-	-
Operating and Maintenance	-	10,980,909	-	1,495,615	-	
Charges for Services	-	579,080	-	-	-	
Grants & Contributions	-	58,904,428	-	-	-	
Intergovernmental	-	-	-	7,824,713	-	
Capital Outlay	-	18,126,827	-	617,115	-	
Total	\$-	\$115,817,326	\$-	\$9,937,443	\$-	

AMERICAN RESCUE ACT FUNDING - 11514

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	-	-	-	69,964,919	69,964,918
Total	\$-	\$-	\$-	\$69,964,919	\$69,964,918	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	-	-	-	180,059	-
Operating and Maintenance	-	-	-	56,584,860	-	
Grants & Contributions	-	-	-	13,200,000	-	
Intergovernmental	-	-	-	-	69,964,918	
Total	\$-	\$-	\$-	\$69,964,919	\$69,964,918	



FINANCE DIVISION

PURPOSE STATEMENT

The purpose of the Finance Division 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 Annual Comprehensive Financial Report, 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 Public Health and Human Services Department.

2021 ACCOMPLISHMENTS

Completed:

- In 2021, received the GFOA Award for Excellence in Financial Reporting for the County's 2019 Annual Comprehensive Financial Report (ACFR).
- In 2021, received the GFOA Award for Excellence in Financial Reporting for Public Health's 2019 Annual Comprehensive Financial Report.
- Finalized the County's ability to accept credit card payments online.
- Finalized the ability for employees to update their bank account information online for direct deposit, reducing fraudulent requests.

Ongoing:

- Submitted the 2020 ACFR for both the County and Public Health to GFOA for recognition for the Award for Excellence in Financial Reporting. The 2020 ACFR was completed in 2021. Awaiting notification of the award.
- Submitted the 2020 Popular Annual Financial Report (PAFR) to GFOA for recognition of the Popular Annual Financial Reporting Award. The 2020 PAFR was completed in 2021. Awaiting notification of the award.

2022 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 2021 ACFR to GFOA for both the County and Public Health. The 2021 report will be completed in 2022.
- Submit the 2021 PAFR to GFOA for both the County and Public Health. The 2021 report will be completed in 2022.
- Begin exploring a replacement ERP system for El Paso County.

2022 BUDGET HIGHLIGHTS

- \$37,423 3.5% Personnel increase

PERFORMANCE MEASURES & 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.			
Measure	2021		2022
	Target	Actual	Target
Obtain GFOA Certification of Achievement for Excellence In Financial Reporting for both the County and Public Health's Annual Comprehensive Financial Statements (ACFR).	Receive awards for 2020 Annual Comprehensive Financial Statements, published in 2021	Awaiting Notification	Receive awards for 2021 ACFRs, published in 2022
Obtain Popular Annual Financial Reporting Award for our County Popular Annual Financial Report (PAFR)	Receive award for 2020 Popular Annual Financial Report (PAFR), published in 2021	Awaiting Notification	Receive awards for 2021 PAFR, published in 2022
Obtain Popular Annual Financial Reporting Award for Public Health's Popular Annual Financial Report (PAFR)			Produce 2021 PAFR, published in 2022
Implement new accounting and financial reporting standards as issued by the Governmental Accounting Standards Board (GASB)		Begin gathering lease information County wide to prepare to implement GASB 87 in 2022	Implement GASB 87, Leases for FYE 2022

	2020 Actual	2021 Estimated	2022 Projected
Payroll Serviced	75,895	72,669	74,282
Journal Entries Processed	101,460	91,824	84,787
Processed Payment Requests	47,863	45,954	48,672



BUDGET SUMMARY

**FINANCE DIVISION - UNRESTRICTED
ADMINISTRATION - 11450**

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total		\$-	\$-	\$-	\$-	\$-

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	905,680	954,936	1,077,788	1,077,788	1,115,211
Operating and Maintenance	119,744	67,564	70,569	70,569	73,569	
Charges for Services	10,165	11,957	11,000	11,000	8,000	
Intergovernmental	(5,000)	(5,000)	(5,000)	(5,000)	(5,000)	
Total		\$1,030,589	\$1,029,457	\$1,154,357	\$1,154,357	\$1,191,780

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

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total		\$-	\$-	\$-	\$-	\$-

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Operating and Maintenance	17,250,626	18,612,852	16,650,000	16,650,000	16,650,000
Charges for Services	262,160	93,581	85,000	85,000	85,000	
Intergovernmental	(17,532,24)	(18,891,389)	(16,735,00)	(16,735,000)	(16,735,00)	
Total		\$(19,459)	\$(184,956)	\$-	\$-	\$-



P-CARD PROGRAM - 11455

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Miscellaneous Revenue	252,551	250,150	300,000	300,000	300,000
Total	\$252,551	\$250,150	\$300,000	\$300,000	\$300,000	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	208,531	240,016	241,273	241,273	241,273
Operating and Maintenance	-	3,697	33,407	33,407	60,996	
Charges for Services	5,000	5,000	32,689	32,689	5,100	
Total	\$213,531	\$248,713	\$307,369	\$307,369	\$307,369	

HEALTH ADMINISTRATION - 11675

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total	\$-	\$-	\$-	\$-	\$-	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Operating and Maintenance	3,831,061	7,992,775	4,444,149	4,444,149	5,027,058
Total	\$3,831,061	\$7,992,775	\$4,444,149	\$4,444,149	\$5,027,058	



DIGITAL, STRATEGY & TECHNOLOGY DEPARTMENT

Jeff Eckhart, Executive Director

PURPOSE STATEMENT

The Digital, Strategy & Technology Department enables strategy and delivers technology that propels our customers' success. We strive to continually inspire the transformation of citizen services delivery through creating consistently great experiences, riding for the county brand, doing the right thing, thriving while changing, providing dependable services, and communicating well.



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.

2021 ACCOMPLISHMENTS

Completed:

- Implemented a 311 web-based information system
- Created and implemented a comprehensive technology security program to protect County technology assets
- Replaced unsupported telephone systems with modern VoIP (Voice over Internet Protocol) telephone system

Ongoing:

- Expand fiber optic networks to extend reliable and redundant connectivity to County facilities
- Implement an acceptable use policy for technology systems, devices, and operations
- Retire legacy software products and transition operations to sustainable software architectures
- Implement sustainable replacement programs for personal computers, software, and technology capital assets
- Leverage existing software platforms to enable efficient and interoperable operations

2022 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-premises external facing WordPress websites to a secure, cloud based, fully managed service content management platform called Amazon Web Services (AWS)

2022 BUDGET HIGHLIGHTS

- \$235,833 3.5% Personnel Increase
- \$50,000 Agilquest Software
- \$1M for Countywide ERP Software
- \$5,750 Countywide Technology





PERFORMANCE MEASURES & OPERATING INDICATORS

GOAL 3: MAINTAIN AND IMPROVE THE COUNTY TRANSPORTATION SYSTEM, FACILITIES, INFRASTRUCTURE, AND TECHNOLOGY			
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.			
Measure	2021		2022
	Target	Actual	Target
Create and implement a comprehensive technology security program to protect County technology assets through Technology Security Program	Complete	Complete	Complete
Expand fiber optic networks to extend reliable and redundant connectivity to County facilities.	Ongoing	Ongoing	Ongoing
Replace unsupported telephone systems with modern VoIP (Voice over Internet Protocol) telephone system.	Complete	Complete	Complete
Implement an acceptable use policy for technology systems, devices, and operations.	Ongoing	Ongoing	Ongoing
Retire legacy software products and transition operations to sustainable software architectures.	Ongoing	Ongoing	Ongoing
Implement sustainable replacement programs for personal computers, software, and technology capital assets.	Ongoing	Ongoing	Ongoing
Leverage existing software platforms to enable efficient and interoperable operations.	Ongoing	Ongoing	Ongoing

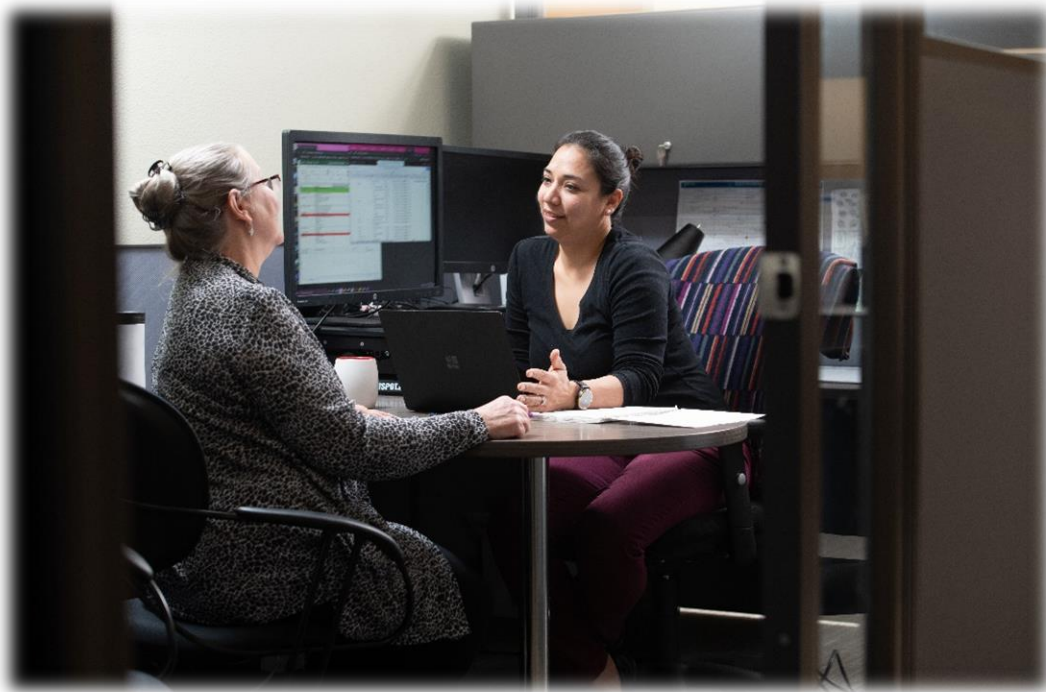


BUDGET SUMMARY

DIGITAL, STRATEGY AND TECHNOLOGY - 11551

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Charges for Services	8,058	3,605	6,000	6,000	6,000
Miscellaneous Revenue	6,469	200	-	-	-	
Total	\$14,526	\$3,805	\$6,000	\$6,000	\$6,000	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	5,844,779	6,321,163	6,626,891	6,800,638	7,036,471
Operating and Maintenance	5,660,169	6,177,681	5,991,571	7,633,334	7,111,781	
Charges for Services	-	-	8,000	8,000	8,000	
Intergovernmental	(170,000)	(175,916)	(170,000)	(170,000)	(170,000)	
Capital Outlay	1,898,297	1,196,771	1,836,505	2,097,091	1,836,505	
Total	\$13,233,244	\$13,519,699	\$14,292,967	\$16,369,063	\$15,822,757	





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. During 2022, the Public Information Office will be split into Communications and Government Affairs.

2021 ACCOMPLISHMENTS

Completed:

- Transitioned to Castus, new Broadcast Automation System. A more reliable, modern platform. It is multi-channel that allows us to broadcast several meetings simultaneously. It is viewable on any mobile device and webpage. It is also ADA accessible and allows for closed captioning.
- Upgraded Audio/Visual systems from analog to digital IP base solutions in Centennial Hall, Regional Development Center and Citizens Service Center.
- Centralized the Audio/Visual Department at Centennial Hall with a collaborative work environment and a new television studio with 4K capabilities.
- Public Information Office helped Planning and Development launch EPCEngage, a new workshop series intended to provide a more in-depth look into what the County does, how we do it and why we do it.
- Unveiled an online Colorado Open Records Act form.
- Launched Siteimprove, a new website accessibility tool, in collaboration with the Digital Strategy and Technology Department.



Ongoing:

- A new county channel series highlighting offices and departments throughout El Paso County. The series is expected to launch in early 2022.
- Media training for elected officials and senior staff to deliver consistent public messaging while expanding the pool of spokespersons.
- Grow the influence and presence of the organization in the State legislature and community.

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

2022 BUDGET HIGHLIGHTS

- \$16,760 3.5% Personnel increase

PERFORMANCE MEASURES & 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.			
Measure	2021		2022
	Target	Actual	Target
Hold quarterly meetings of the County's PIO professionals.	4	4	4
Attract more people to our Facebook page	40 daily average	19 daily average	30 daily average
Increase activity on Facebook for both the PIO office and the public	5,500	10,900	15,000
Increase activity on Twitter for both the PIO office and the public	7,000	7,300	8,000



Strategy D: Expand community partnerships with other government jurisdictions, nonprofit organizations, educational institutions, business community, and citizens.			
Measure	2021		2022
	Target	Actual	Target
Hold 2 events	N/A	N/A	2 events
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
Strategy E: Increase civic awareness and citizen understanding of County responsibilities and services.			
Measure	2021		2022
	Target	Actual	Target
Increase production of videos for cable channels and online presence (YouTube channel)	Produce >150 videos	Produced 143 videos	Produce >150 videos
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.			
Measure	2021		2022
	Target	Actual	Target
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



	2020 Actual	2021 Estimated	2022 Projected
Number of News Releases	201	188	205
Number of Social Media	3,288	2,500	3,000

BUDGET SUMMARY

**PUBLIC INFORMATION OFFICE - UNRESTRICTED
PIO - 11505**

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Miscellaneous Revenue	-	25,000	-	-	-
Total	\$ -	\$25,000	\$ -	\$ -	\$ -	
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	150,905	266,101	264,845	341,707	358,467
	Operating and Maintenance	76,358	67,840	32,475	32,475	32,475
	Intergovernmental	150	(338)	-	-	-
	Total	\$227,412	\$333,604	\$297,320	\$374,182	\$390,942



FACILITIES & STRATEGIC INFRASTRUCTURE MANAGEMENT DEPARTMENT

Brian Olson, Executive Director

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 & 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

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.

