



EL PASO COUNTY COLORADO

2020 Adopted Budget





GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**El Paso County
Colorado**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morill

Executive Director



2020 Adopted Budget El Paso County Colorado

Prepared for:

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BUDGET MESSAGE

January 31, 2020

Dear Board of County Commissioners and El Paso County Residents:

Throughout the 2020 El Paso County budget process, economic recovery, sustainability, and strategic investments in our County's future have been highlighted. Lessons that we learned from our tumultuous ten-year budget history demonstrated the need and provided the foundation for the development of the rolling Five-Year Financial Road Map (page 77) endorsed by the Board of County Commissioners (BoCC) in 2015. This has allowed us to establish a clear multi-year strategy to address and evaluate all the County's critical needs due to increased service demands, population growth and mandated pressures. In addition, there has been a focus to restore operational shortfalls and capital backlogs, and to utilize all available resources to provide innovative solutions. With this focus on our Financial Road Map and through the collaboration with all County Departments and Offices we have identified a unified direction and, aligned with our Five-Year County Strategic Plan (page 31), have continued to restore operational strength as well as responsible growth, after more than a decade of significant financial challenges.

Historically, El Paso County has faced various financial challenges such as budget reductions from 2005 to 2009 and unforeseen additional reductions resulting from the economic slowdown of the Great Recession in budget years 2009 to 2012. These put downward pressure on the County's Taxpayer Bill of Rights (TABOR) cap and have continued to have large negative impacts on the County's Property Tax revenue and the potential for growth. As El Paso County's revenues began gradually recovering from the recession, the County then endured four nationally declared fire and flood disasters between 2012 and 2015. The 2012 Waldo Canyon Fire and 2013 Black Forest Fire took lives, burned homes and scorched thousands of acres of land. Major flooding off the burn scars followed in September of 2013 and then in 2015 further historic flooding caused significant damage to roads, parks, and facilities throughout the County. While Federal funds, through both the Federal Emergency Management Agency (FEMA) and the Natural Resources Conservation Service (NRCS), as well as some additional state funding for watershed restoration, have been secured to address many of El Paso County's worst disaster related challenges, it has been a full-time operation to secure and coordinate available funding resources, establish project priorities, supervise construction work and complete required financial reports. Simultaneously, the County must continue to prepare for future emergencies and disasters, and in 2019 to meet this need we established a cooperative interjurisdictional disaster agency, the Pikes Peak Regional Office of Emergency Management for the City and County. The formation of this agency provides a collaborative effort which aligns with the County's Strategic Plan to prepare and plan for any regional emergency situation ensuring a safe, secure, resilient and healthy community.

A critical step in the right direction to help address a backlog of personnel, facilities and equipment needs directly related to Public Safety was voter approval of a dedicated Public Safety Sales and Use Tax, effective in budget year 2013. Prior to voter approval of this dedicated funding stream, critical needs of the Sheriff's Office alone represented over 80% of the entire County's critical operational budget needs. The approval of this funding allowed the County to address a backlog of other needs via our Five-Year Financial Road Map and conservative revenue projections, as well as spending controls have enabled us to address many difficult budget challenges. In 2018, the County brought forward a measure to the voters to extend the dedicated Public Safety Sales & Use Tax, which was to sunset on January 1, 2021. The



voters overwhelmingly approved this measure, extending the .23% sales tax until January 2029 to fund public safety, law enforcement, and emergency response needs.

In addition, voter approval in 2014 of a modest TABOR Cap override for excess 2013 revenues allowed the County to retain funding for parks and trails, which addressed some of the needed investments in County Parks, but other ongoing needs remain unmet. Budget years 2014 and 2015 ended with revenues above estimates but below the adjusted revenue cap established by TABOR. And year 2016 was the first year in more than a decade where the County was able to address the growing backlog of operational needs that had been accumulating through the challenging years. However, in 2016, the County ended the year with excess revenue of \$14.5 Million above the TABOR limitations and again faced the challenge of putting forth a ballot measure to the taxpayers. In 2017, the voters passed a measure to retain the excess revenue which allowed for investment in the I-25 “gap” expansion, local road projects, remaining disaster recovery efforts and parks projects in the 2018 budget. This measure also allowed the County to retain and spend in 2017 and thereafter, an amount of revenue that exceeds current TABOR limitations, but is no greater than the County revenue cap. For the 2020 Budget, due to the TABOR limitations, the County will be refunding the 2018 revenues of \$4,025,078 that were in excess of the 2018 TABOR limit. This will be done through a temporary mill levy credit of 0.517 mills, which will be paid from the General Fund. In addition, due to the limitations of TABOR, the total County mill levy of 7.035 mills, certified and payable in 2020, also includes a temporary mill levy reduction of 0.609. This will put a damper on the amount of property tax collected by the County for 2020, which is already the lowest of the ten largest Colorado counties.

The investment in Human Capital continues to be a focus with many of the County’s departments and offices reporting higher than typical personnel turnover and rising costs for hiring and training new workers over the past few years. To address this, a 2015 salary survey was done and confirmed that many County employees were being paid below the minimum salary range for similar positions and we began to address this in 2017. This has been addressed in our Financial Roadmap and is a pressing need that we continued to address in the 2020 budget, as well as to plan for through the budget year 2024 and ongoing.

For the 2020 budget, the County continued the five-year plan to pave the “Road to Recovery” through the Financial Roadmap and further invest in human capital, invest in critical infrastructure needs, as well as to reinvest in County operations. The overall 2020 El Paso County budget is a total of \$396,865,242, a 5.9% increase over 2019 and addresses over \$5.7 Million of our critical needs. The 2020 budget includes investing an additional \$345,000 to the previously allocated \$10.8 Million on-going for high impact road infrastructure, a 1.5% allocation of the County’s personnel budget which provided \$1.8 Million to be allocated to all departments and offices, \$1.3 Million for various departmental and office staffing needs, \$1.4 Million for critical facility needs and \$800,000 for public works and fleet capital needs. In addition, the 2020 budget includes a one-time increase of \$3.9 Million to cover an additional payroll cycle this year, a situation that occurs every 12-13 years. While revenue is projected to increase in the 2020 budget due to our thriving economy, TABOR limitations continue to provide a challenge to the ability to address critical needs, projects, and infrastructure to keep pace with the County’s steady growth. The County’s Five-Year Financial Forecast and Roadmap anticipates these needs, focuses on responsible growth, and allows for continued additional expenditures for necessary improvements to infrastructure, continued investment in human capital and increased investment in roads.

At the direction of the BoCC, our Financial Services Department continues to use conservative revenue projections, optimize revenue sources available through state, federal and other grant opportunities and review all expenditures in order to generate underspending to address the backlog of critical budget needs



in many of the County's Departments and Offices. Our goals are to establish higher operational and emergency reserves by reserving unanticipated General Fund revenues and General Fund under-spending, address ongoing personnel and operational needs and continue to address capital investment needs including facilities maintenance, infrastructure, and fleet replacement. The County's Five-Year Strategic Plan and Financial Roadmap further outline these goals with both short-term and long-term objectives, recognize our commitment to meeting these current and future needs and allow El Paso County to remain a positive force in our growing region. In addition, through a collaborative effort with all departments and offices, all budgetary increases throughout the year and all departmental/office objectives are aligned to the overall goals and direction of the County's Strategic Plan.

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

El Paso County received the Distinguished Budget Presentation Award from the Government Finance Officers Association (GFOA) for the years 1994-1997, 2006-2007, and 2017-2019 for its annual budget. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as a financial plan, as an operations guide, and as a communications device. This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements and we are submitting it to GFOA to determine its eligibility for another award.

It is with great appreciation to all those who participated in the budget process, Board of County Commissioners, Countywide Elected Officials, Department Directors and their support staff and especially the staff of the Financial Services Department, Budget Division, that I submit the 2020 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.

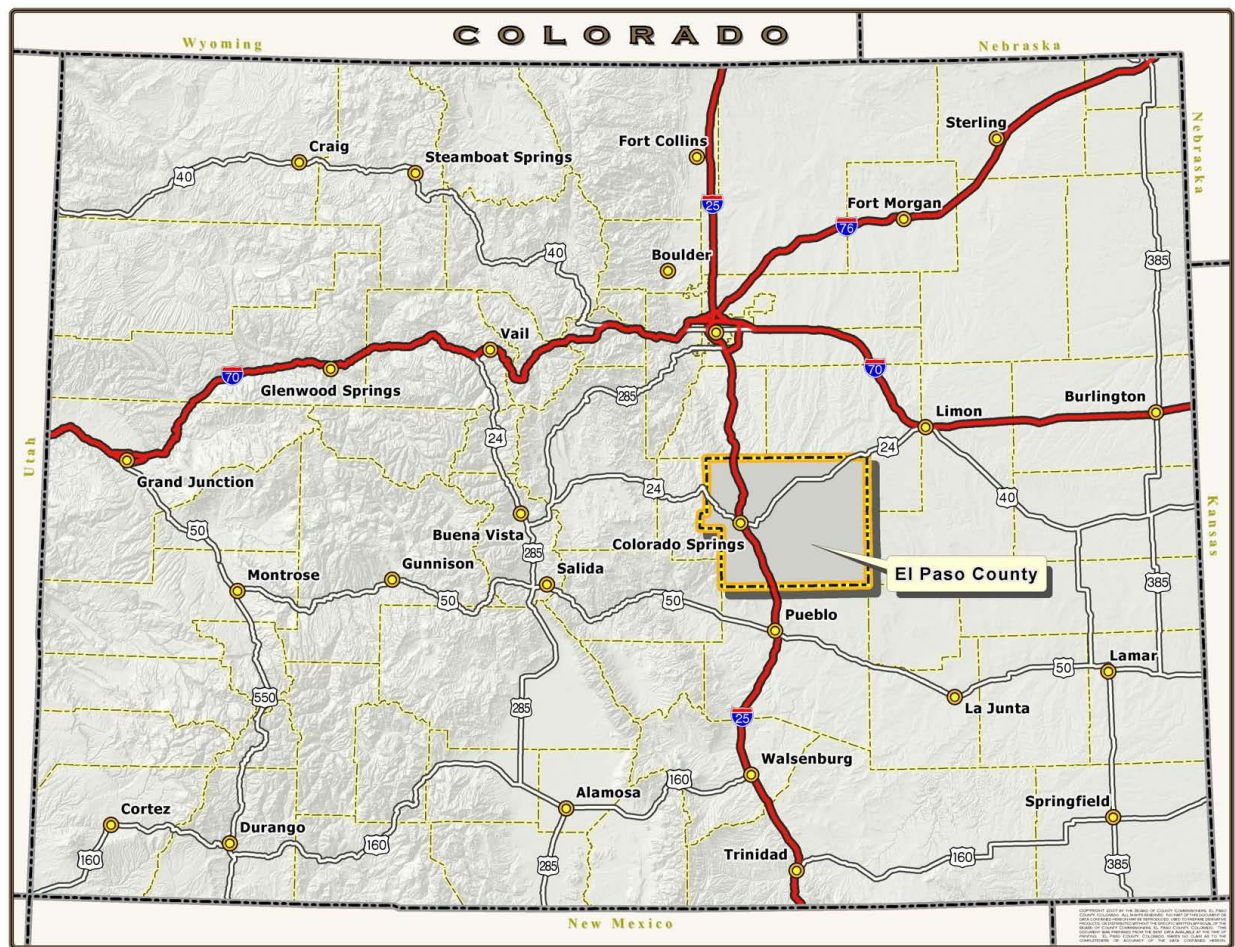
El Paso County includes both urban and rural areas, and all citizens benefit from the services provided by El Paso County offices and agencies.

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 (2020)	735,176
Land Area	2,158 square miles
Lane Miles of Roads, Drainage, Bridges and ROW	2,100+



El Paso County is the second most populous county in Colorado, estimated to have 735,176 citizens in 2020.

El Paso County's unincorporated population for 2020 is estimated to be more than 198,498 citizens and incorporated to be 536,678. Since the year 2000, El Paso's population has grown by more than 200,000 people. When Colorado became a state in 1876, it had a population of about 100,000. The Centennial State now has more than 5,696,000 residents. The largest city in El Paso County is Colorado Springs, with an estimated population of 465,101.

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



According to the County's 2018 Comprehensive Annual Financial Report, the top ten employers in the County are:

<u>Rank#</u>	<u>Employer</u>	<u>Percentage of County Employment</u>
1	Fort Carson	11.06%
2	United States Air Force Academy	3.16%
3	Schriever Air Force Base	2.52%
4	UCHealth Memorial Health Services	2.34%
5	Peterson Air Force Base	2.01%
6	School District 11 - Colorado Springs	1.42%
7	School District 20 – Air Academy	1.25%
8	Penrose-St. Francis Health Services	1.09%
9	El Paso County	1.09%
10	City of Colorado Springs	0.89%

Brief History

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

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

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

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

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

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

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

Climate, Geography and Attractions

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



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

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

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

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

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

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

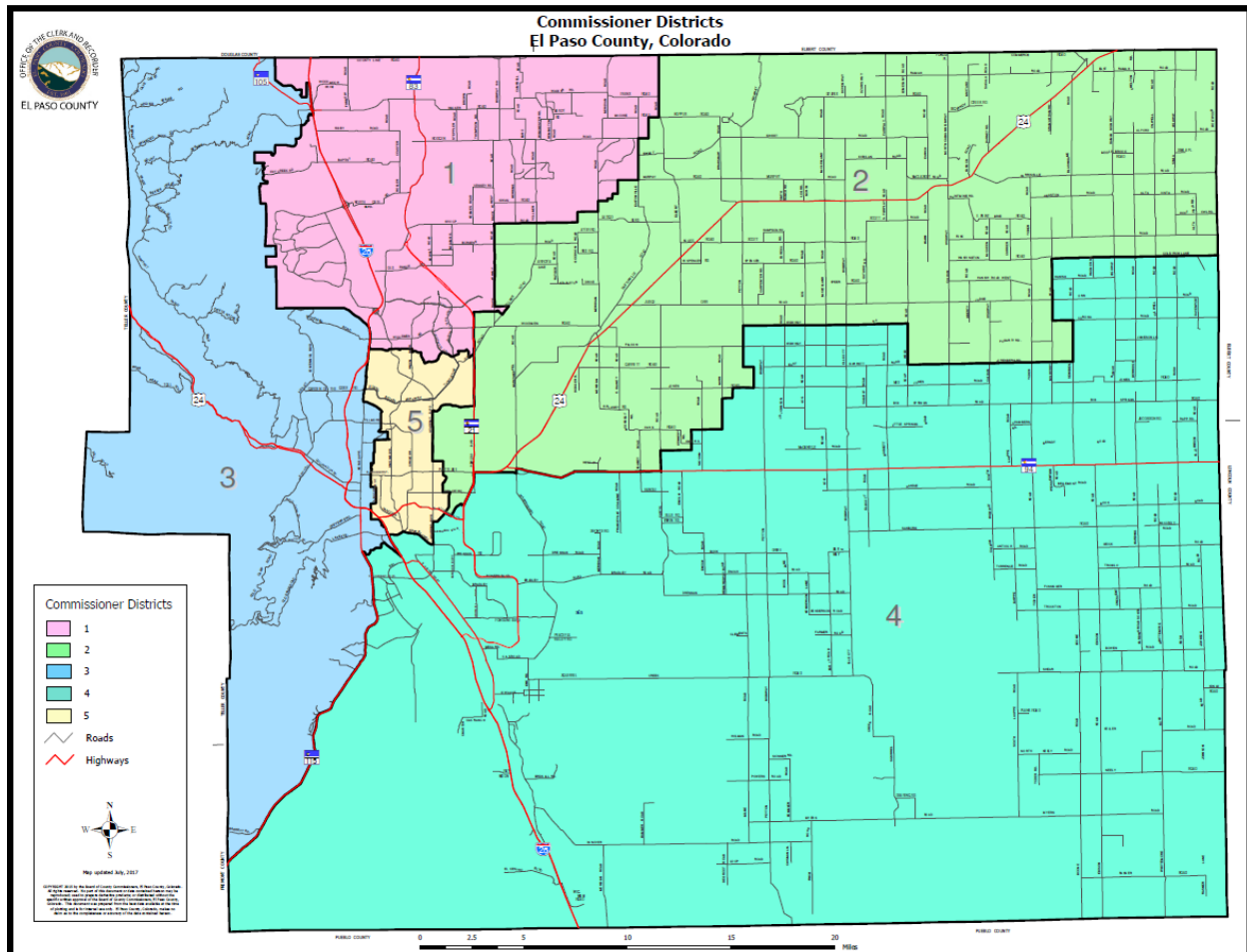


BOARD OF COUNTY COMMISSIONERS

Government

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

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





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

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

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

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

Holly serves on the Pikes Peak Area Council of Governments (Secretary 2019), the Pikes Peak Rural Transportation Authority, and the Pikes Peak Rural Water Authority. She is also a liaison to the Highway Advisory Commission and the Colorado State University Extension Advisory Committee. She serves on the Colorado Springs Teen Court board, a program designed to hold youth accountable for misdemeanor offenses and to assist them in making better life choices.

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

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



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

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

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

***Mark Waller, Chair,
Commissioner District 2***

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

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

Mark has two children, Truman and Camille.



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

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

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

He is the founding CEO of Unmanned Aircraft Systems (UAS) Colorado, Advanced Capitol LLC (aerospace defense consulting), and CEM-TEK USA (design and 3-D printing). He created and co-chaired the Chamber of Commerce's Aerospace Defense Team and is active in the community providing award-winning expertise to many local and national non-profits.

He has extensive public budgeting, public policy, and public disaster planning and recovery experience. Stan is a veteran, mountain climber, skier, and active pilot. Stan has been married to his wife, Betsy, for 26 years and has two children, Erik and Carolyn.

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

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



***Longinos Gonzalez, Jr.
Vice Chair, Commissioner
District 4***

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

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

His background includes a 20-year career as an Air Force Intelligence officer, retiring as a Lt Colonel in 2012. Longinos has a Master's Degree in science education and he was a teacher with Harrison School District 2 prior to his election.

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

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



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

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

***Cami Bremer,
Commissioner District 5***

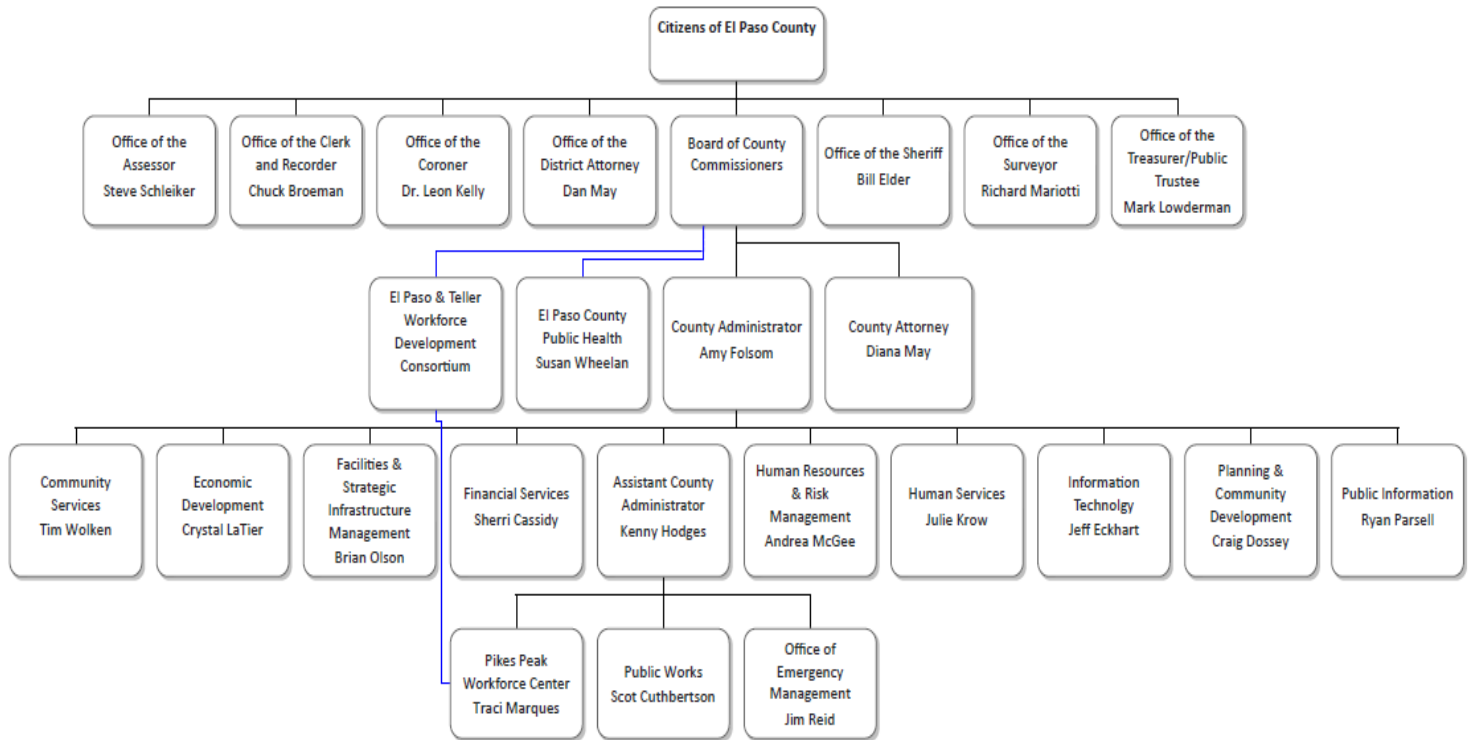
Cami serves on the El Paso County Board of Public Health, Pikes Peak Area Council of Governments, and Not One More Child. Cami also serves as Board of County Commissioners liaison to Pikes Peak Library District, El Paso County Housing Authority, Local Emergency Planning Committee, and Community Services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

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

Cami is married to Eli Bremer and they have a 5-year old son named Struthers. On any given weekend, Cami and her family can be found enjoying outdoor activities like hiking, biking, swimming, running and skiing.



El Paso County Organizational Chart



— Lines of Control
- - - Lines of Coordination

Approved: January 14, 2020



II. STRATEGIC PLAN SECTION



5 YEAR STRATEGIC PLAN 2017-2021

COUNTY VISION STATEMENT

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

COUNTY MISSION STATEMENT

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

CORE VALUES

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

STRATEGIC PLAN GOALS

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

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



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

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

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

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

Objectives:

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

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

Objectives:

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

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



Objectives:

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

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

Objectives:

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

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

Objectives:

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

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

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

Objectives:

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

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

Objectives:

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



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

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

Objectives:

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

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

Objectives:

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

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

Objectives:

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

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

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

Objectives:

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



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

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

Objectives:

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

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

Objectives:

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



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

Objectives:

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

GOAL 4: CONSISTENTLY SUPPORTS REGIONAL ECONOMIC STRENGTH

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

Objectives:

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



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

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

Objectives:

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

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

Objectives:

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

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

Objectives:

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

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

Objectives:

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

GOAL 5: STRIVE TO ENSURE A SAFE AND HEALTHY COMMUNITY

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

Objectives:

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



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

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

Objectives:

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

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

Objectives:

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

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



Objectives:

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

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

Objectives:

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

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

Objectives:

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

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

Objectives:

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



III. BUDGET DEVELOPMENT PROCESS SECTION



BUDGET DEVELOPMENT PROCESS

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

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

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

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

The Adopted Budget becomes a blueprint for:

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

BASIS OF ACCOUNTING AND BUDGETING

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

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



Fiscal Year

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

2020 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, 2019	Start of Fiscal Year (Begin planning for 2020 Budget)
January 31, 2019	Certified copy of 2019 Original Adopted Budget filed with DOLA <i>[Statutory deadline - January 31, 2019 C.R. S 29-1-113 (1)]</i>
June 27, 2019	Present to BoCC: Submitted to State - 2018 Audit/Comprehensive Annual Financial Rpt. <i>[Statutory Deadline - June 30, 2019 C.R. S 29-1-606 (a) (1)] (180 days)</i>
October 3, 2019	<u>2020 Budget Hearing #1</u> – (Preliminary Balanced Budget) <i>Statutory Presentation of 2020 Preliminary Balanced Budget & County's Financial Condition</i> <i>[Statutory Deadline - October 15, 2019 C.R. S 29-1-106 (1)]</i> <i>* To include revenues estimates and previously approved changes to expenditures</i>
October 15 & 17, 2019	<u>2020 Budget Hearings #2 and #3</u> – (Original Adopted Budget) <i>Department/Offices - Critical Needs Presentations</i> <i>Chief Financial Officer – Updated Revenue Projections & Five-Year Forecast</i> <i>COG Presentation to BoCC</i>
November 14, 2019	<u>2020 Budget Hearing #4</u> – (Original Adopted Budget) <i>BoCC Direction on the 2020 Original Adopted Budget</i>
December 10, 2019	<u>2020 Budget Hearing #5</u> – (Original Adopted Budget) Resolution to Adopt the 2020 Original Adopted Budget <i>[Statutory Deadline – December 15, 2019 C.R. S 29-1-108 (2) and (3)]</i> Resolution to Certify the County Mill Levy <i>[Statutory Deadline – December 15, 2019 C.R. S 39-5-128 (1)]</i> Resolution to Authorize the Treasurer to Transfer between Funds <i>[Statutory Deadline – December 31, 2019 C.R. S 29-1-108 (4)]</i>
January 1, 2020	Start of Fiscal Year (Begin planning for 2021 Budget)
January 31, 2020	Certified copy of 2020 Original Adopted Budget filed with DOLA <i>[Statutory deadline - January 31, 2020 C.R. S 29-1-113 (1)]</i> & Submit 2020 Budget Book to GFOA



BUDGET PROCESS POLICY

El Paso County must follow the requirements of the "Local Government Budget Law of Colorado," Title 29, Article 1, Part 1 (Appendix C of Budget Policy in Appendix A). Additional statutory deadlines for the submittal of the entire budget are due by January 31st of the budget year to the state of Colorado (please refer to Appendix D of Budget Policy in Appendix A from the Colorado Department of Local Affairs (DOLA) for specific deadline dates).

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

- The proposed budget must be balanced. Specifically, no budget shall provide for expenditures in excess of available revenues and beginning fund balances.
- The budget must be separated into funds. The expenditure data must show the objects of expenditure and anticipated revenue data must show its different sources.
- The budget must show a beginning fund balance, anticipated revenue, expenditures and ending fund balance.
- The Budget Officer must present a Preliminary Balanced Budget (PBB) to the BoCC by October 15th.
- A notice of Budget must be published.
- Any elector of EPC has the right to file or register a protest with the BoCC prior to the time of the adoption of the budget.
- The BoCC must adopt the OAB by December 15th prior to the certification of levies for EPC.
 - The Budget Resolution is the *Resolution to Adopt* the OAB. It must summarize the budget by fund and expenditures and the appropriation must not exceed revenues plus available fund balances.
 - The *Mill Levy Resolution* certifies the mill levy after the *Resolution to Adopt* has been approved.
 - The *Transfer Resolution* authorizes the Treasurer to make transfers between funds.
- The OAB with additional documentation as mandated must be submitted to DOLA by January 31st.

All annual appropriations lapse at the end of the fiscal year as El Paso County can only budget one year at a time and cannot obligate future years; therefore, unexpended funds currently obligated under a project or encumbrance in the current year must be reappropriated into the next budget year via a resolution approved by the BoCC.

Adjustments to the OAB may occur throughout the calendar year and shortly into the subsequent calendar year to account for revenues received in excess of the budget and to authorize expenditure of additional funds. Whenever El Paso County receives unanticipated revenues or revenues not assured at the time of the adoption of the budget and those revenues need to be expended, a supplemental budget appropriation shall be enacted to authorize the expenditure of these unanticipated funds.

The budgetary fiscal structure is established in compliance with GAAP and the Governmental Accounting Standards Board (GASB), which define the fund accounting structure and how to classify governmental activity. El Paso County uses fund accounting to ensure compliance with finance-related legal requirements. Fund accounting is used as a control device to segregate financial resources and ensure



segregated resources are only used for their intended purposes. There are three (3) fund types; governmental, proprietary, and fiduciary.

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

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

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

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

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

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



for future years. The following priorities are addressed during this process to include the appropriate minimum level of General Fund unrestricted fund balance.

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

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

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

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

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

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

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

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

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

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

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



IV. FINANCIAL SECTION



COUNTYWIDE BUDGET SUMMARY

2020 COUNTYWIDE BUDGET SUMMARY

The Countywide Budget Summary provides information regarding revenues, expenditures, and fund balances for the Countywide 2020 Original Adopted Budget (all 10 funds combined). The table below summarizes the Countywide 2020 Original Adopted Budget. Compared to the 2019 Original Adopted Budget, revenues are budgeted to increase by 3.39% and expenditures are budgeted to increase by 5.98% overall. We are projected to spend into fund balance for 2020 for funding of the Tabor refund, additional 27th payroll, and funding department critical needs.

2020 COUNTYWIDE BUDGET SUMMARY						
All Funds Summary	2017 Actual	2018 Actual	2019 OAB	2020 OAB	Increase/ (Decrease)	Percent Change
UNRESTRICTED REVENUE						
Sales & Use Tax	101,148,848	107,910,306	111,436,649	118,489,196	7,052,547	6.33%
Property Tax	48,047,317	51,303,550	53,067,537	57,567,428	4,499,891	8.48%
Property Taxes-Tabor Refund	-	-	-	(4,025,078)	(4,025,078)	0.00%
Specific Ownership Tax	7,470,341	7,444,710	7,459,220	7,182,997	(276,223)	-3.70%
Other Taxes	365,412	408,300	349,000	349,000	-	0.00%
Fees & Charges for Services	1,081,037	759,297	903,000	1,226,500	323,500	35.83%
Assessor Fees	26,810	38,791	24,000	22,000	(2,000)	-8.33%
Clerk & Recorder Fees	11,826,130	11,510,408	11,650,000	11,900,000	250,000	2.15%
Coroner	526,820	570,619	532,500	563,000	30,500	5.73%
Planning & Community Development	1,620,949	2,017,770	1,800,000	1,820,000	20,000	1.11%
Sheriff Fees	2,826,193	2,728,782	2,576,500	2,614,250	37,750	1.47%
Surveyor Fees	2,570	-	1,000	2,000	1,000	100.00%
Treasurer Fees	3,682,516	4,109,107	3,860,000	4,100,000	240,000	6.22%
Public Trustee Fees	368,889	324,711	115,000	200,000	85,000	73.91%
Parks & Recreation Fees	348,839	399,689	225,000	225,000	-	0.00%
Parking Structure Fees	234,870	245,109	205,000	205,000	-	0.00%
Rent Collections - Outside	23,818	10,940	15,000	15,000	-	0.00%
Intergovernmental	3,561,140	5,805,969	2,421,900	2,484,400	62,500	2.58%
Miscellaneous Revenue	1,367,257	2,370,243	2,010,000	3,325,000	1,315,000	65.42%
Total Unrestricted Revenue	\$ 184,529,757	\$ 197,958,301	\$ 198,651,306	\$ 208,265,693	\$ 9,614,387	4.84%
RESTRICTED REVENUE						
Grant/Intergovernmental	93,488,204	97,119,980	93,817,424	99,223,313	5,405,889	5.76%
Public Safety Sales & Use Tax	23,233,265	24,721,021	25,741,801	27,158,724	1,416,923	5.50%
Restricted Revenue/Spec Own Tax - Fleet	7,453,137	7,722,041	5,997,800	5,947,000	(50,800)	-0.85%
Property Taxes-Pass thru BPPT	805,261	855,927	973,125	1,108,295	135,170	13.89%
Highway User Tax	13,003,581	15,248,690	16,159,463	13,100,500	(3,058,963)	-18.93%
Employer Paid Benefits	8,050,907	10,199,079	8,947,472	8,094,077	(853,395)	-9.54%
Internal County Direct Bills	16,953,908	16,144,911	21,291,688	21,273,086	(18,602)	-0.09%
Total Restricted Revenue	162,988,263	172,011,650	172,928,773	175,904,995	2,976,222	1.72%
TOTAL REVENUE	\$ 347,518,019	\$ 369,969,950	\$ 371,580,079	\$ 384,170,688	\$ 12,590,609	3.39%
EXPENDITURES:						
Personnel	110,538,456	121,296,117	133,472,127	145,636,389	12,164,262	9.11%
Operating	52,630,703	57,308,732	59,752,284	70,059,555	10,307,271	17.25%
Capital	7,814,188	6,895,169	7,057,534	3,979,565	(3,077,969)	-43.61%
Total Unrestricted Expenditures	\$ 170,983,347	\$ 185,500,018	\$ 200,281,945	\$ 219,675,510	\$ 19,393,565	9.68%
Restricted Personnel	75,642,338	86,187,152	92,947,935	93,140,806	192,871	0.21%
Restricted Operating	69,954,129	75,819,446	72,975,399	80,507,272	7,531,873	10.32%
Restricted Capital	4,032,403	5,376,552	8,354,524	3,541,654	(4,812,870)	-57.61%
Total Restricted Expenditures	\$ 149,628,870	\$ 167,383,151	\$ 174,277,858	\$ 177,189,732	\$ 2,911,874	1.67%
Total Expenditures	\$ 320,612,217	\$ 352,883,169	\$ 374,559,803	\$ 396,865,242	\$ 22,305,439	5.96%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 26,905,802	\$ 17,086,782	\$ (2,979,724)	\$ (12,694,554)	\$ (9,714,830)	-326.03%



2020 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	64,667,280			18,823,558	11,222,140	23,776,218					118,489,196
Property Taxes-Real Property	56,005,200	1,562,228									57,567,428
Property Taxes-Tabor Refund	(4,025,078)										(4,025,078)
Specific Ownership Tax		7,182,997									7,182,997
Other Taxes / PILT	285,000	64,000									349,000
Fees & Charges for Svs	726,500	500,000									1,226,500
Assessor Fees	22,000										22,000
Clerk & Recorder Fees	11,900,000										11,900,000
Coroner	563,000										563,000
Planning & Community Development	1,820,000										1,820,000
Sheriff Fees	2,614,250										2,614,250
Surveyor	2,000										2,000
Treasurer Fees	4,100,000										4,100,000
Public Trustee Fees	200,000										200,000
Park & Recreation Fees	225,000										225,000
Parking Structure Fees	205,000										205,000
Rent Collections-Outside	15,000										15,000
Intergovernmental	2,484,400										2,484,400
Miscellaneous Revenue	3,240,000					85,000					3,325,000
Unrestricted Revenue	145,049,552	9,309,225	0	18,823,558	11,222,140	23,861,218	0	0	0	0	208,265,693
RESTRICTED REVENUE											
Grant / Intergovernmental	33,901,197			61,700,082	802,509		1,406,525	100,000	1,238,000	75,000	99,223,313
Public Safety Sales & Use Tax	27,158,724										27,158,724
Restricted Fees	5,197,000	750,000									5,947,000
Property Taxes and Pass thru BPPT			1,108,295								1,108,295
Highway User Tax		13,100,500									13,100,500
Employee Paid Benefits						8,094,077					8,094,077
Internal County Direct Bills					4,108,465	17,164,621					21,273,086
Restricted Revenue	66,256,921	13,850,500	1,108,295	61,700,082	4,910,974	25,258,698	1,406,525	100,000	1,238,000	75,000	175,904,995
	211,306,473	23,159,725	1,108,295	80,523,640	16,133,114	49,119,916	1,406,525	100,000	1,238,000	75,000	384,170,688
Expenditures											
Personnel	110,716,989	4,992,257		11,775,913		18,151,231					145,636,389
Operating	40,325,053	5,305,141		7,314,069	11,889,535	5,225,757					70,059,555
Capital	3,242,840	736,725									3,979,565
Unrestricted Expenditures	154,284,882	11,034,123	0	19,089,982	11,889,535	23,376,988	0	0	0	0	219,675,510
Restricted Personnel	27,457,774	6,266,494		38,060,527		19,612,298	1,249,673		494,040		93,140,806
Restricted Operating	37,466,998	6,659,238	1,108,295	23,639,555	4,910,974	5,646,400	156,852	100,000	743,960	75,000	80,507,272
Restricted Capital	2,616,886	924,768									3,541,654
Restricted Expenditures	67,541,658	13,850,500	1,108,295	61,700,082	4,910,974	25,258,698	1,406,525	100,000	1,238,000	75,000	177,189,732
Total	221,826,540	24,884,623	1,108,295	80,790,064	16,800,509	48,635,686	1,406,525	100,000	1,238,000	75,000	396,865,242



DEPARTMENT TO FUND RELATIONSHIP

Department to Fund Relationship - 2020 REVENUES

Department	General Fund	General Fund Restricted	Road & Bridge	Road & Bridge Escrow	Dept. of Human Services	Community Investment	Self-Insurance	Conservation Trust	Schools' Trust	Household Hazardous Waste	Local Improvement Districts-Falcon Vista	Total
REVENUES:												
Assessor	22,000											22,000
Clerk & Recorder	11,900,000	2,600,000										14,500,000
Coroner	565,500											565,500
District Attorney		1,014,401										1,014,401
Sheriff's Office	4,889,250	2,185,750										7,075,000
Public Safety Sales & Use Tax		27,158,724										27,158,724
Surveyor	2,000											2,000
Treasurer	4,100,000											4,100,000
Public Trustee	200,000											200,000
Administrative Services	121,065,902	1,975,000				16,133,114	49,119,916		100,000			188,393,932
Information Technology	8,000											8,000
Facilities Strategic Infrastructure Mgmt	15,000	200,000										215,000
Parking Structure	205,000											205,000
Community Services Department- Parks	225,000	556,000										781,000
Justice Services/Community Outreach		9,367,934										9,367,934
Veteran Services	31,900											31,900
Conservation Trust								1,406,525				1,406,525
Household Hazardous Waste										1,238,000		1,238,000
Planning & Community Development	1,820,000											1,820,000
Economic Development		13,931,323										13,931,323
Pikes Peak Workforce Center		7,267,789										7,267,789
Road & Bridge			23,159,725	1,108,295								24,268,020
Dept of Human Services					80,523,640							80,523,640
Local Improvement Districts-Falcon Vista											75,000	75,000
TOTAL REVENUES	145,049,552	66,256,921	23,159,725	1,108,295	80,523,640	16,133,114	49,119,916	1,406,525	100,000	1,238,000	75,000	384,170,688



El Paso County 2020 Adopted Budget

Department to Fund Relationship - 2020 EXPENDITURES

Department	General Fund	General Fund Restricted	Road & Bridge	Road & Bridge Escrow	Dept. of Human Services	Community Investment	Self-Insurance	Conservation Trust	Schools' Trust	Household Hazardous Waste	Local Improvement Districts-Falcon Vista	Total
EXPENDITURES:												
Assessor	4,184,013											4,184,013
Clerk & Recorder	8,891,896	3,900,000										12,791,896
Coroner	2,980,002											2,980,002
County Attorney	1,374,916											1,374,916
District Attorney	16,387,211	1,014,401										17,401,612
Sheriff's Office	55,409,495	1,711,652										57,121,147
Sheriff's Office/Security	1,613,620											1,613,620
Public Safety Sales & Use Tax		26,922,570										26,922,570
Surveyor	11,380											11,380
Treasurer	1,382,988											1,382,988
Administrative Services												
Board of County Commissioners	2,597,279											2,597,279
Emergency Management	573,268											573,268
Hazmat /ESA	374,957											374,957
Interagency Relations	493,722											493,722
Board of Equalization	40,411											40,411
Financial Services/Budget & Finance	1,322,240	1,982,369				16,800,509	48,635,686		100,000			68,840,804
Health Department Support	3,974,520											3,974,520
Information Technology	13,829,781											13,829,781
Public Information Office	311,656											311,656
Facilities Strategic Infrastructure Mgmt	7,807,138	200,000										8,007,138
Facilities/Utilities	3,003,646											3,003,646
Community Services Department -Parks	2,357,366	1,241,000										3,598,366
CSU Administration	265,514											265,514
Environmental Services	401,180											401,180
Veteran Services	622,122											622,122
Justice Services/Community Outreach	719,887	9,367,934										10,087,821
Conservation Trust								1,406,525				1,406,525
Household Hazardous Waste										1,238,000		1,238,000
Economic Development Admin	282,943	13,933,943										14,216,886
Planning & Community Development	2,643,091											2,643,091
HR/Risk Mgmt	1,870,580											1,870,580
Pikes Peak Workforce Center		7,267,789										7,267,789
Department of Public Works	9,773,566		24,884,623	1,108,295								35,766,484
Dept of Human Services					80,790,064							80,790,064
Local Improvement Districts-Falcon Vista											75,000	75,000
Retirement	8,784,494											8,784,494
TOTAL EXPENDITURES	154,284,882	67,541,658	24,884,623	1,108,295	80,790,064	16,800,509	48,635,686	1,406,525	100,000	1,238,000	75,000	396,865,242



FUND BALANCE ESTIMATES

2020 Original Adopted Budget - Fund Balance Estimates

	January 1, 2020 Estimated Beginning Fund Balance	+	2020 Original Adopted Budget Revenues	-	2020 Original Adopted Budget Expenditures	=	December 31, 2020 Estimated Available Fund Balance	Estimated Restricted Fund Balance	Estimated Available Fund Balance
General Fund -Net-UR	\$22,937,444		\$145,049,552		(\$154,284,882)		\$13,702,115	\$13,702,115	\$0
Legally Required TABOR Reserve	7,995,242		0		0		7,995,242	7,995,242	0
BoCC Emergency Reserve/2019 Tabor Estimate	546,363		0		0		546,363	546,363	0
General Fund -RES	20,997,446		66,256,921		(67,541,658)		19,712,709	19,712,709	0
Total General Fund	\$52,476,495		\$211,306,473		(\$221,826,540)		\$41,956,429	\$41,956,429	\$0
<u>Partially Restricted Funds</u>									
Road & Bridge	\$4,841,696		\$23,159,725		(\$24,884,623)		\$3,116,798	\$3,116,798	\$0
Department of Human Services	\$1,891,281		\$80,523,640		(\$80,790,064)		\$1,624,857	\$1,624,857	\$0
Capital Improvement	\$1,308,590		\$16,133,114		(\$16,800,509)		\$641,195	\$641,195	\$0
Self-Insurance	\$14,107,571		\$49,119,916		(\$48,635,686)		\$14,591,801	\$14,591,801	\$0
<u>Restricted Funds</u>									
Road & Bridge Escrow	\$0		\$1,108,295		(\$1,108,295)		\$0	\$0	\$0
Conservation Trust	\$502,500		\$1,406,525		(\$1,406,525)		\$502,500	\$502,500	\$0
School's Trust	\$256,580		\$100,000		(\$100,000)		\$256,580	\$256,580	\$0
Household Hazardous Waste Management	\$897,504		\$1,238,000		(\$1,238,000)		\$897,504	\$897,504	\$0
Local Improvement Districts-Falcon Vista	\$70,534		\$75,000		(\$75,000)		\$70,534	\$70,534	\$0
Total	\$76,352,751		\$384,170,688		(\$396,865,242)		\$63,658,198	\$63,658,198	\$0



2020 COUNTYWIDE REVENUE SUMMARY

The revenues for El Paso County primarily consist of:

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

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

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

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



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

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

Assessment Rate as determined by the State of Colorado in accordance with Colorado Revised Statute 39-1-104.2 C.R.S. (currently 7.15% of market).

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

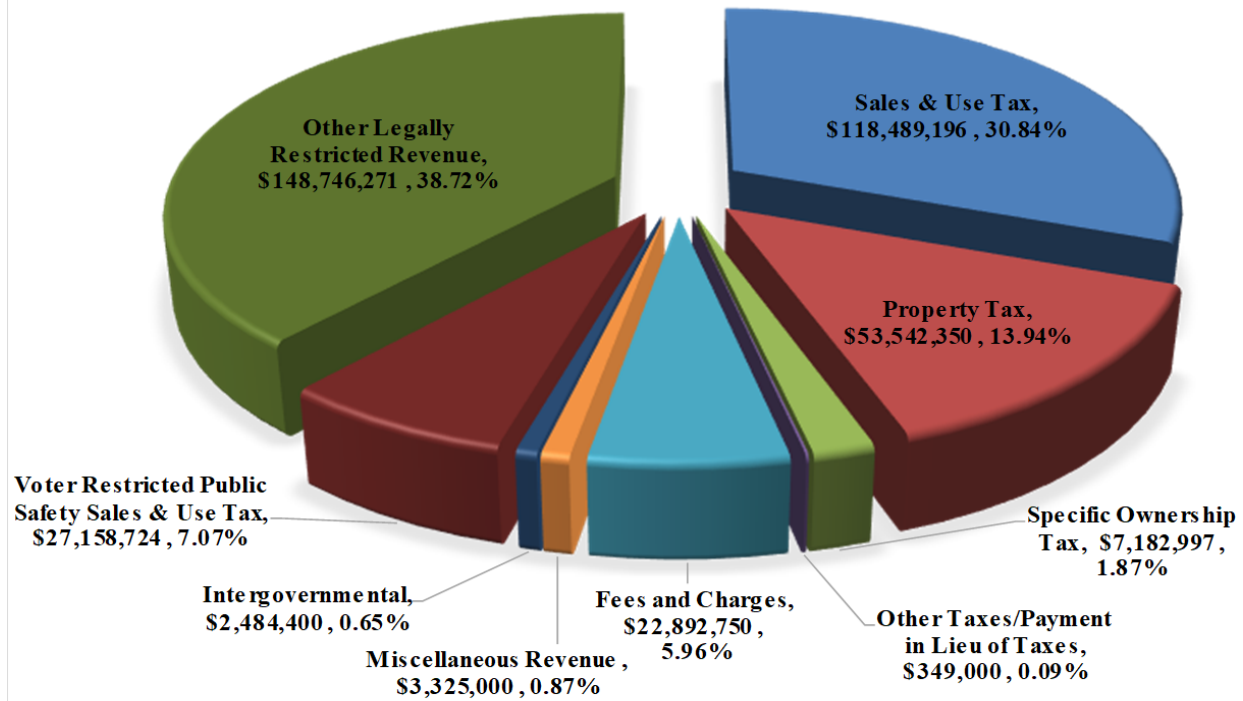
$$\begin{aligned} \text{Market Value} \times \text{Assessment Rate} &= \text{Assessment Value} \\ \text{Assessment Value} \times \text{Mill Levy} &= \text{Property Taxes} \\ \$300,000 \times .0715 &= \$21,450 \times 72.342 \text{ Mills } (.072342) = \$1,551.74 \end{aligned}$$



Based on the calculation above, this particular household would pay \$1,551.74 in total property taxes, of which El Paso County would receive \$147.36 or 9.5% of the total property tax collected.



2020 ORIGINAL ADOPTED BUDGET REVENUE BY MAJOR CATEGORY \$384,170,688



**ALLOCATION OF REVENUES BY MAJOR CATEGORY**

		2019	Voter								2020	
		Original		Restricted	Specific			Inter-	Other		Original	
Department		Adopted Budget	Sales & Use Tax	Sales & Use Tax	Property Tax	Ownership Tax	Other Taxes	Fees and Charges	governmental Revenues	Revenue/ Misc	Restricted Revenue	Adopted Budget
1	Administrative Services	119,766,782	2,759,329		244,321	(3,412,030)		322,500	70,000	1,315,000		121,065,902
	Security - Parking Structure	205,000										205,000
	Facilities Management	15,000										15,000
	Parks & Leisure Services	225,000										225,000
	Information Technology	7,000						1,000				8,000
	Veteran Services	29,400							2,500			31,900
	Planning & Community Development	1,800,000						20,000				1,820,000
	Assessor	24,000						(2,000)				22,000
	Clerk & Recorder	11,650,000						250,000				11,900,000
	Coroner	537,500						30,500	(2,500)			565,500
	Sheriff's Office	4,859,000						37,750	(7,500)			4,889,250
	Surveyor	1,000						1,000				2,000
	Treasurer	3,860,000						240,000				4,100,000
	Public Trustee	115,000						85,000				200,000
1	Net General Fund	143,094,682	2,759,329	0	244,321	(3,412,030)	0	985,750	62,500	1,315,000	0	145,049,552
	Restricted Facilities/CSC-CAM	1,297,367									(1,097,367)	200,000
	Restricted Parks & Environ Svcs	601,800									(45,800)	556,000
	Justice Services/Community Outreach	8,043,489									1,258,445	9,301,934
	Colorado Alt Sentencing Program (CASP)	71,000									(5,000)	66,000
	Admin Restricted - Use Tax, Cable & P-Card	1,975,000									0	1,975,000
	Clerk & Recorder	2,600,000									0	2,600,000
	District Attorney	953,977									60,424	1,014,401
	Sheriff's Office	1,707,904									477,846	2,185,750
	Public Safety Sales & Use Tax	25,741,801		1,416,923							0	27,158,724
	Economic Development	11,711,567									2,219,756	13,931,323
	Pikes Peak Workforce Center	6,694,423									573,366	7,267,789
1	GF -Grants/Restricted	61,398,328	0	1,416,923	0	0	0	0	0	0	3,441,670	66,256,921
1	Total General Fund	204,493,010	2,759,329	1,416,923	244,321	(3,412,030)	0	985,750	62,500	1,315,000	3,441,670	211,306,473
Partially Restricted Funds												
2	Road & Bridge	22,852,389			230,492	3,135,807					(3,058,963)	23,159,725
4	Dept of Human Services	78,355,645	267,995								1,900,000	80,523,640
6	Capital Improvement	15,786,287	365,429								(18,602)	16,133,114
12	Self-Insurance	46,313,517	3,659,794								(853,395)	49,119,916
Restricted Funds												
3	Road & Bridge Escrow	973,125			135,170							1,108,295
15	Conservation Trust	1,392,525									14,000	1,406,525
19	Schools' Trust Fund	100,000										100,000
22	Household Hazardous Waste	1,133,581									104,419	1,238,000
75	Local Improvement Districts-Falcon Vista	180,000									(105,000)	75,000
		371,580,079	7,052,547	1,416,923	609,983	(276,223)	0	985,750	62,500	1,315,000	1,424,129	384,170,688



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.

