



2020 BUDGET



Table of Contents

INTRODUCTION

Transmittal Letter	2
ICMA Certificate of Excellence.....	3
GFOA Distinguished Budget Presentation Award.....	4
Acknowledgements	5
Budget Message:	
Budget Overview	6
Quick Reference Guide.....	13
Section Guide.....	13
Revenue Summary.....	15
Property Tax Detail	23
Expenditure Summary	34
Fund Balances	40
Consolidated Budget Summary	43
Summary of County Resources	44
Department/Fund Expenditure Relationship.....	45
County Profile	46
Financial Structure	
Organizational Structure	54
Department/Program Structure	55
Elected Officials with Term Expirations.....	56
Budgetary Fund Structure	57
Fund Descriptions	58
Chart of Account Structure	63

BUDGETING FOR RESULTS

Introduction to Budgeting for Results	65
Board of County Commissioners:	
Vision Statement	66
Commissioner Department Budget.....	66
Strategic Direction	67
One Valley Prosperity Project Summary	71
2018 Annual Performance Report	73
Departments:	
Administration	94
Airport	114
Assessor	129
Clerk & Recorder.....	136
Community Development.....	151
Coroner	166
County Attorney	171
Emergency Management.....	176
Extension.....	184
Facilities & Grounds.....	191
Geographic Information Services	196
Health and Human Services	203
Historic Preservation	228
Housing	233
Information Technology	241
Juvenile Services	252



Table of Contents

Public Works	261
Sheriff	299
Treasurer	320
Veterans' Services	330
Weather Modification	335
Other Cost Centers	339
Compensated Absences	342
District Attorney	343
Other Administration	344
Energy Efficiency Initiatives.....	345
Conservation Trust	346
Sales Tax.....	347
Land Preservation	348
Mosquito Control.....	349
Sage Grouse Trust	350
Capital Expenditures	351
Health Insurance	352
Marketing District	353
Rural Transportation Authority.....	354
Debt Service.....	355
Gunnison Valley Health System	356

PERSONNEL

Full-time Equivalent History	359
Changes in Staffing Levels	360
Personnel Distribution	361
Summary of Budgeted Salaries and Authorized Full-Time Equivalents	362

CAPITAL EXPENDITURES

Capital Improvement Plan (CIP)	370
Other Capital Expenditures Budget Request.....	372
Summary of Capital Expenditures	372
Capital Expenditures by Fund.....	373
Impacts on Operating Budget	381

DEBT

Summary of Debt Obligations.....	383
Summary of Debt Service and Lease Payments	
Governmental Activities	386
Business-Type Activities.....	387
Computation of Legal Debt Margin	388

FUND SUMMARIES

General Fund	392
Special Revenue Fund	
Road & Bridge Fund	393
Human Services Fund.....	394
Public Health Agency Fund	395
Conservation Trust Fund	396
Sales Tax Fund	397
Land Preservation Fund	398



Table of Contents

Mosquito Control Fund	399
Sage Grouse Trust Fund	400
Risk Management Fund.....	401
Housing Authority Fund	402
Marketing District Fund.....	403
Rural Transportation Authority (RTA) Fund.....	404
Fiduciary Fund	
Public Trustee Agency Fund.....	405
Debt Service Fund	
Debt Service Fund.....	406
Capital Project Fund	
Airport Construction Fund	407
Capital Expenditures Fund.....	408
Enterprise Funds	
Airport Operations Fund.....	409
Sewer District Fund	410
Water District Fund	411
Solid Waste Fund	412
Gunnison Valley Health Fund	413
Senior Housing Fund	414
Assisted Living Fund.....	415
Internal Service Funds	
Internal Service Fund I (County Shop).....	416
Internal Service Fund II (Technology).....	417
Internal Service Fund III (Health Insurance)	418
APPENDIX	
<hr/>	
Financial Policies	
Auditing and Financial Reporting	420
Fund Accounting	420
Basis of Budgeting and Accounting.....	420
Definition of a Balanced Budget	421
Fund Balances	421
Revenues.....	421
Fees and User Charges	421
Operating Expenditures	422
Debt	422
Capital Improvement Program (CIP).....	423
Compensation	423
Internal Controls.....	423
Amending the Budget.....	424
Budget Process and Policies	
Budget Process/Citizen Input.....	426
Budgetary Level of Control	428
Budget Amendments	428
Budget Resolutions	429
Glossary of Budget-Related Terms	438
Glossary of Common Acronyms	443



Introduction

Transmittal Letter

ICMA Certificate of Excellence

GFOA Distinguished Budget
Presentation Award

Acknowledgements

Budget Message

Budget Overview

Quick Reference Guide

Section Guide

Revenue Summary

Property Tax Detail

Expenditure Summary

Fund Balances

Consolidated Budget Summary

Summary of County Resources

Department Fund Expenditure
Relationship

County Profile

Financial Structure



LETTER OF BUDGET TRANSMITTAL

To: Division of Local Government
1313 Sherman Street, Room 521
Denver, CO 80203

Date: January 31, 2020

Attached is the 2020 budget for the County of Gunnison, the Gunnison River Valley Local Marketing District, the Gunnison Valley Transportation Authority, and the Gunnison County Housing Authority, submitted pursuant to Section 29-1-113, C.R.S. These budgets were adopted on December 13, 2019. If there are any questions on these budgets please contact Linda Nienhueser at 970 641-7622, 200 East Virginia Avenue, Gunnison, CO 81230.

The mill levy certified to the County Commissioners is 15.314 mills for all general operating purposes, subject to statutory and/or TABOR limitation; and 0.041 mills for refund/abatement. Based on a net assessed valuation of \$706,844,360, the total property tax revenue is \$10,853,595. A copy of the resolution setting the mill levy is included.

I hereby certify that the enclosed is a true and accurate copy of the budget and certification of tax levies to the Board of County Commissioners.

A handwritten signature in blue ink that reads "Linda Nienhueser". The signature is written in a cursive style and is positioned above a horizontal line.

Linda Nienhueser, Finance Director



INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION

This
Certificate of Excellence

is presented to

Gunnison County, CO

for exceeding the standards established by the International City/County Management Association in the identification and public reporting of key outcome measures, surveying of both residents and employees, and the pervasiveness of performance management in the organization's culture.

Presented at the 105th ICMA Annual Conference
in Nashville/Davidson County, Tennessee

21 October 2019

A handwritten signature in black ink, appearing to read 'Marc A. Ott'.

MARC A. OTT
ICMA EXECUTIVE DIRECTOR

A handwritten signature in blue ink, appearing to read 'Karen Pinkos'.

KAREN PINKOS
ICMA PRESIDENT



GFOA Distinguished Budget Award



*Distinguished
Budget
PRESENTATION
Award*

The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to Gunnison County, Colorado for its annual budget for the fiscal year beginning January 1, 2019.

In order to receive this award, a governmental unit must publish a budget document that meets program criteria:

- as a policy document,
- as an operations guide,
- as a financial plan,
- 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.

The Finance Program expresses its gratitude to the Gunnison County Commissioners, County Manager, Elected Officials, and Departments for their contributions to the 2020 Budget.

With gratitude,

The Gunnison County Finance Program Staff



Board of County Commissioners

- Jonathan Houck Chairperson
- John Messner Vice-Chairperson
- Roland Mason Commissioner

Budget Team

- Matthew Birnie County Manager
- Marlene Crosby Assistant County Manager
- Linda Nienhueser Finance Director
- Kelly Weak Senior Accountant
- Amanda Davis Accountant
- Jody Wise Accountant
- John Nehls Accountant

- All Elected Officials and Department Heads

Contact Information

- Gunnison County, Colorado
200 E. Virginia Ave.
Gunnison, CO 81230
(970) 641-2203
www.gunnisoncounty.org



Budget Overview

The Gunnison County Administration Program is pleased to present the 2020 Budget. This budget is balanced, as required by Colorado law, and conforms to our adopted Accounting Policies. In addition to the Gunnison County budget, included also are budgets for the:

- Gunnison River Valley Local Marketing District,
- Gunnison Valley Rural Transportation Authority, and
- Gunnison County Housing Authority.

The Gunnison County Board of County Commissioners serves as either the Board of Directors or appoints the Board of Directors for these entities.

Factors Influencing the 2020 Budget Development

Priorities and Values

Vision Statement: Gunnison County cherishes its sense of community and place. We strive to preserve and promote the well-being of the County's citizens, natural environment and rural character. We will deliver services and set standards that reflect our values and preserve our unique quality of life for present and future generations to enjoy.

Strategic Plan: The 2020 Budget was developed around the performance management initiative called Managing for Results (MFR) and links resources to results, following the Board of County Commissioners' Strategic Plan. Gunnison County's Strategic Plan, first adopted May 20, 2008 and most recently revised May 7, 2019 is available at: <https://www.gunnisoncounty.org/DocumentCenter/View/2324/Gunnison-County-Strategic-Plan?bidId=>. Budgeting for Results, a crucial element of the MFR process further detailed on page 64, has been used since 2011 when that important step in implementation of MFR began. The four strategic priorities set by the Board in that plan are:

- Ensure sound infrastructure,
- Protect the environment,
- Promote prosperous, collaborative and healthy communities, and
- Deliver high quality services.

Long-range Financial Plan

The purpose of long-range financial planning is to provide context for annual budget decisions. Two critical planning tools were utilized to determine how available resources will be used to support the functions required and expected by Gunnison County residents for 2020 and beyond. First, the Strategic Plan outlines priorities and goals, then an Implementation Tactics Report is compiled of required resources to accomplish each strategy. Completion of individual strategies combine to realize strategic results expected. Operational costs and small scale improvements are identified in funding sources generally available to the department(s) involved. Large projects require a multifaceted approach including minimizing other expenditures



Budget Message

where possible and securing additional funding through grants, unallocated sales tax for capital costs and obtaining financing when necessary and appropriate.

The second planning tool is the annual update of the Capital Improvement Plan (CIP). With a five-year planning horizon, we are able to prepare for upcoming capital costs. Through this annual process, capital needs are evaluated and ranked in order of priority based on a variety of weighted criteria including how well they align with the Board’s strategic plan. Operational costs tied to capital projects are analyzed and ongoing impacts, both additional costs and savings, are considered in this process. The CIP plan is more fully described later in the document, pages 368-379.

Our preliminary budget discussion starts with the needs in the General Fund, as all budget decisions , especially employee salary and benefit costs, have to be sustainable in that fund. Our first long-range planning tool, the Strategic Business Plan, includes many overarching result measures that are carried out in the General Fund. Our General Fund 5-Year Forecast Model is essential in those discussions. The following spreadsheet illustrates the process we use to evaluate sustainability of available resources in the General Fund.

**Gunnison County, Colorado
5-Year Forecast Model
FY 2020-2024**

General Fund

Revenue:

	Budget 2020	Projected 2021	Projected 2022	Projected 2023	Projected 2024
Property Tax	8,613,400	9,107,372	9,608,308	10,137,242	10,505,975
Other Taxes	1,375,500	1,476,379	1,584,657	1,700,876	1,825,618
Licenses and Permits	534,095	642,308	772,446	928,951	1,117,166
Intergovernmental	2,072,558	2,094,299	2,116,268	2,138,468	2,160,901
Charges for Services	661,350	678,082	695,237	712,826	730,860
Contributions and Other	72,289	86,025	102,371	121,824	144,973
Fines & Forfeitures	140,353	168,790	202,989	244,117	293,578
Investment Income	203,040	235,275	272,627	327,864	394,293
Interfund	842,782	875,077	908,610	943,428	979,580
Transfers In	1,049,570	1,076,428	1,103,974	1,132,225	1,161,199
Other Financing Sources and Misc.	399,111	402,360	171,208	480,733	485,709

Expenditures

Personnel	9,166,869	9,435,224	9,659,971	9,890,072	10,125,654
Supplies	534,464	564,410	596,034	629,430	664,697
Purchased Services	4,315,629	4,383,082	4,451,590	4,521,168	4,591,834
Community Programs/Contributions	138,454	139,839	141,237	142,649	144,075
Financing Costs	69,134	36,634	36,634	36,634	36,634
Transfers Out	621,760	627,978	634,258	640,601	647,007
Capital Outlay	457,498	500,000	500,000	500,000	500,000
Miscellaneous (Extraordinary/Special)	1,938,055	1,472,837	1,502,294	1,532,340	1,562,987



Budget Message

<u>Excess Revenues/ (Net Cost to the County)</u>	(1,277,815)	(317,609)	16,677	975,660	1,526,964
Beginning Fund Balance	6,375,952	5,098,137	4,780,528	4,797,205	5,772,865
Ending Fund Balance	5,098,137	4,780,528	4,797,205	5,772,865	7,299,829
Ending Fund Balance as % of Exp.	29.57%	27.86%	27.38%	32.26%	39.95%

General Fund 5-Year Forecast Model Assumptions:

Property Taxes: Net Assessed Property Value increased by 11.29% in 2015; -2.89% in 2016; 0.62% in 2017; 1.07% in 2018 And 19.29% in 2019.

Used 2015 to 2018 percentages for 2021 to 2024. Property taxes stated at historical collection percentage of 99% and all other revenues at 100%; Personnel is increased by 2.33% in 2020 to include cost of living and benefit increases. We anticipate an increase to health insurance premiums in the next year and after that, the past 5-year average annual increase of 2.38%.

Supplies and Purchased Services are both increased by their respective 5-year average of 5.6% and 1.5%

The average change for the first three expenditures categories over the last 5 years has been 3.2%.

Capital Outlay is held to minimum, necessary levels for 2021 to 2024.

Transfers Out Expenditures are calculated with 1% increase per year.

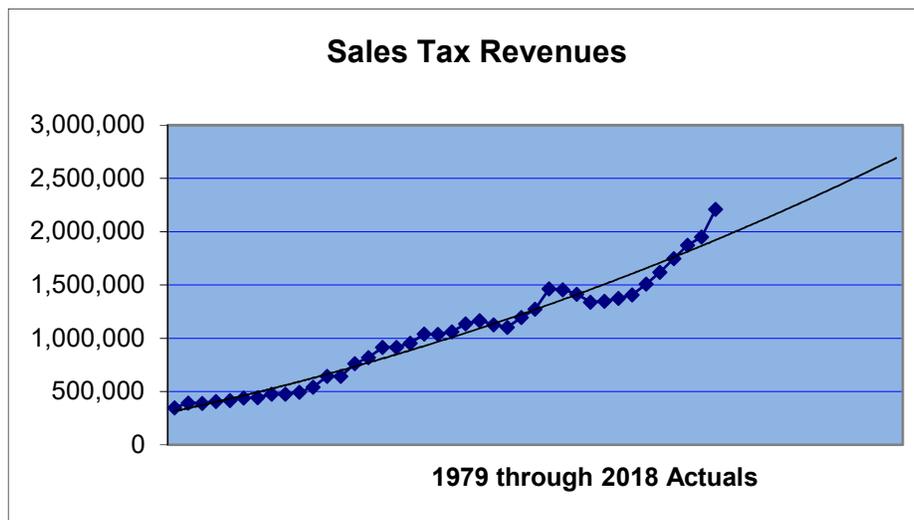
Conclusion:

Use of fund balance in 2020 is due to conservative budgeting practices, and some use of reserves to fund the construction of affordable housing projects.

Available resources could be used for contingencies going forward.

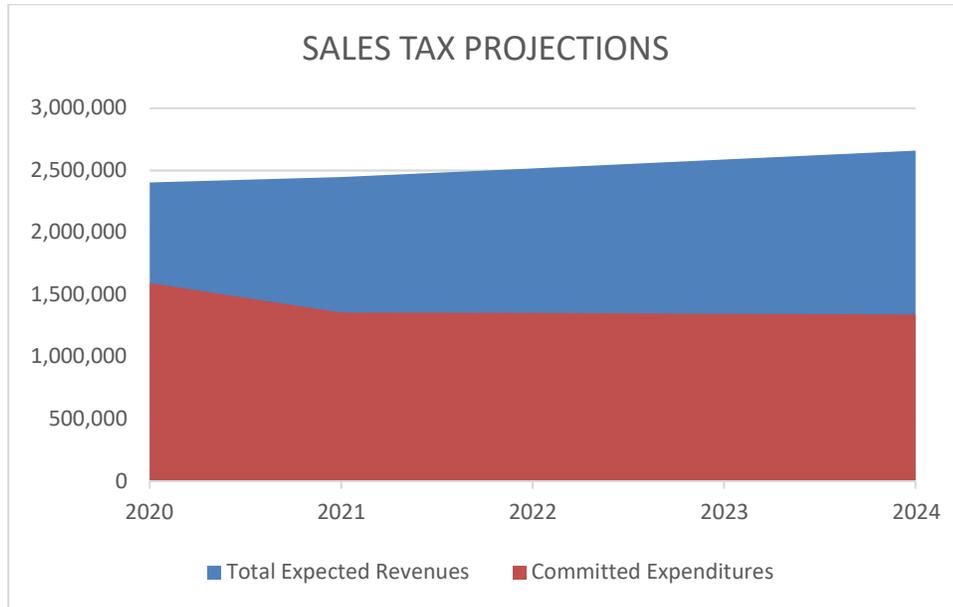
The Board has determined the minimum ending fund balance shall be at least 25% of current year's expenditures.

The second long-range planning tool, the Capital Improvement Plan (CIP), is more closely related to the Sales Tax Fund as sales tax is dedicated to capital purchases. Sales tax revenue will continue to be available for capital costs and with a modest projected increase of 2% annually, will reach two and one-half million by 2028. The overall average annual change in sales tax revenue dating back to 1979 is 5.01%.





Sales Tax revenue is restricted to capital purchases and is designated for certain on-going demands each year. Any revenue above those commitments can be considered for other capital requests during the budget process, or saved for upcoming projects not yet ready to begin. The following chart shows expected revenue for the next five years and the total amount currently committed from those receipts.



Priorities are set, items are included in the upcoming budget and resources are committed to support those decisions. Then during the year, short term objectives are linked to long range financial plans in an on-going process throughout the organization. Each BOCC agenda item request that includes a financial component is routed through Finance for budget comparison and comment prior to being added to the agenda. In this way, each decision made during the year is informed by current, relevant fiscal data.

Budget Considerations and Approach

The 2020 budget process began with the Budget Kick-off meeting on August 15th. The Board, County Manager, and Finance staff met with Elected Officials and Department Heads to communicate current economic factors, revenue trends and budget priorities. Review of the Board Strategic Plan is now the starting point for all budget discussions. Revenue trends were analyzed and major projects selected to move forward were prioritized. Several key items, detailed below, were highlighted.

With overall Sales Tax receipts climbing over the last few years, it was evident that marketing strategies have been successful as demonstrated by the increase in lodging industry category sales. This sector increase coupled with the general uptick of spending brought on by a growing economy boosted revenue for other categories



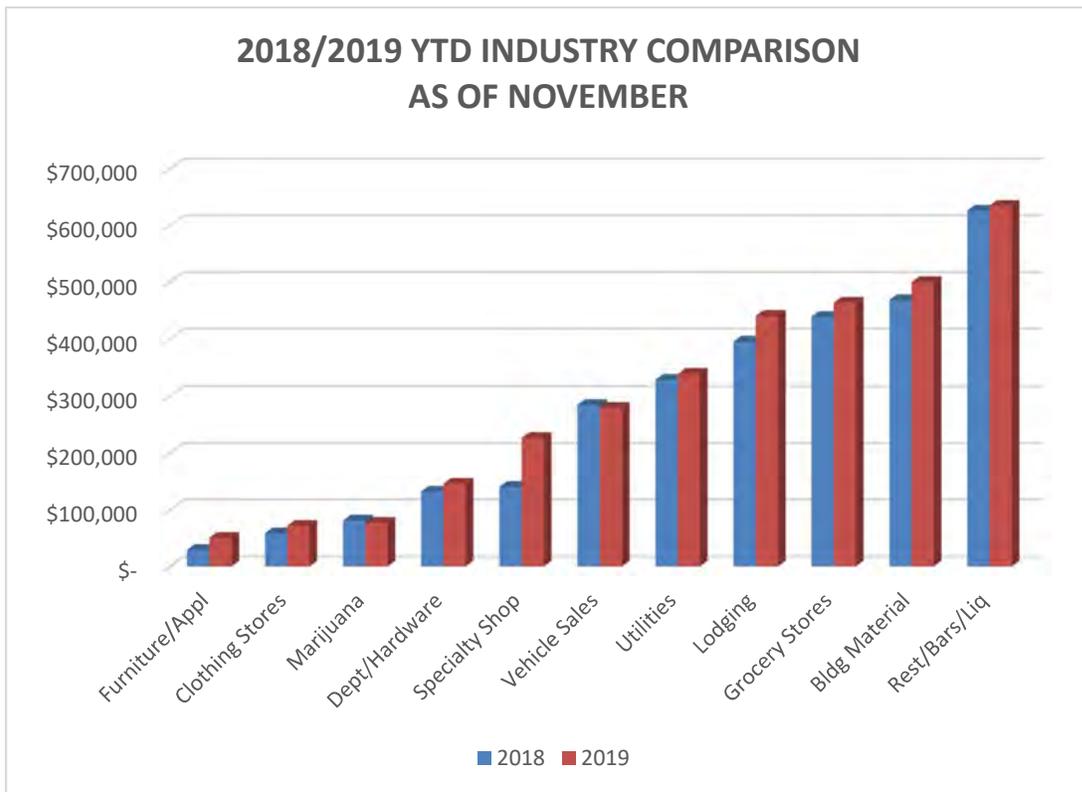
Budget Message

of sales including building materials, grocery stores and restaurants. Along with this additional revenue there is an increase in service expectations, particularly in the public works and public safety related activities.

Unemployment in Colorado was at an unprecedented low of 2.6% in May of 2017, but had crept up to 3.2% by May 2019, with Gunnison County at 1.8% and 2.5% those same dates. Since then unemployment has decreased in Gunnison to 1.6% in September, 2019. While attracting and keeping highly qualified employees can be key to providing results, low unemployment rates mean fewer candidates for openings and more attractive pay and benefit packages could tempt current employees to leave.

Coal mines and production have been a significant component of both property tax and extraction revenues for many years. As coal mines reach the end of their productive lives, the potential to offset these revenue reductions with new natural gas exploration and production was predicted. Oil and gas permits continued to climb but production has been postponed as low oil prices have not warranted bringing the gas out of the ground.

Colorado's change in policy related to Marijuana use continues to be a factor in financial discussions across the state. In 2000, 54% of Colorado voters approved Amendment 20, allowing medical use for patients with a written medical consent. In 2012, Amendment 64 passed allowing recreational use for adults 21 and older. Gunnison County and municipalities saw increased revenues from sales tax on retail sales through 2019. Sales tax collections year to date through November 2017 showed an increase of 33% over the same period in 2016. The percentage difference in 2018, same period, was 25%, and was the biggest percentage increase of all the categories displayed in the following graphic. However, for the first time, total sales for Marijuana declined by 5.33% from year-to-date 2018 to year-to-date 2019 through the month of November. The only other category that showed a decline for this period was vehicle sales, showing 1.76% less year over year. Overall, sales tax county revenue is up 10.5% through November 2019, with internet sales tax collections a part of that increase. The Colorado Department of Revenue is developing a tool to separate internet sales from other type sales, and will allow a closer examination of the specific impact of new regulations for internet sales tax collections.



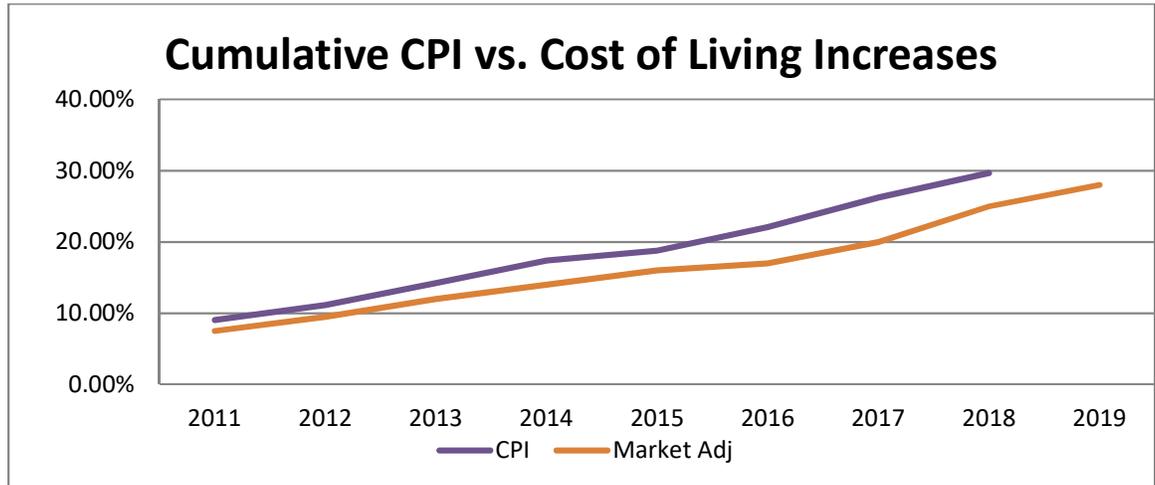
These factors were considered in the recommended use of revenues in the development of the staff-proposed budget for 2020. The budget development goals based on current and projected fiscal status and current priorities were determined and included these items:

- Use of baseline budget process again for 2020 whereby funding for the 2019 level of services and programs is the starting point for each department, less any one-time enhancements approved for 2019. Additional requests must be submitted for any addition or expansion in current levels of services with suggested potential revenue sources. These requests fall into three categories: 1) staff, 2) capital, and 3) enhancements.
- Use of conservative approach to any increases in expenditures for 2020.
- Per our Financial Policies, each fee for services calculation will be examined to ensure fees will recover, at a minimum, the variable costs of services in order to reduce reliance on property and other taxes.
- Include a 2% cost of living adjustment (COLA) for all employees and merit increases for eligible employees. Over the past nine years (2011 to 2019) the Denver/Aurora/Lakewood Consumer Price Index (CPI) increase totals 30.75% and Gunnison County cost of living adjustments have totaled 28% over the same period. With the 2% COLA in 2020, we are 0.75% below the previous 9 year total inflation numbers. This supports our continuing effort to refrain from further erosion of the buying power of our employees' compensation, and to be



Budget Message

well-positioned to recruit excellent candidates for open positions as many of our senior employees become eligible for retirement. Please see the chart below for details.



- Hold health care premiums constant for employees. Continue to offer a High Deductible Health Plan (HDHP) with a Health Savings Account (HSA) component for the fifth year in 2020. Gunnison County will help fund the HAS accounts for employees selecting this option as detailed below.

COVERAGE LEVELS	EMPLOYER CONTRIBUTION **		
Employee Only	\$600 1st Yr Enrolling	\$300 2nd Yr Re-Enrolling	\$150 3rd Yr Re-Enrolling
Family	\$1,200 1st Yr Enrolling	\$600 2nd Yr Re-Enrolling	\$300 3rd Yr Re-Enrolling

** Funds are contributed in quarterly installments: January 1, April 1, July 1 and October 1. Gunnison County does not guarantee that the employer HSA contributions will continue in future years. Employer contributions are subject to budget restrictions.

- Determine the Gunnison County mill levy in accordance with the statutory "5.5%" Property Tax Revenue Limit, also known as the "Annual Levy Law" (Section 29-1-301, et seq., C.R.S.), and the Taxpayer's Bill of Rights (TABOR) as modified by voter approval in Gunnison County. Both these laws are detailed in the appendix.

The 2020 budget includes appropriated expenditures of \$111,355,012. In total this is an increase from 2019 of 7.82%. This increase is due largely to Gunnison Valley Health programs that include a 20.48% increase over 2019. The budget is funded with revenue estimates and anticipated fund balance.

A public hearing on the proposed budget was held on December 10, 2019. The proposed budget was adopted by the Gunnison County Board of County Commissioners on December 13, 2019. Copies of the budget documents are available



Budget Message

in the Gunnison County Finance Office, 200 East Virginia Avenue, Gunnison, Colorado and can also be found on our website at www.gunnisoncounty.org

To help you locate information in this document, there are three reference sources.

- 1) The traditional *Table of Contents* located at the beginning of the document;
- 2) A *Quick Reference Guide* that will point you to answers of commonly asked questions, located immediately below; and
- 3) A *Section Guide* that gives an overview of each section, located below the Quick Reference Guide.

If you are using the electronic version of this document, Acrobat Reader bookmarks and search functions are also at your disposal.

Quick Reference Guide

Frequently Asked Questions	Pages
What are the priorities in the Gunnison County Strategic Plan?	67-60
What are the total expenses in the 2020 budget?	33-38
Where are major revenue sources discussed?	15-21
What is the County’s basis of accounting?	420
Where is debt service/lease purchase information?	383-390
What capital projects are included in this budget?	370-381
Where is personnel and FTE information?	359-368
Where can I find a one-page summary of total budget appropriations?	34

Section Guide

Introduction

Included in this section are narrative and statistical data detailing revenue and expenditure summaries, organizational summaries and fund descriptions.

Budgeting for Results

This budget was built around the performance management initiative called Managing for Results and links resources to results, following the Board of County Commissioner’s Strategic Plan. This section details results achieved toward key performance measurements for core services. It also includes three years of revenue and expense data for each activity. To understand this group of pages, remember that Departments are comprised of Programs, and Programs are made up of Activities. Each section begins with the Department in black ink, followed by Programs in green ink, and Activities presented in blue.

Personnel

This section contains current and historic FTE (full-time equivalent) data as well as payroll costs in each department.



Budget Message

Capital Expenditures

This section includes a description of the Capital Improvement Plan (CIP), a list of CIP projects and a summary description of budgeted projects.

Debt

The summary of debt obligations is organized to include a list of each debt issued with date issued, issue amount and interest rate. The summary of payments provides detail of annual payment amounts and the breakdown between total principle and interest remaining. Also included is a computation of the County's legal debt margin and a description of our credit rating.

Fund Summaries

The sheets in this section show revenue and expenses by fund for 2018 actuals, 2019 budget and projections, and 2020 budget. A fund balance detail is also included for each fund.

Appendix

You will find financial policies, a detailed discussion of the budget process and policies, a copy of the relevant budget resolutions and a glossary of budget terms in this section.

Revenue Summary

The following chart shows where the money comes from in broad categories and will be detailed further in the pages that follow.

Table I

Where the Money Comes From

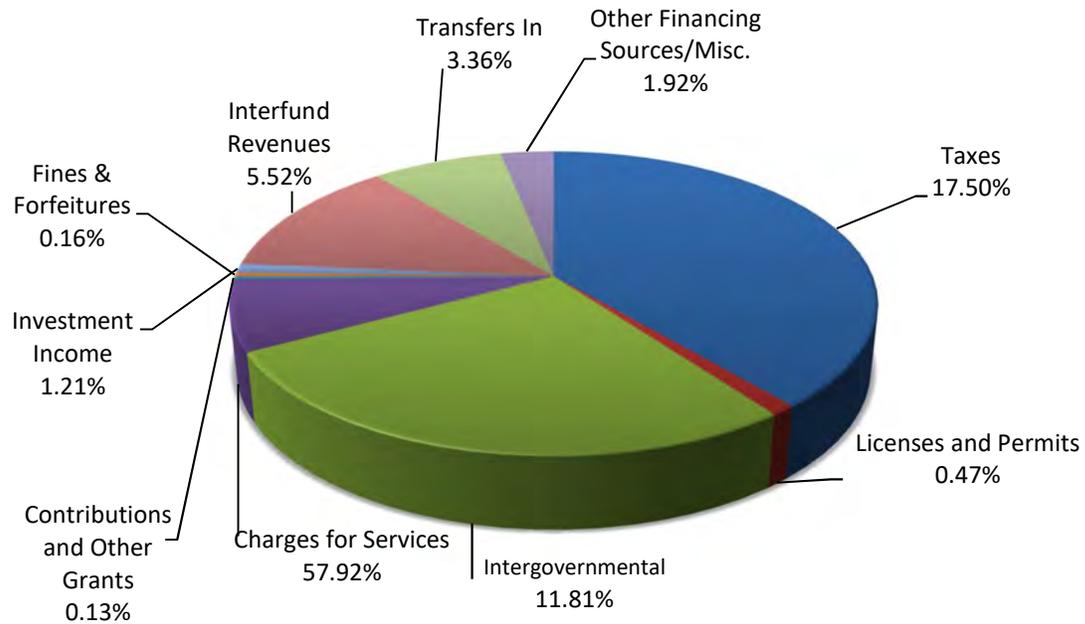
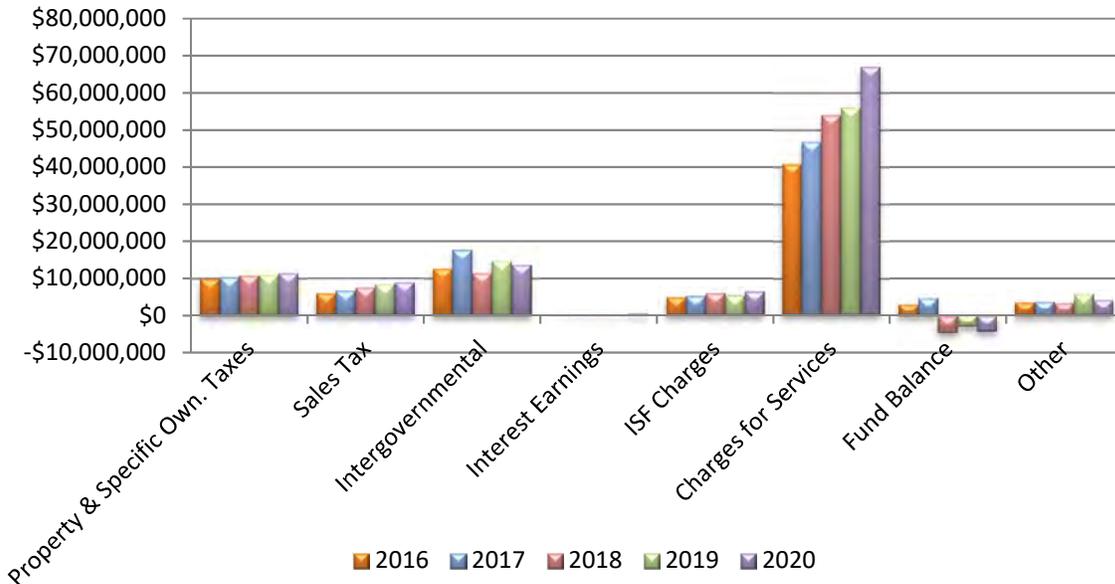


Table II, Revenue Sources, details major revenue categories.

Table II

Revenue Sources



The largest revenue area continues to be non-tax revenue. This area consists of fees, grants, charges for services and intergovernmental sources. The 2020 budget has a total of \$3,549,522 from grant revenue. In 2019 that number was \$4,865,810. The decrease is due to a Rural Transportation grant for CNG bus purchase for \$1,148,800 in 2019. Other grants remain relatively static. Also noteworthy, there is an overall increase in fund balance for the three years 2018, 2019 and 2020.

Major Revenue Sources, Assumptions and Trends

This budget includes 27 separate and distinct funds, each with revenues to support the anticipated expenditures. Funds fit into two broad categories, governmental and proprietary. Governmental funds include the General Fund, Special Revenue Funds, and Capital Projects Funds. Proprietary Funds include Enterprise and Internal Service Funds. Revenue sources for the various services Gunnison County provides determine where those services reside in this budget. For example, the Sales Tax fund is supported by a 1% County Sales Tax authorized by voters in 1978 and is restricted to capital costs. Revenues and expenses are reported in the special revenue fund category, Sales Tax Fund. Enterprise funds are supported by fees charged to users such as Sewer, Water, Solid Waste and the Hospital. Each is a separate fund with its own set of self-balancing general ledger accounts. For the purposes of this section, major revenue sources are those revenues that represent at least 12% of the overall budget.



Budget Message

Taxes

Property Taxes

Because the voters of Gunnison County elected to set aside certain requirements of the TABOR amendment, we are allowed, statutorily, a 5.5% annual increase to property tax collections. The "5.5%" limit allows the County to realize all the revenue from new construction as well as up to a 5.5% increase in revenue from property taxes over the previous year. In response to the economic climate in 2012, instead of budgeting the allowable property tax increase (5.5% plus new construction) as was done historically, in 2013 we held the mill levy at 11.328, the same as 2012. By holding the mill levy constant, we continued to provide tax relief to our citizens, and preserved capacity for flexibility moving forward. The cumulative effect of lowering our tax receipts in previous years was \$18,212,653 less in property tax collections from 2013 – 2019. Additionally, TABOR requires no increase in our permanent mill levy without voter approval. Therefore, in 2020 the overall increase in property tax is 6.83%.

This year's mill levy results in an overall increase of \$679,364 in property tax from 2019 to 2020 as detailed below:

<u>FUND/Description</u>	<u>2020 Property Tax Revenue</u>	<u>2019 Mill Levy</u>	<u>Amt. Over (Under) Prior Yr.</u>
Human Services	\$ 336,051	.475	\$ 21,034
Library	\$ 996,743	1.410	\$ 45,934
Gunnison Health Care Center	\$ 803,168	1.136	\$ 50,272
General Fund	<u>\$ 8,717,957</u>	<u>12.334</u>	<u>\$ 562,125</u>
TOTALS	<u>10,853,918</u>	<u>15.355</u>	<u>\$ 679,364</u>

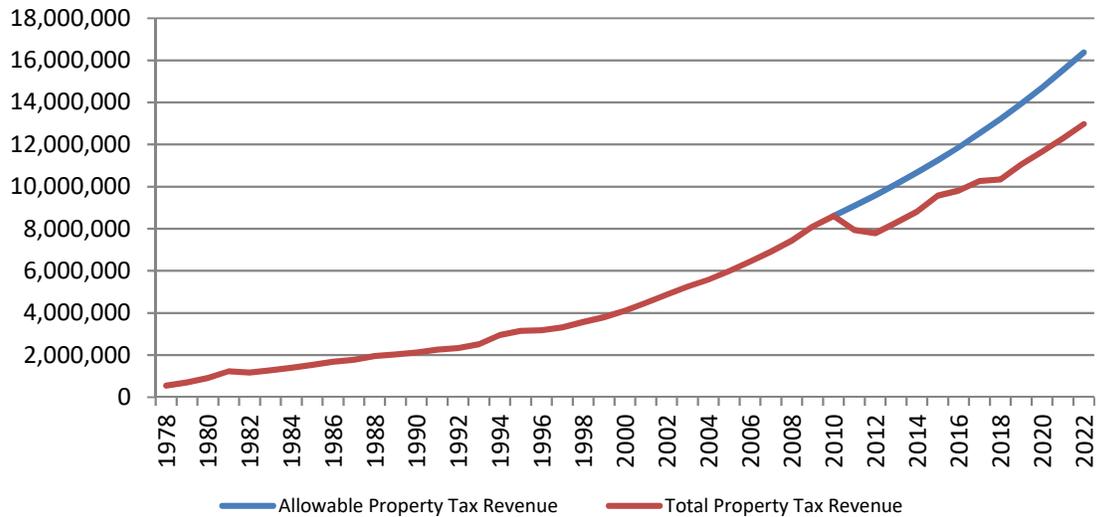


Budget Message

The following chart illustrates this new baseline. The red line shows actual property tax history and projections through 2022, the blue line shows the projected curve if the total allowable increases were realized.

Table III

Total Property Tax vs. Allowable

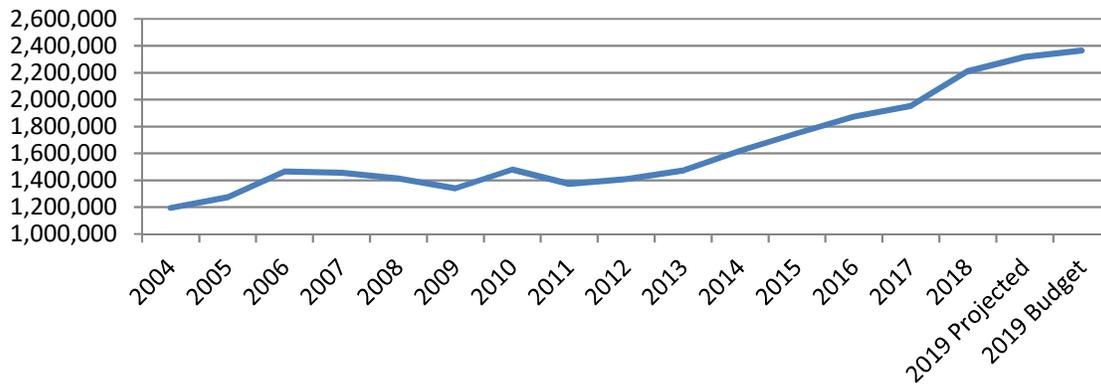


Sales Tax

The 2019 projection for Sales Tax collections includes flat revenues for remaining months over previous year receipts. The 2020 amount is budgeted with an overall increase of 2.0% compared to the 2019 projection. The last three years increased by an average of 8.17%. As 50% of revenue received from the 1% county sales tax is shared back with the municipality where the sale occurred, the fluctuations in total county revenue and total sales tax differ. 2018 total taxable sales increased by 11.96% over 2017, and total county revenue increased 13.3%. Total 2018 tax collected on Marijuana sales in Gunnison County is \$80,937 through November compared to \$76,840 for the same period in 2019, a decrease of 5.06%. This is the first year Marijuana sales has shown a decline year over year.

Table IV

Sales Tax Revenue



In total, Property and Sales Tax revenues are budgeted at \$20,218,804, 17.5% of total revenues.

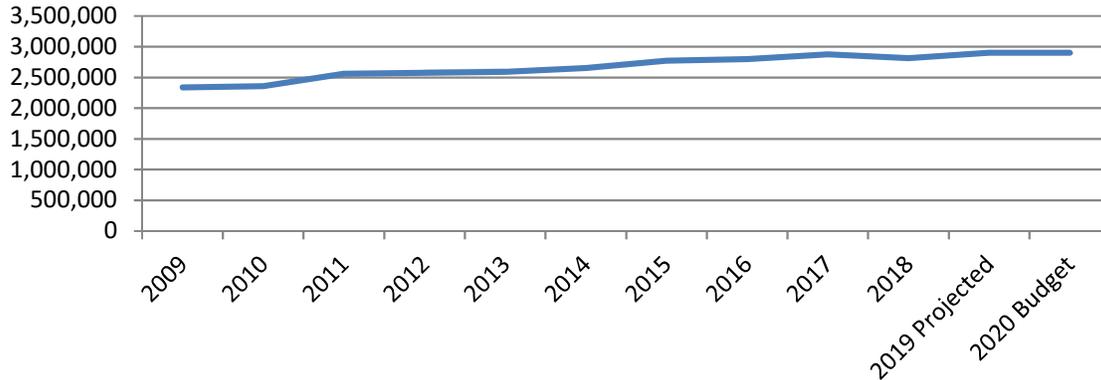
Intergovernmental

Highway Users Tax Fund

The Highway Users Tax Fund (HUTF) was created in 1953 by State Statute to account for state highway revenue. Under the HUTF state law, transportation revenue is split between CDOT, counties, and cities. According to Section 43-4-204, C.R.S., all moneys in the HUTF are appropriated for: The acquisition of rights-of-way for, and the construction, engineering, safety, reconstruction, improvement, repair, maintenance and administration of, the state highway system, the county highway systems, the city street systems, and other public roads and highways of the state. Gunnison County receives a monthly payment of our share of this fund and in 2020 is budgeted to be \$2,900,000 in the Road and Bridge Fund. In 2018 we received \$2,811,579 and 2019 is tracking to be slightly higher. The single largest source of Highway Users Tax Fund revenues is the motor fuel excise tax, currently set at 22 cents per gallon of gasoline and 20.5 cents per gallon for diesel fuel. This revenue fluctuates with changing fuel prices and uses but has been relatively steady over the last ten years.

Table V

Highway Users Tax Fund

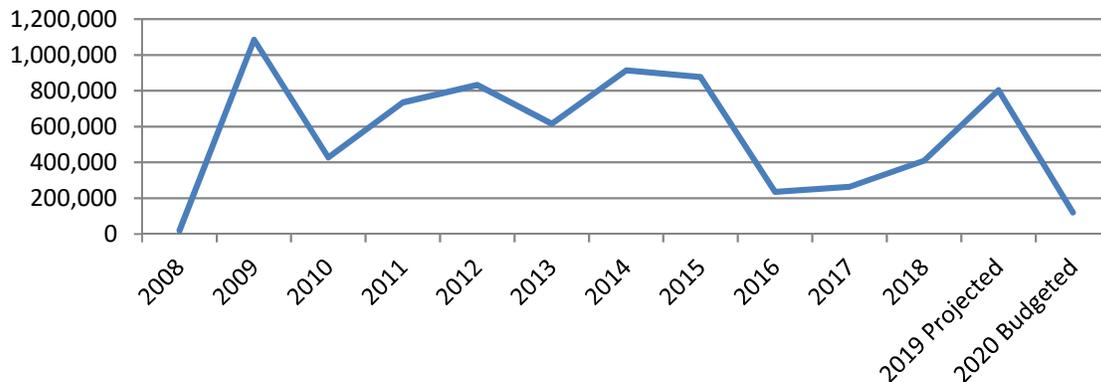


Severance

Colorado Severance Tax is a tax imposed upon nonrenewable natural resources that are removed from the earth. Natural resources that are subject to severance taxation include: Metallic Minerals, Molybdenum (ore), Oil and Gas, Oil Shale, and Coal. Increased production volumes, higher commodity prices and distribution law changes resulted in an unprecedented increase in Gunnison County revenue in 2009 (\$18,429 to \$1,085,114). In 2010, production and prices stabilized, but the change in distribution formulas held our share at \$428,094 and \$734,415 in 2011. Revenues during 2012 through 2015 held between \$600,000 to \$900,000, then fell to \$235,050 in 2016. In 2019 it climbed to over \$800,000. The 2020 budgeted amount is \$120,000 in anticipation of decreased coal mine extraction, and low natural gas prices combining to reduce expected increases to activity in that sector that had been expected in previous years.

Table VI

Severance Tax

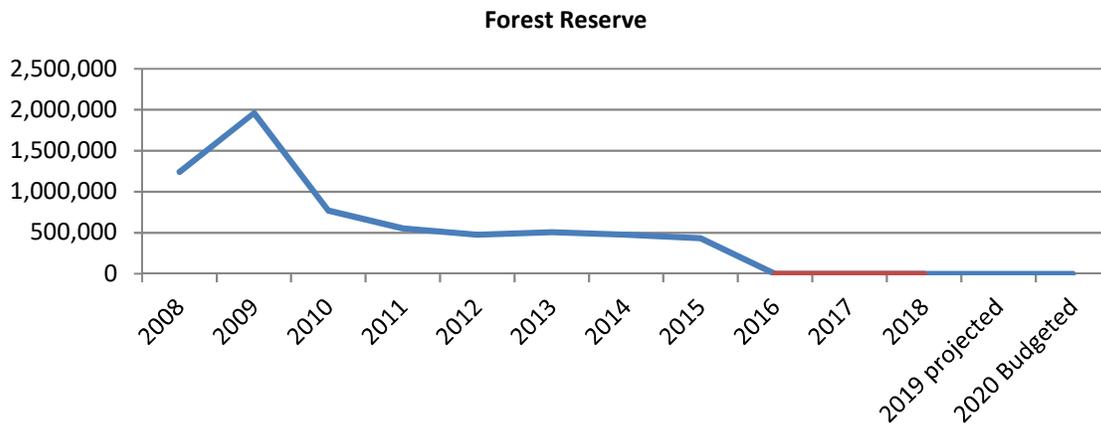




Forest Reserve

The Forest Reserve Fund, derived under the Federal Forest Reserve Act of May 23, 1908, held and distributed under C.R.S., Section 30-29-101, is the source of this revenue. The U.S. Forest Service receives fee payments from lumber companies for the right to harvest timber. Twenty-five percent of the revenue collected is returned to the specific forest of origin and is distributed to counties based on the percentage of the total area found in each county. Congressional action is required each year to reauthorize this distribution. Through 2008, 5% of the County's distribution was diverted to the local school districts. Beginning in 2009 due to a change in state law requiring a negotiated agreement with the school districts, the redistribution percentages increased to 25% in 2009, 33% in 2010, 42% in 2011, and 50% for 2012 through 2015. The County's share is budgeted in the Road and Bridge fund and in 2015 we received \$435,368 after sharing 50% with the school districts. The 2016, 2017 and 2018 revenue was distributed at 100% to the school districts and totaled \$213,217, \$742,955 and \$735,599 respectively. 2019 projected and 2020 budget are both at zero as congressional action is not assured at the time the budget is being prepared and the negotiated agreement with the school districts is not known.

Table VII



Federal Aviation Administration (FAA) Airport Improvement Program (AIP) Grants

The AIP provides grants to public agencies for the planning and development of public-use airports that are included in the National Plan of Integrated Airport Systems (NPIAS). For small primary, reliever, and general aviation airports, the grants cover 90 percent of eligible costs. This year, Gunnison County anticipates \$140,000 from the FAA for terminal architect and engineering costs. Another FAA grant will be developed during 2020 but specifics are not known at this time.



US Health & Human Services and CO Department of Human Services

The Health and Human Services department is expected to receive \$5,144,629 in intergovernmental revenues to support youth and family prevention services, self-sufficiency development, children and family services, child support enforcement and public assistance activities. These activities are funded with federal/state and local dollars, most with an 80/20 split. The allocation letter that details allowable costs for the current state fiscal year supports consistent services compared to last year.

In total, Intergovernmental Revenues are budgeted at \$13,648,769, 11.81% of total revenues.

Charges for Services

The Hospital has budgeted a 20.69% increase in revenues from charges for services over last year, \$52,308,454 to \$63,132,142. Other increases to rates in the remaining enterprise funds are for the Water and Sewer Fund Divisions. Dos Rios Water will see a 4% increase or \$1.50 more per month for residential users; Antelope Hills Water will see a 6% increase or \$2.90 more per month for residential users; North Gunnison Sewer 5.8%, \$4.16 more per month for residential users; and Antelope Hills Sewer 10.5% increase or \$3.92 more per month for residential users. Rates at the Landfill will remain the same as in 2019.

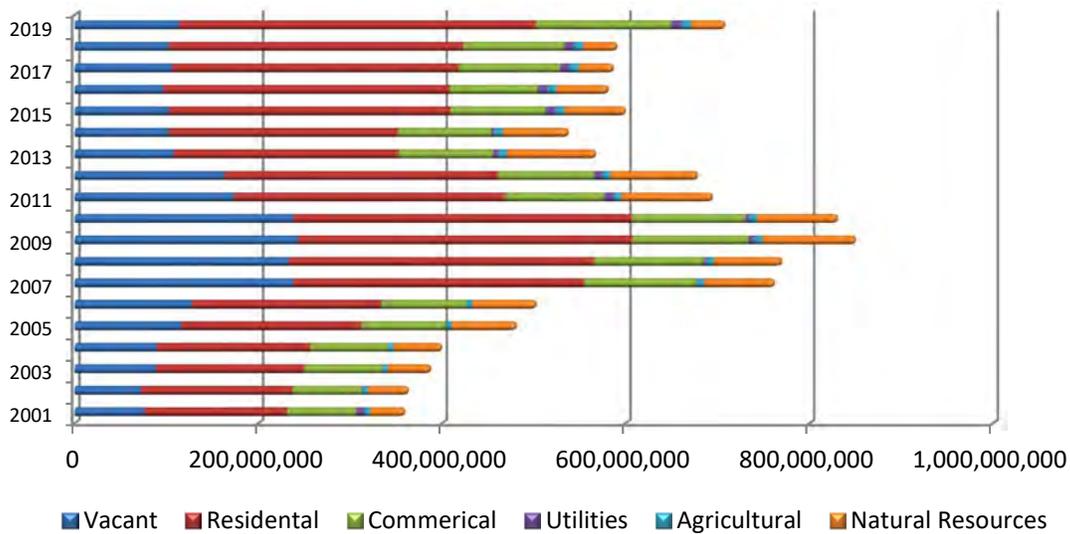
In total, Charges for Services Revenues are budgeted at \$66,908,389, 57.92% of total revenues.

Property Tax Detail

Table VIII illustrates the changes in assessed value since 2001.

Table VIII

Changes in Assessed Valuation



In 2019, a reappraisal year, we saw a 19.93% increase in total assessed value over the previous year. In 2015 (reappraisals every other year), the first increase in total assessed value occurred since 2009. The overall increase from 2014 to 2015 was 11.57% and followed five years of declining totals; -2.29% in 2010, -16.46% in 2011, -2.27% in 2012; -16.39% in 2013 and -5.26% in 2014. The 2011 reappraisal was the first double-digit percentage decline in total assessed value in 22 years.

The assessed value in 2018 increased by 0.67%, not enough to allow any decrease below the County’s permanent mill threshold of 17.075. The process of determining the actual mills certified each year includes considering the revenue needs in the funds supported by property tax and the range of mills to consider based on options available in state statutes. The following chart illustrates that it would have required a 7.56% increase in assessed valuation during the 2019 reappraisal year to allow the county to realize the full 5.5% increase in 2020 as allowed by statute.

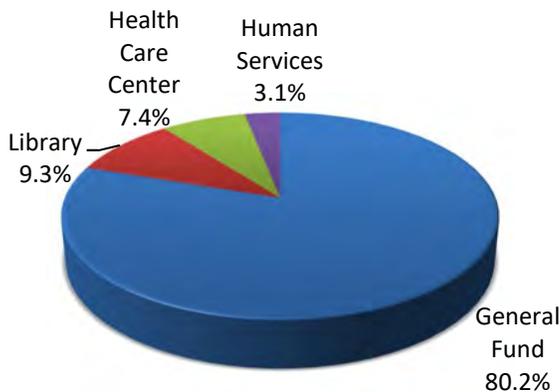
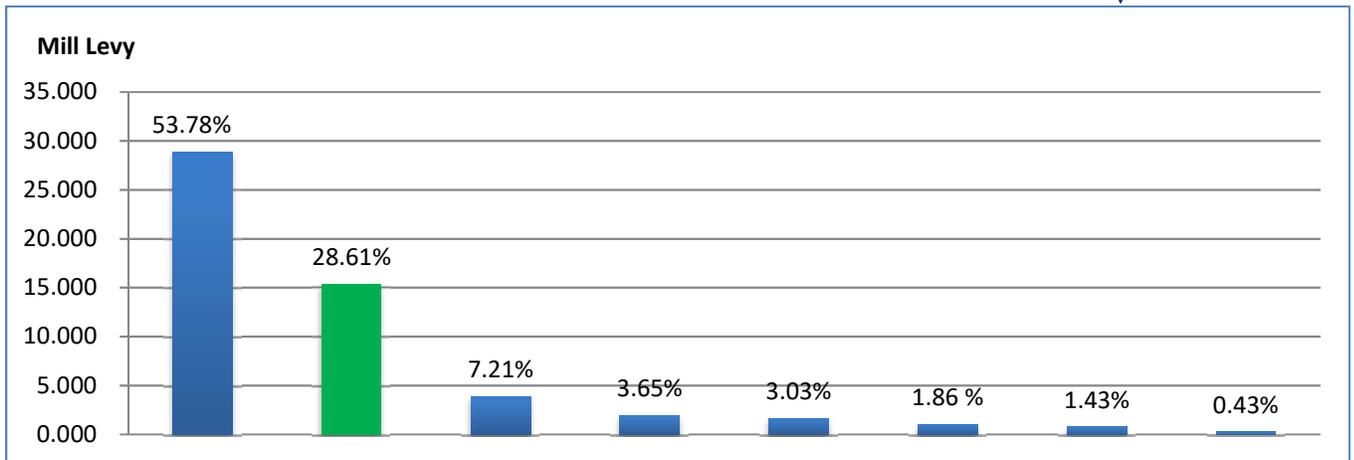


Budget Message

	Change in Assessed Valuation from Previous Year		7.56%	5.50%
	2018 for 2019 Rev	2019 for 2020 Rev		
Current Year's total NET assessed valuation	593,447,160	638,311,765		673,418,912
Current Year's Revenue Limit (5.5% increase)	10,331,784	10,900,032		11,499,534
Mill Levy	0.017409779	0.017076345		0.017076345
Total Permanent Mill Levy	17.410	17.076		17.076
Actual Mill Levy	17.075	17.075		17.075
Property Tax	10,133,110	10,899,173		11,498,628
Change in Total Revenue		567,389		599,455

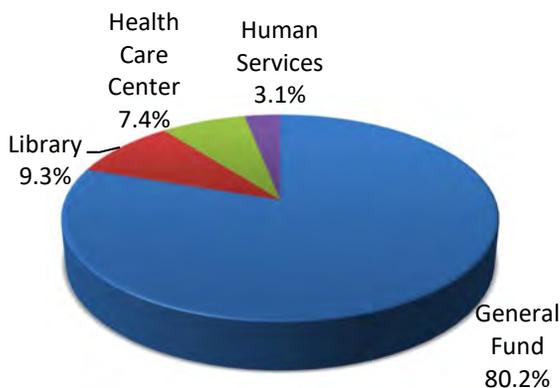
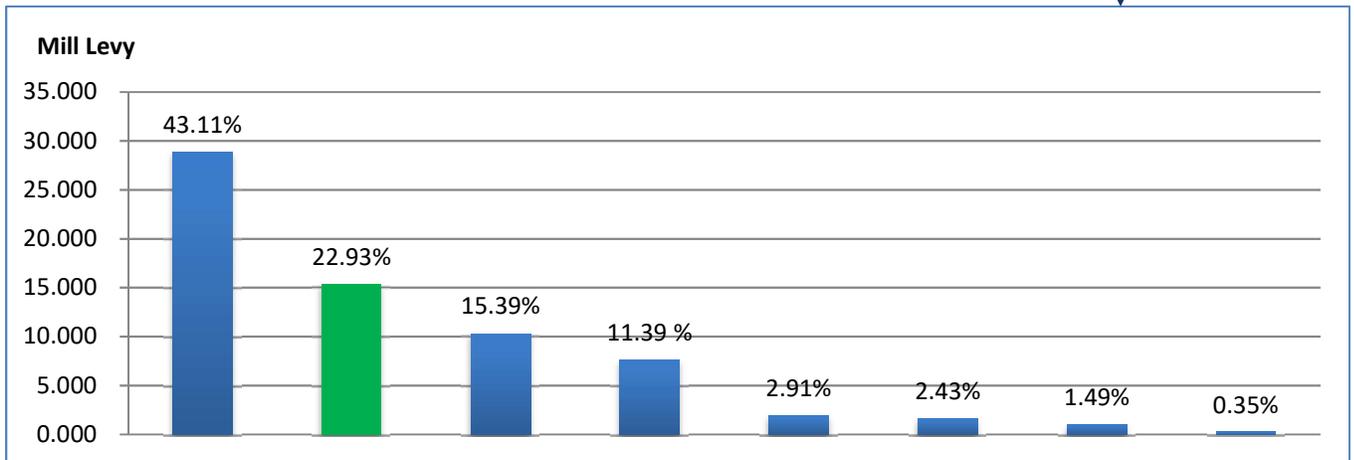
Although the Gunnison County Treasurer collects all property taxes, the property tax levied by Gunnison County represents only 25.14% of the total average tax bill. The following graphics depict the property taxes billed for a residential property located within the City of Gunnison, the county seat of Gunnison County, as well as an example in Crested Butte. The graphics also illustrate the use of the property taxes levied by Gunnison County by fund.

Where Do My Property Taxes Go (City of Gunnison)?



This example highlights a home in the City of Gunnison which has been valued by the County Assessor at \$200,000. Actual tax bills vary depending on taxing district, valuation and property type.

Where Do My Property Taxes Go (Crested Butte)?



This example highlights a home in the Town of Crested Butte which has been valued by the County Assessor at \$200,000. Actual tax bills vary depending on taxing district, valuation and property type.

Table IX

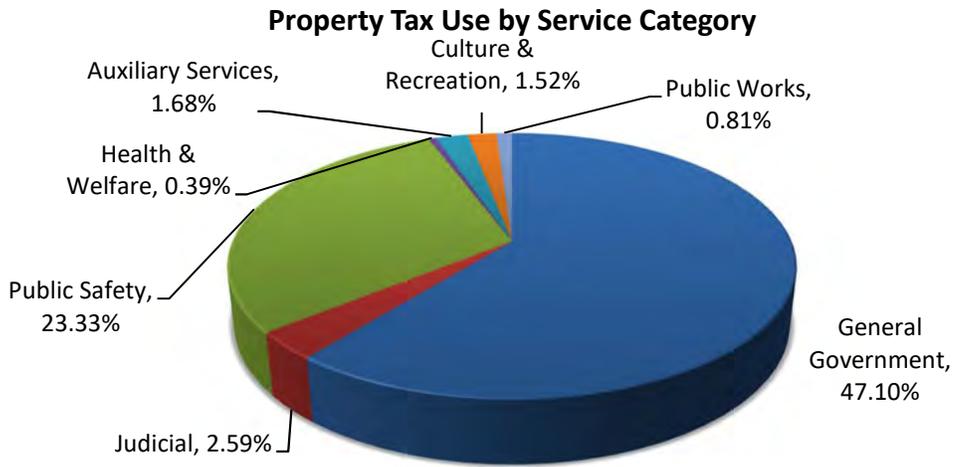


Table X

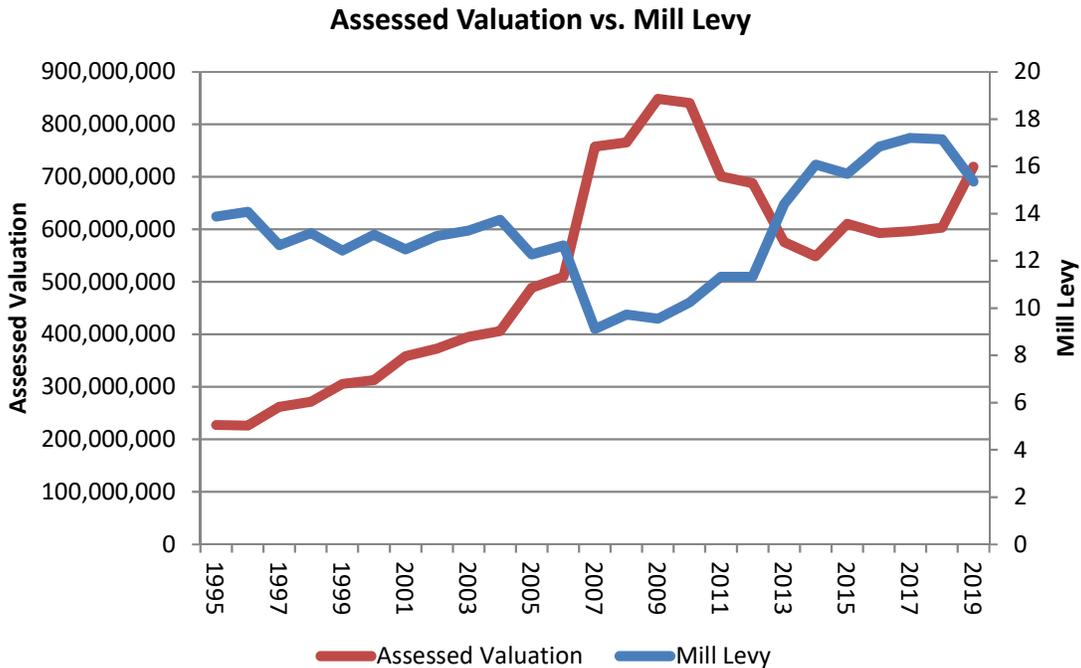


Table X illustrates that in general as assessed values increase, the annual mill levy decreases (as adjusted for the value of new construction). Notice in 2007 and 2019 when the assessed value increased dramatically, the mill levy dropped proportionally. It can also be noted that the reverse happened in 2013.

COMPARATIVE MILL LEVIES

Table XI

Local Districts (2019 Levies)

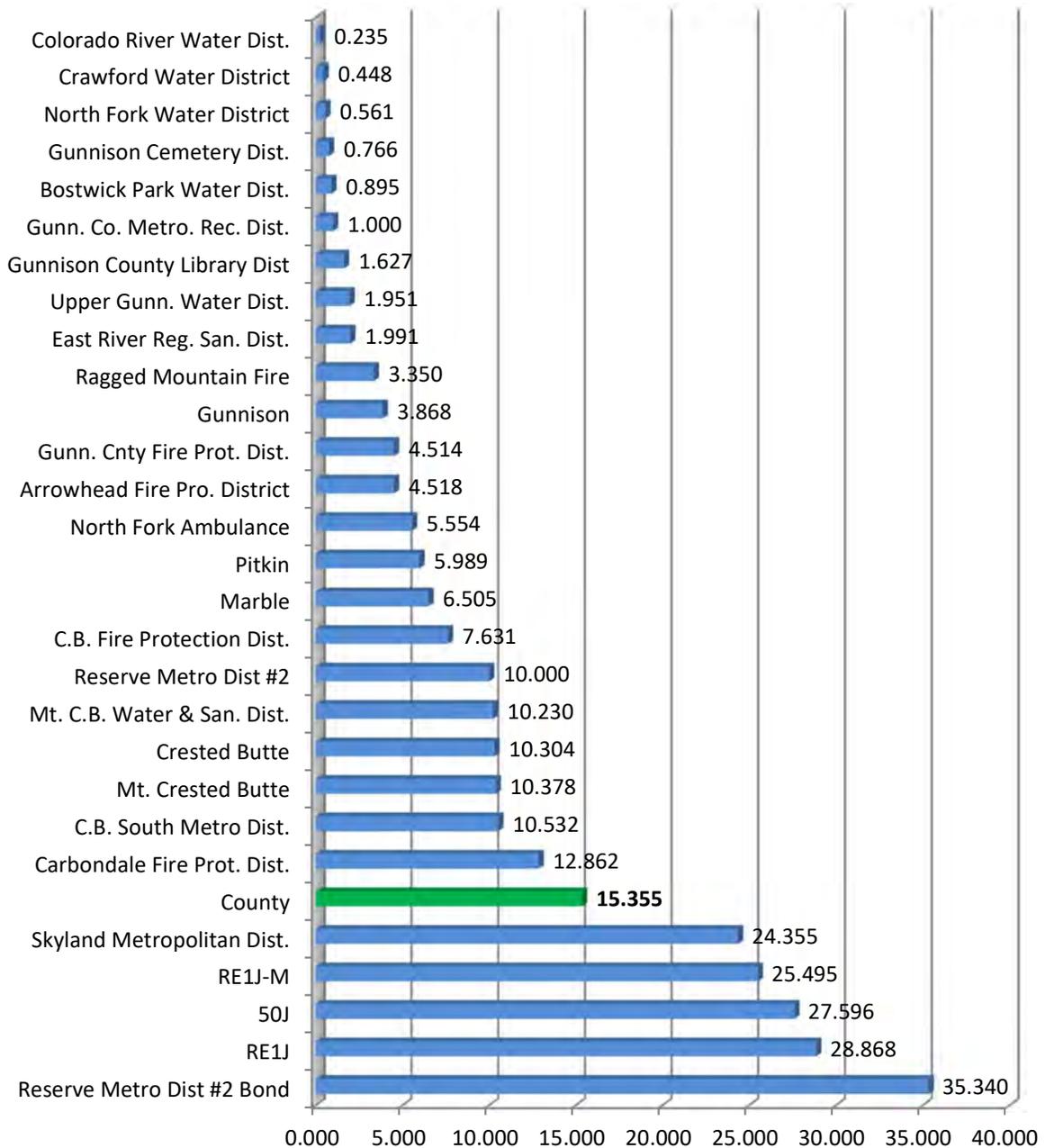


Table XII

Other Counties (2018 levies)

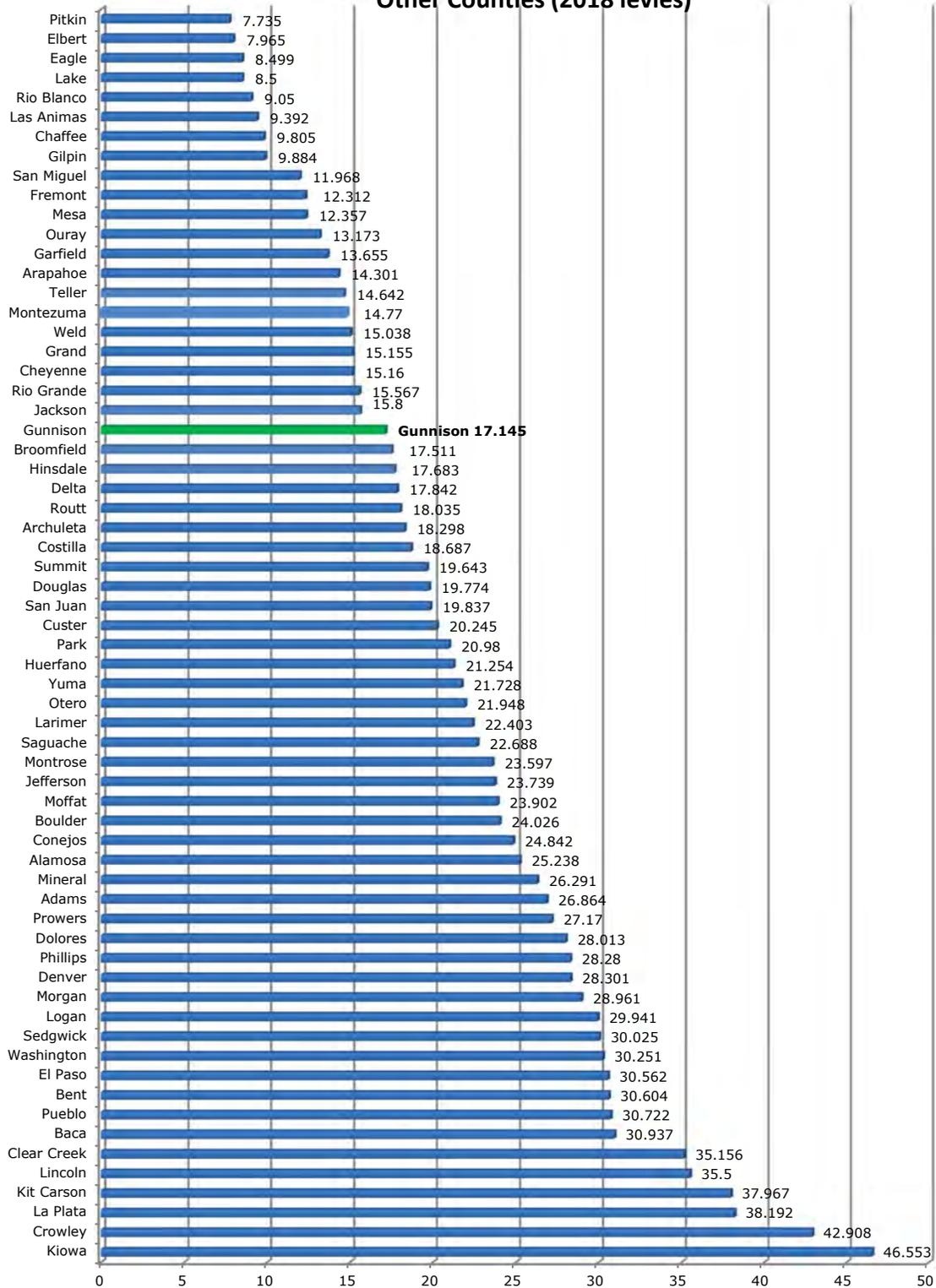


Table XIII

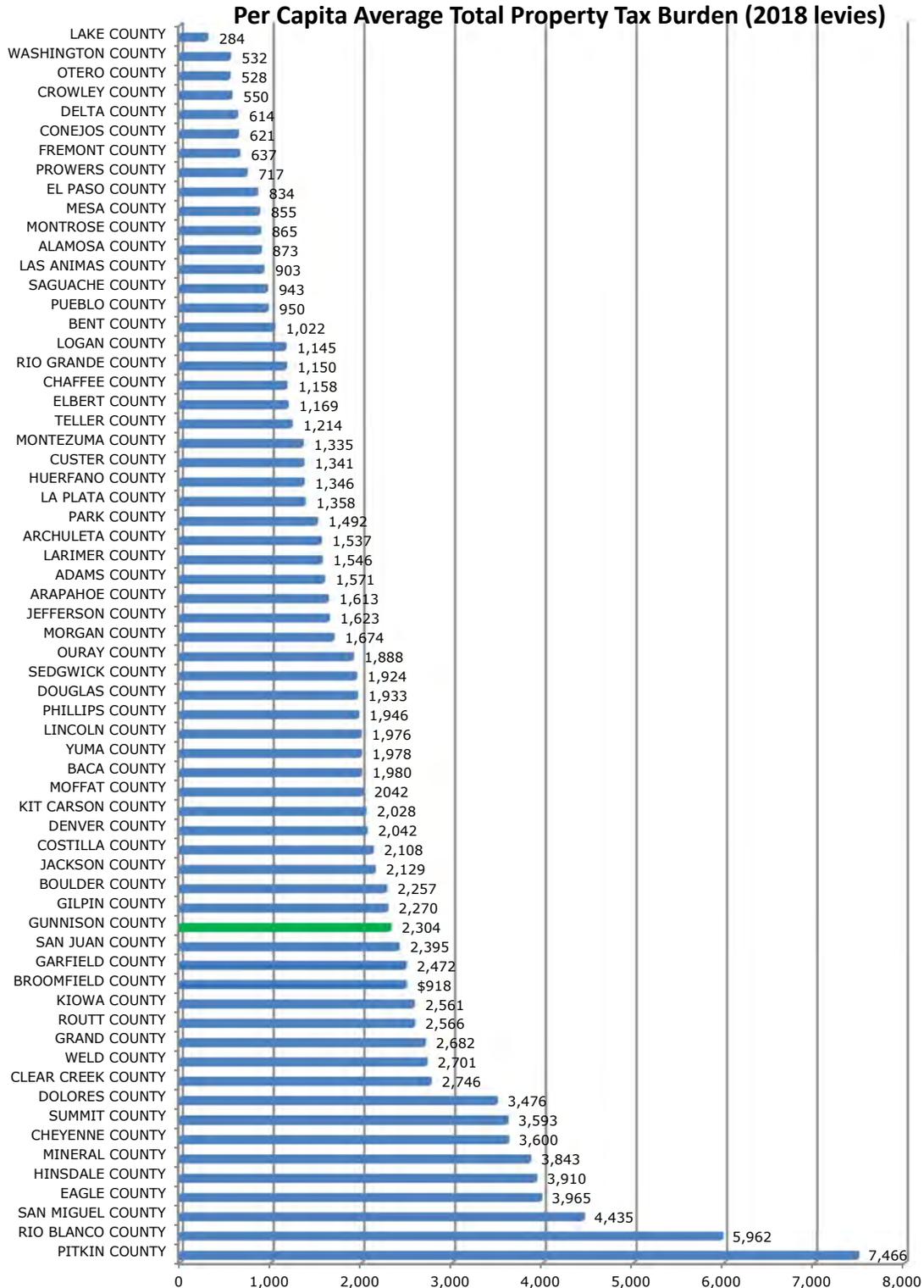
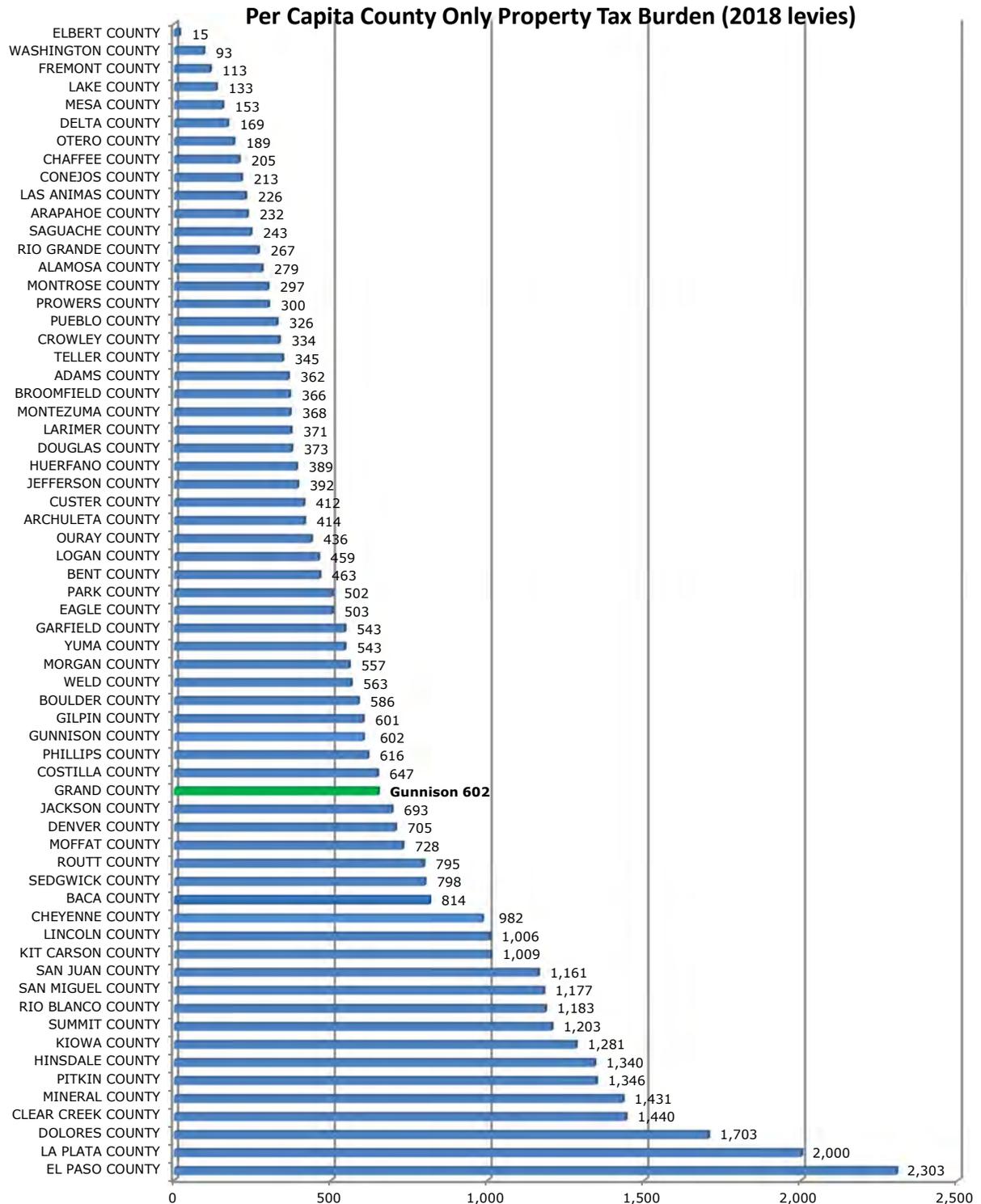


Table XIV

This table illustrates the County-only property tax divided by the estimated population as of 2018.