2021 ACCOMPLISHMENTS

Completed:

- ADA County Fairgrounds parking lot
- ADA Installation of wheelchair lift at Pikes Peak Center
- ADA Restrooms compliance/accessibility upgrades – Pikes Peak Center
- ADA Restrooms compliance/accessibility upgrades – Judicial Building (courthouse)
- Bipolar ionization air purification systems installed throughout County facilities (started during COVID)
- Electronic Message Center (EMC) at three garages: Costilla Parking Garage, Sahwatch Parking Garage, and at the Citizens Service Center Parking Garage
- Parking garage automation/upgrades (utilized CARES funding for this project)
- Parking lot asphalt replacement at Emergency Services Authority Building
- Parking lot asphalt replacement at 17 N. Spruce Building
- Replace carpet in County Professional Building – District Attorney's Office, 5th Floor
- Replace emergency generator at Judicial Building (courthouse)

Ongoing:

- ADA Criminal Justice Center Remodel ADA showers
- Air Handler Unit (AHU) upgrades at the Office of the Sheriff
- DDC upgrades/modernization at the Office of the Sheriff
- Elevator modernization at Judicial Building (courthouse) and County Professional Building
- Roof repairs/replacements
- Safety improvements/energy efficiencies
- Upgrades to flush valve controllers at Criminal Justice Center

2022 OBJECTIVES

- Focus on energy efficiencies for County facilities (e.g., LED lighting, modernization of all automated building control systems, utilities, etc.).
- Create and implement an energy efficiency policy.
- Ensure all new construction projects meet County goals pertaining to energy efficiencies.

2022 BUDGET HIGHLIGHTS

- \$128,447 3.5% Personnel increase
- \$750,000 Major Facility Improvements



BUDGET SUMMARY

**FACILITIES MANAGEMENT - UNRESTRICTED
ADMINISTRATION & OPERATIONS - 11200**

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Miscellaneous Revenue	233,319	187,130	220,000	15,000	-
Total	\$233,319	\$187,130	\$220,000	\$15,000	\$-	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	2,910,747	3,336,494	3,503,914	3,181,498	3,292,308
Operating and Maintenance	2,856,266	2,899,542	2,210,647	2,141,384	2,787,602	
Charges for Services	8,510	14,124	14,000	14,000	6,500	
Intergovernmental	(1,353,264)	(632,525)	(461,938)	(458,545)	(420,000)	
Capital Outlay	-	-	-	-	-	
Total	\$4,422,259	\$5,617,635	\$5,266,623	\$4,878,337	\$5,666,410	

COUNTY MAIL ROOM - 11202

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total	\$-	\$-	\$-	\$-	\$-	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	51,659	55,233	61,069	102,179	104,315
Operating and Maintenance	34,787	22,023	22,715	22,715	27,500	
Intergovernmental	(8,272)	(1,900)	(4,000)	(4,000)	(8,785)	
Total	\$78,174	\$83,449	\$79,784	\$120,894	\$123,030	



COUNTY UTILITIES - 11203

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total	\$-	\$-	\$-	\$-	\$-	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Operating and Maintenance	3,242,232	2,971,798	3,423,646	3,423,646	3,423,646
Intergovernmental	(499,857)	(370,890)	(420,000)	(420,000)	(420,000)	
Total	\$2,742,374	\$2,600,908	\$3,003,646	\$3,003,646	\$3,003,646	

FMD POSTAGE CLEARING - 11204

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total	\$-	\$-	\$-	\$-	\$-	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Operating and Maintenance	378,218	483,059	650,000	650,000	650,000
Intergovernmental	(378,218)	(483,059)	(650,000)	(650,000)	(650,000)	
Total	\$-	\$-	\$-	\$-	\$-	

FMD MAJOR MAINTENANCE - 11205

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total	\$-	\$-	\$-	\$-	\$-	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Operating and Maintenance	1,608,030	403,639	1,712,550	7,134,840	825,255
Intergovernmental	(79,127)	(273,985)	-	-	-	
Capital Outlay	2,306,524	1,131,102	1,885,852	2,152,897	443,948	
Total	\$3,835,427	\$1,260,756	\$3,598,402	\$9,287,737	\$1,269,203	



FACILITIES CITY/COUNTY SERVICE LEVEL AGREEMENT

BUDGET SUMMARY

CITY OF COLORADO SPRING BUILDING MAINTENANCE - 11208

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	1,144,636	-	-	-	-
Total	\$1,144,636	\$-	\$-	\$-	\$-	
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	953,017	-	-	-	-
	Operating and Maintenance	222,176	-	-	-	-
	Charges for Services	500,000	-	-	-	-
	Intergovernmental	(247,915)	-	-	-	-
	Total	\$1,427,278	\$-	\$-	\$-	\$-

*This contract was eliminated in 2020.



FACILITIES/CAM

BUDGET SUMMARY

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

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Miscellaneous Revenue	191,138	167,187	200,000	200,000	200,000
Total	\$191,138	\$167,187	\$200,000	\$200,000	\$200,000	
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	147,603	5	-	-	14,548
	Operating and Maintenance	1,371,646	1,274,604	1,390,223	1,375,223	1,469,047
	Charges for Services	207,291	213,526	212,687	212,687	212,687
	Intergovernmental	(1,367,063)	(1,479,538)	(1,402,912)	(1,402,912)	(1,496,282)
	Capital Outlay	49,508	217,218	-	15,000	-
Total	\$408,985	\$225,815	\$200,000	\$200,000	\$200,000	



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 based on disability in the County's services, programs, or activities.

OBJECTIVES

- **Employment:** The County does not discriminate based on 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	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total	\$-	\$-	\$-	\$-	\$-	\$-

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	115,555	152,656	162,870	162,870	175,806
Operating and Maintenance	209,135	136,458	382,384	677,884	132,384	
Intergovernmental	(357,000)	(376,292)	(369,602)	(369,602)	(382,538)	
Capital Outlay	4,430	235,756	79,607	627,795	329,607	
Total	\$(27,880)	\$148,579	\$255,259	\$1,098,947	\$255,259	



COMMUNITY SERVICES DEPARTMENT

Todd Marts, 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



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.

2021 ACCOMPLISHMENTS

Completed:

- Bear Creek Regional Park Pickleball Courts
- Bear Creek Regional Park Restroom
- Hanson Trailhead Renovation
- Falcon Regional Park Phase II Construction
- El Paso County Fairgrounds Walkway Improvements
- Santa Fe Open Space Master Plan
- Santa Fe Open Space Construction
- Widefield Community Park Phase II Improvements
- Palmer Lake Recreation Area Improvements
- Paint Mines Interpretive Park Site Improvements

Ongoing:

- County Parks Master Plan Update
- Kane Ranch Open Space
- Fox Run Regional Park Improvements
- El Paso County Fairgrounds Barn Replacement
- Ute Pass Regional Trail Design/Expansion
- Fox Run Regional Trail
- Homestead Ranch Regional Park Master Plan
- Paint Mines Interpretive Park Master Plan

2022 OBJECTIVES

Complete the following Capital Improvement Program projects:

- A. Fountain Creek Regional Park Improvements
- B. Black Forest Regional Park Tennis Courts
- C. Homestead Ranch Regional Park Improvements
- D. Widefield Community Park Phase III Improvements
- E. Northern Nature Center Conceptual Design

2022 BUDGET HIGHLIGHTS

- \$89,669 3.5% Personnel increase
- \$100,000 On-going Fire Mitigation
- \$75,000 On-going Maintenance



PERFORMANCE MEASURES & 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

BUDGET SUMMARY

PARKS - UNRESTRICTED
11225, 11227, 11228

	PARKS - UNRESTRICTED					
	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
REVENUES	Intergovernmental	32,284	15,000	15,000	15,000	15,000
	Charges for Services	194,287	117,303	180,000	180,000	180,000
	Miscellaneous Revenue	34,400	35,499	30,000	30,000	30,000
	Total	\$261,070	\$167,802	\$225,000	\$225,000	\$225,000
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	1,384,762	1,526,892	1,604,027	1,546,611	1,659,080
	Operating and Maintenance	621,862	699,080	1,531,138	1,157,103	1,706,138
	Charges for Services	16,199	24,810	8,455	15,781	8,455
	Intergovernmental	(76,561)	(76,944)	(78,289)	(86,830)	(78,289)
	Capital Outlay	9,227	49,908	-	1,413,659	-
	Total	\$1,955,488	\$2,223,747	\$3,065,331	\$4,046,324	\$3,295,384

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

	PARKS - RESTRICTED					
	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
REVENUES	Intergovernmental	318,721	261,757	-	433,937	-
	Charges for Services	570,200	1,147,989	240,000	240,000	240,000
	Miscellaneous Revenue	189,268	1,014,885	55,000	131,756	25,000
	Total	\$1,078,189	\$2,424,631	\$295,000	\$805,693	\$265,000
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Operating and Maintenance	301,478	117,498	695,000	1,150,836	265,000
	Charges for Services	-	-	-	-	-
	Grants & Contributions	-	-	30,000	151,497	-
	Intergovernmental	(80,000)	(75,324)	-	(281,601)	-
	Capital Outlay	1,499,875	1,526,951	-	2,602,250	-
	Total	\$1,721,353	\$1,569,125	\$725,000	\$3,622,982	\$265,000



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.

2021 ACCOMPLISHMENTS

Completed:

- Added part-time Interpretive staff at the Paint Mines Interpretive Park that provided information interpretation in the park and assisted in protecting the resource.
- Designed a sensory-based program to serve individuals with developmental disabilities.
- Acquired wheelchairs for the nature centers for emergencies and to assist visitors inside the facilities.
- Established a monthly Adult Birding Club and Youth Birding Group at Fountain Creek Nature Center.

Ongoing:

- 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 implementing electronic registration system, including reservations taken at the reception desk.

2022 OBJECTIVES

- Research best practices for the County fair and event entry procedures, develop and implement a plan and gate attendant manual for the 2022 County Fair.
- Coordinate the capital campaign for the Northern Nature Center project.
- Research, acquire, and develop an off-road mobility program that enables those with disabilities or mobility limitations to access regional trails.
- Develop a Kite Flying Festival at Falcon Regional Park.
- Increase the Concert in the Park program to include a concert at Fountain Creek Regional Park.
- Train Interpretive Staff and volunteers to lead programs and tours at the Paint Mines Interpretive Park.
- Review and update the County Fair Operations Manual.

PERFORMANCE MEASURES & 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	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Charges for Services	285,452	40,085	243,000	243,000	253,000
Miscellaneous Revenue	69,273	46,543	18,000	33,000	18,000	
Total	\$354,725	\$86,628	\$261,000	\$345,034	\$271,000	
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	107,170	81,100	109,006	119,006	119,006
	Operating and Maintenance	253,661	48,447	137,194	231,228	137,194
	Charges for Services	10,865	2,040	14,800	29,800	14,800
	Intergovernmental	-	(44,958)	-	-	-
	Capital Outlay	-	-	-	-	-
	Total	\$371,696	\$86,629	\$261,000	\$380,034	\$271,000





CAPITAL PROJECTS

Community Services- Black Forest Regional Park Improvements		
	Renovate Tennis Courts	\$ 86,000
	FY 2022 Total Cost:	\$ 86,000
Project Description:		
Renovate the two existing tennis courts due to age and court surface deterioration. The courts will have new acrylic surfacing and line painting on both courts to accommodate tennis and pickleball.		
Operating Impacts	None	
Strategic Plan Goal:	#3 - Strategy D	

Community Services - Homestead Ranch Regional Park Improvements		
	Trail Resurfacing	\$ 100,000
	New Trail Development	\$ 100,000
	FY 2022 Total	\$ 200,000
Project Description:		
Existing Trails will be surfaced with crushed limestone trail surfacing. New single-track trails will be developed. Drainage and erosion control will be addressed along with decommissioning rouge trails.		
Operating Impacts:	increase in trail maintenance	
Strategic Plan Goal:	#3 - Strategy D	



Community Service - Widefield Community Park / Crews Gulch Trail Paving Project			
	Tier I Concrete Trail Construction	\$	140,000
	Tier III Concrete Trail Construction	\$	7,500
	Stormwater Trench Drain	\$	7,500
	FY 2022 Total	\$	155,000
	Project Description:		
Construct a concrete Tier I trail from Quebec Street south to Widefield Boulevard. The trail will be tied into an existing concrete park bench pad, as well as an existing disc golf tee pad. Construct a concrete Tier III trail at its intersection with the Crews Gulch Trail. Construct a concrete and steel stormwater trench drain near the intersection of Crews Gulch Trail and the Tier III trail.			
Operating impacts:		Reduce trail resurfacing	
Strategic Plan Goal:		#3 - Strategy D	

Community Service - Fountain Creek Regional Park Improvements			
	Asphalt Road / Parking Lots	\$	100,000
	Curb, Gutter, Sidewalks	\$	25,000
	Nature Center Access	\$	75,000
	FY 2022 Total	\$	200,000
	Project Description:		
Planned work includes asphalt paving, patching, and concrete curb and gutter replacement. Install ADA ramps to improve access within the park. Upgrade the sidewalks and trails around the Fountain Creek Nature Center to improve ADA access.			
Operating impacts:		None	
Strategic Plan Goal:		#3 - Strategy D	



Community Service - Ute Pass Regional Trail		
	Construction	\$ 1,400,000
	FY 2022 Total	\$ 1,400,000
Project Description:		
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.		
Operating impacts:	Increase trail maintenance	
Strategic Plan Goal:	#3 - Strategy D	

Community Service - Northern Nature Center Planning		
	Facility and Site Design	\$ 350,000
	FY 2022 Total	\$ 350,000
Project Description:		
Complete the facility and site plan and initiate the capital campaign for construction.		
Operating impacts:	Increase staffing and increase revenue	
Strategic Plan Goal:	#3 - Strategy D	



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.