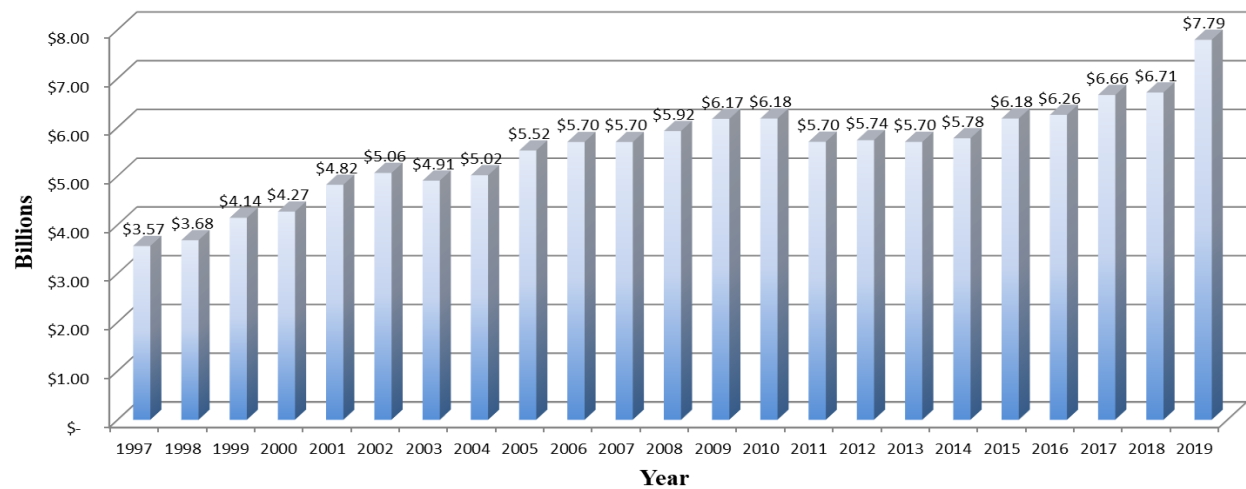
Circumstances can occur in which the 5.5% revenue limit can force a reduction in the mill levy over the previous year to avoid collecting excess revenue. Under the structure of TABOR, this excess revenue could be collected but would have to be refunded to the extent that actual receipts exceeded the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

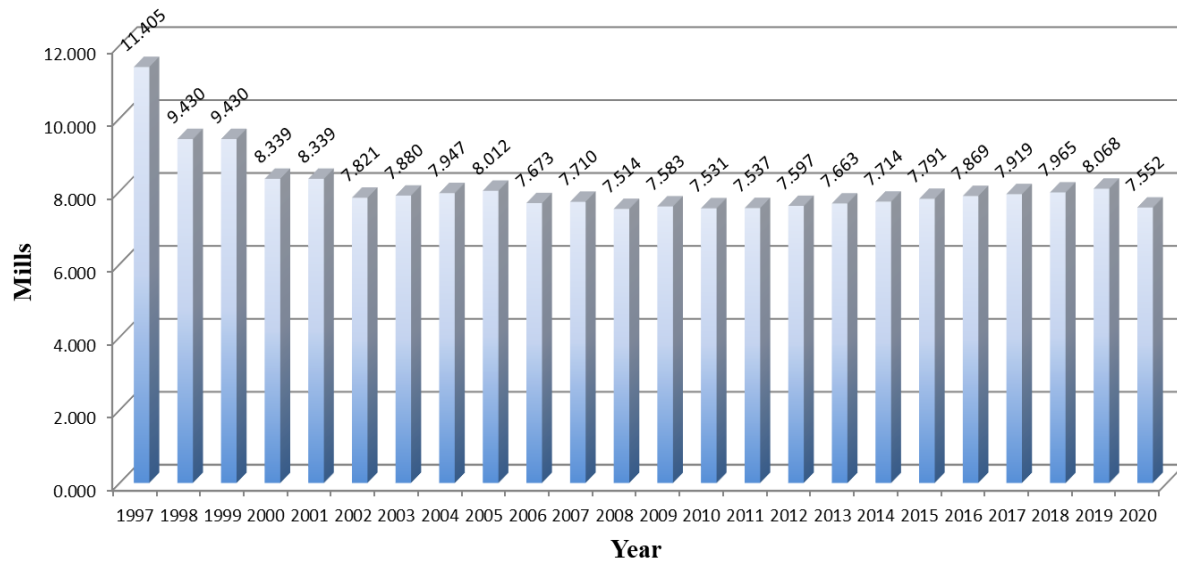
In 2016 El Paso County collected \$14,548,000 in excess revenue which, resulted in the County proposing a ballot measure to the citizens on November 7, 2017. In 2018, El Paso County collected \$4,025,078 in excess revenue, which resulted in the County refunding the total in 2020 to residents that have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



County Assessed Value



Mill Levy





HISTORY OF THE MILL LEVY

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

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

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

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



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

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

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

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

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

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

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

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

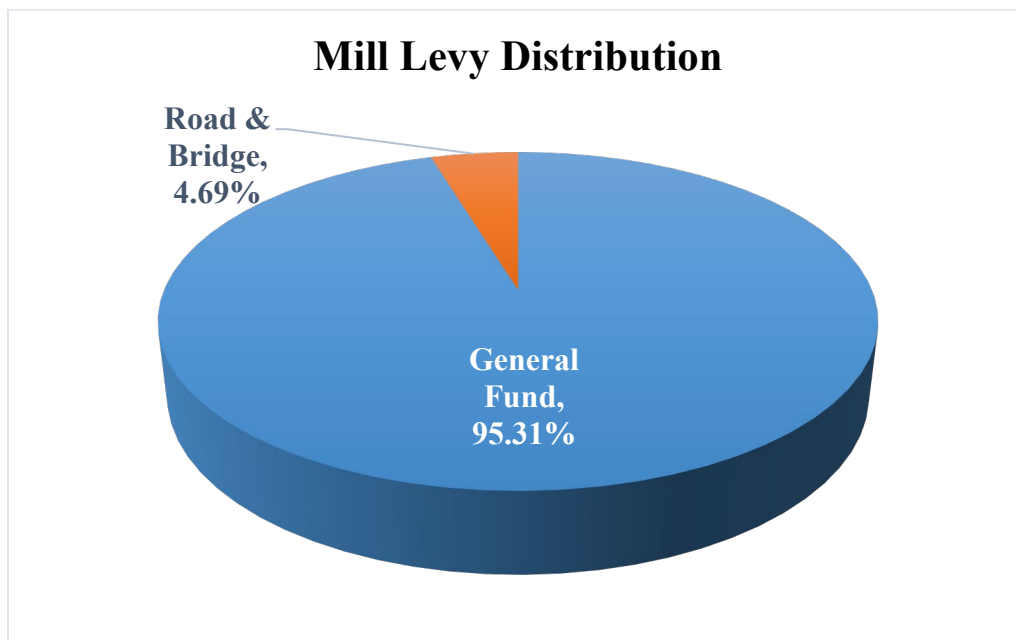


According to Colorado Division of Local Government, El Paso County has the lowest Property Tax per capita of the ten largest Colorado Counties with a Property Tax per capita of \$75 in 2019. Of the ten largest counties, this is followed by Mesa County at \$148 per capita (97% greater than El Paso County),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

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

**MILL LEVY DISTRIBUTION FOR 2020 BUDGET
As Approved in the December 2019 Mill Levy Resolution**

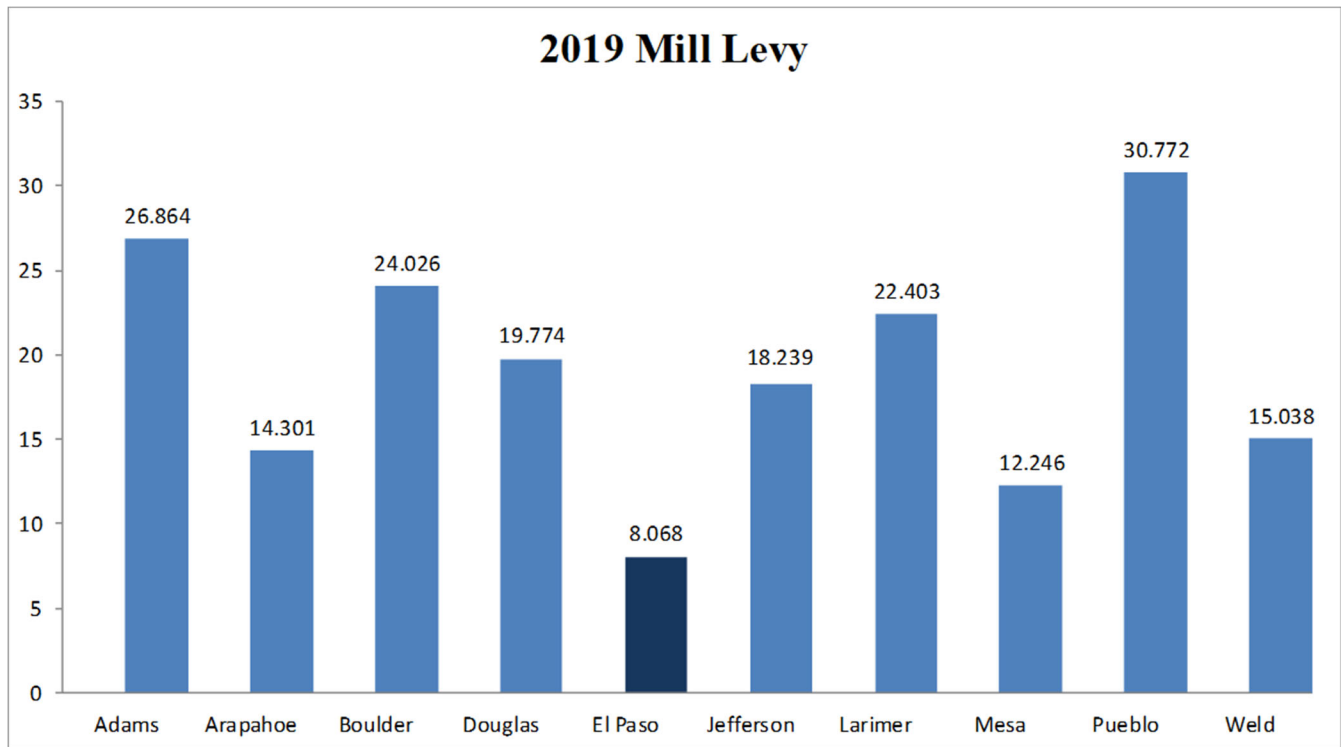
FUND	MILL LEVY	MILL LEVY WITH ABATEMENTS	REAL PROPERTY ASSESSED VALUATION	PROPERTY TAX	SPECIFIC OWNERSHIP
General	7.129	7.222	\$7,794,418,898	\$56,291,293	
Temporary credit	(0.517)	(0.517)		(\$4,025,078)	
Road & Bridge	0.330	0.330	\$7,794,418,898	\$2,572,158	\$7,182,997
Total Mill Levy	6.942	7.035		\$54,838,373	\$7,182,997
Cities/Towns share of Business Personal Property Tax				\$1,296,023	
Total Budgeted Tax Revenue				\$53,542,350	





The following three charts are from the 10 County Budget Conference, comparisons for the 10 largest Colorado counties. The 10 major counties in Colorado include, Adams, Arapahoe, Boulder, Douglas, El Paso, Jefferson, Larimer, Mesa, Pueblo, and Weld. This is most current data from the 2019 10 County Budget Conference.

10-County Comparison Mill Levy



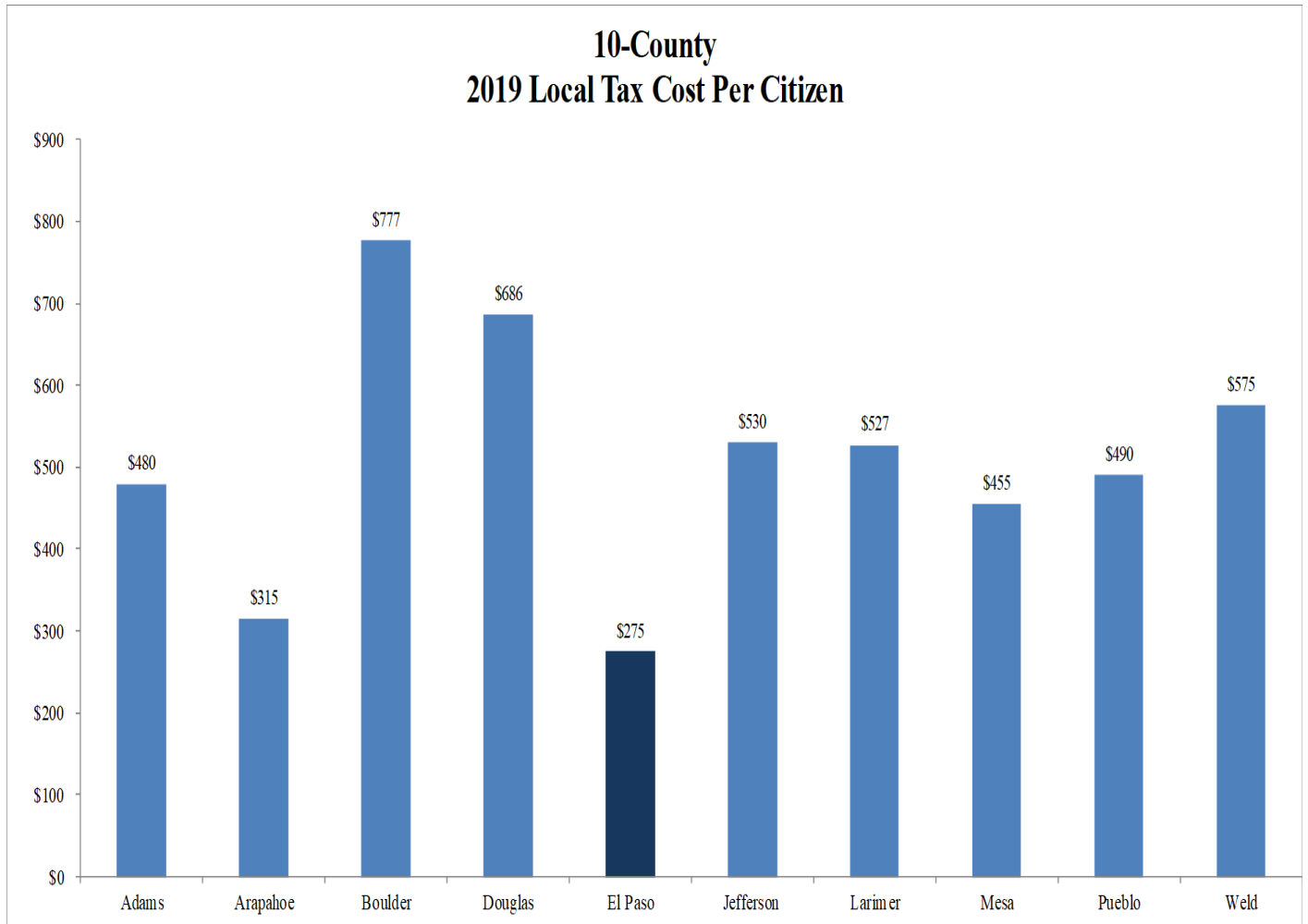


Property Tax Per Citizen 10-County Comparison





Local Tax Cost Per Citizen 10-County Comparison



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

*2019 Budgeted Data from 2019 10-County Data Book

**Estimated Population From Department of Local Affairs

***Jefferson County 2019 Budget Book



SALES AND USE TAX REVENUE

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

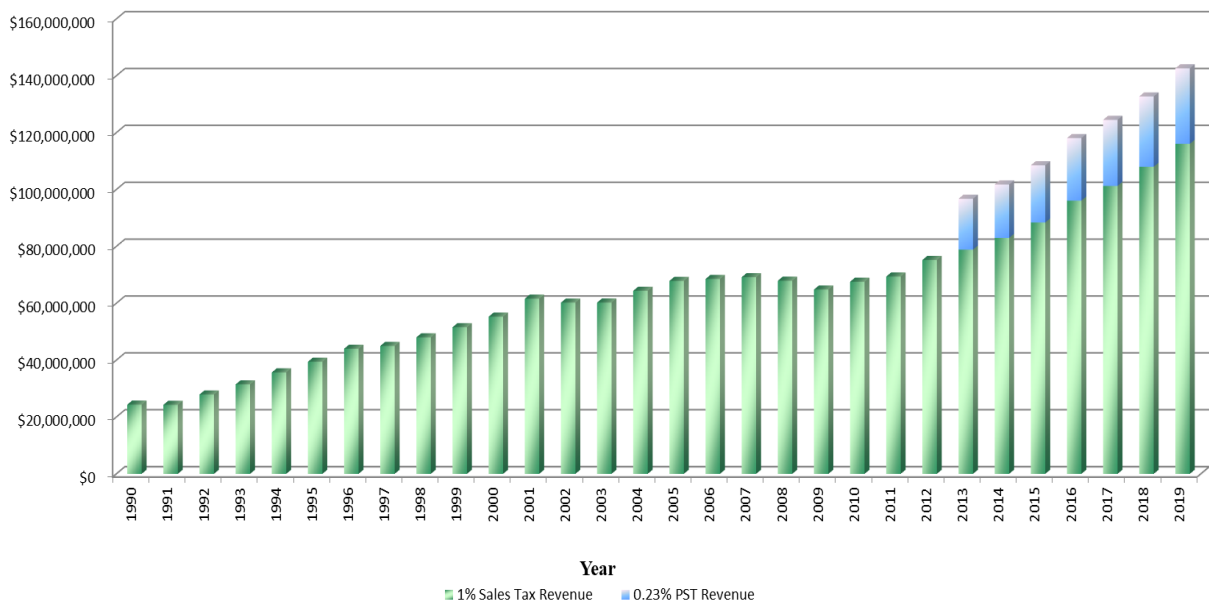
In November 2012, a 0.23% Public Safety Tax (PST) was approved by the voters. This sales tax was implemented in 2013 to address critical and emergent needs of the El Paso County Sheriff's Office and had a sunset date of January 1, 2021. In November of 2018, the voters renewed the 0.23% PST one year early,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

Year	Source	Budget	1% Sales Tax	Variance from		Budget	0.23% PST	Variance from	
			Revenue	Budget	% Change		Revenue	Budget	% Change
1990	Audited Revenue	\$24,000,000	\$24,329,087	\$329,087	16.98%				
1991	Audited Revenue	\$24,240,000	\$24,262,489	\$22,489	-0.27%				
1992	Audited Revenue	\$24,000,000	\$27,907,629	\$3,907,629	15.02%				
1993	Audited Revenue	\$26,900,000	\$31,456,823	\$4,556,823	12.72%				
1994	Audited Revenue	\$31,600,000	\$35,665,220	\$4,065,220	13.38%				
1995	Audited Revenue	\$35,000,000	\$39,425,748	\$4,425,748	10.54%				
1996	Audited Revenue	\$40,133,292	\$43,985,887	\$3,852,595	11.57%				
1997	Audited Revenue	\$45,670,000	\$44,972,364	(\$697,636)	2.24%				
1998	Audited Revenue	\$47,824,000	\$47,998,660	\$174,660	6.73%				
1999	Audited Revenue	\$48,599,000	\$51,559,581	\$2,960,581	7.42%				
2000	Audited Revenue	\$51,497,810	\$55,272,451	\$3,774,641	7.20%				
2001	Audited Revenue	\$55,097,561	\$61,593,360	\$6,495,799	11.44%				
2002	Audited Revenue	\$61,309,735	\$60,214,529	(\$1,095,206)	-2.24%				
2003	Audited Revenue	\$63,758,788	\$60,234,356	(\$3,524,432)	0.03%				
2004	Audited Revenue	\$61,293,855	\$64,372,866	\$3,079,011	6.87%				
2005	Audited Revenue	\$66,650,249	\$67,839,928	\$1,189,679	5.39%				
2006	Audited Revenue	\$70,697,521	\$68,520,201	(\$2,177,320)	1.00%				
2007	Audited Revenue	\$72,639,420	\$69,146,880	(\$3,492,540)	0.91%				
2008	Audited Revenue	\$70,800,550	\$67,909,292	(\$2,891,258)	-1.79%				
2009	Audited Revenue	\$67,722,505	\$64,801,587	(\$2,920,918)	-4.58%				
2010	Audited Revenue	\$63,175,655	\$67,563,306	\$4,387,651	4.26%				
2011	Audited Revenue	\$66,998,519	\$69,391,335	\$2,392,816	2.71%				
2012	Audited Revenue	\$70,940,204	\$75,207,078	\$4,266,874	8.38%				
2013	Audited Revenue	\$76,338,428	\$78,839,995	\$2,501,567	4.83%	\$17,872,000	\$17,898,721	\$26,721	
2014	Audited Revenue	\$81,468,510	\$82,987,857	\$1,519,347	5.26%	\$18,340,875	\$18,772,586	\$431,711	4.88%
2015	Audited Revenue	\$86,074,193	\$88,399,212	\$2,325,019	6.52%	\$19,524,630	\$20,108,751	\$584,121	7.12%
2016	Audited Revenue	\$91,598,360	\$96,091,378	\$4,493,018	8.70%	\$20,795,609	\$21,983,927	\$1,188,318	9.33%
2017	Audited Revenue	\$97,120,392	\$101,253,727	\$4,133,335	5.37%	\$22,117,113	\$23,233,265	\$1,116,152	5.68%
2018	Audited Revenue	\$105,534,883	\$107,998,595	\$2,463,712	6.66%	\$24,581,328	\$24,721,021	\$139,693	6.40%
2019	Projected Revenue	\$111,521,649	\$116,062,863	\$4,541,214	14.63%	\$25,741,801	\$26,547,281	\$805,480	14.26%
Average Year Growth (from inception)					<u>6.26%</u>				<u>6.75%</u>

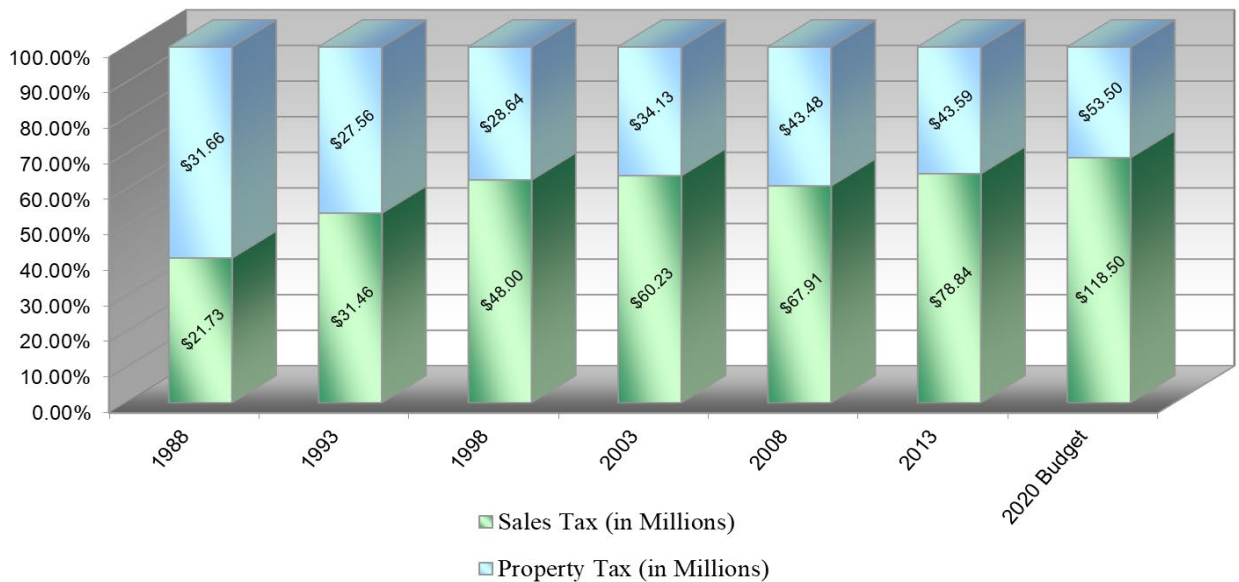
The average growth per year since inception of the 1% sales tax is 6.26%. However, any future growth of sales tax revenue will depend on the local economy's growth and on decisions made at the federal level on defense spending.



County Sales Tax



In 1987 for budget year 1988, the citizens approved 1% sales and use tax. At the same time, the BoCC reduced the mill levy from 25.745 to 11.000 mills as an offset to the new sales tax. As the chart articulates, in 1988 the ratio between property tax and sales tax was 59% to 41% respectively. In 2020 the ratio of property tax to sales tax is now 31% to 69% which makes the County more dependent on sales tax and the economic conditions that follow sales tax.



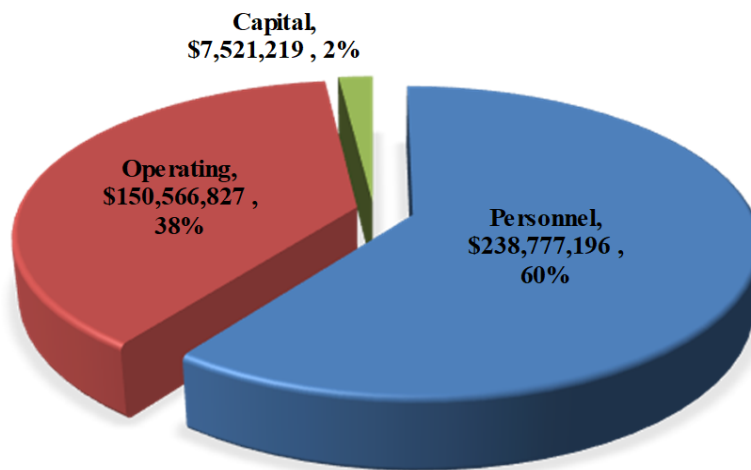


2020 COUNTYWIDE EXPENDITURES SUMMARY

The 2020 Original Adopted Budget Countywide expenditures for all funds total \$396,865,242. This represents an increase of \$22,305,439 or 5.96% compared to the 2019 Original Adopted Budget of \$374,559,803. The increase is mainly attributed to addressing critical needs, which includes investment in High Impact Road Infrastructure, Parks Maintenance, Fairgrounds upgrades to meet ADA requirements, NeoGov Software upgrade, County Attorney's office for additional personnel, Countywide additional 27th payroll, District Attorney's office for additional personnel, Countywide Facility Maintenance needs, increased County support to Public Health, and an increase to Community Services for Criminal Justice/Pretrial Services.

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

2020 ORIGINAL ADOPTED BUDGET EXPENDITURES BY MAJOR CATEGORY \$396,865,242



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 \$12.3 million compared to the 2019 Original Adopted Budget. This increase is mainly due to the investment in human capital of a 1.5% personnel merit increases based on the 5-Year Financial Roadmap, increased benefits costs and 14 additional authorized FTE's in 2020 compared to 2019. Additionally, due to the nature of the accounting for bi-weekly pay periods (26 in a year), every 12-13 years there is an extra pay period (27). El Paso County accounts for payroll on a cash basis, and to account for this situation this year, the 2020 budget includes a one-time allocation of \$3.9M to cover the additional pay period countywide.

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 \$17 million compared to the 2019 Original Adopted Budget. This increase is mainly due to increased expenditures for 2020 Census cost, Parks Maintenance, Software/Hardware, Countywide Facility Maintenance needs, increased County support to Public Health, and an increase to Community Services for Criminal Justice/Pretrial Services.

Capital: This expenditure category is for expenditures resulting in the acquisition of or addition to the County's fixed asset inventory for assets greater than \$5,000 or major capital construction project, such as those related to buildings, drainage, streets, trails, etc., included in the CIP or Road & Bridge Fund. Capital projects tend to have significant costs and have useful lives of many years. Items included in this category are recurring expenditures for land and land improvements, buildings and buildings improvements, machinery & equipment replacements, communication and computer equipment, and vehicles. Capital expenditures decreased by \$7.8 million compared to the 2019 Original Adopted Budget. This decrease is mainly due to the one-time critical need for investments in High Impact Road Infrastructure.





COUNTYWIDE SUMMARY OF EXPENDITURES

SUMMARY ALLOCATION OF EXPENDITURES BY MAJOR CATEGORY					
Fund	Department/Division/Office	2017 Actual	2018 Actual	2019 OAB	2020 OAB
GENERAL FUND:					
1	Board of County Commissioners - Admin	873,617	1,021,155	1,112,410	2,597,279
	Board of Equalization	19,935	12,270	39,956	40,411
	Human Resources/Risk Management	1,086,263	1,535,156	1,873,642	1,870,580
	Financial Services	4,059,150	5,177,716	2,891,994	1,322,240
	Employee Benefits	-	-	-	-
	Emergency Management	(56,027)	79,926	-	573,268
	Hazmat/ESA	-	-	-	374,957
	Interagency Relations	-	263,825	396,269	493,722
	Public Information Office	209,613	189,711	288,274	311,656
	Economic Development	-	252,630	269,637	282,943
	Planning and Community Development	2,086,926	2,465,647	2,437,452	2,643,091
	Community Services - Parks	1,577,697	1,799,712	2,069,629	2,357,366
	CSU Administration	197,579	215,382	265,514	265,514
	Environmental Services	362,494	381,787	386,319	401,180
	Pretrial Services	74,146	329,659	586,489	719,887
	Veteran Services	424,420	426,215	474,309	622,122
	Facilities Management/Parking/ADA	4,416,126	6,396,328	6,675,672	7,807,138
	Facilities/Utilities	2,843,870	2,818,714	2,963,646	3,003,646
	Information Technology	11,146,184	11,222,115	13,833,730	13,829,781
	County Attorney - General Fund	1,048,646	1,199,966	1,262,289	1,374,916
	Health Department Support	3,326,486	3,392,167	3,812,806	3,974,520
	Clerk and Recorder	7,176,272	8,997,587	8,589,916	8,891,896
	Treasurer	1,195,625	1,203,107	1,332,040	1,382,988
	Assessor	3,688,179	3,668,514	3,993,350	4,184,013
	Coroner	2,468,948	2,627,502	2,852,324	2,980,002
	Surveyor	8,651	8,271	11,380	11,380
	District Attorney	13,663,530	14,328,821	15,140,723	16,387,211
	Sheriff's Office	51,369,884	49,698,507	52,130,759	55,409,495
	Sheriff's Office/Security	1,366,487	1,306,520	1,547,688	1,613,620
	Public Trustee	-	-	-	-
	Public Works	5,604,906	4,346,793	6,847,632	9,773,566
	Retirement	7,082,005	7,913,032	8,155,919	8,784,494
	Retirement Admin/Pension Trust	-	-	-	-
1	Net General Fund	127,321,613	133,278,732	142,241,768	154,284,882
	Restricted Parks and Environmental Services	1,209,231	3,139,654	831,800	1,241,000
	Facilities County/City SLA/CAM	1,277,156	1,094,260	1,297,367	200,000
	Justice Services/Community Outreach	8,610,768	8,269,081	8,114,489	9,367,934
	County Attorney - Department of Human Services	-	-	-	-
	Useful Public Services	-	-	-	-
	Clerk and Recorder	2,554,219	2,440,804	3,600,000	3,900,000
	Admin Restricted - Use Tax, Cable and P-Card	1,882,476	1,740,366	1,975,000	1,982,369
	District Attorney - Grants	656,541	815,189	953,977	1,014,401
	Sheriff's Office	1,934,433	3,947,172	1,707,904	1,711,652
	Public Safety Sales and Use Tax	21,835,160	23,016,560	25,860,885	26,922,570
	Economic Development	10,583,868	12,733,338	11,711,567	13,933,943
	Pikes Peak Workforce Center	7,546,595	6,977,946	6,694,423	7,267,789
1	Net General Fund Grants/Restricted	58,090,445	64,174,370	62,747,412	67,541,658
1	Total General Fund	185,412,058	197,453,102	204,989,180	221,826,540



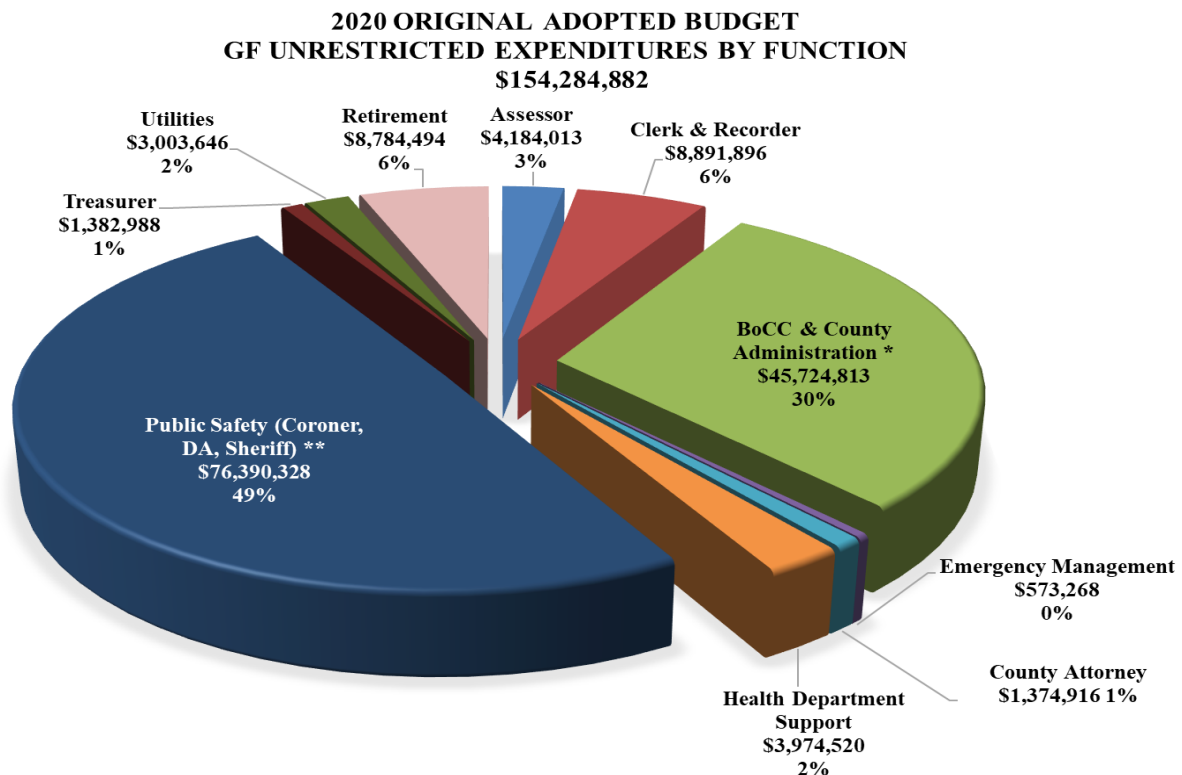
El Paso County 2020 Adopted Budget

SUMMARY ALLOCATION OF EXPENDITURES BY MAJOR CATEGORY-continued					
Fund	Department/Division/Office	2017 Actual	2018 Actual	2019 OAB	2020 OAB
PARTIALLY-RESTRICTED FUNDS:					
2	Road and Bridge	23,420,895	22,649,640	26,327,003	24,884,623
4	Department of Human Services	72,933,925	73,896,117	78,080,645	80,790,064
6	Community Investment	16,772,252	14,900,164	15,763,778	16,800,509
12	Self Insurance	38,359,631	40,128,063	45,619,966	48,635,686
RESTRICTED FUNDS:					
3	Road and Bridge Escrow	802,584	853,732	973,125	1,108,295
15	Conservation Trust	1,347,601	1,543,812	1,392,525	1,406,525
19	Schools' Trust Fund	32,706	21,152	100,000	100,000
22	Household Hazardous Waste Management	1,154,185	1,188,797	1,133,581	1,238,000
75	Local Improvement Districts - Falcon Vista	155,165	248,590	180,000	75,000
Total All Funds		\$ 340,391,002	\$ 352,883,169	\$ 374,559,803	\$ 396,865,242



2020 EXPENDITURE SUMMARY – GENERAL FUND

The 2020 Original Adopted Budget General Fund Unrestricted expenditures total \$154.2 million. This represents an increase of \$12 million or 8.47%, compared to the 2019 Original Adopted Budget of \$142.2 million. This increase is mainly due to the 27th payroll cost, 1.5% increase to personnel, and fleet replacement.



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 \$190 thousand or 4.77% compared to the 2019 Original Adopted Budget mainly due to additional payroll cost and 1.5% personnel increase.

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 \$301 thousand or 3.52% compared to the 2019 Original Adopted Budget mainly due to additional payroll cost and 1.5% personnel increase.

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 \$112 thousand or 8.92% compared to the 2019 Original Adopted Budget mainly due to additional staff needed for increased caseloads, additional payroll cost and 1.5% personnel increase.



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 \$161 thousand or 4.24% compared to the 2019 Original Adopted Budget mainly due to a 1.5% personnel increase.

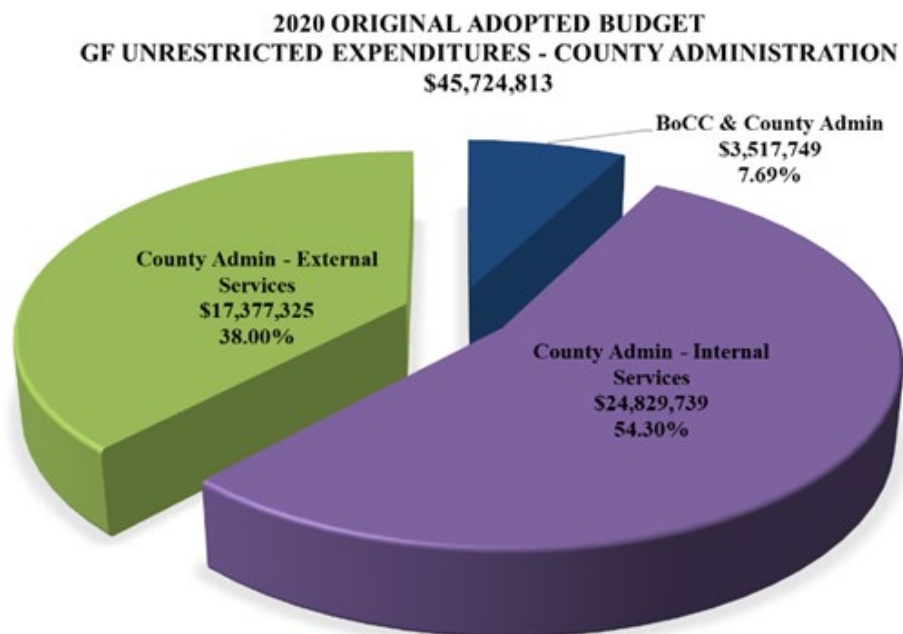
Public Safety: This function includes the Coroner, District Attorney and Sheriff's Office and is the largest of the 14 functions. These expenditures represent the administration for protecting the citizens of El Paso County, litigation and performing autopsies. Public Safety increased by \$4.7 million or 6.58% compared to the 2019 Original Adopted Budget due to 1.5% personnel increase and additional personnel to staff 2 new court rooms.

Retirement: This function represents the expenditures related to the County's portion of the 8% retirement match. The Retirement budget increased \$625 thousand, or 7.71% compared to the 2019 Original Adopted Budget mainly due to Budget policy 5.5.4.5 and 1.5% personnel increase.

Treasurer: This function represents the expenditures relating to the collection and distribution of funds. The Treasurer's budget increased \$50 thousand or 3.82% compared to the 2019 Original Adopted Budget mainly due to additional payroll cost and 1.5% personnel increase.

Utilities: This function represents the expenditures relating to countywide utility costs for electric, water and gas. The Utilities budget had an increase of \$40 thousand or 1.35% compared to the 2019 Original Adopted Budget.

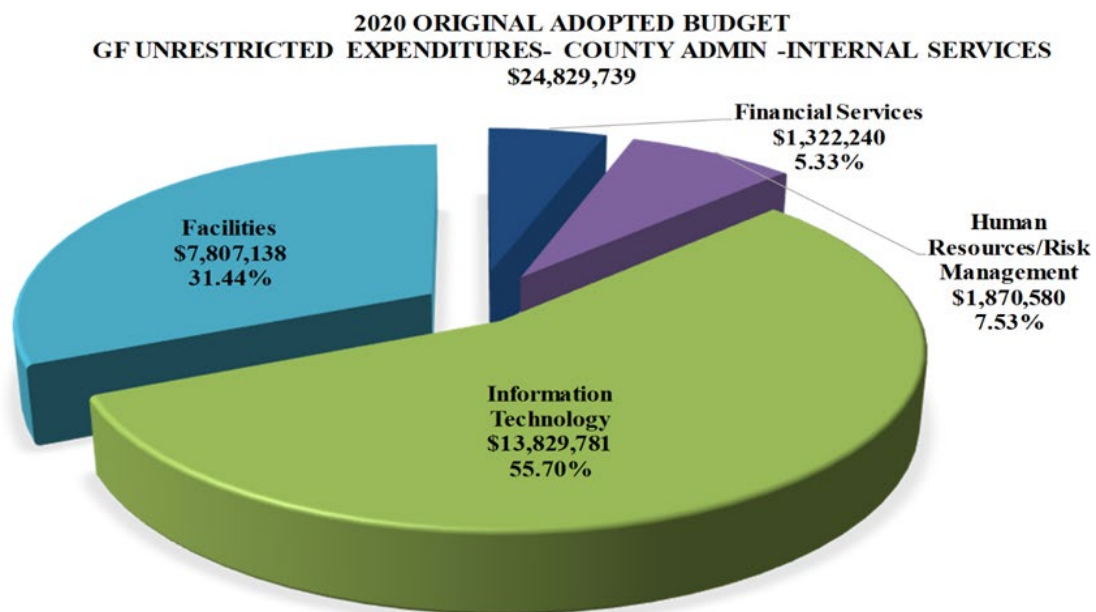
Emergency Management: This function represents the expenditures relating disaster prevention, preparedness, response and recovery to protect the lives of the citizens in our community of El Paso County. This is a new function added to the general fund in 2020, no year over year budget comparison.





Board of County Commissioners: This function represents the expenditures relating to the Board of County Commissioners administration to the citizens of El Paso County. The Board of County Commissioners budget increased by \$1.1 million or 46.2% compared to the 2019 Original Adopted Budget due to investment in to I-25 Gap project, additional payroll cost, and 1.5% personnel increase.

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



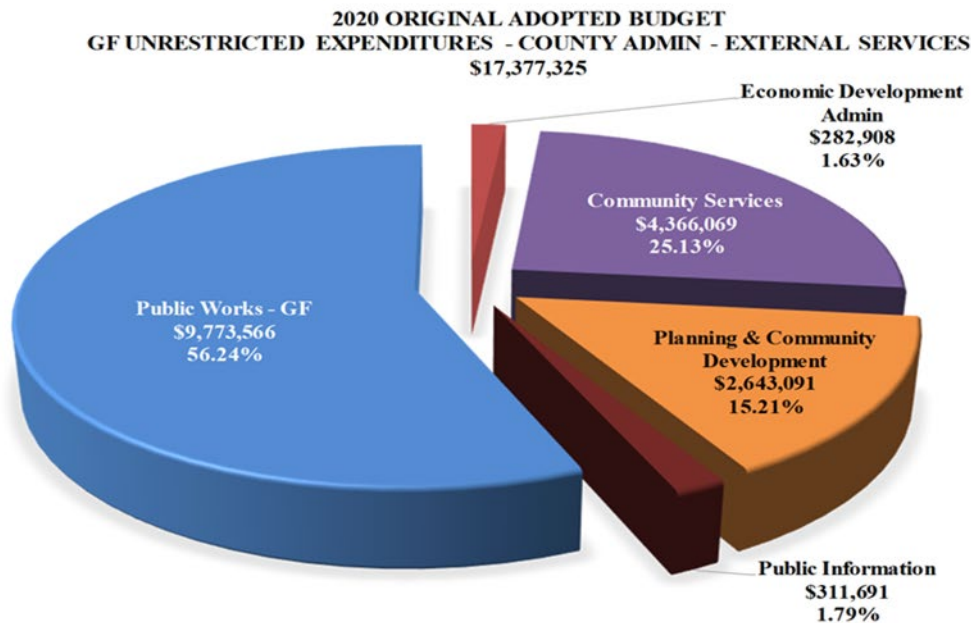
Financial Services: This function represents the expenditures related to Budget, Finance, Employee Benefits, Procurement, and County Wide Support. There was no significant change compared to the 2019 Budget.

Human Resource/Risk Management: This function represents the expenditures related to the County's managing personnel issues and risk management for the County. There was no significant change compared to the 2019 Budget.

Information Technology: This function represents the expenditures relating to the County's overall information technology support and infrastructure. There was no significant change compared to the 2019 Budget.



Facilities: This function represents the expenditures relating to all County building and maintenance and includes American Disabilities Act functions. Facilities increased \$1.1 million or 16.9% compared to the 2019 budget mainly due to major facilities improvements, ADA requirements, additional payroll cost, and 1.5% personnel increase.



Economic Development Admin: This function represents the administrative function of Economic Development Department. There was no significant change compared to the 2019 Budget.

Community Services Department: This function represents the expenditures relating to the administration of County Parks and Recreation Facilities, Veteran Services and Environmental Services. This budget increased by \$583 thousand or 15% compared to the 2019 Original Adopted Budget mainly due to additional payroll cost and 1.5% personnel increase, major park maintenance, additional staff for Veteran's Services' office.

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 \$205 thousand or 8.44% compared to the 2019 Original Adopted Budget mainly due to additional payroll cost, 1.5% personnel increase and additional staff (1 Planner & 1 Engineer).

Public Information Office: This function represents the serves County staff, volunteers, community partners and citizens at large by providing timely and accurate information. There was no significant change compared to the 2019 Budget.

Public Works GF & Fleet: This function represents the expenditures relating to fleet services providing vehicle and equipment support to ensure safe and operational equipment. Fleet's budget increased by \$540 thousand or 7.89% compared to the 2019 Original Adopted Budget mainly due to diesel station, hydraulic lift, fleet replacement, additional payroll cost and 1.5% personnel increase.



ALLOCATION OF EXPENDITURES BY MAJOR CATEGORY

Fund	Department	Personnel	Operating	Capital	Intergovernmental Reimbursements	2020 Original Adopted Budget
1	Board of County Commissioners - Admin	1,032,513	1,564,766	0	0	2,597,279
	Board of Equalization	10,447	29,964	0	0	40,411
	Human Resources/Risk Mgmt	1,500,883	380,500	0	(10,803)	1,870,580
	Financial Services	6,494,861	5,076,342	0	(10,248,963)	1,322,240
	County Wide Support	0	0	0	0	0
	Employee Benefits	374,024	40,177	0	(414,201)	0
	Procurement & Contracts	0	0	0	0	0
	Fire & Flood Response	0	0	0	0	0
	Emergency Management	491,348	81,920	0	0	573,268
	Hazmat/ESA	397,537	54,080	0	(76,660)	374,957
	Interagency Relations	441,122	52,600	0	0	493,722
	Public Information Office	373,658	42,475	0	(104,477)	311,656
	Economic Development Admin	462,184	20,750	0	(199,991)	282,943
	Planning & Community Development	2,420,329	224,934	0	(2,172)	2,643,091
	Community Services - Parks	1,812,873	753,970	0	(209,477)	2,357,366
	CSU Administration		265,514	0	0	265,514
	Environmental Services	304,530	96,650	0	0	401,180
	Pretrial/Court Services	611,891	107,996	0	0	719,887
	Veteran Services	548,948	73,174	0	0	622,122
	Facilities Management/Parking/ADA	3,596,450	5,690,022	294,653	(1,773,987)	7,807,138
	Facilities/Utilities	0	3,003,646	0	0	3,003,646
	Information Technology	6,111,563	10,269,446	150,000	(2,701,228)	13,829,781
	County Attorney-GF	1,402,119	169,391	0	(196,594)	1,374,916
	Health Department Support	0	3,974,520	0	0	3,974,520
	Clerk & Recorder	7,521,582	2,394,369	47,000	(1,071,055)	8,891,896
	Treasurer	1,190,322	192,666	0	0	1,382,988
	Assessor	3,983,488	200,525	0	0	4,184,013
	Coroner	2,684,468	295,534	0	0	2,980,002
	Surveyor	8,380	3,000	0	0	11,380
	District Attorney	16,902,481	527,047	0	(1,042,317)	16,387,211
	Sheriff's Office	47,983,048	11,160,121	0	(3,733,674)	55,409,495
	Sheriff's Office/Security	1,255,724	357,896	0	0	1,613,620
	Public Trustee	422,000	0	0	(422,000)	0
	Public Works - GF	2,567,730	4,454,649	2,751,187	0	9,773,566
	Retirement	12,552,832	1,050,000	0	(4,818,338)	8,784,494
	Retirement Admin/Pension Trust	270,339	0	0	(270,339)	0
1	Net General Fund	125,729,674	52,608,644	3,242,840	(27,296,276)	154,284,882
	Restricted Parks & Environ Svcs	104,252	1,136,748	0	0	1,241,000
	Restricted Facilities/CSC-CAM	0	200,000	0	0	200,000
	Justice Services/Community Outreach	563,106	8,844,477	0	(39,649)	9,367,934
	County Attorney - DHS	1,591,195	147,751	0	(1,738,946)	0
	Clerk & Recorder	70,000	3,290,300	539,700	0	3,900,000
	Admin Restricted - Use Tax, Cable & P-Card	1,133,015	849,354	0	0	1,982,369
	District Attorney-Grants	1,014,401	0	0	0	1,014,401
	Sheriff's Office	1,211,652	500,000	0	0	1,711,652
	Public Safety Sales & Use Tax	19,608,879	5,236,505	2,077,186	0	26,922,570
	Economic Development	175,000	13,758,943	0	0	13,933,943
	Pikes Peak Workforce Center	3,617,118	3,650,671	0	0	7,267,789
1	GF - Grants/Restricted	29,088,618	37,614,749	2,616,886	(1,778,595)	67,541,658
1	Total General Fund	154,818,292	90,223,393	5,859,726	(29,074,871)	221,826,540
Partially Restricted Funds						
2	Road & Bridge	11,258,751	12,054,379	1,661,493	(90,000)	24,884,623
4	Dept of Human Services	49,836,440	30,953,624	0	0	80,790,064
6	Capital Improvement	0	16,800,509	0	0	16,800,509
12	Self Insurance	37,763,529	10,872,157	0	0	48,635,686
Restricted Funds						
3	Road & Bridge Escrow	0	1,108,295	0	0	1,108,295
15	Conservation Trust	1,249,673	156,852	0	0	1,406,525
19	Schools' Trust Fund	0	100,000	0	0	100,000
22	Household Hazardous Waste Mgmt.	494,040	743,960	0	0	1,238,000
75	Local Improve. Districts-Falcon Vista	0	75,000	0	0	75,000
		255,420,725	163,088,169	7,521,219	(29,164,871)	396,865,242



2020-2024 FINANCIAL ROADMAP

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

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

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

The Financial Roadmap for 2020-2024 aligns with El Paso County's Strategic Goals 2017– 2021 as part of the strategy phase. The goals accomplished in this budget include:

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



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

CRITICAL NEEDS ADDRESSED IN THE 2020 ORIGINAL ADOPTED BUDGET

OPERATIONAL STRATEGY							
Dept/Office	Critical Needs		2020	2021	2022	2023	2024
Beginning Operational Savings			2,522,979	389	320,380	687,237	2,272,870
Revenues			149,342,251	154,667,612	161,857,499	165,543,329	171,148,066
Expenditures **			(147,472,583)	(144,084,466)	(145,132,466)	(145,147,466)	(146,217,650)
Invest in High Impact Road Infrastructure	Additional On-Going (2016-2019 Increase of \$10.8M)		(345,000)	(500,000)	(4,200,000)	(5,200,000)	(5,200,000)
Other Sources/Uses			1,350,000	50,000	200,000	2,046,363	2,250,000
Countywide - Invest in Human Capital	1.5% Allocation of Personnel Budgets*		(1,795,719)	(1,795,719)	(1,795,719)	(1,795,719)	(1,795,719)
Countywide - Invest in Human Capital	Future Impacts of 2020 Personnel Budget Allocation*			(53,872)	(53,872)	(53,872)	(53,872)
Countywide - Invest in Human Capital	Pay for Performance/COLA (2%) - 2021			(2,613,806)	(2,613,806)	(2,613,806)	(2,613,806)
Countywide - Invest in Human Capital	Pay for Performance/COLA (2%) - 2022				(2,692,220)	(2,692,220)	(2,692,220)
Countywide - Invest in Human Capital	Pay for Performance/COLA (2%) - 2023					(2,772,849)	(2,772,849)
Countywide - Invest in Human Capital	Pay for Performance/COLA (2%) - 2024						(2,828,306)
Board of County Commissioners	Statutory Pay Increase w/FICA, Retirement			(45,921)	(45,921)	(75,163)	(75,163)
Countywide Elected Officials	Statutory Pay Increase w/FICA, Retirement					(78,013)	(78,013)
Community Services - Parks	Dedicated Forest Management Funds		(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Community Services - Parks	Major Maintenance Funds		(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Community Services - Parks	Park Maintenance Positions (4)		(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Community Services - Parks	Parks Capital Improvements			(750,000)	(750,000)	(750,000)	(750,000)
Community Services-Veterans' Services	Office Staff Expansion-Mt Carmel (2) and Ops		(126,519)	(83,889)	(83,889)	(83,889)	(83,889)
Community Services	Criminal Justice Support/Pretrial (2) & Northern Nature Center Staffing		(147,700)	(137,700)	(137,700)	(356,013)	(306,013)
County Attorney	2 Attorneys, 2 Paralegals & \$15,000 start up IT		(74,230)	(213,960)	(345,960)	(345,960)	(345,960)
Countywide Facility Needs	Major Facility Improvements		(250,000)	(250,000)	(1,000,000)	(1,000,000)	(1,000,000)
Countywide Facility Needs	ADA Requirements (one-time amounts)		(300,000)				
Countywide Facility Needs	Facility Critical Needs		(838,000)	(1,329,199)			
Countywide	Grant match funds, Next Gen ASR/TRS System/ERP Replacement			(550,000)	(550,000)	(550,000)	(5,550,000)
Countywide	Humane Society Contract Increase		(95,000)	(95,000)	(95,000)	(95,000)	(95,000)
District Attorney	Critical Needs Support*		(700,000)	(700,000)	(700,000)	(700,000)	(700,000)
Human Resources & Risk Management	NeoGov Onboard Module			(34,000)	(34,000)	(34,000)	(34,000)
Planning & Community Development	Staffing/address current and proj devpt workload -IPT & 1 FTE		(110,089)	(110,089)	(110,089)	(110,089)	(110,089)
Public Health	Increase for County Support to Public Health			(250,000)	(400,000)	(800,000)	(800,000)
Public Information	Census Marketing		(10,000)				
Public Works - Fleet	Diesel Station/Hydraulic Lift/Light Fleet Replacements		(800,000)	(650,000)	(800,000)	(600,000)	(600,000)
Total Funded Critical Needs			(4,392,257)	(10,263,155)	(16,358,176)	(18,810,230)	(26,384,899)
Ending Operational Savings after previously considered items			389	320,380	687,237	2,272,870	818,387
*1.5% allocation of personnel budget excluding DA's Office. DA provided lump sum for 2020 for all critical needs.							
**In 2020, this includes one-time allocation to cover additional 27th pay period							



TOTAL 2020 REQUESTED NEEDS

Department	Critical Need	2020	2021	2022	2023	2024
Countywide	Countywide support for grant match funds		(150,000)	(150,000)	(150,000)	(150,000)
Countywide	ASR/TRS Next Gen Annual Support & Maintenance ASR/TRS/IT		(400,000)	(400,000)	(400,000)	(400,000)
Countywide	Humane Society Contract Increase	(95,000)	(95,000)	(95,000)	(95,000)	(95,000)
Community Services - Criminal Justice Plng	General Support	(12,000)	(12,000)	(12,000)	(12,000)	(12,000)
Community Services - Parks	Black Forest Northern Nature Center - 2 FTEs				(218,313)	(168,313)
Community Services - Pretrial Svcs	Staff Expansion (2 FTEs)	(135,700)	(125,700)	(125,700)	(125,700)	(125,700)
Clerk & Recorder	Kronos System Upgrade for Elections Department	(125,000)	(5,000)	(5,000)	(5,000)	(5,000)
Clerk & Recorder	2 FTEs for Motor Vehicle Phone Bank-2	(107,076)	(107,076)	(107,076)	(107,076)	(107,076)
Clerk & Recorder	Phone Bank System Upgrade	(85,000)	(85,000)	(85,000)	(85,000)	(85,000)
Clerk & Recorder	Implementation of 8 State computers for CSC, Union, Powers	(10,400)				
District Attorney	New Court House Div (2 DDAs and 1 Legal Asst)-3	(156,627)				
District Attorney	Deputy DA for County Court	(100,842)	(94,042)	(94,042)	(94,042)	(94,042)
District Attorney	Administrative Assistant - Investigations -1	(64,963)	(60,385)	(60,385)	(60,385)	(60,385)
District Attorney	Redesign 1st Floor Russell Building Space	(576,211)				
District Attorney	Body Worn Camera Clerks-2	(115,852)	(106,696)	(106,696)	(106,696)	(106,696)
Facilities & Strategic Infrastructure	Judicial Building - Modernize S. Tower Elevators #8&9	(1,094,000)				
Facilities & Strategic Infrastructure	Central Utility Plant - Cooling Tower Media	(26,000)				
Facilities & Strategic Infrastructure	Central Utility Plant - Overhaul Chiller #1	(65,000)				
Facilities & Strategic Infrastructure	Criminal Justice Center - Replace Rooftop Unit 2J	(75,000)				
Facilities & Strategic Infrastructure	Sheriff Office & Metro Jail - Roof Replacement	(238,000)				
Facilities & Strategic Infrastructure	EPC Office of the Sheriff - Replace Air Handler Units	(609,199)				
Facilities & Strategic Infrastructure - ADA	Fair & Events Complex - Parking	(130,000)				
Facilities & Strategic Infrastructure - ADA	Judicial - Courtroom accessibility & RR connection	(57,200)				
Facilities & Strategic Infrastructure - ADA	Pikes Peak Center - Complete 2019 work Audio, RR access	(170,885)				
Financial Services	Integrate Financial/HRIS/Transparency Systems			(3,423,250)	(423,250)	(423,250)
Human Resources & Risk Management	Compliance FTE for Additional State Law Requirements - 1 FTE	(77,616)	(75,116)	(75,116)	(75,116)	(75,116)
Human Resources & Risk Management	NeoGov Onboard Module		(34,000)	(34,000)	(34,000)	(34,000)
Planning & Comm Development	Staffing/address current and proj devpt workload -1PT & 1 FTE	(110,089)	(110,089)	(110,089)	(110,089)	(110,089)
Public Works - Fleet	Akers - Diesel Exhaust Fluid Stations	(150,000)				
Public Works - Fleet	Hydraulic Lift Replacement	(200,000)	(200,000)	(200,000)		
Public Works - Fleet	Light Fleet Replacement	(600,000)	(600,000)	(600,000)	(600,000)	(600,000)
Total 2020 Requested Critical Needs		(5,187,660)	(2,260,104)	(5,683,354)	(2,701,667)	(2,651,667)

**GENERAL FUND – UNRESTRICTED**

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

GENERAL FUND 1 - UNRESTRICTED

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Property Taxes	46,917,160	50,057,148	51,735,801	51,735,801	51,980,122
Specific Ownership Tax	5,670,341	5,063,894	3,412,030	3,962,030	-
Sales Taxes	52,610,495	64,608,363	61,907,951	61,357,951	64,667,280
Other Taxes	(1,352)	23,438	85,000	85,000	85,000
Licenses & Permits	1,009,319	1,038,938	1,006,500	1,006,500	894,500
Intergovernmental	4,683,360	6,978,971	3,336,900	11,712,041	3,581,900
Charges for Services	17,424,918	18,453,540	17,909,500	17,909,500	18,630,000
Fines & Forfeitures	542,053	312,878	266,000	266,000	609,250
Miscellaneous Revenue	2,960,248	3,304,191	3,277,000	3,292,401	4,449,500
Other Financing Sources	206,982	(5,750,207)	158,000	158,000	152,000
Total Revenues	\$ 132,023,525	\$ 144,091,153	\$ 143,094,682	\$ 151,485,224	\$ 145,049,552
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	92,198,980	95,618,366	101,981,336	101,651,212	116,698,038
Supplies	7,431,762	6,351,252	9,335,040	9,695,131	9,736,573
Purchased Services	31,987,914	34,492,650	32,856,389	40,125,419	27,264,763
Bulding Materials	76,679	94,050	90,000	90,000	68,000
Fixed Charges	3,989,137	2,767,747	3,627,456	2,435,476	2,242,320
Grants, Contributions	231,543	26,830	37,000	6,052,126	1,537,000
Intergovernmental	(13,521,840)	(12,171,325)	(10,393,524)	(10,703,132)	(9,879,011)
Capital Outlay	4,983,465	5,992,263	4,708,071	17,193,228	6,617,199
Total Expenditures	\$ 127,377,640	\$ 133,171,832	\$ 142,241,768	\$ 166,539,460	\$ 154,284,882
Estimated Beginning Fund Balance	23,601,525	\$ 28,247,410	\$ 39,166,730	\$ 39,166,730	\$ 24,112,494
Budgeted Changes to Fund Balance	4,645,885	10,919,320	852,914	(15,054,236)	(9,235,330)
Estimated Ending Fund Balance	\$ 28,247,410	\$ 39,166,730	\$ 40,019,644	\$ 24,112,494	\$ 14,877,164

There was a significant change to fund balance for General Fund – Unrestricted. Fund balance decreased by 38% due to an additional 27th pay period for 2020 and to fund additional critical needs that are on the 5-year Financial Road Map.