Additionally, most property taxpayers are not full-time County residents. Table XV provides a breakdown of where the taxpayers reside. Currently 57.6% reside outside of the County; and of those, a majority (64.1%), reside outside Colorado.

Table XIV

Where Gunnison County Property Taxpayers Reside

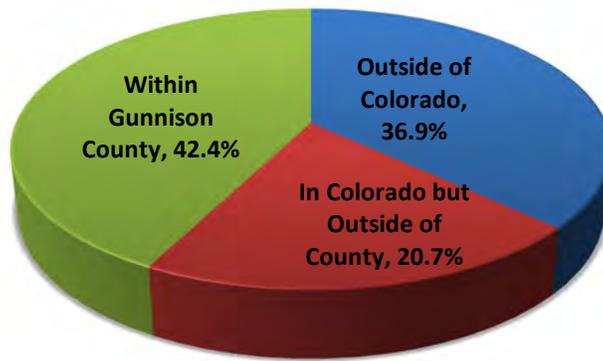


Table XVI

In County vs. Out-of-County Property Taxpayers

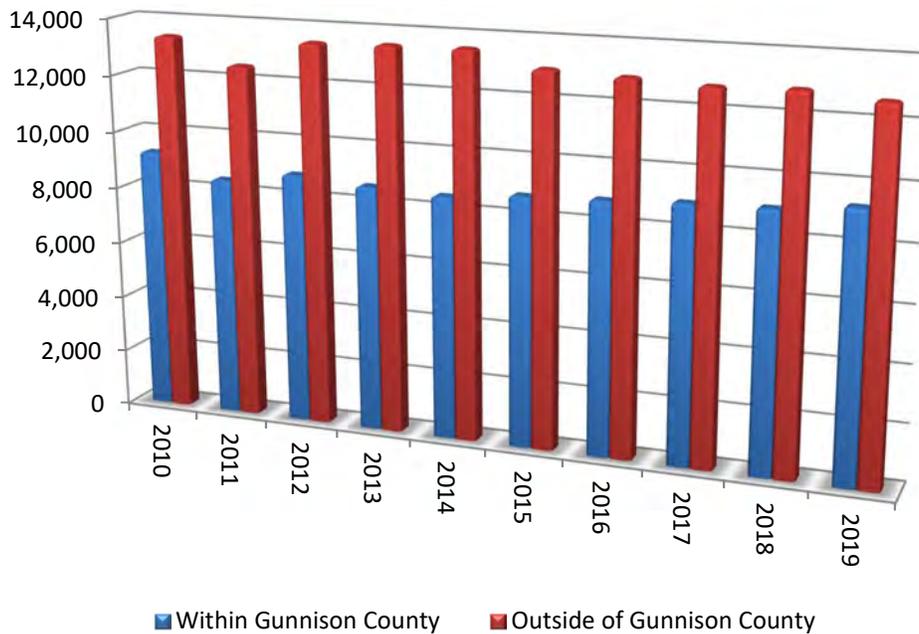
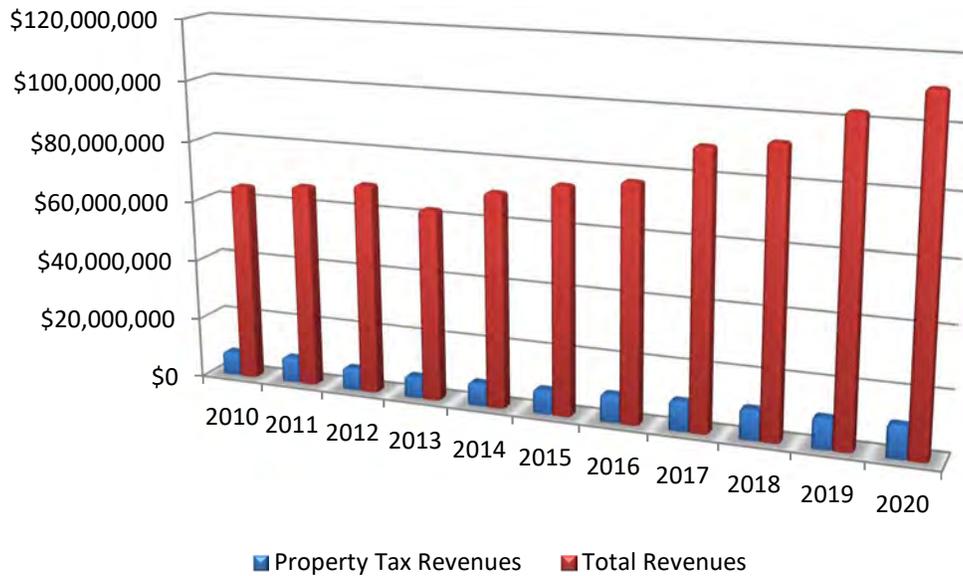


Table XVI provides an eleven-year comparison of non-tax and property tax revenue.

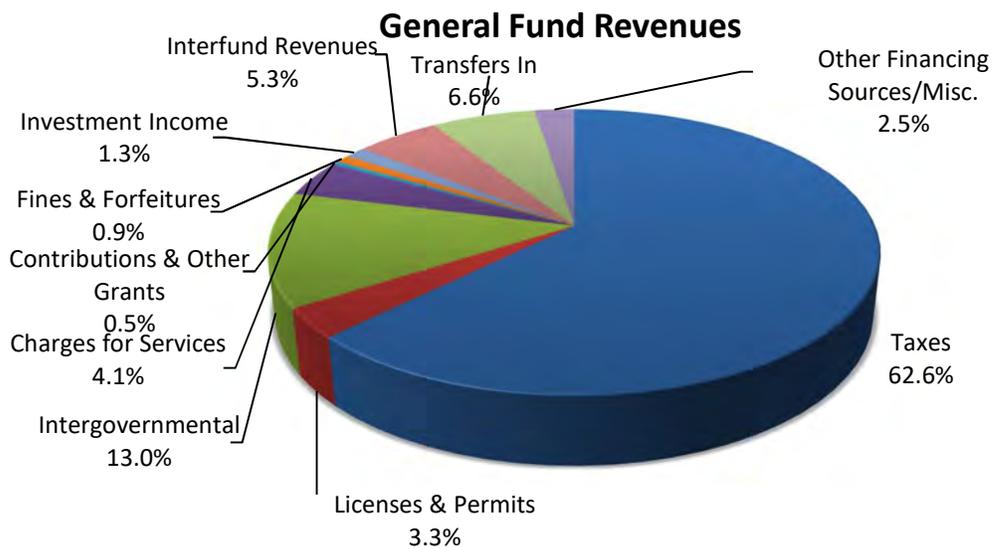
Table XVII

Property Tax Revenues vs. Total Revenues



While property tax represents only 9.75% of total revenues, it represents 63% of revenues budgeted in the General Fund.

Table XVIII



Expenditure Summary

The 2020 total appropriations are summarized below by service category.

Table XVIII

Service Category	2019	2020	% Change
General Government	18,154,445	19,001,621	4.67%
Judicial	379,279	425,703	12.24%
Public Safety	4,125,016	4,511,259	9.36%
Health & Welfare	7,789,817	6,890,683	-11.54%
Auxiliary Services	323,192	326,014	0.87%
Culture & Recreation	1,656,663	1,846,829	11.48%
Public Works	11,102,933	11,174,984	0.65%
Debt Service	2,486,365	1,949,434	-21.60%
Business-Type Activities	57,256,435	65,228,486	13.92%
Totals	103,274,146	111,355,013	7.82%

The following charts show where the money goes in broad categories and will be detailed further in the pages that follow.

Table XIX

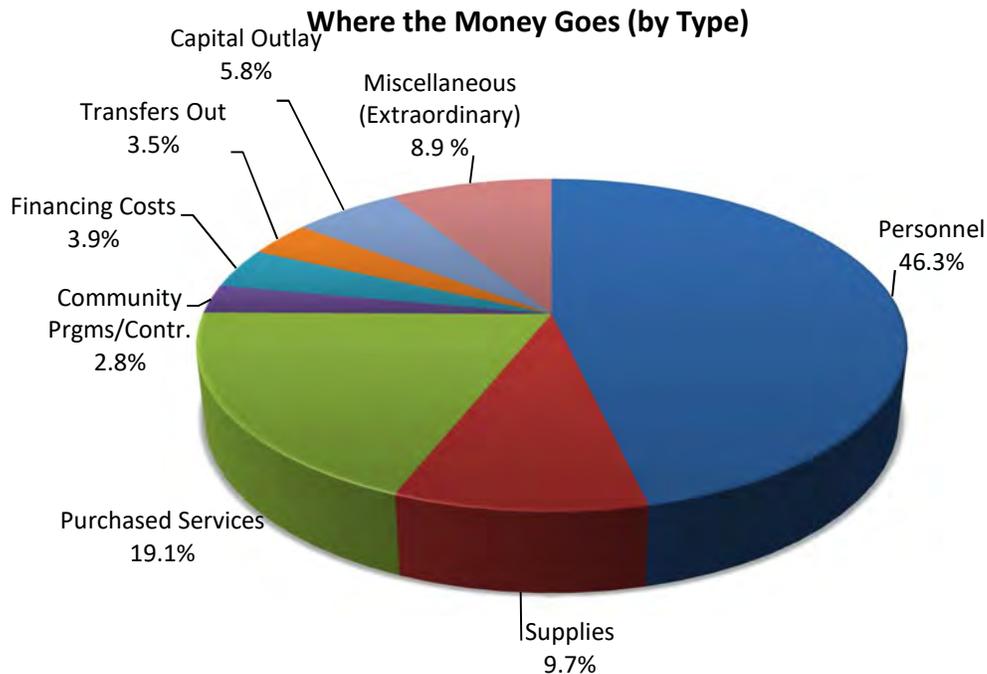


Table XXI

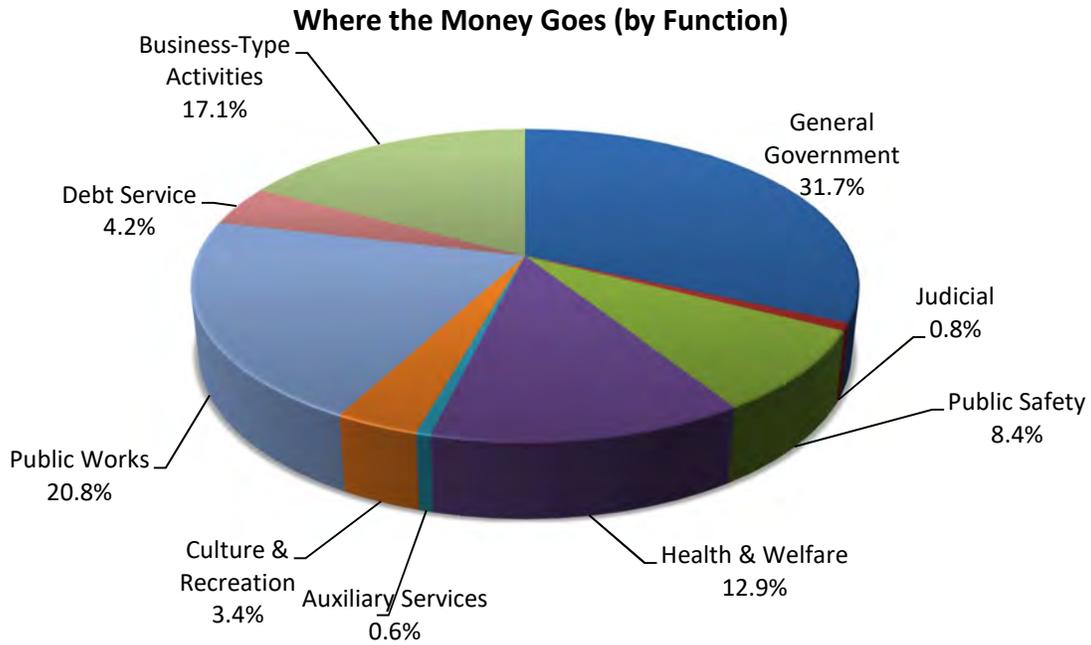
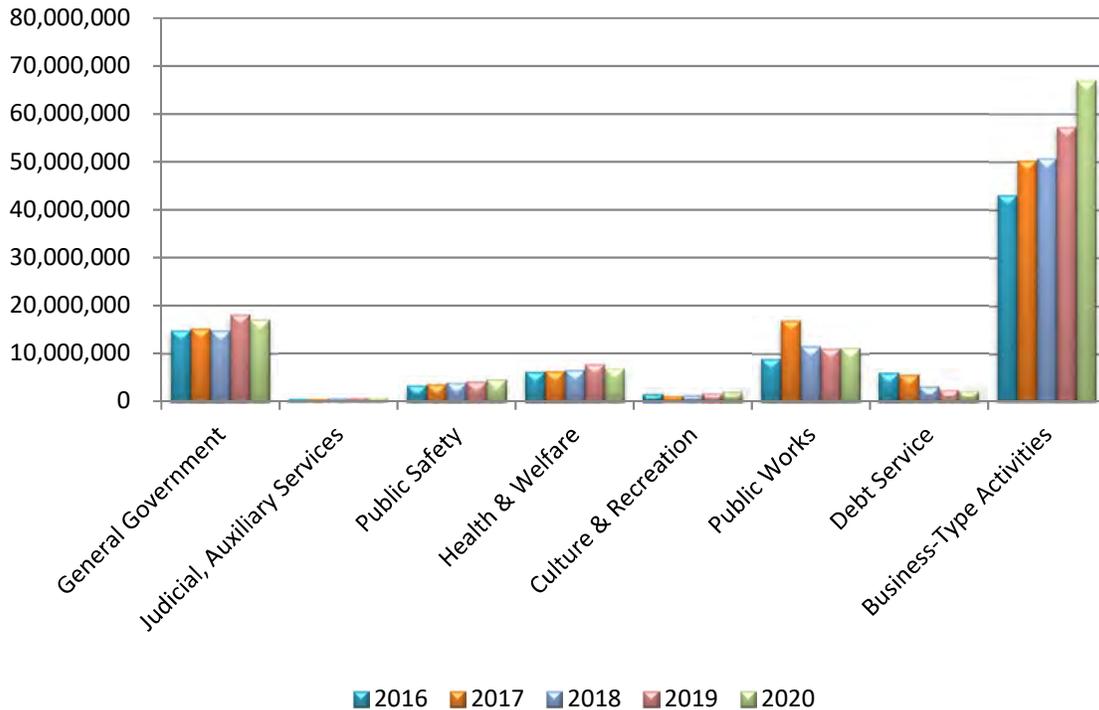


Table XXII

Adopted Expenses





Budget Message

Highlights for each of the categories displayed in the Table XXII above are discussed below. We were able to maintain the current level of services and the General Fund budget holds an ending available resource balance of 26% of current-year expenses.

General Government

- This category shows a decrease from 2019 to 2020 associated mainly with Workforce Impact Fee Usage. In 2019 we used reserves from these fees to construct affordable housing. In 2020 these costs are down as that particular project has been finished.
- The overall decrease in this category is \$1,134,291, -6.25%.

Judicial & Auxiliary Services

- We combined Judicial and Auxiliary Services in this chart to increase the visual representation in the bar chart above. Judicial includes Gunnison County's share of the District Attorney office costs of the Seventh Judicial District. The costs are shared among Delta, Gunnison, Hinsdale, Montrose, Ouray and San Miguel counties proportionally based on updated population numbers. The DA's office requested an overall 12.24% increase. Auxiliary Services Includes Alternative Services, the Colorado State University Extension Services, and the Veterans activities. The overall increase in Auxiliary Services category is 0.87% for a combined change of \$49,246 or 7.01%.

Public Safety

- The Sheriff Services activity included several enhancement requests that were approved. Those include the addition of 2 FTE's for additional detention deputy positions partially offset by an increase in expected housing fees revenue in the Detention Center.
- Total 2020 increase in this category is \$386,243; 9.36%.

Health/Welfare

- This category included construction of affordable housing projects, one in Gunnison and one in Crested Butte in 2019. The ongoing portion of the Gunnison project is all that is budgeted in 2020.
- The overall decrease in the category is \$899,134; -11.54%

Culture/Recreation

- We will be continuing the development of the Shady Island River Park in 2020 to include parking, restrooms, etc.
- The total increase in this category is \$1090,166; 11.48%.

Public Works

- Construction of the Cottonwood Pass paving project is being completed over several years with payments due in 2018 and 2020, resulting in an increase in 2020 from 2019 overall budgeted expenditures.
- The overall increase in this category is \$72,051; 0.65%.



Budget Message

Debt Services

- Four loans were paid off in 2019, one required \$100,000 annually, another a balloon payment of \$324,395, the third \$23,627 and the last one \$19,107. Two new loans were acquired, one new energy savings lease/purchase requiring \$149,262 annually, the other the purchase of land requiring \$102,103 annual payment.
- The overall decrease in this category is \$242,249, -9.74%

Proprietary Funds (Business-Type Activities)

- Gunnison Valley Health includes an increase in expenditures in personnel, supplies, purchased services, and capital outlay costs totalling \$9,815,593.
- Overall, total expenses in this category are up \$9,658,836; 16.87%.

Table XXII

General Fund Expenditures

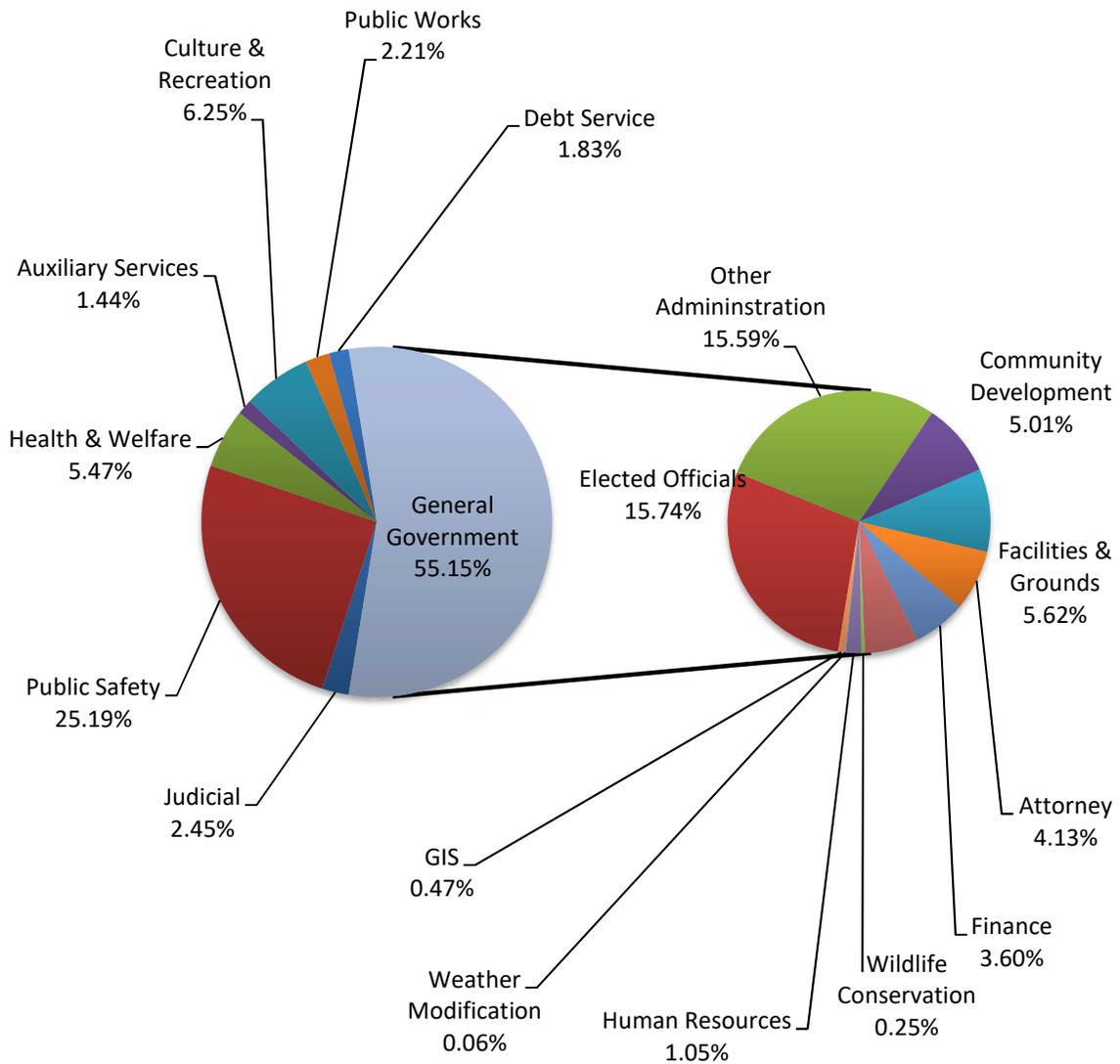


Table XXIII

Public Safety Expenditures

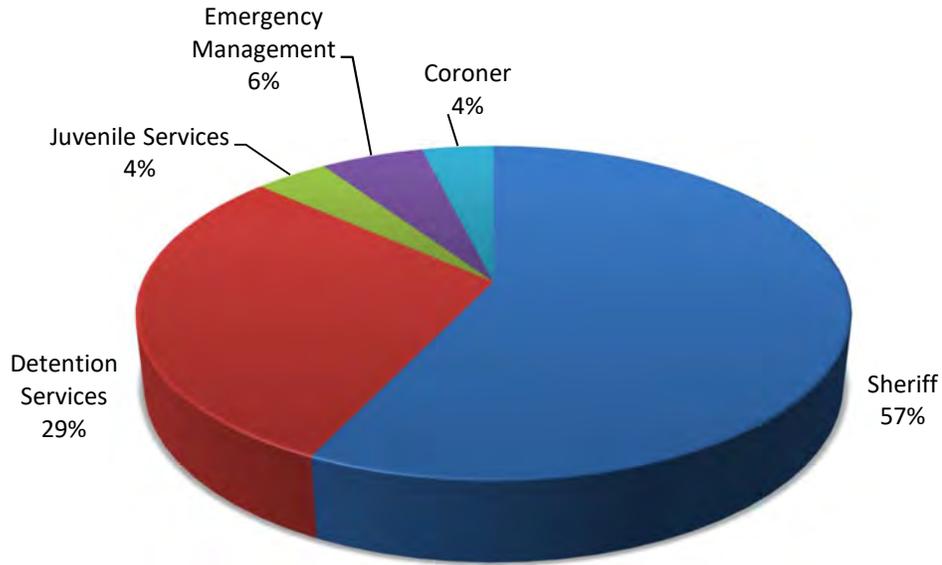
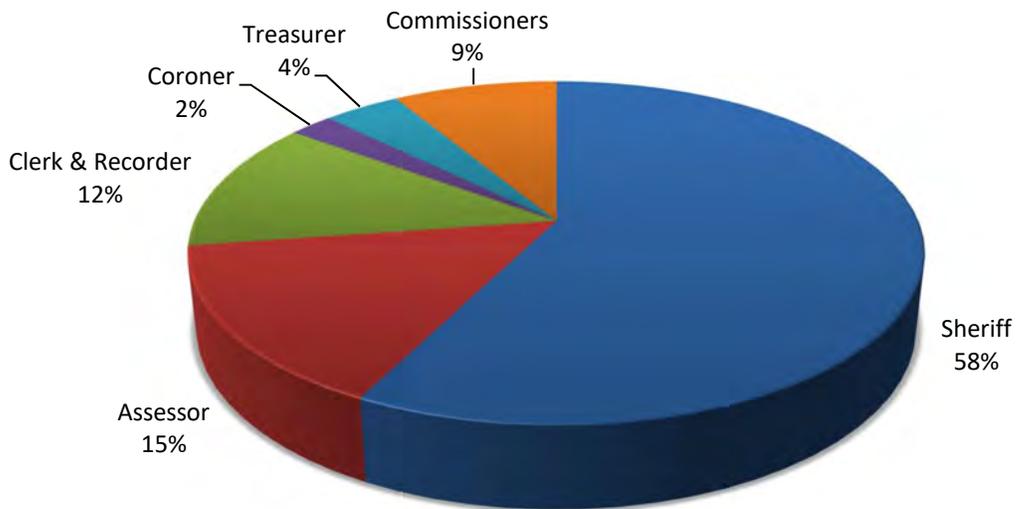


Table XXIV

Elected Officials Expenditures



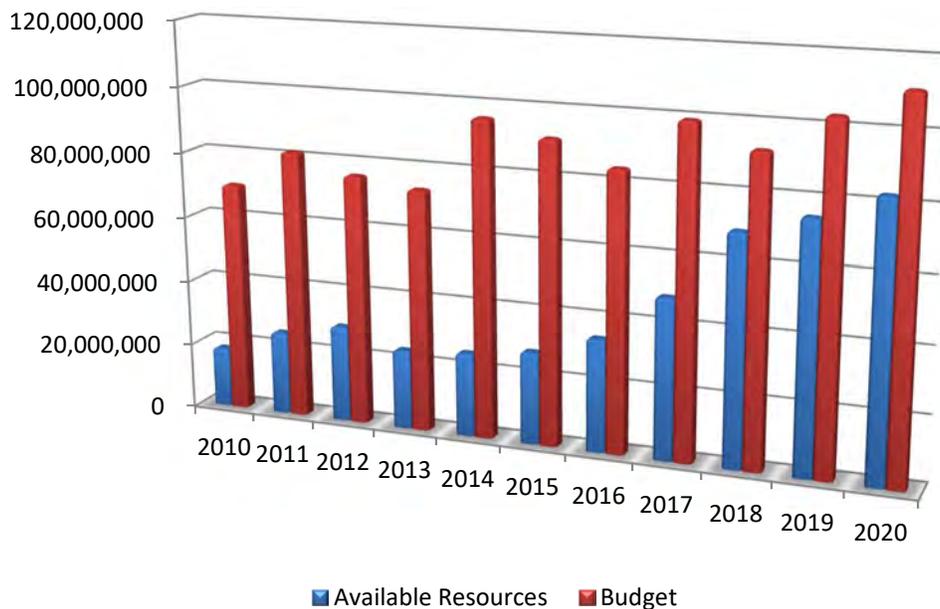
Fund Balances

The Board of County Commissioners has established a policy of maintaining at least a 25% ending available resource balance in the General Fund. Other funds do not require a specific ending available resource balance, particularly those capital expenditure funds where larger projects are budgeted each year. However, the overall ending available resources balance is 74.32%. The term "available resources" is defined as current assets less current liabilities. Table XXV illustrates the comparison of total budget to total available resources for the period 2010 to 2020.

Budgeted ending fund balances may be found in the Consolidated Budget Summary as well as on each page in the Fund Summaries section.

Table XXV

Total Available Resources vs. Budget



Some available resource balances have a 10% or more change from 2019 projections to 2020 budget. Following is a list of those funds and a detail of the changes.

General Fund – decrease of 20.04%, (\$1,277,816)

- Conservative approach to budget. 2019 adopted budget anticipated a \$252,587 use of available resources, 2019 projections anticipate \$211,830 increase to available resources, or a \$464,417 difference.



Budget Message

- Budgeted ending available resources total \$5,098,136 or 29.57% of expenditures for the year. The unreserved portion of ending available resources is 26%.

Road & Bridge – decrease of 60.63%, (\$1,284,634)

- Historic revenue sources for the Road & Bridge fund have been affected by federal changes in appropriations. Forest Reserve allocation revenues to this fund were stopped as of 2015 (\$435,368), taking roughly \$900,000 off the table for 2018 and 2019. The 2020 budget anticipates using available resources to complete construction projects during the year. The Board of County Commissions has included pursuit of a sustainable revenue source for this fund to their strategic business plan. The ending available resources is sufficient to cash flow the fund, and revenues are budgeted on the low side. For example, PILT (Payment in Lieu of Taxes) was budgeted at \$1,197,000 in 2019, we received \$1,340,468, and is budgeted as \$1M in 2020.

Conservation Trust – increase of 262.59%, (\$38,700)

- The 2020 budget anticipates revenue of \$60,000 from Lottery proceeds in Colorado and using \$23,300 for capital costs at the Fairgrounds. We are building up the available resources balance in anticipation of upcoming costs at the new Shady Island Park being developed.

Sales Tax – decrease of 25.67%, (\$180,934)

- Sales Tax revenues are budgeted conservatively, no increase anticipated in the last quarter of 2019 and 2.0% increase overall for 2020. Actual percentage increase through November 2019 is 10.5%, with an average of 9.23% increase for the previous 3 years.
- 2020 budget includes use of sales tax for a slip line installation of the Gothic bridge. Total use of \$180,934 from the expected \$704,933 total available fund balance.

Land Preservation – decrease of 25.31%, (\$170,931)

- Multiple opportunities have been identified for possible conservation easements. The 2020 budget anticipates using a portion of ending available resources to fund these projects.
- The 2020 ending balance per the budget is \$504,374.

Sage Grouse Trust – increase of 12.97%, \$12,857

- Landfill fees support the Sage Grouse Trust fund. A 20% increase in fees was included in 2018 and will continue to result in additional funds being collected for this fund. Future costs associated with protection of this species will be covered by these fees as projects are brought forward.

Risk Management – decrease of 27.45%, (\$63,245)

- Conservative budget anticipates using a portion of expected available resource balance of \$230,352.



Budget Message

Housing Authority – increase of 701.30%, \$3,240

- Increased revenues from new workforce housing rentals expected in 2020. These units were constructed in 2019.

Gunnison Valley Health – increase of 15.20%, \$7,716,837

- 2020 budget anticipates \$8,980,947 more in charges for services revenue compared to 2019.

Gunnison Senior Housing- increase of 35.32%, \$35,269

- Continue to rebuild available resources after using reserves for necessary building maintenance projects over recent years.

ISF-I – decrease of 21.79%, (\$318,650)

- Use of available resource balance is budgeted for the purchase of equipment and vehicles.
- Anticipated ending available resource total is \$1,143,518, 43.85% of budgeted expenditures.

ISF-III – decrease of 20.09%, (\$376,257)

- 2019 Medical claims were anticipated to be \$240,767 more than 2018 actuals and we expect 2020 claims to be \$305,000 more than the previous year. We project and budget for claims to be more than expected in anticipation of unexpected higher claims in the last few months of the year.
- There was no increase in premiums as we can use available resources to cover these increased costs, if needed. The expected ending available resources coming into the 2020 year to be \$1,873,125.



2020 Consolidated Budget Summary

Fund	2019 Beginning Balance	Estimated Revenues	Interfund Transfers	2020 Available Resources	Net Budgeted Expenditures	Interfund Transfers	2020 Total Appropriations	2020 Ending Balance
General Fund:	6,375,953	14,940,477	1,023,570	22,340,000	16,642,603	599,260	17,241,863	5,098,137
Special Revenue Funds:								
Road and Bridge	2,118,664	4,882,694	533,676	7,535,034	6,389,253	311,751	6,701,004	834,030
Human Services	181,639	4,531,866	0	4,713,505	4,404,769	136,000	4,540,769	172,736
Public Health Agency	23,409	868,969	201,947	1,094,325	1,011,563	60,228	1,071,791	22,534
Conservation Trust	14,738	62,000	0	76,738	800	22,500	23,300	53,438
Sales Tax	704,933	2,399,673	0	3,104,606	432,729	2,147,878	2,580,607	523,999
Land Preservation	675,305	536,332	0	1,211,637	707,263	0	707,263	504,374
Mosquito Control District	13,952	84,496	16,863	115,311	99,552	1,776	101,328	13,983
Sage Grouse Trust	99,106	75,057	0	174,163	2,200	60,000	62,200	111,963
Risk Management	230,352	87,555	0	317,907	150,800	0	150,800	167,107
Housing Authority	(462)	55,055	150,000	204,593	196,091	5,724	201,815	2,778
Marketing District	1,301,657	2,199,100	0	3,500,757	2,283,385	37,704	2,321,089	1,179,668
Transportation Authority	4,132,682	4,668,946	0	8,801,628	4,655,326	11,000	4,666,326	4,135,302
Fiduciary Funds:								
Public Trustee Agency	37,450	53,000	40,910	131,360	93,730	0	93,730	37,630
Debt Service Funds:								
Debt Service	150,979	278,960	1,702,607	2,132,546	1,981,467	0	1,981,467	151,079
Capital Projects Funds:								
Airport Construction	398,338	944,396	7,784	1,350,518	936,892	0	936,892	413,626
Capital Expenditures	2,097,128	18,200	0	2,115,328	0	0	0	2,115,328
Enterprise Funds:								
Airport Operations	1,394,310	1,338,250	0	2,732,560	1,288,703	78,956	1,367,659	1,364,901
Sewer District	1,365,116	783,526	0	2,148,642	692,437	45,026	737,463	1,411,179
Water District	604,347	396,417	29,330	1,030,094	389,833	14,520	404,353	625,741
Solid Waste	1,701,802	1,160,570	0	2,862,372	1,006,977	73,392	1,080,369	1,782,003
Gunnison Valley Health	50,761,191	65,455,343	0	116,216,534	57,738,506	0	57,738,506	58,478,028
Gunnison Senior Housing	99,859	230,150	0	330,009	194,881	0	194,881	135,128
Assisted Living	3,051	0	0	3,051	0	0	0	3,051
Internal Service Funds:								
ISF-I	1,462,168	2,189,358	100,000	3,751,526	2,512,248	95,760	2,608,008	1,143,518
ISF-II	782,246	825,307	22,000	1,629,553	769,714	77,388	847,102	782,451
ISF-III	1,873,125	2,618,170	0	4,491,295	2,944,603	49,824	2,994,427	1,496,868
Total County Budget	78,603,038	111,683,867	3,828,687	194,115,592	107,526,325	3,828,687	111,355,012	82,760,580



Summary of County Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	\$ 19,241,035	\$ 19,161,361	\$ 19,758,718	\$ 20,218,804
Licenses and Permits	\$ 748,947	\$ 514,520	\$ 694,673	\$ 545,095
Intergovernmental	\$ 13,474,544	\$ 14,681,275	\$ 14,808,942	\$ 13,648,769
Charges for Services	\$ 58,109,717	\$ 58,624,272	\$ 62,932,094	\$ 66,908,389
Contributions and Other Grants	\$ 183,419	\$ 137,118	\$ 130,083	\$ 153,995
Fines & Forfeitures	\$ 161,182	\$ 136,290	\$ 181,209	\$ 179,644
Investment Income	\$ 1,011,747	\$ 195,814	\$ 1,798,021	\$ 1,401,016
Interfund Revenues	\$ 6,025,871	\$ 6,247,347	\$ 6,170,837	\$ 6,378,891
Transfers In	\$ 5,263,762	\$ 5,701,070	\$ 5,470,227	\$ 3,877,187
Other Financing Sources and Misc.	\$ 2,039,011	\$ 3,881,636	\$ 3,144,304	\$ 2,213,646
Total Revenues	\$ 106,259,235	\$ 109,280,703	\$ 115,089,108	\$ 115,525,436
Expenditures				
Personnel	\$ 41,318,030	\$ 45,233,538	\$ 47,002,824	\$ 51,601,998
Supplies	\$ 9,747,364	\$ 9,765,158	\$ 10,502,731	\$ 10,835,784
Purchased Services	\$ 17,841,881	\$ 16,907,693	\$ 19,764,270	\$ 21,264,737
Community Prgms/Contributions	\$ 2,706,241	\$ 2,865,792	\$ 2,984,166	\$ 3,072,927
Financing Costs	\$ 3,473,951	\$ 5,045,891	\$ 5,468,298	\$ 4,384,899
Transfers Out	\$ 5,263,762	\$ 5,701,070	\$ 5,468,913	\$ 3,832,187
Capital Outlay	\$ 24,504,760	\$ 7,215,792	\$ 8,721,170	\$ 6,475,559
Miscellaneous (Extraordinary/Special)	\$ 7,568,755	\$ 10,539,211	\$ 8,056,185	\$ 9,886,922
Total Expenditures	\$ 112,424,744	\$ 103,274,145	\$ 107,968,557	\$ 111,355,013
Excess Revenues (Expenditures)	\$ (6,165,508)	\$ 6,006,558	\$ 7,120,551	\$ 4,170,423



Department	Major Funds															Non-Major Funds (below)	
	General Fund	Road & Bridge	Human Services	Debt	Service	Airport Operations	Sales Tax	Airport Construction	Solid	Waste	ISF-I	ISF-II	ISF-III	Marketing District	RTA		Gunnison Valley Health
Administration	1,439,040												340,000				150,800
Airport						1,367,659		936,892									0
Assessor's Office	1,031,740																0
Clerk & Recorder's Office	843,867																0
Commissioners' Office	585,052																0
Community Development	869,425																0
Coroner's Office	154,559																0
County Attorney	727,570																0
Emergency Management	241,473																0
Extension	236,125																0
Facilities & Grounds	975,244																0
Geo. Information Sys.	81,293											199,783					0
Historic Preservation	35,526																0
Health & Human Svcs.	695,820		4,403,257												265,000		1,071,791
Housing Authority																	396,696
Information Technology												647,319					0
Juvenile Svcs.	400,630		137,513														0
Public Works	1,272,373	6,671,004						1,080,369	2,608,008								1,141,816
Sheriff's Office	3,905,273																0
Treasurer's Office	272,207																93,730
Veterans	14,700																0
Weather Modification	10,000																0
Wildlife Conservation																	0
Other Cost Centers	3,449,946	30,000		1,981,467		2,580,607						2,654,427	2,321,089	4,401,326			894,090
Gunnison Valley Health																57,738,506	0
Total	17,241,863	6,701,004	4,540,770	1,981,467	1,367,659	2,580,607	936,892	1,080,369	2,608,008	847,102	2,994,427	2,321,089	4,666,326	57,738,506	57,738,506	3,748,923	

Department	Non-Major Funds													Total All Funds
	Public Health Agency	Conserv Trust	Land Preserv	Mosquito Control	Sage Grouse Trust	Risk Mgmt	Capital Exp	Sewer	Water	Housing Authority	Senior Housing	Assisted Living	Public Trustee	
Administration						150,800								1,929,840
Airport														2,304,551
Assessor's Office														1,031,740
Clerk & Recorder's Office														843,867
Commissioners' Office														585,052
Community Development														869,425
Coroner's Office														154,559
County Attorney														727,570
Emergency Management														241,473
Extension														236,125
Facilities & Grounds														975,244
Geo. Information Sys.														281,076
Historic Preservation														35,526
Health & Human Svcs.	1,071,791													6,435,868
Housing Authority										201,815	194,881			396,696
Information Technology														647,319
Juvenile Svcs.														538,143
Public Works								737,463	404,353					12,773,570
Sheriff's Office														3,905,273
Treasurer's Office													93,730	365,937
Veterans														14,700
Weather Modification														10,000
Wildlife Conservation														0
Other Cost Centers		23,300	707,263	101,327	62,200									18,312,952
Gunnison Valley Health														57,738,506
Total	1,071,791	23,300	707,263	101,327	62,200	150,800	0	737,463	404,353	201,815	194,881	0	93,730	111,355,012

General Information



Gunnison County was founded March 9, 1877. Gunnison County is a great place to live and raise a family. The county was named for John W. Gunnison, a United States Army officer and captain in the Army Topographical Engineers, who surveyed for the transcontinental railroad in 1853. The County is surrounded by the 1.6 million acre Gunnison National Forest encompassing some of the wildest and most beautiful terrain in the world, including Colorado's largest manmade lake - Blue Mesa Reservoir, Black Canyon National Park, Curecanti National Recreation Area, and 2,000 miles of trout streams. In fact, 85% of Gunnison County is under public use and

management. Winter activities include world-class alpine skiing and snowboarding, snowmobiling, cross-country skiing, snow shoeing, ice skating and ice fishing. Summer activities include Cattlemen's Days - the oldest rodeo in Colorado, the Crested Butte Wildflower Festival, hiking, climbing, mountain biking, boating, whitewater rafting, kayaking, fly-fishing, camping, hunting and horseback riding.

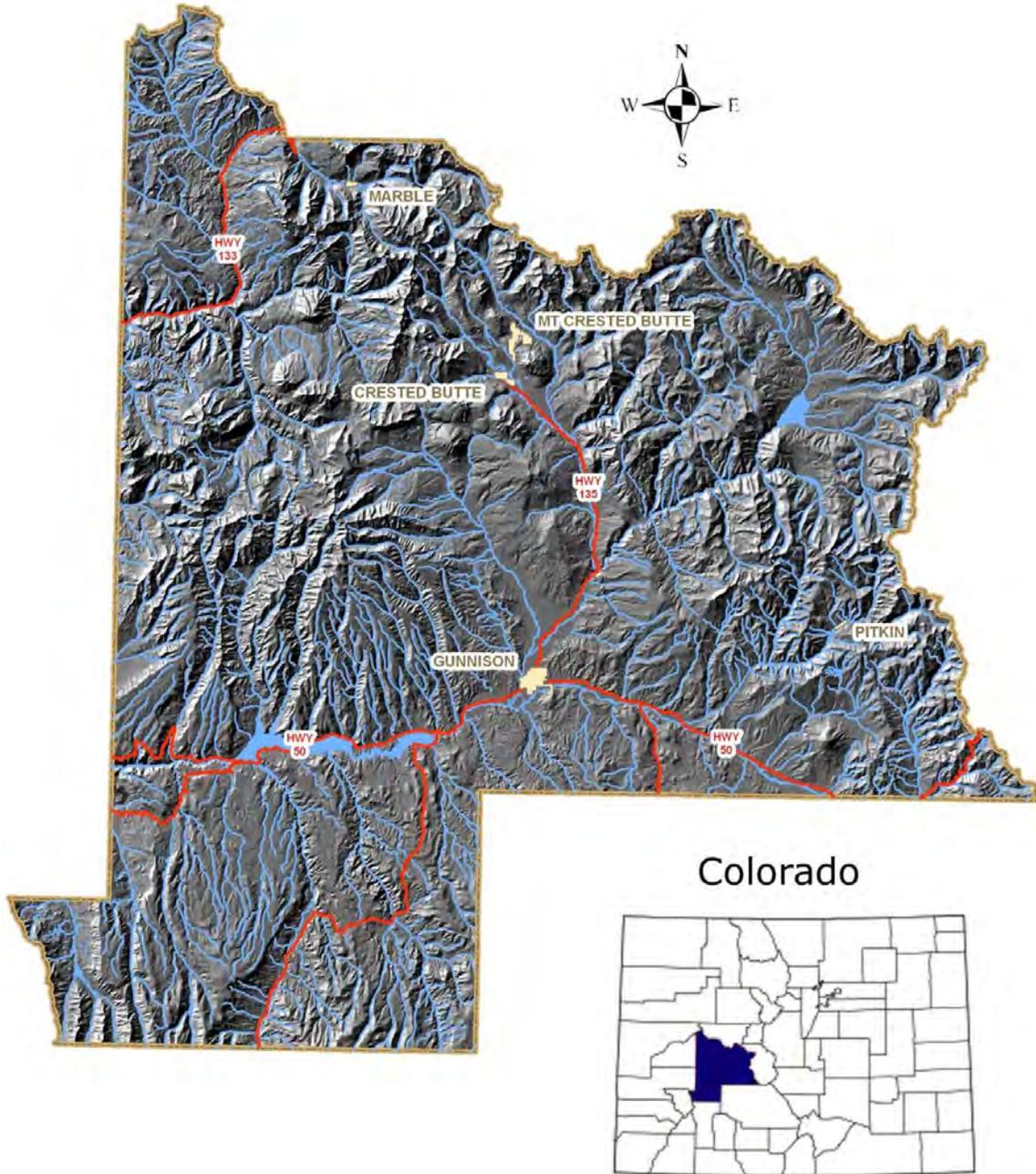
The City of Gunnison is the county seat of the "unspoiled heart of Colorado." Western State Colorado University, located in Gunnison is a fully accredited institution offering unique and balanced undergraduate and graduate academic programs. Just 30 miles away is the historic mining town of Crested Butte, and access to Crested Butte Mountain Resort at the Town of Mt. Crested Butte, a year round recreation playground known for its outstanding skiing and snowboarding.

Gunnison County is organized under the County Commissioner form of government. The governing body is led by three elected Commissioners. The Assessor, Treasurer, Clerk and Recorder, Sheriff, and Coroner are elected positions. Primary responsibilities of the County are law enforcement, roads and bridges, elections, human services and open space.

Geography Quick facts

Area (square miles)	3,239.10
Persons per square mile	4.7
Altitude - high	14,285 ft
- low	5,880 ft
Largest Cities/Towns	
	City of Gunnison
	Town of Crested Butte
	Town of Mt. Crested Butte
	Town of Pitkin
	Town of Marble

Source: U.S. Census Bureau





People Quick facts

	Gunnison County	Colorado
Population, 2018 estimate	17,246	5,695,564
Population, 2010 (April 1) estimates base	15,324	5,029,316
Population, percent change, April 1, 2010 to July 1, 2018	12.5%	13.2%
Population, 2010	15,324	5,029,316
Persons under 5 years, percent, 2018	4.3%	5.9%
Persons under 18 years, percent, 2018	17.0%	22.2%
Persons 65 years and over, percent, 2018	13.0%	14.2%
Female persons, percent, 2018	46.1%	49.6%
White alone, percent, 2018 (a)	94.0%	87.1%
Black or African American alone, percent, 2018 (a)	0.7%	4.6%
American Indian and Alaska Native alone, percent, 2018 (a)	2.6%	1.6%
Asian alone, percent, 2018 (a)	0.8%	3.5%
Native Hawaiian and Other Pacific Islander alone, percent, 2018 (a)	0.1%	0.2%
Two or More Races, percent, 2018	1.9%	3.1%
Hispanic or Latino, percent, 2018 (b)	9.4%	21.7%
Living in same house 1 year & over, percent, 2014-2018	76.1%	81.7%
Foreign born persons, percent, 2014-2018	4.4%	9.8%
Language other than English spoken at home, pct age 5+, 2014-2018	10.3%	17.0%
High school graduate or higher, percent of persons age 25+, 2014-2018	97.2%	91.4%
Bachelor's degree or higher, percent of persons age 25+, 2014-2018	55.3%	40.1%
Veterans, 2014-2018	782	375,746
Mean travel time to work (minutes), workers age 16+, 2014-2018	14.7	25.5
Housing units, 2018	12,073	2,424,051
Homeownership rate, 2014-2018	61.1%	64.9%
Median value of owner-occupied housing units, 2014-2018	\$339,400	\$313,600
Households, 2014-2018	6,643	2,113,387
Persons per household, 2014-2018	2.35	25.5
Median household income, 2014-2018	\$54,979	\$68,811
Persons below poverty level, percent, 2014-2018	10.4%	9.6%

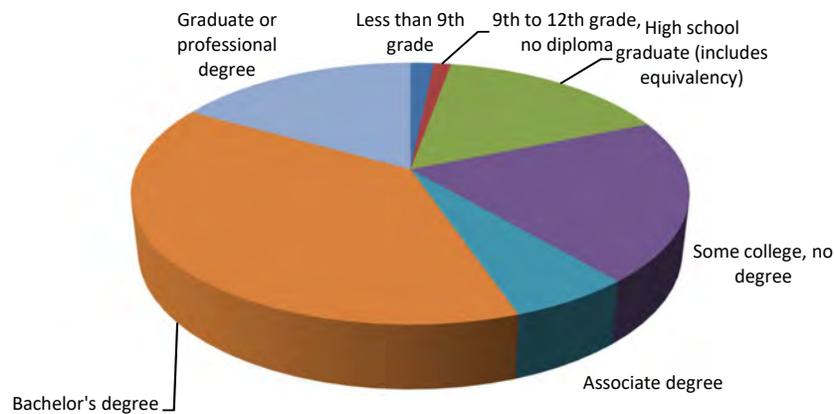
Source: U.S. Census Bureau

Social Characteristics

Educational Attainment

	%
Less than 9th grade	1.6
9th to 12th grade, no diploma	1.2
High school graduate (includes equivalency)	16.0
Some college, no degree	20.0
Associate degree	6.0
Bachelor's degree	38.5
Graduate or professional degree	16.8
Percent high school graduate or higher	97.2
Percent bachelor's degree or higher	55.3

Source: American Community Survey (2018), persons over age 25



Economic Characteristics

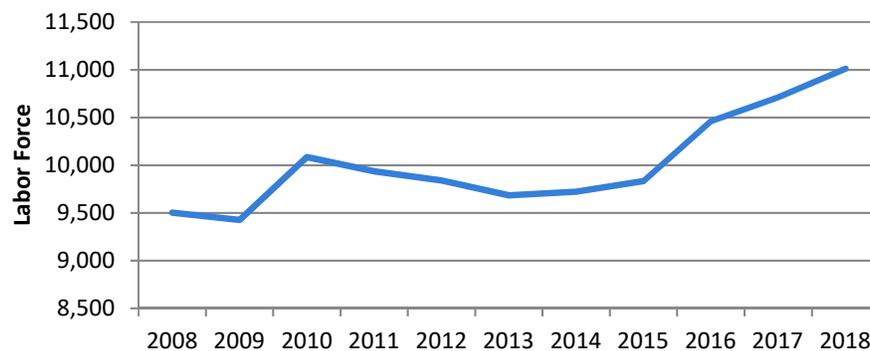
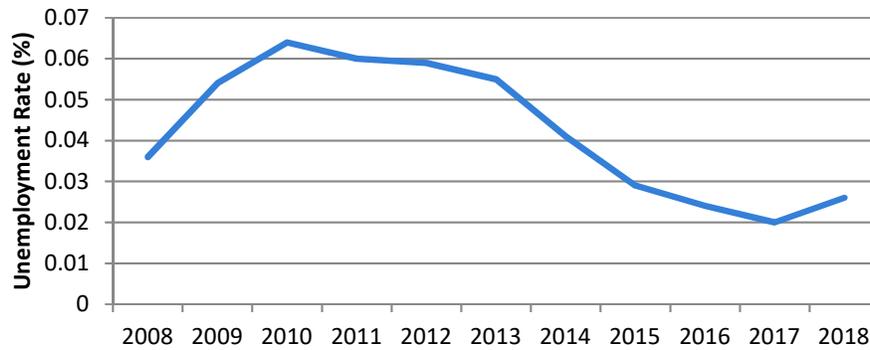
Income

	#	%		
Less than \$10,000	279	4.2		
\$10,000 to \$14,999	372	5.6		
\$15,000 to \$24,999	671	10.1		
\$25,000 to \$34,999	578	8.7	Median Household Income	\$54,979
\$35,000 to \$49,999	990	14.9		
\$50,000 to \$74,999	1,368	20.6	Annual Per Capita Personal Income, PCPI (2018) ¹	\$47,149
\$75,000 to \$99,999	784	11.8		
\$100,000 to \$149,999	1,030	15.5		
\$150,000 to \$199,999	292	4.4		
\$200,000 or more	279	4.2		

Source: American Community Survey (2018), ¹ U.S. Bureau of Economic Analysis

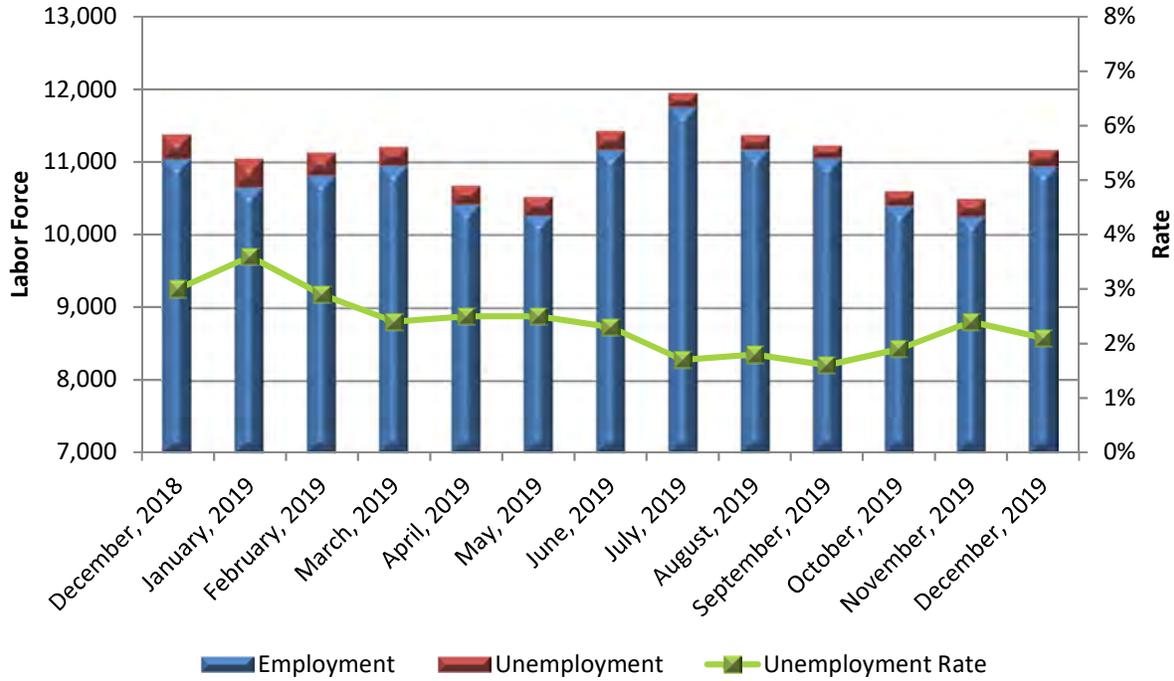
Gunnison County Unemployment

Year	Civilian Labor Force	Employment	Unemployment	Unemployment Rate
2018	11,012	10,727	285	2.6%
2017	10,714	10,500	214	2.0%
2016	10,462	10,208	254	2.4%
2015	9,835	9,547	288	2.9%
2014	9,722	9,329	393	4.0%
2013	9,683	9,154	529	5.5%
2012	9,840	9,252	588	6.0%
2011	9,935	9,336	599	6.0%
2010	10,087	9,439	648	6.4%
2009	9,427	8,915	512	5.4%
2008	9,503	9,162	341	3.6%

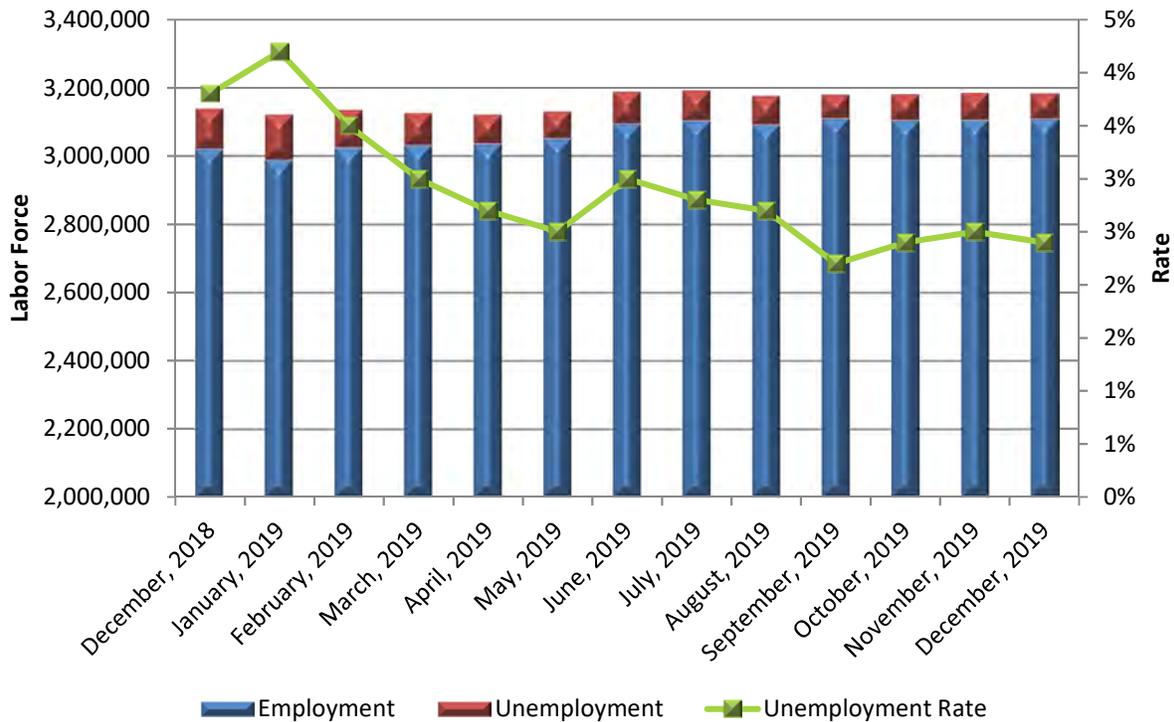


Source: Colorado Department of Labor and Employment

Gunnison County Labor Force Information



Colorado Labor Force Information



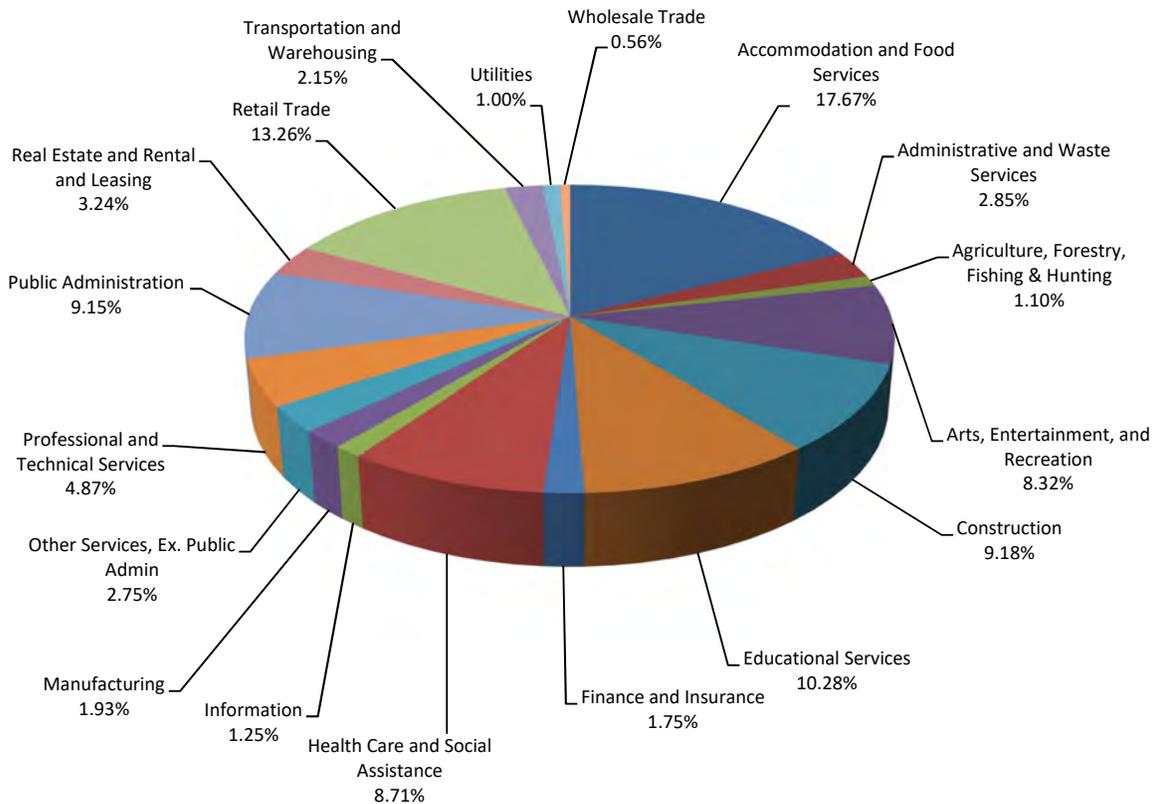


Source: Colorado Department of Labor and Employment

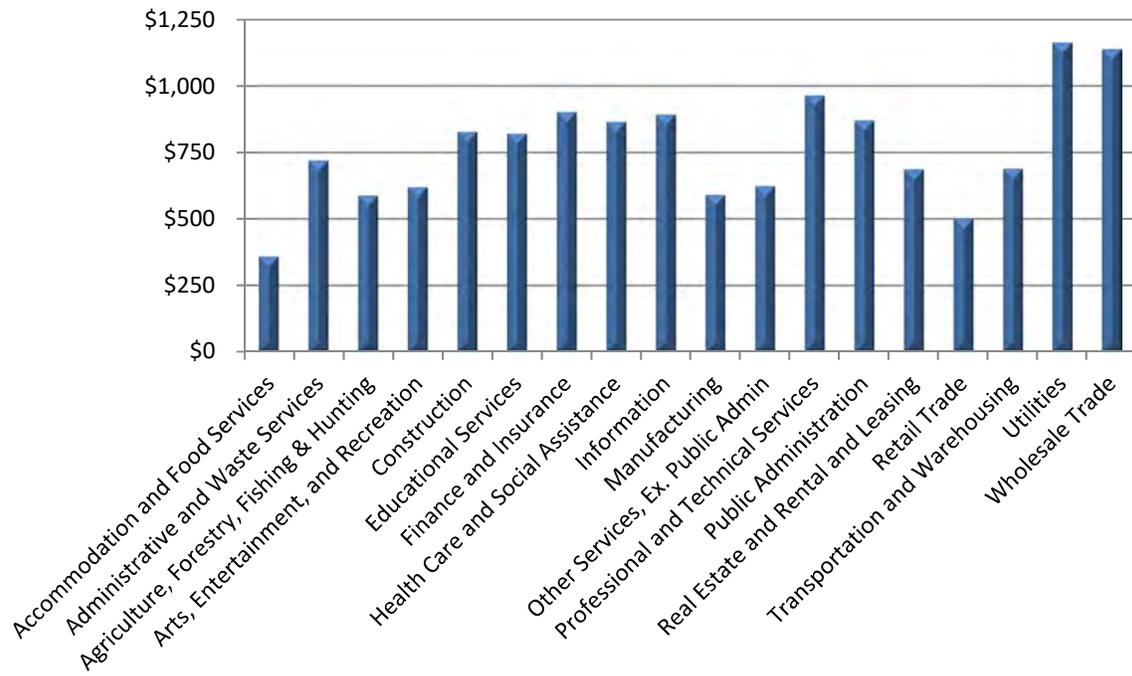
Industries

	Number of Establishments	Number of Employees	Average Weekly Wage
Accommodation and Food Services	121	1,447	\$358
Admin, Support, and Waste Services	55	233	\$718
Agriculture, Forestry, Fishing & Hunting	19	90	\$586
Arts, Entertainment, and Recreation	41	681	\$617
Construction	236	752	\$825
Educational Services	17	842	\$818
Finance and Insurance	27	143	\$900
Health Care and Social Assistance	63	713	\$863
Information	17	102	\$890
Manufacturing	25	158	\$589
Other Services, Ex. Public Admin	81	225	\$622
Professional and Technical Services	181	399	\$961
Public Administration	24	749	\$869
Real Estate and Rental and Leasing	107	265	\$684
Retail Trade	133	1,086	\$499
Transportation and Warehousing	22	176	\$687
Utilities	8	82	\$1,160
Wholesale Trade	30	46	\$1,135

Average Employment



Average Weekly Wage



Source: Colorado Department of Labor and Employment (through 2nd quarter 2019)

Organizational Structure



Department/Program Structure

Administration Department

- County Manager Program
- Finance Program
- Human Resources Program

Airport Department

- Airport Administration Program
- Airport Construction Program
- Airport Operations Program

Assessor's Office

- Assessor Program

Clerk & Recorder's Office

- County Clerk Program
- Public Trust and Legacy Program
- Licensing and Registration Program

Commissioners' Office

- Commissioners Program

Community Development Department

- Land Use Review Program
- Smart Growth Professional Services Program
- Wildlife Conservation Program

Coroner's Office

- Coroner Program

County Attorney Department

- County Attorney Program

Emergency Management Department

- Emergency Management Program

Extension Department

- Extension Program

Facilities & Grounds Department

- Facilities & Grounds Program

Geographic Information Svcs Depart.

- Geographic Information Services Program

Health & Human Services Department

- Child Support Services Program
- Children & Family Services Program
- Economic Security Program
- Program Coordination Program
- Community Leadership Program
- Senior Resources Program

Historic Preservation Department

- Historic Preservation Program

Information Technology Department

- Information Technology Resource Program

Juvenile Services Department

- Juvenile Services Program

Public Works Department

- Fairgrounds Management Program
- Fleet Management Program
- Public Works Operational Support Program
- Roads & Bridges Program
- Solid Waste Management Program
- Utility Services Program
- Weed Management Program

Sheriff's Office

- Alternative Services Program
- Detention Services Program
- Sheriff Program

Treasurer's Office

- Public Trustee Program
- Treasurer Program

Veterans Department

- Veterans Program

Weather Modification Department

- Weather Modification Program

Elected Officials with Term Expirations

Board of County Commissioners

- Jonathan Houck- 2021
- John Messner- 2021
- Roland Mason- 2023

Treasurer

- Debbie Dunbar - 2023

Assessor

- Kristy McFarland - 2023

Clerk & Recorder

- Kathy Simillion - 2023

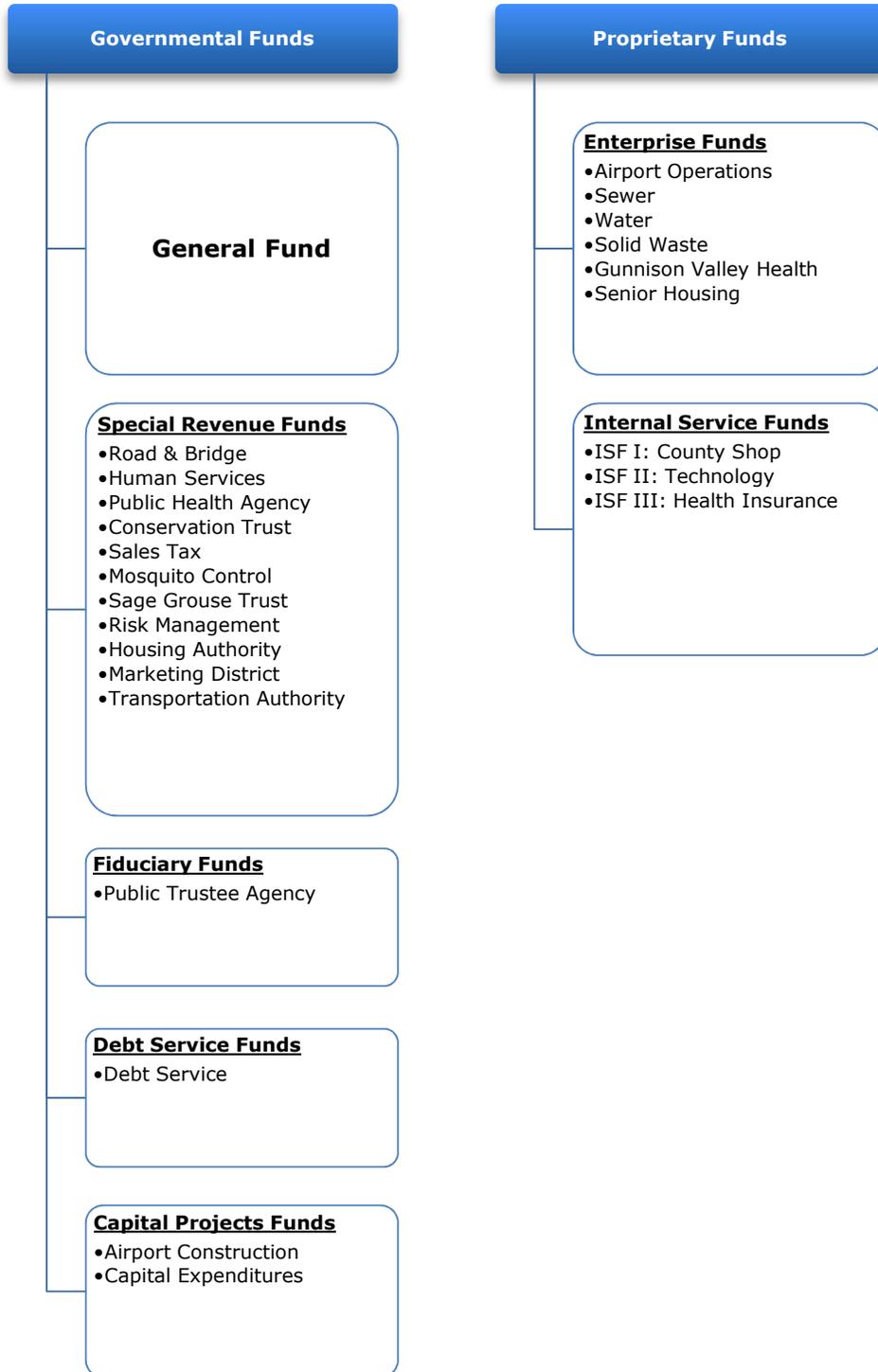
Sheriff

- John Gallowich - 2023

Coroner

- Michael Barnes - 2023

Budgetary Fund Structure



Fund Descriptions

General Fund

- The General Fund accounts for resources of the County which are not required legally or by sound financial management to be accounted for in another fund. Ordinary operations of the County such as public safety, county administration and other activities financed from taxes and general revenues are reflected in this fund.
- Basis of Budgeting - Modified Accrual

Road & Bridge

- This fund is used to account for the County's share of State revenues that are legally restricted for the maintenance of highways and roads within the County's boundaries and to account for revenues restricted for highway and road purposes.
- Basis of Budgeting - Modified Accrual

Human Services

- This fund is used to account for the County's State, Federal, and property tax revenues that are restricted for providing social services to the residents of the County.
- Basis of Budgeting - Cash

Public Health Agency

- This fund is used to account for monies expended only for the purposes of public health pursuant Colorado Revised Statutes 25-1-511(1)(2).
- Basis of Budgeting - Modified Accrual

Conservation Trust

- This fund is used to account for the State of Colorado Lottery funds allocated to the County for recreational uses.
- Basis of Budgeting - Modified Accrual

Sales Tax

- This fund is used to account for the collection of County sales tax restricted for capital expenditures.
- Basis of Budgeting - Modified Accrual

Land Preservation

- This fund is used to account for the re-allocation of County sales tax authorized by voters in November 1997. The use of these revenues is restricted to open space, agricultural preservation, wildlife habitat, wetland preservation, access to public lands, trails, and watershed protection in the County.
- Basis of Budgeting - Modified Accrual

Mosquito Control

- This fund is used to account for the assessments of revenue and the spraying of mosquitoes within the boundaries of the assessment area.
- Basis of Budgeting - Modified Accrual

Sage Grouse Trust

- This fund is used to account for expenditures concerning the preservation of the sage grouse. A special fee is collected on each incoming yard of waste at the landfill, which is transferred to the fund to provide resources for the program.
- Basis of Budgeting - Modified Accrual

Risk Management

- This fund is used to account for any potential risks, which are currently not covered by any of the County's various insurance policies. Resources are provided to this fund through an operating transfer from the General Fund. This fund also serves as a cost-center for the County's partially self-funded insurance program.
- Basis of Budgeting - Modified Accrual



Financial Structure

<p>Housing Authority</p> <ul style="list-style-type: none">•This fund is used to account for the activities of the Gunnison County Housing Authority, a component unit of the County.•Basis of Budgeting - Modified Accrual	<p>Gunnison River Valley Local Marketing District</p> <ul style="list-style-type: none">•This fund is used to account for the collection of a marketing and promotion tax restricted for promotion of Gunnison County's tourism opportunities.•Basis of Budgeting - Modified Accrual	<p>Gunnison Valley Regional Transportation Authority</p> <ul style="list-style-type: none">•This fund is used to account for the collection of "RTA" taxes for the purpose of funding and providing mass transit and other transportation services in the County.•Basis of Budgeting - Modified Accrual
<p>Public Trustee Agency</p> <ul style="list-style-type: none">•This fund collects fees pertaining to deeds of trust transactions and distributes fees collected to mortgage companies, individuals, the County, and other entities as appropriate.•Basis of Budgeting - Modified Accrual	<p>Debt Service</p> <ul style="list-style-type: none">•This fund accounts for the accumulation of resources and payment of general long-term debt principal and interest.•Basis of Budgeting - Modified Accrual	<p>Airport Construction</p> <ul style="list-style-type: none">•This fund is used to account for Federal and State grants, passenger facility charges, and local revenue sources to be used for the development and expansion of the County Airport.•Basis of Budgeting - Modified Accrual



Financial Structure

Capital Expenditures

- This fund is used to account for any capital projects.
- Basis of Budgeting - Modified Accrual

Airport Operations

- This fund is used to account for the operations of the Gunnison-Crested Butte Regional Airport.
- Basis of Budgeting - Accrual

Sewer

- This fund is used to account for the operations of sewer facilities operated by the County in unincorporated areas of the County.
- Basis of Budgeting - Accrual

Water

- This fund is used to account for the operations of the Dos Rios Water System.
- Basis of Budgeting - Accrual

Solid Waste

- This fund is used to account for the operations of the County Landfill and Recycling Center.
- Basis of Budgeting - Accrual

Public Hospital

- This fund is used to account for the activities of the Gunnison Valley Hospital and of the Gunnison Health Care Center, a component unit of the County.
- Basis of Budgeting - Accrual



Financial Structure

Senior Housing

- This fund is used to account for the activities of the Mountain View Apartments, a senior housing project administered through a contract with the Gunnison Valley Regional Housing Authority.
- Basis of Budgeting - Accrual

Internal Service Fund I

- This fund is used to account for the rental of motor vehicles, heavy equipment and to account for the usage of gravel and other materials used in construction and maintenance. The fund charges for rentals and material usage to other County funds and departments..
- Basis of Budgeting - Accrual

Internal Service Fund II

- This fund is used to account for data processing, telephone, mapping, photocopy, and postage services provided to other County funds and departments and to other government agencies on a cost-reimbursement basis.
- Basis of Budgeting - Accrual

Internal Service Fund III

- This fund is used to account for self-funded unemployment charges to other County funds and departments. This fund is also used for partially self-funded health insurance coverage costs.
- Basis of Budgeting - Accrual

BASIS OF BUDGETING/ACCOUNTING METHODS KEY

Cash Basis

- Only used for the Human Services Fund to agree with State of Colorado records
- Revenues and expenditures are recorded when cash is received or paid.

Accrual Basis

- Used for Proprietary Funds
- Revenues are recorded when *earned*
- Expenses are recorded when incurred

Modified Accrual Basis

- Used for Governmental Funds
- Revenues are recorded when they become both *measurable* and *available*
- Expenses are recorded when incurred.

Chart of Account Structure – Revenues and Expenditures

Revenues	Expenditures
<ul style="list-style-type: none"> • Taxes <ul style="list-style-type: none"> • Property Tax • Sales Tax • Marketing Tax • Severance Tax • Licenses & Permits • Intergovernment <ul style="list-style-type: none"> • Federal Revenues • Federal Grants • State Revenues • State Grants • Local Government Revenues • Local Government Grants • Charges for Services <ul style="list-style-type: none"> • Sale of Documents • Fees • Reimbursements • Contributions/Other Grants • Fines & Forfeitures <ul style="list-style-type: none"> • Late Fees • Interest Charges • Fines • Investment Income • Interfund Revenues <ul style="list-style-type: none"> • Computer Service Fees • Telephone Service Fees • Mapping Service Fees • Equipment Rent • Material Sales • Insurance Contributions • Treasurer's Fees • Transfers In • Other Financing Sources/Misc. 	<ul style="list-style-type: none"> • Personnel <ul style="list-style-type: none"> • Salaries & Wages • Benefits • Supplies <ul style="list-style-type: none"> • Office Supplies • Cleaning Supplies • Gas & Oil • Materials • Tools & Parts • Other Supplies • Purchased Services <ul style="list-style-type: none"> • Utilities • Telephone • Other Property Services • Cleaning Services • Repair & Maintenance • Travel • Professional Services • Meetings • Rental • Fees • Subscriptions • Other Purchased Services • Community Programs <ul style="list-style-type: none"> • Contributions • Sponsorships • Financing Costs <ul style="list-style-type: none"> • Principal Payments • Interest Payments • Bank Fees • Transfers Out • Capital Outlay • Miscellaneous (Extraordinary/Special) *

* Miscellaneous – These are classifications by object for revenues or expenditures that do not readily fit into one of the other revenue or expense categories. If you would like specific information about these, please feel free to contact Finance for more detail.

Gunnison County tracks financial information in nearly 15,000 accounts. Providing that information in this budget document would be too voluminous, but fine level detail is readily available upon request.



Budgeting for Results

Introduction to Budgeting for Results

Board of County Commissioners
Vision
Strategic Direction
OVPP Summary
2018 Performance Report

Departments

Other Cost Centers

In 2007, Gunnison County began transitioning to a strategic, measurable, performance-based management system called Managing for Results. Managing for Results is an integrated management system that focuses on results for customers while promoting accountability, transparency, and credibility.

In 2008, the Board of County Commissioners adopted Gunnison County’s first Strategic Plan which outlined the Commissioners’ priorities and focused the county organization on achieving the Strategic Results identified in the plan. Subsequently, each department and office in the County has created its own Strategic Business Plan. The Strategic Business Plans allow offices and departments to align their priorities with the BOCC Plan as well as to identify Key Results for the customers they serve and to create performance measures that will allow County staff to manage time and resources toward the achievement of these results. The Board updated the Strategic Plan most recently in May 2019.

The 2011 budget implemented Budgeting for Results, the next major step in the County’s implementation of Managing for Results. Gunnison County’s budget now incorporates performance information along with financial information. This is a key component of the Government Finance Officers Association (GFOA) recommendations for excellent financial reporting to increase transparency and accountability. The second major attribute of our Budgeting for Results is the complete redesign of the budget and account structure to align with the Strategic Business Plans. This alignment occurs through “activity-based budgeting” and results in a radically different budget presentation and approach to fiscal management. The success of the transition to Budgeting for Results is evidenced by the County receiving the Distinguished Budget Presentation Award from the GFOA for the 2019 budget. The County has received the award for the ninth year in a row.

Traditional governmental budgets are based on organizational structure by departments and thousands of budgetary line-items. These budgets are full of detail, but lack clarity about what the government is trying to accomplish and what citizens are actually buying for their money.

In contrast, Budgeting for Results focuses on aligning financial resources with the results identified in Strategic Business Plans and includes performance information so that progress toward those results can be measured. Budgeting for Results allows citizens to understand clearly what a given activity aims to accomplish, how much it costs, and how successfully results are being delivered to customers.



©2010 Weidner, Inc.



Vision Statement

Gunnison County cherishes its sense of community and place. We strive to preserve and promote the wellbeing of the County’s citizens, natural environment and rural character. We will deliver services and set standards that reflect our values and preserve our unique quality of life for present and future generations to enjoy.

Elected Officials

Jonathan Houck Chairperson
 John Messner Vice-Chairperson
 Roland Mason Commissioner

Gunnison County Commissioners
 200 E. Virginia Avenue
 Gunnison, CO 81230
 (970) 641-0248

**101
 County Commissioners**

Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	9,075	0	338	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	176	0	0	0
Total Revenues	9,251	0	338	0
Expenditures				
Personnel	285,972	301,933	301,933	300,848
Supplies	931	2,200	2,200	2,200
Purchased Services	152,553	153,752	161,497	177,293
Community Prgms/Contributions	26	14,000	14,000	4,000
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	59,660	79,883	87,500	100,711
Total Expenditures	499,142	551,768	567,130	585,052
Excess Revenues / (Net Cost to the County)	(489,891)	(551,768)	(566,792)	(585,052)
General Appropriation Required	550,105	551,768	566,792	585,052
Budget Variance	66,877	0	0	0

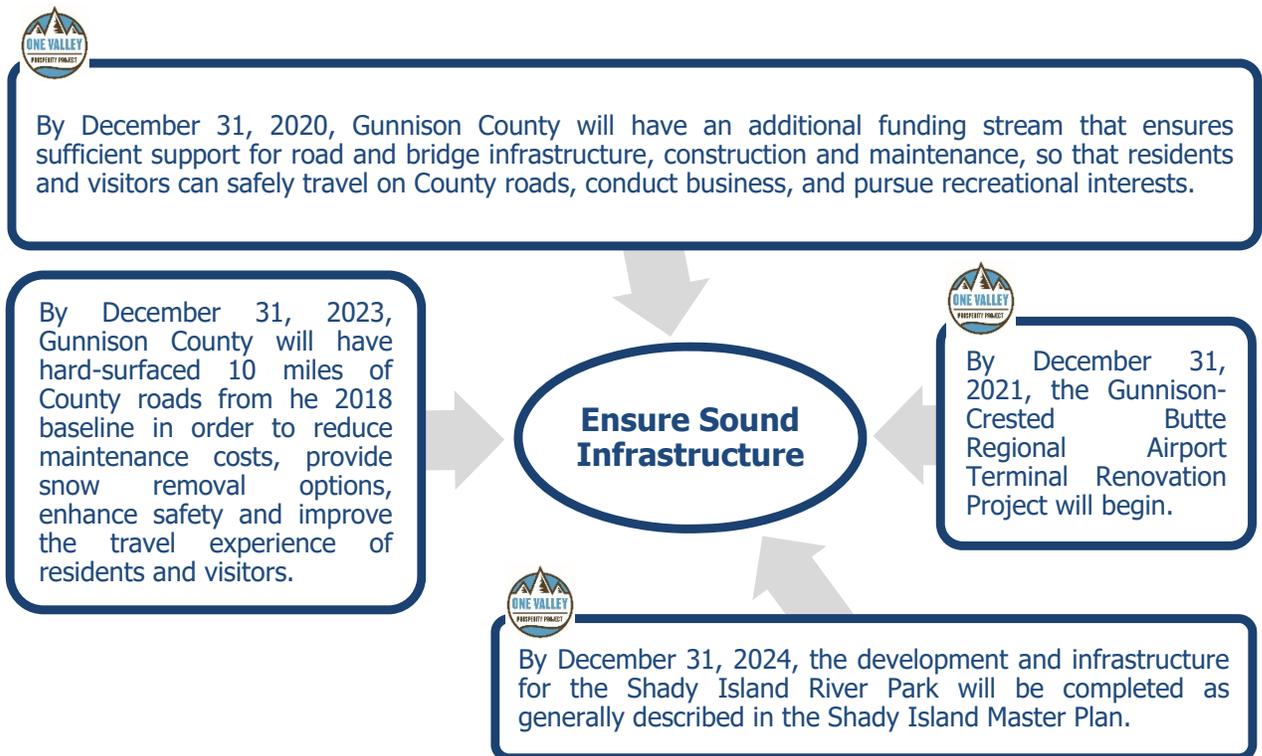
Strategic Direction

The Gunnison County Strategic Plan, revised May 7, 2019, was created to more closely align the County's operations with the Board of County Commissioner's priorities by providing focused direction to County Staff and mechanisms to measure progress. The Plan is meant to be a living document that will be flexible and provide guidance even as conditions change.

Below is a visual representation of the four strategic priorities.

The entire plan can be viewed at:

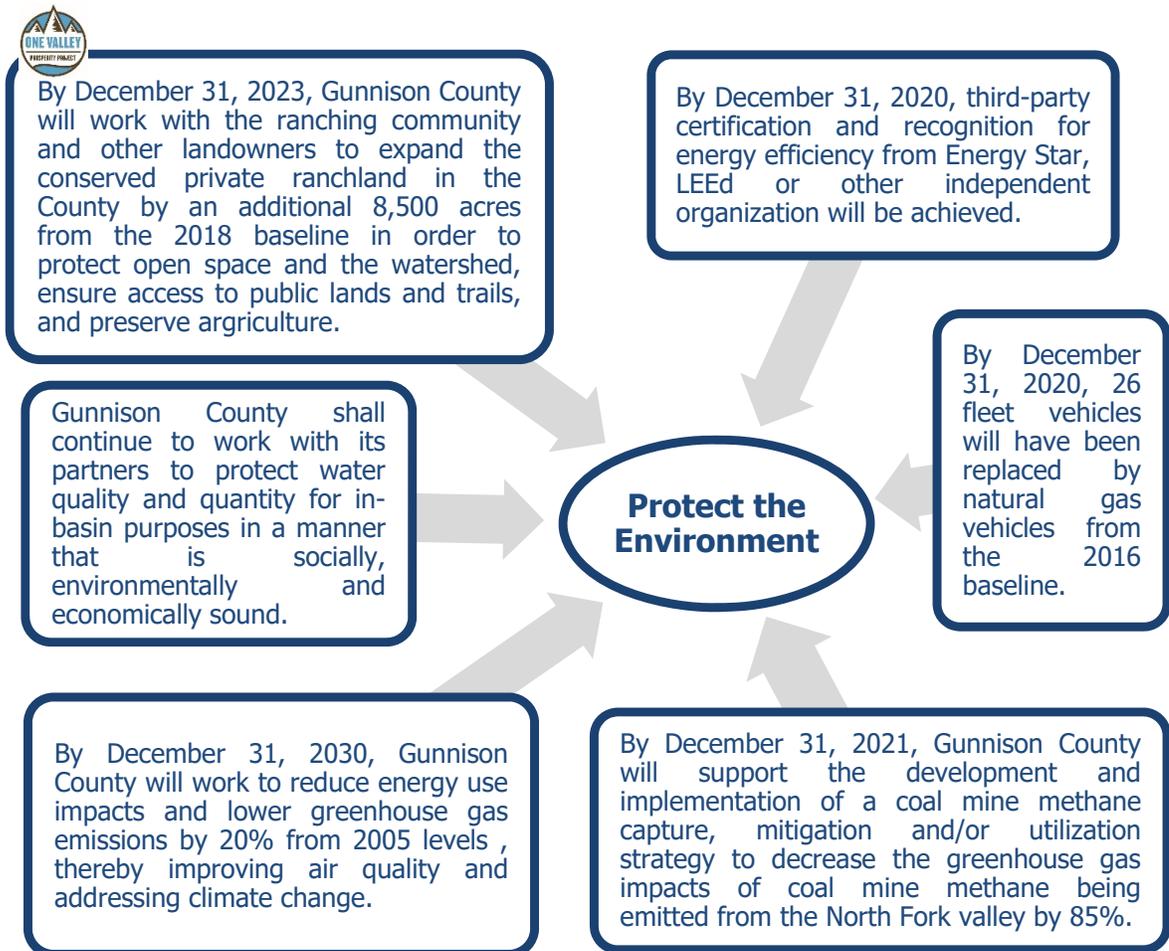
<https://www.gunnisoncounty.org/DocumentCenter/View/2324/Gunnison-County-Strategic-Plan?bidId=>

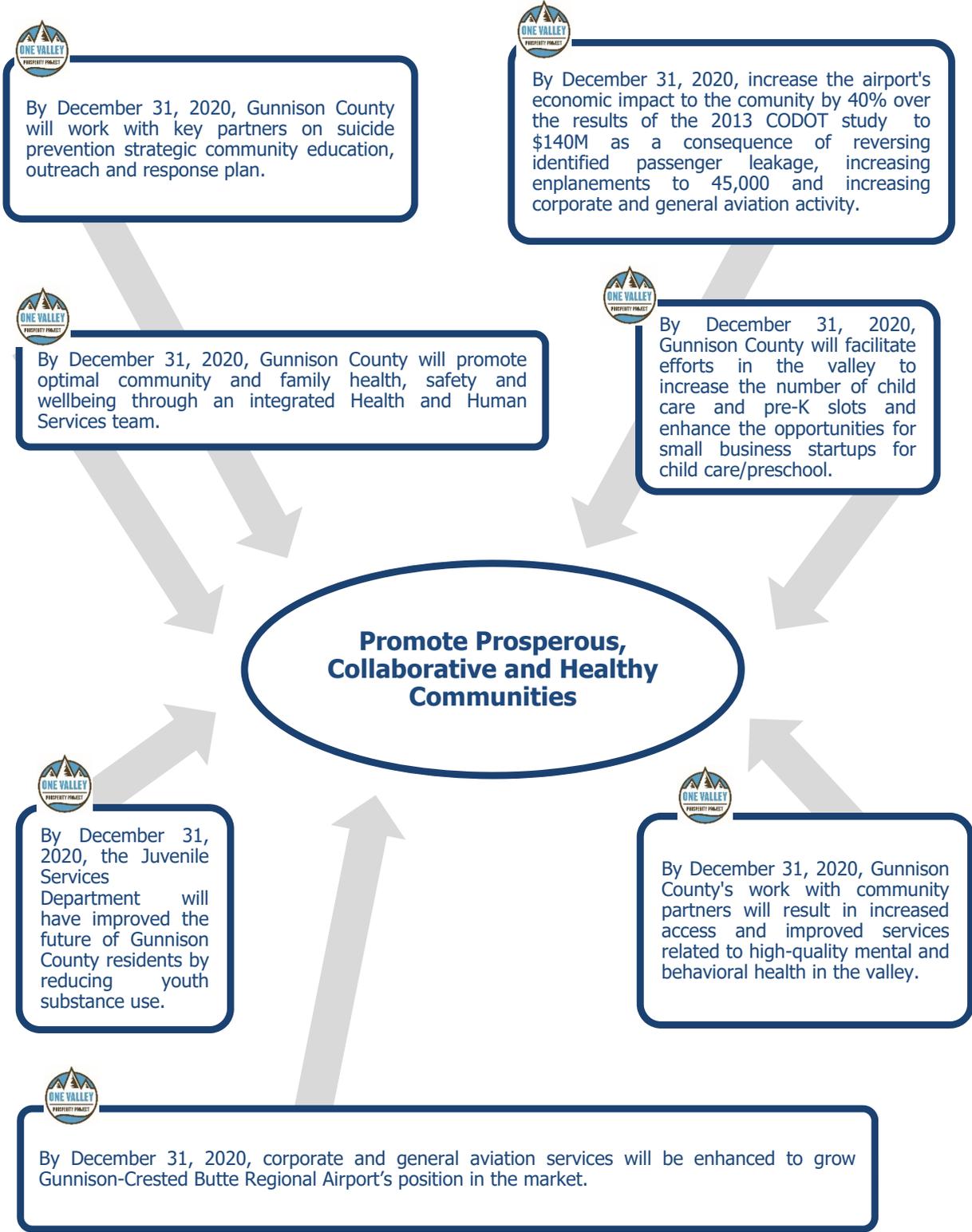


This seventh version of the Gunnison County Strategic Plan offered us a unique opportunity to make the Plan even more meaningful and powerful. In 2016, the County, along with all of the partners in the Community Builders Task Force, completed a two-year undertaking called the One Valley Prosperity Project (OVPP). The OVPP was a collaborative initiative focused on achieving a more prosperous and successful future for all of the Gunnison Valley's communities. The OVPP included a tremendous amount of community engagement and input and resulted in the One Valley Prosperity Strategy; highlights from the Strategy follow. The Gunnison County Commissioners and staff focused this iteration



of our Strategic Plan on delivering results identified in the OVPP Strategy. Each Strategic Result in the plan that is aligned with the OVPP strategy has the logo next to it. There are other vital elements of the plan as well, but we wanted to clearly demonstrate our commitment to following through on the actions identified as priorities by so many of our residents.







By December 31, 2022, Gunnison County will increase the availability of housing by facilitating the construction of 200 new workforce housing units from the 2016 baseline.

By December 31, 2020, Gunnison County will establish a regulatory framework to encourage and direct industrial and commercial development into existing platted or zoned areas and enable opportunities for new commercial and industrial developments and newly developed Special Geographic Areas.



By October 31, 2020, Gunnison County, in partnership with the schools and municipalities, will secure sustainable funding for juvenile prevention services including GCSAPP-sponsored programs to promote optimal community and family health, safety and wellbeing.

By December 31, 2019, the perception of at least 50% of respondents to the biennial Citizen Survey will be that land use and planning services are good or excellent.

Deliver High Quality Services



By December 31, 2020, Gunnison County will work with its Sustainable Tourism and Outdoor Recreation (STOR) partners to establish and begin implementing stewardship, messaging, infrastructure development, wayfinding and enforcement for public lands within Gunnison County



By December 31, 2019, Gunnison County will promote optimal broadband internet and telecommunications infrastructure in the Gunnison Valley.



ONE VALLEY PROSPERITY PROJECT

REGIONAL ACTION PLAN & 2017-2018 REGIONAL PRIORITIES

In late 2015, the One Valley Prosperity Project (OVPP) convened four Working Groups, each focused on a specific area of action in the Valley. Each of the Working Groups was made up of citizen volunteers, professionals in the field, and staff from local government, businesses, nonprofits and institutions. Objectives and strategies have been prioritized and implementation responsibility has been assigned to a lead person and/or agency. Below is a brief summary of the OVPP's priorities:

Priority #1 – ECONOMIC RESILIENCY

Economic resiliency is a cornerstone of the One Valley Prosperity Project. The goal is to develop an economy that weathers financial ups and downs over time and improve the job opportunities and wages in the Valley.

Priority # 2 – AFFORDABLE HOUSING

Housing affordability and the jobs-to-housing balance plays an essential role in sustaining the social and economic fabric of our Valley. The Gunnison Valley has the unique opportunity to get in front of this challenge with availability of affordable land for housing development and an excellent transit system to connect these areas.

Priority # 3 – COMMUNITY HEALTH AND EQUITY

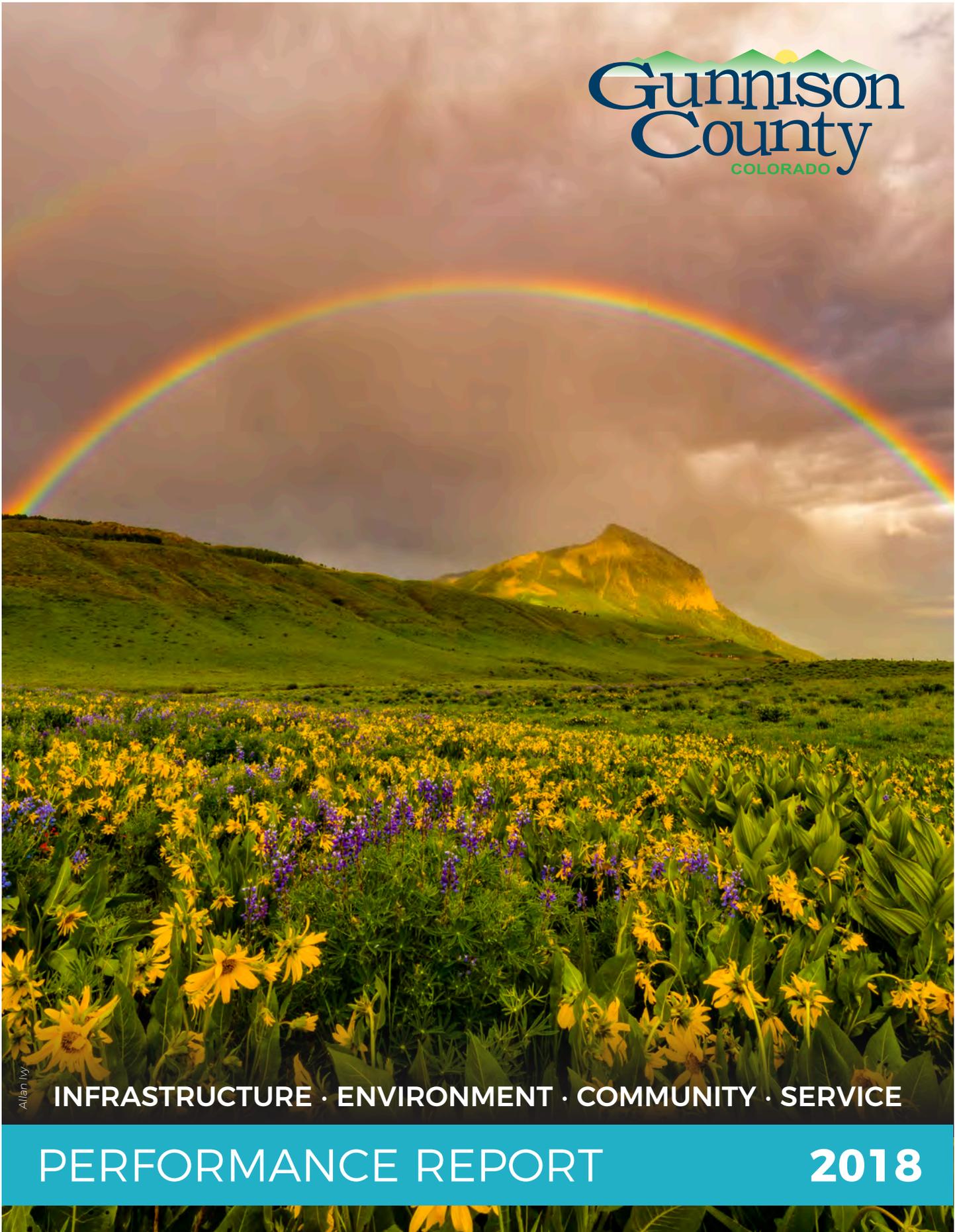
While our Valley is a great place to live, not everyone is thriving. During the OVPP, community members expressed concern that vulnerable members of our community did not have adequate or easy access to needed resources.

Priority # 4 – SUSTAINABLE TOURISM

The Gunnison Valley contains stunning vistas and varied recreational opportunities. These landscapes and recreation amenities contribute significantly to the Valley's tourism economy and high quality of life.

View the OVPP's Strategy in its entirety at:

<http://www.onevalleyprosperity.com/onevalleyprosperitystrategy>



Allen Ivy

INFRASTRUCTURE · ENVIRONMENT · COMMUNITY · SERVICE

PERFORMANCE REPORT

2018

Dedication to Excellence, Accountability and Continual Improvement



In 2018, the International City/County Management Association (ICMA) recognized Gunnison County for its data-driven management and reporting achievements with a Certificate of Excellence in Performance Management. An elite group of only 29 local governments across the nation received this accolade, which represents the highest of three award levels, and only 57 local governments were recognized with any of the three award levels. As a point of reference, there are nearly 40,000 general-purpose local governments in the nation.

**MATTHEW
BIRNIE**
County Manager



County Manager Matthew Birnie can be contacted at (970) 641-7602 or mbirnie@gunnisoncounty.org. Contact him with questions or ideas, or if you would like to have a discussion about the County's performance management efforts.

This report focuses on the implementation status of the Gunnison County Strategic Plan, last updated in April 2017 and currently under further revision. The Plan guides the County's efforts to ensure the health, safety and welfare of Gunnison County's citizens, and the four strategic priorities outlined in the Plan and this performance report are:

- ENSURE SOUND **INFRASTRUCTURE**
- PROTECT THE **ENVIRONMENT**
- PROMOTE PROSPEROUS, COLLABORATIVE & HEALTHY **COMMUNITIES**
- DELIVER HIGH QUALITY **SERVICES**

Many of the Plan's strategic results directly align with the One Valley Prosperity Project (OVPP) collaborative initiative, which focuses on achieving a more prosperous and successful future for all of the Gunnison Valley's communities. The OVPP logo is next to each aligned strategic result in this performance report to clearly demonstrate our commitment to following through on the actions identified as priorities by so many of our residents.



More information related to the County's strategic planning efforts is available online at <http://www.gunnisoncounty.org/performance>. More information related to the One Valley Prosperity Project is available at <http://www.onevalleyprosperity.com/>.

CONNECT TO US ON SOCIAL MEDIA



GUNNISON COUNTY, CO GOVERNMENT

@GunnisonCountyCO
@Gunnison_County

<https://www.linkedin.com/company/gunnison-county/>

GUNNISON COUNTY EMERGENCY MANAGEMENT

@GunnisonCountyEmergencyManagement
@GunnisonOEM

GUNNISON/CRESTED BUTTE REGIONAL AIRPORT

@KGUCairport
@GUC_Airport

GUNNISON COUNTY SHERIFF'S OFFICE—COLORADO

@GunnisonCountySheriffsOfficeCO
@GunniSheriffCO

GUNNISON COUNTY CLERK AND RECORDER

@GunnisonClerkRecorder

GUNNISON COUNTY HEALTH AND HUMAN SERVICES

@GunnisonCountyHHS

THE CHOICE PASS

@TheChoicePass

GUNNISON COUNTY MULTICULTURAL SERVICES

@GunnisonCountyMRO

FOLLOWERS & SUBSCRIBERS

There were **16,739** followers and subscribers to the County's website notifications and online portals by the end of 2018. This represents a **34.14% increase** during 2018.



AUTOMATIC NOTIFICATIONS FROM GUNNISON COUNTY

Visit us at www.gunnisoncounty.org/list.aspx to sign up for automatic email and/or text notifications whenever we post this information to our website:

- Alerts (Emergencies and Advisories)
- Bid Postings
- Calendar Items
- Employee Newsletters
- Meeting Agendas, Portfolios & Minutes
- News & News Releases
- Employment Opportunities

VISION STATEMENT

Gunnison County cherishes its sense of community and place. We strive to preserve and promote the wellbeing of the County's citizens, natural environment and rural character. We will deliver services and set standards that reflect our values and preserve our unique quality of life for present and future generations to enjoy.

SECURE SOUND INFRASTRUCTURE

#1



Constance Mahoney



STRATEGIC RESULT

By December 31, 2018, Gunnison County will have hard-surfaced 14 miles of County roads in order to reduce maintenance costs and improve the travel experience.

UPDATE: IN PROGRESS

The completion of the Cottonwood Pass project in 2019 will fulfill this goal. Project delays prevented meeting the deadline, but the desired outcome will be achieved. Next, we will begin evaluating which remaining roads meet the criteria for hard surfacing (i.e., chip seal or rigid asphalt). The criteria includes traffic volumes, maintenance costs, and dust mitigation. We will be selecting roads that are ready for paving and do not require major reconstruction, which is much more expensive.

Beginning in 2019, our goal will be to hard surface a minimum of two miles per year. Gravel roads have higher annual maintenance costs due to repeated applications of gravel and magnesium chloride. In addition, they are more expensive to maintain in the winter due to the type of equipment used to plow. Well-maintained paved roads also provide the public with a positive user experience.

Percentage of respondents to the **BIENNIAL CITIZEN SURVEY** who report that . . .

80%

Snow removal services on County roads and highways are good or excellent.

75%

Availability of paths and walking trails is good or excellent.

49%

Road repair services are good or excellent.

STRATEGIC RESULT

By December 31, 2019, Gunnison County will have an additional funding stream that ensures sufficient support for road and bridge infrastructure construction and maintenance so residents and visitors can safely travel on County roads, conduct business, and pursue recreational interests.

UPDATE: IN PROGRESS

Funding for transportation infrastructure continues to be a need nationwide. If it is not going to be addressed by some type of Federal or State funding, the County will have to find a mechanism to not only maintain and replace existing roads, bridges, trailheads, etc., but also to fund needed improvements to address capacity and safety.

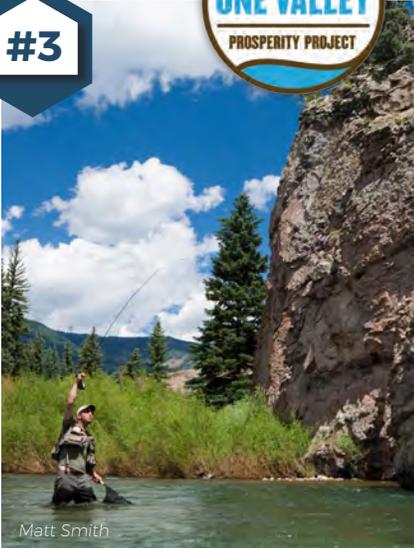
In 2019, we will have an engineering study done that will identify both the needs of our roads and the potential costs of improvements. That information will assist us in prioritizing our tasks, and it will provide needed information if there needs to be a local ballot issue for funding.



#2



#3



Matt Smith

STRATEGIC RESULT

By December 31, 2021, the Gunnison-Crested Butte Regional Airport Terminal Renovation Project will begin.

UPDATE: IN PROGRESS

The Terminal Area Study is the first step in evaluating “space” and “needs” options for the rehabilitation of the current airport terminal, as determined by the FAA-approved airport growth forecast in the 2016 airport master plan. This first-step process will be completed by March 2019. The goal is to provide Gunnison County and other stakeholders realistic terminal-area rehabilitation configurations. One of these will be selected as the preferred alternative for design and construction work, which we hope to begin sometime in the year 2020. The County will continue to evaluate funding options and opportunities for the various alternatives, including an application for recently made available federal supplementary funding. A design consultant for the next phase will be selected in March/April 2019.

100%

of school bus routes (on roads within 15 miles of County maintenance facilities) were plowed prior to school bus use when snow accumulations met plow policy criteria at least one hour prior to school bus times.



100%



- Airport compliance with all Federal Aviation Administration (FAA) Part 139 regulations and Transportation Security Administration (TSA) security regulations.
- Of customer complaints at the Airport resulted in customer satisfaction or no desire for next-level management review or action.

84.1%

of major bridges (20' and over) were independently rated as structurally sound.



MILES REQUIRING ANNUAL MAINTENANCE BY THE PUBLIC WORKS DEPARTMENT:

- 128 - County paved roads.
- 273 - County gravel roads.
- 413 - USFS/BLM gravel/native surface roads.
- 8.8 - trails.

1,481 TONS



of sand were used for winter road maintenance.

PROTECT THE ENVIRONMENT

#1



STRATEGIC RESULT

Gunnison County shall work with its partners to protect water quality and quantity for in-basin purposes in a manner that is socially, environmentally and economically sound.

UPDATE: ONGOING

There is no current major water litigation pending, there are no current Colorado Oil and Gas Conservation Commission (COGCC) rulemakings in which Gunnison County is a participant, and the County maintains an ongoing dialogue with the Northwest Colorado Council of Governments (NWCCOG) regarding water-related litigation. The County also continues efforts regarding Mt. Emmons Mine (e.g., ensuring operation of the water treatment plant, site cleanup, and development of water quality site specific standards, including Water Quality Control Commission (WQCC) rulemakings). The County also maintains active participation on the HB1177 Gunnison River Basin Roundtable.

STRATEGIC RESULT

By December 31, 2018, Gunnison County will work with the ranching community to expand the conserved private ranchland in the County by an additional 10,200 acres from the 2012 baseline.

UPDATE: ACHIEVED!

A total of 16,334 acres of ranchland were put into conservation easements during the performance period. The Trampe easement was nearly 6,000 of those acres, without which this goal would still have been achieved. Interest in conservation easements by ranchers remains strong. The Land Preservation Board awarded seven conservation easement projects on 1/28/19, and the Gunnison Ranchland Conservation Legacy (GRCL) is working with 21 additional families on new projects.

According to the GRCL, the 2012 reauthorization of the Land Preservation Fund by 81% of voters was the highest approval rating of any such measure in the nation. Nevertheless, it is important to further explore how conservation easements fit into the socioeconomic picture so that we may relay that information to the public.

#2



Percentage of respondents to the **BIENNIAL CITIZEN SURVEY** who report that . . .

63%

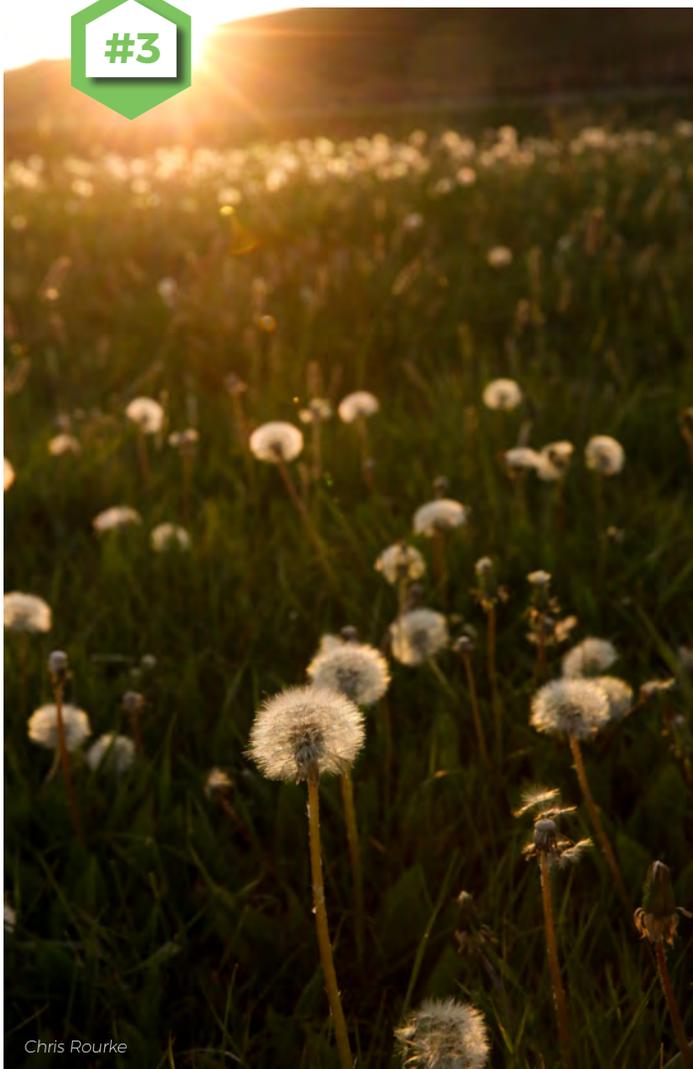
They recycled used paper, cans or bottles from their homes.

63%

Recycling services are good or excellent.



Chris Rourke



Chris Rourke

STRATEGIC RESULT

In each year from 2017 to 2022, Gunnison County will achieve 10% energy savings per year on an operation, facility or service-delivery basis.

UPDATE: IN PROGRESS, AVERAGING ABOVE TARGET

The Health and Human Services building is using approximately 50% of the energy that it was using prior to the completion of the recent renovation. Data collection started in September 2018, and a full year will need to be collected before final results can be verified. Prior to the renovation, the facility was heated by natural gas boilers. The newly renovated facility is utilizing an all-electric heating, ventilation and air conditioning (HVAC) system, which has reduced electric use and eliminated gas use.

Commercial and public buildings measure their energy performance by energy use intensity (EUI), which is a measure of total Btu's per square foot per year. The courthouse's EUI is 33, which includes the snowmelt system. For comparison, average buildings in Gunnison's climate zone have an EUI of 85, and LEED Gold and Platinum buildings have an average EUI of 64. The impressive energy efficiency of the courthouse is due to its high-performance envelope, building automation controls strategy, and the ground-source heat pump HVAC system. Also, the building is all electric, which sets it up as a good candidate for solar electric generation.

PROTECT THE ENVIRONMENT



Ceara Smith

#4



Chris Rourke

STRATEGIC RESULT

By December 31, 2019, 26 fleet vehicles will have been converted to natural gas.

UPDATE: IN PROGRESS

In 2018, the County purchased six natural gas vehicles with the support of a Department of Local Affairs (DOLA) Energy/Mineral Impact Assistance Fund (EIAF) grant. The County received another EIAF grant to support our continued deployment of compressed natural gas (CNG) vehicles and, with that grant, we will order five more vehicles, bringing our total to 21. While we are on track to achieve our goal of 26 fleet vehicles, acquisition will go into 2020 because the vehicles will not become available until after they have been certified by the Environmental Protection Agency (EPA). The EPA process often takes several months, which will delay our ability to order the vehicles.



2,228 TONS of product was processed at the Recycling Center.

1,148 appliances were recycled at the Landfill.

944 tires were diverted from the disposal site.

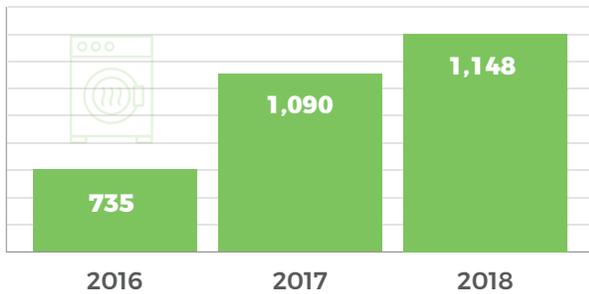
#5

STRATEGIC RESULT

By December 31, 2030, Gunnison County will work to reduce energy use impacts and lower greenhouse gas emissions by 20% from 2005 levels, as measured by:

- By December 31, 2030, Gunnison County will provide leadership to convene stakeholders and facilitate the development of local alternative energy sources and increased efficiency in utilities resulting in declining annual emissions measured by mCO₂e/mBtu; and
- By 2020, EUI (energy use intensity) will be declining from 2015 levels in residential and commercial new and existing buildings with a target of 20% reduction by 2030.

APPLIANCES RECYCLED:



TIRES DIVERTED:



UPDATE: IN PROGRESS

Tracking performance of this goal will occur in five-year increments. A report based on the comparison between 2015 baseline data and 2020 data will be available in 2021.

IMPORTANT CONSIDERATIONS:

- Stakeholder meetings have resulted in an effort to collaborate on a 1-2 megawatt (MW) solar array on County property. Economic feasibility of the project is contingent upon a number of factors, including willingness of parties to commit to power purchase agreements, utility policy, and site constraints.
- In 2017, the County adopted the 2015 International Energy Conservation Code (IECC), which will result in at least 10,000 tons/year of greenhouse gas reductions by 2030 compared to business as usual.
- In 2017, the County adopted the Commercial Property Assessed Clean Energy (C-PACE) program, which offers commercial business opportunities to finance energy-efficiency upgrades. This program will be promoted by Solarize Gunnison County (www.solarizegunnisoncounty.com) in 2019.
- The combination of IECC and GV-HEAT retrofits will lower the average energy use intensity (EUI) of residential buildings in the valley, but more incentive may be needed to encourage homeowners to upgrade existing homes. More information about the Gunnison Valley Regional Housing Authority's GV-HEAT home energy-efficiency program is available at <http://gvrha.org/gv-heat/>.



Chris Bourke

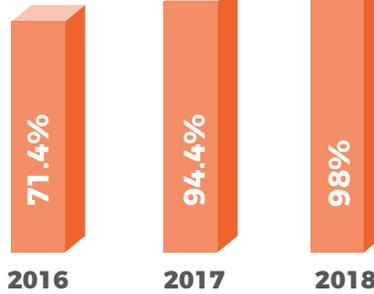
PROMOTE PROSPEROUS, COLLABORATIVE

94.7%

of seniors served were able to avoid nursing home placements and remain in their own home for one year or longer.



98% of children served by Juvenile Services did not experience an out-of-home placement.



88.5%

of youth served by Early Intervention did not commit a new offense within one year of program completion.



STRATEGIC RESULT

By December 31, 2017, a Sustainable Tourism and Outdoor Recreation Strategic Committee and organizational framework will be established to collaboratively set priorities, plan, and implement improvements in outdoor recreational assets.

UPDATE: ACHIEVED

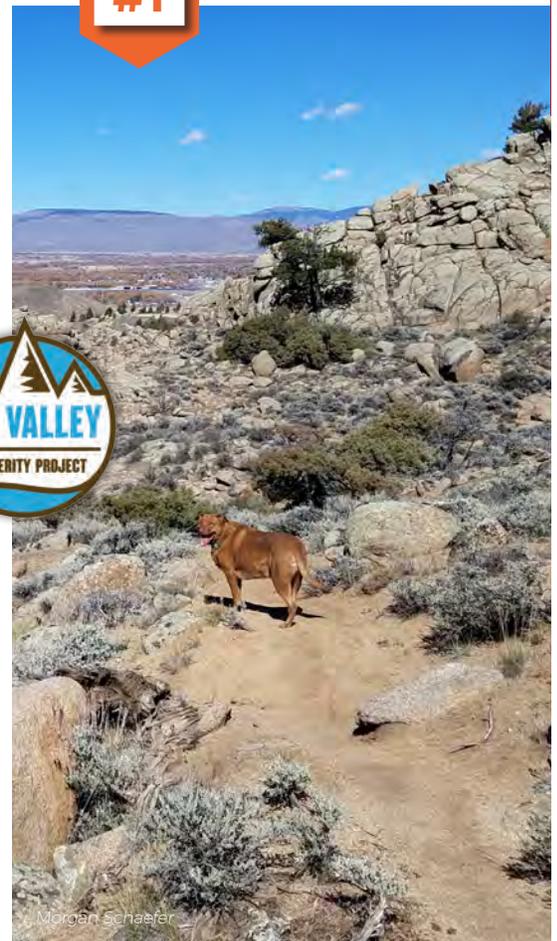
Established in 2017, the Sustainable Tourism and Outdoor Recreation (STOR) Committee has created a framework and strategic approach to prioritize, plan and implement improvements in outdoor recreational assets. The committee members have been incredibly active and engaged in the work and the priorities.

On behalf of the County, the Committee worked with the National Forest Foundation to establish the Gunnison Stewardship Fund. This Fund will create a revenue stream for projects in Gunnison County that address the landscape impacts and recreation enhancements on National Forest lands and/or lands that have a nexus to the National Forest. A project selection committee has been formed, in cooperation with the National Forest Foundation, which will include five STOR Committee members.

The Committee participated in supporting and prioritizing various members' and partners' grant efforts. Several subcommittees have been formed to address:

- Access, traffic and user issues on Peanut Lake Road and the Lower Loop trailhead area.
- The Crested Butte-to-Crested Butte South recreation path.
- Communication, outreach and education.

#1



Morgan Schaefer



Ceara Smith



STRATEGIC RESULT

By December 31, 2018, Gunnison County will work with key partners on suicide prevention strategic community education, outreach and response plan as measured by:

- Vital mortality record data will be compiled and analyzed for trends and critical attributes annually. Key data analysis findings will be shared broadly within the community with leaders and medical providers; and
- County participation and leadership will assure a public health strategy implementation with the Crisis Coalition and the Community Health Coalition of the Gunnison Valley.

UPDATE: ACHIEVED & ONGOING!

Suicide prevention continues to be a priority for the County. During 2018, data was compiled, analyzed and shared with key leaders, including the Board of County Commissioners and community coalition members. The Community Health Coalition of the Gunnison Valley (CHCGV) held a meeting dedicated to presenting and reviewing the data from varied sources, including official Vital Records, Coroners records, Gunnison Valley Health (GVH) records and the Center for Mental Health data. The CHCGV health subcommittee developed a strategic plan that includes tiered community education and outreach for 2018. A coordinator continues to implement public health strategies, including prevention outreach efforts and links to youth-focused efforts. An initial meeting regarding Adult Prevention activities was held with plans to continue meeting in 2019.

\$716,072 CHILD SUPPORT DOLLARS WERE COLLECTED.



This represents 75.5% of current court-ordered support and \$145,009.60 in arrears payments.

81.2%



of children and youth showed **improved school attendance** while involved with the Family Advocacy Support Team (FAST).

PROMOTE PROSPEROUS, COLLABORATIVE



#3

STRATEGIC RESULT

By December 31, 2018, Gunnison County will promote optimal community and family health, safety and wellbeing through an integrated Health and Human Services team, as measured by:

- 90% of Gunnison County residents will have health insurance;
- 42% of children ages 0-6 years will be enrolled in licensed quality rated early learning environments (childcare centers, preschools, kindergarten and Part C);
- 80% or more of children two years of age will be fully vaccinated;
- 100% of critical violations (defined as “critical” level by State) from food service facility inspections will be corrected on-site or within 10 days;
- 75% of respondents to the biennial Citizen Survey will state that the ease of accessing senior services (such as referral information, Medicare counseling and senior transportation) is somewhat easy or very easy; and
- >99% of children in Gunnison and Hinsdale Counties will have not experienced severe abuse or neglect.

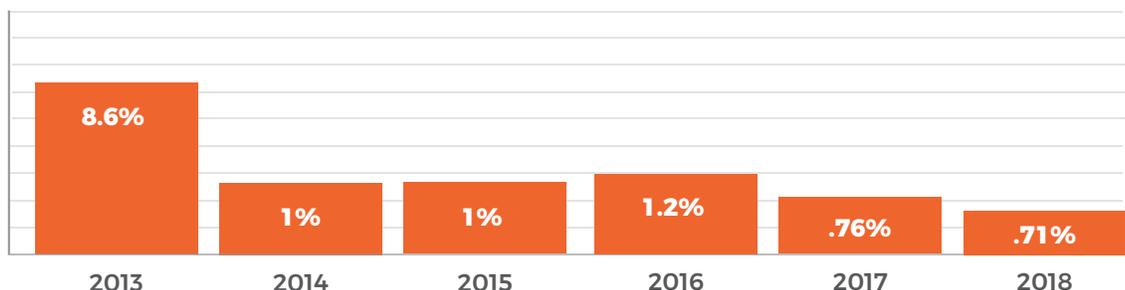
UPDATE: PARTIALLY MET

The Health & Human Services (HHS) team continues to focus on community and family health, safety and wellbeing. In 2018, the health insurance coverage metric remained consistent at 92%, the percentage of children enrolled in licensed quality-rated early learning environments also increased to 45%. All 100% of critical violations from food service facility inspections were corrected on-site or within 10 days, and >99% of Gunnison and Hinsdale County children did not experience severe child abuse or neglect.

The metric related to senior services includes new language that was changed by the survey vendor in 2017, and the metric performed at 58.62% in the 2017 biennial citizen survey. Staff discussions were held in 2018 regarding the best survey wording to use to assure consistent data collection.

In 2018, 67% of children aged two years were fully vaccinated with recommended childhood vaccinations. This measure continues to lag, and additional efforts are needed to improve the coverage. Outreach and community education efforts were implemented in 2018 to increase the number of children receiving childhood vaccinations. In addition, focused efforts on data collection were reviewed, and planning for 2019 activities including data analysis and collection were drafted. Plans in 2019 include specific outreach on the Colorado Immunization Information System (CIIS) data system with private providers and the HHS clinic to assure data completeness and exchange between providers.

.71%
TEEN
PREGNANCY
RATE





STRATEGIC RESULT

By December 31, 2018, Gunnison County will promote optimal broadband internet and telecommunications infrastructure in the Gunnison valley, as evidenced by:

- 10% decrease in cost per MB for commercial internet access in the Gunnison valley;
- Sufficient infrastructure in the Gunnison valley is in place and ready for connectivity to the Region 10 network when it becomes available; and
- Continue to pursue other options for redundancy wherever possible and practical.

UPDATE: ACHIEVED!

The primary goals have been accomplished, as evidenced by:

- Reduced costs have resulted either directly or indirectly from this project.
- Additional bandwidth is available and currently being utilized by Western Colorado University, the City of Gunnison and Gunnison County.
- A new Carrier Neutral Location (CNL) has been constructed and will soon make additional bandwidth available to local providers.
- Conduit has been installed over Cottonwood Pass for a future redundant fiber path out of the Gunnison valley.
- Efforts continue to pursue redundancy options and other long term goals.

This project continues to be an evolving effort to promote optimal broadband internet to the Gunnison valley, and the means by which this can be accomplished change with new developments and opportunities.



Chris Rourke



Will Shoemaker

PROMOTE PROSPEROUS, COLLABORATIVE

STRATEGIC RESULT

#5

By December 31, 2018, the Juvenile Services Department will have improved the future of Gunnison County residents by reducing substance use as evidenced by:

- 70% of all 6th - 12th grade students and their parents will annually make the choice pass pledge and less than 15% will violate their pledge;
- 70% of all 6th - 12th grade students report having a conversation with parents about the dangers of alcohol and drugs according to 2017 Healthy Kids Colorado Survey data; and
- 70% of parents of 6th - 12th grade students report having had a conversation with their children, as measured by the GCSAPP parent questionnaire administered fall 2017.



UPDATE: PARTIAL SUCCESS

Choice pass numbers remain stable; with 605 current participants, which represents 52.8% of all local 6th-12th grade students. We are on track for a slight increase in violations because we have added testing for nicotine, though the violation rate still appears to be trending at only 6%. Vaping is on the rise in Colorado and the Gunnison County Substance Abuse Prevention Project (GCSAPP) is trying to minimize the impact on our youth. Parents are uneducated about the health impacts of vaping, and youth have a lower perception of harm about nicotine vs. tobacco. GCSAPP staff members have been trained, and educational presentations have been provided to parents, educators, the community and local youth.

According to our 2017 community survey, 74.6% of parents with youth in 6th - 12th grade reported having had a conversation with their child(ren), in the past 12 months, about the dangers of alcohol and drugs. This represents a 14.6% improvement over 2015 and 2016 performance.

Due to the implementation of Communities that Care (CTC) as a strategic framework for community coalitions in Colorado; the Colorado Department of Public Health and Environment is paying for the Healthy Kids Colorado Survey to be administered and CU Boulder is analyzing the data and reports. With the CTC lens, the wording for the survey questions that address parent/youth conversations have recently changed. The new verbiage measures the percentage of students who have an adult to go to for help with a serious problem, and the percentage of students who have someone to talk to when feeling sad, empty, hopeless, angry, or anxious. In 2018, those new metrics performed at 82% and 89%, respectively, which is significantly higher than performance around the State of Colorado.



Chris Rourke



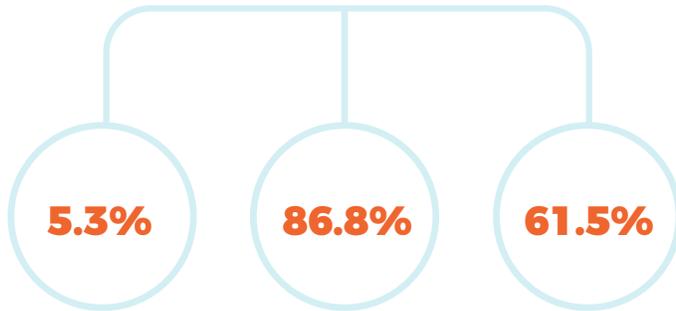
1,750

children were served by the Health & Human Services Department.

3,231

immunizations were provided by the Health & Human Services Department.

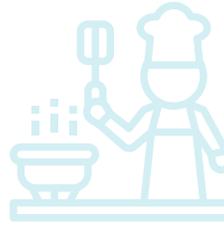




5.3% of children aged 2-5 years and served by the Women & Infant Children (WIC) program were identified as obese.

86.8% of pregnant women received early prenatal care during the first trimester.

61.5% of children had received all required immunizations upon entering school.



165 food service facility inspections were completed.



52 private wells were tested.



STRATEGIC RESULT

By December 31, 2018, corporate and general aviation services will be enhanced to grow Gunnison-Crested Butte Regional Airport's position in the market.

UPDATE: CHALLENGING

This is an ongoing challenge. AvFlight started as our new Fixed Based Operator (FBO) service provider in Sept 2015. However, the minimum services required (e.g., flight training, Airframe and/or Powerplant (A&P), charter, de-icing) were contractually dropped by former management at the request of our former FBO owner. As this goal calls for growth in a very important sector of the aviation generated economic impact, attaining results becomes difficult without these essential minimum services. Corporate and high-end general aviation customers expect these services and, with Vail Resorts now operating in the valley, the demand is anticipated to grow. However, with continued increased pressure from high end general aviation operators such as Net Jets, de-icing was introduced by February 21, 2019. The airport, with support from the Gunnison Valley Rural Transportation Authority (RTA), has reintroduced A&P mechanic services at the airport. Other initiatives included the addition of a private hangar in late 2018. There has been limited interest for additional T Hangars (enclosed structures designed to hold aircraft in protective storage) on the south side of the airport, but not enough at this time to warrant service and utility development cost.



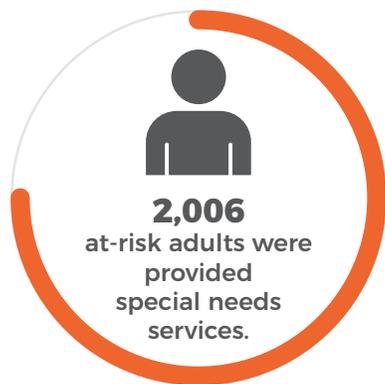
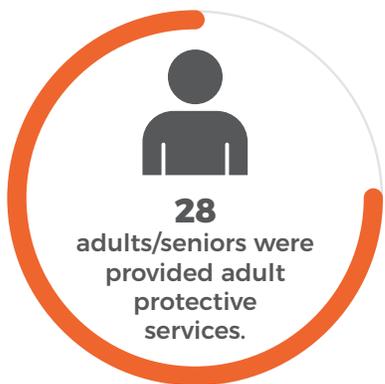
Will Shoemaker

PROMOTE PROSPEROUS, COLLABORATIVE

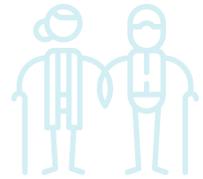


#7

- 98.7%** of the 739 eligibility determinations for food assistance were completed within 30 days.
- 99.2%** of the 1,118 eligibility determinations for medical assistance were completed within 45 days.
- 100%** of the 135 eligibility determinations for basic cash assistance were completed within 45 days.



seniors and adults were provided senior health and resources services.
2016 = 5,502, 2017 = 8,205



STRATEGIC RESULT

By December 31, 2020, increase the airport's economic impact to the community by 40% over the results of the 2013 CODOT study to \$140M as a consequence of reversing identified passenger leakage, increasing enplanements to 45,000, and increasing corporate and general aviation activity.

UPDATE: IN PROGRESS

Since 2012, the Gunnison-Crested Butte Regional Airport has seen steady growth in enplanement numbers, and there were 37,325 passengers in 2018. Progress under this goal is ongoing in accordance with the Air Command strategic plan that continues to identify and evaluate the performance of new or expanded air service market opportunities. Representatives from the RTA and the County are currently working with consultants to evaluate new opportunities in preparation for submitting a new United States Department of Transportation (USDOT) Small Community Air Service Grant application. In the meantime, the County has renewed and updated the airline incentive package and will continue to take advantage of activities and progress related to the Airport Terminal Renovation Project to market the airport. In other related initiatives, the airport has completed data collection and surveys in support of the 2019 updated Colorado Department of Transportation's sponsored Airport Economic Study, and the preliminary results should be available in early 2020.

100%

of all eligibility determinations for Temporary Assistance to Needy Families (TANF) assistance were completed within 45 days.

Percentage of respondents to the BIENNIAL CITIZEN SURVEY who report that . . .

46%

The availability of preventative health services in Gunnison County is good or excellent.

30%

The services provided to seniors by Gunnison County are good or excellent.

20,410

client engagements/contacts by the Health & Human Services Department.

\$1,030,923 IN AIRPORT REVENUE



Aeronautical-based revenue



Non-aeronautical-based revenue



Teresa Golden

#8

STRATEGIC RESULT

By December 31, 2021, Gunnison County will increase the availability of housing by facilitating the construction of 200 new affordable units.

UPDATE: IN PROGRESS

- The County is building eight units at Stallion Park that will be completed in Spring 2019.
 - The County has received three proposals for the development of 76 units at Lot 22A adjacent to Rock Creek Village. We also received a favorable vote from the Rock Creek Homeowners Association allowing us to separate our parcel from their HOA, which will greatly facilitate its development.
 - The Corner at Brush Creek proposal was approved at sketch plan review for a 180-unit development. Mt. CB and CB have decided that they won't approve a project that has more than 156 units. It is unclear at this time whether a project is feasible for the developer at that reduced unit count.
 - A private developer has been awarded a 36-unit Low Income Housing Tax Credit project in Gunnison. The Housing Authority is partnering with them for the project to be under public ownership, which will save the developer sales and property tax costs.
- If all of these projects are completed, they will result in 276 units, though probably not by the December 2021 goal. If the Corner at Brush Creek project does not go forward, then we will achieve 120 new units and will continue to look for other opportunities.

DELIVER HIGH QUALITY SERVICES

Percentage of respondents to the **BIENNIAL CITIZEN SURVEY** who report that . . .

87%

Sewer services are good or excellent.

64%

Public information services provided by Gunnison County government are good or excellent.

60%

Emergency preparedness services offered by Gunnison County are good or excellent.



97.3%

of Health & Human Services clients “strongly agreed” or “agreed” that they were treated politely, courteously and respectfully at the front desk.



Chris Rourke

#1

STRATEGIC RESULT

By December 31, 2017, the perception of at least 50% of respondents to the biennial Citizen Survey will be that land use and planning services are good or excellent.

UPDATE: CHALLENGING

In 2017, 46% of respondents to the biennial Citizen Survey indicated that land use and planning services were good or excellent, which represents a 12% performance improvement compared to the results of the inaugural 2009 biennial Citizen Survey. The survey will be accomplished again in mid-2019.

The Community and Economic Development Department continues to improve the public’s perception of our services. It continues to conduct outreach with regular customers and work with staff to provide excellent customer service. Over the past two years, the department has held several different stakeholder meetings with the contractor community regarding the 2015 International Building Code adoption and the possible adoption of contractor licensing. Those efforts had a positive response from the contracting community, which resulted in engagement and support of code and policy changes.

The Community and Economic Development Department also continues to develop relationships with local media to tell our story and communicate information to the general public. Information related to code changes and new initiatives has been well received. Other issues, particularly those that involve controversial land use decisions, have elicited a variety of positive and negative responses from the public. Staff will continue to develop excellent customer service skills for delivery to all of our customers and contacts.



Ceara Smith

#2



Gregg Morn



STRATEGIC RESULT

By December 31, 2018, Gunnison County's Land Use Resolution (LUR) will be reviewed to ensure regulations are streamlined and efficient, reducing any potentially unnecessary barriers to sustainable development, while also promoting health, safety, general welfare, the environment, and a prosperous community.

UPDATE: ACHIEVED!

The Community and Economic Development Department proposed multiple changes to the LUR in the past two years, and those amendments have been ratified by the Planning Commission and the Board of County Commissioners. Amendments in 2018 included changes to long-term camping regulations, reduction in size requirements in mobile home communities to allow for tiny homes, and changes to light industrial to allow for two residences. Additionally, we have reduced barriers to constructing affordable housing by allowing individuals to construct housing in lieu of fee payment. Many of these changes resulted from conversations with developers and other customers who were experiencing obstacles as they considered various development opportunities. The Planning Commission will be reviewing several additional amendments in early 2019.

77.8%

of public warning messages were sent within eight minutes of receiving the request.



91.5%

of E911 address changes and/or additions were updated within two days.



100%

of the 164 Public Works permits issued were obtained by customers within three days of application submission.



DELIVER HIGH QUALITY SERVICES

27 OF THE 27



GOVERNMENT FINANCE OFFICER'S ASSOCIATION (GFOA) BUDGET EXCELLENCE AWARD CATEGORIES WERE MET, AS PER PEER REVIEW.

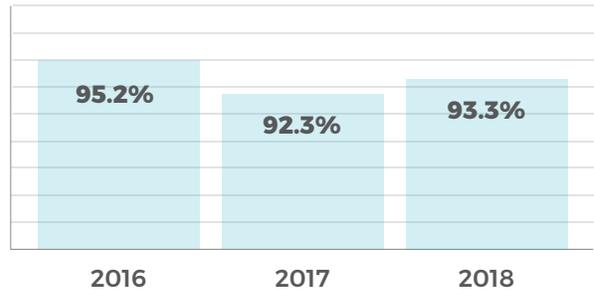
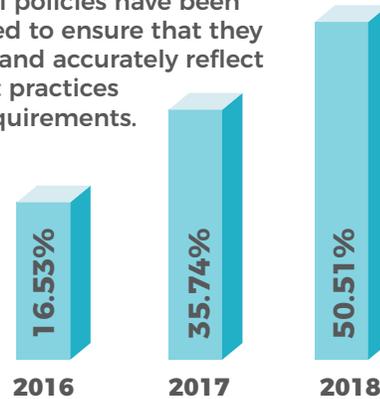
(2011 = 25; 2012, 2013, 2015 & 2016 = 26; 2014 = 27)



94.8% of County program expenditures did not exceed revenues.

50.51%

of the County's 293 public and internal policies have been reviewed to ensure that they legally and accurately reflect current practices and requirements.



93.3% of policy and budget decisions were supported by multi-year, scenario-based planning tools.

#3



STRATEGIC RESULT

By December 31, 2018, Gunnison County will create a Disaster Recovery Plan to enable the effective and efficient recovery from local natural disasters and major incidents.

UPDATE: ACHIEVED!

The Recovery Plan was completed in February 2018. County, City of Gunnison and other key leaders in the valley have received Plan training. Tabletop exercises have taken place, and areas of improvement have been identified. Lessons learned from those exercises have prompted the City of Gunnison to work on its Continuity of Operations plans, and the County plans to update the Emergency Operations Plan.



STRATEGIC RESULT

By October 31, 2020, Gunnison County, in partnership with the schools and municipalities, will secure sustainable funding for juvenile prevention services including GCSAPP-sponsored programs to promote optimal community and family health, safety and wellbeing.

UPDATE: IN PROGRESS

The Gunnison County Substance Abuse Prevention Project (GCSAPP) has been working diligently at diversifying revenues to ensure sustainability for prevention services. In 2018, we received over \$50,000 from local municipalities to help support prevention efforts. In 2019, we expect to receive \$31,000 from local municipalities, and we are working with the RE1-J School District to begin including \$21,666 in its annual budget, starting with the 2019-2020 academic year. Additional efforts towards this measure's success include the community work towards collective impact on aligning language and efforts around prevention, as well as the promotion of optimal community and family health, safety and wellbeing.

22.1%



of Motor Vehicle customers completed their vehicle renewals **online**.

27,209 automobile titles were issued/reissued (5,469 new titles and 21,740 renewals).

93.2%



of requestors were able to schedule their events at the Fairgrounds with adequate advance notice; **452 events** were managed and **54,349 customers** were served.



Morgan Schaefer



OFFICE LOCATIONS

AIRPORT ADMIN / AARF

519 Rio Grande Avenue (970) 641-2304

AIRPORT TERMINAL

711 Rio Grande Avenue

BLACKSTOCK GOVERNMENT CENTER

221 N. Wisconsin Street

Assessor's Office (970) 641-1085

Clerk & Recorder's Office (970) 641-1516

Community & Economic Development (970) 641-0360

Elections (970) 641-7927

Geographic Information Services (GIS)(970) 641-7620

Information Technology (IT) (970) 641-1410

Motor Vehicle (970) 641-1602

Recording (970) 641-2038

Treasurer's Office (970) 641-2231

COURTHOUSE

200 E. Virginia Avenue

Alternate Services (970) 641-7635

Board of County Commissioners (970) 641-0248

County Attorney (970) 641-5300

County Manager (970) 641-0248

Finance (970) 641-2203

Human Resources (970) 641-7623

Juvenile Services (970) 641-7902

FRED R. FIELD WESTERN HERITAGE CENTER

275 S. Spruce Street

Fairgrounds (970) 641-8561

CSU Extension (970) 641-1260

HEALTH & HUMAN SERVICES

220 N. Spruce Street

Main Line (970) 641-3244

Multicultural Resources (970) 641-7999

Senior Resources (970) 641-7984

Veterans' Services (970) 641-7919

LANDFILL

621 CR 42 (970) 641-5522

PUBLIC SAFETY CENTER

520 W. Bidwell Avenue

Detention Center (Jail) (970) 641-1108

Emergency Management (970) 641-2481

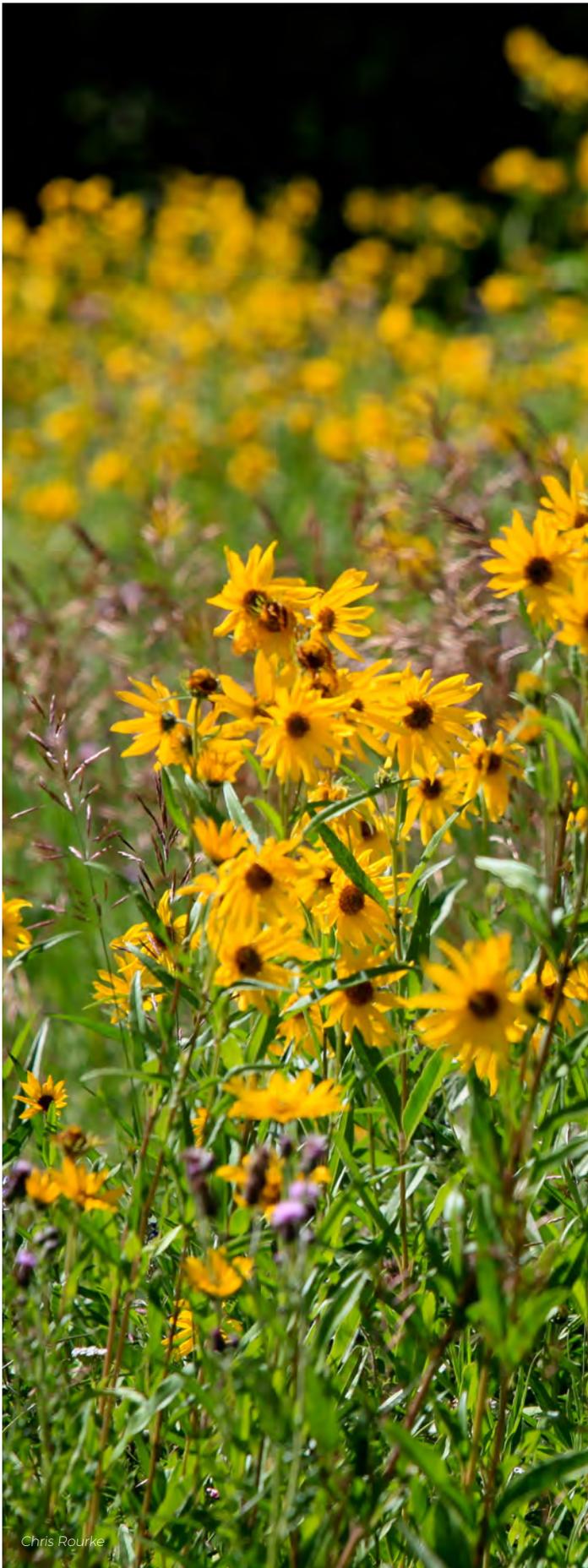
Sheriff's Office (970) 641-1113

PUBLIC WORKS

195 Basin Park Drive (970) 641-0044

WATER TREATMENT PLANT

38130 W. Highway 50 (970) 641-8565

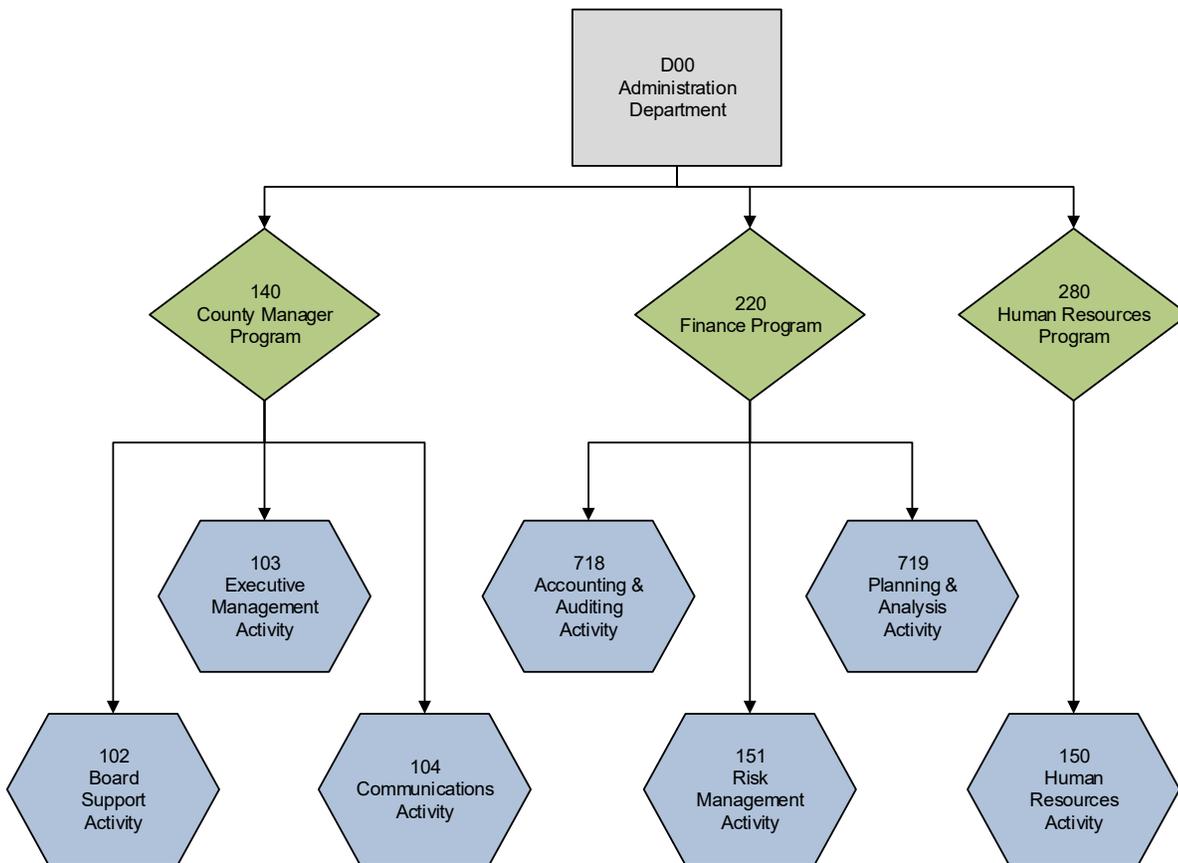


Mission Statement

The mission of the Administration Department is to provide strategic management, personnel, information and financial services to the public, the Commissioners and the County organization so they can experience and deliver excellent local government.

Department Director

Matthew Birnie, County Manager
 200 E. Virginia Ave.
 Gunnison, CO 81230
 (970) 641-0248
mbirnie@gunnisoncounty.org





Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	6,851	4,000	10,000	4,000
Interfund Revenues	409,614	392,000	400,723	419,555
Transfers In	0	0	0	0
Other Financing Sources and Misc.	159	10,000	0	10,000
Total Revenues	416,624	406,000	410,723	433,555
Expenditures				
Personnel	1,006,901	1,095,304	1,068,162	1,136,961
Supplies	13,464	21,275	22,225	22,425
Purchased Services	480,622	608,333	725,592	618,954
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	50	0	0
Transfers Out	0	0	0	0
Capital Outlay	855	1,500	1,500	1,500
Miscellaneous (Extraordinary/Special)	(500)	160,000	300,000	150,000
Total Expenditures	1,501,342	1,886,462	2,117,479	1,929,840
Excess Revenues / (Net Cost to the County)	(1,084,718)	(1,480,462)	(1,706,756)	(1,496,285)
General Appropriation Required	1,084,718	1,480,462	1,706,756	1,496,285
Budget Variance	328,317	0	(226,294)	0

Department Resources Restated by Fund

Revenues				
General Fund	159	0	0	0
Risk Management Fund	83,823	91,000	64,723	87,555
ISF-III	332,642	315,000	346,000	346,000
Total Revenues	416,624	406,000	410,723	433,555
Expenditures				
General Fund	1,189,969	1,389,382	1,355,449	1,439,040
Risk Management Fund	676	160,850	425,800	150,800
ISF-III	310,697	336,230	336,230	340,000
Total Expenditures	1,501,342	1,886,462	2,117,479	1,929,840



140
County Manager Program

Purpose Statement

The purpose of the County Manager Program is to provide Commissioner support, communication services and strategic executive leadership to the County Commissioners, the public and the County organization so they can experience and deliver excellent local government.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	159	0	0	0
Total Revenues	159	0	0	0
Expenditures				
Personnel	437,667	463,199	463,199	478,448
Supplies	2,641	2,650	2,800	2,800
Purchased Services	73,284	145,052	144,939	149,698
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	855	1,500	1,500	1,500
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	514,447	612,401	612,438	632,446
Excess Revenues / (Net Cost to the County)	(514,288)	(612,401)	(612,438)	(632,446)
General Appropriation Required	514,288	612,401	612,438	612,446
Budget Variance	94,691	0	(37)	0



102
Board Support Activity

Purpose Statement

The purpose of the Board Support Activity is to provide advisory, liaison and meeting management services to the County Commissioners so they can effectively represent their constituents and fulfill the duties of their offices.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	68,674	63,135	63,135	71,549
Supplies	43	0	0	0
Purchased Services	4,453	5,189	5,189	4,619
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	73,171	68,324	68,324	76,168
Excess Revenues / (Net Cost to the County)	(73,171)	(68,324)	(68,324)	(76,168)
General Appropriation Required	73,171	68,324	68,324	76,168
Budget Variance	1,115	0	0	0

Budget Changes

Proposed Change in Funding:	None, this activity receives no specific funding.
Proposed Change in FTEs:	Some minor staff allocation modifications were made in order to accurately reflect current practices. Those allocation modifications will be managed within the program.
Performance Narrative:	This activity consistently performs well. In May 2019, the update of the countywide strategic plan increased the number of strategic results from 20 to 46, and staff has been able to successfully manage the increased workload.
Other:	

Core Services

- Strategic Plan
- Board Policy Recommendations
- Board Strategic Plan Initiative Management
- Budget Decisions/Recommendations
- Commissioner Consultations
- Board Correspondence Items and Meeting Minutes
- Boards and Commissions Support Services
- Annual Board Surveys
- Official Document Distributions

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of approved BOCC minutes that are available to the public within 30 days of a meeting.	Result	90.5%	90%	80%	90%
Percentage of the strategic results in the Board's strategic plan that are achieved by their target dates.	Result	72.7%	98%	80%	98%



= This performance measure aligns directly with the Commissioners' Strategic Plan.



103
Executive Management Activity

Purpose Statement

The purpose of the Executive Management Activity is to provide strategic executive leadership services to County departments and offices so they can achieve their customer results.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	159	0	0	0
Total Revenues	159	0	0	0
Expenditures				
Personnel	307,414	342,809	342,809	363,035
Supplies	2,110	2,050	2,200	2,200
Purchased Services	46,529	132,732	132,620	137,564
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	855	1,500	1,500	1,500
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	356,908	479,091	479,129	504,299
Excess Revenues / (Net Cost to the County)	(356,749)	(479,091)	(479,129)	(504,299)
General Appropriation Required	356,749	479,091	479,129	504,299
Budget Variance	91,899	0	(38)	0



Budget Changes

Proposed Change in Funding:	None, this activity receives no specific funding.
Proposed Change in FTEs:	Some minor staff allocation modifications were made in order to accurately reflect current practices. Those allocation modifications will be managed within the program.
Performance Narrative:	This activity consistently performs well. All 10 of the administrative departments have current strategic business plans, they appropriately use them to manage service delivery, and they provide formal annual performance reports to the Board. The 10 departmental strategic business plans are reviewed and updated every few years to ensure that the established goals are meaningful and current. At any given time, there are approximately 100 departmental key results being monitored by this activity. Strategic business plans for the eight non-administrative (i.e., for elected offices, the CSU Extension and the County Attorney’s Office) departments are reviewed and updated as often as requested by their respective leaders.
Other:	

Core Services

- Performance Data Analyses and Reports
- Director Performance Evaluations
- Operational Policy Directions
- Contract Reviews and Negotiations
- Personnel Decisions
- Strategic Business Plan Approval Decisions
- Executive Staff Briefings and Consultations
- Special Projects Management
- Customer Surveys

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of administrative departments and offices using strategic business plans and performance information to manage the delivery of services in all activities.	Result	100%	100%	100%	100%
Percentage of administrative department strategic results achieved by their target dates.	Result	70.6%	90%	73.4%	90%



104
Communications Activity

Purpose Statement

The purpose of the Communications Activity is to provide communication services to the public and County employees so they can easily access accurate information about the County's strategic direction, operations and decision making.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	61,579	57,255	57,255	43,864
Supplies	488	600	600	600
Purchased Services	22,301	7,131	7,131	7,515
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	84,368	64,986	64,986	51,979
Excess Revenues / (Net Cost to the County)	(84,368)	(64,986)	(64,986)	(51,979)
General Appropriation Required	84,368	64,986	64,986	51,979
Budget Variance	1,677	0	0	0



Budget Changes

Proposed Change in Funding:	None, this activity receives no specific funding.
Proposed Change in FTEs:	Some minor staff allocation modifications were made in order to accurately reflect current practices. Those allocation modifications will be managed within the program.
Performance Narrative:	This activity continues to perform well, and we anticipate that a minimum of 75% of internal and external policies will have been reviewed and brought current by 12/31/2020. Our public information services ratings continue to improve, as evidenced by the increase from 61% in the 2015 Citizen Survey to 64% in 2017, and then to 66% in the 2019 survey. We have continued to increase attention on our online information-delivery portals (i.e., County website, Facebook, Twitter) in an effort to ensure that County-related information is reaching our intended audiences. In 2018, we experienced a 34.14% increase in the number of subscribers to those portals, which increased another 14.83% in 2019.
Other:	

Core Services

- Public Inquiry and Constituent Issues Responses
- County Website Services (development, content management, traffic analysis)
- Human Resources External Information Responses and Reports
- Social Media Management
- Financial External Information Responses and Reports
- Biennial Citizen Surveys
- Public Notices and News Releases
- Policy Management (organizational and public)
- Public Events
- Community Liaison Services



Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percent of respondents to the biennial Citizen Survey who state that the public information services provided by Gunnison County government are good or excellent.	Result	64%	64%	66%	66%
Percentage of public policies that are reviewed annually to ensure that they legally and accurately reflect current practices and requirements.	Result	55.4%	64%	61.9%	75%
Percentage of internal policies that are reviewed annually to ensure that they legally and accurately reflect current practices and requirements.	Result	42.7%	40%	44.5%	60%



220
Finance Program

Purpose Statement

The purpose of the Finance Program is to provide accounting, auditing, planning and analysis services to the County organization and the public so they can make informed decisions, provide fiscally responsible management, and demonstrate and experience accountable County government.

Summary of Program Resources

	2018	2019	2019	2020
	Actual	Budget	Projected	Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	6,851	4,000	10,000	4,000
Interfund Revenues	409,614	392,000	400,723	419,555
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	10,000	0	10,000
Total Revenues	416,465	406,000	410,723	433,555
Expenditures				
Personnel	431,944	486,769	459,610	507,497
Supplies	8,772	16,550	17,350	17,550
Purchased Services	388,300	439,204	556,592	440,865
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	50	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	(500)	160,000	300,000	150,000
Total Expenditures	828,516	1,102,573	1,333,552	1,115,912
Excess Revenues / (Net Cost to the County)				
	(412,051)	(696,573)	(922,829)	(682,357)
General Appropriation Required				
	412,051	696,573	922,829	682,357
Budget Variance	227,200	0	(226,256)	0



718
Accounting & Auditing Activity

Purpose Statement

The purpose of the Accounting and Auditing Activity is to provide financial information, monitoring and payment services to County departments and offices so they can manage their operations in a fiscally responsible manner and be accountable to the public.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	358,976	399,358	383,623	416,550
Supplies	8,685	14,200	14,700	15,100
Purchased Services	53,719	68,266	61,591	67,913
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	421,380	481,824	459,914	499,563
Excess Revenues / (Net Cost to the County)	(421,380)	(481,824)	(459,914)	(499,563)
General Appropriation Required	421,380	481,824	459,914	499,563
Budget Variance	53,631	0	21,910	0



Budget Changes

Proposed Change in Funding:	None, this activity receives no specific funding.
Proposed Change in FTEs:	None
Performance Narrative:	We have adopted a practice to reflect unexpected changes in revenues and related expenditures during the year. This has resulted in increasing our percentage of program expenditures that do not exceed revenues from 91.2% in 2017 to 94.8% for 2018. Final numbers for 2019 won't be available until all figures are finalized for audit, however, through November we have 96.6% within criteria. The percentage of vendor payments that are delivered within 45 days is slightly less than 2018; 94.3% compared to 95.1%.
Other:	

Core Services

- Audit Reports
- Invoices (Billing Statements)
- Vendor Payments
- Revenue/Expense Reports
- Payroll Checks
- Grant Quarterly/Monthly Reports
- Financial Reports
- Technical Assistance/consultation Sessions
- General Ledger Entries
- Department Information Inquiry Responses/Reports

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of program expenditures that do not exceed revenues.	Result	94.8%	95%	94%	95%
Percentage of vendor payments that are delivered within 45 days.	Result	95.1%	95%	94%	95%



719
Planning and Analysis Activity

Purpose Statement

The purpose of the Planning and Analysis Activity is to provide budget development and fiscal impact analysis services to County departments, offices and the Board of County Commissioners so they can make informed operational and policy decisions.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	72,967	87,411	75,987	90,947
Supplies	87	2,350	2,650	2,450
Purchased Services	22,709	33,908	32,971	32,153
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	95,763	123,669	111,608	125,550
Excess Revenues / (Net Cost to the County)	(95,763)	(123,669)	(111,608)	(125,550)
General Appropriation Required	95,763	123,669	111,608	125,550
Budget Variance	9,304	0	12,061	0



Budget Changes

Proposed Change in Funding:	None, this activity receives no specific funding.
Proposed Change in FTEs:	None
Performance Narrative:	We developed a 5-year forecast model for the General Fund beginning in 2019 and will support the multi-year scenario-based planning function for policy and budget decisions throughout the year and going forward.
Other:	

Core Services

- 3+ year Financial Notes
- Board Briefings
- Budget Proposal
- Adopted Budget
- Capital Improvement Plan
- Agenda Item Review Financial Notes
- Financial Forecasts
- Budget Preparation Manual
- Financing Options
- Department Budget Presentation Sessions

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of policy and budget decisions that are supported by multi-year, scenario-based planning tools.	Result	93.3%	100%	93.8%	100%
Percentage of program managers who report that they are very satisfied or satisfied that budget preparation services were user-friendly, clear and easy to understand.	Result	65%	80%	Data Available in February 2020	80%



151
Risk Management Activity

Purpose Statement

The purpose of the Risk Management Activity is to provide risk reduction services to the County organization so it can preserve resources by avoiding liability.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	6,851	4,000	10,000	4,000
Interfund Revenues	409,614	392,000	400,723	419,555
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	10,000	0	10,000
Total Revenues	416,465	406,000	410,723	433,555
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	311,873	337,030	462,030	340,800
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	50	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	(500)	160,000	300,000	150,000
Total Expenditures	311,373	497,080	762,030	490,800
Excess Revenues / (Net Cost to the County)	105,092	(91,080)	(651,307)	(57,245)
General Appropriation Required	0	91,080	651,307	57,245
Budget Variance	164,265	0	(560,227)	0



Budget Changes

Proposed Change in Funding:	Reduction of 37%, or \$33,835
Proposed Change in FTEs:	None
Performance Narrative:	2019 was an unusually high claims paid year, with \$256,425 in costs. This is compared to \$28,192 in 2018 and \$146,374 in 2017, another unusually high year. Results are measured as a 5-year rolling average, and with two high years in the look-back period, our percentage cost savings over the period are negative.

Other:

Core Services

- Supervisor Consultations
- Risk Management Training Classes
- Risk Management Recommendations
- Attorney Consultations
- Coverage Consultations
- Property/Liability Claims Transactions
- Employee Insurance Claim Transactions
- Certificates of Insurance

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage cost savings as determined by value of variance between annual actuarial reserve amount vs. actual claim cost for Casualty and Property Claims.	Result	46.9%	10%	-381.1%	10%
Percent reduction in number of annual workers comp claims filed, averaged over previous five years that reach the level of medical treatment.	Result	14.8%	3%	8.7%	5%



280
Human Resources Program

Purpose Statement

The purpose of the Human Resources Program is to provide consultation, employee support and compensation services to County departments and offices so they can attract and retain the qualified workforce needed to achieve results for customers.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	137,290	145,336	145,353	151,016
Supplies	2,051	2,075	2,075	2,075
Purchased Services	19,038	24,077	24,060	28,391
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	158,379	171,488	171,488	181,482
Excess Revenues / (Net Cost to the County)	(158,379)	(171,488)	(171,488)	(181,482)
General Appropriation Required	158,379	171,488	171,488	181,482
Budget Variance	6,425	0	0	0



150
Human Resources Activity

Purpose Statement

The purpose of the Human Resources Activity is to provide consultation, employee support and compensation services to County departments and offices so they can attract and retain the qualified workforce needed to achieve results for customers.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	137,290	145,336	145,353	151,016
Supplies	2,051	2,075	2,075	2,075
Purchased Services	19,038	24,077	24,060	28,391
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	158,379	171,488	171,488	181,482
Excess Revenues / (Net Cost to the County)	(158,379)	(171,488)	(171,488)	(181,482)
General Appropriation Required	159,379	171,488	171,488	181,482
Budget Variance	6,425	0	0	0



Budget Changes

Proposed Change in Funding:	None, this activity receives no specific funding.
Proposed Change in FTEs:	None
Performance Narrative:	<p>If the percentage of retained employees who are fully trained and work with little supervision remains at 95% or above, departments can provide more efficient quality service to their customers.</p> <p>The 2019 projection related to medical insurance premiums anticipates a cost savings to both the County and the employees' out-of-pocket medical expenses with the adoption of ELAP Services. ELAP Services began reviewing all claims on January 1, 2019. In time, summarized monthly claims activity data reports should show significant savings, and the County may pass the savings on to the employees in some method.</p> <p>Effective January 1, 2020, the County's health care insurance provider will be Group & Pension Administrators (GPA). This change to the third-party administrator company is expected to improve services to the County benefits administration staff and the participating members on the insurance plans.</p>
Other:	

Core Services

- Recruitment and Employment Services
- Compensation System Administration Services
- Employee Benefits Administration Services
- Employee Training Sessions
- Employee Performance Management Program
- HR Records Management Services
- Personnel Policies
- HR Executive Recommendations
- Supervisor/Manager Consultations
- Employee Consultations

Key Performance Measures

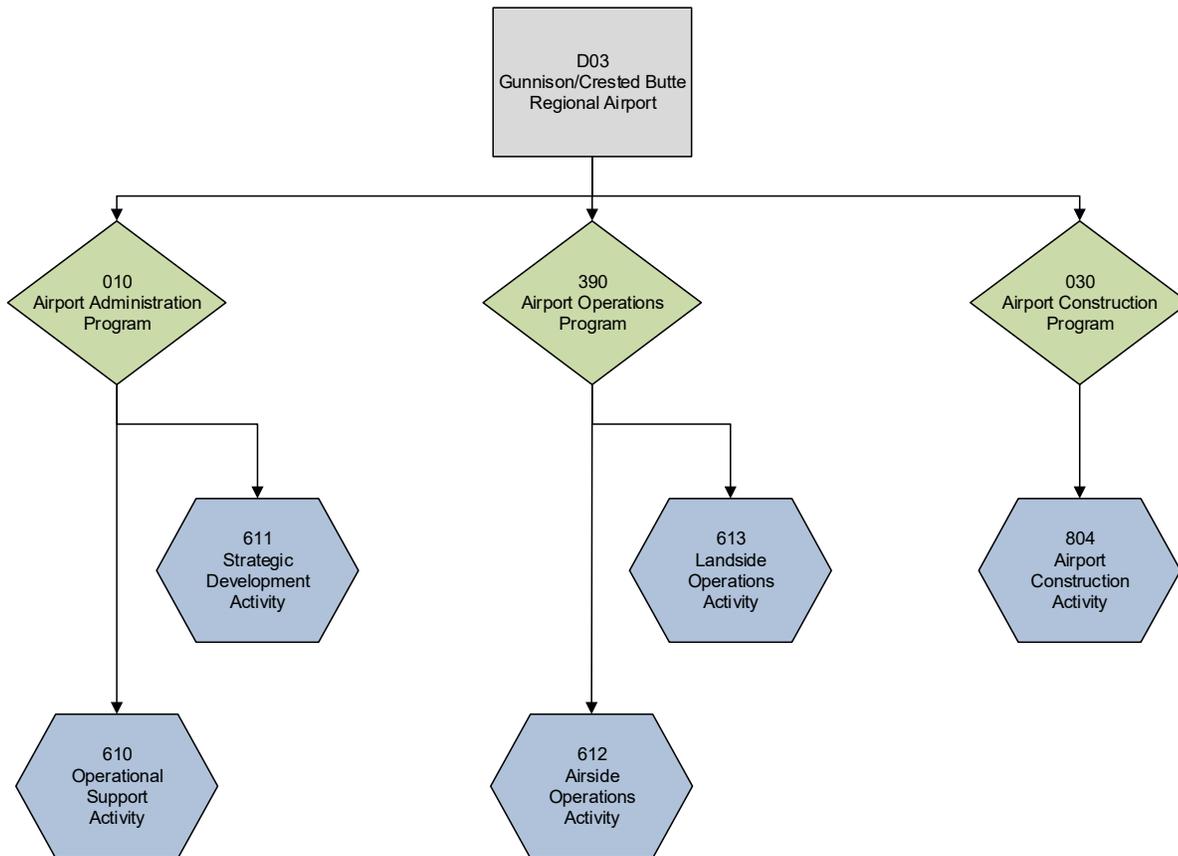
	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Maximum annual increase, averaged over the previous five years, in medical insurance premiums.	Result	0%	8%	0%	8%
Minimum (employee) retention rate.	Result	83.3%	97%	82%	97%

Mission Statement

The mission of the Gunnison/Crested Butte Regional Airport is to provide strategic partnerships and commercial, corporate and general aviation air services to the Gunnison/Crested Butte community so they can offer a broad range of air transportation service options to residents, visitors and corporate customers and contribute to the economic growth and vitality of the region.

Airport Director

Richard Lamport, Airport Manager
 Gunnison/Crested Butte Regional Airport
 519 Rio Grande Avenue
 Gunnison, CO 81230
 (970) 641-2304
rlamport@gunnisoncounty.org





Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	906,903	1,762,049	1,134,043	898,895
Charges for Services	697,926	587,045	591,722	639,044
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	10,392	2,200	4,603	2,200
Investment Income	22,169	6,000	46,182	22,500
Interfund Revenues	0	0	0	0
Transfers In	33,827	57,411	55,499	7,784
Other Financing Sources and Misc.	756,288	721,841	754,470	720,007
Total Revenues	2,427,505	3,136,546	2,586,519	2,290,430
Expenditures				
Personnel	831,676	860,954	814,700	806,541
Supplies	92,977	105,995	123,026	125,735
Purchased Services	405,087	1,447,052	845,779	1,136,338
Community Prgms/Contributions	0	2,500	2,500	2,500
Financing Costs	27,710	28,108	28,110	4,481
Transfers Out	103,151	126,363	124,451	78,956
Capital Outlay	568,919	649,900	653,632	150,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	2,029,520	3,220,872	2,592,198	2,304,551
Excess Revenues / (Net Cost to the County)	397,985	(84,326)	(5,680)	(14,121)
General Appropriation Required	0	84,326	5,680	14,121
Budget Variance	521,310	0	78,646	0

Department Resources Restated by Fund

Revenues				
Airport Operations Fund	1,437,312	1,237,586	1,344,754	1,338,250
Airport Construction Fund	990,193	1,898,960	1,241,765	952,180
Total Revenues	2,427,505	3,136,546	2,586,519	2,290,430
Expenditures				
Airport Operations Fund	1,330,436	1,391,929	1,456,403	1,367,659
Airport Construction Fund	699,084	1,828,943	1,135,795	936,892
Total Expenditures	2,029,520	3,220,872	2,592,198	2,304,551



010

Airport Administration Program

Purpose Statement

The purpose of the Airport Administration Program is to provide high quality support services to aviation entities, airport operations personnel, and the Gunnison/Crested Butte community so that they can benefit from an airport that is self-funded, contributes to community economic development, and is safe, secure, and efficient.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	62,011	47,000	71,000	71,000
Charges for Services	50,479	60,000	50,000	60,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	7,492	200	13	200
Investment Income	11,113	4,000	20,959	4,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	38,347	8,493	24,203	25,100
Total Revenues	169,442	119,693	166,175	160,300
Expenditures				
Personnel	196,924	195,294	195,294	194,854
Supplies	7,227	6,870	6,683	7,220
Purchased Services	77,028	90,414	114,095	121,280
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	300	300	300
Transfers Out	103,151	126,363	124,451	78,956
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	384,330	419,241	440,823	402,610
Excess Revenues / (Net Cost to the County)	(214,888)	(299,548)	(274,648)	(242,310)
General Appropriation Required	214,888	299,548	274,648	242,310
Budget Variance	46,444	0	24,900	0



610
Operational Support Activity

Purpose Statement

The purpose of the Operational Support Activity is to provide financial, administrative and logistics support to department managers so they can achieve their strategic and operation results.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	62,011	47,000	47,000	47,000
Charges for Services	50,479	60,000	50,000	60,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	7,492	200	13	200
Investment Income	11,113	4,000	20,959	4,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	38,347	8,493	24,203	25,100
Total Revenues	169,442	119,693	142,175	136,300
Expenditures				
Personnel	138,589	134,881	134,881	133,456
Supplies	7,227	5,770	5,583	6,120
Purchased Services	74,956	84,464	84,175	91,330
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	300	300	300
Transfers Out	103,151	126,363	124,451	78,956
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	323,923	351,778	349,390	310,162
Excess Revenues / (Net Cost to the County)	(154,481)	(232,085)	(207,215)	(173,862)
General Appropriation Required	154,481	232,085	207,215	173,862
Budget Variance	39,717	0	24,870	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	During the 2019-20 winter season, daily Houston flights were added, reflecting an increase of approximately 15% in available inbound seats. This improved the overall flying public's customer satisfaction as it provides another daily air travel option to/from GUC. The proposed terminal improvement project will enhance the passenger experience.
Other:	

Core Services

- Department Budget
- Grant Reports
- Training Record Updates
- Personnel Record Updates
- Accident Report Updates
- Capital Improvement Program (five-year plan)
- Annual Capital Plan
- Airline Contracts
- High-Altitude Testing Contracts
- Airport Master Plan Updates (every five years)

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of customer complaints that result in customer satisfaction with response and no desire for next-level management review or action.	Result	100%	95%	95%	95%



**611
Strategic Development Activity**

Purpose Statement

The purpose of the Strategic Development Activity is to provide marketing, planning and aviation services to the community so that it can benefit from a strategic airport alliance that will further the local and regional development and economy.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	24,000	24,000
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
	0	0	24,000	24,000
Expenditures				
Personnel	58,335	60,413	60,413	61,398
Supplies	0	1,100	1,100	1,100
Purchased Services	2,072	5,950	29,920	29,950
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	60,407	67,463	91,433	92,448
Excess Revenues / (Net Cost to the County)	(60,407)	(67,463)	(67,433)	(68,448)
General Appropriation Required	60,407	67,463	67,433	68,448
Budget Variance	6,727	0	30	0

Budget Changes

Proposed Change in Funding:	0%
Proposed Change in FTEs:	None
Performance Narrative:	The Master Plan was completed and an Area Layout Plan (ALP) approved in Dec 2016. Completion of Master Plan programmed projects is ahead of schedule and the terminal rehabilitation project, concept design, will be completed in February 2020. This, once approved, will lay the foundation for the first phase of construction. We expect to have slight increases in both aeronautical and non-aeronautical revenues due to increasing passenger enplanements and expanded air service.
Other:	

Core Services

- Airport Master Plan and Annual Updates
- Commercial Aviation Partners Representations, Presentations and Agreements
- Corporate and General Aviation Amenities, Proposals, Contracts and Projects
- Community Presentations and Strategic Stakeholder Representation
- Marketing Performance-based Contracts
- Studies and Analyses Reports
- Technical Advisory Committee Sessions

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of the Master Plan milestones that are due are completed.	Result	100%	100%	100%	100%
Dollar value of aeronautical-based revenue collected.	Output	\$619,358	\$413,429	\$412,620	\$453,368
Dollar value of non-aeronautical-based revenue collected.	Output	\$718,239	\$704,464	\$725,296	\$683,083



**390
Airport Operations Program**

Purpose Statement

The purpose of the Airport Operations Program is to provide high quality airport operations and maintenance services in accordance with FAA Part 139 to the community and airport users so that they can benefit from a safe and efficient aeronautical facility.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	20,000	0	10,000	10,000
Charges for Services	518,872	402,045	416,722	454,044
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	2,900	2,000	4,590	2,000
Investment Income	8,157	500	17,000	17,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	717,941	713,348	730,267	694,907
Total Revenues	1,267,870	1,117,893	1,178,579	1,177,951
Expenditures				
Personnel	634,752	665,660	619,406	611,687
Supplies	85,750	99,125	116,343	118,515
Purchased Services	196,522	201,222	264,417	228,166
Community Prgms/Contributions	0	2,500	2,500	2,500
Financing Costs	4,081	4,181	4,181	4,181
Transfers Out	0	0	0	0
Capital Outlay	25,000	0	8,732	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	946,105	972,688	1,015,579	965,049
Excess Revenues / (Net Cost to the County)	321,765	145,205	163,000	212,902
General Appropriation Required	0	0	0	0
Budget Variance	188,910	0	17,795	0



612
Airside Operations Activity

Purpose Statement

The purpose of the Airside Operations Activity is to provide support and compliance services to all airside components of the airport so that they can benefit from a safe and compliant aeronautical facility.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	20,000	0	10,000	10,000
Charges for Services	398,437	320,745	328,519	361,844
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	92,277	92,684	93,375	91,524
Total Revenues	510,714	413,429	431,894	463,368
Expenditures				
Personnel	527,713	521,839	521,892	483,364
Supplies	63,685	72,005	89,223	91,395
Purchased Services	108,946	104,024	167,260	115,254
Community Prgms/Contributions	0	2,500	2,500	2,500
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	25,000	0	8,732	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	725,344	700,368	789,607	692,513
Excess Revenues / (Net Cost to the County)	(214,630)	(286,939)	(357,713)	(229,145)
General Appropriation Required	214,630	286,939	357,713	229,145
Budget Variance	81,791	0	(70,774)	0



*

Budget Changes

Proposed Change in Funding:	10% increase in revenues with 9% decrease in expenses.
Proposed Change in FTEs:	None
Performance Narrative:	TSA annual inspections and audits reflected no discrepancies in 2019, and the FAA audit identified a couple of minor FBO-related fuel signage corrections.
Other:	

Core Services

- CFR Part 139 Compliance
- Daily/Weekly Airport Operations and Airfield Inspections
- Airport Condition Reporting and NOTAM Services
- Maintenance of Paved and Unpaved Services
- Airport Obstruction Management, and Lighting and Signage Maintenance
- Airport Emergency Response Plan Management, and Emergency Fire and Medical Responses
- Hazardous Substance Management and Inspections (Aviation Fuel)
- Protection of Navigation Aids and Runway/Taxiway Safety Areas Services
- Airfield Repair and Maintenance, and Snow and Ice Control Services

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage compliance with all FAA Part 139 regulations.	Result	100%	100%	99%	100%
Percentage compliance with all TSA security regulations as per annual inspection.	Result	100%	90%	100%	100%
Maximum number of deficiencies cited as per CFR Part 139 compliance standards annual inspection.	Result	0	3	1	3



**613
Landside Operations Activity**

Purpose Statement

The purpose of the Landside Operations Activity is to provide operations services to users of the airport so they can travel safely and securely.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	120,435	81,300	88,203	92,200
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	2,900	2,000	4,590	2,000
Investment Income	8,157	500	17,000	17,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	625,664	620,664	636,892	603,383
Total Revenues	757,156	704,464	746,685	714,583
Expenditures				
Personnel	107,038	143,821	97,514	128,323
Supplies	22,065	27,120	27,120	27,120
Purchased Services	87,577	97,198	97,157	112,912
Community Prgms/Contributions	0	0	0	0
Financing Costs	4,081	4,181	4,181	4,181
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	220,761	272,320	225,972	272,536
Excess Revenues / (Net Cost to the County)	528,238	432,144	520,713	442,047
General Appropriation Required	0	0	0	0
Budget Variance	98,962	0	88,569	0



Budget Changes

Proposed Change in Funding:	8% decrease in revenues and a 6% decrease in expenses.
Proposed Change in FTEs:	None
Performance Narrative:	No complaints received. Revisited the effort to restore riverbank health on the W Mountain Ranch area.
Other:	We installed a drinking fountain/water bottle refill station in the departure lounge at the request of passengers and tenants.

Core Services

- Airport/County Customer Service
- Baggage Assistance and Airline-Related Customer Inquiry Responses
- Monitoring and Administration of Construction Projects
- Non-aeronautical Leases Administration
- Ranching Activities Monitoring and Support Services
- Parking Management and Accounting Services
- Public Transport Management Services
- Terminal Maintenance Services and Snow Removal
- Terminal Tenant Management
- Security Badge Checks, Escorts, and Random Security Checks
- Wildlife Hazard Management Services
- Tomichi Creek Environmental Protection Actions
- Airport Perimeter Security Services

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of customer complaints are resolved to satisfaction.	Result	100%	100%	100%	100%



**030
Airport Construction Program**

Purpose Statement

The purpose of the Airport Construction Program is to provide for the efficient and effective management of Federal Aviation Administration and Colorado Division of Aeronautics funded airport construction projects to the users of the Airport so they can utilize an airport maintained in compliance with Federal Aviation Administration requirements.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	824,892	1,715,049	1,053,043	817,895
Charges for Services	128,575	125,000	125,000	125,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	2,899	1,500	8,223	1,500
Interfund Revenues	0	0	0	0
Transfers In	33,827	57,411	55,499	7,784
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	990,193	1,898,960	1,241,765	952,179
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	131,536	1,155,416	467,266	786,892
Community Prgms/Contributions	0	0	0	0
Financing Costs	23,629	23,627	23,629	0
Transfers Out	0	0	0	0
Capital Outlay	543,919	649,900	644,900	150,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	699,084	1,828,943	1,135,795	936,892
Excess Revenues / (Net Cost to the County)	291,109	70,017	105,970	15,287
General Appropriation Required	0	0	0	0
Budget Variance	285,957	0	35,953	0



804
Airport Construction Activity

Purpose Statement

The purpose of the Airport Construction Activity is to provide for the efficient and effective management of Federal Aviation Administration and Colorado Division of Aeronautics funded airport construction projects to the users of the Airport so they can utilize an airport maintained in compliance with Federal Aviation Administration requirements.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	824,892	1,715,049	1,053,043	817,895
Charges for Services	128,575	125,000	125,000	125,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	2,899	1,500	8,223	1,500
Interfund Revenues	0	0	0	0
Transfers In	33,827	57,411	55,499	7,784
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	990,193	1,898,960	1,241,765	952,179
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	131,536	1,155,416	467,266	786,892
Community Prgms/Contributions	0	0	0	0
Financing Costs	23,629	23,627	23,629	0
Transfers Out	0	0	0	0
Capital Outlay	543,919	649,900	644,900	150,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	699,084	1,828,943	1,135,795	936,892
Excess Revenues / (Net Cost to the County)	291,109	70,017	105,970	15,287
General Appropriation Required	0	0	0	0
Budget Variance	285,957	0	35,953	0



Budget Changes

Proposed Change in Funding:	80% increase in additional funds should FAA Discretionary grant be awarded.
Proposed Change in FTEs:	None
Performance Narrative:	100% of AIP projects were completed on time and within budget in 2019. CY 2020 will be challenging given the complexity of construction projects.
Other:	

Core Services

- Identification and development of FAA eligible projects
- Project management of FAA funded construction projects

Key Performance Measures

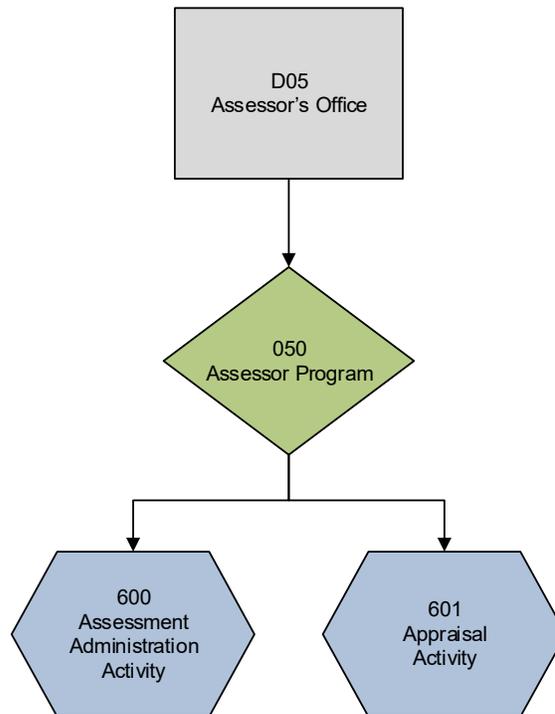
	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of projects completed on time.	Result	100%	80%	100%	80%
Percentage of projects completed within allowable budgets.	Result	100%	90%	100%	80%
Percentage of projects in compliance with FAA regulations.	Result	100%	90%	100%	90%

Mission Statement

The mission of the Assessor's Office is to fairly and equitably value all real and business personal property in accordance with state laws and the highest industry standards; to provide property and valuation data services; and to serve Gunnison County property owners, taxing entities and the public in a respectful, friendly and responsible manner.

Elected Official

Kristy McFarland, Assessor
221 N. Wisconsin Street, Ste. A
Gunnison, CO 81230
(970) 641-1085
assessor@gunnisoncounty.org





Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	6,622	8,000	8,556	8,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	188	0	0	0
Total Revenues	6,810	8,000	8,556	8,000
Expenditures				
Personnel	753,857	845,447	831,002	899,575
Supplies	6,499	7,500	19,775	11,000
Purchased Services	174,762	127,953	141,039	121,165
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	935,118	980,900	991,816	1,031,740
Excess Revenues / (Net Cost to the County)	(928,308)	(972,900)	(983,260)	(1,023,740)
General Appropriation Required	928,308	972,900	983,260	1,023,740
Budget Variance	4,585	0	(10,360)	

Department Resources Restated by Fund

Revenues				
General Fund	6,810	8,000	8,556	8,000
Total Revenues	6,810	8,000	8,556	8,000
Expenditures				
General Fund	935,118	980,900	991,816	1,031,740
Total Expenditures	935,118	980,900	991,816	1,031,740



050
Assessor's Office Program

Purpose Statement

The purpose of the Assessor's Office Program is to provide property data and valuation services to Gunnison County property owners and other interested parties so they can understand the characteristics that determine property value, receive fair and equitable valuations, and have the information they need to make decisions.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	6,622	8,000	8,556	8,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	188	0	0	0
Total Revenues	6,810	8,000	8,556	8,000
Expenditures				
Personnel	753,857	845,447	831,002	899,575
Supplies	6,499	7,500	19,775	11,000
Purchased Services	174,762	127,953	141,039	121,165
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	935,118	980,900	991,816	1,031,740
Excess Revenues / (Net Cost to the County)	(928,308)	(972,900)	(983,260)	(1,023,740)
General Appropriation Required	928,308	972,900	983,260	1,023,740
Budget Variance	4,585	0	(10,360)	0



**600
Assessment Administration Activity**

Purpose Statement

The purpose of the Assessment Administration Activity is to provide statutory deliverables, such as the Abstract, Certification, Tax Warrant, Notices of Valuation and Determination, etc.; maintain accurate parcel information, such as legal descriptions, mapping, districts, etc.; maintain accurate ownership information, such as owners of record, types of interest, mailing addresses, etc.; maintain personal property records, conduct field visits of businesses, mail personal property declarations; maintain property exemption information, process abatements, provide data requests and general customer support to the County Treasurer, the State, taxing entities, real estate professionals and the public so that they can establish budgets, deliver tax bills, make informed decisions, and have confidence in the assessment process.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	6,622	8,000	8,556	8,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	188	0	0	0
Total Revenues	6,810	8,000	8,556	8,000
Expenditures				
Personnel	266,591	326,900	281,387	358,626
Supplies	2,654	2,850	9,664	4,620
Purchased Services	59,960	43,642	48,865	45,527
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	329,205	373,392	339,916	408,773
Excess Revenues / (Net Cost to the County)	(322,395)	(365,392)	(331,360)	(400,773)
General Appropriation Required	322,395	365,392	331,360	400,773
Budget Variance	23,235	0	34,032	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	A continued combination of increased numbers of property sales and a decrease in trained employees will cause key performance measures to continue to be low in 2020. This Activity has performed well, even in response to an increase in title transfers and some staff turnover.
Other:	

Core Services

- Statutory Reports: Tax Roll, Abstract of Assessment, Certification of Value
- Title transfers
- Parcel listing and ownership information updates
- Property record creation and updates
- Customer service
- Data requests
- Public communications
- Senior and disabled veteran exemptions
- Abatements
- Personal Property valuations, field visits, declarations, record updates
- New business discoveries

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of all ownership records that are processed within one month.	Result	25%	95%	5%	50%



**601
Appraisal Activity**

Purpose Statement

The purpose of the Appraisal Activity is to provide real property values on a fair and equitable basis for ad valorem taxation, to honor the taxpayers' rights and allow them meaningful input into the valuation process, and to consultation services to property owners appealing their valuation so they can participate in an appeals process that is unintimidating, ensures accuracy and increases their understanding of and confidence in the process.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	487,265	518,547	549,615	540,949
Supplies	3,845	4,650	10,111	6,380
Purchased Services	114,802	84,311	92,174	75,638
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	605,913	607,508	651,900	622,967
Excess Revenues / (Net Cost to the County)	(605,913)	(607,508)	(651,900)	(622,967)
General Appropriation Required	605,913	607,508	651,900	622,967
Budget Variance	(18,650)	0	(44,392)	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The appraisal staff continues to improve the accuracy of mass appraisal valuation by utilizing state-of-the-art analytical, valuation and field data collection software. Fewer sales and new construction physical inspections are conducted in reappraisal years due to the appeal process and associated physical inspections.
Other:	

Core Services

- Property valuations
- Valuation notices and determinations
- Field visits
- Sales confirmations
- Statistical analysis
- Appraisal audit
- Building permit tracking
- Agricultural use determination
- Subdivision discounting
- Property appeals

Key Performance Measures

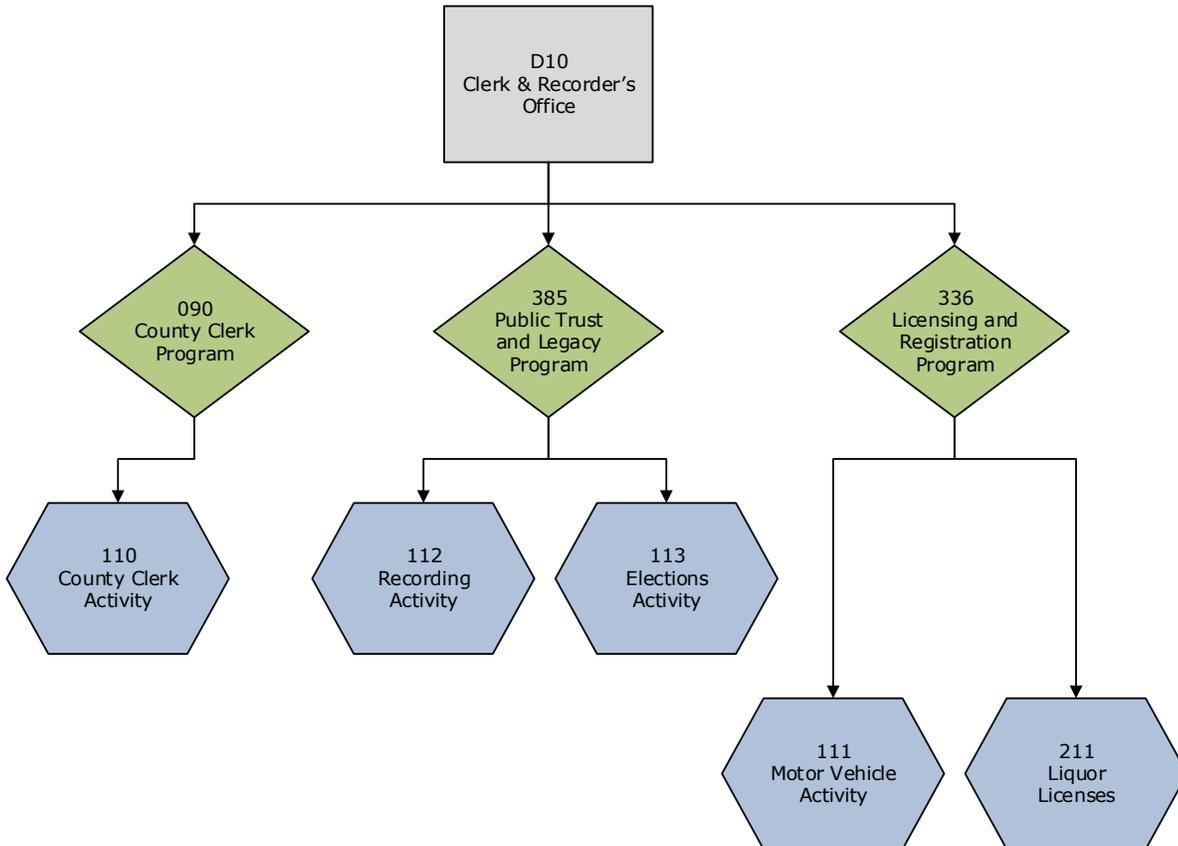
	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Number of recommended changes arising from the annual audit.	Result	0	0	0	0
Percentage of all sold properties that are physically inspected.	Result	98%	95%	70%	95%
Percentage of all finalized new construction permits that are physically inspected.	Result	98%	95%	70%	95%

Mission Statement

The mission of the Gunnison County Clerk and Recorder's Office is to provide motor vehicle licensing, elections, recording, and liquor licensing services to residents of Gunnison County and the general public so they can operate their vehicle legally, express their right to vote, and be assured of the ownership, history, and legacy of land, water, and natural resources.

Elected Official

Kathy Simillion, Clerk
 221 N. Wisconsin St., Suite C
 Gunnison, CO 81230
 (970) 641-1516
ksimillion@gunnisoncounty.org





Summary of Office Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Office Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	6,328	4,700	5,500	4,700
Intergovernmental	0	0	0	0
Charges for Services	537,581	485,500	508,271	485,500
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	13,560	19,000	19,000	22,000
Investment Income	0	0	0	0
Interfund Revenues	9,568	14,000	14,000	14,000
Transfers In	0	0	0	50,000
Other Financing Sources and Misc.	93	0	220	0
Total Revenues	567,130	523,200	546,991	576,200
Expenditures				
Personnel	491,565	527,259	526,735	554,695
Supplies	85,513	111,363	113,859	113,567
Purchased Services	74,225	83,575	79,012	75,382
Community Prgms/Contributions	0	0	0	0
Financing Costs	3,889	4,388	4,388	4,388
Transfers Out	0	0	0	0
Capital Outlay	75,451	88,244	89,066	95,835
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	730,643	814,829	813,060	843,867
Excess Revenues / (Net Cost to the County)	(163,513)	(291,629)	(266,069)	(267,667)
General Appropriation Required	163,513	291,629	266,069	267,667
Budget Variance	124,002	0	25,557	0

Offices Resources Restated by Fund

Revenues				
General Fund	567,130	523,200	546,991	576,200
Total Revenues	567,130	523,200	546,991	576,200
Expenditures				
General Fund	730,643	814,829	813,060	843,867
Total Expenditures	730,643	814,829	813,060	843,867



**090
County Clerk's Program**

Purpose Statement

The purpose of the County Clerk's Program is to provide official Clerk and Recorder duties, partnerships, and leadership services to partner jurisdictions, residents of Gunnison County, and the greater public so they can have access to the appropriate levels of fees and taxes to fund their roads, schools, and municipal services, be assured of transparent, accurate elections, and know what services and results can be expected from the Clerk's Office.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	2	0	21	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	2	0	21	0
Expenditures				
Personnel	37,285	48,747	48,747	48,900
Supplies	1,205	1,111	1,115	1,115
Purchased Services	16,549	17,990	17,784	10,000
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	55,039	67,848	67,646	60,015
Excess Revenues / (Net Cost to the County)	(55,037)	(67,848)	(67,625)	(60,015)
General Appropriation Required	55,037	67,848	67,625	60,015
Budget Variance	1,703	0	223	0



110
County Clerk Activity

Purpose Statement

The purpose of the County Clerk's Activity is to provide official Clerk and Recorder duties, partnerships, and leadership services to partner jurisdictions, residents of Gunnison County, and the greater public so they can have access to the appropriate levels of fees and taxes to fund their roads, schools, and municipal services, be assured of transparent, accurate elections, and know what services and results can be expected from the Clerk's Office.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	2	0	21	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	2	0	21	0
Expenditures				
Personnel	37,285	48,747	48,747	48,900
Supplies	1,205	1,111	1,115	1,115
Purchased Services	16,549	17,990	17,784	10,000
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	55,037	67,848	67,646	60,015
Excess Revenues / (Net Cost to the County)	(55,037)	(67,848)	(67,625)	(60,015)
General Appropriation Required	55,037	67,848	67,625	60,015
Budget Variance	1,703	0	223	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The office of the Gunnison County Clerk and Recorder will continue working toward establishing partnerships with neighboring municipalities and Special Districts resulting in mutual benefits.
Other:	

Core Services

-
- Asset Protection Policies
 - Colorado Domestic Abuse Fund, Sales Tax Municipality, and Department of Health Marriage License Disbursements
 - Daily Balance Financial Reports



385
Public Trust and Legacy Program

Purpose Statement

The purpose of the Public Trust and Legacy Program is to provide elections and recording services to the residents of Gunnison County and the greater public so they can express their right to vote through a transparent and secure election process and be assured of the ownerships, history and legacy of land, water, and natural resources.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	328,861	295,500	308,250	275,500
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	9,568	14,000	14,000	14,000
Transfers In	0	0	0	50,000
Other Financing Sources and Misc.	93	0	0	0
Total Revenues	338,522	309,500	322,250	339,500
Expenditures				
Personnel	205,073	218,583	218,583	196,792
Supplies	68,543	94,452	96,950	96,452
Purchased Services	50,219	58,187	53,248	55,132
Community Prgms/Contributions	0	0	0	0
Financing Costs	3,889	4,388	4,388	4,388
Transfers Out	0	0	0	0
Capital Outlay	75,451	88,244	89,066	95,835
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	403,176	463,854	462,235	448,599
Excess Revenues / (Net Cost to the County)	(64,654)	(154,354)	(139,985)	(109,099)
General Appropriation Required	150,203	154,354	139,985	109,099
Budget Variance	83,123	0	14,369	0



112
Recording Activity

Purpose Statement

The purpose of the Recording Activity is to provide documents, marriage licenses, and archival services to the residents of Gunnison County and the greater public so they can be assured of the ownership, history, and legacy of land, water, and natural resources.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	221,967	220,000	220,000	210,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	9,568	14,000	14,000	14,000
Transfers In	0	0	0	0
Other Financing Sources and Misc.	93	0	0	0
Total Revenues	231,628	234,000	234,000	224,000
Expenditures				
Personnel	110,145	137,272	137,272	89,253
Supplies	4,664	5,652	5,949	5,652
Purchased Services	19,293	22,644	20,955	28,094
Community Prgms/Contributions	0	0	0	0
Financing Costs	3,889	4,388	4,388	4,388
Transfers Out	0	0	0	0
Capital Outlay	38,125	50,171	50,171	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	176,116	220,127	218,735	127,387
Excess Revenues / (Net Cost to the County)	55,512	13,873	15,265	96,613
General Appropriation Required	0	0	0	0
Budget Variance	48,422	0	1,392	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The Recording Activity will continue to actively promote on-line subscription services as we enter into the fourth year of digitizing our archives.
Other:	

Core Services

- Marriage Licenses
- Civil Union Licenses
- Recorded Document Images
- Surveyed Land Deposits
- County Commissioner Meeting Minutes
- Recorded Document Consultations

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Amount of revenue generated from online IDoc subscriptions.	Result	\$14,845	\$13,000	\$11,242	\$14,000
Percentage of total recorded documents that are e-recorded.	Result	39.5%	35%	36.6%	40%



113
Elections Activity

Purpose Statement

The purpose of the Elections Activity is to provide registrations, outreach events, ballots, and general, primary, and coordinated election services to the residents of Gunnison County so they can express their right to vote through a transparent and secure election process.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	106,894	75,500	88,250	65,500
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	50,000
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	106,894	75,500	88,250	115,500
Expenditures				
Personnel	94,928	81,311	81,311	107,539
Supplies	63,879	88,800	91,001	90,800
Purchased Services	30,927	35,543	32,293	27,038
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	37,326	38,073	38,895	95,835
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	227,060	243,727	243,500	321,212
Excess Revenues / (Net Cost to the County)	(120,166)	(168,227)	(155,250)	(205,712)
General Appropriation Required	120,166	168,227	155,250	205,712
Budget Variance	34,701	0	12,977	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The Gunnison County Elections Activity continues to streamline our services to better serve the Gunnison County voters. This includes maintaining accuracy, transparency levels and integrity of final results.
Other:	

Core Services

- Ballots
- Permanent Mail-In Vote Ballots
- Overseas/Military Ballots
- Voter Registration List
- Candidate Party and Voter Consultations
- Historical Election Results

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of registered voters in general elections who cast their votes.	Result	77.7%	75%	39.7%	60%
Percentage of costs of contracted elections that are paid by coordinating jurisdictions.	Result	5.5%	25%	39.7%	25%



336
Licensing and Registration Program

Purpose Statement

The purpose of the Licensing and Registration Program is to provide liquor licensing and vehicle registrations to the residents and businesses of Gunnison County and the greater public so businesses can legally sell alcoholic beverages and residents can legally drive their vehicles on public roads.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	6,328	4,700	5,500	4,700
Intergovernmental	0	0	0	0
Charges for Services	208,718	190,000	200,000	210,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	13,560	19,000	19,000	22,000
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	220	0
Total Revenues	228,606	213,700	224,720	236,700
Expenditures				
Personnel	249,207	259,929	259,405	309,003
Supplies	15,764	15,800	15,794	16,000
Purchased Services	7,457	7,398	7,980	10,250
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	272,428	283,127	283,179	335,253
Excess Revenues / (Net Cost to the County)	(43,822)	(69,427)	(58,459)	(98,553)
General Appropriation Required	43,822	69,427	58,459	98,553
Budget Variance	39,176	0	10,968	0



111
Motor Vehicle Activity

Purpose Statement

The purpose of the Motor Vehicle Activity is to provide State of Colorado title and registration, renewals, and information services to the residents of Gunnison County and WSCU students so they can legally drive their vehicle on public roads.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	208,718	190,000	200,000	210,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	13,560	19,000	19,000	22,000
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	220	0
Total Revenues	222,278	209,000	219,220	232,000
Expenditures				
Personnel	241,750	250,180	250,180	299,223
Supplies	15,765	15,800	15,794	16,000
Purchased Services	7,124	7,248	7,646	9,550
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	264,639	273,228	273,620	324,773
Excess Revenues / (Net Cost to the County)				
	(42,361)	(64,228)	(54,400)	(92,773)
General Appropriation Required				
	42,361	64,228	54,400	92,773
Budget Variance	37,309	0	9,828	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The Gunnison County Motor Vehicle Activity continues adding and improving social media and website communications. The increases in public participation on these sites increase monthly.
Other:	

Core Services

- Temporary License Plates
- Manufactured Home Titles
- Disabled License Plates & Placards
- Heavy Vehicle Equipment Registration & License Plates
- Name & Address Updates
- Motor Vehicle Titles
- Motor Vehicle Registrations

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of Motor Vehicle customers who complete their transaction online.	Result	22.1%	20%	11.5%	26%
Percentage of Motor Vehicle customers who complete their registration renewal without being assessed late fees.	Result	8.7%	10%	5.1%	9%



211
Liquor Licenses Activity

Purpose Statement

The purpose of the Liquor License Activity is to provide renewal alert, inspection, and licensing services to Gunnison County businesses and special event coordinators, so they can sell alcoholic beverages legally and under control of Gunnison County and the State of Colorado.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	6,328	4,700	5,500	4,700
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	6,328	4,700	5,500	4,700
Expenditures				
Personnel	7,457	9,749	9,225	9,780
Supplies	0	0	0	0
Purchased Services	332	150	334	700
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	7,789	9,899	9,559	10,480
Excess Revenues / (Net Cost to the County)	(1,461)	(5,199)	(4,059)	(5,780)
General Appropriation Required	1,461	5,199	4,059	5,780
Budget Variance	1,867	0	1,140	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The Gunnison County Clerk and Recorder will continue to improve liquor inspections and provide liquor licensing to Gunnison County businesses by improving prompt and thorough communication. This, in part, has been accomplished by a mailing to all Liquor License applicants and holders to decrease the number of expired licenses thus saving applicants late fees and loss of revenue.
Other:	

Core Services

- Liquor Licenses
- Liquor License Application Inspections
- Public Hearings and Legal Postings
- Liquor License Renewal Alerts

Key Performance Measures

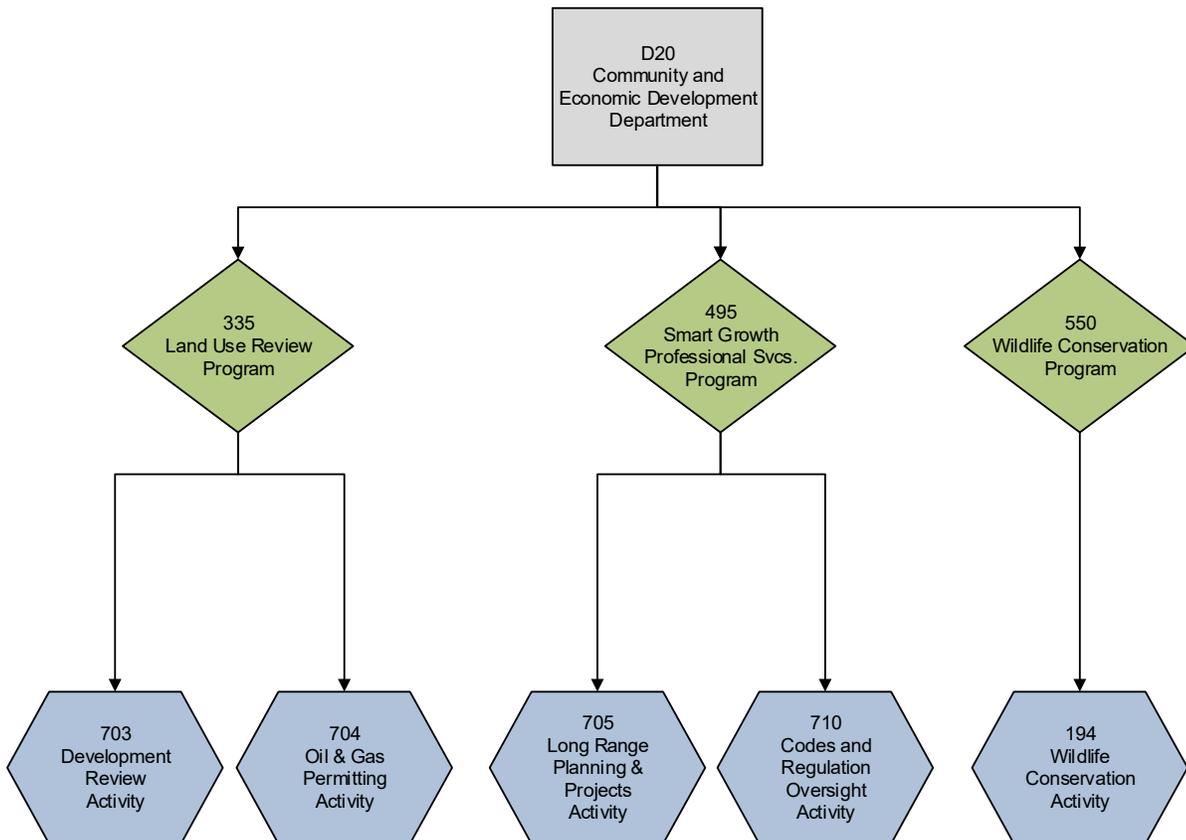
	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of Liquor License Applications that have inspections completed prior to granting a new license.	Result	100%	100%	100%	100%
Percentage of Liquor License Applications that do not require a second visit/call to correct in order to submit to the State.	Result	100%	100%	100%	100%
Percentage of Liquor License holders who receive renewal alerts at least 30 days prior to the deadline.	Result	100%	100%	100%	100%

Mission Statement

The mission of the Community and Economic Development Department is to provide land use, building and environmental health services to property owners, developers and all community members so they can achieve a balance of economic development and environmental protection.

Department Director

Cathie Pagano
 221 N. Wisconsin St., Suite D
 Gunnison, CO 81230
 (970) 641-0360
cpagano@gunnisoncounty.org





Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	484,743	336,900	418,575	347,100
Intergovernmental	48,595	83,860	100,447	0
Charges for Services	40,150	31,225	46,627	33,375
Contributions and Other Grants	500	0	1,920	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	46,500	60,000	45,250	36,000
Other Financing Sources and Misc.	339	0	375	0
Total Revenues	620,827	511,985	613,194	416,475
Expenditures				
Personnel	618,153	642,948	644,469	646,634
Supplies	19,730	17,200	13,376	19,201
Purchased Services	222,747	308,075	276,677	203,090
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	500
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	860,630	968,223	934,522	869,425
Excess Revenues / (Net Cost to the County)	(239,803)	(456,238)	(321,328)	(452,950)
General Appropriation Required	239,803	456,238	321,328	452,950
Budget Variance	265,397	0	134,910	0

Department Resources Restated by Fund

Revenues				
General Fund	620,827	511,985	613,194	416,475
Total Revenues	620,827	511,985	613,194	416,475
Expenditures				
General Fund	860,630	968,223	934,522	869,425
Total Expenditures	860,630	968,223	934,522	869,425



335
Land Use Review Program

Purpose Statement

The purpose of the Land Use Review Program is to provide development review, oil and gas and sage-grouse habitat permit review and inspection services to permit applicants and the community so they can efficiently obtain their permits and maintain a high-quality natural and built environment consistent with County codes and regulations.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	479,313	331,400	411,670	341,600
Intergovernmental	0	0	0	0
Charges for Services	40,150	31,225	46,627	33,375
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	339	0	375	0
Total Revenues	519,802	362,625	458,672	374,975
Expenditures				
Personnel	446,896	461,029	462,550	477,835
Supplies	19,416	16,700	13,000	19,200
Purchased Services	116,136	144,492	135,085	140,079
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	500
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	582,448	622,221	610,635	637,614
Excess Revenues / (Net Cost to the County)	(62,983)	(259,596)	(151,964)	(262,639)
General Appropriation Required	62,983	259,596	151,964	262,639
Budget Variance	212,247	0	107,632	0



703 Development Review Activity

Purpose Statement

The purpose of the Development Review Activity is to provide permit review and inspection services to permit applicants and the community so they can efficiently obtain their permits to complete projects consistent with County codes and regulations.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	476,913	329,000	404,170	338,000
Intergovernmental	0	0	0	0
Charges for Services	40,150	31,225	46,627	33,375
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	339	0	375	0
Total Revenues	517,402	360,225	451,172	371,375
Expenditures				
Personnel	432,764	452,137	453,658	470,090
Supplies	19,415	16,700	13,000	19,200
Purchased Services	116,007	141,756	133,449	138,443
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	500
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	568,186	610,593	600,107	628,233
Excess Revenues / (Net Cost to the County)	(50,784)	(250,368)	(148,935)	(256,858)
General Appropriation Required	50,784	250,368	148,935	256,858
Budget Variance	208,012	0	101,433	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Revenues in 2019 exceeded the budgeted amount. It was a strong building season, although it appears at this time to be similar to 2018. The 2020 budget projects a steady revenue compared with 2019. No major changes were proposed to the Development review budget.

Other:

Core Services

- Building, ISDS, Land-use, and Oil and Gas Permits
- Application and Plan Reviews
- Board and Commission Support Services
- Sage Grouse Reviews
- Building Inspections
- Conflict and Regulatory Violation Resolutions
- Continuous Improvement of the Development Review Process

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
 Percentage of respondents to the biennial Citizen Survey who indicate that land use, planning and zoning services offered by Gunnison County are good or excellent.	Result	46%	46%	39%	39%
Minimum number of new ideas to improve the development review process within six months of conducting an annual review/critique of major development applications processed over the last year.	Result	2	2	2	2

 = This performance measure aligns directly with the Commissioners’ Strategic Plan.



704 Oil and Gas Permitting Activity

Purpose Statement

The purpose of the Oil and Gas Permitting Activity is to provide permanent review and inspection services to permit applicants and the community so they can obtain their permits and complete their projects in compliance with County Oil and Gas Regulations.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	2,400	2,400	7,500	3,600
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	2,400	2,400	7,500	3,600
Expenditures				
Personnel	14,133	8,892	8,892	7,745
Supplies	0	0	0	0
Purchased Services	129	2,736	1,636	1,636
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	14,262	11,628	10,528	9,381
Excess Revenues / (Net Cost to the County)	(11,862)	(9,228)	(3,028)	(5,781)
General Appropriation Required	11,862	9,228	3,028	5,781
Budget Variance	4,235	0	6,200	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Oil and gas activities increased in 2019 over 2018. Gunnison Energy conducted 3-d seismic operations in Gunnison and Delta Counties. Staff will continue to work with the County Attorney’s Office to keep abreast of changes to state regulations and how those may impact county regulations.
Other:	

Core Services

- Pre-application Permits
- Oil and Gas Permits
- Oil and Gas Inspections (in cooperation with COGCC)

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of limited-impact permit applications that receive decisions within 30 calendar days.	Result	100%	100%	100%	100%



495

Smart Growth Professional Services Program

Purpose Statement

The purpose of the Smart Growth Professional Services Program is to provide professional consulting, facilitation and code-development services to both Gunnison County residents and the County organization to create a high performing, prosperous and interconnected community.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	45,350	83,860	100,447	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	45,350	83,860	100,447	0
Expenditures				
Personnel	153,995	164,767	164,767	159,089
Supplies	0	500	0	0
Purchased Services	66,436	116,500	104,082	30,000
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	220,431	281,767	268,849	189,089
Excess Revenues / (Net Cost to the County)	(175,081)	(197,907)	(168,402)	(189,089)
General Appropriation Required	175,081	197,907	168,402	189,089
Budget Variance	33,068	0	29,505	0



705

Long-Range Planning and Projects Activity

Purpose Statement

The purpose of the Long-range Planning and Projects Activity is to provide professional consulting, facilitation and policy services to the County to create a high-performing, prosperous and interconnected community.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	45,350	83,860	100,447	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	45,350	83,860	100,447	0
Expenditures				
Personnel	93,593	101,176	101,176	109,846
Supplies	0	500	0	0
Purchased Services	66,436	115,500	104,082	30,000
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	160,029	217,176	205,258	139,846
Excess Revenues / (Net Cost to the County)	(114,679)	(133,316)	(104,811)	(139,846)
General Appropriation Required	114,679	133,316	104,811	139,846
Budget Variance	28,610	0	28,505	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Long-range planning activities in 2019 included support of the STOR Committee, continued support of the One Valley Leadership Council and the One Valley Prosperity Project. STOR Committee activities included branding and logo development, and construction and installation of new signage for river users. The One Valley Leadership Council participated in a leadership retreat with Zen for Business. Other activities included participation in the City's Comprehensive Plan process and providing additional information and analysis as part of that process.
Other:	

Core Services

- Comprehensive and Master Planning Services
- Economic Development Leadership Services
- Environmental Sustainability Services
- Facilitations
- Community Policy Development

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of strategic results outlined in the BOCC Strategic Plan that Community Development is responsible for leading, and are due, are complete.	Result	0%	100%	0%	100%



= This performance measure aligns directly with the Commissioners' Strategic Plan.



710 Codes and Regulation Oversight Activity

Purpose Statement

The purpose of the Codes and Regulation Oversight Activity is to provide code and regulation services to the community so they can efficiently promote and maintain the economy, environment, public health, safety and welfare consistent with community values.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	60,402	63,591	63,591	49,243
Supplies	0	0	0	0
Purchased Services	0	1,000	0	0
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	60,402	64,591	63,591	49,243
Excess Revenues / (Net Cost to the County)	(60,402)	(64,591)	(63,591)	(49,243)
General Appropriation Required	60,402	64,591	63,591	49,243
Budget Variance	4,458	0	1,000	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	No amendments to the Gunnison County Land Use Resolution, OWTS, or Building codes were done in 2019. Amendments to the OWTS regulations and the LUR will be proposed in 2020. We continue to consider methods to improve our process and create more efficiencies.
Other:	

Core Services

- Amendments to International Codes, as Amended and Adopted by Gunnison County
- Amendments to Gunnison County Individual Sewage Disposal System Regulations
- Amendments to Gunnison County Land Use Resolution
- Amendments to Gunnison County Special Development Project Regulations
- Amendments to Gunnison County Regulations for Oil and Gas Operations
- Amendments to Gold Basin Industrial Park Regulations
- Amendments to Crested Butte South Special Area Regulations
- Amendments to North Fork Valley Coal Regulations
- Amendments to Gunnison Corridor Plan

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Number of annual recommendations to the applicable decision making body for improvements to both Master Plans, Land Use Regulations, ISDS regulations and Oil and Gas Regulations to improve the implementation of county goals and efficiency in the development review process for our customers.	Result	5	3	4	4



550
Wildlife Conservation Program

Purpose Statement

The purpose of the Wildlife Conservation Program is to provide consulting, plan review, coordination and education services to County residents, developers and government entities so they can achieve their objectives while minimizing their impacts on wildlife in Gunnison County.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	5,430	5,500	5,500	5,500
Intergovernmental	3,245	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	500	0	1,920	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	46,500	60,000	45,250	36,000
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	55,675	65,500	52,670	41,500
Expenditures				
Personnel	17,261	17,152	17,152	9,710
Supplies	315	0	375	0
Purchased Services	40,175	47,083	37,510	33,011
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	57,751	64,235	55,037	42,721
Excess Revenues / (Net Cost to the County)	(2,076)	1,265	(2,367)	(1,221)
General Appropriation Required	2,076	0	2,367	1,221
Budget Variance	20,082	0	(3,632)	0



194

Wildlife Conservation Activity

Purpose Statement

The purpose of Wildlife Conservation Activity is to provide consulting, plan review, coordination and education services to County residents, developers and government entities so they can achieve their objectives while minimizing their impacts on wildlife in Gunnison County.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	5,430	5,500	5,500	5,500
Intergovernmental	3,245	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	500	0	1,920	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	46,500	60,000	45,250	36,000
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	55,675	65,500	52,670	41,500
Expenditures				
Personnel	17,261	17,152	17,152	9,710
Supplies	315	0	375	0
Purchased Services	40,175	47,083	37,510	33,011
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	57,751	64,235	55,037	42,721
Excess Revenues / (Net Cost to the County)	(2,076)	1,265	(2,367)	(1,221)
General Appropriation Required	2,076	0	2,367	1,221
Budget Variance	20,082	0	(3,632)	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Sage grouse reviews picked up in 2019—sites being reviewed have become more difficult to accomplish and are in areas that would cause greater impacts to sage grouse and their habitat.
Other:	

Core Services

- Wildlife Consultation Services
- Facilitation Services
- Wildlife Public Education Presentations
- Strategic Committee Meetings
- Governmental Coordination Services
- Federal Monitoring on Sage Grouse and Other Species
- Land Use Reviews on Sage Grouse Habitat
- Regulation Reviews and Recommendations
- Federal Grazing Permit Reviews
- Habitat Conservation Plans

Key Performance Measures

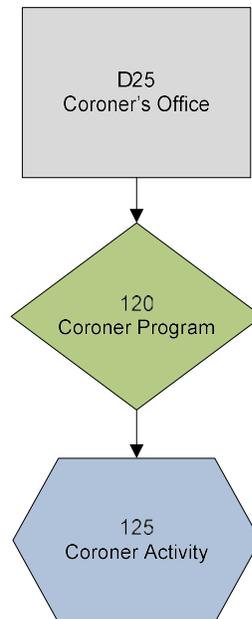
	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of all species of special concern monitored for listing status, potential impacts to Gunnison County and the possible need for County intervention in order to help preclude the need for the species to be listed as endangered.	Result	100%	100%	100%	100%

Mission Statement

The mission of the Coroner's Office is to provide investigation, identification, communication and record keeping services to the Gunnison County community and the relatives of the deceased so they can have the manner and cause of unexpected and unattended deaths determined in a timely manner.

Elected Official

Michael Barnes, Coroner
106 S. Taylor Street, #2
Gunnison, CO 81230
(970) 641-9213
mbarnes@gunnisoncounty.org





Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	5,000	5,000
Charges for Services	0	0	400	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	15	0	0	0
Total Revenues	15	0	5,400	5,000
Expenditures				
Personnel	90,439	97,793	93,638	97,287
Supplies	3,996	3,150	7,350	3,550
Purchased Services	28,395	26,624	19,525	23,722
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	24,778	27,000	29,000	30,000
Total Expenditures	147,608	154,567	149,513	154,559
Excess Revenues / (Net Cost to the County)	(147,593)	(154,567)	(144,113)	(149,559)
General Appropriation Required	147,593	154,567	144,113	149,559
Budget Variance	2,234	0	10,454	0

Department Resources Restated by Fund

Revenues				
General Fund	15	0	5,400	5,000
Total Revenues	15	0	5,400	5,000
Expenditures				
General Fund	147,608	154,567	149,513	154,559
Total Expenditures	147,608	154,567	149,513	154,559



120
Coroner Program

Purpose Statement

The purpose of the Coroner Program is to provide investigation, identification, communication and record keeping services to the Gunnison County community and the relatives of the deceased so they can have the manner and cause of unexpected and unattended deaths determined in a timely manner.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	5,000	5,000
Charges for Services	0	0	400	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	15	0	0	0
Total Revenues	15	0	5,400	5,000
Expenditures				
Personnel	90,439	97,793	93,638	97,287
Supplies	3,996	3,150	7,350	3,550
Purchased Services	28,395	26,624	19,525	23,722
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	24,778	27,000	29,000	30,000
Total Expenditures	147,608	154,567	149,513	154,559
Excess Revenues / (Net Cost to the County)	(147,608)	(154,567)	(144,113)	(149,559)
General Appropriation Required	147,608	154,567	144,113	149,559
Budget Variance	2,234	0	10,454	0



125
Coroner Activity

Purpose Statement

The purpose of the Coroner Activity is to provide investigation, identification, communication and record keeping services to the Gunnison County community and the relatives of the deceased so they can have the manner and cause of unexpected and unattended deaths determined in a timely manner.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	5,000	5,000
Charges for Services	0	0	400	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	15	0	0	0
Total Revenues	15	0	5,400	5,000
Expenditures				
Personnel	90,439	97,793	93,638	97,287
Supplies	3,996	3,150	7,350	3,550
Purchased Services	28,395	26,624	19,525	23,722
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	24,778	27,000	29,000	30,000
Total Expenditures	147,608	154,567	149,513	154,559
Excess Revenues / (Net Cost to the County)	(147,593)	(154,567)	(144,113)	(149,559)
General Appropriation Required	147,593	154,567	144,113	149,559
Budget Variance	2,234	0	10,454	0

Budget Changes

Proposed Change in Funding:	None, this activity receives no specific funding.
Proposed Change in FTEs:	None
Performance Narrative:	The Coroner's Office is always operating at maximum efficiency, while adapting to the unpredictable dynamics of each case.
Other:	

Core Services

- Manner and Cause of Death Determinations
- Scene Investigation Reports
- Next-of-kin Notifications
- Positive Identifications
- Death Certificates
- Death Investigation Reports

Key Performance Measures

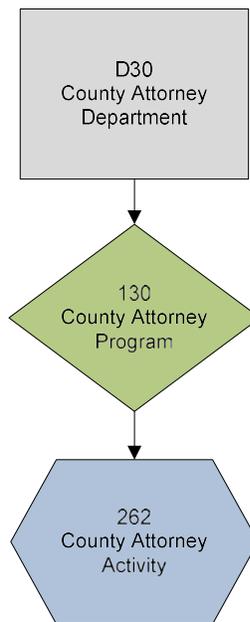
	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of responses to the scene that are within 43 minutes or less.	Result	86%	80%	85%	85%
Percentage of death certificates filed within five days of death without the cause and manner of death as "pending".	Result	97%	97%	95%	95%

Mission Statement

The mission of the County Attorney’s Office is to provide legal advice, counsel and support of policies to the Board of County Commissioners (BOCC), other elected and appointed officials, commissions and departments as directed by the BOCC so they can understand the full extent and limits of their legal authorities and act within those authorities.

Department Director

David Baumgarten, County Attorney
200 E. Virginia Avenue
Gunnison, CO 81230
(970) 641-5300
dbaumgarten@gunnisoncounty.org





Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	205	4,150	46	50
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	(6,162)	0	0	0
Investment Income	1,091	150	2,119	2,000
Interfund Revenues	0	0	0	0
Transfers In	108,923	98,000	106,132	118,000
Other Financing Sources and Misc.	85	0	0	0
Total Revenues	104,142	102,300	108,297	120,050
Expenditures				
Personnel	584,893	581,089	540,799	609,472
Supplies	8,691	8,600	8,405	8,100
Purchased Services	68,325	81,470	98,124	109,998
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	661,909	671,159	647,328	727,570
Excess Revenues / (Net Cost to the County)	(557,767)	(568,859)	(539,031)	(607,520)
General Appropriation Required	557,767	568,859	539,031	607,520
Budget Variance	15,215	0	29,828	0

Department Resources Restated by Fund

Revenues				
General Fund	104,142	102,300	108,297	120,050
Total Revenues	104,142	102,300	108,297	120,050
Expenditures				
General Fund	661,909	671,159	647,328	727,570
Total Expenditures	661,909	671,159	647,328	727,570



130
County Attorney Program

Purpose Statement

The purpose of the County Attorney Program is to provide legal advice, counsel and policy support services to the Board of County Commissioners, other elected officials and appointed officials, commissions and departments as directed by the Board so they can take action and make decisions in a timely manner consistent with the law and County policy.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	205	4,150	46	50
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	(6,162)	0	0	0
Investment Income	1,091	150	2,119	2,000
Interfund Revenues	0	0	0	0
Transfers In	108,923	98,000	106,132	118,000
Other Financing Sources and Misc.	85	0	0	0
Total Revenues	104,142	102,300	108,297	120,050
Expenditures				
Personnel	584,893	581,089	540,799	609,472
Supplies	8,691	8,600	8,404	8,100
Purchased Services	68,325	81,470	98,124	109,998
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	661,909	671,159	647,327	727,570
Excess Revenues / (Net Cost to the County)	(557,767)	(568,859)	(539,030)	(607,520)
General Appropriation Required	557,767	568,859	539,030	607,520
Budget Variance	15,215	0	29,828	0



262
County Attorney Activity

Purpose Statement

The purpose of the County Attorney Activity is to provide legal advice, counsel and policy support services to the Board of County Commissioners, other elected officials and appointed officials, commissions and departments as directed by the Board so they can take action and make decisions in a timely manner consistent with the law and County policy.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	205	4,150	46	50
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	(6,162)	0	0	0
Investment Income	1,091	150	2,119	2,000
Interfund Revenues	0	0	0	0
Transfers In	108,923	98,000	106,132	118,000
Other Financing Sources and Misc.	85	0	0	0
Total Revenues	104,142	102,300	108,297	120,050
Expenditures				
Personnel	584,893	581,089	540,799	609,472
Supplies	8,691	8,600	8,404	8,100
Purchased Services	68,325	81,470	98,124	109,998
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	661,909	671,159	647,327	727,570
Excess Revenues / (Net Cost to the County)	(557,767)	(568,859)	(539,030)	(607,520)
General Appropriation Required	557,767	568,859	539,030	607,520
Budget Variance	15,215	0	29,828	0



Budget Changes

Proposed Change in Funding:	Increase
Proposed Change in FTEs:	None
Performance Narrative:	The reach, scope and intensity of the legal issues facing Gunnison County have increased substantially. Performance will continue to accelerate to face the legal challenges posed. The County Attorney’s Office is considered preeminent in the state, and is staffed by the highest quality lawyers and legal staff. The County Attorney’s Office will continue to provide quality legal services to the BOCC, County Manager and all departments within the County in a manner that is accurate, timely and efficient. The goal is to reduce County liability as much as possible through legal advice and representation to the County and its elected and appointed officials to further the BOCC’s policy priorities.

Other:

Core Services

- Formal legal opinions (written and oral)
- Informal legal opinions (written and oral)
- Problem solving consultations
- Coalition building initiatives
- Joint policy advocacy initiatives (County Manager)
- Continuity of Service initiative

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of contracts, Board agenda items and policies that are reviewed by the CAO within five working days of receipt.	Result	100%	95%	99%	99%
Percentage of contracts, Board agenda items and policies reviewed by the CAO that do not result in significant judgments against the County.	Result	100%	99%	99%	99%
Percentage of code/regulatory/policy reviews that do not result in declaratory or financial judgments against the County.	Result	100%	99%	99%	99%

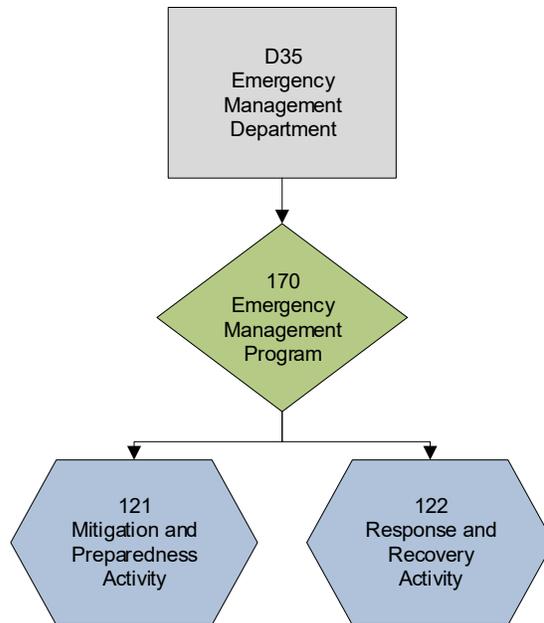


Mission Statement

The mission of the Emergency Management Department is to provide comprehensive emergency management services to Gunnison County agencies, first responders and citizens so they have the necessary tools, information and assistance to develop and implement effective mitigation, preparedness activities, and response and recovery plans.

Department Director

Scott Morrill
510 W. Bidwell Avenue
Gunnison, CO 81230
(970) 641-2481
smorrill@gunnisoncounty.org





Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	600	600	788	975
Intergovernmental	97,491	78,724	78,724	78,724
Charges for Services	732	0	0	1,867
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	58	0	0	0
Total Revenues	98,881	79,324	79,512	81,566
Expenditures				
Personnel	144,406	143,710	143,208	154,039
Supplies	3,175	2,074	3,332	12,608
Purchased Services	67,617	76,155	67,070	74,826
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	215,198	221,939	213,610	241,473
Excess Revenues / (Net Cost to the County)	(116,317)	(142,615)	(134,098)	(159,907)
General Appropriation Required	116,317	142,615	134,098	159,907
Budget Variance	19,694	0	8,517	0

Department Resources Restated by Fund

Revenues				
General Fund	98,881	79,324	79,512	79,699
Total Revenues	98,881	79,324	79,512	79,699
Expenditures				
General Fund	215,198	221,939	213,610	241,473
Total Expenditures	215,198	221,939	213,610	241,473



170
Emergency Management Program

Purpose Statement

The purpose of the Emergency Management Program is to provide mitigation, preparedness, response and recovery information services to the public, County departments and first responders so that they can effectively prepare for and respond to emergencies.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	600	600	788	975
Intergovernmental	97,491	78,724	78,724	78,724
Charges for Services	732	0	0	1,867
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	58	0	0	0
Total Revenues	98,881	79,324	79,512	81,566
Expenditures				
Personnel	144,406	143,710	143,208	154,039
Supplies	3,175	2,074	3,332	12,608
Purchased Services	67,617	76,155	67,070	74,826
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	215,198	221,939	213,610	241,473
Excess Revenues / (Net Cost to the County)	(116,317)	(142,615)	(134,098)	(159,907)
General Appropriation Required	116,317	142,615	134,098	159,907
Budget Variance	19,694	0	8,517	0

1



121
Mitigation and Preparedness Activity

Purpose Statement

The purpose of the Mitigation and Preparedness Activity is to provide preparedness and emergency information to the public, County personnel and first responders so they can successfully mitigate the impacts of and prepare to manage emergencies.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	600	600	788	975
Intergovernmental	59,035	56,250	56,250	56,250
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	58	0	0	0
Total Revenues	59,693	56,850	57,038	57,225
Expenditures				
Personnel	96,577	106,960	106,960	114,708
Supplies	2,379	1,384	2,186	1,360
Purchased Services	39,667	39,637	38,626	37,242
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	138,623	147,981	147,772	153,310
Excess Revenues / (Net Cost to the County)	(78,988)	(91,131)	(90,734)	(96,085)
General Appropriation Required	78,988	91,131	90,734	96,085
Budget Variance	7,210	0	397	0



Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Performance Narrative:	The Mitigation and Preparedness Activity has increased public safety, outreach and education to staff. We continue to achieve the annual target of 90%, which is the target percentage for County staff who are trained in NIMS appropriate to their role. Emergency Management has increased encouragement for maintenance of departmental Continuity of Operations Plans (COOPs), and will strive to meet the annual target of 100% of administrative-department COOPs be reviewed and updated within 24 months; and staff are competent to their roles specified in their plans.

Other:

Core Services

- Education Presentations
- National Incident Management System (NIMS) Training Coordination
- Preparedness Awareness Presentations and Announcements
- Equipment Grants Administration and Procurement
- Planning, Training and Exercise Facilitations
- Emergency Preparedness Plans (Needs and Risk Assessments, EOP, PHEOP)
- Continuity of Operation Plan Consultations
- Long-term EOC Operational Plans
- Communication Site Management
- Local and Regional Training and Exercise Participations
- EOC Management (during mitigation and preparedness phases)

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of respondents to the biennial Citizen Survey who indicate that emergency preparedness services offered by Gunnison County are good or excellent.	Result	60%	60%	66%	66%
Percentage of full-time, permanent administrative-department staff members are trained in NIMS appropriate to their role.	Result	94.9%	65%	90%	90%
Number of people trained in aspects of operating the EOC	Result	10	10	10	10



Percentage of Gunnison County administrative departments that have reviewed and updated their Continuity of Operations Plan within the previous 24 months.	Result	100%	100%	84.6%	100%
Percentage of administrative departments, upon review and update of their Continuity of Operations Plans, confirm that all their employees can demonstrate competencies appropriate to their roles specified in their Plans.	Result	New Measure	100%	61.5%	100%



122
Response and Recovery Activity

Purpose Statement

The purpose of the Response and Recovery Activity is to provide coordination and emergent informational support services to first responders, County departments, and the public so that they can successfully manage emergency incidents.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	38,456	22,474	22,474	22,474
Charges for Services	732	0	0	1,867
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	39,188	22,474	22,474	24,341
Expenditures				
Personnel	47,829	36,750	36,248	39,331
Supplies	796	690	1,146	11,248
Purchased Services	27,950	36,518	28,444	37,584
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	76,575	73,958	65,838	88,163
Excess Revenues / (Net Cost to the County)	(37,387)	(51,484)	(43,364)	(63,822)
General Appropriation Required	37,387	51,484	43,364	63,822
Budget Variance	12,484	0	8,120	0



Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Performance Narrative:	In 2019, 100% of functional EOC activations occurred within 8 minutes of receiving the activation request, and we are optimistic that we will continue to meet or exceed the annual target of 90% in 2020. Emergency Management continues to hold monthly EOC trainings to train staff on all functions of activating the EOC. We expect to continue to meet the annual target of having 10 trained EOC staff members in 2020.
Other:	

Core Services

- Emergency Operations Center (EOC) Management
- Emergency Operations Center Activations
- Public Warnings / Notifications
- Evacuation Coordinations
- Out-of-Area Resource Coordinations
- Emergency Reception Areas and Shelter Coordinations
- Recovery Coordinations
- Long Term Operational Plans
- State and Federal Liaisons

Key Performance Measures

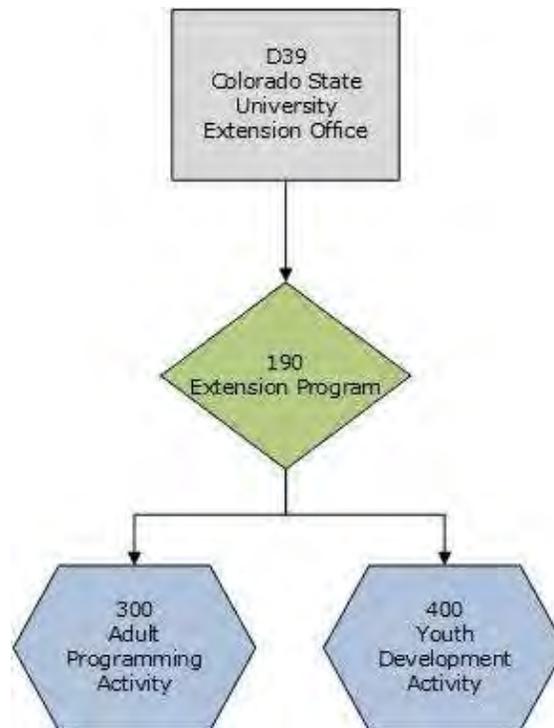
	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of public warning messages that are sent within 8 minutes of receiving the request.	Result	88.9%	90%	100%	90%
Percentage of EOC-function requests that prompt action within 10 minutes of the request.	Result	100%	90%	100%	95%

Mission Statement

The mission of the Colorado State University Extension Office is to provide education, youth development and community development services to the members of the Gunnison community so they can increase their application of research-based knowledge to better their quality of life.

Department Director

Eric McPhail
275 S. Spruce Street
Gunnison, CO 81230
(970) 641-1260
gunnison@mail.ext.colostate.edu





Summary of Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	78,880	80,853	80,853	82,155
Supplies	9,626	11,900	10,260	11,541
Purchased Services	101,796	140,183	139,671	142,429
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	190,302	232,936	230,784	236,125
Excess Revenues / (Net Cost to the County)	(190,302)	(232,936)	(230,784)	(236,125)
General Appropriation Required	190,302	232,936	230,784	236,125
Budget Variance	37,716	0	2,152	0

Resources Restated by Fund

Revenues				
General Fund	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
General Fund	190,302	232,936	230,784	236,125
Total Expenditures	190,302	232,936	230,784	236,125



190
Extension Program

Purpose Statement

The purpose of the Extension Program is to provide education, youth development and community development services to the members of the Gunnison County community so they can increase their application of research-based knowledge to better their quality of life.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	78,880	80,853	80,853	82,155
Supplies	9,626	11,900	10,260	11,541
Purchased Services	101,796	140,183	139,671	142,429
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	190,302	232,936	230,784	236,125
Excess Revenues / (Net Cost to the County)	(190,302)	(232,936)	(230,784)	(236,125)
General Appropriation Required	190,302	232,936	230,784	236,125
Budget Variance	37,716	0	2,152	0



300
Adult Programming Activity

Purpose Statement

The purpose of the Adult Programming Activity is to provide consultation, testing and information services to Gunnison County agricultural, horticultural, family and consumer customers so they can make immediate and long-term informed decisions about property management and their overall health and wellbeing.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	15,955	16,829	16,829	17,095
Supplies	2,126	3,650	2,750	3,650
Purchased Services	33,820	50,925	49,837	51,068
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	51,901	71,404	69,416	71,813
Excess Revenues / (Net Cost to the County)	(51,991)	(71,404)	(69,416)	(71,813)
General Appropriation Required	51,991	71,404	69,416	71,813
Budget Variance	18,677	0	1,988	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	In 2019, adult educational services increased by 25% for both number of workshops provided and attendance at workshops. This increase was also supported by an increase in county collaborations. With new county needs being currently assessed and having high performing staff, we anticipate offering even more educational opportunities in 2020.
Other:	

Core Services

- Consultations for hay testing, soil testing, community groups, land, livestock, garden, landscape, property management, general horticulture, weed control and wildlife control
- Agricultural and horticultural site visits
- Testing analysis and results for hay, soil, water, pressure canners, and radon
- University reviewed topical fact sheets
- Master Gardner training sessions
- Plant/insect/disease identifications
- Garden & landscape planning
- Training sessions for agricultural production, lawn and garden care, Master Gardner, property management, computer, health and nutrition, food safety, parenting and early childhood development, budgeting and financial
- Master Gardner Volunteer Management
- ServSafe and safe food handling certifications
- Organizational resource and collaboration services

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of reporting participants in CSU Extension programs who state that they support using tax dollars to fund Extension programs.	Result	100%	95%	100%	95%
Number of CSU Extension organizational partnerships.	Result	23	25	27	27



400 Youth Development Activity

Purpose Statement

The purpose of the Youth Development Activity is to provide training, activity and skill development services to Gunnison County youth and volunteers so they can develop leadership, citizenship, and life skills.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	62,925	64,024	64,024	65,060
Supplies	7,500	8,250	7,510	7,891
Purchased Services	67,976	89,258	89,834	91,361
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	138,401	161,532	161,368	164,312
Excess Revenues / (Net Cost to the County)	(138,401)	(161,532)	(161,368)	(164,312)
General Appropriation Required	138,401	161,532	161,368	164,312
Budget Variance	19,039	0	164	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	2020 will undoubtedly be a year of change for the Gunnison 4-H Youth program as we enter the year without a full-time youth agent. We will plan to hire a new agent in the Spring. However, current staff will continue to shift job duties to fill in the gaps and, therefore, we expect office performance and overall youth programming to stay the same. After-school programs and enrollments in the 4-H program saw no change from 2018 to 2019.
Other:	

Core Services

- Volunteer leadership trainings and consultations
- Community service coordination
- 4-H meetings and fundraisers
- Youth development activity sessions
- Recruitment events
- Youth development reports
- Youth livestock events
- Youth camps
- Monthly newsletters
- Chaperone and transportation services

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of 4-H members who reenroll in the program the following year if eligible.	Result	81.8%	85%	85%	85%



Mission Statement

The mission of the Facilities and Grounds Department is to provide maintenance and construction services to County departments, residents and visitors so they can access and deliver County services in a safe and comfortable environment.

Department Director

John Cattles
200 E. Virginia Avenue
Gunnison, CO 81230
(970) 641-8560
jcattles@gunnisoncounty.org





Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	16,000	16,000	16,000	16,000
Charges for Services	435	0	400	400
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	27,397	25,397	0
Other Financing Sources and Misc.	81,219	90,852	139,108	155,890
Total Revenues	97,654	134,249	180,905	172,290
Expenditures				
Personnel	318,566	393,431	368,599	394,896
Supplies	27,654	24,100	29,751	34,750
Purchased Services	416,755	429,781	418,001	456,699
Community Prgms/Contributions	0	0	0	0
Financing Costs	35,100	48,428	48,428	48,428
Transfers Out	11,000	11,000	11,000	22,000
Capital Outlay	30,520	260,197	111,730	17,300
Miscellaneous (Extraordinary/Special)	0	0	800	1,171
Total Expenditures	839,595	1,166,937	988,309	975,244
Excess Revenues / (Net Cost to the County)	(741,941)	(1,032,688)	(807,404)	(802,954)
General Appropriation Required	741,941	1,032,688	807,404	802,954
Budget Variance	77,825	0	225,284	0

Department Resources Restated by Fund

Revenues				
General Fund	97,654	134,249	180,905	172,290
Total Revenues	97,654	134,249	180,905	172,290
Expenditures				
General Fund	839,595	1,166,937	988,309	975,244
Total Expenditures	839,595	1,166,937	988,309	975,244



200
Facilities and Grounds Program

Purpose Statement

The purpose of the Facilities and Grounds Program is to provide maintenance and construction services to County departments, residents and visitors so they can access and deliver County services in a safe and comfortable environment.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	16,000	16,000	16,000	16,000
Charges for Services	435	0	400	400
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	27,397	25,397	0
Other Financing Sources and Misc.	81,219	90,852	139,108	155,890
Total Revenues	97,654	134,249	180,905	172,290
Expenditures				
Personnel	318,566	393,431	368,599	394,896
Supplies	27,654	24,100	29,751	34,750
Purchased Services	416,755	429,781	418,001	456,699
Community Prgms/Contributions	0	0	0	0
Financing Costs	35,100	48,428	48,428	48,428
Transfers Out	11,000	11,000	11,000	22,000
Capital Outlay	30,520	260,197	111,730	17,300
Miscellaneous (Extraordinary/Special)	0	0	800	1,171
Total Expenditures	839,595	1,166,937	988,309	975,244
Excess Revenues / (Net Cost to the County)	(741,941)	(1,032,688)	(807,404)	(802,954)
General Appropriation Required	741,941	1,032,688	807,404	802,954
Budget Variance	77,825	0	225,284	0



386
Facilities and Grounds Activity

Purpose Statement

The purpose of the Facilities and Grounds Activity is to provide maintenance and construction services to County departments, residents and visitors so they can access and deliver County services in a safe and comfortable environment.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	16,000	16,000	16,000	16,000
Charges for Services	435	0	400	400
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	27,397	25,397	0
Other Financing Sources and Misc.	81,219	90,852	139,108	155,890
Total Revenues	97,654	134,249	180,905	172,290
Expenditures				
Personnel	318,566	393,431	368,599	394,896
Supplies	27,654	24,100	29,751	34,750
Purchased Services	416,755	429,781	418,001	456,699
Community Prgms/Contributions	0	0	0	0
Financing Costs	35,100	48,428	48,428	48,428
Transfers Out	11,000	11,000	11,000	22,000
Capital Outlay	30,520	260,197	111,730	17,300
Miscellaneous (Extraordinary/Special)	0	0	800	1,171
Total Expenditures	839,595	1,166,937	988,309	975,244
Excess Revenues / (Net Cost to the County)	(741,941)	(1,032,688)	(807,404)	(802,954)
General Appropriation Required	741,941	1,032,688	807,404	802,954
Budget Variance	77,825	0	225,284	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	In 2019, Facilities completed 100% of emergency work orders within 24 hours, and no interruptions to normal business were experienced due to those emergencies. Facilities staff completed 80% of all regular work orders and 93% of corrective work orders within seven days. Facilities chose to delay some preventative maintenance work orders intentionally beyond seven days in order to prioritize corrective work, which accounts for the 80% total on-time completion vs. 93% for corrective work orders. No new capital projects or energy savings projects were completed in 2019. Regarding energy efficiency, 2019 was used to solicit, plan, engineer, and contract for two major facility projects in 2020, including rooftop solar on five buildings and a replacement HVAC system at Blackstock. The airport terminal architecture and project planning kicked off in 2019, and it is tracking for a renovation project in 2021. Additionally, the Facilities and Sustainable Operations Director co-led the development planning for affordable housing at Lot-22 and completed affordable housing construction at Stallion Park. The Director also worked with the Community Development Director on development plans for the Shady Island boat launch.
Other:	

Core Services

- Work Order Requests
- Daily Building Janitorial Cleanings
- Constructions and Building Improvements
- Main Sidewalk Entryway Snow Removals
- Equipment Inspections
- New Structure Consultation and Contract Management
- Emergency Repairs
- Scheduled Preventative Maintenance Services
- Mowing and Other Grounds Upkeep Services

Key Performance Measures

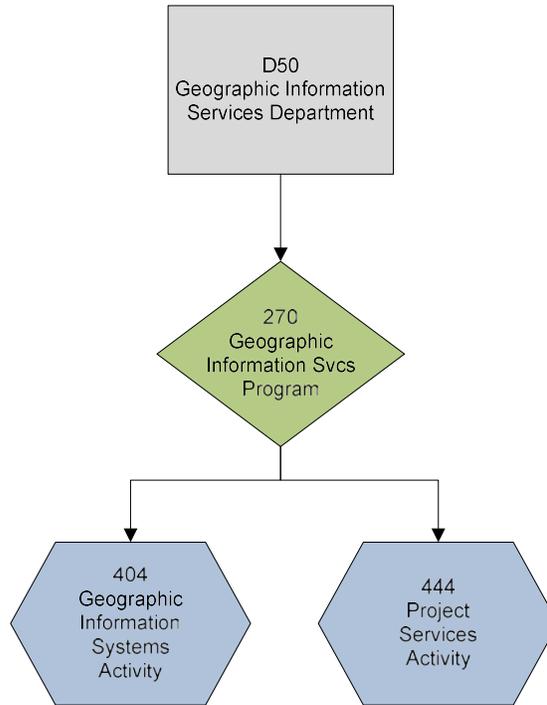
	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of all emergency repair calls that are resolved so that business can continue within 24 hours.	Result	100%	95%	100%	95%

Mission Statement

The mission of the Geographical Information Services Department is to provide geographic data and project services to the public, other County departments and government entities so they can make informed land use decisions and effectively manage emergency response services.

Department Director

Mike Pelletier
221 N. Wisconsin Street, Suite G
Gunnison, CO 81230
(970) 641-7620
mpelletier@gunnisoncounty.org





Geographic Information Services Department

D50

Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	862	1,500	600	1,500
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	179,674	179,674	179,674	179,674
Transfers In	0	0	0	0
Other Financing Sources and Misc.	392	0	0	0
Total Revenues	180,928	181,174	180,274	181,174
Expenditures				
Personnel	213,015	218,570	218,570	221,439
Supplies	4,714	7,137	14,890	7,137
Purchased Services	35,958	44,836	34,271	39,456
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	4,536	5,199	5,199	13,044
Capital Outlay	0	0	365	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	258,223	275,742	273,295	281,076
Excess Revenues / (Net Cost to the County)	(77,295)	(94,568)	(93,021)	(99,902)
General Appropriation Required	77,295	94,568	93,021	99,902
Budget Variance	11,854	0	1,547	0

Department Resources Restated by Fund

Revenues				
General Fund	57	0	0	0
ISF-II	180,871	181,174	180,274	181,174
Total Revenues	180,928	181,174	180,274	181,174
Expenditures				
General Fund	78,078	81,788	81,228	81,293
ISF-II	180,145	193,954	192,067	199,783
Total Expenditures	258,223	275,742	273,295	281,076



270

Geographical Information Services Program

Purpose Statement

The purpose of the Geographical Information Services Program is to provide geographic data and project services to the public, other County departments and government entities so they can make informed land use decisions and effectively manage emergency response services.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	862	1,500	600	1,500
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	179,674	179,674	179,674	179,674
Transfers In	0	0	0	0
Other Financing Sources and Misc.	392	0	0	0
Total Revenues	180,928	181,174	180,274	181,174
Expenditures				
Personnel	213,015	218,570	218,570	221,439
Supplies	4,714	7,137	14,890	7,137
Purchased Services	35,958	44,836	34,271	39,456
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	4,536	5,199	5,199	13,044
Capital Outlay	0	0	365	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	258,223	275,742	273,295	281,076
Excess Revenues / (Net Cost to the County)	(77,295)	(94,568)	(93,021)	(99,902)
General Appropriation Required	77,295	94,568	93,021	99,902
Budget Variance	11,854	0	1,547	0



404
Geographic Information Systems Activity

Purpose Statement

The purpose of the Geographic Information Systems Activity is to provide maps and digital spatial information services to the public, other County departments and governmental entities so they can receive current and accurate geographic data.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	862	1,500	600	1,500
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	179,674	179,674	179,674	179,674
Transfers In	0	0	0	0
Other Financing Sources and Misc.	335	0	0	0
Total Revenues	180,871	181,174	180,274	181,174
Expenditures				
Personnel	151,215	154,590	154,590	156,824
Supplies	3,698	5,937	14,250	5,937
Purchased Services	20,696	28,228	17,663	23,978
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	4,536	5,199	5,199	13,044
Capital Outlay	0	0	365	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	180,145	193,954	192,067	199,783
Excess Revenues / (Net Cost to the County)	726	(12,780)	(11,793)	(18,609)
General Appropriation Required	0	12,780	11,793	18,609
Budget Variance	9,387	0	987	0



Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Performance Narrative:	Key performance measures are expected to continue scoring highly. Acquisition of countywide lidar in 2020 will allow much improved contour and vegetation data for various analysis tasks.
Other:	

Core Services

- Geographic data creation and collection – parcels, addresses, roads, aerials, etc.
- E911 Address Management Services - Address management with emergency services and US Post Service, Regional Coordination
- Website data services – interactive web map, PDF maps, GIS datasets
- Printed maps – large format plotter, mapbooks, etc.
- Specific Mapping Solutions – utility & weed map applications, desktop mapping applications for employees, etc.
- Geographic data analysis
- Global Positioning System (GPS) data collection

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of E911 addressing changes and/or additions received from addressing officials that are updated within two days of receipt.	Result	91%	90%	93%	90%
Percentage of parcel boundaries that are current with the Assessor's Office database.	Result	99.8	99.9%	99.9	99%



444
Project Services Activity

Purpose Statement

The purpose of the Project Services Activity is to provide services related to land conservation, E911 addressing, land use data analysis, project coordination and graphic design services to the public, other County departments, and governmental entities so they can be assured that sufficient private lands are conserved in Gunnison County to create the desired balance of land uses within the County, addressing functions are managed properly within the E911 System, and land use decisions are well informed by geographic data analysis.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	57	0	0	0
Total Revenues	57	0	0	0
Expenditures				
Personnel	61,799	63,980	63,980	64,615
Supplies	1,017	1,200	640	1,200
Purchased Services	15,262	16,608	16,608	15,478
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	78,078	81,788	81,228	81,293
Excess Revenues / (Net Cost to the County)	(78,021)	(81,788)	(81,228)	(81,293)
General Appropriation Required	78,021	81,788	81,228	81,293
Budget Variance	2,467	0	560	0



Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Performance Narrative:	The number of conserved private ranchland acres is tracking below the annual projection, while the number of new 35-acre lots is well within the goal. Next year the acreage of conservation easements should make up for this year’s shortfall.
Other:	

Core Services

- Land Conservation Services – Support Land Preservation Fund Board, Residential Density Transfer Program, Ranchland Initiative
- Historic Preservation – Support Historic Preservation Commission, mapping historic resources
- Land Use Planning Data Analysis - Development & Economic Community Indicators, IMPLAN economic modeling software
- Gunnison Sage-grouse mapping – Priority habitat and conservation parcels, strategic analysis
- Project Coordination Services – Energy, Census, Site Plans, Local Government Approval
- Graphic Design - Technical Drawing, Posters, Signs

Key Performance Measures

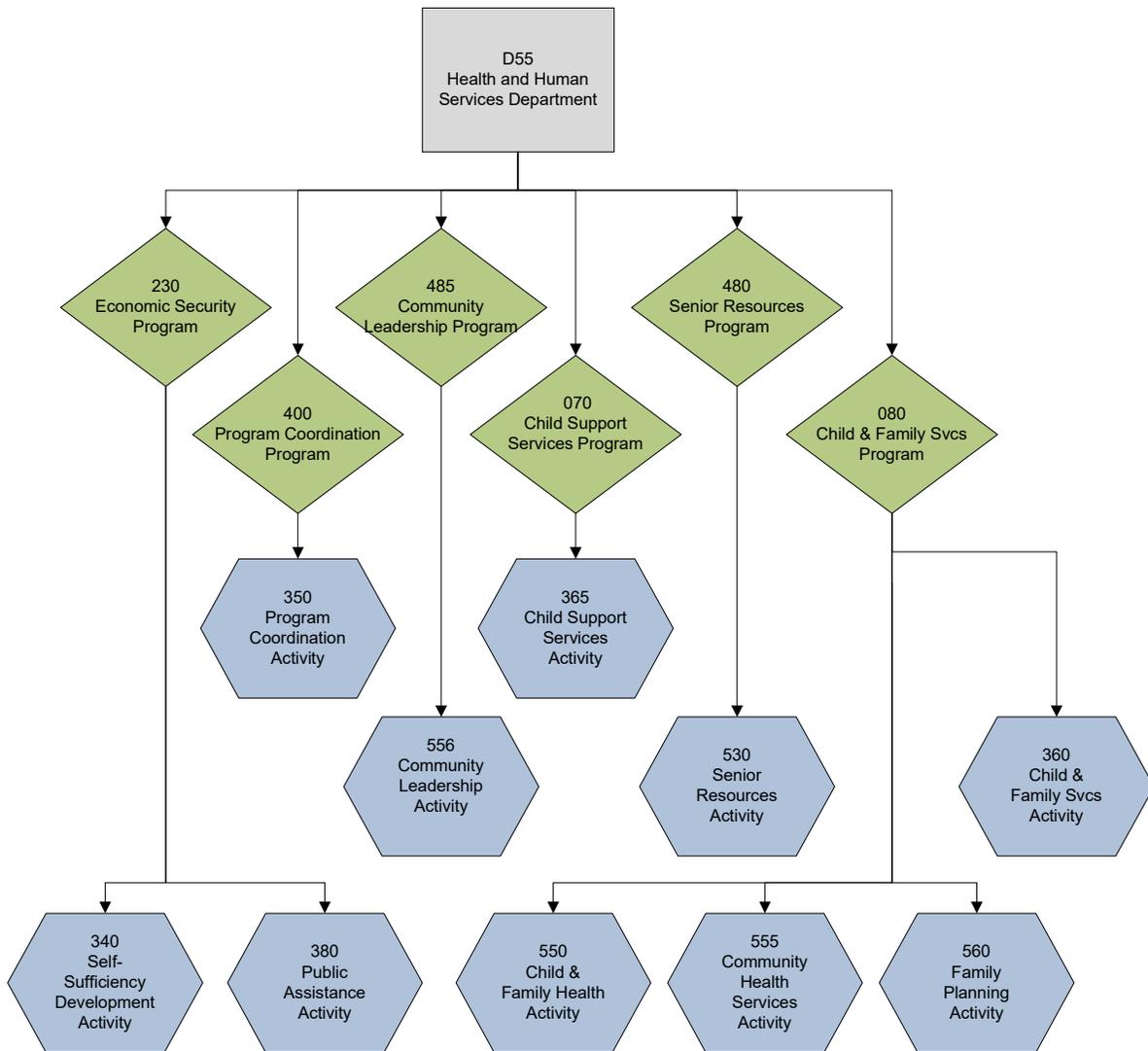
	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Number of new acres of private land conserved.	Output	3,992	1,700	1,029	1,700
Maximum number of new lots created annually by 35-acre developments.	Output	2	10	1	10

Mission Statement

The mission of the Department of Health and Human Services (HHS) is to provide culturally competent advocacy, prevention, protection, and support services to families of Gunnison and Hinsdale Counties so they can prosper and thrive in a healthy and supportive community.

Department Director

Joni Reynolds
 225 N. Pine Street
 Gunnison, CO 81230
 (970) 641-0209 – Public Health
 (970) 641-3244 – Human Services
jreynolds@gunnisoncounty.org





Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	579,873	594,606	594,606	624,100
Licenses and Permits	0	0	0	0
Intergovernmental	4,519,355	4,797,517	4,941,843	5,144,629
Charges for Services	115,403	123,741	136,533	185,524
Contributions and Other Grants	98,293	122,218	104,941	130,995
Fines & Forfeitures	0	4,500	0	5,000
Investment Income	7,302	7,200	13,184	8,800
Interfund Revenues	0	0	0	0
Transfers In	298,000	290,000	229,517	201,947
Other Financing Sources and Misc.	86,072	95,240	91,919	98,000
Total Revenues	5,704,298	6,035,022	6,112,543	6,398,995
Expenditures				
Personnel	2,346,351	2,650,296	2,484,173	2,776,956
Supplies	248,572	213,012	234,754	214,575
Purchased Services	741,507	882,729	993,702	1,018,857
Community Prgms/Contributions	2,086,342	2,028,792	2,148,184	2,247,252
Financing Costs	0	0	0	0
Transfers Out	633,697	262,648	263,748	177,228
Capital Outlay	0	5,000	55,579	1,000
Miscellaneous (Extraordinary/Special)	766	0	0	0
Total Expenditures	6,057,235	6,042,477	6,180,140	6,435,868
Excess Revenues / (Net Cost to the County)	352,937	(7,455)	(67,597)	(36,873)
General Appropriation Required	0	7,455	67,597	36,873
Budget Variance	(29,237)	0	(60,142)	0

Department Resources Restated by Fund

Revenues				
General Fund	496,598	588,690	617,994	631,002
Human Services Fund	3,863,912	4,084,372	4,201,354	4,393,194
Public Health Agency Fund	1,077,288	1,084,960	1,016,195	1,083,799
Rural Transportation Fund	266,500	277,000	277,000	291,000
Total Revenues	5,704,298	6,035,022	6,112,543	6,398,995
Expenditures				
General Fund	553,173	642,894	682,913	695,820
Human Services Fund	4,249,137	4,094,982	4,203,031	4,403,257
Public Health Agency Fund	1,075,278	1,080,601	1,020,196	1,071,791
Rural Transportation Fund	179,647	224,000	274,000	265,000
Total Expenditures	6,057,235	6,042,477	6,180,140	6,435,868



230
Economic Security Program

Purpose Statement

The purpose of the Economic Security Program is to provide advocacy, health coverage, and nutritional and economic support services to individuals, children and families of our community so they can improve economic stability, self-sufficiency, access to healthcare, nutritional health and family stability.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	2,081,003	2,156,178	2,206,748	2,320,427
Charges for Services	0	0	0	0
Contributions and Other Grants	1,693	850	2,598	250
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	291	240	240	0
Total Revenues	2,082,987	2,157,268	2,209,586	2,320,677
Expenditures				
Personnel	111,652	116,817	127,963	143,976
Supplies	907	0	205	0
Purchased Services	125,989	155,900	203,354	170,793
Community Prgms/Contributions	1,819,054	1,869,693	1,853,234	1,987,049
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	84,136	77,560	81,326	83,285
Total Expenditures	2,141,738	2,219,970	2,266,082	2,385,103
Excess Revenues / (Net Cost to the County)	(58,751)	(62,702)	(56,496)	(64,426)
General Appropriation Required	58,571	62,702	56,496	64,426
Budget Variance	4,831	0	6,206	0



340
Self-Sufficiency Development Activity

Purpose Statement

The purpose of the Self-Sufficiency Development Activity is to provide advocacy, health coverage, and nutritional and economic support services to individuals, children and families of our community so they can improve economic stability, self-sufficiency, access to healthcare, nutritional health and family stability.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	429,249	479,267	474,543	492,506
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	429,249	479,267	474,543	492,506
Expenditures				
Personnel	99,509	104,081	115,683	139,706
Supplies	16	0	205	0
Purchased Services	35,186	50,117	37,076	37,100
Community Prgms/Contributions	281,839	319,361	308,168	308,541
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	73,028	67,560	68,578	71,285
Total Expenditures	489,578	541,119	529,710	556,632
Excess Revenues / (Net Cost to the County)				
	(60,329)	(61,852)	(55,167)	(64,126)
General Appropriation Required	60,329	61,852	55,167	64,126
Budget Variance	158	0	6,685	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The results reflect collaboration between TANF case managers, families and community resources. TANF case managers are actively engaged in a two-generation approach to engage, empower and collaborate with families for increased self-sufficiency and success in the work force.
Other:	

Core Services

- Application Processing
- Outreach Sessions

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of Temporary Assistance to Needy Families (TANF) applicants who leave the program due to other reasons besides case sanctions and noncompliance.	Result	New Measure	75%	83.3%	75%



380
Public Assistance Activity

Purpose Statement

The purpose of the Public Assistance Activity is to provide eligibility determination services to qualified Gunnison and Hinsdale County residents so they can have timely access to food, public medical insurance, financial benefits and programs.

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	1,651,754	1,676,911	1,732,205	1,827,921
Charges for Services	0	0	0	0
Contributions and Other Grants	1,693	850	2,598	250
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	291	240	240	0
Total Revenues	1,653,738	1,678,001	1,735,043	1,828,171
Expenditures				
Personnel	12,144	12,736	12,280	4,270
Supplies	891	0	0	0
Purchased Services	90,803	105,783	166,278	133,693
Community Prgms/Contributions	1,537,215	1,550,332	1,545,066	1,678,508
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	11,107	10,000	12,748	12,000
Total Expenditures	1,652,160	1,678,851	1,736,372	1,828,471
Excess Revenues / (Net Cost to the County)	1,578	(850)	(1,329)	(300)
General Appropriation Required	0	850	1,329	300
Budget Variance	4,673	0	(479)	0



**400
Program Coordination Program**

Purpose Statement

The purpose of the Program Coordination Program is to provide client screening and navigation services to individuals and families in Gunnison and Hinsdale Counties so they can have a supportive, positive and helpful initial and ongoing experience.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	313,373	317,606	317,606	333,100
Licenses and Permits	0	0	0	0
Intergovernmental	473,724	640,503	582,927	687,329
Charges for Services	11,090	12,500	12,000	12,000
Contributions and Other Grants	0	0	175	0
Fines & Forfeitures	0	0	0	0
Investment Income	7,302	7,200	13,184	8,800
Interfund Revenues	0	0	0	0
Transfers In	298,000	290,000	229,517	201,947
Other Financing Sources and Misc.	5,415	0	1,679	0
Total Revenues	1,108,904	1,267,809	1,157,088	1,243,176
Expenditures				
Personnel	801,491	963,802	800,144	944,684
Supplies	42,365	44,616	44,347	47,080
Purchased Services	177,304	214,779	249,003	276,490
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	532,202	169,648	164,248	83,228
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	(334,653)	(331,539)	(335,358)	(331,458)
Total Expenditures	1,218,709	1,061,306	922,384	1,020,024
Excess Revenues / (Net Cost to the County)	(109,805)	206,503	234,704	223,152
General Appropriation Required	109,805	0	0	0
Budget Variance	(30,777)	0	28,201	0



350
Program Coordination Activity

Purpose Statement

The purpose of the Program Coordination Activity is to provide client screening and navigation services to individuals and families in Gunnison and Hinsdale Counties so they can have a supportive, positive and helpful initial and ongoing experience.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	313,373	317,606	317,606	333,100
Licenses and Permits	0	0	0	0
Intergovernmental	473,724	640,503	582,927	687,329
Charges for Services	11,090	12,500	12,000	12,000
Contributions and Other Grants	0	0	175	0
Fines & Forfeitures	0	0	0	0
Investment Income	7,302	7,200	13,184	8,800
Interfund Revenues	0	0	0	0
Transfers In	298,000	290,000	229,517	201,947
Other Financing Sources and Misc.	5,415	0	1,679	0
Total Revenues	1,108,904	1,267,809	1,157,088	1,243,176
Expenditures				
Personnel	801,491	963,802	800,144	944,684
Supplies	42,365	44,616	44,347	47,080
Purchased Services	177,304	214,779	249,003	276,490
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	532,202	169,648	164,248	83,228
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	(334,653)	(331,539)	(335,358)	(331,458)
Total Expenditures	1,218,709	1,061,306	922,384	1,020,024
Excess Revenues / (Net Cost to the County)	(109,805)	206,503	234,704	223,152
General Appropriation Required	109,805	0	0	0
Budget Variance	(30,777)	0	28,201	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Client contacts remain at a very high level while still maintaining a high level of customer satisfaction (95%) as evidenced by client surveys. Vital records audits have consistently scored above 95% compliance with State audits.
Other:	

Core Services

- Client Services (Phone and Walk-ins, Screenings, Referrals, Scheduling, Benefits Administration)
- Vital Records
- Child Care Assistance
- Program Compliance and Accountability Services
- Reports (Data Entry and Various Required Reports)
- Legislative Recommendations and Actions

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of clients served who report that they "strongly agree" or "agree" that they were treated politely, courteously and respectfully at the front desk.	Result	97.3%	90%	96.2%	90%
Number of client engagements/contacts completed.	Output	18,815	20,000	15,000	20,000



485

Community Leadership Program

Purpose Statement

The purpose of the Community Leadership Program is to provide community and department leadership, models and best practices, and organization development services to community leaders and County staff so they can achieve optimal health and wellness outcomes and improve community health.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	55,502	60,237	69,066	56,181
Charges for Services	73,396	90,185	99,187	141,116
Contributions and Other Grants	7,593	10,000	20,580	15,000
Fines & Forfeitures	0	4,500	0	5,000
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	136,491	164,922	188,833	217,297
Expenditures				
Personnel	97,502	131,755	132,023	176,033
Supplies	3,704	3,212	3,940	6,600
Purchased Services	32,308	27,856	56,047	39,012
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	5,000	1,984	1,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	133,514	167,823	193,994	222,645
Excess Revenues / (Net Cost to the County)	2,977	(2,901)	(5,161)	(5,348)
General Appropriation Required	0	2,901	5,161	5,348
Budget Variance	9,703	0	(2,260)	0



556

Community Leadership Activity

Purpose Statement

The purpose of the Community Leadership Activity is to provide community and department leadership, models and best practices, and organization development services to community leaders and County staff so they can achieve optimal health and wellness outcomes and improve community health.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	55,502	60,237	69,066	56,181
Charges for Services	73,396	90,185	99,187	141,116
Contributions and Other Grants	7,593	10,000	20,580	15,000
Fines & Forfeitures	0	4,500	0	5,000
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	136,491	164,922	188,833	217,297
Expenditures				
Personnel	97,502	131,755	132,023	176,033
Supplies	3,704	3,212	3,940	6,600
Purchased Services	32,308	27,856	56,047	39,012
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	5,000	1,984	1,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	133,514	167,823	193,994	222,645
Excess Revenues / (Net Cost to the County)	2,977	(2,901)	(5,161)	(5,348)
General Appropriation Required	0	2,901	5,161	5,348
Budget Variance	9,703	0	(2,260)	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Activities to coordinate across the community and region have been successful to integrate multiple assessment and planning processes. Countywide Community Health planning and activities have been developed and implemented with the Community Health Coalition of the Gunnison Valley (CHCGV).
Other:	

Core Services

- Community Health Plan and Updates
- Food Service Facility Inspections
- Social Determinants of Health Model and Interpretations

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of Community Health Plan milestones (Public Health Improvement Plan) accomplished.	Result	75%	80%	70%	80%
Number of food service facility inspections completed.	Output	111	200	200	200



**070
Child Support Services Program**

Purpose Statement

The purpose of the Child Support Services Program is to provide court-ordered establishment and enforcement services to families so they can achieve and maintain compliance and the children can experience the support of both parents.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	60,728	66,230	75,934	77,520
Charges for Services	720	1,200	100	1,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	61,448	67,430	76,034	78,520
Expenditures				
Personnel	75,318	83,186	89,591	98,158
Supplies	0	0	0	0
Purchased Services	2,194	3,570	5,300	3,986
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	7,007	10,500	15,500	10,500
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	84,519	97,256	110,391	112,644
Excess Revenues / (Net Cost to the County)	(23,071)	(29,826)	(34,357)	(34,124)
General Appropriation Required	23,071	29,826	34,357	34,124
Budget Variance	(3,226)	0	(6,418)	0



365
Child Support Services Activity

Purpose Statement

The purpose of the Child Support Services Activity is to provide court-ordered establishment and enforcement services to families so they can achieve and maintain compliance and the children can experience the support of both parents.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	60,728	66,230	75,934	77,520
Charges for Services	720	1,200	100	1,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	61,448	67,430	76,034	78,520
Expenditures				
Personnel	75,318	83,186	89,591	98,158
Supplies	0	0	0	0
Purchased Services	2,194	3,570	5,300	3,986
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	7,007	10,500	15,500	10,500
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	84,519	97,256	110,391	112,644
Excess Revenues / (Net Cost to the County)	(23,071)	(29,826)	(34,357)	(34,124)
General Appropriation Required	23,071	29,826	34,357	34,124
Budget Variance	(3,226)	0	(6,418)	0



Budget Changes

Proposed Change in Funding:	None significant
Proposed Change in FTEs:	None
Performance Narrative:	In 2019, there were additional resources invested in the Child Support Services program to include a part-time staffing position that will provide long term program stability.
Other:	

Core Services

- Paternity Determinations and Court Orders
- Child Support Orders
- Medical/Health Care Orders
- Child Support Modifications
- Child Support Enforcement Services

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of current court-ordered support dollars paid.	Result	77.8% (partial data)	75%	71.1%	75%
Percentage of child support arrears cases that receive a payment during the State fiscal year.	Result	62.9% (partial data)	75%	75.8%	75%
Child support dollars collected.	Result	\$498,320 (partial data)	\$850,000	\$700,000	\$850,000



**480
Senior Resources Program**

Purpose Statement

The purpose of the Senior Resources Program is to provide community outreach and education, preventive health, adult protection and advocacy services to seniors, at-risk adults and their families so they can be more independent, healthy and connected to their community.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	266,500	277,000	277,000	291,000
Licenses and Permits	0	0	0	0
Intergovernmental	140,571	161,000	154,233	191,716
Charges for Services	7,121	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	414,192	438,000	431,233	482,716
Expenditures				
Personnel	186,596	189,186	191,520	208,827
Supplies	82	729	975	1,450
Purchased Services	190,866	236,408	240,085	288,978
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	46,000	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	377,544	426,323	478,580	499,255
Excess Revenues / (Net Cost to the County)	36,648	11,677	(47,347)	(16,539)
General Appropriation Required	0	0	47,347	16,539
Budget Variance	39,867	0	(59,024)	0



530
Senior Resources Activity

Purpose Statement

The purpose of the Senior Resources Activity is to provide community outreach and education, preventive health, adult protection and advocacy services to seniors, at-risk adults and their families so they can be more independent, healthy and connected to their community.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	266,500	277,000	277,000	291,000
Licenses and Permits	0	0	0	0
Intergovernmental	140,571	161,000	154,233	191,716
Charges for Services	7,121	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	414,192	438,000	431,233	482,716
Expenditures				
Personnel	186,596	189,186	191,520	208,827
Supplies	82	729	976	1,450
Purchased Services	190,866	236,408	240,085	288,978
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	46,000	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	377,544	426,323	478,581	499,255
Excess Revenues / (Net Cost to the County)	36,648	11,677	(47,348)	(16,539)
General Appropriation Required	0	0	47,348	16,539
Budget Variance	39,867	0	(59,025)	0



Budget Changes

Proposed Change in Funding:	Slight increase (5%)
Proposed Change in FTEs:	None
Performance Narrative:	The Senior Resource team continues to demonstrate long-term stability for seniors in their homes with resource investments from programs, staff and community resources leading to healthy outcomes for Seniors and their families.

Other:

Core Services

- Neglect and Abuse Findings and Responses
- Home-based Visits and Case Management Services
- Court-appointed Visits and Reports
- Long-term Care Planning and Counseling
- Insurance Counseling Services- Medicare, Medicaid, Private
- Education and Information on Aging Topics
- Legal Form Assistance (Powers of Attorney, Health Care Directives)
- Referrals for Care Services (Mental Health, Veterans, In-home Care)
- Senior Transportation Services Countywide
- Senior Meals Site Services and Home Delivered Meals

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of respondents to the biennial Citizen Survey state that access to services provided to seniors by Gunnison County is very easy or somewhat easy.	Result	58.6%	57.4%	78.9%	78.9%
Percentage of seniors served who are able to avoid nursing home placement and remain in their own home for one year or longer.	Result	96%	90%	92.4%	75%



080

Child and Family Services Program

Purpose Statement

The purpose of the Child and Family Services Program is to provide health, education, prevention, assessment, family planning, protection and permanency services to adults, children and their families in Gunnison and Hinsdale Counties so they can thrive in safe, stable and permanent homes.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	1,707,826	1,705,369	1,852,934	1,811,456
Charges for Services	23,077	19,856	25,246	31,408
Contributions and Other Grants	89,008	111,368	81,588	115,745
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	80,365	95,000	90,000	98,000
Total Revenues	1,900,276	1,931,593	2,049,768	2,056,609
Expenditures				
Personnel	1,073,791	1,157,550	1,142,932	1,205,278
Supplies	201,512	164,455	185,286	159,445
Purchased Services	212,849	244,216	239,912	239,597
Community Prgms/Contributions	267,288	159,099	294,950	260,203
Financing Costs	0	0	0	0
Transfers Out	94,488	82,500	84,000	83,500
Capital Outlay	0	0	7,595	0
Miscellaneous (Extraordinary/Special)	251,283	253,979	254,032	248,173
Total Expenditures	2,101,211	2,061,799	2,208,707	2,196,196
Excess Revenues / (Net Cost to the County)	(200,935)	(130,206)	(158,939)	(139,587)
General Appropriation Required	200,935	130,206	158,939	139,587
Budget Variance	(49,635)	0	(28,733)	0



360

Child and Family Services Activity

Purpose Statement

The purpose of the Children and Family Services Activity is to provide health, education, prevention, assessment, family planning, protection and permanency services to adults, children and their families in Gunnison and Hinsdale Counties so they can thrive in safe, stable and permanent homes.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	923,257	903,089	1,008,229	974,673
Charges for Services	2,825	600	710	900
Contributions and Other Grants	1,286	1,000	1,000	1,000
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	927,368	904,689	1,009,939	976,573
Expenditures				
Personnel	524,988	548,226	548,229	554,383
Supplies	1,071	3,000	3,822	0
Purchased Services	34,996	61,946	58,446	67,252
Community Prgms/Contributions	239,147	136,080	265,000	222,424
Financing Costs	0	0	0	0
Transfers Out	94,488	82,500	84,000	83,500
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	251,283	253,979	254,032	248,173
Total Expenditures	1,145,973	1,085,731	1,213,529	1,175,732
Excess Revenues / (Net Cost to the County)	(218,605)	(181,042)	(203,590)	(199,159)
General Appropriation Required	218,605	181,042	203,590	199,159
Budget Variance	(45,559)	0	(22,548)	0



Budget Changes

Proposed Change in Funding:	Slight increase of 8%
Proposed Change in FTEs:	None
Performance Narrative:	Child protection services increased with complex cases including out-of-home placements and additional required resources to support reunification and safety of children. Data tracking and review for Child Protection Team (CPT) meetings has developed and needed community resources and family supports are being identified.
Other:	

Core Services

- Abuse and Neglect Reporting, Evaluation and Assessment
- Crisis Intervention Services
- Foster Care Recruitment, Certification, Training and Support
- Community Resource Referrals
- Treatment Planning
- Supervised Visitation and Planning
- Mentoring Services
- Professional Consultations
- Community Collaborations



Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Minimum percentage of children in Gunnison and Hinsdale Counties who have not experienced severe abuse or neglect.	Result	100%	99%	100%	99%
Percentage of children who have received all required immunizations upon entering school.	Result	67%	90%	53%	90%
Maximum teen-pregnancy rate.	Result	4.9%	10%	4.9%	10%
Maximum percentage of children aged 2-5 years and served by Women, Infants and Children (WIC) who are identified as obese.	Result	5.3%	7%	5.4%	7%
Percentage of respondents to the biennial Citizen Survey state that the availability of preventative health services in Gunnison County is good or excellent.	Result	46%	45%	51%	51%
Percentage of pregnant women who receive early prenatal care during the first trimester.	Result	88.2%	90%	90%	90%



550
Child and Family Health Activity

Purpose Statement

The purpose of the Child and Family Health Activity is to provide education, consultation, health and referral services to children and families so they can experience optimal health and wellbeing.

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	234,571	273,458	287,178	285,986
Charges for Services	636	5,656	9,536	14,508
Contributions and Other Grants	44,815	60,964	57,434	53,789
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	280,022	340,078	354,148	354,283
Expenditures				
Personnel	194,893	272,498	256,999	272,752
Supplies	16,587	4,485	13,602	7,741
Purchased Services	27,978	27,683	42,797	33,753
Community Prgms/Contributions	28,141	23,019	28,962	37,779
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	2,728	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	267,599	327,685	345,088	352,025
Excess Revenues / (Net Cost to the County)	12,423	12,393	9,060	2,258
General Appropriation Required	0	0	0	0
Budget Variance	5,610	0	(3,333)	0



555
Community Health Services Activity

Purpose Statement

The purpose of the Community Health Services Activity is to provide community health, consumer protection and emergency preparedness services to residents so that they can experience an enhanced level of wellness and safety.

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	413,017	401,822	390,645	406,613
Charges for Services	11,242	7,000	7,000	8,000
Contributions and Other Grants	40,820	48,204	22,854	60,456
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	65,496	70,000	70,000	80,000
Total Revenues	530,575	527,026	490,499	555,069
Expenditures				
Personnel	275,232	275,226	246,638	293,255
Supplies	133,050	102,350	104,391	104,394
Purchased Services	120,711	122,712	110,164	112,217
Community Prgms/Contributions	0	0	988	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	4,867	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	528,993	500,288	467,048	509,866
Excess Revenues / (Net Cost to the County)	1,582	26,738	23,451	45,203
General Appropriation Required	0	0	0	0
Budget Variance	(2,291)	0	(3,287)	0



**560
Family Planning Activity**

Purpose Statement

The purpose of the Family Planning Activity is to provide health services to residents of Gunnison County so they can achieve optimal reproductive health.

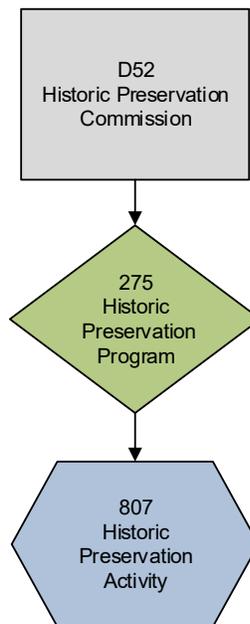
	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	136,981	135,000	166,882	144,184
Charges for Services	8,374	6,600	8,000	8,000
Contributions and Other Grants	2,087	1,200	300	500
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	14,869	25,000	20,000	18,000
Total Revenues	162,311	167,800	195,182	170,684
Expenditures				
Personnel	78,678	69,600	91,065	84,888
Supplies	50,804	54,620	63,472	47,310
Purchased Services	29,164	31,875	28,504	26,375
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	158,646	156,095	183,041	158,573
Excess Revenues / (Net Cost to the County)	3,665	11,705	12,141	12,111
General Appropriation Required	0	0	0	0
Budget Variance	(7,395)	0	436	0

Mission Statement

The mission of the Historic Preservation Commission is to provide historical, cultural and architectural landmark identification and nomination services to the Gunnison County Board of County Commissioners so it can evaluate landmarks for inclusion on the Gunnison County Register of Historic Landmarks. The Commission is also responsible to make the community aware of historical information that is available to them and to continue to gather historical information on Gunnison County.

Director

Mike Pelletier, Geographic Information Services Manager
221 N. Wisconsin Street
Gunnison, CO 81230
(970) 641-7929
mpelletier@gunnisoncounty.org





Summary of Commission Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Commission Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	5,817	30,134
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	5,817	30,134
Expenditures				
Personnel	0	0	0	0
Supplies	0	300	300	300
Purchased Services	936	2,592	8,409	35,226
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	936	2,892	8,709	35,526
Excess Revenues / (Net Cost to the County)	(936)	(2,892)	(2,892)	(5,392)
General Appropriation Required	936	2,892	2,892	5,392
Budget Variance	1,956	0	0	0

Commission Resources Restated by Fund

Revenues				
General Fund	0	0	5,817	30,134
Total Revenues	0	0	5,817	30,134
Expenditures				
General Fund	936	2,892	8,709	35,526
Total Expenditures	936	2,892	8,709	35,526



275
Historic Preservation Program

Purpose Statement

The mission of the Historic Preservation Program is to provide historical, cultural and architectural landmark identification and nomination services to the Gunnison County Board of County Commissioners so it can evaluate landmarks for inclusion on the Gunnison County Register of Historic Landmarks. The Commission has to meet the requirements of the Colorado Historical Society Certified Local Government. The Commission is also responsible to make the community aware of historical information both County and State wide that is available to them and to continue to gather historical information on Gunnison County.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	5,817	30,134
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	5,817	30,134
Expenditures				
Personnel	0	0	0	0
Supplies	0	300	300	300
Purchased Services	936	2,592	8,409	35,226
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	936	2,892	8,709	35,526
Excess Revenues / (Net Cost to the County)	(936)	(2,892)	(2,892)	(5,392)
General Appropriation Required	936	2,892	2,892	5,392
Budget Variance	1,956	0	0	0



807
Historic Preservation Activity

Purpose Statement

The mission of the Historic Preservation Activity is to provide historical, cultural and architectural landmark identification and nomination services to the Gunnison County Board of County Commissioners so it can evaluate landmarks for inclusion on the Gunnison County Register of Historic Landmarks.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	5,817	30,134
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	5,817	30,134
Expenditures				
Personnel	0	0	0	0
Supplies	0	300	300	300
Purchased Services	936	2,592	8,409	35,226
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	936	2,892	8,709	35,526
Excess Revenues / (Net Cost to the County)	(936)	(2,892)	(2,892)	(5,392)
General Appropriation Required	936	2,892	2,892	5,392
Budget Variance	1,956	0	0	0



Budget Changes

Proposed Change in Funding:	An additional \$2,500 to contribute toward a local effort to digitize historic newspapers, allowing them to be searchable by key word.
Proposed Change in FTEs:	None
Performance Narrative:	HPC members made accomplishments with regards to educating the public on historic resources in the county, digitizing historic newspapers, surveying historic structures in the Crystal townsite, and toward a historic signage program for downtown Gunnison.
Other:	

Core Services

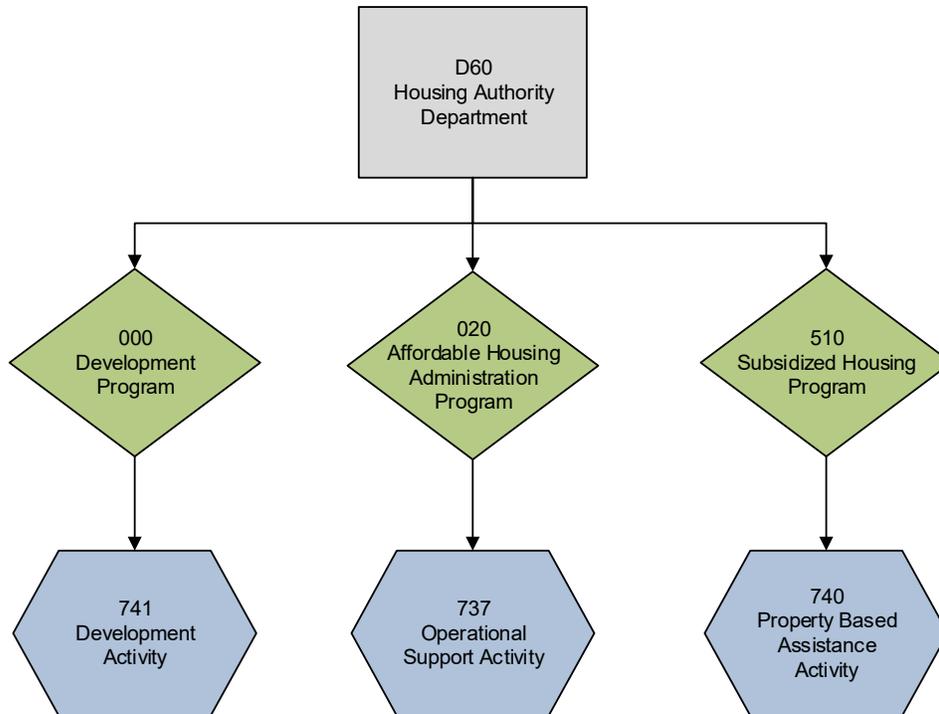
- Historic Preservation Register property owner consultations
- Colorado Historical Society Certified Local Government requirement fulfillments
- Website services
- Brochures
- Educational program sessions
- Native Gunnison County resident interviews
- State and National Historic Preservation participations, property reviews
- Board of County Commissioner landmark recommendations
- Historic site mapping services
- Films made in Gunnison County
- Survey as required by the CLG
- Mapping downtown Gunnison buildings/businesses
- Sponsor activities during Colorado Historical Preservation Month (May)

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Number of local properties designated as historic resources.	Result	0	1	0	1
Number of design review hearings for designated properties.	Output	0	1	0	1
Number of new local historic property designations.	Output	0	1	0	1

Mission Statement

On January 1, 2013, an intergovernmental housing authority under C.R.S. 29-1-204.5 called the Gunnison Valley Regional Housing Authority was created, and service delivery was transferred to this new organization.





Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	141,772	140,000	141,286	140,000
Charges for Services	4,967	5,098	5,100	5,100
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	1,284	1,400	2,600	1,200
Interfund Revenues	0	0	0	0
Transfers In	1,085,695	1,550,000	1,075,000	150,000
Other Financing Sources and Misc.	194,175	462,228	793,352	138,905
Total Revenues	1,427,893	2,158,726	2,017,338	435,205
Expenditures				
Personnel	0	489	0	0
Supplies	3,807	3,430	3,060	3,060
Purchased Services	232,467	178,476	183,402	188,153
Community Prgms/Contributions	0	0	0	0
Financing Costs	153,790	384,711	377,917	39,509
Transfers Out	23,712	437,832	312,832	5,724
Capital Outlay	1,233,713	1,115,000	1,075,000	150,000
Miscellaneous (Extraordinary/Special)	25,094	250	16,290	10,250
Total Expenditures	1,672,583	2,120,188	1,968,501	396,696
Excess Revenues / (Net Cost to the County)	(244,690)	38,538	48,837	38,509
General Appropriation Required	244,690	0	0	0
Budget Variance	(851,373)	0	10,299	0

Department Resources Restated by Fund

Revenues				
Housing Authority Fund	1,156,416	1,595,368	1,446,095	205,055
Senior Housing Fund	234,990	224,950	232,836	230,150
Assisted Living Fund	36,487	338,408	338,407	0
Total Revenues	1,427,893	2,158,726	2,017,338	435,205
Expenditures				
Housing Authority Fund	1,362,115	1,600,191	1,433,385	201,815
Senior Housing Fund	273,981	181,589	196,709	194,881
Assisted Living Fund	36,486	338,408	338,407	0
Total Expenditures	1,672,583	2,120,188	1,968,501	396,696



**000
Development Program**

Purpose Statement

The purpose of the Development Program is to provide affordable housing acquisition and construction services to low- and moderate-income residents of Gunnison County so they can have access to increased choices and supply of affordable housing.

Note: On January 1, 2013, an intergovernmental housing authority under C.R.S. 29-1-204.5 called the Gunnison Valley Regional Housing Authority was created, and service delivery was transferred to this new organization.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	1,085,695	1,550,000	1,075,000	150,000
Other Financing Sources and Misc.	39,993	39,170	39,355	39,355
Total Revenues	1,125,688	1,589,170	1,114,355	189,355
Expenditures				
Personnel	0	0	0	0
Supplies	874	420	50	50
Purchased Services	99,106	36,980	34,113	34,051
Community Prgms/Contributions	0	0	0	0
Financing Costs	2,527	2,527	2,527	2,527
Transfers Out	0	0	0	0
Capital Outlay	1,233,714	1,115,000	1,075,000	150,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	1,336,220	1,154,927	1,111,690	186,628
Excess Revenues / (Net Cost to the County)	(210,532)	434,243	2,665	2,727
General Appropriation Required	210,532	0	0	0
Budget Variance	(896,518)	0	(431,578)	0



**741
Development Activity**

Purpose Statement

The purpose of the Development Activity is to provide affordable housing acquisition and construction services to low- and moderate-income residents of Gunnison County so they can have access to increased choices and supply of affordable housing.

Note: On January 1, 2013, an intergovernmental housing authority under C.R.S. 29-1-204.5 called the Gunnison Valley Regional Housing Authority was created, and service delivery was transferred to this new organization.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	1,085,695	1,550,000	1,075,000	150,000
Other Financing Sources and Misc.	39,993	39,170	39,355	39,355
Total Revenues	1,125,688	1,589,170	1,114,355	189,355
Expenditures				
Personnel	0	0	0	0
Supplies	874	420	50	50
Purchased Services	99,106	36,980	34,113	34,051
Community Prgms/Contributions	0	0	0	0
Financing Costs	2,527	2,527	2,527	2,527
Transfers Out	0	0	0	0
Capital Outlay	1,233,713	1,115,000	1,075,000	150,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	1,336,220	1,154,927	1,111,690	186,628
Excess Revenues / (Net Cost to the County)	(210,532)	434,243	2,665	2,727
General Appropriation Required	210,532	0	0	0
Budget Variance	(896,518)	0	(431,578)	0



020

Affordable Housing Administration Program

Purpose Statement

The purpose of the Affordable Housing Administration Program is to provide customer service, housing and homeownership information services to residents of Gunnison County so they can make informed decisions about affordable housing.

Note: On January 1, 2013, an intergovernmental housing authority under C.R.S. 29-1-204.5 called the Gunnison Valley Regional Housing Authority was created, and service delivery was transferred to this new organization.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	4,967	4,998	5,000	5,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	865	1,200	700	700
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	24,895	0	326,040	10,000
Total Revenues	30,727	6,198	331,740	15,700
Expenditures				
Personnel	0	0	0	0
Supplies	0	10	10	10
Purchased Services	2,182	7,422	8,853	9,453
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	23,712	437,832	312,832	5,724
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	25,894	445,264	321,695	15,187
Excess Revenues / (Net Cost to the County)	4,833	(439,066)	10,045	513
General Appropriation Required	0	439,066	0	0
Budget Variance	37,042	0	449,111	0



737
Operational Support Activity

Purpose Statement

The purpose of the Operational Support Activity is to provide office management, customer service, monitoring and information services to housing clients and residents of Gunnison County so they can make informed decisions about affordable housing.

Note: On January 1, 2013, an intergovernmental housing authority under C.R.S. 29-1-204.5 called the Gunnison Valley Regional Housing Authority was created, and service delivery was transferred to this new organization.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	4,967	4,998	5,000	5,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	865	1,200	700	700
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	24,895	0	326,040	10,000
Total Revenues	30,727	6,198	331,740	15,700
Expenditures				
Personnel	0	0	0	0
Supplies	0	10	10	10
Purchased Services	2,182	7,422	8,853	9,453
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	23,712	437,832	312,832	5,724
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	25,894	445,264	321,695	15,187
Excess Revenues / (Net Cost to the County)	(4,833)	(439,066)	10,045	513
General Appropriation Required	4,833	439,066	0	0
Budget Variance	37,042	0	449,111	0



510 Subsidized Housing Program

Purpose Statement

The purpose of the Subsidized Housing Program is to provide subsidized rental housing services to low-income residents so they can have safe, quality and affordable housing where they are satisfied to live.

Note: On January 1, 2013, an intergovernmental housing authority under C.R.S. 29-1-204.5 called the Gunnison Valley Regional Housing Authority was created, and service delivery was transferred to this new organization.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	141,772	140,000	141,286	140,000
Charges for Services	0	100	100	100
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	419	200	1,900	500
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	129,287	423,058	427,957	89,550
Total Revenues	271,478	563,358	571,243	230,150
Expenditures				
Personnel	0	489	0	0
Supplies	2,933	3,000	3,000	3,000
Purchased Services	131,179	134,074	140,436	144,649
Community Prgms/Contributions	0	0	0	0
Financing Costs	151,263	382,184	375,390	36,982
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	25,094	250	16,290	10,250
Total Expenditures	310,469	519,997	535,116	194,881
Excess Revenues / (Net Cost to the County)	(38,991)	43,361	36,127	35,269
General Appropriation Required	38,991	0	0	0
Budget Variance	8,103	0	(7,234)	0



740
Property Based Assistance Activity

Purpose Statement

The purpose of the Property Based Assistance Activity is to provide housing and support services to low-income senior and disabled residents so they can have a safe, affordable place where they are satisfied to live.

Note: On January 1, 2013, an intergovernmental housing authority under C.R.S. 29-1-204.5 called the Gunnison Valley Regional Housing Authority was created, and service delivery was transferred to this new organization.

Resource Summary

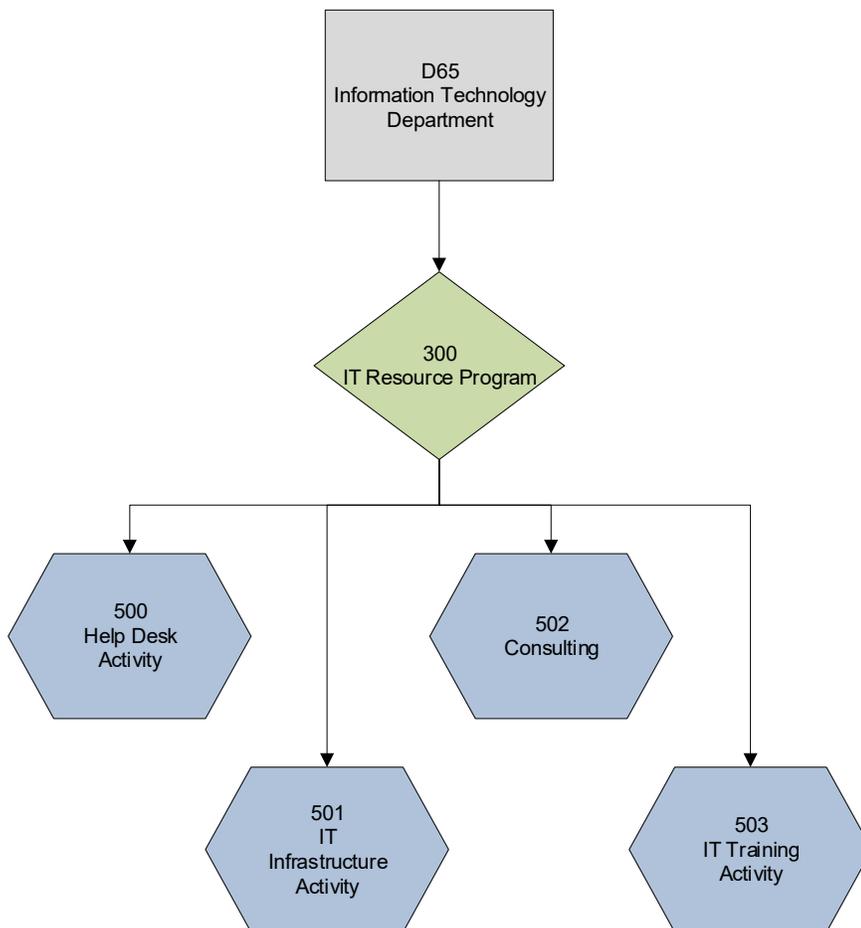
	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	141,772	140,000	141,286	140,000
Charges for Services	0	100	100	100
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	419	200	1,900	500
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	129,287	423,058	427,957	89,550
Total Revenues	271,478	563,358	571,243	230,150
Expenditures				
Personnel	0	489	0	0
Supplies	2,933	3,000	3,000	3,000
Purchased Services	131,179	134,074	140,436	144,649
Community Prgms/Contributions	0	0	0	0
Financing Costs	151,263	382,184	375,390	36,982
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	25,094	250	16,290	10,250
Total Expenditures	310,469	519,997	535,116	194,881
Excess Revenues / (Net Cost to the County)	(38,991)	43,361	36,127	35,269
General Appropriation Required	38,991	0	0	0
Budget Variance	8,103	0	(7,234)	0

Mission Statement

The mission of the Information Technology Department is to provide IT Infrastructure, Help Desk, Consulting, and IT Training services to County departments so they can leverage technology and process improvement strategies to achieve their operational and strategic results.

Department Director

John Felix
221 N. Wisconsin Street
Gunnison, CO 81230
(970) 641-1410
jfelix@gunnisoncounty.org





Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	11,539	4,000	21,147	13,261
Interfund Revenues	634,399	627,902	629,138	608,372
Transfers In	11,000	11,000	11,000	44,500
Other Financing Sources and Misc.	296	0	0	0
Total Revenues	657,234	642,902	661,285	666,133
Expenditures				
Personnel	266,768	309,675	313,348	327,308
Supplies	58,556	49,850	46,030	53,000
Purchased Services	125,300	151,865	134,996	168,539
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	73,571	80,233	80,233	64,344
Capital Outlay	95,965	64,000	60,000	34,128
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	620,160	655,623	634,607	647,319
Excess Revenues / (Net Cost to the County)	37,074	(12,721)	26,678	18,814
General Appropriation Required	0	12,721	0	0
Budget Variance	87,528	0	39,399	0

Department Resources Restated by Fund

Revenues				
ISF-II	657,234	642,902	661,285	666,133
Total Revenues	657,234	642,902	661,285	666,133
Expenditures				
ISF-II	620,160	655,623	634,607	647,319
Total Expenditures	620,160	655,623	634,607	647,319



300
IT Resource Program

Purpose Statement

The purpose of the IT Resource Program is to provide IT infrastructure, Help Desk, Consulting and IT Training services to County departments so they can leverage technology and process improvement strategies to achieve their operational and strategic results.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	11,539	4,000	21,147	13,261
Interfund Revenues	634,399	627,902	629,138	608,372
Transfers In	11,000	11,000	11,000	44,500
Other Financing Sources and Misc.	296	0	0	0
Total Revenues	657,234	642,902	661,285	666,133
Expenditures				
Personnel	266,768	309,675	313,348	327,308
Supplies	58,556	49,850	46,030	53,000
Purchased Services	125,300	151,865	134,996	168,539
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	73,571	80,233	80,233	64,344
Capital Outlay	95,965	64,000	60,000	34,128
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	620,160	655,623	634,607	647,319
Excess Revenues / (Net Cost to the County)	37,074	(12,721)	26,678	18,814
General Appropriation Required	0	12,721	0	0
Budget Variance	87,528	0	39,399	0



**500
Help Desk Activity**

Purpose Statement

The purpose of the Help Desk Activity is to provide applications, systems access, data recovery, technical assistance and problem solving services to County departments so they have access to the technology tools they need to achieve their operational and strategic results.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	11,539	4,000	21,147	13,261
Interfund Revenues	140,969	140,969	141,751	136,063
Transfers In	0	0	0	22,500
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	152,508	144,969	162,898	171,824
Expenditures				
Personnel	88,144	101,142	102,024	107,750
Supplies	12,691	7,988	12,602	8,813
Purchased Services	5,061	16,566	13,588	52,409
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	5,162	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	111,058	125,696	128,214	168,972
Excess Revenues / (Net Cost to the County)	41,450	19,273	34,684	2,852
General Appropriation Required	0	0	0	0
Budget Variance	22,761	0	15,411	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	We have been consistently achieving our goals in this activity, and will set the target even higher for next year. The intent is to maintain a balance between quick resolution and a high level of customer service. We will continue to focus on this balance.
Other:	

Core Services

- Technical Assistance Responses
- Purchases and Support for Phones, Desktop and Laptop Computers, Printers, Fax Machines, Email Accounts, Photo Copiers and Postage Machines
- System Logon Accounts
- Application Updates
- Application Installations
- Data Recoveries

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of IT fixes or problems solved that do not require a second attempt.	Result	98.9%	75%	97%	90%
Percentage of service requests that are resolved within the published timeframe per severity.	Result	93.8%	75%	93.7%	90%



**501
IT Infrastructure Activity**

Purpose Statement

The purpose of the IT Infrastructure Activity is to provide enterprise systems, network, information security and data backup services to County departments so they can seamlessly and transparently access and leverage technology to do their jobs.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	470,576	464,079	464,405	450,250
Transfers In	0	0	0	0
Other Financing Sources and Misc.	296	0	0	0
Total Revenues	470,872	464,079	464,405	450,250
Expenditures				
Personnel	113,231	139,279	142,812	148,656
Supplies	45,865	41,862	33,428	44,187
Purchased Services	108,698	131,388	117,854	114,958
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	73,571	80,233	80,233	64,344
Capital Outlay	90,803	63,846	60,000	33,974
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	432,168	456,608	434,327	406,119
Excess Revenues / (Net Cost to the County)	38,704	7,471	30,078	44,131
General Appropriation Required	0	0	0	0
Budget Variance	68,171	0	22,607	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Several significant systems upgrades have been accomplished while minimizing the impact to our customers. This is the intent of these measures – to ensure a balance between the push for technology advancements and the need for reliable, available systems. We will continue to focus on this balance.
Other:	

Core Services

- Enterprise Applications
- Purchases and Support for Servers, Network, Phone System
- Internet Connectivity
- Information Security Systems
- Systems Management Services
- System Backups

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of critical applications which impact services to the public are accessible with no unscheduled interruptions during regular working hours.	Result	98.6%	90%	96.9%	90%
Percentage of critical applications which impact services to the public are accessible over 99% of regular working hours.	Result	98.6%	100%	99%	100%
Percentage of systems that are either in compliance with County standards, have a roadmap to become compliant, or are documented exceptions to the standard.	Result	90.9%	100%	96.4%	100%



**502
Consulting Activity**

Purpose Statement

The purpose of the Consulting Activity is to provide technology consultation and business process improvement services to County departments so they can achieve or improve their operational and strategic results.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	11,000	11,000	11,000	22,000
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	11,000	11,000	11,000	22,000
Expenditures				
Personnel	50,843	53,757	53,206	54,677
Supplies	0	0	0	0
Purchased Services	9,539	3,489	3,153	750
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	154	0	154
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	60,382	57,400	56,359	55,581
Excess Revenues / (Net Cost to the County)	(49,382)	(46,400)	(45,359)	(33,581)
General Appropriation Required	49,382	46,400	45,359	33,581
Budget Variance	(2,315)	0	1,041	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	This Activity has not been formalized the way it was intended to be, and instead has been accomplished by an opportunistic approach. In the upcoming year, we will work to shift from simply taking advantage of opportunities to provide consulting services, to a more proactive consulting approach.
Other:	

Core Services

- IT Consultations
- Business Process Improvement Consultations

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of department directors who report they have a strategic partner in the IT Department to help them achieve or improve their operational and strategic results.	Result	81%	75%	75%	75%



**503
IT Training Activity**

Purpose Statement

The purpose of the Training Activity is to provide new systems training and technical education services to County departments so they can gain proficiency and become self-sufficient in the use of technology tools provided by the County.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	22,854	22,854	22,982	22,059
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	22,854	22,854	22,982	22,059
Expenditures				
Personnel	14,550	15,497	15,306	16,225
Supplies	0	0	0	0
Purchased Services	2,002	422	400	422
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	16,552	15,919	15,706	16,647
Excess Revenues / (Net Cost to the County)	6,302	6,935	7,276	5,412
General Appropriation Required	0	0	0	0
Budget Variance	(1,089)	0	341	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	These measures were designed to focus on efficiency and usefulness of IT trainings. During the past year, there was not a focus on IT Training, so no data is available at this time. Training sessions are expected with upcoming implementation projects.
Other:	

Core Services

- New Systems Training Classes
- Technical Education Training Classes
- Knowledge Base
- FAQ's
- Online Video Training Classes
- One-On-One Training Sessions

Key Performance Measures

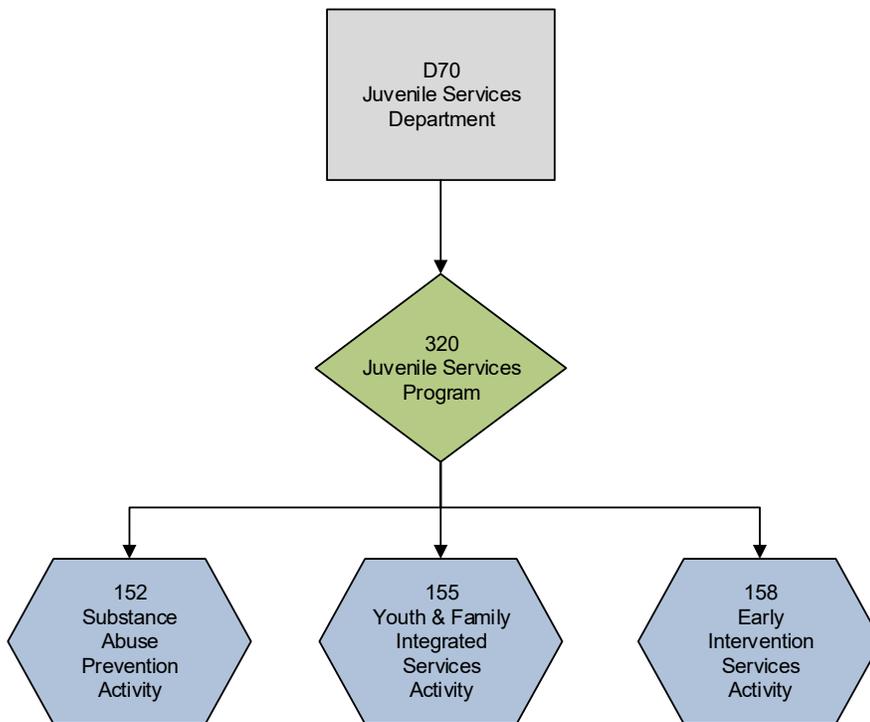
	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of new systems training participants who demonstrate basic knowledge of the system they are trained on.	Result	No Data	75%	No Data	75%

Mission Statement

The mission of the Gunnison County Juvenile Services Department is to provide prevention, collaboration, connection and early intervention services to Gunnison County youth and their families so they can be healthy, resilient, productively involved and connected to their community.

Department Director

Kari Commerford
200 E. Virginia Avenue
Gunnison, CO 81230
(970) 641-4710
kcommerford@gunnisoncounty.org





Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	352,486	552,224	398,172	436,436
Charges for Services	11,660	11,500	10,810	10,650
Contributions and Other Grants	11,114	14,900	23,222	23,000
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	390	0	0	0
Total Revenues	375,650	578,624	432,204	470,086
Expenditures				
Personnel	315,047	423,069	326,819	323,210
Supplies	14,066	32,585	25,023	28,965
Purchased Services	105,046	187,827	150,913	178,942
Community Prgms/Contributions	2,461	4,500	3,482	3,175
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	1,559	1,600	4,620	3,851
Total Expenditures	438,179	649,581	510,857	538,143
Excess Revenues / (Net Cost to the County)	(62,529)	(70,957)	(78,653)	(68,057)
General Appropriation Required	62,529	70,957	78,653	68,057
Budget Variance	9,180	0	(7,696)	0

Department Resources Restated by Fund

Revenues				
General Fund	240,024	438,830	292,014	331,414
Human Services Fund	135,626	139,794	140,190	138,672
Total Revenues	375,650	578,624	432,204	470,086
Expenditures				
General Fund	303,578	510,421	371,654	400,630
Human Services Fund	134,601	139,160	139,203	137,513
Total Expenditures	438,179	649,581	510,857	538,143



320 Juvenile Services Program

Purpose Statement

The purpose of the Gunnison County Juvenile Services Program is to provide prevention, collaboration, connection and early intervention services to Gunnison County youth and their families so they can be healthy, resilient, productively involved and connected to their community.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	352,486	552,224	398,172	436,436
Charges for Services	11,660	11,500	10,810	10,650
Contributions and Other Grants	11,114	14,900	23,222	23,000
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	390	0	0	0
Total Revenues	375,650	578,624	432,204	470,086
Expenditures				
Personnel	315,047	423,069	326,819	323,210
Supplies	14,066	32,585	25,023	28,965
Purchased Services	105,046	187,827	150,913	178,942
Community Prgms/Contributions	2,461	4,500	3,482	3,175
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	1,559	1,600	4,620	3,851
Total Expenditures	438,179	649,581	510,857	538,143
Excess Revenues / (Net Cost to the County)	(62,529)	(70,957)	(78,653)	(68,057)
General Appropriation Required	62,529	70,957	78,653	68,057
Budget Variance	9,180	0	(7,696)	0



152

Gunnison County Substance Abuse Prevention Project Activity

Purpose Statement

The purpose of the Gunnison County Substance Abuse Prevention Project (GCSAPP) Activity is to provide youth and family engagement, education, healthy activities and multi-systems implementation services to youth and their families so they can stay connected with their family and community, make healthy choices, resiliently respond to stress in healthy ways and delay the use of alcohol, tobacco and other drugs.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	166,094	346,166	191,428	230,000
Charges for Services	0	0	0	0
Contributions and Other Grants	9,314	13,400	21,722	23,000
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	175,408	359,566	213,150	253,000
Expenditures				
Personnel	105,286	179,450	97,123	111,115
Supplies	9,310	29,740	18,895	23,000
Purchased Services	58,126	138,558	97,199	115,210
Community Prgms/Contributions	2,461	4,500	3,482	3,175
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	225	500	893	500
Total Expenditures	175,408	352,748	217,592	253,000
Excess Revenues / (Net Cost to the County)	0	6,818	(4,442)	0
General Appropriation Required	0	0	4,442	0
Budget Variance	0	0	(11,260)	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	Increasing 1 FTE – Education and Intervention Services
Performance Narrative:	GCSAPP’s key measures continue to be successful; Gunnison County youth-use rates continue to be lower than state and national averages, with the exception of vaping/nicotine use. Additionally, we continue to increase the amount of youth who report talking to parents about the dangers of substances and the number of youth who report having an adult to help with a serious problem; these measures are statistically significant and well above the state average. GCSAPP continues efforts in teaching prevention in the schools, as well as providing education to parents, professionals and community members. The Choice Pass Program remains a strong prevention effort with over 615 youth signing up for the program and over 450 parents attending an educational event. There is an increasing need for more skill-based services with in-school programming, and Choice Pass violators and Juvenile Services is working on addressing those needs in partnership with the school and other organizations.
Other:	

Core Services

- Parent Education
- Prevention Education in Schools and Community
- Alternative Activities for Youth
- Youth Engagement

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
 Percentage of youth served in 6th - 12th grade who report having had a conversation with at least one parent, in the past 12 months, about the dangers of alcohol and drugs according to Choice Pass survey data.	Result	New Measure	80%	84.35%	80%
 Percentage of youth in 6th-12th grade who report having an adult to go to for help with a serious problem according to the Healthy Kids Colorado survey.	Result	New Measure	90%	90.99%	90%

 = This performance measure aligns directly with the Commissioners’ Strategic Plan.



155

Youth and Family Integrated Services Activity

Purpose Statement

The purpose of the Youth and Family Integrated Services Activity is to provide collaboration, facilitation and connection services to families, the community and service delivery systems in order to achieve positive outcomes for children and families.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	123,741	128,294	128,690	128,672
Charges for Services	10,000	10,000	10,000	10,000
Contributions and Other Grants	1,800	1,500	1,500	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	84	0	0	0
Total Revenues	135,625	139,794	140,190	138,672
Expenditures				
Personnel	119,483	126,284	119,652	102,288
Supplies	664	545	509	665
Purchased Services	13,120	11,231	15,315	31,209
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	1,334	1,100	3,727	3,351
Total Expenditures	134,601	139,160	139,203	137,513
Excess Revenues / (Net Cost to the County)	1,024	634	987	1,159
General Appropriation Required	0	0	0	0
Budget Variance	32	0	353	



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The Family Advocacy Support Team will serve 25 youth and families this year, of whom we expect 75% will not further penetrate the Child Welfare or Juvenile Justice system. We will work to increase awareness of FAST Services as a prevention program to decrease the number of families served who require Wraparound services for longer than six months.
Other:	

Core Services

- Case consultation services
- Family chosen Individual Service and Support Team
- Community Resource referrals for therapeutic, occupational therapy and educational support services.
- Prevention Services to include parent education, youth engagement, alternative activities, prevention education and parenting skills trainings.
- Financial assistance and resources
- Mentoring services and training sessions
- Independent living and Life skills
- In-home therapy
- Support groups
- Information and program meetings at the state and local level.

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of youth/families participating in FAST who do not involuntarily enter the Child Welfare or Juvenile Justice systems.	Result	93.5%	90%	100%	95%
Percentage of children and youth who have shown improved school attendance rates while involved with FAST.	Result	85.2%	80%	92.3%	85%



158
Early Intervention Activity

Purpose Statement

The purpose of the Early Intervention Activity is to provide prevention, diversion and intervention services to Gunnison and Hinsdale County youth and their families so they can, with the help of an advocate, identify and resolve the issues causing their involvement in the justice system and become accountable and responsible for their actions.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	62,650	77,764	78,054	77,764
Charges for Services	1,660	1,500	810	650
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	307	0	0	0
Total Revenues	64,617	79,264	78,864	78,414
Expenditures				
Personnel	90,277	117,335	110,044	109,807
Supplies	4,092	2,300	5,619	5,300
Purchased Services	33,801	38,038	38,399	32,523
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	128,170	157,673	154,062	147,630
Excess Revenues / (Net Cost to the County)	(63,553)	(78,409)	(75,198)	(69,216)
General Appropriation Required	63,553	78,409	75,198	69,216
Budget Variance	9,148	0	3,211	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None.
Performance Narrative:	The percentage of youth who do not receive additional charges during the program remains around 10%, and the percentage of youth who do not commit a new offense within one year of program completion is 85%, which meets our performance goals. Over 90% of youth served who are screened for mental health services are able to receive those services.
Other:	

Core Services

- Program client contracts
- Youth Meetings
- Case Management
- Intake screenings and assessments
- Life Skills
- Crisis Intervention
- Law Education
- Mentoring Services
- Parenting Support
- Family Team Meetings

Key Performance Measures

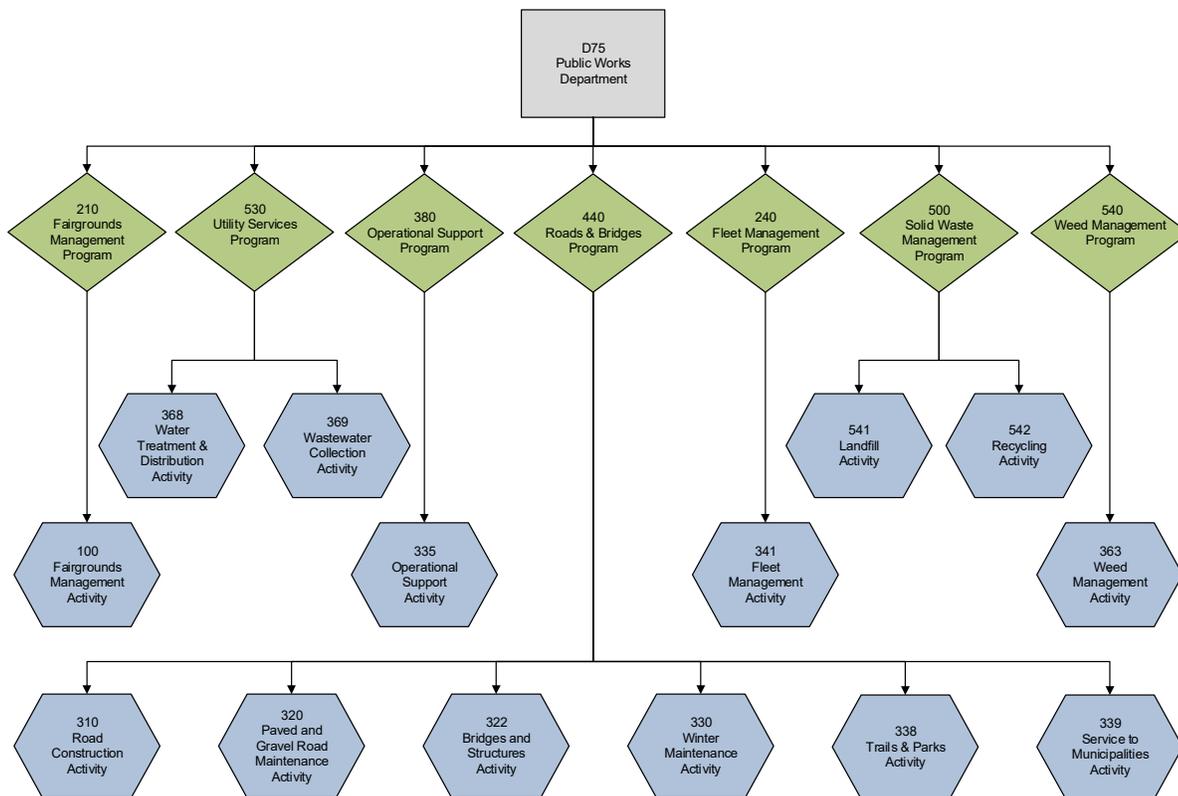
	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of youth who do not receive additional charges during program involvement.	Result	92.3%	90%	100%	92%
Percentage of youth served by Early Intervention who do not commit a new offense within one year of program completion.	Result	90.3%	85%	84.6%	88%
Percentage of youth in the diversion program who meet 80% or more of the requirements in their youth-parent contract.	Result	84.6%	90%	100%	90%

Mission Statement

The mission of the Public Works Department is to provide infrastructure construction and management services to residents, visitors and County departments so they can travel on County roads, pursue recreational interests, and enjoy living in a more sustainable environment.

Department Director

Marlene Crosby
 195 Basin Park Drive
 Gunnison, CO 81230
 (970) 641-0044
mcrosby@gunnisoncounty.org





Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	244,907	200,000	250,000	200,000
Licenses and Permits	40,416	12,320	31,520	12,320
Intergovernmental	5,279,632	5,489,702	5,325,590	5,325,467
Charges for Services	2,292,066	2,096,571	2,093,092	2,179,181
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	5,451	3,990	6,640	3,490
Investment Income	101,840	44,370	180,420	111,175
Interfund Revenues	1,859,520	2,163,571	1,923,252	2,114,458
Transfers In	300,162	384,173	343,673	787,046
Other Financing Sources and Misc.	295,318	229,885	326,487	236,245
Total Revenues	10,419,312	10,624,582	10,480,674	10,969,382
Expenditures				
Personnel	3,736,996	4,112,459	4,031,934	4,149,762
Supplies	1,822,222	2,139,395	2,158,877	2,120,697
Purchased Services	2,664,147	3,309,253	3,112,525	3,722,285
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	258,833	258,043	259,116	240,039
Transfers Out	497,894	526,245	526,245	540,449
Capital Outlay	1,307,085	1,450,253	1,380,825	1,916,515
Miscellaneous (Extraordinary/Special)	13,325	111,259	111,259	81,323
Total Expenditures	10,303,002	11,909,407	11,583,281	12,773,570
Excess Revenues / (Net Cost to the County)	116,310	(1,284,825)	(1,102,607)	(1,804,188)
General Appropriation Required	0	1,284,825	1,102,607	1,804,188
Budget Variance	2,789,993	0	182,218	0

Department Resources Restated by Fund

Revenues				
General Fund	220,980	596,337	296,206	893,811
Road and Bridge Fund	5,533,239	5,369,006	5,600,632	5,416,369
Sewer Fund	761,397	728,033	779,290	783,526
Water Fund	380,938	423,712	416,186	425,747
Solid Waste Fund	1,377,952	1,148,090	1,135,508	1,160,570
ISF-I	2,144,806	2,359,404	2,252,852	2,289,358
Total Revenues	10,419,312	10,624,582	10,480,674	10,969,382
Expenditures				
General Fund	572,813	1,073,176	686,260	1,272,373
Road and Bridge Fund	5,404,693	5,720,970	5,671,877	6,671,004
Sewer Fund	647,813	681,345	732,979	737,463
Water Fund	400,710	408,430	394,437	404,353
Solid Waste Fund	950,300	1,068,571	1,035,571	1,080,369
ISF-I	2,326,673	2,956,915	3,062,157	2,608,008
Total Expenditures	10,303,002	11,909,407	11,583,281	12,773,570



210 Fairgrounds Management Program

Purpose Statement

The purpose of the Fairgrounds Management Program is to provide multi-purpose meeting, grounds and event-management services to the community and County departments so that they can affordably hold their events and meetings in facilities that are centrally located, well managed and safe.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	7,265	4,500	9,144	9,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	60,850	60,000	60,000	22,500
Other Financing Sources and Misc.	28,467	23,800	23,800	25,100
Total Revenues	96,582	88,300	92,944	56,600
Expenditures				
Personnel	185,756	194,653	208,451	182,235
Supplies	8,833	12,260	11,225	12,110
Purchased Services	60,676	52,477	61,154	61,071
Community Prgms/Contributions	0	0	0	0
Financing Costs	1,318	1,318	1,318	1,318
Transfers Out	0	0	39,408	7,500
Capital Outlay	31,299	53,000	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	287,882	313,708	321,586	264,234
Excess Revenues / (Net Cost to the County)	(191,300)	(225,408)	(228,612)	(207,634)
General Appropriation Required	191,300	225,408	228,612	207,634
Budget Variance	19,435	0	(3,204)	0



100
Fairgrounds Management Activity

Purpose Statement

The purpose of the Fairgrounds Management Activity is to provide multi-purpose meeting, grounds and event-management services to the community and County departments so that they can affordably hold their events and meetings in facilities that are centrally located, well managed and safe.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	7,265	4,500	9,144	9,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	60,850	60,000	60,000	22,500
Other Financing Sources and Misc.	28,467	23,800	23,800	25,100
Total Revenues	96,582	88,300	92,944	56,600
Expenditures				
Personnel	185,756	194,653	208,451	182,235
Supplies	8,833	12,260	11,225	12,110
Purchased Services	60,676	52,477	61,154	61,071
Community Prgms/Contributions	0	0	0	0
Financing Costs	1,318	1,318	1,318	1,318
Transfers Out	0	0	0	7,500
Capital Outlay	31,299	53,000	39,408	
Miscellaneous (Extraordinary/Special)	0	0		
Total Expenditures	287,882	313,708	321,556	264,234
Excess Revenues / (Net Cost to the County)	(191,300)	(225,408)	(228,612)	(207,634)
General Appropriation Required	191,300	225,408	228,612	207,634
Budget Variance	19,435	0	(3,204)	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	
Performance Narrative:	<p>In 2019, additional round tables will be purchased to match the ones that were purchased in 2017. They will be the lightweight tables that are much easier for staff and customers renting the building to handle. There will be a strong emphasis in 2020 on safety and energy efficiency. The sprinkler system in the rubber room, which is outdated, will be replaced, and the outside lights are being replaced with LED energy efficient lights.</p> <p>An AED (automated external defibrillator) will be purchased for the building. All safety enhancements, such as fire extinguishers, will be updated and clearly signed for rapid response.</p>
Other:	

Core Services

- Fred R. Field Western Heritage Center
- Event Management
- Grandstands
- Arena Stalls
- Pavilion
- Minor Building Repairs
- Parking Grounds Facilities
- Conference Room
- Event Consultations
- Snow Removal

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of requestors who are able to schedule their events with adequate advance notice.	Result	92.7%	90%	93.7%	95%
Percentage of customers who report that the facilities are clean & free of safety hazards, and that facility management provided the agreed upon spaces, service and support materials.	Result	100%	95%	95%	95%



530 Utility Services Program

Purpose Statement

The purpose of the Utility Services Program is to provide treated drinking water to users of the Dos Rios Water Division and the Antelope Hills Water Division, and to provide sanitary sewer collection services to the Dos Rios, Antelope Hills, North Gunnison and Somerset Sanitation Districts so that the residents served can continue to enjoy and depend on safe drinking water and dependable sanitary sewer service.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	1,067,151	1,066,763	1,070,500	1,120,541
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	4,655	2,480	5,393	2,480
Investment Income	25,223	11,350	48,552	19,175
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	2,547	37,803	37,683	37,747
Total Revenues	1,099,576	1,118,396	1,162,128	1,179,943
Expenditures				
Personnel	164,302	184,708	201,819	187,620
Supplies	12,504	17,540	22,572	20,340
Purchased Services	431,986	451,546	491,513	542,124
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	165,625	166,044	166,315	147,208
Transfers Out	87,859	80,269	80,269	59,546
Capital Outlay	19,614	72,000	46,500	71,000
Miscellaneous (Extraordinary/Special)	5,719	29,659	29,659	29,723
Total Expenditures	890,109	1,004,266	1,041,147	1,106,061
Excess Revenues / (Net Cost to the County)	209,467	114,130	120,981	119,882
General Appropriation Required	0	0	0	0
Budget Variance	140,516	0	6,851	0



368
Water Treatment and Distribution Activity

Purpose Statement

The purpose of the Water Treatment and Distribution Activity is to provide and distribute quality drinking water to Dos Rios Water Division and Antelope Hills Water Division users so they can continue to enjoy and depend on quality drinking water that is safe and affordable.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	335,119	351,680	343,554	357,070
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	1,141	1,000	1,600	1,600
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	1,919	37,683	37,683	37,747
Total Revenues	338,179	390,363	382,837	396,417
Expenditures				
Personnel	106,682	112,006	123,947	118,479
Supplies	6,617	8,685	11,167	10,685
Purchased Services	47,071	65,407	56,231	65,726
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	50,836	50,964	50,964	50,964
Transfers Out	22,871	23,700	23,700	14,520
Capital Outlay	0	30,000	10,000	30,000
Miscellaneous (Extraordinary/Special)	5,719	29,659	29,659	29,723
Total Expenditures	242,296	322,921	308,168	322,327
Excess Revenues / (Net Cost to the County)	95,883	67,442	74,669	73,820
General Appropriation Required	0	0	0	0
Budget Variance	44,989	0	7,227	0



Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs:

Performance Narrative:

In 2019, improvements were made in the plant communication system, so the pumps that were budgeted were not replaced. The high service and intake pumps are in the 2020 budget for replacement as part of our ongoing effort to maintain and upgrade the plant so that any type of mechanical failure does not negatively affect our customers. We will continue to meet all State and Federal water quality regulations and provide our customers excellent customer service.

Other:

Core Services

- Water Testings
- Water Treatments
- Fire Hydrant Quality Water Flushings

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Maximum percentage of water customers who experience unplanned water outages.	Result	0%	1%	0%	1%



369 Wastewater Collection Activity

Purpose Statement

The purpose of the Wastewater Collection Activity is to provide sanitary wastewater collection services to the Dos Rios, Antelope Hills, North Gunnison and Somerset Sanitation Districts so they can continue to enjoy sanitary conditions that are affordable and dependable.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	732,032	715,083	726,946	763,471
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	4,655	2,480	5,393	2,480
Investment Income	24,082	10,350	46,952	17,575
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	628	120	0	0
Total Revenues	761,397	728,033	779,291	783,526
Expenditures				
Personnel	57,620	72,702	77,872	69,141
Supplies	5,887	8,855	11,405	9,655
Purchased Services	384,915	386,139	435,282	476,398
Community Prgms/Contributions	0	0	0	0
Financing Costs	114,789	115,080	115,351	96,244
Transfers Out	64,988	56,569	56,569	45,026
Capital Outlay	19,614	42,000	36,500	41,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	647,813	681,345	732,979	767,464
Excess Revenues / (Net Cost to the County)	113,584	46,688	46,312	46,062
General Appropriation Required	0	0	0	0
Budget Variance	95,527	0	(376)	0



Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs:

Performance Narrative:

The 2020 budget includes a \$27,000 expenditure for a new flow-metering system at the City of Gunnison’s Wastewater Treatment Plant. It will replace a very old flow meter that can no longer be accurately calibrated. The replacement will be done as part of the City’s upgrade of that plant.

Ongoing maintenance to clean and camera lines to identify potential trouble spots and groundwater infiltration will continue.

The Somerset system may be faced with needing an upgrade in 2020 or 2021. The engineering is in process.

Other:

Core Services

- Sewer Line Locates
- Sewer Line Camera Inspections
- Sewer Line Cleanings
- Sewer Line Inspections

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Maximum percentage of customers who experience unplanned sewer outages.	Result	0%	1%	0%	.018%
Percentage of respondents to the biennial citizen survey who report that sewer services are good or excellent.	Result	87%	85%	86%	86%



380
Operational Support Program

Purpose Statement

The purpose of the Operational Support Program is to provide operational and logistical support services to the Public Works Department, other County departments and the public so they can initiate and safely complete their projects in a timely manner.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	244,907	200,000	250,000	200,000
Licenses and Permits	38,581	11,000	30,200	11,000
Intergovernmental	4,995,349	4,780,104	4,919,609	4,450,100
Charges for Services	7,612	5,320	5,477	5,120
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	17	10	10	10
Investment Income	38,505	18,000	60,000	35,000
Interfund Revenues	150,744	407,150	251,804	210,100
Transfers In	112,616	98,173	98,173	113,006
Other Financing Sources and Misc.	55,960	50,050	43,256	36,348
Total Revenues	5,644,291	5,569,807	5,658,529	5,060,684
Expenditures				
Personnel	315,654	382,101	386,639	353,058
Supplies	174,511	318,545	311,370	317,720
Purchased Services	183,902	224,881	222,070	239,142
Community Prgms/Contributions	0	0	0	0
Financing Costs	200	1,082	1,082	1,082
Transfers Out	272,324	296,636	296,636	311,751
Capital Outlay	71,746	2,000	0	1,000
Miscellaneous (Extraordinary/Special)	3,074	46,500	46,500	46,500
Total Expenditures	1,021,411	1,271,745	1,264,297	1,270,253
Excess Revenues / (Net Cost to the County)	4,622,880	4,298,062	4,394,232	3,790,431
General Appropriation Required	0	0	0	0
Budget Variance	2,042,388	0	96,170	0



335
Operational Support Activity

Purpose Statement

The purpose of the Operational Support Activity is to provide administrative and logistical support services to the Public Works Department, other County departments and the public so they can initiate and safely complete their projects in a timely manner.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	244,907	200,000	250,000	200,000
Licenses and Permits	38,581	11,000	30,200	11,000
Intergovernmental	4,995,349	4,780,104	4,919,609	4,450,100
Charges for Services	7,612	5,320	5,477	5,120
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	17	10	10	10
Investment Income	38,505	18,000	60,000	35,000
Interfund Revenues	150,744	407,150	251,804	210,100
Transfers In	112,616	98,173	98,173	113,006
Other Financing Sources and Misc.	55,960	50,050	43,256	36,348
Total Revenues	5,644,291	5,569,807	5,658,529	5,060,684
Expenditures				
Personnel	315,654	382,101	386,639	353,058
Supplies	174,511	318,545	311,370	317,720
Purchased Services	183,902	224,881	222,070	239,142
Community Prgms/Contributions	0	0	0	0
Financing Costs	200	1,082	1,082	1,082
Transfers Out	272,324	296,636	296,636	311,751
Capital Outlay	71,746	2,000	0	1,000
Miscellaneous (Extraordinary/Special)	3,074	46,500	46,500	46,500
Total Expenditures	1,021,411	1,271,745	1,264,297	1,270,253
Excess Revenues / (Net Cost to the County)	4,622,880	4,298,062	4,394,232	3,790,431
General Appropriation Required	0	0	0	0
Budget Variance	2,042,388	0	96,170	0

Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs:

Performance Narrative:

This activity provides the basic administrative services that are necessary in a large, diverse department. The staff handles all of the incoming calls and directs them to the appropriate person in Road & Bridge, Fleet, Landfill, Recycling or Utilities. They are responsible for issuing and tracking seven different permits, scheduling Motor Pool vehicles for other departments, tracking accidents and managing the Safety Program. They are responsible for all data input for our strategic plan, and they are responsible for providing the public up-to-date information on road projects and conditions both via phone and on the website.

Other:

Core Services

- CDL Testings
- Permits
- Accident Review Findings

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of customers who obtain Public Works permits within three working days of submitting a completed application.	Result	100%	96%	96.6%	96%
Percentage of complaints/concerns regarding road conditions, summer and winter that receive an informed response within three business days.	Result	97.6%	98%	100%	98%



440
Roads and Bridges Program

Purpose Statement

The purpose of the Roads and Bridges Program is to provide road and bridge management and maintenance services to residents, visitors, service providers and governmental agencies so they can travel on well-maintained roads while enjoying the natural beauty of Gunnison County.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	109,360	519,248	236,456	787,516
Charges for Services	8,050	1,500	7,500	2,500
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	125,500	85,000	551,540
Other Financing Sources and Misc.	4,494	0	2,400	2,400
Total Revenues	121,904	646,248	331,356	1,343,956
Expenditures				
Personnel	1,780,851	1,977,954	1,842,140	2,051,031
Supplies	951,087	1,125,896	1,115,847	1,058,225
Purchased Services	1,506,433	1,970,611	1,757,750	2,276,717
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	519,451	319,000	244,100	1,213,250
Miscellaneous (Extraordinary/Special)	0	100	100	100
Total Expenditures	4,757,822	5,393,561	4,959,937	6,599,323
Excess Revenues / (Net Cost to the County)				
	(4,635,918)	(4,747,313)	(4,628,581)	(5,255,367)
General Appropriation Required				
	4,635,918	4,747,313	4,628,581	5,255,367
Budget Variance	(396,834)	0	118,732	0



310 Construction Activity

Purpose Statement

The purpose of the Construction Activity is to provide transportation planning and construction services to residents, visitors, service providers and governmental agencies so that they may continue to travel on an efficient transportation network.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	450,000
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	450,000
Expenditures				
Personnel	0	43,492	89,106	24,842
Supplies	0	205,000	175,010	205,000
Purchased Services	0	51,000	50,960	60,500
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	518,513	200,000	231,100	1,025,387
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	518,513	499,492	546,177	1,315,729
Excess Revenues / (Net Cost to the County)	(518,513)	(499,492)	(546,177)	(865,729)
General Appropriation Required	0	499,492	546,177	865,729
Budget Variance	(310,655)	0	(46,685)	0

Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs:

Performance Narrative:

The Cottonwood Pass project was completed in 2019, which allows us to use our limited construction funds available for other projects. In 2019, we began using recycled asphalt millings to pave over gravel, and that program will be continued in 2020.

Other:

Core Services

- Right-of-Way Acquisitions
- Project Designs
- Road Construction
- Hard Surfacing Gravel Roads

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
 Percentage of gravel roads meeting paving criteria that are hard surfaced.	Result	0%	10%	4%	10%

 = This performance measure aligns directly with the Commissioners' Strategic Plan.



320

Paved and Gravel Road Maintenance Activity

Purpose Statement

The purpose of the Paved and Gravel Road Maintenance Activity is to provide road preservation, management and maintenance services to service providers and the public so that they can travel with confidence on well-maintained roads while enjoying the natural beauty of Gunnison County.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	2,143	75,000	2,000	2,000
Charges for Services	500	500	500	500
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	2,094	0	0	0
Total Revenues	4,737	75,500	2,500	2,500
Expenditures				
Personnel	1,281,482	1,197,834	1,078,582	1,205,226
Supplies	909,487	819,950	864,670	789,950
Purchased Services	1,051,318	876,572	820,672	847,622
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	3,242,287	2,894,356	2,763,924	2,842,798
Excess Revenues / (Net Cost to the County)	(3,237,550)	(2,818,856)	(2,761,424)	(2,840,298)
General Appropriation Required	3,237,550	2,818,856	2,761,424	2,840,298
Budget Variance	(540,338)	0	57,432	0

Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs:

Performance Narrative:

We strive to provide well-maintained gravel and paved roads so that our public can travel safely and have an enjoyable experience. The challenge is meeting the demands of increased use and increased costs for materials, labor and equipment with a budget that does not increase proportionately.

In 2020, we will again be cooperating with other local governments in a joint asphalt bid, seeking to obtain lower per-ton prices based on a higher volume. Now that Cottonwood Pass is open, we will chip seal the upper portions of the Taylor River Road. A priority for funding will be the repair and/or replacement of damaged guardrails.

Gravel applications will continue on roads to the extent the budget allows.

Other:

Core Services

- Chloride Applications
- Road Bladings
- Shoulder Maintenances
- Drainage Maintenances

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
 Percentage of paved roads that are seal coated annually (represents 100% of need based on five-year cycle).	Result	6.5%	20%	.465%	20%



= This performance measure aligns directly with the Commissioners' Strategic Plan.



322
Bridges and Structures Activity

Purpose Statement

The purpose of the Bridges and Structures Activity is to provide bridge and structure construction and maintenance services to residents and visitors so they can travel safely across rivers, streams and ditches.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	60,498	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	100,500	60,000	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	100,500	120,498	0
Expenditures				
Personnel	67,084	41,684	20,382	35,282
Supplies	6,387	9,000	3,000	9,000
Purchased Services	54,244	206,500	163,000	6,000
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	938	25,000	5,000	25,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	128,653	282,184	191,382	75,282
Excess Revenues / (Net Cost to the County)	(128,653)	(181,684)	(70,884)	(75,282)
General Appropriation Required	128,653	181,684	70,884	75,282
Budget Variance	73,029	0	110,800	0

Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs:

Performance Narrative:

All bridges over 20 feet in length will be inventoried by the State in 2020, and any needed repairs will be noted.

Our priority project for this activity is the lining of the large culvert under the Gothic Road at Washington Gulch. The project is being funded through the Capital Improvement Program.

Other:

Core Services

- Major Bridge Inspections (20 feet or more)
- Minor Bridge Inspections (less than 20 feet)
- Bridge Guardrail Repairs
- Bridge Signs Repairs
- Bridge Deck and Superstructure Cleanings
- Bridge Installations
- Bridge Replacements

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
 Percentage of major bridges (20' and over) that are independently rated bi-annually as "structurally sound".	Result	84.1%	90%	84.1%	90%
 Percentage of minor structures (under 20') that are rated as "structurally sound".	Result	85%	90%	85%	90%

 = This performance measure aligns directly with the Commissioners' Strategic Plan.



330 Winter Maintenance Activity

Purpose Statement

The purpose of the Winter Maintenance Activity is to provide winter access and information services to residents, visitors and service providers so they can travel with confidence on County roads.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	7,550	1,000	7,000	2,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	7,550	1,000	7,000	2,000
Expenditures				
Personnel	383,666	602,933	565,578	718,942
Supplies	31,689	40,500	68,091	47,600
Purchased Services	293,993	411,600	541,900	624,100
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	100	100	100
Total Expenditures	709,348	1,055,133	1,175,669	1,390,742
Excess Revenues / (Net Cost to the County)	(701,798)	(1,054,133)	(1,168,669)	(1,388,742)
General Appropriation Required	701,798	1,054,133	1,168,669	1,388,742
Budget Variance	323,355	0	(114,536)	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	
Performance Narrative:	<p>Winter is a challenging time of the year for this department. Keeping school bus routes and high-volume roads open and safe is our number one priority. However, we also strive to provide a high level of service to all of our routes. In 2020, we will continue to try and fill full-time positions to assure the needed coverage. We work with Montrose County and Saguache County to exchange plowing in areas that are already served by their crews, and we issue private plow permits to individuals living in areas that have been historically plowed.</p>
Other:	

Core Services

- Gravel road plowings
- Paved road plowings
- Winter maintenance sand applications
- Winter road condition information postings
- Winter "emergency access" request responses
- Winter "changing conditions" request responses

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of school days when snow accumulations meet plow policy criteria at least 1 hour prior to school bus time, routes within 15 miles of County maintenance facilities will be plowed prior to school bus use.	Result	100%	98%	100%	98%
Percentage of respondents to the biennial citizen survey who report that snow removal services on County roads and highways is good or excellent.	Result	80%	80%	80%	80%



338
Trails and Parks Activity

Purpose Statement

The purpose of the Trails and Parks Activity is to provide trails and parks planning, construction and maintenance services to residents and visitors so that they can use trails and parks for commuting and/or recreation.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	37,000	380,750	75,900	644,100
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	2,400	25,000	25,000	101,540
Other Financing Sources and Misc.	0	0	2,400	2,400
Total Revenues	39,400	405,750	103,300	748,040
Expenditures				
Personnel	8,347	45,918	26,125	27,703
Supplies	3,386	51,396	5,026	6,625
Purchased Services	61,229	377,484	117,263	617,040
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	94,000	8,000	162,863
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	72,962	568,798	156,414	814,231
Excess Revenues / (Net Cost to the County)	(33,562)	(163,048)	(53,114)	(66,191)
General Appropriation Required	33,562	163,048	53,114	66,191
Budget Variance	37,986	0	109,934	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	
Performance Narrative:	This budget will continue to be spent on maintenance of trails in the Gunnison and Crested Butte areas. It also includes park maintenance at the White Water Park and the County's share of costs for Hartman Rocks, including trash removal and restroom cleaning.
Other:	

Core Services

- Trail Planning
- Trail Sweeping
- Gravel Trail Maintenances
- Paved Trail Maintenances

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of County maintained trails that have surface treatments, drainage improvements and clearing as needed.	Result	75%	75%	75%	75%
Percentage of paved trails that are swept.	Result	100%	100%	100%	100%
Percentage of respondents to the biennial citizen survey who report that the availability of paths and walking trails is excellent or good.	Result	75%	75%	75%	75%



339
Service to Municipalities Activity

Purpose Statement

The purpose of the Service to Municipalities Activity is to provide services required by the municipalities within our County to those municipalities so that County residents and visitors can travel on well-maintained roads in summer and winter.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	70,217	63,498	98,058	141,416
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	70,217	63,498	98,058	141,416
Expenditures				
Personnel	40,273	46,093	62,366	39,036
Supplies	137	50	50	50
Purchased Services	45,649	47,455	63,955	121,455
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	86,059	93,598	126,371	160,541
Excess Revenues / (Net Cost to the County)	(15,842)	(30,100)	(28,313)	(19,125)
General Appropriation Required	15,842	30,100	28,313	19,125
Budget Variance	19,790	0	1,787	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	
Performance Narrative:	Our department provides services for Mt. Crested Butte, the Towns of Pitkin and Marble. These services are related to winter maintenance and are all or partially reimbursed by the incorporated municipalities. The Town of Somerset is not incorporated, but the budget pays for the street lights to enhance safety in the area.
Other:	

Core Services

- Gravel Road Bladings
- Gravel Road Chloride Applications
- Paved Road Seal Coatings
- Gravel Road Winter Plowings
- Paved Road Winter Plowings
- Street Lightings

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of school days when snow accumulations meet plow policy criteria 1 hour prior to school bus time, routes within 15 miles of County maintenance facilities will be plowed prior to school bus use.	Result	100%	98%	100%	95%
Percentage of municipality roads that are maintained per municipality standards and budgets.	Result	100%	100%	100%	100%



240
Fleet Management Program

Purpose Statement

The purpose of the Fleet Management Program is to provide vehicles, light duty and heavy duty equipment and maintenance and repair services to Public Works and other departments so they can have readiness levels of properly maintained vehicles and equipment sufficient to perform their jobs in an efficient manner without undue delays.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	75,575	70,883	70,883	0
Charges for Services	2,831	5,050	2,528	3,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	19,346	8,000	31,138	20,000
Interfund Revenues	1,708,776	1,756,421	1,671,448	1,904,358
Transfers In	126,696	100,500	100,500	100,000
Other Financing Sources and Misc.	60,785	10,600	123,750	51,100
Total Revenues	1,994,009	1,951,454	2,000,247	2,078,458
Expenditures				
Personnel	602,010	700,929	700,929	671,977
Supplies	588,992	580,700	622,522	624,500
Purchased Services	202,602	239,200	239,665	233,808
Community Prgms/Contributions	0	0	0	0
Financing Costs	39,657	38,124	38,124	38,124
Transfers Out	72,204	78,012	78,012	95,760
Capital Outlay	661,124	984,253	1,048,817	610,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	2,166,589	2,621,218	2,728,069	2,274,169
Excess Revenues / (Net Cost to the County)	(172,580)	(669,764)	(727,822)	(195,711)
General Appropriation Required	0	669,764	727,822	195,711
Budget Variance	559,846	0	(58,058)	0



341
Fleet Management Activity

Purpose Statement

The purpose of the Fleet Management Activity is to provide vehicles, light duty and heavy duty equipment and maintenance and repair services to Public Works and other departments so they can have properly maintained vehicles and equipment needed to perform their jobs.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	75,575	70,883	70,883	0
Charges for Services	2,831	5,050	2,528	3,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	19,346	8,000	31,138	20,000
Interfund Revenues	1,708,776	1,756,421	1,671,448	1,904,358
Transfers In	126,696	100,500	100,500	100,000
Other Financing Sources and Misc.	60,785	10,600	123,750	51,100
Total Revenues	1,994,009	1,951,454	2,000,247	2,078,458
Expenditures				
Personnel	602,010	700,929	700,929	671,977
Supplies	588,992	580,700	622,522	624,500
Purchased Services	202,602	239,200	239,665	233,808
Community Prgms/Contributions	0	0	0	0
Financing Costs	39,657	38,124	38,124	38,124
Transfers Out	72,204	78,012	78,012	95,760
Capital Outlay	661,124	984,253	1,048,817	610,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	2,166,589	2,621,218	2,728,069	2,274,169
Excess Revenues / (Net Cost to the County)	(172,580)	(669,764)	(727,822)	(195,711)
General Appropriation Required	172,580	669,764	727,822	195,711
Budget Variance	559,846	0	(58,058)	0

Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs:

Performance Narrative:

This Activity is responsible for the repair and maintenance of the Gunnison shop facility and shops located in Doyleville, Crested Butte, Somerset and Marble. In addition, it is responsible for the repair and planned replacement of equipment and light-duty vehicles dispatched out of those shops.

This Activity is also responsible for the maintenance and repair of all motor pool vehicles. Staff also repair equipment and vehicles for all departments serving the County, except for the Airport.

Staff prioritizes the replacement of vehicles and equipment, striving to minimize downtime and the cost of expensive repairs on some very old equipment.

Other:

Core Services

- Fleet Assessments
- Fleet Acquisitions and Dispositions
- Vehicle and Light Duty Repairs
- Heavy Equipment Repairs

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of emergency service responders' vehicles and light duty equipment that receives priority in scheduling for maintenance and planned repairs.	Result	100%	100%	100%	100%
Percentage of heavy equipment required for summer/winter readiness that is replaced before the end of its useful life.	Result	33.3%	20%	33%	33.3%



500
Solid Waste Management Program

Purpose Statement

The purpose of the Solid Waste Management Program is to provide recycling and solid waste disposal services to citizens and visitors so they can experience minimal impacts from solid waste disposal.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	16,197	18,500	0	0
Charges for Services	1,199,157	1,013,438	997,943	1,039,020
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	779	1,500	1,237	1,000
Investment Income	18,766	7,020	40,730	37,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	143,054	107,632	95,598	83,550
Total Revenues	1,377,953	1,148,090	1,135,507	1,160,570
Expenditures				
Personnel	523,580	499,814	522,826	532,822
Supplies	72,918	77,357	65,643	76,250
Purchased Services	229,045	315,862	288,771	329,108
Community Prgms/Contributions	0	0	0	0
Financing Costs	52,033	51,475	52,277	52,307
Transfers Out	65,507	71,328	71,328	73,392
Capital Outlay	3,851	20,000	2,000	13,765
Miscellaneous (Extraordinary/Special)	4,532	35,000	35,000	5,000
Total Expenditures	951,466	1,070,836	1,037,845	1,082,644
Excess Revenues / (Net Cost to the County)	426,487	77,254	97,662	77,926
General Appropriation Required	0	0	0	0
Budget Variance	424,617	0	20,408	0



**541
Landfill Activity**

Purpose Statement

The purpose of the Landfill Activity is to provide solid waste disposal service to the public so they can live in a sustainable environment where waste disposal is in compliance with State and Federal regulations to protect air and water quality to insure that the land is efficiently used and expansion of the existing site is appropriately managed.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	13,500	0	0
Charges for Services	926,662	792,679	754,451	782,904
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	779	1,500	1,237	1,000
Investment Income	18,766	7,000	40,730	37,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	28,944	27,632	20,598	23,550
Total Revenues	975,151	842,311	817,016	844,454
Expenditures				
Personnel	243,683	228,974	250,628	262,076
Supplies	46,454	54,912	44,098	51,050
Purchased Services	172,808	245,585	226,479	262,961
Community Prgms/Contributions	0	0	0	0
Financing Costs	52,033	51,475	52,277	52,307
Transfers Out	43,889	47,796	47,796	49,176
Capital Outlay	3,851	20,000	2,000	13,765
Miscellaneous (Extraordinary/Special)	4,532	35,000	35,000	5,000
Total Expenditures	567,250	683,742	658,278	696,335
Excess Revenues / (Net Cost to the County)	407,901	158,569	158,738	148,119
General Appropriation Required	0	0	0	0
Budget Variance	284,442	0	170	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	
Performance Narrative:	<p>Landfill staff continue to be challenged to make the best use of the existing cell in order to extend the life of it. That includes best management practices for compaction and removal of items that can be recycled, or wood that can be burned. In 2019, the County began transporting mattresses to a recycling facility on the front range, which incurs cost but saves a significant amount of space in the cell.</p> <p>As always, methane testing, groundwater monitoring, and load inspections for appropriate waste will continue as the County maintains compliance with State and Federal regulations.</p>
Other:	

Core Services

- Trash Placements
- Appliance, Metal and Aggregate Recycles
- Colorado Department of Public Health and Environment Testing/Permits
- Tire Diversions

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of special waste requests that are handled within 3 days of receipt of final application package.	Result	100%	90%	100%	90%



**542
Recycling Activity**

Purpose Statement

The purpose of the Recycling Activity is to provide drop off, pick up, processing and educational services to the public and government offices so they can live in a more sustainable environment through diversion and reuse of recyclable materials.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	16,197	5,000	0	0
Charges for Services	272,496	220,759	243,492	256,116
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	20	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	114,110	80,000	75,000	60,000
Total Revenues	402,803	305,779	318,492	316,116
Expenditures				
Personnel	279,897	270,840	272,198	270,746
Supplies	26,464	22,445	21,545	25,200
Purchased Services	56,237	70,277	62,293	66,147
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	21,618	23,532	23,532	24,216
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	384,216	387,094	379,568	386,309
Excess Revenues / (Net Cost to the County)	18,587	(81,315)	(61,076)	(70,193)
General Appropriation Required	0	81,315	61,076	70,193
Budget Variance	140,176	0	20,239	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	
Performance Narrative:	Changes in the market in 2019 created challenges for the recycling program. Products had to meet even tighter specifications and the price-per-ton dropped significantly for all paper products. The market is not expected to improve in 2020. County staff will continue to work to educate the public on acceptable products and do the best possible job of sorting material as it is baled to assure production of high-quality products that can be sold at the best price possible.
Other:	

Core Services

- Product Diversions
- Product Bales
- Product Sales
- Recycling Educational Tours

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of respondents to the biennial citizen survey who report that they recycled from their homes.	Result	84%	84%	86%	86%
Percentage of product that is diverted from the waste stream.	Result	10.4%	10%	11.5%	10%



540
Weed Management Program

Purpose Statement

The purpose of the Weed Management Program is to provide state-listed noxious weed control and public awareness services to the public and governmental agencies so that they can protect the County's economic and ecological resources from damage due to noxious weeds.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	1,835	1,320	1,320	1,320
Intergovernmental	83,151	100,967	98,642	87,851
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	11	0	0	0
Total Revenues	84,997	102,287	99,962	89,171
Expenditures				
Personnel	164,843	172,300	169,130	171,019
Supplies	13,377	7,097	9,697	11,552
Purchased Services	49,503	54,676	51,601	40,316
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	227,723	234,073	230,428	222,887
Excess Revenues / (Net Cost to the County)	(142,726)	(131,786)	(130,466)	(133,716)
General Appropriation Required	142,726	131,786	130,466	133,716
Budget Variance	25	0	1,320	0



363
Weed Management Activity

Purpose Statement

The purpose of the Weed Management Activity is to provide state-listed noxious weed control and public awareness services to the public and governmental agencies so that they can protect the County's economic and ecological resources from damage due to noxious weeds.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	1,835	1,320	1,320	1,320
Intergovernmental	83,151	100,967	98,642	87,851
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	11	0	0	0
Total Revenues	84,997	102,287	99,962	89,171
Expenditures				
Personnel	164,843	172,300	169,130	171,019
Supplies	13,377	7,097	9,697	11,552
Purchased Services	49,503	54,676	51,601	40,316
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	227,723	234,073	230,428	222,887
Excess Revenues / (Net Cost to the County)	(142,726)	(131,786)	(130,466)	(133,716)
General Appropriation Required	142,726	131,786	130,466	133,716
Budget Variance	27	0	1,320	0

Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs:

Performance Narrative:

In 2019, the Gunnison County Weed Management Program monitored 1,561 acres of public lands and rights-of way throughout the Gunnison Basin, 103 acres of which were infested with State-listed noxious weed species. These infestations were safely and effectively treated using an integrated weed management approach that included mechanical, cultural and chemical weed management methods.

In addition to the Weed Management Program’s \$131,786 budget, Federal, State, County and municipal partners contributed nearly \$100,000 to our operating budget Management Program. The Program’s grant-funded private lands education, outreach and cost-share program leveraged \$8,000 in grant funding from the Colorado Department of Agriculture to complete over \$18,000 worth of professional survey and treatment of noxious weeds on nearly 1,000 acres of private lands throughout the Gunnison Basin.

Over 30 Reclamation Permit inspections were completed in 2019, which allowed our Program the important opportunity to assist landowners in preventing soil erosion, wildlife habitat impacts and the spread of State-listed noxious weeds.

Knowing that the valley’s population centers are “hotspots” and vectors for noxious weeds, the County partnered with the Town of Crested Butte and Town of Mt. Crested Butte to significantly increase funding for ongoing weed management efforts in those municipalities. We anticipate that ongoing funding from these two partners will continue to support a 900 hour/year seasonal employee who is focused on weed management and educational citizen outreach in and around our valley’s population centers.

The Program was awarded Habitat Protection Program funds by Colorado Parks and Wildlife to integrate re-seeding into our weed management efforts, and we successfully completed a large-scale hydro-seeding project in Gunnison Sage-grouse habitat along CR 26 in 2019, the results of which will inform ongoing future re-seeding efforts.

Educational and community outreach efforts played an important role in the Weed Management Program’s work in 2019. Community engagement activities included organizing two community weed pull events, presenting at numerous educational workshops and community events, and partnering with Western Colorado University to lead classes and contribute to Master of Environmental Management students’ noxious weed-focused master’s projects.

Other:



Core Services

- Reclamation Permit inspections
- Mechanical, cultural, biological and chemical weed treatments
- Weed mappings
- Educational information and programs
- Consultations
- Interagency collaborations

Key Performance Measures

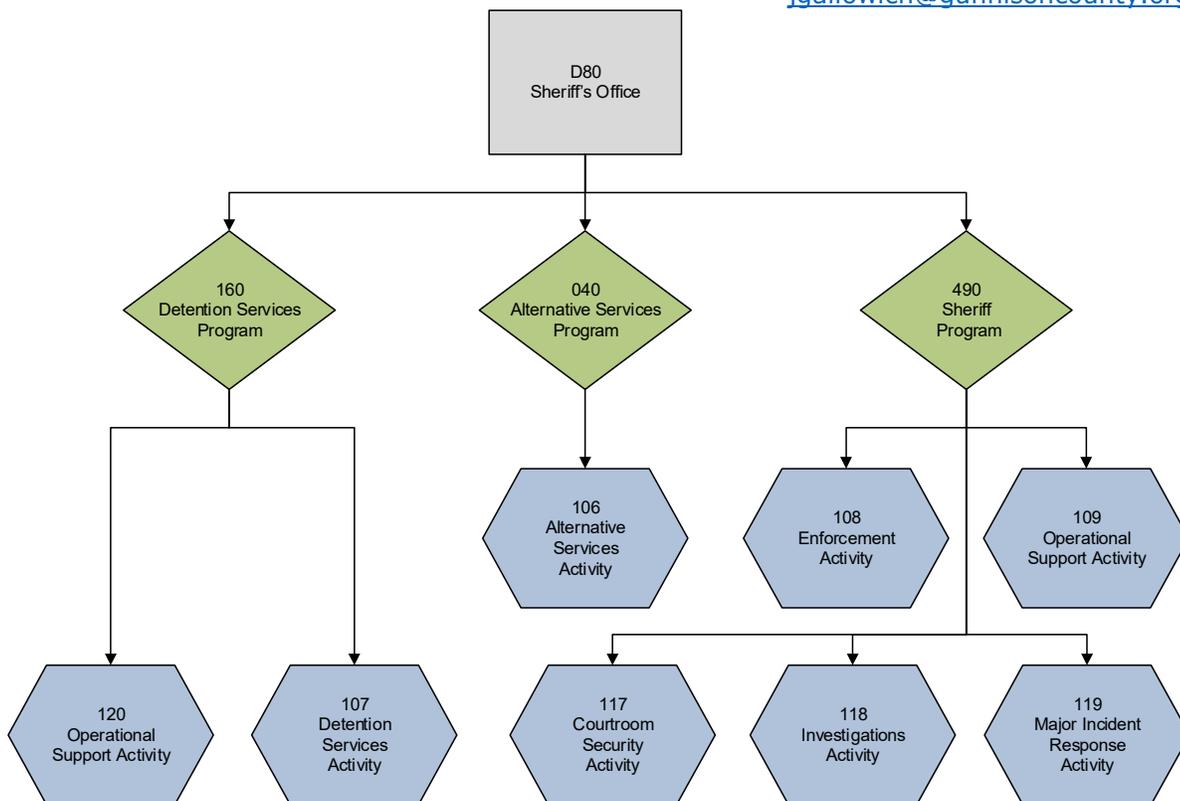
	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of outstanding Gunnison County Reclamation Permits that are inspected by the Weed Coordinator.	Result	100%	80%	100%	100%
Percentage of financial contributors (federal, state and local cooperators) to the Gunnison Basin Weed Management Program report that their expectations are met for weed control by the Gunnison County Weed District on the lands they oversee.	Result	100%	90%	100%	100%

Mission Statement

The mission of the Sheriff's Office is to provide public safety, law enforcement, community service and detention services to the public so they can live, play, and work in a safe and secure environment.

Elected Official

John Gallowich, Sheriff
 510 W. Bidwell Ave.
 Gunnison, CO 81230
 (970) 641-1113
jgallowich@gunnisoncounty.org





Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	54,014	137,884	115,803	227,080
Charges for Services	64,211	67,100	56,248	65,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	96,064	75,000	117,000	118,353
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	7,709	4,000	2,400	4,000
Total Revenues	221,998	283,984	291,451	414,433
Expenditures				
Personnel	2,170,776	2,633,067	2,372,160	2,849,164
Supplies	150,643	158,921	157,087	169,027
Purchased Services	515,816	632,745	673,248	661,082
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	13,997	0	10,000	66,000
Miscellaneous (Extraordinary/Special)	145,217	102,500	132,195	160,000
Total Expenditures	2,996,449	3,527,233	3,344,690	3,905,273
Excess Revenues / (Net Cost to the County)	(2,774,451)	(3,243,249)	(3,053,239)	(3,490,840)
General Appropriation Required	2,774,451	3,243,249	3,053,239	3,490,840
Budget Variance	403,393	0	190,010	0

Department Resources Restated by Fund

Revenues				
General Fund	221,998	283,984	291,451	414,433
Total Revenues	221,998	283,984	291,451	414,433
Expenditures				
General Fund	2,996,449	3,527,233	3,344,690	3,905,273
Total Expenditures	2,996,449	3,527,233	3,344,690	3,905,273



040
Alternative Services Program

Purpose Statement

The purpose of the Alternative Services Program is to provide Useful Public Service management services to local courts and the public so they can be assured that defendants are safely and successfully completing court-ordered Useful Public Service.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	37,293	35,000	30,600	35,000
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	37,293	35,000	30,600	35,000
Expenditures				
Personnel	61,152	65,169	63,450	66,169
Supplies	234	1,550	157	1,450
Purchased Services	7,719	8,837	7,571	7,570
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	69,105	75,556	71,178	75,189
Excess Revenues / (Net Cost to the County)	(31,812)	(40,556)	(40,578)	(40,189)
General Appropriation Required	31,812	40,556	40,578	40,189
Budget Variance	5,939	0	(22)	0



106
Alternative Services Activity

Purpose Statement

The purpose of the Alternative Services Activity is to provide Useful Public Service management services to local courts and the public so they can be assured that defendants are safely and successfully completing court-ordered Useful Public Service.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	37,293	35,000	30,600	35,000
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	37,293	35,000	30,600	35,000
Expenditures				
Personnel	61,152	65,169	63,450	66,169
Supplies	234	1,550	157	1,450
Purchased Services	7,719	8,837	7,571	7,570
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	69,105	75,556	71,178	75,189
Excess Revenues / (Net Cost to the County)				
	(31,812)	(40,556)	(40,578)	(40,189)
General Appropriation Required				
	31,812	40,556	40,578	40,189
Budget Variance	5,939	0	(22)	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The number of cases that carry over from year to year remains fairly consistent.
Other:	

Core Services

- Registrations of local and out-of-county defendants
- Local and out-of-county assignments
- Compliance reports
- Non-compliance reports
- Progress reports
- Court services to local courts
- Juvenile Drug Court and Adult Drug Court representations
- Development of worksites
- Colorado Alternative Sentencing Programs (CASP) liaisons

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of defendants who successfully complete their Useful Public Service.	Result	79%	80%	80%	80%
Percentage of defendants who safely complete their Useful Public Service without injury.	Result	100%	100%	100%	100%



160
Detention Services Program

Purpose Statement

The purpose of the Detention Services Program is to provide mandatory living and judicial services to inmates so they can receive basic needs and living requirements in a safe and secure environment while rehabilitating their negative behaviors.

Summary of Program Resources

	2018 Actual	2019 Budget	2018 Projected	2019 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	15,832	26,145	18,400	119,500
Charges for Services	1,599	32,000	2,000	2,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	17,431	58,145	20,400	121,500
Expenditures				
Personnel	957,458	1,010,898	941,631	1,270,388
Supplies	44,479	30,534	38,830	41,850
Purchased Services	33,689	46,110	42,729	45,492
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	133,342	87,500	119,195	147,000
Total Expenditures	1,168,968	1,175,042	1,142,385	1,504,730
Excess Revenues / (Net Cost to the County)	(1,151,537)	(1,116,897)	(1,121,985)	(1,383,230)
General Appropriation Required	(1,151,537)	1,116,897	1,121,985	1,383,230
Budget Variance	(32,639)	0	(5,088)	0



107
Detention Services Activity

Purpose Statement

The purpose of the Detention Services Activity is to provide mandatory living and judicial services to inmates so they can receive basic needs and living requirements in a safe and secure environment while rehabilitating their negative behaviors.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	13,796	20,100	14,400	115,000
Charges for Services	1,599	32,000	2,000	2,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	15,395	52,100	16,400	117,000
Expenditures				
Personnel	808,983	852,105	800,896	1,096,160
Supplies	29,783	22,650	27,500	28,600
Purchased Services	7,794	14,380	10,989	21,412
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	133,342	87,500	119,195	147,000
Total Expenditures	979,902	976,635	958,580	1,293,172
Excess Revenues / (Net Cost to the County)	(964,507)	(924,535)	(942,180)	(1,176,172)
General Appropriation Required	964,507	924,535	942,180	1,176,172
Budget Variance	(37,842)	0	(17,645)	0

Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs:

Performance Narrative:

The average daily inmate population declined in 2019, from 20-25 in 2018 to an average daily of 15-18 in 2019. This is a direct reflection on sentencing from the Courts and alternative programs for offenders.

Emergency commits no longer statutorily exist for jails in Colorado so those numbers are 0.

Other:

Core Services

- Critical incident responses
- Daily reports
- Meals
- Medical appointments
- Inmate educational sessions
- Medical appointments/transport
- Mental health appointments/transport
- Rehabilitative sessions
- Prisoner transports
- Inmate court escorts



120
Operational Support Activity

Purpose Statement

The purpose of the Operational Support Activity is to provide maintenance and training program services to the Gunnison County Sheriff's Office staff so they can have the knowledge, skills and equipment needed to provide professional public safety services to inmates.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	2,036	6,045	4,000	4,500
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	2,036	6,045	4,000	4,500
Expenditures				
Personnel	148,475	158,793	140,735	174,228
Supplies	14,697	7,884	11,330	13,250
Purchased Services	25,894	31,730	31,740	24,080
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	189,066	198,407	183,805	211,558
Excess Revenues / (Net Cost to the County)	(187,030)	(192,362)	(179,805)	(207,058)
General Appropriation Required	187,030	192,362	179,805	207,058
Budget Variance	5,203	0	12,557	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Although State and Federal training requirements are ever-increasing, the Sheriff's Office meets those requirements as well as in-house training expectations.
Other:	

Core Services

-
- Operational Support (equipment inspections, vehicle and equipment repairs, vehicle equipment replacements and plan replacement schedules)
 - Training Sessions ("Hiring the Best", reserve program, report writing, courtroom testimony, ethics, first responder, vehicle, legal/liability, victim rights, certifications, less-lethal/defensive tactics, driving, computer, and new-hire.)



**490
Sheriff's Office Program**

Purpose Statement

The purpose of the Sheriff's Office Program is to provide enforcement, public assistance, emergency coordination, operational support, civil action, permitting and licensing services to emergency response teams and the public so they can be more informed of Sheriff's Office services, be assured that Sheriff's Office employees are properly trained and equipped, contain emergency situations, and receive legal documents and licenses in a timely manner.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	38,182	111,739	97,403	107,580
Charges for Services	62,613	35,100	54,248	63,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	58,770	40,000	86,400	83,353
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	7,709	4,000	2,400	4,000
Total Revenues	167,274	190,839	240,451	257,933
Expenditures				
Personnel	1,152,166	1,632,553	1,367,080	1,512,607
Supplies	105,930	139,928	118,100	125,727
Purchased Services	474,408	489,154	622,948	608,020
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	13,997	0	10,000	66,000
Miscellaneous (Extraordinary/Special)	11,875	15,000	13,000	13,000
Total Expenditures	1,758,376	2,276,635	2,131,128	2,325,354
Excess Revenues / (Net Cost to the County)	(1,591,102)	(2,085,796)	(1,890,677)	(2,067,421)
General Appropriation Required	1,591,102	2,085,796	1,890,677	2,067,421
Budget Variance	430,093	0	195,119	0



108
Enforcement Activity

Purpose Statement

The purpose of the Enforcement Activity is to provide traffic management, immediate first response and county-wide patrol services to the residents and visitors of Gunnison County so they can experience a low crime rate and feel safe.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	2,261	2,400	1,862	2,400
Charges for Services	0	100	248	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	58,770	40,000	86,400	83,353
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	5,424	4,000	2,400	4,000
Total Revenues	66,455	46,500	90,910	89,753
Expenditures				
Personnel	494,308	795,109	587,898	718,579
Supplies	30,899	67,252	40,000	44,000
Purchased Services	1,800	25,900	3,000	3,000
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	2,000	43,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	527,007	888,261	632,898	808,579
Excess Revenues / (Net Cost to the County)				
	(460,552)	(841,761)	(541,988)	(718,826)
General Appropriation Required				
	460,552	841,761	541,988	718,826
Budget Variance	162,476	0	299,773	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	
Performance Narrative:	The increased use of Gunnison County's remote areas by outdoor enthusiasts and recreationalists has resulted in rough terrain traversed and greater distances driven by law enforcement officers in order to respond to urgent and emergent calls for service. A Polaris Ranger was added to the fleet for these purposes and has proven to be an exceptional addition.
Other:	

Core Services

- General patrol
- Civil actions

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of surveyed Gunnison County residents who indicate that services provided by the Sheriff's Office are good or excellent.	Result	65%	73%	71%	75%



109
Operational Support Activity

Purpose Statement

The purpose of the Operational Support Activity is to provide maintenance and training program services to the Gunnison County Sheriff's Office staff so they can have the knowledge, skills and equipment needed to provide professional public safety services to the citizens of Gunnison County.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	15,887	8,225	2,892	3,000
Charges for Services	62,612	35,000	54,000	63,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	1,178	0	0	0
Total Revenues	79,677	43,225	56,892	66,000
Expenditures				
Personnel	471,580	499,318	490,241	471,904
Supplies	59,930	62,676	61,000	61,330
Purchased Services	463,848	443,255	585,590	569,440
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	13,997	0	5,000	20,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	1,009,355	1,005,249	1,141,831	1,122,674
Excess Revenues / (Net Cost to the County)	(929,678)	(962,024)	(1,084,939)	(1,056,674)
General Appropriation Required	929,678	962,024	1,084,939	1,056,674
Budget Variance	228,233	0	(122,915)	0



Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs:

Performance Narrative:

All Deputies are encouraged to excel in the areas of expertise and disciplines that they are interested in. They are also encouraged to become instructors/trainers to increase abilities in general and qualify them for supervisory considerations.

Other:

Core Services

- Civil processing
- Permitting and Licensing
- General operational support
- Training sessions
- Regional meetings



117
Courtroom Security Activity

Purpose Statement

The purpose of the Courtroom Security Activity is to provide weapons screening and behavioral observations to judges, jury members, attorneys and witnesses in the district and county courts so they can exercise due process and conduct court business in a safe environment.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	84,114	73,728	84,180
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	84,114	73,728	84,180
Expenditures				
Personnel	35,071	138,119	114,175	97,540
Supplies	0	0	1,600	4,397
Purchased Services	0	0	4,184	4,500
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	35,071	138,119	119,959	106,437
Excess Revenues / (Net Cost to the County)	(35,071)	(54,005)	(46,231)	(22,257)
General Appropriation Required	35,071	54,005	46,231	22,257
Budget Variance	7,238	0	7,774	0



Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs:

Performance Narrative:

A full-time position funded by a Court Security Grant has been in place for a year and is expected to continue. The demands associated with service calls and tasks have risen significantly at the Courts and within the courtrooms.

Other:

Core Services

- Courthouse Security (courtroom security appointments, screenings, dispute resolutions, security checks, panic responses and secured courtrooms)



118
Investigations Activity

Purpose Statement

The purpose of the Investigations Activity is to provide first response, crime scene preservation and comprehensive investigation services to the DA's office staff so they can properly determine whether to prosecute or dismiss cases.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	148,882	186,773	171,425	215,521
Supplies	0	0	2,500	3,000
Purchased Services	0	9,594	12,094	12,500
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	148,882	196,367	186,019	231,021
Excess Revenues / (Net Cost to the County)	(148,882)	(196,367)	(186,019)	(231,021)
General Appropriation Required	148,882	196,367	186,019	231,021
Budget Variance	19,870	0	10,348	0



Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Performance Narrative:	With the increases in felony cases and unattended-death cases, each of which may reflect only a single incident report, comes the increase in investigatory hours. These cases are the direct product of proactive patrol activities as well as response to calls for service.

Other:

Core Services

- Major crime investigations
- Minor crime investigations
- Crime investigation findings
- Evidence and property management



119
Major Incident Response Activity

Purpose Statement

The purpose of the Major Incident Responses Activity is to provide statutorily required private land wildfire, Hazardous Materials, and Search and Rescue coordination and response services to responders, residents and visitors of Gunnison County so they can take protective actions and safeguard life.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	20,035	17,000	18,921	18,000
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	1,107	0	0	0
Total Revenues	21,142	17,000	18,921	18,000
Expenditures				
Personnel	2,326	13,234	3,341	9,063
Supplies	15,100	10,000	13,000	13,000
Purchased Services	8,760	10,405	18,080	18,580
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	3,000	3,000
Miscellaneous (Extraordinary/Special)	11,875	15,000	13,000	13,000
Total Expenditures	38,061	48,639	50,421	56,643
Excess Revenues / (Net Cost to the County)	(16,919)	(31,639)	(31,500)	(38,643)
General Appropriation Required	16,919	31,639	31,500	38,643
Budget Variance	12,276	0	139	0



Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Performance Narrative:	Within the past year, we have experienced increased search and rescue efforts due to the amount of people enjoying the Gunnison area backcountry.

Other:

Core Services

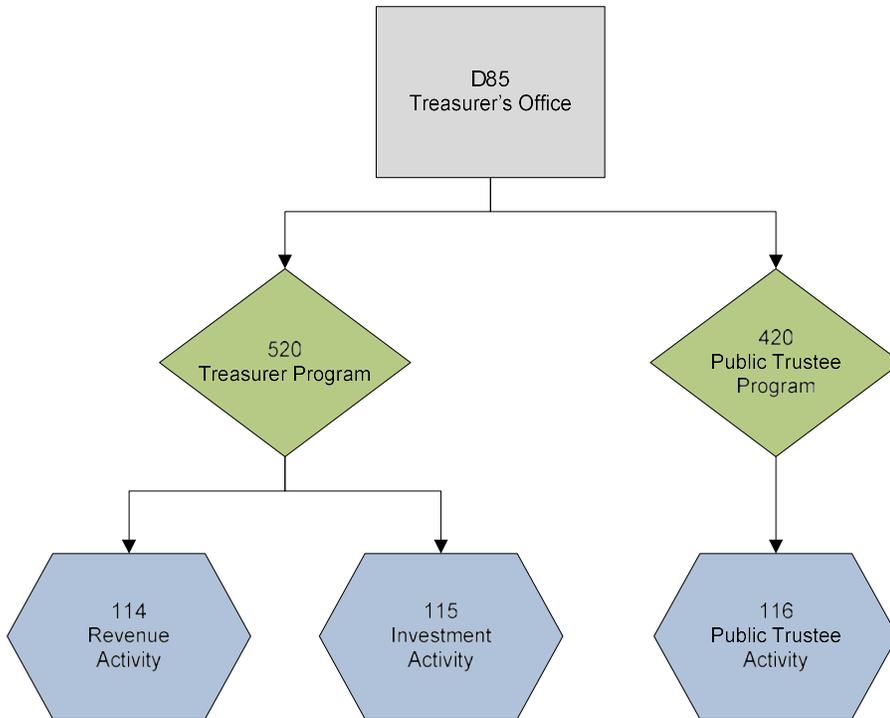
- Emergency coordination for private-land wildfires, Hazardous Materials (HAZMAT), and Search and Rescue
- Public Information and assistance

Mission Statement

The mission of the Gunnison County Treasurer and Public Trustee Office is to provide revenue collection, tax disbursement, investment, and neutral third-party foreclosure services to County government and its departments, taxing authorities, and parties to foreclosure so they can meet their obligations, fund needed services, and produce desired results for customers.

Elected Official

Debbie Dunbar
 221 N. Wisconsin Street
 Gunnison, CO 81230
 (970) 641-2231
ddunbar@gunnisoncounty.org





Summary of Department Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	41,900	55,000	53,000	53,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	840,116	800,000	810,000	828,782
Transfers In	32,500	40,572	39,277	40,910
Other Financing Sources and Misc.	4,175	9,000	9,000	7,000
Total Revenues	918,691	904,572	911,277	929,692
Expenditures				
Personnel	209,363	244,256	233,908	242,707
Supplies	10,345	13,829	13,196	12,700
Purchased Services	53,130	67,580	64,440	62,530
Community Prgms/Contributions	0	0	0	0
Financing Costs	11,898	15,000	15,000	15,000
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	30,889	35,000	33,000	33,000
Total Expenditures	315,625	375,665	359,544	365,937
Excess Revenues / (Net Cost to the County)	603,066	528,907	551,733	563,755
General Appropriation Required	0	0	0	0
Budget Variance	221,878	0	22,826	0

Department Resources Restated by Fund

Revenues				
General Fund	844,275	809,000	819,000	835,782
Public Trustee Agency Fund	74,416	95,572	92,277	93,910
Total Revenues	918,691	904,572	911,277	929,692
Expenditures				
General Fund	226,368	279,754	267,267	272,207
Public Trustee Agency Fund	89,257	95,911	92,277	93,730
Total Expenditures	315,625	375,665	359,544	365,937



520
Treasurer's Office Program

Purpose Statement

The purpose of the Treasurer's Office Program is to provide investment and tax revenue collections and disbursement services to the public, Board of County Commissioners, taxing authorities and lien holders so they can experience the secure, accurate and timely management of their money.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	840,116	800,000	810,000	828,782
Transfers In	0	0	0	0
Other Financing Sources and Misc.	4,159	9,000	9,000	7,000
Total Revenues	844,275	809,000	819,000	835,782
Expenditures				
Personnel	156,518	190,125	180,521	188,312
Supplies	10,345	13,329	12,996	12,500
Purchased Services	47,608	61,300	58,750	56,395
Community Prgms/Contributions	0	0	0	0
Financing Costs	11,898	15,000	15,000	15,000
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	226,369	279,754	267,267	272,207
Excess Revenues / (Net Cost to the County)	617,906	529,246	551,733	563,575
General Appropriation Required	0	0	0	0
Budget Variance	226,718	0	22,487	0



**114
Revenue Activity**

Purpose Statement

The purpose of the Revenue Activity is to provide revenue collection, accounting, and disbursement services to taxing authorities, County departments, taxpayers, and tax lien holders so they can meet their obligations, fund needed services, and produce results for customers.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	840,116	800,000	810,000	828,782
Transfers In	0	0	0	0
Other Financing Sources and Misc.	4,159	9,000	9,000	7,000
Total Revenues	844,275	809,000	819,000	835,782
Expenditures				
Personnel	144,843	175,037	166,040	173,751
Supplies	10,345	13,329	12,829	12,500
Purchased Services	47,608	59,300	56,250	54,395
Community Prgms/Contributions	0	0	0	0
Financing Costs	11,898	15,000	15,000	15,000
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	214,694	262,666	250,119	255,646
Excess Revenues / (Net Cost to the County)	629,581	546,334	568,881	580,136
General Appropriation Required	0	0	0	0
Budget Variance	223,436	0	22,547	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Tax Certifications have increased slightly increasing Treasurers fee collection.
Other:	

Core Services

- Deposited Dollars
- Property Tax Notices
- Accounting Reports: Board, Public, Departments
- Revenue Disbursements
- Tax Lien Sales
- Tax Certification
- Mobile Home Authentication
- Delinquent Tax Notices
- Certificates of Purchase

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of revenue dollars collected that are available for investment purposes within one business day (deposited via daily deposits within one business day).	Result	98%	98%	98%	98%
Percentage of property tax notices and delinquent tax notices mailed/issued within established deadlines.	Result	100%	100%	100%	100%
Percentage of financial reports issued with no errors.	Result	98%	98%	99%	99%
Percentage of financial reports issued within established statutory deadlines.	Result	98%	98%	98%	99%



115 Investment Activity

Purpose Statement

The purpose of the Investment Activity is to provide investment and reporting services to the Board of County Commissioners so they can know at any time what resources are available, have ready access to liquid fiscal resources, and can securely invest for a modest return.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	11,675	15,088	14,481	14,561
Supplies	0	0	167	0
Purchased Services	0	2,000	2,500	2,000
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	11,675	17,088	17,148	16,561
Excess Revenues / (Net Cost to the County)	(11,675)	(17,088)	(17,148)	(16,561)
General Appropriation Required	11,675	17,088	17,148	16,561
Budget Variance	3,282	0	(60)	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Interest rates did not increase in 2019 over 2018, and expectations are that this could continue into 2020. Since performance in this activity is market driven, little to no change in performance is expected.
Other:	

Core Services

- Earned interest dollars
- Monthly investment reports
- Securities purchases

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage return on investments.	Result	1.0%	1.0%	1.0%	1.0%



**420
Public Trustee Program**

Purpose Statement

The purpose of the Public Trustee Program is to provide third-party neutral foreclosure and release services to property owners, lenders, and lien holders so they can be assured that property will be transferred in a timely manner following a fair and secure process for all parties.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	41,900	55,000	53,000	53,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	32,500	40,572	39,277	40,910
Other Financing Sources and Misc.	16	0	0	0
Total Revenues	74,416	95,572	92,277	93,910
Expenditures				
Personnel	52,846	54,131	53,387	54,395
Supplies	0	500	200	200
Purchased Services	5,521	6,280	5,690	6,135
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	30,889	35,000	33,000	33,000
Total Expenditures	89,256	95,911	92,277	93,730
Excess Revenues / (Net Cost to the County)	(14,840)	(339)	0	180
General Appropriation Required	14,840	339	0	0
Budget Variance	(14,840)	0	339	0



**116
Public Trustee Activity**

Purpose Statement

The purpose of the Public Trustee Activity is to provide third-party neutral foreclosure and release services to property owners, lenders, and lien holders so they can be assured that property will be transferred in a timely manner following a fair and secure process for all parties.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	41,900	55,000	53,000	53,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	32,500	40,572	39,277	40,910
Other Financing Sources and Misc.	16	0	0	0
Total Revenues	74,416	95,572	92,277	93,910
Expenditures				
Personnel	52,846	54,131	53,387	54,395
Supplies	0	500	200	200
Purchased Services	5,521	6,280	5,690	6,135
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	30,889	35,000	33,000	33,000
Total Expenditures	89,256	95,911	92,277	93,730
Excess Revenues / (Net Cost to the County)	(14,840)	(339)	0	180
General Appropriation Required	14,840	339	0	0
Budget Variance	(14,840)	0	339	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None.
Performance Narrative:	Revenues from foreclosures have remained down while releases have slightly increased.
Other:	

Core Services

- Foreclosure Sales
- Notices of Sales
- Notices of Rights
- Releases of Deeds of Trust
- Telephone/Email Responses to Inquiries
- Attorney Invoices
- Newspaper Publications

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Percentage of foreclosure actions completed within established statutory deadlines.	Result	100%	100%	100%	100%
Number of properties handled via foreclosure and release services.	Output	1,100	1,100	1,025	1,100

Mission Statement

The mission of Veterans' Services is to provide assistance to veterans and widows, widowers, and children of veterans so they can effectively present claims to the United States Department of Veteran Affairs and transition to civilian life.

Veterans' Services Officer

Stephen J. Otero
225 N. Pine Street
Gunnison, CO 81230
(970) 641-7919





Summary of Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	13,200	14,700	14,700	14,700
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	13,200	14,700	14,700	14,700
Expenditures				
Personnel	8,445	9,957	9,957	10,064
Supplies	0	15	515	386
Purchased Services	718	4,728	2,300	4,250
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	9,163	14,700	12,772	14,700
Excess Revenues / (Net Cost to the County)	4,037	0	1,928	0
General Appropriation Required	0	0	0	0
Budget Variance	4,221	0	1,928	0

Resources Restated by Fund

Revenues				
General Fund	13,200	14,700	14,700	14,700
Total Revenues	13,200	14,700	14,700	14,700
Expenditures				
General Fund	9,163	14,700	12,772	14,700
Total Expenditures	9,163	14,700	12,772	14,700



**535
Veterans Program**

Purpose Statement

The purpose of the Veterans Program is to provide assistance to veterans and widows, widowers, and children of veterans so they can effectively present claims to the United States Department of Veteran Affairs and transition to civilian life.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	13,200	14,700	14,700	14,700
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	13,200	14,700	14,700	14,700
Expenditures				
Personnel	8,445	9,957	9,957	10,064
Supplies	0	15	515	386
Purchased Services	718	4,728	2,300	4,250
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	9,163	14,700	12,772	14,700
Excess Revenues / (Net Cost to the County)	4,037	0	1,928	0
General Appropriation Required	0	0	0	0
Budget Variance	4,221	0	1,928	0



**806
Veterans Activity**

Purpose Statement

The purpose of the Veterans Activity is to provide assistance to veterans and widows, widowers, and children of veterans so they can effectively present claims to the United States Department of Veteran Affairs and transition to civilian life.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	13,200	14,700	14,700	14,700
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	13,200	14,700	14,700	14,700
Expenditures				
Personnel	8,445	9,957	9,957	10,064
Supplies	0	15	515	386
Purchased Services	718	4,728	2,300	4,250
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	9,163	14,700	12,772	14,700
Excess Revenues / (Net Cost to the County)	4,037	0	1,928	0
General Appropriation Required	0	0	0	0
Budget Variance	4,221	0	1,928	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The veteran population is on a continued decline throughout Gunnison County. Economics, death via natural causes, and challenges accessing health care all contribute to this trend. The estimated change in population from 2016 to 2018 is 826 to 781 veterans identified by VA data metrics. This represents a decrease of 5.4%. (Source: VA Stats & Data FY 2016-18, VA.gov)
Other:	

Core Services

- Veteran Assistance Sessions
- Claim Filings
- University outreach/integration
- Federal advocacy based on local trend data

Key Performance Measures

	Measure Type	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Number of contacts for service.	Output	170	100	100	100
Number of phone calls received and made.	Output	240	150	150	150

Mission Statement

As of 2016, the responsibilities of this program have been transferred to the Upper Gunnison River Water Conservancy District (UGRWCD). Gunnison County will continue as a funding partner.

Program Director

Linda Nienhueser
200 E. Virginia Ave.
Gunnison, CO 81230
(970) 641-2203
lnienhueser@gunnisoncounty.org





Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	10,000	10,000	10,000	10,000
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	10,000	10,000	10,000	10,000
Excess Revenues / (Net Cost to the County)	(10,000)	(10,000)	(10,000)	(10,000)
General Appropriation Required	10,000	10,000	10,000	10,000
Budget Variance	0	0	0	0

Program Resources Restated by Fund

Revenues				
General Fund	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
General Fund	10,000	10,000	10,000	10,000
Total Expenditures	10,000	10,000	10,000	10,000



537
Weather Modification Program

Purpose Statement

The purpose of Weather Modification Program is to provide enhanced snowfall to the citizens and visitors of Gunnison County so they can have increased water supply, tourism and agriculture.

Summary of Program Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	10,000	10,000	10,000	10,000
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	10,000	10,000	10,000	10,000
Excess Revenues / (Net Cost to the County)	(10,000)	(10,000)	(10,000)	(10,000)
General Appropriation Required	10,000	10,000	10,000	10,000
Budget Variance	0	0	0	0



805
Weather Modification Activity

Purpose Statement

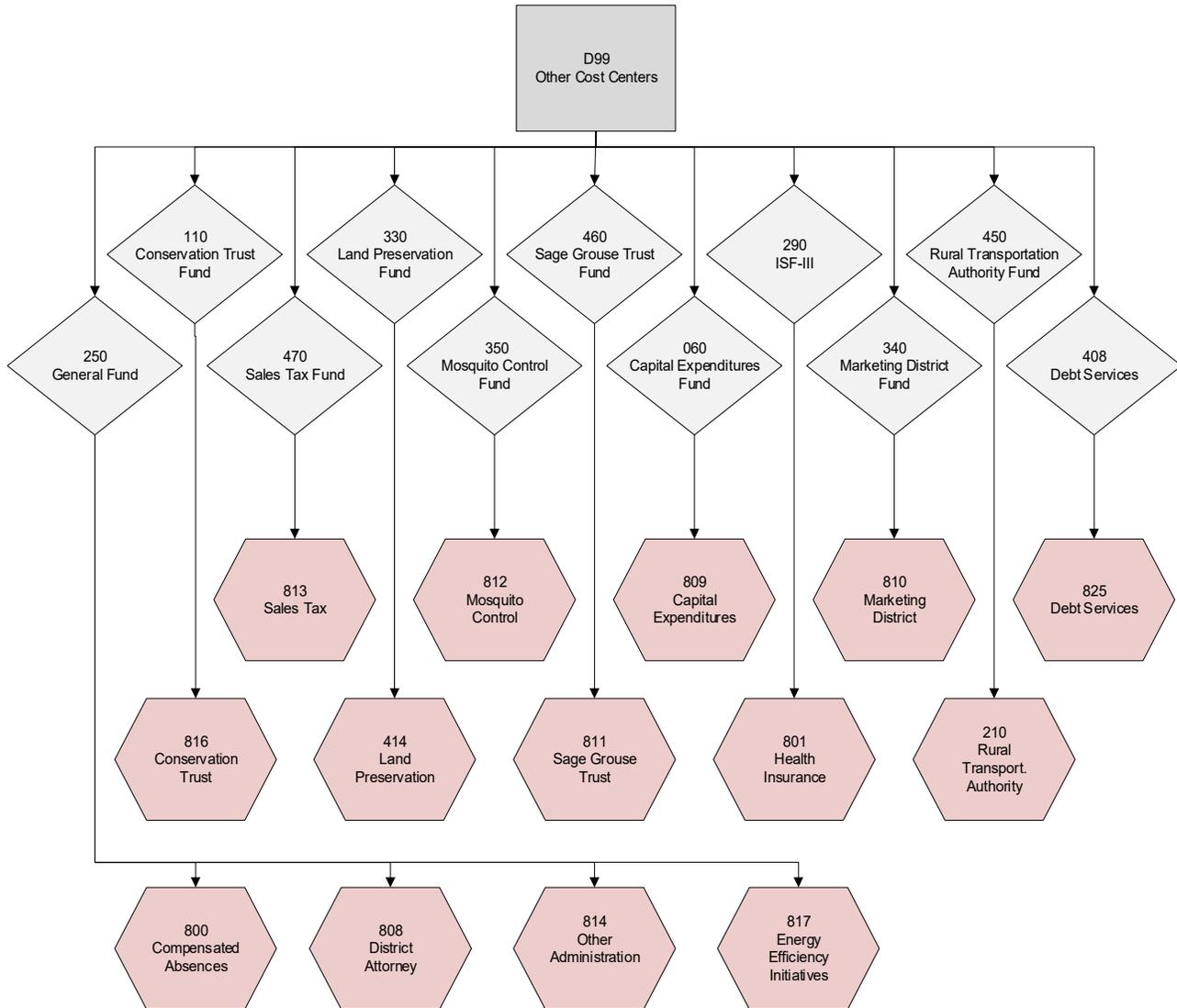
The purpose of Weather Modification Activity is to provide enhanced snowfall to the citizens and visitors of Gunnison County so they can have increased water supply, tourism and agriculture.

Resource Summary

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	10,000	10,000	10,000	10,000
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	10,000	10,000	10,000	10,000
Excess Revenues / (Net Cost to the County)	(10,000)	(10,000)	(10,000)	(10,000)
General Appropriation Required	10,000	10,000	10,000	10,000
Budget Variance	0	0	0	0

Description

The Other Cost Centers section is used to detail revenues and expenditures that are not included in the preceding Budgeting for Results section since these cost centers do not participate in Strategic Planning.





Summary of Other Cost Center Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Department Specific Revenues				
Taxes	17,667,352	17,617,999	18,024,424	18,599,069
Licenses and Permits	216,860	160,000	238,291	180,000
Intergovernmental	2,036,019	1,848,140	2,531,180	1,331,704
Charges for Services	143,801	118,000	130,437	108,057
Contributions and Other Grants	73,511	0	0	0
Fines & Forfeitures	41,877	31,600	33,966	28,601
Investment Income	232,161	128,694	583,547	348,773
Interfund Revenues	2,092,980	2,070,200	2,214,050	2,214,050
Transfers In	3,347,154	3,209,914	3,539,482	2,441,000
Other Financing Sources and Misc.	266,312	2,042,291	737,836	205,341
Total Revenues	26,118,027	27,226,838	28,033,213	25,456,595
Expenditures				
Personnel	182,070	186,552	133,106	111,753
Supplies	152,555	162,300	203,700	216,700
Purchased Services	3,777,990	3,793,591	4,047,761	4,347,016
Community Prgms/Contributions	614,911	813,500	813,500	813,500
Financing Costs	2,206,627	2,402,325	3,046,496	2,346,269
Transfers Out	3,916,201	4,686,550	4,145,205	2,930,442
Capital Outlay	2,787,380	2,061,049	2,390,825	1,094,000
Miscellaneous (Extraordinary/Special)	4,654,073	5,807,790	4,986,172	6,453,273
Total Expenditures	18,291,807	19,913,657	19,766,765	18,312,953
Excess Revenues / (Net Cost to the County)	7,826,220	7,313,181	8,266,450	7,143,642
General Appropriation Required	0	0	0	0
Budget Variance	2,803,101	0	951,862	0



Other Cost Center Resources Restated by Fund

Revenues				
General Fund	11,295,732	13,430,496	12,866,559	11,433,190
Conservation Trust Fund	58,749	57,400	62,200	62,000
Debt Service Fund	1,983,099	1,988,783	1,993,327	1,981,567
Sales Tax Fund	2,252,882	2,140,744	3,037,044	2,399,673
Land Preservation Fund	465,121	448,200	532,639	536,332
Mosquito Control Fund	95,521	98,316	99,975	101,359
Sage Grouse Trust Fund	82,359	83,450	72,902	75,057
Capital Expenditures Fund	1,259,227	22,055	51,035	18,200
ISF-III	2,362,868	2,108,320	2,306,170	2,272,170
Marketing District Fund	2,145,025	2,259,524	2,191,264	2,199,100
Rural Transportation Fund	4,117,444	4,589,550	4,820,098	4,377,946
Total Revenues	26,118,027	27,226,838	28,033,213	25,456,595
Expenditures				
General Fund	3,788,559	4,906,366	4,178,090	3,449,946
Road and Bridge Fund	112,899	30,000	34,777	30,000
Conservation Trust Fund	79,650	65,018	65,208	23,300
Debt Service Fund	1,993,368	1,988,783	1,991,018	1,981,467
Sales Tax Fund	2,361,868	2,675,513	3,332,820	2,580,607
Land Preservation Fund	507,733	705,300	706,503	707,263
Mosquito Control Fund	94,338	98,225	98,213	101,327
Sage Grouse Trust Fund	48,681	62,200	63,000	62,200
Capital Expenditures Fund	1,513,749	16,555	32,835	0
ISF-III	2,328,568	2,588,567	2,582,231	2,654,427
Marketing District Fund	2,016,960	2,033,981	2,253,192	2,321,089
Rural Transportation Fund	3,445,434	4,743,150	4,428,877	4,401,326
Total Expenditures	18,291,807	19,913,657	19,766,765	18,312,953



**800
Compensated Absences**

Organizational Functions

This cost center’s budget serves as a reserve for payment of unused vacation and sick leave accruals upon employment separation. All compensatory time paid at employment separation is charged to the employee’s home department.

Summary of Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Cost Center Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	169,126	173,161	119,715	97,750
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	169,126	173,161	119,715	97,750
Excess Revenues / (Net Cost to the County)	(169,126)	(173,161)	(119,715)	(97,750)
General Appropriation Required	169,126	173,161	119,715	97,750
Budget Variance	(99,301)	0	53,446	0



**808
District Attorney**

Organizational Functions

The District Attorney’s office prosecutes crimes within the Seventh Judicial District and coordinates delivery of services to victims. Additional functions involve litigation relating to seizure and forfeiture of assets related to crimes, mental health and alcohol commitments as well as other statutory functions. The Office of the District Attorney, Seventh Judicial District, serves six counties and seven different courthouses in: Gunnison, Delta, Hinsdale, Montrose, Ouray and San Miguel. Each County provides funding to the District Attorney’s office in proportion to its percentage of the total District population.

Summary of Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Cost Center Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	358,321	379,279	379,279	425,703
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	358,321	379,279	379,279	425,703
Excess Revenues / (Net Cost to the County)	(358,321)	(379,279)	(379,279)	(425,703)
General Appropriation Required	358,321	379,279	379,279	425,703
Budget Variance	0	0	0	0



**814
Other Administration**

Organizational Functions

This cost center contains revenue and expenditure items that are for the benefit of the entire General Fund and those that are not directly allocable to a specific department or activity. Revenues include property tax revenue, earnings on investments, specific ownership tax, severance tax, workforce impact fees, and the pass-through of property taxes to the Gunnison County Library District. Expenditures in this cost center include audit costs, cost allocation plan, Treasurer’s fees, mapping services, bank fees, postage machine costs, general liability and property insurance, employee newsletter, employee recognition and Christmas party costs.

Summary of Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Cost Center Specific Revenues				
Taxes	9,490,358	9,539,451	9,590,484	9,988,900
Licenses and Permits	216,860	160,000	238,291	180,000
Intergovernmental	413,553	120,000	803,737	120,000
Charges for Services	62,788	35,000	60,315	35,000
Contributions and Other Grants	73,511	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	108,638	79,000	334,811	201,040
Interfund Revenues	0	0	0	0
Transfers In	908,252	1,482,874	1,128,206	721,530
Other Financing Sources and Misc.	21,772	2,014,171	710,716	186,721
Total Revenues	11,295,732	13,430,496	12,866,560	11,433,191
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	402,413	443,675	419,638	500,050
Community Prgms/Contributions	93,500	93,500	93,500	93,500
Financing Costs	0	0	0	0
Transfers Out	1,742,641	2,346,867	2,200,725	599,760
Capital Outlay	125,935	55,994	60,000	110,000
Miscellaneous (Extraordinary/Special)	1,001,201	1,436,390	912,500	1,645,673
Total Expenditures	3,365,690	4,376,426	3,706,363	2,948,983
Excess Revenues / (Net Cost to the County)	7,930,042	9,054,070	9,160,197	8,484,208
General Appropriation Required	0	0	0	0
Budget Variance	329,279	0	106,127	0



817
Energy Efficiency Initiatives

Organizational Functions

This cost center is used to track expenditures related to Energy Efficiency Initiative including cost related to the Gunnison County Green Team, the Carbon Neutrality Task Force and the 2010 lease purchase payments used to enter into a Performance Contract with Ennovate Corporation to \$1,168,919 in energy improvement in County buildings.

Summary of Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Cost Center Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	0	0	0
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	1,300	1,300
Purchased Services	11,557	10,900	9,610	6,210
Community Prgms/Contributions	0	0	0	0
Financing Costs	113,386	313,386	113,386	262,649
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	124,943	324,286	124,296	270,159
Excess Revenues / (Net Cost to the County)	(124,943)	(324,286)	(124,296)	(270,159)
General Appropriation Required	124,943	324,286	124,296	270,159
Budget Variance	(949)	0	199,990	0



**816
Conservation Trust**

Organizational Functions

The Conservation Trust Fund was established by Gunnison County in 1984 when the Colorado State Lottery was initiated. The County receives a share back of lottery proceeds, which is based on a per capita formula that is established by the State. The County also receives a redistribution from the Gunnison County Metropolitan Recreation District. This redistribution began in 2001. The funds may be expended for the acquisition, development and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site.

Summary of Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Cost Center Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	57,702	57,000	60,000	60,000
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	1,047	400	2,200	2,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	58,749	57,400	62,200	62,000
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	709	570	800	800
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	40	0	0
Transfers Out	78,941	64,408	64,408	22,500
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	79,650	65,018	65,208	23,300
Excess Revenues / (Net Cost to the County)	(20,901)	(7,618)	(3,008)	38,700
General Appropriation Required	20,901	7,618	3,008	0
Budget Variance	4,159	0	4,610	0



**813
Sales Tax**

Organizational Functions

This fund is used to account for the 1% Gunnison County sales tax that is restricted for capital expenditures. One-half (1/2) of the County sales tax collected within any incorporated municipality, less the sales tax allocated to the Land Preservation Fund, is distributed to that municipality. All other sales tax is retained by Gunnison County and used solely for capital outlay, capital expenditures, or for the retirement of debt related to capital expenditures.

Summary of Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Cost Center Specific Revenues				
Taxes	2,229,963	2,125,144	2,333,306	2,379,672
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	13,322	8,600	6,001	6,001
Investment Income	9,597	7,000	14,000	14,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	683,737	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	2,252,882	2,140,744	3,037,044	2,399,673
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	44,976	43,214	47,748	47,977
Community Prgms/Contributions	19,377	20,000	20,000	20,000
Financing Costs	99,873	100,066	944,342	102,103
Transfers Out	2,026,143	2,195,447	1,799,544	2,147,878
Capital Outlay	54,877	0	404,400	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	2,245,246	2,358,727	3,216,034	2,317,958
Excess Revenues / (Net Cost to the County)	7,636	(217,983)	(178,990)	81,715
General Appropriation Required	0	217,983	178,990	0
Budget Variance	448,139	0	38,993	0



**414
Land Preservation**

Organizational Functions

This fund is used for open space, agricultural preservation, wildlife habitat, wetland preservation, access to public lands, trails, and watershed protection in the County, and in connection with any of the foregoing to use the fund to match public and private grants or to acquire interests or easements in land and water rights. The fund is administered by an eight-member board of citizens appointed (two each) by Gunnison County, City of Gunnison, Town of Crested Butte, and the Town of Mt. Crested Butte.

Summary of Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Cost Center Specific Revenues				
Taxes	456,384	445,000	510,936	526,332
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	8,737	3,200	21,703	10,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	465,121	448,200	532,639	536,332
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	5,698	5,300	6,503	7,263
Community Prgms/Contributions	502,035	700,000	700,000	700,000
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	507,733	705,300	706,503	707,263
Excess Revenues / (Net Cost to the County)	(42,612)	(257,100)	(173,864)	(170,931)
General Appropriation Required	42,612	257,100	173,864	170,931
Budget Variance	215,236	0	83,236	0



**812
Mosquito Control**

Organizational Functions

The designated mosquito control area encompasses approximately 37 square miles including the City of Gunnison and is governed by Gunnison County Ordinance No. 11. This program is for cost-shared bio-rational integrated mosquito control. The program goals include a process consisting of the balanced use of cultural, biological, and chemical procedures that are environmentally compatible and economically feasible to reduce the mosquito population to a tolerable level.

Summary of Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Cost Center Specific Revenues				
Taxes	63,546	65,380	66,197	67,350
Licenses and Permits	0	0	0	0
Intergovernmental	15,846	16,371	16,371	16,863
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	283	194	1,036	283
Interfund Revenues	0	0	0	0
Transfers In	15,846	16,371	16,371	16,863
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	95,521	98,316	99,975	101,359
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	93,678	97,493	97,481	99,551
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	660	732	732	1,776
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	94,338	98,225	98,213	101,327
Excess Revenues / (Net Cost to the County)	1,183	91	1,762	32
General Appropriation Required	0	0	0	0
Budget Variance	523	0	1,671	0



**811
Sage Grouse Trust**

Organizational Functions

This fund is used to account for expenditures concerning the preservation of the Sage Grouse, The U.S. Bureau of Land Management’s (BLM’s) environmental assessment, in order to complete the land transfer of the landfill from the BLM required a surcharge on landfill fees through 2014. The revenue in this fund was generated by a \$1.00 per cubic yard surcharge included as part of the landfill fees. In 2015 the rate schedule included a \$3.75 per ton surcharge on waste brought to the Gunnison County Landfill. The 2017 rate schedule will contain the same surcharge.

Summary of Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Cost Center Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	81,014	83,000	70,122	73,057
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	1,345	450	2,780	2,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	82,359	83,450	72,902	75,057
Expenditures				
Personnel	0	0	0	0
Supplies	489	200	200	200
Purchased Services	1,692	2,000	2,800	2,000
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	46,500	60,000	60,000	60,000
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	48,681	62,200	63,000	62,200
Excess Revenues / (Net Cost to the County)	33,678	21,250	9,902	12,857
General Appropriation Required	0	0	0	0
Budget Variance	(3,275)	0	(11,348)	0



**809
Capital Expenditures**

Organizational Functions

This fund is used to account for major capital projects that are funded by a restricted revenue source, i.e. grants, multi-agency funding agreements, bond proceeds, etc.

Summary of Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Cost Center Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	507,640	12,147	12,147	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	23,182	5,500	34,480	18,200
Interfund Revenues	0	0	0	0
Transfers In	728,406	4,408	4,408	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	1,259,228	22,055	51,035	18,200
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	142,670	0	0	0
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	1,371,080	16,555	16,555	0
Miscellaneous (Extraordinary/Special)	0	0	16,280	0
Total Expenditures	1,513,750	16,555	32,835	0
Excess Revenues / (Net Cost to the County)	(254,522)	5,500	18,200	18,200
General Appropriation Required	254,522	0	0	0
Budget Variance	21,749	0	12,700	0



**801
Health Insurance**

Organizational Functions

This fund accounts for the "Reimbursable Employer Account" reserves used to cover unemployment insurance claims. Reserves are funded annually to cover estimated unemployment payments as well as to accumulate an adequate reserve balance. In addition, the fund accounts for the Employee Assistance Program. Gunnison County purchases services from a third party administrator to provide emotional, financial and legal counseling services to employees. The ISF III fund is also used to account for the County's partially self-funded employee health insurance plans. Reserves to pay claims, stop-loss premiums, and administrative costs are funded by employee and County contributions and are deducted through monthly payroll.

Summary of Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Cost Center Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	26,050	11,000	65,000	40,000
Interfund Revenues	2,092,980	2,070,200	2,214,050	2,214,050
Transfers In	0	0	0	0
Other Financing Sources and Misc.	243,840	27,120	27,120	18,120
Total Revenues	2,362,870	2,108,320	2,306,170	2,272,170
Expenditures				
Personnel	12,945	13,391	13,391	14,003
Supplies	0	0	0	0
Purchased Services	272,514	296,963	297,404	301,200
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	4,740	1,813	1,813	49,824
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	2,038,370	2,276,400	2,269,623	2,289,400
Total Expenditures	2,328,569	2,588,567	2,582,231	2,654,427
Excess Revenues / (Net Cost to the County)	34,301	(480,247)	(276,061)	(382,257)
General Appropriation Required	0	480,247	276,061	382,257
Budget Variance	283,341	0	204,186	0



**810
Marketing District**

Organizational Functions

The Local Marketing District (LMD) was created by voter approved ballot question in November of 2002. In November 2009 the LMD Tax initiative was passed by voters, 77.2%, to continue collections on into the future without a sunset provision. The District is supported through a special district marketing tax of 4% (similar to a lodging tax) and is collected on a county-wide basis. The governing board of the Local Marketing District is the Board of County Commissioners. The purpose of the District is to promote Gunnison County’s tourism economic sector. The marketing effort is primarily implemented through a contract with the Gunnison/Crested Butte Tourism Association (TA).

Summary of Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Cost Center Specific Revenues				
Taxes	2,115,150	2,241,524	2,146,899	2,165,100
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	17,783	14,000	19,365	14,000
Investment Income	12,092	4,000	25,000	20,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	2,145,025	2,259,524	2,191,264	2,199,100
Expenditures				
Personnel	0	0	0	0
Supplies	219	0	0	0
Purchased Services	1,958,163	1,959,698	2,171,409	2,255,185
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	6,576	7,283	7,283	37,704
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	52,002	67,000	74,500	28,200
Total Expenditures	2,016,960	2,033,981	2,253,192	2,321,089
Excess Revenues / (Net Cost to the County)	128,065	225,543	(61,928)	(121,989)
General Appropriation Required	0	0	61,928	121,989
Budget Variance	183,065	0	(287,471)	0



210
Rural Transportation Authority

Organizational Functions

The Rural Transportation Authority (RTA) was created through a ballot initiative in November of 2002, which created a .6% sales tax within Gunnison County with the exception of the cities of Marble, Ohio City, Pitkin, and Somerset and a .35% sales tax within the City of Gunnison. In 2015 the voters approved increasing the tax to 1.0% tax within the RTA District Boundaries. The RTA is a distinct legal entity, separate from the county, governed by an eight-member board appointed by the RTA Partners: Mt. Crested Butte, Crested Butte, City of Gunnison and Gunnison County. The RTA is funded through a sales tax and has the primary purpose of enhancing transportation; both air service and ground, in Gunnison County.

Summary of Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Cost Center Specific Revenues				
Taxes	3,311,951	3,201,500	3,376,602	3,471,715
Licenses and Permits	0	0	0	0
Intergovernmental	754,063	1,360,800	1,355,896	857,131
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	10,772	9,000	8,600	8,600
Investment Income	39,958	17,250	79,000	40,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	700	1,000	0	500
Total Revenues	4,117,444	4,589,550	4,741,098	4,377,946
Expenditures				
Personnel	0	0	0	0
Supplies	151,847	162,100	202,200	215,200
Purchased Services	485,598	554,500	612,839	701,076
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	50	0	50
Transfers Out	10,000	10,000	10,700	11,000
Capital Outlay	1,235,489	1,988,500	1,909,869	984,000
Miscellaneous (Extraordinary/Special)	1,562,500	2,028,000	1,693,269	2,490,000
Total Expenditures	3,445,434	4,743,150	4,428,877	4,401,326
Excess Revenues / (Net Cost to the County)	672,010	(153,600)	391,221	(23,380)
General Appropriation Required	0	153,600	0	23,380
Budget Variance	711,890	0	544,821	0



**825
Debt Service**

Organizational Functions

This fund accounts for the accumulation of resources and payments of general long-term debt principal and interest.

	Summary of Resources			
	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Cost Center Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	287,216	281,822	283,029	277,710
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	3,538	1,250
Investment Income	1,233	700	0	0
Interfund Revenues	0	0	0	0
Transfers In	1,694,650	1,706,261	1,706,760	1,702,606
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	1,983,099	1,988,783	1,993,327	1,981,566
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	0	0	2,250	0
Community Prgms/Contributions	0	0	0	0
Financing Costs	1,993,368	1,988,783	1,988,767	1,981,467
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	1,993,368	1,988,783	1,991,018	1,981,467
Excess Revenues / (Net Cost to the County)	(10,269)	0	2,309	99
General Appropriation Required	10,269	0	0	0
Budget Variance	0	0	2,309	0



**999
Gunnison Valley Health System**

Organizational Functions

The Gunnison Valley Health System includes activities related to the operation of the Gunnison Valley Hospital, the Gunnison Health Care Center, Hospice and the Palisade Assisted Living facility.

The Gunnison Valley Hospital is a 24 bed, Critical Access, acute care, rural hospital with levels of care including: acute inpatient hospitalization, emergency room, ICU/CCU, obstetrics, outpatient ancillary services, swing-bed, general surgery and orthopedic surgery.

The Health Care Center at Gunnison Living Community provides long-term care to those over age 65 with chronic conditions and short-term rehabilitative services to a smaller population of individuals with acute conditions. This service is provided 24 hours a day, 365 days a year. The Center has a 12-bed special care unit for individuals with dementia issues.

The Hospice and Palliative Care of the Gunnison Valley offers services in the home or facility setting. These services are palliative in nature providing comfort and dignity to individuals with a terminal diagnosis, as well as on-going support for individuals with chronic conditions. Support of family members is a part of the service with the individuals being followed for up to 18 months after the death of the patient.

The Willows Assisted Living is a 15-bed Assisted Living facility. The Willows offers services to individuals age 55 and older who need some assistance with cooking, cleaning and homemaker services and do not require substantive medical services. The Gunnison Health Care Center received a 1 mill tax levy to support the operation of the Center in 2009.

Gunnison Valley Health is a county entity but is governed by an independent Board of Trustees appointed by the Board of County Commissioners.



Summary of Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Cost Center Specific Revenues				
Taxes	748,904	748,756	889,688	795,635
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	54,151,195	55,049,343	59,290,252	63,132,142
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	627,510	0	938,821	889,307
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	345,553	518,219	289,136	638,259
Total Revenues	55,873,162	56,316,318	61,407,897	65,455,343
Expenditures				
Personnel	26,663,892	28,942,372	31,464,750	34,906,532
Supplies	7,009,629	6,674,509	7,291,740	7,644,560
Purchased Services	7,385,980	4,337,299	7,376,318	7,688,505
Community Prgms/Contributions	0	0	0	0
Financing Costs	776,104	2,206,758	1,688,843	1,686,785
Transfers Out	0	0	0	0
Capital Outlay	18,390,874	1,548,046	2,892,648	2,948,781
Miscellaneous (Extraordinary/Special)	3,419,392	4,213,929	2,355,349	2,863,343
Total Expenditures	63,645,871	47,922,913	53,069,648	57,738,506
Excess Revenues / (Net Cost to the County)	(7,772,709)	8,393,405	8,338,249	7,716,837
General Appropriation Required	7,772,709	0	0	0
Budget Variance	(16,431,003)	0	(55,156)	0



Personnel

Full-Time Equivalent History

Changes in Staffing Levels

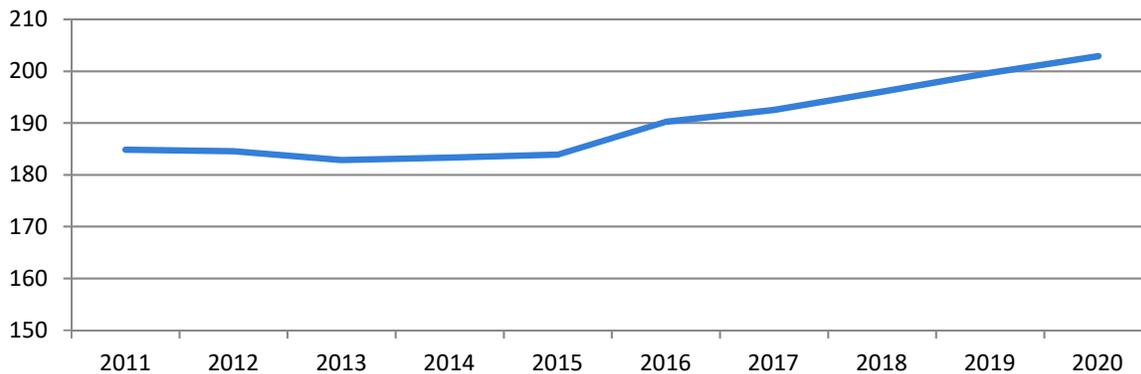
Personnel Distribution

Summary of Budgeted Salaries
and Authorized Full-Time
Equivalents



Full-Time Equivalent History

Department	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Administration	9.34	9.34	9.39	9.39	10.30	11.03	11.08	11.08	11.08	11.08
Airport	9.10	8.84	8.90	9.30	8.90	10.15	10.15	10.15	10.15	10.15
Assessor	11.00	11.00	11.00	10.91	10.85	10.85	10.85	10.85	10.85	11.35
Clerk & Recorder	8.00	8.41	8.00	8.41	8.15	8.00	8.00	8.00	8.00	8.00
Commissioners	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Community Development	8.00	8.00	8.00	7.00	6.75	6.75	6.75	6.75	6.75	6.85
Coroner	1.00	1.00	1.00	1.00	1.00	1.35	1.75	1.75	1.75	1.75
County Attorney	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Emergency Management	1.25	1.25	1.25	1.25	1.70	1.70	1.70	1.70	1.70	1.70
Extension	1.45	1.50	1.50	1.50	1.50	2.00	1.00	1.00	1.00	1.00
Facilities & Grounds	3.36	3.36	3.31	3.31	3.31	3.31	3.26	3.26	4.00	4.00
Geographic Information Services	3.00	2.80	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Health & Human Services	27.99	26.60	26.46	28.07	29.24	30.64	32.62	32.99	33.79	34.14
Historic Preservation	0.07	0.07	0.07	0.07	0.09	0.00	0.00	0.00	0.00	0.00
Housing Authority	3.00	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Information Technology	2.00	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Juvenile Services	3.75	4.45	5.08	4.82	4.97	5.85	5.89	5.89	6.62	6.62
Public Works	48.70	48.65	49.55	49.55	49.50	50.00	50.25	51.25	52.25	52.25
Sheriff	31.43	31.88	31.93	30.43	30.23	31.23	32.93	35.43	35.43	37.43
Treasurer/Public Trustee	4.00	4.00	4.00	4.00	4.00	4.00	2.90	2.90	2.90	2.90
Veterans Services	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Weather Modification	0.04	0.04	0.04	0.04	0.03	0.00	0.00	0.00	0.00	0.00
Wildlife Conservation	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.25	0.15
Grand Total	184.87	184.59	182.88	182.45	183.92	190.26	192.53	196.40	199.67	202.52
Restatement by Function										
General Government	52.34	51.85	50.01	50.22	49.06	49.89	48.75	48.75	48.76	49.26
Health & Welfare	34.74	34.05	31.54	34.21	34.21	36.49	38.51	38.88	40.41	40.76
Public Safety	36.18	37.33	38.01	36.20	36.20	38.43	40.57	43.07	43.80	45.80
Auxiliary Services	1.60	1.65	1.65	1.65	1.65	2.15	1.15	1.15	1.15	1.15
Culture & Recreation	2.50	2.59	2.59	2.61	2.51	2.42	2.42	2.42	2.42	2.42
Road & Bridge	29.93	29.88	30.78	30.73	31.19	34.98	35.23	35.23	35.23	35.23
Proprietary Funds	27.59	27.24	28.30	28.30	29.10	25.90	25.90	26.90	27.90	27.90
Grand Total	184.88	184.59	182.88	183.92	183.92	190.26	192.53	196.40	199.67	202.52



Changes in Staffing Levels

Department	2019	2020	2019 to 2020 Change
Administration	11.08	11.08	0.00
Airport	10.15	10.15	0.00
Assessor	10.85	11.35	0.50
Clerk & Recorder	8.00	8.00	0.00
Commissioners	3.00	3.00	0.00
Community Development	6.75	6.85	0.10
Coroner	1.75	1.75	0.00
County Attorney	5.00	5.00	0.00
Emergency Management	1.70	1.70	0.00
Extension	1.00	1.00	0.00
Facilities & Grounds	4.00	4.00	0.00
Geographic Information Services	2.00	2.00	0.00
Health & Human Services	33.79	34.14	0.35
Historic Preservation	0.00	0.00	0.00
Housing Authority	0.00	0.00	0.00
Information Technology	3.00	3.00	0.00
Juvenile Services	6.62	6.62	0.00
Public Works	52.25	52.25	0.00
Sheriff	35.43	37.43	2.00
Treasurer/Public Trustee	2.90	2.90	0.00
Veterans Services	0.15	0.15	0.00
Weather Modification	0.00	0.00	0.00
Wildlife Conservation	0.25	0.15	(0.10)
Grand Total	199.67	202.52	2.85
Restatement by Function			
General Government	48.76	49.26	0.50
Health & Welfare	40.41	40.76	0.35
Public Safety	43.80	45.80	2.00
Auxiliary Services	1.15	1.15	0.00
Culture & Recreation	2.42	2.42	0.00
Road & Bridge	35.23	35.23	0.00
Proprietary Funds	27.90	27.90	0.00
Grand Total	199.67	202.52	2.85

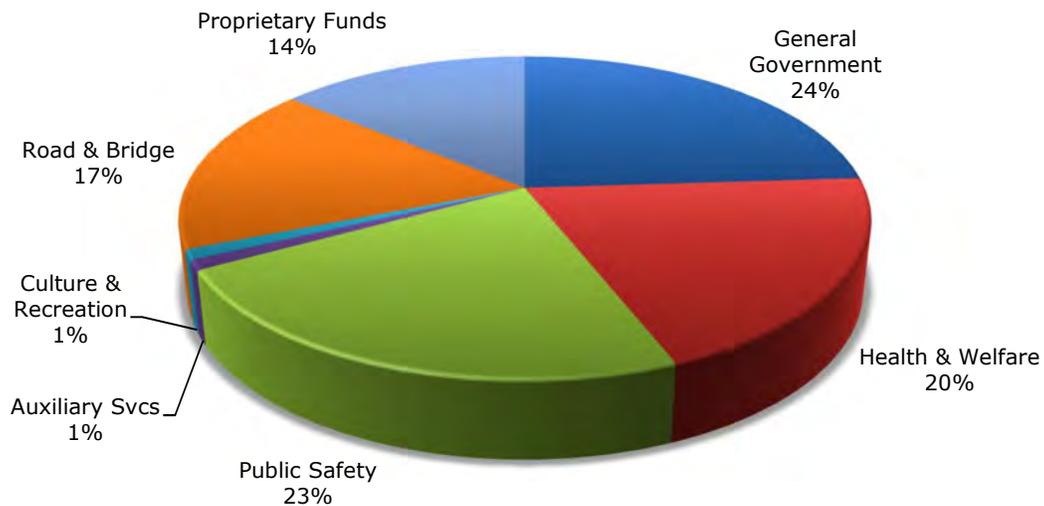
In 2020, the budget includes an overall increase in Full-Time Equivalents (FTEs) of 2.85. The 2.85 FTE increase comes from the following departments in alphabetic order.

Assessor. The increase of 0.5 FTE in the 2020 budget is to increase Data Collection staff positions by adding one half-time position to keep up with workload.

Health and Human Services. The increase of 0.35 FTE's in the 2020 budget is to increase the total Consumer Protection FTE's to 1.75 from 1.4.

Sheriff. The Sheriff Department added 2.0 FTE. These two new full-time positions are both

Personnel Distribution



Note: These charts do not include Hospital, Assisted Living or Health Care Center staff.



Summary of Budgeted Salaries and Authorized Full-Time Equivalents

Administration

County Manager	236,568	1.00
Assistant County Manager*	12,367	0.08
Assistant to the County Manager	77,938	1.00
Administrative Assistant III	48,099	1.00
Human Resources Manager	82,495	1.00
Human Resources Specialist	55,584	1.00
Finance Director	141,297	1.00
Accountant III	72,519	1.00
Accountant I	58,509	1.00
Accountant I	54,735	1.00
Accountant I	50,937	1.00
Accountant I	48,548	1.00
TOTALS	939,596	11.08

* See note in the Public Works Department.

Airport

Airport Manager	137,851	1.00
Assistant to Airport Manager	54,203	1.00
Lead Airport Duty Officer	68,371	1.00
Airport Duty Officer	66,887	1.00
Airport Duty Officer	66,616	1.00
Airport Duty Officer	63,665	1.00
Airport Duty Officer	59,546	1.00
Airport Duty Officer	42,731	1.00
Airport Operations Specialist	46,704	1.00
Airport Operations Specialist	44,029	1.00
Overtime	16,534	0.15
TOTALS	667,137	10.15

Assessor

County Assessor	80,737	1.00
Deputy Assessor	88,653	1.00
Senior Appraiser Analyst	76,717	1.00
Appraiser III	73,323	1.00
Appraiser II	67,907	1.00
Appraiser II	67,073	1.00
Appraiser II	55,049	1.00
Appraiser II	46,821	1.00
Specialized Property Appraiser	48,517	0.75
Title Administrator I	40,588	1.00
Title Administrator I	38,689	1.00
Data Collector	20,917	0.50
Data Collector	4,689	0.10
TOTALS	709,680	11.35

Clerk & Recorder



Personnel

County Clerk	80,737	1.00
Chief Deputy Clerk/Elections	77,209	1.00
MV/Recording Technician	54,001	1.00
MV/Recording Technician	46,109	1.00
MV/Recording Technician	45,348	1.00
MV/Recording Technician	41,932	1.00
MV/Recording Technician	41,392	1.00
MV/Recording Technician	41,258	1.00
Election Judges	9,622	0.00
TOTALS	437,608	8.00

Commissioners

County Commissioner	80,737	1.00
County Commissioner	76,050	1.00
County Commissioner	76,050	1.00
TOTALS	232,837	3.00

Community Development

Community Development Director	123,058	1.00
Planner II	68,478	0.98
Planner II	67,822	0.98
Building/Environ. Health Official	93,017	1.00
Building/Env Health Inspector	63,709	1.00
Administrative Services Manager	63,709	1.00
Administrative Assistant III	49,889	0.90
TOTALS	529,682	6.85

Coroner

County Coroner	45,682	1.00
Deputy Coroner	30,360	0.75
Deputy Coroner	3,096	0.00
TOTALS	79,138	1.75

County Attorney

County Attorney	165,809	1.00
Deputy Attorney	134,567	1.00
Paralegal I	58,353	1.00
Paralegal	61,903	1.00
Administrative Assistant III	44,023	1.00
TOTALS	464,655	5.00

Emergency Management

Emergency Management Manager	78,901	1.00
Deputy Emergency Manager	46,181	0.70
Responders	1,000	0.00
TOTALS	126,082	1.70



Personnel

		Extension
Administrative Assistant III	52,439	1.00
Director Stipend	4,850	0.00
Agent Stipend	4,194	0.00
TOTALS	61,483	1.00

		Facilities & Grounds
Director	123,058	1.00
Plumbing/HVAC Engineer	70,901	1.00
Skilled Tradesman	61,354	1.00
Skilled Tradesman	51,933	1.00
Support Staff	2,597	0.00
TOTALS	309,843	4.00

		Geographic Information Services
GIS Program Manager	99,611	1.00
GIS Coordinator	78,901	1.00
TOTALS	178,512	2.00

		Health & Human Services
Health & Human Services Director	141,297	1.00
Child & Family Services Manager	93,399	1.00
Administrative Assistant II	36,378	1.00
Caseworker III	78,797	1.00
Caseworker III	78,797	1.00
Caseworker II	67,517	1.00
Caseworker I	64,736	1.00
Caseworker I	59,523	1.00
Senior Resources Program Manager	84,909	1.00
Public Health Nurse II	72,035	1.00
Public Health Nurse II	57,628	0.80
Public Health Nurse II	16,614	0.25
Health Educator Public Health	48,082	0.80
Physician's Assistant	12,949	0.13
Health Educator	60,102	1.00
Health Educator Tobacco & CCPD	17,560	0.38
Public Health Nurse II	63,275	0.75
Registered Dietician - WIC	13,426	0.18
Consumer Protection Specialist	64,565	1.00
Consumer Protection Specialist	45,504	0.75
WCPHP/ECC Coordinator	63,197	0.87
NPP Coordinator	2,427	0.05
NPP Facilitators	9,000	0.10
Emergency Preparedness	19,752	0.30
ECC Coordinator	34,527	0.63
Senior Resources Specialist	63,709	1.00
Senior Resources Specialist	41,431	0.75
Adult Protective Resources	26,067	0.50
Adult Protection/Sr. Resources Specialist	27,140	0.50



Personnel

Adult Protection/Sr. Resources	6,725	0.13
Economic Sec Svc Manager	74,210	1.00
Economic Security Specialist	52,804	1.00
Economic Security Specialist Specialist	49,990	1.00
Specialist	24,511	0.50
Administrative Services Supervisor	71,011	0.90
Administrative Assistant III	56,703	1.00
Administrative Assistant II	42,509	1.00
Administrative Assistant II	32,909	0.80
Administrative Assistant II	4,331	0.10
Child Support Specialist	22,869	0.40
YAH Cook	19,794	0.48
Assistant YAH Cook	11,913	0.37
Substitute YAH Cook	1,330	0.05
Substitute YAH Cook	958	0.05
Substitute YAH Cook	798	0.05
Substitute YAH Cook	798	0.05
Nurse Practitioner	9,860	0.10
Long Term Care Coordinator	24,982	0.50
ECC Quality Improvement Coach	16,984	0.30
Adult Prevention Specialist	23,727	0.50
CCAP Coordinator	18,788	0.50
Child Support Service Specialist	58,942	1.00
Health Planner	14,048	0.30
Technician	38,922	1.00
TOTALS	2,144,759	34.14

Information Technology

IT Director	137,851	1.00
IT Systems Administrator	58,253	1.00
Help Desk Technician	54,563	1.00
TOTALS	250,667	3.00

Juvenile Services

Juvenile Services Director	76,357	1.00
Early Intervention Program Manager	72,429	1.00
FAST Coordinator	27,610	0.88
GCSAPP Coordinator	46,975	0.88
GCSAPP Prevention Specialist	24,511	0.50
Family Advocate/Education Specialist	24,461	0.50
Wrap Around Facilitator	27,251	0.63
SB94 Case Manager	5,756	0.04
Education Specialist	43,034	0.88
SB94 Case Manager	4,701	0.09
Case Manager	4,910	0.10
Interpreter/Translator	14,926	0.40
TOTALS	372,291	6.62



Personnel

	Public Works	
Public Works Director*	142,224	0.92
Fleet Manager	94,152	1.00
Operations Manager	93,972	1.00
District Foreman I	67,553	1.00
Foreman II	82,340	1.00
Utilities Distribution Supervisor	88,833	1.00
Shop Foreman	83,816	1.00
R&B Summer Temporaries	83,008	2.40
Landfill Foreman	65,598	1.00
Facilities Manager	78,901	1.00
Crew Leader	75,336	1.00
Heavy Equipment Mechanic	70,989	1.00
District Foreman I	59,680	1.00
Heavy Equipment Operator II	65,709	1.00
Heavy Equipment Operator II	63,977	1.00
Heavy Equipment Operator II	60,904	1.00
Heavy Equipment Operator II	67,067	1.00
Heavy Equipment Operator II	63,977	1.00
Heavy Equipment Operator II	67,067	1.00
Heavy Equipment Operator II	56,671	1.00
Heavy Equipment Operator II	67,067	1.00
Heavy Equipment Operator II	67,067	1.00
District Foreman I	78,442	1.00
Purchasing Agent	66,887	1.00
Shop Technician II	57,605	1.00
Shop Technician I	48,701	1.00
Utility Operator	67,067	1.00
Recycling Site Manager	67,067	1.00
Administrative Assistant IV	63,709	1.00
Heavy Equipment Operator II	53,159	1.00
Heavy Equipment Operator II	67,067	1.00
Heavy Equipment Operator II	67,067	1.00
Heavy Equipment Operator II	67,067	1.00
Heavy Equipment Operator II	67,067	1.00
Heavy Equipment Operator I	46,430	1.00
Weed Program Coordinator	57,380	0.75
Heavy Equipment Operator I	48,175	1.00
Heavy Equipment Operator I	43,929	1.00
Facilities Maintenance Assistant	51,797	1.00
Recycling Technician	46,277	1.00
Solid Waste Assistant	39,615	1.00
Landfill Equipment Operator I	48,599	1.00
Maintenance Worker	13,858	0.42
Heavy Equip. Operator I	42,799	1.00
Heavy Equip. Operator I	48,069	1.00
Administrative Assistant III	45,053	1.00
Weed Program Coordinator	49,866	0.75
Landfill Gate Attendant	39,225	1.00
Recycling Summer Temporary	15,359	0.48
Landfill/Recycle Operator	42,658	1.00
Seasonal Trash Pickup	14,752	0.46



Personnel

Recycling Overtime	5,158	0.05
R&B Overtime	171,500	2.00
Water Overtime	8,432	0.08
Sewer Overtime	2,811	0.01
TOTALS	3,251,488	52.25

* The Public Works Director also serves as Assistant County Manager, with 0.08 FTE allocated to the Administration Department – total budgeted salary is \$147,142.

		Sheriff
County Sheriff	104,889	1.00
Undersheriff	87,261	1.00
Lieutenant	84,734	1.00
Patrol Sergeant	62,136	1.00
Patrol Deputy	57,048	1.00
Patrol Deputy	68,371	1.00
Patrol Deputy	62,661	1.00
Patrol Corporal	66,341	1.00
Patrol Deputy	57,420	1.00
Patrol Deputy	60,299	1.00
Patrol Deputy	57,420	1.00
Patrol Deputy	59,717	1.00
Patrol Corporal	67,370	1.00
Patrol Deputy	59,717	1.00
Investigator	61,064	1.00
Patrol Deputy	59,667	1.00
Patrol Deputy	56,232	1.00
Detention Captain	63,275	1.00
Detention Sergeant	62,427	1.00
Detention Sergeant	58,209	1.00
Detention Deputy	50,622	1.00
Detention Deputy	47,668	1.00
Detention Deputy	52,134	1.00
Detention Deputy	51,115	1.00
Detention Deputy	50,622	1.00
Detention Deputy	52,134	1.00
Detention Deputy	50,622	1.00
Detention Deputy	50,129	1.00
Detention Deputy	53,806	1.00
Detention Deputy	48,043	1.00
Detention Deputy	51,115	1.00
Detention Deputy	48,833	1.00
Detention Corporal	57,471	1.00
Detention Corporal	57,471	1.00
Administrative Assistant III	56,703	1.00
Administrative Assistant II	49,701	1.00
Administrative Assnt Alternative Svcs	46,927	1.00
Patrol OT	29,672	0.24
Detention OT	9,685	0.11
POST	5,000	0.05
Wildfire	3,000	0.03
TOTALS	2,238,731	37.43



Treasurer/Public Trustee		
County Treasurer	80,737	1.00
Deputy Treasurer	63,709	1.00
Account Technician	45,849	0.90
Public Trustee	12,500	0.00
TOTALS	202,795	2.90

Veterans Services		
Veterans Officer	9,300	0.15
TOTALS	9,300	0.15

Wildlife Conservation		
Planner II	1,756	0.03
Administrative Assistant III	5,532	0.10
Planner II	1,739	0.03
TOTALS	9,027	0.15

COUNTY GRAND TOTAL: \$13,215,941



Capital Expenditures

Capital Improvement Plan (CIP)

Summary of Capital
Expenditures

Capital Expenditures by Fund

Impact on Operating Costs

Capital Improvement Plan (CIP)

Each year, Gunnison County updates its Capital Improvement Plan (CIP), which identifies the county's capital needs for the next five years. The capital improvement process provides for the identification, reviewing, planning and budgeting of capital expenditures. The entire plan is available on Gunnison County's website at www.gunnisoncounty.org.

For the purposes of the Capital Improvement Plan process, capital is defined as follows: items that have a single acquisition cost of \$10,000 or more and a usable life of five (5) or more years. Basically, this implies that those items that can be clearly classified as major improvements, rather than routine maintenance or equipment replacement, are defined as capital for the purposes of this program.

All requests for capital improvements are evaluated to aid the Board of County Commissioners in selecting the projects to be funded. Evaluation is based on a point system, which requires the department head to judge how well the project in question satisfies each of several criteria as well as develop an expenditure ceiling parameter for each of the respective years. The process is designed to organize and present requests in such a manner that management and the Commissioners have the information essential to effective decision-making.

This prioritization process represents two distinct elements: internally (within the department) and countywide. If the department's request only includes capital expenditures which are proposed to be funded out of its own resources or non-tax revenue generated by that department, the projects are prioritized within that department for inclusion within the plan. Examples are: Landfill, Airport Fund, Road and Bridge Fund, etc. However, if the request is outside of the department's ability to generate revenue, e.g., a request for assistance from Sales Tax revenue or a bond issue, then the project would compete for funding on a countywide basis.

The Capital Improvement Plan is presented annually to the Gunnison Board of County Commissioners. The first year of the package is referred to as the Capital Improvement Budget and is a list of projects for recommended implementation during the next fiscal year, while the subsequent four year period is referred to as the Capital Improvement Plan, which will be approved by the Board of County Commissioners in concept only. *By adopting a CIP, the County adopts a statement of intent, not an appropriation of funding for projects contained within the plan.* The CIP lists are updated annually as new needs become known and as priorities are changed. Therefore, it is entirely possible that a project with a low priority will remain in the Capital Improvement Plan longer than four years, as more important projects appear and move ahead for quick implementation. On the other hand, a project may be implemented sooner than originally planned due to changing priorities or funding availability.

Following is a summary of the projects included in this year's Capital Improvement Plan.



**CAPITAL IMPROVEMENT PLAN SUMMARY
FISCAL YEAR 2020**

NUMBER	PROJECT	PRIOR YEAR(S) COSTS	2020 CAPITAL BUDGET	CAPITAL IMPROVEMENT PLAN					TOTAL PROJECT COST
				2021	2022	2023	2024	FUTURE	
A-1	Airfield Generator		150,000						150,000
A-2	General Aviation Ramp Expansion						3,300,000		3,300,000
A-3	Terminal Program Construction-Phase 1		3,520,000	1,100,000	1,100,000				5,720,000
A-4	General Aviation Ramp Rehab					1,100,000			1,100,000
A-5	Runway Fog Seal		611,112						611,112
FG-1	Fairgrounds Sprinkler System						122,000		122,000
IT-1	Ortho-Oblique Aerial Maps for County Assessor		500,000						500,000
M-1	Recording Department Preservation	180,031	24,343						204,374
M-2	AARF Building A/C Replacement						15,000		15,000
M-3	AARF Building Roof Replacement						20,000		20,000
M-4	Blackstock Building Carpet Replacement			45,000					45,000
M-5	Blackstock Building HVAC		720,000						720,000
M-6	Blackstock Safety Improvements			38,000					38,000
M-7	Crested Butte Shop Renovation			200,000	40,000				240,000
M-8	Facilities CNG Vehicle		35,600						35,600
M-9	Detention Center Camera System Replacement				15,000				15,000
M-10	Detention Center Paint				30,000				30,000
M-11	Shady Island River Park	325,000	658,087	100,000	100,000	100,000	100,000	500,000	1,883,087
M-12	Terminal Parking PV & Geothermal			50,000	1,450,000				1,500,000
M-13	Lot 22A Intersection Improvements		250,000						250,000
PS-1	North Valley Sheriff Substation		250,000						250,000
RI-1	Brush Creek Intersection		150,000	150,000				1,700,000	2,000,000
RI-2	Deck Replacement - CR #10 Bridge			302,000					302,000
RI-3	Minor Structure Repair and/or Replacement	55,000	450,000	25,000	25,000	25,000			580,000
RI-4	Road Hard Surfacing	500,000	553,929	553,929	500,000	500,000			2,607,858
RI-5	Road Maintenance & Snow Removal Equipment	450,000	450,000	450,000	450,000	450,000	450,000	450,000	3,150,000
RI-6	Slate River Bridge Replacement	320,000	1,080,000						1,400,000
SW-1	Landfill Subtitle D Compliant Cell	50,000	100,000	100,000		1,550,000			1,800,000
SW-2	Landfill Wind Fencing		45,000						45,000
T-1	CB to CB South Trail	75,000	500,000	925,000					1,500,000
T-2	Gold Basin Detached Trail					1,003,800			1,003,800
T-3	Whitewater Park Improvements	515,000	600,000						1,115,000
WS-1	Dos Rios Collection System Improvements		35,000	35,000	35,000	35,000	35,000		175,000
WS-2	Somerset Sewer System							2,205,000	2,205,000
WS-3	Dos Rios Water Meter Replacement						90,000		90,000
WS-4	WTP Filter Media Replacement					50,000			50,000
WS-5	WTP High Service Pump		20,400						20,400
WS-6	WTP Intake Pumps		20,400						20,400
									-
	TOTALS	2,470,031	10,723,871	4,073,929	3,745,000	4,813,800	4,132,000	4,855,000	34,813,631

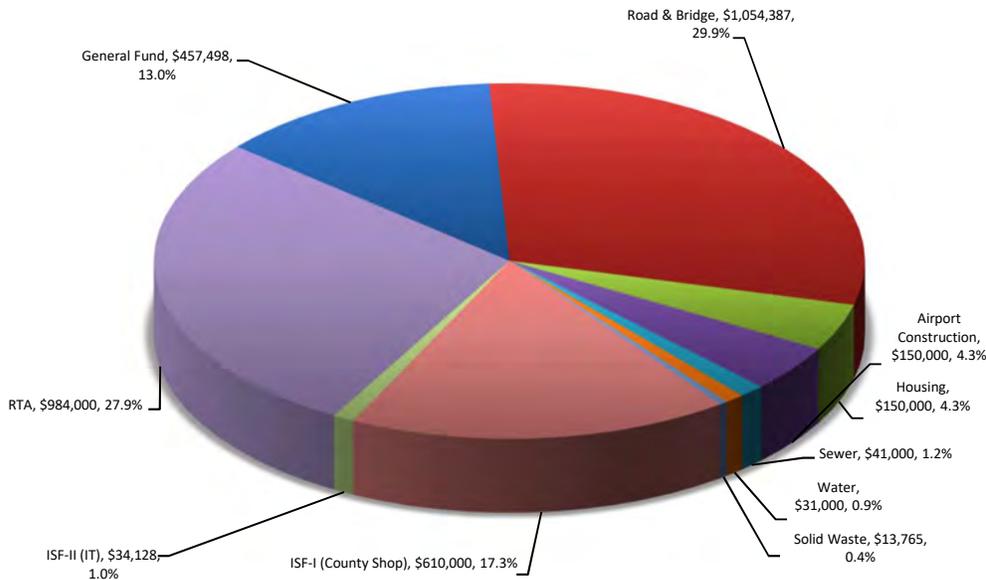
Other Capital Expenditures Budget Requests

During the annual budget process, department directors are also afforded the opportunity to request additional capital expenditures for projects not included in the annual Capital Improvement Plan. These requests are intended for projects that cost more than \$4,000 (or \$1,000 for computer equipment and software) and have a useful life of greater than one year. Requests for projects under \$10,000 do not need to be examined as thoroughly as those included in the CIP, as they often are for equipment replacement or routine maintenance. These requests may also include projects over \$10,000 that have become necessary since the adoption of the most recent Capital Improvement Plan.

This section includes the projects from the Capital Improvement Budget or projects from the Capital Improvement Plan that have been moved ahead for quick implementation or have been approved for appropriation in the current budget.

Capital Expenditures Summary

Total Capital Expenditures: \$3,525,778
Expenditures by Fund



Capital Expenditures by Fund

The following section discusses each project included in the current budget. The total cost is included as well as a list of funding sources. The narrative for each project discusses any significant impacts that capital improvements make on the annual operating budget.

The proposed funding for the capital improvements comes from the following restricted sources, among others:

- Sales Tax - In 1978, the voters of Gunnison County approved a 1% county sales tax. The provisions of the sales tax resolution approved by the voters directed that one-half (1\2) of the County sales tax revenues collected from sales within the boundaries of incorporated municipalities shall be distributed to those municipalities. The funds distributed to Gunnison County must be used solely for capital outlay and capital expenditures including but not limited to expenditures for the purchase of County buildings; the construction, alteration, relocation, and improvement of roads, bridges, and means of public transportation, and the purchase of facilities or equipment necessary for the operation of the county.
- Conservation Trust Fund - The County's share of lottery proceeds received from the State of Colorado and passed through from the Gunnison Metropolitan Recreation District are required to be deposited in its conservation trust fund and must be expended only for the acquisition, development, and maintenance of new conservation sites or for capital improvements or maintenance for recreational purposes on any public site.
- Airport Fund - The following is a description of several airport resources that will be used to fund airport CIP items:
 - Airport Operation Reserves - The Airport Operations Fund is an enterprise fund. The fees and charges to the airport users are designed to recover the full cost of operating the airport and to provide a portion of the resources necessary for the capital improvement and replacement of airport assets. FAA regulations require that any reserves accumulated must be used for airport purposes.
 - Passenger Facility Charges - The Federal Aviation Administration (FAA) reviews and approves the implementation of this per enplanement fee. All proceeds received by the airport must be used for authorized capital expenditures.
 - FAA Grants/Colorado Division of Aeronautics grants - The proceeds received from these sources are required to be used only for the specific capital expenditures identified in the "scope of services" of the grant agreement.
- Internal Service Fund I - This fund is used to account for the rental of motor vehicles, heavy equipment and to account for the usage of gravel and other materials used in construction and maintenance. The fund charges fees to user departments and to other governmental agencies for the purpose of recovering the full cost of operations and



for the replacement of all of the fund’s capital assets. The reserves accumulated in this fund are required (by OMB Circular A-87) to be used for the acquisition of capital assets for use within this fund.

- Internal Service Fund II - This fund is used to account for the rental of technological equipment including computer, mapping, telephone, postage, and photocopy equipment. The fund charges fees to user departments and to other governmental agencies for the purpose of recovering the full cost of operations and for the replacement of all of the fund’s capitalized assets. The reserves accumulated in this fund are required (by OMB Circular A-87) to be used for the acquisition of capital assets for use within this fund.
- Gunnison Valley Transportation Authority (RTA)- In 2002, the voters of Gunnison County approved a .6% sales tax except in the boundaries of the City of Gunnison where the amount was .35% and also exempting the jurisdictions of Marble, Ohio City, Pitkin, and Somerset. The provisions of the sales tax resolution approved by the voters directed the funds must be used solely for the purpose of funding and providing expanded mass transit and other transportation services including expanded air service. In 2015 the voters approved increasing the tax to 1.0% tax within the RTA District Boundaries.

General Fund - \$457,498

Workforce Impact Affordable Housing		\$50,000
<u>Project Narrative:</u> Lot 22 intersection work. The intersection from Colorado Street into the lot-22a area will need to be improved in order to enable development of the lot for workforce housing.	<u>Funding Source:</u> Building Permit Fees	
<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.		

Shady Island Pedestrian Path Overpass		\$75,000
<u>Project Narrative:</u> The Shady Island parcel was purchased in 2017 to be developed into a park to include river access and put-ins. Currently the pedestrian path is situated on the other side of the Colorado State Highway 35. This project would be to begin design and construction of a pedestrian overpass to bring exiting path to the entrance of the Shady Island property.	<u>Funding Source:</u> Sales Tax	
<u>Impact on Operating Budget:</u> This project will add minor operational costs for maintenance/repair of pedestrian overpass.		



Shady Island Park Improvements	\$73,890
<p><u>Project Narrative:</u> Continue work on improvements to the Gunnison County Shady Island Park to include trail work, approximately \$13,290, and begin construction of picnic areas, parking lots and restroom facilities, approximate cost of \$60,600.</p>	<p><u>Funding Source:</u> GOCO grant, Town of Crested Butte, Western State Colorado University, City of Gunnison, 1% for Open Space, etc.</p>
<p><u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget until the park is open to the public.</p>	

Finance Software Update	\$60,000
<p><u>Project Narrative:</u> The final phase of migrating to new financial software to be completed in 2020. This phase includes utility billing and budget.</p>	<p><u>Funding Source:</u> Sales Tax</p>
<p><u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget in the current year.</p>	

Election Equipment	\$95,835
<p><u>Project Narrative:</u> This project includes annual payment on new election equipment being purchased on a lease/purchase agreement. Original purchase made in 2016 to replace electronic voting equipment which was outdated. 2020 Annual payment is \$38,835. \$57,000 to purchase Agilis Duo Tabletop Mail Ballot Sorting System.</p>	<p><u>Funding Source:</u> Sales Tax</p>
<p><u>Impact on Operating Budget:</u> This project will have a significant impact on operating budget through savings for election judges' payroll costs. The Agilis sorting machine automates the previous manual process of opening, sorting mail-in ballots. Estimated savings is between \$25,000 – \$30,000 per election.</p>	

Public Safety Center	\$40,000
<p><u>Project Narrative:</u> Body cameras for Sheriff Patrol Deputies, expected cost of \$23,000; Replacement of outdated fingerprint machine, expected cost \$17,000</p>	<p><u>Funding Source:</u> Sales Tax, Available Resources</p>
<p><u>Impact on Operating Budget:</u> The operating costs going forward are estimated to be \$1,000 annually for software support for the body cameras. Replacing the outdated fingerprint will have no significant impact on the operating budget.</p>	



Miscellaneous Capital Purchases	\$62,773
<p><u>Project Narrative:</u> This includes \$1,200 for digital display options in the Courthouse entrance; \$10,100 for furniture and routine maintenance improvements in the Blackstock and O’Leary buildings; \$7,500 for equipment at the fairgrounds; \$9,973 for the Whitewater Trail; and \$34,000 for miscellaneous equipment and software purchases in the General Fund.</p>	<p><u>Funding Source:</u> General Fund, Grants and Sales Tax</p>
<p><u>Impact on Operating Budget:</u> These projects will have no significant impact on the operating budget.</p>	

Road & Bridge Fund - \$1,054,387

Cottonwood Pass Improvements	\$575,387
<p><u>Project Narrative:</u> This is a project primarily designed to address safety concerns. The narrow sections of the road will be widened to provide two 11' paved lanes to accommodate the large recreational vehicles that are using the road. The Federal Highway Administration was able to work with other agencies to reduce Gunnison County's share of the match from 17.21% to 5%. 2020 represents the final year of this project and the year final billing will be received from the Federal Highway Administration for our share of the construction costs.</p>	<p><u>Funding Source:</u> Highway User Tax Fund (HUTF), Payment in Lieu of Taxes (PILT), Sales Tax</p>
<p><u>Impact on Operating Budget:</u> The elimination of annual applications of gravel and magnesium chloride will save time and money, possibly up to \$100,000+ per year.</p>	

Gothic Road Culvert Slip-Line	\$450,000
<p><u>Project Narrative:</u> The culvert under Gothic Road transports drainage out of Washington Gulch. It is a metal pipe at the bottom of a fill. It is rusted out on the bottom and has little structural integrity left on the top half of the pipe. It was likely installed in the 1970’s to 1980’s. There is no way to dig it out and replace it without significantly impacting traffic and moving thousands of yards of materials, so slip-lining with plastic culvert before the pipe deteriorates further is necessary.</p>	<p><u>Funding Source:</u> Payment in Lieu of Taxes (PILT), Sales Tax</p>
<p><u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.</p>	

Miscellaneous Capital Purchases	\$29,000
<p><u>Project Narrative:</u> This includes \$25,000 for possible minor bridge construction planning and \$4,000 for Trails and Parks repair.</p>	<p><u>Funding Source:</u> Public Works</p>
<p><u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.</p>	



Housing Authority - \$150,000

Affordable Housing	\$150,000
<p><u>Project Narrative:</u> Possible Workforce Impact housing projects anticipated for 2020. At the time the budget is being developed, Stallion Park unit construction is not complete, and may continue into 2020.</p>	<p><u>Funding Source:</u> Available Resources, Sales Tax</p>
<p><u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.</p>	

Airport Construction Fund - \$150,000

Airport Terminal Program Architect and Engineering	\$150,000
<p><u>Project Narrative:</u> The airport terminal is currently undergoing a feasibility and concepts study to determine the best course of action for rehabilitating the building. Based on the findings and chosen future path from that study, Architect & Engineering Design services will be required. The FAA has indicated that a full environmental analysis program will most likely not be required but that the process will fall under a CATEX (Categorical Exclusion) determination.</p>	<p><u>Funding Source:</u> Federal Aviation Administration, State of Colorado, County funds</p>
<p><u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.</p>	

Sewer Fund - \$41,000

Dos Rios Collection System Improvements	\$41,000
<p><u>Project Narrative:</u> The Dos Rios Collection System is at least 44 years old and is in need of improvements to help reduce infiltration into our collection lines. This infiltration increases our operating costs tremendously, especially during the high water runoff and irrigation season when we see our costs to the City of Gunnison for treatment increase. Infiltration also reduces plant capacity. Potential repairs which may not significantly reduce project costs but decrease disturbance and save property restoration costs include slip-lining mains and refurbishing manholes.</p>	<p><u>Funding Source:</u> Dos Rios Sewer Capital Reserve or Dos Rios User Fees</p>
<p><u>Impact on Operating Budget:</u></p>	



If we reduce infiltration by 35 gallons per minute in a manhole, this would reduce our flow by 50,400 gallons per day to the City of Gunnison's Wastewater Treatment Plant. This would equate to 1,562,400 gallons per month, and at the current rate per thousand gallons charged by the City, this would be a savings of approximately \$18,000 annually.

Water Fund - \$31,000

Water Treatment Plant High Service Pumps \$31,000

Project Narrative:

There are two high service pumps at the water plant. They are alternated each month so that one pump does not sit idle for years. This also has helped extend the life of the pumps by splitting run times between two pumps. Normal life expectancy of a pump would be 8-10 years; however, our head pressures are quite low and this has extended the life of our pumps tremendously. Currently our pumps are approaching 22 years old. In the next five years we may need to replace at least one of the pumps. It may be possible to do a rebuild on one or both pumps, however it would be wise to have the ability to replace a pump with a new pump if needed or to have one on hand for immediate service.

Funding Source:

Dos Rios Water
Capital Reserve

Impact on Operating Budget:

This project will have no significant impact on the operating budget.

Solid Waste Fund - \$13,765

Landfill/Recycle Center \$13,765

Project Narrative:

To address the need to link scale to tickets through an updated software system. Review will be initiated to find appropriate software package for an operation of our size.

Funding Source:

Conservation
Trust, Sales Tax,

Impact on Operating Budget:

This project will impact operating budget by saving time for gate attendant currently needed to manually calculate cost based on arriving and departing weight of vehicles.

ISF-I: County Shop - \$610,000

Road Maintenance & Snow Removal Equipment \$350,000

Project Narrative:

In prior years, rolling stock has not been included in the Capital Improvement Program. However, increased costs of equipment and the increased costs to ISF-I for utilities, gas and diesel has decreased the ability of ISF-I reserves to fund the needed equipment, including both new and replacement units. If heavy equipment (graders, loaders,

Funding Source:

Sales Tax,
Increased
Equipment Usage
Fees



backhoes, dozers) are not replaced in a timely manner the result is overhaul/replacement of a major component. Many of our dump trucks, which are used for summer maintenance and winter plowing, are 15+ years old. The light duty vehicles in our fleet need to be replaced by more fuel efficient vehicles. Annually we will replace a motor grader, loader or backhoe, a truck and as many light duty vehicles as budget will allow, including the purchase of light duty CNG vehicles whenever possible.

Impact on Operating Budget:
New equipment results in reduced maintenance costs and reduced downtime for the Fleet Department and for all departments using fleet vehicles or equipment.

Fleet Vehicles \$250,000

<u>Project Narrative:</u> Replace Fleet vehicles according to fleet maintenance plan. A DOLA grant to cover marginal cost for CNG vehicles also included.	<u>Funding Source:</u> DOLA Grant, Sales Tax, Available Resources
--	---

Impact on Operating Budget:
Use of CNG vehicles anticipated cost savings for fuel. Exact savings to be calculated when comparison numbers are available.

Shop Repair and Equipment \$10,000

<u>Project Narrative:</u> Includes up to \$10,000 for shop equipment.	<u>Funding Source:</u> Sales Tax, Available Resources
--	--

Impact on Operating Budget:
This project will have no significant impact on the operating budget.

ISF-II: Technology - \$34,128

Computer Equipment and Software Upgrades \$34,128

<u>Project Narrative:</u> Includes up to \$60,000 for computer equipment and \$4,000 for software upgrades.	<u>Funding Source:</u> Sales Tax, Available Resources
--	--

Impact on Operating Budget:
This project will have no significant impact on the operating budget.



Gunnison Valley Transportation - \$984,000

CNG Bus Purchases		\$734,000
<u>Project Narrative:</u> A grant was obtained for the purchase of a CNG buss in 2020. Grant share will be \$623,940, RTA share \$110,060	<u>Funding Source:</u> DOT, CDOT, RTA Tax	
<u>Impact on Operating Budget:</u> CNG vehicles are expected to be less costly to operate. The exact savings will be determined once actual costs can be evaluated compared to diesel vehicles.		

Miscellaneous Capital Purchases		\$250,000
<u>Project Narrative:</u> These funds will be used for improvements and possible repairs.	<u>Funding Source:</u> RTA Tax, Available Resources	
<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.		



Capital Expenditure Impacts on Operating Budget

**CAPITAL EXPENDITURE IMPACTS ON OPERATING BUDGET
FISCAL YEAR 2020**

CIP	CAPITAL PROJECT	OPERATING COSTS					5 YEAR TOTAL
		2020	2021	2022	2023	2024	
RI-1	Cottonwood Pass Improvements - savings on applications of gravel, mag chloride, etc.	(100,000)	(100,000)	(100,000)	(100,000)	(100,000)	(500,000)
WS-1	Dos Rios Collection System - reduced infiltration to waste water treatment plant, savings on treatment costs	(18,000)	(18,000)	(18,000)	(18,000)	(18,000)	(90,000)
M-11	Shady Island Pedestrian Path Overpass	600	630	662	695	729	3,315
TOTALS		(117,400)	(117,370)	(117,339)	(117,305)	(117,271)	(586,685)



Debt

Summary of Debt Obligations

Debt Service and Lease
Payments

Computation of Legal Debt
Margin



Summary of Debt Obligations

ISSUE	PURPOSE	ISSUE AMOUNT	INTEREST RATE
GOVERNMENTAL ACTIVITIES			
Affordable Housing Note, dated 12/09/01, (Housing Authority Fund), modified 9/14/04 (paid off one lot)	Finance purchase of land for affordable housing project in Mt. Crested Butte, Lots 34 & 35 Pitchfork Development.	\$38,685	Variable, Wall Street Journal prime rate
Series A Tax-Exempt COP's \$730,000; Series B Taxable COP's (BAB's) \$17,270,000; and Net premium Series A Tax-Exempt COP's \$11,972	Finance construction of the jail and public works facilities. Series A paid in full, 2012	\$18,011,972	Series A- 2%; Series B- 6.125%
Certificates of Participation, Series 2013 \$9,710,000	Finance demolition of old courthouse and construction of new courthouse	\$9,710,000	.6 - 5% rates; average rate 4.52%
Lease/Purchase Agreement dated 8/17/10	Finance various energy saving improvements in County buildings.	\$1,168,919	3.94%
Certificates of Participation, Series 2019 \$1,400,000	Finance purchase of property located at 25315 State Highway 1135, Crested Butte, CO 81224	\$1,400,000	4.25%
Lease Purchase Agreement dated 11/22/19	Finance various energy saving improvements in County buildings	\$1,320,689	2.431%

BUSINESS-TYPE ACTIVITIES

ISSUE	PURPOSE	ISSUE AMOUNT	INTEREST RATE
Impact Assistance Loan - Somerset Water, issued 10/7/03 (Gunnison County Water Fund)	Finance project to install a new water treatment system for the community of Somerset, including the OxBow Mine	\$100,000	5.00%
Rural Utilities Service (RUS) Note, North Gunnison Sewer Extension, Issued January, 2005 (Sewer Fund)	Finance portion of sewer extension project to North Gunnison District.	\$1,519,270	4.50%
Rural Utilities Service (RUS) Note, North Gunnison Sewer Extension, Issued March, 2006 (Sewer Fund)	Finance portion of sewer extension project to North Gunnison District.	\$322,000	4.25%
Rural Utility Service (RUS) Note, Antelope Hills Water Extension, Issued 9/13/13	Finance water extension to the Antelope Hills Water Division	\$1,154,230	2.13%
Mortgage, Gunnison County Housing Authority, dated 11/06/03 (Senior Housing Fund)	Refinanced the construction of the Mountain View Apartments (Gunnison Senior Housing)	\$528,100	5.75%
Restructuring Mortgage		\$624,011	1%
Contingent Repayment		\$378,864	1%
Lease/Purchase, 2015 Landfill Caterpillar Excavator	Financed purchase of Caterpillar Excavator for the Landfill	\$252,080	3.20%
Lease/Purchase, 2017 Motorgrader	Financed purchase of Caterpillar Motorgrader	\$159,443	2.7%

ISSUE	PURPOSE	ISSUE AMOUNT	INTEREST RATE
Lease/Purchase, 2018 Motorgrader	Financed purchase of Caterpillar Motorgrader	\$236,763	3.5%
Hospital Revenue Series 1998 (Hospital Fund)	Financed the expansion, remodeling and renovation of the Gunnison Valley Hospital and the Gunnison Health Care Center	\$9,995,000	4.3%-6.0%



Summary of Debt Service and Lease Payments Governmental Activities

	COUNTY FACILITIES ENERGY SAVINGS LEASE	CHFA LOAN PITCHFORK PROPERTY	CERTIFICATES OF PARTICIPATION SERIES 2010B	CERTIFICATES OF PARTICIPATION SERIES 2013	COUNTY FACILITIES ENERGY SAVINGS LEASE	CERTIFICATES OF PARTICIPATION SERIES 2019	TOTALS
2020	141,598	2,527	1,308,205	669,763	149,262	102,103	2,373,459
2021		2,527	1,298,210	671,213	149,262	102,103	2,223,315
2022		2,527	1,294,460	670,888	149,262	102,103	2,219,240
2023		1,399	1,284,710	670,213	149,262	102,103	2,207,687
2024					149,262	102,103	251,366
2025					149,262	102,103	251,366
2026					149,262	102,103	251,366
2027					149,262	102,103	251,366
2028					149,262	102,103	251,366
2029					149,262	102,103	251,366
2030-2039						1,021,030	1,021,030
2040-2046			19,825,256	100,595,750			29,884,831
	141,598	8,980	25,010,841	12,741,650	1,492,625	2,042,062	41,437,756
PRINCIPAL	137,663	48	14,295,000	8,105,000	1,320,689	1,357,396	25,215,796
INTEREST	3,936	8,931	10,715,841	4,636,650	171,936	684,666	16,221,960



Summary of Debt Service and Lease Payments
Business-Type Activities

	<i>SOMERSET WATER TREAT.</i>	<i>2005 NORTH GUNNISON SEWER RUS</i>	<i>2006 NORTH GUNNISON SEWER RUS</i>	<i>2013 ANTELOPE HILLS WATER RUS</i>	<i>CHFA LOAN MT. VIEW</i>	<i>HUD MORTGAGE RESTRUCTURE LOAN MT. VIEW</i>	<i>HUD CONTINGENT REPAYMENT DEED OF TRUST MT. VIEW</i>	<i>Landfill Lease/ Purchase Caterpillar Excavator</i>	<i>2018 LEASE/ PURCHASE MOTOR- GRADER</i>	<i>2017 LEASE/ PURCHASE MOTOR- GRADER</i>	<i>HOSPITAL REVENUE BONDS</i>	<i>TOTALS</i>
2020	8,024	79,338	16,816	42,940	36,982	2,665	3,789	16,805	28,544	8,001	758,781	1,002,685
2021	8,024	79,338	16,816	42,940	36,982	2,665	3,789		28,544	8,001	754,469	981,568
2022	8,024	79,338	16,816	42,940	36,982	2,665	3,789		28,544	8,001	758,469	985,568
2023	4,868	79,338	16,816	42,940	36,982	2,665	3,789		28,544	139,680	755,219	1,110,840
2024		79,338	16,816	42,940	36,982	2,665	3,789		126,640			309,170
2025		79,338	16,816	42,940	36,982	2,665	3,789					182,530
2026		79,338	16,816	42,940	36,982	2,665	3,789					182,530
2027		79,338	16,816	42,940	36,982	2,665	3,789					182,530
2028		79,338	16,816	42,940	36,982	2,665	3,789					182,530
2029		79,338	16,816	42,940	36,982	2,665	3,789					182,530
2030		79,338	16,816	42,940	36,982	2,665	3,789					182,530
2031		79,338	16,816	42,940	36,982	2,665	3,789					182,530
2032		79,338	16,816	42,940	36,982	2,665	3,789					182,530
2033		79,338	16,816	42,940	40,067	2,665	3,789					185,615
2034		79,338	16,816	42,940		2,665	3,789					145,548
2035		79,338	16,816	42,940		2,665	3,789					145,548
2036		79,338	16,816	42,940		2,665	3,789					145,548
2037		79,338	16,816	42,940		2,665	3,789					145,548
2038		79,338	16,816	42,940		2,665	3,789					145,548
2039		79,338	16,816	42,940		2,665	3,789					145,548
2040		79,338	16,816	42,940		2,665	3,789					145,548
2041		79,338	16,816	42,940		2,665	3,789					145,548
2042		79,338	16,816	42,940		2,665	3,789					145,548
2043		79,338	16,816	42,940		2,665	3,789					145,548
2044		79,338	16,816	42,940		2,665	3,789					145,548
2045-2046			24,745	375,725	-	271,827	348,901					1,021,198
	28,940	1,983,450	445,145	1,449,225	520,833	338,451	443,617	16,805	240,816	163,684	3,026,938	8,657,903
PRINCIPAL	25,855	1,238,639	265,080	1,031,820	448,438	266,497	378,864	16,693	215,519	150,223	2,645,000	6,682,629
INTEREST	3,085	744,811	180,065	417,405	72,394	71,954	64,753	113	25,296	13,460	381,938	1,975,275



Computation of Legal Debt Margin

The legal debt limit is 3% and is only subject to general obligation bonds. Gunnison County has no general obligation bonded debt. Therefore, the historical table "Ratio of Annual Debt Service Expenditures for General Bonded Debt to Total General Expenditure" is not included.

Computation of legal debt limit:

2018 actual valuation, per Assessor	\$6,455,245,210
Legal debt limit percentage *	<u>3%</u>
Legal Debt Limit	<u>\$ 193,657,356</u>

Total long-term borrowing	\$ 23,130,000
Less: Certificates of Participation	<u>(23,130,000)</u>
Net borrowing applicable to debt limit	<u>-0-</u>
Legal Debt Margin	<u>\$ 159,458,476</u>

*Source: Colorado Revised Statutes 30-26-301

In September, 2010 Gunnison County issued \$18,000,000 in Certificates of Participation. The proceeds from the issuance were used to construct the new Public Works and Safety Center facilities.

The \$730,000 Series 2010A Tax-exempt COP's have all matured.

The remainder of the \$17,270,000 Series 2010B Taxable COP's (BAB's) mature as follows:

Build America Serial Certificates:

7/15/2020	<u>\$ 465,000</u>
	\$ 465,000

Build America Term Certificates:

7/15/2023	\$ 1,480,000
7/15/2030	\$ 4,130,000
7/15/2040	<u>\$ 8,220,000</u>
	<u>\$13,830,000</u>
Total, all series	<u>\$14,295,000</u>



Debt

The Build America Bonds receive a 35% reimbursement for interest paid. Lease-purchase arrangements are subject to annual appropriations. A schedule, by years, of future minimum lease payments under the lease agreement as of December 31, 2010 is as follows:

Years	Base Principal	Base Interest	Total
2020	465,000	843,205	1,308,205
2021	475,000	823,210	1,298,210
2022	495,000	799,460	1,294,460
2023	510,000	774,710	1,284,710
2024	525,000	749,210	1,274,210
2025-2030	3,605,000	3,795,540	7,400,540
2031-2035	3,710,000	2,080,356	5,790,356
2036-2040	4,510,000	850,150	5,360,150
Total	14,295,000	10,715,841	25,010,841

In December, 2013 Gunnison County issued \$9,710,000 in Certificates of Participation. The proceeds from the issuance are for the construction of a new courthouse.

The balance of the \$9,710,000 Series 2013 Certificates of Participation mature as follows:

2020	285,000
2021	295,000
2022	305,000
2023	315,000
2024	330,000
2025	340,000
2026	355,000
2027	370,000
2028	385,000
2029	405,000
2030	425,000
2031	450,000
2032	470,000
2033	495,000
2034	520,000
2035	545,000
2036	575,000
2037	605,000
2038	635,000
	<u>8,105,000</u>



Lease-purchase arrangements are subject to annual appropriations. A schedule, by years, of future minimum lease payments under the lease agreement as of December 30, 2019 is as follows:

Years	Base Principal	Base Interest	Total
2020-2028	2,980,000	3,052,937	6,032,937
2029-2038	5,125,000	1,583,712	6,708,712
	<u>8,105,000</u>	<u>4,636,649</u>	<u>12,741,649</u>

Credit ratings assigned by rating agencies are a determinant of successful debt and lease financing. Strong ratings enhance the County’s overall reputation through its demonstrated sound financial position. High ratings help ensure that the County’s bonds are attractive investments in the bond market.

In August 2010, Gunnison County received an underlying credit rating from Moody’s of Aa2 and Standard & Poor’s of AA. The 2010 debt issue was rated as Aa3 and AA- due to the Colorado annual appropriation requirement. The 2013 debt issue was rated as AA- by Standard & Poor’s. Again in 2019 Gunnison County received an underlying credit rating from Moody’s of Aa2.

Moody’s and Standard & Poor’s Credit Ratings

Investment Grade:	Moody's	Standard & Poor's
Exceptional	Aaa, Aaa1, Aaa2, Aaa3	AAA, AAA-, AA+
Excellent	Aa, Aa1, Aa2, Aa3	AA, AA-, A+
Good	A, A1, A2, A3	A, A-, BBB+
Adequate	Baa, Baa1, Baa2, Baa3	BBB, BBB-, BB+
Speculative Grade:		
Questionable	Ba, Ba1, Ba2, Ba3	BB, BB-, B+
Poor	B, B1, B2, B3	B, B-, CCC+
Very Poor	Caa, Caa1, Caa2, Caa3	CCC, CCC-, CC+
Extremely Poor	Ca, Ca1, Ca2, Ca3	CC, CC-, C+
Lowest	C	C



Fund Summaries

Summary of Revenues and
Expenditures of all
Appropriated Funds



General Fund
Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	9,490,358	9,539,451	9,590,484	9,988,900
Licenses and Permits	710,366	503,520	664,473	534,095
Intergovernmental	1,427,590	1,628,310	2,113,984	2,072,558
Charges for Services	737,780	649,231	708,353	661,350
Contributions and Other Grants	121,703	67,564	74,706	72,289
Fines & Forfeitures	103,462	94,000	136,000	140,353
Investment Income	109,730	79,150	336,930	203,040
Interfund Revenues	849,684	814,000	824,000	842,782
Transfers In	1,124,526	1,725,875	1,389,985	1,049,570
Other Financing Sources/Misc.	162,535	2,166,823	908,019	399,111
Total Revenues	14,837,734	17,267,924	16,746,934	15,964,048
Expenditures				
Personnel	7,778,540	8,890,144	8,406,164	9,166,870
Supplies	438,252	535,639	528,811	534,464
Purchased Services	3,153,328	3,799,896	3,676,733	4,315,629
Community Prgms/Contributions	124,128	135,019	139,944	138,454
Financing Costs	52,204	69,134	69,134	69,134
Transfers Out	1,753,641	1,922,867	2,211,725	621,760
Capital Outlay	278,058	521,538	319,705	457,498
Miscellaneous (Extraordinary/Special)	1,231,080	1,646,273	1,182,888	1,938,055
Total Expenditures	14,809,231	17,520,510	16,535,104	17,241,864
Excess Revenues (Expenditures)	28,503	(252,586)	211,830	(1,277,816)

Fund Balance				
Beginning	6,135,619	5,576,691	6,164,122	6,375,952
Ending	6,164,122	5,324,105	6,375,952	5,098,136
Ending Fund Balance % of Total Expenditures				29.57%
Ending Fund Balance Analysis				
Unreserved Fund Balance	5,877,287	4,319,232	6,084,098	4,522,911
Water Resources Protection	89,780	89,862	82,321	74,321
Workforce Impact Fees	197,055	915,010	209,533	500,904
Courthouse Renovation Reserve	0	0	0	0
Series 2010 Bond Reserve	0	0	0	0
Total Ending Fund Balance	6,164,122	5,324,104	6,375,952	5,098,136
Ending Unreserved Fund Balance % of Total Operational Expenditures				26.00%



Road & Bridge Fund Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	244,907	200,000	250,000	200,000
Licenses and Permits	38,581	11,000	30,200	11,000
Intergovernmental	5,067,709	4,918,602	5,080,165	4,593,516
Charges for Services	14,831	5,920	12,077	6,720
Contributions and Other Grants	0	0	10	0
Fines & Forfeitures	17	10	60,000	10
Investment Income	38,504	18,000	100	35,000
Interfund Revenues	778	100	124,824	100
Transfers In	69,887	165,324	43,256	533,676
Other Financing Sources/Misc.	58,024	50,050		36,348
Total Revenues	5,533,238	5,369,006	5,600,632	5,416,370
Expenditures				
Personnel	2,173,268	2,330,522	2,196,090	2,381,906
Supplies	957,504	1,088,525	1,120,572	1,065,000
Purchased Services	1,591,842	1,757,759	1,809,728	1,840,432
Community Prgms/Contributions	0	0	0	0
Financing Costs	128	928	928	928
Transfers Out	272,324	296,636	296,636	311,751
Capital Outlay	519,451	230,000	236,100	1,054,387
Miscellaneous (Extraordinary/Special)	3,074	46,600	46,600	46,600
Total Expenditures	5,517,591	5,750,970	5,706,654	6,701,004
Excess Revenues (Expenditures)	15,647	(381,964)	(106,022)	(1,284,634)

Fund Balance				
Beginning	2,209,040	2,208,090	2,224,687	2,118,665
Ending	2,224,687	1,826,126	2,118,665	834,031
Ending Fund Balance % of Total Expenditures				12.45%
Ending Fund Balance Analysis				
Unreserved Fund Balance	1,893,200	1,694,639	2,018,278	1,309,031
Cottonwood Pass Construction Reserve	331,487	131,487	100,387	(475,000)
Total Ending Fund Balance	2,224,687	1,826,126	2,118,665	834,031
Ending Unreserved Fund Balance % of Total Operational Expenditures				19.53%



Human Services Fund
Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	313,373	317,606	317,606	333,100
Licenses and Permits	0	0	0	0
Intergovernmental	3,655,897	3,870,220	3,993,936	4,177,616
Charges for Services	13,545	11,800	10,810	11,900
Contributions and Other Grants	4,780	3,350	5,273	1,250
Fines & Forfeitures	0	0	0	0
Investment Income	6,906	7,200	12,000	8,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	5,038	240	1,919	0
Total Revenues	3,999,539	4,210,416	4,341,544	4,531,866
Expenditures				
Personnel	1,452,606	1,625,533	1,546,182	1,634,255
Supplies	41,470	45,565	46,423	45,265
Purchased Services	331,780	427,421	511,568	531,425
Community Prgms/Contributions	2,058,201	2,005,773	2,118,234	2,209,473
Financing Costs	0	0	0	0
Transfers Out	497,581	115,000	116,100	117,000
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	2,101	1,100	3,727	3,351
Total Expenditures	4,383,739	4,220,392	4,342,234	4,540,769
Excess Revenues (Expenditures)	(384,200)	(9,976)	(690)	(8,903)
Fund Balance				
Beginning	566,529	203,969	182,329	181,639
Ending	182,329	193,993	181,639	172,736
Ending Fund Balance % of Total Expenditures				3.80%



Public Health Agency Fund
Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	560,434	544,571	547,202	554,480
Charges for Services	95,727	90,184	118,187	161,116
Contributions and Other Grants	56,936	66,204	50,104	80,456
Fines & Forfeitures	0	4,500	0	5,000
Investment Income	396	0	1,184	800
Interfund Revenues	0	0	0	0
Transfers In	298,000	290,000	229,517	201,947
Other Financing Sources/Misc.	65,795	70,000	70,000	80,000
Total Revenues	1,077,288	1,065,459	1,016,194	1,083,799
Expenditures				
Personnel	612,888	627,517	561,328	724,096
Supplies	147,211	108,641	111,209	113,703
Purchased Services	179,064	172,294	189,442	172,764
Community Prgms/Contributions	0	0	988	0
Financing Costs	0	0	0	0
Transfers Out	136,116	147,648	147,648	60,228
Capital Outlay	0	5,000	9,579	1,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	1,075,279	1,061,100	1,020,194	1,071,791
Excess Revenues (Expenditures)	2,009	4,359	(4,000)	12,008
Fund Balance				
Beginning	25,400	4,302	27,409	23,409
Ending	27,409	8,661	23,409	35,417
Ending Fund Balance % of Total Expenditures				3.30%



Conservation Trust Fund
Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	57,702	57,000	60,000	60,000
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	1,047	400	2,200	2,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	0	0	0	0
Total Revenues	58,749	57,400	62,200	62,000
Expenditures				
Personnel	0	0	800	0
Supplies	0	0	0	0
Purchased Services	709	570	0	800
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	40	0	0
Transfers Out	78,941	64,408	64,408	22,500
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	79,650	65,018	65,208	23,300
Excess Revenues (Expenditures)	(20,901)	(7,618)	(3,008)	38,700
Fund Balance				
Beginning	38,647	15,384	17,746	14,738
Ending	17,746	7,766	14,738	53,438
Ending Fund Balance % of Total Expenditures				229.35%



**Sales Tax Fund
Summary of Fund Resources**

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	2,229,963	2,125,144	2,333,306	2,379,672
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	13,322	8,600	6,001	6,001
Investment Income	9,597	7,000	14,000	14,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	683,737	0
Other Financing Sources/Misc.	0	0	0	0
Total Revenues	2,252,882	2,140,744	3,037,044	2,399,673
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	48,212	46,613	51,148	47,977
Community Prgms/Contributions	19,376	20,000	20,000	20,000
Financing Costs	213,260	413,452	1,057,728	364,752
Transfers Out	2,026,143	2,195,447	1,799,544	2,147,878
Capital Outlay	54,877	0	404,400	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	2,361,868	2,675,512	3,332,820	2,580,607
Excess Revenues (Expenditures)	(108,986)	(534,768)	(295,776)	(180,934)
Fund Balance				
Beginning	1,109,695	1,047,928	1,000,709	704,933
Ending	1,000,709	513,160	704,933	523,999
Ending Fund Balance % of Total Expenditures				20.31%



Land Preservation Fund
Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	456,384	445,000	510,936	526,332
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	8,737	3,200	21,703	10,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	0	0	0	0
Total Revenues	465,121	448,200	532,639	536,332
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	5,698	5,300	6,503	7,263
Community Prgms/Contributions	502,035	700,000	700,000	700,000
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	507,733	705,300	706,503	707,263
Excess Revenues (Expenditures)	(42,612)	(257,100)	(173,864)	(170,931)
Fund Balance				
Beginning	891,781	633,933	849,169	675,305
Ending	849,169	376,833	675,305	504,374
Ending Fund Balance % of Total Expenditures				71.31%



Mosquito Control Fund
Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	63,546	65,380	66,197	67,350
Licenses and Permits	0	0	0	0
Intergovernmental	15,846	16,371	16,371	16,863
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	283	194	1,036	283
Interfund Revenues	0	0	0	0
Transfers In	15,846	16,371	16,371	16,863
Other Financing Sources/Misc.	0	0	0	0
Total Revenues	95,521	98,316	99,975	101,359
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	93,678	97,493	97,481	99,551
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	660	732	732	1,776
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	94,338	98,225	98,213	101,327
Excess Revenues (Expenditures)	1,183	91	1,762	32
Fund Balance				
Beginning	11,007	11,667	12,190	13,952
Ending	12,190	11,758	13,952	13,984
Ending Fund Balance % of Total Expenditures				13.80%



Sage Grouse Trust Fund
Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	81,014	83,000	70,122	73,057
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	1,345	450	2,780	2,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	0	0	0	0
Total Revenues	82,359	83,450	72,902	75,057
Expenditures				
Personnel	0	0	0	0
Supplies	489	200	200	200
Purchased Services	1,692	2,000	2,800	2,000
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	46,500	60,000	60,000	60,000
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	48,681	62,200	63,000	62,200
Excess Revenues (Expenditures)	33,678	21,250	9,902	12,857
Fund Balance				
Beginning	55,526	89,792	89,204	99,106
Ending	89,204	111,042	99,106	111,963
Ending Fund Balance % of Total Expenditures				180.00%



Risk Management Fund
Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	6,851	4,000	10,000	4,000
Interfund Revenues	76,972	77,000	54,723	73,555
Transfers In	0	0	0	0
Other Financing Sources/Misc.	0	10,000	0	10,000
Total Revenues	83,823	91,000	64,723	87,555
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	1,176	800	125,800	800
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	50	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	(500)	160,000	300,000	150,000
Total Expenditures	676	160,850	425,800	150,800
Excess Revenues (Expenditures)	83,147	(69,850)	(361,077)	(63,245)
Fund Balance				
Beginning	508,282	443,404	591,429	230,352
Ending	591,429	373,554	230,352	167,107
Ending Fund Balance % of Total Expenditures				110.81%



Housing Authority Fund Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	4,967	4,998	5,000	5,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	865	1,200	700	700
Interfund Revenues	0	0	0	0
Transfers In	1,085,695	1,550,000	1,075,000	150,000
Other Financing Sources/Misc.	64,888	39,170	365,395	49,355
Total Revenues	1,156,415	1,595,368	1,446,095	205,055
Expenditures				
Personnel	0	0	0	0
Supplies	874	430	60	60
Purchased Services	101,288	44,402	42,966	43,504
Community Prgms/Contributions	0	0	0	0
Financing Costs	2,527	2,527	2,527	2,527
Transfers Out	23,712	437,832	312,832	5,724
Capital Outlay	1,233,713	1,115,000	1,075,000	150,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	1,362,114	1,600,191	1,433,385	201,815
Excess Revenues (Expenditures)	(205,699)	(4,823)	12,710	3,240
Fund Balance				
Beginning	192,527	192,996	(13,172)	(462)
Ending	(13,172)	188,173	(462)	2,778
Ending Fund Balance % of Total Expenditures				1.38%



**Marketing District Fund
Summary of Fund Resources**

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	2,115,150	2,241,524	2,146,899	2,165,100
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	17,783	14,000	19,365	14,000
Investment Income	12,092	4,000	25,000	20,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	0	0	0	0
Total Revenues	2,145,025	2,259,524	2,191,264	2,199,100
Expenditures				
Personnel	0	0	0	0
Supplies	219	0	0	0
Purchased Services	1,958,163	2,169,698	2,171,409	2,255,185
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	6,576	7,283	7,283	37,704
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	52,002	74,500	74,500	28,200
Total Expenditures	2,016,960	2,251,481	2,253,192	2,321,089
Excess Revenues (Expenditures)	128,065	8,043	(61,928)	(121,989)
Fund Balance				
Beginning	1,235,520	1,398,726	1,363,585	1,301,657
Ending	1,363,585	1,406,769	1,301,657	1,179,668
Ending Fund Balance % of Total Expenditures				50.82%



Transportation Authority Fund (RTA)

Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	3,578,451	3,478,500	3,653,602	3,762,715
Licenses and Permits	0	0	0	0
Intergovernmental	754,063	1,360,800	1,355,896	857,131
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	10,772	9,000	8,600	8,600
Investment Income	39,958	17,250	79,000	40,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	700	1,000	0	500
Total Revenues	4,383,944	4,866,550	5,097,098	4,668,946
Expenditures				
Personnel	0	0	0	0
Supplies	151,847	162,100	202,200	215,200
Purchased Services	665,245	778,500	840,839	966,076
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	50	0	50
Transfers Out	10,000	10,000	10,700	11,000
Capital Outlay	1,235,489	1,988,500	1,955,869	984,000
Miscellaneous (Extraordinary/Special)	1,562,500	2,028,000	1,693,269	2,490,000
Total Expenditures	3,625,081	4,967,150	4,702,877	4,666,326
Excess Revenues (Expenditures)	758,863	(100,600)	394,221	2,620

Fund Balance				
Beginning	2,979,598	3,454,270	3,738,461	4,132,682
Ending	3,738,461	3,353,670	4,132,682	4,135,302
Ending Fund Balance % of Total Expenditures				88.62%
Ending Fund Balance Analysis				
Rural Transportation Authority	1,434,675	1,057,083	1,369,138	1,498,818
Capital Expenditures	244,267	62,067	128,293	168,233
Air Command	1,797,438	1,919,438	2,370,169	2,177,169
Senior Transportation	262,082	315,082	265,082	291,082
Total Ending Fund Balance	3,738,462	3,353,670	4,132,682	4,135,302



Public Trustee Agency Fund
Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	41,899	55,000	53,000	53,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	32,500	40,572	39,277	40,910
Other Financing Sources/Misc.	16	0	0	0
Total Revenues	74,415	95,572	92,277	93,910
Expenditures				
Personnel	52,846	54,131	53,387	54,395
Supplies	0	500	200	200
Purchased Services	5,521	6,280	5,690	6,135
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	33,000	0
Miscellaneous (Extraordinary/Special)	30,889	35,000	0	33,000
Total Expenditures	89,256	95,911	92,277	93,730
Excess Revenues (Expenditures)	(14,841)	(339)	0	180
Fund Balance				
Beginning	52,291	52,291	37,450	37,450
Ending	37,450	51,952	37,450	37,630
Ending Fund Balance % of Total Expenditures				40.15%



**Debt Service Fund
Summary of Fund Resources**

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	287,216	281,822	283,030	277,709
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	1,233	700	3,538	1,250
Interfund Revenues	0	0	0	0
Transfers In	1,694,650	1,706,261	1,706,760	1,702,607
Other Financing Sources/Misc.	0	0	0	0
Total Revenues	1,983,099	1,988,783	1,993,328	1,981,566
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	0	0	2,250	0
Community Prgms/Contributions	0	0	0	0
Financing Costs	1,993,368	1,988,783	1,988,768	1,981,467
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	1,993,368	1,988,783	1,991,018	1,981,467
Excess Revenues (Expenditures)	(10,269)	0	2,310	99
Fund Balance				
Beginning	158,939	158,939	148,670	150,980
Ending	148,670	158,939	150,980	151,079
Ending Fund Balance % of Total Expenditures				7.62%



Airport Construction Fund Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	824,892	1,715,049	1,053,043	817,895
Charges for Services	128,575	125,000	125,000	125,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	2,899	1,500	8,223	1,500
Interfund Revenues	0	0	0	0
Transfers In	33,827	57,411	55,499	7,784
Other Financing Sources/Misc.	0	0	0	0
Total Revenues	990,193	1,898,960	1,241,765	952,179
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	131,536	1,155,416	467,266	786,892
Community Prgms/Contributions	0	0	0	0
Financing Costs	23,629	23,627	23,630	0
Transfers Out	0	0	0	0
Capital Outlay	543,919	649,900	644,900	150,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	699,084	1,828,943	1,135,796	936,892
Excess Revenues (Expenditures)	291,109	70,017	105,969	15,287

Fund Balance				
Beginning	1,260	87,302	292,369	398,338
Ending	292,369	157,319	398,338	413,625
Ending Fund Balance % of Total Expenditures				44.15%
Ending Fund Balance Analysis				
Unreserved Fund Balance	292,369	157,319	398,338	413,625
Reserved Fund Balance-PFC	0	0	0	0
Total Ending Fund Balance	292,369	157,319	398,338	413,625



Capital Expenditures Fund
Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	507,640	12,147	12,147	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	23,181	5,500	34,480	18,200
Interfund Revenues	0	0	0	0
Transfers In	728,406	4,408	4,408	0
Other Financing Sources/Misc.	0	0	0	0
Total Revenues	1,259,227	22,055	51,035	18,200
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	142,670	16,555	0	0
Community Prgms/Contributions	1,371,079	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	16,555	0
Miscellaneous (Extraordinary/Special)	0	0	16,280	0
Total Expenditures	1,513,749	16,555	32,835	0
Excess Revenues (Expenditures)	(254,522)	5,500	18,200	18,200
Fund Balance				
Beginning	2,333,450	2,069,579	2,078,928	2,097,128
Ending	2,078,928	2,075,079	2,097,128	2,115,328
Ending Fund Balance % of Total Expenditures				#DIV/0!



Airport Operations Fund Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	82,011	47,000	81,000	81,000
Charges for Services	569,352	462,045	466,722	514,044
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	10,392	2,200	4,603	2,200
Investment Income	19,270	4,500	37,959	21,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	756,288	721,841	754,470	720,006
Total Revenues	1,437,313	1,237,586	1,344,754	1,338,250
Expenditures				
Personnel	831,676	860,954	814,700	806,541
Supplies	92,977	105,995	123,026	125,735
Purchased Services	273,551	291,636	378,513	349,445
Community Prgms/Contributions	0	2,500	2,500	2,500
Financing Costs	4,081	4,481	4,481	4,481
Transfers Out	103,151	126,363	124,451	78,956
Capital Outlay	25,000	0	8,732	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	1,330,436	1,391,929	1,456,403	1,367,658
Excess Revenues (Expenditures)	106,877	(154,343)	(111,649)	(29,408)
Fund Balance				
Beginning	1,399,082	1,292,446	1,505,959	1,394,310
Ending	1,505,959	1,138,103	1,394,310	1,364,902
Ending Fund Balance % of Total Expenditures				99.80%



**Sewer District Fund
Summary of Fund Resources**

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	732,031	715,083	726,946	763,471
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	4,655	2,480	5,393	2,480
Investment Income	24,082	10,350	46,952	17,575
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	628	120	0	0
Total Revenues	761,396	728,033	779,291	783,526
Expenditures				
Personnel	57,620	72,702	77,872	69,141
Supplies	5,887	8,855	11,405	9,655
Purchased Services	384,915	386,139	435,282	476,398
Community Prgms/Contributions	0	0	0	0
Financing Costs	114,789	115,080	115,351	96,243
Transfers Out	64,988	56,569	56,569	45,026
Capital Outlay	19,614	42,000	36,500	41,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	647,813	681,345	732,979	737,463
Excess Revenues (Expenditures)	113,583	46,688	46,312	46,063
Fund Balance				
Beginning	1,205,221	1,226,537	1,318,804	1,365,116
Ending	1,318,804	1,273,225	1,365,116	1,411,179
Ending Fund Balance % of Total Expenditures				191.36%
Ending Fund Balance Analysis				
Dos Rios Division	679,139	650,807	691,088	676,834
North Gunnison Division	199,777	187,776	223,417	268,320
Antelope Hills Division	358,172	353,675	363,611	375,690
Somerset Division	69,009	68,259	74,308	77,640
Tomichi Division	12,707	12,707	12,693	12,695
Total Ending Fund Balance	1,318,804	1,273,225	1,365,116	1,411,179



**Water District Fund
Summary of Fund Resources**

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	335,119	351,680	343,554	357,070
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	1,141	1,000	1,600	1,600
Interfund Revenues	0	0	0	0
Transfers In	42,729	33,349	33,349	29,330
Other Financing Sources/Misc.	1,949	37,683	37,683	37,747
Total Revenues	380,938	423,712	416,186	425,747
Expenditures				
Personnel	138,176	136,728	151,982	142,590
Supplies	13,826	14,555	16,937	16,805
Purchased Services	94,964	119,170	108,541	116,097
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	50,908	51,118	51,118	51,118
Transfers Out	22,871	23,700	23,700	14,520
Capital Outlay	71,746	31,000	10,000	31,000
Miscellaneous (Extraordinary/Special)	5,719	29,659	29,659	29,723
Total Expenditures	400,710	408,430	394,437	404,353
Excess Revenues (Expenditures)	(19,772)	15,282	21,749	21,394

Fund Balance				
Beginning	602,370	626,111	582,598	604,347
Ending	582,598	641,393	604,347	625,741
Ending Fund Balance % of Total Expenditures				154.75%
Ending Fund Balance Analysis				
Dos Rios Division	398,881	439,426	414,961	426,223
Antelope Hills Division	191,741	209,991	197,410	207,541
Somerset Division	(8,024)	(8,024)	(8,024)	(8,024)
Total Ending Fund Balance	582,598	641,393	604,347	625,741



**Solid Waste Fund
Summary of Fund Resources**

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	16,197	18,500	0	0
Charges for Services	1,199,157	1,013,438	997,943	1,039,020
Contributions and Other Grants	0		0	0
Fines & Forfeitures	779	1,500	1,237	1,000
Investment Income	18,766	7,020	40,730	37,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	143,054	107,632	95,598	83,550
Total Revenues	1,377,953	1,148,090	1,135,508	1,160,570
Expenditures				
Personnel	523,579	499,814	522,826	532,822
Supplies	72,918	77,357	65,644	76,250
Purchased Services	227,881	313,597	286,496	326,833
Community Prgms/Contributions	0	0	0	0
Financing Costs	52,033	51,475	52,277	52,307
Transfers Out	65,507	71,328	71,328	73,392
Capital Outlay	3,849	20,000	2,000	13,765
Miscellaneous (Extraordinary/Special)	4,533	35,000	35,000	5,000
Total Expenditures	950,300	1,068,571	1,035,571	1,080,369
Excess Revenues (Expenditures)	427,653	79,519	99,937	80,201
Fund Balance				
Beginning	1,174,212	1,446,138	1,601,865	1,701,802
Ending	1,601,865	1,525,657	1,701,802	1,782,003
Ending Fund Balance % of Total Expenditures				164.94%
Ending Fund Balance Analysis				
Unreserved Fund Balance	371,791	329,970	232,685	286,223
Construction Reserve	338,940	550,882	609,591	756,747
Landfill Closure Reserve	891,134	644,805	859,526	739,033
Total Ending Fund Balance	1,601,865	1,525,657	1,701,802	1,782,003
Ending Unreserved Fund Balance % of Total Operational Expenditures				26.49%



Gunnison Valley Health Fund
Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	748,904	748,756	889,688	795,635
Licenses and Permits	0			0
Intergovernmental	0	0	0	0
Charges for Services	54,151,195	55,049,343	59,290,252	63,132,142
Contributions and Other Grants		0	0	0
Fines & Forfeitures	0			0
Investment Income	627,510	0	938,821	889,307
Interfund Revenues	0			0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	345,553	518,219	289,136	638,259
Total Revenues	55,873,162	56,316,318	61,407,897	65,455,343
Expenditures				
Personnel	26,663,892	28,942,372	31,464,750	34,906,532
Supplies	7,009,629	6,674,509	7,291,740	7,644,560
Purchased Services	7,385,980	4,337,299	7,376,318	7,688,505
Community Prgms/Contributions	0	0	0	0
Financing Costs	776,104	2,206,758	1,688,843	1,686,785
Transfers Out	0	0	0	0
Capital Outlay	18,390,874	1,548,046	2,892,648	2,948,781
Miscellaneous (Extraordinary/Special)	3,419,392	4,213,929	2,355,349	2,863,343
Total Expenditures	63,645,871	47,922,913	53,069,648	57,738,506
Excess Revenues (Expenditures)	(7,772,709)	8,393,405	8,338,249	7,716,837
Fund Balance				
Beginning	50,195,651	42,422,942	42,422,942	50,761,191
Ending	42,422,942	50,816,347	50,761,191	58,478,028
Ending Fund Balance % of Total Expenditures				101.28%



Senior Housing Fund Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	141,772	140,000	141,286	140,000
Charges for Services	0	100	100	100
Contributions and Other Grants	0	200	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	419	0	1,900	500
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	92,799	84,650	89,550	89,550
Total Revenues	234,990	224,950	232,836	230,150
Expenditures				
Personnel	0	489	0	0
Supplies	2,933	3,000	3,000	3,000
Purchased Services	131,179	134,074	140,436	144,649
Community Prgms/Contributions	0	0	0	0
Financing Costs	114,775	43,776	36,983	36,982
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	25,094	250	16,290	10,250
Total Expenditures	273,981	181,589	196,709	194,881
Excess Revenues (Expenditures)	(38,991)	43,361	36,127	35,269
Fund Balance				
Beginning	102,723	55,885	63,732	99,859
Ending	63,732	99,246	99,859	135,128
Ending Fund Balance % of Total Expenditures				69.34%
Ending Fund Balance Analysis				
Unreserved Fund Balance	21,663	41,977	51,239	79,958
Replacement Reserve Balance	42,069	57,269	48,619	55,170
Total Ending Fund Balance	63,732	99,246	99,858	135,128
Ending Unreserved Fund Balance % of Total Operational Expenditures				41.03%



Assisted Living Fund
Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	36,488	36,488	338,407	0
Total Revenues	36,488	36,488	338,407	0
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	0	0	0	0
Community Prgms/Contributions	0	0	0	0
Financing Costs	36,488	36,488	338,407	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	36,488	36,488	338,407	0
Excess Revenues (Expenditures)	0	0	0	0
Fund Balance				
Beginning	3,051	3,051	3,051	3,051
Ending	3,051	3,051	3,051	3,051
Ending Fund Balance % of Total Expenditures				#DIV/0!



Internal Service Fund I
Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	75,575	70,883	70,883	0
Charges for Services	3,662	5,950	3,428	3,900
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	19,346	8,000	31,139	20,000
Interfund Revenues	1,858,742	2,163,471	1,923,152	2,114,358
Transfers In	126,696	100,500	100,500	100,000
Other Financing Sources/Misc.	60,785	10,600	123,750	51,100
Total Revenues	2,144,806	2,359,404	2,252,852	2,289,358
Expenditures				
Personnel	602,010	714,976	726,213	684,716
Supplies	749,076	883,500	921,022	926,750
Purchased Services	202,602	258,050	249,969	252,658
Community Prgms/Contributions	0	0	0	0
Financing Costs	39,657	38,124	38,124	38,124
Transfers Out	72,204	78,012	78,012	95,760
Capital Outlay	661,124	984,253	1,048,817	610,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	2,326,673	2,956,915	3,062,157	2,608,008
Excess Revenues (Expenditures)	(181,867)	(597,511)	(809,305)	(318,650)

Fund Balance				
Beginning	2,453,340	1,854,403	2,271,473	1,462,168
Ending	2,271,473	1,256,892	1,462,168	1,143,518
Ending Fund Balance % of Total Expenditures				43.85%
Ending Fund Balance Analysis				
Net Liquid Resources	1,668,358	556,892	862,167	543,518
Inventory and Prepaid Expenses	603,115	700,000	600,000	600,000
Total Ending Fund Balance	2,271,473	1,256,892	1,462,167	1,143,518
Ending Net Liquid Resources % of Total Expenditures				20.84%



Internal Service Fund II
Summary of Fund Resources

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	862	1,500	600	1,500
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	11,539	4,000	21,147	13,261
Interfund Revenues	814,073	807,576	808,812	788,046
Transfers In	11,000	11,000	11,000	44,500
Other Financing Sources/Misc.	632	0	0	0
Total Revenues	838,106	824,076	841,559	847,307
Expenditures				
Personnel	417,983	464,265	467,938	484,132
Supplies	62,254	55,787	60,280	58,937
Purchased Services	145,996	180,093	152,659	192,517
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	78,107	85,432	85,432	77,388
Capital Outlay	95,965	64,000	60,365	34,128
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	800,305	849,577	826,674	847,102
Excess Revenues (Expenditures)	37,801	(25,501)	14,885	205
Fund Balance				
Beginning	729,560	519,546	767,361	782,246
Ending	767,361	494,045	782,246	782,451
Ending Fund Balance % of Total Expenditures				92.37%
Ending Fund Balance Analysis				
Information Technology	581,595	599,591	597,273	594,396
PSC Security Electronics Reserve	12,205	-	23,205	44,896
Geographic Information Systems	173,561	140,413	161,768	143,159
Total Ending Fund Balance	767,361	740,004	782,246	782,451
Ending Net Liquid Resources % of Total Expenditures				91.82%



**Internal Service Fund III
Summary of Fund Resources**

	2018 Actual	2019 Budget	2019 Projected	2020 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	26,049	11,000	65,000	40,000
Interfund Revenues	2,425,622	2,385,200	2,560,050	2,560,050
Transfers In	0	0	0	0
Other Financing Sources/Misc.	243,840	27,120	27,120	18,120
Total Revenues	2,695,511	2,423,320	2,652,170	2,618,170
Expenditures				
Personnel	12,944	13,391	13,391	14,003
Supplies	0	0	0	0
Purchased Services	583,211	633,193	633,634	641,200
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	4,740	1,813	1,813	49,824
Capital Outlay	0	0	2,269,623	0
Miscellaneous (Extraordinary/Special)	2,038,370	2,276,400	0	2,289,400
Total Expenditures	2,639,265	2,924,797	2,918,461	2,994,427
Excess Revenues (Expenditures)	56,246	(501,477)	(266,291)	(376,257)

Fund Balance				
Beginning	2,083,170	1,730,154	2,139,416	1,873,125
Ending	2,139,416	1,228,677	1,873,125	1,496,868
Ending Fund Balance % of Total Expenditures				49.99%
Ending Fund Balance Analysis				
Unemployment	86,048	248,792	118,848	118,848
Health Insurance	2,053,367	979,885	1,754,276	1,378,019
Employee Assistance Program	-	-	0	0
Total Ending Fund Balance	2,139,415	1,228,677	1,873,124	1,496,867



Appendix

Financial Policies

Budget Process and Policies

Budget Resolutions

Glossary of Budget-Related
Terms

Glossary of Common Acronyms

Financial Policies

Purpose

The purpose of Gunnison County's financial policies is to serve as a foundation for long and short range planning, facilitate decision making, and provide direction to staff for handling the County's day-to-day financial business. These policies also serve as a blueprint to achieve the fiscal stability necessary to carry out the County's mission, vision and values. Because of the broad and diverse nature of the County's offices and departments it is critical to have written, clearly defined, financial policies which minimize the risk of developing conflicting or inconsistent goals and objectives causing negative impacts on the overall financial position of Gunnison County.

Auditing and Financial Reporting

- An independent audit will be performed annually in accordance with State law (C.R.S.29-1-603).
- The County's accounting system, Blackbaud FundWare, shall be maintained in conformance with Generally Accepted Accounting Principles (GAAP) established by the Governmental Accounting Standards Board (GASB) and with the goal of obtaining an unqualified opinion from the independent auditor.
- The County will produce its General Purpose Financial Statements (GPFS) in conformance with GAAP.

Fund Accounting

Pursuant to GASB 34 the principal role of funds in the new financial reporting model is to demonstrate fiscal accountability. While there are no limits to the number of individual funds a government elects to use, a basic principle of governmental accounting recommends that the entity use the smallest number of individual funds possible, consistent with its particular circumstances. Gunnison County has 24 funds, which are broken out into three classifications: Governmental, Proprietary and Fiduciary Funds.

The general ledger is organized on the basis of these funds and the fund's classification, and maintained in conformance with GAAP. Each fund is considered a separate accounting entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that consist of assets, liabilities, fund equity, revenues and expenditures.

Basis of Budgeting and Accounting

The basis of accounting for governmental funds is modified accrual. The basis of budgeting for governmental funds is also modified accrual. The basis of accounting for proprietary funds is full accrual, and the basis of budgeting proprietary funds is full accrual. Revenues are recognized in the accounting period in which they become "available and measurable."

The County budgets on a calendar year, January 1 – December 31 for all funds. Any increase to the adopted budget requires that a supplemental budget and appropriation be approved by the Board of County Commissioners at a public hearing, with prior published notice of the proposed change (C.R.S. 29-1-109). Expenditures must not exceed appropriations approved

by the Commissioners (C.R.S. 29-1-110). The appropriations are established by classification and function.

According to Colorado State Statute (C.R.S. 30-25-202), moneys credited to Capital Funds shall not revert or be transferred to any other fund. Likewise, no transfers are allowed from the General Fund into the Road & Bridge Fund per State Law (C.R.S. 30-25-106).

Definition of a Balanced Budget

The recommended budget presented annually to the Board of County Commissioners shall be balanced by fund. According to C.R.S. 29-1-103 no budget adopted shall provide for expenditures in excess of available revenues and beginning fund balances.

Fund Balances

- Each fund should maintain a fund balance at a level that will provide for a positive cash balance throughout the fiscal year, which will reduce the likelihood of having to enter into short-term debt to pay for current operating expenditures.
- Adequate fund balances will be maintained so major unplanned occurrences will not jeopardize the financial position of the County.
- In order to meet emergency obligations, avoid interruptions in cash flow, generate interest income, and maintain a sound bond rating, the County shall maintain an unassigned fund balance in its General Fund of 25% of operational expenditures. GFOA recommended practice is at a minimum no less than five to fifteen percent of regular General Fund operating revenues, or no less than one to two months of regular General Fund operating expenditures. Because of the conservative approach to maintaining sufficient resources, Gunnison County requires an unassigned fund balance in the General Fund in excess of these recommended minimums.
- Fund balance may be used as appropriate (and approved by the Board of County Commissioners) under sound management practices when current revenues are not adequate to cover current expenditures.
- Gunnison County will maintain an emergency reserve in an amount equal to at least three percent of fiscal year spending in accordance with the provisions of Article X, Section 20 of the State Constitution (TABOR Amendment).

Revenues

- The County should strive to maintain a diversified and stable revenue base; to the extent it has the legal authority to do so.
- The County should follow an aggressive policy of collecting all due and payable revenues.
- All revenue projections should be realistically calculated and budgeted.
- Funding through grants is encouraged as a means of financing a project or one-time expenditures. The County should, however, discourage the use of intergovernmental grant assistance for routine, ongoing operational costs and programming may be cancelled if grants are not sustained.

Fees and User Charges

- The County will set its fees and user charges to recover, at a minimum, the variable costs of services in order to reduce reliance on property and other taxes.

- The County should charge fees and user charges when it is allowable, when a limited and specific group of beneficiaries can be identified or when it is feasible to charge beneficiaries for services rendered. To the extent possible, fee levels should be set to recover the full costs of the services provided, unless it is deemed necessary or desirable to subsidize the service.
- The capital and operating budgets of enterprise funds (i.e., Solid Waste Fund), shall not be subsidized by the General Fund and shall be supported wholly by fees and charges generated by the enterprise.
- As part of the budget process, the County shall annually review the fees and user charges. All changes to the schedule of fees and charges must be approved by the Board of County Commissioners.

Operating Expenditures

- The County will pay all current expenditures with current revenue.
- In accordance with Colorado State Law, Gunnison County will adopt a balanced budget for each fund.
- The County will maintain a budgetary control system to ensure adherence to the budget and will make timely reports available to management, which compare actual revenues and expenditures to budgeted amounts.
- The County will encourage the use of technology and capital investment programs that are cost effective and will manage the growth of operating costs.
- Supplemental requests for funding will be heard by the Board of County Commissioners on an as needed basis, no less than annually.
- Services that directly contribute to the BOCC Strategic Plan for the County will receive first priority for funding.
- A plan should be maintained and funded which provides for the orderly replacement of equipment.
- The County will not use long-term debt for current operational costs.

Debt

Debt is an important tool for financing capital facilities.

- The issuance of debt is in accordance with Colorado State Laws.
- Debt will not be used to finance current operating expenses. Debt should only be used for the construction of capital facilities or the purchase of capital assets. In general, the assets should not be recurring capital replacements, such as vehicles.
- The County will confine long-term borrowing to major capital purchases or projects that cannot be financed from current revenues. The County should exhaust all possible resources, such as grants and pay-as-you-go funding, before borrowing funds.
- The Board of County Commissioners is authorized to execute lease agreements on behalf of the County, including Certificates of Participation.
- When debt is approved by the voters, the County will make every effort to obtain the best possible rating and to maintain a favorable rating through prudent financial management.
- Refunding of Outstanding Debt: A refunding (or refinancing), either on a current or advance basis, will only be executed if the net present value savings (gross savings present valued at the arbitrage yield of proposed refunding issue), net of issuance costs and cash contribution to the refinancing, is at least 3%. However, in certain circumstance, a lower threshold may be justified if the refunding is being executed for reasons other than economic savings (e.g. cash flow relief).

Capital Improvement Program (CIP)

- The County will plan for its capital needs at least five years into the future in order to address needs and to earmark revenues.
- A five-year CIP shall be prepared and updated annually. Elected official offices and departments shall request items meeting the definition of capital assets through the annual capital budget process.
- The CIP incorporates a ranking method to determine priority of projects that includes project criteria weight factors and amplification factors.
- The County will strive to fund capital improvements on a pay-as-you-go basis in order to enhance its financial condition and bond rating.
- An asset is classified as a fixed asset if the cost is greater than \$4,000 and its useful life is greater than one year.

Compensation

One of the largest expenditure items is salaries and benefits for Gunnison County employees. The County recognizes its employees as the greatest asset and takes pride in its ability to deliver a total compensation package that includes cash compensation, health insurance and retirement benefits, and other employee benefits that provide employees with security and opportunity.

Gunnison County is committed to compensating its employees fairly, within economically feasible parameters, while considering the competitive job market, internal equity and individual performance.

- Salary range structures should be evaluated periodically to determine the relative competitiveness of the pay structure to the job market.
- The midpoint of the salary range is the market value against which the County will assess its pay plan relative to the job market.
- All proposed salary structure adjustments require the approval of the Board of County Commissioners during the annual budget process. Equity, one-time payments and performance adjustments require the approval of the County Manager.
- Staffing shall not exceed the authorized level.
- Savings in an adopted budget that result from vacant positions are not to be used as justification for Elected Officials or Department Heads to increase expenses for operational or capital expenditure purposes.
- Gunnison County does not have a defined benefit plan for retirees.

Internal Controls

Gunnison County management is responsible for establishing and maintaining an internal control structure. Internal controls are defined as the organization and methods used to: 1) safeguard assets from loss by fraud or by unintentional errors; 2) assure the reliability of the accounting data which management may use in making decisions; and 3) promote operational efficiency and encourage adherence to adopted policies. The internal control structure is designed to provide reasonable, but not absolute, assurance that these objectives are met. The concept of reasonable assurance recognizes that the cost of control should not exceed the benefits likely to be derived and that the evaluation of costs and benefits requires estimates and judgments by management. We believe the County's internal control structure

adequately safeguards assets and provides reasonable assurance of proper recording of financial transactions.

- The County will utilize the Blackbaud FundWare accounting software system to maintain its financial accounting and reporting. All records and reporting will be in accordance with GAAP. The County will maintain an accounting system which provides internal budgetary and accounting controls designed to provide reasonable assurance regarding both the safeguarding of assets against the loss from unauthorized use or disposition and the reliability of financial information used in preparation of financial statements and reports.
- An independent certified public accounting firm will perform an annual audit and will publicly issue a financial opinion and a statement on internal controls. A management letter will be part of this report.
- The County will maintain and update procedures designed for position control, as it relates to authorized positions, hours budgeted and worked, and filling vacancies. All positions dependant on grant funding will require the employee to verify their understanding that if grant funding decreases or ends, their compensation will also decrease or end.
- The County Finance Office will maintain a fixed assets inventory for assets greater than \$4,000. Capitalization thresholds will not be applied to groups of similar items if they individually do not meet the capitalization criteria.
- The County Departments will maintain an inventory of items that require special attention to ensure legal compliance. Legal or contractual provisions may require a higher than ordinary level of accountability over certain items (i.e., items acquired through grant contracts).
- The County Departments will maintain an inventory of *theft sensitive* items (i.e., computers, laptops, monitors).
- The County Departments will maintain an inventory of items that require special attention to protect public safety and avoid potential liability (i.e., Sheriff's or Airport firearms).
- Internal control procedures should be formally documented and reviewed periodically.
- An accounting procedures manual will be maintained and updated on a continuing basis.

Amending the Budget

A budget amendment will increase or decrease budget appropriations adopted by the Board of County Commissioners. Budget appropriations may be adjusted due to the following:

- Appropriation Transfers – the transfer of appropriated budget from one or more spending agencies in a fund to one or more spending agencies in another fund or between spending agencies within a fund (C.R.S. 29-1-109 1a).
 - Used when a unit is identified as having insufficient budget dollars while at the same time another appropriation unit is identified as having an excess budget.
- Supplemental Appropriations – if, during the fiscal year, unanticipated revenues that were not assured at the time of the adoption of the budget from any source other than the local government property tax mill levy are received or if the beginning fund balance is in excess of the budgeted fund balance, the result is additional available revenues (C.R.S. 29-1-109 1b).
 - Used when a policy, law, statute, or court ruling becomes effective which mandates expenditures that were not anticipated or budgeted.

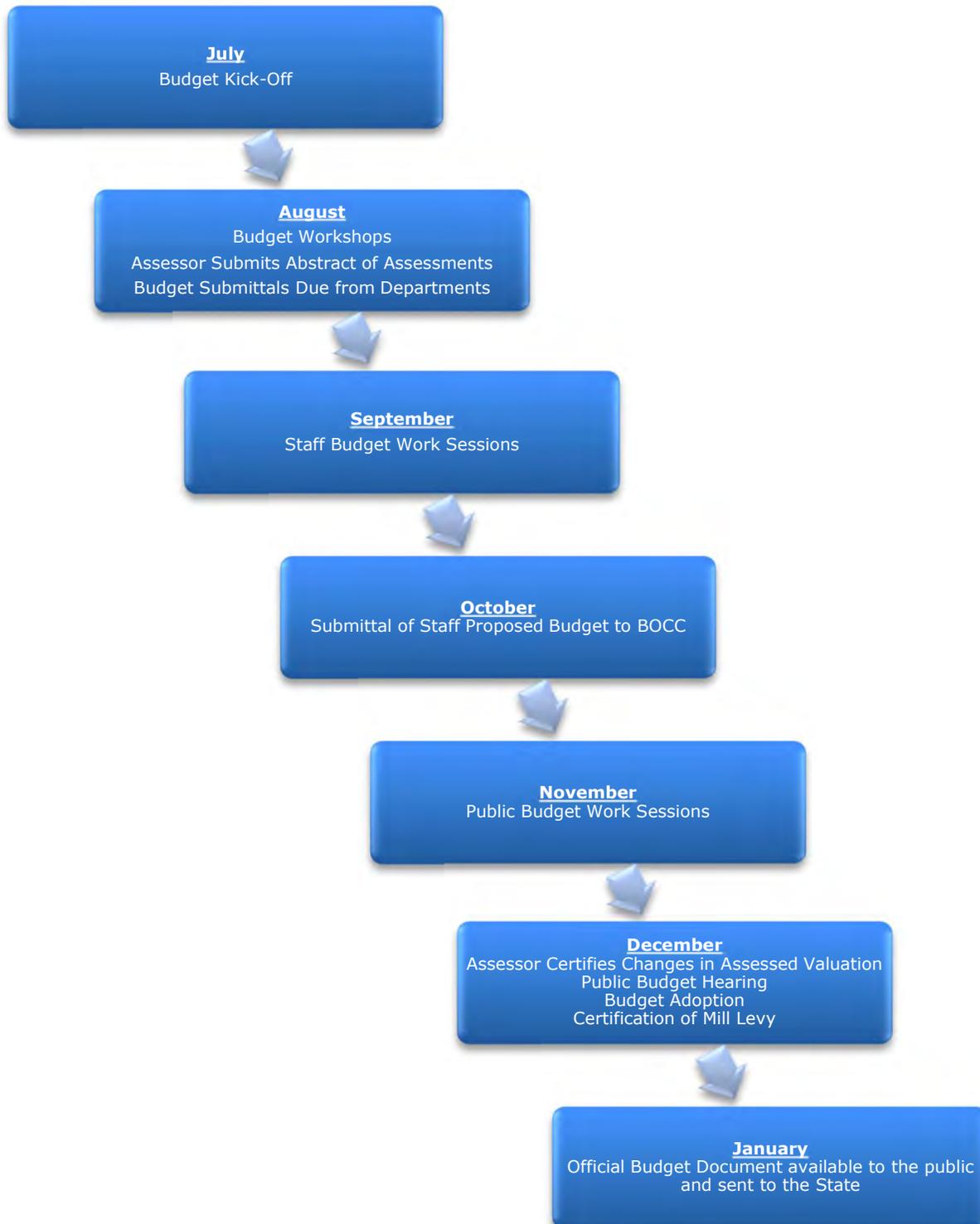


- Used when an expenditure item is essential to the operation of a County office or department that was neither anticipated nor budgeted.
- Used when revenue is received and designated for a particular purpose that was neither anticipated nor budgeted.
- Budgetary Decreases – if revenues are lower than anticipated in the adopted budget (C.R.S. 29-1-109 1c).
 - Used when the projected revenue shortfall is large enough that it would cause a shortfall for a fund or for a program dependent upon it.

These policies will be evaluated annually and updated periodically, no less than once every three years.

These policies were adopted by the Board of County Commissioners on April 6, 2010.

Budget Process/Citizen Input



GREEN TEXT DENOTES CITIZEN INPUT OPPORTUNITIES

It is important to ensure that the Board of County Commissioners is getting the public's perspective rather than only that of a small number of highly vocal special interest groups. To this end, the County collects results from a biannual National Citizen Survey™ administered by the National Research Center. The results of this survey are used to inform the Board of County Commissioners to adjust services and service levels more closely to citizens' preferences.

Each July, the Board of County Commissioners (BOCC), the County Manager and the Finance Department meet at the budget kick-off to discuss the budget process and key budget priorities. Budget Preparation Manuals are distributed to department directors for use in preparing their budget submittals.

Throughout July and August, the Finance Department conducts several workshops with departments to assist with calculating current year projections; setting user fees; allocating staff costs among activities, projects and grants; and generally completing the various required forms for the budget submittal.

No later than August 25 of each year, the County Assessor sends a certified assessed valuation of all taxable property within the County to the Finance Director. Based on this assessed valuation and statutory and TABOR property tax revenue limits, the Finance Director computes a rate of levy which when levied would raise the amounts, along with other revenues, necessary to fund the County operating requirements.

On August 15, each department submits their budget along with any required special requests for staff, capital expenditures, baseline enhancements and transfers, and computer equipment or software.

In September, each department director meets with the County Manager and Finance staff to prepare and review the Staff Proposed Budget.

No later than October 15 of each year, the Finance Director presents a Staff Proposed Budget to the BOCC.

Upon receipt of the proposed budget, notice is published within ten days, containing:

1. The date and time of a public hearing at which the adoption of the proposed budget will be considered,
2. The location where the proposed budget may be inspected, and
3. A statement that any interested elector may file objections to the proposed budget at any time prior to the final adoption.

During November, the BOCC meets to consider input from the public and revises the Staff Proposed Budget with changes they deem necessary. Numerous public work sessions are held to review various aspects of the proposed budget.

In the first week of December, a final Public Hearing for the budget is scheduled to consider citizen input.



No later than December 10 of each year, the Assessor certifies any changes in the assessed valuation to local jurisdictions and the Colorado Division of Property Taxation.

Final budget adoption is scheduled prior to or on December 15 of each year.

The Board of County Commissioners levy taxes and certify the levies to the County Assessor no later than December 22 of each year.

The Official Gunnison County Budget Document is submitted to the State of Colorado Department of Local Affairs by January 31.

Budgetary Level of Control

The level of budgetary control is at the fund level. No spending agency may expend, or contract to expend, any money in excess of the amount appropriated in the appropriation resolution.

Administratively, operating budgets are controlled at the program level with departments having the authority to transfer appropriations within a program without further legislative approval.

Budget Amendments

Throughout the year, the budget may be amended from time to time based unforeseen circumstances. Any department may submit a request to amend their budget due to an increase/decrease in revenues (i.e., receipt of a new grant, change in State or Federal funding, etc.); a request for use of contingency funds; or the transfer of funds between appropriation units (i.e., personnel, operating or capital expenditures) or between other organizations and funds. A department is required to submit a budget amendment request form which states why the revision is needed along with the appropriate revenue and/or expenditure account information.

These requests are then reviewed by the Finance Program and submitted for potential approval as a proposed amendment by the County Manager.

Proposed Amendments that are approved by staff are then forwarded to the Board of County Commissioners for formal adoption of a resolution amending the Gunnison County budget and amending the appropriation resolution.

See also "Amending the Budget" in the Financial Policies section of this document for more information.



**BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY
RESOLUTION NO. 2019-28**

**A RESOLUTION ADOPTING A BUDGET FOR THE COUNTY OF
GUNNISON, COLORADO, FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2020, AND ENDING DECEMBER 31, 2020**

WHEREAS, the Board of County Commissioners of Gunnison County, Colorado did on the 10th day of December, 2019 consider a proposed budget covering the fiscal operations of the County of Gunnison for fiscal year 2020; and

WHEREAS, public notice of such budget hearing was published as required by law on October 24, October 31, and November 7, 2019; and

WHEREAS, the Board of County Commissioners, after considering the proposed budget at said public hearing did take into consideration the public comment in developing the final budget; and

WHEREAS, all expenditures budgeted by the Board of County Commissioners have been matched by projected income so that the total means of financing the budget is at least equal to or greater than the amount of the proposed expenditures;

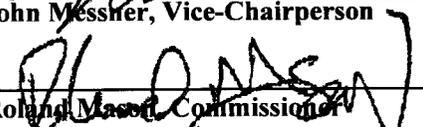
NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Gunnison County, Colorado, that the budget of the fiscal year beginning January 1, 2020 and ending December 31, 2020, which was considered at the public hearing on December 10, 2019, and finally accepted by the Board on the 13th day of December, 2019, be and the same hereby is approved and adopted as the budget for the County of Gunnison, Colorado, for the fiscal year 2020 beginning January 1, 2020, and ending December 31, 2020.

INTRODUCED by Commissioner HOUCK, seconded by Commissioner MESSNER, and adopted this 13th day of December, 2019.

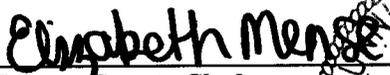
BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY, COLORADO


Jonathan Houck, Chairperson


John Messner, Vice-Chairperson


Roland Mason, Commissioner

Attest:


Deputy County Clerk





**BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY
RESOLUTION NO. 2019-29**

**A RESOLUTION APPROPRIATING REVENUES OF THE COUNTY OF
GUNNISON, COLORADO, FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2020, AND ENDING DECEMBER 31, 2020**

WHEREAS, the Board of County Commissioners of Gunnison County, Colorado, has adopted a budget for the fiscal year beginning January 1, 2020, and ending December 31, 2020, in accordance with the statutes of the State of Colorado:

NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Gunnison County, Colorado, that the following sums of money or as much thereof as may be authorized by law and as may be needed or deemed necessary to defray all expenses and liabilities of the County, be and the same hereby are appropriated for the lawful purposes and objects of the County of Gunnison during the 2020 fiscal year:

General Fund	\$17,241,863
Road & Bridge Fund	6,701,004
Human Services Fund	4,540,769
Conservation Trust Fund	23,300
Sales Tax Fund	2,580,607
Land Preservation Fund	707,263
Mosquito Control District Fund	101,328
Sage Grouse Trust Fund	62,200
Risk Management Fund	150,800
Public Health Agency Fund	1,071,791
Public Trustee Agency Fund	93,730
Airport Construction Fund	936,892
Capital Expenditures Fund	0
Debt Service Fund	1,981,467



Airport Operations Fund	1,367,659
Gunnison County Sewer District Fund	737,463
Gunnison County Water District Fund	404,353
Solid Waste Fund	1,080,369
Gunnison Valley Health Fund	57,738,506
Gunnison Valley Transportation Authority	4,666,326
Internal Service I Fund	2,608,008
Internal Service II Fund	847,102
Internal Service III Fund	<u>2,994,427</u>
TOTAL APPROPRIATIONS	<u>\$108,637,227</u>

INTRODUCED by Commissioner HOUCK, seconded by Commissioner MESSNER, and adopted this 13th day of December, 2019.

BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY, COLORADO



Jonathan Houck, Chairperson



John Messner, Vice-Chairperson



Roland Mason, Commissioner

Attest:

Elizabeth Mease
Deputy County Clerk





**BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY
RESOLUTION NO. 2019-30**

**A RESOLUTION SETTING THE MILL LEVY FOR THE COUNTY OF
GUNNISON, COLORADO, FOR THE FISCAL YEAR
BEGINNING JANUARY 1, 2020, AND ENDING DECEMBER 31, 2020**

WHEREAS, the Board of County Commissioners of Gunnison County, Colorado has adopted a budget for the fiscal year beginning January 1, 2020, and ending December 31, 2020, in accordance with the statutes of the State of Colorado, which budget includes revenues from ad valorem taxes; and

WHEREAS, the Board of County Commissioners has also appropriated the necessary revenues for the said 2020 fiscal year as authorized by law in accordance with the statutes of the State of Colorado; and

WHEREAS, the Gunnison County Assessor has certified the 2019 total net assessed valuation of \$706,844,360;

NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Gunnison County, Colorado, that the following mill levies are hereby established and levied upon the total valuation for assessment of all taxable property within Gunnison County for the fiscal year 2019:

	General Operating	Tax Abatement	Total
General Fund	12.301	.033	12.334
Hospital Fund (GHCC)	1.133	.003	1.136
Library Fund	1.406	.004	1.410
Human Services Fund	0.474	.001	<u>0.475</u>
	15.314	.041	15.355
 Total Mill Levy			 <u>15.355</u>

INTRODUCED by Commissioner HOUCK, seconded by Commissioner MESSNER, and adopted this 13th day of December, 2019.

BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY, COLORADO


Jonathan Houck, Chairperson


John Messner, Vice-Chairperson


Roland Mason, Commissioner

Attest:

Elizabeth Mense
Deputy County Clerk





**BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY
RESOLUTION NO. 2019-31**

**A RESOLUTION SETTING THE TEMPORARY TAX CREDIT MILL
LEVY FOR THE COUNTY OF GUNNISON, COLORADO, FOR THE
FISCAL YEAR BEGINNING JANUARY 1, 2020, AND ENDING DECEMBER 31, 2020**

WHEREAS, the Board of County Commissioners of Gunnison County, Colorado has adopted a budget for the fiscal year beginning January 1, 2020, and ending December 31, 2020, in accordance with the statutes of the State of Colorado, which budget includes revenues from ad valorem taxes; and

WHEREAS, the Board has determined that the permanent mill levy of 17.075 mills will raise excess revenues; and

WHEREAS, the revenue limit created by the Constitution and the laws of the State of Colorado will be reached by a mill levy of 15.314, plus a refund/abatement mill levy of 0.041 for a total mill levy of 15.355.

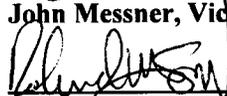
NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Gunnison County, Colorado, that this Board refund the excess revenue raised through a temporary tax credit of 1.761 mills to be applied to each tax schedule issued by the County Assessor and Treasurer.

INTRODUCED by Commissioner HOUCK, seconded by Commissioner MESSNER, and adopted this 13th day of December, 2019.

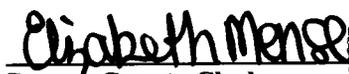
BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY, COLORADO


Jonathan Houck, Chairperson


John Messner, Vice-Chairperson


Roland Mason, Commissioner

Attest:


Deputy County Clerk





**GUNNISON COUNTY HOUSING AUTHORITY
RESOLUTION NO. 2019-001**

**A RESOLUTION ADOPTING A BUDGET FOR THE
GUNNISON COUNTY HOUSING AUTHORITY
FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2020 AND ENDING DECEMBER 31, 2020**

WHEREAS, the Board of the Gunnison County Housing Authority did on the 10th day of December, 2019, consider a proposed budget covering the fiscal operations of the County of Gunnison for fiscal year 2020; and

WHEREAS, public notice of such budget hearing was published as required by law on October 24, October 31, and November 7, 2019; and

WHEREAS, the Board of the Gunnison County Housing Authority, after considering the proposed budget at said public hearing and after considering public comment, did take into consideration the public comment in developing the final budget; and

WHEREAS, all expenditures budgeted by the Board of the Gunnison County Housing Authority have been matched by projected income so that the total means of financing the budget is at least equal to or greater than the amount of the proposed expenditures;

NOW, THEREFORE, BE IT RESOLVED by the Board of the Gunnison County Housing Authority, that the budget of the fiscal year beginning January 1, 2020, and ending December 31, 2020, which was considered at the public hearing on December 10, 2019, and finally accepted by the Board on the 13th day of December, 2019, be and the same hereby is approved and adopted as the budget for the Gunnison County Housing Authority for the fiscal year 2020 beginning January 1, 2020, and ending December 31, 2020.

INTRODUCED by Commissioner HOUCK, seconded by Commissioner MESSNER, and adopted this 13th day of December, 2019.

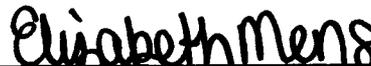
GUNNISON COUNTY HOUSING AUTHORITY


Jonathan Houck, Chairperson


John Messner, Vice-Chairperson


Roland Mason, Commissioner

Attest:


Deputy County Clerk





GUNNISON COUNTY HOUSING AUTHORITY
RESOLUTION NO. 2019-002

A RESOLUTION APPROPRIATING REVENUES FOR THE
GUNNISON COUNTY HOUSING AUTHORITY
FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2020, AND ENDING DECEMBER 31, 2020

WHEREAS, the Board of the Gunnison County Housing Authority has adopted a budget for the fiscal year beginning January 1, 2020, and ending December 31, 2020, in accordance with the statutes of the State of Colorado,

NOW, THEREFORE, BE IT RESOLVED by the Board of the Gunnison County Housing Authority, that the following sums of money or as much thereof as may be authorized by law and as may be needed or deemed necessary to defray all expenses and liabilities of the Gunnison County Housing Authority, be and the same hereby are appropriated for the lawful purposed and objectives of the Gunnison County Housing Authority during the 2020 fiscal year:

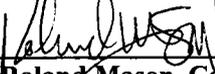
Gunnison County Housing Authority	<u>\$396,696</u>
Total Appropriations	<u>\$396,696</u>

INTRODUCED by Commissioner HOUCK, seconded by Commissioner MESSNER, and adopted this 13th day of December, 2019.

GUNNISON COUNTY HOUSING AUTHORITY


Jonathan Houck, Chairperson


John Messner, Vice-Chairperson


Roland Mason, Commissioner

Attest:

Elizabeth Mense
Deputy County Clerk





**GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT
RESOLUTION NO. 2019- 1**

**A RESOLUTION ADOPTING A BUDGET FOR THE
GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT
FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2020, AND ENDING DECEMBER 31, 2020**

WHEREAS, the Board of the Gunnison County River Valley Local Marketing District did on the 10th day of December, 2019, consider a proposed budget covering the fiscal operations of the County of Gunnison for fiscal year 2020; and

WHEREAS, public notice of such budget hearing was published as required by law on October 24, October 31 and November 7, 2019; and

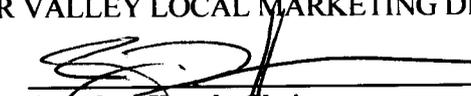
WHEREAS, the Board of the Gunnison River Valley Local Marketing District after considering the proposed budget at said public hearing and after considering public comment, did take into consideration the public comment in developing the final budget; and

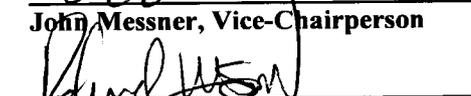
WHEREAS, all expenditures budgeted by the Board of the Gunnison River Valley Local Marketing District have been matched by projected income so that the total means of financing the budget is at least equal to or greater than the amount of the proposed expenditures;

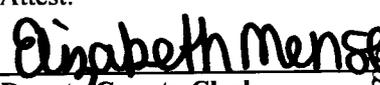
NOW, THEREFORE, BE IT RESOLVED by the Board of the Gunnison River Valley Local Marketing District, that the budget of the fiscal year beginning January 1, 2020, and ending December 31, 2020, which was considered at the public hearing on December 10, 2019, and finally accepted by the Board on the 13th day of December, 2019, be and the same hereby is approved and adopted as the budget for the Gunnison River Valley Local Marketing District for the fiscal year 2020 beginning January 1, 2020, and ending December 31, 2020.

INTRODUCED by Commissioner HOUEK, seconded by Commissioner MESSNER, and adopted this 13th day of December, 2019.

GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT


Jonathan Houek, Chairperson

John Messner, Vice-Chairperson

Roland Mason, Commissioner

Attest:

Deputy County Clerk





**GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT
RESOLUTION NO. 2019-2**

**A RESOLUTION APPROPRIATING REVENUES FOR THE
GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT
FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2020, AND ENDING DECEMBER 31, 2020**

WHEREAS, the Board of the Gunnison River Valley Local Marketing District has adopted a budget for the fiscal year beginning January 1, 2020, and ending December 31, 2020, in accordance with the statutes of the State of Colorado,

NOW, THEREFORE, BE IT RESOLVED by the Board of the Gunnison River Valley Local Marketing District, that the following sums of money or as much thereof as may be authorized by law and as may be needed or deemed necessary to defray all expenses and liabilities of the Gunnison River Valley Local Marketing District, be and the same hereby are appropriated for the lawful purposes and objectives of the Gunnison River Valley Local Marketing District during the 2020 fiscal year:

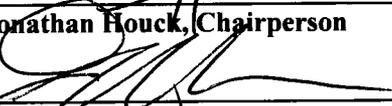
Gunnison River Valley Local Marketing District	<u>\$2,321,089</u>
Total Appropriations	<u>\$2,321,089</u>

INTRODUCED by Commissioner HOUCK, seconded by Commissioner MESSNER, and adopted this 13th day of December, 2019.

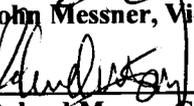
GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT



 Jonathan Houck, Chairperson



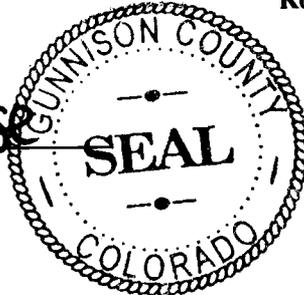
 John Messner, Vice-Chairperson



 Roland Mason, Commissioner

Attest:

Elizabeth Mense
Deputy County Clerk



Accounting Procedures - All processes which discover, record, classify, and summarize financial information to produce financial reports and to provide internal control.

Accrual Basis - The basis of accounting under which transactions are recognized when they occur, regardless of the timing of related cash flows.

Accrual Expenses - Expenses incurred but not due until a later date.

Activity - A specific and distinguishable line of work performed by one or more organizational components of a government for the purpose of accomplishing a function for which the government is responsible.

Allocate - To divide a lump-sum appropriation into parts which are designated for expenditure by specific organizational units and/or for specific purposes, activities, or objects.

Adopted Budget - Required by Colorado Local Government Budget Law. The budget is an annual financial plan for County operations showing all expected revenues and expenditures to be in balance.

Appropriation - Legal authorization granted by the Board of County Commissioners to make expenditures as specified in the appropriating resolution.

Assessed Valuation - Total valuation established by the County Assessor on real and personal property within the County, which is used as a basis for levying taxes.

Available Resources - Current assets minus the current liabilities.

Budget Document - The instrument used by the budget-making authority to present a comprehensive financial program to the appropriating body. The budget document usually consists of three parts. The first part contains a message from the budget-making authority, together with a summary of the proposed expenditures and the means of financing them. The second consists of schedules supporting the summary. These schedules show in detail the information as to past years' actual revenues, expenditures, and other data used in making the estimates. The third part is composed of drafts of the appropriation, revenue, and borrowing measures necessary to put the budget into effect.

Budget Preparation Manual - The set of instructions and forms sent by the Finance Department to the departments/offices of the County for preparation of their budget requests.

Budgetary Expenditures - Decreases in net current assets. In contrast to conventional expenditures, budgetary expenditures are limited in amount to exclude amounts represented by non-current liabilities. Due to their spending measurement focus, governmental fund types are concerned with the measurement of budgetary expenditures.

Capital Improvements - Public facilities and infrastructure (buildings, bridges, roads) and major share equipment resources (computer systems, telephone systems).

Capital Outlay - Expenditures for equipment, vehicles, or machinery that results in the acquisition or addition to fixed assets.

Charges for Services - Charges to individuals or organizations for a broad array of services. Examples include user fees, reimbursement charges, and sales of documents.

Chart of Accounts - Numbering system used by Gunnison County to designate funds, organizations, revenue sources, and expense objects.

Debt Service - The annual payment of principal and interest on the County's indebtedness.

Enterprise Fund - A fund established to finance and account for the acquisition, operation, and maintenance of governmental facilities and services which are entirely or predominantly self-supporting by user charges. The Paramedic Service operates as an Enterprise Fund.

Estimated Revenue - The amount of projected revenue to be collected during the fiscal year. The amount of revenue appropriated is the amount approved by the Board.

Expenditure - An actual payment made by County warrant (check) or by inter-fund transfer.

Fees - Any charge levied by government associated with providing a service or imposing a fine or penalty. Major types of fees include zoning/platting fees, user charges, building permits and vehicle registrations.

Fiscal Policy - The County Government's policies with respect to taxes, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides a consistent set of principles for planning and programming government budgets.

Fiscal Year - Twelve-month period to which the annual budget applies. Gunnison County's fiscal year is the same as the calendar year.

Fringe Benefits - County-funded benefits for employees including social security, retirement, group health, life, unemployment insurance and worker's compensation.

F.T.E. (Full-time Equivalent) - An employee position is converted to decimal equivalent value (equivalent of 2,080 hours or 52 forty-hour weeks).

Fund - Fiscal and accounting entity with self-balancing set of accounts which are segregated usually by financial resources or other special regulations, restrictions, or limitations.

Fund Balance - Difference between the assets and liabilities of a fund. Fund balance is terminology that is applicable to "fund level" reporting of individual governmental funds and is based on the modified accrual basis of accounting. It is used as a measure of the amount available to budget or spend in the future.

GAAFR - (Governmental Accounting, Auditing, and Financial Reporting) - The "blue book" published by the Government Finance Officers Association to provide detailed guidance for the application of accounting principles for governments.



GAAP - (Generally Accepted Accounting Principles) - standards for financial accounting and reporting, which are different for government than for businesses.

General Appropriation Required - Since only revenues specific to a particular Department, Program or Activity are allocated, some costs centers require a General Appropriation of revenues within that Fund that are not specifically restricted to a particular cost center to support the Cost to the County.

General Ledger - Set of accounts, which contain information needed to reflect the financial position and the results of the operations of the County. The debit balances equal the credit balances.

Grant - A contribution by a government or other organization to support a particular function. Grants may be classified as either categorical or block depending upon the amount of discretion allowed the grantee.

Highway User Tax (HUTF) - Revenue that is derived from the state gasoline tax, and restricted for Road and Bridge activities.

Indirect Costs - Costs associated with, but not directly attributable to, the providing of a product or service. These costs are usually incurred by other departments in the support of operating departments.

Interfund Revenues - Revenues derived mainly from charges to other county funds (as well as the occasional outside entity) by Internal Service Funds. Examples include computer service fees, repair and maintenance of vehicles, material sales, telephone fees, and equipment rental.

Interfund Transfer - Amounts transferred from one fund to another.

Intergovernmental Agreement - A concord between two or more governmental units to jointly identify, plan and/or implement a task for their mutual benefit.

Intergovernmental Revenues - Revenue from other governments, primarily Federal and State grants, but also other local governments.

Internal Service Charges - The charges to user departments for internal services provided by another County agency, such as data processing, or for vehicles and heavy equipment.

Internal Service Fund - Funds used to account for the financing of goods or services provided by one department to another department on a cost reimbursement basis.

Managing for Results (MFR) - Strategic planning, performance measurement, and budgeting process that emphasizes use of resources to achieve measurable results, accountability, efficiency, and continuous improvement in service delivery.

Mandate - Any responsibility, action or procedure that is imposed by one sphere of government on another through constitutional, legislative, administrative, executive, or judicial action as a direct order or that is required as a condition of aid.

Mill - The property tax rate, which is based on the valuation of property. A tax rate of one mill produces one dollar of taxes on each \$1,000 of property valuation.

Miscellaneous Expenses - This category of expenditures includes classification by objects that don't readily fit into the other reported categories. Generally, these are expenditures that are specific to a particular organization unit that do not correspond to other organizational units within the county government.

Modified Accrual Basis - The accrual basis of accounting adapted to the governmental fund type Spending Measurement Focus. Under it, revenues are recognized when they become both "measurable" and "available to finance expenditures of the current period". Expenditures are recognized when the related fund liability is incurred except for:

- (1) inventories of materials and supplies which may be considered expenditures either when purchased or when used;
- (2) prepaid insurance and similar items which need not be reported;
- (3) accumulated unpaid vacation, sick pay, and other employee benefit amounts which need not be recognized in the current period, but for which larger-than-normal accumulations must be disclosed in the notes to the financial statements;
- (4) interest on special assessment indebtedness which may be recorded when due rather than accrued, if approximately offset by interest earnings on special assessment levies; and
- (5) principal and interest on long-term debt which are generally recognized when due.

Net Assets - Net assets is defined as the difference between assets and liabilities of the governmental entity as an entire unit.

Object - As used in expenditure classification, this term applies to the article purchased or the service obtained (as distinguished from the results obtained from expenditures). Examples are personal services, contractual services, materials, and supplies.

Office - Unit of County government that is administered by an Elected Official. (Example: Sheriff).

Operating Budget - The grouping of all objects for expenditures that are not personal services (wages and benefits). (Example: office supplies, rental expense).

Operating Transfer - Routine and/or recurring transfers of assets between funds.

Personnel Costs - This is a basic classification of expenditures by object for services rendered by officers and employees of the government unit, including related salaries, wages, benefits and employer's contributions.

Program - An organized set of related work activities which are directed toward a common purpose or goal and represent a well defined expenditure of county resources.

Proposed Budget - Coming year budgets that are prepared by each department and submitted to the Finance Department for analysis.



Proprietary Fund - A fund used to account for business-type activities in government. The activities are usually financed with user fees that are directly related to the services received. There are two types of proprietary funds - enterprise and internal service funds.

Purchased Services - This is a basic classification by object for services, other than personal services, which are required by the governmental unit in the administration of its assigned functions. Included are items such as insurance premiums, utilities, auditors, consultants, medical fees, contract labor and professional services.

Recommended Budget - After analysis and negotiation of proposed budgets with each department/office by the County Manger and the Finance Director, a balanced budget is submitted to the Board of Commissioners for their consideration.

Reserve - (1) An account used to earmark a portion of fund balance to indicate that it is not appropriate for expenditure. (2) An account used to earmark a portion of fund equity as legally segregated for a specific future use.

Revenue - Income received by the County Government in support of the government's program of services to the community. It includes such items as property taxes, fees, user charges, grants and fines.

Special Revenue Fund - A fund used to account for revenues legally earmarked for a particular purpose.

Supplemental Appropriation - An act by the County Commissioners to transfer budgeted and appropriated monies from one spending agency to another, whether the agencies are in the same or different funds. Also, if the County receives revenues that were not anticipated or assured at the time of budget adoption, those revenues can be used in the current fiscal year only after being approved for use via supplemental appropriation.

Supplies - This is a basic classification of expenditures by object for articles and commodities, which are purchased for consumption or resale and are materially altered when used. Examples include office and cleaning supplies, gas, oil, materials, tools and parts.

Taxes - Compulsory charges levied by a government for the purpose of financing services performed for the common benefit. This term does not include specific charges made against particular persons or property for current or permanent benefits such as special assessments. Neither does the term include charges for services rendered only to those paying such charges as, for example, sewer service charges.

User Charges - The amount the government receives for the provision of services and commodities or the performance of specific services benefiting the person charged. Citizens only pay user charges when a specific service is received.



ADA	Americans With Disabilities Act Of 1990
AICP	American Institute of Certified Planners
AIP	Airport Improvement Program
APA	American Planning Association
BOCC	Board of County Commissioners
CBD	Central Business District
CBOE	County Board of Equalization
CDA	Colorado Department of Agriculture
CDAG	Colorado Division of Aeronautics Grant
CDBG	Community Development Block Grant
CDE	Colorado Department of Education
CDOT	Colorado Department of Transportation
CDPHE	Colorado Department of Public Health and the Environment
CFS	Cubic feet per second
CGIA	Colorado Governmental Immunity Act
CIP	Capital Improvements Plan
CO	Certificate of Occupancy
CO	Colorado
COA	Council on Aging
CAO	County Attorney's Office
CDOT	Colorado Department of Transportation
COE	(Army) Corps of Engineers
COG	Council of Governments
COGCC	Colorado Oil and Gas Conservation Commission
CRS	Colorado Revised Statutes
CWA	Clean Water Act
CWCB	Colorado Water Conservation Board
DHHS	Department of Health and Human Services
DHS	Department of Human Services
DMV	Department Of Motor Vehicles
DOC	Department of Corrections
DOI	Department of the Interior
DOJ	Department of Justice



DOLA	Department of Local Affairs
DOR	Department of Revenue
DOT	Department of Transportation
DPS	Department of Public Safety
EA	Environmental Assessment
ECC	Early Childhood Council
EIAF	Energy Impact Assistance Grant
EIS	Environmental Impact Statement
EOC	Emergency Operations Center
EPA	US Environmental Protection Agency
FAA	Federal Aviation Administration
FASB	Financial Accounting Standards Board
FBO	Fixed Base Operator
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	Generally Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GCSAP	Gunnison County Substance Abuse Prevention
GIS	Geographic Information System
GOCO	Great Outdoors Colorado
GPCD	Gallons per capita per day
GPD	Gallons per day
GPM	Gallons per minute
GVA	Gunnison Valley Aviation
GVRHA	Gunnison Valley Regional Housing Authority
HKCS	Healthy Kids Colorado Survey
HUD	Housing and Urban Development
HUTF	Highway Users Tax Fund
IT	Information Technology Department
LMD	Local Marketing District
LUR	Land Use Resolution
MOA	Memorandum of Agreement
MOU	Memorandum Of Understanding



NFP	Nurse Family Partnership
NPP	Nurturing Parenting Program
NWCCOG	Northwest Colorado Council of Governments
PFC	Passenger Facility Charge
PILT	Payment in Lieu of Taxes
POA	Property Owners Association
PUD	Planned Unit Development
PW	Public Works
RFP	Request For Proposal
ROW	Right of Way
RTA	Rural Transportation Authority
SO	Sheriff's Office
SOT	Specific Ownership Tax
TABOR	Taxpayer Bill of Rights
TIF	Tax Increment Financing
UGRWCD	Upper Gunnison River Water Conservancy District
USDA	United States Department of Agriculture
USDA-RD	United States Department of Agriculture-Rural Development
USGS	United States Geological Survey
WQCC	Water Quality Control Commission