2021 ACCOMPLISHMENTS

- Colorado Building Farmers. A nine-week workshop that teaches beginning farmers and ranchers the business of running a farm or ranch
- 4th annual Farm Tax Class. Helping farmers understand the Schedule F and other tax considerations when filing their taxes
- Farm Finance Series. An Annie's Project inspired series, covering, in a four-part class, the topics of cash flow, balance sheets, income statements, and market predictions as the pertain to farmers and ranchers
- Winter Farm Management Seminar. Helping farmers and ranchers prepare for winter by teaching pasture management, cover crops preparation, and winter farm animal care
- Performed On Farm Readiness Reviews, a sister project for the Produce Safety Rule
- Certified 263 Cottage Foods Businesses - Small Business Development
- 49 on-site Nutrition, Food Safety, Health and Food Preservation Classes
- First in the state conducting multiple Diabetes Education Classes Series
- Toolkit developed for 50 Volunteer Club Leaders
- Fashion Revue and Robotics public outreach at Fair
- Team and Individual high scoring youth placings at 4-H State Shooting Sports Competition
- Improved support, resources, training, and guidance to the club leaders in our county
- Renewed focus on educational programming with our advisory committees

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.

2022 BUDGET HIGHLIGHTS

- \$27,230 Part-time Horticulture Agent

PERFORMANCE MEASURES & 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.
- Educate 500 people through horticulture programming.
- Participants in agriculture/small acreage programs will indicate that at least 50% apply or adopt new skills or best practices taught at programs as reflected in survey results.

BUDGET SUMMARY

CSU EXTENSION - 11250

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Miscellaneous Revenue	-	-	-	-	-
Total	\$-	\$-	\$-	\$-	\$-	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	4,185	-	-	-	-
Operating and Maintenance	239,136	240,990	261,514	262,514	289,744	
Charges for Services	3,712	3,446	4,000	4,000	4,000	
Intergovernmental	-	-	-	-	-	
Total	\$262,160	\$244,436	\$265,514	\$266,514	\$293,744	



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.

2021 ACCOMPLISHMENTS

Completed:

- Removed the concrete pad and bollards that remained from the used oil tank to create a usable surface.
- Completed a reorganization of the tool inventory and implemented a method to ensure tools are returned to the proper location for future use.
- Increased the parking lot signage to help direct traffic for staff and customer safety.
- Researched the purchase of a high-volume low speed fan for the receiving area.
- Explored the feasibility of and completed the aerial reconnaissance of several conservation easements.
- Updated the field notes technique for conservation easement monitoring.
- Developed a noxious weed management plan for each El Paso County Regional Park.
- Painted the Fountain and Ellicott Fuel storage tanks.
- Determined the feasibility of cleaning and removing the used oil tank at the Calhan maintenance yard.
- Developed a marketing plan to promote programs and services offered by the El Paso County Community Services Department Environmental Division.

Ongoing:

- Renegotiating the Black Forest Section 16 lease with the State Board of Land Commissioners.

2022 OBJECTIVES

- Review the El Paso County Noxious Weed Management Plan for compliance with the State Noxious Weed Act
- Purchase an industrial scale to allow for better tracking of various materials collected at the Household Hazardous Waste Facility.
- Provide oversight for the proposed Akers Drive addition to the El Paso County Umbrella Mitigation Bank.
- Continue to participate in the Preble's meadow jumping mouse Site Conservation Team.
- Organize several hard to recycle (Clean Sweep) events for the citizens of El Paso County.



2022 BUDGET HIGHLIGHTS

- \$10,145 3.5% Personnel increase

PERFORMANCE MEASURES & OPERATING INDICATORS

- 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 -11195

ENVIRONMENTAL SERVICES -11195						
REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	500	-	-	-	-
	Total	\$500	\$-	\$-	\$-	\$-
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	272,210	303,687	289,868	289,868	327,926
	Operating and Maintenance	94,178	66,597	105,314	103,254	77,401
	Charges for Services	1,260	1,112	1,000	3,060	1,000
	Intergovernmental	-	-	-	-	-
	Total	\$367,648	\$371,396	\$396,182	\$396,182	\$406,327

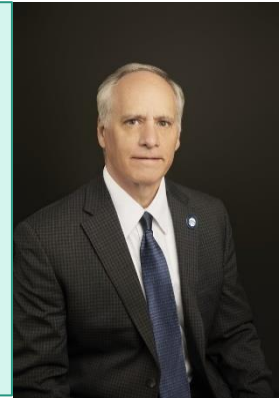


JUSTICE SERVICES DEPARTMENT

Pete Carey, Executive Director of Justice Services

PURPOSE STATEMENT

The Justice Services Department (JSV) mission is to support our veterans and public safety and justice efforts with integrity, optimism, and excellence.



OVERVIEW

JSV is comprised of three areas to support El Paso County: Veteran Services, Criminal Justice Planning and Justice Services. Veteran Services is responsible for advising veterans, their dependents and survivors concerning Veterans Affairs (VA) benefits. Criminal Justice Planning supports evidence-based programs and policy recommendations and helping implement changes to improve local criminal justice systems. The Justice Services Division supports the Pretrial Program, Community Corrections Programs and Useful Public Service to maximize public safety.

2021 ACCOMPLISHMENTS

Completed:

- Added a FT clerk position within the Community Corrections Program
- Reviewed and implemented pretrial service practices to align more closely with national and statewide standards, to include improved reporting capability
- Developed a pretrial services defendant survey
- Researched various pretrial risk assessment tools used nationwide to determine best use
- Staff participated in a series of six stakeholder workshops in the development of a model for performance-based contracting in community corrections
- Obtained a grant to provide substance use disorder treatment to pretrial defendants
- Collaborated with Community Corrections Board members, local vendor staff, and the Criminal Justice Planner to enhance community corrections data, performance outcomes and decision-making
- Eliminated the Pretrial Services Administrative Fee per statute
- Updated and improved the Community Corrections Board orientation
- Successfully relocated Justice Services offices into a single location

Ongoing:

- Continue to promote collaboration and engagement to improve results, deliver the best in service and build stronger relationships
- Increase opportunities for staff professional development



2022 OBJECTIVES

- Review and update the Justice Services records retention policy
- Create a Community Corrections education and stakeholder engagement video
- Complete a program evaluation of Useful Public Service in El Paso County
- Deliver staff and stakeholder education on the use and implementation of the revised pretrial risk assessment tool
- Complete a Community Corrections Risk Reduction Strategy with a Core Security and Performance Accountability focus
- Create a Colorado Revised Statutes guidebook for Justice Services
- Develop a Community Corrections program financial audit process
- Develop a Justice Services Annual Report
- Education stakeholders and public on the Colorado Pretrial Risk Assessment Tool
- Release the pretrial services defendant survey
- Review and update the pretrial services recommendation and supervision matrix guide
- Successfully implement and deploy a Justice Services Division website
- Update the Community Corrections Offender Placement Procedures for statutory compliance, objectives, and correction board goals
- Explore the use of a kiosk for the pretrial defendant check-in process

2022 BUDGET HIGHLIGHTS

- \$22,713 3.5% Personnel Increase
- \$46,860 additional 1 FTE with \$3,000 onetime technology set-up
- \$171,697 Add Executive Director FTE

PERFORMANCE MEASURES & OPERATING INDICATORS

- Increase by 50% the number of assessed individuals on the advisement docket
- Hold three Colorado Pretrial Assessment Tool – Revised stakeholder trainings
- Complete one modified Core Security Audit and one modified Performance Accountability Audit for Community Corrections facilities





BUDGET SUMMARY

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

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	9,109,950	10,694,017	10,013,165	10,013,165	10,293,026
Total	\$9,109,950	\$10,694,017	\$10,013,165	\$10,013,165	\$10,293,026	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	243,696	275,888	293,110	293,110	341,085
Operating and Maintenance	9,036,116	9,351,258	9,718,505	9,718,135	9,950,357	
Charges for Services	380	1,340	1,550	1,920	1,584	
Total	\$9,280,192	\$9,628,486	\$10,013,165	\$10,013,165	\$10,293,026	

PRE-TRIAL SERVICES - 11277 UNRESTRICTED

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Charges for Services	82,343	66,635	77,000	77,000	77,000
Total	\$82,343	\$139,635	\$77,000	\$135,310	\$77,000	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	488,889	589,785	614,321	548,865	602,656
Operating and Maintenance	92,759	151,570	87,769	330,000	90,399	
Charges for Services	338	1,389	1,550	1,920	1,920	
Total	\$581,986	\$739,856	\$703,640	\$971,607	\$694,975	

ALTERNATIVE SENTENCING - 11279 RESTRICTED

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Charges for Services	71,039	49,740	60,000	60,000	60,000
Total	\$71,039	\$49,740	\$60,000	\$60,000	\$60,000	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	65,000	60,000	60,000	76,500	60,000
Grants & Contributions	5,056	-	-	-	-	
Total	\$70,095	\$70,000	\$60,000	\$95,000	\$60,000	



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.

2021 ACCOMPLISHMENTS

Completed:

- Partner with Operation TBI Freedom at Mt Carmel location. Partnership will enable veterans to simultaneously schedule appointments at both their office and our Mt. Carmel Veteran Service Center office. Assisting with VA benefits.
- Redesign and update the Veterans Services Survey. The project will include a review of our current survey and compare with the Colorado Division of Veteran Affairs' survey to create one survey for use in 2021. The 2021 survey process will also include the ability to submit the survey electronically to our office with the ability to share with the Colorado Division of Veteran Affairs.
- Update the Veteran of the Year Nomination Packet and Selection Process. The nomination packet will include clearer criteria of the requirements. The selection process will include a scoring scale for each of the criteria listed in the nomination packet.
- Partner with Veteran Climb at Mt Carmel. Veteran Climb (VC) is a program through Mt Carmel that assists homeless and incarcerated veterans. Establish a partnership with VC to assist incarcerated and homeless veteran with obtaining VA benefits with the goal of preventing recidivism issues.

Ongoing:

- Establish multiple accreditations with Veteran Service Organizations so the VSO staff can better assist veterans with different VA representation.

2022 OBJECTIVES

- Train all Veteran Service Officers in Advanced Appeals Training by the National Association of County Veteran Service Officers to enable our team to conduct Board of Veteran Appeals Hearings.
- Partner with the VA to assist transitioning service members in the community by filing their Benefits Delivery at Discharge (BDD) claims. This will enable service members to file their claim on active duty and assist with the backlog at the Fort Carson offices.
- Expand staff at the Veteran Services main facility to better serve Veterans filing for VA benefits.
- Implement changes to the Veteran of the Year Award Ceremony to be held in November, which celebrates military and veterans. Move the event indoors.
- Continue to partner with local veteran agencies to provide services to veterans and family members and re-establish outreach projects.



2022 BUDGET HIGHLIGHTS

- \$17,716 3.5% Personnel increase
- \$40,907 Additional 1FTE with \$5,000 onetime new employee technology set-up

PERFORMANCE MEASURES & 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	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	29,400	29,400	29,400	29,400	29,400
Miscellaneous Revenue	5,270	5,015	-	7,939	-	
Total	\$34,670	\$34,415	\$29,400	\$37,339	\$29,400	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	389,662	452,795	506,178	506,178	564,801
Operating and Maintenance	42,236	43,258	52,282	62,282	57,282	
Charges for Services	12,004	11,700	12,000	15,939	12,000	
Total	\$441,901	\$506,753	\$570,460	\$583,399	\$634,083	





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

2021 ACCOMPLISHMENTS

Completed:

- Successfully administered a second round of federal relief funding to small businesses and nonprofits totaling more than \$10.3M
- Successfully hosted the Americas Competitiveness Exchange (ACE). The Americas Competitiveness Exchange (ACE) is the premier economic development, innovation, and entrepreneurial network of the Americas and is one of the leading High-Level events of the Organization of American States (OAS). The ACE program is one of the core initiatives of the Inter-American Competitiveness Network (RIAC), for which the OAS serves as the Technical Secretariat. The ACE brings together up to 50 senior-level government, business, policy, and economic decision-makers from across the Americas and beyond to experience first-hand the diverse range of projects, strategic investments, public-private partnerships, and best practices from a particular region's economic, innovation and entrepreneurship ecosystem



Ongoing:

- Continue to successfully administer business incentive programs focused on economic development, business expansion, and redevelopment of distressed areas in our region
- Continue successful administration of federal relief funding focused on economic recovery and resiliency
- Continue to successfully administer housing programs focused on affordable housing development and homeownership

2022 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

2022 BUDGET HIGHLIGHTS

- \$8,318 3.5% Personnel Increase
- \$2,000,000 Housing Authority

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 a second round of grant relief (Regional Business Relief Fund Round 2) for local small businesses and non-profits.

El Paso County's Economic Development Department awarded \$10,381,441 in grants to 627 local small businesses and nonprofits as part of the second round of El Paso County Regional Business Relief Fund grants. The program was initiated to provide tangible assistance to local businesses and nonprofits as they transition from relief to recovery from the COVID 19 pandemic.

El Paso County Board of County Commissioners allocated \$10,381,441 in American Rescue Plan Act (ARPA) funds to the Regional Business Relief Fund program, facilitated by the county's Economic Development Department, in partnership with Colorado Enterprise Fund, a nonprofit lender certified CDFI and nationally recognized SBA microlender. Applications for the Regional Business Relief Fund were collected, analyzed, and scored by Colorado Enterprise Fund, with final evaluation and grant award decisions made by El Paso County's Economic Development Oversight Committee.