**GENERAL FUND - RESTRICTED**

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

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

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

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

GENERAL FUND 1 - RESTRICTED

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Sales Taxes	23,233,265	24,721,021	25,741,801	25,741,801	27,158,724
Licenses & Permits	1,321,881	1,232,294	1,300,000	1,300,000	1,300,000
Intergovernmental	18,674,773	22,828,874	19,166,238	24,794,067	20,232,447
Charges for Services	4,298,677	4,977,798	4,437,580	4,437,580	3,944,000
Miscellaneous Revenue	12,456,127	12,355,823	10,752,709	10,900,927	13,621,750
Other Financing Sources	224,776	-	-	80,000	-
Total Revenues	\$ 60,209,499	\$ 66,115,810	\$ 61,398,328	\$ 67,254,375	\$ 66,256,921
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	26,639,716	27,892,098	30,751,166	33,143,736	24,671,105
Supplies	16,681,764	17,592,106	17,909,834	20,268,159	17,025,763
Purchased Services	13,807,840	16,268,939	15,656,915	20,108,312	27,749,055
Bulding Materials	29,523	26,300	33,000	33,000	-
Fixed Charges	9,795,086	9,460,916	7,097,612	8,989,639	13,251,848
Grants, Contributions	11,863,645	13,670,644	12,254,932	12,486,117	14,135,982
Intergovernmental	(22,767,878)	(23,728,024)	(21,547,284)	(23,578,298)	(29,933,332)
Capital Outlay	1,984,721	3,098,291	591,237	4,098,998	641,237
Total Expenditures	\$ 58,034,418	\$ 64,281,270	\$ 62,747,412	\$ 75,549,663	\$ 67,541,658
Estimated Beginning Fund Balance	\$ 28,935,063	\$ 31,110,143	\$ 32,944,683	\$ 31,595,599	\$ 23,300,311
Budgeted Changes to Fund Balance	2,175,081	1,834,540	(1,349,084)	(8,295,288)	(1,284,737)
Estimated Ending Fund Balance	\$ 31,110,143	\$ 32,944,683	\$ 31,595,599	\$ 23,300,311	\$ 22,015,574

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



BOARD OF COUNTY COMMISSIONERS (BoCC)



PURPOSE STATEMENT

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

OVERVIEW

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

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



Colorado counties with a population of 70,000 or more may have a three or five-member board of commissioners. In 1976 the voters of El Paso County chose to have a board of five commissioners, each elected to represent a district. The districts are equal in population, and the boundaries are established by the board every two years.

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

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

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

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

GOVERNING PRINCIPLES

We are committed to:

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

**BUDGET SUMMARY****BOARD OF COUNTY COMMISSIONERS - 11100**

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	861,437	1,012,422	1,095,296	1,065,296	1,080,165
Operating and Maintenance	12,180	8,733	17,114	17,114	17,114
Intergovernmental	-	-	-	-	-
Total Expenditures	\$ 873,617	\$ 1,021,155	\$ 1,112,410	\$ 7,082,410	\$ 2,597,279

CLERK TO THE BOARD - 11103

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	7,903	3,157	9,992	9,992	10,447
Operating and Maintenance	12,032	9,113	27,464	27,464	27,464
Charges for Services	-	-	2,500	2,500	2,500
Total Expenditures	\$ 19,935	\$ 12,270	\$ 39,956	\$ 39,956	\$ 40,411

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count - BoCC	5	5	5	-	5
TOTAL FTEs	5	5	5	-	5



ASSESSOR'S OFFICE



Steve Schleiker, County Assessor

PURPOSE STATEMENT

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

OVERVIEW

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

OBJECTIVES

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



2020 BUDGET HIGHLIGHTS

- \$53,561 1.5% personnel increase
- \$137,102 Additional Cost for 27th Payroll

STATISTICS AND OPERATING INDICATORS

2019 El Paso County Assessor's Office Statistics:

- 284,826 Active Schedules
- 16,694 Permits Received
- 229 County & Custom Maps Produced
- 109 Subdivision Plats
- 35,358 (Unique Deeds)

The El Paso County Assessor's Office robust and popular website receives nearly 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. Applications have continually increased the monthly number of hits to the Assessor's Website by 10-15%.





BUDGET SUMMARY

ASSESSOR'S OFFICE - 14000

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Miscellaneous Revenue	26,810	38,791	24,000	24,000	22,000
Total Revenues	\$ 26,810	\$ 38,791	\$ 24,000	\$ 24,000	\$ 22,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	3,358,152	3,455,072	3,685,124	3,685,124	3,875,787
Operating and Maintenance	325,367	208,976	295,926	337,458	295,926
Charges for Services	4,660	4,467	12,300	12,300	12,300
Capital Outlay	-	-	-	-	-
Total Expenditures	\$ 3,688,179	\$ 3,668,514	\$ 3,993,350	\$ 4,034,882	\$ 4,184,013

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	53	53	53	-	53
TOTAL FTEs	53	53	53	-	53



CLERK AND RECORDER'S OFFICE



Chuck Broerman, Clerk & Recorder

PURPOSE STATEMENT

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

OVERVIEW

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

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

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

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

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



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

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

Finance: Tracks, accounts for, and disperses revenue.

OBJECTIVES

- **Elections**
 - Install 19 additional 24/7 ballot Boxes in 2020
 - Increase number of Voter Service and Polling Centers (VSPC) by 4 for the 2020 election cycle
 - Reduce wait times at VSPC's to less than 15 minutes at all locations
 - Statewide Ballot
 - Judge Recruitment and Retention
 - VSPCs on college campuses
- **Motor Vehicle**
 - Increasing staff levels and improving retention
 - Updating and improving our training model
 - Decreasing wait-times and backlog volumes to a sustainable level year round
- **Recording**
 - Manually enter Marriage Index into Aumentum (years 1858-1920). Still working on this goal
 - Have microfilm processed images available to staff and customers. Still working on this goal
 - Manually Importing Marriage Images into Aumentum (1996 going backwards)

2020 BUDGET HIGHLIGHTS

- \$92,000 1.5% Personnel increase
- \$224,978 Additional Cost for 27th Payroll



PERFORMANCE MEASURES AND OPERATING INDICATORS

OPERATING INDICATORS				
	2017 Actual	2018 Actual	2019 Estimated	2020 Projected
Documents recorded	155,000	150,316	159,000	163,800
Documents processed	195,000	192,550	198,000	203,900
Vehicles Registered	655,000	595,513	603,000	611,000
Drivers Licenses Issued	127,000	98,780	89,000	80,000
Number of precincts	255	282	291	291
Voter Service and Polling Centers	32	32	7 (coordinated) 11 (Presidential Primary) 8 (State Primary)	36
			411,392 435,924 (Pres. Primary) 437,258 (State Primary)	
Registered Voters	468,676	404,761		465,503
Earned TV Media (dollar amount)	150, 947	296,589	100,000	300,000



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

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Charges for Services	9,946,431	9,941,355	9,900,000	10,300,000	10,400,000
Total Revenues	\$ 9,946,681	\$ 9,941,355	\$ 9,900,000	\$ 10,300,000	\$ 10,400,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	1,168,296	1,224,947	1,386,656	1,266,656	1,451,844
Operating and Maintenance	182,396	138,208	116,542	116,542	101,542
Charges for Services	3,493	2,802	3,750	3,750	3,750
Capital Outlay	-	-	47,000	47,000	47,000
Total Expenditures	\$ 1,354,185	\$ 1,361,567	\$ 1,553,948	\$ 1,433,948	\$ 1,604,136

MOTOR VEHICLE - 12326, 12328

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Licenses & Permits	953,559	990,626	950,000	950,000	850,000
Miscellaneous Revenue	-	-	-	-	-
Total Revenues	\$ 953,559	\$ 990,626	\$ 950,000	\$ 950,000	\$ 850,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	3,255,569	3,732,813	3,788,649	3,813,649	3,982,289
Operating and Maintenance	757,156	749,954	476,555	476,555	476,555
Charges for Services	187,932	192,529	190,000	190,000	190,000
Intergovernmental	-	-	-	-	-
Capital Outlay	-	-	-	-	-
Total Expenditures	\$ 4,200,656	\$ 4,675,296	\$ 4,455,204	\$ 4,480,204	\$ 4,648,844



ELECTIONS - 12327

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	526,139	578,427	400,000	400,000	650,000
Total Revenues	\$ 526,139	\$ 578,427	\$ 400,000	\$ 400,000	\$ 650,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	531,941	991,044	594,571	674,571	626,033
Operating and Maintenance	566,100	1,272,704	575,516	575,516	575,516
Charges for Services	2,454	6,179	4,000	4,000	4,000
Intergovernmental	(672)	(207)	900,000	900,000	900,000
Capital Outlay	53,219	240,980	-	-	-
Total Expenditures	\$ 1,153,042	\$ 2,510,700	\$ 2,074,087	\$ 2,154,087	\$ 2,105,549

RECORDING - 12333

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	431,107	419,026	502,551	517,551	529,241
Operating and Maintenance	37,282	36,398	59,726	59,726	59,726
Charges for Services	-	-	2,000	2,000	2,000
Intergovernmental	-	(5,400)	(57,600)	(57,600)	(57,600)
Total Expenditures	\$ 468,389	\$ 450,025	\$ 506,677	\$ 521,677	\$ 533,367

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

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Charges for Services	154,643	146,723	150,000	150,000	150,000
Total Revenues	\$ 154,643	\$ 146,723	\$ 150,000	\$ 150,000	\$ 150,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	28,812	78,781	20,000	20,000	20,000
Operating and Maintenance	70,035	69,157	125,000	125,000	125,000
Capital Outlay	94,992	-	55,000	55,000	55,000
Total Expenditures	\$ 193,839	\$ 147,938	\$ 200,000	\$ 200,000	\$ 200,000



LATE REGISTRATION - 12330

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Charges for Services	554,910	572,225	600,000	600,000	600,000
Total Revenues	\$ 554,910	\$ 572,225	\$ 600,000	\$ 600,000	\$ 600,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	400,000	400,000	400,000	400,000	750,000
Operating and Maintenance	(4,944)	316,325	345,844	345,844	545,844
Charges for Services	35,000	35,000	35,000	35,000	35,000
Intergovernmental	-	(250,000)	-	-	-
Capital Outlay	480,324	37,000	19,156	19,156	69,156
Total Expenditures	\$ 910,380	\$ 538,325	\$ 800,000	\$ 800,000	\$ 1,400,000

MOTOR VEHICLE RESTRICTED - 12331

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Charges for Services	1,662,420	1,720,111	2,250,000	1,850,000	1,850,000
Total Revenues	\$ 1,662,420	\$ 1,720,111	\$ 2,250,000	\$ 1,850,000	\$ 1,850,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	1,450,000	1,610,760	1,573,249	1,573,249	1,573,249
Operating and Maintenance	-	159,981	1,026,751	1,026,751	726,751
Intergovernmental	-	(16,200)	-	-	-
Total Expenditures	\$ 1,450,000	\$ 1,754,541	\$ 2,600,000	\$ 2,600,000	\$ 2,300,000

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count - Administration	31	25	24		24
Total FTE Count - Motor Vehicle	85	90	90		90
Total FTE Count - Elections	10	10	10		10
Total FTE Count - Drivers License	8	9	9		9
Total FTE Count - Recording	11	11	11		11
Total FTE Count - Clerk to the Board	3	3	3		3
TOTAL FTEs	148	148	147	-	147



CORONER'S OFFICE



Dr. Leon Kelley, County Coroner

PURPOSE STATEMENT

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

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

OVERVIEW

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

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



OBJECTIVES

- Ensure continued compliance with the national standards of Forensic Science
- Maintain certification by the National Association of Medical Examiners
- Provide excellent customer service to the citizens of El Paso County
- Improve service by decreasing turn-around time for autopsy reports
- Lower administrative costs allowing shift to workforce
- Focus on supporting staff mental health through secondary trauma counseling
- Increase agency transparency
- Update of Medical Examiner laboratory information system
- Understaffing of Medical exam
- Cost increase for Out of County autopsies

2020 BUDGET HIGHLIGHTS

- \$36,629 1.5% Personnel increase
- \$91,049 Additional Cost for 27th Payroll

OPERATING INDICATORS

OPERATING INDICATORS				
	2017 Actual	2018 Actual	2019 Actual	2020 Projected
Number of deaths investigated	4,656	4,779	5,184	4,873
Number of autopsies performed	1,215	1,198	1,191	1,201

BUDGET SUMMARY

CORONER'S OFFICE - 15000

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	3,825	3,825	5,000	5,000	2,500
Charges for Services	524,830	569,165	532,000	532,000	563,000
Miscellaneous Revenue	1,990	1,454	500	500	-
Total Revenues	\$ 530,719	\$ 574,444	\$ 537,500	\$ 537,500	\$ 565,500
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	2,099,841	2,259,972	2,556,790	2,556,790	2,684,468
Operating and Maintenance	334,193	363,879	227,634	227,634	227,634
Charges for Services	28,714	3,651	67,900	67,900	67,900
Capital Outlay	6,200	-	-	-	-
Total Expenditures	\$ 2,468,948	\$ 2,627,502	\$ 2,852,324	\$ 2,852,324	\$ 2,980,002



FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	23	25	26	-	26
TOTAL FTEs	23	25	26	-	26





DISTRICT ATTORNEY'S OFFICE



Dan May, District Attorney

PURPOSE STATEMENT

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

OVERVIEW

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

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

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

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

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

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



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

OBJECTIVES

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

2020 BUDGET HIGHLIGHTS

- \$700,000 Additional for Personnel
- \$546,488 1.5% Personnel increase

OPERATING INDICATORS

OPERATING INDICATORS				
	2017 Actual	2018 Actual	2019 Actual	2020 Projected
Number of felony cases prosecuted	7,097	7,268	8,221	7,800
Number of traffic and misdemeanor cases prosecuted	23,976	24,486	26,940	24,000
Number of juvenile cases prosecuted	1,166	1,379	1,295	1,200
Number of felony cases tried	219	230	214	180



PERFORMANCE MEASURES

GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy A: Support a high level of public safety to include law enforcement, justice services and prosecution.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
3. Continue support of the Not One More Child Initiative through training and distribution of child abuse prevention materials to first responders.	Human Services and District Attorney's Office	Meet quarterly to discuss and verify that first responders have the materials needed for training purposes and distribution to the community to support the Not One More Child Initiatives.	4	4	4
4. Increase victim support, protection and notification.	District Attorney's Office Victim Witness and Restitution Departments	Increased efforts to collect restitution for victims, to help victims through victim compensation funds and to ensure victims are notified through all stages of the case.	\$4,800,000 Restitution \$18,000 Restitution NJC Mediation	\$6,296,304 Restitution Collected - 1st highest collection in the State of Colorado (\$1,043,129 more than in 2018) \$17,067 NJC Mediation Restitution Collected	\$5,300,000 Restitution \$15,000 Restitution NJC Mediation
	District Attorney's Office Victim Witness and Restitution Departments	Measured by the amount of restitution and victims compensation collected as well as the number of victim notifications made.	34,000 Victim Notifications 18,000 contacts with victims	Victim Notification Clerk mailed out 58,604 to victims, and victim advocates had a total of 17,934 contacts with victims of crime including court appearances, phone contacts, correspondence and meetings in office.	40,000 Victim Notifications 18,000 contacts with victims
5. Expand alternative justice programs, problem solving courts and measures to include the Colorado Organized Retail Crime Association (CORCA), Human Trafficking, Mental Health, Prescription Fraud, Drug Court, Diversion Services, Veteran's Court and Mediation Services.	District Attorney's Office	Measured by tracking and maintaining statistics of outreach to community partners to increase awareness of our many alternative justice programs and problem solving courts.	Continue quarterly meetings and conduct additional training within the DAO as well as collaborate with community partners to expand alternative justice programs.	Collaborative meetings held with community partners to increase awareness and provide services to reduce homelessness due to mental illness. 556 cases were sent through Juvenile Diversion, 341 case settled in NJC, Veterans Trauma Ct has had 467 participants since its inception with a graduation rate of 82.2% with 86 active participants in the program as of November 15, 2019.	Continue quarterly meetings and conduct additional training within the DAO as well as collaborate with community partners to expand alternative justice programs.



BUDGET SUMMARY

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

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	12,875,750	13,614,087	14,423,676	14,423,676	15,670,164
Operating and Maintenance	787,779	714,733	717,047	717,047	717,047
Intergovernmental	-	-	-	-	-
Total Expenditures	\$ 13,663,530	\$ 14,328,821	\$ 15,140,723	\$ 15,140,723	\$ 16,387,211

DISTRICT ATTORNEY'S OFFICE - RESTRICTED GRANTS - 17002

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	656,541	815,189	953,977	1,046,374	1,014,401
Total Revenues	\$ 656,541	\$ 815,189	\$ 953,977	\$ 1,046,374	\$ 1,014,401
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	656,541	815,189	953,977	1,046,374	1,014,401
Total Expenditures	\$ 656,541	\$ 815,189	\$ 953,977	\$ 1,046,374	\$ 1,014,401

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count - Unrestricted	212	213	219	-	219
Total FTE Count - Restricted	12	12	12	-	12
TOTAL FTEs	224	225	231	-	231



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 Sheriff's Office not only meets all statutory requirements but exceeds them in many ways and is recognized as a leader within the law enforcement and county detention industries. From an internal functional and organizational structure perspective, the Office of the Sheriff includes the Undersheriff, two (2) Bureau Chiefs (for Law Enforcement and Detention Bureaus), Administrator (Civilian equivalent Bureau Chief for Administrative Services Bureau), Chief of Staff, Staff Psychologist, and Executive Assistant. The Office of the Sheriff functions to unify the operations of this large and diverse office under a common leadership and organizational strategy

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

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

Division of Professional Responsibility: The Division of Professional Responsibility consists of the Internal Affairs Unit, Evidence Unit, Accreditation Unit, Public Information Office, Use of Force Inspector and Judicial Liaison.

Detentions Bureau:

The Detentions Bureau is the largest component program of the Sheriff's Office. The purpose of the Detentions Bureau is to carry out the statutory responsibility of operating the county's jails. This Bureau is responsible to maintain a safe, secure environment at the Criminal Justice Center (CJC) and the Metro Work Release Facility (MWRF) for those incarcerated. The Detentions Bureau strives to provide opportunities for inmates to obtain the necessary discipline, skills and therapy through a multi-systemic approach including substance abuse and anger management programs, progressive/regressive classification system, and the Reintegration and Recovery Program, to successfully return to their communities once released. The Bureau is staffed by approximately 460 sworn and civilian staff. The Bureau is overseen by the Undersheriff.



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

Detention Security Division: The El Paso County Sheriff's Office Detention Bureau, Security Division is comprised of a group of approximately 280 dedicated men and women who are proud of their ability to ensure inmates are housed in a safe, secure and constitutionally sound manner. The men and women of the Security Division provide vital services to an approximate daily average jail population of close to 1,650 inmates.

Law Enforcement Bureau:

The Sheriff's Office Law Enforcement Bureau is comprised of two divisions, the Investigations Division and Patrol/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 185 sworn and non-sworn employees.

Patrol/Special Operations Division:

The Patrol/Special Operations Division's authorization of 144 men and women work to prevent crime by actively patrolling roadways and neighborhoods looking for criminal and traffic crimes, with the intent to discourage violations of the law and failing that, arresting violators so they are unable to reoffend. The Division is divided into three overlapping shifts more commonly known as Day Shift, Swing Shift and Midnight Shift. There are four Sergeants authorized to each Patrol shift. Each shift is assigned a contingent of deputies based on need.

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



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

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

Investigations Division:

The Investigations Division is staffed by approximately 49 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 (5), Special Victims Unit (7), Financial Crimes (5), Property Crimes (3), Cold Case (1) and Computer Forensics (1). The division also provides victim advocacy to the citizens of El Paso County who have been the victim of a crime. The Metro Crime lab provides resources for the processing of complex crime scenes and evidence collection. The lab also provides laboratory services such as latent fingerprint examination, DNA processing and firearms examination. The Evidence Section provides tracking and storage of all evidence collected by members of the El Paso County Sheriff's Office.

The Metro Vice, Narcotics and Intelligence Unit (VNI) is staffed by 10 sworn personnel and provides specialized investigations of cases involving narcotics, alcohol, firearms and human trafficking. VNI also staff members assigned to the FBI, ATF and the DEA task forces.

Administrative and Support Services Bureau:

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

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



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

Administrative Services: This section is responsible for recruiting sworn personnel, background investigations and initial hiring processes and upkeep of personnel records. The Background Investigators' responsibility is to conduct and coordinate pre-employment background investigations with the Human Resources Unit has the mission of all personnel administration, to include testing, boarding, and in-processing of all newly hired personnel, processing internal transfers, promotions, and payroll. The Training Section is responsible for in-service training for all sworn and non-sworn personnel. Each sworn deputy must complete a minimum of 24 hours of in-service training and civilians complete approximately 10 hours. In addition, the Training Section provides one or more peace officer standards and Training (POST) Basic Academy of 22 weeks plus one or more Detentions Deputy Academies of 7 weeks. The Records Unit is responsible for typing and organizing case files prepared by deputies. Case reports are prepared from audio files and other media and prepared for transmittal to the District Attorney or other agencies for prosecution or further investigation. This Unit also maintains the files of case reports and other criminal justice data and processes the release of case reports to authorized individuals.

Information Technology Section (IT): The IT Section is comprised of seven individuals working as a coordinated team to provide all facets of IT support to the Office. Our Mission: Provide the technology tools and support required by the Sheriff's Office to meet its primary mission. We are genuinely dedicated to professionalism, excellence, and competence. We believe in rapid response, open communication, and teamwork.

Emergency Services Division:

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

Support Operations Division:

The Support Operations Division is comprised of over 60 personnel and is responsible for oversight and management of the Sheriff's Office Communications and Dispatch Section, radio systems management, the Office's fleet management and the training. The Communications Section provides 24-hour 9-1-1 emergency dispatching for the Sheriff's Office, County fire agencies, as well as smaller municipalities.



County Security Section

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

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 communications center.
- 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.

2020 BUDGET HIGHLIGHTS

- \$1,608,241 Additional Cost for 27th Payroll
- \$634,603 1.5% Personnel increase



PERFORMANCE MEASURES AND OPERATING INDICATORS

OPERATING INDICATORS				
	2017 Actual	2018 Actual	2019 Estimated	2020 Projected
Detentions				
Average daily population - Metro & CJC	1,681	1,635	1,581	1,628
Initial inmate classifications	18,124	18,499	18,753	18,996
Number of commitments	20,649	21,326	24,567	27,023
Number of releases	21,147	21,317	24,644	27,108
Number of prisoner transports	33,941	34,672	36,799	38,271
OPERATING INDICATORS				
	2017 Actual	2018 Actual	2019 Estimated	2020 Projected
Law Enforcement				
Calls for Service Priority 1-3	25,642	25,664	26,947	28,295
Cases Reports and Citations	15,826*	22,000	21,810	24,000
Administration				
Dispatch – Total Calls	402,613	406,622	410,000	415,000
CHP Active Permits	45,145	47,626	46,539	47,470

*Missing data due to LERMS conversion



**BUDGET SUMMARY****SECURITY - 11175**

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Charges for Services	3,727	(0)	-	-	-
Miscellaneous Revenue	234,920	(0)	205,000	-	-
Total Revenues	\$ 238,646	\$ (0)	\$ 205,000	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	1,185,036	1,058,687	1,251,240	1,251,240	1,317,172
Operating and Maintenance	225,561	247,294	292,448	292,448	291,448
Charges for Services	1,293	539	4,000	4,000	5,000
Intergovernmental	(110,534)	-	-	-	-
Capital Outlay	65,131	-	-	-	-
Total Expenditures	\$ 1,366,487	\$ 1,306,520	\$ 1,547,688	\$ 1,547,688	\$ 1,613,620

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

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	3,077,412	2,660,904	2,582,500	2,582,500	2,610,000
Charges for Services	1,045,295	1,178,808	1,091,000	1,091,000	1,249,000
Fines & Forfeitures	46,209	8,232	10,000	10,000	8,250
Miscellaneous Revenue	1,303,955	1,013,827	1,167,500	1,174,261	1,020,000
Other Financing Sources	63,788	10,470	8,000	8,000	2,000
Total Revenues	\$ 5,536,660	\$ 4,872,241	\$ 4,859,000	\$ 4,865,761	\$ 4,889,250
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	42,096,714	40,773,177	41,029,290	40,996,995	48,859,250
Operating and Maintenance	11,620,111	11,032,724	12,159,979	12,571,614	6,577,245
Charges for Services	203,404	164,000	175,000	175,000	273,000
Grants & Contributions	15,172	7,959	-	-	-
Intergovernmental	(2,861,730)	(2,547,389)	(1,733,510)	(2,023,958)	(800,000)
Capital Outlay	296,212	240,596	500,000	755,402	500,000
Total Expenditures	\$ 51,369,883	\$ 49,671,069	\$ 52,130,759	\$ 52,475,053	\$ 55,409,495



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

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Sales Taxes	23,233,265	24,721,021	25,741,801	25,741,801	27,158,724
Total Revenues	\$ 23,233,265	\$ 24,721,021	\$ 25,741,801	\$ 25,821,801	\$ 27,158,724
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	15,680,299	16,266,085	20,230,222	20,310,222	15,078,956
Operating and Maintenance	2,341,533	4,178,647	3,390,663	5,097,001	10,843,614
Charges for Services	6,300,011	6,842,592	5,825,663	7,514,348	11,843,614
Intergovernmental	(2,931,574)	(4,578,737)	(3,585,663)	(5,566,389)	(10,843,614)
Capital Outlay	444,891	307,973	-	274,388	-
Total Expenditures	\$ 21,835,160	\$ 23,016,560	\$ 25,860,885	\$ 27,629,570	\$ 26,922,570

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

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	1,088,461	2,952,871	1,207,904	5,049,995	1,335,000
Charges for Services	567,898	507,299	500,000	500,000	-
Miscellaneous Revenue	799,288	824,733	-	6,811	850,750
Total Revenues	\$ 2,680,424	\$ 4,284,902	\$ 1,707,904	\$ 5,556,806	\$ 2,185,750
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	749,634	2,394,692	1,207,904	3,326,855	1,211,652
Operating and Maintenance	914,765	1,080,325	500,000	3,460,793	500,000
Charges for Services	187,496	227,477	-	179,531	-
Grants & Contributions	54,100	64,362	-	89,477	-
Intergovernmental	28,438	50,704	-	-	-
Capital Outlay	-	157,049	-	147,361	-
Total Expenditures	\$ 1,934,433	\$ 3,974,610	\$ 1,707,904	\$ 7,204,017	\$ 1,711,652



FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Security	41	42	37	-	37
General Fund	585	590	590	20	610
Public Safety Tax	192	192	192	(18)	174
Grants - Restricted	23	26	26	(8)	18
TOTAL FTEs	841	850	845	(6)	839





SURVEYOR'S OFFICE



Richard Mariotti, County Surveyor

PURPOSE STATEMENT

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

OVERVIEW

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

BUDGET SUMMARY

SURVEYOR'S OFFICE - 16000

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Charges for Services	2,570	2,550	1,000	1,000	2,000
Total Revenues	\$ 2,570	\$ 2,550	\$ 1,000	\$ 1,000	\$ 2,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	5,921	5,921	8,380	8,380	8,380
Operating and Maintenance	2,730	2,350	3,000	3,000	3,000
Total Expenditures	\$ 8,651	\$ 8,271	\$ 11,380	\$ 11,380	\$ 11,380



TREASURER'S OFFICE



Mark Lowderman, County Treasurer & Public Trustee

PURPOSE STATEMENT

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

OVERVIEW

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

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

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

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

OBJECTIVES

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



2020 BUDGET HIGHLIGHTS

- \$14,457 1.5% personnel increase
- \$36,491 Additional Cost for 27th Payroll

OPERATING INDICATORS

OPERATING INDICATORS				
	2017 Actual	2018 Actual	2019 Actual	2020 Projected
Annual Tax Statements	252,707	255,899	259,962	256,189
Delinquent Tax Statements	12,052	12,815	12,987	12,618
Property Tax Payments Processed	418,138	426,977	43308*	422,558
Tax roll-changes (statements)	629	1,298	570*	964
Non-property tax revenue transactions	39,848	38,890	34716*	39,369
Tax Liens Sold-manufactured housing	120	97	28	82
Tax Liens Sold-real estate	2,018	1,881	2,049	1,983
Tax Liens redeemed	2,062	1,993	1177*	2,028
Tax Deeds issued	16	22	38*	19
Certificates of Taxes Due Reports	35,835	36,018	33463*	35,927
County warrants paid	13,036	14,338	10142*	13,687

*Totals are through October 31, 2019

BUDGET SUMMARY

TREASURER'S OFFICE - 13000

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Charges for Services	3,545,980	4,012,813	3,800,000	3,800,000	4,020,000
Miscellaneous Revenue	136,536	96,294	60,000	60,000	80,000
Total Revenues	\$ 3,682,516	\$ 4,109,107	\$ 3,860,000	\$ 3,860,000	\$ 4,100,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	956,815	989,473	1,088,740	1,088,740	1,139,688
Operating and Maintenance	206,930	213,425	242,600	242,600	242,600
Charges for Services	-	209	700	700	700
Capital Outlay	31,880	-	-	-	-
Total Expenditures	\$ 1,195,625	\$ 1,203,107	\$ 1,332,040	\$ 1,332,040	\$ 1,382,988

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	19	19	19	-	19
TOTAL FTEs	19	19	19	-	19



PUBLIC TRUSTEE'S OFFICE

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

PURPOSE STATEMENT

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

OVERVIEW

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

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

OBJECTIVES

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



OPERATING INDICATORS

OPERATING INDICATORS				
	2017 Actual	2018 Actual	2019	2020 Projected
Number of foreclosures	1,089	853	647	863
Number of deeds of trust	42,463	34,568	25,677	34,236

BUDGET SUMMARY

PUBLIC TRUSTEE'S OFFICE - 19000

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Charges for Services	368,889	324,711	115,000	115,000	200,000
Total Revenues	\$ 368,889	\$ 324,711	\$ 115,000	\$ 115,000	\$ 200,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	(402,776)	(356,796)	(369,886)	(369,886)	(369,886)
Intergovernmental	402,776	356,796	369,886	369,886	369,886
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	6	6	5	(2)	3
TOTAL FTEs	6	6	5	(2)	3



COUNTY ATTORNEY'S OFFICE



Diana May, County Attorney

PURPOSE STATEMENT

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

OVERVIEW

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

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

County Attorney – Department of Human Services

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



OBJECTIVES

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

2020 BUDGET HIGHLIGHTS

- \$42,007 Additional Cost for 27th Payroll
- \$16,619 1.5% personnel increase

BUDGET SUMMARY

COUNTY ATTORNEY'S OFFICE GENERAL FUND - 11625

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	950,778	1,068,629	1,107,816	1,107,816	1,220,443
Operating and Maintenance	95,605	128,629	150,973	150,973	150,973
Charges for Services	2,263	2,709	3,500	3,500	3,500
Intergovernmental	-	-	-	-	-
Total Expenditures	\$ 1,048,646	\$ 1,199,966	\$ 1,262,289	\$ 1,262,289	\$ 1,374,916



DEPARTMENT OF HUMAN SERVICES - 11626

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	2,058,600	2,309,378	2,479,516	2,572,623	3,195,559
Operating and Maintenance	155,517	216,018	195,300	200,300	198,600
Charges for Services	10,549	9,241	10,000	11,000	20,000
Intergovernmental	(2,224,666)	(2,534,637)	(2,684,816)	(2,783,923)	(3,414,159)
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count - General Fund	11	13	13	1	14
Total FTE Count - Department of Human Services	23	26	27	3	30
TOTAL FTEs	34	39	40	4	44



COUNTY ADMINISTRATION



Amy Folsom, County Administrator



Kenny Hodges, Assistant County Administrator

OVERVIEW

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

2020 BUDGET HIGHLIGHTS

- \$10,779 Additional Cost for 27th Payroll
- \$4,090 1.5% personnel increase
- \$1,500,000 for the I-25 Gap Project

**BUDGET SUMMARY****COUNTY ADMINISTRATION
COUNTYWIDE SUPPORT - 11000**

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Property Taxes	46,917,160	50,057,148	51,735,801	51,735,801	51,980,122
Specific Ownership Tax	-	-	-	-	-
Sales Taxes	52,610,495	64,608,363	61,907,951	61,357,951	64,667,280
Other Taxes	(1,352)	23,438	85,000	85,000	85,000
Licenses & Permits	27,790	32,972	31,500	56,500	42,500
Intergovernmental	239,817	283,954	305,000	305,000	200,000
Charges for Services	18,409	18,925	6,500	6,500	11,000
Fines & Forfeitures	495,044	297,162	256,000	256,000	601,000
Miscellaneous Revenue	967,598	1,768,540	1,750,000	1,750,000	3,050,000
Other Financing Sources	-	(6,000,000)	-	-	-
Total Revenues	\$ 101,274,960	\$ 111,090,501	\$ 116,077,752	\$ 115,552,752	\$ 120,636,902
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Expenditures	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

STRATEGIC INITIATIVES -11140

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	-	259,302	396,269	466,869	465,322
Operating and Maintenance	-	4,523	-	19,400	28,400
Total Expenditures	\$ -	\$ 263,825	\$ 396,269	\$ 486,269	\$ 493,722

MEDICAL MARIJUANA - 11507

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Licenses & Permits	27,970	15,340	25,000	-	-
Total Revenues	\$ 27,970	\$ 15,340	\$ 25,000	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Grants & Contributions	-	-	25,000	-	-
Total Expenditures	\$ -	\$ -	\$ 25,000	\$ -	\$ -



FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Administration	1	3	2		2
Interagency Relations		-	7		7
TOTAL FTEs	1	3	9	-	9

OTHER INITIATIVES

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

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



I-25 Mind the Gap Project Progress



PIKES PEAK REGIONAL OFFICE OF EMERGENCY MANAGEMENT

PURPOSE STATEMENT

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

OVERVIEW

The Pikes Peak Regional Office of Emergency Management (PPROEM) reports directly to the El Paso County Administrator and the City of Colorado Springs Chief of Staff Office. It provides coordination and direction of activities relating to disaster prevention, preparedness, response and recovery to protect the lives of the citizens in our community. PPROEM is committed to providing comprehensive emergency and disaster preparedness, response, and recovery directed by the El Paso County Board of Commissioners and the Colorado Springs Mayor.

OBJECTIVES

Readiness

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

Response

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

Recovery

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

Hazardous Materials

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



PERFORMANCE MEASURES

GOAL 2: CONTINUE TO ENHANCE THE UNDERSTANDING OF CIVIC SERVICES AND PROMOTE PARTICIPATION, ENGAGEMENT, AND CONFIDENCE IN COUNTY GOVERNMENT					
Strategy D: Expand community partnerships with other government jurisdictions, nonprofit organizations, educational institutions, business community, and citizens.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
4. Establish annual Wildfire Community Preparedness events with stakeholders to encourage residents to complete wildfire prevention improvements on their property.	Pikes Peak Regional Office of Emergency Management	Community Wildfire Preparation Day with Fire Districts, Homeowners Assoc., and Municipalities	Multiple HOA's	Reached approximately 150 HOA's directly and through CONO and	Continue collaborating with regional associations and targeted HOA's
	Pikes Peak Regional Office of Emergency Management	Developing Neighborhood Community Wildfire Preparedness Plans (CWPP)	Supporting HOA CWPP wildfire planning/collaborating w/Colorado State Forest Service	Reached approximately 150 HOA's directly and through CONO and NEPCO- Red Rocks ranch attained new FEMA Wildfire Mitigation grant, only 1 of 2 in Colorado, as a test community	Continue outreach with each regional association, and requested individual HOA's



PPROEM Staff



GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy B: Support a high level of community safety and security encompassing emergency management, safe buildings, and partnerships for healthy neighborhoods.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
1. Pikes Peak Regional Office of Emergency Management collaborating with the Humane Society of the Pikes Peak Region, Neighborhood Organizations, Home Owner's Associations, and law enforcement to develop an animal emergency disaster plan.	Pikes Peak Regional Office of Emergency Management	Develop processes with CART, EPSO and HSPPR for evacuation of animals for disaster events	minimum of 4 times per year	Met 4 times in 2019	Continue at least twice yearly formal collaboration meetings, and two other consolidated
	Pikes Peak Regional Office of Emergency Management	CART Plan completed in June of 2016	Exercise and Train	Twice yearly	Continue Training as consolidated EM Office
2. Update and implement the County's Emergency Preparedness Plans including the Communication and Recovery components in cooperation with stakeholders.	Pikes Peak Regional Office of Emergency Management	Emergency Operations Plan (EOP)	Complete	Accomplished	Consolidate City/County
	Pikes Peak Regional Office of Emergency Management	Resource Mobilization Plan	Complete	Accomplished	Consolidate City/County
	Pikes Peak Regional Office of Emergency Management	EPC Continuity of Govt. Plan	Complete	Final draft with County Attorney in December	Finalize in 1st quarter
	Pikes Peak Regional Office of Emergency Management	Recovery Plan	EPC Complete	Accomplished	Consolidate City/County
	Pikes Peak Regional Office of Emergency Management	Damage Assessment Plan	EPC Complete	Accomplished	Consolidate City/County
	Pikes Peak Regional Office of Emergency Management	Communication Plan	Developing EPC Draft	Accomplished	Consolidate City/County
	Pikes Peak Regional Office of Emergency Management	Ready and Resilient Neighborhood Program	Develop and present county-wide	Program is part of all OEM preparedness outreach	Consolidate as City/County program
3. Enhance the hazardous materials identification and education program.	Pikes Peak Regional Office of Emergency Management- EPC Haz Mat Team	Tier II Facility Identification and Assessment	100%	Update each year for 100%	100% update
	Pikes Peak Regional Office of Emergency Management- EPC Haz Mat Team	Local Emergency Preparedness Committee (LEPC) Administration	County wide Govt / Industry / Public chemical coordination	PPROEM Haz Mat Administers quarterly meetings	Quarterly meetings
GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy D: Protect environmental quality including air, land and water.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
5. Support the Regional Recovery Collaborative to continue efforts for prevention, mitigation and recovery from fire and flooding issues.	Pikes Peak Regional Office of Emergency Management	Meetings as a multi-agency collaborative coalition	Annual	Annual	Every 6 months bring stakeholders together
	Pikes Peak Regional Office of Emergency Management	Transition Regional Recovery Collaborative	Become a regional recovery collaborative meeting group- twice each year	Accomplished, now informal, collaborative meetings provide targeted discussion	With Stakeholders evaluate avenues for prevention, mitigation and recovery for fire and flooding issues.



BUDGET SUMMARY

OFFICE OF EMERGENCY MANAGEMENT - 11060

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Licenses & Permits	800	1,400	-	-	-
Total Revenues	\$ 800	\$ 1,400	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	638,723	720,117	749,732	847,513	491,348
Operating and Maintenance	89,427	146,059	141,712	144,508	81,920
Charges for Services	9,959	7,810	-	-	-
Intergovernmental	(794,136)	(875,795)	(891,444)	(983,513)	-
Capital Outlay	-	81,736	-	-	-
Total Expenditures	\$ (56,027)	\$ 79,926	\$ -	\$ 8,508	\$ 573,268

Hazmat - ESA - 11061

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Licenses & Permits	-	-	-	-	2,000
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ 2,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	-	-	-	-	320,877
Operating and Maintenance	-	-	-	-	54,080
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 374,957

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	7	7	9	1	10
TOTAL FTEs	7	7	9	1	10



Waldo Canyon Fire 2012



FINANCIAL SERVICES DEPARTMENT



Sherri Cassidy, CPFO, Executive Director/Chief Financial Officer

PURPOSE STATEMENT

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

OVERVIEW

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

DIVISIONS INCLUDE

Employee Benefits & Medical Services
Contracts & Procurement
Budget
Finance



EMPLOYEE BENEFITS & MEDICAL SERVICES

PURPOSE STATEMENT

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

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

OVERVIEW

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

OBJECTIVES

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

2020 DEPARTMENT HIGHLIGHTS

- Effective mid-year 2016 and continuing in 2017, this business unit is reimbursed 100% from the Self Insurance Fund so that costs are accurately spread to the entire county.
- Implemented SurgeryPlus concierge surgery program for medical plan participants.
- Increased Reach Your Peak wellness program participation by over 100 new members.
- Implemented scanning project for employee benefit records.

2020 BUDGET HIGHLIGHTS

- \$16,255 Additional Cost for 27th Payroll
- \$6,486 1.5% Personnel Increase



OPERATING INDICATORS

OPERATING INDICATORS				
	2017 Actual	2018 Actual	2019 Estimated	2020 Projected
Number of FMLA claims	739	795	810	800
Number of ADA claims	94	115	125	120
Number of ST Disability claims	98	80	85	105

BUDGET SUMMARY

EMPLOYEE BENEFITS & MEDICAL SERVICES - 11360

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	405,490	488,684	432,413	432,413	455,154
Operating and Maintenance	81,248	96,164	97,660	52,660	52,660
Charges for Services	4,169	24,877	2,000	2,000	2,000
Intergovernmental	(495,933)	(611,464)	(532,073)	(487,073)	(509,814)
Capital Outlay	5,026	1,738	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	7	7	7	-	7
TOTAL FTEs	7	7	7	-	7



CONTRACTS & PROCUREMENT DIVISION

PURPOSE STATEMENT

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

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

OVERVIEW

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

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

Solicitations: Procedures have been established for soliciting quotes, bids and proposals from qualified contractors, vendors and service firms. Quotes are obtained for goods or services having a value of less than \$25,000. Formal solicitations may be issued for purchases over \$25,000 to \$100,000. Bids (Invitation for Bids) and proposals (Request for Proposals) are formally advertised and issued through this division for construction projects, goods or services exceeding \$100,000.

OBJECTIVES

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



2020 BUDGET HIGHLIGHTS

- \$25,772 Additional Cost for 27th Payroll
- \$10,152 1.5% Personnel Increase

PERFORMANCE MEASURES AND OPERATING INDICATORS

Strategy A: Increase innovation, efficiency, and transparency of government services.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
Develop and implement warrant training for department procurement liaisons to provide them with raised dollar authority for to buy emergency and small purchase.	Contracts & Procurement	Issue certificates to individuals who have successfully completed and passed the training.	YES	YES	YES -ON GOING
Complete the on-line receipt of bids and proposals to increase efficiency in the office as well as simplify the process for our vendors and contractors.	Contracts & Procurement	The BidNet system will be fully implemented, staff and vendors and contractors will be trained.	YES	YES	YES -ON GOING
Strategy D: Promote Collaborative Services to increase efficiency and reduce redundancy in the region.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
3. Maximize and identify opportunities for collaboration with community stakeholders and other government agencies to maximize purchasing power through combined contracts.	Contracts & Procurement	We meet quarterly with our counterparts of other Colorado governmental agencies including the City and Utilities to review each other's solicitations for opportunities to combine requirements to maximize volume discounts as well as research awarded contracts of piggy back opportunities.	YES	YES	YES -ON GOING

PROCUREMENT GOALS					
Procurement Goals in addition to those aligned with County Strategic Plan					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
Continue to enhance the understanding of civic services and promote participation, engagement and confidence in County government.	Contracts & Procurement	Apply for the NIGP Outstanding Agency Accreditation Achievement Award	N/A	N/A	YES
Encourage the growth of existing businesses and recruitment of new businesses.	Contracts & Procurement	Provide training on "How to do business with El Paso County" in conjunction with PTAC, Chambers, Library, SBDC and other organizations. Participate in Reverse Vendor Trade Shows.	N/A	PARTICIPATED IN 4 EVENTS	YES - ON GOING



OPERATING INDICATORS				
	2017 Actual	2018 Actual	2019 Estimated	2020 Projected
Purchase Orders Issued	909	990	1,000	1,200
Purchase Orders Issued (millions)	\$ 87.8	\$ 85.0	\$ 89.0	\$ 112.0
Surplus Sales (thousands)	\$ 156	\$ 282	\$ 250	\$ 220

BUDGET SUMMARY

PROCUREMENT & CONTRACTS - 11325

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	482,470	608,798	677,860	652,860	713,784
Operating and Maintenance	47,839	33,437	23,200	43,200	23,200
Charges for Services	2,211	2,366	2,600	2,600	2,600
Intergovernmental	-	-	7,172	6,370	7,172
Capital Outlay	-	-	-	5,802	-
Total Expenditures	\$ 532,521	\$ 644,600	\$ 710,832	\$ 710,832	\$ 746,756

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	9	9	10	-	10
TOTAL FTEs	9	9	10	-	10



BUDGET DIVISION

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

OVERVIEW

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

OBJECTIVES

- Provide a career path within the Budget Division to encourage cross-training, growth, recruitment and retention.
- Continue to identify uses for our reporting software to streamline and automate reporting of financial and budgetary data.
- Support and develop sustainable funding strategies for public safety, emergencies and infrastructure.
- Implement and utilize new interactive software to provide information to all website and mobile users for transparency of financial and budget information.
- Submittal of the 2020 Budget Book to GFOA.
- Research the viability of creating a streamlined Use Tax process.
- Document all processes and establish timelines for all functions.