Local small businesses and nonprofits awarded grants experienced a disruption and decrease in business operation and workforce due to the COVID-19 pandemic. Among the 627 businesses that received grants, 525 were small businesses, and 102 were nonprofits. 65% of recipients self-identified as women or minority or veteran owned businesses and nonprofits. The average amount awarded was \$16,557.



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 amid a pandemic.

PERFORMANCE MEASURES & OPERATING INDICATORS

	2020 Actual	2021 Estimated	2022 Projected
Business Certified (Enterprise Zone)	369	420	440
Contributions to Zone Projects	3,863	4,000	4,000
Enterprise Zone Projects	55	50	55
Active Affordable Housing Programs/Projects	654	200	200
Community Development Block Grant Projects	28	9	12

BUDGET SUMMARY

ECONOMIC DEVELOPMENT - 120900, 120905, 120910

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	1,042,960	861,019	1,749,395	1,749,395	1,145,822
Charges for Services	428,292	723,617	437,500	437,500	455,000	
Miscellaneous Revenue	11,061,009	10,996,594	12,500,000	12,500,000	13,000,000	
Total	\$12,532,261	\$12,581,230	\$14,686,895	\$14,686,895	\$14,600,822	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	326,665	344,136	419,922	580,769	428,240
Operating and Maintenance	24,547	14,448	41,299	189,237	41,299	
Grants & Contributions	11,897,614	11,809,428	14,205,439	14,205,439	16,119,366	
Intergovernmental	(108,751)	(148)	-	-	-	
Capital Outlay	-	-	-	-	-	
Total	\$12,644,238	\$12,672,278	\$14,965,317	\$15,274,102	\$16,887,562	



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.

2021 ACCOMPLISHMENTS

Completed:

- Statewide Conferences: 4th Annual Cybersecurity for Small Business Summit & 14th Annual Veterans Small Business Conference
- Largest Small Business Week celebration in the United States with over 500 in attendance.
- Over 130 online and in person educational workshops
- Over 1,200 client 1:1 consulting session

Ongoing:

- Support for small businesses in rural El Paso County and Teller County with 1:1 consulting, education, and networking.
- Pandemic recovery support including consulting, education, packaging for grant and loan opportunities
- Support for entrepreneurial programs at UCCS, PPCC, Atlas Prep, and more...!
- Continuing programming for creatives, mental health



- Education in Spanish

2022 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 & OPERATING INDICATORS

GOAL 4: CONSISTENTLY SUPPORTS REGIONAL ECONOMIC STRENGTH			
Strategy A: Encourage the growth of existing businesses and recruitment of new businesses.			
Measure	2021		2022
	Target	Actual	Target
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 through workshops, events, and one-on-one consulting (total number of attendees for workshops/ events/clients - does not include session hours)	Workshops: 61,1:1 Consulting: 350 sessions, Workshop Attendees: 61	Workshops: 130, Large Events: 3, 1:1 Consulting: 1,233, Workshop Attendees: 1,979, Event attendees: 641	Workshops: 61,1:1 Consulting: 350 sessions, Workshop Attendees: 61

	2020 Actual	2021 Estimated	2022 Projected
Client Count	768	609	671
Jobs Created	60.5	93	103.5
Jobs Retained	243	291	252
Business Starts	9	7	14
Capital Infusion	\$5,586,403	\$9,038,225	\$9,139,446
Increased Sales	\$1,477,904	\$6,211,654	\$6,725,308
Increased Contracts	\$4,473,497	\$4,038,011	\$5,403,615



BUDGET SUMMARY

PIKES PEAK SMALL BUSINESS DEVELOPMENT CENTER - 120935-120940

REVENUES						
	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	273,350	367,216	312,850	452,588	303,000
	Charges for Services	74,302	43,303	50,000	50,000	50,000
	Miscellaneous Revenue	230,795	161,438	173,000	173,000	153,050
	Total	\$578,448	\$571,958	\$535,850	\$675,588	\$506,050
EXPENDITURES						
	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	301,593	329,670	371,289	371,289	400,062
	Operating and Maintenance	139,774	141,462	163,000	302,738	137,000
	Charges for Services	34,423	33,078	28,000	28,000	28,000
	Total	\$475,790	\$504,210	\$562,289	\$702,027	\$565,062



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 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

2021 ACCOMPLISHMENTS

Completed:

- The PCD successfully managed the drafting and adoption of the new “Your El Paso Master Plan.” The Plan is intended to serve as the primary guiding document for the public, developers, staff, and elected and appointed officials when considering land use proposals over the next 10 to 20 years. The Master Plan replaces numerous small area plans, many of which were very dated, while also addressing current issues in the community including, but not limited to, housing attainability, municipal annexations, military installations, preservation of significant natural areas, and unprecedented growth in El Paso County. The Plan also successfully integrates other planning efforts on topical issues such as Transportation, Parks, and Water into the context of land use planning.
- The PCD staff processed a record number of major land development applications during 2021, exceeding the previous record set in 2020. Over the last 20 years, the PCD has processed an average of 343 major development applications per year. In 2020 that number increased to 480 projects and in 2021 it increased even further to 503 as of October 31, 2021 and is projected to finish at or near 600 projects for all of 2021.
- The PCD staff worked with applicable stakeholders to successfully amend the El Paso County Land Development Code on various topics/issues, including fire district reviews of development applications, streamlining the process for the grading and initial construction of new developments to assist the region in an effort to address recent shortages in housing inventory, and other changes to the Code that were needed to implement the new Master Plan.

Ongoing:

- The PCD staff is working diligently to finalize informative checklists for use by applicants and internal staff to better streamline the submittal and review process for all development applications.



- The PCD staff is actively working on additional amendments to the Land Development Code to ensure the County's land use and development regulations are updated and responsive to recent trends in the development industry and that the County is protected from potential legal challenges.

2022 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, where appropriate, expand staffing levels to correspond to the increasing activity of the building and development industry in the region.

2022 BUDGET HIGHLIGHTS

- \$84,097 3.5% Personnel increase
- \$30,000 Increase Cost Code Enforcement
- \$243,004 Additional 3 FTE's

PERFORMANCE MEASURES & OPERATING INDICATORS

	2020 Actual	2021 Estimated	2022 Projected
Major Development Applications	480	600	550



BUDGET SUMMARY

PLANNING & COMMUNITY DEVELOPMENT - 11525

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Charges for Services	1,937,709	2,134,914	1,820,000	1,820,000	2,045,500
Total	\$1,937,709	\$2,134,914	\$1,820,000	\$1,820,000	\$2,045,500	

EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	2,177,435	2,309,651	2,400,091	2,754,749	3,105,898
Operating and Maintenance	472,253	605,447	243,622	674,770	273,622	
Charges for Services	48,379	42,509	21,640	21,640	21,640	
Grants & Contributions	-	-	-	-	-	
Intergovernmental	(10,539)	(8,641)	-	-	-	
Total	\$2,737,527	\$2,948,967	\$2,665,353	\$3,451,159	\$3,401,160	



HUMAN RESOURCES & RISK MANAGEMENT DEPARTMENT

Executive Director, Vacant

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.

2021 ACCOMPLISHMENTS

Completed:

- Implemented Spark Hire interview option
- Implemented NeoGov Perform for all Admin departments
- Electronic personnel files for all County employees
- COVID testing at the Criminal Justice Center for all staff

Ongoing:

- Initiated the addition of the NeoGov Learn module
- Comprehensive compensation study
- Employee engagement survey
- Ensure compliance with new employment legislation



2022 OBJECTIVES

- Establish a goal management system
- Complete compensation study to include an aligned compensation philosophy
- Restructure the onboarding process
- Expand active recruiting efforts
- Expand a comprehensive leadership training program
- Assess current workplace climate

2022 BUDGET HIGHLIGHTS

- \$57,044 3.5% Personnel increase
- \$63,381 Neo Gov Software
- \$252,978 for Additional Personnel

PERFORMANCE MEASURES & OPERATING INDICATORS

	2020 Actual	2021 Estimated	2022 Projected
Employment			
Number of applications processed	30,638	27,568	30,454
Number of Interviews Facilitated	688	1,049	832
Number of Candidates Interviewed	3,993	5,371	5,005
Number of New Employees Onboarded	626	681	735
Number of Background Checks Completed	1,492	1,230	1,270
Training Opportunities for Employees and Supervisors/Managers	38	48	58
Worker's Compensation			
Number of claims	170	152	167
Cost of Claims (thousands)	\$2,012	\$1,684	\$1,796
Risk Management			
Number of safety training seminars	1	0	2
Number of personal safety & awareness consultations	35	31	44
Number of new employee orientations	23	23	23
Number of safety training/meetings	37	27	32
Number of safety publications/website information	2	2	2
Number of risk management consultations	55	34	44
Number of motor vehicle record checks	1,035	1,161	1,046
Number of physicals	498	585	550
Number of drug screens	698	705	709
Self-Insurance			
Number of lawsuits/notices of claims	101	60	75
Costs (thousands)	\$387	\$454	\$380
Number of property claims	26	29	30
Costs (thousands)	\$549	\$274	\$445
Number of liability claims	64	63	67
Costs (thousands)	\$688	\$597	\$479



BUDGET SUMMARY

HUMAN RESOURCES - 11120

HUMAN RESOURCES - 11120						
REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
	Total	\$-	\$-	\$-	\$-	\$-
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	1,236,890	1,356,621	1,500,117	1,564,855	1,942,479
	Operating and Maintenance	337,052	313,286	506,474	522,474	548,253
	Charges for Services	9,180	7,542	4,500	4,500	4,500
	Intergovernmental	(46,475)	(47,593)	(46,475)	(46,475)	(46,475)
	Total	\$1,536,647	\$1,696,990	\$1,964,616	\$2,045,354	\$2,448,757



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 Pikes Peak Workforce Center (PPWFC) is an American Job Center serving diverse audiences of jobseekers in El Paso and Teller Counties. The population of these two counties totals more than 755,000 individuals. In Program Year 2020, the Pikes Peak Workforce Center served more than 47,000 clients, including more than 6,200 veterans and over 7,100 young adults--as well as over 1,800 businesses. The Pikes Peak Workforce Center provides no-cost job seeker services from résumé assistance, interview training, computer skills training, and more. Clients range from entry-level to professional--including youth, adults, individuals returning to the workforce, and the underemployed, with special emphasis on underserved 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 job seekers with proven training and employment opportunities. Our 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 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.

2021 ACCOMPLISHMENTS

Program Year 2020 (July 1, 2020 – June 30, 2021)

Completed:

- 47,000 clients served in El Paso and Teller Counties
- 6,200 veterans served in El Paso and Teller Counties
- 7,100 young adults served in El Paso and Teller Counties
- 1,800 employers served in El Paso and Teller Counties, with 3,076 different services
- 333 paid work experiences/paid internships for in-demand industries
- 405 direct placements within in-demand industries
- Hosted virtual job fairs for 153 businesses; 87 customized hiring events; assisted Amazon in processing 2,644 potential employees within 6 weeks
- [2020 Community Report on the impact of CARES Act funds](#)

Ongoing:

- Veteran, transitioning military, and military spouse support



- Supporting healthcare, construction, cyber security, and automotive career pathways with K-12, community colleges, and higher education
- Continuing to support Sector Partnerships in Healthcare, Hospitality/Retail, and starting an Automotive Sector Partnership, and a Defense Sector Partnership
- [#UpSkillPikesPeak Resources](#) – 75 online Business Skills courses to include all Microsoft platforms, Google, Sales Force, cyber security training and more. 23 Career Development courses, aka soft skills training, and interest and aptitude assessments
- Training to assist customers in Digital Literacy
- Investing in K-12 education

2022 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 & OPERATING INDICATORS

(green=100% of neg. level) (blue=99%-90% of neg. level) (red=below 90% of neg. level)

Latest Wage Data: 03/31/2021

Adults	113.83%
Dislocated Worker	103.99%
Youth	96.15%
Wagner-Peyser	97.23%
Emp Rate 2nd Qtr After Exit	96.99%
Emp Rate 4th Qtr After Exit	88.45%
Median Earnings 2nd Qtr After Exit	108.44%
Credential Attainment by 4 qtrs After Exit	124.58%
Measurable Skill Gains Rate	113.28%



BUDGET SUMMARY

PIKES PEAK WORKFORCE CENTER - 121000-121999

REVENUES						
	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	6,945,869	6,137,139	7,685,066	7,685,066	7,415,874
	Miscellaneous Revenue	-	-	-	-	-
	Total	\$6,945,869	\$6,137,139	\$7,685,066	\$7,685,066	\$7,415,874
EXPENDITURES						
	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	3,558,065	3,113,607	3,834,342	3,834,342	4,573,339
	Operating and Maintenance	1,240,965	1,086,160	1,603,041	1,603,041	1,143,441
	Charges for Services	1,023,555	915,678	427,837	427,837	421,248
	Grants & Contributions	1,123,284	1,029,076	1,819,846	1,819,846	1,277,846
	Intergovernmental	-	(7,382)	-	-	-
	Capital Outlay	-	-	-	-	-
	Total	\$6,945,869	\$6,137,139	\$7,685,066	\$7,685,066	\$7,415,874



DEPARTMENT OF PUBLIC WORKS

Kevin Mastin, Executive Director

MISSION:

TO PROMOTE QUALITY OF LIFE & PUBLIC SAFETY BY PROVIDING SAFE, EFFECTIVE, AND EFFICIENT PUBLIC INFRASTRUCTURE

VISION:

THE EL PASO COUNTY DEPARTMENT OF PUBLIC WORKS IS AN AWARD-WINNING TEAM SETTING THE STANDARD FOR ORGANIZATIONS WITHIN AND OUTSIDE OF THE COUNTY. WE ARE BUILT ON AND THROUGH EMPLOYEE AND CITIZEN ENGAGEMENT. WE INVEST IN AND DEVELOP OUR WORKFORCE AND DEMONSTRATE PRIDE AND PROFESSIONALISM THROUGH OUR WORK.



OVERVIEW

DPW is comprised of six divisions and is responsible for the planning, design, construction, maintenance, inspection, snow removal, and emergency repairs of all road and drainage infrastructure as well as maintaining the County's fleet of vehicles and support equipment.

DIVISIONS

Highway / Engineering / Fleet
Training / Resource Management / Customer Service



FLEET MANAGEMENT

PURPOSE STATEMENT

Deliver comprehensive fleet management services while providing safe, reliable vehicles and equipment. Ensure County officials and employees can 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.

2021 ACCOMPLISHMENTS

Completed:

- Replacement of heavy equipment lifts at Akers and Calhan shops
- Fleet Management Software implemented
- Telematics installed county wide

Ongoing:

- Utilize fleet management technology, to include vehicle telematics, allowing for real time, data driven, information increasing operational efficiency and accountability.
- Completed assessment of all county fuel sites

2022 OBJECTIVES

- Upgrade / replace fuel and DEF dispensing, and monitoring equipment
- 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.
- Continue to modernize the County's fleet.

2022 BUDGET HIGHLIGHTS

- \$81,248 3.5% Personnel increase Fleet



PERFORMANCE MEASURES & 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.			
Measure	2021		2022
	Target	Actual	Target
Implementation of a Fleet Management Information System	Vendor Selection and Statement of Work	In Place	Completed
Update/Upgrade of Internal Fuel site systems	Site Assessments	Assessment complete	Q3 2022 complete upgrades
Upgrade telematics systems within DPW, providing enhanced capability and integration	Equipment Installation/Replacement	Complete	Complete
Replacement of heavy equipment lifts throughout Fleet	Install Complete	Complete	Mobile Lift System Q2 2022
Expand the use if vehicle telematics to County's light fleet vehicles	County-wide Installation	Complete	Complete
Enhance the capability of current systems by implementing snow removal tracking and planning software	Research/Testing	Ongoing	Ongoing



BUDGET SUMMARY

FLEET - 120030, 40203

FLEET - 120030, 40203						
REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Specific Ownership Tax	3,957,044	-	-	-	-
	Sales Taxes	-	-	-	-	-
	Intergovernmental	-	-	-	-	-
	Charges for Services	75,334	25,658	75,000	75,000	75,000
	Miscellaneous Revenue	14,386	20,888	20,000	20,000	20,000
	Other Financing Sources	149,492	347,047	150,000	150,000	150,000
	Total	\$4,196,255	\$393,593	\$245,000	\$245,000	\$245,000
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	1,623,471	2,002,953	2,312,994	2,312,994	2,394,242
	Operating and Maintenance	2,211,876	2,527,167	2,368,731	2,645,966	2,368,731
	Charges for Services	25,287	16,911	-	-	-
	Intergovernmental	(182,370)	(327,173)	-	-	-
	Capital Outlay	4,123,425	3,714,994	4,036,186	5,320,150	2,936,186
	Total	\$7,801,689	\$7,934,852	\$8,717,911	\$10,279,110	\$7,699,159



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 Fund 2 includes the Engineering and Highway Divisions of the Department of Public Works.

Engineering oversees all aspects of the transportation and stormwater 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, and MS4 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 roads and bridges in unincorporated El Paso County. Responsibilities include bridges, drainage culverts, open drainage ditch (channels), drainage pipes, guardrail, traffic control signs, traffic signals, warning flashers, streetlights and right-of-ways. Maintenance of existing infrastructure is the primary method used to keep the road network safe, reliable, and efficient. Staff processes nearly 5,000 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.

2021 ACCOMPLISHMENTS

Completed:

- Struthers – Gleneagle Roundabout
- Falcon Park and Ride/Meridian Extension Improvements
- Eastonville bridge deck replacement
- Ellicott Bridge emergency barrier install project
- Epoxy striping completed 71 center-line miles of durable epoxy striping
- Combined graveling program that used internal and external hauling to complete 62 lane miles
- Chip Seal program that efficiently completed 71.66 lane miles
- Dust abatement program that completed 127.4 lanes miles



- Response to 25 winter weather events
- Completed over 3,000 miles of roadway mowing

Ongoing:

- Arnold Avenue Bridge Replacement
- Baptist/Hodgen/Roller Coaster Intersection
- Bradley Road/Grinnell Blvd
- Calhan Highway Bridge Replacement
- Charter Oak Ranch Road
- Chipita Park Road/U.S. 24/Fountain Avenue
- Elbert Road Bridge Rehabilitation
- El Paso County Wetlands Bank
- Fountain Mesa/Caballero Intersection Improvements
- Highway 105 Widening

2022 OBJECTIVES

- Establish annual production goals and expected levels of service across identified essential functions and measure against actual production
- Complete a full Department of Public Works self-assessment utilizing the American Public Works Association (APWA) Management Practices Manual
- Implement a flexible, individually tailored approach to career long education and training through the creation of 'Individual Development Plans' (IDP)
- Develop a climate where employees feel trusted, valued, and fully absorbed by and enthusiastic about their work to take positive actions that further the Department of Public Works reputation and interests.
- Invigorate the extraordinary talent resident in our employees through the robust use of our internal 'Solutions Program' by incentivizing innovative, competitive solutions.
- Pursue modular, adaptable, and upgradable solutions through the use of experimentation for capability development.
- Deepen our relationships with industry partners, professional organizations, other Departments within El Paso County, and other regional agencies such as City of Colorado Springs Public Works Department, Colorado Department of Transportation, and regional Military Installations.

2022 BUDGET HIGHLIGHTS

- \$372,826 3.5% Personnel increase
- \$96,237 3.5% Personnel increase Engineering
- \$1,264,000 Traffic Count Plan, Akers Pond, Beaver Creek, T-Gap, Outsourced Inspections, Equipment Asset Management, and Stormwater
- \$1,130,000 for 12 Additional FTE
- \$13M for Construction Contract



PERFORMANCE MEASURES & 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.			
Measure	2021		2022
	Target	Actual	Target
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.			
Measure	2021		2022
	Target	Actual	Target
Coordinate with CDOT and Douglas County on I-25 widening project	Ongoing	Ongoing	Ongoing
Coordinate with CDOT on various safety improvement projects along US24, SH94, and SH83	Ongoing	Ongoing	Ongoing
Coordinating with PPACG on update to the long-range plan	Ongoing	Ongoing	Ongoing
Snow / Ice Removal Operations	Ongoing	Ongoing	Ongoing
Implementation of Brine Treatment Solution on County Roads	In Operation	Ongoing	Ongoing
Coordinate with PPACG to update long range plan	Ongoing	Ongoing	Ongoing
Support EPC Community Services Department with implementation of funded improvement projects	Ongoing	Ongoing	Ongoing
Construction and Design	Ongoing	Ongoing	Ongoing



	2020 Actual	2021 Estimated	2022 Projected
Miles of Road Graveled (Center Line)	15	62	69
Cross Pans Constructed	44	50	50
Curb & Gutter Constructed	43,666	23,000	23,000
LF of Sidewalk Constructed	48,780	36,000	36,000
Pedestrian Curb Ramps Constructed	252	170	170
Miles of Road Paved (Lane)	44	44	45
Chip Surface Treatment Miles (Lane)	72	72	70
Dust Control Applied Miles (Lane)	135	127	130
Paved Roads (Center Line)	1,162	1,170	1,170
Gravel Roads (Center Line)	1,052	1,052	1,052

BUDGET SUMMARY

GENERAL FUND PUBLIC WORKS - ENGINEERING BUDGET - 11475

REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	No Revenues	-	-	-	-	-
Total	\$-	\$-	\$-	\$-	\$-	\$-
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	-	2,385,918	2,609,638	2,609,638	3,535,960
Operating and Maintenance	-	-	-	-	2,464,286	
Capital Outlay	-	-	140,000	-	100,000	
Total	\$-	\$2,385,918	\$2,749,638	\$2,609,638	\$6,100,246	




ROAD & BRIDGE - FUND 2

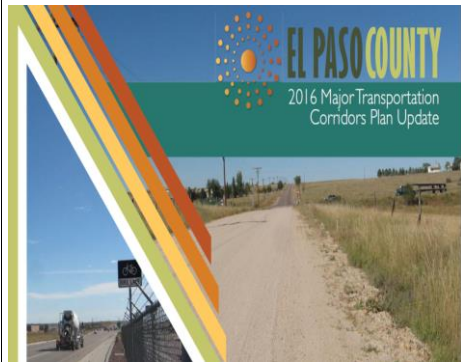
	ROAD & BRIDGE - FUND 2					
	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
REVENUES	Property Taxes	1,343,296	1,564,845	1,590,015	1,590,015	1,897,077
	Specific Ownership Tax	3,497,190	7,140,998	7,182,997	7,182,997	7,398,487
	Other Taxes	(1,516)	(2,222)	-	-	-
	Intergovernmental	17,984,147	16,404,252	14,013,000	29,163,460	14,678,226
	Charges for Services	516,023	735,041	500,000	500,000	750,000
	Miscellaneous Revenue	1,289,302	3,751	-	1,104,885	-
	Other Financing Sources	19,530	3,800	-	-	-
	Total	\$24,647,971	\$25,850,465	\$23,286,012	\$39,541,357	\$37,430,900
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	10,909,654	10,114,981	9,274,509	10,934,472	11,307,298
	Operating and Maintenance	11,586,387	13,182,594	14,713,613	45,770,247	26,153,650
	Charges for Services	25,246	13,768	222,120	222,120	222,120
	Intergovernmental	(875,634)	(1,213,701)	(90,000)	(921,501)	(90,000)
	Capital Outlay	1,818,875	531,345	1,438,608	2,074,985	1,338,608
	Total	\$23,464,528	\$22,628,987	\$25,558,850	\$58,080,323	\$38,931,676
FUND BALANCE	Estimated Beginning Fund Balance	20,392,962	21,576,405	24,797,882	24,797,882	6,258,916
	Budgeted Changes to Fund Balance	1,183,443	3,221,477	(2,272,838)	(18,538,966)	(1,500,776)
	Estimated Ending Fund Balance	\$21,576,405	\$24,797,882	\$22,525,044	\$6,258,916	\$4,758,140

Road and Bridge fund balance is anticipated to decrease by approximately -24%. This is due to spending into fund balance in 2021 of approximately \$1,500,776 for expenditures related to Board approved road projects.




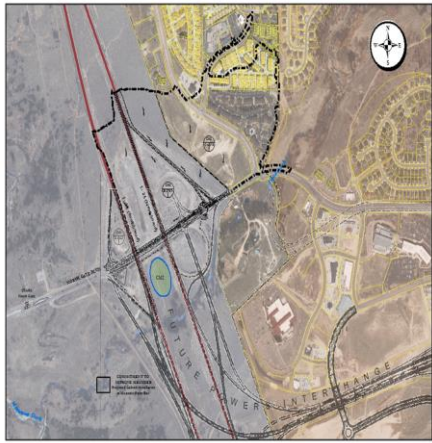
CAPITAL PROJECTS

Janitell Road Bridge over Fountain Creek		
	Engineering and Design	\$ 250,000
	Construction	\$ 2,250,000
	FY 2022 Total Cost:	\$ 2,398,046
	Project Description:	
<p>El Paso County, Department of Public Works (Transportation Division) will contract with a design consultant to finalize the design and contract with a contractor to construct improvements in Fountain Creek to provide scour protection for the bridge and mitigate future scour.</p>		
Operating Impacts	None	
Strategic Plan Goal:	#3 - Strategy A	


Major Transportation Corridor Plan Update		
	Engineering & Design	\$ 500,000
	FY 2022 Total	\$ 500,000
	Project Description:	
<p>To accommodate mobility needs associated with the growth in population and economic activity, the transportation system is carefully planned by the county, led by the Department of Public Works. This Major Transportation Corridors Plan (MTCP) is the long-range plan focusing on the multi-modal transportation system in unincorporated El Paso County. This MTCP presents an update to the previous plan adopted by the Planning Commission in 2016.</p>		
Operating Impacts:	None	
Strategic Plan Goal:	#3 - Strategy A, Objective 10	




Rex/Meridian Intersection		
	Engineering & Design	\$ 120,000
	Construction	\$ 5,500,000
	Property Acquisition	\$ 450,000
	Utility Relocation	\$ 100,000
	FY 2022 Total	\$ 6,170,000
Project Description:		
<p>El Paso County Department of Public Works ("DPW" or "County") awarded contract to provide final engineering plans for the proposed Rex at Meridian Intersection Project (project). Design phase will conclude in 2022 in coordination with Meridian Ranch Development. Construction is anticipated to begin in the fourth quarter of 2022.</p>		
Operating Impacts:	None	
Strategic Plan Goal:	#3 - Strategy A, Objective 10	


Struthers - Northgate Stormwater		
	Engineering & Design	\$ 43,000
	Construction	\$ 2,800,000
	FY 2022 Total	\$ 2,843,000
Project Description:		
<p>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.</p>		
Operating Impacts:	None	
Strategic Plan Goal:	#3 - Strategy A, Objective 10	




Baptist/Hodgen/Rollercoaster Intersection		
	Engineering & Design	\$ 500,000
	FY 2022 Total	\$ 500,000
Project Description:		
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. \$3.5M is a ROM estimate for design/construction.		
Operating Impacts:	None	
Strategic Plan Goal:	#3 - Strategy A, Objective 10	