2020 BUDGET HIGHLIGHTS

- \$23,772 Additional Cost for 27th Payroll
- \$8,629 1.5% Personnel Increase



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 1: MAINTAIN AND PROMOTE A FINANCIALLY SUSTAINABLE COUNTY GOVERNMENT THAT IS TRANSPARENT AND EFFECTIVE					
Strategy A: Increase innovation, efficiency, and transparency of government services.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
1. Enhance financial reporting within all County-wide Elected Offices and Administrative Departments through the implementation of new reporting processes and upgrades to financial reporting systems.	Budget	Implement Global Solutions Spreadsheet Server Software	Complete training and create ongoing reports	Completed training and created 90% of budget reports	Continue to identify reporting solutions
	Budget	Implement ReportsNow Software	Complete training and create ongoing reports	Completed training and creating budget reports/queries	Continue to identify reporting solutions
	Budget	Increase efficiency of financial reporting with use of Global Solutions Spreadsheet Server/ReportsNow software	Convert and automate budget reports	Created/converted and automated 90% of budget reports	Continue to identify reporting solutions and roll out to other departments
	Budget	Obtain GFOA Distinguished Budget Presentation Award	Receive award for 2019 Budget Book	Received award	Receive award for 2020 Budget Book
2. Increase the availability and transparency of financially based data internally and externally through the development of new technologies and dashboards.	Budget	Establish Dashboards and interactive website for use of internal and external customers	Investigate options	Selected software and secured software and server for internal dashboards	Create and implement Countywide dashboards for internal budget/financial information; research options for external reporting
3. Enhance the County's business friendly environment by researching the viability of creating a streamlined Use Tax process.	Budget	Begin researching the viability of creating a streamlined Use Tax process.	Investigate options	Investigate options	Evaluate the viability of available options and implement
Strategy C: Define and allocate ongoing funding streams designated for capital investment and operational needs.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
3. Continue to strengthen the County's emergency reserve funds.	Budget	Establish emergency reserve through the EPC Budget/Financial Roadmap process	Current BoCC emergency reserve of \$500K, build further	Established reserve balance of \$796K at end of 2019	Identify 2020 underspending/unanticipated revenue for additional reserve funds; goal of \$2.7M reserve going into 2021 with goal of \$5M by 2023
4. Support sustainable and ongoing funding for public safety needs.	Budget	Establish viable and sustainable strategy to ensure adequate funding for public safety.	Ballot measure/initiative to extend .23% Public Safety Sales Tax in 2018; goal of additional \$1M Public Safety Sales Tax (PST) funding	Initiative was approved by the voters to extend Public Safety Sales Tax through January 1, 2029; increased PST funding by approx \$1M end of 2019	Increase Public Safety Sales Tax funding by \$1.5 Million in 2020
5. Develop a viable funding strategy to invest in County roads.	Budget	Establish viable funding strategy to invest in County roads through the EPC Budget/Financial Roadmap process	2019 Target - BoCC approved increases of \$7.5M for County roads through the Financial Roadmap	2019 BoCC approved increases for County roads of \$7.5 Million through the Financial Roadmap	2020 Target - BoCC approved increases of \$345K for 2020; target of additional \$500K in 2021



OPERATING INDICATORS					
		2017 Actual	2018 Actual	2019 Estimated	2020 Projected
Budget Entries Processed		2,172	1,985	2,077	1,858

BUDGET SUMMARY

COUNTYWIDE ADMINISTRATION SUPPORT- 11101

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Operating and Maintenance	897,391	858,820	892,309	892,309	987,309
Grants & Contributions	204,371	12,000	12,000	12,000	12,000
Total Expenditures	\$ 1,101,762	\$ 870,820	\$ 904,309	\$ 904,309	\$ 999,309

COUNTYWIDE FINANCIAL SUPPORT - 11425

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Operating and Maintenance	239,019	243,848	241,552	261,952	280,652
Charges for Services	148,104	142,555	299,029	299,029	251,929
Intergovernmental	(52,631)	(43,732)	(178,000)	(178,000)	(170,000)
Total Expenditures	\$ 334,492	\$ 342,670	\$ 362,581	\$ 382,981	\$ 362,581



COUNTYWIDE ADMINISTRATION BUDGET SUPPORT - 11502/11503

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	-	354,900	-	-	-
Total Revenues	\$ -	\$ 354,900	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	696,392	745,978	1,170,322	1,170,322	500,000
Operating and Maintenance	2,867,483	2,794,445	2,895,226	3,406,851	3,770,734
Charges for Services	1,718,444	2,089,007	2,777,695	1,577,695	1,328,146
Grants & Contributions	-	-	-	25,000	25,000
Intergovernmental	(8,038,634)	(7,710,453)	(7,812,444)	(7,762,444)	(8,312,931)
Capital Outlay	467,527	50,311	-	100,000	-
Total Expenditures	\$ (2,288,788)	\$ (2,030,711)	\$ (969,201)	\$ (1,482,576)	\$ (2,689,051)

BUDGET DIVISION - RESTRICTED
EPC USE TAX COLLECTION - 11506

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Charges for Services	423,285	449,300	375,000	375,000	375,000
Total Revenues	\$ 423,285	\$ 449,300	\$ 375,000	\$ 375,000	\$ 375,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	196,156	200,080	312,134	312,134	312,134
Operating and Maintenance	5,198	15,798	28,758	28,758	28,758
Charges for Services	17,828	25,948	34,108	34,108	34,108
Total Expenditures	\$ 219,182	\$ 241,826	\$ 375,000	\$ 375,000	\$ 375,000

BUDGET DIVISION - UNRESTRICTED
ADMINISTRATION - 11500

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	909,694	550,156	642,643	642,643	689,781
Operating and Maintenance	96,985	78,828	30,300	30,300	30,300
Charges for Services	10,651	11,878	7,500	7,500	7,500
Total Expenditures	\$ 1,017,330	\$ 640,861	\$ 680,443	\$ 680,443	\$ 727,581



EMERGENCY RESPONSE - 11510

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	777,180	3,045,746	-	8,357,858	-
Miscellaneous Revenue	31,992	(31,992)	-	-	-
Total Revenues	\$ 809,172	\$ 3,013,754	\$ -	\$ 8,357,858	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Operating and Maintenance	588,746	951,291	-	3,651,735	-
Charges for Services	1,508,371	-	-	-	-
Grants & Contributions	-	6,871	-	-	-
Intergovernmental	(22,500)	(185)	-	(112,568)	-
Capital Outlay	260,173	2,563,796	-	5,382,311	-
Total Expenditures	\$ 2,334,789	\$ 3,521,772	\$ -	\$ 8,921,478	\$ -


FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Budget	16	20	14	-	14
TOTAL FTEs	16	20	14	-	14



CAPITAL PROJECT

General Fund - Emergency Response

Capital Project			
Riverside Mobile Home Park Acquisition and Open Space			
Total Project Funding Required	Appropriated to Date	FY 2019	FY2020
4,845,000	-	3,317,348	3,189,067
Description	Cost	Funding Source	Amount
Acquisition Activates	2,000,000	Federal Grants	3,189,067
Engineering & Design	250,000	Future Funding Needs	-
Construction	2,595,000		
Total:	\$4,845,000	Total:	\$3,189,067
Project Scope			
<p>This is a multi-year project that started in 2018. After the September Flooding disaster, the Riverside Mobile Home Park, located in Fountain CO, was identified as a potential hazard to life and safety of the owner and tenants. The mobile home park sits on an unstable embankment that is slowly eroding away due to heavy rains. The cost to repair or stabilize the embankment was not feasible. State of Colorado Agencies suggested a relocation/acquisition program would best fit the circumstances of this project. There are two primary objectives associated with this project. One, relocation of the tenants and demolition of the pre 1977 mobile homes. Second, to acquire the property and fund mitigation efforts. These two parts are complete. Third, Construct stabilized bank for Open Space area. The future use of this property is for El Paso County Parks to maintain an open space for a trail head.</p>			
Strategic Plan Goal			
Goal 5: Strive to Ensure a safe, secure, resilient and healthy community			
Operating Budget Impacts			
No impacts			
<p>Photo:</p> 			



FINANCE DIVISION

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

OVERVIEW

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

OBJECTIVES

- Provide a career path within the Finance Division to encourage cross-training, growth, recruitment, and retention.
- Utilize technology to make processing transactions as easy and transparent as possible.
- Annually obtain a clean audit opinion from the independent auditors.
- Ensure internal controls are in place and functional in all financial areas.
- Submit the 2019 Comprehensive Annual Financial Report to GFOA.

2020 BUDGET HIGHLIGHTS

- \$41,601 Additional Cost of 27th Payroll
- \$15,433 1.5% Personnel Increase



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 1: MAINTAIN AND PROMOTE A FINANCIALLY SUSTAINABLE COUNTY GOVERNMENT THAT IS TRANSPARENT AND EFFECTIVE					
Strategy A: Increase innovation, efficiency, and transparency of government services.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
1. Enhance financial reporting within all County-wide Elected Offices and Administrative Departments through the implementation of new reporting processes and upgrades to financial reporting systems.	Finance	Implement ReportsNow Software	Complete training and create ongoing reports	Completed training and creating finance reports/queries	Continue to identify reporting solutions
	Finance	Obtain GFOA Certification of Achievement for Excellence In Financial Reporting for both the County CAFR and Public Health CAFR	Receive awards for 2018 CAFR, published in 2019	Awaiting Notification	Receive awards for 2019 CAFRs, published in 2020
	Finance	Obtain Popular Annual Financial Reporting Award for our County Popular Annual Financial Report (PAFR)	Produced a 2018 PAFR, published in 2019	Awaiting Notification	Receive awards for 2019 PAFR, published in 2020
	Finance	Produce Popular Annual Financial Report (PAFR) for Public Health	Produce a 2019 PAFR, published in 2020	In the process of creating report	Produce 2019 PAFR, published in 2020
	Finance	Obtain Popular Annual Financial Reporting Award for Public Health's Popular Annual Financial Report (PAFR)	Receive a award for 2019 CAFR, published in 2020	In the process of creating report	Produce 2019 PAFR, published in 2020
	Finance	Implement new accounting and financial reporting standards as issued by the Governmental Accounting Standards Board (GASB)	Implement GASB 84, Fiduciary Activities	Successfully implement GASB 84 in 2020 for FYE 2019	Implement GASB 84, Fiduciary Activities in 2020 for FYE 2019 and begin in 2019 Implementing GASB 87 Leases for FYE 2020
	Finance	Implement originating ACH payments from El Paso County in an effort to eliminate paper checks as much as possible	Implement ACH payments in our accounts payable and payroll departments	Successfully implemented ACH origination	Continue using ACH payments
	Finance	Implement ability to accept credit payments from clients in an effort to expedite payments	Implement credit card acceptance in Finance and various County Departments	In the process of implementing credit card acceptance	Continue testing credit card acceptance and begin implementing in 2020

OPERATING INDICATORS				
	2017 Actual	2018 Actual	2019 Estimated	2020 Projected
Payroll Serviced	70,235	70,585	76,232	73,828
Journal Entries Processed	57,872	54,837	56,355	57,248
Processed Payment Requests	82,437	77,970	85,100	87,653

**BUDGET SUMMARY****FINANCE DIVISION - UNRESTRICTED****ADMINISTRATION - 11450**

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	930,458	1,035,809	1,099,261	1,039,261	1,096,295
Operating and Maintenance	90,911	146,475	72,769	72,769	72,769
Charges for Services	9,674	10,419	11,000	11,000	11,000
Intergovernmental	(4,000)	(5,000)	(5,000)	(5,000)	(5,000)
Total Expenditures	\$ 1,027,044	\$ 1,187,702	\$ 1,178,030	\$ 1,118,030	\$ 1,175,064

HEALTH ADMINISTRATION - 11675

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Operating and Maintenance	3,326,486	3,392,167	3,812,806	3,831,061	3,974,520
Total Expenditures	\$ 3,326,486	\$ 3,392,167	\$ 3,812,806	\$ 3,831,061	\$ 3,974,520

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

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Operating and Maintenance	16,162,654	15,269,913	15,150,000	15,150,000	16,650,000
Charges for Services	53,564	120,088	85,000	85,000	85,000
Intergovernmental	(16,216,218)	(15,158,236)	(15,235,000)	(15,235,000)	(16,735,000)
Total Expenditures	\$ -	\$ 231,765	\$ -	\$ -	\$ -



INSURANCE CLEARING - 11453

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Expenditures	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

P-CARD PROGRAM - 11455

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Miscellaneous Revenue	255,812	271,118	300,000	300,000	300,000
Total Revenues	\$ 255,812	\$ 271,118	\$ 300,000	\$ 300,000	\$ 300,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	198,481	202,550	208,531	208,531	215,900
Operating and Maintenance	50,297	3,117	58,780	86,469	58,780
Charges for Services	4,000	5,000	32,689	5,000	32,689
Total Expenditures	\$ 252,778	\$ 210,667	\$ 300,000	\$ 300,000	\$ 307,369

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	50	51	53	-	53
TOTAL FTEs	50	51	53	-	53



INFORMATION TECHNOLOGY DEPARTMENT



Jeff Eckhart, Executive Director

PURPOSE STATEMENT

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

OVERVIEW

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

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

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

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

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



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

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

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

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

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

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 Information Technology product and service delivery.

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

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

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.

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.

OBJECTIVES

-
- Continue to improve controls and implement network segmentation to lower the organizational risk and exposure to Information Security risks
 - Develop comprehensive Service Management practice to formalize and continuously improve asset management, incident management, change management, problem management, request fulfillment, configuration management, service catalog and service portfolio
 - Develop and mature a technology advisory services including project portfolio management, enterprise architecture, and business relationship management
 - Develop a data and analytics practice



- Transition to a Lean IT operating model
- Develop and implement IT employee engagement, recruiting, and retention initiatives
- Develop and implement a Countywide acceptable use policy for technology systems, devices, and operations
- Develop and monitor key performance indicators to analyze and improve Department performance related to planning, budgeting, operational efficiency, and strategic plan alignment
- Replace the existing VAX and .Net Applications with Harris's RealWare and CollectWare solutions for Assessor and Treasurer
- Complete the migration to Microsoft's O365 cloud suite while ensuring governance, licensing restrictions, and business needs are met allowing the County to always remain current with Microsoft Office products
- Upgrade County Video Streaming/Broadcasting capabilities
- Complete the migration of on-premise external facing WordPress websites to a secure, cloud based, fully managed service content management platform called Amazon Web Services (AWS)

2020 BUDGET HIGHLIGHTS

- \$239,253 Additional Cost for 27th Payroll
- \$95,188 1.5% Personnel Increase
- \$1,610 License Fees Microsoft 365 for 7 New Positions Countywide



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 3: MAINTAIN AND IMPROVE THE COUNTY TRANSPORTATION SYSTEM, FACILITIES, INFRASTRUCTURE, AND TECHNOLOGY					
Strategy C: Develop and implement a strategic technology infrastructure to engage citizens as stakeholders.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
4. Implement a 311 web-based information system.	Information Technology	Plan, Design, Test & Implement	Complete	Complete	Complete
Strategy B: Provide cooperative general technology services through a secure and modern operating infrastructure, current and sustainable software products, innovation, and a qualified professional workforce.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
1. Create and implement a comprehensive technology security program to protect County technology assets.	Information Technology	Technology Security Program	Complete	Complete	Complete
2. Expand fiber optic networks to extend reliable and redundant connectivity to County facilities.	Information Technology	Construction	Ongoing	Ongoing	Ongoing
3. Replace unsupported telephone systems with modern VoIP (Voice over Internet Protocol) telephone system.	Information Technology	Deployment	Complete	Complete	Complete
4. Implement an acceptable use policy for technology systems, devices, and operations.	Information Technology	Deployment	Ongoing	Ongoing	Ongoing
5. Retire legacy software products and transition operations to sustainable software architectures.	Information Technology	Deployment	Ongoing	Ongoing	Ongoing
6. Implement sustainable replacement programs for personal computers, software, and technology capital assets.	Information Technology	Deployment	Ongoing	Ongoing	Ongoing
7. Leverage existing software platforms to enable efficient and interoperable operations.	Information Technology	Deployment	Ongoing	Ongoing	Ongoing

**BUDGET SUMMARY****INFORMATION TECHNOLOGY - 11551**

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Charges for Services	6,435	7,620	7,000	7,000	8,000
Miscellaneous Revenue	10	22,569	-	-	-
Total Revenues	\$ 28,495	\$ 30,189	\$ 7,000	\$ 7,000	\$ 8,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	4,509,404	4,906,696	6,347,882	6,347,882	6,737,323
Operating and Maintenance	6,054,713	5,794,704	5,811,343	6,559,344	5,417,953
Charges for Services	4,307	3,916	8,000	8,000	8,000
Intergovernmental	(1,140,770)	(170,000)	(170,000)	(170,000)	(170,000)
Capital Outlay	1,718,531	686,799	1,836,505	2,348,943	1,836,505
Total Expenditures	\$ 11,146,184	\$ 11,222,115	\$ 13,833,730	\$ 15,094,169	\$ 13,829,781

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	74	73	77	-	77
TOTAL FTEs	74	73	77	-	77



PUBLIC INFORMATION OFFICE



Ryan Parsell, Chief Public Information Officer

PURPOSE STATEMENT

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

OVERVIEW

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

OBJECTIVES

- Provide timely and accurate information to the public
- Provide administrative 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)

2020 BUDGET HIGHLIGHTS

- \$9,538 Additional Cost for 27th Pay Period
- \$3,844 1.5% Personnel Increase
- \$10,000 Census Marketing 2020



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 2: CONTINUE TO ENHANCE THE UNDERSTANDING OF CIVIC SERVICES AND PROMOTE PARTICIPATION, ENGAGEMENT, AND CONFIDENCE IN COUNTY GOVERNMENT					
Strategy A: Increase teamwork and improve working relationships with County boards/committees, elected offices, departments, and employees.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
1. Initiate quarterly meetings of the County's public information professionals.	Public Information Office	Hold quarterly meetings of the County's PIO professionals.	4	4	4
2. Continue social media expansion for El Paso County by increasing the average weekly page views on the County website by a minimum of 5% each year.	Public Information Office	Attract more people to our Facebook page	40 daily average	19 daily average	30 daily average
	Public Information Office	Increase activity on Facebook for both the PIO office and the public	5,500	10,900	15,000
	Public Information Office	Increase activity on Twitter for both the PIO office and the public	7,000	7,300	8,000
3. Develop a "Citizens College" type curriculum for County employees and present a minimum of three times each year to enable County employees to be better ambassadors for the County.	Public Information Office	Hold "Citizens College" presentations for all County employees to learn more about County government	N/A	N/A	Develop curriculum and hold first session in 2019
Strategy B: Enhance Access to El Paso County services throughout our County.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
2. Expand the number of citizen services that can be completed online.	Public Information Office & Assessor's Office	Launch Assessor's Office County Community Webpage	N/A	N/A	N/A
	Public Information Office & Planning Department	Launch Planning Department's EDARP Portal	N/A	N/A	N/A
	Public Information Office	Launch new El Paso County website	2018	2018	N/A
	Public Information Office	Launch Citizen's Service webpage and app	2018	2018	N/A



Strategy C: Develop and implement a strategic technology infrastructure to engage citizens as stakeholders.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
2. Expand programming on County cable channels to include live broadcasts of public meetings of BoCC, Planning Commission, Parks Advisory Board, and Highway Advisory Commission.	Public Information Office	Broadcast Highway Advisory Commission meetings live on our cable channels	2018	2018	N/A
	Public Information Office	Broadcast Planning Commission meetings live on our cable channels	2018	2018	N/A
	Public Information Office	Ability to broadcast Regional Development Center events and meetings live on our cable channels	2018	2018	N/A
	Public Information Office	We streamed the most recent State of the Region event live on Facebook and moving forward we will have the capability to broadcast live, off-site events on our EPC cable channels.	2018	N/A	2019
3. Maximize functionality of the County website with overhaul of the County's "public facing" website to be more citizen focused and to ensure services offered by the County are easily understood.	Public Information Office	Launch new El Paso County website	10-Jul	2018	N/A
Strategy D: Expand community partnerships with other government jurisdictions, nonprofit organizations, educational institutions, business community, and citizens.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
1. Create standard presentations for use in educating students and civic groups about County government. Establish a speaker's bureau of County elected officials, staff, and citizens to present to these groups.	Public Information Office	Hold 2 events	N/A	N/A	2 events
2. Maintain and expand public awareness campaign with community partners.	Public Information Office	Build relationships with all El Paso County municipalities and community organizations	Continue to grow our engagement with community partners through networking	Continue to grow our engagement with community partners through networking	Continue to grow our engagement with community partners through networking
3. Expand the Citizens College curriculum for online learning and incorporate "field visits" to County facilities.	Public Information Office	Status of Citizens College Program	Revisit the need and usefulness Citizens College events	Updated Citizens College Videos	Plan one Citizens College for 2019
Strategy E: Increase civic awareness and citizen understanding of County responsibilities and services.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
1. Increase use of video programming to inform citizens on County services.	Public Information Office	Increase production of videos for cable channels and online presence (YouTube channel)	Produce >150 videos	Produced xxx videos	Produce >150 videos
3. Install digital remotely programmable screens in County facilities with consistently high public usage to provide information on County locations and services.	Public Information Office	Install digital remotely programmable screens at CSC and Centennial Hall	Install screens at Citizens Service Center and Centennial Hall in 2018	Install screens at Citizens Service Center and Centennial Hall in 2018	N/A
5. Partner with local media to highlight County programs, services and responsibilities.	Public Information Office	Increase media awareness of county programs, policies and services	Provide awareness through social media and use of news releases	Provided awareness through social media and use of news releases	Continue to provide awareness through social media and use of news releases



GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy A: Support a high level of public safety to include law enforcement, justice services and prosecution.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
9. Advocate for the construction of a federal courthouse in El Paso County.	Public Information Office	Collaborate with local and federal partners to initiate effort to bring courthouse to El Paso County	Reassess based on Federal Budget guidelines	N/A	Reassess based on Federal Budget guidelines

OPERATING INDICATORS				
	2017 Actual	2018 Actual	2019 Estimated	2020 Projected
Number of News Releases	347	319	350	275
Number of Social Media Releases	4,388	3,925	4,000	4,000

BUDGET SUMMARY

PUBLIC INFORMATION OFFICE - UNRESTRICTED PIO - 11505

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	174,561	142,795	255,799	235,799	269,181
Operating and Maintenance	35,053	47,354	32,475	52,475	42,475
Intergovernmental	-	(439)	-	-	-
Total Expenditures	\$ 209,613	\$ 189,711	\$ 288,274	\$ 288,274	\$ 311,656

PUBLIC INFORMATION OFFICE - RESTRICTED PIO CABLE TV - 11508

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Licenses & Permits	1,321,081	1,230,894	1,300,000	1,300,000	1,300,000
Total Revenues	\$ 1,321,081	\$ 1,230,894	\$ 1,300,000	\$ 1,300,000	\$ 1,300,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	638,999	734,036	604,981	694,981	604,981
Operating and Maintenance	62,976	210,882	177,938	447,573	177,938
Charges for Services	595,000	100,000	-	-	-
Grants & Contributions	-	3,500	-	-	-
Intergovernmental	(45,084)	(125,000)	-	-	-
Capital Outlay	18,225	52,461	517,081	517,081	517,081
Total Expenditures	\$ 1,270,116	\$ 975,879	\$ 1,300,000	\$ 1,659,635	\$ 1,300,000



FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count - PIO	6	4	3	1	4
Total FTE Count - PIO Cable TV	5	7	7	(1)	6
TOTAL FTEs	11	11	10	-	10



Pike Peak Range Riders-Western Street Breakfast



FACILITIES & STRATEGIC INFRASTRUCTURE MANAGEMENT DEPARTMENT



Brian Olson, Executive Director

OVERVIEW

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

DIVISIONS

Facilities Management
Parking
American Disabilities Act (ADA)



FACILITIES MANAGEMENT

PURPOSE STATEMENT

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

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

OVERVIEW

Facilities Management maintains over 130 County-owned or leased buildings totaling more than 3.1 million square feet of space. It also provides janitorial service, pest management and environmental remediation.

OBJECTIVES

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

2020 BUDGET HIGHLIGHTS

- \$47,542 1.5% Personnel Increase
- \$113,223 Additional Cost for 27th Payroll
- \$300,000 ADA Requirements
- \$838,000 Major Facility Improvements
- \$250,000 Major Maintenance Fund



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 3: MAINTAIN AND IMPROVE THE COUNTY TRANSPORTATION SYSTEM, FACILITIES, INFRASTRUCTURE, AND TECHNOLOGY					
Strategy C: Provide maintenance and facilities improvements to ensure compliance with policies, programs and regulations; management of space allocation programs; and plans for new construction and renovation of facilities and grounds.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
1. Develop a 20-year Facilities Master Plan to address major facility renovations and new facility needs.	Facilities Management Division	Identify Projects	Prioritize Projects for Funding	Master Plan was completed.	Plan on a roll out to the elected officials and the public.
2. Develop a 5-year Major Maintenance Plan that will address ongoing building and infrastructure deficiencies in a coordinated and systematic manner.	Facilities Management Division	Identify and prioritize projects	N/A	Complete as funding allows	Complete as funding allows
	Facilities Management Division	Projects in process	Complete as funding allows	Judicial Camera upgrades completed. Sahwatch garage LED's complete. Sahawatch structural repairs are underway.	Sahwatch structural repairs to be complete Q1 2020
3. Establish a Facilities technician apprentice program to provide effective training and critical long-term staffing stability for the Facilities Division.	Facilities Management Division	Reintroduce entry level technicians	Hire 2 FTEs and develop a program to identify possible apprenticeship recipients	Apprentice / Internship program complete.	FTE's hired as needed / available.
4. Initiate a multi-year Elevator Modernization Program.	Facilities Management Division	Modernize identified elevators	Sahwatch North	Identified elevators in Jucial Building South Tower (Elevators 8 & 9) and received approval for modernization for 2020 / 2021 budgets.	2 year process (2020 and 2021) and will begin in 2020.
	Facilities Management Division	Identify priority list of elevator replacements	Sahwatch North	Ongoing	Ongoing

OPERATING INDICATORS				
	2017 Actual	2018 Actual	2019 Actual	2020 Projected
Number of Buildings Maintained	132	132	132	132
Number of City Buildings	139	139	139	*
Square Feet Total Maintained	3,117,410	3,117,410	3,117,410	3,117,410
Square Feet Total City Maintained	1,433,557	1,433,557	1,433,557	*
Grand Total	4,551,238	4,551,238	4,551,238	3,117,410

*City/County Service Level Agreement eliminated

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

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Miscellaneous Revenue	50,608	268,992	15,000	220,000	425,000
Total Revenues	\$ 50,608	\$ 268,992	\$ 15,000	\$ 220,000	\$ 425,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	1,898,507	2,531,970	2,956,552	2,956,552	3,366,601
Operating and Maintenance	2,488,943	2,387,896	2,227,470	2,378,539	2,210,647
Charges for Services	9,712	4,247	1,187	1,187	14,000
Intergovernmental	(518,713)	(535,013)	(460,966)	(460,966)	(461,938)
Capital Outlay	45,677	-	-	-	-
Total Expenditures	\$ 3,924,127	\$ 4,389,100	\$ 4,724,243	\$ 4,875,312	\$ 5,129,310

COUNTY MAIL ROOM - 11202

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	57,686	51,377	64,773	64,773	62,225
Operating and Maintenance	32,972	32,019	45,056	47,879	28,715
Intergovernmental	(10,242)	(16,464)	(32,352)	(32,352)	(10,000)
Total Expenditures	\$ 80,415	\$ 66,932	\$ 77,477	\$ 80,300	\$ 80,940

COUNTY UTILITIES - 11203

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Operating and Maintenance	3,280,710	3,277,869	3,383,646	3,383,646	3,423,646
Intergovernmental	(436,840)	(459,155)	(420,000)	(420,000)	(420,000)
Total Expenditures	\$ 2,843,870	\$ 2,818,714	\$ 2,963,646	\$ 2,963,646	\$ 3,003,646



FMD POSTAGE CLEARING - 11204

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Operating and Maintenance	550,000	700,000	650,000	650,000	650,000
Intergovernmental	(550,000)	(700,000)	(650,000)	(650,000)	(650,000)
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

FMD MAJOR MAINTENANCE - 11205

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Operating and Maintenance	341,280	925,527	1,706,653	2,537,139	1,218,000
Intergovernmental	-	(433)	-	-	-
Capital Outlay	157,984	1,152,063	-	2,476,332	1,076,653
Total Expenditures	\$ 499,264	\$ 2,077,158	\$ 1,706,653	\$ 5,013,471	\$ 2,294,653

FMD BOARD APPROVED PROJECTS - 11206

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Expenditures	-	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count - Administration & Op	36	35	45	1	46
Total FTE Count - County Mail Room	2	2	2	-	2
TOTAL FTEs	38	37	47	1	48



FACILITIES CITY/COUNTY SERVICE LEVEL AGREEMENT

BUDGET SUMMARY

CITY OF COLORADO SPRING BUILDING MAINTENANCE - 11208

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	1,100,188	1,122,192	1,122,192	1,144,635	-
Total Revenues	\$ 1,100,188	\$ 1,122,192	\$ 1,122,192	\$ 1,144,635	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	1,040,731	950,198	1,058,986	1,070,208	-
Operating and Maintenance	322,915	210,315	360,018	371,239	-
Charges for Services	124	260	500	500	-
Intergovernmental	(280,206)	(248,279)	(297,312)	(297,312)	-
Total Expenditures	\$ 1,083,564	\$ 912,494	\$ 1,122,192	\$ 1,144,635	\$ -

*This contract was eliminated in 2020.

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count - SLA	15	15	15	(15)	-
TOTAL FTEs	15	15	15	(15)	-



FACILITIES/CAM

BUDGET SUMMARY

FACILITIES MANAGEMENT - RESTRICTED

CITIZEN SERVICE CENTER COMMON AREA MAINTENANCE - 11209

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Miscellaneous Revenue	182,028	178,447	175,175	175,175	200,000
Total Revenues	\$ 182,028	\$ 178,447	\$ 175,175	\$ 175,175	\$ 200,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	(1)	23,420	30,695	30,695	(22,566)
Operating and Maintenance	1,152,648	1,388,454	1,350,212	1,694,902	1,345,223
Charges for Services	207,020	206,997	216,565	216,565	353,461
Intergovernmental	(1,389,818)	(1,606,208)	(1,422,297)	(1,422,297)	(1,476,118)
Capital Outlay	223,743	169,104	-	-	-
Total Expenditures	\$ 193,591	\$ 181,766	\$ 175,175	\$ 519,865	\$ 200,000

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count - CAM	7	7	3		3
TOTAL FTEs	7	7	3	-	3



AMERICAN DISABILITIES ACT (ADA)

OVERVIEW

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

OBJECTIVES

- **Employment:** The County does not discriminate on the basis of disability in its hiring or employment practices and complies with all regulations promulgated by the U.S. Equal Employment Opportunity Commission under title I of the ADA. The County recognizes its obligation to its employees with disabilities to arrive at reasonable accommodations to allow them to perform the essential functions of their job.
- **Effective Communication:** The County will generally, upon request, provide appropriate auxiliary aids and services leading to effective communication for qualified persons with disabilities so they can participate equally in the County's programs, services, and activities, including qualified sign language interpreters, documents in alternative formats, and other ways of making information and communications accessible to people who have speech, hearing, or vision impairments.
- **Modifications to Policies and Procedures:** The County will make all reasonable modifications to policies and procedures to ensure that people with disabilities have an equal opportunity to enjoy all County programs, services, and activities. For example, individuals with service animals are welcomed in County offices, even where pets are generally prohibited.
- **Surcharges:** The County will not place a surcharge on a particular individual with a disability or any group of individuals with disabilities to cover the cost of providing auxiliary aids/services or reasonable modifications of policy, such as retrieving items from locations that are open to the public but are not accessible to persons who use wheelchairs.
- **Architectural Barriers:** The County will take all required action to provide access to its building and facilities to individuals with disabilities.
- **Fundamental Alterations/Undue Burden:** The ADA does not require El Paso County to take any action that would fundamentally alter the nature of its programs or services or impose an undue financial or administrative burden.
- **Programs and Services Evaluations:** El Paso County adopted an ADA Transition Plan in 2019 and is committed to continue to develop a plan that is both accountable and transparent to the public. The County will commit to hire an ADA Specialist that will develop a plan to evaluate County Programs and services to mediate barriers to the public.



BUDGET SUMMARY

FACILITIES AMERICAN DISABILITIES ACT - 11210

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	(163,588)	(40,791)	-	(8,710)	(6,475)
Operating and Maintenance	75,909	27,756	375,299	596,101	102,145
Intergovernmental	-	(208,000)	(208,000)	(199,290)	(199,290)
Capital Outlay	-	84,174	-	300,000	405,855
Total Expenditures	\$ (87,679)	\$ (136,861)	\$ 167,299	\$ 688,101	\$ 302,235

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count - American Disabilities	-	3	2	-	2
TOTAL FTEs	-	3	2	-	2



COMMUNITY SERVICES DEPARTMENT



Tim Wolken, Executive Director

PURPOSE STATEMENT

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

OVERVIEW

The Department's primary focus is to provide external community services for El Paso County citizens. The Department consists of 80 full-time employees and approximately 30 seasonal staff members. The Department's annual budget is approximately \$16 million with approximately 78% of the funding provided by third party funding sources (non-tax). Department operations are supplemented with citizens generously providing more than 30,000 volunteer hours per year.

DIVISIONS

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



PARKS OPERATIONS DIVISION

OVERVIEW

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

OBJECTIVES

- Develop individual park operation plans for each regional park.
- Conduct a signage assessment and inventory for County Parks.
- Develop master plans for Paint Mines Interpretive Park, Homestead Ranch Regional Park, and Elephant Rock Open Space.
- Establish a Planning internship.
- Expand the use of GIS tools.
- Complete the following Capital Improvement Program projects:
 - A. Bear Creek Regional Park Improvements
 - B. Fairgrounds Walkways
 - C. Falcon Regional Park - Phase II
 - D. Kane Ranch Open Space – Phase 1
 - E. Palmer Lake Recreation Area Upgrades
 - F. Fountain Creek Bank Stabilization Project (Willow Springs)
 - G. Fox Run Regional Trail
 - H. Hanson Trailhead Renovation
 - I. Rock Island Regional Trailhead Improvements
 - J. Ute Pass Regional Trail Expansion
 - K. Eastonville Regional Trail Construction Develop an on-call forestry contract.

2020 BUDGET HIGHLIGHTS

- \$93,214 Additional Cost for 27th Payroll
- \$37,023 1.5% Personnel Increase
- \$150,000 Major Maintenance and Forest Management

PERFORMANCE MEASURES AND OPERATING INDICATORS

- Achieve 2,000 park facility reservations
- Achieve a 4.0 rating on County Parks facility use customer evaluations
- Achieve 20,000 volunteer hours within County Parks
- Coordinate the completion of identified capital improvement projects



El Paso County 2020 Adopted Budget

GOAL 3: MAINTAIN AND IMPROVE THE COUNTY TRANSPORTATION SYSTEM, FACILITIES, INFRASTRUCTURE, AND TECHNOLOGY					
Strategy D: Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
1. Develop a master plan, secure funding, and construct Kane Ranch Open Space (Phase 1).	Community Services Department	Complete master plan	Completed	Completed	N/A
	Community Services Department	Complete construction of Phase 1	December, 2019	Ongoing	Scheduled to be completed in 2020
2. Secure funding and construct Falcon Regional Park (Phase 2), County Fairgrounds (Phase 2), and Fountain Creek Regional Park (Phase 2).	Community Services Department	Complete construction of Falcon Regional Park - Phase 2	2019	Fundraising phase in 2019	Construction in 2020
	Community Services Department	Complete construction of County Fairgrounds - Phase 2 and Fountain Creek Regional Park - Phase 2	Projects completed in 2019	Both projects completed	N/A
4. Complete a feasibility study for a northern El Paso County nature center.	Community Services Department	Complete feasibility study	2019	Completed	N/A
5. Secure land ownership or easements, secure funding, and complete the following trail projects: Ute Pass Regional Trail, Jackson Creek Trail, Eastonville Regional Trail, Falcon Vista Trail and Fox Run Trail.	Community Services Department	Complete plans and specifications for Ute Pass Regional Trail from Ute Pass Elementary School to Marcroft Hall	Winter, 2019	Scheduled to be completed in December, 2019	N/A
	Community Services Department	Launch design of next phase of Ute Pass Regional Trail planning	Spring, 2019	Planning phase launched in 2019	Planning process continuing through 2020
	Community Services Department	Complete construction of the Eastonville Regional Trail	2019	Construction launched in fall, 2019	Construction to be completed in 2020
	Community Services Department	Pursue land ownership / easements for Fox Run Regional Trail	2020	Pursuing planning grant in 2019	If successful with grant, launch planning in 2020

GOAL 4: CONSISTENTLY SUPPORT REGIONAL ECONOMIC STRENGTH					
Strategy D: Expand tourism opportunities and emphasize its impact on the economy.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
2. Pursue grant opportunities and support community events to promote the region's heritage, unique cultures, scenic beauty, wildlife, arts, sports activities, and tourism opportunities.	Community Services Department	Secure grants to support quality of life programs and services in El Paso County	N/A	N/A	Partner with County Departments and non-profit organizations to pursue grants.



GOAL 3: MAINTAIN AND IMPROVE THE COUNTY TRANSPORTATION SYSTEM, FACILITIES, INFRASTRUCTURE, AND TECHNOLOGY					
Strategy D: Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
7. Explore opportunities to provide additional funding sources to support the development and maintenance of parks, trails, and open space.	Community Services Department / County Parks	Partner with local organizations and third party funders to pursue additional funding opportunities.	N/A	N/A	Explore additional funding opportunities.
9. Update or create master plans for the following sites: Elephant Rock Open Space, Paint Mines Interpretative Park (west side), Jones Park, and Homestead Ranch Regional Park.	Community Services Department / County Parks	Complete master plan for Elephant Rock Open Space	2019	Launched master plan development in the fall, 2019	Complete master plan in 2020
	Community Services Department / County Parks	Complete master plan for Paint Mines Interpretative Park (west side)	2019	Due to work load, tabled to 2020	Complete master plan in 2020
	Community Services Department / County Parks	Complete master plan for Jones Park	2019	Scheduled to be completed in December, 2019	N/A
	Community Services Department / County Parks	Update master plan for Homestead Ranch Regional Park	2019	Due to work load, tabled to 2020	Complete master plan in 2020
10. Complete an irrigation renovation program that will include replacing outdated irrigation equipment and reducing the amount of irrigated turf areas.	Community Services Department / County Parks	Complete irrigation renovation program	Spring, 2019	Completed	N/A
11. Partner with Fort Carson to expand shooting opportunities and shooter education programs at the Cheyenne Mountain Shooting Range.	Community Services Department	Partner with Fort Carson to construct two Trap and Skeet ranges at the Cheyenne Mountain Shooting Complex	2019	Completed	N/A
13. Explore the provision of educational programs and the expansion of facilities for remote control flying opportunities.	Community Services Department	Launch an exploration process for a potential site(s) in the County for remote control flying opportunities	2019	Completed	N/A

**BUDGET SUMMARY****PARKS - UNRESTRICTED**

11225, 11227, 11228

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	18,620	27,815	15,000	32,283	15,000
Charges for Services	197,399	194,300	180,000	180,000	180,000
Miscellaneous Revenue	132,020	98,280	30,000	34,400	30,000
Total Revenues	\$ 348,839	\$ 327,879	\$ 225,000	\$ 246,683	\$ 225,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	1,197,710	1,204,812	1,464,352	1,442,454	1,644,589
Operating and Maintenance	415,043	483,141	673,511	729,616	782,611
Charges for Services	37,704	29,352	8,455	11,505	8,455
Intergovernmental	(78,459)	(81,993)	(76,689)	(76,689)	(78,289)
Capital Outlay	5,700	164,399	-	58,179	-
Total Expenditures	\$ 1,577,697	\$ 1,799,712	\$ 2,069,629	\$ 2,165,065	\$ 2,357,366

PARKS - RESTRICTED

11235, 11236, 11238, 11239, 11240

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	198,585	1,234,010	-	609,416	-
Charges for Services	250,354	741,937	285,000	285,000	240,000
Miscellaneous Revenue	109,693	228,719	55,000	148,407	55,000
Total Revenues	\$ 558,632	\$ 2,204,667	\$ 340,000	\$ 1,042,823	\$ 295,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Operating and Maintenance	321,698	215,732	540,000	868,578	950,000
Charges for Services	1,024	72,849	-	50,000	-
Grants & Contributions	-	412,413	30,000	166,651	30,000
Intergovernmental	(99,929)	(222,771)	-	(50,000)	-
Capital Outlay	559,458	2,273,910	-	3,086,012	-
Total Expenditures	\$ 782,252	\$ 2,752,133	\$ 570,000	\$ 4,121,241	\$ 980,000

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	21	23	24	2	26
TOTAL FTEs	21	23	24	2	26



RECREATION AND CULTURAL SERVICES

OVERVIEW

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

OBJECTIVES

- Update scout-issued lessons and activities for Scouts of America (BSA), Girl Scouts, and American Heritage Girl Scouts
- Develop educational field trips to the Paint Mines Interpretive Park and train staff and volunteers
- Design and install a new tracking exhibit that addresses clues of animals commonly found at Bear Creek Nature Center
- Develop and implement plans to install a pollinator garden area at Bear Creek Nature Center
- Research and coordinate a new online registration system for the annual Pikes Peak Birding and Nature Festival
- Research and create a new policy for the County Fair entrance procedures
- Offer an Outdoor Safety Series to address various safety concerns of being outdoors
- Hold a Concert in the Park event at Homestead Ranch Regional Park and Fox Run Regional Park
- Enhance and update the Naturalist's Nook at Fountain Creek Nature Center
- Expand the taxidermy mounts in the Fountain Creek Nature Center Exhibit Room
- Develop a quarterly innovative program plan to address a variety of underserved audiences at the nature centers
- Create and implement a traveling nature center to visit County Parks

PERFORMANCE MEASURES AND OPERATING INDICATORS

- Generate \$40,000 of third-party funding to support EPC general fund for Nature Center operations
- Generate \$10,000 in Fairgrounds (non-fair) programming revenue from a varied program schedule
- Generate \$10,000 of facility rental revenue at the County Fairgrounds
- Oversee the development of 900 recreation and cultural service program with 23,000 participants
- Secure a 4.5 average on program evaluations
- Achieve 25,000 participants and \$230,000 in gross revenue for the 2020 County Fair
- Achieve the designated annual revenue goals in the 2019 budget for the Friends of the Nature Centers
- Successful completion of assigned 2019 projects
- Raise \$25,000 from the annual nature center fundraising campaign.



BUDGET SUMMARY

PARKS SPECIAL EVENTS - 11237

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Charges for Services	266,585	293,637	243,000	243,000	243,000
Miscellaneous Revenue	64,135	64,283	18,800	66,800	18,000
Total Revenues	\$ 330,720	\$ 357,920	\$ 261,800	\$ 309,800	\$ 261,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	102,968	96,210	104,252	104,252	104,252
Operating and Maintenance	215,277	253,038	142,748	234,748	141,948
Charges for Services	20,286	15,235	14,800	14,800	14,800
Intergovernmental	-	(3,655)	-	-	-
Capital Outlay	49,344	13,072	-	-	-
Total Expenditures	\$ 387,875	\$ 373,900	\$ 261,800	\$ 353,800	\$ 261,000

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	2	2	2	-	2
TOTAL FTEs	2	2	2	-	2



CAPITAL PROJECTS

General Fund - Community Services Department

Capital Project			
El Paso County Fairgrounds / Walkways			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 145,000	\$ 20,000	\$ 125,000	\$ -
Description	Cost	Funding Source	Amount
Design	\$ 30,000	Federal	\$ -
Construction	\$ 115,000	State	\$ -
		Major maintenance funds	\$ 20,000
		CD Block Grant (pending)	\$ 125,000
Total:	\$145,000	Total:	\$145,000

Project Scope

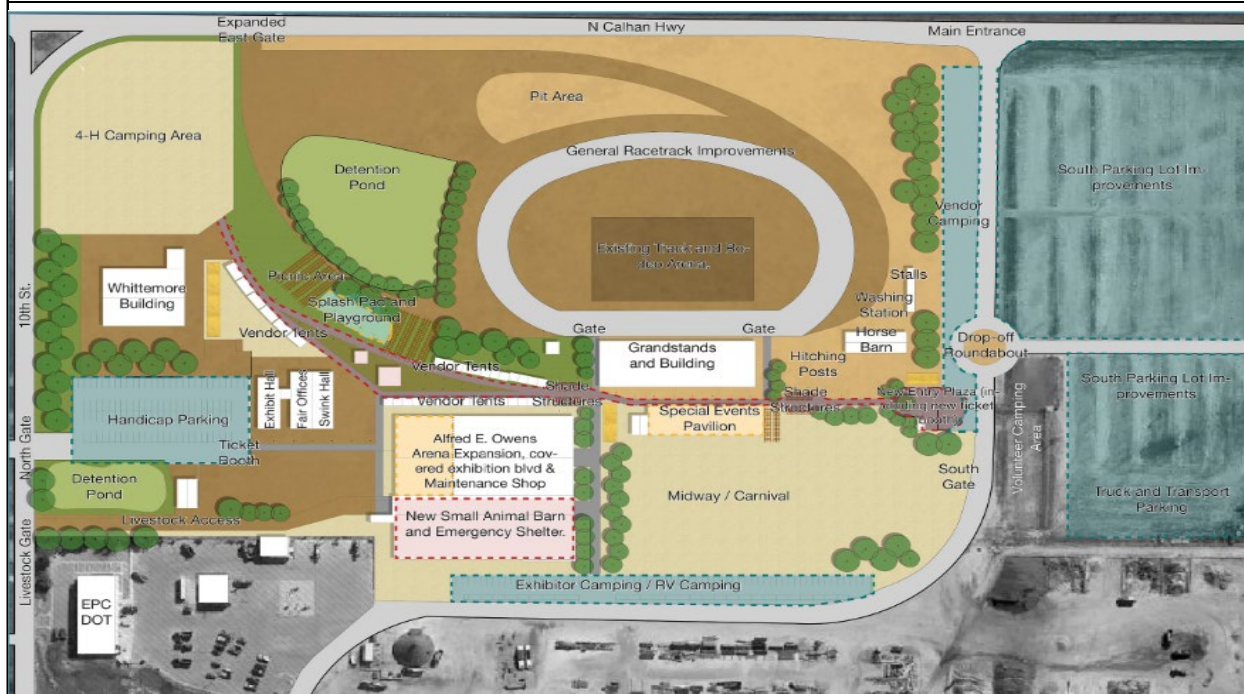
El Paso County updated the County Fairgrounds Master Plan in 2015 which identified existing facilities that need upgrades to improve functionality, protect infrastructure, and enhance user experiences. One of the projects included the installation of paved walkways connecting to major fairground facilities. The project will include completing a site survey and drainage plan, developing plans and specifications for the walkways with an emphasis on user-friendly access that meets American with Disabilities Act requirements throughout the property. A Community Development Block Grant will be pursued to provide a major portion of the needed funding.

Strategic Plan Goal

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

Operating Budget Impacts

No impacts





General Fund - Community Services Department

Capital Project																																										
Northern Nature Center - Feasibility Study																																										
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs																																							
\$ 90,000	\$ 30,000	\$ 60,000	\$ -																																							
Description	Cost	Funding Source	Amount																																							
Building and Site Design	\$ 90,000	Federal	\$ -																																							
		State																																								
		GOCO Grant (Pending)	\$ 60,000																																							
		Regional Park Fees	\$ 30,000																																							
Total:	\$90,000	Total:	\$90,000																																							
Project Scope																																										
Based on projected population growth and public surveys in the El Paso County Parks Master Plan in 2013, developing a nature center in northern El Paso County was identified as an objective. A feasibility study has been completed in 2019 to analyze and evaluate location, potential partnerships/ collaborations, public support, revenue sources, construction costs, and long-term maintenance and staffing. In 2020, the County will apply for a GOCO planning grant to fund the design process. The team will also initiate the capital campaign for major funding support. The project is planned for completion in 2023.																																										
Strategic Plan Goal																																										
Goal #3 / Strategy D - Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.																																										
Operating Budget Impacts																																										
No impacts																																										
<div><div><div>NORTHERN EL PASO COUNTY NATURE CENTER Top Ranked Nature Center Sites</div><table><tr><th>Rank</th><th>Site</th><th>Acreage</th></tr><tr><td>1)</td><td>Pineries Open Space</td><td>1,069</td></tr><tr><td>2)</td><td>Black Forest Regional Park</td><td>382</td></tr><tr><td>3)</td><td>Homestead Ranch</td><td>406</td></tr><tr><td>4)</td><td>Fox Run Regional Park</td><td>409</td></tr><tr><td>5)</td><td>Elephant Rock Area (A)</td><td>TBD</td></tr><tr><td>6)</td><td>Black Forest Section 16 (E)</td><td>640</td></tr><tr><td>7)</td><td>Kettle Creek (C)</td><td>TBD</td></tr><tr><td>8)</td><td>Beaver Creek (B)</td><td>TBD</td></tr><tr><td>9)</td><td>Peyton Pines Open Space</td><td>48</td></tr><tr><td>10)</td><td>Sunset Ranch (D)</td><td>TBD</td></tr><tr><td>11)</td><td>Drake Lake Natural Area</td><td>22</td></tr><tr><td>12)</td><td>Falcon Regional Park</td><td>225</td></tr></table></div></div>				Rank	Site	Acreage	1)	Pineries Open Space	1,069	2)	Black Forest Regional Park	382	3)	Homestead Ranch	406	4)	Fox Run Regional Park	409	5)	Elephant Rock Area (A)	TBD	6)	Black Forest Section 16 (E)	640	7)	Kettle Creek (C)	TBD	8)	Beaver Creek (B)	TBD	9)	Peyton Pines Open Space	48	10)	Sunset Ranch (D)	TBD	11)	Drake Lake Natural Area	22	12)	Falcon Regional Park	225
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General Fund - Community Services Department

Capital Project			
Kane Ranch Open Space - Phase 1			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 400,000	\$ 400,000	\$ 400,000	\$ -
Description	Cost	Funding Source	Amount
Design	\$ 50,000	Federal	\$ -
Construction	\$ 350,000	State	
		Regional Park Fees	\$ 220,000
		El Paso County - 1A	\$ 180,000
Total:	\$400,000	Total:	\$400,000
Project Scope			
The Kane Ranch Open Space Master Plan was approved by the Board of County Commissioners in August, 2018. The proposed Phase I Improvements include an access road, trailhead parking area, vault toilet, a concrete trail crossing, Tier I and single track trails, and picnic tables.			
Strategic Plan Goal			
Goal #3, Strategy D - Objective 1 - Develop a master plan, secure funding, and construct Kane Ranch Open Space (Phase 1).			
Operating Budget Impacts			
No impacts			



General Fund - Community Services Department

Capital Project			
Palmer Lake Recreation Area Improvements			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 70,000	\$ 70,000	\$ 70,000	\$ -
Description	Cost	Funding Source	Amount
Construction	\$ 70,000	Federal (FEMA)	\$ -
		State	\$ -
		Urban Park Fees	\$ 70,000
		El Paso County - Regional Park Fee	\$ -
Total:	\$70,000	Total:	\$70,000
Project Scope			
The project includes upgrading the trailhead parking lot with improved curb / gutter and asphalt surfacing, concrete entry pan at the entrance off of County Line Road and upgrading the parking lot fixtures, restroom improvements including new fixtures, energy efficient lighting, and wall coverings, and renovating the existing volleyball court including new border, sand material, post, and net.			
Strategic Plan Goal			
Goal #3 / Strategy D - Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.			
Operating Budget Impacts			
No impacts			
			



General Fund - Community Services Department

Capital Project			
Fountain Creek Bank Stabilization Project (Willow Springs)			
Total Project Funding Required	Appropriated to Date	FY 2019-20	Future Funding Needs
\$ 949,931	\$ 949,931	\$ 949,931	\$ -
Description	Cost	Funding Source	Amount
Construction	\$ 949,931	Federal (FEMA)	\$ 712,449
		State	\$ -
		Contributions & Donations	\$ -
		El Paso County - DR	\$ 237,482
Total:	\$949,931	Total:	\$949,931
Project Scope			
<p>This project repairs a large section of creek bank near the Willow Springs Ponds that was damaged during 2015 flooding. El Paso County contracted with J3 Engineering Consultants in 2016 for engineering and design services to develop alternatives, concept plan, and final design set (90%) for permitting and FEMA review.</p> <p>The proposed repairs include installation of embankment fill at a 2:1 slope, with vegetation. The toe of the embankment will feature a layering of riprap, grouted riprap, and boulders. Willow staking and other vegetation will also be incorporated into the embankment as a bio-engineering enhancement. FEMA completed their review of the design plans in April, 2019. El Paso County is proceeding with final design and development of specifications in 2019. Construction is anticipated to start in the late fall 2019, when creek flows are low, and the repairs will be completed by the spring, 2020.</p>			
Strategic Plan Goal			
Goal 3 / Strategy D - Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.			
Operating Budget Impacts			
No impacts			



General Fund - Community Services Department

Capital Project			
Hanson Trailhead Renovation			
Total Project Funding Required	Appropriated to Date	FY 2019-20	Future Funding Needs
\$ 2,400,000	\$ 2,400,000	\$ 2,400,000	\$ -
Description	Cost	Funding Source	Amount
Construction	\$ 2,400,000	Federal (FEMA)	\$ 1,102,500
		El Paso County Parks	\$ 127,500
		FC Watershed / City of Fountain	\$ 770,000
		El Paso County - DR	\$ 400,000
Total:	\$2,400,000	Total:	\$2,400,000
Project Scope			
<p>During the incident period of May 4 – June 16, 2015, heavy rainfall produced heavy flows and flash flooding causing damage to this site in multiple storm events. This includes the general area of the pedestrian bridge, and the Fountain Creek embankment to the north of the bridge and pedestrian trail. Flash flooding caused erosion / scouring of the embankment, a large loss of embankment soil material, loss of riprap, loss of a section of the Fountain Creek Regional Trail, and extensive damage to the pedestrian bridge abutments.</p> <p>El Paso County contracted with Bohannon Huston Inc. in 2018 for engineering and design services to develop alternatives, concept plan, and 60% design plans for FEMA review. El Paso County submitted the design plans and project extension request to FEMA in 2019. Upon FEMA approval, final design and specifications will be developed.</p> <p>El Paso County is partnering with the Fountain Creek Watershed Flood Control and Greenway District and the City of Fountain to fund a portion of this project. Contingent upon FEMA approval, construction is anticipated to start in fall 2020, when creek flows are low, and be completed by the summer, 2021.</p>			
Strategic Plan Goal			
Goal #3 / Strategy D - Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.			
Operating Budget Impacts			
No impacts			




General Fund - Community Services Department

Capital Project			
Fox Run Regional Trail			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 50,000	\$ 20,000	\$ 30,000	\$ -
Description	Cost	Funding Source	Amount
Engineering & Design	\$ 50,000	Federal	\$ -
		State Trails Grant (Pending)	\$ 30,000
		Contributions & Donations	\$ -
		EPC - Regional Park Fees	\$ 20,000
Total:	\$50,000	Total:	\$50,000
Project Scope			
The Fox Run Regional Trail is a planned 3 mile regional trail that connects Fox Run Regional Park to Baptist Road. This project includes the design, engineering and development of construction documents for construction of the regional trail. The construction of the trail requires site-specific design to address roadway crossings, encroachments from adjoining residential properties, and navigating along active utility and drainage corridors. El Paso County is proposing to submit a State Trails Planning Grant to Colorado Parks and Wildlife to fund final design, engineering and development of construction documents. Upon completion of this effort the County will move forward with construction of the regional trail.			
Strategic Plan Goal			
Goal #3 / Strategy D / Objective #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.			
Operating Budget Impacts			
No impacts			







General Fund - Community Services Department

Capital Project			
Rock Island Regional Trailhead Improvements			
Total Project Funding Required	Appropriated to Date	FY2020	Future Funding Needs
\$ 120,000	\$ 120,000	\$ 120,000	\$ -
Description	Cost	Funding Source	Amount
Construction / Improvements	\$ 120,000	Federal State Contributions & Donations Urban Park Fees	\$ 120,000
Total:	\$120,000	Total:	\$120,000
Project Scope			
It is proposed to upgrade the Rock Island Regional Trailhead by constructing a youth playground that is compliant with the American with Disabilities Act, pave the existing parking lot and access drive to improve function and stability, upgrade the trailhead signage, and replace the perimeter fencing.			
Strategic Plan Goal			
Goal #3 / Strategy D - Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.			
Operating Budget Impacts			
No impacts			
			




General Fund - Community Services Department

Capital Project			
Bear Creek Regional Park Improvements			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 831,000	\$ 831,000	\$ 831,000	\$ -
Description	Cost	Funding Source	Amount
Pickleball Courts	\$ 456,000	Federal	
Restroom replacement	\$ 375,000	Regional park fees / lottery funds	\$ 246,000
		Contributions & Donations	\$ 120,000
		El Paso County - 1A	\$ 465,000
Total:	\$831,000	Total:	\$831,000
Project Scope			
The updated Bear Creek Regional Park Master Plan was approved in December, 2014. The 2020 Master Plan projects include the removal and replacement of the main restroom facility and remove and repurpose the southern tennis courts into twelve pickleball courts in collaboration with the Pikes Peak Pickleball Association.			
Strategic Plan Goal			
Goal #3 / Strategy D - Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.			
Operating Budget Impacts			
No impacts			
<div>   </div>			



General Fund - Community Services Department

Capital Project			
Falcon Regional Park - Phase II			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 725,000	\$ 375,000	\$ 350,000	\$ -
Description	Cost	Funding Source	Amount
Construction	\$ 725,000	Donations	\$ 25,000
		Regional Park Fees	\$ 210,000
		GOCO Grant (Pending)	\$ 350,000
		El Paso County - 1A	\$ 140,000
Total:	\$725,000	Total:	\$725,000
Project Scope			
Falcon Regional Park is a 215 acre regional park located along Eastonville Road northwest of Stapleton Road. El Paso County completed the installation of Phase I improvements in 2015. This included two baseball fields, multi-use field, and parking lot. Construction of the next phase of improvements is planned to launch in 2020. El Paso County contracted with NES to complete the design for Phase II improvements. The anticipated projects include an additional baseball / softball field, upgrades to the existing multi-use field and parking lot, additional parking, playground, expanded trail system, and a restroom.			
Strategic Plan Goal			
Goal #3 / Strategy D - Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.			
Operating Budget Impacts			
No impacts			
			



General Fund - Community Services Department

Capital Project			
Ute Pass Regional Trail Expansion			
Total Project Funding Required	Appropriated to Date	FY 2020-22	Future Funding Needs
\$ 1,850,000	\$ 1,850,000	\$ 1,850,000	\$ -
Description	Cost	Funding Source	Amount
Design	\$ 397,000	Federal	
Construction	\$ 1,453,000	State - TAP	\$ 1,508,000
		Grant	\$ -
		El Paso County	\$ 342,000
Total:	\$1,850,000	Total:	\$1,850,000
Project Scope			
<p>The master plan for the Ute Pass Regional Trail was approved by the Board of County Commissioners on October 15, 2015 and is an 11 mile trail corridor between Manitou Springs and the El Paso / Teller County Line. The trail has been developed in sections starting in 2003. Currently 5 miles of the trail remain in the Cascade / Chipita Park area.</p> <p>The 2015 Ute Pass Regional Trail Master Plan identified a preferred trail alignment for the remaining 5 mile segment. The alignment includes utilizing public right-of-way by following Chipita Park Road, Fountain Avenue, and CDOT frontage roads, before following French Creek and connecting to the existing Ute Pass Regional Trail.</p> <p>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.</p> <p>El Paso County secured Federal Highway monies from the Colorado Department of Transportation (CDOT) through the Transportation Alternatives Program (TAP) and Transportation Improvement Programs (TIP) to fund the final design and construction of the remaining 5 miles by 2022.</p>			
Strategic Plan Goal			
Goal #3 / Strategy D - Continue to improve and update the County park system including parks, trails, open space, nature centers, fairgrounds, and services.			
Operating Budget Impacts			
No impacts			



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 that enhance the quality of life in El Paso County.

OBJECTIVES

- Enroll 60 adults in certification programs to build workforce skills and home business start-ups.
- Offer at least 2 agricultural/small acreage programs that address emerging needs, sustainability or other best practices.
- Offer 10 educational programs on diabetes and cardiovascular health throughout the county.
- In 2020, the Master Gardener program will recruit and screen new apprentices.
- Work with Pikes Peak Library District (PPLD) and their various branches to expand programming to multiple locations in the county.
- The horticulture program will partner with Colorado Springs Utilities, Farmer's Markets, and other garden-related organizations.
- Identify and build awareness with other educational entities such as but not limited to schools, PPLD, nature centers and YMCA's to enhance and broaden 4-H Youth Development programming opportunities/impacts.
- The horticulture program will contact green industry companies/government parks/open space departments to offer training.
- Hold a minimum of 10 programs targeted towards property owners to help with tree health, proper tree planting and selection, vegetable gardening, xeriscape/irrigation practices, and habitat gardening.
- Double site participation for programming in partnership with AmeriCorps.

PERFORMANCE MEASURES AND OPERATING INDICATORS

- Increase Master Gardener volunteer participation by 30%
- Increase 4-H Youth Development program participation by 25%



BUDGET SUMMARY

CSU EXTENSION - 11250

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Miscellaneous Revenue	45,060	-	-	-	-
Total Revenues	\$ 45,060	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	116,698	138,239	-	4,185	-
Operating and Maintenance	94,513	90,401	261,714	242,403	262,014
Charges for Services	3,368	3,741	3,800	3,800	3,500
Intergovernmental	(17,000)	(17,000)	-	-	-
Total Expenditures	\$ 197,579	\$ 215,382	\$ 265,514	\$ 265,514	\$ 265,514

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	3	(3)	-	-	-
TOTAL FTEs	3	(3)	-	-	-



ENVIRONMENTAL SERVICES

OVERVIEW

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

OBJECTIVES

- Implement an updated customer sign in and residency confirmation procedure for household hazardous waste customers to accelerate verification and processing.
- Execute a process to accept 40" flat screen televisions daily at the Household Hazardous Waste Facility.
- Research replacement of the two large overhead garage doors.
- Research resurfacing of the Household Hazardous Waste Facility asphalt parking lot to include speed bumps and directions traffic flow markings.
- Research purchase of a new/used forklift.
- Explore installing of an automatic gate and fencing at the entrance to the Household Hazardous Waste Facility.
- Update and print the Biological Resources of El Paso County Handbook.
- Update the Conservation Easement Policies and Procedures.
- Create a Weed and Deed Event to provide education about noxious weeds and offer a real-world field work experience.
- Update and print the Forestry and Ecology Guidebook.
- Paint the Black Forest and Peyton Fuel storage tanks.
- Oversee the cleaning and removal of the used oil tank at the Household Hazardous Waste Facility.

2020 BUDGET HIGHLIGHTS

- \$4,191 Cost of Living & Merit Adjustments
- \$10,670 Additional Cost for 27th Payroll

PERFORMANCE MEASURES AND OPERATING INDICATORS

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

GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy D: Protect environmental quality including air, land and water.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
2. Explore the establishment of a regional waste-to-energy system.	Community Services Department / Environmental Services	Environmental Services will complete a literature review and site visits regarding potential regional waste to energy opportunities.	2019	Completed	N/A

**BUDGET SUMMARY****ENVIRONMENTAL SERVICES - UNRESTRICTED**

11195

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	10,000	-	-	-	-
Total Revenues	\$ 10,000	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	268,761	269,560	279,423	278,423	294,284
Operating and Maintenance	92,823	110,150	105,896	105,996	105,896
Charges for Services	910	2,078	1,000	1,900	1,000
Intergovernmental	-	-	-	-	-
Total Expenditures	\$ 362,494	\$ 381,787	\$ 386,319	\$ 386,319	\$ 401,180

ENVIRONMENTAL SERVICES - UNRESTRICTED

11197

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	32,226	12,703	-	-	-
Charges for Services	4,608	918	-	-	-
Total Revenues	\$ 36,834	\$ 13,621	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Operating and Maintenance	39,104	13,621	-	-	-
Total Expenditures	\$ 39,104	\$ 13,621	\$ -	\$ -	\$ -

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	5	5	5	-	5
TOTAL FTEs	5	5	5	-	5



VETERANS SERVICES

OVERVIEW

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

OBJECTIVES

- Purchase and implement an appointment system that would track appointments and send reminders to clients to help minimize missed appointments. This system would also help streamline the scheduling and check-in process for our clients.
- Purchase a Video Teleconference System for the conference room. This will enable Veterans who are unable to travel to VA Regional Office Denver to attend their Board of Veteran Appeals hearing locally. This would also enable our office to attend VTC meetings with VA, state agencies and community partners.
- Expand staff at the Mount Carmel Veteran Services facility to better serve Veterans filing for VA benefits.
- Redesign the Veteran Services brochure to better inform veterans and family members of veteran services provide by El Paso County.
- Establish multiple accreditations with Veteran Service Organizations so the VSO staff can better assist veterans with different VA representation.
- Research the possibility of participating in the 2020 Veterans Day Parade.

2020 BUDGET HIGHLIGHTS

- \$6,158 1.5% Personnel Increase
- \$15,596 Additional Cost for 27th Payroll
- \$80,059 Additional personnel
- \$46,000 Office expansion

PERFORMANCE MEASURES AND OPERATING INDICATORS

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



BUDGET SUMMARY

VETERAN SERVICES - 11575

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	8,316	23,400	29,400	29,400	29,400
Miscellaneous Revenue	6,150	6,947	-	4,240	2,500
Total Revenues	\$ 14,466	\$ 30,347	\$ 29,400	\$ 33,640	\$ 31,900
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	380,412	381,781	410,491	410,491	512,304
Operating and Maintenance	39,886	33,527	55,418	58,262	101,418
Charges for Services	4,200	10,907	8,400	11,796	8,400
Total Expenditures	\$ 424,420	\$ 426,215	\$ 474,309	\$ 478,549	\$ 622,122

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	7	7	7	2	9
TOTAL FTEs	7	7	7	2	9



COMMUNITY OUTREACH DIVISION

OVERVIEW

The Community Outreach Division is responsible for Grant Services, Community Outreach Services, and Justice Services (Community Corrections, Pretrial Services, Useful Public Service and Criminal Justice Planning). Grant Services is dedicated to assisting Department staff through advocating, seeking, developing, securing and managing grants. Community Outreach Services provide awareness, sponsorship, fundraising, and volunteer opportunities to support the sustainability of programs and facility development of our County Parks, Trails, and Open Spaces, Nature Centers and other County facilities and programs. Community Corrections provides a cost-effective alternative to prison for appropriate offenders while ensuring public safety. The Pretrial Services Program supports community safety efforts and court appearance rates by providing accurate information to the judicial system for pretrial release decisions and structured supervision of defendants while on pretrial status. Criminal Justice Planning reviews criminal justice matters in the Pikes Peak region and makes recommendations to the Criminal Justice Coordinating Council, El Paso County Board of Commissioners, and criminal justice agencies concerning criminal justice system issues.

OBJECTIVES

- Secure seven Partner in the Parks Program sponsors.
- Complete capacity building and strengthening events for Park Friends Groups.
- Based on the outcome of the Northern Nature Center Feasibility Study, explore conducting a capital campaign to support the construction of the nature center.
- Provide marketing support for the National Recreation and Parks Month through targeted social media placements.
- Work with the Criminal Justice Coordinating Council to implement priority projects within the 2019-2021 Action Plan and help committees achieve their goals.
- Create and implement a structured decision-making tool for community corrections placements.
- Explore replacement options for the Community Corrections database.
- Complete El Paso County's Stepping Up Initiative profile and self-assessment.
- Participate on the 2021 50th County Parks Anniversary Committee to help develop marketing opportunities.

2020 BUDGET HIGHLIGHTS

- \$7,634 1.5% Personnel Increase
- \$18,524 Additional Cost 27th Payroll
- \$10,000 Startup cost to get new employee set up in Pretrial Services and Justice Services
- \$97,240 Additional Personnel

PERFORMANCE MEASURES AND OPERATING INDICATORS

- Achieve 25,000 volunteer hours
- Raise \$200,000 from third party funding sources to support CSD programs / services
- Secure seven "Partners in the Park" in 2020
- Successfully support 5,000 individuals released on PR Bonds



GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy A: Support a high level of public safety to include law enforcement, justice services and prosecution.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
Strategy F: Increase self-sufficiency and reduce reliance on public assistance programs.					
3. Partner with community organizations to expand re-integration recovery programs for formerly incarcerated individuals to effectively re-enter the workforce.	Community Services Department	Created a Criminal Justice Coordinating Council Transition to Workforce Committee.	2019	Completed	N/A

BUDGET SUMMARY

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

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	6,398,434	8,115,360	8,043,489	9,104,971	9,301,934
Total Revenues	\$ 6,398,434	\$ 8,115,360	\$ 8,043,489	\$ 9,104,971	\$ 9,301,934
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	176,979	214,453	247,152	247,152	254,332
Operating and Maintenance	6,101,444	7,964,163	7,796,337	8,857,319	9,047,602
Charges for Services	-	-	-	500	-
Total Expenditures	\$ 6,278,424	\$ 8,178,617	\$ 8,043,489	\$ 9,104,971	\$ 9,301,934

PRE TRIAL SERVICES - 11277

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Charges for Services	67,637	75,665	77,000	77,000	77,000
Total Revenues	\$ 67,637	\$ 75,665	\$ 77,000	\$ 77,000	\$ 77,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	57,369	254,753	507,464	487,418	614,732
Operating and Maintenance	16,777	74,907	79,025	148,397	105,155
Charges for Services	-	-	-	674	-
Total Expenditures	\$ 74,146	\$ 329,659	\$ 586,489	\$ 636,489	\$ 719,887



ALTERNATIVE SENTENCING - 11279

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Charges for Services	74,370	71,370	71,000	71,000	66,000
Total Revenues	\$ 74,370	\$ 71,370	\$ 71,000	\$ 71,000	\$ 66,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	65,000	65,000	65,000	65,000	60,000
Grants & Contributions	-	25,000	6,000	11,057	6,000
Total Expenditures	\$ 65,000	\$ 90,000	\$ 71,000	\$ 76,057	\$ 66,000

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Community Corrections	2	3	3		3
Pre Trial Services	1	8	9	2	11
Alternative Sentencing	-	-	-	-	-
TOTAL FTEs	3	11	12	2	14



ECONOMIC DEVELOPMENT DEPARTMENT



Crystal LaTier, Executive Director

PURPOSE STATEMENT

Consistently support regional economic strength.

OVERVIEW

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

DIVISIONS

Economic Development
Small Business Development Center

OBJECTIVES

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

2020 BUDGET HIGHLIGHTS

- \$9,573 Additional Cost for 27th Payroll
- \$3,733 1.5% Personnel Increase



PROJECT HIGHLIGHT



Residents of Eastern El Paso County have been seeking transportation solutions for many years, and now they have a reliable service to improve their quality of life. Envida has partnered with the El Paso County Economic Development Department's CDBG program to begin a new public transit service for rural El Paso County. It is being used by those without private cars, those who cannot drive due to various factors such as age and health, and those who are uncomfortable driving long distances or driving in larger, urbanized areas. Most of those who benefit from the service are residents of limited means and/or older adults (age 65+). This service is helping residents stay in their homes and age in the communities where they want to live. It has given them greater and more flexible access to medical care, grocery stores, shopping, and even recreation. It has decreased social isolation. For some residents, it has likely helped them financially by saving them the cost of paying for an Uber, Lyft, or Z-Trip. In less than a year, Envida's service has become a valued community asset and has plans to expand its services in 2020.



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 4: CONSISTENTLY SUPPORTS REGIONAL ECONOMIC STRENGTH					
Strategy A: Encourage the growth of existing businesses and recruitment of new businesses.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
3. Develop an economic development policy to determine incentive packages under current statutory authority for appropriate businesses or areas.	Economic Development	Develop a Commercial Aeronautical Zone Incentive Package	N/A	N/A	N/A
	Economic Development	Develop economic development policy	1	0	1
4. Support and encourage increased employment opportunities by partnering with economic development organizations in marketing, recruitment, and training efforts for businesses, entrepreneurs and target sector employers.	Economic Development	Business Prospect Meetings with local stakeholders	10	10	10
	Economic Development	In conjunction with partners, creation of new on-line resources for job seekers, businesses and prospects	1	2	N/A
6. Support the expansion of emerging industries in the Pikes Peak Region.	Small Business Development Center	Work with business in the emerging industries of: Energy, Creative, Bioscience, Information Technology, Aerospace	31	31	31
7. In partnership with community stakeholders, support the revitalization of existing business districts.	Economic Development	Collaborative ventures with local business districts	1	1	1
	Economic Development	Addition of Enterprise Zone Contribution Projects	9	4	6
Strategy B: Support and advocate for a strong federal presence and related businesses.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
1. Participate in feasibility studies of rail and freight opportunities.	Economic Development	Completion of Feasibility Study of Industrial Rail Yard Business Park	1	1	N/A
2. Promote the National Cyber security Center.	Economic Development	Addition of National Cybersecurity Center (NCC) as an EZ Contribution Project	N/A	N/A	N/A
Strategy C: Promote a positive community vision which is attractive to businesses and employees.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
2. Coordinate a Community Economic Development Strategy (CEDS).	Economic Development	Coordination of a regional Community Economic Development Strategy (CEDS)	1	0	N/A



Strategy D: Expand tourism opportunities and emphasize its impact on the economy.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
1. Engage in a regional Tourism Master Plan.	Economic Development/Budget	Participate in Convention & Visitors Bureau's Destination Master Plan	N/A	N/A	N/A
3. Add Enterprise Zone contribution projects that increase tourism.	Economic Development	Addition of EZ Contribution Projects promoting increased tourism	2	2	4

Strategy E: Promote a variety of housing options/opportunities and the region's neighborhoods.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
1. Increase the usage of existing down payment assistance and first-time homebuyer programs for new construction through education and promotion.	Economic Development	Provide Down Payment Assistance through Turnkey Program	88 households	62 households	50 households
	Economic Development	Issuance of Mortgage Credit Certificates to first-time homebuyers	12 households	5 households	N/A
2. Advocate and support the Continuum of Care efforts and work with housing partners to decrease homelessness.	Economic Development	Development of permanent supportive housing units	50 units	65units	50 units
	Economic Development	Provide assistance to agencies offering emergency rental & utility assistance to prevent homelessness	150 households	129 households	100 households
	Economic Development	Increase shelter beds	150 beds	0	N/A
3. Assist in the development of new workforce housing units.	Economic Development	Development of new workforce housing units	150 units	0	500 units
4. Assist in the development of new and rehabilitation of pre-existing housing inventory to increase accessible housing choices.	Economic Development	Rehabilitation of single family housing stock units	5 units	17 units	15 units
	Economic Development	Rehabilitation of affordable multifamily units	60 units	20 units	160 units

OPERATING INDICATORS				
	2017 Actual	2018 Actual	2019 Estimated	2020 Projected
Businesses Certified (Enterprise Zone)	250	380	400	425
Contributions to Zone Projects	3,472	3,882	4,000	3,500
Enterprise Zone Projects	60	59	62	63
Active Affordable Housing Programs/Projects	115	250	100	500
Community Development Block Grant Projects	12	14	15	12



BUDGET SUMMARY

ECONOMIC DEVELOPMENT - 120900, 120905, 120910

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	929,833	1,243,679	984,253	984,253	1,020,323
Charges for Services	349,859	421,273	363,580	363,580	420,000
Miscellaneous Revenue	9,529,931	10,603,043	10,024,420	10,024,420	12,000,000
Total Revenues	\$ 10,809,624	\$ 12,267,995	\$ 11,372,253	\$ 11,372,253	\$ 13,440,323
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	182,914	413,434	423,887	423,887	424,443
Operating and Maintenance	402,057	366,444	28,549	36,049	41,299
Grants & Contributions	10,404,400	11,762,401	10,890,797	10,890,797	12,958,867
Intergovernmental	(776,013)	(21,977)	-	(7,500)	-
Capital Outlay	-	-	-	-	-
Total Expenditures	\$ 10,214,042	\$ 12,524,871	\$ 11,641,890	\$ 11,641,890	\$ 13,723,266

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	6	6	6	-	6
TOTAL FTEs	6	6	6	-	6



PIKES PEAK SMALL BUSINESS DEVELOPMENT CENTER

PURPOSE STATEMENT

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

OVERVIEW

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

OBJECTIVES

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

PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 4: CONSISTENTLY SUPPORTS REGIONAL ECONOMIC STRENGTH					
Strategy A: Encourage the growth of existing businesses and recruitment of new businesses.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
4. Support and encourage increased employment opportunities by partnering with economic development organizations in marketing, recruitment, and training efforts for businesses, entrepreneurs and target sector employers.	Small Business Development Center	Workshops, events, and one-on-one consulting (total number of attendees for workshops/events/clients - does not include session hours)	Workshops/Events/ Training Count: 59 Attendees: 525 Consulting Sessions: 1,392 Consulting & Prep Hours: 1,896	Workshops/Events/ Training Count: 137 Attendees: 2,439 (Does not include 3,000 in attendance for Small Business Week) Consulting Sessions: 1,426 Consulting & Prep Hours: 2,192.90	Workshops/Events/ Training Count: 59 Attendees: 525 Consulting Sessions: 1,392 Consulting & Prep Hours: 1,896



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

BUDGET SUMMARY

PIKES PEAK SMALL BUSINESS DEVELOPMENT CENTER - 120935

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	149,380	274,693	160,000	160,000	293,000
Charges for Services	31,202	53,005	-	-	-
Miscellaneous Revenue	190,838	185,480	179,314	179,314	198,000
Total Revenues	\$ 371,420	\$ 513,178	\$ 339,314	\$ 339,314	\$ 491,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	234,158	281,232	241,965	241,965	318,563
Operating and Maintenance	102,367	148,767	67,514	67,514	147,478
Charges for Services	33,300	31,097	29,835	29,835	27,579
Total Expenditures	\$ 369,825	\$ 461,097	\$ 339,314	\$ 339,314	\$ 493,620

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	3	3	3	-	3
TOTAL FTEs	3	3	3	-	3



PLANNING & COMMUNITY DEVELOPMENT DEPARTMENT



Craig Dossey, Executive Director

PURPOSE STATEMENT

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

OVERVIEW

Land Development Code Administration

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

Project Management and Planning Review

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



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

Engineering Review

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

Construction Inspections

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

Code Enforcement

The PCD Code Enforcement staff enforces the El Paso County Land Development Code. 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 advertising sign permits and inspection of required site improvements prior to PCD authorization of Certificates of Occupancy.

Administrative Services

The PCD Administrative Services staff provides support to all the other groups within the department and function as the initial point of contact 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.



BOARDS AND COMMISSIONS

Planning Commission

The PCD provides technical and administrative support to the El Paso County Planning Commission. The Planning Commission is a volunteer board comprised of citizens appointed by the Board of County Commissioners. The Board of County Commissioners and the Planning Commission are responsible for directing future growth and development within the unincorporated areas of the County. In most cases, the Planning Commission is tasked with making recommendations on subdivision, rezoning, and land use applications prior to final action by the Board of County Commissioners. The Planning Commission has final action authority over a limited number of applications, including Location Approvals and amendments to the El Paso County Master Plan.

Board of Adjustment

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

OBJECTIVES

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

2020 BUDGET HIGHLIGHTS

- \$83,223 Additional Cost for 27th Payroll
- \$32,787 1.5% Personnel Increase
- \$89,629 Additional Personnel



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 4: CONSISTENTLY SUPPORTS REGIONAL ECONOMIC STRENGTH					
Strategy A: Encourage the growth of existing businesses and recruitment of new businesses.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
1. Partner with local municipalities to identify contrasting development-related standards and requirements and establish a committee that is tasked with proposing and implementing code changes to increase inter-jurisdictional uniformity.	Planning and Community Development	Identify contrasting development standards and requirements	Ongoing coordination in 2019.	This process led to some of the Code amendments in 2019	Additional areas of inconsistency are being evaluated, such as with regard to landscaping standards.
	Planning and Community Development	Establish the Committee if there is interest amongst other jurisdictions	Discussions are occurring during the regional planning officials quarterly meetings.	Quarterly regional planning officials meetings were held during 2019.	Continuation of the planning meetings is anticipated.
2. Continue to evaluate and modify the existing regulatory framework and procedures for development in an effort to avoid over-regulation to further promote and enhance a business friendly environment.	Planning and Community Development	Process amendments to the Land Development Code	Additional Land Development Code amendments are being prepared for 2019, including Small Cell CMRS Facilities, Content Neutral Sign Code, and revisions to the Subdivision Regulations.	Multiple amendments to the Land Development Code were processed in 2019. Some of these included administrative final plats as well as amendments to the regulations pertaining to accessory dwellings and home occupations.	Staff is currently working on additional Code amendments, some of which may end up being heard in 2020, such as amendments to the sign code to address recent judicial decisions.

OPERATING INDICATORS				
	2017 Actual	2018 Actual	2019 Estimated	2020 Projected
Major Development Applications	392	345	425	400



BUDGET SUMMARY

PLANNING & COMMUNITY DEVELOPMENT - 11525

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Charges for Services	1,620,949	2,017,770	1,800,000	1,800,000	1,820,000
Total Revenues	\$ 1,620,949	\$ 2,017,770	\$ 1,800,000	\$ 1,800,000	\$ 1,820,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	1,753,240	1,956,034	2,187,190	2,187,190	2,392,829
Operating and Maintenance	265,252	517,734	228,622	1,068,370	228,622
Charges for Services	62,665	41,468	21,640	21,640	21,640
Grants & Contributions	12,000	-	-	-	-
Intergovernmental	(6,231)	(49,589)	-	-	-
Total Expenditures	\$ 2,086,926	\$ 2,465,647	\$ 2,437,452	\$ 3,277,200	\$ 2,643,091

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	27	29	29	1	30
TOTAL FTEs	27	29	29	1	30



HUMAN RESOURCES & RISK MANAGEMENT DEPARTMENT



Andrea McGee, Executive Director

PURPOSE STATEMENT

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

OVERVIEW

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

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

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

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

OBJECTIVES

- Create a comprehensive training program.
- Revitalize County Internship Program.
- Improve the performance evaluation system.
- Increase active recruitment efforts.
- Plan for future vacancies of positions that are crucial for the operations of the County through training and development of staff, supplemented through external recruiting when needed



2020 BUDGET HIGHLIGHTS

- \$54,644 Additional Cost for 27th Payroll
- \$19,999 1.5% Personnel Increase
- \$40,000 Neo Gov Software
- \$32,295 Additional Personnel Dedicated to Sheriff Department

PERFORMANCE MEASURES AND OPERATING INDICATORS

OPERATING INDICATORS				
	2017 Actual	2018 Actual	2019 Actual as of 10/31/19	2020 Projected
Employment				
Number of applications processed	28,719	30,722	25,845	30,152
Number of Interviews Facilitated	469	652	624	750
Number of New Employees Onboarded	501	573	541	650
Number of Background Checks Completed	598	633	834	1,300
Worker's Compensation				
Number of claims	155	204	158	172
Cost of Claims (thousands)	\$ 1,163	\$ 1,558	\$ 1,278	\$ 1,333
Risk Management				
Number of safety training seminars	2	3	4	4
Number of personal safety & awareness consultations	28	20	66	80
Number of new employee orientations	23	23	20	23
Number of safety training/meetings	43	40	33	38
Number of safety publications/website information	8	4	1	2
Number of risk management consultations	24	35	36	34
Number of motor vehicle record checks	804	943	635	1,200
Number of physicals	476	535	538	552
Number of drug screens	754	701	737	780
Self-Insurance				
Number of lawsuits/notices of claims	62	69	90	74
Costs (thousands)	\$ 118	\$ 175	\$ 21	\$ 105
Number of property claims	97	93	32	74
Costs (thousands)	\$ 1,011	\$ 200	\$ 60	\$ 424
Number of liability claims	64	43	80	63
Costs (thousands)	\$ 150	\$ 61	\$ 103	\$ 105



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

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

Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
2. Explore opportunities to improve and enhance employee retention by recognizing the County's best practices and identifying areas for potential improvement.	Human Resources	Ensure compensation structure remains competitive with market data and internally equitable.	Ongoing - Review descriptions/positions to ensure appropriate/reflective market values and proper classifications	Reviewed compensation and conducted market analysis for 200+ positions and assisted in restructuring requested job classifications to ensure competitive compensation with market data.	Ongoing - Review descriptions/positions to ensure appropriate/reflective market values and proper classifications; ensure compliance with Equal Pay Act.
	Human Resources	Proactively identify training needs to develop a training program that addresses areas of improvement.	Ongoing - Proactively partner with departments to identify training needs	Centralized training requests and significantly expanded additional trainings offered based on identified needs (i.e. Diffusing Conflict and Unacceptable Behavior)	Ongoing - Proactively partner with departments to identify training needs
3. Implement an effective training and mentorship program to provide current and future employees with the skills they need to effectively carry out their day-to-day responsibilities.	Human Resources	Continue expansion and development of training program through research and identification of training needs.	Collect and incorporate feedback into current training programs to allow for optimization and potential expansion of training.	Revised Leadership Development program for the second and third cohort based upon analysis of feedback gathered from attendees and departments.	Ongoing - Collect and incorporate feedback into current training programs to allow for optimization and potential expansion of training.
4. Expand the El Paso County Apprenticeship and Training Program to provide high-quality training by industry professionals.	Human Resources	Expand network for potential internship/apprenticeship/fellowship programs	Ongoing: Partner with local colleges and universities to recruit potential interns. Collaborate with Departments/Offices to identify opportunities for internship/apprenticeship/fellowship placements	Increased internship placements by approximately 83% to include successfully placing Trades and Labor, Information Technology, Administrative, and Finance interns.	Ongoing: Partner with local educational institutions to recruit potential interns. Collaborate with Departments/Offices to identify opportunities for internship placements.
5. Plan for future vacancies of positions that are crucial for the operations of the County through training and development of staff, supplemented through external recruiting when needed.	Human Resources	Expand active recruiting efforts.	Partner with Departments/Offices to develop recruiting strategy specific to needs. Research and assist with succession planning as requested.	Partnered with Departments/Offices to create and host El Paso County specific job fairs. Expanded advertisement of job postings through proactive research.	Ongoing: Partner with Departments/Offices to develop recruiting strategy specific to needs. Research and assist with succession planning as requested.



BUDGET SUMMARY

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Miscellaneous Revenue	-	-	-	-	-
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	876,177	1,269,783	1,483,143	1,315,438	1,440,081
Operating and Maintenance	231,028	249,949	432,474	482,474	472,474
Charges for Services	6,078	7,589	4,500	4,500	4,500
Intergovernmental	(27,020)	7,835	(46,475)	(46,475)	(46,475)
Total Expenditures	\$ 1,086,263	\$ 1,535,156	\$ 1,873,642	\$ 1,755,937	\$ 1,870,580

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count -Human Resources	19	21	24	-	24
TOTAL FTEs	19	21	24	-	24



PIKES PEAK WORKFORCE CENTER



Traci Marques, Executive Director

PURPOSE STATEMENT

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

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

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

OVERVIEW

The PPWFC is an American Job Center serving diverse audiences of jobseekers in El Paso and Teller counties. The population of these two counties totals nearly 724,000 individuals. In Program Year 2019, the Pikes Peak Workforce Center served more than 29,000 clients including more than 5,600 veterans and over 5,000 young adults as well as over 1,900 employers. The Pikes Peak Workforce Center provides no-cost job seeker services from resume assistance, interview training, computer skills training and more. Clients range from entry-level to professional; including youth, adults, individuals returning to the workforce, the underemployed, and special emphasis on under-served populations. In support of regional employers, the Pikes Peak Workforce Center hosts job fairs, tailored, recruitment and hiring events including candidate sourcing, group and individual pre-employment assessments, provides a job database of searchable candidate profiles and more.



The Pikes Peak Workforce Center promotes regional economic vitality. The organization is committed to responding to the emerging needs of the diverse and growing workforce and changing the lives of jobseekers with proven training and employment opportunities. Pikes Peak Workforce Center employment partners acknowledge the value these services add to their bottom line. The Pikes Peak Workforce Center has been recognized by the Colorado Department of Labor and Employment as a model for the responsible use of federal funds and a leader in workforce development, organizational effectiveness, and collaborative partnerships.

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

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

PROGRAMS

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

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

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

OBJECTIVES

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



- To embrace the use of technology to accomplish organizational goals to include increased accessibility.
- To increase employer awareness, satisfaction, and partnership with the Pikes Peak Workforce Center.

PERFORMANCE MEASURES AND OPERATING INDICATORS

(green=100% of neg. level)		(blue=99%-90% of neg. level)		(red=below 90% of neg. level)	
Latest Wage Data: 03/31/2019		Connecting Colorado reports 11/14/2019			
	Actual	Standard	% of Standard		
Adults					
Emp Rate 2nd Qtr After Exit	77.84	79.6	97.79%		
Emp Rate 4th Qtr After Exit	80.72	72.6	111.18%		
Median Earnings 2nd Qtr After Exit	\$8,781	\$7,200	121.96%		
Credential Attainment by 4 qtrs After exit	87.76	60	146.27%		
Dislocated Worker					
Emp Rate 2nd Qtr After Exit	80	80.3	99.63%		
Emp Rate 4th Qtr After Exit	75	73.2	102.46%		
Median Earnings 2nd Qtr After Exit	\$9,980	\$8,665	115.18%		
Credential Attainment by 4 qtrs After exit	82.35	50	164.70%		
Youth					
Emp Rate 2nd Qtr After Exit	65.85	70.7	93.14%		
Emp Rate 4th Qtr After Exit	69.23	59	117.34%		
Median Earnings 2nd Qtr After Exit	3680				
Credential Attainment by 4 qtrs After exit	52.69	58.5	90.07%		
Wagner-Peyser					
Emp Rate 2nd Qtr After Exit	64.12	61.1	104.94%		
Emp Rate 4th Qtr After Exit	64.58	57.5	112.31%		
Median Earnings 2nd Qtr After Exit	\$5,413	\$5,192	104.26%		

**BUDGET SUMMARY****PIKES PEAK WORKFORCE CENTER - 121000-121999**

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	7,546,295	6,977,946	6,694,423	6,694,423	7,267,789
Miscellaneous Revenue	300	-	-	-	-
Total Revenues	\$ 7,546,595	\$ 6,977,946	\$ 6,694,423	\$ 6,694,423	\$ 7,267,789
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	3,539,151	3,412,010	3,317,118	3,317,118	3,000,251
Operating and Maintenance	799,545	880,922	1,529,375	1,529,375	2,614,483
Charges for Services	2,027,766	1,756,753	519,795	519,795	511,940
Grants & Contributions	1,405,145	1,402,968	1,328,135	1,328,135	1,141,115
Intergovernmental	(338,757)	(480,692)	-	-	-
Capital Outlay	113,744	5,987	-	-	-
Total Expenditures	\$ 7,546,595	\$ 6,977,946	\$ 6,694,423	\$ 6,694,423	\$ 7,267,789

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	52	49	49	(8)	41
TOTAL FTEs	52	49	49	(8)	41



DEPARTMENT OF PUBLIC WORKS



Scot Cuthbertson, Executive Director

PURPOSE STATEMENT

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

OVERVIEW

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

DIVISIONS

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



FLEET MANAGEMENT

PURPOSE STATEMENT

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

Fleet Management consists of twenty-seven full time employees providing services at 3 Maintenance Facilities. The Fleet Division maintains 1,250 assets worth \$43 million. County assets include equipment for landscaping, snow removal, construction, and road maintenance as well as a fleet of medium/heavy trucks, trailers, and passenger vehicles. Assets are spread over 20 County departments.

OBJECTIVES

- Develop vehicle and equipment specifications that offer the best possible versatility and efficiency, as well as meet the needs requirements of the requesting department.
 - Maintain all assigned assets with proactive preventive maintenance programs, repair services, and mobile fueling.
 - Implementation of fleet management technology, to include vehicle telematics, allowing for real time, data driven, information increasing operational efficiency and accountability.
- Continue the initiative to reduce overall age of fleet from current average age of 11+ years

2020 BUDGET HIGHLIGHTS

- \$80,959 Additional cost for 27th payroll
- \$32,437 1.5% Personnel Increase
- \$800,000 Diesel station, hydraulic lifts, light fleet replacements





PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 3: MAINTAIN AND IMPROVE THE COUNTY TRANSPORTATION SYSTEM, FACILITIES, INFRASTRUCTURE, AND TECHNOLOGY					
Strategy A: Provide a safe, sustainable, integrated and efficient multi-modal transportation infrastructure system to enhance the region's economy and quality of life.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
5. Implement best available fleet management technology to identify and enhance operational efficiencies and accountability.	Fleet Management Division	Implementation of a Fleet Management Information System	Information Collection from various vendors	Ongoing	Q4 2020
	Fleet Management Division	Update/Upgrade of Internal Fuel site systems	Site Assessments	Ongoing	Q4 2020
	Fleet Management Division	Installation of Automated Wash Bay	Install Complete	Operational	
11. Implement an Automatic Vehicle Location (AVL) fleet management system.	Fleet Management Division	Expand the use of vehicle telematics to County's light fleet vehicles	Initial testing of various technologies	Ongoing	Q3 2020
12. Evaluate and upgrade snow removal and ice control equipment, techniques and materials.	Fleet Management Division	Enhance the capability of Zonar/fleet telematics systems for better operational oversight of snow removal assets	Software/Hardware testing	Ongoing	Ongoing

**BUDGET SUMMARY****FLEET - 120030, 40203**

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Specific Ownership Tax	5,670,341	5,063,894	3,412,030	3,962,030	-
Charges for Services	76,368	109,857	-	-	100,000
Miscellaneous Revenue	22,349	20,489	25,000	25,000	25,000
Other Financing Sources	143,121	239,323	150,000	150,000	150,000
Total Revenues	\$ 5,912,180	\$ 5,433,563	\$ 3,587,030	\$ 4,137,030	\$ 350,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	1,635,764	1,637,787	2,154,335	2,154,335	2,267,731
Operating and Maintenance	2,179,925	2,096,875	2,368,731	2,368,731	2,368,731
Charges for Services	24,355	6,262	-	-	-
Intergovernmental	(105,345)	(201,538)	-	-	-
Capital Outlay	1,870,205	807,407	2,324,566	5,719,259	2,751,186
Total Expenditures	\$ 5,604,906	\$ 4,346,793	\$ 6,847,632	\$ 10,242,325	\$ 7,387,648

GF PUBLIC WORKS - ENGINEERING BUDGET - 11475

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
No Revenues	-	-	-	-	-
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	-	-	-	-	2,385,918
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 2,385,918

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count - Fleet	33	34	36	-	36
TOTAL FTEs	33	34	36	-	36



PUBLIC WORKS – ROAD & BRIDGE FUND 2

PURPOSE STATEMENT

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

OVERVIEW

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

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

The Highway Division performs in-house maintenance and repair of County roads, bridges, drainage, signs, signals, and right-of-way. The Highway Division maintains 4,407 lane miles of roads and bridges in unincorporated El Paso County. Responsibilities include 273 bridges, 262,800 linear feet of drainage culvert, 109,000 linear feet of open drainage ditch (channel), 419,700 feet of drainage pipe, 24 miles of guardrail, 30,000 traffic control signs, 50 traffic signals, 39 warning flashers, 130 streetlights and 22,000 acres of right-of- way. Maintenance of existing infrastructure is the primary method used to keep the road network safe, reliable, and efficient. Staff completes nearly 3,000 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.

OBJECTIVES

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

2020 BUDGET HIGHLIGHTS

- \$176,991 1.5% Personnel Increase
- \$345,000 High Impact Roads



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 1: MAINTAIN AND PROMOTE A FINANCIALLY SUSTAINABLE COUNTY GOVERNMENT THAT IS TRANSPARENT AND EFFECTIVE					
Strategy C: Define and allocate ongoing funding streams designated for capital investment and operational needs.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
5. Collaborate with municipalities and community stakeholders to address the issue of storm water management within the region.	Engineering	Coordinate / participate with Fountain Creek Flood Control and Greenway District, as well as CDOT and other municipalities	Ongoing	Ongoing	Ongoing

GOAL 3: MAINTAIN AND IMPROVE THE COUNTY TRANSPORTATION SYSTEM, FACILITIES, INFRASTRUCTURE, AND TECHNOLOGY					
Strategy A: Provide a safe, sustainable, integrated and efficient multi-modal transportation infrastructure system to enhance the region's economy and quality of life.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
9. Support regional efforts to reduce congestion on I-25 (from Monument to Castle Rock), Hwy 24, Hwy 83, and Hwy 94.	Engineering	Coordinate with CDOT and Douglas County on I-25 widening project	Ongoing	Ongoing	Ongoing
	Engineering	Coordinate with CDOT on various safety improvement projects along US24, SH94, and SH83	Ongoing	Ongoing	Ongoing
10. Support the expansion of public transportation opportunities for County residents.	Engineering	Coordinating with PPACG on update to the long range plan	Ongoing	Ongoing	Ongoing
12. Evaluate and upgrade snow removal and ice control equipment, techniques and materials.	Highway	Snow / Ice Removal Operations	Ongoing	Ongoing	Ongoing
	Highway	Implementation of Brine Treatment Solution on County Roads	Complete Installation	In Operation	Ongoing
14. Support the Pikes Peak Area Council of Government's Non-Motorized Transportation Plan.	Engineering	Coordinate with PPACG to update long range plan	Ongoing	Ongoing	Ongoing
	Engineering	Support EPC Community Services Department with implementation of funded improvement projects	Ongoing	Ongoing	Ongoing
15. Continue with the design and construction of PPRTA "A" List capital projects.	Engineering	Construction and Design	Ongoing	Ongoing	Ongoing

Strategy C: Provide maintenance and facilities improvements to ensure compliance with policies, programs and regulations; management of space allocation programs; and plans for new construction and renovation of facilities and grounds.					
Strategy Objective	Department	Measure	2019		2020
			Target	Actual	Target
6. As needed, improve infrastructure to support the construction of the Pikes Peak National Cemetery in El Paso	Engineering	Coordinate with Planning and Community Development Dept.	Ongoing	Complete	N/A



OPERATING INDICATORS				
	2017 Actual	2018 Actual	2019 Actual	2020 Estimated
Miles of Road Graveled (Center Line)	9	14	6	10
Cross Pans Constructed	45	22	55	50
Curb & Gutter Constructed	31,091	13,500	40,000	38,000
LF of Sidewalk Constructed	31,885	9,800	32,000	27,000
Pedestrian Curb Ramps Constructed	73	30	300	280
Miles of Road Paved (Lane)	40	47	33	84
Chip Surface Treatment Miles (Lane)	43	51	69	66
Dust Control Applied Miles (Lane)	78	75	137	150
Paved Roads (Center Line)	1,129	1,161	1,135	1,135
Gravel Roads (Center Line)	1,051	1,040	1,051	1,051



**BUDGET SUMMARY****ROAD & BRIDGE - FUND 2**

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Property Taxes	1,241,702	1,315,197	1,331,736	1,331,736	1,562,228
Specific Ownership Tax	1,800,000	2,380,816	4,047,190	3,497,190	7,182,997
Other Taxes	(3,112)	(2,693)	-	-	-
Intergovernmental	17,938,021	17,406,034	16,973,463	19,542,048	13,914,500
Charges for Services	517,954	337,521	500,000	500,000	500,000
Miscellaneous Revenue	72,199	111,361	-	-	-
Other Financing Sources	-	6,000,000	-	-	-
Total Revenues	\$ 21,566,764	\$ 27,548,235	\$ 22,852,389	\$ 24,870,974	\$ 23,159,725
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	10,292,288	10,637,230	11,190,394	11,669,996	9,505,282
Operating and Maintenance	12,155,496	10,709,309	13,565,881	22,614,927	13,808,613
Charges for Services	100,405	78,216	222,120	222,120	222,120
Intergovernmental	(843,787)	(1,615,069)	(90,000)	(90,000)	(90,000)
Capital Outlay	1,716,493	2,839,954	1,438,608	6,273,322	1,438,608
Total Expenditures	\$ 23,420,895	\$ 22,649,640	\$ 26,327,003	\$ 40,690,365	\$ 24,884,623
Estimated Beginning Fund Balance	17,327,362	\$ 15,473,231	\$ 20,371,826	\$ 16,897,212	\$ 1,077,821
Budgeted Changes to Fund Balance	(1,854,131)	4,898,595	(3,474,614)	(15,819,391)	(1,724,898)
Estimated Ending Fund Balance	\$ 15,473,231	\$ 20,371,826	\$ 16,897,212	\$ 1,077,821	\$ (647,077)

Road and Bridge fund balance is anticipated to decrease by approximately -160%. This is due to spending into fund balance in 2020 of approximately \$647,077 for expenditures related to Board approved road projects.


FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	172	181	194	18	212
TOTAL FTEs	172	181	194	18	212



CAPITAL PROJECTS


Fund 2 - Department of Public Works

Capital Project			
Arnold Avenue Bridge Replacement			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 1,455,299	\$ 235,633		\$ 1,219,666
El Paso County Funding Required			
\$ 250,457	\$ 40,552		\$ 209,905
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 339,633	Federal	\$ 1,204,842
Property purchase	\$ 50,000	State	\$ -
Utility Relocation	\$ 50,000	Contributions & Donations	\$ -
Construction	\$ 1,115,666	El Paso County	\$ 250,457
Total:	\$ 1,555,299	Total:	\$ 1,455,299
Project Scope			
Design and Construction of Arnold Ave. Bridge replacement.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			
			

Estimated year of construction 2020
 Estimated year of completion 2021



Fund 2 - Department of Public Works

Capital Project			
Baptist/Hodgen/Roller Coaster Intersection			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 3,500,000	\$ 60,000		\$ 3,440,000
El Paso County Funding Required			
\$ 3,500,000	\$ 60,000		\$ 3,440,000
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 400,000	Federal	\$0.00
Property Purchase	TBD	State	\$0.00
Utility relocation	TBD	Contributaions & Donations	\$0.00
Construction	TBD	El Paso County	TBD
Total:	TBD	Total:	TBD
Project Scope			
EPC DPW awarded contract in 2019 to provide a Transportation Impact Study for the Baptist/Hodgen/Roller Coaster Intersection project. The results of the TIS will inform the future design and construction cost for the project.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			
			

Estimated year of construction 2021
 Estimated year of completion 2021



Fund 2 - Department of Public Works

Capital Project			
Bradley Road/Grinnel Blvd			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$60,000	\$60,000	\$60,000	\$ -
El Paso County Funding Required			
\$60,000	\$60,000	\$60,000	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$60,000	Federal	\$0.00
Construction	TBD	State	\$0.00
		Contributions & Donations	\$0.00
		El Paso County	\$60,000
Total:	\$60,000	Total:	\$60,000
Project Scope			
El Paso County, Department of Public Works (Transportation Division) will contract to a professional engineering firm for project management and coordination, traffic impact study (TIS), and intersection safety improvement alternatives and recommendations.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Estimated year of construction 2021
 Estimated year of completion 2021



Fund 2 - Department of Public Works


Capital Project			
Calhan Hwy Bridge Replacement			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 3,450,000	\$ 450,000		\$ 3,450,000
El Paso County Funding Required			
\$ 3,090,000	\$ 90,000		\$ 3,450,000
Project Scope			
Design and construction for bridge replacement on Calhan Hwy approximately 1.5 miles south of US-24. Have federal funding for design services that will be contracted with a design consultant.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Estimated year of construction 2021
 Estimated year of completion 2021



Fund 2 - Department of Public Works

Capital Project			
Charter Oak Ranch Road			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 15,500,000	\$ 2,296,529		\$ -
El Paso County Funding Required			
\$ 1,730,000	\$ 413,271		\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 880,000	Federal	\$ 8,210,673
Property Purchase	\$ 780,000	State	\$ 5,550,000
Utility Relocation	\$ 340,000	Contributions & Donations	\$ -
Construction	\$ 13,500,000	El Paso County	\$ 1,728,585
Total:	\$ 15,500,000	Total:	\$ 15,489,258
Project Scope			
Design and reconstruction of Charter Oak Ranch Road and the Charter Oak Ranch Road / Santa Fe Ave corridors from I-25 to Fort Carson Gate 15 to provide critical access to Fort Carson.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			
			



Fund 2 - Department of Public Works

Capital Project			
Chipita Park Rd/US 24/Fountain Ave			
Total Project Funding Required	Appropriated to Date	2020	Future Funding Needs
\$ 7,500,000	\$0	\$0	\$ 7,500,000
El Paso County Funding Required			
\$ 1,130,000	\$0	\$0	\$ 1,130,000
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	TBD	Federal	\$0
Construction	TBD	State	TBD
		Contributions & Donations	TBD
		El Paso County	\$ 1,130,000
Total:	TBD	Total:	\$ 1,130,000
Project Scope			
Identify drainage, pedestrian and operational improvements. El Paso County, CDOT and City of Colorado Springs a to partner on this project. TABOR Dependent.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			





Fund 2 - Department of Public Works


Capital Project			
Elbert Road Bridge Rehabilitation			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 700,000	\$ 296,656		\$ -
El Paso County Funding Required			
\$ 403,344	\$ 61,668		
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ -	Federal	\$ 296,656
Construction	\$ 700,000	State	\$ -
(includes Deck modification Change)		Contributions & Donations	\$ -
		El Paso County (R&B)	\$ 403,344
Total:	\$ 700,000	Total:	\$ 700,000
Project Scope			
Bridge Rehabilitation.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Estimated year of construction 2020
 Estimated year of completion 2020




Fund 2 - Department of Public Works

Capital Project			
El Paso County Wetlands Bank			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 725,000	\$ -	\$ 217,000	\$ 508,000
El Paso County Funding Required			
\$ 145,000	\$ -	\$ 45,000	\$ 100,000
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 72,500	Federal	\$ 580,000
Construction	\$ 652,500	State	\$ -
		Contributions & Donations	\$ -
		El Paso County	\$ 145,000
Total:	\$ 725,000	Total:	\$ 725,000
Project Scope			
Design and construction of approximately 20 acres of mitigation for inclusion in the El Paso Co Wetland Umbrella Mitigation Bank			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			
			

Estimated year of construction 2021
 Estimated year of completion 2021




Fund 2 - Department of Public Works

Capital Project			
Falcon Park and Ride/Meridian Extension/U.S. 24 & Meridian Improvements			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 13,825,000	\$ 2,875,288	\$ 10,949,712	\$ -
El Paso County Funding Required			
\$ 4,410,000	\$ 537,779	\$ 3,872,221	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 1,727,026	Federal	\$ 4,173,865
Property Purchase	\$ 800,482	State	0
Utilities & Wetlands Credits	\$ 347,780	Contributions & Donations (PPRTA & other)	\$ 5,241,114
Construction	\$ 10,949,700	El Paso County	\$ 4,410,021
Total:	\$ 13,824,988	Total:	\$ 13,825,000
Project Scope			
Combine three projects to construct a Park & Ride and roadway improvements to the adjacent roadway network including, but not limited to, intersection improvements at U.S. 24/New & Old Meridian Roads and Falcon Highway & extension of New Meridian Road.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			
			

Estimated year of construction 2019
 Estimated year of completion 2020



Fund 2 - Department of Public Works

Capital Project			
Fountain Mesa, Caballero Dr, Fortman Ave			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 2,164,850	\$ 85,248		\$ -
El Paso County Funding Required			
\$ 2,164,850	\$ 85,248		\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 200,000	Federal	\$ -
Construction	\$ 1,964,850	State	\$ -
		El Paso County (TABOR)	\$ 2,000,000
		El Paso County (R&B)	\$ 164,850
Total:	\$ 2,164,850	Total:	\$ 2,164,850
Project Scope			
Planning, design and construction of intersection improvements. TABOR funded.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			
			

Estimated Year of construction 2019
 Estimated year of completion 2020



Fund 2 - Department of Public Works

Capital Project			
Highway 105 Widening			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 40,000,000	\$ 1,800,712	\$ 6,000,000	\$ 32,199,288
El Paso County Funding Required			
\$ 1,259,378	\$ 301,480		\$ 957,898
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	2,000,000	Federal (Metro)	4,608,045
Construction	38,000,000	PPRTA 2	18,314,000
		El Paso County (R&B Match)	957,898
		El Paso County (AFR)	\$ 301,480
		El Paso County (Overmatch)	\$ 15,818,577
Total:	\$40,000,000	Total:	\$40,000,000
Project Scope			
Capacity & Safety improvements on CO-105 from I-25 to CO-83 in accordance with CO-105 Corridor Study			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			



Fund 2 - Department of Public Works


Capital Project			
Jimmy Camp Creek Drainage Basin Planning Study			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 250,000	\$ 250,000	\$ -	\$ -
El Paso County Funding Required			
\$ 250,000	\$ 250,000	\$ -	\$ -
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 250,000	Federal	\$ -
Construction	TBD	State	\$ -
		Contributions & Donations	\$ -
		El Paso County	\$ 250,000
Total:	\$ 250,000	Total:	\$ 250,000
Project Scope			
EPC DPW will contract to a professional engineering firms to expand on the existing plan for managing stormwater runoff in the Jimmy Camp Creek Area, specifically as applicable to unincorporated El Paso County. The existing Jimmy Camp Creek Drainage Basin Planning Study (DBPS) was completed by Kiowa Engineering in March 2015.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			

Estimated year of construction 2021

Estimated year of completion 2021




Fund 2 - Department of Public Works

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

Estimated year of construction 2021
 Estimated year of completion 2021



Fund 2 - Department of Public Works

Capital Project			
Rex/Meridian Intersection			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 1,500,000	\$ 300,000		\$ 1,200,000
El Paso County Funding Required			
\$ 1,500,000	\$ 300,000		\$ 1,200,000
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 300,000	Federal	\$ -
Construction	\$ 1,200,000	State	\$ -
		Contributions & Donations	\$ -
		El Paso County	\$ 1,500,000
Total:	\$ 1,500,000	Total:	\$ 1,500,000
Project Scope			
El Paso County Department of Public Works ("DPW" or "County") awarded contract to provide an updated Transportation Impact Study, conceptual and preliminary engineering plans for the proposed Rex at Meridian Intersection Project (project).			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			
			

Estimated year of construction 2021
 Estimated year of completion 2021



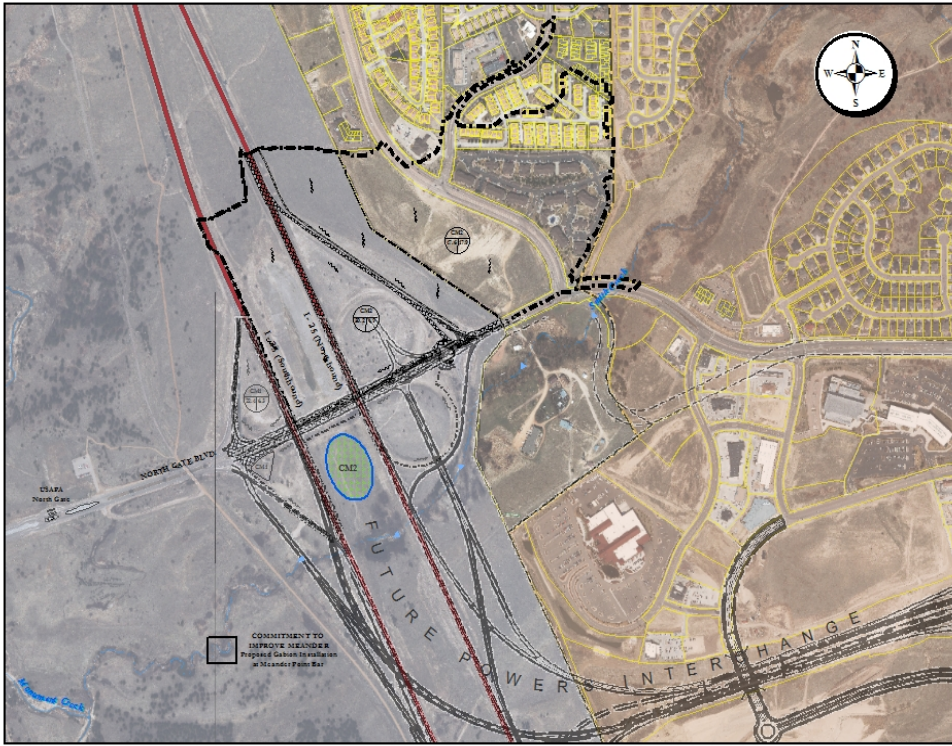
Fund 2 - Department of Public Works

Capital Project			
Struthers-Gleneagle Roundabout			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 3,530,000	\$ 3,527,068		
El Paso County Funding Required			
\$ 2,957,370	\$ 1,550,000		
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 550,000	Federal	\$ -
Property Purchase	\$ 155,000	Contributions & Donations (Developer)	\$ 268,126
Construction	\$ 2,825,000	Contributions & Donations (Struthers LID)	\$ 304,504
		El Paso County	\$ 2,957,370
Total:	\$ 3,530,000	Total:	\$ 3,530,000
Project Scope			
Design and construction of a roundabout at Struthers/Gleneagle intersection			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			

Estimated year of construction 2019
 Estimated year of completion 2019/2020



Fund 2 - Department of Public Works

Capital Project			
Struthers - North Gate Stormwater			
Total Project Funding Required	Appropriated to Date	FY 2020	Future Funding Needs
\$ 2,185,000	\$0	\$ 150,000	\$ 2,035,000
El Paso County Funding Required			
\$ 1,185,000	\$0	\$ 150,000	\$ 1,035,000
Description	Cost (estimate)	Funding Source	Amount
Engineering & Design	\$ 210,000	Federal (CDOT WQ Grant)	\$ 1,000,000
Construction	\$ 1,975,000	State	\$ -
		Contributions & Donations (Drainage fees)	
		El Paso County	\$ 1,185,000
Total:	\$ 2,185,000	Total:	\$ 2,185,000
Project Scope			
Address area drainage problems that are erosive, result in unsafe conditions, and cause an undue burden on maintenance resources, and provides a Water Quality Control Measure to treat stormwater before discharging into Smith Creek.			
Strategic Plan Goal			
Goal #3, Strategy A, Objective 10			
Operating Budget Impacts			
No impacts			
			



ROAD & BRIDGE ESCROW FUND 3

OVERVIEW

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

The Escrow amount is determined by the Business Property (multiplied by a percentage of the mill levy) and the Real Property. The sum of these two amounts gives you the Escrow amount. This is the amount that is shared back to the following cities and towns listed below:

Colorado Springs, Manitou Springs, Green Mountain Falls, Calhan, Fountain, Palmer Lake, Monument, and Ramah.

BUDGET SUMMARY

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Property Taxes	804,817	855,161	973,125	973,125	1,108,295
Other Taxes	(2,233)	(1,429)	-	-	-
Total Revenues	\$ 802,584	\$ 853,732	\$ 973,125	\$ 973,125	\$ 1,108,295
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Operating and Maintenance	8,073	8,593	104,395	104,395	119,264
Grants & Contributions	794,511	845,139	868,730	868,730	989,031
Total Expenditures	\$ 802,584	\$ 853,732	\$ 973,125	\$ 973,125	\$ 1,108,295
Estimated Beginning Fund Balance	-	(0)	(0)	(0)	(0)
Budgeted Changes to Fund Balance	(0)	-	-	-	-
Estimated Ending Fund Balance	\$ (0)	\$ (0)	\$ (0)	\$ (0)	\$ (0)

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



DEPARTMENT OF HUMAN SERVICES FUND 4



Julie Krow, Executive Director

PURPOSE STATEMENT

We strive to protect our most vulnerable citizens while providing efficient access to the services provided by local, state, and federal governments. We aim to keep families together and help them become self-sufficient. We work closely with community organizations to stretch the safety net we provide even further.

OVERVIEW

Colorado operates as a state supervised, county administered system of programs, with a broad range of programs and services mandated by a long list of state statutes.

OBJECTIVES

- **Child Protection and Ongoing Unit**
 - 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
- **Adolescent Services Unit**
 - 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



- **Children, Youth and Family Services and Support Unit**

- 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 the El Paso County Department of Human Services (EPC 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**

- 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, fax, email, or U.S. mail
- Locations Across the County to Meet the Needs of the Community:
 - Citizen Services Center
 - Calhan
 - Championship View (East Colorado Springs)
 - El Paso County Combined Courts
 - Criminal Justice Center
 - Fountain (EBT site)
 - Mt. Carmel Veterans Center
 - Springs Rescue Mission
 - Sand Creek Library (transitioning to Peak Vista on Jet Wing Drive)
 - Urban Peak

- **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 of needy parents on assistance programs
- Adult Protection teams receive reports of mistreatment, abuse and neglect; investigate allegations; conduct assessments; collaborate with community partners and law enforcement; and arrange for needed services to reduce risk and improve safety
- 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 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)
- Internship agreements with 25 institutes of higher learning
- 30+ memorandums of understanding and & intergovernmental agreements with state and other partners
- Minor purchase orders number approximately 90 annually (ongoing services less than \$5,000 such as equipment repairs, also issued to facilitate P-Card payments)
- 10 grants, ranging from \$6,000 - \$600,000 annually

2019 - 2020 FUNDING STRATEGIES

The EPC 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. Below is an overview of the department's efforts to ensure adequate funding:

Colorado Counties Incorporated, County Commissioners, and the County Interagency Relations Division in partnership with EPC DHS continues to advocate for adequate resources for the county.

Office of State Budget and Planning has proposed the following increases for counties, including EPC DHS for SFY 2020-2021:

- **Subsidized Employment Continuation:**

- The Colorado Department of Human Services (CDHS) requested \$4.0 million in Temporary Assistance to Needy Families (TANF) funds to continue the Employment Opportunity with a Wage program (Colorado Works Subsidized Training and Employment Program or CW-STEP) that connects public assistance recipients with employment opportunities
- CW-STEP provides access to paid work experience, including subsidized employment, apprenticeships, and on-the-job training
- EPC will advocate for an appropriate share of this funding if approved

- **County Child Welfare Staffing:**

- CDHS requested 50 full-time employees this year. It is estimated that if funded, EPC DHS will receive approximately nine new child welfare staff this State Fiscal Year, funded at 90 percent

- **Colorado Child Care Assistance Program Direct Services**

- CDHS requested \$6,762,446 to maintain the current service levels within CCCAP
- EPC will advocate for an appropriate share of this allocation if approved

- **Community Provider Rate Increase**

- CDHS requested \$4,647,651 to increase reimbursement rates for residential treatment providers, the Community Centered Board, community based mental health providers, youth services community providers, and counties by 0.5 percent
- EPC will advocate for an appropriate share of this allocation if approved



- **Other budget highlights:**

- DHS worked with Commissioner Waller and the budget office to advocate for a workload model for child welfare allocation that recognizes the number of referrals, assessments, and cases in EPC (more equitable)
- DHS applied for and received two grants from Health Care Policy and Financing to fund Health First Colorado Provider Network Expansion and Support \$248,758 and EPC PEAK Application Accessibility \$5,934
- DHS applied for and received the Temple Hoyne Buell Grant for the Center on Fathering \$30,000

- **Cost savings initiatives:**

- CDHS legislation added new requirements for CCCAP (eligibility, annual market rate study) and a new funding formula. The new allocation formula was not favorable for EPC and all the counties in the Southeast (SE) and San Luis Valley (SLV). Counties in SE and SLV unanimously opposed the new formula at Sub-PAC, PAC and at State Human Services Board. Initially EPC stood to lose \$3,019,527 (18 percent) but after intense push back, ended up losing \$0. This was despite an additional \$10.5M being distributed by the JBC
- Worked diligently in advocating through the CCCAP allocation task group, and other means, to prevent a 28 percent reduction (\$4.6M) in EPC's CCCAP allocation. The anticipated statewide CCCAP allocation to all counties for Fiscal Year 19/20 is \$124.5M, with 13.47 percent allocated to EPC
- The Employment and Education Program under Colorado Works was successfully moved in-house on August 1, 2018, and is partnering closely with the Pikes Peak Workforce Center; savings of \$600,000
- Ended the budget year on a positive note being fully closed-out in all DHS programs and increased TANF reserve from \$7.6M to \$8.5M. The maximum percentage of reserve is 40 percent and DHS is currently at 40 percent. Reserve funds are restricted and can only be used in TANF, Child Welfare, or CCCAP
- DHS earned available performance incentive funds from the state at fiscal year end

2020 BUDGET HIGHLIGHTS

- 1.5% Personnel Increase
- Increased Personnel budget for 27th Pay Period Cost
- Personnel budget increased to support increased FTE's



PERFORMANCE MEASURES AND OPERATING INDICATORS

GOAL 1: MAINTAIN AND PROMOTE A FINANCIALLY SUSTAINABLE COUNTY GOVERNMENT THAT IS TRANSPARENT AND EFFECTIVE					
Strategy C: Define and allocate ongoing funding streams designated for capital investment and operational needs					
Strategy Objective	Department	Measure	2019-2020		2020
			Target	Actual	Target
2. Effectively utilize federal grants and other funding opportunities to ensure County residents are able to easily access County services	Human Services - Economic Assistance	Companion state and federal grants secured as part of a collaborate effort with other counties were successfully used by DHS to implement HSCconnects, HSCconnects has brought significant efficiencies to customers and staff (FNS \$614,736 over 3 years; HCPF \$215,721.20 for 1 year)	9/20/17 - FNS Grant	9/21/2017	9/30/2020
	Human Services - Economic Assistance	Health Care Policy and Financing Health First Colorado PEAK Accessibility Grant (\$5,934,00)	7/12/17 - State HCPF Grant	7/25/2017	Completed 07/30/2018
	Human Services - Contract Management	Health Care Policy and Financing Health First Colorado PEAK Accessibility Grant (\$5,934,00)	7/18/2019	7/30/2019	6/30/2020
	Human Services - Child Welfare	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 (2019 is year 2 of a 3-year grant cycle - 2019 amount \$599,183)	1/1/2019	1/1/2019	12/31/2020
	Human Services - Child Welfare	Temple Hoyne Buell Grant for the Center on Fathering (\$30,000)	4/29/2019	5/28/2019	4/30/2020
	Human Services - Child Welfare	Health First Colorado Expansion and Support Grant (\$248,758)	7/18/2019	7/30/2019	6/30/2020
	Human Services - Administration	DHS provided letters of support to partner agencies seeking grants to further improve access and capacity of the safety net	2019	2019	Ongoing
	Human Services - Administration	Worked with Board of County Commissioners and budget office to advocate for a workload model for child welfare allocation that recognizes the number of referrals, assessments, and cases in El Paso County for a more equitable allocation	2019	2019	Complete
GOAL 2: CONTINUE TO ENHANCE THE UNDERSTANDING OF CIVIC SERVICES AND PROMOTE PARTICIPATION, ENGAGEMENT, AND CONFIDENCE IN COUNTY GOVERNMENT					
Strategy D: Expand community partnerships with other government jurisdictions, nonprofit organizations, educational institutions, business community, and citizens					
Strategy Objective	Department	Measure	2019-2020		2020
			Target	Actual	Target
2. Maintain and expand public awareness campaign with community partners	Human Services	To develop a partnership with the Colorado Springs Conservatory to collaborate on a community project to focus on Child Abuse Prevention Month and to expand performance art experiences for foster children	4/1/2019	4/1/2019	Completed
	Human Services	To develop a partnership with the Public Health Department to organize a community project to focus on Child Abuse Prevention Month	4/1/2020	Ongoing	4/1/2020
	Human Services - Child Welfare	Worked with Public Health, Peak Vista, and a variety of community partners to establish two intake units for 0-3 year olds	4/1/2019	Ongoing	Ongoing
GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy C: Promote, protect, plan and prepare for public health through active citizen and community partnership and education					
Strategy Objective	Department	Measure	2019-2020		2020
			Target	Actual	Target
5. Support community efforts to combat substance abuse	Human Services - Child Welfare	The CYFS Division in DHS contracts with 20 providers in El Paso County for substance abuse evaluations and treatment for child welfare clients who have open cases with DHS (this increased from 14 last year)	6/1/2019	6/1/2019	5/31/2020
	Human Services	El Paso County is working 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	1/1/2019	Ongoing	Ongoing



GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy F: Increase self-sufficiency and reduce reliance on public assistance programs (Objective 1)					
Strategy Objective	Department	Measure	2019-2020		2020
			Target	Actual	Target
1. Expand community partnerships to reduce dependency on Department of Human Services (DHS) services	Human Services - Family Assistance	The Employment and Education Program under Colorado Works was successfully moved in-house on August 1, 2018, and is partnering closely with the Pikes Peak Workforce Center; Cost savings, \$600,000	8/1/2018	8/1/2018	Completed 08/01/2018
	Human Services - Economic Assistance	Colorado Works savings allowed for the successful launch of the TANF Employment Accessibility (TEA) program, that as of December 10, 2019, had placed 66 participants into subsidized employment opportunities with DHS, setting families on the path toward self-sufficiency	5/15/2019	5/14/2019	12/31/2020
	Human Services	The child support contractor, YoungWilliams, moved to the Citizens Service Center on January 22, 2019, augmenting a close partnership with DHS and expanding the partnership with the Workforce Center	1/22/2019	1/22/2019	Completed 01/22/2019
	Human Services	DHS worked with CDHS and YoungWilliams to establish an on-site kiosk for child support payments	4/17/2019	4/17/2019	Completed 04/17/2019
	Human Services - Economic Assistance	DHS partnered closely with The Resource Exchange (TRE) and Rocky Mountain Options to transition all services under TRE; This will streamline and significantly improve the delivery of services to people with disabilities	7/1/2019	7/1/2019	Completed
	Human Services - Economic Assistance	DHS partnered with Arapahoe, Pueblo, and Adams Counties to successfully implement HSCnects (a workload management system to streamline eligibility processing)	7/1/2017 (HCPF) 10/2/2017 (FNS)	7/30/2018 9/30/2020	Completed Ongoing
	Human Services	DHS received a grant from HCPF to expand the Medicaid provider network and to provide training and technical assistance to prospective (and enrolled) Medicaid providers. DHS will contract with an ASO to provide these services in RAE Region 7 (El Paso, Park, and Teller counties), and also to various small, rural counties in the southern tier of the state. This project also requires collaboration with the state (HCPF), several community partners, and several Regional Accountability Entities (RAEs). Efforts to maximize access to Medicaid services can help ease budget pressures in other areas; Health First Colorado Expansion and Support Grant (248,758)	7/18/2019	7/30/2019	6/30/2020
	Human Services - Adult Protection	Adult Protective Services worked with the Guardianship Committee through the Pikes Peak Elder Abuse Coalition to set up a volunteer guardianship program. Volunteers assist established guardianship providers (such as Silver Key) so they are able to expand pro-bono guardianship services for at-risk adults. As of December 10, 2019, there have been nine volunteers for the program	12/20/2017	Ongoing	Ongoing



El Paso County 2020 Adopted Budget

GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy F: Increase self-sufficiency and reduce reliance on public assistance programs (Objective 4)					
Strategy Objective	Department	Measure	2019-2020		2020
			Target	Actual	Target
4. El Paso County will work with community partners to reduce homelessness	Human Services - Economic Assistance	On average each month, DHS assists 192 people to enter employment by providing child care, education and training, subsidized employment and other supports toward long term stability and self-sufficiency	1/1/2019	Ongoing	Ongoing
	Human Services	DHS provides County representation on the Pikes Peak Continuum of Care	Ongoing	Ongoing	Ongoing
	Human Services	To better serve our community and the individuals who are experiencing homelessness, DHS has expanded community partnerships and involvement with school districts, Pikes Peak Library District, Peak Vista Community Health, veterans groups, Fourth Judicial District and Springs Rescue Mission	Ongoing	Ongoing	Ongoing
	Human Services - Family Services	APS worked with the Adult Elder Shelter Committee through the PPEAC to create a robust option for at-risk adults in need of emergent shelter and Long Term Care services, providing interim housing and care for those adults prior to the approval of LTC-Medicaid. Currently there are 11 participating nursing facilities and five participating assisted living facilities, with five facilities offering 24-hour access	Ongoing	Ongoing	Ongoing
GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy G: Reduce child abuse, abuse of at-risk youth and adults, elder abuse, and domestic violence					
Strategy Objective	Department	Measure	2019-2020		2020
			Target	Actual	Target
3. Increase services for families to prevent the need for Department of Human Services' involvement	Human Services - Child Welfare	DHS is partnering with Peak Vista who will provide two nurse practitioners to accompany DHS caseworkers on home visits to see children aged 0-3 who are suspected victims of child abuse or neglect and children who are medically fragile	11/1/2019	10/22/2019	10/31/2020
	Human Services - Economic Assistance	DHS Economic Assistance programs have 10 locations	Ongoing	Ongoing	Ongoing
	Human Services	DHS has worked to spread the word about the PEAK website and related applications that can be accessed with mobile devices	Ongoing	Ongoing	Ongoing
	Human Services - Child Welfare	Number of alleged victims with a timely face-to-face contact or attempted contact as set in Rule (Volume 7); timely is based on the assigned response time frame	95%	Ongoing	Ongoing
	Human Services - Economic Assistance	Number of new applications processed timely (45 days per Rule)	90%	Ongoing	Ongoing
GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy G: Reduce child abuse, abuse of at-risk youth and adults, elder abuse, and domestic violence					
Strategy Objective	Department	Measure	2019-2020		2020
			Target	Actual	Target
4. Expand outreach to the adult population including seniors and persons with disabilities	Human Services - Adult Protection	Adult Protect Services continues to conduct community outreach activities to include 17 different community education or training sessions as of July 31, 2019	7/31/2019	Ongoing	Ongoing
	Human Services - Adult Protection	DHS Adult Protection staff regularly participate in meetings for the Pikes Peak Elder Abuse Coalition	Ongoing	Ongoing	Ongoing
	Human Services	DHS staff helped organize the main event for World Elder Abuse Awareness Day, including providing speakers for several of the panels	6/15/2019	6/15/2019	6/15/2020
	Human Services - Adult Protection	Number of timely responses; timely is based on the assigned response time frame (emergency/24 hour or non-emergency/3 business days)	95%	Ongoing	Ongoing



GOAL 5: STRIVE TO ENSURE A SAFE, SECURE, RESILIENT AND HEALTHY COMMUNITY					
Strategy G: Reduce child abuse, abuse of at-risk youth and adults, elder abuse, and domestic violence					
Strategy Objective	Department	Measure	2019-2020		2020
			Target	Actual	Target
5. Support programs such as the Not One More Child initiative that trains community partners and citizens to recognize and report concerns of abuse, neglect and exploitation of at-risk children and adults	Human Services - Child Welfare	Co-located units provide case staffing and ongoing collaborations	Ongoing	Ongoing	Ongoing
	Human Services	DHS continues to work closely with the Public Health led coalition focused on combating youth suicide, with DHS staff attending regular meetings	Ongoing	Ongoing	Ongoing
	Human Services - Child Welfare	DHS and partners in Not One More Child continue to work on distributing Baby Boxes and educational materials about Safe Sleep and infant mortality	Ongoing	Ongoing	Ongoing



DHS Child Abuse Prevention Month



BUDGET SUMMARY

DEPARTMENT OF HUMAN SERVICES - FUND 4

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Taxes	17,468,833	14,655,563	18,555,563	18,555,563	18,823,558
Intergovernmental	55,324,969	57,136,040	59,795,082	60,277,182	61,695,082
Charges for Services	165,953	77,883	-	-	-
Contributions	22,075	4,100	5,000	5,000	5,000
Total Revenues	\$ 72,981,831	\$ 71,875,787	\$ 78,355,645	\$ 78,837,745	\$ 80,523,640
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	40,994,797	43,978,908	47,127,021	47,494,121	49,836,440
Operating and Maintenance	14,505,932	11,268,426	13,671,898	13,786,898	13,579,398
Charges for Services	6,667,734	6,596,481	5,965,945	5,965,945	6,118,445
Grants & Contributions	12,459,942	13,412,461	12,669,992	12,669,992	12,609,992
Intergovernmental	(1,694,481)	(1,456,396)	(1,354,211)	(1,354,211)	(1,354,211)
Capital Outlay	-	96,237	-	-	-
Total Expenditures	\$ 72,933,925	\$ 73,896,117	\$ 78,080,645	\$ 78,562,745	\$ 80,790,064
Estimated Beginning Fund Balance	3,038,251	3,086,157	1,065,827	1,065,827	1,340,827
Budgeted Changes to Fund Balance	47,906	(2,020,330)	275,000	275,000	(266,424)
Estimated Ending Fund Balance	\$ 3,086,157	\$ 1,065,827	\$ 1,340,827	\$ 1,340,827	\$ 1,074,403

Department of Human Services fund balance is anticipated to decrease by 19.87%. As part of the countywide plan, the County reduced current year support in effort to utilize a portion of the fund balance.

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	512	512	592	25	617
TOTAL FTEs	512	512	592	25	617



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

CAPITAL IMPROVEMENT - FUND 6

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Property Taxes	58	394	-	-	-
Sales Taxes	11,403,455	10,359,950	10,856,711	11,406,711	11,222,140
Other Taxes	477	551	-	-	-
Intergovernmental	5,366,978	5,353,241	-	-	-
Miscellaneous Revenue	-	-	802,509	802,509	781,657
Other Financing Sources	1,890	-	4,127,067	4,127,067	4,129,317
Total Revenues	\$ 16,772,858	\$ 15,714,136	\$ 15,786,287	\$ 16,336,287	\$ 16,133,114
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Operating and Maintenance	15,559	135,562	20,000	20,000	20,000
Charges for Services	16,742,231	14,791,638	15,743,778	16,293,778	16,089,045
Grants & Contributions	14,461	-	-	-	-
Intergovernmental	-	(27,035)	-	-	-
Total Expenditures	\$ 16,772,252	\$ 14,900,164	\$ 15,763,778	\$ 17,165,578	\$ 16,800,509
Estimated Beginning Fund Balance	738,349	\$ 738,956	\$ 1,552,928	\$ 1,552,928	\$ 723,637
Budgeted Changes to Fund Balance	607	813,972	22,509	(829,291)	(667,395)
Estimated Ending Fund Balance	\$ 738,956	\$ 1,552,928	\$ 1,575,437	\$ 723,637	\$ 56,242

There was a significant decrease to fund balance for 2020 from 2019. In 2019, El Paso County signed a new capital lease for the Fleet Department and in 2020 this increased, as well as an increase in anticipated expenditures for Treasurer/Assessor VAX system conversion.



DEBT – CERTIFICATE OF PARTICIPATION

El Paso County does not have any debt, as defined by Colorado statutes. Currently, the County has no major capital projects in the Capital Fund. The Financial Road map shows ongoing capital expenditures, which include Information Technology hardware/software, Facilities Major Maintenance Plan, Video System upgrades, Community Services Department Parks Capital Projects, and Department of Public Works Capital Road and Bridge projects. EPC does not issue debt without voter approval as outlined in Tabor (section 54.1.1 of Budget Policy). EPC does have annual lease obligations and are outlined below.

Certificate of Participation (COP): A financing instrument representing a share in a pledged revenue stream, usually lease payments made by the issuer (County) that are subject to annual appropriation. The Certificate entitles the holder to receive a share, or participation, in the lease payments relating to the acquisition or construction of specific equipment, land, or facilities. Interest payments are due June 1 and December 1. Principal payments are due December 1.

Following are the outstanding COP's for EPC:

During 2008, the County, through the El Paso County Facilities Corporation, issued \$2.5 million in Certificates of Participation, Series 2008, which were dated December 15, 2008. The 2008 certificates carry interest rates ranging from 4.00% to 6.50% and mature December 1, 2011 through December 1, 2029 for Department of Human Services.

During 2010, the County, through the El Paso County Facilities Corporation, issued \$55.93 million in Certificates of Participation, Series 2010, which were dated September 30, 2010. The 2010A was for \$47,545,000 and the Series 2010B was for \$8,380,000. The 2010A certificates carry interest rates ranging from 3.59% to 5.81% and mature December 1, 2017, through December 1, 2036. The 2010B certificates carry interest rates ranging from 2.25% to 5.00% and mature December 1, 2011 through December 1, 2016 for County Strategic Moves.

During 2011, the County, through the El Paso County Facilities Corporation, issued \$32.82 million Refunding Certificates of Participation series 2011A, which were dated July 20, 2011 and refund the Certificates of Participation Series 2002B. The 2011A certificates carry interest rates ranging from 2.75% to 5.25% and mature December 1, 2011 through December 1, 2027 for the Criminal Justice Center. The refunded Certificates Series 2002B will become due and payable, in accordance with their terms, until December 1, 2012 at which time all of the remaining 2002B Certificates shall mature or be redeemed at a redemption price.

During 2012, the County, through the El Paso County Facilities Corporation, issued \$12.01million in Certificates of Participation Series 2012, which were dated December 15, 2012. The Series 2012 Certificates carry interest rates ranging from 3.00% to 5.00% and mature December 21, 2023. This refinanced 2003 and Coroner equipment.

During 2016, the County, through the El Paso County Facilities Corporation, issued \$23.25 million in Certificates of Participation Series 2016, which were dated June 7, 2016. The Series 2016 Certificates carry interest rates ranging from 2.00% to 3.00%, and mature December 1, 2029. This refinanced a portion of 2007A.

During 2018, The County, through the El Paso County Facilities Corporation, issued \$28.38 million in Certificates of Participation Series 2018, which were dated May 10, 2018. The Series 2018 Certificates



carry interest rates ranging from 4.00% to 5.00%, and mature December 1, 2029. This refinanced the remaining portion of the Series 2007A.

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. The balance as of 2019 is \$1,937,514

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 2019-2025

		JP Morgan - 2017 Heavy Fleet			JP Morgan - 2019 Heavy Fleet		
		Principal	Interest	Total	Principal	Interest	Total
2020	12/01/20	625,152.51	10,202	635,355	990,973	49,211	1,040,184
2021	12/01/21				973,673	66,511	1,040,184
2022	12/01/22				995,357	44,827	1,040,184
2023	12/01/23				1,017,524	22,660	1,040,184
2024	12/01/24						0
2025	12/01/25						0
		625,153	10,202	635,355	3,977,527	183,209	4,160,736



ANNUAL LEASE OBLIGATION SCHEDULES

Annual COP Lease Obligation Schedule 2020-2036

		Series 2008 -DHS			Series 2010 - Strategic Moves					Series 2011 - CJC		
		Principal	Interest	Total	Principal	Interest	Total	Federal Subsidy	Total	Principal	Interest	Total
	06/01/20		50,853			1,189,194		(416,218)			471,031	
2020	12/01/20	120,000	50,853	221,706	1,730,000	1,189,194	4,108,388	(416,218)	3,275,952	2,115,000	471,031	3,057,063
	06/01/21		47,178			1,151,739		(403,109)			418,156	
2021	12/01/21	125,000	47,178	219,356	1,780,000	1,151,739	4,083,479	(403,109)	3,277,261	2,210,000	418,156	3,046,313
	06/01/22		43,350			1,105,637		(386,973)			361,525	
2022	12/01/22	135,000	43,350	221,700	1,835,000	1,105,637	4,046,275	(386,973)	3,272,328	2,320,000	361,525	3,043,050
	06/01/23		39,216			1,058,111		(370,339)			300,625	
2023	12/01/23	145,000	39,216	223,431	1,900,000	1,058,111	4,016,222	(370,339)	3,275,544	2,440,000	300,625	3,041,250
	06/01/24		34,775			1,008,901		(353,115)			245,575	
2024	12/01/24	150,000	34,775	219,550	1,965,000	1,008,901	3,982,802	(353,115)	3,276,571	2,555,000	245,575	3,046,150
	06/01/25		29,900			958,007		(335,303)			194,475	
2025	12/01/25	160,000	29,900	219,800	2,030,000	958,007	3,946,014	(335,303)	3,275,409	2,655,000	194,475	3,043,950
	06/01/26		24,700			905,430		(316,901)			141,375	
2026	12/01/26	170,000	24,700	219,400	2,100,000	905,430	3,910,861	(316,901)	3,277,059	2,760,000	141,375	3,042,750
	06/01/27		19,175			844,425		(295,549)			72,375	
2027	12/01/27	185,000	19,175	223,350	2,180,000	844,425	3,868,851	(295,549)	3,277,753	2,895,000	72,375	3,039,750
	06/01/28		13,163			781,096		(273,384)				
2028	12/01/28	195,000	13,163	221,325	2,265,000	781,096	3,827,193	(273,384)	3,280,425			
	06/01/29		6,825			715,298		(250,354)				
2029	12/01/29	210,000	6,825	223,650	2,345,000	715,298	3,775,596	(250,354)	3,274,887			
	06/01/30					647,176		(226,512)				
2030	12/01/30				2,440,000	647,176	3,734,352	(226,512)	3,281,328			
	06/01/31					576,294		(201,703)				
2031	12/01/31				2,525,000	576,294	3,677,588	(201,703)	3,274,182			
	06/01/32					503,700		(176,295)				
2032	12/01/32				2,625,000	503,700	3,632,400	(176,295)	3,279,810			
	06/01/33					428,231		(149,881)				
2033	12/01/33				2,720,000	428,231	3,576,463	(149,881)	3,276,701			
	06/01/34					350,031		(122,511)				
2034	12/01/34				2,825,000	350,031	3,525,063	(122,511)	3,280,041			
	06/01/35					268,813		(94,084)				
2035	12/01/35				2,925,000	268,813	3,462,625	(94,084)	3,274,456			
	06/01/36					184,719		(64,652)				
2036	12/01/36				6,425,000	184,719	6,794,438	(64,652)	6,665,134			
		1,595,000	618,269	2,213,269	42,615,000	25,353,604	67,968,604	(8,873,761)	59,094,843	19,950,000	4,410,275	24,360,275



Annual COP Lease Obligation Schedule 2020-2036

Series 2012 Refi of 2003 and COR			Series 2016 Refi of 2007A			Series 2018 - Judicial Complex/Parking			TOTAL		
Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total
1,170,000.00	119,125	1,408,250	1,805,000.00	216,225	2,237,450	2,135,000	622,825	3,380,650	9,075,000	4,506,071	13,581,071
1,225,000.00	89,875	1,404,750	1,840,000.00	198,175	2,236,350	2,220,000	580,125	3,380,250	9,400,000	4,164,280	13,564,280
1,275,000.00	65,375	1,405,750	1,870,000.00	179,775	2,229,550	2,335,000	524,625	3,384,250	9,770,000	3,786,628	13,556,628
1,340,000.00	33,500	1,407,000	1,915,000	161,075	2,237,150	2,450,000	466,250	3,382,500	10,190,000	3,376,875	13,566,875
			1,950,000	141,925	2,233,850	2,525,000	429,500	3,384,000	9,145,000	3,015,121	12,160,121
			1,990,000	122,425	2,234,850	2,655,000	366,375	3,387,750	9,490,000	2,671,759	12,161,759
			2,025,000	102,525	2,230,050	2,785,000	300,000	3,385,000	9,840,000	2,314,259	12,154,259
			2,070,000	82,275	2,234,550	2,920,000	230,375	3,380,750	10,250,000	1,906,153	12,156,153
			2,115,000	58,988	2,232,975	3,070,000	157,375	3,384,750	7,645,000	1,474,475	9,119,475
			2,170,000	32,550	2,235,100	3,225,000	80,625	3,386,250	7,950,000	1,169,887	9,119,887
									2,440,000	841,328	3,281,328
									2,525,000	749,182	3,274,182
									2,625,000	654,810	3,279,810
									2,720,000	556,701	3,276,701
									2,825,000	455,041	3,280,041
									2,925,000	349,456	3,274,456
									6,425,000	240,134	6,665,134
5,010,000	615,750	5,625,750	19,750,000	2,591,875	22,341,875	26,320,000	7,516,150	33,836,150	115,240,000	32,232,161	147,472,161



CAPITAL IMPROVEMENT 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.

Capital Projects Summary				
Department	Project	Fund	Operating Impacts	Cost
Emergency Response	Riverside Bank Stabilization and Open Space	General -1	No	\$ 3,189,067
Community Services Department	El Paso Fairgrounds/Walkways	General -1	No	\$ 145,000
Community Services Department	Northern Nature Center-Feasibility study	General -1	No	\$ 90,000
Community Services Department	Kane Ranch Open Space	General -1	No	\$ 400,000
Community Services Department	Palmer Lake Recreation Area-Improvements	General -1	No	\$ 70,000
Community Services Department	Fountain Creek Stabilization Project	General -1	No	\$ 949,931
Community Services Department	Hanson Trailhead Renovation	General -1	No	\$ 2,400,000
Community Services Department	Fox Run Regional Trail	General -1	No	\$ 50,000
Community Services Department	Rock Island Regional Trailhead Improvements	General -1	No	\$ 120,000
Community Services Department	Bear Creek Regional Park Improvements	General -1	No	\$ 831,000
Community Services Department	Faalcon Regional Park-Phase II	General -1	No	\$ 725,000
Community Services Department	Ute Pass Regional Trail Expansion	General -1	No	\$ 1,850,000
Public Works	Arnold Avenue Bridge Replacement	R&B -2	No	\$ 1,555,299
Public Works	Baptist/Hodgen/Roller Coaster Interseciton	R&B -2	No	\$ 3,440,000
Public Works	Bradley Road and Grinnel Blvd	R&B -2	No	\$ 60,000
Public Works	Callan Hwy Bridge Replacement	R&B -2	No	\$ 3,450,000
Public Works	Charter Oaks Ranch Road	R&B -2	No	\$ 15,500,000
Public Works	Chipita Park Rd/US 24/Fountain Ave	R&B -2	No	\$ 1,130,000
Public Works	Elbert Road Bridge Rehabilitation	R&B -2	No	\$ 700,000
Public Works	El Paso County Wetlands Bank	R&B -2	No	\$ 725,000
Public Works	Falcon Park & Ride/Meridian Extension/US 24 Improvements	R&B -2	No	\$ 13,824,988
Public Works	Fountain Mesa, Cabller Dr, Fortman Ave	R&B -2	No	\$ 2,164,850
Public Works	Highway 105 Widening	R&B -2	No	\$ 40,000,000
Public Works	Jimmy Camp Creek Drainage Basin Study	R&B -2	No	\$ 250,000
Public Works	Peyton Infrastructure Improvements	R&B -2	No	TBD
Public Works	Rex/Meridian Intersection	R&B -2	No	\$ 1,500,000
Public Works	Struthers-Gleneagle Roundabout	R&B -2	No	\$ 3,530,000
Public Works	Struthers-North Gate Stormwater	R&B -2	No	\$ 2,185,000
			Total	\$ 100,835,135

**SELF-INSURANCE FUND 12****OVERVIEW**

El Paso County is essentially self-insured, The Self-Insurance Fund was established to account for the accumulation and allocation of costs associated with insurance claims and administration costs. This is an Internal Service Fund that accounts for the operations that provide services to other departments or agencies of the County, or to other governments, on a cost-reimbursement basis.

BUDGET SUMMARY**SELF-INSURANCE - FUND 12**

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Sales Taxes	19,666,064	18,286,430	20,116,424	20,116,424	23,776,218
Intergovernmental	114,253	75,398	-	-	-
Charges for Services	19,924,559	21,914,891	26,112,093	26,112,093	25,258,698
Miscellaneous Revenue	6,563	10,019	-	-	-
Other Financing Sources	601,010	408,420	85,000	85,000	85,000
Total Revenues	\$ 40,312,449	\$ 40,695,158	\$ 46,313,517	\$ 46,313,517	\$ 49,119,916
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	24,387,159	27,792,276	31,058,490	31,058,490	33,056,485
Operating and Maintenance	9,830,803	8,721,094	10,306,500	10,475,264	11,008,600
Charges for Services	1,593,342	1,786,233	2,419,376	2,419,376	2,867,756
Grants & Contributions	2,548,326	1,828,461	1,835,600	1,835,600	1,702,845
Capital Outlay	-	-	-	-	-
Total Expenditures	\$ 38,359,631	\$ 40,128,063	\$ 45,619,966	\$ 45,788,730	\$ 48,635,686
Estimated Beginning Fund Balance	12,702,525	\$ 14,655,343	\$ 15,222,437	\$ 15,222,437	\$ 15,747,224
Budgeted Changes to Fund Balance	1,952,818	567,094	693,551	524,787	484,230
Estimated Ending Fund Balance	\$ 14,655,343	\$ 15,222,437	\$ 15,915,988	\$ 15,747,224	\$ 16,231,454

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



CONSERVATION TRUST FUND 15

OVERVIEW

Conservation Trust Funds are the portion of Lottery proceeds constitutionally mandated to be distributed to local governments, based on population, for acquiring and maintaining parks, open space and recreational facilities. Conservation Trust Funds are distributed quarterly on a per capita basis. This is a Special Revenue Fund that accounts for the proceeds of specific revenues other than for major capital projects that are legally restricted to expenditures for specified purposes.

BUDGET SUMMARY

CONSERVATION TRUST - FUND 15

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	1,366,572	1,419,162	1,387,525	1,387,525	1,399,025
Miscellaneous Revenue	4,994	9,959	5,000	5,000	7,500
Total Revenues	\$ 1,371,566	\$ 1,429,121	\$ 1,392,525	\$ 1,392,525	\$ 1,406,525
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	1,113,861	1,126,830	1,235,673	1,235,673	1,264,673
Operating and Maintenance	163,149	147,535	156,400	325,821	141,400
Charges for Services	452	452	452	452	452
Grants & Contributions	70,886	268,994	-	33,942	-
Capital Outlay	(747)	-	-	-	-
Total Expenditures	\$ 1,347,601	\$ 1,543,812	\$ 1,392,525	\$ 1,595,888	\$ 1,406,525
Estimated Beginning Fund Balance	777,873	\$ 801,838	\$ 687,147	\$ 687,147	\$ 483,784
Budgeted Changes to Fund Balance	23,965	(114,690)	-	(203,363)	-
Estimated Ending Fund Balance	\$ 801,838	\$ 687,147	\$ 687,147	\$ 483,784	\$ 483,784

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

FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	16	16	16	-	16
TOTAL FTEs	16	16	16	-	16



SCHOOLS TRUST FUND 19

OVERVIEW

The School Trust Fund is a Private Purpose Trust Fund which accounts for resources collected from developers of new subdivisions to provide for the purchase and development of additional parks and for distribution to school districts.

BUDGET SUMMARY

SCHOOLS TRUST - FUND 19

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	51,793	157,829	100,000	100,000	100,000
Total Revenues	\$ 51,793	\$ 157,829	\$ 100,000	\$ 100,000	\$ 100,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Grants & Contributions	32,706	21,152	100,000	114,342	100,000
Total Expenditures	\$ 32,706	\$ 21,152	\$ 100,000	\$ 114,342	\$ 100,000
Estimated Beginning Fund Balance	246,557	\$ 265,644	\$ 402,321	\$ 402,321	\$ 387,979
Budgeted Changes to Fund Balance	19,087	136,677	-	(14,342)	-
Estimated Ending Fund Balance	\$ 265,644	\$ 402,321	\$ 402,321	\$ 387,979	\$ 387,979

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



HOUSEHOLD HAZARDOUS WASTE MANAGEMENT FUND 22

OVERVIEW

As part of the Community Services Department, the Household Hazardous Waste Management Fund has been established by the Board of County Commissioners to collect tipping fees at privately owned landfills within the County. The funds are appropriated for waste management and landfill diversion activities staff, and equipment necessary for proper hazardous waste disposal and recycling within the County. This is a restricted fund authorized by Colorado Revised Statutes 30-20-115.

OPERATING INDICATORS

OPERATING INDICATORS				
	2017 Actual	2018 Actuals	2019 Estimate	2020 Projected
Household hazardous waste programs/days open	267	270	269	271
Yard waste collection programs/days open	84	88	86	88
Black Forest wildfire mitigation mulch programs/days open	150	152	150	152

BUDGET SUMMARY

HOUSEHOLD HAZARDOUS WASTE MANAGEMENT - FUND 22

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Charges for Services	1,193,414	1,213,548	1,100,581	1,100,581	1,200,000
Miscellaneous Revenue	50,727	61,115	33,000	33,000	38,000
Total Revenues	\$ 1,244,141	\$ 1,274,663	\$ 1,133,581	\$ 1,133,581	\$ 1,238,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Personnel	423,298	437,562	468,837	473,027	487,194
Operating and Maintenance	628,728	745,089	622,846	797,838	708,908
Charges for Services	102,158	6,145	41,898	42,716	41,898
Total Expenditures	\$ 1,154,185	\$ 1,188,797	\$ 1,133,581	\$ 1,313,581	\$ 1,238,000
Estimated Beginning Fund Balance	640,912	\$ 730,868	\$ 816,735	\$ 816,735	\$ 636,735
Budgeted Changes to Fund Balance	89,956	85,867	-	(180,000)	-
Estimated Ending Fund Balance	\$ 730,868	\$ 816,735	\$ 816,735	\$ 636,735	\$ 636,735

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



FULL TIME EMPLOYEE POSITIONS (FTEs) SUMMARY

FTE INFORMATION					
	2017	2018	2019	2019 Revised	2020
Total FTE Count	4	4	5	-	5
TOTAL FTEs	4	4	5	-	5





LOCAL IMPROVEMENT DISTRICTS FUND 75

OVERVIEW

The Local Improvement District Funds are Agency Funds that are custodial in nature and do not present results of operations or have a measurement focus. These funds are used to account for assets held by the County as an agent for individuals, private organizations, other governments, and/or other funds.

Falcon Vista Acquisition Fund was established in 2008 and bonds were issued to finance acquisitions, construction, and installation of certain public improvement districts within Falcon Vista subdivision.

BUDGET SUMMARY

FALCON VISTA ACQUISITION LID - FUND 75

REVENUES					
Revenues by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Intergovernmental	179,632	211,523	178,000	178,000	73,000
Miscellaneous Revenue	1,379	2,803	2,000	2,000	2,000
Total Revenues	\$ 181,011	\$ 214,325	\$ 180,000	\$ 180,000	\$ 75,000
EXPENDITURES					
Expenditures by Category	2017 Actual	2018 Actual	2019 OAB	2019 Revised	2020 OAB
Charges for Services	3,134	3,613	5,000	5,000	1,500
Non-Operating Expense	152,030	244,977	175,000	175,000	73,500
Total Expenditures	\$ 155,165	\$ 248,590	\$ 180,000	\$ 180,000	\$ 75,000
Estimated Beginning Fund Balance	132,591	\$ 158,437	\$ 124,173	\$ 124,173	\$ 124,173
Budgeted Changes to Fund Balance	25,846	(34,264)	-	-	-
Estimated Ending Fund Balance	\$ 158,437	\$ 124,173	\$ 124,173	\$ 124,173	\$ 124,173

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



V. DEMOGRAPHIC & STATISTICAL SECTION



STAFFING

FULL-TIME EQUIVALENT POSITIONS (FTE'S)					
Department/Division/Office	2017 Authorized	2018 Authorized	2019 Authorized	2019 Adj +/-	2020 Authorized
Elected Offices					
County Commissioners	5	5	5	-	5
County Assessor	53	53	53	-	53
County Clerk & Recorder - Operations	31	25	24	-	24
Motor Vehicle	85	90	90	-	90
Elections	10	10	10	-	10
Driver's Licenses	8	9	9	-	9
Recording	11	11	11	-	11
Clerk to the Board	3	3	3	-	3
County Coroner	23	25	26	-	26
County Sheriff - Operations	233	126	196	-	196
Detentions	340	452	379	2	381
Fountain Dispatch	12	12	12	-	12
Work Release	8	8	8	-	8
Gateway	4	4	5	-	5
Concealed Handgun Program	5	5	5	1	6
800 MHz	-	2	2	-	2
Reintegration and Recovery (Unres w/Benefits)	4	4	3	-	3
Restricted - PR Bond	-	-	-	-	-
Restricted - VALE/VOCA	2	3	3	-	3
Restricted - Co Responder Grant	-	-	1	-	1
Restricted - Public Safety Tax	192	192	191	(17)	174
Unrestricted General Fund - Frozen	-	-	-	11	11
Security	-	-	37	-	37
County Treasurer	19	19	19	-	19
Public - Trustee	6	6	5	(2)	3
County Attorney - General Fund	11	13	13	1	14
Department of Human Services	23	26	27	3	30
District Attorney - EPC Funded	212	213	219	-	219
Teller County Funded	4	4	4	-	4
Grant Funded	8	8	8	-	8
BoCC Administration	1	3	2	-	2
Interagency Relations	-	-	7	-	7
Office of Emergency Management (OEM)	7	9	10	-	10
Human Resources & Risk Management Department	19	21	24	-	24
Planning and Community Development Department	27	29	29	1	30



FULL-TIME EQUIVALENT POSITIONS (FTE'S), Continued					
Department/Division	2017 Authorized	2018 Authorized	2019 Authorized	2018 Adj +/-	2020 Authorized
Department of Human Services					
Human Services - General	511	544	592	25	617
Senior Services	1	1	-	-	-
Restricted - Detox	19	-	-	-	-
Financial Services Department			-	-	-
Budget	20	20	14	-	14
Finance	50	51	53	-	53
Employee Benefits/Medical Services	7	7	7	-	7
Contracts and Procurement	9	9	10	-	10
Public Information Office Department	11	11	10	-	10
Information Technology Department	74	73	77	-	77
Economic Development Department			-	-	-
Economic Development	6	6	6	-	6
Small Business Development Center	3	3	3	-	3
Facilities & Strategic Infrastructure Mgmt Department			-	-	-
Facilities	53	59	60	(9)	51
Parking	41	42	5	-	5
Fire and Flood Recovery	-	-	-	-	-
American Disabilitiy Act (ADA)	-	3	2	-	2
Community Services Department (CSD)			-	-	-
Parks and Community Resources	21	23	24	2	26
Parks Special Events - Fair	2	2	2	-	2
Environmental Services	5	5	5	-	5
Justice Services/Community Corrections	2	3	3	-	3
Criminal Justice Planner		1	1	-	1
PR Bond Program	1	8	9	2	11
CSU Extension	3	3	-	-	-
Veterans Services	7	7	7	2	9
Parks - Restricted Conservation Trust	16	16	16	-	16
Household Hazardous Waste	4	4	5	-	5
Departmenty of Public Works (DPW)			-	-	-
Fleet Services	34	34	36	-	36
Road and Bridge	181	194	212	-	212
Other			-	-	-
Health and Environment	142	148	158	-	158
Pikes Peak Workforce Center	52	48	49	(8)	41
Pension Trust/Retirement	2	3	3	-	3
TOTAL FTE's	2,643	2,718	2,809	14	2,823

Department FTE additions totaled 14: The major changes are as follows:

- Sheriff's office moved staff between General Fund and Public Safety and froze 11 positions
- Department of Human Services had an increase of 25 FTEs for additional child welfare caseworkers and Core Services program administration personnel
- Community Service Department had an increase of 6 FTEs for Parks, PR Bond Program, and Veteran Services



El Paso County 2020 Adopted Budget

- Facilities had a decrease of 9 FTEs
- Pikes Peak Workforce had a decrease of 8 FTEs



STATISTICAL INFORMATION

El Paso County Demographic and Economic Indicators

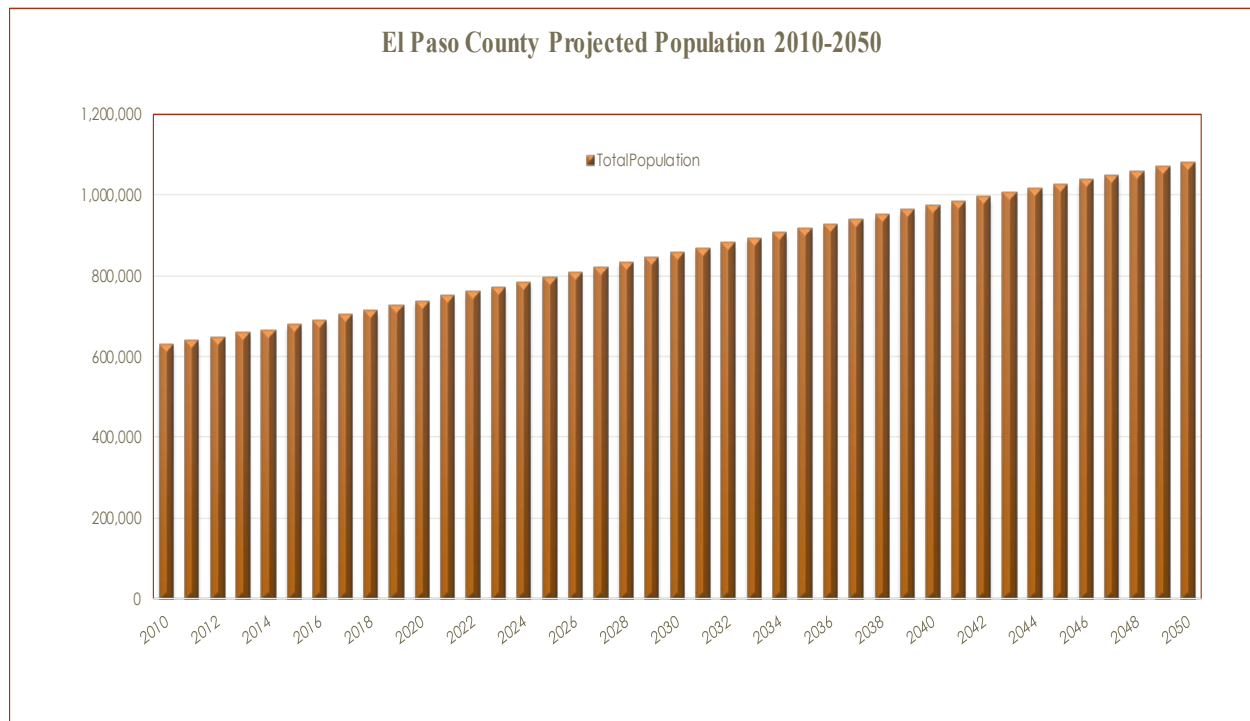
Median Household Income (in 2018 dollars)	\$65,334
Median Value of Owner –Occupied Housing Units 2014-2018	\$254,300
Households 2014-2018	253,379
High School Graduate or Higher, percent of age 25+ 2014-2018	93.7%
Bachelor’s Degree or Higher, percent of age 25+ 2014-2018	37.9%
Total Employer Establishments 2017	17,542
Total Employment 2017	242,125
Mean Travel Time to Work (minutes) age 16+ 2014-2018	23.4

Source: United States Census Bureau

El Paso County Demographics

Race	2017	2018	2019
American Indian non Hispanic	8,329	8,500	8,661
Asian non Hispanic	30,066	31,401	32,722
Black non Hispanic	45,708	46,782	47,810
Hispanic	118,645	122,997	127,326
White non Hispanic	498,800	504,715	509,585
Total	701,548	714,395	726,104

Source: Colorado Department of Local Affairs

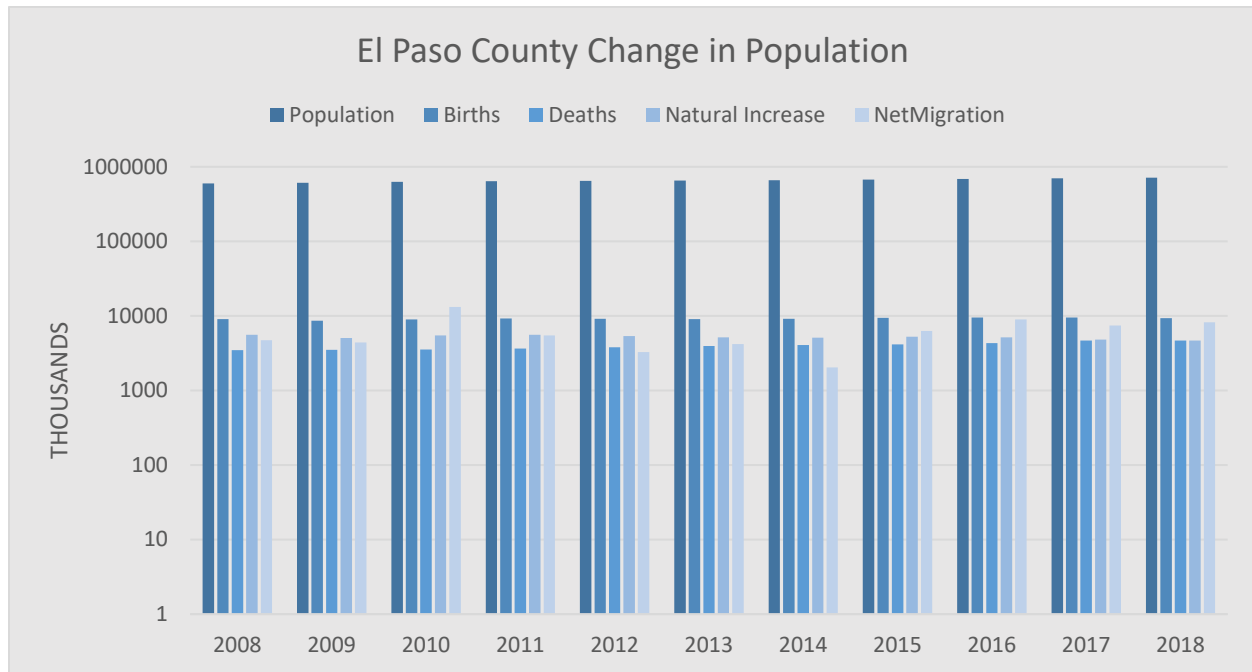


Source: Colorado Department of Local Affairs

**El Paso County - Labor Force Participation by Age
2013-2020**

AGE	2013	2014	2015	2016	2017	2018	2019	2020
16 to 19	14,860	14,344	13,905	13,794	13,821	13,828	13,803	13,698
20 to 24	28,971	29,382	29,878	30,862	32,065	32,243	32,485	32,610
25 to 34	64,085	64,233	64,827	67,223	71,004	73,973	77,245	80,232
35 to 44	60,957	60,510	60,589	61,498	63,825	64,888	65,810	67,033
45 to 54	74,919	73,238	71,325	71,078	71,558	69,993	68,456	67,348
55 to 64	51,179	52,359	53,914	56,177	59,556	60,444	61,179	61,349
65 and over	14,128	15,034	16,043	17,225	18,706	19,521	20,339	21,205

Source: Colorado Department of Local Affairs



Source: Colorado Department of Local Affairs

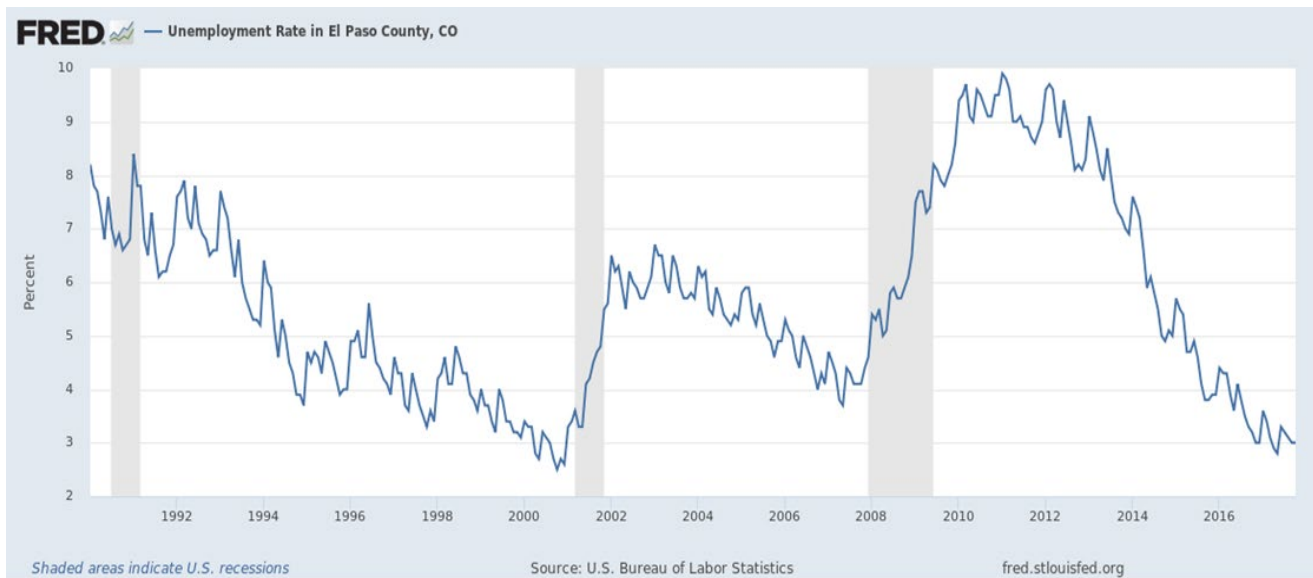
El Paso County and Municipalities Population 2012-2018							
Area Name	2012	2013	2014	2015	2016	2017	2018
COLORADO STATE	5,195,943.00	5,272,942.00	5,352,866.00	5,454,707.00	5,542,951.00	5,616,567.00	5,694,311.00
EL PASO	647,399	656,763	663,957	675,663	689,577	701,544	714,398
Calhan	803	806	805	809	820	826	831
Colorado Springs	433,660	439,133	443,167	450,505	459,791	466,280	473,928
Fountain	27,156	28,002	28,443	28,925	29,511	29,961	30,618
Grn Mtn. Falls (Part)	805	814	817	821	839	843	864
Manitou Springs	5,195	5,223	5,209	5,238	5,290	5,326	5,448
Monument	5,836	5,933	6,009	6,125	6,266	6,840	6,997
Palmer Lake	2,517	2,557	2,588	2,636	2,695	2,727	2,793
Ramah	126	126	126	127	128	129	130
Unincorp. Area	171,301	174,169	176,793	180,477	184,237	188,612	192,789

Source: Colorado Department of Local Affairs



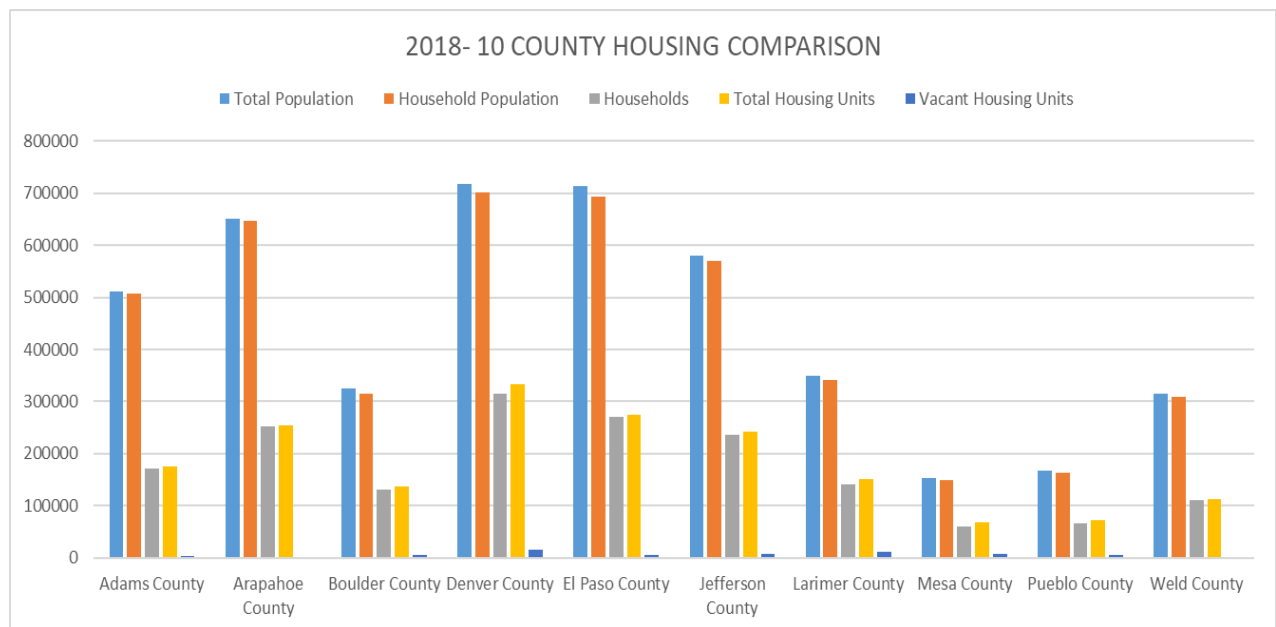
El Paso County 2014-2018 Median Household Income				
Subject	Households Estimate	Families Estimate	Married-couple families	Nonfamily households
Total	253,379	173,199	134,852	80,180
Less than \$10,000	4.8%	3.2%	1.0%	9.8%
\$10,000 to \$14,999	3.5%	1.8%	0.8%	7.6%
\$15,000 to \$24,999	7.8%	4.9%	3.1%	14.5%
\$25,000 to \$34,999	8.5%	6.6%	4.9%	13.2%
\$35,000 to \$49,999	12.5%	11.2%	9.4%	16.3%
\$50,000 to \$74,999	19.5%	19.9%	19.6%	18.7%
\$75,000 to \$99,999	13.8%	15.5%	16.9%	8.5%
\$100,000 to \$149,999	1.8%	20.3%	23.9%	8.0%
\$150,000 to \$199,999	6.9%	8.8%	10.7%	1.8%
\$200,000 or more	5.9%	7.8%	9.5%	1.6%
Median income (dollars)	65,334	78,239	90,676	38,585

Source: U.S. Census Bureau, 2014-2018 American Community Survey 5-Year Estimates



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

Historical Unemployment Rate in El Paso County



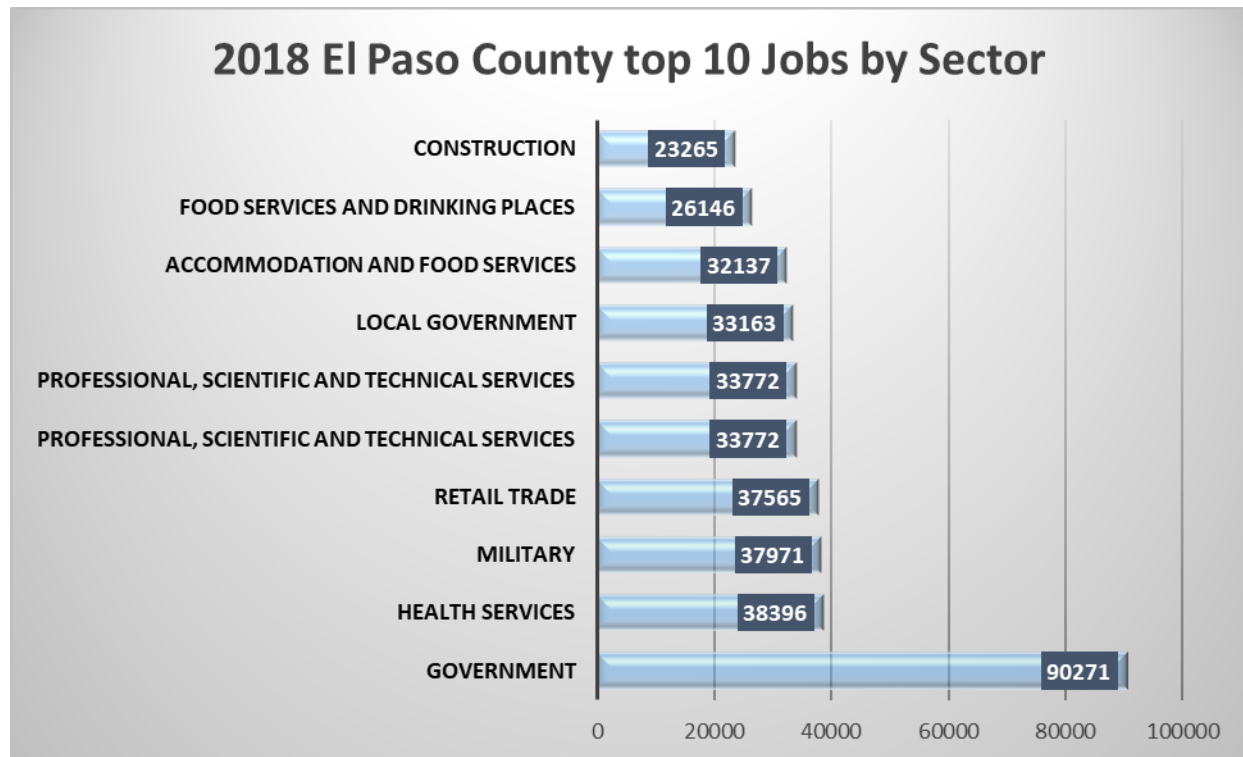
Source: Colorado Department of Local Affairs



El Paso County - Municipalities 2018

PLACE	Total Population	Household Population	Total Housing Units	Occupied Housing Units	Vacant Housing Units
Calhan	831	831	352	330	22
Colorado Springs	473,928	463,504	193,399	190,242	3,157
Fountain	30,618	30,618	10,543	10,335	208
Green Mtn. Falls (Part)	864	840	588	421	167
Manitou Springs	5,448	5,415	2,900	2,734	166
Monument	6,997	6,997	2,264	2,248	16
Palmer Lake	2,793	2,790	1,183	1,102	81
Ramah	130	130	68	59	9
Unincorp. Area	192,789	182,245	64,187	63,309	878

Source: Colorado Department of Local Affairs



Source: Colorado Department of Local Affairs



VI. GLOSSARY SECTION



GLOSSARY

A

Abatement: A term referring to the refund of previously paid property taxes due to over valuation of property.

Accounting Period: A period at the end of which and for which financial statements are prepared (typically a month or a year).

Accrual Basis: The basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received, notwithstanding that the receipt of revenue or the payment of the expenditure may take place, in whole or in part, in another accounting period.

Accrual: An accounting method that reports income when earned and expenses when incurred.

Activity: A specific service performed by one or more units of government.

Actual - Actual refers to the expenditures and/or revenues that are actually realized; as opposed to those that are forecasted or budgeted.

Ad Valorem: According to value.

Adopted Budget: Refers to the budget amounts originally approved by the Board of County Commissioners at the beginning of the budget year and the budget document, which consolidates all beginning-of-the-year operating appropriations.

Agency: A governmental or quasi-governmental unit which provides services to residents of the county but is not part of the county government, per se. An agency may be linked to county government by an intergovernmental agreement or may be formed pursuant to an intergovernmental agreement.

Agenda Item (BoCC) – Any item scheduled to be reviewed/approved by the BoCC at a scheduled meeting.

Allocations: A part of a lump-sum appropriation which is designated for expenditure by specific organization units and/or for special purposes, activities or objects.

Amended Budget: Budget which includes changes to the Adopted Budget that are approved by the Board of County Commissioners and transfers within the authority of management.

Appropriated Reserves: The amount of fund balance used to supplement revenues required to fund appropriated expenditures.

Appropriated Budget: The expenditure authority created by the Appropriation Ordinance and related estimated revenues. The Appropriated Budget would include all reserves, transfers, allocations, and other legally authorized legislative changes.

Appropriation: The legal authorization granted by the Board of County Commissioners which allows the departments, offices and agencies of the county to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

Appropriation Resolution: The appropriation resolution is the means whereby the Board of County Commissioners enacts the appropriation, making it legal. The act of adopting the budget does not include legal authority to spend. In order to spend an appropriation resolution must also be approved outlining the expenditures proposed in the adopted budget.



Assess: To establish an official property value for taxation.

Assessed Valuation: A valuation set upon real estate and/or other property as a basis for levying taxes.

Asset: A resource owned or controlled by the county, which has monetary value. An asset is either current or fixed. A current asset is typically consumed within one year, such as cash, accounts receivable, and inventories. A fixed asset provides benefit for more than one year, such as equipment, buildings, and open space properties.

Audit: A methodical examination conducted by a private accounting firm, of the utilization of the county's resources. An audit tests the accounting system to determine the extent to which internal accounting controls are both available and being used. The audit concludes with a written report of findings called the Auditor's Opinion.

Authorized Position: A position (job, FTE) authorized by the Board of County Commissioners as part of the annual adopted budget.

B

Balanced Budget: A budget where current operating expenditures do not exceed current operating revenues plus unreserved and available fund balance for each individual fund subject to appropriation. Per state statute, the county is required to adopt a balanced budget each year.

Base Budget: An estimate of funding to continue existing programs at current levels of service prepared by each department or office during the budget development process.

Basis of Accounting: A term used to refer to when revenues, expenditures, and transfers (and the related assets and liabilities) are recognized in the accounts and reported in the financial statements.

Benchmarking: Comparing desired performance and results against a relative standard.

Board of County Commissioners (BoCC): the board is composed of a five-member group of publicly elected officials. They are the main policy makers and financial stewards of the county.

Budget: An annual policy document, financial plan, operations guide, and communications device, containing estimated revenues and expenditures. The budget, once adopted by the Board of County Commissioners, is the legal basis for expenditures in the budget year.

Budget Calendar: A timetable showing when particular tasks must be completed in order for the Board of County Commissioners to adopt the annual budget before the beginning of the next fiscal year.

Budget Development Process: The annual cycle in which the county prepares the annual budget for adoption.

Budget Message: Written overview of the budget addressed to the Board of County Commissioners. The budget message contains an explanation of principal budget items, significant changes from the previous fiscal year, summaries of major issues impacting the budget, and challenges facing the county.

Budgetary Basis: The basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: generally accepted accounting principles (GAAP), cash, or modified accrual.



Budgetary Control: The control or management of a government in accordance with an approved budget to monitor and control expenditures within the limitations of approved appropriations and available revenues.

C

Capital Budget: A plan of proposed capital expenditures for buildings, drainage, parks, streets, trails, etc. and their funding sources. The capital budget is enacted as part of the county's annual budget. Remaining project balances are carried over into future years, if needed, until project completion.

Capital Expenditures: Expenditures resulting in the acquisition of or addition to the county's fixed asset inventory.

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

Capital Outlay: Those purchases of \$5,000 or more, which become a new fixed asset of the county.

Capital Project: A major capital construction project, such as those related to buildings, drainage, streets, trails, etc., included in the CIP or Road & Bridge Fund. Capital projects tend to have significant costs and have useful lives of many years.

Certificate of Participation (COP): A financing instrument representing a share in a pledged revenue stream, usually lease payments made by the issuer (County) that are subject to annual appropriation. The certificate entitles the holder to receive a share, or participation, in the lease payments relating to the acquisition or construction of specific equipment, land, or facilities.

Committed Fund Balance: Amount that can be used for specific purposes determined by formal action of the Board of County Commissioners. Commitments may be established, modified, or rescinded, only through resolutions approved by the BoCC.

Community Development Block Grant (CDBG): A U.S. Department of Housing and Urban Development grant program. The program was first enacted in 1974 to provide funds to state and local agencies to support housing, economic development, health and human services, and planning and administration.

Community Investment Project Fund (CIP): A fund created to account for the revenues and expenditures related to capital projects. Also referred to the Capital Fund.

Community Services Block Grant (CSBG): A U.S. Department of Health and Human Services grant program. The program was first enacted in 1981 to provide funds to state and local agencies to support efforts that reduce poverty, revitalize low-income communities, and lead to self-sufficiency among low-income families and individuals.

Comprehensive Annual Financial Report (CAFR): An annual financial report issued by state and local governments. The CAFR has three parts: an introductory section, a financial section, and a statistical section. CAFR requirements are largely shaped by the Governmental Accounting Standards Board (GASB), which is the authoritative source for governmental Generally Accepted Accounting Principles (GAAP).

Contingency: A possible future event or condition arising from causes unknown or at present indeterminable.



Charges for Services Expenditures: Charges for services include various contracted services (professional consulting, auditing, advertising, legal, and printing, security, delivery, vehicle repair and maintenance, and building rental).

Charges for Services Revenue: A revenue category comprised of revenue generated from services the county provides to residents and other entities. Services that are charged for include motor vehicle registrations, document recording, and insurance, Sheriff Academy, County Fair, Coroner Autopsies, and District Attorney Services.

Colorado Local Government Budget Law: In preparing an annual budget, all Colorado counties must follow the provisions of Title 29, Article 1, Part 1 of the Colorado Revised Statutes, which defines the legal requirements for budget format, content, and cover; budget hearing and adoption; appropriation resolution/ordinance; filing the budget; and changing the budget.

Contingency: An appropriation of funds to cover unforeseen events or emergencies that may occur during the year. TABOR requires this fund to have an amount equal to three percent of non-Federal expenditures.

Cost Allocation Plan: Identification, accumulation and distribution of costs relative to the provision of those services, along with the methods used.

Cost Center: A responsibility center within the government organization.

D

Debt: An obligation resulting from the borrowing of money or from the purchase of goods and services. A government's debts can include bonds, leases, and notes. Debt instruments are used to finance projects with high capital costs and long useful lives.

Deficit: The excess of expenditures and other financing uses over revenues and other financing sources during an accounting period.

Department: An organizational unit within the county government that is under the direction of non-elected county management staff.

Depreciation: A financial mechanism to allocate the cost of a capital item over its service life. A decrease in an asset's value due to wear and tear, decay, or decline in price. Through this process, the entire cost on an asset is ultimately charged off as an expense over its service life.

Designated Fund Balance (Reserves): Portions of fund balance that are set aside for a specific purpose and which are, therefore, not available for general appropriation (except for that specific purpose).

E

Earmarked Funds: Funds dedicated for a specific program or purpose, such as state or federal grants earmarked for particular types of projects or programs.

Elected Official: An official elected by El Paso County voters to manage an elected county office.

Emergency: An emergency is defined as 1) an act of God, 2) public enemy, or 3) something which could not have been reasonably foreseen at the time of the adoption in the budget. For the purpose of TABOR, this is further restricted to exclude economic conditions, or revenue shortfalls.



Encumbrance: Obligations in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when the actual liability is set up.

Expenditure: A decrease in net financial resources due to payments made by the county for goods or services, such as personnel, supplies, and equipment.

F

Fiduciary Fund: A fund consisting of resources received and held by the county as trustee or as an agent for other governmental units, private organizations, or individuals, to be expended or invested in accordance with the conditions of the trust.

Fiscal Year: A period of any 12 consecutive months to which the budget applies. El Paso County's fiscal year is January 1 through December 31.

Fixed Asset: As required by the State of Colorado, all items that are in use more than one year and valued at a level approved by a local government (at El Paso County the amount is \$5,000) should be recorded as a fixed asset of the entity.

Full Time Equivalent (FTE): Numeric equivalent of one person occupying one employment position for one year (equivalent of 2,080 hours or 52 forty-hour weeks).

Full Time Employee (FTE): In EPC, only Full Time benefit eligible positions are considered FTE's. No part-time or temporary are part of this count.

Fund: An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.

Fund Balance: The excess of assets over liabilities. Fund balance is accumulated when revenues exceed expenditures and is decreased when revenues are less than expenditures.

Fund Type: Any one of seven categories into which all funds are classified in governmental accounting. The seven fund types are general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

G

General Fund: A fund used to account for all transactions of a governmental unit which are not accounted for in another fund. The General Fund is used to account for the ordinary operations of a governmental unit which are financed from taxes and other general revenues.

Generally Accepted Accounting Principles (GAAP): Uniform minimum standards and guidelines for financial accounting and reporting. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time.

Governmental Accounting Standards Board (GASB): Is the source of generally accepted accounting principles (GAAP) used by state and local governments in the United States.

Government Finance Officers Association (GFOA): Professional association of state, provincial and local finance officers in the United States and Canada.



Governmental Funds: Funds generally used to account for tax-supported activities. Examples of governmental funds are the General Fund and Capital Projects Fund.

Governmental Services Expenditures: Governmental services include grants made to other institutions, economic incentives, and sales tax share back payments to cities.

Grant: A contribution of assets (usually cash) by one government unit or other organization to another. The contribution is usually made to aid in the support of a specific function (for example, education), but it is sometimes also for general purposes.

H

Highway User Tax Fund (HUTF): The major source of state revenue for CDOT is the Highway Users Tax Fund (HUTF). Almost three-fourths of the HUTF is funded through Colorado's motor fuel tax, which is 22 cents per gallon of gasoline and 20.5 cents per gallon of diesel fuel. The remaining funding is collected through motor vehicle registration fees, surcharges, license fees, and traffic citation fines. Under the HUTF state law, transportation revenue is split between CDOT, counties, and cities.

I

Inflation: As defined by Colorado TABOR, it is the percentage change in the Denver/Boulder Bureau of Labor Statistics' consumer price index for all items, all urban consumers, or its successor index.

Infrastructure: Public domain fixed assets such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, lighting systems, and similar assets that are immovable.

Intergovernmental Agreement (IGA): A signed agreement between two or more governmental units, and approved by their governing bodies, that provides for the exchange of goods or services between the governments.

Intergovernmental Revenue: A revenue category comprised of intergovernmental and grant funds received from federal and state governments and other jurisdictions for designated purposes.

Intergovernmental Expenditures: Grants, entitlements and cost reimbursements from the county to other local governments, entities, authorities, or organizations.

Investments: Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or lease payments.

L

Lease-Purchase Agreements: Contractual agreements which are termed "leases," but which in substance amount to purchase contracts for equipment, land or buildings.

Level of Service: Used generally to define existing or current services, programs, activities and/or facilities provided by a government to its citizens. Level of service in any given department or office may be increased, decreased, or remain constant, depending upon needs, alternatives, productivity, and available resources. To continue a given level of service into future years assumes that objectives, goals, quantity and quality of the service will remain unchanged.

Levy: To impose taxes, special assessments, or user fees for the support of governmental activities (verb). The total amount of taxes, special assessments, or user fees imposed by a government (noun).



Liability: A debt or other legal obligation arising out of a transaction in the past which must be liquidated, renewed, or refunded at some future date.

Local Growth: A TABOR definition for a non-school district where a net percentage change in actual value of all real property in a district from construction of taxable real property improvements, minus destruction of similar improvements and additions to, minus deletions from taxable real property. This is also referred to as net new construction.

M

Mandated Services: Services that the state or federal governments require the county to perform for which no revenue or partial revenue is provided to the county.

Maintenance of Effort (MOE): A requirement placed on many federally funded grant programs to demonstrate that the level of state and local funding remains constant from year to year.

Memorandum of Understanding (MOU): Bilateral or multilateral agreement between two or more parties.

Mill Levy: The rate of property taxation. A mill is one-tenth of a cent (\$.001). A mill levy is expressed as one dollar per one thousand dollars of assessed valuation.

Miscellaneous Revenue: A revenue category comprised of items that do not easily fit into one of the other defined revenue categories. Miscellaneous revenue includes insurance recovery of losses, bank charges, contributions and donations, rents received for use of county buildings, 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

Personnel Expenditures: One of six major categories of expenditures used in the El Paso County budgetary system. Personnel expenditures include all salaries and benefit costs for full- time, part-time, and temporary employees of the county.

Program: Specific (or like group) activities or organizational units directed at attaining specific purposes or objectives.

Program Based Budget: A budget wherein expenditures are based primarily on programs of work and secondarily on character and object.

Property Tax: An annual tax levied on all real and personal property, based on assessed valuation and the mill levy, in compliance with state and local statutes. An El Paso County resident's total property taxes paid are comprised of county, municipal, school district, and other special district portions.

Proposed Budget: A budget recommended by the Financial and Administrative Officer (the Budget Officer) to the Board of County Commissioners.

Public Hearing: A meeting to which El Paso County residents are invited for purposes of providing input and comments.

R

Reimbursement: Cash or other assets received as a repayment of the cost of work or services performed or of other expenditures made for or on behalf of another governmental unit or department or for an individual, firm or corporation.

Requested Budget: A budget submitted by each department or office which identifies needs or desires for the following year.

Reserves: An unappropriated source of funding that can be utilized to meet unexpected budgetary needs.

Resolution: A special or temporary order of the Board of County Commissioners usually requiring more legal formality than an ordinance or statute.

Restricted Fund Balance: Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions, or by enabling legislation.

Revenue: An item or source of income, such as income from taxes, fees, grants, and interest earnings.

S

Sales Tax: A tax based on the sales price of retail goods and services. The buyer pays the tax at the time of the sale, and the outlet remits it to the state or other taxing authority. Total sales tax paid by a buyer



represents shares that are remitted to the State of Colorado, the county, any applicable municipality, and other special districts.

Special District (Use tax): An independent unit of local government organized to perform a single or related number of governmental functions. Special districts usually have the power to incur debt and to levy taxes. Special districts include recreation districts, fire protection districts, local improvement districts, water and sanitation districts, etc.

Special Revenue Fund (SRF): A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.

Specific Ownership Taxes: Specific ownership tax is a property or ad valorem tax levied in addition to sales (or use) taxes on a motor vehicle and is paid annually when a vehicle is registered within the county.

T

Taxes: Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.

Taxpayer Bill of Rights (TABOR): An amendment to the Colorado Constitution that establishes limits on revenue growth for State political subdivisions.

Transfers: 1) Interfund transfers: are internal transactions only and do not represent actual outflow from the county. They represent one fund sending cash to another fund. Interfund transfers done without regard to repayment or an equivalent exchange of value. 2) Interdepartmental Transfers: are transfers between departments. If within the same fund, they are intrafund transfers and eliminated for financial reporting, but not budgetary reporting.

U

Unassigned Fund Balance: Amounts that are available for any purpose; these amounts are reported only in the General Fund.

Unincorporated El Paso County: Those portions of the county that are not part of any incorporated municipality.

Unrestricted Fund Balance: Total of committed, assigned, and unassigned balances

W

Working Capital: Also known as net working capital, is a financial measurement that shows the operating liquidity available to a business. It is calculated as current assets minus current liabilities.

X

Y

Z



VII. APPENDIX SECTION



APPENDIX A

BUDGET POLICY

<u>Document:</u> AFS-2016-P01	<u>Title:</u> Budget Process Policy	<u>BoCC Approval:</u> June 28, 2016
<u>Effective Date:</u> June 28, 2016	<u>Reviewed By:</u> Sherri Cassidy, County Controller Lori Cleaton, Budget Manager Nikki Simmons, Finance Manager	<u>Reassessment:</u> Annually
<u>Standard:</u> Local Government Budget Law of Colorado Revised Statutes (C.R.S. §29-1-101 through 115)	<u>Approved By:</u> Nicola Sapp, Chief Financial and Administrative Officer	<u>Administration Approval:</u> June 13, 2016

Mandate: The El Paso County Board of County Commissioners (BoCC) has the authority and responsibility to adopt and oversee implementation of a budget approving the use of public funds for the operation of all County functions. In preparing its budget, El Paso County (EPC) follows the provisions of the Local Government Budget Law of Colorado and all budgets are adopted on a basis consistent with U.S. Generally Accepted Accounting Principles (GAAP). The State law requires the adoption of an annual budget by all Colorado counties. Colorado state law (C.R.S Title 29) specifies requirements that must be followed in budgeting.

Purpose: This policy replaces budgetary and financial related resolutions, 05-345, 09-453, and 15-513, and is designed to provide the public, BoCC, appointed and elected officials and department directors with an understanding of the EPC Annual Budget Process and the associated governing statutes and regulations.

Scope: All EPC employees, officials, and agents are required to adhere to all statutory requirements and use this policy when administering the annual budget process. EPC functions on a calendar year (CY) for its financial reporting which begins January 1st and ends December 31st. Additionally EPC receives other sources of funds, which operate on varying fiscal years (FY). For example, the state of Colorado's FY is July 1st to June 30th and the Federal FY is October 1st to September 30th. This must be taken into account when determining the EPC budget.

Responsibilities: Per C.R.S 29-1-104, the BoCC is required to designate or appoint a person to prepare the budget and submit it to the BoCC. This person is designated as the "Budget Officer". The Preliminary Balanced Budget (PBB) must be presented to the BoCC no later than October 15th of each year by the Budget Officer for EPC. The Budget Officer



will work with all elected and appointed officials and department heads on behalf of the BoCC to prepare the proposed budget.

- 1.0 **Statutory Deadlines and Requirements** – EPC must follow the requirements of the "Local Government Budget Law of Colorado," Title 29, Article 1, Part 1 (Appendix C). Additional statutory deadlines for the submittal of the entire budget are due by January 31st of the budget year to the state of Colorado (please refer to Appendix D from the Colorado Department of Local Affairs (DOLA) for specific deadline dates).
- 2.0 **Adoption of the Original Adopted Budget (OAB)** – In order to be in compliance with the deadlines and requirements, EPC's Budget Policy uses the following basic parameters.
 - 2.1 The proposed budget must be balanced. Specifically, no budget shall provide for expenditures in excess of available revenues and beginning fund balances.
 - 2.2 The budget must be separated into funds. The expenditure data must show the objects of expenditure and anticipated revenue data must show its different sources.
 - 2.3 The budget must show a beginning fund balance, anticipated revenue, expenditures and ending fund balance.
 - 2.4 The Budget Officer must present a Preliminary Balanced Budget (PBB) to the BoCC by October 15th.
 - 2.5 A notice of Budget must be published.
 - 2.6 Any elector of EPC has the right to file or register a protest with the BoCC prior to the time of the adoption of the budget.
 - 2.7 The BoCC must adopt the OAB by December 15th prior to the certification of levies for EPC.
 - 2.7.1 The Budget Resolution is the *Resolution to Adopt* the OAB. It must summarize the budget by fund and expenditures and the appropriation must not exceed revenues plus available fund balances.
 - 2.7.2 The *Mill Levy Resolution* certifies the mill levy after the *Resolution to Adopt* has been approved.
 - 2.7.3 The *Transfer Resolution* authorizes the Treasurer to make transfers between funds.
 - 2.8 The OAB with additional documentation as mandated must be submitted to DOLA by January 31st.
- 3.0 **Supplemental Changes to the Original Adopted Budget (OAB and Base Budget)** - All annual appropriations lapse at the end of the fiscal year.
 - 3.1 EPC can only budget one year at a time and cannot obligate future years; therefore, unexpended funds currently obligated under a project or encumbrance in the current year must be reappropriated into the next budget year via a resolution approved by the BoCC.
 - 3.2 Adjustments to the OAB may occur throughout the calendar year and shortly into the subsequent calendar year to account for revenues received in excess of the budget and to authorize expenditure of additional funds. Whenever EPC receives unanticipated



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

4.0 **Budgetary Fiscal Structure** – the budgetary fiscal structure is established in compliance with GAAP and the Governmental Accounting Standards Board (GASB), which define the fund accounting structure and how to classify governmental activity.

4.1 Fund Accounting – EPC uses fund accounting to ensure compliance with finance-related legal requirements. Fund accounting is used as a control device to segregate financial resources and ensure segregated resources are only used for their intended purposes. There are three (3) fund types; governmental, proprietary, and fiduciary.

4.1.1 Governmental Funds – Are used to account for tax-supported activities. There are five (5) different types of governmental funds: The General Fund, special revenue funds, debt services funds, capital projects funds, and permanent funds. The County currently has no debt service funds or permanent funds.

4.1.1.1 General Fund – used to account for all financial resources except those required to be accounted for in another fund and typically serves as the chief operating fund of EPC. This fund is used to account for general purpose activities of EPC supported by taxes and other non-dedicated revenues such as license fees, user charges and intergovernmental revenues.

4.1.1.2 Special Revenue Funds – used to account for the proceeds of specific revenue sources (other than for major capital projects) and are legally restricted expenditures for specified purposes. Examples of these funds include: Road and Bridge Fund, Road and Bridge Escrow Fund, Human Services Fund, and Conservation Trust Fund.

4.1.1.3 Capital Projects Fund – used to account for financial resources used for the acquisition or construction of major capital facilities or capital projects and replacement (other than those financed by proprietary funds and trust funds). This fund also accounts for all annual lease obligations entered into by EPC. This is the Community Investment Project (CIP) Fund.

4.1.2 Proprietary Funds – focus on the determination of operating income, changes in net assets (or cost recovery), financial position, and cash flows. There are two (2) types of proprietary funds: enterprise funds and internal service funds.

4.1.2.1 Enterprise Funds – used to report an activity for which a fee is charged to external users for goods or services. Enterprise funds are used for accounting purposes and not for Taxpayer Bill of Rights (TABOR) purposes and include: the Household Hazardous Waste Fund.

4.1.2.2 Internal Service Funds – used to report any activity providing goods or services to other funds, departments, or agencies of the primary government, its component units, or other governments on a “cost reimbursement” basis and include: The Self Insurance Fund (SIF).



- 4.1.3 Fiduciary Funds – used to report assets held in a trustee or agency capacity for others and cannot be used to support EPC’s own programs. The fiduciary fund category includes pensions (and other employee benefit) trust funds, investment trust funds, private-purpose trust funds, and agency funds.
 - 4.1.3.1 Pension Trust Funds – used to report resources required to be held in trust for the members and beneficiaries of defined benefit pension plans, defined contribution plans, postemployment benefit plans, or other employee benefit plans. EPC is not required to budget for these funds and must only budget for the annual contribution to this fund, which is housed in the General Fund.
 - 4.1.3.2 Private-Purpose Trust Funds – used to report all trust arrangements, other than those properly reported in pension trust funds or investment trust funds, under which principal and income benefit individuals, private organizations, or other governments. They include the School Trust Fund.
 - 4.1.3.3 Agency Funds – used to report resources held by EPC in a purely custodial capacity (assets equal liabilities). Agency funds typically involve only the receipt, temporary investment, and remittance of fiduciary resources to individuals, private organizations, or other governments. EPC only has to budget for the activity in Local Improvement District Funds.

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

5.1 Additional Levels of Control

- 5.1.1 The BoCC shall have the right to adopt a budget with more specific levels of control as necessary to ensure expenditures are used for the intended purposes. All board approved projects, major projects with total anticipated costs of over \$100,000, all grants, and any capital projects at the level required by the federal guidelines or greater (currently \$5,000) requires an assigned project number within EPC’s financial management system.
- 5.1.2 The official budgetary and accounting system for EPC is the JD Edwards/Oracle Financial Management System. All departments and offices utilize this system to account for all budgetary tracking and reporting for both internal and external purposes.
- 5.1.3 All levels of budgetary and managerial control will be monitored and enforced by Administration and Financial Services (AFS) throughout each fiscal year to assure compliance with this Policy and BoCC direction and/or action. This includes the daily monitoring and budgetary enforcement. In addition, the independent auditors review and audit these transactions to ensure compliancy with policies.



- 5.2 **Budget Process** – This is the general process EPC follows in adopting the OAB each year. This process may be modified slightly at the direction of the BoCC or request of the Budget Officer as long as all requirements are adhered to. EPC implements different budgeting processes for the various accounting funds based on the legal restrictions of the accounting funds, funding sources, required expenditures, or BoCC direction. This section outlines the budget process based on whether the funds are Restricted, Partially Restricted or Unrestricted.
- 5.2.1 **Restricted Funds** are determined based on federal, state, and outside agency compliancy requirements. EPC's Restricted Funds are the Road and Bridge Escrow, Conservation Trust Fund, Household Hazardous Waste Fund, School Trust Fund, and Local Improvement Districts.
- 5.2.2 **Partially Restricted Funds** are determined based on restrictions as outline above, but are partially funded by sales and use tax, property tax, or specific ownership tax. EPC's Partially Restricted Funds are the Community Investment Project Fund (CIP), Self-Insurance Fund, Department of Human Services Fund (DHS), and Road & Bridge Fund.
- 5.2.3 **Unrestricted Funds** are the remaining funds in the General Fund that do not fall under a restricted cost center.
- 5.2.3.1 There are also Restricted, Committed, and Assigned Cost Centers (Business Units) within the General Fund that maintain their own fund balances and are accounted for separately in order to be in compliance with their various restrictions.
- 5.3 **Restricted Funds Process** – In the 2nd and 3rd quarter of the current year, the Budget Division coordinates with departments and offices on their restricted budget estimates for the upcoming FY. This includes all restricted funds and restricted cost centers in the General Fund. This process includes:
- 5.3.1 Reviewing current year activity.
- 5.3.2 Reviewing pending legislation that will impact the upcoming budget year.
- 5.3.3 Analyzing three (3) year trending to assess deviations in trends impacting the upcoming budget year.
- 5.3.4 Assessing operational changes or one-time projects that need to be addressed in the upcoming budget year to include: the increase of Full Time Employees (FTEs), as long as on-going restricted funds support the personnel.
- 5.3.5 Analyzing cash flow requirements.
- 5.3.6 Results of analysis and assessments determine the budget for the upcoming year and FTE authorizations are established for revenues, expenditures, and fund balances.
- 5.3.7 These budgets are included in the PBB and also adopted as part of the OAB.
- 5.4 **Partially Restricted Funds Process** – In the 2nd and 3rd quarter of the current year, the Budget Division coordinates with departments and offices on their partially restricted budget estimates for the upcoming fiscal year. This process includes all the review and



analysis, as outlined for the Restricted Budget Process, but these funds have their own individual process. On-going budgetary changes to these funds are assessed based on legal requirements and available revenues and fund balance. Changes resulting in increases or decreases to personnel will be assessed for impacts and FTE counts will be updated accordingly.

- 5.4.1 **The Community Investment Project (CIP) Fund's** budget is closely monitored by federal bond raters and state agencies to ensure adequate budget is allocated to make the annual lease obligation payments per EPC's required payment schedule. EPC's first priority is to allocate sufficient sales and use tax or property tax to the CIP Fund to make the annual payments. EPC also ensures the restricted funding sources within this fund are being optimized and expended in compliance with their restricted purposes. The required amount of sales and use tax or property tax is allocated prior to any other budget obligation being met.
 - 5.4.1.1 Bond raters require EPC have a Debt Policy. EPC has not historically maintained a Debt Policy because EPC has not had any General Obligation Debt since 1985. This section serves as EPC's Debt Policy.
 - 5.4.1.2 EPC does not issue debt without voter approval as outlined in TABOR. EPC does currently have annual lease obligations, such as Certificates of Participation (COP's) and Capital Leases.
- 5.4.2 The **Self Insurance Fund** budget houses all of EPC's self-funded activities to include: all insurance policies, providing risk management, workers compensation, unemployment, and healthcare benefits. The El Paso County Health Plan Trust is a major component of this fund. Health care benefits consist of medical, dental, disability, life, wellness programs, flexible spending accounts (FSA), and health savings accounts (HSA). EPC is legally required to insure its facilities and officers. EPC is also legally required, by the Affordable Care Act (ACA), to offer medical benefits to its employees, retirees, and elected officials. EPC relies on a benefit consultant to advise of any changes in federal legislative impacts and to provide an estimate of health claims for the upcoming budget year. Based on the consultant's options, the Health Plan Trust Board (HPTB) approves the healthcare plan for the upcoming budget year. The appropriate allocation of restricted funds and sales and use tax or property tax is used to fund the anticipated claim expenditures for the upcoming budget year.
- 5.4.3 The **Department of Human Services Fund** must abide by numerous federal and state compliance requirements. These requirements are used to define the amount of legally required EPC match for mandated programs. EPC allocates the appropriate allocation of restricted funds and sales and use tax or property tax to be in compliance with the required match of funds.
- 5.4.4 The **Road and Bridge Fund** has many federal and state compliance requirements related to the restricted funds received. The allocation of property tax and specific ownership tax ensures compliancy with the



Maintenance of Effort (MOE) as required by the Pikes Peak Rural Transportation Authority (PPRTA).

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

- 5.5.1 **Revenue Estimates** – core revenues streams are analyzed to determine sustainability and the projected receipts for the upcoming year. Analysis includes, but is not limited to:

- 5.5.1.1 Reviewing current year activity.
- 5.5.1.2 Analyzing a minimum of three (3) years trending to assess deviations in trends impacting the upcoming budget year.
- 5.5.1.3 Recognizing economic impacts.
- 5.5.1.4 Assessing BoCC actions affecting anticipated revenue collections.
- 5.5.1.5 Identifying or anticipating state or federal allocation changes.
- 5.5.1.6 Identifying or anticipating grants resources including those from state, federal, or private sources.
- 5.5.1.7 Sales and use tax is EPC's largest revenue stream and supports most of its operations. Significant analysis, trending, and economic assessment are completed when determining the projected sales and use tax collections for the upcoming budget year.
- 5.5.1.8 Projected property tax collections are determined by completing a mill levy calculation to determine the allowable mill levy and revenue collections under the Tax Payers Bill of Rights (TABOR). This is based on information provided by the Assessor; the Preliminary Certification of Valuation and estimated assessed value for EPC. TABOR contemplates a yearly calculation based on inflation and annual growth, but property values are assessed only in even/odd years. Therefore, the EPC mill levy in any given year may need to be temporarily reduced in order to ensure allowable revenue collections under TABOR. In this circumstance, EPC will institute a temporary mill levy reduction pursuant to C.R.S 39-1-111.5 to preserve the established mill levy rate and avoid long term detrimental impacts to services caused by the ratchet down effect.

- 5.5.2 **Budget Moves within the Base Budget** – The offices and departments have managerial discretion to adjust the budgets of individual expenditure line items within the base budget, which results in a zero-net impact to the budget. All budget moves are coordinated with, and processed by, the Budget Division.

- 5.5.2.1 On-going budget moves between the major categories of personnel, operating and capital can be submitted to address changing operational needs or where cost efficiencies can be captured.



5.5.2.2 When an on-going budget move results in an increase in County personnel or new positions, the adjustments will only be processed upon authorization of Human Resources (HR) regarding job description and appropriate pay scale. FTE counts and Position Control Numbers (PCNs) will be adjusted to reflect increases and decreases in personnel.

5.5.3 **Updating the Five (5) Year Budget Forecast/Financial Roadmap (5YBF)** – The Financial Roadmap is a five-year budget projection anticipating the known budgetary impacts through the next five budget years. The Financial Roadmap allows the BoCC, offices, departments, employees and citizens to anticipate the financial direction of EPC. This supports strong fiscal management providing time to plan and address potential impacts to EPC's financial position for future years.

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

5.5.3.1 ***Initial Compilation*** – priorities are addressed prior to discussions and deliberations.

5.5.3.2 ***Strategy Phase*** – accomplished through several meetings with all departments and offices responsible for providing specific services to EPC citizens or supporting offices and departments.

5.5.3.3 ***BoCC Deliberations and Direction*** – public budget process where budget hearings are held to receive direction from BoCC on how to proceed with the upcoming budget year.

5.5.4 **Initial Compilation** of the Financial Roadmap – the following priorities are addressed during this process:

5.5.4.1 The first priority is to establish a sufficient cash flow for the General Fund and to ensure compliancy with EPC's Fund Balance Policy written in compliance with GASB. The BoCC has established the following:

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

- Historical uncollectable amounts for property taxes averaging 0.5%
- Sales tax for all funds (excluding restricted Public Safety Sales Tax) of 10%



- All other Unrestricted General Fund Revenues of 5%
- 5.5.4.1.2 The General Fund unrestricted fund balance may be used in the following circumstances:
 - Revenues received are at least 4% less than budgeted due to economic conditions.
 - Federally declared natural disasters within the County.
 - Elimination of core (tax related, non-grant) revenue streams, such as:
 - Sales and/or use tax
 - Property tax
 - Clerk and recorder fees
 - Specific ownership tax.
 - BoCC determined emergency with one-time costs.
 - Fund balance will be used in the order of: committed, assigned, and unassigned.
- 5.5.4.1.3 The General Fund Unrestricted Fund Balance will be replenished using the following methods:
 - Adjust the 5YBF so spending is adjusted downward (or economic recovery predicted) and the desired levels of Unrestricted Fund Balance is replenished.
 - Natural disaster use is replenished when anticipated reimbursement will be received from state/federal government.
 - Fund balance will be replenished in the order of: Committed, Assigned, and Unassigned.
- 5.5.4.1.4 The General Fund unrestricted fund balance will be replenished using the following timeline:
 - The amount that needs to be replenished will be adjusted in the 5YBF to be brought to the minimum required level over a maximum of five (5) budget years.
- 5.5.4.1.5 The highest level of decision-making authority to establish, modify and rescind Committed Funds is the BoCC by resolution.
- 5.5.4.1.6 The officials authorized to assign funds for specific purposes are the BoCC or the County Administrator and Budget Officer.
- 5.5.4.2 The Second Priority is to ensure adequate reserves are in place to address any potential emergencies in a given budget year. This will allow EPC to successfully navigate one-time emergency issues, as well



as most unanticipated significant reductions in core revenue streams. An appropriate level of reserve can be established in the General Fund Fund Balance or can be appropriated in the current budget as a line item, but cannot be expended without official approval by a majority of the BoCC. This reserve will provide EPC will the ability to respond quickly and appropriately. It also allows time to address long term impacts, so the unforeseen emergencies do not result in unnecessary budget reductions or freezes.

- 5.5.4.3 The third priority is to ensure an appropriate reserve is established to address a projected TABOR refund in the upcoming budget year if the TABOR calculation projects a refund.
- 5.5.4.4 The fourth priority is to ensure an appropriate budget level exists to cover anticipated utility costs for the upcoming budget year based on the utility rate increases/decreases and ensuring all energy savings programs are implemented.
- 5.5.4.5 The fifth priority is to ensure the El Paso County Retirement Plan's (EPCRP) annual distributions have an appropriate level of County contributions flowing in. This is done through a reimbursement of the EPCRP's administrative costs with an amount not to exceed \$600,000 from General Fund sources. This will not be accomplished through an increase in retirement plan contribution percentage increases or to address the actuarially projected unfunded deficit in its entirety. The actuarially identified deficit will need to be addressed through the "strategy phase" of the Financial Roadmap compilation process.

5.6 **Strategy Phase** of the Financial Roadmap – Through various meetings and discussions with the offices and departments, the following items will be discussed and built into the 5YBF:

- 5.6.1 Personnel Adjustments – EPC is a service-based organization and our largest asset is human capital (employees who provide services to EPC citizens). Therefore, any necessary personnel adjustments based on inequities identified through an outside third-party comprehensive compensation study, will be captured in the Financial Roadmap. Other personnel adjustments may be captured in the Financial Roadmap, such as pay for performance (PFP), cost of living adjustment (COLA), and equity adjustments.
- 5.6.2 New Positions – as needed and requested by offices or departments as a result of increased service needs and where the base budget cannot absorb the cost.
- 5.6.3 Increases in Operational Costs – as needed based on increases in costs of services, contracted costs, commodities, and or legislative or statutory changes resulting in a higher cost of services.
- 5.6.4 Increases in Maintenance and Replacement Programs – when needed to provide county-wide support services to offices/departments in the most cost-effective manner.



- 5.6.5 Needed Capital projects – capital projects that need to be addressed and do not fall within a major maintenance or replacement program must be coordinated with the following:
 - 5.6.5.1 All Capital Project needs must be coordinated with the appropriate supporting department such as Public Works, Community Services Department (CSD), Procurement and Information Technology (I.T.). Additionally, all projects and purchases must follow all procurement processes and policies.
- 5.6.6 After all strategy and deliberations have commenced, the Financial Roadmap will be built into the PBB and presented to BoCC to include projections and changes to the prior year Financial Roadmap, on or before the statutory deadline of October 15th.
- 5.7 **BoCC Deliberations and Direction- Original Adopted Budget Process** – the process between the presentation of the PBB and the adoption of the OAB on or before December 15th.
 - 5.7.1 After presentation of the PBB to the BoCC, the Budget Officer will present the Financial Roadmap to a citizen committee to review the parameters of the Financial Roadmap and receive input from that group.
 - 5.7.2 Additional budget hearings (BoCC meetings) will be held as needed:
 - 5.7.2.1 Presentations from elected officials and department directors are given to support any changes or continuations of critical needs identified (included or not included) in the Financial Roadmap.
 - 5.7.2.2 Citizen committee input of the Financial Roadmap.
 - 5.7.2.3 Citizen discussion.
 - 5.7.2.4 BoCC discussion of the proposed Financial Roadmap and impacts of budget presentations.
 - 5.7.2.5 BoCC will provide direction to the County Budget Officer on how to proceed with the OAB (final budget).
 - 5.7.2.6 Adoption of the OAB, Mill Levy Resolution and Transfer Resolution on or before December 15th.



APPENDIX B

INVESTMENT POLICY

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, taking into account the investment risk constraints of safety and liquidity needs.

V. Standards of Care

1. Prudence The standard of prudence to be used shall be the "prudent person" standard and shall be applied in the context of managing an overall portfolio. Per C.R.S. 24-75-601.4, the Treasurer, or his designee, acting in accordance with written procedures and this Investment Policy and exercising due diligence shall be relieved of liability for an individual security's credit risk or market price changes, provided deviations from expectations are reported in a timely fashion and appropriate action is taken to control adverse developments.

The "prudent person" standard states that,

"Investments shall be made with judgment and care, under circumstances then prevailing, which persons of prudence, discretion and intelligence exercise in the management of their own affairs, not for speculation, but for investment, considering the probable safety of their capital as well as the probable income to be derived."

2. Ethics and Conflicts of Interest

Employees involved in the investment process shall refrain from personal activity that could conflict with the proper execution and management of the investment program, or that could impair their ability to make impartial investment decisions. Employees shall disclose any material interests in financial institutions with which they conduct business and recuse themselves from participation in investments with that financial institution. They shall further disclose any personal financial/investment positions that could be related to the performance of the investment portfolio. Employees shall refrain from undertaking any personal investment transactions with the same individual with whom business is conducted on behalf of El Paso County.

3. Delegation of Authority and Responsibilities

Investment Officer

The responsibility for conducting investment transactions resides with the Treasurer. No person shall engage in any banking or investment transactions except as approved by the Treasurer.

The Treasurer may designate responsibility for the operation of the investment program to specific staff members, who shall act in accordance with established written procedures and internal controls for the operation of the investment program consistent with this Investment Policy.

All participants in the investment process shall seek to act responsibly as custodians of the public trust. The Treasurer or designee may not engage in an investment transaction except as provided under the terms of this Policy and supporting procedures.

Investment Adviser

El Paso County may engage the services of one or more external investment managers to assist in the management of the County's investment portfolio in a manner consistent with the County's objectives.



Such external managers may be granted discretion to purchase and sell investment securities in accordance with this Investment Policy. Such managers must be registered under the Investment Advisers Act of 1940.

VI. Authorized Financial Institutions, Depositories, and Broker/Dealers

1. *Authorized Financial Institutions, Depositories, and Broker/Dealers*

The Treasurer will maintain a list of financial institutions and depositories authorized to provide investment services per C.R.S. 30-10-708. In addition, a list will be maintained of approved security broker/dealers selected by conducting a process of due diligence. Selection of financial institutions and broker/dealers authorized to engage in transactions with El Paso County shall be at the sole discretion of the Treasurer.

The County shall only purchase securities from authorized firms on the Treasurer's approved list of broker/dealers. To be eligible, a firm must meet at least one of the following criteria:

1. be recognized as a Primary Dealer by the Federal Reserve Bank of New York, or have a Primary Dealer within their holding company structure;
2. report voluntarily to the Federal Reserve Bank of New York; or
3. qualify under Securities and Exchange Commission (SEC) Rule 15c-3 (Uniform Net Capital Rule).

Broker/dealers will be selected by the Treasurer on the basis of their expertise in public cash management and their ability to provide services for the County's account.

3 **10114** Approved broker/dealers are subject to the provisions of the Colorado Revised Statutes, including but not limited to C.R.S. 24-75-601.

The County may engage the services of one or more professional investment advisory firms to assist in the management of its portfolio. Such investment advisors may purchase and sell investment securities in accordance with this Policy and may utilize their own approved list of broker/dealers; however, the list shall comply with the criteria listed above and shall be provided to the County on an annual basis.

In the event that the County does not utilize an external investment advisor, each authorized broker/dealer shall be required to submit and annually update a County approved Broker/Dealer Information Request form which includes the firm's most recent financial statements and the Treasurer shall maintain a file of these forms. Such broker/dealers must attest in writing that they have received a copy of this Policy.

The County may purchase Commercial Paper from direct issuers even though they are not on the approved broker/dealer list as long as they meet the criteria outlined in the Suitable and Authorized Investments section of this Policy.

All financial institutions who desire to become depositories must supply the following:

- Audited financial statements demonstrating compliance with state and federal capital adequacy guidelines;
- Evidence of FDIC membership;
- Proof of state registration;
- Evidence of adequate insurance coverage; and must
- Qualify as depository of public funds in the State of Colorado, C.R.S. 24-75-603, (et seq)



An annual review of the financial condition and registration of all qualified financial institutions and broker/dealers will be conducted by the Treasurer's Office.

3. Competitive Transactions

A. The Treasurer or designee will obtain competitive bid information on all investment instruments purchased or sold on the secondary market. A competitive bid can be executed through a bidding process involving at least three separate brokers/financial institutions or through the use of a nationally recognized trading platform.

B. If the County hires an investment adviser to provide investment management services, the adviser must provide documentation of competitive pricing execution on each transaction. The investment adviser will retain documentation and provide upon request.

C. If El Paso County is offered a security for which there is no readily available competitive offering on the same specific issue, then the Treasurer shall document quotations for comparable or alternative securities. When purchasing original issue instrumentality securities, no competitive offerings will be required as all dealers in the selling group offer those securities at the same original issue price.

VII. Safekeeping and Custody

1. Delivery vs. Payment

All trades of marketable securities will be executed (cleared and settled) on a delivery vs. payment (DVP) basis to ensure that securities are deposited in El Paso County's safekeeping institution prior to the release of funds.

2. Third-Party Safekeeping

Investment securities purchased for the County will be delivered by either book entry or physical delivery and held in third party safekeeping by a Federal Reserve member financial institution designated as the County's custodian. The Treasurer shall approve one or more banks to provide safekeeping and custodial services for the County. To be eligible for designation, a bank shall meet the criteria described in Section VI. Authorized Financial Institutions, Depositories, and Broker/Dealers of this Investment Policy. The County shall execute a written Safekeeping Agreement with each custodian bank, prior to utilizing that bank's safekeeping services.

Custodian banks will be selected on the basis of their ability to provide services for the County's account and the competitive pricing of their safekeeping related services.

It is the intent of the County that all purchased securities be perfected in the name of the County. Sufficient evidence to title shall be consistent with modern investment, banking, and commercial practices.

All investment securities purchased by the County will be delivered by book entry and will be held in third-party safekeeping by a County approved custodian bank, its correspondent bank or the Depository Trust Company (DTC).



All fed wireable book entry securities owned by the County shall be evidenced by a safekeeping receipt, issued to the County by the custodian bank stating that the securities are held in the Federal Reserve System in a "customer account" for the custodian bank which names the County as "customer."

All non-fed wireable securities shall be held by the custodian bank's correspondent bank or the bank's participant account with the Depository Trust Company (DTC) and the custodian bank shall issue a safekeeping receipt to the County evidencing that the securities are held by the correspondent bank or the DTC for the County.

3. Internal Controls

The Treasurer shall establish a system of internal controls, which shall be documented in writing. The internal controls shall be reviewed by the independent auditor who audits the County. The controls shall be designed to prevent the loss of public funds arising from fraud, employee error, and misrepresentation by third parties, unanticipated changes in financial markets, or imprudent actions by employees of El Paso County.

VIII. Suitable and Authorized Investments

I. Investment Types and Credit Guidelines

Consistent with CRS 24-75-601, (et seq) Funds-Legal Investments, the following investments will be permitted by this Policy. If additional types of securities are approved for investment of public funds by state statute, they will not be eligible for investment by El Paso County until this Investment Policy has been amended and approved. Eligible types of securities include:

- U.S. Treasury Obligations: Treasury Bills, Treasury Notes, Treasury Bonds and Treasury Strips or those for which the full faith and credit of the United States are pledged for the payment of principal and interest with maturities not exceeding five years from the date of trade settlement. There is no limit on the amount of the portfolio that may be invested in U.S. Treasury Obligations.
- Federal Agency and Instrumentality Securities: Obligations, participations or other instruments of any Federal agency, instrumentality or United States government-sponsored enterprise, including those issued or fully guaranteed as to principal and interest by Federal agencies, instrumentalities or United States government sponsored enterprises. Such securities shall be rated at least AA or the equivalent at the time of purchase by at least two Nationally Recognized Statistical Rating Organizations (NRSROs) and have maturities not exceeding five years from the date of trade settlement. No more than 85% of the portfolio may be invested in Federal agency and instrumentality securities, and no more than 35% may be invested in anyone issuer. Subordinated debt may not be purchased.

Authorized Federal Instrumentalities include, but may not be limited to:

- Federal Home Loan Bank
 - Federal Home Loan Mortgage Corporation
 - Federal National Mortgage Association
 - Federal Fann Credit Bank
 - International Bank for Reconstruction and Development (World Bank)
- Time Certificates of Deposits (CDs): Non-negotiable CDs with maturities less than one year and in FDIC insured state or nationally chartered banks or savings banks. CDs exceeding the FDIC



insured amounts shall be collateralized in accordance with the Colorado Public Deposit Protection Act C.R.S. 11-10.5-101, (et seq). No more than 5% of the portfolio may be invested in time certificates of deposit, and no more than 2% of the portfolio may be invested in CDs of a single institution.

- Negotiable Certificates of Deposit: Negotiable certificates of deposit denominated in U.S. dollars, issued by a bank that is organized and operating within the United States, that matures within three years from the date of trade settlement and that at the time of purchase has either a) a long-term rating in one of the two highest categories by a NRSRO, or b) short-term ratings not less than A1, P1, or F 1 by any NRSRO. No more than 30% of the portfolio may be invested in negotiable certificates of deposit, and no more than 5% of the portfolio may be invested with a single issuer.
- Corporate Bonds: with any United States denominated corporation organized and operating within the United States with a net worth in excess of \$250 million. The debt must be rated at least AA-or the equivalent by at least two NRSROs. The maximum maturity of such securities shall not exceed three years from the date of trade settlement. No more than 35% of the portfolio may be invested in corporate bonds, and no more than 5% may be invested with a single corporation.
- Municipal Bonds: General Obligations and Revenue Obligations of state or local governments. Such obligations of Colorado (or any political subdivision, institution, department, agency, instrumentality, or authority of the state) shall be rated at least A or the equivalent at the time of purchase by at least two NRSROs. Such obligations of any other governmental entity shall be rated at least AA or the equivalent at the time of purchase by at least two NRSROs.

In addition, certificates of participation or other security evidencing rights in payments to be made by a school district under a lease, lease-purchase agreement, or similar agreement if the security carries at least two ratings by NRSROs and each rating is at least A or the equivalent at the time of purchase.

All Municipal Bonds shall have a final maturity not exceeding five years from the date of trade settlement. The County shall limit its combined investment in such securities to no more than 25% of the total portfolio and 5% per issuer.

- Commercial Paper: with maturities not exceeding 270 days from the date of trade settlement that is rated at least A-or the equivalent at the time of purchase by at least two NRSROs. If the commercial paper issuer has a senior debt outstanding, the senior debt must be rated by each service that publishes a rating on the issuer of at least A or the equivalent. Furthermore, the issuer's commercial paper program's size shall not exceed \$200 million. No more than 30% of the portfolio may be invested in commercial paper, and no more than 5% may be invested with a single issuer.
- Eligible Bankers Acceptances: with maturities not exceeding 180 days from the date of trade settlement and issued by FDIC insured state or national banks with combined capital and surplus of at least \$250 million. Bankers' Acceptance shall be rated at least A-or the equivalent at the time of purchase by at least two NRSROs. If the issuing bank has senior long-term debt, it shall be rated at the time of purchase A or the equivalent. No more than 20% of the portfolio may be invested in bankers' acceptances, and no more than 5% may be invested with a single institution.



- Local Government Investment Pools ("LGIP"): authorized under C.R.S. 24-7S702, that 1) are "no-load" (i.e. no commission or fee shall be charged on purchases or sales of shares); 2) have constant net asset value per share of \$1 .00; 3) limit assets of the fund to securities authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent. There is no limit on the amount of the portfolio that may be invested in LGIPs, however, no single LGIP may constitute more than 50% of the portfolio.
- Money Market Mutual Funds: registered under the Investment Company Act of 1940 and are authorized under C.R.S. 24-7S-601 that 1) are "no-load (i.e. no commission or fee shall be charged on purchases or sales of shares); 2) have constant net asset value per share of \$1.00; 3) limit assets of the fund to securities authorized by state statute; 4) have a maximum stated maturity and weighted average maturity in accordance with Rule 2a-7 of the Investment Company Act of 1940; and 5) have a rating of AAA or the equivalent. There is no limit on the amount of the portfolio that may be invested in money market mutual funds; however, no single fund may constitute more than 50% of the portfolio.
- Repurchase Agreements and Reverse Repurchase Agreements: Agreements between a seller and a buyer whereby the seller agrees to repurchase the securities at an agreed upon price and usually at a stated time. Such securities subject to these agreements must have a coupon rate that is fixed from the time of settlement until its maturity date, and must be marketable. The title to or a perfected security interest in such securities, along with any necessary transfer documents, must be transferred to the County or to a custodian acting on behalf of the County. Such securities must actually be delivered to a third-party custodian or third-party trustee for safekeeping on behalf of the County. The collateral securities of repurchase agreements must be collateralized at no less than 102% and marked-to-market no less frequently than weekly. Eligible securities consist of only those referenced above (U.S. Treasury obligations and GSEs). Maximum maturity of such securities shall not exceed one year from the date of trade settlement. No more than 50% of the portfolio may be invested in repurchase agreements and reverse repurchase agreements, and no more than 5% may be invested with a single counterparty.
- Deposits in State or Nationally Chartered Depository Institutions: such depositories must be participants in the State's Public Deposit Protection Act (PDPA) collateralization program as defined in C.R.S. 11-10.S-103, whereby, the bank must pledge its own securities. Demand Deposit, Savings, and Money Market accounts have no final maturity; therefore, can remain on deposit as long as the financial institution retains a Bauer Financial rating of two stars for deposits fully insured by the FDIC or three stars for deposits subject to PDPA.

Securities that have been downgraded below the minimum ratings described herein may be sold or held at the County's discretion. The portfolio will be brought back into compliance with Investment Policy guidelines as soon as is practical.

Any investment currently held that does not meet the current guidelines of this Policy shall be exempted from the requirements of this Policy. At maturity or liquidation, such monies shall be reinvested only as provided by this Policy.

2. Collateralization



As required by state statute, C.R.S. 11-10.5-101, (et seq) Public Deposit Protection Act, full collateralization will be required on all demand deposit accounts, including checking accounts, savings accounts, money-market deposits, and negotiable and non-negotiable certificates of deposit.

IX. Investment Parameters

1. Mitigating credit risk in the portfolio

Credit risk is the risk that a security or a portfolio will lose some or all of its value due to a real or perceived change in the ability of the issuer to repay its debt. El Paso County shall mitigate credit risk by diversifying the investment portfolio through:

- Limiting investments to avoid overconcentration in securities from a specific issuer or business sector (excluding U.S. Treasury securities),
- Limiting investment in securities that have higher credit risks,
- Investing in securities with varying maturities, and
- Continuously investing a portion of the portfolio in readily available funds such as local government investment pools (LOIPs) or money market funds to ensure that appropriate liquidity is maintained in order to meet ongoing obligations.

2. Mitigating market risk in the portfolio

Market risk is the risk that the portfolio value will fluctuate due to changes in the general level of interest rates. El Paso County recognizes that, over time, longer-term/core portfolios have the potential to achieve higher returns. On the other hand, longer-term portfolios have higher volatility of return. El Paso County shall mitigate risk by providing adequate liquidity for short-term cash needs, and by making longer-term investments only with funds that are not needed for current cash flow purposes. El Paso County further recognizes that certain types of securities, including variable rate securities, securities with principal pay downs prior to maturity, and securities with embedded options, will affect the market risk profile of the portfolio differently in different interest rate environments. El Paso County, therefore, adopts the following strategies to control and mitigate its exposure to market risk:

- Liquidity funds will be held in investment instruments maturing within one year at the time of purchase;
- Longer term/core funds will be defined as funds in excess of liquidity requirements. The investments in this portion of the portfolio will have maturities between 1 day and 5 years and will be invested in higher quality and liquid securities.

X. Performance Standards/Evaluation

El Paso County's portfolio is managed with the objective of obtaining a market rate of return, commensurate with identified risk constraints and cash flow characteristics. Because the composition of the portfolio fluctuates depending on market and credit conditions, various indices may be used to monitor investment performance.

Preservation of capital and maintenance of sufficient liquidity will be considered prior to attainment of market return performance. Given these considerations, the County's portfolio goal should be to provide a net yield that is equal to or better than those attained by the selected indices over interest rate cycles. Return comparisons of the portfolio to the market benchmark will be calculated on a monthly basis. When comparing the performance of the County's portfolio, all fees and expenses involved with managing the portfolio shall be included in the computation of the portfolio's rate of return.

XI. Reporting Disclosure



The Treasurer's Office shall prepare a quarterly management summary that provides an analysis of the status of the current investment portfolio and the individual transactions executed over the past quarter. This management summary will ascertain whether investment activities during the reporting period have conformed to the Investment Policy. The report will include, at a minimum, the following:

- An asset listing showing par value, cost and accurate and complete market value of each security, type of investment, issuer, and interest rate;
- Average maturity of the portfolio and modified duration of the portfolio;
- Maturity distribution of the portfolio;
- Average portfolio credit quality;
- Time-weighted total rate of return for the portfolio for the prior three months, twelve months, year to date, and since inception compared to the Benchmark Index returns for the same period;
- Average weighted yield to maturity of portfolio on investments as compared to applicable Benchmarks

Distribution by type of investment. *Annual reports*

A. A comprehensive annual report shall be presented in conjunction with the Investment Policy review. This report shall include comparisons of El Paso County's return to the selected benchmarks, shall suggest policies and improvements that might enhance the investment program, and shall include an investment plan for the coming year.

XII. Approval of Investment Policy

This Policy shall be reviewed at least annually within 120 days of the end of the fiscal year to ensure its applicability to the overall objectives of preservation of principal, liquidity and return, its consistency with current law, and its relevance with financial and economic trends.

Any changes to this Policy must be approved by the Treasurer as well as the individuals charged with maintaining internal controls. The Investment Policy shall be adopted by the Board of County Commissioners of El Paso County.
Bankers Acceptances.



Suitable and Authorized Investments Summary

The table below provides only a summary of the authorized investments of the County. For a detailed description of the investment parameters that govern the County's investments, please see the "Suitable and Authorized Investments" section of this Policy.

Security Type	Maximum Portfolio %	Maximum Issuer %	Maturity Restrictions	Rating Restrictions
U.S. Treasuries	100%	100%	5 years	N/A
Federal Agencies and Instrumentalities	85%	35%	5 years	AA by 2 NRSROs
Time Deposit/CD	5%	2%	1 year	N/A
Negotiable CDs	30%	5%	3 Years	A1/P1/F1
Corporate Bonds	35%	5%	3 years	AA- by 2 NRSROs
Municipal Bonds of a Colorado Issuer	25%*	5%*	5 years	A by 2 NRSROs
Municipal Bonds of a Non-Colorado Issuer	25%*	5%*	5 years	AA by 2 NRSROs
Municipal Bonds, School District Certificates of Participation	25%*	5%*	5 years	A by 2 NRSROs
Commercial Paper	30%	5%	270 days	A-1 by 2 NRSROs
Banker Acceptances	20%	5%	180 days	A-1 by 2 NRSROs
Repurchase Agreements and Reverse Repurchase Agreements	50%	5%	180 days	N/A
Local Government Investment Pools	100%	50%	N/A	AAAm
Money Market Funds	100%	50%	N/A	AAAm
Bank Deposits	100%	50%	N/A	2 stars for FDIC/3 stars for PDPA**

*The aggregate exposure to municipal bonds may not exceed 25% of the Portfolio, and no more than 5% of the Portfolio may be invested with a single issuer.

** Bauer Financial ratings required for deposits fully insured by the FDIC or subject to PDPA col lateral requirements.

Note: The Portfolio will be limited to an aggregate exposure of 50% for the following investment types: Municipal Bonds, Corporate Bonds, Commercial Paper, Time Certificates of Deposit, Negotiable Certificates of Deposit and Bankers Acceptances.

Unassigned/Undesignated/Unrestricted Fund Balance – all other amounts not classified as Nonspendable, Restricted, Committed, or Assigned.



APPENDIX C

COLORADO TAXATION LAW

TITLE 29 GOVERNMENT - LOCAL

ARTICLE 1 Budget and Services

PART 1

LOCAL GOVERNMENT BUDGET LAW OF COLORADO

29-1-101. Short title. This part 1 shall be known and may be cited as the "Local Government Budget Law of Colorado".

29-1-102. Definitions. As used in this part 1, unless the context otherwise requires:

(1) "Appropriation" means the authorization by ordinance or resolution of a spending limit for expenditures and obligations for specific purposes.

(2) "Basis of budgetary accounting" means any one of the following methods of measurement of timing when revenue and other financing sources and expenditures and other financing uses are recognized for budget purposes:

(a) Cash basis (when cash is received and disbursed);

(b) Modified accrual basis (when revenue and other financing sources are due and available and when obligations or liabilities are incurred for expenditures and other financing uses, except for certain stated items such as, but not limited to, prepaids, inventories of consumable goods, and interest payable in a future fiscal year); or

(c) Encumbrance basis (the modified accrual basis, but including the recognition of encumbrances).

(3) "Budget" means the complete estimated financial plan of the local government.

(4) "Budget year" means the ensuing fiscal year.

(5) "Certified" means a written statement by a member of the governing body or a person appointed by the governing body that the document being filed is a true and accurate copy of the action taken by the governing body.

(6) "Division" means the division of local government in the department of local affairs.

(7) "Encumbrance" means a commitment related to unperformed contracts for goods or services.

(8) "Expenditure" means any use of financial resources of the local government consistent with its basis of accounting for budget purposes for the provision or acquisition of goods and services for operations, debt service, capital outlay, transfers, or other financial uses.

(9) "Fiscal year" means the period commencing January 1 and ending December 31; except Colorado Revised Statutes - Revised 3/03 7-48 that "fiscal year" may mean the federal fiscal year for water conservancy districts which have contracts with the federal government.

(10) "Fund" means a fiscal and accounting entity with a self-balancing set of accounts in which cash and other financial resources, all related liabilities and residual equities or balances, and changes therein are recorded and segregated to carry on specific activities or to attain certain objectives in accordance with special regulations, restrictions, or limitations.

(11) "Fund balance" means the balance of total resources available for subsequent years' budgets consistent with the basis of accounting elected for budget purposes.

(12) "Governing body" means a board, council, or other elected or appointed body in which the legislative powers of the local government are vested.

(13) "Local government" means any authority, county, municipality, city and county, district, or other political subdivision of the state of Colorado; any institution, department, agency, or authority of any of the foregoing; and



any other entity, organization, or corporation formed by intergovernmental agreement or other contract between or among any of the foregoing. The office of the county public trustee shall be deemed an agency of the county for the purposes of this part 1. "Local government" does not include the Colorado educational and cultural facilities authority, the university of Colorado hospital authority, the Colorado student obligation bond authority, the Colorado health facilities authority, the Colorado housing and finance authority, the Colorado agricultural development authority, the Colorado sheep and wool authority, the Colorado beef council authority, the Colorado horse development authority, the fire and police pension association, any public entity insurance or investment pool formed pursuant to state law, any county or municipal housing authority, any association of political subdivisions formed pursuant to section 29-1-401, or any home rule city or town, home rule city and county, cities and towns operating under a territorial charter, school district, or junior college district.

(14) "Object of expenditure" means the classification of fund data by character of expenditure. "Object of expenditure" includes, but is not limited to, personal services, purchased services, debt service, supplies, capital outlay, grants, and transfers.

(15) "Objection" means a written or oral protest filed by an elector of the local government.

(16) "Revenue" means all resources available to finance expenditures.

(17) "Spending agency", as designated by the local government, means any office, unit, department, board, commission, or institution which is responsible for any particular expenditures or revenues.

29-1-103. Budgets required. (1) Each local government shall adopt an annual budget. To the extent that the financial activities of any local government are fully reported in the budget or budgets of a parent local government or governments, a separate budget is not required. Such budget shall present a complete financial plan by fund and by spending agency within each fund for the budget year and shall set forth the following:

(a) All proposed expenditures for administration, operations, maintenance, debt service, and capital projects to be undertaken or executed by any spending agency during the budget year;

(b) Anticipated revenues for the budget year;

(c) Estimated beginning and ending fund balances;

(d) The corresponding actual figures for the prior fiscal year and estimated figures projected through the end of the current fiscal year, including disclosure of all beginning and ending fund balances, consistent with the basis of accounting used to prepare the budget;

(e) A written budget message describing the important features of the proposed budget, including a statement of the budgetary basis of accounting used and a description of the services to be delivered during the budget year; and

(f) Explanatory schedules or statements classifying the expenditures by object and the revenues by source.

(2) No budget adopted pursuant to this section shall provide for expenditures in excess of available revenues and beginning fund balances.

(3) (a) The general assembly finds and declares that the use of lease-purchase agreements by local governments creates financial obligations of those governments and that the disclosure of such obligations is in the public interest and is a matter of statewide concern.

(b) In addition to the governmental entities included in the definition of "local government" in section 29-1-102, the provisions of this subsection (3) shall apply to every home rule city, home rule city and county, school district, and junior college district.

(c) As used in this subsection (3), "lease-purchase agreement" means any installment purchase agreement for the purchase of real or personal property which requires payments during more than one fiscal year or any agreement for the lease or rental of real or personal property which requires payments during more than one fiscal year and under which title to the property is transferred at the end of the term for nominal or no additional consideration.

(d) (I) The budget adopted by every local government shall separately set forth each of the following:

(A) The total amount to be expended during the ensuing fiscal year for payment obligations under all lease-purchase agreements involving real property;



(B) The total maximum payment liability of the local government under all lease-purchase agreements involving real property over the entire terms of such agreements, including all optional renewal terms;

(C) The total amount to be expended during the ensuing fiscal year for payment obligations under all lease-purchase agreements other than those involving real property;

(D) The total maximum payment liability of the local government under all lease-purchase agreements other than those involving real property over the entire terms of such agreements, including all optional renewal terms.

(II) Each budget required to be filed pursuant to section 29-1-113 shall include a supplemental schedule that contains the information described in this paragraph (d).

(e) (I) No local government shall enter into any lease-purchase agreement whose duration, including all optional renewal terms, exceeds the weighted average useful life of the assets being financed. In the case of a lease-purchase agreement involving both real property and other property, the lease-purchase agreement shall provide that the real property involved shall be amortized over a period not to exceed its weighted average useful life and the other property shall be separately amortized over a period not to exceed its weighted average useful life. This provision shall not prevent a local government from releasing property from a lease-purchase agreement pursuant to an amortization schedule reflecting the times when individual pieces of property have been amortized.

(II) Nothing contained in this paragraph (e) shall be construed to apply to any lease-purchase agreement entered into prior to April 9, 1990.

29-1-104. By whom budget prepared. The governing body of each local government shall designate or appoint a person to prepare the budget and submit the same to the governing body.

29-1-105. Budget estimates. On or before a date to be determined by the governing body of each local government, all spending agencies shall prepare and submit to the person appointed to prepare the budget estimates of their expenditure requirements and their estimated revenues for the budget year, and, in connection therewith, the spending agency shall submit the corresponding actual figures for the last completed fiscal year and the estimated figures projected through the end of the current fiscal year and an explanatory schedule or statement classifying the expenditures by object and the revenues by source. In addition to the other information required by this section, every office, department, board, commission, and other spending agency of any local government shall prepare and submit to the person appointed to prepare the budget the information required by section 29-1-103 (3) (d). No later than October 15 of each year, the person appointed to prepare the budget shall submit such budget to the governing body.

29-1-106. Notice of budget. (1) Upon receipt of the proposed budget, the governing body shall cause to be published a notice containing the following information:

(a) The date and time of the hearing at which the adoption of the proposed budget will be considered;

(b) A statement that the proposed budget is available for inspection by the public at a designated public office located within the boundaries of the local government, or, if no public office is located within such boundaries, the nearest public office where the budget is available; and

(c) A statement that any interested elector of the local government may file any objections to the proposed budget at any time prior to the final adoption of the budget by the governing body.

(2) If the governing body has submitted or intends to submit a request for increased property tax revenues to the division pursuant to section 29-1-302 (1), the amount of the increased property tax revenues resulting from such request shall be stated in such notice or in a subsequent notice in the manner provided in subsection (3) of this section.

(3) (a) For any local government whose proposed budget is more than fifty thousand dollars, the notice required by subsection (1) of this section shall be published one time in a newspaper having general circulation in the local government.

(b) Any local government whose proposed budget is fifty thousand dollars or less shall cause copies of the notice required by subsection (1) of this section to be posted in three public places within the jurisdiction of such local government in lieu of such publication.



29-1-107. Objections to budget. Any elector of the local government has the right to file or register his protest with the governing body prior to the time of the adoption of the budget.

29-1-108. Adoption of budget - appropriations - failure to adopt. (1) The governing body of the local government shall hold a hearing to consider the adoption of the proposed budget, at which time objections of the electors of the local government shall be considered. The governing body shall revise, alter, increase, or decrease the items as it deems necessary in view of the needs of the various spending agencies and the anticipated revenue of the local government. Adoption of the proposed budget shall be effective only upon an affirmative vote of a majority of the members of the governing body.

(2) Before the mill levy is certified pursuant to section 39-1-111 or 39-5-128, C.R.S., the governing body shall enact an ordinance or resolution adopting the budget and making appropriations for the budget year. The amounts appropriated shall not exceed the expenditures specified in the budget. Appropriations shall be made by fund or by spending agencies within a fund, as determined by the governing body. Changes to the adopted budget or appropriation shall be made in accordance with the provisions of section 29-1-109.

(3) If the governing body fails to adopt a budget before certification of the mill levy as provided for in subsection (2) of this section, then ninety percent of the amounts appropriated in the current fiscal year for operation and maintenance expenses shall be deemed reappropriated for the purposes specified in such last appropriation ordinance or resolution.

(4) If the appropriations for the budget year have not been made by December 31 of the current fiscal year, then ninety percent of the amount appropriated in the current fiscal year for operation and maintenance expenses shall be deemed reappropriated for the budget year.

(5) Notwithstanding any other provision of law, the adoption of the budget, the appropriation of funds, and the certification of the mill levy shall be effective upon adoption.

(6) All unexpended appropriations, or unencumbered appropriations if the encumbrance basis of budgetary accounting is adopted, expire at the end of the fiscal year.

29-1-109. Changes to budget - transfers - supplemental appropriations. (1) (a) If, after adopting the budget and making appropriations, the governing body of a local government deems it necessary, it may transfer appropriated moneys between funds or between spending agencies within a fund, as determined by the original appropriation level, in accordance with the procedures established in subsection (2) of this section.

(b) If, after adoption of the budget, the local government receives unanticipated revenues or revenues not assured at the time of the adoption of the budget from any source other than the local government's property tax mill levy, the governing body may authorize the expenditure of such funds by enacting a supplemental budget and appropriation.

(c) In the event that revenues are lower than anticipated in the adopted budget, the governing body may adopt a revised appropriation ordinance or resolution as provided in section 29-1-108.

(2) (a) Any transfer, supplemental appropriation, or revised appropriation made pursuant to this section shall be made only by ordinance or resolution which complies with the notice provisions of section 29-1-106.

(b) For transfers, such ordinance or resolution shall set forth in full the amounts to be transferred and shall be documented in detail in the minutes of the meeting of the governing body. A certified copy of such ordinance or resolution shall be transmitted immediately to the affected spending agencies and the officer or employee of the local government whose duty it is to draw warrants or orders for the payment of money and to keep the record of expenditures as required by section 29-1-114. A certified copy of such ordinance or resolution shall be filed with the division.

(c) For supplemental budgets and appropriations, such ordinance or resolution shall set forth in full the source and amount of such revenue, the purpose for which such revenues are being budgeted and appropriated, and the fund or spending agency which shall make such supplemental expenditure. A certified copy of such ordinance or resolution shall be filed with the division.

29-1-110. Expenditures not to exceed appropriation. (1) During the fiscal year, no officer, employee, or other spending agency shall expend or contract to expend any money, or incur any liability, or enter into any contract which, by its terms, involves the expenditures of money in excess of the amounts appropriated. Any contract, verbal



or written, made in violation of this section shall be void, and no moneys belonging to a local government shall be paid on such contract.

(2) Multiple-year contracts may be entered into where allowed by law or if subject to annual appropriation.

29-1-111. Contingencies. In cases of emergency which could not have been reasonably foreseen at the time of adoption of the budget, the governing body may authorize the expenditure of funds in excess of the appropriation by ordinance or resolution duly adopted by a majority vote of such governing body at a public meeting. Such ordinance or resolution shall set forth the facts concerning such emergency and shall be documented in detail in the minutes of the meeting of such governing body at which such ordinance or resolution was adopted. A certified copy of such ordinance or resolution shall be filed with the division.

29-1-112. Payment for contingencies. In case of an emergency and the passage of an ordinance or resolution authorizing additional expenditures in excess of the appropriation as provided in section 29-1-111 and if there is money available for such excess expenditure in some other fund or spending agency which will not be needed for expenditures during the balance of the fiscal year, the governing body shall transfer the available money from such fund to the fund from which the excess expenditures are to be paid. If available money which can be so transferred is not sufficient to meet the authorized excess expenditure, then the governing body may obtain a temporary loan to provide for such excess expenditures. The total amount of the temporary loan shall not exceed the amount which can be raised by a two-mill levy on the total assessed valuation of the taxable property within the limits of the local government of such governing body.

29-1-113. Filing of budget. (1) No later than thirty days following the beginning of the fiscal year of the budget adopted pursuant to section 29-1-108, the governing body shall cause a certified copy of such budget, including the budget message, to be filed in the office of the division. Copies of such budget and of ordinances or resolutions authorizing expenditures or the transfer of funds shall be filed with the officer or employee of the local government whose duty it is to disburse moneys or issue orders for the payment of money.

(2) Notwithstanding the provisions of section 29-1-102 (13), budgets shall be filed with the division by home rule cities, cities and counties, and towns and cities operating under a territorial charter for the purpose of information and research.

(3) If the governing body of a local government fails to file a certified copy of the budget with the division as required by this section, the division, after notice to the affected local government, may notify any county treasurer holding moneys of the local government generated pursuant to the taxing authority of such local government and authorize the county treasurer to prohibit release of any such moneys until the local government complies with the provisions of this section.

29-1-114. Record of expenditures. The officer or employee of the local government whose duty it is to disburse moneys or issue orders for the payment of money shall keep in his office a record showing the amounts authorized by the appropriation and the expenditures drawn against the same and also a record of the transfer of moneys from one fund to another and of any authorized additional expenditures as provided in section 29-1-111. Such record shall be kept so that it will show at all times the unexpended balance in each of the appropriated funds or spending agencies. Such officer or employee shall report on such record as may be required by the governing body. No such officer or employee shall disburse any moneys or issue orders for the payment of money in excess of the amount available as shown by said record or report.

29-1-115. Violation is malfeasance - removal. Any member of the governing body of any local government or any officer, employee, or agent of any spending agency who knowingly or willfully fails to perform any of the duties imposed upon him by this part 1 or who knowingly and willfully violates any of its provisions is guilty of malfeasance in office, and, upon conviction thereof, the court shall enter judgment that such officer so convicted shall be removed from office. Any elector of the local government may file an affidavit regarding suspected malfeasance with the district attorney, who shall investigate the allegations and prosecute the violation if sufficient cause is found. It is the duty of the court rendering any such judgment to cause immediate notice of such removal to be given to the proper officer of the local government so that the vacancy thus caused may be filled.



APPENDIX D

COLORADO REVISED STATUTES TITLE 39 TAXATION

COLORADO REVISED STATUTES TITLE 39 TAXATION ARTICLE 1 GENERAL PROVISIONS

39-1-111.5. Temporary property tax credits and temporary mill levy rate reductions

(1) In order to effect a refund for any of the purposes set forth in [section 20 of article X of the state constitution](#), any local government may approve and certify a temporary property tax credit or temporary mill levy rate reduction as set forth in this section. The procedures set forth in this section shall be deemed to be a reasonable method for effecting refunds in accordance with [section 20 of article X of the state constitution](#).

(2) Concurrent with the certification of its levy to the board of county commissioners as required pursuant to [section 39-5-128 \(1\)](#), any local government may certify a refund in the form of a temporary property tax credit or temporary mill levy rate reduction. The certification shall include the local government's gross mill levy, the temporary property tax credit or temporary mill levy rate reduction expressed in mill levy equivalents, and the net mill levy, which shall be the gross mill levy less the temporary property tax credit or temporary mill levy rate reduction.

(3) Concurrent with certification to the assessor of all mill levies by the board of county commissioners or other body authorized by law to levy taxes in accordance with [section 39-1-111 \(2\)](#), the board of county commissioners shall certify any other local government's temporary property tax credit or temporary mill levy rate reduction and any temporary property tax credit or temporary mill levy rate reduction for the county or city and county itself, itemized as set forth in subsection (2) of this section.

(4) Concurrent with the delivery to the treasurer of the tax warrant by the assessor in accordance with [section 39-5-129](#), the assessor shall, in addition to all other information required to be set forth in the tax warrant, itemize in the manner set forth in subsection (2) of this section any duly certified temporary property tax credit or temporary mill levy rate reduction.

(5) Upon receipt of any tax warrant reflecting a temporary property tax credit or temporary mill levy rate reduction for any local government, the treasurer shall be responsible for collecting taxes on behalf of such local government based upon such local government's net adjusted mill levy. In addition to any other information required by [section 39-10-103](#), the tax statement shall indicate by footnote which, if any, local government mill levies contained therein reflect a temporary property tax credit or temporary mill levy rate reduction for the purpose of effecting a refund in accordance with [section 20 of article X of the state constitution](#).

HISTORY: Source: L. 93: Entire section added, p. 1686, § 1, effective June 6.



APPENDIX E

RESOLUTIONS

BoCC

RESOLUTION NO. 19-445

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

RESOLUTION TO ADOPT AND APPROPRIATE THE 2020 BUDGET

WHEREAS, pursuant to the Colorado Local Government Budget Law, Part 1 of Article 1 of Title 29, C.R.S., the Board of County Commissioners must adopt the annual budget for 2020 by December 15, 2019; and

WHEREAS, the 2020 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 2020 was submitted by the County Controller to the Board of County Commissioners on October 3, 2019, 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 2020 budget has been open for inspection by the public since October 3, 2019; and

WHEREAS, public hearings were held by the Board of County Commissioners on October 3, 2019, October 15, 2019, October 17, 2019, and November 14, 2019 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 2020 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 2020 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

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El Paso County, CO



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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 2020, will be required to follow all El Paso County Policy and Procedures as adopted by the Board of County Commissioners; and

WHEREAS, concerning contracts and purchases of goods and services approved under the authority of the Health Benefits Trust Board, such contracts and purchases shall comply with the Procurement Policies and Procedures Manual for solicitation, contract award and contract development and shall comply with all applicable laws and regulations arising under the Health Insurance Portability and Accountability Act of 1996 (HIPAA), provided that nothing in this Resolution shall revoke the authority previously granted by the Board of County Commissioners to the Health Benefits Trust Board to approve and enter into such contracts or purchases.

NOW, THEREFORE, BE IT RESOLVED THAT:

- A. All County departments, elected offices and spending agencies are prohibited from expending or obligating funds in excess of the total amount budgeted for each department, elected office or spending agency, and may be further subject to budget modification during fiscal year 2020 in order to comply with Colorado's constitutional spending and revenue limitation.
- B. All County departments, elected offices, and spending agencies shall follow all El Paso County Policies and Procedures as adopted by the Board of County Commissioners to include but not limited to the EPC Personnel Policies & Procedures Manual, the Procurement Policy Manual, all Financial Services Policies & Procedures, and any others adopted by the Board or procedures set in place by County Administration.
- C. All Board Approved Projects, major projects with total anticipated costs over \$100,000 and all grants are required to be tracked with project numbers or CSR numbers in the County's JD Edwards Financial Management System.
- D. Revenues in excess of expenditures as defined by the Taxpayer's Bill of Rights (TABOR) become reserves.
- E. Capital designated as replacements must be turned into Facilities Management or Information Technology as appropriate for disposal in accordance with County policy. Proceeds from the disposal of property will be revenue to the fund from which it was purchased.
- F. All approved changes as presented to the Board of County Commissioners have been incorporated into these budgeted figures.

BE IT FURTHER RESOLVED that it is the intent of the Board of County Commissioners that the County Treasurer, pursuant to C.R.S. 30-10-710, credit interest gained through

the investment of County funds, unless otherwise restricted by bonding documents or statute to the General Fund with the following exceptions:

Household Hazardous Waste Fund
Local Improvement District Funds
Conservation Trust Fund

BE IT FURTHER RESOLVED that pursuant to Section 29-1-111, C.R.S., the following sums are hereby appropriated out of revenues now held or to be collected by the County Treasurer during 2020, including 2019 taxes payable in 2020 for the purposes of defraying all necessary expenditures and liabilities for El Paso County for the fiscal year 2020 as summarized in Attachment A, as set forth in said budget.

El Paso County Funds	Appropriated Amount
001 General Unrestricted	\$154,284,882
001 General Restricted	67,541,658
002 Road and Bridge	24,884,623
003 Road and Bridge Escrow	1,108,295
004 Human Services	80,790,064
006 Capital Improvement	16,800,509
012 Self Insurance	48,635,686
015 Conservation Trust	1,406,525
019 School Trust Fund	100,000
022 Household Hazardous Waste	1,238,000
075 Falcon Vista LID	75,000
Grand Total	\$396,865,242

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.

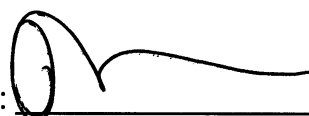
DONE THIS 10th day of December 2019, at Colorado Springs, Colorado.

ATTEST:

By: 
County Clerk & Recorder



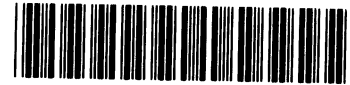
BOARD OF COUNTY COMMISSIONERS
EL PASO COUNTY, COLORADO

By: 
Chair

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El Paso County, CO



219156070

RESOLUTION NO. 19-446

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 2019 PROPERTY TAXES PAYABLE IN 2020 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 2019 (for taxes to be collected in the year 2020) in the total amount of \$7,794,418,898; 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 0.093 mills in the amount of \$737,809; and

WHEREAS, the Board of County Commissioners has the discretion to allocate the levy of 8.068 mills plus 0.093 mills from abatements, less a temporary mill levy reduction of 0.609 mills for a total of 7.552 mills among the various funds of the County, which funds for the year 2020 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 2018 revenues in excess of the 2018 TABOR limit of \$4,025,078 through a temporary mill levy credit of 0.517 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 \$54,858,815, less the temporary TABOR credit of \$4,025,078; 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 2020 are anticipated in the amount of \$7,182,997; and

WHEREAS, the Board of County Commissioners desires to allocate all Sales and Use Tax collected by the Clerk & Recorder and the Use Tax collected by the Regional Building Department for El Paso County to the General Fund; and

WHEREAS, the Board of County Commissioners desires to allocate all Sales Tax collected by the State of Colorado, Department of Revenue to the General Fund, Human Services Fund, Capital Improvement Fund and Self-Insurance Fund per the revenue budget; and

WHEREAS, pursuant to said Section 39-1-111, a copy of this certification shall be provided to the Colorado Division of Local Government.

NOW, THEREFORE, BE IT RESOLVED that the Board of County Commissioners of El Paso County, Colorado, hereby adopts the following for Fiscal Year 2020:

Section 1: It is hereby certified to the El Paso County Assessor a levy for the year 2019 payable in 2020 of 7.552 mills, which includes a temporary mill levy reduction of 0.609 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 0.517 mills from 2018 excess revenue, payable from the General Fund of the County; and

Section 3: The abatement mill of 0.093 in the amount of \$737,809 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)	7.222
TABOR Credit – General Fund	(0.517)
<u>Road & Bridge and Escrow Fund</u>	<u>0.330</u>
Total	7.035 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.

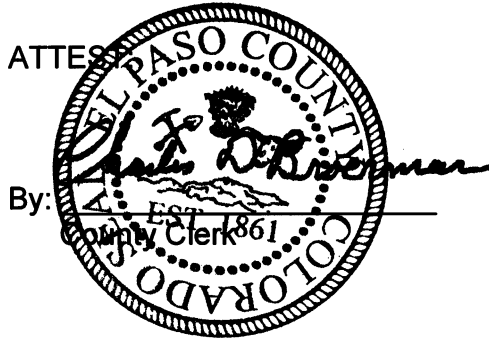
NOW, THEREFORE, BE IT FURTHER RESOLVED that pursuant to Section 30-1-102, C.R.S., 2001, the County Treasurer is authorized to charge a fee of 1.5% against all property tax revenues collected for the County with the exception of the Road and Bridge Escrow Fund which is charged 1%.


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 10th day of December 2019, at Colorado Springs, Colorado.

BOARD OF COUNTY COMMISSIONERS
OF EL PASO COUNTY, COLORADO

ATTEST



By: 
Chair

Bolc

RESOLUTION NO. 19-447

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 2020 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 2020 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	\$154,284,882
001 General Restricted	67,541,658
002 Road and Bridge	24,884,623
004 Human Services	80,790,064
006 Capital Improvement	16,800,509
012 Self Insurance	48,635,686
015 Conservation Trust	1,406,525
022 Household Hazardous Waste	1,238,000

NOW, THEREFORE, BE IT FURTHER RESOLVED that the County Treasurer is authorized to make transfers between funds, including the General, Road and Bridge, Human Services, Capital Improvement, Self Insurance, Conservation Trust and Household Hazardous Waste funds as budgeted and between any other funds as budget adjustments occur throughout the year with notification from Financial Services.

DONE THIS 10th day of December, 2019, at Colorado Springs, Colorado.

ATTEST
By: 
County Clerk and Recorder

BOARD OF COUNTY COMMISSIONERS
OF EL PASO COUNTY, COLORADO
By: 
Chair

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El Paso County, CO

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