Calhan Highway Bridge Replacement		
	Engineering & Design	\$ 119,141
	FY 2022 Total	\$ 119,141
Project Description:		
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.		
Operating Impacts:	None	
Strategic Plan Goal:	#3 - Strategy A, Objective 10	




Charter Oak Ranch Road		
	Engineering & Design	\$ 271,033
	Construction	\$ 14,500,000
	Property Acquisition	\$ 755,000
	Utility Relocation	\$ 650,000
	FY 2022 Total	\$ 16,176,033
Project Description:		
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.		
Operating Impacts:	None	
Strategic Plan Goal:	#3 - Strategy A, Objective 10	

Doe Creek Drainage Rehabilitation		
	Construction	\$ 500,000
	FY 2022 Total	\$ 500,000
Project Description:		
El Paso County Department of Public Works ("DPW" or "County") currently preparing final engineering plans for the proposed Doe Creek Drainage Rehabilitation Project (project). Design phase will conclude in 2021. Construction is anticipated to begin in the second quarter of 2022.		
Operating Impacts:	None	
Strategic Plan Goal:	#3 - Strategy A, Objective 10	



Ellicott Bridge (over Black Squirrel Creek) Replacement		
	Engineering and Design	\$ 93,006
	Construction	\$ 4,000,000
	FY 2022 Total	\$ 4,093,006
Project Description:		
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.		
Operating Impacts:	None	
Strategic Plan Goal:	#3 - Strategy A, Objective 10	

Fountain Mesa, Caballero Dr, Fortman Ave Round-a-bout		
	Engineering and Design	\$ 238,345
	Construction	\$ 2,242,693
	Property Acquisition	\$ 62,019
	Construction Management	\$ 248,675
	FY 2022 Total	\$ 2,791,732
Project Description:		
Planning, design, and construction of converting a signalized intersection into a roundabout.		
Operating Impacts:	None	
Strategic Plan Goal:	#3 - Strategy A, Objective 10	



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	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Property Taxes	870,482	1,004,672	1,100,354	1,100,354	1,307,482
Other Taxes	(207)	(1,192)	-	-	-	
Total	\$870,275	\$1,003,480	\$1,100,354	\$1,100,354	\$1,307,482	
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Operating and Maintenance	8,731	10,072	83,696	83,696	96,534
Grants & Contributions	861,544	985,412	1,016,658	1,016,658	1,210,948	
Total	\$870,275	\$995,484	\$1,100,354	\$1,100,354	\$1,307,482	
FUND BALANCE	Estimated Beginning Fund Balance	-	-	7,996	7,996	7,996
	Budgeted Changes to Fund Balance	-	7,996	-	-	-
	Estimated Ending Fund Balance	\$-	\$7,996	\$7,996	\$7,996	\$7,996

There was no significant change to fund balance greater than 10% for Road and Bridge Escrow Fund.



DEPARTMENT OF HUMAN SERVICES FUND 4

Stacie Kwitek-Russell, 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.

2021 ACCOMPLISHMENTS

Accomplishments in Adults and Family Services

- Colorado Works - Workforce Development area had an employment entry rate of 35.69% for the state fiscal year, helping families move into self-sufficiency and reducing reliance on public assistance programs
 - El Paso County outperformed the large, medium and small county averages in this metric
 - This was done while navigating the challenges of COVID-19
- Child Support Services met its Current Support Collected goal for the fiscal year, increasing support to and economic security of associated families
 - Only three other large counties statewide met this measure
 - This was achieved despite the challenges related to COVID-19 and while employing a teleworking model

Accomplishments in Employment and Family Support Services

- Met all goals set by Health Care Policy and Finance for fiscal year 2020/2021 to earn incentives (\$923,265) and exceeded most other counties in these same measures.
- Due to a significant increase work as well as a loss of staff as a result of COVID-19 related reasons, EPC continues to use a created a plan that included using overtime for staff and supervisor focused. This plan continues to address the added work and maintain timeliness of services to clients

Accomplishments in Children, Youth and Family Services

1) Congregate Care Placements

El Paso County has seen a reduction in all levels of congregate care for the year 2021. The Family First Prevention and Services Act [FFPSA] focuses on **placement prevention services** and ensuring **appropriate placement levels**. The reduction of congregate care has set the



foundation for the CYFS division to create sustainable case outcomes and financial preparedness as FPPSA goes into effect at a State and local level

2) Zero to Three Teams

Infants and toddlers are our most vulnerable population. Specialized programming, training and teams with expertise have been developed to help ensure a high-level, best practice approach to better ensure safety

3) Staff

Contract with the University of Colorado to build high-functioning teams through solution-focused problem solving, communication through differences and building cohesion while honoring diversity and inclusion

Accomplishments in Contracts

- Improved efficiencies with mass documentation issuance by working with data staff to create data reports

OBJECTIVES

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:
 - ✓ Peak Vista on Jet Wing Drive
 - ✓ Springs Rescue Mission
 - ✓ Citizens Service Center
 - ✓ El Paso County Combined Courts
 - ✓ Calhan
 - ✓ Criminal Justice Center
 - ✓ Peak Vista in 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 16 institutes of higher learning
- 40+ 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 \$51,572 - \$1,480,532 annually:
 - State of Colorado – CDHS – Promoting Safe & Stable Families - \$50,000 (final quarter)
 - State of Colorado – HCPF – Health First Colorado Texting Campaign - \$51,572
 - US Dept. of Agriculture – Food & Nutritional Services – HS Connects - \$614,736 (final quarter)
 - State of Colorado – Community Services Block Grant (x2) – Regular and CARES funds - \$1,480,532 for 2021

2021 - 2022 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.

2021-2022 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 at 40%, which is the maximum percentage of reserve that is allowed by state statute. Reserve funds are restricted and can only be used in TANF, Child Welfare, or CCCAP
- 3.5% personnel increase
- DHS earned all available performance incentive funds from HCPF at the state in the amount of \$923K



PERFORMANCE MEASURES & 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			
Measure	2021		2022
	Target	Actual	Target
Utilize state and local multimedia resources including PEAK to reach a wider audience and co-located DHS services with community partners in underserved areas	Ongoing	Ongoing	Ongoing
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	9/30/2022	Ongoing	9/30/2022
DHS is actively involved in providing Community Service Block Grant money to community partner agencies with focused efforts on expanding employment entry and increased partnerships from three to six agencies (2022 is year 2 of a 3-year grant; funding expected to be approximately \$645,000)	Ongoing	Ongoing	Ongoing
Temple Hoyne Buell Grant for the Center on Fathering (\$20,000)	N/A	N/A	8/30/2022

Strategy B: Enhance access to El Paso County Services throughout our County			
Measure	2021		2022
	Target	Actual	Target
Encourage citizens to use virtual apps on personal devices for PEAK Online, My COBenefits and PEAKHealth to apply and manage their assistance cases	12/31/2021	Ongoing	Ongoing
Increase use of social media messaging to promote Colorado PEAK website and device apps	12/31/2021	Ongoing	Ongoing
Use a temporary lighted sign at Citizens Service Center (CSC) to direct clients to use Colorado PEAK to access assistance programs	12/31/2021	Completed	Completed
To develop partnerships with community partners to organize a community project to focus on Child Abuse Prevention Month	Ongoing	Ongoing	4/1/2022



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			
Measure	2021		2022
	Target	Actual	Target
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	1/1/2021	Completed	Completed
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	Ongoing
Strategy F: Increase self-sufficiency and reduce reliance on public assistance programs			
Measure	2021		2022
	Target	Actual	Target
CYFS will build relationships and community tables to problem solve placement issues for high needs, multi-system children involved in DHS	Ongoing	Ongoing	Ongoing
Colorado Works will continue to provide disaster assistance to residents directly impacted by the pandemic through its Disaster Assistance Program	Ongoing	Ongoing	Ongoing
Child Support Services will continue to meet its Current Support Collected goal, increasing support and economic security to associated families	Ongoing	Ongoing	Ongoing
Over 70% of participants completing the Subsidized Employment program will continue to transition into unsubsidized employment, often with the county	Ongoing	Ongoing	Ongoing
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
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			
Measure	2021		2022
	Target	Actual	Target
Switch custody to kinship providers within 60-90 days from placement	Ongoing	Ongoing	Ongoing
Stabilize and sustain kinship placement through crisis support	Ongoing	Ongoing	Ongoing
Build a network of respite providers to help support high needs kids in kinship placement	Ongoing	Ongoing	Ongoing
Continue to use the CarePortal to support kinship providers with basic needs	Ongoing	Ongoing	Ongoing
Added face-to-face contact data to a benchmark dashboard used to monitor practice for teleworking	Currently in place/Ongoing	Completed	Completed
Created screening tools for supervision to monitor benchmarks individually	Currently in place/Ongoing	Completed	Completed
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	Ongoing	Ongoing
Engaging parents, specifically fathers, in the D&N process to ensure children are available for face-to face contacts	Currently in place/Ongoing	Ongoing	Ongoing
Piloting Promising Practice programs for Child Welfare (Child First/Kinship Navigation)	1/1/2022	Ongoing	Ongoing
Bringing an evidence-based assessment process for parent/child visit assessments	1/31/2021	Completed	Completed
Expand on the use of Medicaid for D&N cases	Ongoing	Ongoing	Ongoing
Continued partnership with the local RAE (CCHA) to determine global interventions for youth	Ongoing	Ongoing	Ongoing
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			
Measure	2021		2022
	Target	Actual	Target
Adult Protective Services continues to conduct community outreach activities to include community education or training sessions	Ongoing	Ongoing	Ongoing
Create a short video focused on key messaging of child abuse and neglect to be shared via social media channels and partner platforms	Ongoing	Completed	Completed
Participate with the Colorado Partnership for Thriving Families with Illuminate Colorado	Ongoing	Ongoing	Ongoing
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	Ongoing	Ongoing
Work toward a training plan to increase caseworkers' awareness and knowledge of DV dynamics in relationship to child safety	1/1/2021	Ongoing	Ongoing
Participate in the Human Trafficking Tasking Force specifically around adolescent safety	Ongoing	Ongoing	Ongoing



BUDGET SUMMARY

DEPARTMENT OF HUMAN SERVICES - FUND 4

REVENUES						
	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Taxes	18,555,563	18,823,558	19,123,937	19,123,937	19,273,937
	Intergovernmental	57,444,690	64,060,613	61,000,082	61,000,082	61,600,082
	Charges for Services	-	-	-	-	-
	Contributions	4,100	100	-	-	-
	Total	\$76,004,353	\$82,884,271	\$80,124,019	\$80,124,019	\$80,874,019
EXPENDITURES						
	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	48,547,967	52,914,366	48,891,025	51,891,025	49,397,354
	Operating and Maintenance	11,634,819	9,048,766	12,336,323	10,336,323	12,441,760
	Charges for Services	6,805,640	7,209,234	6,034,120	6,034,120	6,825,225
	Grants & Contributions	10,648,293	13,912,969	13,955,992	12,955,992	13,559,450
	Intergovernmental	(1,632,908)	(1,346,804)	(1,372,811)	(1,372,811)	(1,372,811)
	Capital Outlay	22,624	-	-	-	-
	Total	\$76,026,436	\$81,738,530	\$79,844,649	\$79,844,649	\$80,850,978
FUND BALANCE						
	Estimated Beginning Fund Balance	1,616,281	1,594,198	2,739,938	2,739,938	3,019,308
	Budgeted Changes to Fund Balance	(22,083)	1,145,741	279,370	279,370	23,041
	Estimated Ending Fund Balance	\$1,594,198	\$2,739,938	\$3,019,308	\$3,019,308	\$3,042,349

There was no significant change to fund balance greater than 10% for the Department of Human Resources Fund.



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

	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	REVENUES	Property Taxes	-	-	-	-
Sales Taxes		11,406,711	11,222,140	11,261,275	11,261,275	10,672,750
Other Taxes		(126)	116	-	-	-
Intergovernmental		4,910,507	3,959,334	-	-	-
Miscellaneous Revenue		-	-	-	-	-
Other Financing Sources		519	1,791	3,579,586	3,579,586	3,472,584
Total		\$16,317,611	\$15,183,381	\$14,840,861	\$14,840,861	\$14,145,334
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Operating and Maintenance	19,026	13,842	20,000	20,000	20,000
	Charges for Services	16,599,342	14,265,971	14,129,397	14,129,397	14,125,334
	Grants & Contributions	-	-	-	-	-
	Intergovernmental	-	-	-	-	-
Total	\$16,618,368	\$14,469,966	\$14,840,861	\$15,342,172	\$14,145,334	
FUND BALANCE	Estimated Beginning Fund Balance	1,286,081	985,324	1,698,739	1,698,739	1,197,428
	Budgeted Changes to Fund Balance	(300,757)	713,415	-	(501,311)	-
	Estimated Ending Fund Balance	\$985,324	\$1,698,739	\$1,698,739	\$1,197,428	\$1,197,428

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 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 \$12.01 million 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 2022-2025

		JP Morgan - 2019 Heavy Fleet		
		Principal	Interest	Total
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
		2,012,881	67,487	2,080,368



ANNUAL LEASE OBLIGATION SCHEDULES

Annual COP Lease Obligation Schedule 2022-2036

		Series 2011 - CJC			Series 2012 Refi of 2003 and COR			Series 2016 Refi of 2007A		
		Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
	06/01/22		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									
		15,625,000	2,631,900	18,256,900	2,615,000	197,750	2,812,750	16,105,000	1,763,075	17,868,075



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
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
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
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
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
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
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
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
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
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
			2,150,000	344,175	2,838,350	2,150,000	688,350	2,838,350
			2,245,000	290,425	2,825,850	2,245,000	580,850	2,825,850
			2,360,000	234,300	2,828,600	2,360,000	468,600	2,828,600
			2,470,000	175,300	2,820,600	2,470,000	350,600	2,820,600
			2,570,000	125,900	2,821,800	2,570,000	251,800	2,821,800
			2,665,000	74,500	2,814,000	2,665,000	149,000	2,814,000
			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.

2022 Capital Projects Summary				
Department	Project	Fund	Operating Impacts	Cost
Community Service Department	Black Forest Regional Park Improvements	General - 1	No	86,000
Community Service Department	Homestead Ranch Regional Park Improvements	General - 1	Yes*	200,000
Community Service Department	Widefield Community Park/Crews Gulch Trail Paving Project	General - 1	Yes*	155,000
Community Service Department	Fountain Creek Regional Park Improvements	General - 1	No	200,000
Community Service Department	Ute Pass Regional Trail	General - 1	Yes*	1,400,000
Community Service Department	Northern Nature Center Planning	General - 1	Yes*	350,000
Public Works	Janitell Road Bridge over Fountain Creek	R&B - 2	No	2,398,046
Public Works	Major Transportation Corridor Plan Update	R&B - 2	No	500,000
Public Works	Rex/Meridian Intersection	R&B - 2	No	6,170,000
Public Works	Struthers - Northgate Stormwater	R&B - 2	No	2,843,000
Public Works	Baptist/Hodgen/Rollercoaster Intersection	R&B - 2	No	500,000
Public Works	Calhan Highway Bridge Replacement	R&B - 2	No	119,141
Public Works	Charter Oak Ranch Road	R&B - 2	No	16,176,033
Public Works	Doe Creek Drainage Rehabilitation	R&B - 2	No	500,000
Public Works	Ellicott Bridge *(over Black Squirrel Creek) Replacement	R&B - 2	No	4,093,006
Public Works	Fountain Mesa/Caballero Dr./Fortman Ave Round-a-bout	R&B - 2	No	2,791,732
*See Department for Operating Impacts			Total	38,481,958



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

SELF-INSURANCE - FUND 12						
REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Sales Taxes	20,116,424	18,076,218	24,163,632	24,163,632	26,748,461
	Intergovernmental	-	-	-	-	-
	Charges for Services	26,312,450	29,762,590	25,878,725	25,878,725	27,942,983
	Miscellaneous Revenue	11,335	11,403	-	-	-
	Other Financing Sources	227,206	59,436	85,000	85,000	85,000
	Total	\$46,667,415	\$47,909,647	\$50,127,357	\$50,127,357	\$54,776,444
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	30,555,856	31,691,428	33,917,187	32,917,187	35,943,973
	Operating and Maintenance	8,507,356	9,360,275	11,373,736	10,919,462	12,189,360
	Charges for Services	2,254,193	2,391,431	2,836,584	2,836,584	3,106,742
	Grants & Contributions	2,322,382	3,250,359	1,819,655	3,319,655	3,004,843
	Capital Outlay	-	-	-	-	-
	Total	\$43,639,787	\$46,693,492	\$49,947,162	\$49,992,888	\$54,244,918
FUND BALANCE	Estimated Beginning Fund Balance	10,582,012	13,609,641	14,825,796	14,825,796	14,960,265
	Budgeted Changes to Fund Balance	3,027,629	1,216,155	180,195	134,469	531,526
	Estimated Ending Fund Balance	\$13,609,641	\$14,825,796	\$15,005,991	\$14,960,265	\$15,491,791

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

CONSERVATION TRUST - FUND 15						
REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
		Intergovernmental	1,643,599	1,519,832	1,406,525	1,406,525
	Miscellaneous Revenue	15,281	4,998	-	-	-
	Total	\$1,658,880	\$1,524,830	\$1,406,525	\$1,406,525	\$1,406,525
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel	1,209,734	1,291,364	1,279,902	1,279,902	1,279,902
	Operating and Maintenance	145,777	123,968	126,171	597,786	126,171
	Charges for Services	452	452	452	452	452
	Grants & Contributions	25,549	-	-	-	-
	Capital Outlay	-	-	-	74,262	-
	Total	\$1,381,512	\$1,415,784	\$1,406,525	\$1,952,402	\$1,406,525
FUND BALANCE	Estimated Beginning Fund Balance	705,864	983,232	1,092,278	1,092,278	546,401
	Budgeted Changes to Fund Balance	277,368	109,046	-	(545,877)	-
	Estimated Ending Fund Balance	\$983,232	\$1,092,278	\$1,092,278	\$546,401	\$546,401

There was a 50% decrease to fund balance in 2021. This is due to spending into fund balance in 2021 of approximately \$545,877 for expenditures related to Board approved parks projects.



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	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	88,217	237,052	100,000	100,000	275,000
Total	\$88,217	\$237,052	\$100,000	\$100,000	\$275,000	
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Grants & Contributions	114,342	26,291	100,000	282,423	275,000
Total	\$114,342	\$26,291	\$100,000	\$282,423	\$275,000	
FUND BALANCE	Estimated Beginning Fund Balance	270,922	244,797	455,558	455,558	273,135
	Budgeted Changes to Fund Balance	(26,125)	210,761	-	(182,423)	-
	Estimated Ending Fund Balance	\$244,797	\$455,558	\$455,558	\$273,135	\$273,135

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.

PERFORMANCE MEASURES & OPERATING INDICATORS

	2020 Actual	2021 Estimated	2022 Projected
Household Chemical Waste Programs/Days Open	216	260	260
Yard Waste Collection Programs/Days	80	84	84
Black Forest Wildfire Mitigation Mulch Programs	152	152	152

BUDGET SUMMARY

HOUSEHOLD HAZARDOUS WASTE MANAGEMENT - FUND 22

HOUSEHOLD HAZARDOUS WASTE MANAGEMENT - FUND 22						
REVENUES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Charges for Services		1,321,430	1,348,151	1,210,000	1,210,000
Miscellaneous Revenue		44,343	29,428	28,000	28,000	22,000
	Total	\$1,365,774	\$1,377,579	\$1,238,000	\$1,238,000	\$1,272,000
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Personnel		468,753	484,378	468,150	476,150
Operating and Maintenance		780,866	751,349	767,850	909,850	767,850
Charges for Services		2,760	1,928	2,000	2,000	2,000
	Total	\$1,252,378	\$1,320,142	\$1,238,000	\$1,388,000	\$1,272,000
FUND BALANCE	Estimated Beginning Fund Balance	1,007,504	1,120,899	1,178,336	1,178,336	1,028,336
	Budgeted Changes to Fund Balance	113,395	57,437	-	(150,000)	-
	Estimated Ending Fund Balance	\$1,120,899	\$1,178,336	\$1,178,336	\$1,028,336	\$1,028,336

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



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	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Intergovernmental	73,248	73,032	73,000	73,000	73,000
Miscellaneous Revenue	1,856	473	2,000	2,000	2,000	
Total	\$75,104	\$73,505	\$75,000	\$75,000	\$75,000	
EXPENDITURES	Category	2019 Actual	2020 Actual	2021 OAB	2021 Revised	2022 OAB
	Charges for Services	1,099	1,535	1,500	1,500	1,500
	Non-Operating Expense	92,790	74,429	73,500	73,500	73,500
	Total	\$93,889	\$75,964	\$75,000	\$75,000	\$75,000
FUND BALANCE	Estimated Beginning Fund Balance	104,798	86,013	83,554	83,554	83,554
	Budgeted Changes to Fund Balance	(18,785)	(2,459)	-	-	-
	Estimated Ending Fund Balance	\$86,013	\$83,554	\$83,554	\$83,554	\$83,554

There was no significant change to fund balance greater than 10% for LIDS Fund 75.



V. DEMOGRAPHIC & STATISTICAL SECTION



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 of Higher, percent of age 25+ 2015-2019	94.80%
Bachelor's Degree or Higher, percent of age 25+ 2015-2019	38.50%
Total Employer Establishments 2019	17,950
Total Employment 2019	250,547
Mean Travel Time to Work (minutes) age 16+ 2015-2019	23.7

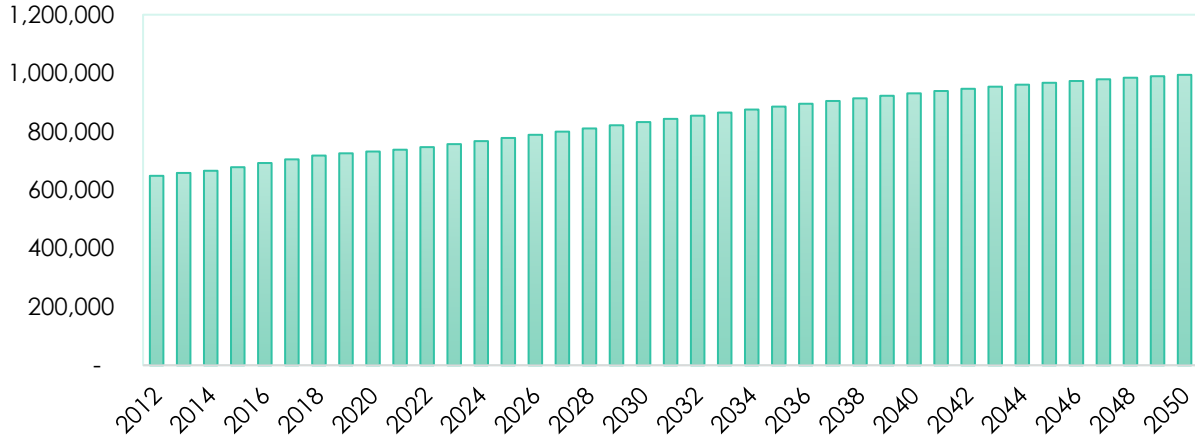
Source: United States Census Bureau

El Paso County Demographics			
Race	2018	2019	2020
American Indian non-Hispanic	5,445	5,468	5,518
Asian non-Hispanic	27,225	27,633	28,312
Black non-Hispanic	52,610	52,942	53,392
Hispanic	126,128	129,366	132,189
White non-Hispanic	506,403	510,087	512,229
Total	717,811	725,496	731,640

Source: Colorado Department of Local Affairs



El Paso County Projected Total Population 2012-2050



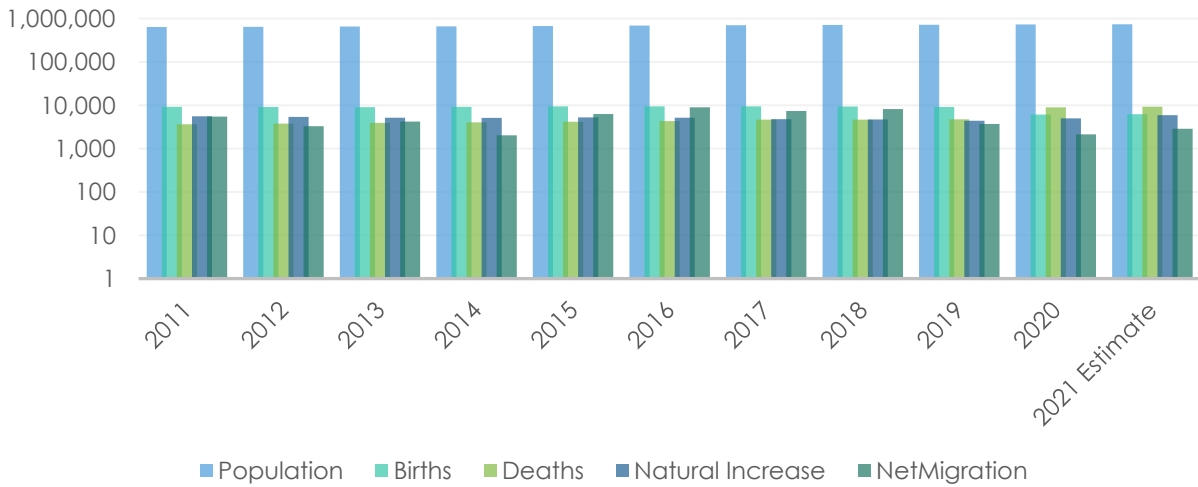
Source: Colorado Department of Local Affairs

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+	15,034	16,043	17,225	18,706	19,521	20,339	21,205	22,103

Source: Colorado Department of Local Affairs



El Paso County Change in Population



Source: Colorado Department of Local Affairs

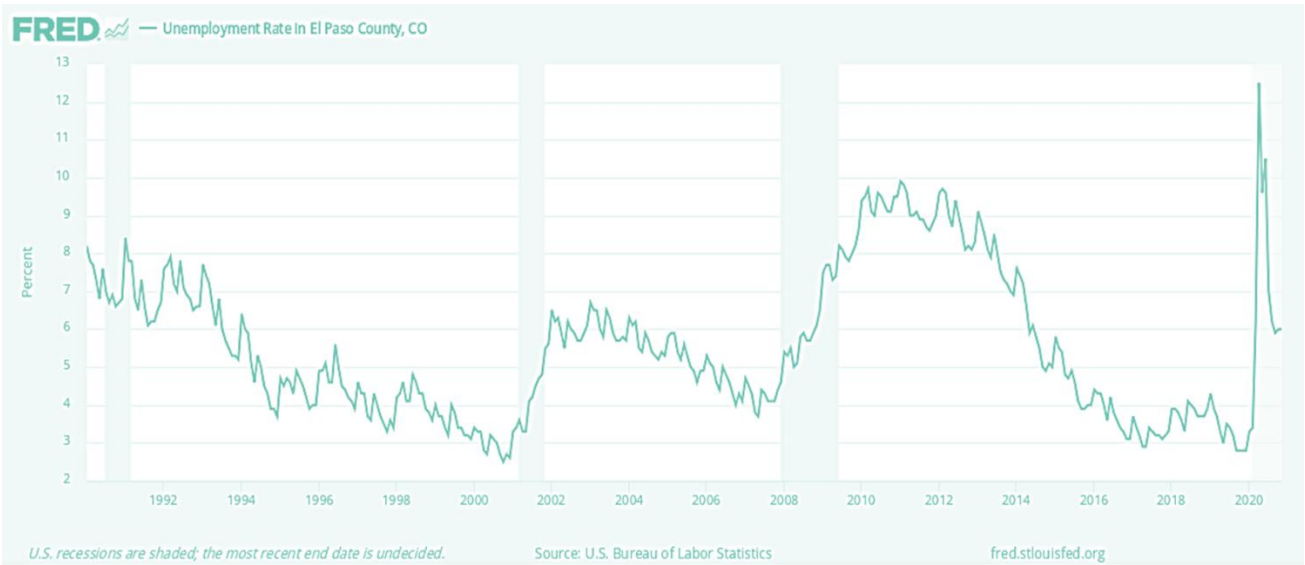
El Paso County and Municipalities Population 2014-2020							
Area Name	2014	2015	2016	2017	2018	2019	2020
COLORADO STATE	5,352,866	5,454,707	5,542,951	5,616,567	5,694,311	5,763,976	5,782,914
EL PASO	663,957	675,663	689,577	701,544	714,398	722,493	731,641
Calhan	805	809	820	826	831	832	761
Colorado Springs	443,167	450,505	459,791	466,280	473,928	477,975	479,257
Fountain	28,443	28,925	29,511	29,961	30,618	30,928	29,845
Grn Mtn. Falls (Part)	817	821	839	843	864	908	625
Manitou Springs	5,209	5,238	5,290	5,326	5,448	5,459	4,853
Monument	6,009	6,125	6,266	6,840	6,997	7,582	10,492
Palmer Lake	2,588	2,636	2,695	2,727	2,793	2,893	2,637
Ramah	126	127	128	129	130	131	111
Unicorp. Area	176,793	180,477	184,237	188,612	192,789	195,813	203,060

Source: Colorado Department of Local Affairs

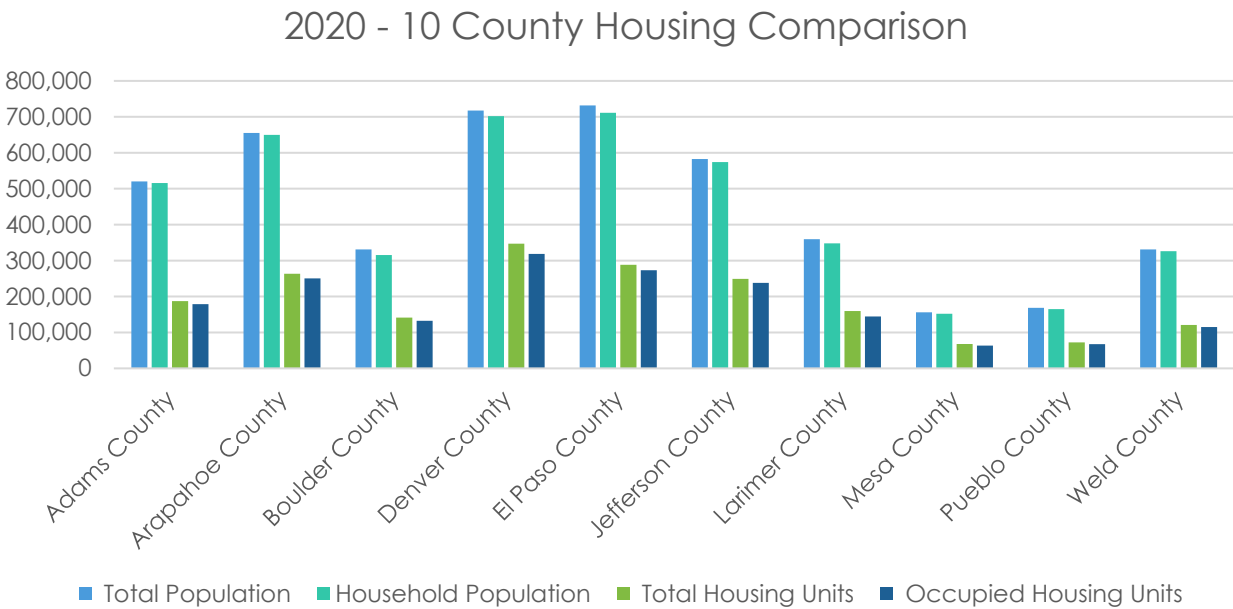


El Paso County 2015-2019 Median Household Income				
Subject	Households Estimate	Families Estimate	Married-couple families Estimate	Nonfamily households Estimate
Total	257,507	175,552	137,813	81,955
Less than \$10,000	4.5%	2.9%	0.9%	9.3%
\$10,000 to \$14,999	3.3%	1.6%	0.7%	7.1%
\$15,000 to \$24,999	7.4%	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



Source: US Bureau of Labor Statistics. Federal Resource Economic Data (FRED)
 Historical Unemployment Rate in El Paso County



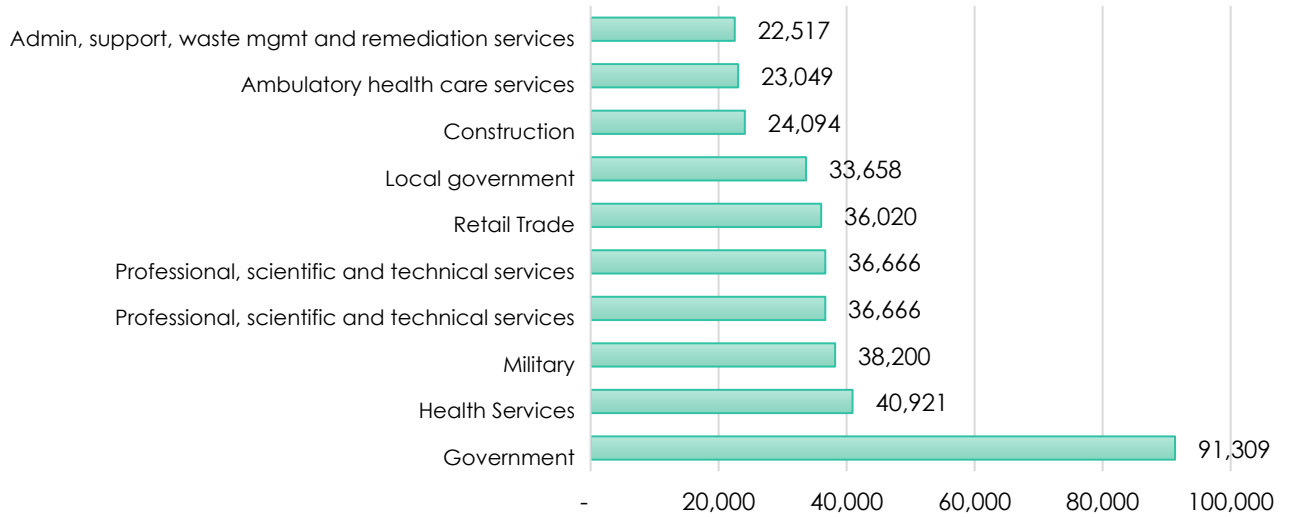
Source: Colorado Department of Local Affairs



El Paso County – Municipalities 2020					
Place	Total Population	Household Population	Total Housing Units	Occupied Housing Units	Vacant Housing Units
Calhan	761	761	331	299	32
Colorado Springs	479,257	471,426	201,379	190,435	10,944
Fountain	29,845	29,836	10,354	9,945	409
Green Mtn. Falls (Part)	625	625	528	310	218
Manitou Springs	4,853	4,850	2,676	2,435	241
Monument	10,492	10,492	3,785	3,612	173
Palmer Lake	2,637	2,637	1,159	1,072	87
Ramah	111	111	63	51	12
Unicorp. Area	203,060	190,657	68,175	65,059	3,116

Source: Colorado Department of Local Affairs

2020 El Paso County Top 10 Jobs by Sector



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 - Refers to the expenditures and/or revenues that are 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. 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 specific 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 to produce 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.



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 considered 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 if 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 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 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 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
El 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, considering 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 based on 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 F1 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 monthly. 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 specific 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.



El Paso County 2022 Adopted Budget

(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. 21-453

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

RESOLUTION TO ADOPT AND APPROPRIATE THE 2022 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 2022 by December 15, 2021; and

WHEREAS, the 2022 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 2022 was submitted by the County Controller to the Board of County Commissioners on October 5, 2021, 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 2022 budget has been open for inspection by the public since October 5, 2021; and

WHEREAS, public hearings were held by the Board of County Commissioners on October 5, 2021, October 19, 2021, October 21, 2021, and November 16, 2021 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 2022 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 2022 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 2022, will be required to follow all El Paso County Policies 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 2022 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. All technology related purchases must be approved by the Chief Information Officer, all vehicle related purchases (with the exception of the Sheriff's Office) must be approved by the Fleet Division Manager, and all requests for purchases and professional services involving County facilities, i.e., leases and real estate transactions; utilities service; remodeling and changes to offices and work areas to include design and construction; repair and maintenance; and custodial service, must be submitted and approved by both the Facilities Management Director and the Chief Information Officer, regardless of the dollar amount, prior to submitting any request to the Contracts and Procurement Division.**
- E. All capital projects, acquisitions, new builds, or rental of space needs that must be addressed and do not fall within a major maintenance or replacement program must be coordinated with the appropriate supporting department such as Facilities &**

Infrastructure Management (FSIM), Community Services Department (CSD), Digital, Strategy, and Technology (DST) and the Contracts and Procurement Division, regardless of dollar amount.

F. Revenues in excess of expenditures as defined by the Taxpayer's Bill of Rights (TABOR) become reserves.

G. Capital designated as replacements must be turned into Facilities Management or Digital, Strategy & Technology Department 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.

H. 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 2022, including 2021 taxes payable in 2022 for the purposes of defraying all necessary expenditures and liabilities for El Paso County for the fiscal year 2022 as summarized in Attachment A, as set forth in said budget.

El Paso County Funds	Appropriated Amount
001 General Unrestricted	\$173,970,044
001 General Restricted	146,447,403
002 Road and Bridge	38,931,676
003 Road and Bridge Escrow	1,307,482
004 Human Services	80,850,978
006 Capital Improvement	14,145,334
012 Self Insurance	54,244,918
015 Conservation Trust	1,406,525
019 School Trust Fund	275,000
022 Household Hazardous Waste	1,272,000
075 Falcon Vista LID	75,000
Grand Total	\$512,926,360

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 7th day of December 2021, at Colorado Springs, Colorado.

BOARD OF COUNTY COMMISSIONERS
EL PASO COUNTY, COLORADO

ATTEST:

By: Charles J. Reser
County Clerk & Recorder



By: Alan W. Vandenberg
Chair



RESOLUTION NO. 21-454

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 2021 PROPERTY TAXES PAYABLE IN 2022 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 2021 (for taxes to be collected in the year 2022) in the total amount of \$9,560,250,860; 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 \$624,997; and

WHEREAS, the Board of County Commissioners has the discretion to allocate the levy of 8.226 mills plus 0.065 mills from abatements, less a temporary mill levy reduction of 0.841 mills for a total of 7.450 mills among the various funds of the County, which funds for the year 2022 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 2020 revenues in excess of the 2020 TABOR limit of \$7,118,793 through a temporary mill levy credit of 0.754 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 \$70,384,772, less the temporary TABOR credit of \$7,123,148, 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 2022 are anticipated in the amount of \$7,398,487; 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, Road & Bridge 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 2022:

Section 1: It is hereby certified to the El Paso County Assessor a levy for the year 2021 payable in 2022 of 7.450 mills, which includes a temporary mill levy reduction of 0.841 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 0.754 mills from 2020 excess revenue, payable from the General Fund of the County; and

Section 3: The abatement mill of 0.065 in the amount of \$624,997 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)	7.120
TABOR Credit – General Fund	(0.754)
<u>Road & Bridge and Escrow Fund</u>	<u>0.330</u>

Total 6.696 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%.

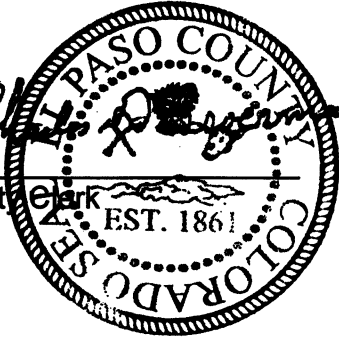
NOW, THEREFORE, BE IT FURTHER RESOLVED pursuant to said Section 39-1-111, a copy of this certification shall be provided to the Colorado Division of Local Government.

DONE THIS 7th day of December 2021 at Colorado Springs, Colorado.

BOARD OF COUNTY COMMISSIONERS
OF EL PASO COUNTY, COLORADO

ATTEST:

By: 
County Clerk



By: 
Chair

BOCC



RESOLUTION NO. 21-455

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 2022 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 2022 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.

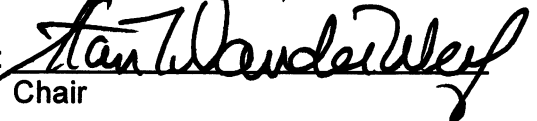
NOW, THEREFORE, BE IT RESOLVED that the County Treasurer is authorized to make such transfers between funds not to exceed the following amounts:

El Paso County Funds	Appropriated Amount
001 General Unrestricted	\$173,970,044
001 General Restricted	146,447,403
002 Road and Bridge	38,931,676
004 Human Services	80,850,978
006 Capital Improvement	14,145,334
012 Self Insurance	54,244,918
015 Conservation Trust	1,406,525
022 Household Hazardous Waste	1,272,000

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 7th day of December, 2021, at Colorado Springs, Colorado.

BOARD OF COUNTY COMMISSIONERS
OF EL PASO COUNTY, COLORADO

By: 
Chair

ATTEST:

By:

