



2021 BUDGET





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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	22
Expenditure Summary	33
Fund Balances	39
Consolidated Budget Summary	42
Summary of County Resources	43
Department/Fund Expenditure Relationship.....	44
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	67
2018 Annual Performance Report	71
Departments:	
Administration.....	93
Airport	113
Assessor	128
Clerk & Recorder.....	140
Community Development.....	155
Coroner	170
County Attorney	175
Emergency Management.....	181
Extension.....	189
Facilities & Grounds.....	196
Geographic Information Services	202
Health and Human Services	209
Historic Preservation	234
Information Technology	239
Juvenile Services	250
Public Works	261



Table of Contents

Sheriff	309
Treasurer	330
Veterans' Services	340
Weather Modification	345
Other Cost Centers	349
Compensated Absences	352
District Attorney	353
Other Administration	354
Energy Efficiency Initiatives.....	355
Conservation Trust	356
Sales Tax	357
Land Preservation	358
Mosquito Control.....	359
Sage Grouse Trust	360
Capital Expenditures	361
Health Insurance	362
Marketing District	363
Rural Transportation Authority.....	364
Housing	365
Gunnison Valley Health System.....	366

PERSONNEL

Full-time Equivalent History	369
Changes in Staffing Levels	370
Personnel Distribution	371
Summary of Budgeted Salaries and Authorized Full-Time Equivalents	372

CAPITAL EXPENDITURES

Capital Improvement Plan (CIP)	380
Other Capital Expenditures Budget Request	382
Summary of Capital Expenditures	382
Capital Expenditures by Fund.....	383
Impacts on Operating Budget	389

DEBT

Summary of Debt Obligations.....	391
Summary of Debt Service and Lease Payments	
Governmental Activities	394
Business-Type Activities.....	395
Computation of Legal Debt Margin	396

FUND SUMMARIES

General Fund	400
Special Revenue Fund	
Road & Bridge Fund	401
Human Services Fund.....	402
Public Health Agency Fund	403
Conservation Trust Fund	404
Sales Tax Fund	405
Land Preservation Fund	406
Mosquito Control Fund.....	407



Table of Contents

Sage Grouse Trust Fund	408
Risk Management Fund.....	409
Housing Authority Fund	410
Marketing District Fund.....	411
Rural Transportation Authority (RTA) Fund.....	412
Fiduciary Fund	
Public Trustee Agency Fund.....	413
Debt Service Fund	
Debt Service Fund.....	414
Capital Project Fund	
Airport Construction Fund	415
Capital Expenditures Fund.....	416
Enterprise Funds	
Airport Operations Fund.....	417
Sewer District Fund.....	418
Water District Fund	419
Solid Waste Fund	420
Gunnison Valley Health Fund	421
Senior Housing Fund	422
Assisted Living Fund.....	423
Internal Service Funds	
Internal Service Fund I (County Shop).....	424
Internal Service Fund II (Technology).....	425
Internal Service Fund III (Health Insurance)	426
Proposed Budget Changes	
Consolidated Budget Proposals.....	428

APPENDIX

Financial Policies	
Auditing and Financial Reporting	430
Fund Accounting	430
Basis of Budgeting and Accounting.....	430
Definition of a Balanced Budget	431
Fund Balances	431
Revenues.....	431
Fees and User Charges	432
Operating Expenditures	432
Debt	432
Capital Improvement Program (CIP).....	433
Compensation	433
Internal Controls.....	433
Amending the Budget	434
Budget Process and Policies	
Budget Process/Citizen Input.....	436
Budgetary Level of Control	438
Budget Amendments	438
Budget Resolutions	439
Glossary of Budget-Related Terms	448
Glossary of Common Acronyms	453



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Introduction

Transmittal Letter &
Certification

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 &
CERTIFICATION**

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

Date: January 29, 2021

Attached is the 2021 budget for the County of Gunnison, the Gunnison River Valley Local Marketing District, the Gunnison Valley Transportation Authority, and the Gunnison Housing Authority, submitted pursuant to Section 29-1-113, C.R.S. These budgets were adopted on December 15, 2020. This budget is created to comply with the Colorado Department of Local Affairs' Local Government E-Filing in the timeframe required. An additional budget document will be created to comply with and obtain the Government Finance Officers Association's Distinguished Budget Presentation Award. If there are any questions on these budgets, please contact Juan Guerra at (970)641-7622, 200 E. Virginia Avenue, Gunnison, CO 81230.

The mill levy certified to the County Commissioners is 16.206 mills for all general operating purposes, subject to statutory and/or TABOR limitation; and 0.02 mills for refund/abatement. Based on a net assessed valuation of \$712,391,650, the total property tax revenue is \$11,559,267. 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.



Juan Guerra, Finance Director - Interim



INTERNATIONAL CITY/COUNTY
MANAGEMENT ASSOCIATION

This
Certificate of Excellence
is presented to

Gunnison County, Colorado

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 in conjunction with the
106th ICMA Annual Conference

September 24, 2020

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

Marc A. Ott
ICMA Executive Director

A handwritten signature in black ink, appearing to read 'Jane S. Brautigam'.

Jane Brautigam
ICMA President



GFOA Distinguished Budget 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, 2020.

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 2021 Budget.

With gratitude,

The Gunnison County Finance Program Staff



Board of County Commissioners

- Jonathan Houck Chairperson
- Roland Mason Vice-Chairperson
- Elizabeth Smith Commissioner

Budget Team

- Matthew Birnie County Manager
- Marlene Crosby Assistant County Manager
- Linda Nienhueser Finance Director
- Juan Guerra, CPA Finance Director - Interim
- Kelly Weak Senior Accountant
- Jody Wise Accountant
- John Nehls Accountant
- Allison Jones Accountant
- All Elected Officials and Department Heads

Contact Information

- Gunnison County, Colorado
200 E. Virginia Ave.
Gunnison, CO 81230
(970) 641-2203
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Budget Overview

The Gunnison County Administration Program is pleased to present the 2021 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 2021 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 2021 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 65, 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 2021 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 379-389.

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 2021-2025

General Fund

Revenue:

	Budget 2021	Projected 2022	Projected 2023	Projected 2024	Projected 2025
Property Tax	8,613,400	9,219,094	9,867,381	10,561,255	11,303,923
Other Taxes	1,375,500	1,433,935	1,494,852	1,516,638	1,538,742
Licenses and Permits	534,095	601,607	677,652	763,310	859,795
Intergovernmental	2,072,558	2,102,764	2,133,410	2,164,503	2,196,049
Charges for Services	661,350	710,910	764,183	821,449	833,421
Contributions and Other	72,289	77,583	83,265	89,363	95,907
Fines & Forfeitures	140,353	149,230	158,669	168,705	179,376
Investment Income	203,040	344,669	585,092	993,220	1,686,035
Interfund	842,782	855,065	867,527	880,170	892,998
Transfers In	1,049,570	1,133,536	1,195,880	1,201,859	1,207,869
Other Financing Sources and Misc.	399,111	404,928	410,829	416,817	422,892

Expenditures

Personnel	9,166,869	9,545,529	9,939,831	10,350,420	10,777,970
Supplies	534,464	529,991	525,555	530,810	536,118
Purchased Services	4,315,629	4,370,945	4,426,969	4,483,712	4,541,182
Community Programs/Contributions	138,454	122,556	108,483	109,568	110,664
Financing Costs	69,134	65,552	62,156	62,778	63,406



Budget Message

Financing Costs	69,134	65,552	62,156	62,778	63,406
Transfers Out	621,760	627,915	634,195	640,537	646,942
Capital Outlay	457,498	462,027	466,601	471,267	475,980
Miscellaneous (Extraordinary/Special)	1,938,055	1,957,436	1,977,010	1,996,780	2,016,748
<u>Excess Revenues/ (Net Cost to the County)</u>	-1,277,815	-648,630	97,941	931,418	2,047,998
Beginning Fund Balance	6,375,952	5,098,137	4,449,507	4,547,448	5,478,867
Ending Fund Balance	5,098,137	4,449,507	4,547,448	5,478,867	7,526,865
Ending Fund Balance as % of Exp.	29.57%	25.16%	25.07%	29.38%	39.27%

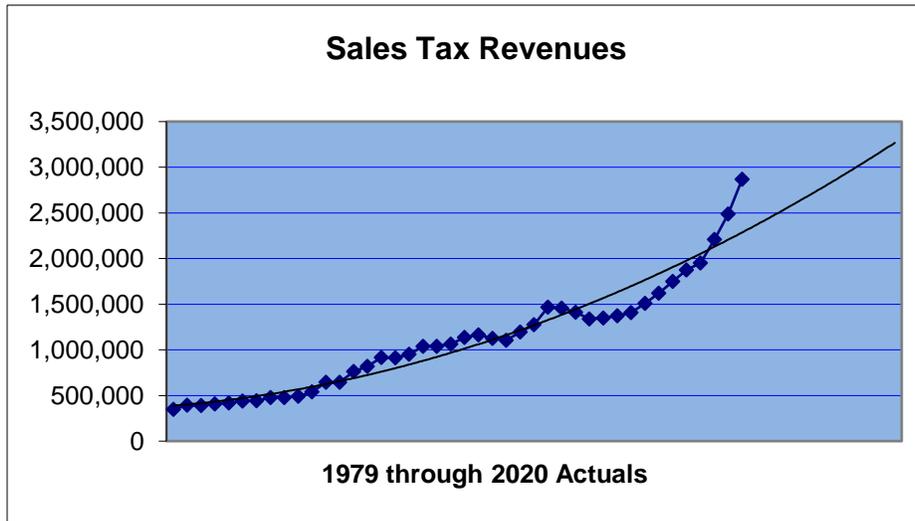
General Fund 5-Year Forecast Model Assumptions:

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 Average of 2016 to 2019 percentages for 2022 to 2025. 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 4.13%. Conservative stewardship has created a 5-year average decrease in Supplies of 0.83%. Purchased Services are both increased by their respective 5-year average of 1.2%. The average change for the first three expenditures categories over the last 5 years has been 1.5%. Capital Outlay is held to minimum, necessary levels for 2021 to 2024. Transfers Out Expenditures are calculated with 1% increase per year.

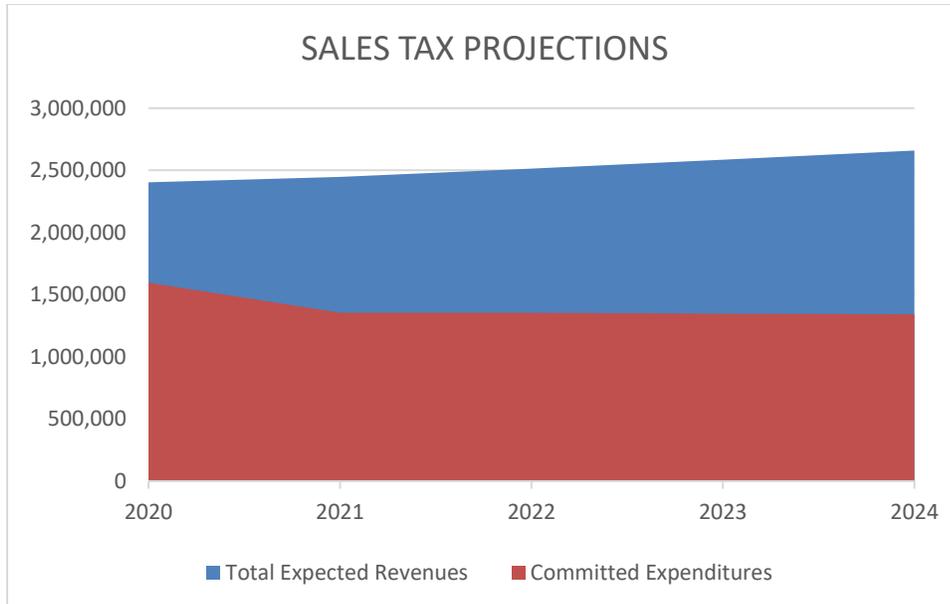
Conclusion:

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 3% annually, will reach three and one-half million by 2027. The overall average annual change in sales tax revenue dating back to 1979 is 5.44%. Although, the last couple of years, there have been substantial increases, 12.47% from 2018 to 2019 and 15.38% from 2019 to 2020.



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

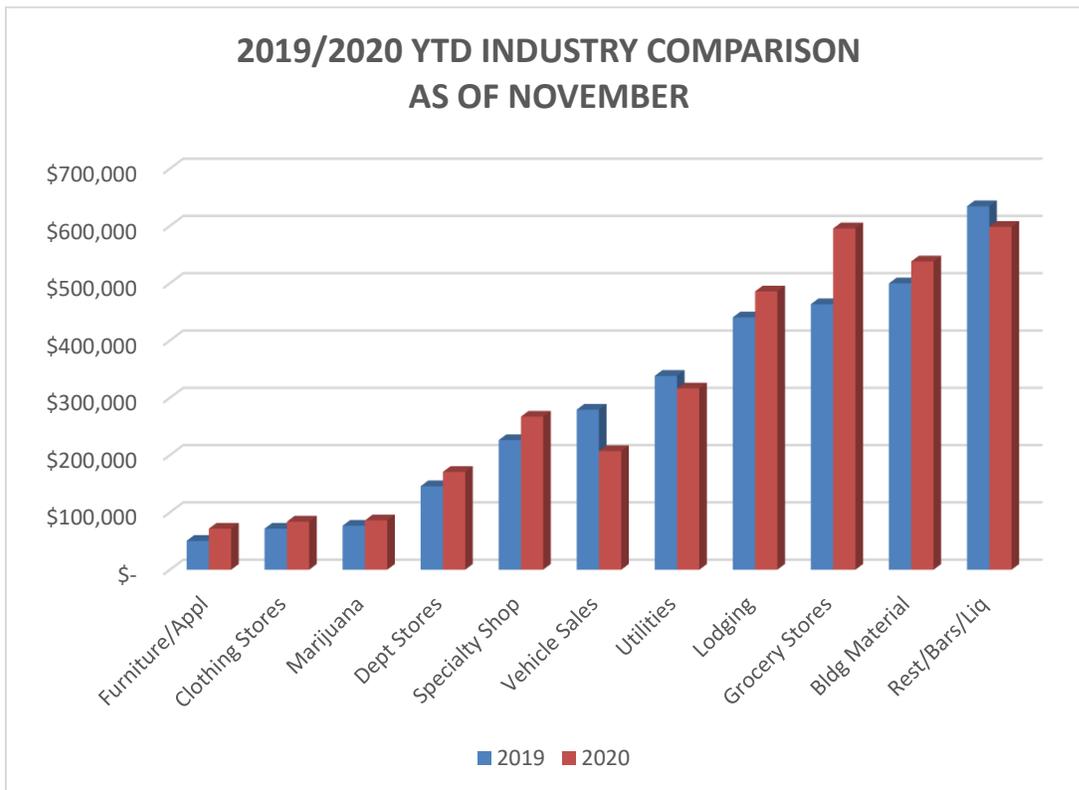
The 2021 budget process began with the Budget Kick-off meeting on August. The Board, County Manager, and Finance staff met with Elected Officials and Department Heads to communicate current economic factors, revenue trends and budget priorities. Review of the Board Strategic Plan is now the starting 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 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 a low of 2.4% in November of 2019, with Gunnison County at 2.1%. Due to the pandemic unemployment increased in Gunnison County to as high as 16.3% in April 2020, but had decreased to 5.1% in November, 2020. 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.

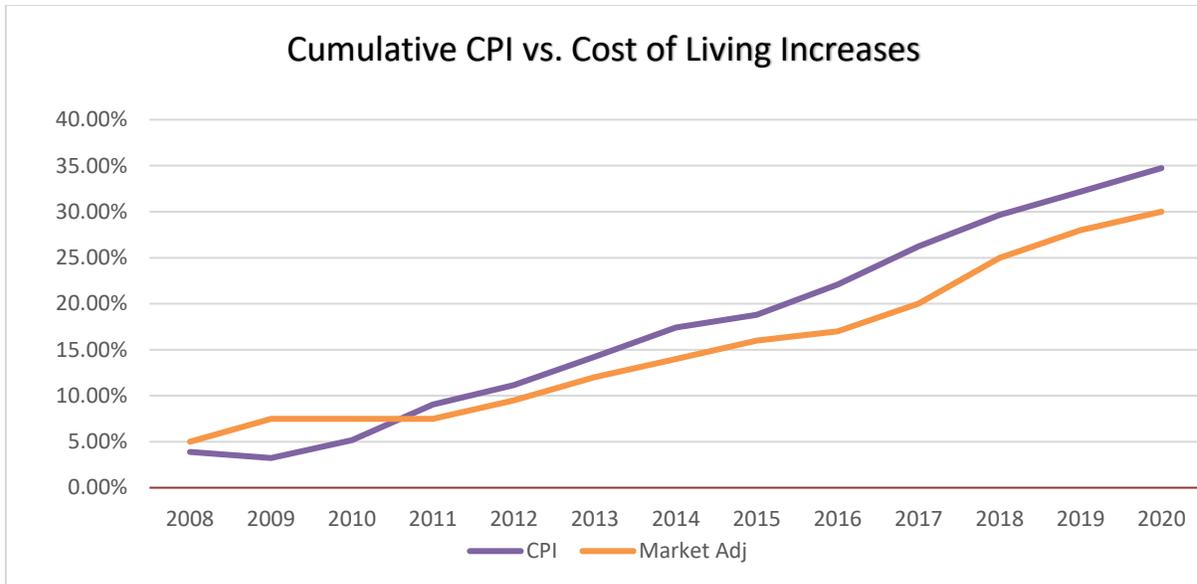
Contrary to facing the pandemic, Gunnison County and municipalities saw increased revenues from sales tax through 2020. Industries that showed a decline in sales during the pandemic were Vehicle Sales, Utilities and Restaurants. Overall, sales tax county revenue is up 15.38%, with internet sales tax 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 2021. 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 2021 whereby funding for the 2020 level of services and programs is the starting point for each department, less any one-time enhancements approved for 2020. 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 2021.
- 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 1% cost of living adjustment (COLA) for all employees and merit increases for eligible employees. Over the past ten years (2011 to 20) the Denver/Aurora/Lakewood Consumer Price Index (CPI) increase totals 34.74% and Gunnison County cost of living adjustments have totaled 30% over the same period. This supports our continuing effort to refrain from further erosion of the buying power of our employees' compensation, and to be 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 sixth year in 2021. Gunnison County will help fund the HSA 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 2021 budget includes appropriated expenditures of \$127,447,509. In total this is an increase from 2020 of 5.78%. The budget is funded with revenue estimates and anticipated fund balance.

A public hearing on the proposed budget was held on December 8, 2020. The proposed budget was adopted by the Gunnison County Board of County Commissioners on December 15, 2020. Copies of the budget documents are available in the Gunnison



Budget Message

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?	67-70
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?	428
Where is debt service/lease purchase information?	390-398
What capital projects are included in this budget?	379-389
Where is personnel and FTE information?	368-378
Where can I find a one-page summary of total budget appropriations?	33

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 2019 actuals, 2020 budget and projections, and 2021 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

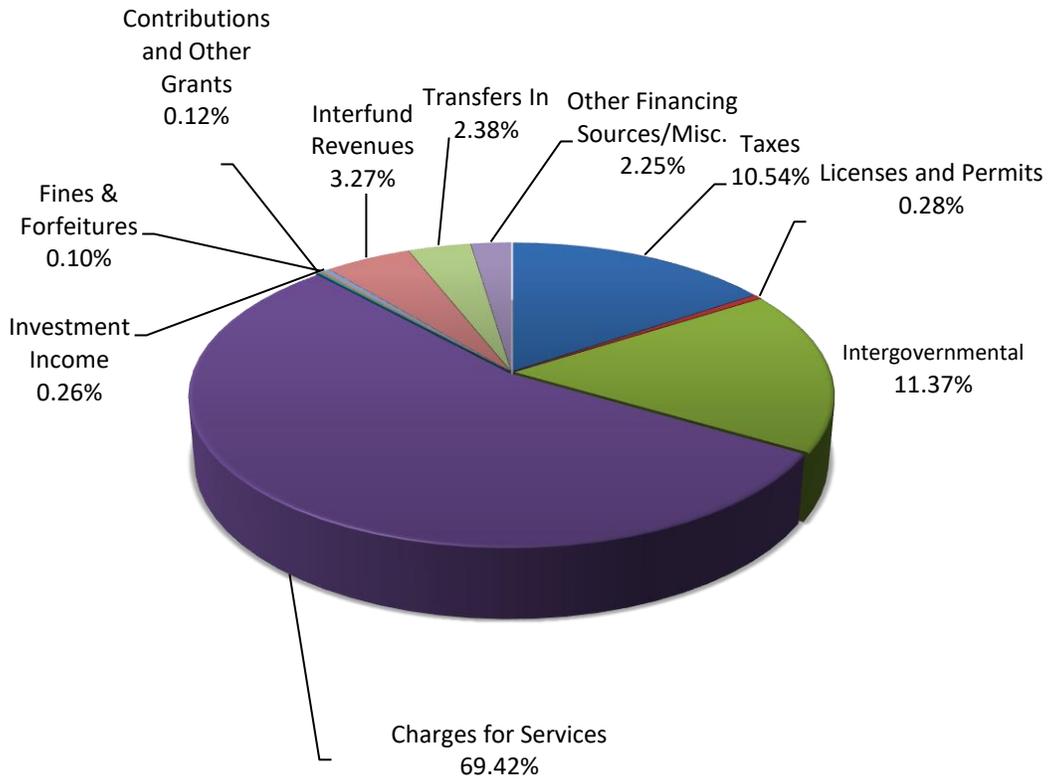
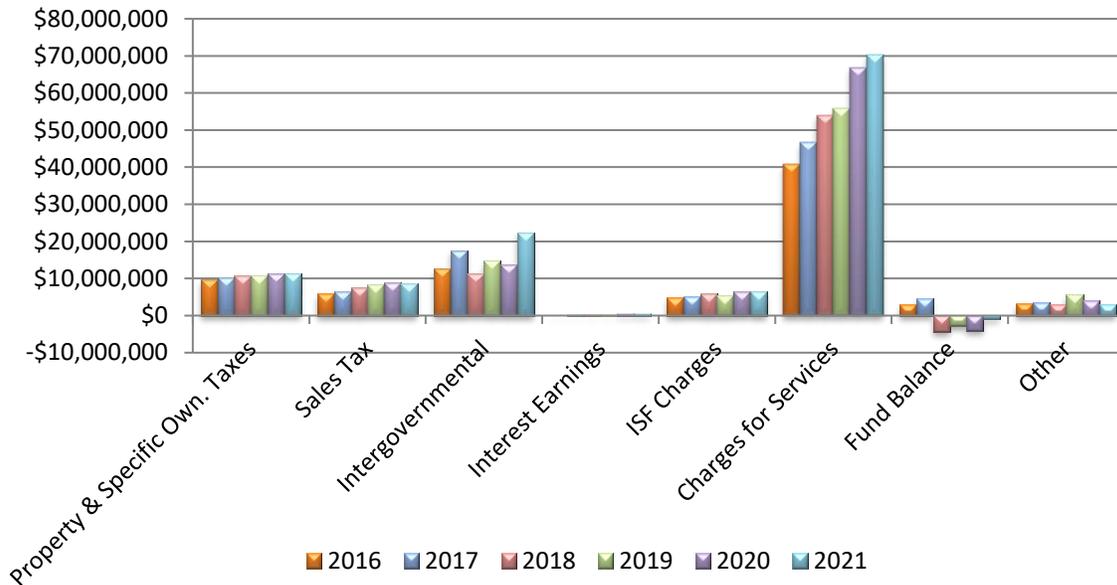


Table II, Revenue Sources, details major revenue categories.

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 2021 budget has a total of \$3,876,499 from grant revenue. In 2020 that number was \$3,549,522. Other grants remain relatively static. Also, 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.



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 2021 the overall increase in property tax is 6.94%.

This year’s mill levy results in an overall increase of \$705,734 in property tax from 2020 to 2021 as detailed below:

<u>FUND/Description</u>	<u>2021 Property Tax Revenue</u>	<u>2020 Mill Levy</u>	<u>Amt. Over (Under) Prior Yr.</u>
Human Services	\$ 358,349	.503	\$ 22,298
Gunnison Health Care Center	856,461	1.202	53,293
General Fund	<u>10,344,843</u>	<u>14.521</u>	<u>630,143</u>
TOTALS	<u>\$ 11,559,653</u>	<u>16.226</u>	<u>\$ 705,734</u>

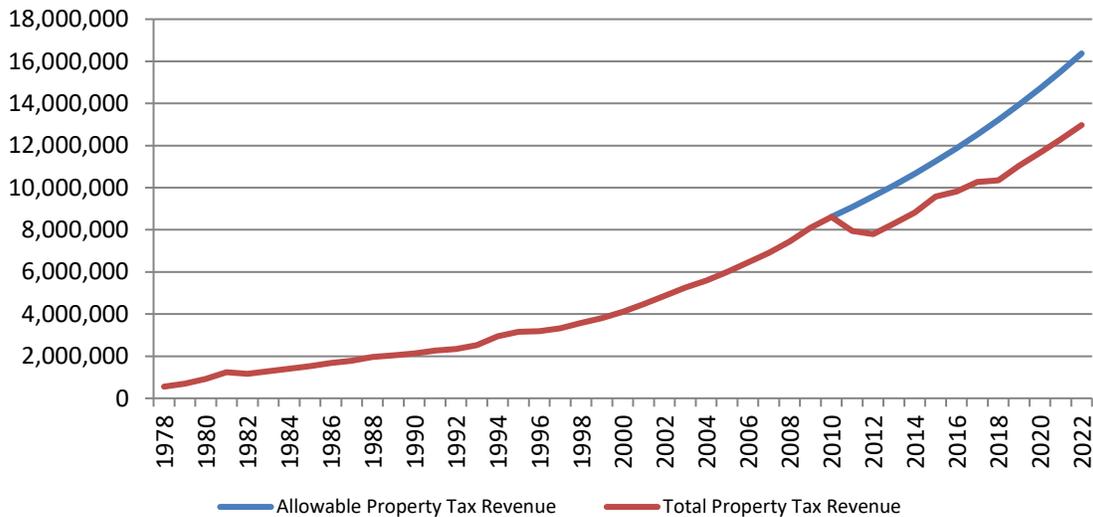


Budget Message

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 II

Total Property Tax vs. Allowable

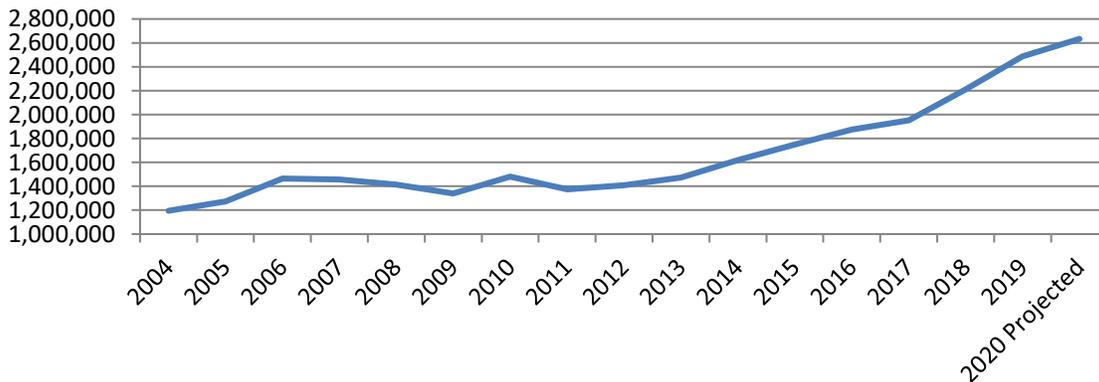


Sales Tax

The 2021 amount is budgeted with an overall increase of 0% compared to the 2020 projection, but is an 11.4% increase from the 2020 budget. The last three years increased by an average of 13.68%. 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. 2019 total taxable sales increased by 9.12% over 2018, and total county revenue increased 12.53%.

Table III

Sales Tax Revenue





In total, Property and Sales Tax revenues are budgeted at \$19,935,367 10.54% of total revenues.

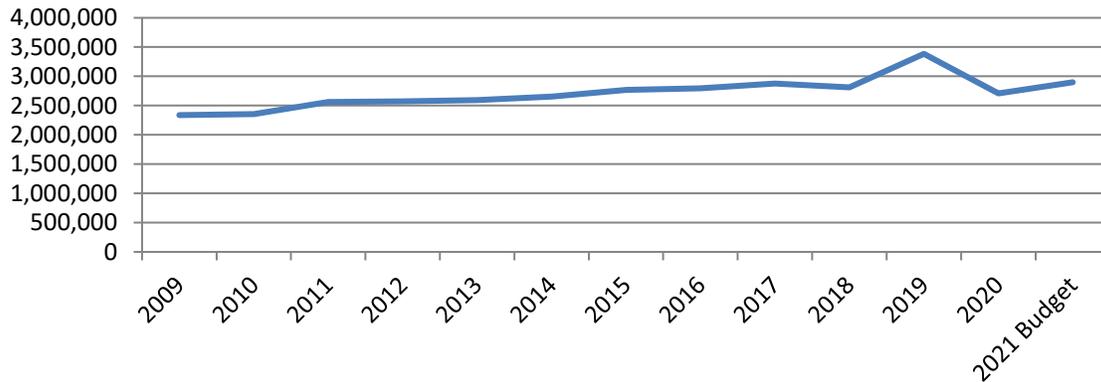
Intergovernmental

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 2021 is budgeted to be \$2,900,000 in the Road and Bridge Fund. In 2019 we received \$3,384,355 and 2020 is tracking more towards the \$2,900,000 budgeted amount. 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 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 IV

Highway Users Tax Fund



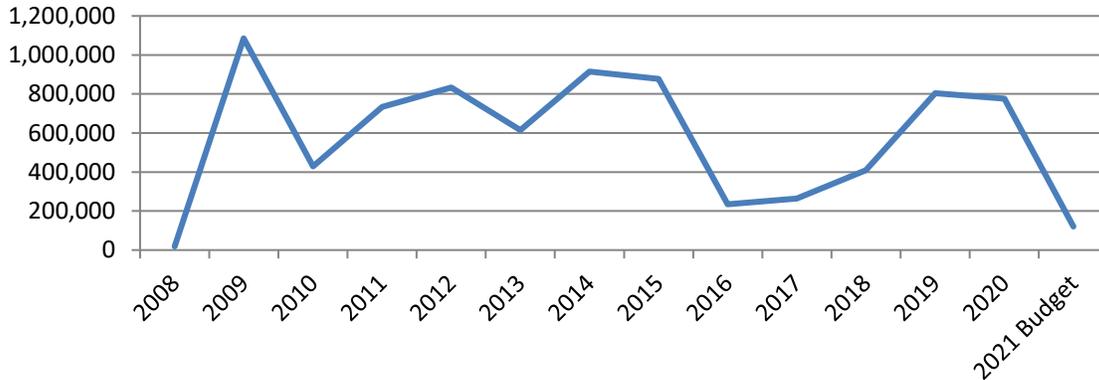
Severance

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 2020 it was \$776,522. The 2021 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 V

Severance Tax

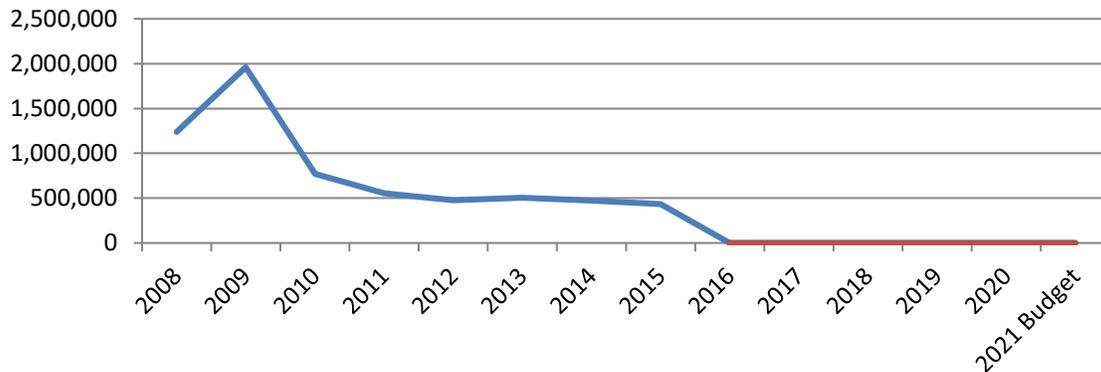


Forest Reserve

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. Since 2016, revenue has been distributed at 100% to the school districts and totaled \$735,599 in 2019 and \$675,567 in 2020. The 2021 budget is at zero anticipating 100% distribution to the school districts.

Table VI

Forest Reserve



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). Gunnison County has entered into a grant agreement with the FAA for just over \$8 million for phase II of the expansion and rehabilitation of the terminal building.

US Health & Human Services and CO Department of Human Services

The Health and Human Services department is expected to receive \$5,787,357 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 \$22,389,032, 11.37% of total revenues.

Charges for Services

The Hospital has budgeted a 5.28% increase in revenues from charges for services over last year, \$63,132,142 to \$66,467,085. There will be no increases to rates in the remaining enterprise funds for the Water and Sewer Fund Divisions. This action is taken in order to assist with the financial burden placed on residential users during the pandemic. Rates at the Landfill will remain the same as in 2020.

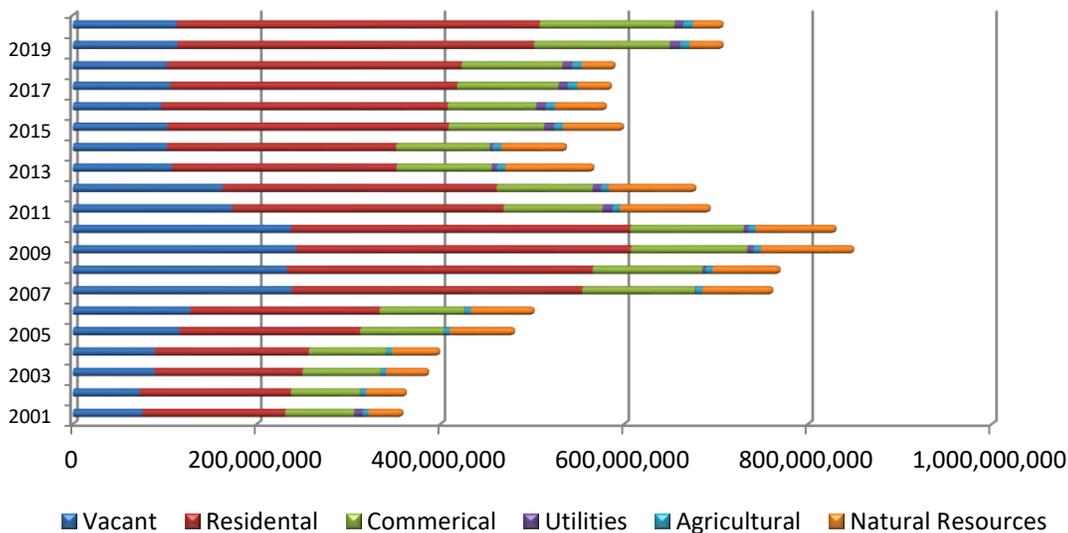
In total, Charges for Services Revenues are budgeted at \$70,282,416, 69.42% of total revenues.

Property Tax Detail

Table VIII illustrates the changes in assessed value since 2001.

Table VII

Changes in Assessed Valuation 2001 - 2020



In 2020 we saw a 0% increase in total assessed value over 2019. 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 2021 reappraisal year will not be available until May 2021.

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.

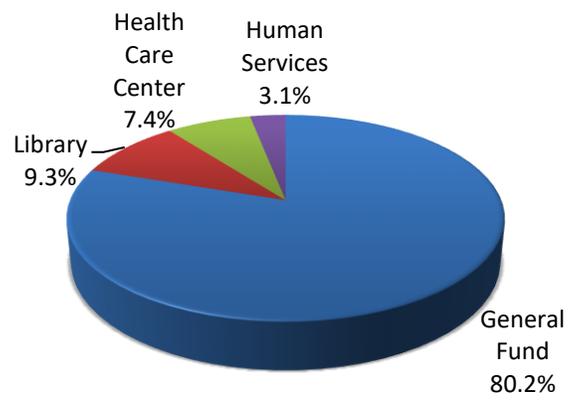
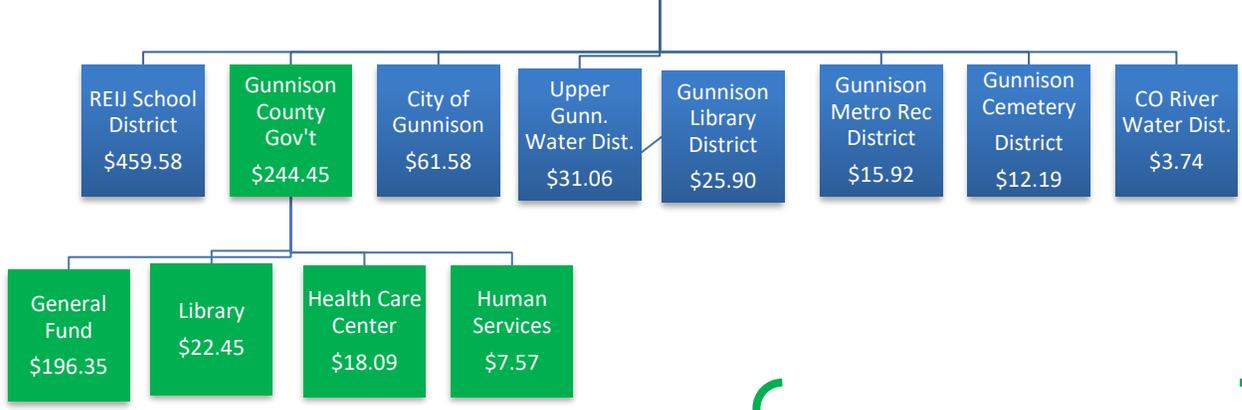
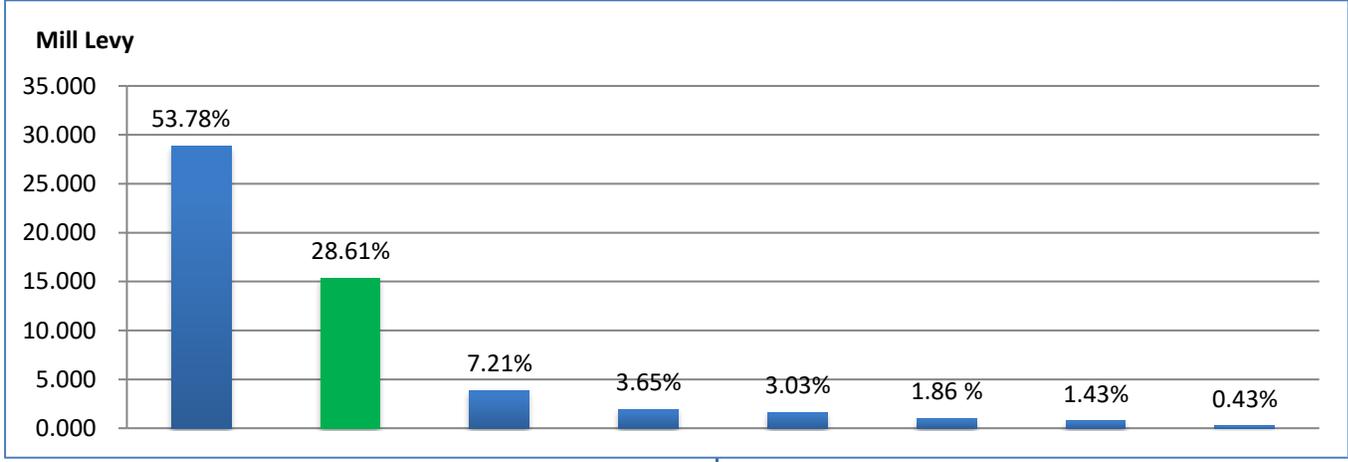


Budget Message

	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

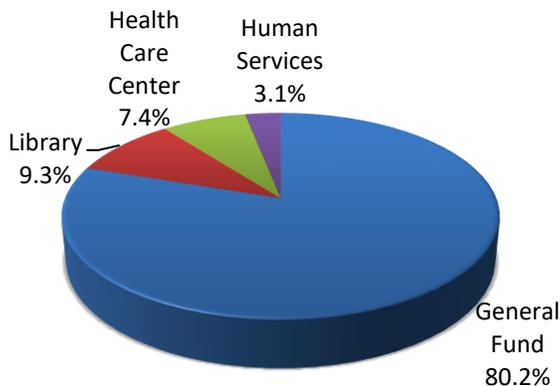
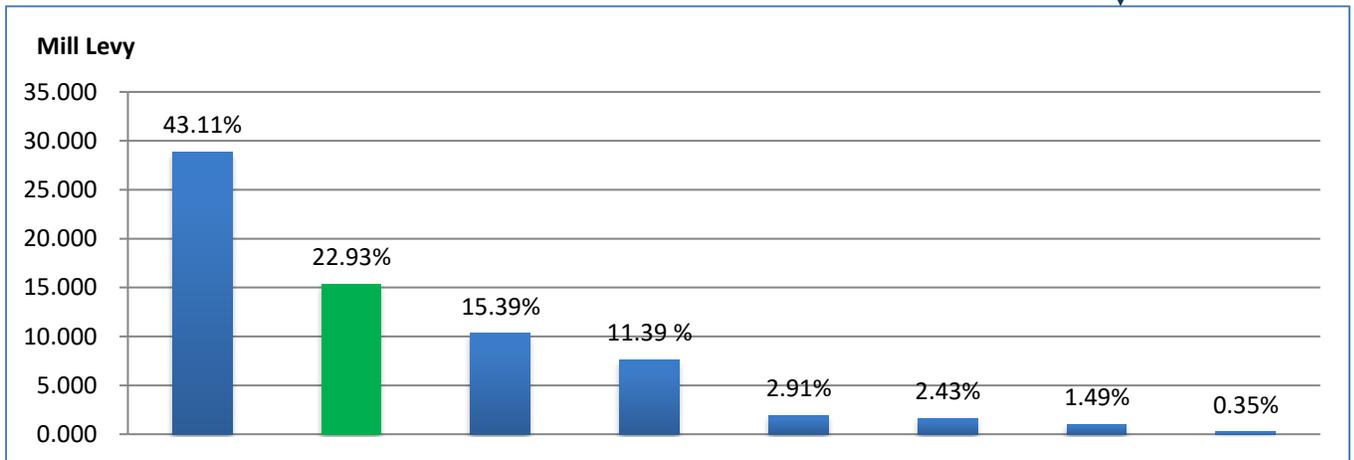
Although the Gunnison County Treasurer collects all property taxes, the property tax levied by Gunnison County represents only 25% of the total average tax bill. The following graphics depict the property taxes billed for a residential property located within the City of Gunnison, the county seat of 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 VIII

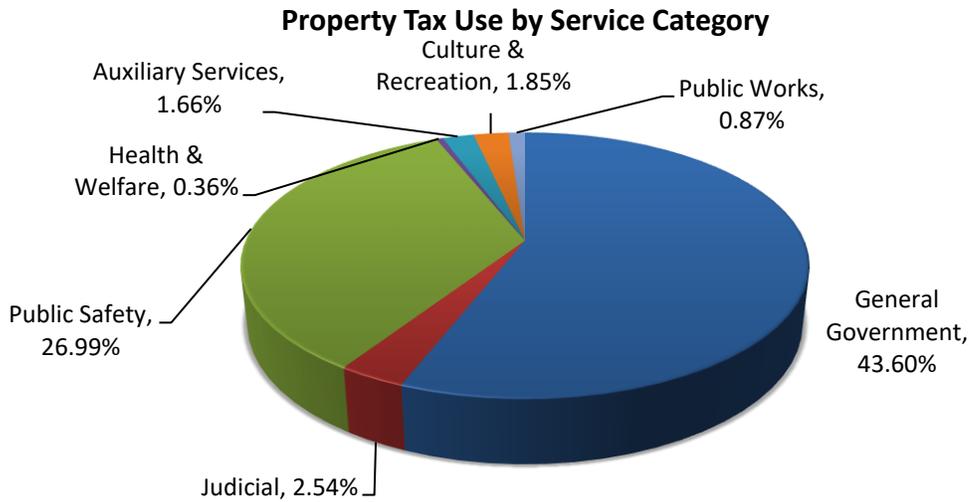


Table IX

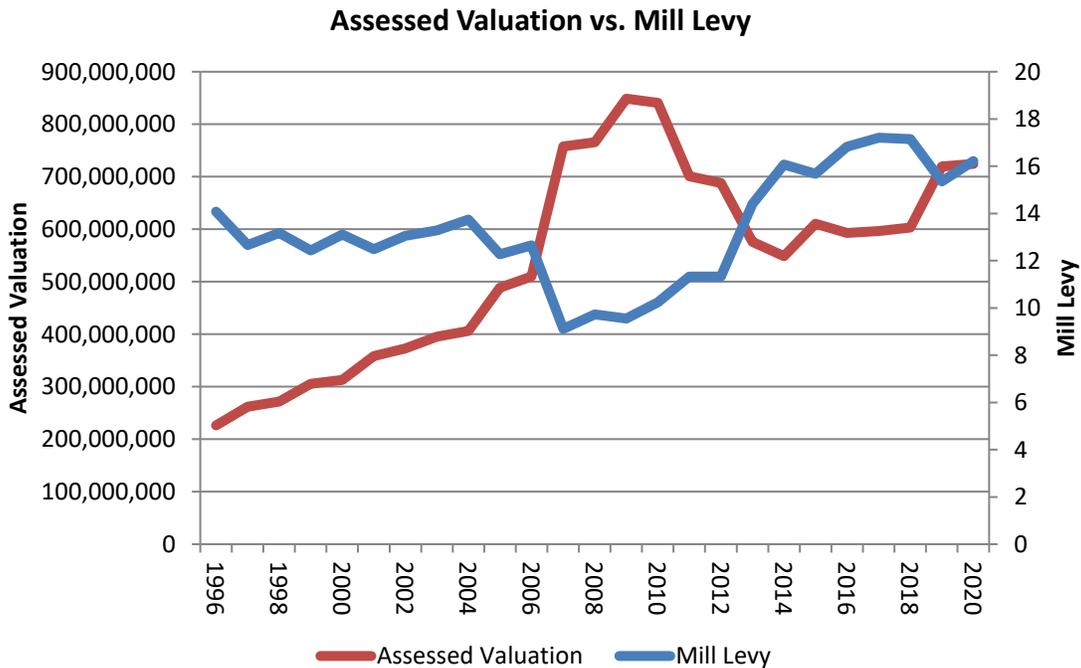


Table X illustrates that in general as assessed values increase, the annual mill levy decreases (as adjusted for the value of new construction). Notice in 2007 and 2019 when the assessed value increased dramatically, the mill levy dropped proportionally. It can also be noted that the reverse happened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

COMPARATIVE MILL LEVIES

Table X

Local Districts (2019 Levies)

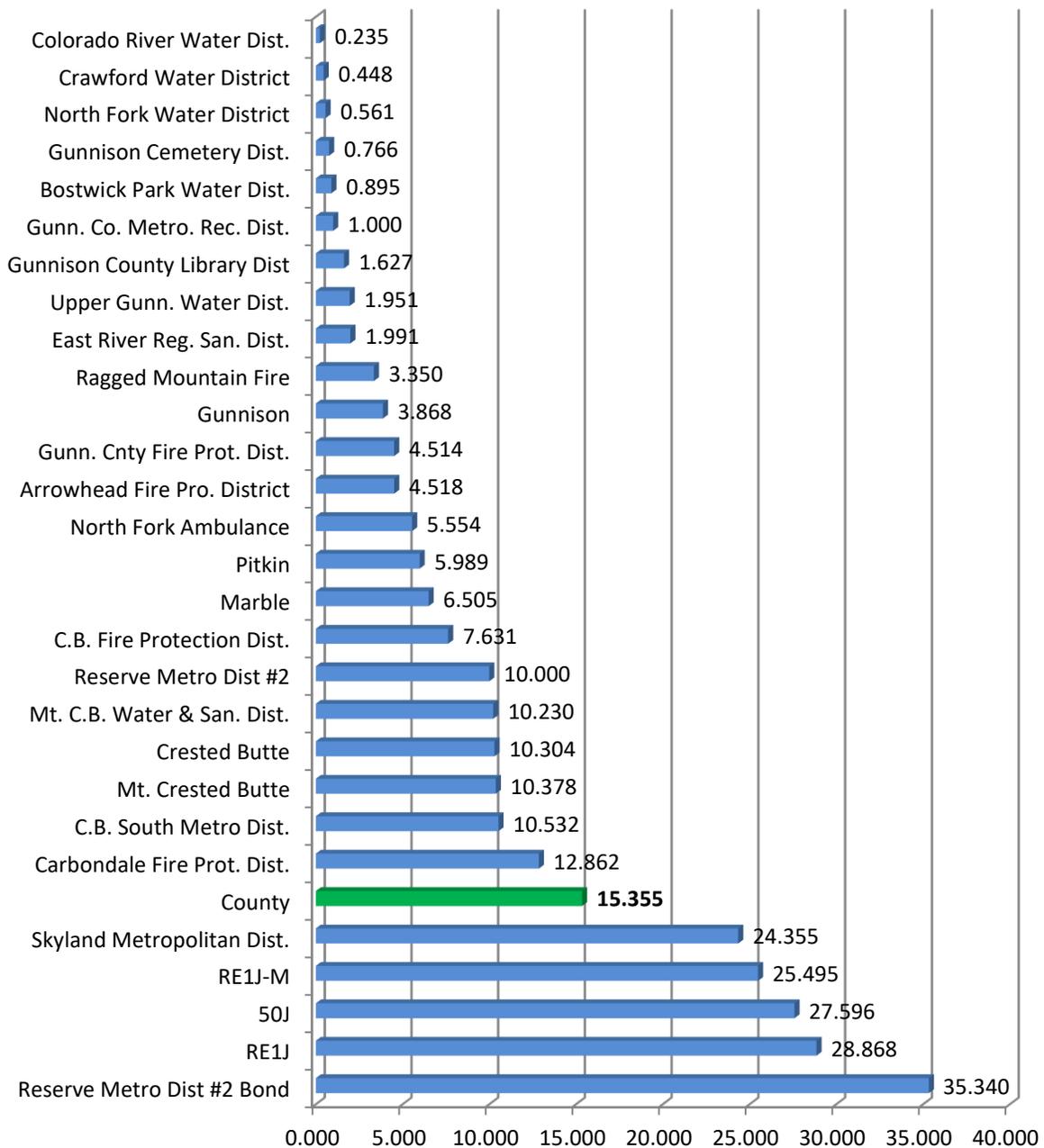


Table XI

Other Counties (2018 levies)

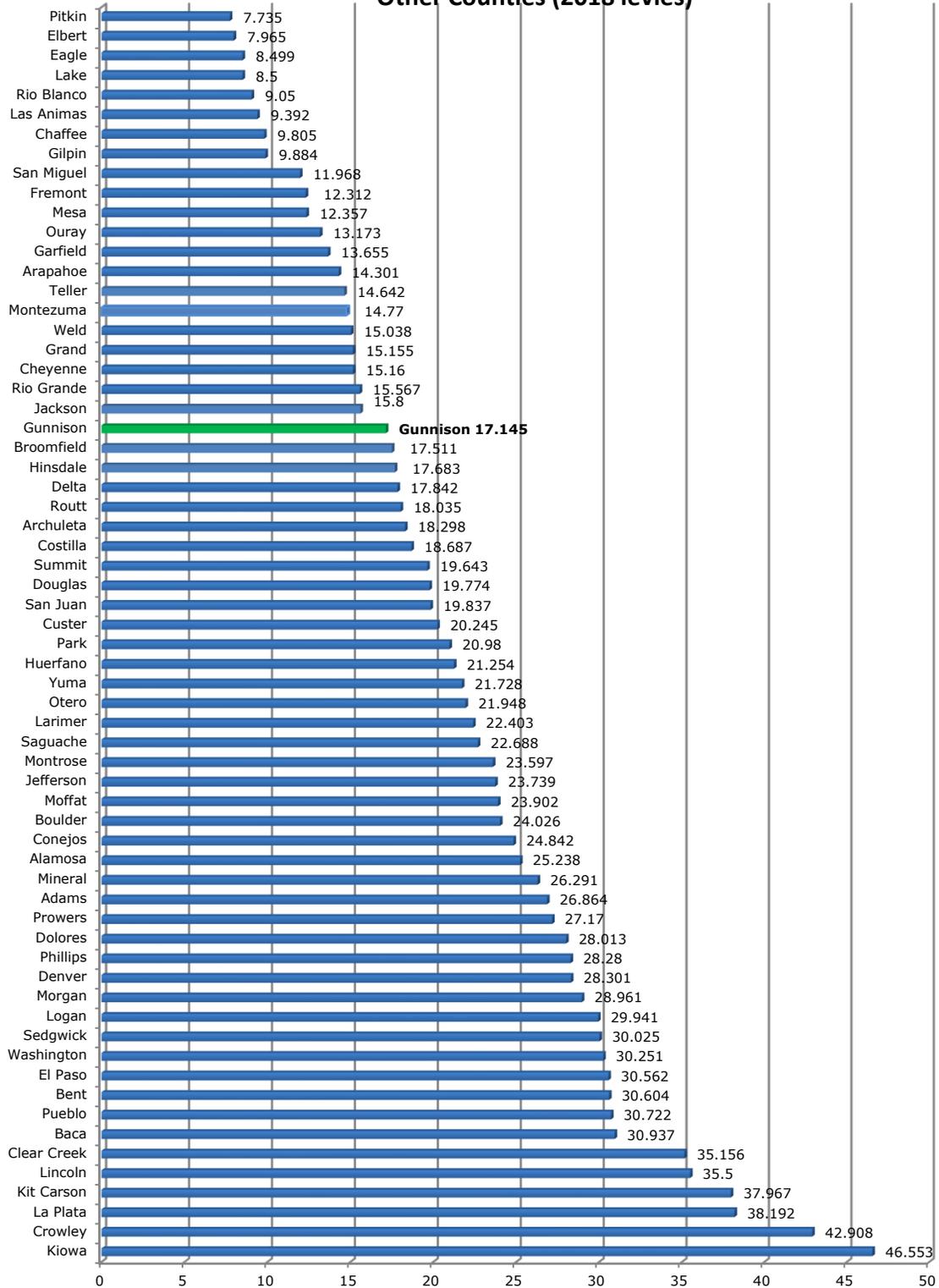


Table XII

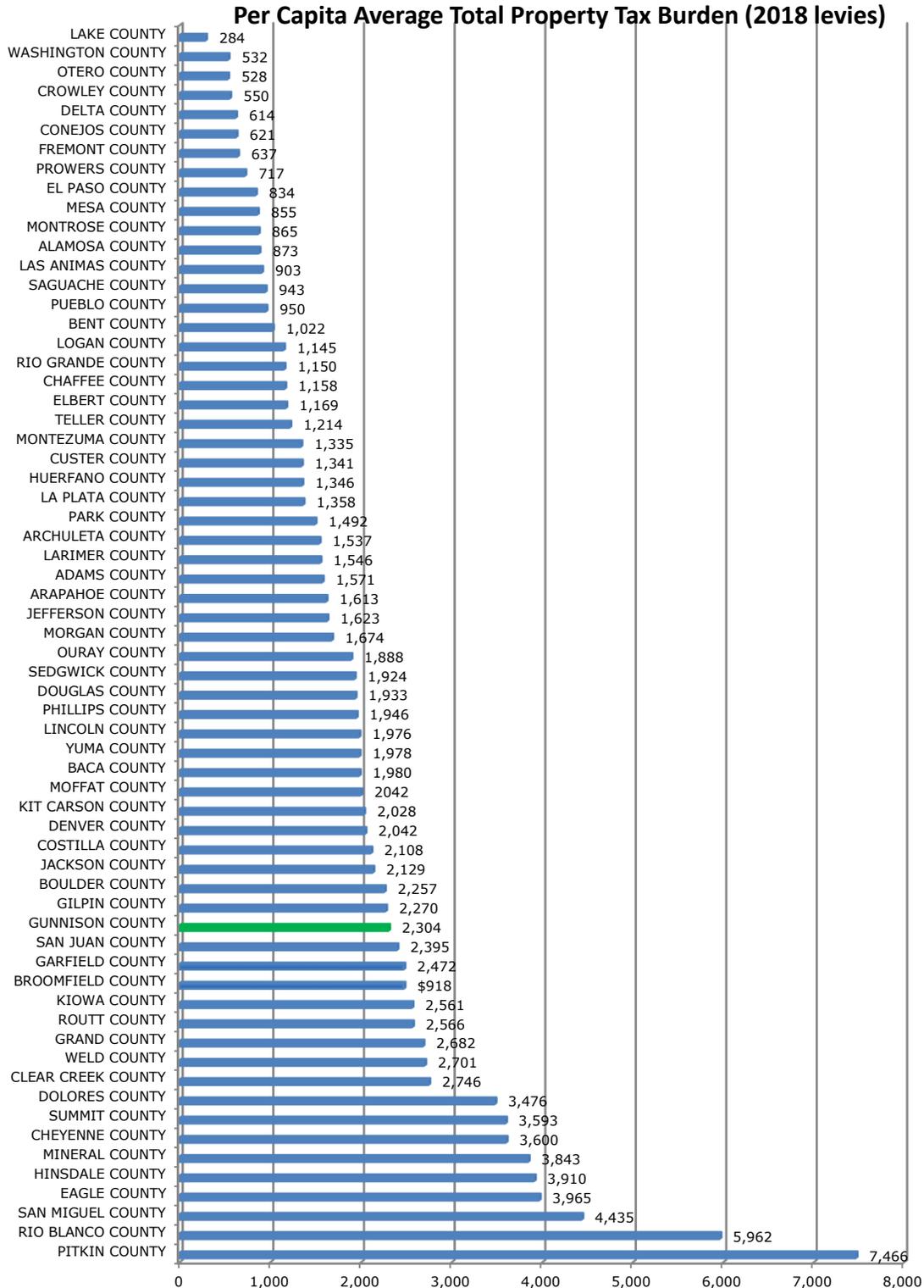
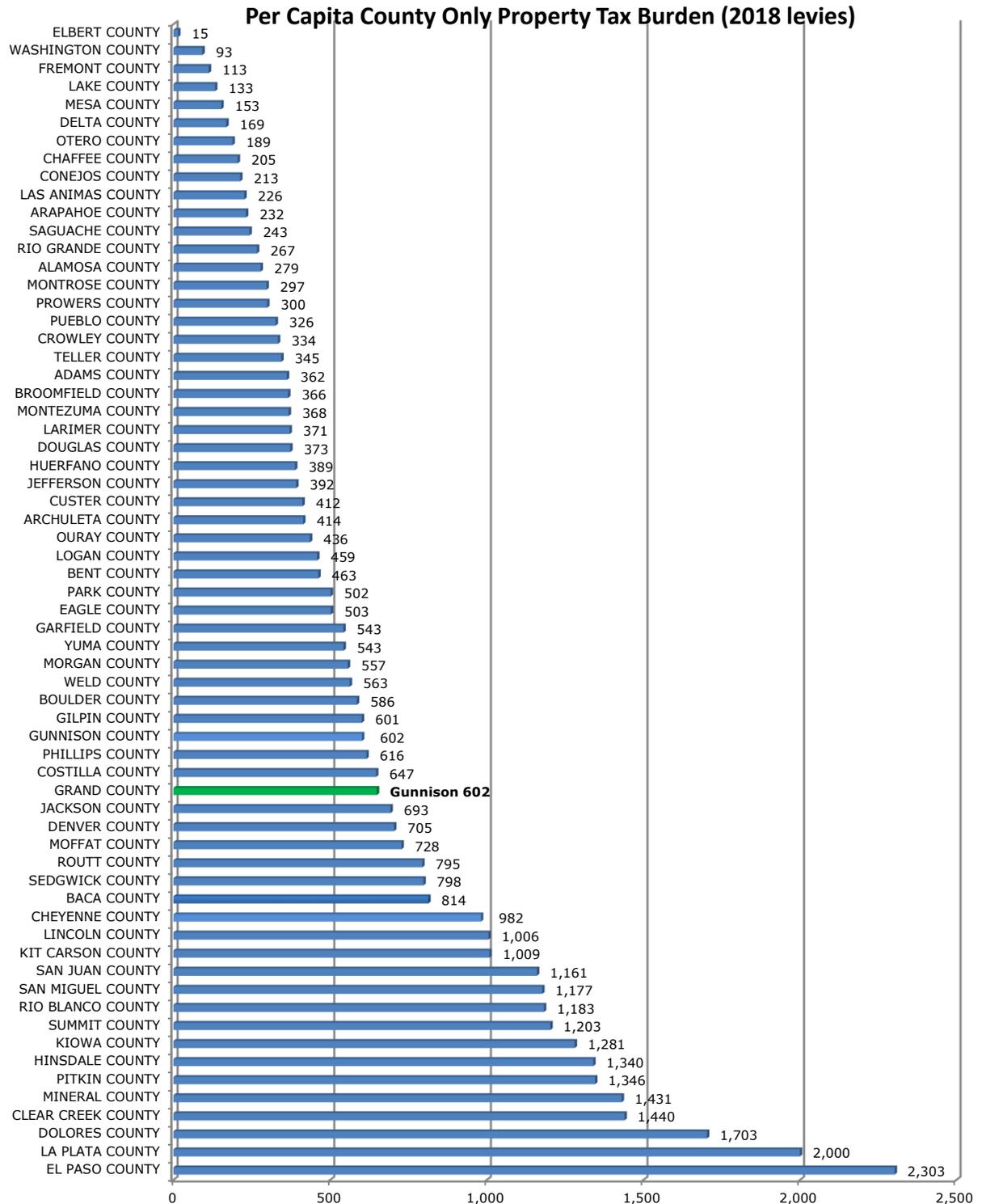


Table XIV

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 XIII

Where Gunnison County Property Taxpayers Reside

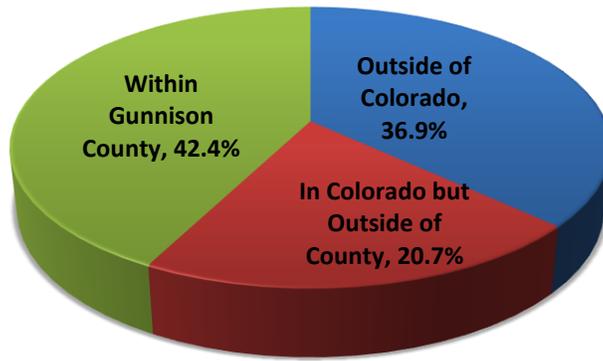


Table XIV

In County vs. Out-of-County Property Taxpayers

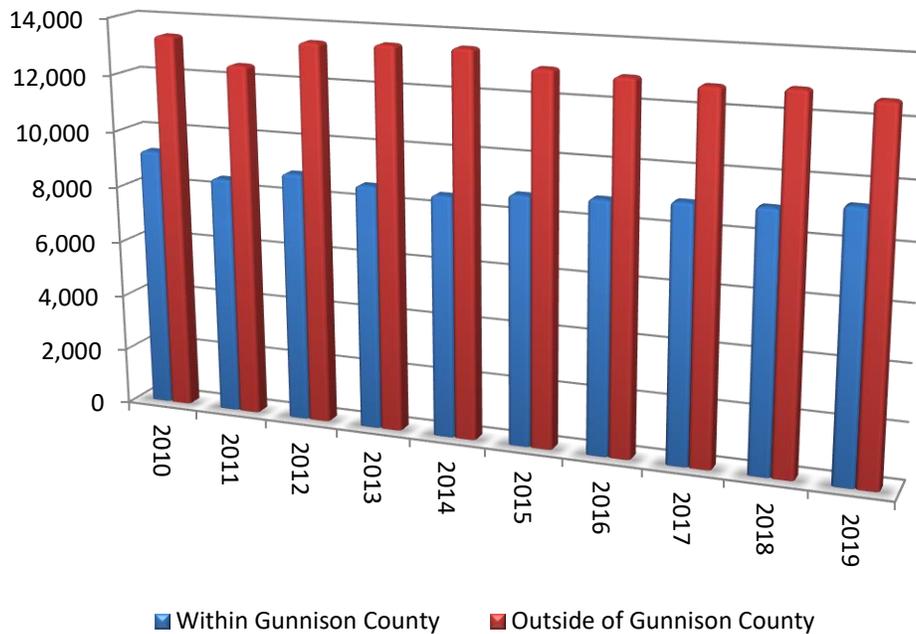
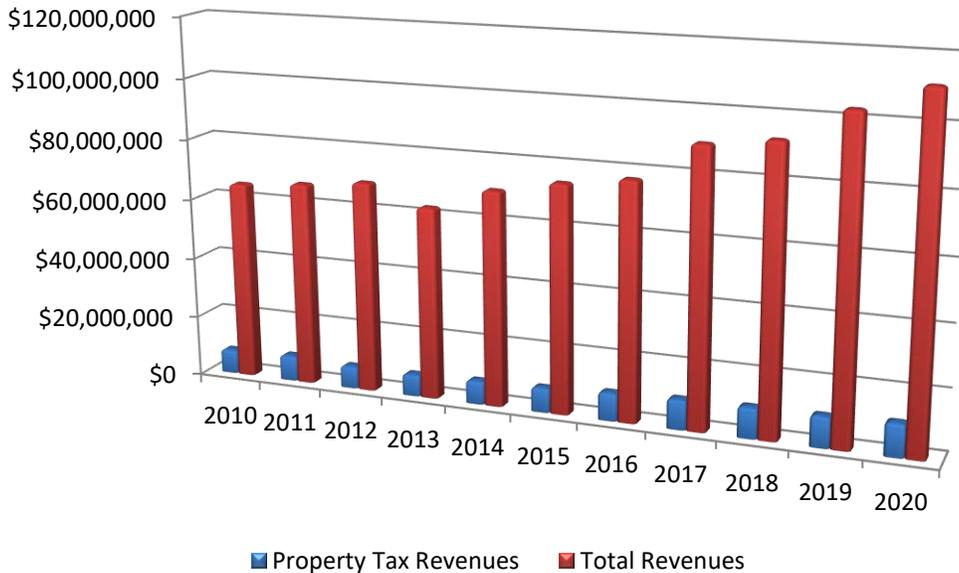


Table XVI provides an eleven-year comparison of non-tax and property tax revenue.

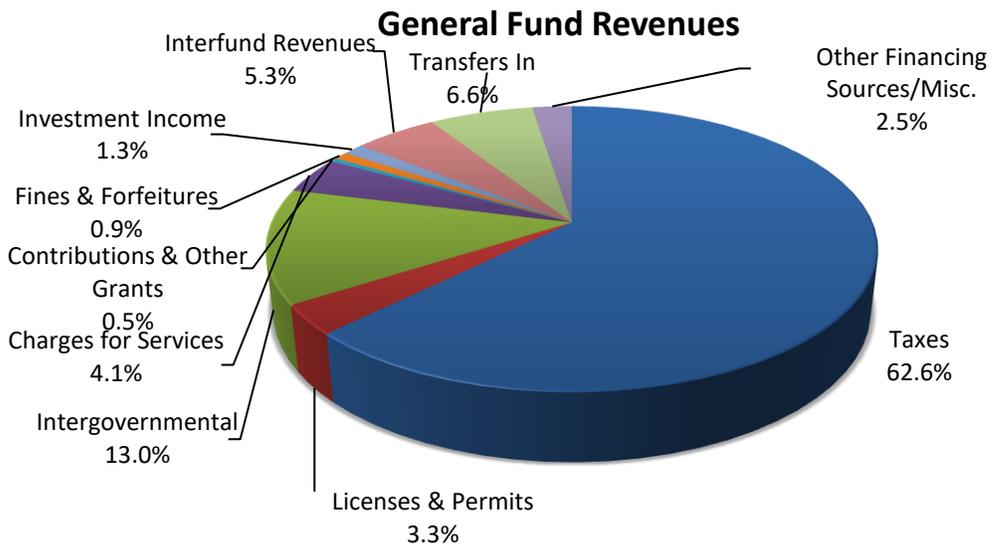
Table XVI

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 XVII



Expenditure Summary

The 2021 total appropriations are summarized below by service category.

Table XVIII

Service Category	2020	2021	% Change
General Government	19,001,621	23,000,039	21.04%
Judicial	425,703	425,703	0.00%
Public Safety	4,511,259	5,150,364	14.17%
Health & Welfare	6,890,683	7,580,690	10.01%
Auxiliary Services	326,014	327,870	0.57%
Culture & Recreation	1,846,829	1,432,717	-22.42%
Public Works	11,174,984	18,793,302	68.17%
Debt Service	1,949,434	1,981,467	1.64%
Business-Type Activities	65,228,486	68,755,357	5.16%
Totals	111,355,013	127,447,509	7.82%

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

Table XVIII

Where the Money Goes (by Type)

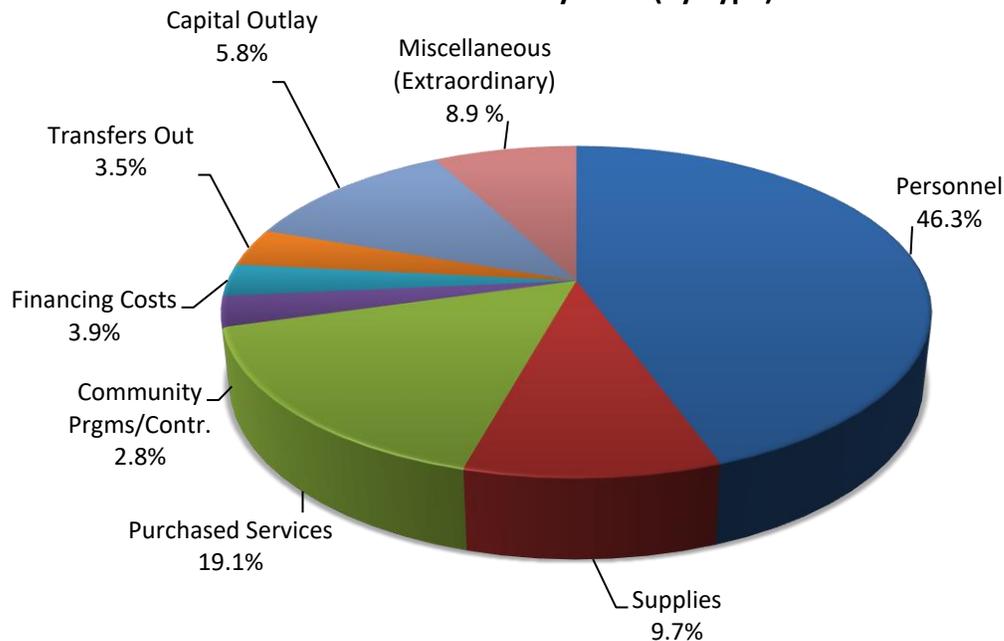


Table XIXI

Where the Money Goes (by Function)

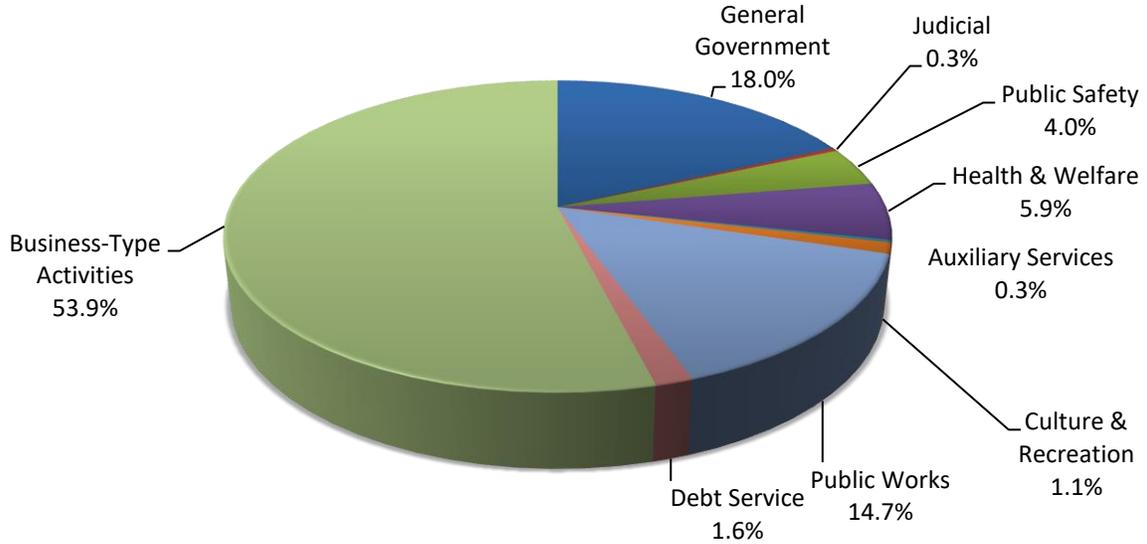
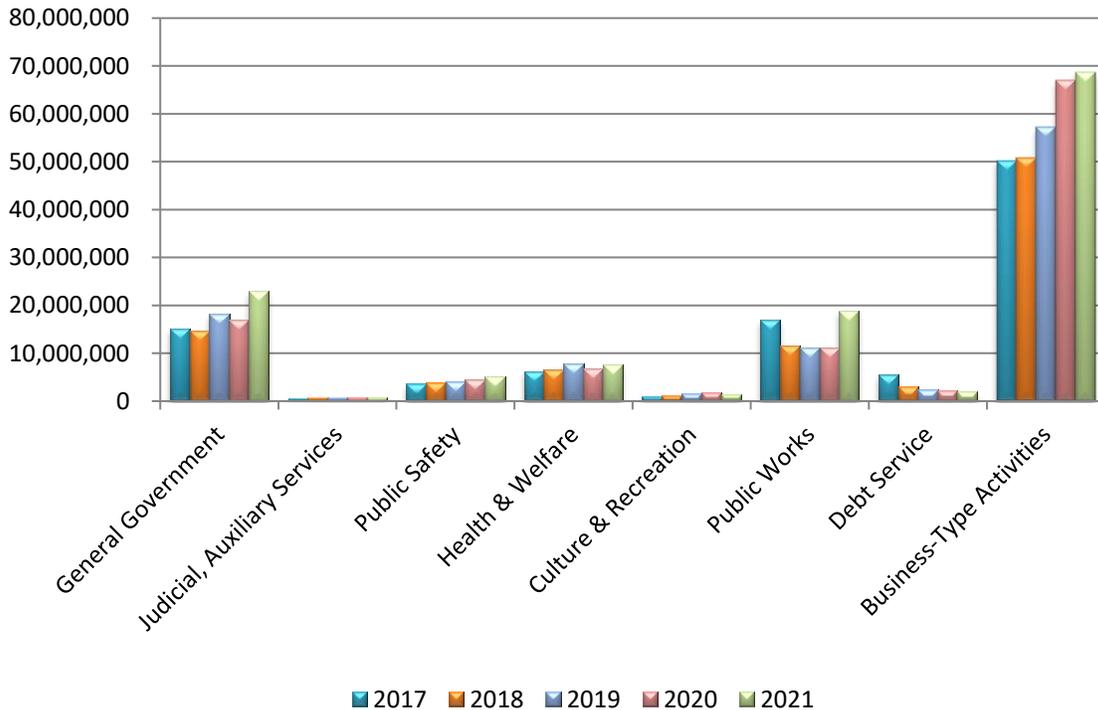


Table XXI

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 30% of current-year expenses.

General Government

- This category shows a decrease from 2020 to 2021 associated mainly with Workforce Impact Fee Usage. In 2019 we used reserves from these fees to construct affordable housing. In 2021 these costs are down as that particular project has been finished.
- The overall decrease in this category is \$940,808, -5.53%.

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. There is no requested change in Judicial Services. Auxiliary Services includes Alternative Services, the Colorado State University Extension Services, and the Veterans activities. The overall increase in Auxiliary Services category is 0.25% for a combined change of \$1,856 or 0.25%.

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 \$639,105; 14.17%.

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 2021.
- The overall increase in the category is \$690,007; 10.01%

Culture/Recreation

- We will be continuing the development of the Shady Island River Park in 2021 to include parking, restrooms, etc.
- The total decrease in this category is \$414,112; -22.42%.

Public Works

- Airport Construction projects are being completed over several years, resulting in an increase in 2021 from 2020 overall budgeted expenditures.
- The overall increase in this category is \$7,618,318; 68.17%.



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 \$381,188, -16.99%

Proprietary Funds (Business-Type Activities)

- Gunnison Valley Health includes an increase in expenditures in personnel, supplies, purchased services, and capital outlay costs totaling \$7,038,468.
- Overall, total expenses in this category are up \$8,879,321; 13.27%.

Table XXI

General Fund Expenditures

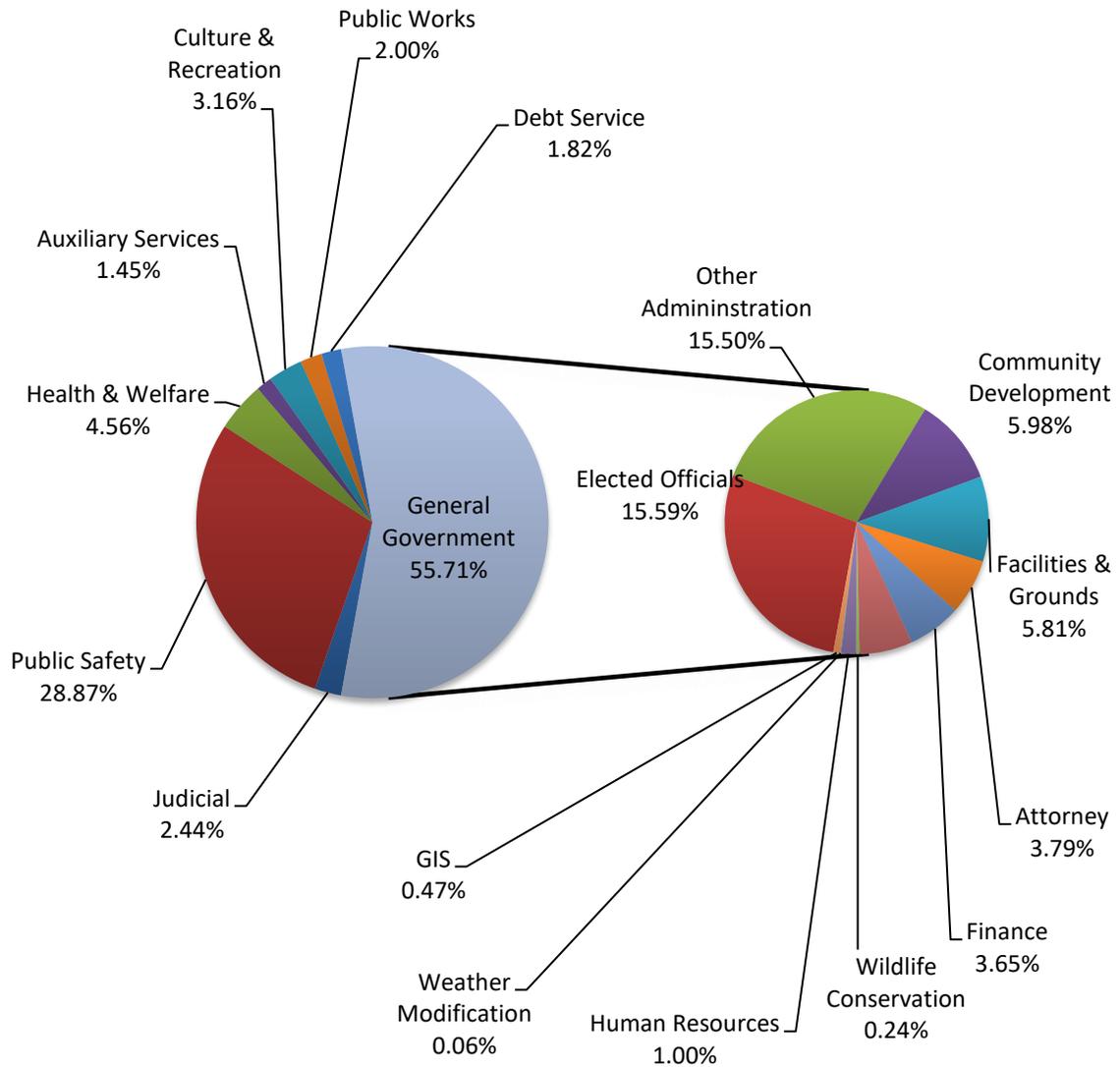


Table XXII

Public Safety Expenditures

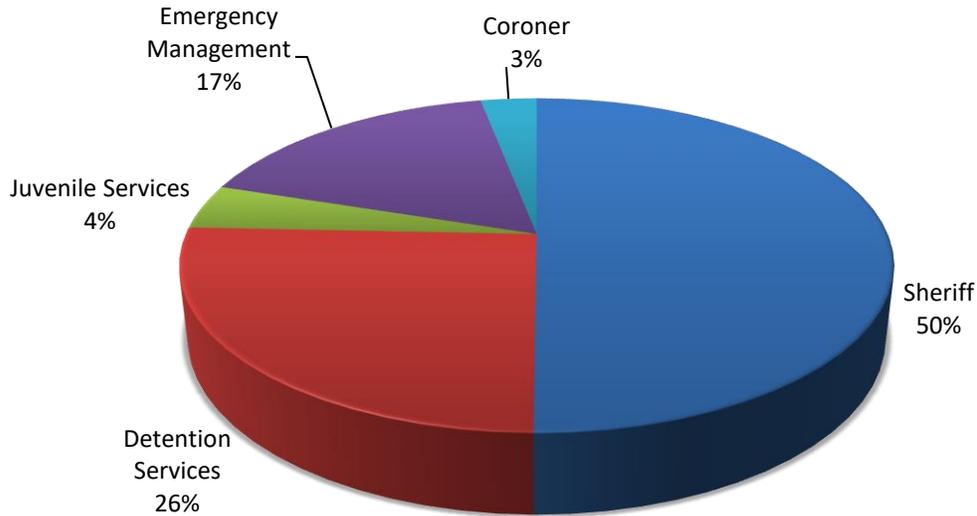
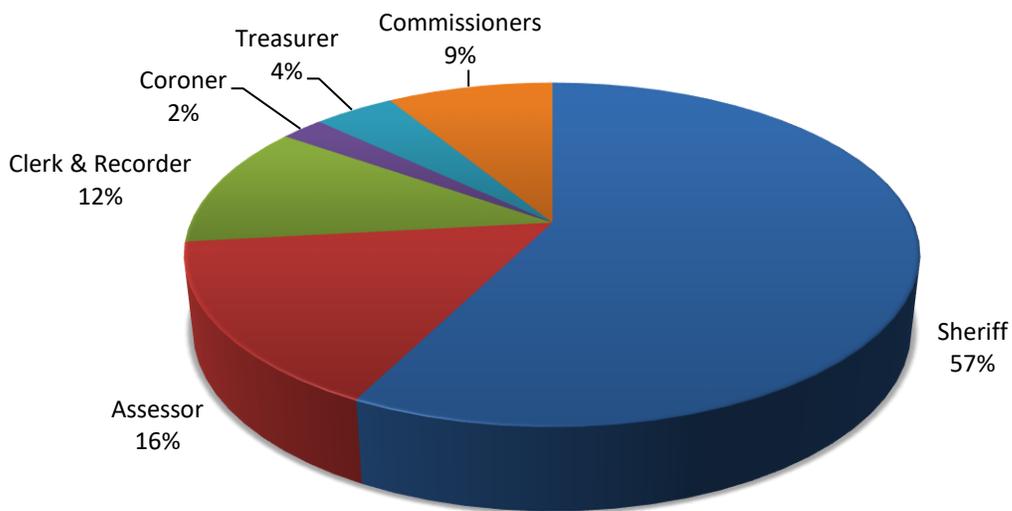


Table XXIII

Elected Officials Expenditures



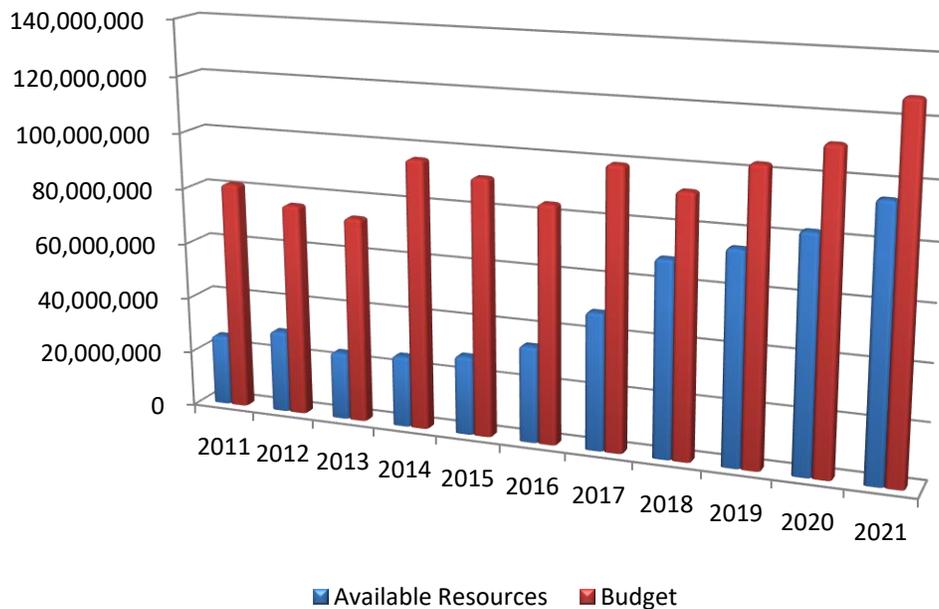
Fund Balances

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 XXIV illustrates the comparison of total budget to total available resources for the period 2011 to 2021.

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

Table XXIV

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 20.97%, (\$1,316,348)

- Conservative approach to budget. 2020 adopted budget anticipated a \$1,291,627 use of available resources, 2020 projections anticipate \$67,861 increase to available resources, or a \$1,359,488 difference.
- Budgeted ending available resources total \$4,959,829 or 29.19% of expenditures for the year. The unreserved portion of ending available resources is 24%.

Road & Bridge – decrease of 39.09%, (\$729,551)

- 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 2021 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 \$1M in 2020, we received \$1,341,378, and is budgeted as \$1M in 2021.

Conservation Trust – increase of 102.68%, \$61,200

- The 2021 budget anticipates revenue of \$60,000 from Lottery proceeds in Colorado.

Sales Tax – increase of 28.19%, \$501,007

- Sales Tax revenues are budgeted conservatively, no increase anticipated in the last quarter of 2020.

Land Preservation – decrease of 38.26%, (\$320,931)

- Multiple opportunities have been identified for possible conservation easements. The 2021 budget anticipates using a portion of ending available resources to fund these projects.
- The 2021 ending balance per the budget is \$517,778.

Sage Grouse Trust – increase of 23.20%, \$36,857

- 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 35.76%, (\$63,245)

- Conservative budget anticipates using a portion of expected available resource balance of \$142,893.

Housing Authority – decrease of 49.35%, (\$150,856)

- Increased revenues from new workforce housing rentals expected in 2021. These units were constructed in 2019.

Gunnison Valley Health – increase of 6.41%, \$3,933,435

- 2021 budget anticipates \$3,334,943 more in charges for services revenue compared to 2020.

Gunnison Senior Housing – increase of 20.43%, \$35,269

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



Budget Message

ISF-I – decrease of 24.10%, (\$584,922)

- Use of available resource balance is budgeted for the purchase of equipment and vehicles.
- Anticipated ending available resource total is \$1,842,419, 64.10% of budgeted expenditures.

ISF-III – increase of 1.91%, \$371,641

- 2020 Medical claims are anticipated to be \$870,082 more than 2019 actuals. 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.
- The anticipated ending available resources coming into the 2021 year to be \$2,107,674.



2021 Consolidated Budget Summary

Fund	2021 Beginning Balance	Estimated Revenues	Interfund Transfers	2021 Available Resources	Net Budgeted Expenditures	Interfund Transfers	2021 Total Appropriations	2021 Ending Balance
General Fund:	6,276,177	14,527,718	1,146,378	21,950,273	16,338,342	652,100	16,990,442	4,959,831
Special Revenue Funds:								
Road and Bridge	1,866,244	4,882,694	157,158	6,906,096	5,437,218	332,185	5,769,403	1,136,693
Human Services	238,404	4,836,094	0	5,074,498	4,730,759	136,000	4,866,759	207,739
Public Health Agency	21,623	1,217,218	231,947	1,470,788	1,387,676	71,659	1,459,335	11,453
Conservation Trust	59,605	62,000	0	121,605	800	0	800	120,805
Sales Tax	1,777,208	2,692,489	0	4,469,697	556,814	1,634,668	2,191,482	2,278,215
Land Preservation	838,708	536,332	0	1,375,040	857,263	0	857,263	517,777
Mosquito Control District	14,142	86,009	17,203	117,354	101,336	1,879	103,215	14,139
Sage Grouse Trust	158,892	75,057	0	233,949	2,200	36,000	38,200	195,749
Risk Management	176,846	87,555	0	264,401	150,800	0	150,800	113,601
Housing Authority	305,672	55,055	0	360,727	196,091	9,820	205,911	154,816
Marketing District	1,142,679	2,075,599	0	3,218,278	2,168,986	42,733	2,211,719	1,006,559
Transportation Authority	4,841,346	4,216,679	0	9,058,025	4,189,035	11,350	4,200,385	4,857,640
Fiduciary Funds:								
Public Trustee Agency	48,661	53,000	40,910	142,571	94,344	0	94,344	48,227
Debt Service Funds:								
Debt Service	289,311	1,250	1,579,244	1,869,805	1,580,763	0	1,580,763	289,042
Capital Projects Funds:								
Airport Construction	327,921	7,754,151	1,336,851	9,418,923	8,890,324	0	8,890,324	528,599
Capital Expenditures	2,391,588	579,680	0	2,971,268	791,112	0	791,112	2,180,156
Enterprise Funds:								
Airport Operations	2,389,152	2,947,371	0	5,336,523	1,502,154	1,403,779	2,905,933	2,430,590
Sewer District	1,498,452	783,526	0	2,281,978	742,458	46,838	789,296	1,492,682
Water District	720,626	396,417	29,330	1,146,373	389,911	16,596	406,507	739,866
Solid Waste	1,890,703	1,160,570	0	3,051,273	1,194,722	78,312	1,273,034	1,778,239
Gunnison Valley Health	61,356,843	68,711,176	0	130,068,019	64,777,741	0	64,777,741	65,290,278
Gunnison Senior Housing	172,666	230,150	0	402,816	194,881	0	194,881	207,935
Assisted Living	6,092	0	0	6,092	0	0	0	6,092
Internal Service Funds:								
ISF-I	2,427,341	2,189,358	100,000	4,716,699	2,770,760	103,520	2,874,280	1,842,419
ISF-II	815,467	804,807	44,500	1,664,774	747,575	86,194	833,769	831,005
ISF-III	2,107,674	2,618,170	0	4,725,844	2,940,779	49,032	2,989,811	1,736,033
Total County Budget	94,160,043	123,580,125	4,683,521	222,423,689	122,734,844	4,712,665	127,447,509	94,976,180



Summary of County Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	20,074,394	20,218,804	21,125,562	19,935,367
Licenses and Permits	756,103	545,095	549,225	553,895
Intergovernmental	15,297,659	19,581,790	19,304,190	22,389,032
Charges for Services	62,763,007	66,908,389	67,013,250	70,282,416
Contributions and Other Grants	137,478	371,058	375,544	244,239
Fines & Forfeitures	189,336	179,644	196,787	193,740
Investment Income	982,825	513,797	662,974	521,155
Interfund Revenues	6,189,891	6,378,891	6,443,734	6,442,109
Transfers In	4,848,648	3,959,294	3,233,138	4,683,521
Other Financing Sources and Misc.	6,515,002	4,286,264	4,100,853	3,018,172
Total Revenues	117,754,343	122,943,028	123,005,257	128,263,646
Expenditures				
Personnel	47,062,185	52,069,372	51,706,444	56,671,388
Supplies	10,059,877	11,831,363	11,478,092	12,526,901
Purchased Services	18,886,865	22,815,143	21,657,524	20,736,724
Community Prgms/Contributions	2,501,003	4,550,779	4,582,771	3,770,698
Financing Costs	5,143,792	4,379,962	3,962,009	3,996,315
Transfers Out	4,848,648	3,914,294	3,260,660	4,712,665
Capital Outlay	9,042,747	10,321,656	9,696,202	15,080,192
Miscellaneous (Extraordinary/Special)	8,176,470	10,599,114	10,169,969	9,952,627
Total Expenditures	105,721,585	120,481,684	116,513,672	127,447,509
Excess Revenues (Expenditures)	12,032,757	2,461,344	6,491,585	816,135



Major Funds

Department	General Fund	Road & Bridge	Human Services	Debt	Service	Airport Operations	Sales Tax	Airport Construction
Administration	\$ 1,444,861							
Airport						2,905,933		8,890,324
Assessor's Office	1,063,719							
Clerk & Recorder's Office	781,360							
Commissioners' Office	589,902							
Community Development	1,043,851							
Coroner's Office	153,154							
County Attorney	670,926							
Emergency Management	855,488							
Extension	237,981							
Facilities & Grounds	1,015,005							
Geo. Information Sys.	82,307							
Historic Preservation	2,540							
Health & Human Svcs.	630,148		4,759,794					
Information Technology								
Juvenile Svcs.	385,691		106,965					
Public Works	784,600	5,739,403						
Sheriff's Office	3,890,755							
Treasurer's Office	288,169							
Veterans	14,700							
Weather Modification	10,000							
Wildlife Conservation								
Other Cost Centers	3,045,285	30,000			1,580,763		2,191,482	
Gunnison Valley Health								
	<u>\$ 16,990,442</u>	<u>\$ 5,769,403</u>	<u>\$ 4,866,759</u>	<u>\$ 1,580,763</u>	<u>\$ 2,905,933</u>	<u>\$ 2,191,482</u>	<u>\$ 8,890,324</u>	

Non-Major Funds

Department	Public Health Agency	Conserv Trust	Land Preserv	Mosquito Control	Sage Grouse Trust	Risk Mgmt	Capital Exp
Administration						\$ 150,800	
Airport							
Assessor's Office							
Clerk & Recorder's Office							
Commissioners' Office							
Community Development							
Coroner's Office							
County Attorney							
Emergency Management							
Extension							
Facilities & Grounds							
Geo. Information Sys.							
Historic Preservation							
Health & Human Svcs.	1,459,335						
Information Technology							
Juvenile Svcs.							
Public Works							
Sheriff's Office							
Treasurer's Office							
Veterans							
Weather Modification							
Wildlife Conservation							
Other Cost Centers		800	857,263	103,215	38,200		791,112
Gunnison Valley Health							
	<u>\$ 1,459,335</u>	<u>\$ 800</u>	<u>\$ 857,263</u>	<u>\$ 103,215</u>	<u>\$ 38,200</u>	<u>\$ 150,800</u>	<u>\$ 791,112</u>

Department/Fund Expenditure Relationship

Solid Waste	ISF-I	ISF-II	ISF-III	Marketing District	RTA	Gunnison Valley Health	Total Major Funds
			\$ 340,000				\$ 1,784,861
							11,796,257
							1,063,719
							781,360
							589,902
							1,043,851
							153,154
							670,926
							855,488
							237,981
							1,015,005
		195,576					277,883
					359,000		2,540
							5,748,942
		638,193					638,193
							492,656
1,273,034	2,874,280						10,671,317
							3,890,755
							288,169
							14,700
							10,000
							-
			2,649,811	2,211,719	3,841,385		15,550,445
						64,777,741	64,777,741
\$ 1,273,034	\$ 2,874,280	\$ 833,769	\$ 2,989,811	\$ 2,211,719	\$ 4,200,385	\$ 64,777,741	\$ 122,355,845

Sewer	Water	Housing Authority	Senior Housing	Assisted Living	Public Trustee	Non-Major Funds	Total All Funds
						\$ 150,800	\$ 1,935,661
						-	11,796,257
						-	1,063,719
						-	781,360
						-	589,902
						-	1,043,851
						-	153,154
						-	670,926
						-	855,488
						-	237,981
						-	1,015,005
						-	277,883
						-	2,540
						1,459,335	7,208,277
						-	638,193
						-	492,656
789,296	406,507					1,195,803	11,867,120
						-	3,890,755
					94,344	94,344	382,513
						-	14,700
						-	10,000
						-	-
		205,911	194,881			2,191,382	17,741,827
						-	64,777,741
\$ 789,296	\$ 406,507	\$ 205,911	\$ 194,881	\$ -	\$ 94,344	\$ 5,091,664	\$ 127,447,509

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.

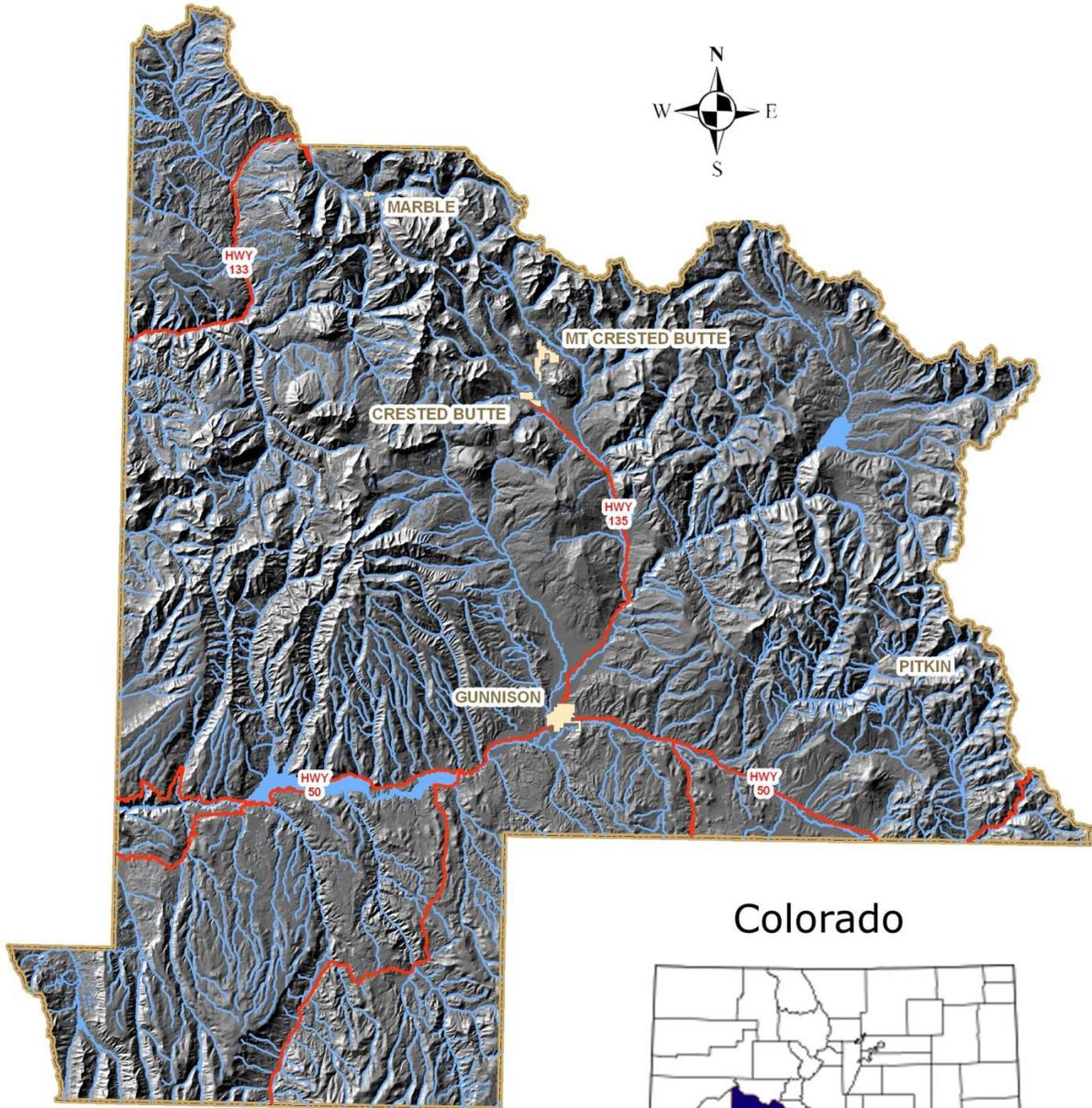
The City of Gunnison is the county seat of the "unspoiled heart of Colorado." Western Colorado University, located in Gunnison is a fully accredited institution offering unique and balanced undergraduate and graduate academic programs. Just 30 miles away is the historic mining town of Crested Butte, 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



Colorado





People Quick facts

	Gunnison County	Colorado
Population, 2019 estimate	17,462	5,758,736
Population, 2010 (April 1) estimates base	15,324	5,029,316
Population, percent change, April 1, 2010 to July 1, 2019	14.0%	14.5%
Population, 2010	15,324	5,029,316
Persons under 5 years, percent, 2019	4.1%	5.8%
Persons under 18 years, percent, 2019	16.7%	21.9%
Persons 65 years and over, percent, 2019	13.7%	14.6%
Female persons, percent, 2019	45.9%	49.6%
White alone, percent, 2019 (a)	93.9%	86.9%
Black or African American alone, percent, 2019 (a)	.6%	4.6%
American Indian and Alaska Native alone, percent, 2019 (a)	2.7%	1.6%
Asian alone, percent, 2019 (a)	.9%	3.5%
Native Hawaiian and Other Pacific Islander alone, percent, 2019 (a)	.0%	0.2%
Two or More Races, percent, 2019	2.0%	3.1%
Hispanic or Latino, percent, 2019 (b)	9.6%	21.8%
Living in same house 1 year & over, percent, 2015-2019	76.3%	82.0%
Foreign born persons, percent, 2015-2019	3.8%	9.7%
Language other than English spoken at home, pct age 5+, 2015-2019	10.7%	16.9%
High school graduate or higher, percent of persons age 25+, 2015-2019	97.4%	91.7%
Bachelor's degree or higher, percent of persons age 25+, 2015-2019	56.2%	40.9%
Veterans, 2015-2019	792	373,795
Mean travel time to work (minutes), workers age 16+, 2015-2019	15.6	25.8
Housing units, 2019	12,228	2,464,164
Homeownership rate, 2015-2019	61.4%	65.2%
Median value of owner-occupied housing units, 2015-2019	\$367,300	\$343,300
Households, 2015-2019	6,616	2,148,994
Persons per household, 2015-2019	2.41	2.56
Median household income, 2015-2019	\$56,577	\$72,331
Persons below poverty level, percent, 2015-2019	11.6%	9.3%

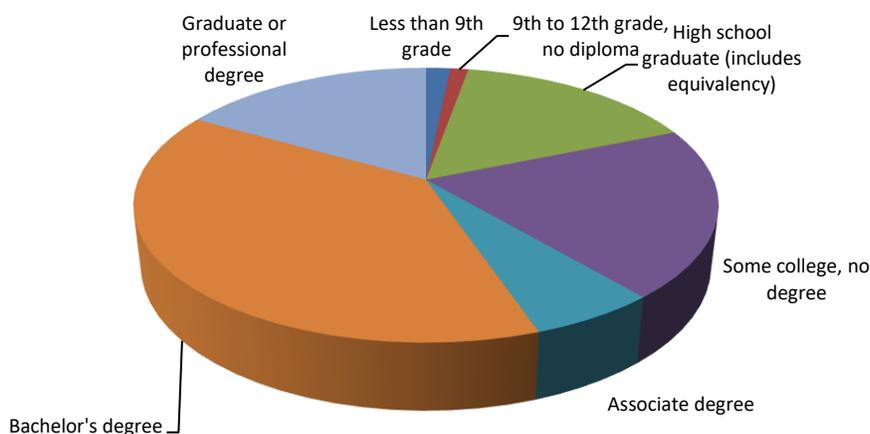
Source: U.S. Census Bureau

Social Characteristics

Educational Attainment

	%
Less than 9th grade	1.2
9th to 12th grade, no diploma	1.4
High school graduate (includes equivalency)	15.9
Some college, no degree	19.4
Associate degree	5.9
Bachelor's degree	38.0
Graduate or professional degree	18.2
Percent high school graduate or higher	97.4
Percent bachelor's degree or higher	56.2

Source: American Community Survey (2019), persons over age 25



Economic Characteristics

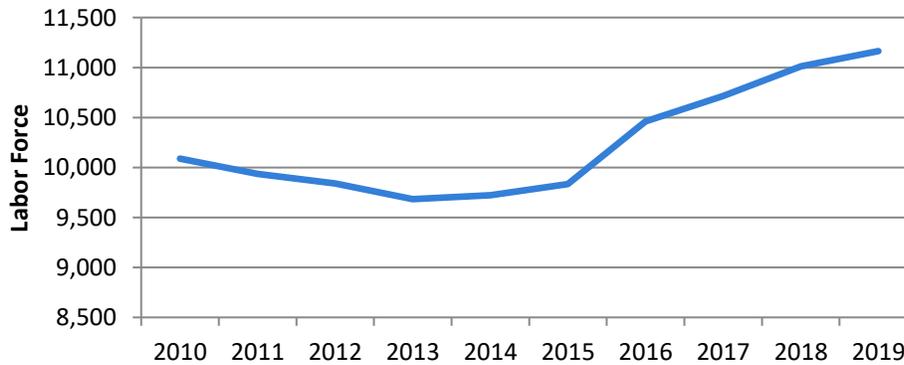
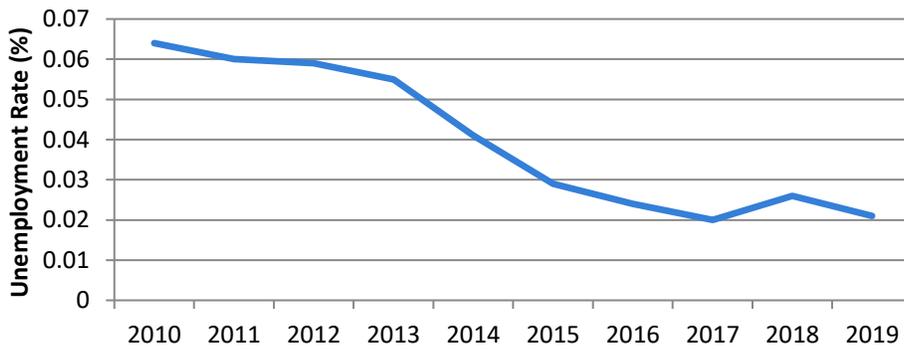
Income

	#*	%		
Less than \$10,000	279	4.3		
\$10,000 to \$14,999	372	5.0		
\$15,000 to \$24,999	671	11.0	Median Household	
\$25,000 to \$34,999	578	8.5	Income	\$56,577
\$35,000 to \$49,999	990	14.0		
\$50,000 to \$74,999	1,368	17.9	Annual Per Capita	
\$75,000 to \$99,999	784	10.7	Personal Income,	
\$100,000 to \$149,999	1,030	18.1	PCPI (2018) ¹	*\$47,149
\$150,000 to \$199,999	292	4.8		
\$200,000 or more	279	5.5		

Source: American Community Survey (2019), ¹ U.S. Bureau of Economic Analysis
*2018 Information

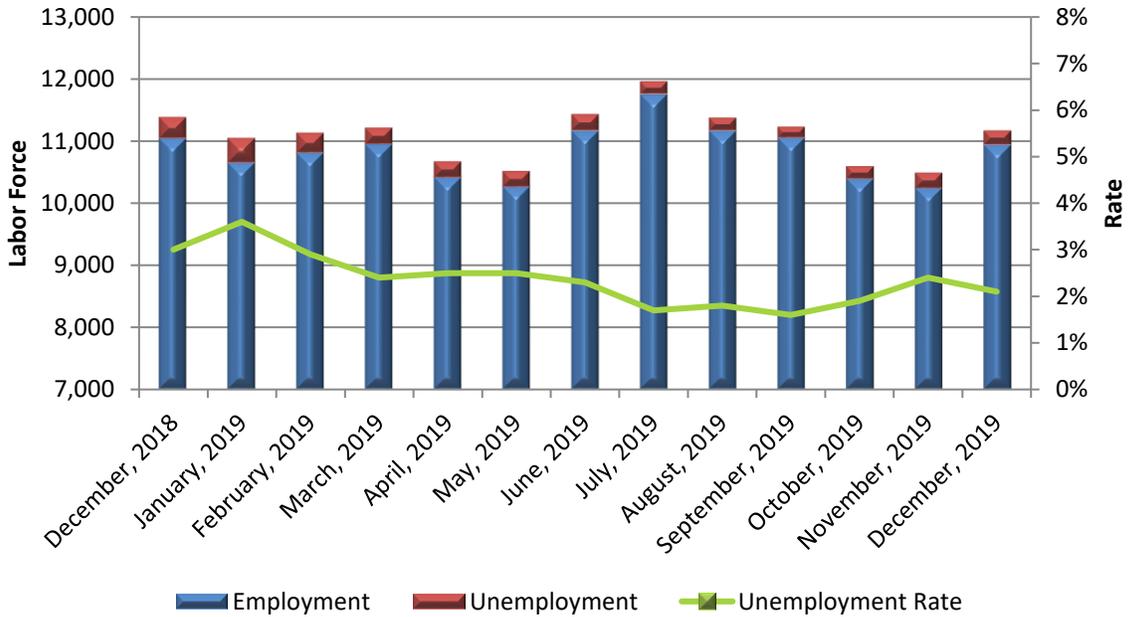
Gunnison County Unemployment

Year	Civilian Labor Force	Employment	Unemployment	Unemployment Rate
2019	11,164	10,935	229	2.1%
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%

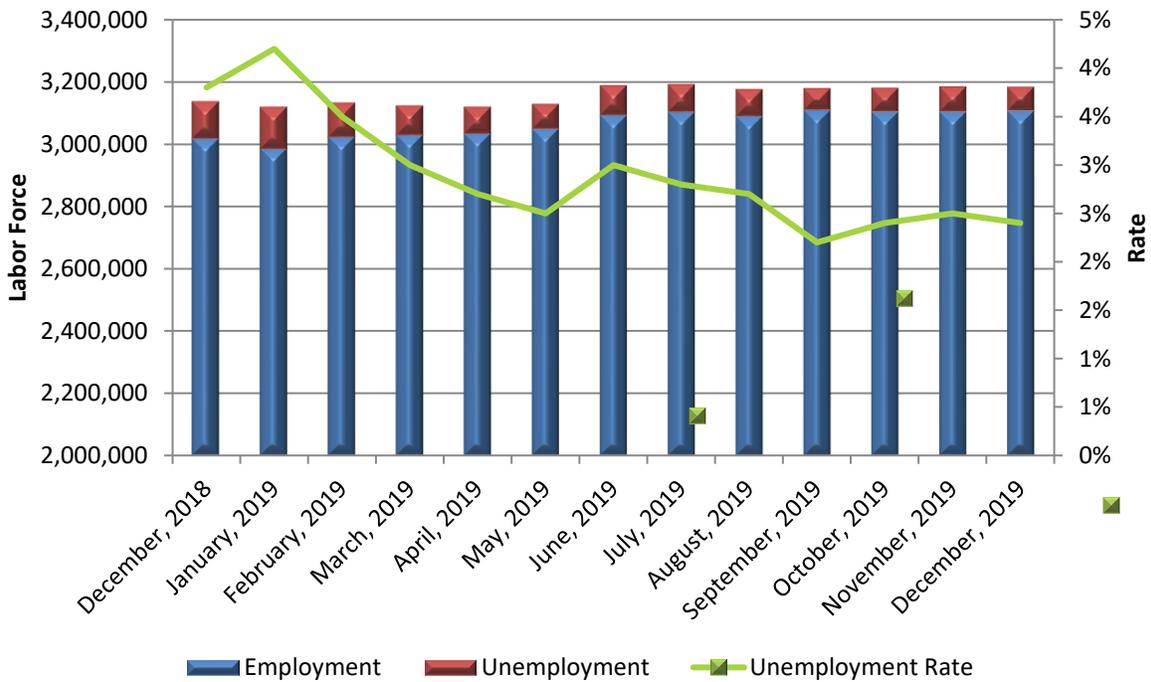


Source: Colorado Department of Labor and Employment

Gunnison County Labor Force Information*



Colorado Labor Force Information*

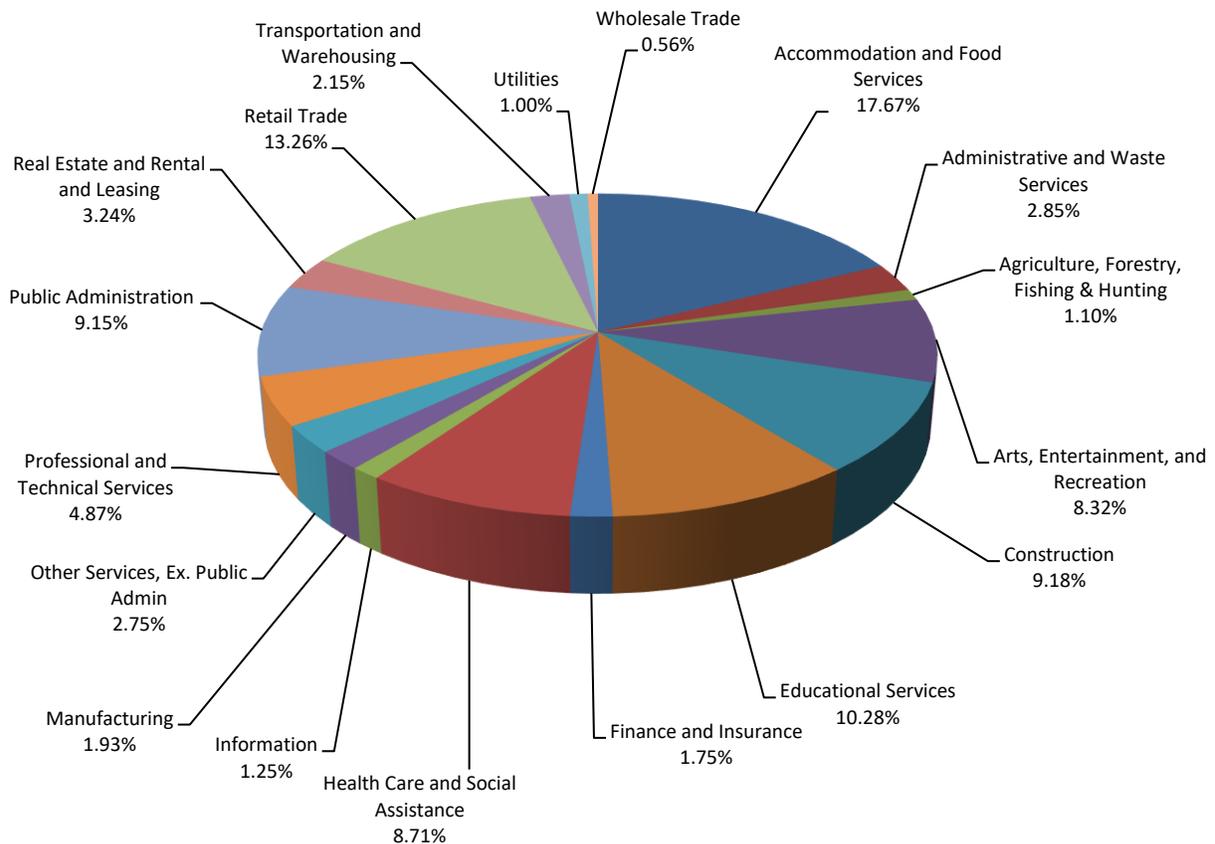


Source: Colorado Department of Labor and Employment
*2019 Information

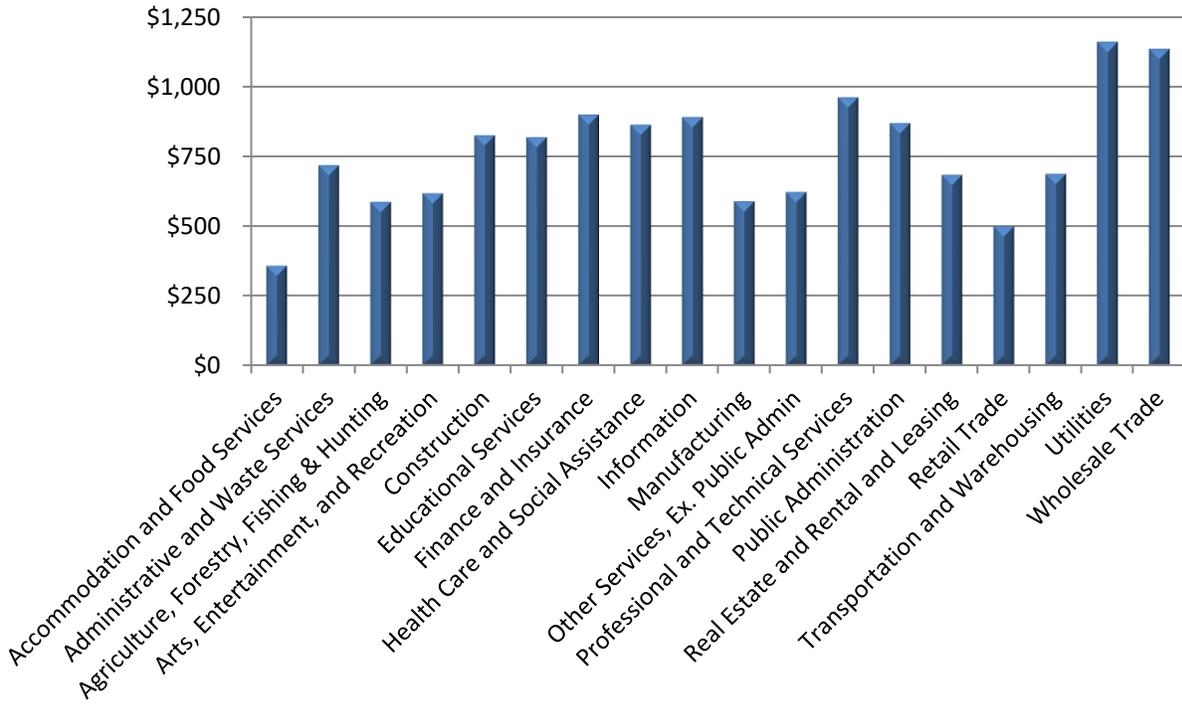
Industries

	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	702	\$863
Information	17	107	\$890
Manufacturing	25	145	\$589
Other Services, Ex. Public Admin	81	208	\$622
Professional and Technical Services	181	373	\$961
Public Administration	24	710	\$869
Real Estate and Rental and Leasing	107	243	\$684
Retail Trade	133	1025	\$499
Transportation and Warehousing	22	165	\$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- 2025
- Roland Mason- 2023
- Elizabeth Smith- 2025

Treasurer

- Debbie Dunbar - 2023

Assessor

- Kristy McFarland - 2023

Clerk & Recorder

- Kathy Simillion - 2023

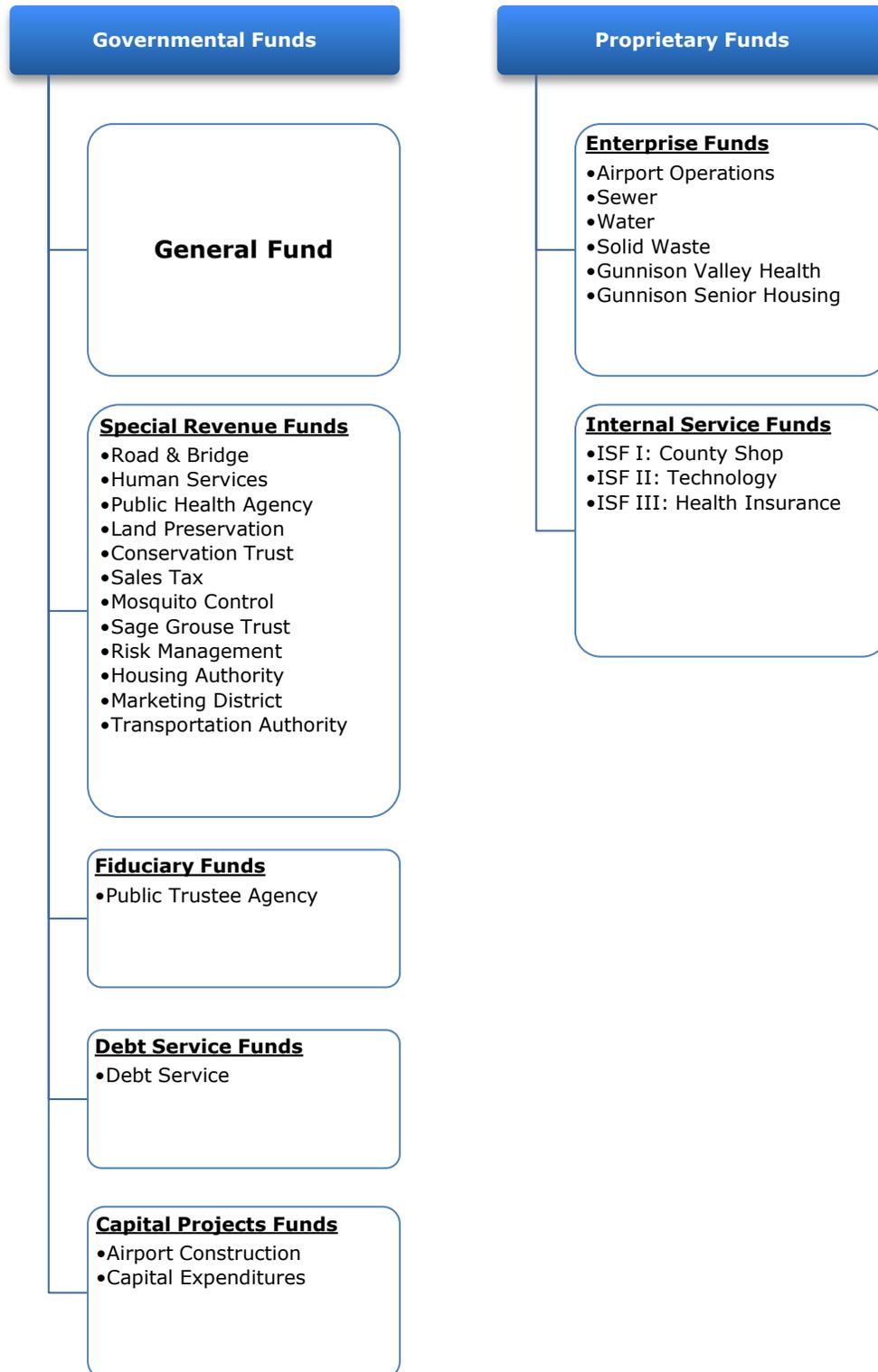
Sheriff

- John Gallowich - 2023

Coroner

- Michael Barnes - 2023

Budgetary Fund Structure



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

Housing Authority

- 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

Gunnison River Valley Local Marketing District

- 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

Gunnison Valley Regional Transportation Authority

- 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

Public Trustee Agency

- 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

Debt Service

- This fund accounts for the accumulation of resources and payment of general long-term debt principal and interest.
- Basis of Budgeting - Modified Accrual

Airport Construction

- 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

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

Gunnison Valley Health - 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 June 2013.

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 alongside 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 2018 budget. The County has received the award for the eighth 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.



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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
 Roland Mason Vice-Chairperson
 Elizabeth Smith Commissioner

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

**101
 County Commissioners**

Summary of Department Resources

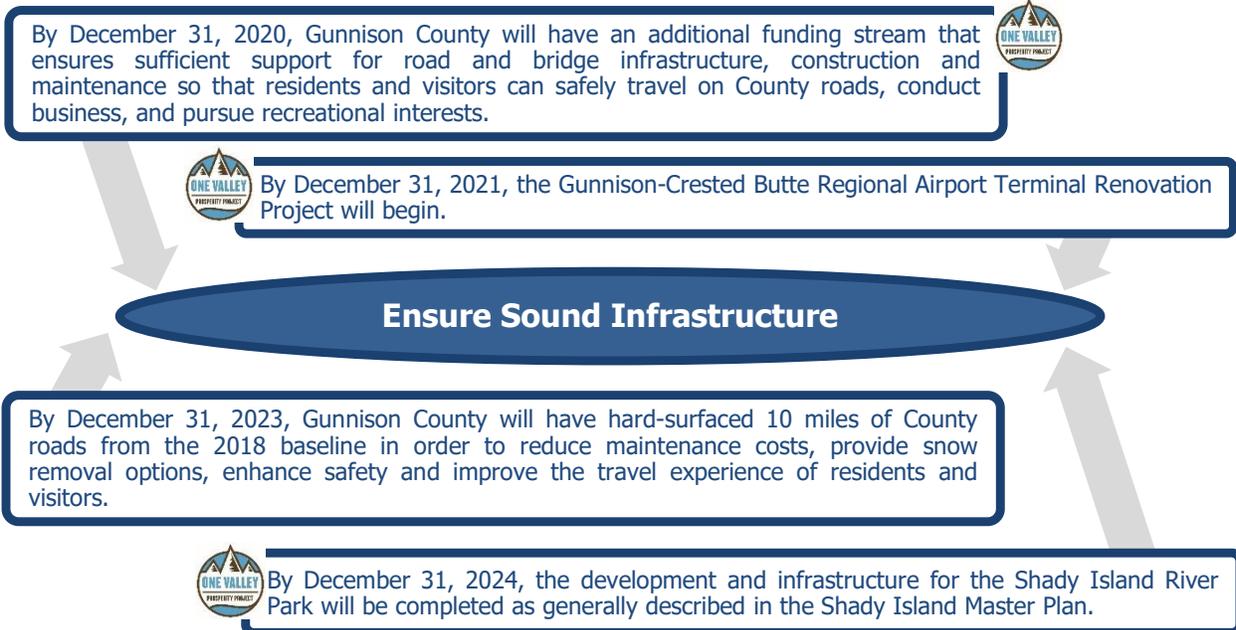
	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	338	0	244	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	267	0	0	0
Total Revenues	604	0	244	0
Expenditures				
Personnel	296,930	300,848	300,848	311,855
Supplies	2,335	2,200	1,850	2,200
Purchased Services	147,061	177,293	144,239	182,378
Community Prgms/Contributions	1,734	4,000	2,210	4,000
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	30,000	0	0	89,469
Total Expenditures	478,060	484,341	449,148	589,902
Excess Revenues / (Net Cost to the County)	(477,456)	(484,341)	(448,904)	(589,902)
General Appropriation Required	477,456	484,341	448,904	589,902
Budget Variance	74,313	0	(35,437)	0

Strategic Direction

Gunnison County’s inaugural Strategic Plan was created in 2008 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. It was developed within the context of the County’s *Managing for Results* performance-management initiative, which has provided the basis for all County actions from budgeting to performance evaluations and project prioritization. The Plan was revised in 2009, and we have updated it biannually to ensure that it remains relevant and continues to reflect the priorities of the Board of County Commissioners, even as individual Commissioners change. Due to the County leading the local COVID-19 response, we are deferring our update to the plan until early 2022

The seventh iteration of the Plan was informed by community outreach, current fiscal and environmental issues, and anticipated service enhancements to address the unique and evolving needs of our community. Most of the strategic results in this Plan align directly to One Valley Prosperity Project strategy (<http://www.onevalleyprosperity.com>) elements, as noted by the placement of the OVPP logos, and the successful completion of the strategic results within this Plan will involve cooperative and collaborative efforts with other local jurisdictions, agencies and individuals.

The County’s strategic approach to management and focus on delivering results to customers has been incredibly successful. Capital projects have solved longstanding deficiencies in facilities without raising taxes, service delivery has improved, program and employee performance evaluations are more meaningful, and routinely updated departmental Strategic Business Plans (SBP) continue to set direction and focus on customer results. Visit the performance section (<http://www.gunnisoncounty.org/performance>) of Gunnison County’s website to view more information about *Managing for Results*, the outcomes of our biennial citizen surveys, and our published annual performance reports.



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

By December 31, 2020, third-party certification and recognition for energy efficiency from Energy Star, LEED or other independent organization will be achieved, verifying and recognizing the energy efficiency of the County courthouse and the Health and Human Services building.

By December 31, 2020, 26 fleet vehicles will have been replaced by natural gas vehicles from the 2016 baseline.

By December 31, 2021, Gunnison County will support the development and implementation of a coal mine methane capture, mitigation and/or utilization strategy to decrease the greenhouse gas impacts of coal mine methane being emitted from the North Fork valley by 85%.

Protect the Environment

By December 31, 2023, Gunnison County will work with the ranching community and other landowners to expand the conserved private ranchland in the County by an additional 8,500 acres from the 2018 baseline in order to protect open space and the watershed, ensure access to public lands and trails, and preserve agriculture.



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

- 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; and
- 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.



By December 31, 2020, 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 Community Health Coalition of the Gunnison Valley.



By December 31, 2020, Gunnison County will promote optimal community and family health, safety and wellbeing through an integrated Health and Human Services team, as measured by:

- 70% or more of children two years of age will be up-to-date in all recommended vaccinations;
- 90% (minimum) of children with a Child Welfare case will not be re-opened due to a new referral within 1 year;
- 90% of vital records (birth and death certificates) audited by the State meet all requirements; and
- 95% of all eligibility determinations for food assistance are completed within 30 days.

By December 31, 2020, the Juvenile Services Department will have improved the future of Gunnison County residents by reducing youth 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 10% will violate their pledge;
- 75% of youth served in 6th – 12th grade report having an adult to go to for help with a serious problem according to the Healthy Kids Colorado survey; 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.



Promote Prosperous, Collaborative and Healthy Communities

By December 31, 2020, corporate and general aviation services will be enhanced to grow Gunnison-Crested Butte Regional Airport's position in the market, as evidenced by a minimum of \$100,000 in annual fuel-flowage fees and ramp-parking fees collected annually.



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.



By December 31, 2020, Gunnison County will facilitate efforts in the valley to increase the number of child care and pre-K slots and enhance the opportunities for small business startups for child care/preschool, as evidenced by:

- Development of a community plan to maximize current capacity at all licensed providers and expand capacity for infant and toddler care.
- Increasing the Colorado Child Care Assistance Program (CCCAP) program capacity by implementing a "slot" pilot project and outreach to enroll qualified home providers.
- Outreaching to increase licensed home providers.

By December 31, 2020, Gunnison County's work with community partners will result in increased access and improved services related to high-quality mental and behavioral health in the valley.



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.



By December 31, 2019, Gunnison County will promote optimal broadband internet and telecommunications infrastructure in the Gunnison valley, as evidenced by:

- Sufficient infrastructure in the Gunnison valley is in place and ready for connectivity to future sources of additional and/or redundant bandwidth, as these sources become available;
- Access to the Region 10 network is available for local Internet Service Providers to purchase additional bandwidth if desired; and
- Continue to pursue other options for redundancy wherever possible and practical.



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.

Deliver High Quality Services



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 in order to:

- Preserve our rural heritage.
- Protect our community corridors (Hwy 50 and Hwy 135) and view sheds along those corridors.
- Support the community values described in the One Valley Prosperity Strategy.
- Support compact development patterns.



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



Allan 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.



Chris Bourke

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



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.

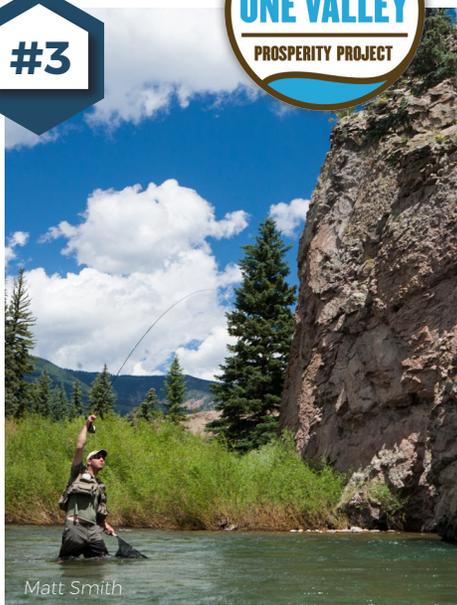
In 2019, we will have an engineering study done that will identify both the needs of our roads and the potential costs of improvements. That information will assist us in prioritizing our tasks, and it will provide needed information if there needs to be a local ballot issue for funding.



#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 rangeland in the County by an additional 10,200 acres from the 2012 baseline.

UPDATE: ACHIEVED!

A total of 16,334 acres of rangeland 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 Rangeland 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%

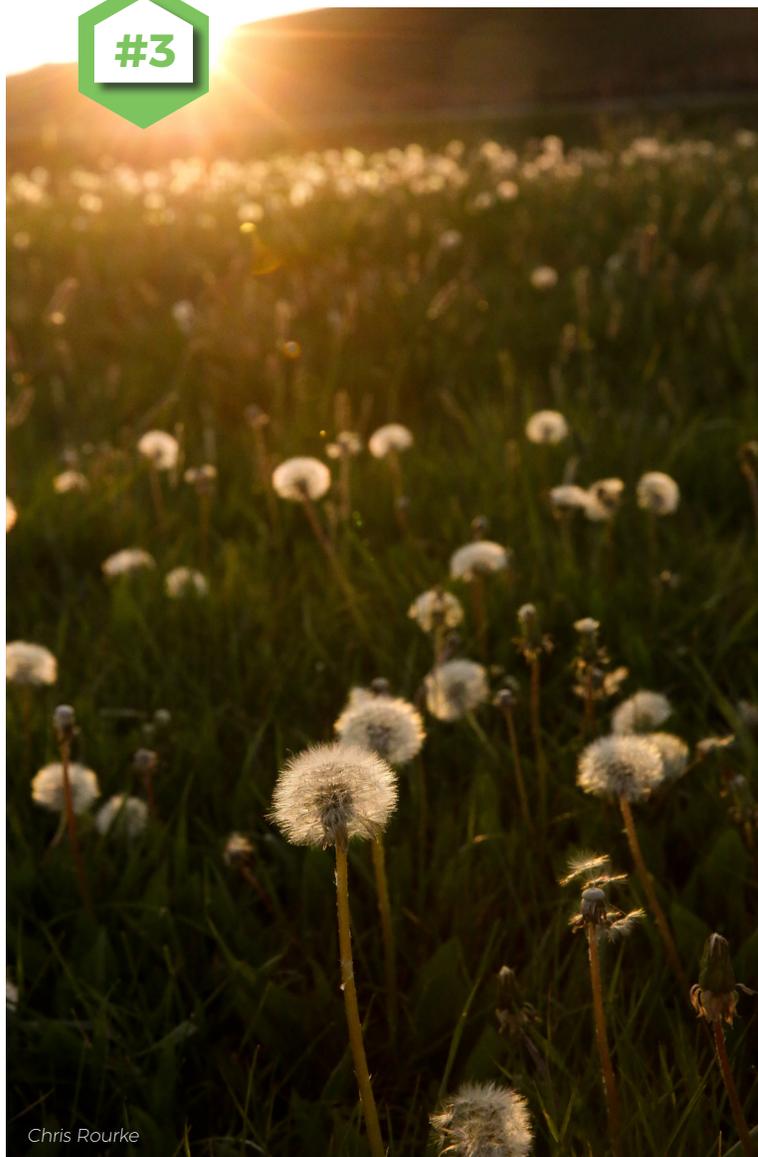
They recycled used paper, cans or bottles from their homes.

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.

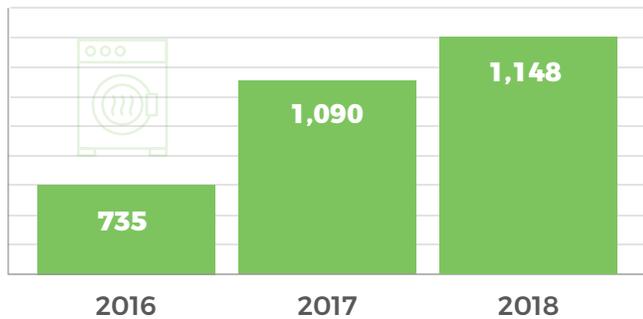
#5

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/>.



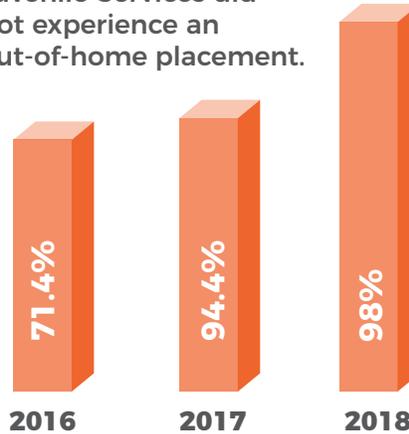
PROMOTE PROSPEROUS, COLLABORATIVE

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.





Ceara Smith

#2



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!

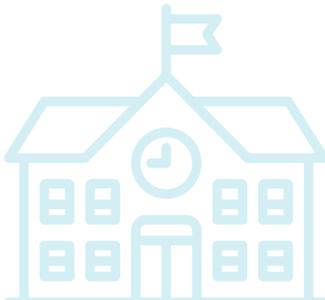
Suicide prevention continues to be a priority for the County. During 2018, data was compiled, analyzed and shared with key leaders, including the Board of County Commissioners and community coalition members. The Community Health Coalition of the Gunnison Valley (CHCGV) held a meeting dedicated to presenting 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.



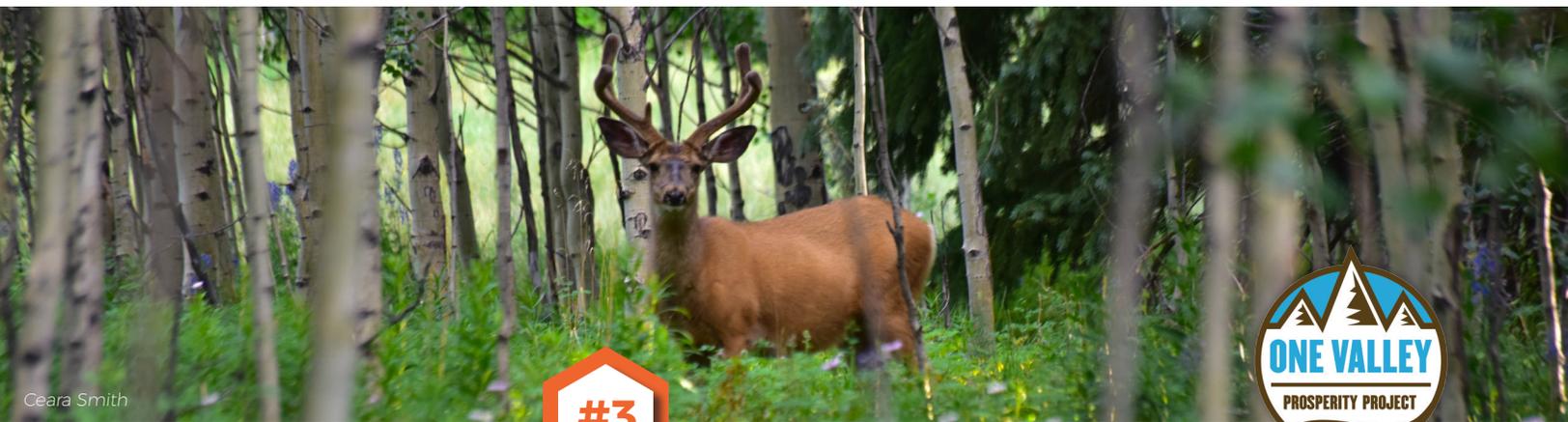
This represents 75.5% of current court-ordered support and \$145,009.60 in arrears payments.

81.2%



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

PROMOTE PROSPEROUS, COLLABORATIVE



Ceara Smith

#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.

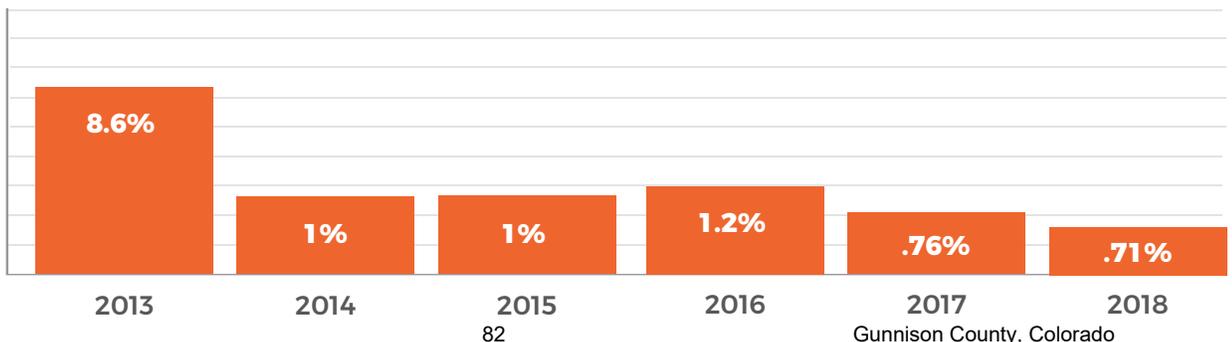
The metric related to senior services includes new language that was changed by the survey vendor in 2017, and the metric performed at 58.62% in the 2017 biennial citizen survey. Staff discussions were held in 2018 regarding the best survey wording to use to assure consistent data collection.

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



2021 Budget





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.



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



2021 Budget

1,750

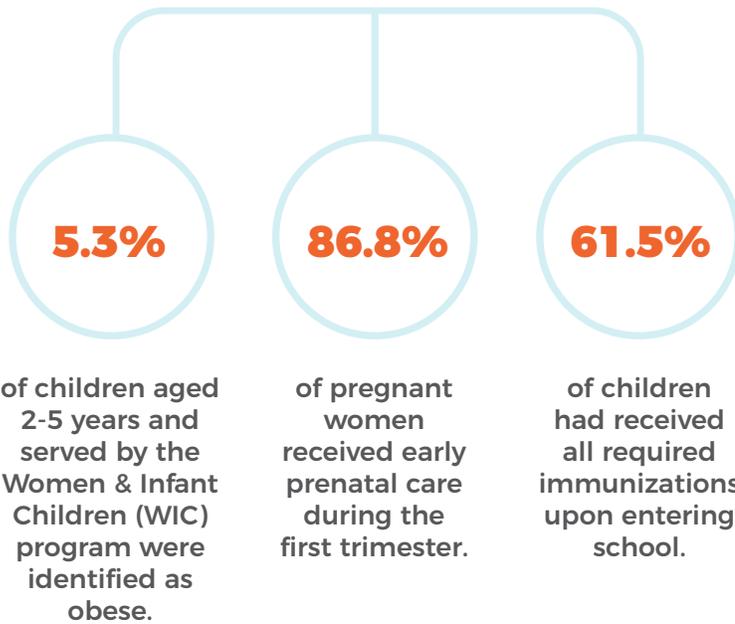
children were served by the Health & Human Services Department.

3,231

immunizations were provided by the Health & Human Services Department.



Gunnison County, Colorado



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.

2021 Budget

85



Will Shoemaker

Gunnison County, Colorado

PROMOTE PROSPEROUS, COLLABORATIVE



#7

98.7%

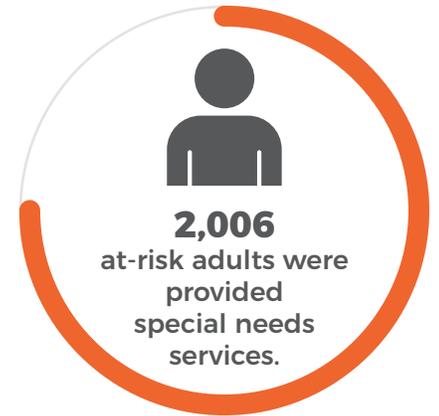
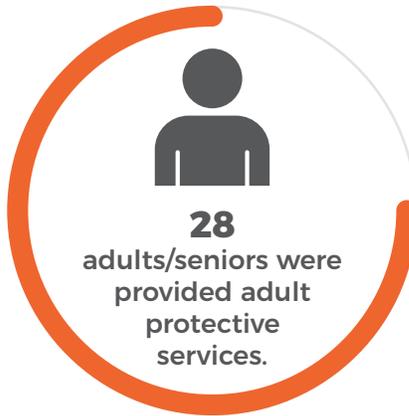
of the 739 eligibility determinations for food assistance were completed within 30 days.

99.2%

of the 1,118 eligibility determinations for medical assistance were completed within 45 days.

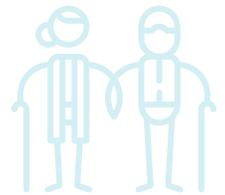
100%

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

2021 Budget



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



Cregg Morin



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.



2021 Budget

91.5%

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



89

100%

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



Gunnison County, Colorado

DELIVER HIGH QUALITY SERVICES



27 OF THE 27

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

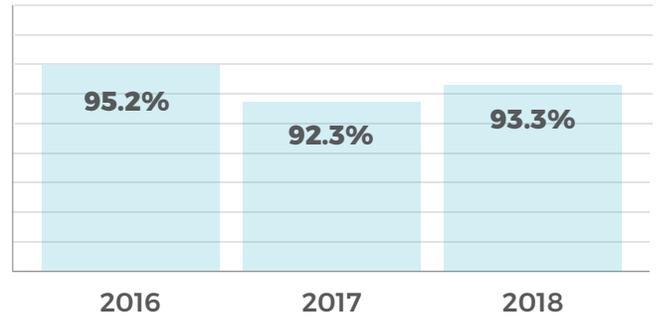
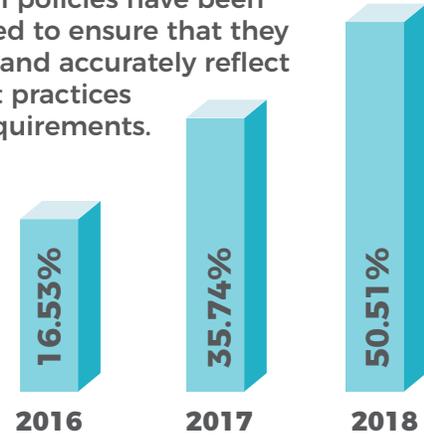
(2011 = 25; 2012, 2013, 2015 & 2016 = 26; 2014 = 27)



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



Gunnison County Times

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 CCSAPP-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

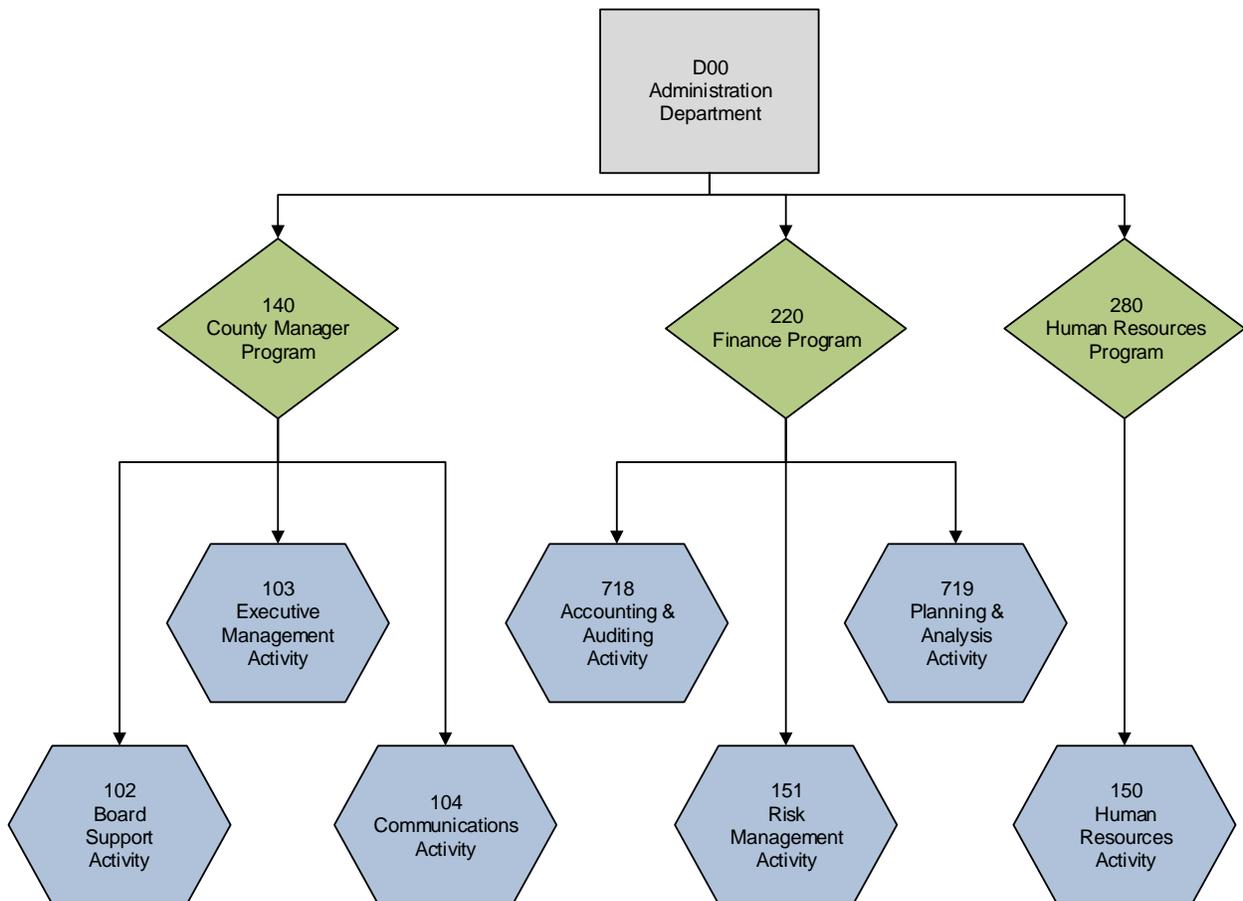
38130 W. Highway 50 (970) 641-8365

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

	2019 Actual	2020 Budget	2020 Projected	2021 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	11,257	4,000	4,000	4,000
Interfund Revenues	401,037	419,555	419,555	419,555
Transfers In	0	0	-	-
Other Financing Sources and Misc.	179	10,000	10,000	10,000
Total Revenues	412,473	433,555	433,555	433,555
Expenditures				
Personnel	1,059,781	1,136,961	1,105,476	1,160,825
Supplies	13,184	22,425	16,025	21,563
Purchased Services	665,716	554,665	468,947	601,773
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	738	1,500	0	1,500
Miscellaneous (Extraordinary/Special)	291,834	150,000	150,000	150,000
Total Expenditures	2,031,254	1,865,551	1,740,448	1,935,661
Excess Revenues / (Net Cost to the County)	(1,618,781)	(1,431,996)	(1,306,893)	(1,502,106)
General Appropriation Required	1,618,781	1,431,996	1,306,893	1,502,106
Budget Variance	186,681	0	125,103	0

Department Resources Restated by Fund

Revenues				
General Fund	179	0	0	0
Risk Management Fund	65,979	87,555	87,555	87,555
ISF-III	346,315	346,000	346,000	346,000
Total Revenues	412,473	433,555	433,555	433,555
Expenditures				
General Fund	1,277,706	1,374,751	1,249,648	1,444,861
Risk Management Fund	417,318	150,800	150,800	150,800
ISF-III	336,230	340,000	340,000	340,000
Total Expenditures	2,031,254	1,865,551	1,740,448	1,935,661



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

	2019 Actual	2020 Budget	2020 Projected	2021 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.	179	0	0	0
Total Revenues	179	0	0	0
Expenditures				
Personnel	448,899	478,448	478,448	489,155
Supplies	2,660	2,800	1,750	2,800
Purchased Services	110,772	85,409	39,274	138,991
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	738	1,500	0	1,500
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	563,069	568,157	519,472	632,446
Excess Revenues / (Net Cost to the County)	(562,890)	(568,157)	(519,472)	(632,446)
General Appropriation Required	562,890	568,157	519,472	632,446
Budget Variance	49,510	0	48,685	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0		
Licenses and Permits	0	0		
Intergovernmental	0	0		
Charges for Services	0	0		
Contributions and Other Grants	0	0		
Fines & Forfeitures	0	0		
Investment Income	0	0		
Interfund Revenues	0	0		
Transfers In	0	0		
Other Financing Sources and Misc.	0	0		
Total Revenues	0	0		
Expenditures				
Personnel	60,887	71,549	71,549	73,367
Supplies	0	0	50	0
Purchased Services	5,189	4,619	4,619	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	66,076	76,168	76,218	77,986
Excess Revenues / (Net Cost to the County)	(66,076)	(76,168)	(76,218)	(77,986)
General Appropriation Required	66,076	76,168	76,218	77,986
Budget Variance	2,248	0	0	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None.
Performance Narrative:	<p>Staff continues to successfully manage the increased number of countywide strategic plan results (increased from 20 to 46 in 2019). Due to the County taking the lead role in the local COVID-19 response, reprioritization of duties and reallocation of resources occurred across the organization, impacting CY 2020 and CY 2021. Thus, performance in some newly assigned areas was necessary, while other areas suffered. This is evidenced by the decreased percentage of BOCC minutes that were made available to the public within 30 days. Staffing shortages further exacerbated the problem. As the COVID-19 response winds down toward the summer of 2021 and the County Manager’s office returns to full staffing, this metric’s performance should improve dramatically.</p> <p>It is important to note that, even while managing the COVID-19 response, the County has continued to meet or exceed the Board of County Commissioner’s expectations related to services that are provided to the public.</p>
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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of approved BOCC minutes that are available to the public within 30 days of a meeting.	Result	79.4%	90%	38.1%	90%



Percentage of the strategic results in the Board's strategic plan that are achieved by their target dates.	Result	80%	80%	80%	80%
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= 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

	2019 Actual	2020 Budget	2020 Projected	2021 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.	179	0	0	0
Total Revenues	179	0	0	0
Expenditures				
Personnel	330,495	363,035	363,035	360,150
Supplies	2,550	2,200	1,650	2,200
Purchased Services	99,547	73,275	34,668	126,857
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	738	1,500	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	433,331	440,010	399,353	490,707
Excess Revenues / (Net Cost to the County)	(433,152)	(440,010)	(399,353)	(490,707)
General Appropriation Required	433,152	440,010	399,353	490,707
Budget Variance	45,939	0	40,657	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None.
Performance Narrative:	<p>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, and several of them will be due for review in 2021. 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.</p> <p>At any given time, there are approximately 100 departmental key results being monitored by this activity.</p>
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
- Policy Management (organizational and public)

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 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	73.42%	75%	75%	75%



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

	2019 Actual	2020 Budget	2020 Projected	2021 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	57,517	43,864	43,864	55,638
Supplies	110	600	50	600
Purchased Services	6,035	7,515	(13)	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	63,662	51,979	43,901	63,753
Excess Revenues / (Net Cost to the County)	(63,662)	(51,979)	(43,901)	(63,753)
General Appropriation Required	63,662	51,979	43,901	63,753
Budget Variance	1,323	0	8,078	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None.
Performance Narrative:	This activity continues to perform well, and 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. Over the course of 2020, likely due to our COVID-19 response efforts, we experienced an additional 36.05% jump in followers. Future numbers of followers may wane slightly as COVID-19 is resolved, but we are hopeful that most followers will remain linked to our portals so that our urgent and informational communication pieces continue to be widely distributed to our constituents.
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
- Public Events
- Community Liaison Services

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 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	66%	70%	66%	70%



**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

	2019 Actual	2020 Budget	2020 Projected	2021 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	11,257	4,000	4,000	4,000
Interfund Revenues	401,037	419,555	419,555	419,555
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	10,000	10,000	10,000
Total Revenues	412,295	433,555	433,555	433,555
Expenditures				
Personnel	466,349	507,497	485,721	526,485
Supplies	8,744	17,550	12,250	16,688
Purchased Services	531,389	440,865	407,438	434,691
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)	291,834	150,000	150,000	150,000
Total Expenditures	1,298,315	1,115,912	1,055,409	1,127,864
Excess Revenues / (Net Cost to the County)	(886,021)	(682,357)	(621,854)	(694,309)
General Appropriation Required	886,021	682,357	621,854	694,309
Budget Variance	135,552	0	60,503	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

	2019 Actual	2020 Budget	2020 Projected	2021 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	383,696	416,550	399,639	431,866
Supplies	8,675	15,100	10,600	14,238
Purchased Services	51,564	67,913	49,611	64,440
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	443,935	499,563	459,850	510,544
Excess Revenues / (Net Cost to the County)	(443,935)	(499,563)	(459,850)	(510,544)
General Appropriation Required	443,935	499,563	459,850	510,544
Budget Variance	37,889	0	39,713	0

Budget Changes

Proposed Change in Funding:	None, this activity receives no specific funding.
Proposed Change in FTEs:	None
Performance Narrative:	The management and oversight of the annual audit process is key to the organization. Audits should take no more than six months to ensure that relevant information is presented in the audit report. Audit findings indicate a problem with internal control or fiscal management. For FY 2019, there were no findings identified in the financial report. We do not have information for 2020 yet, but expect zero findings identified, and for 2021 we will conduct semi-annual internal control checks to prepare for no findings identified during the audit.
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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Months needed to complete the annual fiscal audit	Result	6	6	6	5
Audit findings noted.	Result	0	0	0	0
County qualified as a Low-Risk auditee.	Result	Yes	Yes	Yes	Yes



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

	2019 Actual	2020 Budget	2020 Projected	2021 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	82,653	90,947	86,082	94,619
Supplies	68	2,450	1,650	2,450
Purchased Services	18,111	32,153	17,027	29,451
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	100,832	125,550	104,759	126,520
Excess Revenues / (Net Cost to the County)	(100,832)	(125,550)	(104,759)	(126,520)
General Appropriation Required	100,832	125,550	104,759	126,520
Budget Variance	22,837	0	20,791	0

Budget Changes

Proposed Change in Funding:	None, this activity receives no specific funding.
Proposed Change in FTEs:	None
Performance Narrative:	We budget conservatively and expect the funds to provide a good quality of life and excellent public safety for our residents. While providing our residents with the safety and services that they deserve, we were able to efficiently perform while not expensing 14.01% of the budget in 2019 and 16.63% in 2020, a 19% increase in budgetary savings. For 2021, we plan on implementing a monthly budget tracking operation and a mid-year budget review that will allow us to maintain or improve on the budget utilization percentage, thereby saving the taxpayers money.
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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
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	94.7%	80%	Data will be available March 2021	80%
Balanced budget adopted	Result	Yes	Yes	Yes	Yes
Percentage of County-wide budget used.	Result	85.99%	95%	83.37%	93%



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

	2019 Actual	2020 Budget	2020 Projected	2021 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	11,257	4,000	4,000	4,000
Interfund Revenues	401,037	419,555	419,555	419,555
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	10,000	10,000	10,000
Total Revenues	412,295	433,555	433,555	433,555
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	461,713	340,800	340,800	340,800
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)	291,834	150,000	150,000	150,000
Total Expenditures	753,548	490,800	490,800	490,800
Excess Revenues / (Net Cost to the County)	(341,253)	(57,245)	(57,245)	(57,245)
General Appropriation Required	341,253	57,245	57,245	57,245
Budget Variance	74,827	0	0	0



Budget Changes

Proposed Change in Funding:	None this year, next year will be reevaluated.
Proposed Change in FTEs:	None
Performance Narrative:	Claims against the County for liability and property losses can expend extensive fiscal resources. Proper training, communication, and funding must take place. Reserve amounts for the actual claims will be analyzed to ensure the casualty pool is adequately funded. Workers compensation claims incurred and paid has been historically a major concern for operations, for the last two years there has been a great improvement with a decrease in claims paid, fiscal year 2021 is expected to continue this improvement from previous years.
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	2019 Actual	2020 Budget	2020 Projected	2021 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	-460.78%	10%	-70.22%	10%
Workers compensation claims total paid growth.	Result	-83%	0%	-41%	0%



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

	2019 Actual	2020 Budget	2020 Projected	2021 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	144,533	151,016	141,307	145,185
Supplies	1,781	2,075	2,025	2,075
Purchased Services	23,556	28,391	22,235	28,091
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	169,869	181,482	165,567	175,351
Excess Revenues / (Net Cost to the County)	(169,869)	(181,482)	(165,567)	(175,351)
General Appropriation Required	169,869	181,482	165,567	175,351
Budget Variance	1,619	0	15,915	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

	2019 Actual	2020 Budget	2020 Projected	2021 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	144,533	151,016	141,307	145,185
Supplies	1,781	2,075	2,025	2,075
Purchased Services	23,556	28,391	22,235	28,091
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	169,869	181,482	165,567	175,351
Excess Revenues / (Net Cost to the County)	(169,869)	(181,482)	(165,567)	(175,351)
General Appropriation Required	169,869	181,482	165,567	175,351
Budget Variance	1,619	0	15,915	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	<p>The 2020 projection related to medical insurance premiums anticipates a cost saving to both the County and the employees' out of pocket medical expenses utilizing the services of ELAP Services, LLC. ELAP Services, LLC is appointed by the County to be the Designated Decision Maker (DDM) for a program of claim review and auditing in order to identify changes billed in error, charges for excessive or unreasonable fees and changes for services, which are not medically appropriate. Monthly claims activity data reportedly shows a significant savings in order to pass the savings along to our employees by continuing to keep the monthly premiums from increasing beyond that which the County can maintain the self-funded insurance program.</p> <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 services to their customers.</p>
Other:	

Core Services

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

Key Performance Measures

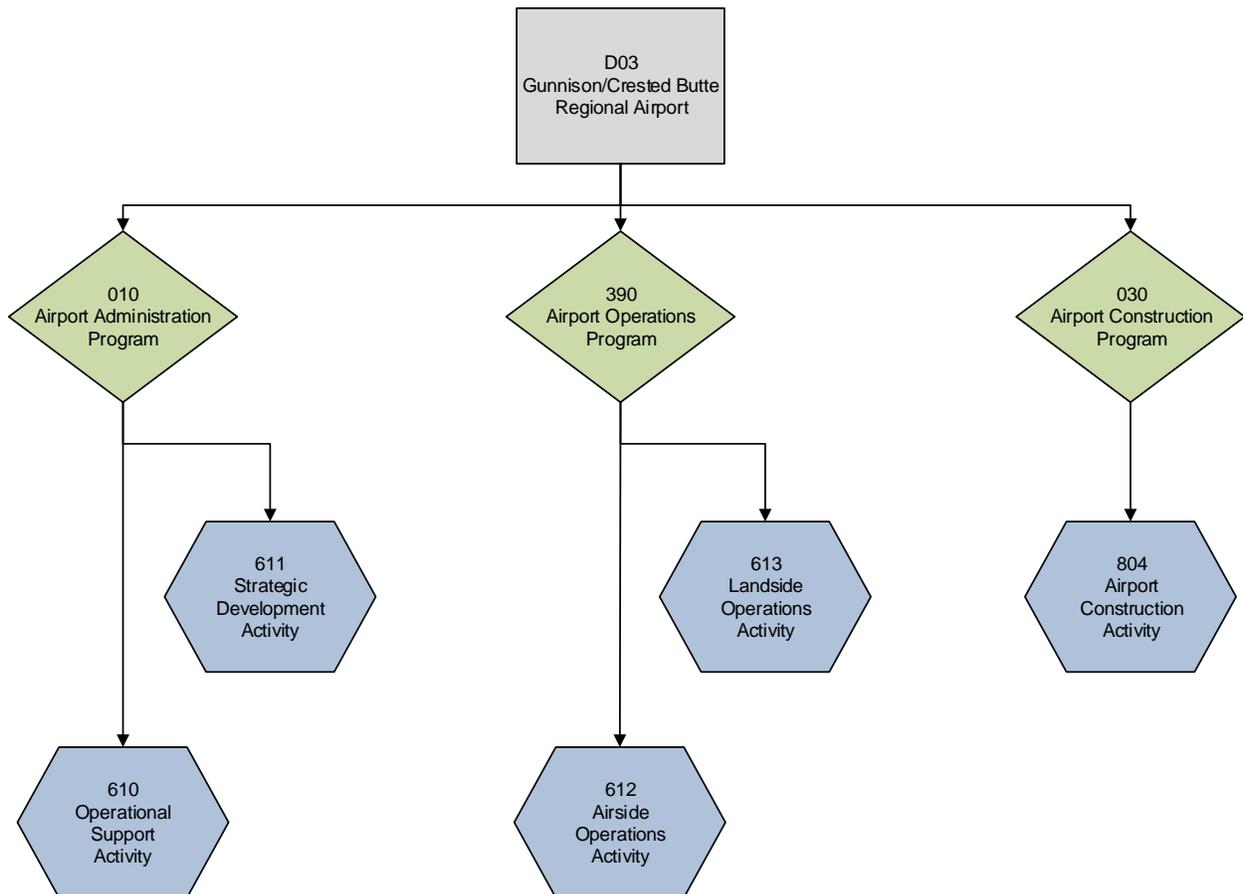
	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Maximum annual increase, averaged over the previous five years, in medical insurance premiums.	Result	0%	3%	0%	3%
Minimum (employee) retention rate within administrative departments.	Result	82%	95%	Not Yet Available	95%

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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	1,058,521	2,984,881	2,367,277	9,244,782
Charges for Services	664,504	639,044	646,344	705,534
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	7,319	2,200	3,700	2,200
Investment Income	59,289	22,500	31,000	22,500
Interfund Revenues	0	0	0	0
Transfers In	57,411	7,784	7,784	1,336,851
Other Financing Sources and Misc.	856,165	720,007	525,050	726,506
Total Revenues	2,703,208	4,376,416	3,581,155	12,038,373
Expenditures				
Personnel	849,809	806,541	806,541	851,402
Supplies	127,075	125,735	125,735	137,995
Purchased Services	724,744	2,366,338	1,835,570	1,018,987
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	27,710	4,481	4,481	4,481
Transfers Out	126,363	78,956	78,956	1,403,779
Capital Outlay	653,632	150,000	0	8,377,112
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	2,511,833	3,534,551	2,853,783	11,796,256
Excess Revenues / (Net Cost to the County)	(191,375)	(841,865)	727,372	242,117
General Appropriation Required	191,375	841,865	(727,372)	(242,117)
Budget Variance	0	0	0	0

Department Resources Restated by Fund

Revenues				
Airport Operations Fund	1,530,049	2,370,126	1,391,185	9,091,002
Airport Construction Fund	1,173,159	2,006,290	2,189,970	2,947,371
Total Revenues	2,703,208	4,376,416	3,581,155	12,038,373
Expenditures				
Airport Operations Fund	1,462,842	1,367,659	1,479,800	8,890,324
Airport Construction Fund	1,048,992	2,166,892	1,373,983	2,905,932
Total Expenditures	2,511,833	3,534,551	2,853,783	11,796,256

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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	81,769	415,683	421,683	467,978
Charges for Services	201,740	60,000	60,000	60,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	1,519	200	200	200
Investment Income	27,786	4,000	4,000	4,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	29,374	25,100	22,400	23,600
Total Revenues	342,188	504,983	508,283	555,778
Expenditures				
Personnel	198,969	194,854	194,854	206,662
Supplies	4,601	7,220	7,220	7,220
Purchased Services	106,073	121,280	127,605	139,868
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	300	300	300
Transfers Out	126,363	78,956	78,956	1,403,779
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	436,006	402,610	408,935	1,757,829
Excess Revenues / (Net Cost to the County)	(93,818)	102,373	99,348	(1,202,051)
General Appropriation Required	93,818	0	0	1,202,051
Budget Variance	205,730	0	3,025	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	57,769	335,200	335,200	365,421
Charges for Services	201,740	60,000	60,000	60,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	1,519	200	0	0
Investment Income	27,786	4,000	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	29,374	25,100	0	0
Total Revenues	318,188	424,500	421,800	453,221
Expenditures				
Personnel	139,458	133,456	133,456	143,155
Supplies	4,476	6,120	6,120	6,120
Purchased Services	78,536	91,330	91,655	101,918
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	300	300	300
Transfers Out	126,363	78,956	78,956	1,403,779
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	348,833	310,162	310,487	1,655,272
Excess Revenues / (Net Cost to the County)	(30,645)	114,338	111,313	(1,202,051)
General Appropriation Required	30,645	0	0	1,202,051
Budget Variance	201,440	0	0	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	With the award of the CARES ACT \$18.01m grant and associated air service minimum service requirements, the airport was able to sustain fairly regular customer service level of satisfaction and significantly contribute to the overall terminal rehabilitation project by utilizing award funds to offset O&M expenses. This will enable us to virtually double the previously estimated construction budget and will vastly contribute to improving customer satisfaction and county economic benefit and airport revenue earning potential going forward.
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	2019 Actual	2020 Budget	2020 Projected	2021 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%	100%	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

	2019 Actual	2020 Budget	2020 Projected	2021 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	24,000	80,483	86,483	102,557
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	24,000	80,483	86,483	102,557
Expenditures				
Personnel	59,511	61,398	61,398	63,507
Supplies	125	1,100	1,100	1,100
Purchased Services	27,538	29,950	35,950	37,950
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	87,173	92,448	98,448	102,557
Excess Revenues / (Net Cost to the County)	(63,173)	(11,965)	(11,965)	0
General Appropriation Required	63,173	11,965	11,965	0
Budget Variance	4,290	0	0	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The Master Plan was completed and an Area Layout Plan (ALP) approved in Dec 2016. By following the scheduled airport terminal development plan as laid out in the ALP, the airport, together with FAA/DOT CARES ACT and AIP funding for construction beginning April 2021, will continue to grow and reduce passenger leakage by enhancing the terminal experience for passengers and increasing air service potential. This, in turn, will directly increase the overall economic impact to the Gunnison valley as seen in the 2020 CDOT Airport Economic study, which determined that GUC directly contributed \$121M/year to the region.
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	2019 Actual	2020 Budget	2020 Projected	2021 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	\$561,508	\$453,368	\$505,135	\$624,558
Dollar value of non-aeronautical-based revenue collected.	Output	\$1,060,480	\$683,083	\$689,622	\$1,015,991

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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	10,000	697,193	697,193	1,149,153
Charges for Services	476,375	454,044	461,344	520,534
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	5,800	2,000	3,500	2,000
Investment Income	20,892	17,000	17,000	17,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	826,791	694,907	502,650	702,906
Total Revenues	1,339,858	1,865,143	1,681,687	2,391,593
Expenditures				
Personnel	650,840	611,687	611,687	644,740
Supplies	122,474	118,515	118,515	130,775
Purchased Services	238,209	228,166	228,165	247,907
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	4,081	4,181	4,181	4,181
Transfers Out	0	0	0	0
Capital Outlay	8,732	0	0	118,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	1,026,836	965,049	965,048	1,148,103
Excess Revenues / (Net Cost to the County)	313,023	900,095	716,639	1,243,490
General Appropriation Required	0	0	0	0
Budget Variance	226,818	0	0	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	10,000	545,015	545,015	872,692
Charges for Services	354,940	361,844	361,844	428,334
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.	94,159	91,524	35,606	91,524
Total Revenues	459,100	998,383	942,465	1,392,550
Expenditures				
Personnel	537,128	483,364	483,364	508,072
Supplies	99,005	91,395	91,395	101,145
Purchased Services	150,143	115,254	115,253	134,475
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	8,732	0	0	118,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	537,128	483,364	692,512	864,192
Excess Revenues / (Net Cost to the County)	(338,408)	305,870	249,953	528,358
General Appropriation Required	338,408	0	0	0
Budget Variance	7,532	0	0	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Owing to COVID 19 restrictions, both the FAA and TSA have not yet indicated if they will be performing semi-annual/annual performance audits in 2021. The airport does, however, have both a schedule and a program to comprehensively maintain compliance.
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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage compliance with all FAA Part 139 regulations.	Result	98%	100%	100%	95%
Percentage compliance with all TSA security regulations as per annual inspection.	Result	100%	95%	98%	95%
Maximum number of deficiencies cited as per CFR Part 139 compliance standards annual inspection.	Result	1	3	0	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	152,178	152,178	276,461
Charges for Services	121,435	92,200	99,500	92,200
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	5,800	2,000	3,500	2,000
Investment Income	20,892	17,000	17,000	17,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	732,631	603,383	467,045	611,383
Total Revenues	880,759	866,761	739,223	999,044
Expenditures				
Personnel	113,712	128,323	128,323	136,668
Supplies	23,470	27,120	27,120	29,630
Purchased Services	88,066	112,912	112,912	113,432
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	229,328	272,536	272,536	283,911
Excess Revenues / (Net Cost to the County)	651,430	594,225	466,687	715,133
General Appropriation Required	0	0	0	0
Budget Variance	219,286	0	127,538	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	With the terminal project beginning April 2021, we will significantly improve terminal landside experiences by providing a new airport access entrance, parking lot facilities and security, terminal curbside amenities, lighting and ambiance. The airport will commence Tomichi Bank restoration during 2021, thereby contributing to improving overall quality of land and water resources on airport.
Other:	

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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of customer complaints are resolved to satisfaction.	Result	100%	100%	98%	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	966,752	1,872,005	1,248,401	7,627,651
Charges for Services	138,386	125,000	125,000	125,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	10,611	1,500	10,000	1,500
Interfund Revenues	0	0	0	0
Transfers In	57,411	7,784	7,784	1,336,851
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	1,173,159	2,006,290	1,391,185	9,091,002
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	380,463	2,016,892	1,479,800	631,212
Community Prgms/Contributions	0	0	0	0
Financing Costs	23,629	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	644,900	150,000	0	8,259,112
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	1,048,992	2,166,892	1,479,800	8,890,324
Excess Revenues / (Net Cost to the County)	124,168	(160,603)	(88,615)	200,678
General Appropriation Required	0	160,603	88,615	0
Budget Variance	54,151	0	71,988	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	966,752	1,872,005	1,248,401	7,627,651
Charges for Services	138,386	125,000	125,000	125,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	10,611	1,500	10,000	1,500
Interfund Revenues	0	0	0	0
Transfers In	57,411	7,784	7,784	1,336,851
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	1,173,159	2,006,290	1,391,185	9,091,002
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	380,463	2,016,892	1,479,800	631,212
Community Prgms/Contributions	0	0	0	0
Financing Costs	23,629	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	644,900	150,000	0	8,259,112
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	1,048,992	2,166,892	1,479,800	8,890,324
Excess Revenues / (Net Cost to the County)	124,168	(160,603)	(88,615)	200,678
General Appropriation Required	0	160,603	88,615	0
Budget Variance	54,151	0	71,988	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	2021 will be an interesting and rewarding year as we advance the terminal construction program, scheduled to begin in April 2021. The overall project will increase the capacity of the airport to meet the future passenger activity forecast by more effectively reconfiguring the existing building footprint, improving the HVAC efficiency of the building in general thereby reducing operating costs and reducing emissions which will ultimately substantially improve the passenger experience for both arriving and departing visitors and locals to/from the valley by air.
Other:	

Core Services

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

Key Performance Measures

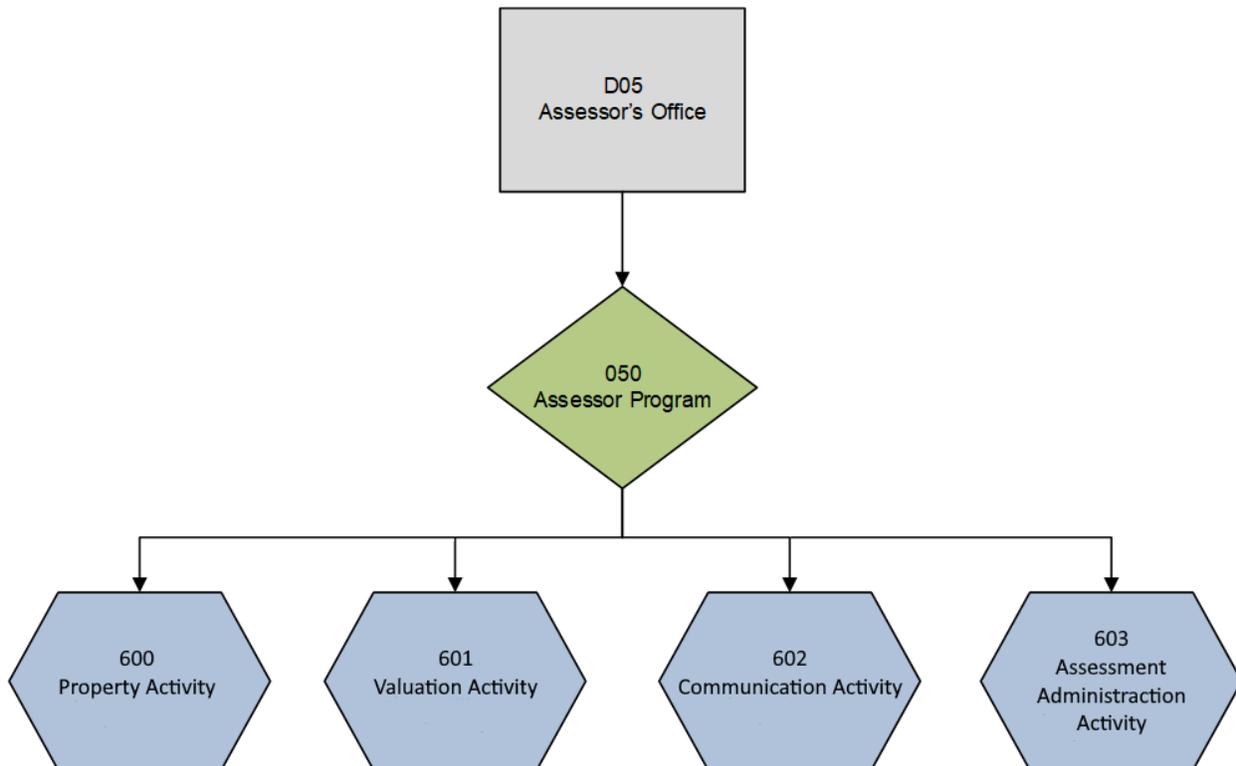
	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of projects completed on time.	Result	100%	80%	100%	80%
Percentage of projects completed within allowable budgets.	Result	100%	80%	100%	90%
Percentage of projects in compliance with FAA regulations.	Result	100%	90%	100%	90%

Mission Statement

The mission of the Assessor's Office is to provide valuation, property records and communication services to the public, property owners and local government so they can have confidence to make decisions based on transparent and accurate information.

Elected Official

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



Summary of Department Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	6,698	8,000	8,096	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.	143	0	0	0
Total Revenues	6,841	8,000	8,096	8,000
Expenditures				
Personnel	818,202	899,575	819,724	925,474
Supplies	16,570	11,000	14,318	11,290
Purchased Services	129,782	121,165	144,619	126,955
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	964,554	1,031,740	978,661	1,063,719
Excess Revenues / (Net Cost to the County)	(957,713)	(1,023,740)	(970,565)	(1,055,719)
General Appropriation Required	957,713	1,023,740	970,565	1,055,719
Budget Variance	25,886	0	53,175	0

Department Resources Restated by Fund

Revenues				
General Fund	6,841	8,000	8,096	8,000
Total Revenues	6,841	8,000	8,096	8,000
Expenditures				
General Fund	964,554	1,031,740	978,661	1,063,719
Total Expenditures	964,554	1,031,740	978,661	1,063,719

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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	6,698	8,000	8,096	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.	143	0	0	0
Total Revenues	6,841	8,000	8,096	8,000
Expenditures				
Personnel	818,202	899,575	819,724	925,474
Supplies	16,570	11,000	14,318	11,290
Purchased Services	129,782	121,165	144,619	126,955
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	964,554	1,031,740	978,661	1,063,719
Excess Revenues / (Net Cost to the County)	(957,713)	(1,023,740)	(970,565)	(1,055,719)
General Appropriation Required	957,713	1,023,740	970,565	1,055,719
Budget Variance	25,886	0	53,175	0



**600
Property Activity**

Purpose Statement

The purpose of the Property Records Activity is to provide outreach, collaboration and information exchange to the public so they can have confidence to make decisions based on accurate, timely information.

Resource Summary

	2019 Actual	2020 Budget	2020 Projected	2021 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	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	0	0	0	0
Excess Revenues / (Net Cost to the County)	0	0	0	0
General Appropriation Required	0	0	0	0
Budget Variance	0	0	0	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	A change in staff allocation and the assignment of a dedicated Property Records Manager has resulted in property sales, plats, lot clusters and boundary line adjustments to be current within one day by the end of 2020, for the first time in the Assessor's office history. In 2021, the public will continue to experience the accurate and timely processing of property records.
Other:	

Core Services

- Ownership records
- Senior/veteran exemptions
- Address updates
- Mobile home authentications
- Auditor reports
- Agricultural certifications
- Movable equipment certifications
- Certification letters
- Exempt status applications
- Divisions of land
- Land parcel reconfigurations (boundary line adjustments & plats)
- DPT reports
- Abstract of assessment
- Election lists
- Tax warrant
- Database management
- Title examinations
- Property inventory updates
- Recorded document examinations
- Legal description – property account matches

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
By 2021, 90% property sales will be visible on the website within 30 days of being recorded.	Result	0%	0%	66%	90%



**601
Valuation Activity**

Purpose Statement

The purpose of the Valuation Activity is to provide discovery, classification, appraisal and appeal service to property owners so they can be assessed their fair share of property taxes based on transparent and equitable property value.

Resource Summary

	2019 Actual	2020 Budget	2020 Projected	2021 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	539,890	540,949	504,410	635,825
Supplies	9,632	6,380	9,498	6,670
Purchased Services	84,142	75,638	82,084	86,524
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	633,664	622,967	595,992	729,019
Excess Revenues / (Net Cost to the County)	(633,644)	(622,967)	(595,992)	(729,019)
General Appropriation Required	633,644	622,967	595,992	729,019
Budget Variance	21,496	0	26,975	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Due to the biennial nature of the statutory reappraisal cycle the primary focus within this budget item for 2021 will be on reappraisal activities, and associated measures relating to valuation quality.
Other:	

Core Services

- Physical inspections (real and personal)
- Accurate property inventory/characteristics
- Sales confirmations
- Building permit tracking
- Geographic groupings of properties
- Locational analysis
- Market analysis
- Income analysis
- Appraisal models
- Appraisal work files
- Sub-divider discounts
- Tax Increment Financing
- Real property valuations
 - o Residential
 - o Commercial
 - o Vacant
 - o Agricultural
- Specialized property valuations
 - o Personal property valuations
 - o Oil & Gas valuations
 - o Natural resources valuations
 - o Possessory Interest valuations
- Notices of Valuation
- Appeal responses
- Appeal hearings – AO
- Notices of Determination
- Abatements
- Value adjustments
- CBOE appeal presentations
- CBOE appeal hearing participation
- BAA/BA/DC appraisals
- Property classifications
- Agricultural lands classification
- CBOE annual reports
- State Assessed property apportionment



Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
By 2022, 50% valuations of residential sold properties are within 5% of sales price.	Result	New Measure	New Measure	New Measure	50%

**602
Communication Activity**

Purpose Statement

The purpose of the Communication Activity is to provide outreach, consultation and information exchange to the public and governmental partners so they can have confidence to make decisions based on accurate, timely information.

Resource Summary

	2019 Actual	2020 Budget	2020 Projected	2021 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	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	0	0	0	0
Excess Revenues / (Net Cost to the County)	0	0	0	0
General Appropriation Required	0	0	0	0
Budget Variance	0	0	0	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	This new cost center for 2021 was created with the understanding that much of the Assessor's office staff time is dedicated to providing factual data and promoting understanding how that data affects property valuations. The associated measures relating to communication will be the focus for the 2021 fiscal year, resulting in a continued focus on the customer finding the answers they seek.
Other:	

Core Services

- Valuation and taxation inquiry responses & consultations
- Hypothetical situation inquiry responses & consultations
- Appeals related inquiry responses & consultations
- Property ownership inquiry responses & consultations
- Property configuration inquiry responses & consultations
- Property rights inquiry responses & consultations
- Information requests
- Website information pages
- Public website inquiry responses/consultations
- Inter-departmental information links
- Reports for taxpayers
- Researches
- Community presentations
- Informational videos
- Abstract brochure
- Assessor's report
- Inter-departmental collaboration
- Inter-jurisdictional collaboration
- Off-the-ledge consultations
- Reappraisal documentation
- On-site information exchanges with property owners
- Tax estimates
- Interagency referrals

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Web page users report the information provided answered their question or that the information was useful.	Result	New Measure	New Measure	New Measure	80%

**603
Assessment Administration Activity**

Purpose Statement

The purpose of the Administration Activity is to provide leadership, effective communications & management to employees and county leaders so they can achieve their operational and strategic results.

Resource Summary

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	6,698	8,000	8,096	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.	143	0	0	0
Total Revenues	6,841	8,000	8,096	8,000
Expenditures				
Personnel	278,312	358,626	315,314	289,649
Supplies	6,938	4,620	4,820	4,620
Purchased Services	45,640	45,527	62,535	40,431
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	330,890	408,773	382,669	334,700
Excess Revenues / (Net Cost to the County)	(324,049)	(400,773)	(374,573)	(326,700)
General Appropriation Required	324,049	400,773	374,573	326,700
Budget Variance	47,382	0	26,200	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	This new cost center for 2021 was created to identify resources directly related to overall administration of the Assessor's office: organizational decisions, strategic plans, employee hiring, evaluation and training, license maintenance, grant writing, legal and policy adherence, etc. An organizational redesign, as a result of the new strategic business plan, will focus on employee retention, training and succession in 2021.
Other:	

Core Services

- Strategic business plan
- Informal employee surveys
- Employee training sessions
- Employee hires
- Employee performance plans
- Employee evaluations
- Employee job descriptions
- Appraiser training & certification
- Mail processing
- Reports for finance
- Office expenditure reporting
- CPW impact assistance grant
- Vendor relationships
- Office performance results
- Interdepartmental relations
- Uphold the constitution
- Legal and policy decisions
- Interdepartmental negotiations
- Budget Organizational design decisions

Key Performance Measures

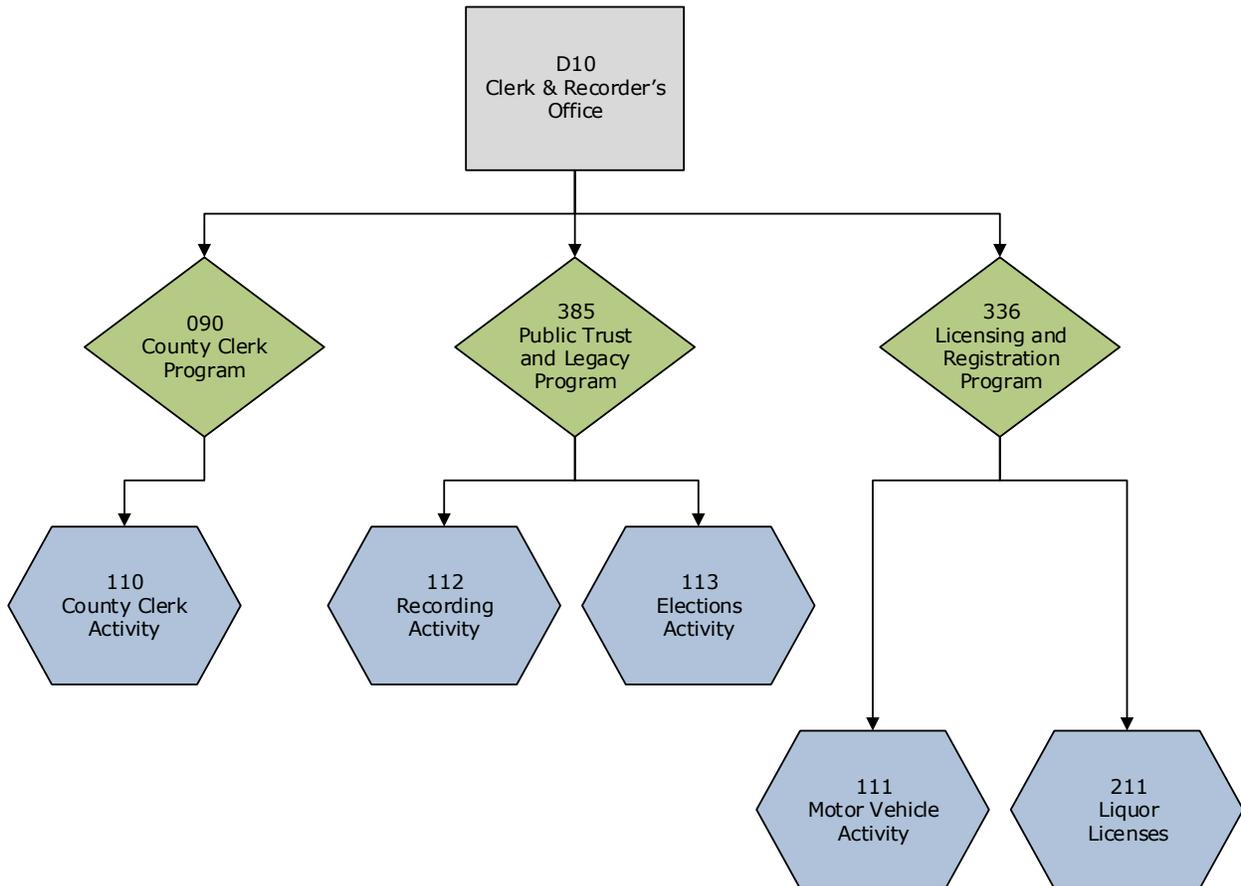
	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
State Audit passed	Result	Yes	Yes	Yes	Yes

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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Office Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	5,775	4,700	4,700	4,700
Intergovernmental	0	115,000	115,000	-
Charges for Services	487,516	485,500	485,500	485,500
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	22,000	22,000	22,000
Investment Income	0	0	0	0
Interfund Revenues	16,382	14,000	14,000	14,000
Transfers In	0	50,000	0	0
Other Financing Sources and Misc.	372	0	0	0
Total Revenues	510,045	691,200	641,200	526,200
Expenditures				
Personnel	529,804	577,695	577,695	560,487
Supplies	72,701	198,953	200,567	108,967
Purchased Services	77,321	80,432	80,382	66,893
Community Prgms/Contributions	0	0	0	0
Financing Costs	4,377	4,388	4,388	4,388
Transfers Out	0	0	0	0
Capital Outlay	82,955	97,399	95,835	40,625
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	767,159	958,867	958,867	781,360
Excess Revenues / (Net Cost to the County)	(257,114)	(267,667)	(317,667)	(255,160)
General Appropriation Required	257,114	267,667	317,667	255,160
Budget Variance	(34,515)	0	50,000	0

Offices Resources Restated by Fund

Revenues				
General Fund	510,045	691,200	641,200	526,200
Total Revenues	510,045	691,200	641,200	526,200
Expenditures				
General Fund	767,159	958,867	958,867	781,360
Total Expenditures	767,159	958,867	958,867	781,360



**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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	21	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	21	0	0	0
Expenditures				
Personnel	48,451	48,900	48,900	49,028
Supplies	1,520	1,115	1,115	1,115
Purchased Services	16,979	10,000	10,000	9,700
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	66,950	60,015	60,015	59,843
Excess Revenues / (Net Cost to the County)	(66,930)	(60,015)	(60,015)	(59,843)
General Appropriation Required	66,930	60,015	60,015	59,843
Budget Variance	(918)	0	0	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	21	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	21	0	0	0
Expenditures				
Personnel	48,451	48,900	48,900	49,028
Supplies	1,520	1,115	1,115	1,115
Purchased Services	16,979	10,000	10,000	9,700
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	66,950	60,015	60,015	59,843
Excess Revenues / (Net Cost to the County)	(66,930)	(60,015)	(60,015)	(59,843)
General Appropriation Required	66,930	60,015	60,015	59,843
Budget Variance	(918)	0	0	0



Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs: None

Performance Narrative: The Gunnison County Clerk and Recorder will continue working to establish partnerships with neighboring Municipalities and Special Districts resulting in mutual benefits and continue to conduct accurate and transparent elections. The Recording Department continues to preserve historical documents. The Motor Vehicle Department offers accurate and customer-oriented services. This is a direct result of the Strategic Plan and budgeting.

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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	115,000	115,000	0
Charges for Services	259,399	275,500	275,500	275,500
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	16,382	14,000	14,000	14,000
Transfers In	0	50,000	0	0
Other Financing Sources and Misc.	151	0	0	0
Total Revenues	275,932	454,500	404,500	289,500
Expenditures				
Personnel	234,397	219,792	219,792	201,004
Supplies	52,264	181,838	183,452	92,252
Purchased Services	52,557	60,182	60,132	48,293
Community Prgms/Contributions	0	0	0	0
Financing Costs	4,377	4,388	4,388	4,388
Transfers Out	0	0	0	0
Capital Outlay	82,955	97,399	95,835	40,625
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	426,551	563,599	563,599	386,562
Excess Revenues / (Net Cost to the County)	(150,619)	(109,099)	(159,099)	(97,062)
General Appropriation Required	150,619	109,099	159,099	97,062
Budget Variance	(3,735)	0	50,000	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	193,400	210,000	210,000	210,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	16,382	14,000	14,000	14,000
Transfers In	0	0	0	0
Other Financing Sources and Misc.	151	0	0	0
Total Revenues	209,933	224,000	224,000	224,000
Expenditures				
Personnel	138,531	89,253	89,253	90,960
Supplies	6,011	5,652	5,652	6,252
Purchased Services	20,654	28,094	28,094	23,305
Community Prgms/Contributions	0	0	0	0
Financing Costs	4,377	4,388	4,388	4,388
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	44,060	0	0	0
Total Expenditures	213,634	127,387	127,387	124,905
Excess Revenues / (Net Cost to the County)	(3,701)	96,613	96,613	99,095
General Appropriation Required	3,701	0	0	0
Budget Variance	17,574	0	0	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The Recording Activity continues to actively promote on-line subscriptions for digital searches and provide services to easily e-record. We will have one more budget season to reach the goal of having 100% of all records and historical documents preserved. We are also looking into Recording grants to possibly accomplish this.
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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Amount of revenue generated from online IDoc subscriptions.	Result	\$12,711	\$15,000	\$20,000	\$15,000
Percentage of total recorded documents that are e-recorded.	Result	38.7%	50%	51%	50%



**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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	115,000	115,000	0
Charges for Services	66,000	65,500	65,500	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	50,000	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	66,000	230,500	180,500	65,500
Expenditures				
Personnel	95,866	130,539	130,539	110,044
Supplies	46,253	176,186	177,800	86,000
Purchased Services	31,903	32,088	32,038	24,988
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	38,895	97,399	95,835	40,625
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	212,917	436,212	436,212	261,657
Excess Revenues / (Net Cost to the County)	(146,918)	(205,712)	(255,712)	(196,157)
General Appropriation Required	146,918	205,712	255,712	196,157
Budget Variance	(21,309)	0	50,000	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The Elections Activity continues to provide the citizens of Gunnison County with accurate, fair and transparent elections. During 2020, three elections were conducted and each election was conducted in a streamlined manner with 100% accuracy and transparency. This is a direct result of planning and funding.
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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of registered voters in general elections who cast their votes.	Result	39.7%	60%	82%	60%



**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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	5,775	4,700	4,700	4,700
Intergovernmental	0	0	0	0
Charges for Services	228,096	210,000	210,000	210,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	22,000	22,000	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.	220	0	0	0
Total Revenues	234,092	236,700	236,700	236,700
Expenditures				
Personnel	246,956	309,003	309,003	310,455
Supplies	18,917	16,000	16,000	15,600
Purchased Services	7,784	10,250	10,250	8,900
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	273,657	335,253	335,253	334,955
Excess Revenues / (Net Cost to the County)	(39,565)	(98,553)	(98,553)	(98,255)
General Appropriation Required	39,565	98,553	98,553	98,255
Budget Variance	(29,862)	0	0	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 WCU students so they can legally drive their vehicle on public roads.

Resource Summary

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	228,096	210,000	210,000	210,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	22,000	22,000	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.	220	0	0	0
Total Revenues	228,317	232,000	232,000	232,000
Expenditures				
Personnel	237,265	299,223	299,223	300,649
Supplies	18,917	16,000	16,000	15,600
Purchased Services	7,363	9,550	9,550	8,600
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	263,545	324,773	324,773	324,849
Excess Revenues / (Net Cost to the County)	(35,228)	(92,773)	(92,773)	(92,849)
General Appropriation Required	35,228	92,773	92,773	92,849
Budget Variance	(29,000)	0	0	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The Motor Vehicle office continues to improve communication with citizens via social media and the County website. Motor vehicle online transactions have increased by 26%. Late fees assessed on vehicle renewals has decreased by 9%. We will need to try increasing the number of citizens who register their vehicles on-line and decreasing the number of registrations that are late renewing.
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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of Motor Vehicle customers who complete their transaction online.	Result	22%	50%	30%	50%
Percentage of Motor Vehicle customers who complete their registration renewal without being assessed late fees.	Result	8.3%	10%	9.42%	10%



**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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	5,775	4,700	4,700	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	5,775	4,700	4,700	4,700
Expenditures				
Personnel	9,690	9,780	9,780	9,806
Supplies	0	0	0	0
Purchased Services	421	700	700	300
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	10,112	10,480	10,480	10,106
Excess Revenues / (Net Cost to the County)	(4,337)	(5,780)	(5,780)	(5,406)
General Appropriation Required	4,337	5,780	5,780	5,406
Budget Variance	(862)	0	0	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Due to communication from the Clerk to Liquor License holders, no late fees have been assessed. 100% of all inspections have been completed and 100% of all Liquor License holders are mailed alerts that their license is coming up for renewal. This is a result of the level of funding provided.
Other:	

Core Services

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

Key Performance Measures

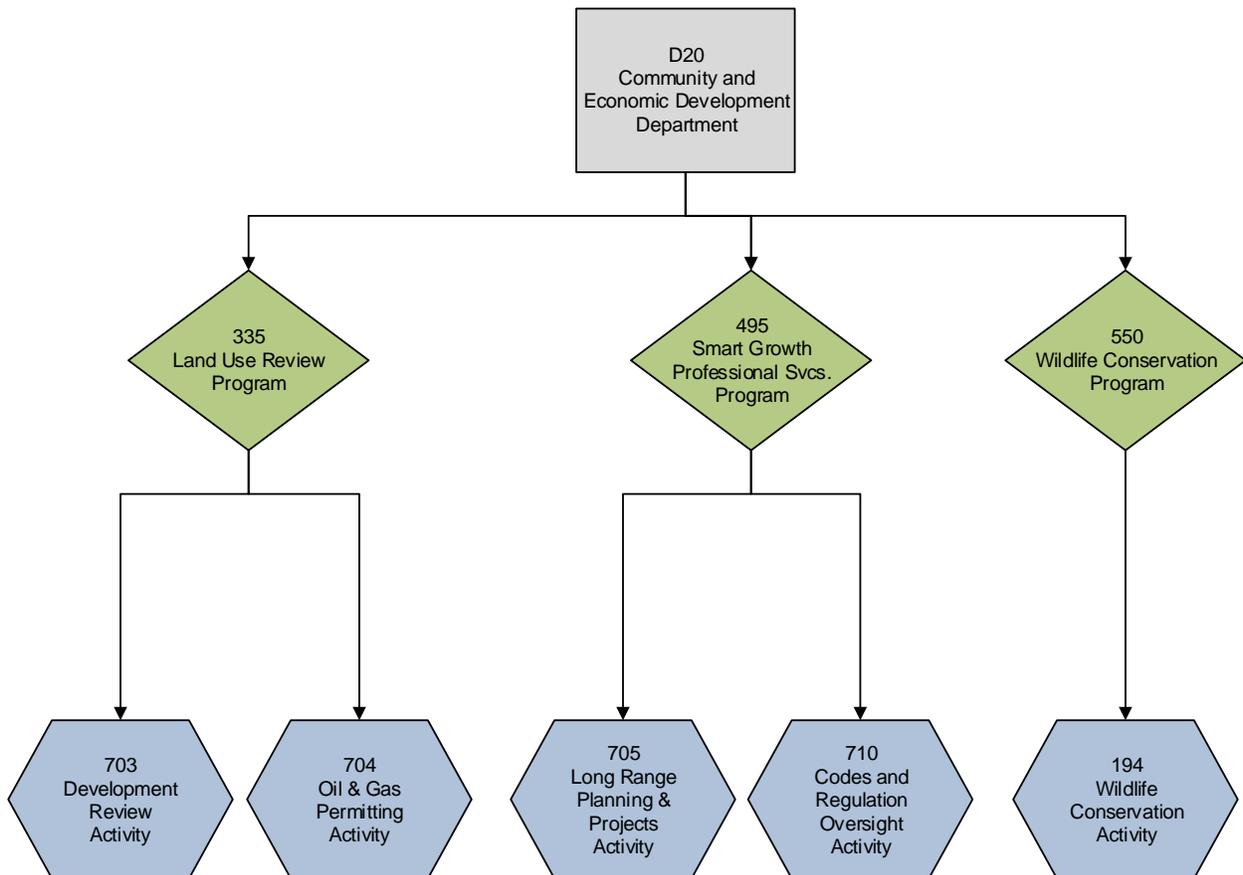
	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of Liquor License Applications that have inspections completed prior to granting a new license.	Result	100%	100%	100%	100%
Percentage of Liquor License holders who receive renewal alerts at least 30 days prior to the deadline.	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

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Summary of Department Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	463,426	347,100	351,230	355,900
Intergovernmental	88,639	238,950	238,950	156,950
Charges for Services	55,192	33,375	31,300	31,300
Contributions and Other Grants	2,110	10,750	10,750	10,750
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	46,394	36,000	31,500	36,000
Other Financing Sources and Misc.	12,213	4,000	4,000	-
Total Revenues	667,975	670,175	667,730	590,900
Expenditures				
Personnel	609,308	693,634	695,027	728,703
Supplies	18,189	19,201	7,301	12,201
Purchased Services	269,282	413,790	360,356	302,447
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	500	0	500
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	896,779	1,127,125	1,062,684	1,043,851
Excess Revenues / (Net Cost to the County)	(228,804)	(456,950)	(394,954)	(452,951)
General Appropriation Required	228,804	456,950	394,954	452,951
Budget Variance	231,434	0	61,996	0

Department Resources Restated by Fund

Revenues				
General Fund	667,975	670,175	667,730	590,900
Total Revenues	667,975	670,175	667,730	590,900
Expenditures				
General Fund	896,779	1,127,125	1,062,684	1,043,851
Total Expenditures	896,779	1,127,125	1,062,684	1,043,851



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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	459,221	341,600	345,730	350,400
Intergovernmental	0	0	0	0
Charges for Services	55,192	33,375	31,300	31,300
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.	758	0	0	0
Total Revenues	515,171	374,975	377,030	381,700
Expenditures				
Personnel	425,751	477,835	479,228	505,145
Supplies	17,763	19,200	7,300	12,200
Purchased Services	120,284	140,079	97,145	126,495
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	500	0	500
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	563,799	637,614	583,673	644,340
Excess Revenues / (Net Cost to the County)	(48,627)	(262,639)	(206,643)	(262,640)
General Appropriation Required	48,627	262,639	206,643	262,640
Budget Variance		0	0	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	453,221	338,000	343,330	348,000
Intergovernmental	0	0	0	0
Charges for Services	55,192	33,375	31,300	31,300
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.	758	0	0	0
Total Revenues	509,171	371,375	374,630	379,300
Expenditures				
Personnel	420,339	470,090	471,483	496,985
Supplies	17,763	19,200	7,300	12,200
Purchased Services	118,648	138,443	95,509	124,859
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	500	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	556,750	628,233	574,292	634,544
Excess Revenues / (Net Cost to the County)	(47,579)	(256,858)	(199,662)	(255,244)
General Appropriation Required	47,579	256,858	199,662	255,244
Budget Variance				

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	While development review revenues exceeded the anticipated 2020 budgeted amounts with the COVID pandemic overall building permit revenues were down from 2019. No significant budget changes are proposed.
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	2019 Actual	2020 Budget	2020 Projected	2021 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	39%	50%	39%	50%
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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	6,000	3,600	2,400	2,400
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	6,000	3,600	2,400	2,400
Expenditures				
Personnel	5,413	7,745	7,745	8,160
Supplies	-	-	-	-
Purchased Services	1,636	1,636	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	7,049	9,381	9,381	9,796
Excess Revenues / (Net Cost to the County)	(1,049)	(5,781)	(6,981)	(7,396)
General Appropriation Required	1,049	5,781	6,981	7,396
Budget Variance				



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	There two oil and gas permits in 2020. There were no significant budget changes proposed for 2021.
Other:	

Core Services

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

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	88,639	238,950	238,950	156,950
Charges for Services	0	0	0	0
Contributions and Other Grants	0	10,750	10,750	10,750
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.	11,454	4,000	4,000	0
Total Revenues	100,093	253,700	253,700	167,700
Expenditures				
Personnel	166,462	206,089	206,089	213,848
Supplies	0	0	0	0
Purchased Services	111,612	240,700	234,700	142,941
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	278,075	446,789	440,789	356,789
Excess Revenues / (Net Cost to the County)	(177,982)	(193,089)	(187,089)	(189,089)
General Appropriation Required	177,982	193,089	187,089	189,089
Budget Variance	23,925	0	6,000	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	88,639	238,950	238,950	156,950
Charges for Services	0	0	0	0
Contributions and Other Grants	0	10,750	10,750	10,750
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.	11,454	4,000	4,000	0
Total Revenues	100,093	253,700	253,700	167,700
Expenditures				
Personnel	116,017	156,846	156,846	162,985
Supplies	0	0	0	0
Purchased Services	111,612	240,700	234,700	142,941
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	227,629	397,546	391,546	305,926
Excess Revenues / (Net Cost to the County)	(127,536)	(143,846)	(137,846)	(138,226)
General Appropriation Required	127,536	143,846	137,846	138,226
Budget Variance	9,780	0	6,000	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Long range planning activities in 2020 included support of the STOR Committee, work with Community Planning Assistance for Wildfire, support of Board’s strategic plan related to commercial and industrial designation, and the development of the Shady Island River Park project. Staff also continues to engage and support the One Valley Leadership Council.
Other:	

Core Services

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

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
 Percentage of strategic results outlined in the BOCC Strategic Plan that Community Development is responsible for leading, and are due, are complete.	Result	66.7%	100%	66.7%	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

	2019 Actual	2020 Budget	2020 Projected	2021 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	50,445	49,243	49,243	50,863
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	50,445	49,243	49,243	50,863
Excess Revenues / (Net Cost to the County)	(50,445)	(49,243)	(49,243)	(50,863)
General Appropriation Required	50,445	49,243	49,243	50,863
Budget Variance	14,145	0	0	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	A package of amendments were proposed and adopted for the Gunnison County Land Use Resolution in 2020. Adoption of OWTS amendments, building code amendments, and the contractor licensing program were delayed due to the pandemic and are scheduled for Board review in early 2021.
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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Number of annual recommendations to the applicable decision making body for improvements to both Long Range Plans, Land Use Regulations, OWTS regulations and Oil and Gas Regulations to improve the implementation of County goals and efficiency in the development review process for our customers.	Result	4	1	1	1



**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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	4,205	5,500	5,500	5,500
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	2,110	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	46,394	36,000	31,500	36,000
Other Financing Sources and Misc.	2	0	0	0
Total Revenues	52,710	41,500	37,000	41,500
Expenditures				
Personnel	17,094	9,710	9,710	9,710
Supplies	425	0	0	0
Purchased Services	37,386	33,011	28,511	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	54,906	42,722	38,222	42,722
Excess Revenues / (Net Cost to the County)	(2,195)	(1,222)	(1,222)	(1,222)
General Appropriation Required	2,195	1,222	1,222	1,222
Budget Variance	3,460	0	0	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	4,205	5,500	5,500	5,500
Intergovernmental	0	0	0	0
Charges for Services	0	0	0	0
Contributions and Other Grants	2,110	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	46,394	36,000	31,500	36,000
Other Financing Sources and Misc.	2	0	0	0
Total Revenues	52,710	41,500	37,000	41,500
Expenditures				
Personnel	17,094	9,710	9,710	9,710
Supplies	425	0	0	0
Purchased Services	37,386	33,011	28,511	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	54,906	42,722	38,222	42,722
Excess Revenues / (Net Cost to the County)	(2,195)	(1,222)	(1,222)	(1,222)
General Appropriation Required	2,195	1,222	1,222	1,222
Budget Variance	3,460	0	0	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Sage grouse reviews continue in 2020 and many sites being reviewed have become more difficult 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

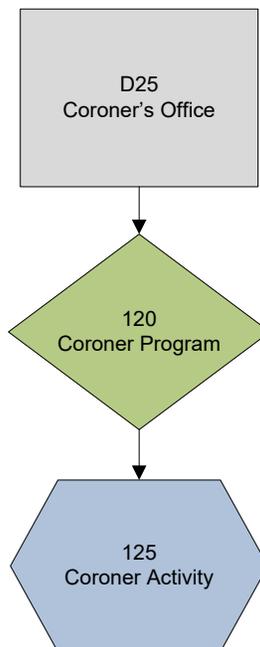
	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of all species of special concern monitored for listing status, potential impacts to Gunnison County and the possible need for County intervention in order to help preclude the need for the species to be listed as endangered.	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	5,000	5,000	3,603	5,000
Charges for Services	400	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.	44	0	0	0
Total Revenues	5,444	5,000	3,603	5,000
Expenditures				
Personnel	91,978	97,287	86,192	95,988
Supplies	7,062	3,550	3,200	3,550
Purchased Services	18,316	23,722	17,522	23,616
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)	36,963	30,000	30,000	30,000
Total Expenditures	154,320	154,559	136,914	153,154
Excess Revenues / (Net Cost to the County)	(148,876)	(149,559)	(133,311)	(148,154)
General Appropriation Required	148,876	149,559	133,311	148,154
Budget Variance	5,691	0	16,248	0

Department Resources Restated by Fund

Revenues				
General Fund	5,400	5,000	3,603	5,000
Total Revenues	5,444	5,000	3,603	5,000
Expenditures				
General Fund	154,320	154,559	136,914	153,154
Total Expenditures	154,320	154,559	136,914	153,154

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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	5,000	5,000	3,603	5,000
Charges for Services	400	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.	44	0	0	0
Total Revenues	5,444	5,000	3,603	5,000
Expenditures				
Personnel	91,978	97,287	86,192	95,988
Supplies	7,062	3,550	3,200	3,550
Purchased Services	18,316	23,722	17,522	23,616
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)	36,963	30,000	30,000	30,000
Total Expenditures	154,320	154,559	136,914	153,154
Excess Revenues / (Net Cost to the County)	(148,876)	(149,559)	(133,311)	(148,154)
General Appropriation Required	148,876	149,559	133,311	148,154
Budget Variance	5,691	0	16,248	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	5,000	5,000	3,603	5,000
Charges for Services	400	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.	44	0	0	0
Total Revenues	5,444	5,000	3,603	5,000
Expenditures				
Personnel	91,978	97,287	86,192	95,988
Supplies	7,062	3,550	3,200	3,550
Purchased Services	18,316	23,722	17,522	23,616
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)	36,963	30,000	30,000	30,000
Total Expenditures	154,320	154,559	136,914	153,154
Excess Revenues / (Net Cost to the County)	(148,876)	(149,559)	(133,311)	(148,154)
General Appropriation Required	148,876	149,559	133,311	148,154
Budget Variance	5,691	0	16,248	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	For 2021, we are striving to respond to at least 85% of all calls in 43 minutes or less and process at least 95% of death certificates in five days or less. To achieve these, we will ensure that there is always an on-call coroner in county, in cell service, and that post mortem investigations are completed as soon as possible.
Other:	For 2021 we will begin to document a new performance measure, which is: "time from initial call to time en route to scene." This is a measure we have more control over, whereas remote locations of cases and cases reliant on toxicology are outside our control and effect the outcome of our current measures.

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

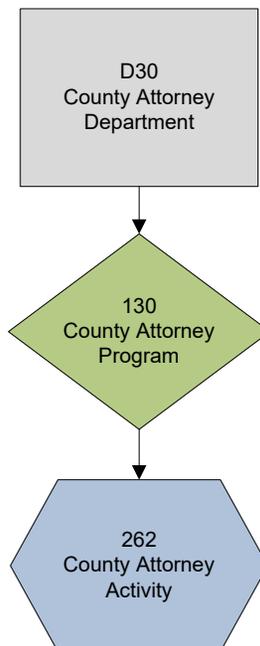
	Measure Type	2019 Actual	2020 Budget	2020 Actual	2021 Budget
Percentage of responses to the scene that are within 43 minutes or less.	Result	86%	85%	87%	85%
Percentage of death certificates filed within five days of death without the cause and manner of death as "pending".	Result	96%	95%	95%	95%
Percentage of cases where time of call to time en route is 15 minutes or less.	Result	New Measure	New Measure	New Measure	80%

Mission Statement

The mission of the County Attorney’s Office is to provide legal advice, counsel, and representation, as well as negotiation, litigation and policy support to the Board of County Commissioners (BOCC), other elected and appointed officials, and other County boards, commissions and departments as directed by the BOCC regarding the full extent and limits of their legal authorities and the ability to act, or not act, within those authorities, as well as to manage liability risks to the County, so that the County may fully and legally achieve its responsibilities and policy priorities.

Department Director

Matthew Hoyt, County Attorney
200 E. Virginia Avenue
Gunnison, CO 81230
(970) 641-5300
mhoyt@gunnisoncounty.org





Summary of Department Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	637	50	4,506	150
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	2,674	2,000	2,000	2,000
Interfund Revenues	0	0	0	0
Transfers In	105,997	118,000	118,000	118,000
Other Financing Sources and Misc.	177	0	0	0
Total Revenues	109,485	120,050	124,506	120,150
Expenditures				
Personnel	551,863	615,797	624,142	601,030
Supplies	10,666	8,100	4,500	4,500
Purchased Services	89,226	121,385	112,923	65,396
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	651,755	745,282	741,565	670,926
Excess Revenues / (Net Cost to the County)	(542,271)	(625,232)	(617,059)	(550,776)
General Appropriation Required	542,271	625,232	617,059	550,776
Budget Variance	37,422	0	8,173	0

Department Resources Restated by Fund

Revenues				
General Fund	109,485	120,050	124,506	120,150
Total Revenues	109,485	120,050	124,506	120,150
Expenditures				
General Fund	651,755	745,282	741,565	670,926
Total Expenditures	651,755	745,282	741,565	670,926



130
County Attorney Program

Purpose Statement

The purpose of the County Attorney’s Office is to provide legal services, representation, advocacy and advice of the highest quality and responsiveness while maintaining the utmost standards of professionalism, ethics and service to the County and to the public as a whole.

Summary of Program Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	637	50	4,506	150
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	2,674	2,000	2,000	2,000
Interfund Revenues	0	0	0	0
Transfers In	105,997	118,000	118,000	118,000
Other Financing Sources and Misc.	177	0	0	0
Total Revenues	109,485	120,050	124,506	120,150
Expenditures				
Personnel	551,863	615,797	624,142	601,030
Supplies	10,666	8,100	4,500	4,500
Purchased Services	89,226	121,385	112,923	65,396
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	651,755	745,282	741,565	670,926
Excess Revenues / (Net Cost to the County)	(542,271)	(625,232)	(617,059)	(550,776)
General Appropriation Required	542,271	625,232	617,059	550,776
Budget Variance	37,422	0	8,173	0



262
County Attorney Activity

Purpose Statement

The purpose of the County Attorney’s Office is to provide legal services, representation, advocacy and advice of the highest quality and responsiveness while maintaining the utmost standards of professionalism, ethics and service to the County and to the public as a whole.

Resource Summary

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	637	50	4,506	150
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	2,674	2,000	2,000	2,000
Interfund Revenues	0	0	0	0
Transfers In	105,997	118,000	118,000	118,000
Other Financing Sources and Misc.	177	0	0	0
Total Revenues	109,485	120,050	124,506	120,150
Expenditures				
Personnel	551,863	615,797	624,142	601,030
Supplies	10,666	8,100	4,500	4,500
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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	651,755	745,282	741,565	670,926
Excess Revenues / (Net Cost to the County)	(542,271)	(625,232)	(617,059)	(550,776)
General Appropriation Required	542,271	625,232	617,059	550,776
Budget Variance	37,422	0	8,173	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	<p>The reach, scope, cost, frequency and intensity of the legal issues facing Gunnison County continues to increase substantially. Performance will continue to accelerate to face the legal challenges posed. By way of example, the County Attorney’s Office has been instrumental in providing legal support to the Board of County Commissioners, the Community and Economic Development Director and the Public Health Director as they work together to protect Gunnison County from health and economic dangers presented by COVID-19.</p> <p>The County Attorney’s Office is considered preeminent in the state, is staffed by the highest quality lawyers and legal staff, and has made a priority of recruiting a top-tier attorney as the new Deputy County Attorney, as well as retaining the incoming County Attorney. The County Attorney’s Office will continue to provide legal services to the BOCC, County Manager and all departments within the County in a manner that is accurate, timely, efficient, ethical, and professional. The goal is to assist the County in achieving its responsibilities and policy priorities while at the same time managing liability risk as much as possible through legal advice, counsel and representation to the County and its elected and appointed officials.</p>
Other:	

Core Services

- Legal advice and representation to Board, County and separately elected County officials in litigation and transactional matters, including advocacy, negotiation, and legal research and writing.
- Responds on behalf of the County to all Colorado open record requests
- Representation of the Department of Health and Human Services in child welfare and child support matters.
- Drafting, negotiation and maintenance of Development Improvement Agreements
- Review of legal instruments for legal sufficiency.



Key Performance Measures

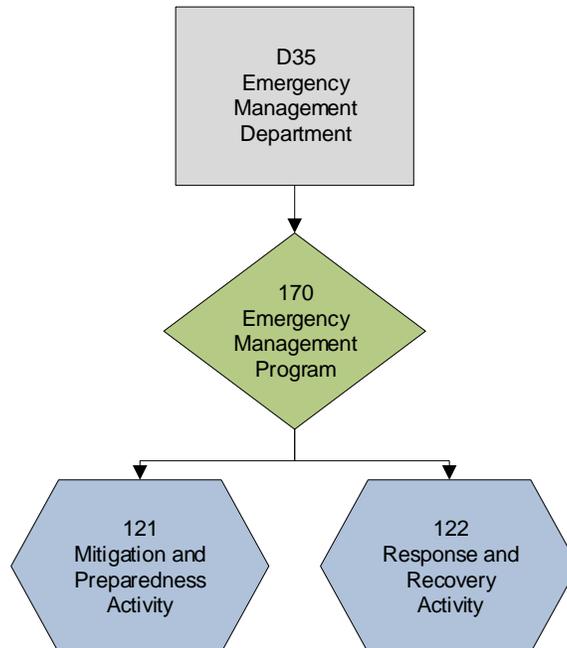
	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Number of Dependency and Neglect cases that result in the child adjudicated as dependent and neglected.	Result	New Measure	New Measure	New Measure	95%
Percentage of contracts, Board agenda items and policies reviewed by the CAO that do not result in significant judgments against the County in litigation.	Result	New Measure	New Measure	New Measure	99%
Percentage of ordinance, resolution, code or regulation reviews that do not result in adverse judgments against the County in litigation.	Result	New Measure	New Measure	New Measure	99%
Percentage of litigation matters where CAO represents County that result in judgment or settlement favorable to the County.	Result	New Measure	New Measure	New Measure	95%
Percentage of CORA responses that do not result in litigation and an adverse judgment against the County.	Result	New Measure	New Measure	New Measure	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

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Summary of Department Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	788	975	975	975
Intergovernmental	76,000	1,439,384	1,439,384	78,724
Charges for Services	0	1,867	0	1,867
Contributions and Other Grants	5,813	203,297	203,297	10,000
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.	90	0	0	0
Total Revenues	82,690	1,645,523	1,643,656	91,566
Expenditures				
Personnel	139,204	404,608	372,774	174,975
Supplies	6,068	654,594	418,471	151,590
Purchased Services	70,443	789,068	775,065	318,923
Community Prgms/Contributions	0	218,750	218,750	100,000
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	5,813	0	0	0
Miscellaneous (Extraordinary/Special)	0	375,000	375,000	110,000
Total Expenditures	221,529	2,442,020	2,160,060	855,488
Excess Revenues / (Net Cost to the County)	(138,839)	(796,497)	(516,404)	(763,922)
General Appropriation Required	138,839	796,497	516,404	763,922
Budget Variance	3,776	0	280,094	0

Department Resources Restated by Fund

Revenues				
General Fund	82,690	1,645,523	1,643,656	91,566
Total Revenues	82,690	1,645,523	1,643,656	91,566
Expenditures				
General Fund	221,529	2,442,020	2,160,060	855,488
Total Expenditures	221,529	2,442,020	2,160,060	855,488



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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	788	975	975	975
Intergovernmental	76,000	1,439,384	1,439,384	78,724
Charges for Services	0	1,867	0	1,867
Contributions and Other Grants	5,813	0	203,297	10,000
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.	90	0	0	0
Total Revenues	82,690	1,645,523	1,643,656	91,566
Expenditures				
Personnel	139,204	404,608	372,774	174,975
Supplies	6,068	654,594	418,471	151,590
Purchased Services	70,443	789,068	775,065	318,923
Community Prgms/Contributions	0	218,750	218,750	100,000
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	5,813	0	0	0
Miscellaneous (Extraordinary/Special)	0	375,000	375,000	110,000
Total Expenditures	221,529	2,442,020	2,160,060	855,488
Excess Revenues / (Net Cost to the County)	(138,839)	(796,498)	(516,404)	(763,922)
General Appropriation Required	138,839	796,498	516,404	763,922
Budget Variance	3,776	0	280,094	0



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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	788	975	975	975
Intergovernmental	56,250	67,840	67,840	56,250
Charges for Services	0	0	0	0
Contributions and Other Grants	5,813	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.	22	0	0	0
Total Revenues	62,872	57,225	68,815	57,225
Expenditures				
Personnel	103,171	114,708	90,873	128,253
Supplies	2,655	1,360	1,426	1,060
Purchased Services	39,975	60,422	59,419	37,167
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	5,813	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	151,614	176,490	151,718	166,480
Excess Revenues / (Net Cost to the County)	(88,742)	(107,675)	(82,903)	(109,255)
General Appropriation Required	88,742	107,675	82,903	109,255
Budget Variance	2,389	0	24,772	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The Emergency Manager will provide continued support of the COVID pandemic response and vaccination efforts as Deputy Incident Commander. This includes management of planning meetings, coordination and management of vaccination clinics, and lead for planning and execution of mass testing sites. Other activities planned for 2021 include: Review and update of the Emergency Operations Plan, including support annexes; Review and update of the Recovery Plan (to include deconfliction with the EOP); Review and update of the Resource Mobilization Plan (to include a table-top exercise).
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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of respondents to the biennial Citizen Survey who indicate that emergency preparedness services offered by Gunnison County are good or excellent.	Result	66%	60%	66%	60%
Percentage of full-time, permanent administrative-department staff members are trained in NIMS appropriate to their role.	Result	95%	65%	90%	65%



Number of people who are trained in aspects of operating the EOC.	Result	14	10	18	12
Percentage of administrative-department Continuity of Operations Plans that have been reviewed and updated within the previous 24 months.	Result	68%	80%	54%	80%



**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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	19,750	1,371,544	1,371,544	22,474
Charges for Services	0	1,867	0	1,867
Contributions and Other Grants	0	203,297	203,297	10,000
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.	68	0	0	0
Total Revenues	19,818	1,576,708	1,574,841	34,341
Expenditures				
Personnel	36,034	289,900	281,901	46,722
Supplies	3,413	653,234	417,045	150,530
Purchased Services	30,468	728,646	715,646	281,756
Community Prgms/Contributions	0	218,750	218,750	100,000
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	375,000	375,000	110,000
Total Expenditures	69,914	2,265,530	2,008,342	689,008
Excess Revenues / (Net Cost to the County)	(50,097)	(688,823)	(433,501)	(654,668)
General Appropriation Required	50,097	688,823	433,501	654,668
Budget Variance	1,387	0	255,322	0



Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Performance Narrative:	The Emergency Manager will provide continued support of the COVID pandemic response and vaccination efforts as Deputy Incident Commander. This includes management of planning meetings, coordination and management of vaccination clinics, and lead for planning and execution of mass testing sites. Other activities planned for 2021 include: Review and update of the Emergency Operations Plan, including support annexes; Review and update of the Recovery Plan (to include deconfliction with the EOP); Review and update of the Resource Mobilization Plan (to include a table-top exercise).
Other:	

Core Services

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

Key Performance Measures

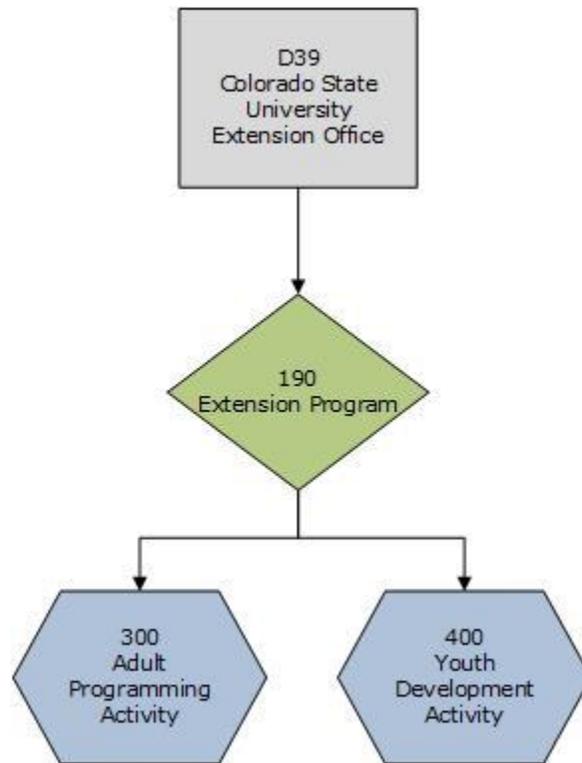
	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of public warning messages that are sent within 8 minutes of receiving the request.	Result	100%	90%	100%	90%
Percentage of EOC-function requests that prompt action within 10 minutes of the request.	Result	100%	90%	100%	90%

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

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Summary of Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	758	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	758	0	0	0
Expenditures				
Personnel	79,246	82,155	82,155	82,932
Supplies	9,319	11,541	8,350	11,341
Purchased Services	126,961	142,429	120,180	143,708
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	215,526	236,125	210,685	237,981
Excess Revenues / (Net Cost to the County)	(214,768)	(236,125)	(210,685)	(237,981)
General Appropriation Required	214,768	236,125	210,685	237,981
Budget Variance	18,168	0	25,440	0

Resources Restated by Fund

Revenues				
General Fund	758	0	0	0
Total Revenues	758	0	0	0
Expenditures				
General Fund	215,526	236,125	210,685	237,981
Total Expenditures	215,526	236,125	210,685	237,981

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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	758	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	758	0	0	0
Expenditures				
Personnel	79,246	82,155	82,155	82,932
Supplies	9,319	11,541	8,350	11,341
Purchased Services	126,961	142,429	120,180	143,708
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	215,526	236,125	210,685	237,981
Excess Revenues / (Net Cost to the County)	(214,768)	(236,125)	(210,685)	(237,981)
General Appropriation Required	214,768	236,125	210,685	237,981
Budget Variance	18,168	0	25,440	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	758	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	758	0	0	0
Expenditures				
Personnel	16,501	17,095	17,095	18,170
Supplies	2,857	3,650	2,850	3,450
Purchased Services	48,207	51,068	46,724	52,584
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	67,564	71,813	66,669	74,204
Excess Revenues / (Net Cost to the County)	(66,806)	(71,813)	(66,669)	(74,204)
General Appropriation Required	66,806	71,813	66,669	74,204
Budget Variance	4,598	0	5,144	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	While 2020 was challenging for any in-person workshops to be held, we were able to offer even more educational opportunities virtually than in the past, due to CSU state collaborations. Going forward in 2021 having steady funding, we will continue to build even more programs virtually to expand our services.
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	2019 Actual	2020 Budget	2020 Projected	2021 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	38	30	32	32



**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

	2019 Actual	2020 Budget	2020 Projected	2021 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	62,746	65,060	65,060	64,762
Supplies	6,462	7,891	5,500	7,891
Purchased Services	78,754	91,361	73,456	91,124
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	147,962	164,312	144,016	163,777
Excess Revenues / (Net Cost to the County)	(147,962)	(164,312)	(144,016)	(163,777)
General Appropriation Required	147,962	164,312	144,016	163,777
Budget Variance	13,570	0	20,296	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Youth programming for 2020 saw a reduction in youth participating in 4-H programs. Several contributing factors could have contributed to that decline, including: COVID-19, going five months without a 4-H agent, the loss of a large project club, and others. Fully staffed for 2021, we're seeing more kids interested in 4-H and more community support, and we are budgeting to be back on track with new afterschool programs, new volunteers, and more innovative youth educational opportunities.
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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of 4-H members who reenroll in the program the following year if eligible.	Result	85%	85%	64%	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

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Summary of Department Resources

	2019 Actual	2020 Budget	2020 Projected	2021 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	406	400	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	23,391	0	0	0
Other Financing Sources and Misc.	139,329	155,890	155,890	155,890
Total Revenues	179,127	172,290	172,290	172,290
Expenditures				
Personnel	367,559	394,896	405,976	421,741
Supplies	33,837	34,750	32,252	32,350
Purchased Services	405,745	456,699	411,724	460,414
Community Prgms/Contributions	0	0	0	0
Financing Costs	51,205	48,428	27,048	0
Transfers Out	11,000	22,000	22,000	22,000
Capital Outlay	53,244	17,300	6,500	75,500
Miscellaneous (Extraordinary/Special)	180	1,171	-	3,000
Total Expenditures	922,771	975,244	905,499	1,015,005
Excess Revenues / (Net Cost to the County)	(743,644)	(802,954)	(733,209)	(842,715)
General Appropriation Required	743,644	802,954	733,209	842,715
Budget Variance	289,044	0	69,745	0

Department Resources Restated by Fund

Revenues				
General Fund	179,127	172,290	172,290	172,290
Total Revenues	179,127	172,290	172,290	172,290
Expenditures				
General Fund	922,771	975,244	905,499	1,015,005
Total Expenditures	922,771	975,244	905,499	1,015,005



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

	2019 Actual	2020 Budget	2020 Projected	2021 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	406	400	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	23,391	0	0	0
Other Financing Sources and Misc.	139,329	155,890	155,890	155,890
Total Revenues	179,127	172,290	172,290	172,290
Expenditures				
Personnel	367,559	394,896	405,976	421,741
Supplies	33,837	34,750	32,252	32,350
Purchased Services	405,745	456,699	411,724	460,414
Community Prgms/Contributions	0	0	0	0
Financing Costs	51,205	48,428	27,048	0
Transfers Out	11,000	22,000	22,000	22,000
Capital Outlay	53,244	17,300	6,500	75,500
Miscellaneous (Extraordinary/Special)	180	1,171	-	3,000
Total Expenditures	922,771	975,244	905,499	1,015,005
Excess Revenues / (Net Cost to the County)	(743,644)	(802,954)	(733,209)	(842,715)
General Appropriation Required	743,644	802,954	733,209	842,715
Budget Variance	289,044	0	69,745	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

	2019 Actual	2020 Budget	2020 Projected	2021 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	406	400	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	23,391	0	0	0
Other Financing Sources and Misc.	139,329	155,890	155,890	155,890
Total Revenues	179,127	172,290	172,290	172,290
Expenditures				
Personnel	367,559	394,896	405,976	421,741
Supplies	33,837	34,750	32,252	32,350
Purchased Services	405,745	456,699	411,724	460,414
Community Prgms/Contributions	0	0	0	0
Financing Costs	51,205	48,428	27,048	0
Transfers Out	11,000	22,000	22,000	22,000
Capital Outlay	53,244	17,300	6,500	75,500
Miscellaneous (Extraordinary/Special)	180	1,171	-	3,000
Total Expenditures	922,771	975,244	905,499	1,015,005
Excess Revenues / (Net Cost to the County)	(743,644)	(802,954)	(733,209)	(842,715)
General Appropriation Required	743,644	802,954	733,209	842,715
Budget Variance	289,044	0	69,745	0

Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs: None.

Performance Narrative: Facilities continues to maintain County buildings with a focus on achieving the lowest life-cycle costs possible and avoiding deferred maintenance through routine preventative maintenance and replacements to avoid interruptions to service.

In 2021, Energy Star ratings will be maintained at the Courthouse and HHS buildings, and Blackstock will achieve its first certification. Janitorial services will be maintained to achieve 80% "satisfied" or "very satisfied" cleanliness reviews from staff in the annual employee survey.

Janitorial performance will continue to include COVID-19 cleaning protocols.

Facilities will finish replacement of the HVAC system in the Blackstock building, completing a major system replacement at the end of its useful life and prior to obsolescence and major failures.

Interior finishes including carpet and paint replacements at Blackstock are budgeted and will round out a major maintenance push at that facility ensuring its efficient use for the future.

The Airport renovation and Library construction will begin in the spring of 2021, facilities will support construction activities and planning. Additionally, the Shady Island boat ramp and park is currently under construction and will be ready for use in the spring of 2021 with full completion anticipated by the fall.

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

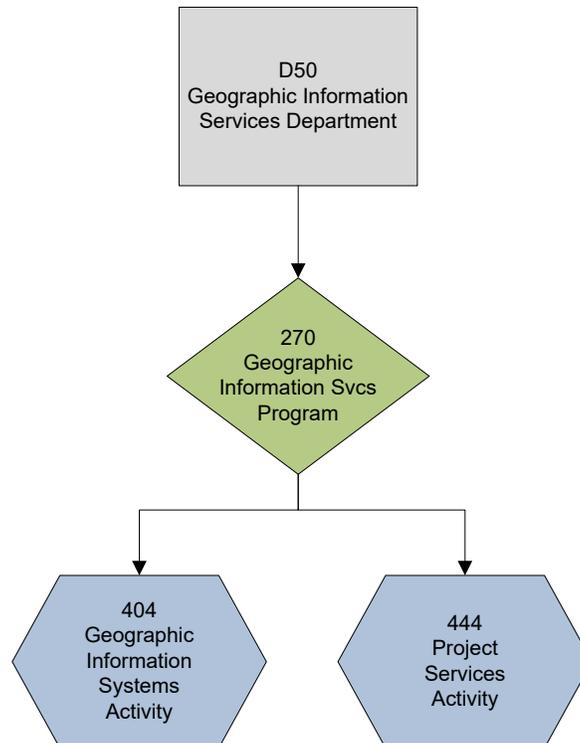
	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of all emergency repair calls that are resolved so that business can continue within 24 hours.	Result	100%	100%	100%	100%
Number of buildings received/maintained third-party certification for energy efficiency.	Result	New Measure	2	2	3
Employee survey janitorial performance. (The 2020 survey has not yet been completed.)	Result	83%	80%	tbd	80%

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

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Summary of Department Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	787	1,500	(200)	1,500
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	179,675	179,674	179,674	179,674
Transfers In	0	0	0	0
Other Financing Sources and Misc.	12	0	0	0
Total Revenues	180,474	181,174	179,474	181,174
Expenditures				
Personnel	211,964	221,439	217,400	210,809
Supplies	12,208	7,137	4,780	7,137
Purchased Services	32,457	39,456	90,689	45,011
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	5,199	13,044	13,044	14,926
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	261,829	333,709	325,913	277,883
Excess Revenues / (Net Cost to the County)	(81,355)	(152,535)	(146,439)	(96,709)
General Appropriation Required	81,355	152,535	146,439	96,709
Budget Variance	13,213	0	6,096	0

Department Resources Restated by Fund

Revenues				
General Fund	0	0	0	0
ISF-II	180,474	181,174	179,474	181,174
Total Revenues	180,474	181,174	179,174	181,174
Expenditures				
General Fund	74,917	81,293	76,634	82,307
ISF-II	186,911	252,416	249,279	195,576
Total Expenditures	261,829	333,709	325,913	277,883



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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	787	1,500	(200)	1,500
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	179,675	179,674	179,674	179,674
Transfers In	0	0	0	0
Other Financing Sources and Misc.	12	0	0	0
Total Revenues	180,474	181,174	179,474	181,174
Expenditures				
Personnel	211,964	221,439	217,400	210,809
Supplies	12,208	7,137	4,780	7,137
Purchased Services	32,457	39,456	90,689	45,011
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	5,199	13,044	13,044	14,926
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	261,829	333,709	325,913	277,883
Excess Revenues / (Net Cost to the County)	(81,355)	(152,535)	(146,439)	(96,709)
General Appropriation Required	81,355	152,535	146,439	96,709
Budget Variance	13,213	0	6,096	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	787	1,500	(200)	1,500
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	179,675	179,674	179,674	179,674
Transfers In	0	0	0	0
Other Financing Sources and Misc.	12	0	0	0
Total Revenues	180,474	181,174	179,474	181,174
Expenditures				
Personnel	148,537	156,824	156,824	150,735
Supplies	11,246	5,937	4,000	5,937
Purchased Services	21,630	76,611	75,411	23,978
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	5,199	13,044	13,044	14,926
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	186,911	252,416	249,279	195,576
Excess Revenues / (Net Cost to the County)	(6,437)	(71,242)	(69,805)	(14,402)
General Appropriation Required	6,437	71,242	69,805	14,402
Budget Variance	6,343	0	1,437	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Continued work in 2021 with partners in the Assessor’s Office and addressing officials at the municipalities should help make these performance measures score well. Software improvements are expected this year that will also streamline processes.
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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of E911 addressing changes and/or additions received from addressing officials that are updated within two days of receipt.	Result	90%	90%	93%	90%
Percentage of parcel boundaries that are current with the Assessor's Office database.	Result	99.9%	99%	99.6%	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

	2019 Actual	2020 Budget	2020 Projected	2021 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	63,128	64,615	60,576	60,074
Supplies	962	1,200	780	1,200
Purchased Services	10,827	15,478	15,278	21,033
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	74,917	81,293	76,634	82,307
Excess Revenues / (Net Cost to the County)	(74,917)	(81,293)	(76,634)	(82,307)
General Appropriation Required	74,917	81,293	76,634	82,307
Budget Variance	6,871	0	4,659	0



Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Performance Narrative:	The number of acres conserved in 2020 was 1,760 acres, which was slightly ahead of the goal of 1,700. This is not enough to make up for the shortfall in 2019; however, if funded projects close in 2021 the acreage will be ahead of the goal. In addition, the number of new 35-acre lots for 2020 is within the goal.
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

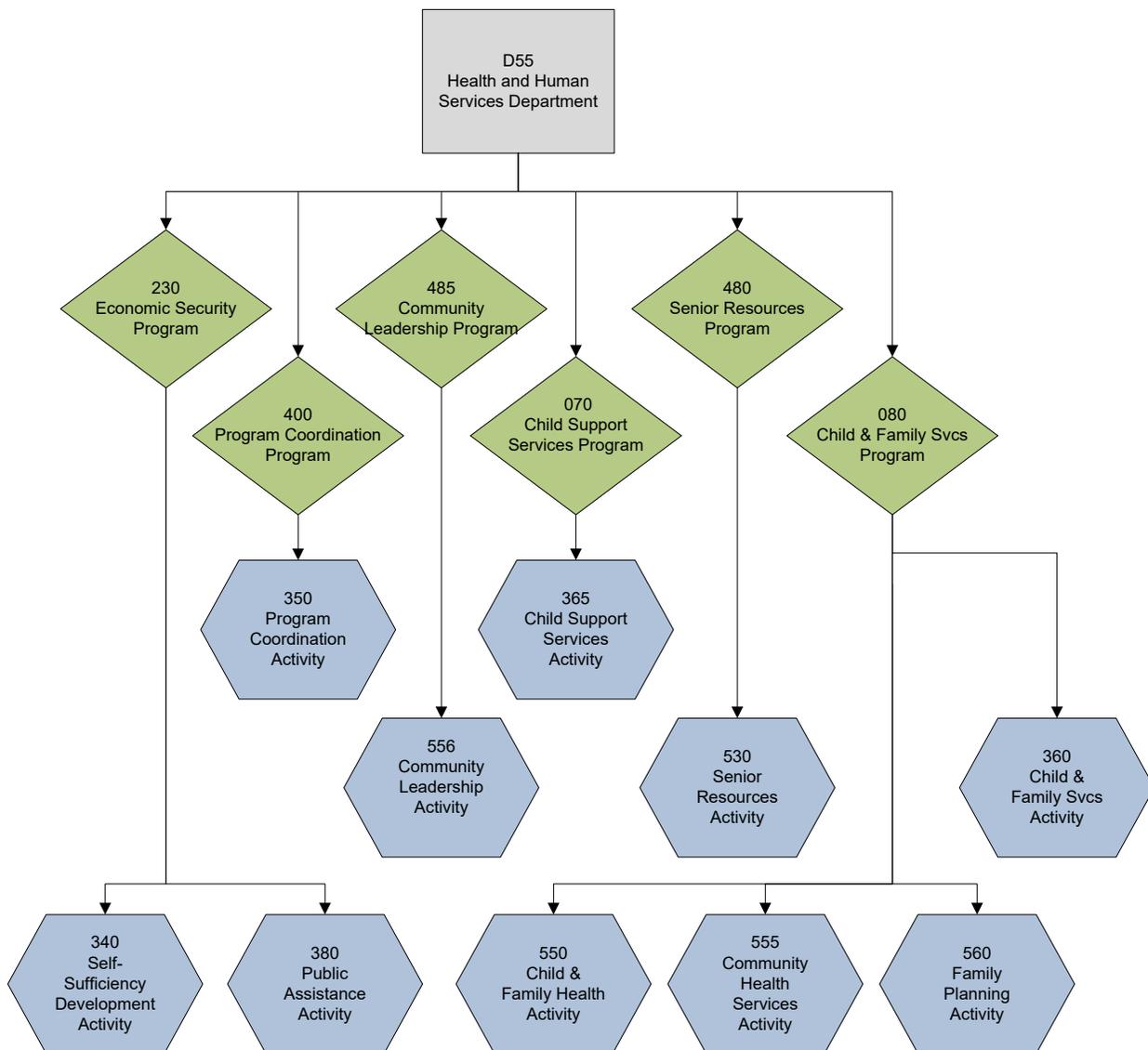
	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Number of new acres of private land conserved.	Output	1,442	1,700	862	1,700
Maximum number of new lots created annually by 35-acre developments.	Output	3	10	4	10

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

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Summary of Department Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Department Specific Revenues				
Taxes	592,246	624,100	626,100	639,100
Licenses and Permits	0	0	0	0
Intergovernmental	4,841,293	6,858,394	6,765,360	5,787,357
Charges for Services	132,540	185,524	175,324	160,092
Contributions and Other Grants	105,143	134,011	99,966	127,019
Fines & Forfeitures	0	5,000	5,000	5,000
Investment Income	14,193	8,800	9,700	8,800
Interfund Revenues	0	0	163,000	231,947
Transfers In	229,517	201,947	75,353	88,000
Other Financing Sources and Misc.	80,902	98,000	7,919,803	7,047,316
Total Revenues	5,995,834	8,115,776	626,100	639,100
Expenditures				
Personnel	2,427,591	2,906,364	2,781,203	3,154,331
Supplies	187,803	478,282	446,702	178,194
Purchased Services	938,089	1,191,703	1,044,631	963,724
Community Prgms/Contributions	2,149,785	3,356,354	3,390,899	2,692,023
Financing Costs	-	-	-	-
Transfers Out	267,328	177,228	191,200	207,659
Capital Outlay	70,990	9,303	10,149	66,000
Miscellaneous (Extraordinary/Special)	-	4,000	32,854	(53,653)
Total Expenditures	6,041,588	8,123,234	7,897,638	7,208,278
Excess Revenues / (Net Cost to the County)	(45,753)	(7,457)	22,165	(160,963)
General Appropriation Required	45,753	7,457	0	160,963
Budget Variance	19,098	0	7,457	0

Department Resources Restated by Fund

Revenues				
General Fund	624,887	634,018	568,481	563,021
Human Services Fund	4,150,643	5,548,203	5,494,623	4,729,129
Public Health Agency Fund	943,304	1,642,555	291,000	306,000
Rural Transportation Fund	277,000	291,000	1,565,699	1,449,165
Total Revenues	5,995,834	8,115,776	7,919,803	7,047,316
Expenditures				
General Fund	686,717	698,585	636,390	630,148
Human Services Fund	4,132,732	5,520,168	5,458,769	4,759,794
Public Health Agency Fund	952,311	1,639,480	240,000	359,000
Rural Transportation Fund	269,827	265,000	1,562,478	1,459,335
Total Expenditures	6,041,588	8,123,234	7,897,638	7,208,278



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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	2,227,037	3,444,042	3,461,338	2,741,138
Charges for Services	0	0	0	0
Contributions and Other Grants	4,416	250	250	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.	240	0	599	0
Total Revenues	2,231,694	3,444,292	3,462,187	2,741,388
Expenditures				
Personnel	116,047	169,586	156,256	181,786
Supplies	1,711	0	150	-
Purchased Services	207,106	190,993	148,313	89,632
Community Prgms/Contributions	1,848,899	3,034,151	3,132,465	2,454,491
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	115,619	87,285	106,535	88,285
Total Expenditures	2,289,381	3,482,015	3,543,719	2,814,194
Excess Revenues / (Net Cost to the County)	(57,687)	(37,723)	(81,533)	(72,806)
General Appropriation Required	57,687	37,723	81,533	72,806
Budget Variance	5,015	0	43,810	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	511,818	518,709	576,863	446,576
Charges for Services	0	0	0	0
Contributions and Other Grants	3,000	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	514,818	518,709	576,863	446,576
Expenditures				
Personnel	105,266	139,706	123,720	141,324
Supplies	204	0	0	0
Purchased Services	26,948	37,100	15,900	20,900
Community Prgms/Contributions	338,185	308,541	426,839	284,423
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	102,239	71,285	87,535	72,285
Total Expenditures	572,843	556,632	653,994	518,932
Excess Revenues / (Net Cost to the County)	(58,025)	(37,923)	(77,131)	(72,356)
General Appropriation Required	58,025	37,923	77,131	72,356
Budget Variance	3,827	0	39,208	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None.
Performance Narrative:	In 2021, the team will focus on collaboration between TANF case managers, families and community resources 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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of Temporary Assistance to Needy Families (TANF) applicants who leave the program due to other reasons besides case sanctions and noncompliance.	Result	83.3%	75%	78%	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.

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	1,715,219	2,885,523	2,864,475	2,274,562
Charges for Services	0	0	0	0
Contributions and Other Grants	1,416	250	250	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.	240	0	599	0
Total Revenues	1,716,875	2,885,773	2,865,324	2,274,812
Expenditures				
Personnel	10,781	4,270	21,745	30,791
Supplies	1,506	0	150	-
Purchased Services	180,157	143,693	127,204	62,403
Community Prgms/Contributions	1,510,714	2,725,610	2,705,626	2,170,068
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	13,379	12,000	15,000	12,000
Total Expenditures	1,716,538	2,885,573	2,869,725	2,275,262
Excess Revenues / (Net Cost to the County)	338	200	(4,402)	(450)
General Appropriation Required	0	0	4,402	450
Budget Variance	1,188	0	4,202	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	315,246	333,100	335,100	333,100
Licenses and Permits	0	0	0	0
Intergovernmental	539,485	718,723	693,989	641,034
Charges for Services	11,886	12,000	10,000	11,000
Contributions and Other Grants	175	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	14,193	8,800	9,700	8,800
Interfund Revenues	0	0	0	0
Transfers In	229,517	201,947	163,000	231,947
Other Financing Sources and Misc.	3,131	0	754	0
Total Revenues	1,113,633	1,274,570	1,212,543	1,225,881
Expenditures				
Personnel	793,462	944,684	859,419	950,063
Supplies	22,509	47,080	40,033	42,300
Purchased Services	246,473	276,490	260,614	275,243
Community Prgms/Contributions	-	20,000	20,000	0
Financing Costs	-	-	0	0
Transfers Out	166,712	83,228	83,228	94,659
Capital Outlay	16,751	-	0	0
Miscellaneous (Extraordinary/Special)	(391,029)	(331,458)	(331,458)	(383,925)
Total Expenditures	854,879	1,040,024	931,836	978,340
Excess Revenues / (Net Cost to the County)	258,754	234,546	280,707	247,541
General Appropriation Required	0	0	(280,707)	(247,541)
Budget Variance	52,251	0	46,161	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	315,246	333,100	335,100	333,100
Licenses and Permits	0	0	0	0
Intergovernmental	539,485	718,723	693,989	641,034
Charges for Services	11,886	12,000	10,000	11,000
Contributions and Other Grants	175	0	9,700	8,800
Fines & Forfeitures	0	0	0	0
Investment Income	14,193	8,800	0	0
Interfund Revenues	0	0	0	0
Transfers In	229,517	201,947	163,000	231,947
Other Financing Sources and Misc.	3,131	0	754	0
Total Revenues	1,113,633	1,274,570	1,212,543	1,225,881
Expenditures				
Personnel	793,462	944,684	859,419	950,063
Supplies	22,509	47,080	40,033	42,300
Purchased Services	246,473	276,490	260,614	275,243
Community Prgms/Contributions	-	20,000	20,000	-
Financing Costs	-	-	-	-
Transfers Out	166,712	83,228	83,228	94,659
Capital Outlay	16,751	-	-	-
Miscellaneous (Extraordinary/Special)	(391,029)	(331,458)	(331,458)	(383,925)
Total Expenditures	854,879	1,040,024	931,836	978,340
Excess Revenues / (Net Cost to the County)	258,754	234,546	280,707	247,541
General Appropriation Required	0	0	0	0
Budget Variance	52,251	0	50,363	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	In 2021, customer service priorities, as well as compliance with State Vital record requirements, will be emphasized consistently.
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	2019 Actual	2020 Budget	2020 Projected	2021 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	96.2%	90%	95%	90%
Number of client engagements/contacts completed.	Output	19,100	24,000	29,000	21,000



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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	68,668	56,181	56,181	56,181
Charges for Services	94,026	141,116	141,116	124,034
Contributions and Other Grants	19,646	15,000	10,000	10,000
Fines & Forfeitures	0	5,000	5,000	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.	97	0	0	0
919	182,437	217,297	212,297	195,215
Expenditures				
Personnel	125,067	176,033	176,561	153,977
Supplies	4,398	6,600	5,738	6,265
Purchased Services	56,119	39,012	33,427	37,515
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	992	1,000	1,000	1,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	186,575	222,645	216,726	198,757
Excess Revenues / (Net Cost to the County)	(4,138)	(5,348)	(4,429)	(3,542)
General Appropriation Required	4,138	5,348	4,429	3,542
Budget Variance	1,237	0	919	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	68,668	56,181	56,181	56,181
Charges for Services	94,026	141,116	141,116	124,034
Contributions and Other Grants	19,646	15,000	10,000	10,000
Fines & Forfeitures	0	5,000	5,000	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.	97	0	0	0
Total Revenues	182,437	217,297	212,297	195,215
Expenditures				
Personnel	125,067	176,033	176,561	153,977
Supplies	4,398	6,600	5,738	6,265
Purchased Services	56,119	39,012	33,427	37,515
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	992	1,000	1,000	1,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	186,575	222,645	216,726	198,757
Excess Revenues / (Net Cost to the County)	(4,138)	(5,348)	(4,429)	(3,542)
General Appropriation Required	4,138	5,348	4,429	3,542
Budget Variance	0	0	919	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	Increase of 1.0 FTE permanent employee and 5.0 FTE temporary employees to help manage the COVID response
Performance Narrative:	In 2021, COVID response will remain a high priority for the HHS team with a focus on vaccinations, response, testing, community education and coordination of efforts across multiple community systems (e.g. GVH, Local Government). In addition, activities will continue 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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of Community Health Plan milestones (Public Health Improvement Plan) accomplished.	Result	75%	80%	25%	50%
Number of food service facility inspections completed.	Output	111	200	54	100



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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	75,826	77,520	77,450	79,600
Charges for Services	100	1,000	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	75,926	78,520	77,550	80,600
Expenditures				
Personnel	86,723	98,158	98,158	104,507
Supplies	0	0	0	0
Purchased Services	5,396	3,986	2,118	4,066
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	15,576	10,500	20,320	15,500
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	107,695	112,644	120,596	124,073
Excess Revenues / (Net Cost to the County)	(31,769)	(34,124)	(43,046)	(43,473)
General Appropriation Required	31,769	34,124	43,046	43,473
Budget Variance	1,943	0	8,922	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	75,826	77,520	77,450	79,600
Charges for Services	100	1,000	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	75,926	78,520	77,550	80,600
Expenditures				
Personnel	86,723	98,158	98,158	104,507
Supplies	0	0	0	0
Purchased Services	5,396	3,986	2,118	4,066
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	15,576	10,500	20,320	15,500
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	107,695	112,644	120,596	124,073
Excess Revenues / (Net Cost to the County)	(31,769)	(34,124)	(43,046)	(43,473)
General Appropriation Required	31,769	34,124	43,046	43,473
Budget Variance	1,943	0	8,922	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	In 2021, the Child Support Services program will modify adjustments due to COVID-19, with activities adjusted to reduce collection efforts based on employment impacts.
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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of current court-ordered support dollars paid.	Result	71.1%	75%	70.7%	50%
Percentage of child support arrears cases that receive a payment during the State fiscal year.	Result	72.9%	75%	77.2%	60%
Child support dollars collected.	Result	\$676,268	\$850,000	\$704,328	\$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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	277,000	291,000	291,000	306,000
Licenses and Permits	0	0	0	0
Intergovernmental	161,276	191,716	183,857	161,823
Charges for Services	2,534	0	0	0
Contributions and Other Grants	665	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	441,475	482,716	474,857	467,823
Expenditures				
Personnel	202,293	208,827	169,649	151,728
Supplies	975	1,450	9,617	0
Purchased Services	236,257	288,978	287,129	346,634
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	45,652	0	0	65,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	485,178	499,255	466,396	563,362
Excess Revenues / (Net Cost to the County)	(43,703)	(16,539)	8,461	(95,539)
General Appropriation Required	43,703	16,539	0	95,539
Budget Variance	55,380	0	25,000	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	277,000	291,000	291,000	306,000
Licenses and Permits	0	0	0	0
Intergovernmental	161,276	191,716	183,857	161,823
Charges for Services	2,534	0	0	0
Contributions and Other Grants	665	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	441,475	482,716	474,857	467,823
Expenditures				
Personnel	202,293	208,827	169,649	151,728
Supplies	975	1,450	9,617	0
Purchased Services	236,257	288,978	287,129	346,634
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	45,652	0	0	65,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	485,178	499,255	466,396	563,362
Excess Revenues / (Net Cost to the County)	(43,703)	(16,539)	8,461	(95,539)
General Appropriation Required	43,703	16,539	0	95,539
Budget Variance	55,380	0	25,000	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	In 2021, the Senior Resources team will provide increased outreach and ongoing support to seniors for the COVID-19 response, especially for vaccinations. The team will support the seniors in their homes with programs, staff assistance, resource coordination and support for the 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	2019 Actual	2020 Budget	2020 Projected	2021 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	94%	78.9%	95%	95%
Percentage of seniors served who are able to avoid nursing home placement and remain in their own home for one year or longer.	Result	94%	92.4%	95%	95%



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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	980,932	974,673	926,148	935,705
Charges for Services	910	900	900	900
Contributions and Other Grants	656	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	982,498	976,573	928,048	937,605
Expenditures				
Personnel	529,577	554,383	554,293	572,372
Supplies	1,001	-	0	0
Purchased Services	28,342	67,252	35,629	40,772
Community Prgms/Contributions	266,031	222,424	154,118	190,424
Financing Costs	0	0	0	0
Transfers Out	85,040	83,500	87,652	97,500
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	275,410	248,173	257,777	241,987
Total Expenditures	1,185,400	1,175,732	1,089,469	1,143,055
Excess Revenues / (Net Cost to the County)	(202,902)	(199,159)	(161,421)	(205,450)
General Appropriation Required	202,902	199,159	161,421	205,450
Budget Variance	2,660	0	37,738	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	980,932	1,014,483	946,148	955,705
Charges for Services	910	900	900	900
Contributions and Other Grants	656	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	982,498	1,016,383	948,048	957,605
Expenditures				
Personnel	529,577	579,993	565,084	582,043
Supplies	1,001	-	0	0
Purchased Services	28,342	77,452	40,838	47,101
Community Prgms/Contributions	266,031	222,424	154,118	190,424
Financing Costs	0	0	0	0
Transfers Out	85,040	83,500	87,652	97,500
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	275,410	252,173	261,777	245,987
Total Expenditures	1,185,400	1,215,542	1,109,469	1,163,055
Excess Revenues / (Net Cost to the County)	(202,902)	(199,159)	(161,421)	(205,450)
General Appropriation Required	202,902	199,159	161,421	205,450
Budget Variance	2,660	0	37,738	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	In 2021, Child Protection will implement additional required resources to support reunification and safety of children. Data tracking and review for Child Protection Team (CPT) meetings will be utilized to identify gaps in community resources and family supports.
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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Minimum percentage of children in Gunnison and Hinsdale Counties who have not experienced severe abuse or neglect.	Result	100%	99%	99%	99%
Percentage of children who have received all required immunizations upon entering school.	Result	74%	90%	88%	90%
Maximum teen-pregnancy rate.	Result	9.5%	10%	10%	10%
Maximum percentage of children aged 2-5 years and served by Women, Infants and Children (WIC) who are identified as obese.	Result	4.11%	7%	6.9%	7%
Percentage of respondents to the biennial Citizen Survey state that the availability of preventative health services in Gunnison	Result	96%	45%	90%	90%



County is good or excellent.

Percentage of pregnant women who receive early prenatal care during the first trimester.

Result	88%	90%	90%	90%
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**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.

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	278,823	300,373	311,913	317,106
Charges for Services	4,025	14,508	7,208	7,158
Contributions and Other Grants	60,218	56,805	44,116	57,876
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	343,066	371,686	363,237	382,140
Expenditures				
Personnel	242,211	289,573	271,741	267,536
Supplies	15,049	7,772	9,485	11,368
Purchased Services	40,231	34,053	35,038	53,338
Community Prgms/Contributions	33,867	37,779	42,316	47,108
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	2,728	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	334,086	369,177	358,581	379,350
Excess Revenues / (Net Cost to the County)	8,980	2,509	4,655	2,790
General Appropriation Required	0	0	0	0
Budget Variance	3,413	0	2,146	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.

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	338,135	950,982	954,529	759,133
Charges for Services	8,228	8,000	8,000	8,000
Contributions and Other Grants	18,460	60,456	45,100	57,393
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.	60,579	80,000	60,000	70,000
Total Revenues	425,401	1,099,438	1,067,629	894,526
Expenditures				
Personnel	238,907	380,232	422,786	698,710
Supplies	75,508	368,070	352,701	93,648
Purchased Services	92,478	264,563	230,491	101,489
Community Prgms/Contributions	988	42,000	42,000	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	4,867	8,303	9,149	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	412,749	1,063,168	1,057,127	893,846
Excess Revenues / (Net Cost to the County)	12,652	36,270	10,501	680
General Appropriation Required	0	0	0	0
Budget Variance	14,086	0	25,769	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.

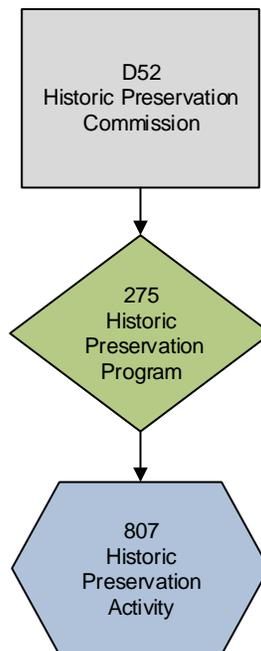
	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	171,112	144,184	99,956	95,637
Charges for Services	10,832	8,000	8,000	8,000
Contributions and Other Grants	906	500	(500)	500
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	16,854	18,000	14,000	18,000
Total Revenues	199,704	170,684	121,456	122,137
Expenditures				
Personnel	93,306	84,888	72,339	73,652
Supplies	66,651	47,310	28,977	24,613
Purchased Services	25,687	26,375	11,871	15,035
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	185,644	158,573	113,187	113,300
Excess Revenues / (Net Cost to the County)	14,061	12,111	8,269	8,837
General Appropriation Required	0	0	0	0
Budget Variance	2,356	0	0	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

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Summary of Commission Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Commission Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	5,817	30,134	5,182	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	5,817	30,134	5,182	0
Expenditures				
Personnel	0	0	0	0
Supplies	0	300	300	300
Purchased Services	7,212	35,226	9,922	2,240
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	7,212	35,526	10,222	2,540
Excess Revenues / (Net Cost to the County)	(1,395)	(5,392)	(10,222)	(2,540)
General Appropriation Required	1,395	5,392	10,222	2,540
Budget Variance	1,497	0	4,830	0

Commission Resources Restated by Fund

Revenues				
General Fund	5,817	30,134	5,182	0
Total Revenues	5,817	30,134	5,182	0
Expenditures				
General Fund	7,212	35,526	10,222	2,540
Total Expenditures	7,212	35,526	10,222	2,540



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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	5,817	30,134	5,182	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	5,817	30,134	5,182	0
Expenditures				
Personnel	0	0	0	0
Supplies	0	300	300	300
Purchased Services	7,212	35,226	9,922	2,240
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	7,212	35,526	10,222	2,540
Excess Revenues / (Net Cost to the County)	(1,395)	(5,392)	(10,222)	(2,540)
General Appropriation Required	1,395	5,392	10,222	2,540
Budget Variance	1,497	0	4,830	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	5,817	30,134	5,182	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	5,817	30,134	5,182	0
Expenditures				
Personnel	0	0	0	0
Supplies	0	300	300	300
Purchased Services	7,212	35,226	9,922	2,240
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	7,212	35,526	10,222	2,540
Excess Revenues / (Net Cost to the County)	(1,395)	(5,392)	(10,222)	(2,540)
General Appropriation Required	1,395	5,392	10,222	2,540
Budget Variance	1,497	0	4,830	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Historic Preservation Commission members will continue their efforts toward educating the public on historic resources in the county. Efforts will also be put toward a program to honor historic ranches, improve codes related to historic landmarks, and 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

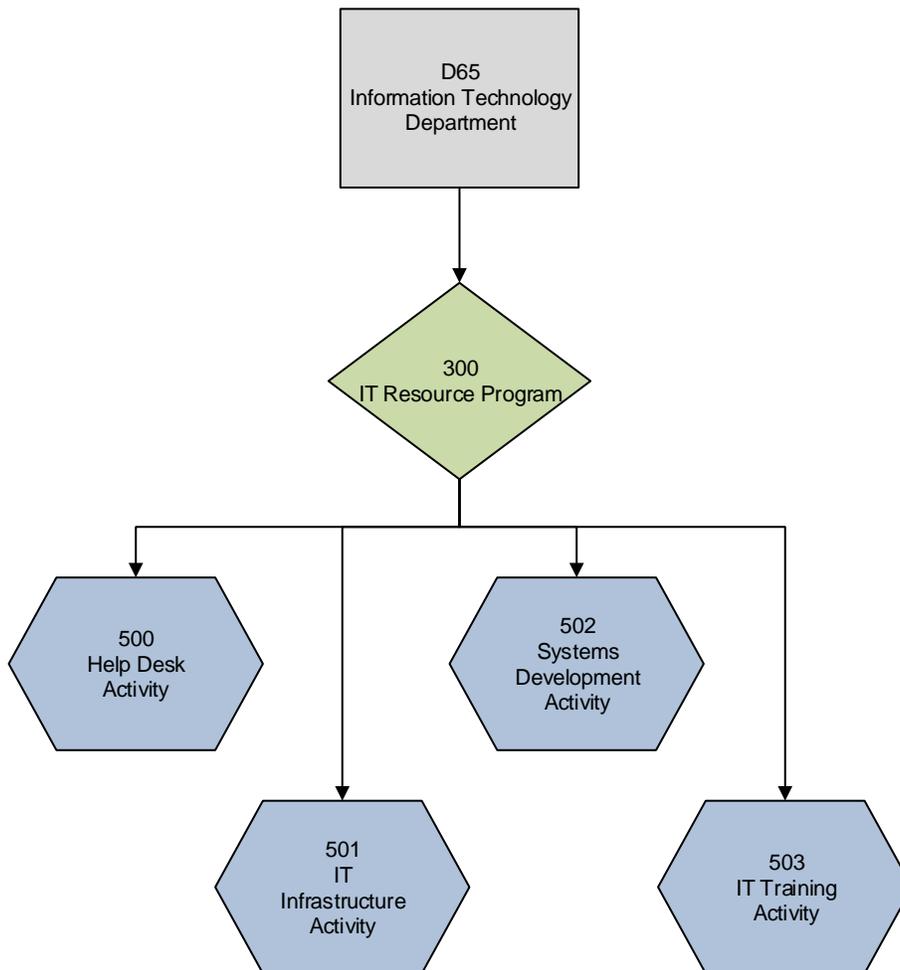
	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Number of local properties designated as historic resources.	Result	0	1	0	1
Number of design review hearings for designated properties.	Output	0	1	0	1
Number of new local historic property designations.	Output	0	1	0	1

Mission Statement

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

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Summary of Department Resources

	2019 Actual	2020 Budget	2020 Projected	2021 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	26,071	13,261	13,261	13,261
Interfund Revenues	625,254	608,372	611,997	610,372
Transfers In	11,000	44,500	44,500	44,500
Other Financing Sources and Misc.	570	0	0	0
Total Revenues	662,895	666,133	669,758	668,133
Expenditures				
Personnel	316,276	327,308	330,763	324,304
Supplies	45,397	53,000	82,460	84,500
Purchased Services	140,325	168,539	147,508	158,121
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	80,233	64,344	64,344	71,268
Capital Outlay	11,477	34,128	1,000	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	593,707	647,319	626,074	638,193
Excess Revenues / (Net Cost to the County)	69,188	18,814	43,684	29,940
General Appropriation Required	0	0	0	0
Budget Variance	81,909	0	24,870	0

Department Resources Restated by Fund

Revenues				
ISF-II	662,895	666,133	669,758	668,133
Total Revenues	662,895	666,133	669,758	668,133
Expenditures				
ISF-II	593,707	647,319	626,074	638,193
Total Expenditures	593,707	647,319	626,074	638,193



**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

	2019 Actual	2020 Budget	2020 Projected	2021 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	26,071	13,261	13,261	13,261
Interfund Revenues	625,254	608,372	611,997	610,372
Transfers In	11,000	44,500	44,500	44,500
Other Financing Sources and Misc.	570	0	0	0
Total Revenues	662,895	666,133	669,758	668,133
Expenditures				
Personnel	316,276	327,308	330,763	324,304
Supplies	45,397	53,000	82,460	84,500
Purchased Services	140,325	168,539	147,508	158,121
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	80,233	64,344	64,344	71,268
Capital Outlay	11,477	34,128	1,000	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	593,707	647,319	626,074	638,193
Excess Revenues / (Net Cost to the County)	69,188	18,814	43,684	29,940
General Appropriation Required	0	0	0	0
Budget Variance	81,909	0	24,870	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

	2019 Actual	2020 Budget	2020 Projected	2021 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	26,071	13,261	13,261	13,261
Interfund Revenues	141,829	136,063	136,063	136,063
Transfers In	0	22,500	22,500	22,500
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	167,900	171,824	171,824	171,824
Expenditures				
Personnel	103,186	107,750	108,442	107,434
Supplies	19,515	8,813	42,732	28,860
Purchased Services	7,176	52,409	33,284	3,768
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	653	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	129,877	168,972	185,111	140,062
Excess Revenues / (Net Cost to the County)	38,023	2,852	(13,287)	31,762
General Appropriation Required	0	0	13,287	0
Budget Variance	18,750	0	16,139	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The 2021 budgeted funding will allow the IT Help Desk to continue to provide timely, professional assistance with a high level of customer satisfaction. Targeted performance measures for this area have been raised, and we will be evaluating new tools to help us focus on more consistent delivery of service.
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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of IT fixes or problems solved that do not require a second attempt.	Result	97.7%	90%	99.4%	95%
Percentage of service requests that are resolved within the published timeframe per severity.	Result	93.6%	90%	93.4%	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

	2019 Actual	2020 Budget	2020 Projected	2021 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	460,430	450,250	453,875	452,250
Transfers In	0	0	0	0
Other Financing Sources and Misc.	570	0	0	0
Total Revenues	461,000	450,250	453,875	452,250
Expenditures				
Personnel	144,679	148,656	150,209	143,900
Supplies	25,883	44,187	39,728	55,640
Purchased Services	122,181	114,958	113,802	154,023
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	80,233	64,344	64,344	71,268
Capital Outlay	11,477	33,974	347	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	384,452	406,119	368,429	424,831
Excess Revenues / (Net Cost to the County)	76,548	44,131	85,446	27,419
General Appropriation Required	0	0	0	0
Budget Variance	69,077	0	41,315	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	In 2021, several significant system upgrades are planned to replace aging systems, and implement suitable new technology solutions. The intent of the Performance Measurements in this area is to ensure a balance between the push for technology advancements and the need for reliable, available systems. We will continue to focus on delivering 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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of critical applications which impact services to the public are accessible with no unscheduled interruptions during regular working hours.	Result	96.9%	90%	91.7%	90%
Percentage of critical applications which impact services to the public are accessible over 99% of regular working hours.	Result	98.6%	100%	97.6%	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	96.4%	100%	95.5%	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

	2019 Actual	2020 Budget	2020 Projected	2021 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	22,000	22,000	22,000
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	11,000	22,000	22,000	22,000
Expenditures				
Personnel	53,150	54,677	55,714	56,347
Supplies	0	0	0	0
Purchased Services	8,324	750	0	330
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	154	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	61,474	55,581	55,714	56,677
Excess Revenues / (Net Cost to the County)	(50,474)	(33,581)	(33,714)	(34,677)
General Appropriation Required	50,474	33,581	33,714	34,677
Budget Variance	4,074	0	133	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The IT Department will continue to informally provide consulting services whenever possible, and in 2021 will work to formalize the process so that the impact can be measured objectively.
Other:	

Core Services

- IT Consultations
- Business Process Improvement Consultations

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 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	75%	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

	2019 Actual	2020 Budget	2020 Projected	2021 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	22,994	22,059	22,059	22,059
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	22,994	22,059	22,059	22,059
Expenditures				
Personnel	15,261	16,225	16,398	16,623
Supplies	0	0	0	0
Purchased Services	2,643	422	422	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	17,904	16,647	16,820	16,623
Excess Revenues / (Net Cost to the County)	5,090	5,412	5,239	5,436
General Appropriation Required	0	0	0	0
Budget Variance	1,845	0	173	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	IT Trainings will continue to be informal and as needed in 2021, rather than in a classroom setting. Some upcoming implementations will require a phased approach, with training provided in small groups. No participant data collection is planned for 2021.
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

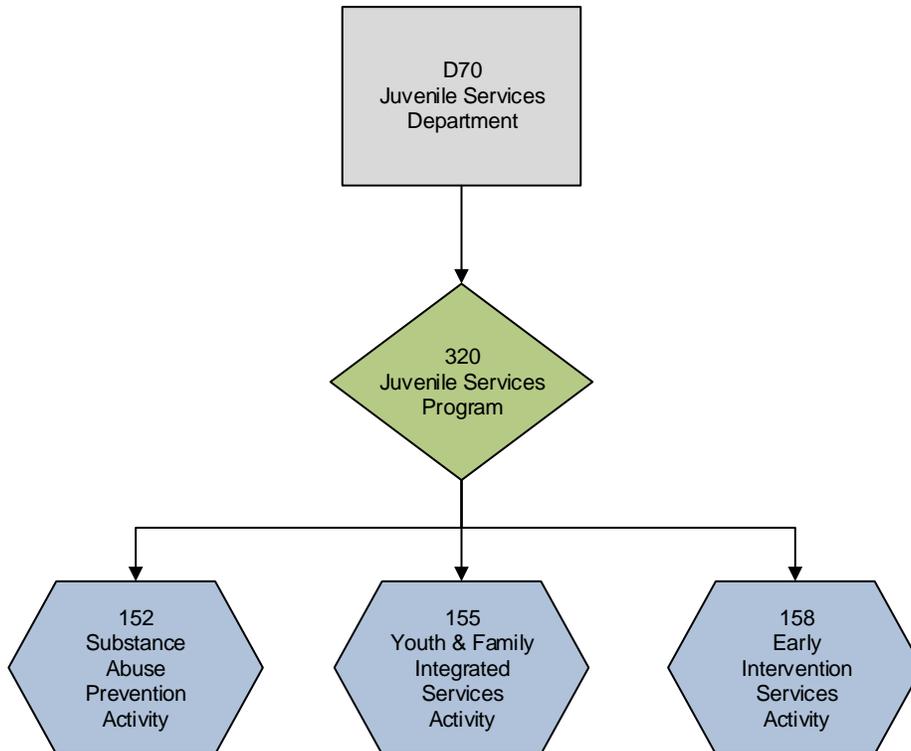
	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of new systems training participants who demonstrate basic knowledge of the system they are trained on.	Result	New Measure	New Measure	New Measure	New Measure

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

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Summary of Department Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	449,207	544,671	434,762	366,566
Charges for Services	1,310	10,650	11,000	10,650
Contributions and Other Grants	24,412	23,000	15,001	53,000
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.	729	0	0	0
Total Revenues	475,658	578,321	460,763	430,216
Expenditures				
Personnel	350,614	376,578	335,335	355,470
Supplies	19,404	33,465	13,374	14,379
Purchased Services	167,852	221,659	158,444	114,132
Community Prgms/Contributions	5,530	3,175	2,412	6,175
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	2,321	3,851	4,000	2,500
Total Expenditures	545,720	638,728	513,564	492,656
Excess Revenues / (Net Cost to the County)	(70,062)	(60,407)	(52,801)	(62,440)
Jumping*				
General Appropriation Required	70,062	60,407	52,801	62,440
Budget Variance	895	0	7,606	0

Department Resources Restated by Fund

Revenues				
General Fund	350,547	439,649	348,778	323,251
Human Services Fund	125,111	138,672	111,985	106,965
Total Revenues	475,658	578,321	460,763	430,216
Expenditures				
General Fund	421,760	501,215	402,738	385,691
Human Services Fund	123,960	137,513	110,827	106,965
Total Expenditures	545,720	638,728	513,564	492,656

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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	449,207	544,671	434,762	366,566
Charges for Services	1,310	10,650	11,000	10,650
Contributions and Other Grants	24,412	23,000	15,001	53,000
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.	729	0	0	0
Total Revenues	475,658	578,321	460,763	430,216
Expenditures				
Personnel	350,614	376,578	335,335	355,470
Supplies	19,404	33,465	13,374	14,379
Purchased Services	167,852	221,659	158,444	114,132
Community Prgms/Contributions	5,530	3,175	2,412	6,175
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	2,321	3,851	4,000	2,500
Total Expenditures	545,720	638,728	513,564	492,656
Excess Revenues / (Net Cost to the County)	(70,062)	(60,407)	(52,801)	(62,440)
General Appropriation Required	70,062	60,407	52,801	62,440
Budget Variance	895	0	7,606	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	251,027	314,150	230,428	121,150
Charges for Services	0	0	0	0
Contributions and Other Grants	22,962	23,000	15,001	53,000
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	273,989	337,150	245,429	174,150
Expenditures				
Personnel	133,644	148,223	115,818	97,279
Supplies	16,310	27,500	10,649	11,573
Purchased Services	112,838	150,102	108,900	50,973
Community Prgms/Contributions	5,530	3,175	2,412	6,175
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	543	500	0	500
Total Expenditures	268,865	329,500	237,779	166,500
Excess Revenues / (Net Cost to the County)	5,125	7,650	7,650	7,650
General Appropriation Required	0	0	0	0
Budget Variance	1,693	0	0	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	Increase of 0.5 FTE for Choice Pass.
Performance Narrative:	<p>GCSAPP’s key measures continue to be strong. Gunnison County youth use rates continue to remain stable/stay lower than most of the state and regional averages, with the exception of vaping and binge drinking. Additionally, we continue to increase the amount of youth who report talking to parents about the dangers of substances and the number of youths who report having an adult to help with a serious problem; these measures are statistically significant and well above the state average.</p> <p>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 580 youth signing up for the program and over 450 parents attending an educational event. In the 2020-2021 school year, we increased staffing to address the need for more skill-based services with in-school programming and Choice Pass violators. Juvenile Services is working on addressing those needs in partnership with the school and other organizations.</p> <p>We are also seeing an increase in youth engagement and programming with our youth wellness program and work with local GSA’s and youth leadership groups. We anticipate a need for a part-time Choice Pass employee in order to allow for our Coordinator to move into managing Choice Pass and youth engagement programming.</p> <p>For 2021 we anticipate serving the amount of youth and parents in the Choice Pass program with an increased focus on parent education and student accountability. With the increase in social emotional needs for youth in and out of schools, we are increasing staff in order to continue to address our current programs and future youth needs.</p> <p>In addition to the measures listed below, GCSAPP also works on providing healthy activities for youth, supporting suicide prevention efforts through the Sources of Strength program and supporting youth mental health through the Youth Wellness Program. At the core, GCSAPP supports positive youth development and is dedicated to educating the community about risk and protective factors that impact youth and families. We educate stakeholders about the importance of understanding Adverse Childhood Experiences and ways that the community can collaboratively support youth in being healthy and</p>

resiliently responding to stress. These measures are also included in more than one of the BOCC County Strategic Plan results.

Other:

Core Services

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

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
 Percentage of youth served in 6th - 12th grade who report having had a conversations with at least one parent, in the past 12 months, about the dangers of alcohol and drugs according to Choice Pass survey data.	Result	65%	67%	67%	67%
 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	87%	85%	85%	87%

 = 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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	123,530	128,672	102,485	96,965
Charges for Services	0	10,000	9,500	10,000
Contributions and Other Grants	1,450	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.	131	0	0	0
Total Revenues	125,111	138,672	111,985	106,965
Expenditures				
Personnel	104,750	102,288	91,350	80,452
Supplies	853	665	495	431
Purchased Services	16,580	31,209	14,982	24,082
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)	1,777	3,351	4,000	2,000
Total Expenditures	123,960	137,513	110,827	106,965
Excess Revenues / (Net Cost to the County)	1,151	1,159	1,158	0
General Appropriation Required	0	0	0	0
Budget Variance	517	0	1	0

Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs: Additional 0.25 FTE as a Wraparound Facilitator.
 Performance Narrative: In 2021, the Family Advocacy Support Team will serve 25 youth and families, 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 that exceed six months.

In order to meet the needs of families, we will increase the Wraparound facilitator position from 20 hours a week to 30 hours a week. We would like to hire a bilingual Wraparound facilitator to increase equity in our services for all of our community members.

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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of youth/families participating in FAST who do not involuntarily enter the Child Welfare or Juvenile Justice systems.	Result	100%	95%	95%	95%
Percentage of children and youth who have shown improved school attendance rates while involved with FAST.	Result	92%	80%	82%	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	74,649	101,849	101,849	148,451
Charges for Services	1,310	650	1,500	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.	598	0	0	0
Total Revenues	76,557	102,499	103,349	149,101
Expenditures				
Personnel	112,220	126,067	128,167	177,739
Supplies	2,241	5,300	2,230	2,375
Purchased Services	38,434	40,348	34,562	39,077
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	152,896	171,715	164,959	219,191
Excess Revenues / (Net Cost to the County)	(76,338)	(69,216)	(61,610)	(70,090)
General Appropriation Required	76,338	69,216	61,610	70,090
Budget Variance	2,071	0	7,779	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	<p>In 2021, we expect the percentage of youth who do not receive additional charges during the program to remain around 10%, and the percentage of youth who do not commit a new offense within one year of program completion to be 85%, which meets our performance goals.</p> <p>In 2021, 90% of youth who are served and are screened for mental health services will receive mental health services. Additionally in 2021, the Early Intervention program manager will be trained as a trainer for Trust-Based Relationship Interventions (TBRI) and restorative practices in order to be developmentally informed and supportive in our program.</p>
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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of youth who do not receive additional charges during program involvement.	Result	90%	100%	100%	95%
Percentage of youth served by Early Intervention who do not commit a new offense within one year of program completion.	Result	85%	88%	88%	88%



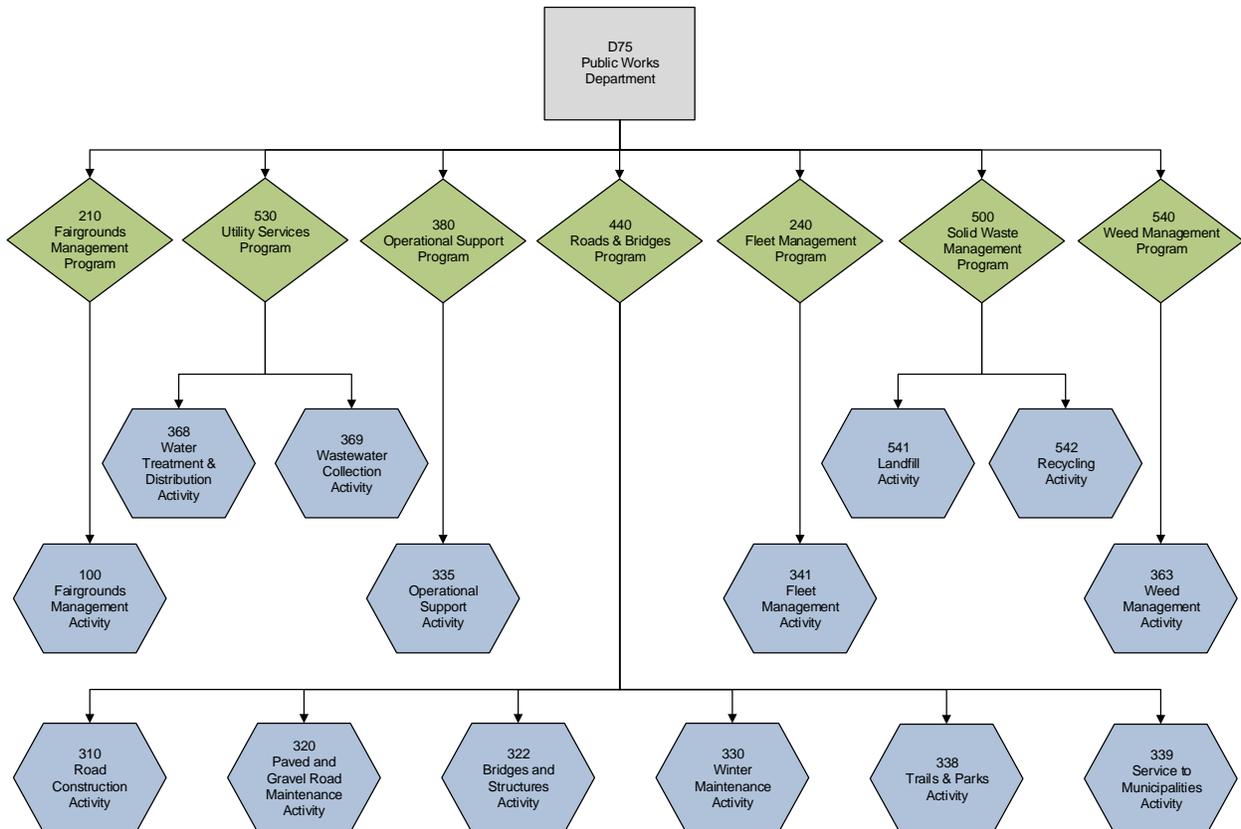
Percentage of youth in the diversion program who meet 80% or more of the requirements in their youth-parent contract.	Result	90%	90%	90%	90%
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Mission Statement

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
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Summary of Department Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Department Specific Revenues				
Taxes	271,449	200,000	200,000	200,000
Licenses and Permits	35,245	12,320	12,320	12,320
Intergovernmental	5,775,378	5,325,467	5,164,161	4,843,908
Charges for Services	2,216,669	2,179,181	2,172,681	2,179,181
Contributions and Other Grants	0	0	46,530	43,470
Fines & Forfeitures	6,592	3,490	3,490	3,490
Investment Income	220,984	111,175	111,175	111,175
Interfund Revenues	2,092,199	2,114,458	2,114,458	2,114,458
Transfers In	272,203	787,046	374,046	286,488
Other Financing Sources and Misc.	410,223	236,245	248,302	236,245
Total Revenues	11,300,942	10,969,382	10,447,163	10,030,735
Expenditures				
Personnel	3,895,754	4,149,762	4,154,726	4,269,130
Supplies	1,603,227	2,120,697	2,101,958	2,073,095
Purchased Services	3,046,744	3,722,285	3,667,371	3,626,845
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	259,474	240,039	240,039	290,012
Transfers Out	520,920	540,449	540,449	577,451
Capital Outlay	1,066,412	1,916,515	1,542,256	946,765
Miscellaneous (Extraordinary/Special)	88,471	81,323	78,323	81,323
Total Expenditures	10,483,501	12,773,570	12,327,621	11,867,120
Excess Revenues / (Net Cost to the County)	817,440	(1,804,189)	(1,880,458)	(1,836,386)
General Appropriation Required	0	1,804,189	1,880,458	1,836,386
Budget Variance	2,103,666	0	76,269	0

Department Resources Restated by Fund

Revenues				
General Fund	215,912	893,811	692,535	331,682
Road and Bridge Fund	6,160,650	5,416,370	5,041,370	5,039,852
Sewer Fund	796,349	783,526	783,526	783,526
Water Fund	473,742	425,747	425,747	425,747
Solid Waste Fund	1,228,356	1,160,570	1,214,628	1,160,570
ISF-I	2,425,931	2,289,358	2,289,358	2,289,358
Total Revenues	11,300,942	10,969,382	10,447,163	10,030,735
Expenditures				
General Fund	559,199	1,272,373	1,065,259	784,600
Road and Bridge Fund	5,273,249	6,671,004	6,216,914	5,739,403
Sewer Fund	681,944	737,463	776,802	789,296
Water Fund	397,678	404,353	390,939	406,507
Solid Waste Fund	981,233	1,107,369	1,132,744	1,273,034
ISF-I	2,590,199	2,608,008	2,744,963	2,874,280
Total Expenditures	10,483,501	12,811,593	12,327,621	11,867,120



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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	8,044	9,000	2,500	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	60,000	22,500	22,500	0
Other Financing Sources and Misc.	27,226	25,100	10,100	25,100
Total Revenues	95,271	56,600	35,100	34,100
Expenditures				
Personnel	192,228	182,235	172,955	181,299
Supplies	8,039	12,110	5,310	12,260
Purchased Services	56,026	61,071	55,997	67,387
Community Prgms/Contributions	0	0	0	0
Financing Costs	1,318	1,318	1,318	1,318
Transfers Out	0	0	0	0
Capital Outlay	39,408	7,500	7,154	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	297,019	264,234	242,734	262,264
Excess Revenues / (Net Cost to the County)	(201,749)	(207,634)	(207,634)	(228,164)
General Appropriation Required	191,300	207,634	207,634	228,164
Budget Variance	23,659	0	0	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	8,044	9,000	2,500	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	60,000	22,500	22,500	0
Other Financing Sources and Misc.	27,226	25,100	10,100	25,100
Total Revenues	95,271	56,600	35,100	34,100
Expenditures				
Personnel	192,228	182,235	172,955	181,299
Supplies	8,039	12,110	5,310	12,260
Purchased Services	56,026	61,071	55,997	67,387
Community Prgms/Contributions	0	0	0	0
Financing Costs	1,318	1,318	1,318	1,318
Transfers Out	0	0	0	0
Capital Outlay	39,408	7,500	7,154	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	297,019	264,234	242,734	262,264
Excess Revenues / (Net Cost to the County)	(201,749)	(207,634)	(207,634)	(228,164)
General Appropriation Required	191,300	207,634	207,634	228,164
Budget Variance	23,659	0	0	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	<p>The funding for this department is relatively stable from year-to-year, and it allows the department to continue providing good service to their users and to do maintenance on the building and grounds. Special projects may be funded through the Capital Improvement Program.</p> <p>In 2021, the department will continue to work on projects started in 2020 to improve the irrigation and drainage in the north and south end of the Fairgrounds. Drainage improvements will allow additional parking which is needed for large events. The floor tiles that are original in the bathrooms will be replaced with new tile that will be easier to keep clean and will result in a healthier, more pleasant experience for users</p> <p>This activity does not directly contribute to either the BOCC or the Department’s strategic results, but it does serve the need for a gathering place for community activities and special events. In 2020, this facility was used by Gunnison Valley Health as an Alternate Care Site, and has been used for mass testing and vaccination clinics.</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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of requestors who are able to schedule their events with adequate advance notice.	Result	93.7%	95%	95.0%	95%

<p>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.</p>	<p>Result</p>	<p>95%</p>	<p>95%</p>	<p>95%</p>	<p>95%</p>
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**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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	1,087,453	1,120,541	1,120,541	1,120,541
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	4,938	2,480	2,480	2,480
Investment Income	62,011	19,175	19,175	19,175
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	87,631	37,747	37,747	37,747
Total Revenues	1,242,033	1,179,943	1,179,943	1,179,943
Expenditures				
Personnel	171,931	187,620	191,163	179,087
Supplies	13,338	20,340	20,540	21,640
Purchased Services	484,778	542,124	575,100	654,215
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	165,599	147,208	147,208	90,731
Transfers Out	74,944	59,546	59,546	63,434
Capital Outlay	7,500	71,000	58,000	72,000
Miscellaneous (Extraordinary/Special)	80,177	29,723	29,723	29,723
Total Expenditures	1,000,766	1,060,061	1,083,780	1,113,330
Excess Revenues / (Net Cost to the County)	241,266	119,882	96,163	66,613
General Appropriation Required	0	0	0	0
Budget Variance	127,136	0	23,719	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	348,922	357,070	357,070	357,070
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	14,971	1,600	1,600	1,600
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	81,790	37,747	37,747	37,747
Total Revenues	445,684	396,417	396,417	396,417
Expenditures				
Personnel	114,625	118,479	118,479	113,859
Supplies	6,721	10,685	11,885	12,485
Purchased Services	40,267	65,726	63,906	67,906
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	50,832	50,964	50,964	50,964
Transfers Out	23,700	14,520	14,520	16,596
Capital Outlay	0	30,000	15,000	30,000
Miscellaneous (Extraordinary/Special)	80,177	29,723	29,723	29,723
Total Expenditures	318,822	322,597	306,977	324,033
Excess Revenues / (Net Cost to the County)	126,861	73,820	89,440	72,384
General Appropriation Required	0	0	0	0
Budget Variance	59,419	0	15,620	0

Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs: None

Performance Narrative: When utility rates are established for the various enterprise funds, they are structured to support an efficient operation and to provide for maintenance and upkeep on the facilities and equipment. In 2021 the department will continue to strive to meet all State and Federal standards while addressing any requests or changes that occur.

The funding in this year’s budget will allow for replacement of valves that have become inoperable, increased costs for chemicals and supplies and other upkeep items needed. The funding will allow this utility to continue to provide a constant supply of high-quality water to all users on both distribution systems. COVID-19 has raised awareness levels in all of our departments of the need to have a sound Continuity of Operations Plan and depth in staffing to provide uninterrupted service to our customers. In order to achieve those goals in a small Activity (two employees) we will provide training for a qualified employee from another department who could assist in operations as needed.

This Activity directly relates to the Department’s Strategic Goal of “meeting or exceeding all goals related to water quality”. This Activity has not been subject to any fines or loss of funding.

Other:

Core Services

- Water Testing
- Water Treatments
- Fire Hydrant Quality Water Flushing

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	738,532	763,471	763,471	763,471
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	4,938	2,480	2,480	2,480
Investment Income	47,039	17,575	17,575	17,575
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	5,840	0	0	0
Total Revenues	796,349	783,526	783,526	783,526
Expenditures				
Personnel	57,306	69,141	72,684	65,228
Supplies	6,617	9,655	8,655	9,155
Purchased Services	444,511	476,398	511,194	586,309
Community Prgms/Contributions	0	0	0	0
Financing Costs	114,767	96,244	96,244	39,766
Transfers Out	51,244	45,026	45,026	46,838
Capital Outlay	7,500	41,000	43,000	42,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	681,944	737,463	776,802	789,296
Excess Revenues / (Net Cost to the County)	114,405	46,063	6,724	(5,770)
General Appropriation Required	0	0	0	5,770
Budget Variance	67,717	0	39,339	0

Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs: None

Performance Narrative: The four existing collection systems will continue to have a high level of maintenance including cleaning and doing camera work to evaluate lines and manholes for infiltration, which increases treatment costs. Funding is included for upgrade or replacement of leaking manholes or lines. We will continue to maintain and make needed improvements on the two lift stations on the system to keep them operational without an unplanned large expenditure. The flow meter at the City of Gunnison’s Wastewater Treatment Plant was not replaced as planned in 2020, but hopefully will be replaced this year.

COVID-19 has raised awareness levels in all of our departments of the need to have a sound Continuity of Operations Plan and depth in staffing to provide uninterrupted service to our customers. In order to achieve those goals in a small Activity (two employees) we will provide training for a qualified employee from another department who could assist in operations as needed.

Planned improvements in operations are being held to a minimum to hold the line on costs, especially for collection systems that have debt service. A 17% increase each year for the past three years in the cost of treatment at the City of Gunnison’s Wastewater Treatment Plant has constricted these budgets.

Engineered plans have been submitted to the Colorado Department of Health and Environment for an upgrade of the system that serves 23 homes in Somerset. This budget will not fund that project, it will require a grant and/or loan. The upgrade will reduce maintenance costs.

This Activity directly relates to the Department’s Strategic Goal of “meeting or exceeding all goals related to water quality”. The Activity has not had any reportable spills and has not been subject to any fines or loss of funding.

Other:

Core Services

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

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Maximum percentage of customers who experience unplanned sewer outages.	Result	0%	1%	0%	1%
Percentage of respondents to the biennial citizen survey who report that sewer services are good or excellent.	Result	86%	86%	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	271,449	200,000	200,000	200,000
Licenses and Permits	33,615	11,000	11,000	11,000
Intergovernmental	5,432,038	4,450,100	4,450,100	4,450,100
Charges for Services	5,781	5,120	5,120	5,120
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	10	10	10
Investment Income	72,941	35,000	35,000	35,000
Interfund Revenues	166,664	210,100	210,100	210,100
Transfers In	92,848	113,006	113,006	111,488
Other Financing Sources and Misc.	42,465	36,348	36,348	36,348
Total Revenues	6,117,800	5,060,684	5,060,684	5,059,166
Expenditures				
Personnel	320,119	353,058	354,133	369,120
Supplies	158,628	317,720	308,820	318,170
Purchased Services	178,268	239,142	231,014	240,727
Community Prgms/Contributions	0	0	0	0
Financing Costs	200	1,082	1,082	1,082
Transfers Out	296,636	311,751	311,751	332,185
Capital Outlay	243	1,000	2,600	1,000
Miscellaneous (Extraordinary/Special)	3,520	46,500	46,500	46,500
Total Expenditures	957,615	1,270,253	1,255,900	1,308,784
Excess Revenues / (Net Cost to the County)	5,160,185	3,790,431	3,804,783	3,750,382
General Appropriation Required	0	0	0	0
Budget Variance	863,523	0	14,352	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	271,449	200,000	200,000	200,000
Licenses and Permits	33,615	11,000	11,000	11,000
Intergovernmental	5,432,038	4,450,100	4,450,100	4,450,100
Charges for Services	5,781	5,120	5,120	5,120
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	10	10	10
Investment Income	72,941	35,000	35,000	35,000
Interfund Revenues	166,664	210,100	210,100	210,100
Transfers In	92,848	113,006	113,006	111,488
Other Financing Sources and Misc.	42,465	36,348	36,348	36,348
Total Revenues	6,117,800	5,060,684	5,060,684	5,059,166
Expenditures				
Personnel	320,119	353,058	354,133	369,120
Supplies	158,628	317,720	308,820	318,170
Purchased Services	178,268	239,142	231,014	240,727
Community Prgms/Contributions	0	0	0	0
Financing Costs	200	1,082	1,082	1,082
Transfers Out	296,636	311,751	311,751	332,185
Capital Outlay	243	1,000	2,600	1,000
Miscellaneous (Extraordinary/Special)	3,520	46,500	46,500	46,500
Total Expenditures	957,615	1,270,253	1,255,900	1,308,784
Excess Revenues / (Net Cost to the County)	5,160,185	3,790,431	3,804,783	3,750,382
General Appropriation Required	0	0	0	0
Budget Variance	863,523	0	14,352	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	<p>This Activity will continue to provide a high level of support to the enduring operations of the department. It will also continue to provide a high level of customer service to the public needing permits, reporting concerns or seeking information.</p> <p>During the past year, this department was able to remain open during COVID-19 restrictions to serve our employees and our customers. In 2021, we will adjust our office hours to meet the needs of the public and any health-related restrictions. With improved computer systems and technology, the employees will be working to make more of our permit forms and documents available on the County website.</p> <p>This Activity contributes directly to the BOCC County Strategic Goal A.3. The employees in this workgroup are directly responsible for posting information that allows us to track costs of construction projects, road maintenance, and plowing. They also provide the clerical assistance to prepare bid documents that allow us to purchase materials and/or outside contracts for additional hard surfacing projects.</p>
Other:	

Core Services

- CDL Testing
- Permits
- Accident Review Findings

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of customers who obtain Public Works permits within three working days of submitting a completed application.	Result	96.6%	96.6%	97%	96.6%

Percentage of complaints/concerns regarding road conditions, summer and winter that receive an informed response within three business days.	Result	100%	98%	100%	98%
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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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	185,304	787,516	616,875	305,957
Charges for Services	50,629	2,500	2,500	2,500
Contributions and Other Grants	0	0	46,530	43,470
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	18,856	551,540	111,540	75,000
Other Financing Sources and Misc.	4,740	2,400	2,400	2,400
Total Revenues	259,528	1,343,956	779,845	429,327
Expenditures				
Personnel	1,888,788	2,051,031	2,051,031	2,123,562
Supplies	698,264	1,058,225	1,030,975	985,675
Purchased Services	1,760,344	2,276,717	2,179,520	2,002,609
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	231,100	1,213,250	697,387	25,000
Miscellaneous (Extraordinary/Special)	0	100	100	100
Total Expenditures	4,578,495	6,599,323	5,959,013	5,136,946
Excess Revenues / (Net Cost to the County)	(4,318,966)	(5,255,367)	(5,179,168)	(4,707,619)
General Appropriation Required	4,318,966	5,255,367	5,179,168	4,707,619
Budget Variance	428,347	0	76,199	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

	2019 Actual	2020 Budget	2020 Projected	2021 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	450,000	75,000	75,000
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	0	450,000	75,000	75,000
Expenditures				
Personnel	66,095	24,842	24,842	26,218
Supplies	90,456	205,000	5,000	5,000
Purchased Services	52,601	60,500	45,500	80,500
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	231,100	1,025,387	650,387	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	440,252	1,315,729	725,729	111,718
Excess Revenues / (Net Cost to the County)	(440,252)	(1,765,729)	(650,729)	(36,718)
General Appropriation Required	440,252	1,765,729	650,729	36,718
Budget Variance	59,240	0	1,115,000	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	<p>There is not enough funding available to accomplish a paving project in 2021. The budgeted funding will be used for project design for needed intersection improvements that must have initial design work and project cost estimates available before we can apply for any grant/loan funding or funding from other agencies.</p> <p>There will not be an improvement in operations for this calendar year, but hopefully the work budgeted will provide project activity for subsequent years.</p> <p>This Activity directly ties to the BOCC Strategic Plan #A.1 and #A.3. These two are interconnected. It costs a significant amount of money to hard surface a mile of gravel road, but without an adequate funding source the needed revenue stream is not available. It is important to note that the fund balance in Road & Bridge continues to decline, and we are having to use fund balance to achieve basic maintenance objectives. The current primary source of revenue is Federal gas tax, and the amount of funding to be distributed is reduced this year due to COVID-19 and travel restrictions. Federal analysts are expecting it to take five years to recover to the pre-COVID distribution rates. In addition, the increase in electric vehicles using the road and increased miles per-gallon requirements make this an unstable source of revenue. Additional funding must be secured.</p>
Other:	

Core Services

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

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
 Percentage of gravel roads meeting paving criteria that are hard surfaced.	Result	4%	10%	0%	0%

 = 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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	16,000	2,000	2,000	2,000
Charges for Services	43,779	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.	2,340	0	0	0
Total Revenues	62,118	2,500	2,500	2,500
Expenditures				
Personnel	1,116,484	1,205,226	1,205,226	1,240,285
Supplies	543,835	789,950	880,150	913,950
Purchased Services	890,918	847,622	930,592	894,572
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	2,551,238	2,845,298	3,015,968	3,048,807
Excess Revenues / (Net Cost to the County)	(2,489,119)	(2,840,298)	(3,013,468)	(3,046,307)
General Appropriation Required	2,489,119	2,840,298	3,013,468	3,046,307
Budget Variance	329,737	0	173,170	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	<p>This year, a small amount of funding that was not enough to fund any construction projects was added to this budget. The level of funding will allow us to do a chip seal project on the Taylor River Road, place gravel on some heavily used roads such as Kebler Pass, and continue to work on improving shoulders on both paved and gravel roads.</p> <p>Operationally, we are working to do a better job of scheduling our projects. Last year, the increase in traffic in July and August affected operations not only in the north end of the valley, but countywide. If the weather cooperates, we will plan to do projects such as the one on the Taylor River Road as early as possible in the spring to minimize delays and inconvenience for our customers.</p> <p>This Activity relates to our Department Strategic Goal #2, which provides for adequately maintained County roads and bridges and the goal of 75% of the County residents rating “the quality or ease of use of roads and trails as excellent or good”.</p>
Other:	

Core Services

- Chloride Applications
- Road Blading
- Shoulder Maintenances
- Drainage Maintenances

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
 Percentage of paved roads that are seal coated annually (represents 100% of need based on five-year cycle).	Result	0.465%	20%	0.29%	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	60,498	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	60,498	0	0	0
Expenditures				
Personnel	6,075	35,282	35,282	36,899
Supplies	508	9,000	9,100	13,100
Purchased Services	96,983	6,000	15,000	11,000
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	25,000	5,000	20,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	103,566	75,282	64,382	80,999
Excess Revenues / (Net Cost to the County)	(43,068)	(75,282)	(64,382)	(80,999)
General Appropriation Required	43,068	75,282	64,382	80,999
Budget Variance	138,616	0	10,900	0

Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs: None

Performance Narrative: In 2021, we will continue inspecting and replacing minor structures as needed. In 2020, we were able to line a large culvert under the Gothic Road at Washington Gulch. It was the first time we have used this technique and, if it proves successful, it may provide a lower-cost alternative than replacing culverts that are beginning to show signs of failing. We will also update the presentation and costs, and resubmit the Slate River Bridge on the Gothic Road for State bridge funding.

Last year, we were not able to use all of the money budgeted for this Activity. That was largely due to the fact that COVID restrictions prevented multiple crew members from working in confined spaces. Hopefully, this year without restrictions we will be able to increase our efforts to inspect and repair these structures.

This Activity supports the Department Strategic Goal of providing sound and well-managed infrastructure. It also ties to the BOCC Strategic Goal of adequate funding for road and bridge infrastructure.

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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
 Percentage of major bridges (20' and over) that are independently rated bi-annually as "structurally sound".	Result	84.1%	90%	88.6%	88.6%



Percentage of minor structures (under 20') that are rated as "structurally sound".

Result	90%	90%	90%	90%
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= 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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	6,850	2,000	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	6,850	2,000	2,000	2,000
Expenditures				
Personnel	635,190	718,942	718,942	754,444
Supplies	62,082	47,600	46,250	47,100
Purchased Services	620,371	624,100	640,320	641,100
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	1,317,643	1,390,742	1,405,612	1,442,744
Excess Revenues / (Net Cost to the County)	(1,310,793)	(1,388,742)	(1,403,612)	(1,440,744)
General Appropriation Required	1,310,793	1,388,742	1,403,612	1,440,744
Budget Variance	256,660	0	14,870	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	<p>When budgeting for this Activity, we always allow for a heavy snow year. If we do not need to use all of the snow removal budget, we are able to fund additional road maintenance projects. We will continue to provide high-quality service on our school bus routes, priority roads and all County roads used by our residents and visitors.</p> <p>In 2019-2020, we had some major challenges finding employees with experience and credentials for plowing. We have filled the positions for snow removal with experienced seasonal employees who have other jobs when it is not snowing. We will continue to seek those types of employees who will help us achieve positive results. This winter we are cross-training employees between districts so that if an operator on a specific route is not able to work, someone from another district that might not be plowing can fill in without any disruption of service. We need to review and revise as necessary our Level of Service criteria for plowing.</p> <p>Our Department’s Strategic Goals reference roads that are adequately maintained and plowed per their Level of Service Criteria.</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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of school days when snow accumulations meet plow policy criteria at	Result	100%	98%	100%	98%

least 1 hour prior to school bus time, routes within 15 miles of County maintenance facilities will be plowed prior to school bus use.

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%
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**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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	644,100	473,459	162,541
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	46,530	43,470
Fines & Forfeitures	0	0	0	0
Investment Income	0	0	0	0
Interfund Revenues	0	0	0	0
Transfers In	18,856	101,540	36,540	0
Other Financing Sources and Misc.	2,400	2,400	2,400	2,400
Total Revenues	21,256	748,040	558,929	208,411
Expenditures				
Personnel	7,532	27,703	27,703	30,163
Supplies	1,382	6,625	90,425	6,475
Purchased Services	32,402	617,040	454,608	265,937
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	162,863	42,000	5,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	41,316	814,231	614,736	307,575
Excess Revenues / (Net Cost to the County)	(20,060)	(66,191)	(55,807)	(99,164)
General Appropriation Required	20,060	66,191	55,807	99,164
Budget Variance	142,988	0	10,384	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	<p>The funding in this budget provides for maintenance and upkeep on trails, including sweeping, striping, asphalt repair, gravel replacement, etc. Work was done in 2020 on the Old Kebler Wagon Trail to continue to make it as handicapped accessible as possible.</p> <p>In previous years, we have relied on an outside contractor to do any necessary painting on the trails. It was both expensive and unpredictable. In 2021, we are purchasing the stencils of a bike rider and the necessary paint and glass beads to do the painting ourselves. This will allow us to do it early in the season and in multiple locations along a trail. We hope it will help prevent motorists from using the asphalt bike lanes as a spot to stop and talk on their cell phones.</p> <p>This Activity does not directly contribute to either the Department Strategic Plan or the BOCC’s Strategic Plan.</p>
Other:	

Core Services

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

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of County maintained trails that have surface treatments, drainage improvements and clearing as needed.	Result	75%	75%	75%	85%
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%
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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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	108,806	141,416	141,416	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	108,806	141,416	141,416	141,416
Expenditures				
Personnel	57,412	39,036	39,036	35,553
Supplies	0	50	50	50
Purchased Services	67,068	121,455	93,500	109,500
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	124,480	160,541	132,586	145,103
Excess Revenues / (Net Cost to the County)	(15,674)	(19,125)	8,830	(3,687)
General Appropriation Required	15,674	19,125	0	3,687
Budget Variance	14,426	0	27,955	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	<p>Service in this Activity is provided as requested and funded by the Towns of Mt. Crested Butte, Marble and Pitkin. The service provided is normally snow removal, but we can assist in other areas if requested. We also pay for the streetlights in the Town of Somerset as a safety. The municipalities have not requested any additional services so operations will continue to be as provided in previous years.</p> <p>This Activity does not directly relate to the County Strategic Plan, but the roads we plow are extensions of County priority roads that relates to the Department Goal #2.</p>
Other:	

Core Services

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

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 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	10%	100%	100%	98%
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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	60,315	0	0	0
Charges for Services	1,669	3,000	3,000	3,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	38,850	20,000	20,000	20,000
Interfund Revenues	1,925,535	1,904,358	1,904,358	1,904,358
Transfers In	100,500	100,000	100,000	100,000
Other Financing Sources and Misc.	131,699	51,100	51,100	51,100
Total Revenues	2,258,567	2,078,458	2,078,458	2,078,458
Expenditures				
Personnel	636,262	671,977	671,977	674,518
Supplies	653,089	624,500	648,205	649,000
Purchased Services	243,919	233,808	229,538	235,263
Community Prgms/Contributions	0	0	0	0
Financing Costs	40,324	38,124	38,124	38,124
Transfers Out	78,012	95,760	95,760	103,520
Capital Outlay	788,161	610,000	736,350	835,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	2,439,766	2,274,169	2,419,954	2,535,425
Excess Revenues / (Net Cost to the County)	(181,199)	(195,711)	(341,496)	(456,967)
General Appropriation Required	181,199	195,711	341,496	456,967
Budget Variance	488,565	0	145,785	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	60,315	-	0	0
Charges for Services	1,669	3,000	3,000	3,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	38,850	20,000	20,000	20,000
Interfund Revenues	1,925,535	1,904,358	1,904,358	1,904,358
Transfers In	100,500	100,000	100,000	100,000
Other Financing Sources and Misc.	131,699	51,100	51,100	51,100
Total Revenues	2,258,567	2,078,458	2,078,458	2,078,458
Expenditures				
Personnel	636,262	671,977	671,977	674,518
Supplies	653,089	624,500	648,205	649,000
Purchased Services	243,919	233,808	229,538	235,263
Community Prgms/Contributions	-	-	0	0
Financing Costs	40,324	38,124	38,124	38,124
Transfers Out	78,012	95,760	95,760	103,520
Capital Outlay	788,161	610,000	736,350	835,000
Miscellaneous (Extraordinary/Special)	-	-	0	0
Total Expenditures	2,439,766	2,274,169	2,419,954	2,535,425
Excess Revenues / (Net Cost to the County)	(181,199)	(195,711)	(341,496)	(456,967)
General Appropriation Required	(181,199)	(195,711)	341,496	456,967
Budget Variance	488,565	0	145,785	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	<p>The Fleet Activity budget includes all material and parts inventories, ownership and maintenance of County gravel pits, and maintenance of five district shops and all County equipment, except that equipment owned by the airport. Staff are also responsible for prioritizing, developing specifications, bidding and purchasing all new light- and heavy-duty equipment. As the equipment ages and there is limited funding for new equipment, staff must evaluate, prioritize and make the necessary repairs to facilities and equipment to minimize downtime and allow both the Public Works Department and other County departments that use our vehicles and our shops to do their jobs.</p> <p>This Activity continually strives to improve operations by scheduling jobs, cross training, etc., but efforts are sometimes hindered by the priority of responding to emergencies. This year, an improvement in operations will be the evaluation of shop equipment and shop tools. Taking the time out of a busy schedule to determine what has to be replaced and what can be rehabilitated is often postponed to accomplish more pressing jobs. Shop tools and equipment in good repair expedite repairs and enhance safety for our fleet technicians.</p> <p>This Activity directly relates to both the BOCC Strategic Plan and the Departments Strategic Goals. The BOCC Strategic Goal B.3. prioritizes the purchase of natural gas vehicles, which has been done. The Department Strategic Goal is broader in that it requires increased fuel efficiency for vehicles and meeting federal emission standards for equipment, which is an on-going process.</p>
Other:	

Core Services

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

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 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%	33.3%	33.3%	35%



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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	1,063,093	1,039,020	1,039,020	1,039,020
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	1,654	1,000	1,000	1,000
Investment Income	47,183	37,000	37,000	37,000
Interfund Revenues	-	-	-	-
Transfers In	-	27,000	27,000	-
Other Financing Sources and Misc.	116,426	83,550	110,608	83,550
Total Revenues	1,228,356	1,187,570	1,214,628	1,160,570
Expenditures				
Personnel	519,176	532,822	540,448	555,917
Supplies	56,600	76,250	74,750	76,850
Purchased Services	279,312	329,108	350,357	386,708
Community Prgms/Contributions	-	-	-	-
Financing Costs	52,033	52,307	52,307	158,757
Transfers Out	71,328	73,392	73,392	78,312
Capital Outlay	-	40,765	40,765	13,765
Miscellaneous (Extraordinary/Special)	4,773	5,000	2,000	5,000
Total Expenditures	983,223	1,109,644	1,134,019	1,275,309
Excess Revenues / (Net Cost to the County)	245,133	77,926	80,609	(114,739)
General Appropriation Required	0	0	0	114,739
Budget Variance	167,879	0	2,683	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	809,708	782,904	782,904	782,904
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	1,654	1,000	1,000	1,000
Investment Income	47,183	37,000	37,000	37,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	22,289	23,550	23,550	23,550
Total Revenues	880,835	844,454	844,454	844,454
Expenditures				
Personnel	271,269	262,076	262,076	281,562
Supplies	41,375	51,050	51,050	55,050
Purchased Services	223,739	262,961	281,410	311,061
Community Prgms/Contributions	0	0	0	0
Financing Costs	52,033	52,307	52,307	158,757
Transfers Out	47,796	49,176	49,176	52,464
Capital Outlay	0	13,765	13,765	13,765
Miscellaneous (Extraordinary/Special)	4,773	5,000	2,000	5,000
Total Expenditures	640,986	696,335	711,784	877,659
Excess Revenues / (Net Cost to the County)	239,849	148,119	132,670	(33,205)
General Appropriation Required	0	0	0	33,205
Budget Variance	81,280	0	18,132	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	<p>The budget for this Activity is adequate to meet the needs of the Gunnison Valley and Hinsdale County for waste disposal. The Activity is compliant with State and Federal regulations for water quality, storm water management, air quality, etc. The Activity will be able to continue sorting steel, appliances, and mattresses for recycling, which extends the life of the current cell.</p> <p>In the coming year, we must make a more concentrated effort to manage windblown debris. It is an ongoing issue with adjacent property owners and CDPHE inspections, and it is largely due to the topography of the location. Improvement includes fencing, fence cleaning and the labor-intensive chore of collection of off-site debris, which is largely paper products.</p> <p>A new, larger compactor designed exclusively for landfill use has been purchased and will be available by late spring. It will significantly increase the compaction rate, which will save airspace and increase the life of the cell.</p> <p>New computer software is being installed that will do the price calculation on landfill tickets automatically, which will hopefully allow faster service at the gate and eliminate the potential of calculation errors.</p> <p>This Activity directly relates to the first Department Strategic Goal of protecting the environment as demonstrated by no loss of funding or fines.</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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of special waste requests that are handled within 3 days of receipt of final application package.	Result	100%	100%	100%	100%

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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	253,384	256,116	256,116	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	27,000	27,000	0
Other Financing Sources and Misc.	94,137	60,000	87,058	60,000
Total Revenues	347,521	343,116	370,174	316,116
Expenditures				
Personnel	247,907	270,746	278,372	274,355
Supplies	15,225	25,200	23,700	21,800
Purchased Services	55,573	66,147	68,947	75,647
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	23,532	24,216	24,216	25,848
Capital Outlay	0	27,000	27,000	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	342,237	413,309	422,235	397,650
Excess Revenues / (Net Cost to the County)	5,284	(70,193)	(52,061)	(81,534)
General Appropriation Required	0	70,193	52,061	81,534
Budget Variance	86,599	0	18,132	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	<p>The 2021 level of funding will allow us to continue existing programs, but there will not be any changes in the products that we accept. We will continue our collection program at businesses and government offices, and we will continue processing at the Center. Transportation of products continues to be a challenge, particularly in the winter. Gunnison is an out-of-the-way location for most over-the-road truckers.</p> <p>As mentioned above, scheduling trucks to pick up products through our brokers is a challenge. We will increase our efforts to secure trucks, which maintains the quality of our product because they are not stored outside. It also minimizes staff time spent stacking and covering product.</p> <p>We are looking forward to doing a better job of communicating with the people who use the Center in 2021. We want to increase their understanding of what is not acceptable and why, which will reduce our sort time and enhance the quality of our processed product.</p> <p>There is not a strategic goal that directly relates to the Recycling Activity, but all products that are recycled are not taken to the landfill which allows that Activity to meet its strategic goals and comply with State and Federal regulations.</p>
Other:	

Core Services

- Product Diversions
- Product Bales
- Product Sales
- Recycling Educational Tours



Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of respondents to the biennial citizen survey who report that they recycled used paper, cans or bottles from their homes.	Result	86%	86%	86%	86%
Percentage of product that is diverted from the waste stream.	Result	11.5%	10%	12.5%	11%



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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	1,630	1,320	1,320	1,320
Intergovernmental	97,720	98,874	97,186	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.	36	0	0	0
Total Revenues	99,386	100,194	98,506	89,171
Expenditures				
Personnel	167,249	173,019	173,019	185,627
Supplies	15,271	11,552	13,358	9,500
Purchased Services	44,097	49,339	45,845	39,936
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	226,618	233,910	232,222	235,063
Excess Revenues / (Net Cost to the County)	(127,232)	(133,716)	(133,716)	(145,892)
General Appropriation Required	127,232	133,716	133,716	145,892
Budget Variance	4,555	0	0	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	1,630	1,320	1,320	1,320
Intergovernmental	97,720	98,874	97,186	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.	36	0	0	0
Total Revenues	99,386	100,194	98,506	89,171
Expenditures				
Personnel	167,249	173,019	173,019	185,627
Supplies	15,271	11,552	13,358	9,500
Purchased Services	44,098	49,339	45,845	39,936
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	226,618	233,910	232,222	235,063
Excess Revenues / (Net Cost to the County)	(127,231)	(133,716)	(133,716)	(145,892)
General Appropriation Required	127,231	133,716	133,716	145,892
Budget Variance	4,555	0	0	0

Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs: None

Performance Narrative: The employees of this Activity will strive to complete the following tasks in the upcoming year:

- 80-100 herbicide acres of noxious weeds treatment,
- 150-200 contacts with citizens to provide education and research-based consultation,
- 100% of outstanding reclamation permit inspections and reports completed,
- Assist agriculture producers with certification of 300-400 acres of weed-free hay, secure grant funding to continue private landowner assistance program,
- Develop public education events/offerings as public health conditions allow, and
- Continue to expand re-seeding and re-vegetation efforts.

No changes are planned, unless directed by the County. The employees take great pride in the Activity they have developed as a team over the long term and feel it is functioning as optimally as it can with the resources at hand. We understand the County's focus on quantifying and measuring results and, as much as possible, we integrate this objective into all of the work that we do.

BOCC Strategic Goal A.4. addresses infrastructure development. Through ongoing weed management and revegetation, our Activity is supporting the sustainable development of the Shady Island River Park, which is specifically identified in this goal. The Activity also supports the Whetstone Parcel, Brush Creek Parcel, Gunnison Whitewater Park and numerous other County properties designated as sites for meeting longer term strategic goals like sustainable recreation, affordable housing, etc. Our work is complementary to the stewardship goals of the STOR committee.

BOCC Strategic Goal B.1. addresses protecting water quality. This goal is a primary objective of this Activity's work. Staff uses a strict spot-spray approach and have reduced herbicide applications significantly, using EPA reduced-risk herbicides, complying with (and exceeding) Clean Water Act and NPDES regulations, and leaving spray buffers along waterways and irrigation ditches.

A Gunnison County priority, listed in another Department, is the protection of the Gunnison Sage-grouse and its habitat. Approximately 20 herbicide acres of cheat grass and other noxious weeds were treated in critical Gunnison Sage-grouse habitat in 2020.

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

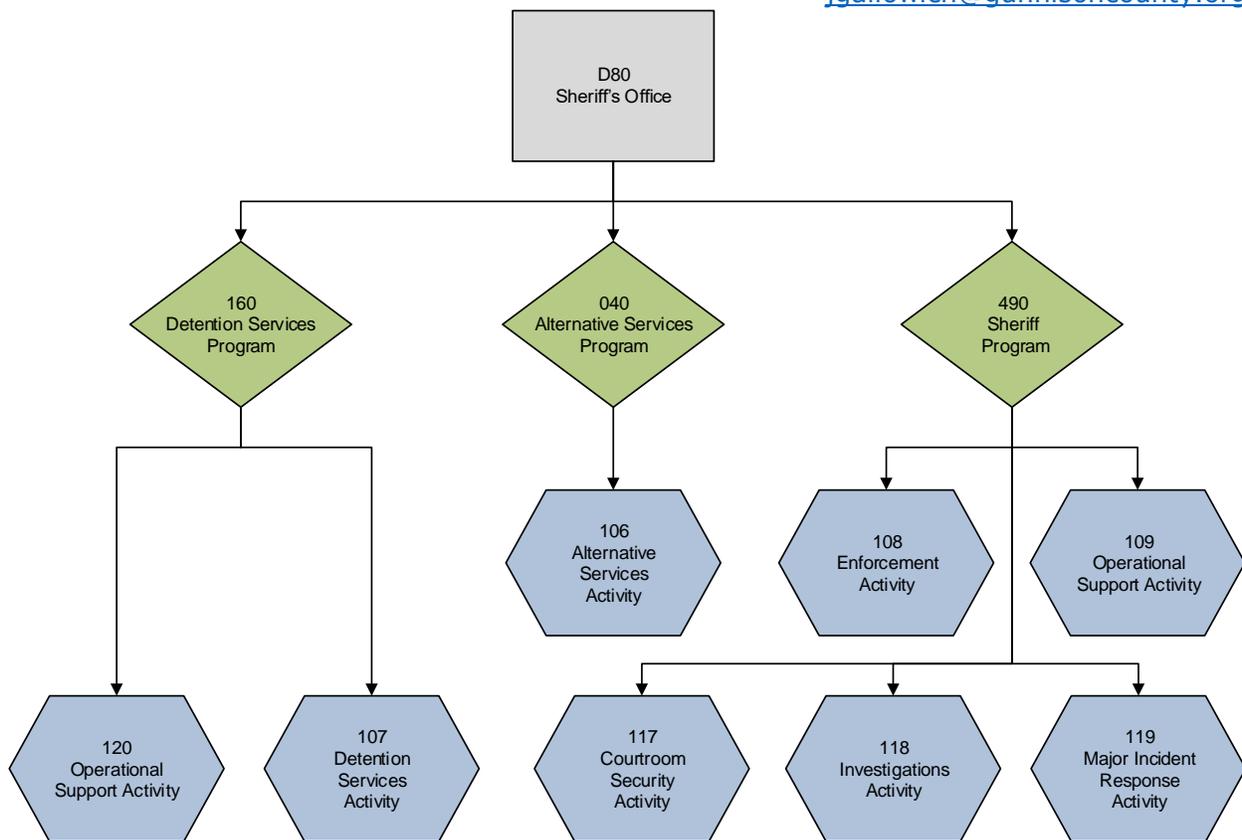
	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of outstanding Gunnison County Reclamation Permits that are inspected by the Weed Coordinator.	Result	100%	100%	100%	100%
Percentage of financial contributors (federal, state and local cooperators) to the Gunnison Basin Weed Management Program report that their expectations are met for weed control by the Gunnison County Weed District on the lands they oversee.	Result	100%	100%	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	91,714	227,080	270,509	128,944
Charges for Services	84,674	65,000	65,000	65,000
Contributions and Other Grants	-	-	0	0
Fines & Forfeitures	123,173	118,353	95,000	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.	4,049	4,000	4,000	4,000
Total Revenues	303,610	414,433	434,509	316,297
Expenditures				
Personnel	2,346,676	2,849,164	2,785,154	2,692,676
Supplies	99,334	169,027	188,545	154,360
Purchased Services	539,216	661,082	661,082	656,952
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	4,039	66,000	89,003	271,767
Miscellaneous (Extraordinary/Special)	122,630	160,000	160,000	115,000
Total Expenditures	3,111,896	3,905,273	3,883,784	3,890,755
Excess Revenues / (Net Cost to the County)	(2,808,285)	(3,490,840)	(3,449,275)	(3,574,458)
General Appropriation Required	2,808,285	3,490,840	3,449,275	3,574,458
Budget Variance	434,964	0	41,565	0

Department Resources Restated by Fund

Revenues				
General Fund	303,615	414,433	434,509	316,297
Total Revenues	303,615	414,433	434,509	316,297
Expenditures				
General Fund	3,111,896	3,905,273	3,883,784	3,890,755
Total Expenditures	3,111,896	3,905,273	3,883,784	3,890,755

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

	2019 Actual	2020 Budget	2020 Projected	2021 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	35,005	35,000	35,000	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	30,005	35,000	35,000	35,000
Expenditures				
Personnel	63,431	66,169	66,169	68,370
Supplies	158	1,450	1,450	500
Purchased Services	7,071	7,570	7,570	6,319
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	70,659	75,189	75,189	75,189
Excess Revenues / (Net Cost to the County)	(35,654)	(40,189)	(40,189)	(40,189)
General Appropriation Required	35,654	40,189	40,189	40,189
Budget Variance	4,902	0	0	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

	2019 Actual	2020 Budget	2020 Projected	2021 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	35,005	35,000	35,000	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	30,005	35,000	35,000	35,000
Expenditures				
Personnel	63,431	66,169	66,169	68,370
Supplies	158	1,450	1,450	500
Purchased Services	7,071	7,570	7,570	6,319
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	70,659	75,189	75,189	75,189
Excess Revenues / (Net Cost to the County)	(35,654)	(40,189)	(40,189)	(40,189)
General Appropriation Required	35,654	40,189	40,189	40,189
Budget Variance	4,902	0	0	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The Alternative Services Activity has navigated COVID-19 very well, and there has been continued good communication with the Gunnison District Attorney's Office regarding extensions of services for defendants due to COVID-19.
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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of defendants who successfully complete their Useful Public Service.	Result	85%	85%	85%	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	4,523	119,500	142,503	28,500
Charges for Services	1,423	2,000	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	5,946	121,500	144,503	30,500
Expenditures				
Personnel	944,858	1,270,388	1,270,388	1,092,885
Supplies	35,391	41,850	41,850	45,650
Purchased Services	42,925	45,492	45,492	47,572
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	23,003	0
Miscellaneous (Extraordinary/Special)	111,375	147,000	147,000	102,000
Total Expenditures	1,134,549	1,504,730	1,527,733	1,288,107
Excess Revenues / (Net Cost to the County)	(1,128,603)	(1,383,230)	(1,383,230)	(1,257,607)
General Appropriation Required	1,128,603	1,383,230	1,383,230	1,257,607
Budget Variance	11,706	0	0	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	115,000	138,003	24,000
Charges for Services	1,423	2,000	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	1,423	117,000	140,003	26,000
Expenditures				
Personnel	797,200	1,096,160	1,096,160	912,856
Supplies	23,871	28,600	28,600	28,300
Purchased Services	10,679	21,412	21,412	26,837
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	23,003	0
Miscellaneous (Extraordinary/Special)	111,375	147,000	147,000	102,000
Total Expenditures	943,125	1,293,172	1,316,175	1,069,993
Excess Revenues / (Net Cost to the County)	(941,703)	(1,176,172)	(1,176,172)	(1,043,993)
General Appropriation Required	941,703	1,176,172	1,176,172	1,043,993
Budget Variance	17,168	0	0	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Detentions services has seen a large decrease in inmate population due to COVID-19. Meal counts are down and the cost-per-plate has been reduced by menu changes. Medical services for inmates has decreased, and cost to the County has reduced due to statutory requirements being met 100% by administration staff. The overall transports have been reduced due to COVID-19 restrictions that have been in place since March 2020.
Other:	

Core Services

- Critical incident responses
- Daily reports
- Meals
- Medical appointments
- Inmate educational sessions
- Medical appointments/transports
- Mental health appointments/transports
- 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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	4,523	4,500	4,500	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	4,523	4,500	4,500	4,500
Expenditures				
Personnel	147,658	174,228	174,228	180,029
Supplies	11,520	13,250	13,250	17,350
Purchased Services	32,246	24,080	24,080	20,735
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	191,424	211,558	211,558	218,114
Excess Revenues / (Net Cost to the County)	(186,901)	(207,058)	(207,058)	(213,614)
General Appropriation Required	186,901	207,058	207,058	213,614
Budget Variance	5,461	0	0	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	Overall, operational support functions have decreased. The training regimen was severely impacted in 2020, as COVID-19 reduced all face-to-face trainings for the entire year. All training requirements were met by 100% of the staff, but no specialized training was available. All of the agency vehicles were kept in running condition, and replacements were scheduled appropriately.
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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	87,191	107,580	128,006	100,444
Charges for Services	83,252	63,000	63,000	63,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	88,168	83,353	60,000	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.	4,049	4,000	4,000	4,000
Total Revenues	262,659	257,933	255,006	250,797
Expenditures				
Personnel	1,338,387	1,512,607	1,448,597	1,531,421
Supplies	63,786	125,727	145,245	108,210
Purchased Services	489,221	608,020	608,020	603,061
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	4,039	66,000	66,000	271,767
Miscellaneous (Extraordinary/Special)	11,255	13,000	13,000	13,000
Total Expenditures	1,906,687	2,325,354	2,280,862	2,527,459
Excess Revenues / (Net Cost to the County)	(1,644,028)	(2,067,421)	(2,025,856)	(2,276,662)
General Appropriation Required	1,644,028	2,067,421	2,025,856	2,276,662
Budget Variance	441,768	0	41,565	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	2,114	2,400	3,308	2,400
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	88,168	83,353	60,000	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.	3,537	4,000	4,000	4,000
Total Revenues	93,818	89,753	67,308	89,753
Expenditures				
Personnel	570,849	718,579	654,569	749,855
Supplies	38,571	44,000	44,000	42,000
Purchased Services	0	3,000	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	43,000	43,000	43,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	609,421	808,579	744,569	837,855
Excess Revenues / (Net Cost to the County)	(515,603)	(718,826)	(677,261)	(748,102)
General Appropriation Required	515,603	718,826	677,261	748,102
Budget Variance	277,048	0	41,565	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	In 2020, 100% of civil process were booked in and delivered to the respective person or locations, and 100% of the available licensing and permitting was completed appropriately and timely. There was a large decrease in advanced training and in-person meetings due to COVID-19.
Other:	

Core Services

- General patrol
- Civil actions

Key Performance Measures

	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage of surveyed Gunnison County residents who indicate that crime prevention services provided by the Sheriff's Office are good or excellent.	Result	71%	75%	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	4,397	3,000	3,000	3,000
Charges for Services	88,252	63,000	63,000	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.	512	0	0	0
Total Revenues	88,161	66,000	66,000	66,000
Expenditures				
Personnel	487,823	471,904	471,904	475,954
Supplies	24,330	61,330	61,330	48,710
Purchased Services	476,771	569,440	569,440	571,981
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	4,039	20,000	20,000	227,267
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	992,962	1,122,674	1,122,674	1,323,912
Excess Revenues / (Net Cost to the County)	(904,802)	(1,056,674)	(1,056,674)	(1,257,912)
General Appropriation Required	904,802	1,056,674	1,056,674	1,257,912
Budget Variance	117,665	0	0	0

Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs: None

Performance Narrative: Overall, operational support functions have decreased. The training regimen was severely impacted in 2020, as COVID-19 reduced all face-to-face trainings for the entire year. All training requirements were met by 100% of the staff, but no specialized training was available. All of the agency vehicles were kept in running condition, and replacements were scheduled appropriately.

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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	72,037	84,180	84,180	77,044
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	72,037	84,180	84,180	77,044
Expenditures				
Personnel	111,335	97,540	97,540	90,820
Supplies	299	4,397	4,397	2,500
Purchased Services	3,222	4,500	4,500	4,000
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	114,856	106,437	106,437	97,320
Excess Revenues / (Net Cost to the County)	(42,819)	(22,257)	(22,257)	(20,276)
General Appropriation Required	42,819	22,257	22,257	20,276
Budget Variance	7,409	0	0	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	In 2020, 100% of the Court Security functions were completed appropriately and timely.
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

	2019 Actual	2020 Budget	2020 Projected	2021 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	167,654	215,521	215,521	205,729
Supplies	0	3,000	3,000	2,000
Purchased Services	0	12,500	12,500	7,500
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	167,654	231,021	231,021	215,229
Excess Revenues / (Net Cost to the County)	(167,654)	(231,021)	(231,021)	(215,229)
General Appropriation Required	167,654	231,021	231,021	215,229
Budget Variance	21,158	0	0	0

Budget Changes

Proposed Change in Funding:

Proposed Change in FTEs: None

Performance Narrative: The Investigations Activity has completed and filed charges on all major and minor investigation cases with the exception of on-going cases to date. All of the evidence and property has been logged into evidence and managed timely and appropriately.

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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	8,644	18,000	37,518	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.	0	0	0	0
Total Revenues	8,644	18,000	37,518	18,000
Expenditures				
Personnel	726	9,063	9,063	9,063
Supplies	585	13,000	32,518	13,000
Purchased Services	9,227	18,580	18,580	16,580
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	3,000	3,000	1,500
Miscellaneous (Extraordinary/Special)	11,255	13,000	13,000	13,000
Total Expenditures	21,794	56,643	76,161	53,143
Excess Revenues / (Net Cost to the County)	(13,150)	(38,643)	(38,643)	(35,143)
General Appropriation Required	13,150	38,643	38,643	35,143
Budget Variance	18,489	0	0	0



Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	In 2020, 100% of the major incidents in Gunnison County were responded to in a timely fashion and were coordinated appropriately with the correct information being passed to the public, via newspapers, Facebook or other methods.
Other:	

Core Services

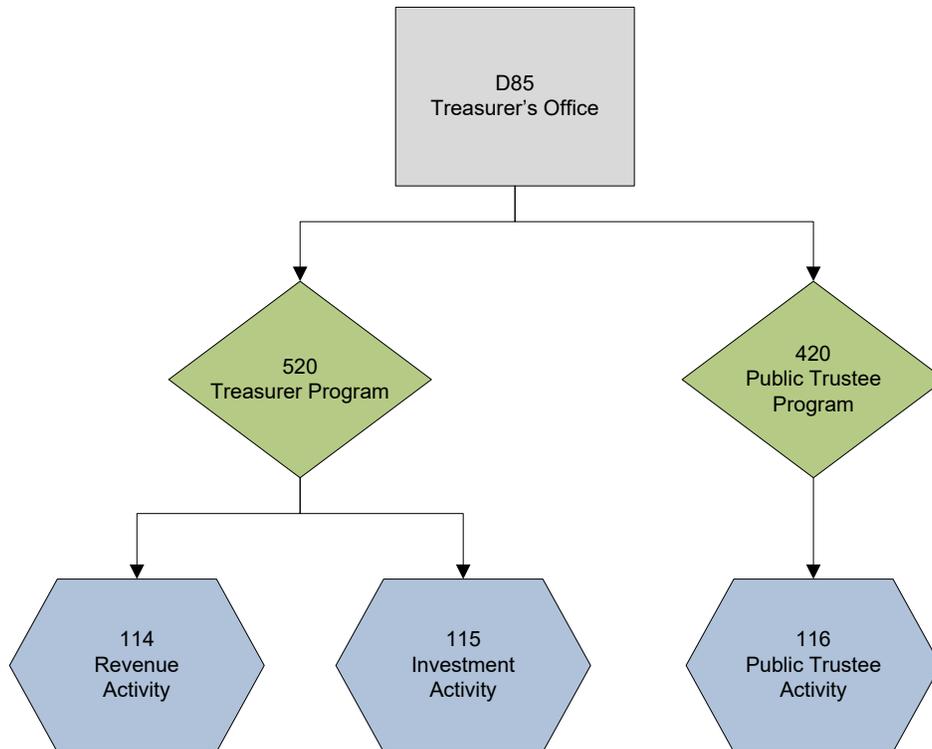
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- Emergency coordination for private-land wildfires, Hazardous Materials (HAZMAT), and Search and Rescue
 - Public Information and assistance

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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Department Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	52,303	53,000	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	882,081	828,782	890,000	890,000
Transfers In	39,277	40,910	40,910	40,910
Other Financing Sources and Misc.	6,662	7,000	7,000	7,000
Total Revenues	980,323	929,692	990,910	990,910
Expenditures				
Personnel	234,275	242,707	240,465	258,158
Supplies	9,828	12,700	12,700	12,500
Purchased Services	59,295	62,530	57,230	63,855
Community Prgms/Contributions	0	0	0	0
Financing Costs	11,972	15,000	15,000	15,000
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	25,095	33,000	33,000	33,000
Total Expenditures	340,464	365,937	358,395	382,513
Excess Revenues / (Net Cost to the County)	639,859	563,755	632,515	608,397
General Appropriation Required	0	0	0	0
Budget Variance	110,952	0	68,760	0

Department Resources Restated by Fund

Revenues				
General Fund	888,735	835,782	897,000	897,000
Public Trustee Agency Fund	91,588	93,910	93,910	93,910
Total Revenues	980,323	929,692	990,910	990,910
Expenditures				
General Fund	257,492	272,207	267,080	288,169
Public Trustee Agency Fund	82,972	93,730	91,315	94,344
Total Expenditures	340,464	365,937	358,395	382,513

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

	2019 Actual	2020 Budget	2020 Projected	2021 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	882,081	828,782	890,000	890,000
Transfers In	0	0	0	0
Other Financing Sources and Misc.	6,654	7,000	7,000	7,000
Total Revenues	888,735	835,782	897,000	897,000
Expenditures				
Personnel	180,985	188,312	186,835	203,274
Supplies	9,827	12,500	12,500	12,300
Purchased Services	54,708	56,395	52,745	57,595
Community Prgms/Contributions	0	0	0	0
Financing Costs	11,972	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	257,492	272,207	267,080	288,169
Excess Revenues / (Net Cost to the County)	631,424	563,575	629,920	608,831
General Appropriation Required	0	0	0	0
Budget Variance	101,996	0	66,345	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

	2019 Actual	2020 Budget	2020 Projected	2021 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	882,081	828,782	890,000	890,000
Transfers In	0	0	0	0
Other Financing Sources and Misc.	6,654	7,000	7,000	7,000
Total Revenues	888,735	835,782	897,000	897,000
Expenditures				
Personnel	166,501	173,751	172,284	188,636
Supplies	9,827	12,500	12,500	12,300
Purchased Services	52,208	54,395	50,745	55,595
Community Prgms/Contributions	0	0	0	0
Financing Costs	11,972	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	240,508	255,646	250,529	271,531
Excess Revenues / (Net Cost to the County)	648,226	580,136	646,471	625,469
General Appropriation Required	0	0	0	0
Budget Variance	101,892	0	66,335	0

Budget Changes

Proposed Change in Funding:	Increase of overall budget because of increased revenue from Treasurer's fees.
Proposed Change in FTEs:	None
Performance Narrative:	In 2021, the number of tax statements that are sent via email should continue to increase, which will cut down on mailing costs.
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	2019 Actual	2020 Budget	2020 Projected	2021 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	99%	98%	99%	99%
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	100%	99%	100%	100%
Percentage of financial reports issued within established statutory deadlines.	Result	100%	99%	100%	100%



**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

	2019 Actual	2020 Budget	2020 Projected	2021 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	14,484	14,561	14,551	14,638
Supplies	0	0	0	0
Purchased Services	2,500	2,000	2,000	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	16,984	16,561	16,551	16,638
Excess Revenues / (Net Cost to the County)	(16,984)	(16,561)	(16,551)	(16,638)
General Appropriation Required	16,984	16,561	16,551	16,638
Budget Variance	104	0	10	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None.
Performance Narrative:	Interest rates declined in 2020, and expectations are that they could remain low for 2021. 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	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Percentage return on investments.	Result	1.60%	1%	1.78%	1.50%

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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	52,303	53,000	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	39,277	40,910	40,910	40,910
Other Financing Sources and Misc.	9	0	0	0
Total Revenues	91,588	93,910	93,910	93,910
Expenditures				
Personnel	53,290	54,395	53,630	54,884
Supplies	0	200	200	200
Purchased Services	4,587	6,135	4,485	6,260
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)	25,095	33,000	33,000	33,000
Total Expenditures	82,972	93,730	91,315	94,344
Excess Revenues / (Net Cost to the County)	8,617	180	2,595	(434)
General Appropriation Required	0	0	0	434
Budget Variance	8,956	0	2,415	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	52,303	53,000	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	39,277	40,910	40,910	40,910
Other Financing Sources and Misc.	9	0	0	0
Total Revenues	91,588	93,910	93,910	93,910
Expenditures				
Personnel	53,290	54,395	53,630	54,884
Supplies	0	200	200	200
Purchased Services	4,587	6,135	4,485	6,260
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)	25,095	33,000	33,000	33,000
Total Expenditures	82,972	93,730	91,315	94,344
Excess Revenues / (Net Cost to the County)	8,617	180	2,595	(434)
General Appropriation Required	0	0	0	434
Budget Variance	8,956	0	2,415	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None.
Performance Narrative:	In 2021, operations will continue to meet all state statutory deadlines.
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	2019 Actual	2020 Budget	2020 Projected	2021 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	1,000	1,100	1,600	1,300

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
220 N. Spruce
Gunnison, CO 81230
(970) 641-7919





Summary of Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	14,700	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	14,700	14,700	14,700	14,700
Expenditures				
Personnel	10,074	10,064	10,064	10,064
Supplies	638	386	386	386
Purchased Services	1,810	4,250	4,250	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	12,523	14,700	14,700	14,700
Excess Revenues / (Net Cost to the County)	2,177	0	0	0
General Appropriation Required	0	0	0	0
Budget Variance	2,177	0	0	0

Resources Restated by Fund

Revenues				
General Fund	14,700	14,700	14,700	14,700
Total Revenues	14,700	14,700	14,700	14,700
Expenditures				
General Fund	12,523	14,700	14,700	14,700
Total Expenditures	12,523	14,700	14,700	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Program Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	14,700	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	14,700	14,700	14,700	14,700
Expenditures				
Personnel	10,074	10,064	10,064	10,064
Supplies	638	386	386	386
Purchased Services	1,810	4,250	4,250	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	12,523	14,700	14,700	14,700
Excess Revenues / (Net Cost to the County)	2,177	0	0	0
General Appropriation Required	0	0	0	0
Budget Variance	2,177	0	0	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Activity Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	14,700	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	14,700	14,700	14,700	14,700
Expenditures				
Personnel	10,074	10,064	10,064	10,064
Supplies	638	386	386	386
Purchased Services	1,810	4,250	4,250	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	12,523	14,700	14,700	14,700
Excess Revenues / (Net Cost to the County)	2,177	0	0	0
General Appropriation Required	0	0	0	0
Budget Variance	2,177	0	0	0

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Performance Narrative:	The veteran population is being served in Gunnison County by assisting veterans with claim services, University education services, federal advocacy and senior care services.
Other:	

Core Services

- Veteran Assistance/Education Sessions
- Claim Filings
- University outreach/integration
- Federal advocacy based on local trend data

Key Performance Measures

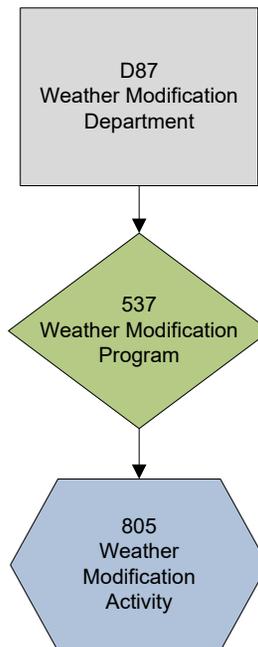
	Measure Type	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Number of contacts for service.	Output	134	112	100	100
Number of phone calls received and made.	Output	226	191	150	150

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.

Acting Program Director

Juan Guerra
200 E. Virginia Ave.
Gunnison, CO 81230
(970) 641-2203
jguerra@gunnisoncounty.org





Summary of Program Resources

	2019 Actual	2020 Budget	2020 Projected	2021 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

	2019 Actual	2020 Budget	2020 Projected	2021 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

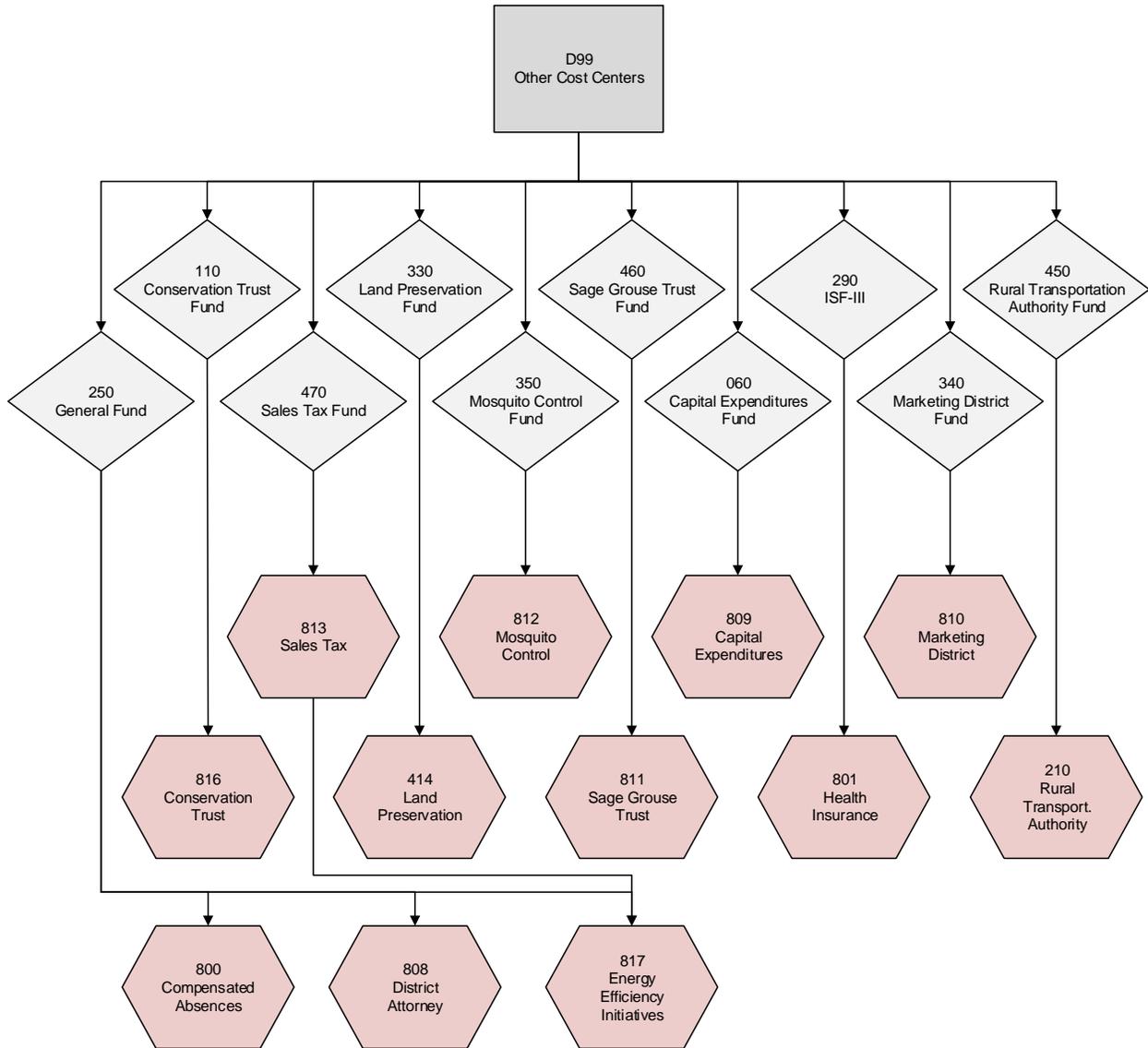
The purpose of Weather Modification Activity is to provide enhanced snowfall to the citizens and visitors of Gunnison County so they can have increased water supply, tourism and agriculture.

Resource Summary

	2019 Actual	2020 Budget	2020 Projected	2021 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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Department Specific Revenues				
00 Taxes	18,457,351	18,599,069	19,503,827	18,272,561
05 Licenses & Permits	250,869	180,000	180,000	180,000
10 Intergovernmental	2,874,296	1,771,106	2,469,059	1,746,101
15 Charges for Service	160,849	113,157	228,157	113,157
20 Contributions and Other Grants	-	-	-	-
25 Fines & Forfeitures	52,253	28,601	67,597	42,697
30 Investment Income	648,355	352,061	491,838	359,419
35 Interfund Revenues	1,993,264	2,214,050	2,214,050	2,214,050
40 Transfers In	4,063,457	2,646,107	2,453,398	2,588,825
45 Other Financing Sources and Misc.	2,717,255	1,523,557	1,543,691	370,146
Total Revenues	31,217,950	27,427,709	29,151,617	25,886,956
Expenditures				
50 Personnel	136,364	61,753	62,548	62,929
55 Supplies	196,627	219,760	149,760	177,760
60 Purchased Services	4,235,752	4,535,169	4,480,266	4,417,229
65 Community Prgms/Contributions	338,954	963,500	963,500	963,500
70 Financing Costs	3,095,791	2,385,778	1,989,206	2,004,590
75 Transfers Out	3,837,605	3,018,273	2,350,667	2,415,582
80 Capital Outlay	3,660,881	5,053,230	5,002,679	1,908,112
85 Miscellaneous	4,641,467	6,063,523	5,609,546	5,792,126
Total Expenditures	20,143,441	22,300,987	20,608,172	17,741,828
Excess Revenues / (Net Cost to the County)	11,074,509	5,126,722	8,543,445	8,145,128
General Appropriation Required	0	0	0	0
Budget Variance	3,672,374	0	3,416,723	0



Other Cost Center Resources Restated by Fund

Revenues				
101 General Fund	11,917,790	11,433,191	12,026,889	11,714,039
202 Road & Bridge	-	-	-	-
207 Conservation Trust	67,616	62,000	62,601	62,000
212 Sales Tax	3,221,896	2,399,673	2,692,489	2,692,489
213 Land Preservation	539,190	536,332	536,332	536,332
230 Mosquito Control	99,354	101,359	102,029	103,212
232 Sage Grouse	77,496	75,057	75,057	75,057
270 Housing Authority	1,325,240	260,162	205,055	55,055
291 Local Marketing District	2,218,339	2,199,100	2,135,285	2,075,599
292 Gunnison Valley Transportation	5,067,335	4,377,946	5,593,413	3,910,679
408 Debt Service	1,994,559	1,981,567	1,721,145	1,580,494
543 Capital Expenditures	1,581,704	1,499,002	1,499,002	579,680
790 ISF-III	2,524,367	2,272,170	2,272,170	2,272,170
Total Revenues	31,217,948	27,427,709	29,151,617	25,886,956

Expenditures				
101 General Fund	4,149,067	2,999,946	2,960,999	3,045,286
202 Road & Bridge	40,301	30,000	30,000	30,000
207 Conservation Trust	65,058	23,300	23,300	800
212 Sales Tax	3,017,322	2,662,714	2,120,564	2,191,482
213 Land Preservation	228,720	857,263	857,263	857,263
230 Mosquito Control	98,152	101,328	101,279	103,215
232 Sage Grouse	49,165	62,200	33,700	38,200
291 Local Marketing District	2,252,571	2,321,089	2,321,959	2,211,719
292 Gunnison Valley Transportation	4,410,639	5,812,326	5,205,397	3,841,385
373 GV Regional Housing	-	-	-	-
408 Debt Service	1,991,018	1,981,467	1,584,045	1,580,763
543 Capital Expenditures	424,924	2,343,123	2,343,123	791,112
610 Airport Operations	-	-	-	-
671 Senior Housing	182,741	194,881	194,881	194,881
672 Assisted Living	9,609	-	-	-
790 ISF-III	2,214,517	2,654,427	2,629,848	2,649,811
Total Expenditures	20,143,441	22,300,986	20,608,173	17,741,828



**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

	2019 Actual	2020 Budget	2020 Projected	2021 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	122,464	47,750	47,750	47,750
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	122,464	47,750	47,750	47,750
Excess Revenues / (Net Cost to the County)	(122,464)	(47,750)	(47,750)	(47,750)
General Appropriation Required	122,464	47,750	47,750	47,750
Budget Variance	50,697	0	0	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

	2019 Actual	2020 Budget	2020 Projected	2021 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	379,279	425,703	425,703	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	379,279	425,703	425,703	425,703
Excess Revenues / (Net Cost to the County)	(379,279)	(425,703)	(425,703)	(425,703)
General Appropriation Required	379,279	425,703	425,703	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Cost Center Specific Revenues				
Taxes	9,614,084	9,988,900	9,957,900	9,998,900
Licenses and Permits	250,869	180,000	180,000	180,000
Intergovernmental	803,737	120,000	541,773	120,000
Charges for Services	81,909	35,000	150,000	35,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	341,596	201,040	305,000	201,040
Interfund Revenues	0	0	0	0
Transfers In	714,045	721,530	705,495	992,378
Other Financing Sources and Misc.	111,550	186,721	186,721	186,721
Total Revenues	11,917,790	11,433,191	12,026,889	11,714,039
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	423,324	500,050	500,050	500,050
Community Prgms/Contributions	93,500	93,500	93,500	93,500
Financing Costs	0	0	0	0
Transfers Out	2,222,462	599,760	560,813	630,100
Capital Outlay	411	110,000	110,000	110,000
Miscellaneous (Extraordinary/Special)	945,243	1,245,673	1,245,673	1,245,673
Total Expenditures	3,684,940	2,548,983	2,510,036	2,579,323
Excess Revenues / (Net Cost to the County)	8,232,849	8,884,208	9,516,853	9,134,716
General Appropriation Required	0	0	0	0
Budget Variance	158,185	0	632,645	0



817
Energy Efficiency Initiatives

Organizational Functions

This cost center is used to track expenditures related to Energy Efficiency Initiatives including costs 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

	2019 Actual	2020 Budget	2020 Projected	2021 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	1,300	1,300	1,300
Purchased Services	6,043	6,210	7,655	21,210
Community Prgms/Contributions	0	0	0	0
Financing Costs	113,386	262,649	262,649	282,165
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	119,429	270,159	271,604	304,675
Excess Revenues / (Net Cost to the County)	(119,429)	(270,159)	(271,604)	(304,675)
General Appropriation Required	119,429	270,159	271,604	304,675
Budget Variance	204,857	0	1,445	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Cost Center Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	65,063	60,000	60,001	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	2,553	2,000	2,000	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	67,616	62,000	62,001	62,000
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	651	800	800	800
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	64,407	22,500	22,500	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	65,058	23,300	23,300	800
Excess Revenues / (Net Cost to the County)	2,558	38,700	39,301	61,200
General Appropriation Required	0	0	0	0
Budget Variance	10,476	0	601	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Cost Center Specific Revenues				
Taxes	2,502,672	2,379,672	2,648,392	2,648,392
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	16,259	6,001	19,097	19,097
Investment Income	19,229	14,000	25,000	25,000
Interfund Revenues	0	0	0	0
Transfers In	683,736	0	0	0
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	3,221,896	2,399,673	2,692,489	2,692,489
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	47,708	47,977	52,541	52,546
Community Prgms/Contributions	23,146	20,000	20,000	20,000
Financing Costs	944,342	102,103	104,103	102,103
Transfers Out	1,480,982	2,229,985	1,629,826	1,634,668
Capital Outlay	404,400	0	50,000	100,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	2,900,578	2,400,065	1,856,470	1,909,317
Excess Revenues / (Net Cost to the County)	321,318	(392)	836,019	783,172
General Appropriation Required	0	392	0	0
Budget Variance	1,086,709	0	836,411	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Cost Center Specific Revenues				
Taxes	510,936	526,332	526,332	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	28,254	10,000	10,000	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	539,190	536,332	536,332	536,332
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	6,412	7,263	7,263	7,263
Community Prgms/Contributions	222,308	850,000	850,000	850,000
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	228,720	857,263	857,263	857,263
Excess Revenues / (Net Cost to the County)	310,470	(320,931)	(320,931)	(320,931)
General Appropriation Required	0	320,931	320,931	320,931
Budget Variance	567,570	0	0	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Cost Center Specific Revenues				
Taxes	65,606	67,350	67,403	68,077
Licenses and Permits	0	0	0	0
Intergovernmental	16,371	16,863	16,863	17,203
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	1,006	283	900	729
Interfund Revenues	0	0	0	0
Transfers In	16,371	16,863	16,863	17,203
Other Financing Sources and Misc.	0	0	0	0
Total Revenues	99,354	101,359	102,029	103,212
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	97,420	99,552	99,503	101,336
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	732	1,776	1,776	1,879
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	98,152	101,328	101,279	103,215
Excess Revenues / (Net Cost to the County)	1,201	32	750	(3)
General Appropriation Required	0	0	0	3
Budget Variance	1,110	0	718	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

	2019 Actual	2020 Budget	2020 Projected	2021 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	73,988	73,057	73,057	73,057
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	3,508	2,000	2,000	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	77,496	75,057	75,057	75,057
Expenditures				
Personnel	0	0	0	0
Supplies	0	200	200	200
Purchased Services	2,771	2,000	2,000	2,000
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	46,393	60,000	31,500	36,000
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	49,165	62,200	33,700	38,200
Excess Revenues / (Net Cost to the County)	28,331	12,857	41,357	36,857
General Appropriation Required	0	0	0	0
Budget Variance	7,081	0	28,500	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Cost Center Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	210,244	299,403	299,403	299,403
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	46,364	20,288	20,288	20,288
Interfund Revenues	4,407	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	1,320,689	1,179,311	1,179,311	0
Total Revenues	1,581,704	1,499,002	1,499,002	579,680
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	12,175	0	0	0
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	412,749	2,343,123	2,343,123	791,112
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	424,924	2,343,123	2,343,123	791,112
Excess Revenues / (Net Cost to the County)	1,156,780	(844,121)	(844,121)	(211,432)
General Appropriation Required	0	844,121	844,121	211,432
Budget Variance	53,629	0	0	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

	2019 Actual	2020 Budget	2020 Projected	2021 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	64,967	40,000	40,000	40,000
Interfund Revenues	1,993,264	2,214,050	2,214,050	2,214,050
Transfers In	0	0	0	0
Other Financing Sources and Misc.	466,137	18,120	18,120	18,120
Total Revenues	2,524,367	2,272,170	2,272,170	2,272,170
Expenditures				
Personnel	13,901	14,003	14,798	15,179
Supplies	0	0	0	0
Purchased Services	276,671	301,200	295,200	301,200
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	1,813	49,824	49,824	49,032
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	1,922,132	2,289,400	2,270,025	2,284,400
Total Expenditures	2,214,517	2,654,427	2,629,848	2,649,811
Excess Revenues / (Net Cost to the County)	309,851	(382,257)	(357,678)	(377,641)
General Appropriation Required	0	382,257	357,678	377,641
Budget Variance	790,097	0	24,579	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Cost Center Specific Revenues				
Taxes	2,167,092	2,165,100	2,077,085	2,042,599
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	21,357	14,000	40,000	15,000
Investment Income	29,621	20,000	18,200	18,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	269	0	0	0
Total Revenues	2,218,339	2,199,100	2,135,285	2,075,599
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	2,170,788	2,255,185	2,256,055	2,143,486
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	7,283	37,704	37,704	42,733
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	74,500	28,200	28,200	25,500
Total Expenditures	2,252,571	2,321,089	2,321,959	2,211,719
Excess Revenues / (Net Cost to the County)	(34,232)	(121,989)	(186,674)	(136,120)
General Appropriation Required	34,232	121,989	186,674	136,120
Budget Variance	42,275	0	64,685	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Cost Center Specific Revenues				
Taxes	3,596,961	3,471,715	4,226,715	2,988,261
Licenses and Permits	0	0	0	0
Intergovernmental	1,355,896	857,131	1,271,564	847,418
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	12,684	8,600	8,500	8,600
Investment Income	101,794	40,000	66,000	40,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources and Misc.	0	500	20,634	26,400
Total Revenues	5,067,335	4,377,946	5,593,413	3,910,679
Expenditures				
Personnel	0	0	0	0
Supplies	195,369	215,200	145,200	173,200
Purchased Services	614,441	701,076	643,843	673,482
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	50	400	50
Transfers Out	10,700	11,000	11,000	11,350
Capital Outlay	1,906,575	2,395,000	2,349,556	757,000
Miscellaneous (Extraordinary/Special)	1,683,552	2,490,000	2,055,398	2,226,303
Total Expenditures	4,410,639	5,812,326	5,205,397	3,841,385
Excess Revenues / (Net Cost to the County)	656,697	(1,434,380)	388,016	69,294
General Appropriation Required	0	1,434,380	0	0
Budget Variance	834,297	0	1,822,396	0



**D60
Housing Authority**

Organizational Functions

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 Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Cost Center Specific Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	139,956	140,000	140,000	140,000
Charges for Services	4,952	5,100	5,100	5,100
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	1,953	0	0	0
Investment Income	4,194	1,200	1,200	1,200
Interfund Revenues	0	0	0	0
Transfers In	938,637	205,107	150,000	0
Other Financing Sources and Misc.	818,610	138,905	138,905	138,905
Total Revenues	1,908,302	490,312	435,205	285,205
Expenditures				
Personnel	0	0	0	0
Supplies	1,258	3,060	3,060	3,060
Purchased Services	195,818	188,153	188,153	188,153
Community Prgms/Contributions	0	0	0	0
Financing Costs	49,295	39,509	39,509	39,509
Transfers Out	2,832	5,724	5,724	9,820
Capital Outlay	936,745	205,107	150,000	150,000
Miscellaneous (Extraordinary/Special)	16,039	10,250	10,250	10,250
Total Expenditures	1,201,987	451,803	396,696	400,792
Excess Revenues / (Net Cost to the County)				
	706,314	38,509	38,509	(115,587)
General Appropriation Required				
	0	0	0	115,587
Budget Variance	667,776	0	0	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

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Cost Center Specific Revenues				
Taxes	753,348	795,635	795,635	823,706
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	58,898,523	63,132,142	63,132,142	66,467,085
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.	2,285,622	1,527,566	1,527,566	1,420,385
Total Revenues	61,937,493	65,455,343	65,455,343	68,711,176
Expenditures				
Personnel	31,738,911	34,912,236	34,912,236	39,418,105
Supplies	7,568,401	7,644,560	7,644,560	9,326,743
Purchased Services	6,983,517	6,854,602	6,854,602	7,362,874
Community Prgms/Contributions	0	0	0	0
Financing Costs	1,693,263	1,681,848	1,681,848	1,677,844
Transfers Out	0	0	0	0
Capital Outlay	3,432,566	2,948,781	2,948,781	3,392,311
Miscellaneous (Extraordinary/Special)	3,304,082	3,697,246	3,697,246	3,599,864
Total Expenditures	54,720,740	57,739,273	57,739,273	64,777,741
Excess Revenues / (Net Cost to the County)	7,216,754	7,716,070	7,716,070	3,933,435
General Appropriation Required	0	0	0	0
Budget Variance	1,564,238	0	0	0



Personnel

Full-Time Equivalent History

Changes in Staffing Levels

Personnel Distribution

Summary of Budgeted Salaries
and Authorized Full-Time
Equivalents

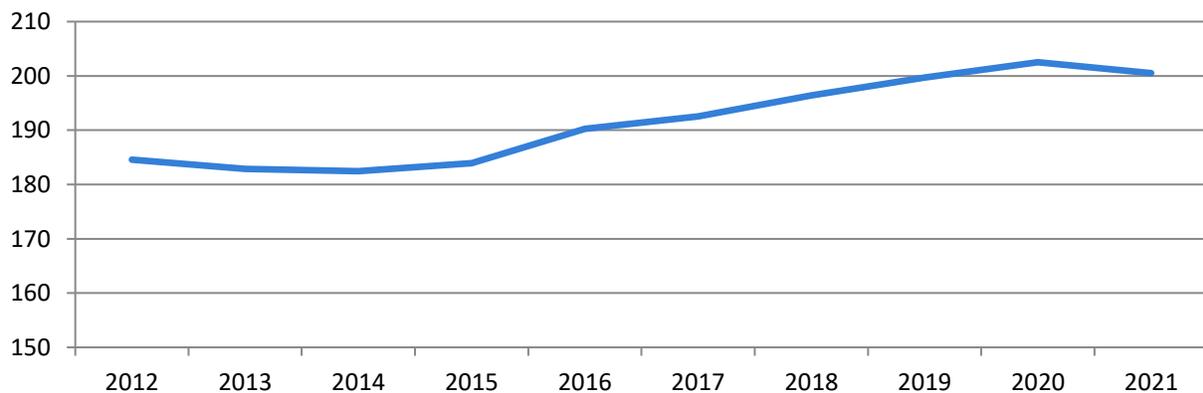


Full-Time Equivalent History

Department	2012	2013	2014	2015	2016	2017	2018	2020	2021
Administration	9.34	9.39	9.39	10.30	11.03	11.08	11.08	11.08	11.08
Airport	8.84	8.90	9.30	8.90	10.15	10.15	10.15	10.15	10.15
Assessor	11.00	11.00	10.91	10.85	10.85	10.85	10.85	11.35	11.35
Clerk & Recorder	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
Community Development	8.00	8.00	7.00	6.75	6.75	6.75	6.75	6.85	6.85
Coroner	1.00	1.00	1.00	1.00	1.35	1.75	1.75	1.75	1.80
County Attorney	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	1.70	1.70	1.70	1.70	1.70	1.70
Extension	1.50	1.50	1.50	1.50	2.00	1.00	1.00	1.00	1.00
Facilities & Grounds	3.36	3.31	3.31	3.31	3.31	3.26	3.26	4.00	4.05
Geographic Information Services	2.80	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Health & Human Services	26.60	26.46	28.07	29.24	30.64	32.62	32.99	34.14	34.50
Historic Preservation	0.07	0.07	0.07	0.09	0.00	0.00	0.00	0.00	0.07
Housing Authority	3.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Information Technology	2.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Juvenile Services	4.45	5.08	4.82	4.97	5.85	5.89	5.89	6.62	6.50
Public Works	48.65	49.55	49.55	49.50	50.00	50.25	51.25	52.25	51.75
Sheriff	31.88	31.93	30.43	30.23	31.23	32.93	35.43	37.43	35.43
Treasurer/Public Trustee	4.00	4.00	4.00	4.00	4.00	2.90	2.90	2.90	3.00
Veterans Services	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	0.03	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	0.15	0.15
Grand Total	184.59	182.88	182.45	183.92	190.26	192.53	196.40	202.52	200.53

Restatement by Function

General Government	51.85	50.01	50.22	49.06	49.89	48.75	48.75	49.26	49.53
Health & Welfare	34.05	31.54	34.21	34.21	36.49	38.51	38.88	40.76	41.00
Public Safety	37.33	38.01	36.20	36.20	38.43	40.57	43.07	45.80	43.73
Auxiliary Services	1.65	1.65	1.65	1.65	2.15	1.15	1.15	1.15	1.15
Culture & Recreation	2.59	2.59	2.61	2.51	2.42	2.42	2.42	2.42	2.49
Road & Bridge	29.88	30.78	30.73	31.19	34.98	35.23	35.23	35.23	34.73
Proprietary Funds	27.24	28.30	28.30	29.10	25.90	25.90	26.90	27.90	27.90
Grand Total	184.59	182.88	183.92	183.92	190.26	192.53	196.40	202.52	200.53



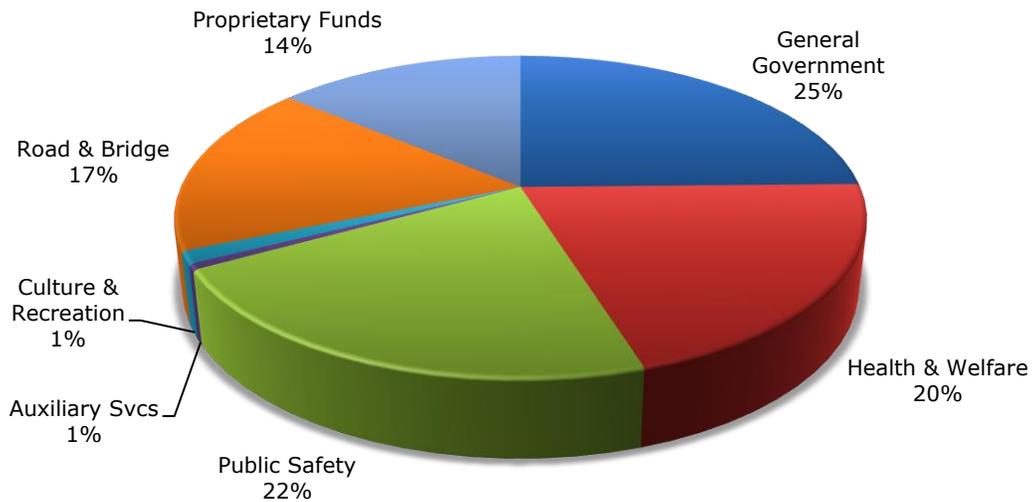
Changes in Staffing Levels

Department	2020	2021	2020 to 2021 Change
Administration	11.08	11.08	0.00
Airport	10.15	10.15	0.00
Assessor	11.35	11.35	0.00
Clerk & Recorder	8.00	8.00	0.00
Commissioners	3.00	3.00	0.00
Community Development	6.85	6.85	0.00
Coroner	1.75	1.80	0.05
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	4.05	0.05
Geographic Information Services	2.00	2.00	0.00
Health & Human Services	34.14	34.50	0.36
Historic Preservation	0.00	0.07	0.07
Housing Authority	0.00	0.00	0.00
Information Technology	3.00	3.00	0.00
Juvenile Services	6.62	6.50	(0.12)
Public Works	52.25	51.75	(0.50)
Sheriff	37.43	35.43	(2.00)
Treasurer/Public Trustee	2.90	3.00	0.10
Veterans Services	0.15	0.15	0.00
Weather Modification	0.00	0.00	0.00
Wildlife Conservation	0.15	0.15	0.00
Grand Total	202.52	200.53	-1.99
Restatement by Function			
General Government	49.26	49.53	0.27
Health & Welfare	40.76	41.00	0.24
Public Safety	45.80	43.73	(2.07)
Auxiliary Services	1.15	1.15	0.00
Culture & Recreation	2.42	2.49	0.07
Road & Bridge	35.23	34.73	(0.50)
Proprietary Funds	27.90	27.90	0.00
Grand Total	202.52	200.53	(1.99)

In 2021, the budget includes an overall decrease in Full-Time Equivalents (FTEs) of 1.99. The FTE decrease comes from the following department:

Sheriff. The Sheriff Department removed 2.0 FTE, this was due to the change in internal operations where the positions were no longer needed.

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	\$239,138	1.00
Asst County Manager*	\$14,941	0.08
Ass't to the County Manager	\$79,691	1.00
Administrative Assistant III	\$49,875	1.00
Finance Director	\$142,710	1.00
Accountant III	\$76,527	1.00
Accountant I	\$57,181	1.00
Accountant I	\$48,238	1.00
Accountant I	\$62,727	1.00
Open - Accountant I	\$51,112	1.00
HR Manager	\$73,647	1.00
Open - HR Specialist	\$45,927	1.00
TOTALS	\$941,714	11.08

* See note in the Public Works Department.

AIRPORT		
Airport Manager	\$142,710	1.000
Assn't to Airport Manager	\$62,320	1.000
Airport Duty Officer	\$67,558	1.000
Airport Duty Officer	\$67,558	1.000
Airport Duty Officer	\$67,559	1.000
Lead Airport Duty Officer	\$72,552	1.000
Airport Duty Officer	\$63,257	1.000
Airport Duty Officer	\$53,505	1.000
Airport Ops Specialist	\$45,208	1.000
Airport Ops Specialist	\$46,913	1.000
Overtime	\$17,456	0.150
TOTALS	\$706,596	10.15

COUNTY ASSESSOR		
County Assessor	\$80,737	1.00
Deputy Assessor	\$89,539	1.00
Senior Appraiser Analyst	\$81,406	1.00
Appraiser III	\$75,909	1.00
Appraiser II	\$70,302	1.00
Appraiser II	\$49,772	0.75
Title Administrator I	\$40,994	1.00
Specialized Property Appraiser	\$49,002	1.00
Appraiser II	\$71,175	1.00
Appraiser in Training	\$46,981	1.00
Appraiser II	\$57,825	1.00
Data Collector	\$4,862	0.10
Data Collector	\$22,231	0.50
TOTALS	\$740,735	11.35



Personnel

COUNTY CLERK		
County Clerk	\$80,737	1.00
MV/Recording Technician	\$54,541	1.00
MV/Recording Technician	\$44,046	1.00
MV/Recording Technician	\$46,977	1.00
MV/Recording Technician	\$43,337	1.00
MV/Recording Technician	\$43,477	1.00
MV/Recording Technician	\$47,814	1.00
Chief Deputy Clerk/Elections	\$80,062	1.00
Open - Elections Judges	\$9,718	0.00
TOTALS	\$450,709	8.00

COMMISSIONERS		
County Commissioner	\$80,737	1.00
County Commissioner	\$80,737	1.00
County Commissioner	\$80,737	1.00
TOTALS	\$242,211	3.00

COMMUNITY DEVELOPMENT		
Comm Dev Director	\$126,673	1.00
Planner II	\$70,937	0.98
Planner II	\$70,477	0.98
Bldg/Envir Health Official	\$94,910	1.00
Bldg/Environ Inspector	\$64,346	1.00
Admin Services Manager	\$64,346	1.00
Admin Assistant III	\$51,645	0.90
TOTALS	\$543,334	6.85

CORONER		
County Coroner	\$45,682	1.00
Deputy Coroner	\$28,876	0.75
Deputy Coroner	\$2,070	0.05
TOTALS	\$76,628	1.80

COUNTY ATTORNEY		
County Attorney	\$178,696	1.00
Deputy County Attorney	\$128,090	1.00
Paralegal I	\$61,294	1.00
Paralegal	\$64,532	1.00
Administrative Asst III	\$46,243	1.00
TOTALS	\$478,855	5.00

EMERGENCY MANAGEMENT		
Emergency Management Mgr	\$79,691	1.00
Open - Deputy Emer Mgmt Mgr	\$46,643	0.70
Responders	\$1,000	0.00
TOTALS	\$127,334	1.70



EXTENSION		
Director	\$4,899	0.00
Agent	\$4,153	0.00
Administrative Assistant III	\$54,287	1.00
TOTALS	\$63,339	1.00

FACILITIES & GROUNDS		
Director	\$127,608	1.00
Plumbing/HVAC Engineer	\$71,611	1.00
Skilled Tradesman	\$63,518	1.00
Accountant I	\$2,539	0.05
Fac. Maint. Technician	\$54,551	1.00
TOTALS	\$319,827	4.05

GIS SERVICES		
GIS Program Manager	\$100,606	1.00
GIS Coordinator	\$79,691	1.00
TOTALS	\$180,297	2.00

HEALTH & HUMAN SERVICES		
Health & Human Services Director	\$142,710	1.00
Caseworker I	\$62,524	1.00
Child/Family Serv Manager	\$94,910	1.00
Caseworker III	\$81,574	1.00
Caseworker III	\$81,574	1.00
Caseworker II	\$69,251	1.00
Sr Resources Program Mgr	\$87,901	1.00
Public Health Nurse II	\$59,759	0.80
Public Health Nurse II	\$74,699	1.00
Physician's Assistant	\$13,079	0.13
Nurse Practitioner	\$10,061	0.10
Long Term Care Outreach Coord	\$26,241	0.50
Public Health Nurse II	\$17,451	0.25
Health Educator Public Health	\$48,562	0.80
Registered Dietician WIC	\$14,246	0.18
WCPHP/ECC Coordinator	\$65,425	0.88
ECC Coordinator	\$37,755	0.63
ECC Quality Improvement Coach	\$17,613	0.30
NPP Facilitators	\$8,912	0.10
CCAP Coordinator	\$21,604	0.50
Health Educator	\$46,830	1.00
Health Educator/Tobacco	\$18,445	0.38
Adult Prevention Spec	\$25,315	0.50
Emergency Preparedness	\$14,951	0.30
Adult Protection/Sr Resources	\$28,143	0.50
Adult Protection/Sr Resources	\$5,975	0.13
Senior Resources Specialist	\$64,346	1.00
NPP Coordinator	\$2,549	0.05
Economic Sec Svc Manager	\$76,953	1.000
Admirative Assistant II	\$37,954	1.000
Child Support Specialist	\$61,913	1.000



Personnel

Adult Protection	\$24,901	0.500
Econ Security Spec	\$54,787	1.000
Senior Resource Specialist	\$42,963	0.750
Health Planner	\$13,597	0.300
Admin Svcs Supervisor	\$71,722	0.900
Administrative Assistant III	\$57,267	1.000
Administrative Assistant III	\$35,571	0.800
Administrative Assistant III	\$32,266	0.700
Substitute Senior YAH Cook	\$0	0.048
Assistant YAH Cook	\$0	0.048
Substitute YAH Cook	\$0	0.048
Substitute YAH Cook	\$0	0.372
Substitute YAH Cook	\$0	0.048
YAH Cook	\$0	0.481
Consumer Protection Specialist	\$67,450	1.000
Consumer Protection Specialist	\$47,799	0.750
Public Health Nurse II	\$67,773	0.750
Caseworker II	\$68,192	1.000
Econ Security Spec	\$53,333	1.000
Specialist	\$25,634	0.500
Administrative Assistant III	\$4,793	0.100
Child Support Specialist	\$24,282	0.400
Technician	\$20,845	0.500
Specialist	\$23,039	0.500
Temp Health Educ. COVID	\$47,921	1.000
TOTALS	\$2,203,360	34.50

HISTORIC PRESERVATION

Administrative Assistant I	\$0	0.07
TOTALS	\$0	0.07

INFORMATION TECHNOLOGY

IT Director	\$142,710	1.00
IT Systems Administrator	\$61,969	1.00
Help Desk Technician	\$57,898	1.00
TOTALS	\$262,577	3.00

JUVENILE SERVICES

Juvenile Services Director	\$83,316	1.00
FAST Coordinator	\$28,742	0.50
SB94 Case Manager	\$4,875	0.09
Family Advocate	\$25,324	0.50
Case Manager	\$4,959	0.10
SB94 Case Manager	\$5,776	0.04
Early Intervention Prog Mgr	\$74,983	1.00
GCSAPP Coordinator	\$48,927	0.88
GCSAPP Prevention Spec	\$25,634	0.50
GCSAPP Prevention Spec	\$46,056	0.88
Wrap Around Facilitator	\$29,193	0.63
Interpreter/Translator	\$15,678	0.40
TOTALS	\$393,463	6.50



Personnel

PUBLIC WORKS		
Public Works Director	\$171,823	0.920
Operations Manager	\$94,910	1.000
Administrative Ass't III	\$47,323	1.000
Administrative Ass't IV	\$64,346	1.000
Purchasing Agent	\$67,558	1.000
Foreman II	\$77,991	1.000
District Foreman II	\$85,235	1.000
Crew Leader	\$76,089	1.000
Heavy Equip. Operator II	\$67,738	1.000
Heavy Equip. Operator II	\$66,229	1.000
Heavy Equip. Operator II	\$52,815	1.000
Heavy Equip. Operator I	\$46,891	1.000
Heavy Equip. Operator II	\$67,738	1.000
Heavy Equip. Operator II	\$67,738	1.000
Heavy Equip. Operator II	\$67,738	1.000
Heavy Equip. Operator II	\$55,829	1.000
Heavy Equip. Operator I	\$50,057	1.000
Heavy Equip. Operator II	\$67,738	1.000
Heavy Equip. Operator II	\$67,738	1.000
Heavy Equip. Operator II	\$67,738	1.000
Foreman I	\$63,918	1.000
Heavy Equip. Operator I	\$45,095	1.000
Heavy Equip. Operator II	\$67,738	1.000
Heavy Equip. Operator II	\$66,229	1.000
Heavy Equip. Operator II	\$67,738	1.000
Heavy Equip. Operator II	\$58,760	1.000
Heavy Equip. Operator I	\$49,948	1.000
Heavy Equip. Operator II	\$54,389	1.000
R&B Summer Temporaries	\$83,828	2.400
R&B Overtime	\$175,355	1.923
Fleet Manager	\$95,090	1.000
Shop Technician II	\$60,499	1.000
Shop Foreman	\$84,651	1.000
Shop Technician I	\$51,146	1.000
Technician-Recycle	\$44,799	1.000
Shop Technician II	\$73,487	1.000
Landfill Foreman	\$67,483	1.000
Heavy Equip. Operator I	\$44,799	1.000
Landfill Gate Attendant	\$40,607	1.000
Seasonal Trash Pickup	\$14,899	0.462
Recycling Site Manager	\$67,738	1.000
Solid Waste Assistant	\$40,009	1.000
Recycling Technician/Landfill	\$48,440	1.000
Recycling Summer Temporary	\$15,512	0.481
Recycling Overtime	\$5,275	0.048
Utilities Distribution Supervisor	\$89,719	1.000
Utility Operator	\$58,501	1.000
Water Overtime	\$8,017	0.072
Sewer Overtime	\$2,672	0.024
Weed Program Coordinator	\$59,768	0.750
Weed Program Coordinator	\$51,710	0.750
Weed Mgmt. Tech II	\$25,546	0.500
Facilities Manager	\$79,691	1.000



Personnel

Facilities Maintenance Ass't	\$48,899	1.000
Maintenance Workers	\$13,996	0.420
TOTALS	\$3,357,213	51.75

* The Public Works Director also serves as Assistant County Manager, with 0.08 FTE allocated to the Administration Department – total budgeted salary is \$186,764.

SHERIFF		
County Sheriff	\$104,889	1.00
Undersheriff	\$90,336	1.00
Patrol Sergeant	\$62,758	1.00
Patrol Deputy	\$56,801	1.00
Lieutenant	\$89,539	1.00
Patrol Deputy	\$63,825	1.00
Patrol Corporal	\$68,794	1.00
Patrol Deputy	\$60,315	1.00
Detention Captain	\$75,366	1.00
Patrol Deputy	\$60,315	1.00
Patrol Corporal	\$59,630	1.00
Patrol Corporal	\$70,631	1.00
Patrol Deputy	\$61,098	1.00
Patrol Deputy	\$56,676	1.00
Patrol Deputy - North End	\$62,727	1.00
Administrative Ass't III	\$57,267	1.00
Administrative Ass't II	\$51,453	1.00
Patrol Deputy	\$56,936	1.00
Detention Deputy	\$49,322	1.00
Detention Deputy	\$48,148	1.00
Detention Deputy	\$54,462	1.00
Detention Deputy	\$48,843	1.00
Detention Deputy	\$53,173	1.00
Detention Sergeant	\$60,746	1.00
Detention Deputy	\$48,148	1.00
Detention Sergeant	\$64,737	1.00
Detention Deputy	\$53,173	1.00
Detention Deputy	\$52,655	1.00
Detention Deputy	\$57,283	1.00
Detention Deputy	\$48,204	1.00
Detention Deputy	\$53,691	1.00
Detention Deputy	\$51,294	1.00
Admin Asst All Services	\$48,662	1.00
Investigator	\$59,630	1.00
Patrol Deputy	\$64,673	1.00
Detention	\$9,904	0.11
Patrol	\$30,594	0.24
Wildfire	\$3,000	0.03
POST	\$5,000	0.05
TOTALS	\$2,174,698	35.43



Personnel

TREASURER		
County Treasurer	\$80,737	1.00
Chief Deputy Treasurer	\$64,346	1.00
Account Technician	\$44,040	1.00
Public Trustee	\$12,500	0.00
TOTALS	\$201,623	3.00

VETERANS		
Veterans Officer	\$9,300	0.15
TOTALS	\$9,300	0.15

WILDLIFE MANAGEMENT		
Planner II	\$1,774	0.03
Admin Ass't III	\$5,587	0.10
Planner II	\$1,757	0.03
TOTALS	\$9,118	0.15

COUNTY GRAND TOTAL: \$ 13,482,931 200.53



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 2021**

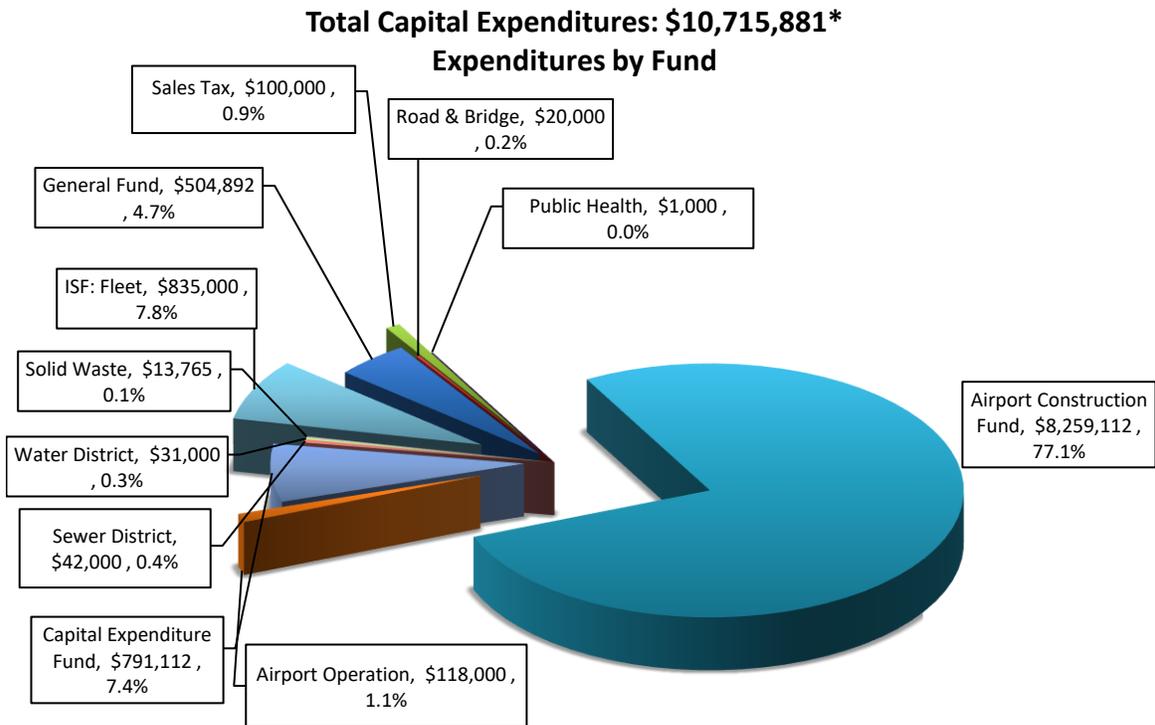
Number	Project	Prior Years Cost	2021 Capital Budget	CAPITAL IMPROVEMENT PLAN					Total Project
				2022	2023	2024	2025	Future	
A-1	Ramp Expansion	\$ -	\$ -	\$ -	\$ -	\$ 9,000,000	\$ -	\$ -	\$ 9,000,000
A-2	GA Ramp Rehabilitation	-	-	-	1,110,000	-	-	-	1,110,000
A-3	Terminal Rehabilitation	-	8,000,000	8,000,000	7,000,000	-	-	-	23,000,000
A-4	Airport Vehicles	-	80,000	-	-	-	-	-	80,000
FG-1	Fairgrounds Sprinkler System	-	-	250,000	-	-	-	-	250,000
IT-1	Ortho-Oblique Aerial Maps	-	-	-	500,000	-	-	-	500,000
M-1	AARF Roof AC	-	-	-	-	15,000	-	-	15,000
M-2	AARF Roofing Replacement	-	-	-	-	25,000	-	-	25,000
M-3	Blackstock Carpet Replacement	-	45,000	-	-	-	-	-	45,000
M-4	Blackstock Security	-	-	38,000	-	-	-	-	38,000
M-5	Crested Butte Shop Renovations	-	200,000	24,000	40,000	-	100,000	-	364,000
M-6	Public Safety Center Cameras	-	-	20,000	-	-	-	-	20,000
M-7	Shady Island River Park	1,541,529	200,621	120,000	-	-	-	-	1,862,150
M-8	Zuidelder Library Re-Use	-	-	65,000	-	-	-	-	65,000
RI-1	Brush Creek Intersection	10,000	140,000	150,000	-	-	-	1,700,000	2,000,000
RI-2	CR 10 Bridge Deck Replacement	-	302,000	-	-	-	-	-	302,000
RI-3	Minor Structures Repair or Replacement	85,000	25,000	25,000	25,000	25,000	25,000	-	210,000
RI-4	Road Hard Surfacing	500,000	553,929	553,929	500,000	500,000	-	-	2,607,858
RI-5	Road Maintenance Equipment	450,000	450,000	450,000	450,000	450,000	450,000	450,000	3,150,000
RI-6	Slate River Bridge	320,000	1,080,000	-	-	-	-	-	1,400,000
SW-1	Landfill 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	50,000	550,000	-	-	-	-	1,115,000
WS-1	Dos Rios Collection System Improvements	35,000	35,000	35,000	35,000	35,000	35,000	-	210,000
WS-2	Somerset Sewer System	10,000	311,797	-	-	-	-	-	321,797
WS-3	Water Meter Replacement	-	-	-	-	90,000	-	-	90,000
WS-4	Water Treatment Plant Filter Media	-	-	-	50,000	-	-	-	50,000
WS-5	Water Treatment Plant High Service Pumps	-	20,400	-	-	-	-	-	20,400
WS-6	Water Treatment Plant Intake Pumps	-	20,400	-	-	-	-	-	20,400
Totals		\$3,591,529	\$ 11,659,147	\$10,880,929	\$ 11,638,800	\$ 11,690,000	\$ 610,000	\$ 2,150,000	\$ 52,220,405

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



**Does not include other entity capital expenditures, Gunnison Valley Housing Authority, Regional Transportation Authority, and Gunnison Valley Health, including these entities total capital expenditure is \$15,080,192*

Capital Expenditures by Fund

The following section discusses each project/capital expenditure package included in the current budget. The total cost is included as well as a list of funding sources. The narrative for each 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 - \$504,892

Development of Whetstone Affordable Housing Project	\$50,000
<u>Project Narrative:</u> One of the strategic priorities is to develop affordable housing units for the region. This funding will be used for a consultant and the early planning of a development at a parcel of land owned by the County, this project will be known as the Whetstone Affordable Housing Projects.	<u>Funding Source:</u> General Fund
<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.	
Computer Technology	\$60,000
<u>Project Narrative:</u> Routine funding available for computer equipment repair and replacement.	<u>Funding Source:</u> General Fund
<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.	
Public Safety Equipment Upgrade/Replacement	\$270,267
<u>Project Narrative:</u> This consists of upgrading and/or replacing many of the law enforcement tools required to provide public safety to the residents while protecting officers. These upgrades include body camera’s, fingerprint machines, weapon scopes, among other equipment.	<u>Funding Source:</u> General Fund
<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.	



Election Equipment		\$40,625
<u>Project Narrative:</u>	<u>Funding Source:</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.	General Fund	
<u>Impact on Operating Budget:</u>		
This project will have no significant impact on the operating budget.		

Miscellaneous Capital Purchases		\$84,000
<u>Project Narrative:</u>	<u>Funding Source:</u>	
This includes \$10,000 for glass panels for west façade of Blackstock building, replacement of carpet and keycard access for the Blackstock Government Center.	General Fund,	
<u>Impact on Operating Budget:</u>		
These projects will have no significant impact on the operating budget.		

Road & Bridge Fund - \$20,000

Bridge Construction		\$20,000
<u>Project Narrative:</u>	<u>Funding Source:</u>	
To address the cost of necessary improvements to county bridges as they are identified.	Payment in Lieu of Taxes (PILT), Sales Tax	
<u>Impact on Operating Budget:</u>		
This project will have no significant impact on the operating budget.		

Sales Tax - \$100,000

Whetstone Affordable Housing		\$100,000
<u>Project Narrative:</u>	<u>Funding Source:</u>	
The planning and preliminary design of the development of townhomes located at the Whetstone location near Crested Butte. These units are a combination of for-sale and rental units, with the cost of construction being paid back with proceeds expected to be paid and replenished from the workforce impact reserves.	Available Resources	
<u>Impact on Operating Budget:</u>		
This project will have no significant impact on the operating budget.		



Public Health - \$1,000

Consumer Protection Computer Equipment		\$1,000
<u>Project Narrative:</u>	<u>Funding Source:</u>	
Includes the purchase of computer equipment for the Consumer Protection Activity personnel.	General Fund	
<u>Impact on Operating Budget:</u>		
This project will have no significant impact on the operating budget.		

Airport Construction & Operation Funds - \$8,377,112

Airport Terminal Program and Equipment		\$8,109,112
<u>Project Narrative:</u>	<u>Funding Source:</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.	Federal Aviation Administration, State of Colorado, County funds	
<u>Impact on Operating Budget:</u>		
This project has an unknown impact on the operating budget. This multi-year project's impact on the operating budget will be known, if any, once it gets closer to completion.		

Equipment Upgrade		\$268,000
<u>Project Narrative:</u>	<u>Funding Source:</u>	
The airport is an economic engine for the region providing over \$120 million annually to the economy. This funding will provide an airfield generator, airport vehicles, and PFAS equipment for continuity of operations.	County funds	
<u>Impact on Operating Budget:</u>		
This project will have no significant impact on the operating budget.		

Capital Expenditures Fund - \$791,112

Blackstock Geo-Thermal Project		\$791,112
<u>Project Narrative:</u>	<u>Funding Source:</u>	
The HVAC system at the Blackstock building is being replaced with a geothermal heat exchange system. A new well field is currently being drilled adjacent to an existing one used for the Health and Human Services Building, installed in 2018.	Sales Tax	
<u>Impact on Operating Budget:</u>		
This project will have no known significant impact on the operating budget, costs are expected to remain the same or be reduced due to the efficiencies this project will provide.		



Sewer Fund - \$42,000

Dos Rios Collection System Improvements		\$42,000
<p><u>Project Narrative:</u> The Dos Rios Collection System is over 40 years old and needs 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> 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 \$1,574.90 per month.</p>		

Water Fund - \$31,000

Water Treatment Plant High Service Pumps		\$31,000
<p><u>Project Narrative:</u> 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.</p>	<p><u>Funding Source:</u> Dos Rios Water Capital Reserve</p>	
<p><u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.</p>		

Solid Waste Fund - \$13,765

Miscellaneous Capital Purchases		\$13,765
<p><u>Project Narrative:</u> This includes appropriations to replace tools and minor equipment.</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.</p>		

ISF-I: County Shop - \$835,000

Road Maintenance & Snow Removal Equipment		\$500,000
<u>Project Narrative:</u> 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, 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.	<u>Funding Source:</u> Sales Tax, Increased Equipment Usage Fees	
<u>Impact on Operating Budget:</u> 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		\$300,000
<u>Project Narrative:</u> Replace Fleet vehicles according to fleet maintenance plan, to include (4) new pickups for the Sheriff's use.	<u>Funding Source:</u> Sales Tax, Available Resources	
<u>Impact on Operating Budget:</u> New equipment results in reduced maintenance costs and reduced downtime for the Fleet Department and for all departments using fleet vehicles or equipment.		
Shop Repair and Equipment		\$35,000
<u>Project Narrative:</u> Includes up to \$10,000 for shop equipment and \$25,000 for building improvements.	<u>Funding Source:</u> Sales 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 2021

CIP #	CAPITAL PROJECT	OPERATING COSTS					5 YEAR TOTAL
		2021	2022	2023	2024	2025	
WS-1	Dos Rios Collection System - reduced infiltration to waste water treatment plant, savings on treatment costs	(18,900)	(18,900)	(18,900)	(18,900)	(18,900)	(94,500)
N/A	New fleet vehicles, road maintenance, & snow removal equipment - maintenance costs associated with replacement of end of useful life of vehicles	(30,000)	(30,000)	(30,000)	(30,000)	(30,000)	(150,000)
TOTALS		(48,900)	(48,900)	(48,900)	(48,900)	(48,900)	(244,500)



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 12/2001, (Housing Authority Fund), modified 12/2005	Finance purchase of land for affordable housing project in Mt. Crested Butte, Lots 34 & 35 Pitchfork Development.	\$27,844	Variable, Wall Street Journal prime rate
Lease/Purchase Agreement dated 11/2019	Finance various energy saving improvements in County buildings.	\$1,320,689	2.43%
Promissory Note dated 2/2019	Finance purchase of land for affordable housing project in Whetstone Development.	\$1,400,000	4.60%
Lease/Purchase Agreement dated 6/2020	Finance various energy saving improvements in County buildings.	\$1,179,311	2.43%
Certificates of Participation 2020	Refinance 2010B Build America Bonds	\$11,345,000	2.5% - 5%
Certificates of Participation 2020B	Finance the building of a 14,000 sq ft library, to be operated by the Library District	\$6,340,000	4% - 5%
Certificates of Participation 2020C	Refinance 2013 Certificates of Participation	\$9,000,000	0.5% - 2.35%

ISSUE	PURPOSE	ISSUE AMOUNT	INTEREST RATE
BUSINESS-TYPE ACTIVITIES			
Promissory Note dated 11/2020 (Airport Fund)	Finance project to install a new water treatment system for the community of Somerset, including the OxBow Mine	\$500,000	4.00%
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%

ISSUE	PURPOSE	ISSUE AMOUNT	INTEREST RATE
Lease/Purchase, 2017 Motor grader	Financed purchase of Caterpillar Motor grader	\$159,443	2.7%
Lease/Purchase, 2018 Motor grader	Financed purchase of Caterpillar Motor grader	\$236,763	3.5%
Hospital Revenue Series 2012 (Hospital Fund)	Refinance the Series 2010 Bonds	\$5,720,000	2.70%
Hospital Revenue Series 2017 (Hospital Fund)	Financed the Senior Care Center building and refinance the Series 1998 Bonds	\$22,250,000	2.67%



Summary of Debt Service and Lease Payments Governmental Activities

Fund:	Housing	Debt Service	Sales Tax	Debt Service	Debt Service	Debt Service	Debt Service	TOTALS
	<i>CHFA LOAN PITCHFORK PROPERTY PROMISSORY NOTE 2008</i>	<i>COUNTY FACILITIES ENERGY SAVINGS LEASE 2019</i>	<i>WHETSTONE PROPERTY LEASE PURCHASE AGREEMENT 2019</i>	<i>COUNTY FACILITIES ENERGY SAVINGS LEASE 2020</i>	<i>CERTIFICATES OF PARTICIPATION SERIES 2020</i>	<i>CERTIFICATES OF PARTICIPATION SERIES 2020B</i>	<i>CERTIFICATES OF PARTICIPATION SERIES 2020C</i>	
2021	\$ 2,527	\$ 149,262	\$ 102,103	\$ 132,904	\$ 906,050	\$ 488,720	\$ 603,379	\$ 2,384,945
2022	2,527	149,262	102,103	132,904	910,550	486,800	602,798	2,386,944
2023	1,399	149,262	102,103	132,904	908,800	486,300	604,905	2,385,673
2024		149,262	102,103	132,904	906,050	485,300	606,080	2,381,699
2025		149,262	102,103	132,904	907,300	488,800	601,530	2,381,899
2026		149,262	102,103	132,904	902,300	486,550	601,298	2,374,417
2027		149,262	102,103	132,904	906,300	488,800	603,018	2,382,387
2028		149,262	102,103	132,904	903,800	485,300	599,558	2,372,927
2029		149,262	102,103	132,904	900,050	486,300	601,008	2,371,627
2030			102,103	132,904	900,050	486,550	602,278	2,223,885
2031-2040			918,927		7,179,600	4,868,650	4,826,735	17,793,912
	\$ 6,453	\$ 1,343,358	\$ 1,939,957	\$ 1,329,040	\$ 16,230,850	\$ 9,738,070	\$ 10,852,587	\$ 41,440,315
PRINCIPAL	6,124	1,193,633	1,312,981	1,179,315	11,275,000	6,340,000	9,000,000	30,307,053
INTEREST	329	149,725	626,976	149,725	4,955,850	3,398,070	1,852,587	11,133,262



**Summary of Debt Service and Lease Payments
Business-Type Activities**

Fund:	Water	Sr. Housing	Sr. Housing	Sr. Housing	Sewer	Sewer	Valley Health	Water	ISF I: Fleet	Valley Health	Landfill	Airport	
	2003 SOMERSET WATER TREAT.	2003 CHFA LOAN MT. VIEW	2003 HUD MORTGAGE RESTRUCTURE LOAN MT. VIEW	2003 HUD CONTINGENT REPAYMENT DEED OF TRUST MT. VIEW	2005 NORTH GUNNISON SEWER RUS	2006 NORTH GUNNISON SEWER RUS	2012 HOSPITAL REVENUE BONDS	2013 ANTELOPE HILLS WATER RUS	2017 LEASE/ PURCHASE MOTOR- GRADER	2017 HOSPITAL REVENUE BONDS	2018 LEASE/ PURCHASE MOTOR- GRADER	2020 AIRPORT LAND & PROPERTY LEASE PURCHASE AGREEMENT	TOTALS
2021	8,024	36,982	24,085	3,789	79,338	16,816	611,980	42,940	8,001	1,087,375	28,544	162,437	2,110,311
2022	8,024	36,982	19,016	3,789	79,338	16,816	611,725	42,940	144,347	1,088,491	155,184	177,204	2,383,856
2023	4,866	36,982		3,789	79,338	16,816	611,065	42,940		1,089,206		177,205	2,062,207
2024		36,982		3,789	79,338	16,816		42,940		1,699,522		14,576	1,893,963
2025		36,982		3,789	79,338	16,816		42,940		1,703,149			1,883,014
2026		36,982		3,789	79,338	16,816		42,940		1,700,842			1,880,707
2027		36,982		3,789	79,338	16,816		42,940		2,102,734			2,282,599
2028		36,982		3,789	79,338	16,816		42,940		1,698,692			1,878,557
2029		36,982		3,789	79,338	16,816		42,940		13,798,848			13,978,713
2030		36,982		3,789	79,338	16,816		42,940					179,865
2031		36,982		3,789	79,338	16,816		42,940					179,865
2032		36,982		3,789	79,338	16,816		42,940					179,865
2033		30,817		3,789	79,338	16,816		42,940					173,700
2034				3,789	79,338	16,816		42,940					142,883
2035				3,789	79,338	16,816		42,940					142,883
2036				3,789	79,338	16,816		42,940					142,883
2037				3,789	79,338	16,816		42,940					142,883
2038				3,789	79,338	16,816		42,940					142,883
2039				3,789	79,338	16,816		42,940					142,883
2040				3,789	79,338	16,816		42,940					142,883
2041				3,789	79,338	16,816		42,940					142,883
2042				3,789	79,338	16,816		42,940					142,883
2043				3,789	79,338	16,816		42,940					142,883
2044				3,789	79,338	16,816		42,940					142,883
2045-2053		-		352,682	324,457	24,745		375,725					1,077,609
	20,914	474,601	43,101	443,618	2,228,569	428,329	1,834,770	1,406,285	152,348	25,968,859	183,728	531,422	33,716,544
PRINCIPAL	19,123	335,121	42,700	378,864	1,266,184	260,113	1,740,000	1,010,682	146,229	21,250,000	173,006	500,000	27,122,022
INTEREST	1,791	139,480	401	64,754	962,385	168,216	94,770	395,603	6,119	4,718,859	10,722	31,422	6,594,522



Debt

In June, 2020 Gunnison County issued \$6,340,000 in Certificates of Participation. The proceeds from the issuance were used to finance the development of a 14,000 sq ft library building.

The balance of the \$6,340,000 Series 2020B Certificates of Participation mature as follows:

Years	Base Principal	Base Interest	Total
2021	\$ 80,000	\$ 408,720	\$ 488,720
2022	210,000	276,800	486,800
2023	220,000	266,300	486,300
2024	230,000	255,300	485,300
2025	245,000	243,800	488,800
2026-2030	1,410,000	1,023,500	2,433,500
2031-2035	1,775,000	656,250	2,431,250
2036-2040	2,170,000	267,400	2,437,400
Total	\$ 6,340,000	\$ 3,398,070	\$ 9,738,070

In November, 2020 Gunnison County issued \$9,000,000 in Certificates of Participation. The proceeds from the issuance were used to refinance the 2013 Certificates of Participation.

The balance of the \$9,000,000 Series 2020C Certificates of Participation mature as follows:

Years	Base Principal	Base Interest	Total
2021	\$ 450,000	\$ 153,379	\$ 603,379
2022	445,000	157,798	602,798
2023	450,000	154,905	604,905
2024	455,000	151,080	606,080
2025	455,000	146,530	601,530
2026-2030	2,385,000	622,158	3,007,158
2031-2035	2,640,000	385,308	3,025,308
2036-2038	1,720,000	81,428	1,801,428
Total	\$ 9,000,000	\$ 1,852,584	\$ 10,852,584



Governmental 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, 2020 is as follows:

Years	Principal	Interest	Total
2021-2030	\$2,941,455	\$758,426	\$3,699,881
2031-2040	750,596	168,332	918,928
	<u>\$3,692,051</u>	<u>\$926,758</u>	<u>\$4,618,810</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. In 2020, the 2020 debt issue was rated as Aa3 and the County was rated Aa2 by Moody’s.

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**

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	9,614,084	9,988,900	9,957,900	9,998,900
Licenses and Permits	722,488	534,095	538,225	542,895
Intergovernmental	2,061,600	3,906,426	4,048,924	1,516,798
Charges for Services	744,178	661,350	764,010	652,025
Contributions and Other Grants	85,427	289,352	314,194	170,596
Fines & Forfeitures	123,173	140,353	117,000	140,353
Investment Income	344,271	203,040	307,000	203,040
Interfund Revenues	898,463	842,782	904,000	904,000
Transfers In	968,683	1,049,570	914,035	1,146,378
Other Financing Sources/Misc.	322,777	403,111	384,111	399,111
Total Revenues	15,885,143	18,018,979	18,249,399	15,674,096
Expenditures				
Personnel	8,335,730	9,501,546	9,189,430	9,133,593
Supplies	423,742	1,266,386	1,077,322	603,334
Purchased Services	3,322,336	5,244,759	4,767,865	4,231,394
Community Prgms/Contributions	134,631	357,204	359,188	250,783
Financing Costs	68,872	69,134	47,754	20,706
Transfers Out	2,233,462	621,760	582,813	652,100
Capital Outlay	186,609	459,062	346,492	504,892
Miscellaneous (Extraordinary/Special)	1,135,559	1,812,344	1,810,673	1,593,640
Total Expenditures	15,840,940	19,332,195	18,181,537	16,990,442
Excess Revenues (Expenditures)	44,203	(1,313,217)	67,862	(1,316,346)

Fund Balance				
Beginning	6,164,112	5,576,691	6,208,315	6,276,177
Ending	6,208,315	4,263,474	6,276,177	4,959,831
Ending Fund Balance % of Total Expenditures				29.19%
Ending Fund Balance Analysis				
Unreserved Fund Balance	5,921,480	3,280,192	5,704,970	4,104,822
Water Resources Protection	89,780	89,862	82,780	75,210
Workforce Impact Fees	197,055	915,010	488,426	779,797
Courthouse Renovation Reserve	0	0	0	0
Series 2010 Bond Reserve	0	0	0	0
Total Ending Fund Balance	6,208,315	4,285,064	6,276,176	4,959,829
Ending Unreserved Fund Balance % of Total Operational Expenditures				23.94%



Road & Bridge Fund
Summary of Fund Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	271,449	200,000	200,000	200,000
Licenses and Permits	33,615	11,000	11,000	11,000
Intergovernmental	5,617,342	4,593,516	4,593,516	4,593,516
Charges for Services	55,710	6,720	6,720	6,720
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	10	10	10
Investment Income	72,941	35,000	35,000	35,000
Interfund Revenues	0	100	100	100
Transfers In	64,824	533,676	158,676	157,158
Other Financing Sources/Misc.	44,769	36,348	36,348	36,348
Total Revenues	6,160,650	5,416,370	5,041,370	5,039,852
Expenditures				
Personnel	2,217,532	2,381,906	2,381,906	2,471,417
Supplies	699,971	1,065,000	949,750	989,600
Purchased Services	1,864,421	1,840,432	1,894,992	1,908,673
Community Prgms/Contributions	0	0	0	0
Financing Costs	128	928	928	928
Transfers Out	296,636	311,751	311,751	332,185
Capital Outlay	231,343	1,054,387	660,987	20,000
Miscellaneous (Extraordinary/Special)	3,520	46,600	46,600	46,600
Total Expenditures	5,313,551	6,701,004	6,246,914	5,769,403
Excess Revenues (Expenditures)	847,099	(1,284,634)	(1,205,545)	(729,551)

Fund Balance				
Beginning	2,224,689	3,071,788	3,071,788	1,866,244
Ending	3,071,788	1,787,154	1,866,244	1,136,693
Ending Fund Balance % of Total Expenditures				19.70%
Ending Fund Balance Analysis				
Unreserved Fund Balance	2,438,500	1,729,253	1,808,342	1,078,791
Cottonwood Pass Construction Reserve	633,288	57,901	57,901	57,901
Total Ending Fund Balance	3,071,788	1,787,154	1,866,243	1,136,692
Ending Unreserved Fund Balance % of Total Operational Expenditures				18.70%



Human Services Fund Summary of Fund Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	315,246	333,100	335,100	333,100
Licenses and Permits	0	0	0	0
Intergovernmental	3,937,351	5,332,625	5,250,405	4,481,844
Charges for Services	1,010	11,900	10,500	11,900
Contributions and Other Grants	6,698	1,250	1,250	1,250
Fines & Forfeitures	0	0	0	0
Investment Income	12,841	8,000	8,000	8,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	2,607	0	1,353	0
Total Revenues	4,275,753	5,686,875	5,606,608	4,836,094
Expenditures				
Personnel	1,499,172	1,659,865	1,616,249	1,681,676
Supplies	22,796	45,265	37,833	40,331
Purchased Services	481,586	551,625	441,105	415,490
Community Prgms/Contributions	2,114,930	3,276,575	3,306,583	2,644,915
Financing Costs	0	0	0	0
Transfers Out	119,680	117,000	130,972	136,000
Capital Outlay	16,751	0	0	0
Miscellaneous (Extraordinary/Special)	1,777	7,351	36,854	(51,653)
Total Expenditures	4,256,692	5,657,681	5,569,596	4,866,759
Excess Revenues (Expenditures)	19,062	29,194	37,011	(30,665)
Fund Balance				
Beginning	182,329	201,391	201,391	238,402
Ending	201,391	230,585	238,402	207,737
Ending Fund Balance % of Total Expenditures				4.27%



Public Health Agency Fund
Summary of Fund Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	491,970	1,113,236	1,116,783	925,991
Charges for Services	114,139	161,116	159,116	143,034
Contributions and Other Grants	45,353	80,456	60,100	72,393
Fines & Forfeitures	0	5,000	5,000	5,000
Investment Income	1,352	800	1,700	800
Interfund Revenues				
Transfers In	229,517	201,947	163,000	231,947
Other Financing Sources/Misc.	60,973	80,000	60,000	70,000
Total Revenues	943,304	1,642,555	1,565,699	1,449,165
Expenditures				
Personnel	535,281	825,479	802,554	1,123,542
Supplies	86,030	377,360	361,608	102,491
Purchased Services	173,776	325,110	285,939	160,644
Community Prgms/Contributions	988	42,000	42,000	0
Financing Costs				
Transfers Out	147,648	60,228	60,228	71,659
Capital Outlay	8,587	9,303	10,149	1,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	952,311	1,639,480	1,562,478	1,459,335
Excess Revenues (Expenditures)	(9,007)	3,075	3,221	(10,170)

Fund Balance				
Beginning	27,410	18,403	18,403	21,623
Ending	18,403	21,478	21,623	11,453
Ending Fund Balance % of Total Expenditures				0.78%



Conservation Trust Fund
Summary of Fund Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	65,063	60,000	60,601	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	2,553	2,000	2,000	2,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	0	0	0	0
Total Revenues	67,616	62,000	62,601	62,000
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	651	800	800	800
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	64,407	22,500	22,500	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	65,058	23,300	23,300	800
Excess Revenues (Expenditures)	2,558	38,700	39,301	61,200

Fund Balance				
Beginning	17,746	20,304	20,304	59,605
Ending	20,304	59,004	59,605	120,805
Ending Fund Balance % of Total Expenditures				15100.61%



**Sales Tax Fund
Summary of Fund Resources**

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	2,502,672	2,379,672	2,648,392	2,648,392
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	16,259	6,001	19,097	19,097
Investment Income	19,229	14,000	25,000	25,000
Interfund Revenues	0	0	0	0
Transfers In	683,736	0	0	0
Other Financing Sources/Misc.	0	0	0	0
Total Revenues	3,221,896	2,399,673	2,692,489	2,692,489
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	51,066	47,977	53,986	52,546
Community Prgms/Contributions	23,146	20,000	20,000	20,000
Financing Costs	1,057,728	364,752	366,752	384,268
Transfers Out	1,480,982	2,229,985	1,629,826	1,634,668
Capital Outlay	404,400	0	50,000	100,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	3,017,322	2,662,714	2,120,564	2,191,482
Excess Revenues (Expenditures)	204,574	(263,041)	571,925	501,007

Fund Balance				
Beginning	1,000,709	1,205,283	1,205,283	1,777,208
Ending	1,205,283	942,242	1,777,208	2,278,215
Ending Fund Balance % of Total Expenditures				103.96%



Land Preservation Fund
Summary of Fund Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	510,936	526,332	526,332	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	28,254	10,000	10,000	10,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	0	0	0	0
Total Revenues	539,190	536,332	536,332	536,332
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	6,412	7,263	7,263	7,263
Community Prgms/Contributions	222,308	850,000	850,000	850,000
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	228,720	857,263	857,263	857,263
Excess Revenues (Expenditures)	310,470	(320,931)	(320,931)	(320,931)

Fund Balance				
Beginning	849,169	1,159,639	1,159,639	838,708
Ending	1,159,639	838,708	838,708	517,778
Ending Fund Balance % of Total Expenditures				60.40%



Mosquito Control Fund
Summary of Fund Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	65,606	67,350	67,403	68,077
Licenses and Permits	0	0	0	0
Intergovernmental	16,371	16,863	16,863	17,203
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	1,006	283	900	729
Interfund Revenues	0	0	0	0
Transfers In	16,371	16,863	16,863	17,203
Other Financing Sources/Misc.	0	0	0	0
Total Revenues	99,354	101,359	102,029	103,212
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	97,420	99,552	99,503	101,336
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	732	1,776	1,776	1,879
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	98,152	101,328	101,279	103,215
Excess Revenues (Expenditures)	1,201	32	750	(3)

Fund Balance				
Beginning	12,190	13,391	13,391	14,141
Ending	13,391	13,423	14,141	14,138
Ending Fund Balance % of Total Expenditures				13.70%



Sage Grouse Trust Fund
Summary of Fund Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	73,988	73,057	73,057	73,057
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	3,508	2,000	2,000	2,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	0	0	0	0
Total Revenues	77,496	75,057	75,057	75,057
Expenditures				
Personnel	0	0	0	0
Supplies	0	200	200	200
Purchased Services	2,771	2,000	2,000	2,000
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	46,394	60,000	31,500	36,000
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	49,165	62,200	33,700	38,200
Excess Revenues (Expenditures)	28,331	12,857	41,357	36,857

Fund Balance				
Beginning	89,204	99,105	117,535	158,892
Ending	117,535	111,962	158,892	195,749
Ending Fund Balance % of Total Expenditures				512.43%



Risk Management Fund
Summary of Fund Resources

	2019 Actual	2020 Budget	2020 Projected	2021 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	11,257	4,000	4,000	4,000
Interfund Revenues	54,722	73,555	73,555	73,555
Transfers In	0	0	0	0
Other Financing Sources/Misc.	0	10,000	10,000	10,000
Total Revenues	65,979	87,555	87,555	87,555
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	125,483	800	800	800
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)	291,834	150,000	150,000	150,000
Total Expenditures	417,318	150,800	150,800	150,800
Excess Revenues (Expenditures)	(351,338)	(63,245)	(63,245)	(63,245)

Fund Balance				
Beginning	557,476	206,138	206,138	142,893
Ending	206,138	142,893	142,893	79,648
Ending Fund Balance % of Total Expenditures				52.82%



Housing Authority Fund
Summary of Fund Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	314,953	5,000	83,701	104,095
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	1,517	700	700	700
Interfund Revenues	0	0	0	0
Transfers In	938,637	150,000	150,000	0
Other Financing Sources/Misc.	70,135	49,355	49,355	49,355
Total Revenues	1,325,241	205,055	283,756	154,150
Expenditures				
Personnel	0	0	0	0
Supplies	5	60	60	60
Purchased Services	1,141,937	49,131	135,240	101,071
Community Prgms/Contributions	0	0	0	0
Financing Costs	2,527	2,527	2,527	2,527
Transfers Out	2,832	5,724	5,724	9,820
Capital Outlay	8,987	150,000	150,000	150,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	1,156,288	207,442	293,551	263,478
Excess Revenues (Expenditures)	168,953	(2,387)	(9,795)	(109,328)

Fund Balance				
Beginning	(13,172)	155,781	155,781	145,986
Ending	155,781	153,394	145,986	36,658
Ending Fund Balance % of Total Expenditures				13.91%



**Marketing District Fund
Summary of Fund Resources**

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	2,167,092	2,165,100	2,077,085	2,042,599
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	21,357	14,000	40,000	15,000
Investment Income	29,621	20,000	18,200	18,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	269	0	0	0
Total Revenues	2,218,339	2,199,100	2,135,285	2,075,599
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	2,170,788	2,255,185	2,256,055	2,143,486
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	7,283	37,704	37,704	42,733
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	74,500	28,200	28,200	25,500
Total Expenditures	2,252,571	2,321,089	2,321,959	2,211,719
Excess Revenues (Expenditures)	(34,232)	(121,989)	(186,674)	(136,120)

Fund Balance				
Beginning	1,363,585	1,329,353	1,329,353	1,142,679
Ending	1,329,353	1,207,364	1,142,679	1,006,559
Ending Fund Balance % of Total Expenditures				45.51%



Transportation Authority Fund (RTA)
Summary of Fund Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	3,873,961	3,762,715	4,517,715	3,294,261
Licenses and Permits	0	0	0	0
Intergovernmental	1,355,896	857,131	1,271,564	847,418
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	12,684	8,600	8,500	8,600
Investment Income	101,794	40,000	66,000	40,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	0	500	20,634	26,400
Total Revenues	5,344,335	4,668,946	5,884,413	4,216,679
Expenditures				
Personnel	0	0	0	0
Supplies	195,369	215,200	145,200	173,200
Purchased Services	838,616	966,076	883,843	967,482
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	50	400	50
Transfers Out	10,700	11,000	11,000	11,350
Capital Outlay	1,952,227	2,395,000	2,349,556	822,000
Miscellaneous (Extraordinary/Special)	1,683,552	2,490,000	2,055,398	2,226,303
Total Expenditures	4,680,465	6,077,326	5,445,397	4,200,385
Excess Revenues (Expenditures)	663,870	(1,408,380)	439,016	16,294

Fund Balance				
Beginning	3,738,461	4,402,331	4,402,331	4,841,347
Ending	4,402,331	2,993,951	4,841,347	4,857,641
Ending Fund Balance % of Total Expenditures				115.65%
Ending Fund Balance Analysis				
Rural Transportation Authority	1,634,482	1,764,162	2,400,612	2,478,409
Capital Expenditures	131,588	171,528	168,872	166,672
Air Command	2,367,006	2,174,006	1,951,608	1,945,305
Senior Transportation	269,255	295,255	320,255	267,255
Total Ending Fund Balance	4,402,331	4,404,951	4,841,347	4,857,641



Public Trustee Agency Fund
Summary of Fund Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	52,303	53,000	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	39,277	40,910	40,910	40,910
Other Financing Sources/Misc.	9	0	0	0
Total Revenues	91,588	93,910	93,910	93,910
Expenditures				
Personnel	53,290	54,395	53,630	54,884
Supplies	0	200	200	200
Purchased Services	4,587	6,135	4,485	6,260
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)	25,095	33,000	33,000	33,000
Total Expenditures	82,972	93,730	91,315	94,344
Excess Revenues (Expenditures)	8,617	180	2,595	(434)

Fund Balance				
Beginning	37,450	46,067	46,067	48,662
Ending	46,067	46,247	48,662	48,228
Ending Fund Balance % of Total Expenditures				51.12%



**Debt Service Fund
Summary of Fund Resources**

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	283,029	277,710	138,855	0
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	5,269	1,250	1,250	1,250
Interfund Revenues	0	0	0	0
Transfers In	1,706,261	1,702,607	1,581,040	1,579,244
Other Financing Sources/Misc.	0	0	0	0
Total Revenues	1,994,559	1,981,567	1,721,145	1,580,494
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	2,250	0	1,500	0
Community Prgms/Contributions	0	0	0	0
Financing Costs	1,988,768	1,981,467	1,582,545	1,580,763
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	1,991,018	1,981,467	1,584,045	1,580,763
Excess Revenues (Expenditures)	3,542	99	137,100	(269)

Fund Balance				
Beginning	148,670	150,979	152,212	289,312
Ending	152,212	151,078	289,312	289,043
Ending Fund Balance % of Total Expenditures				18.29%



Airport Construction Fund Summary of Fund Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	966,752	1,872,005	1,248,401	7,627,651
Charges for Services	138,386	125,000	125,000	125,000
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	10,611	1,500	10,000	1,500
Interfund Revenues	0	0	0	0
Transfers In	57,411	7,784	7,784	1,336,851
Other Financing Sources/Misc.	0	0	0	0
Total Revenues	1,173,159	2,006,290	1,391,185	9,091,002
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	380,463	2,016,892	1,479,800	631,212
Community Prgms/Contributions	0	0	0	0
Financing Costs	23,629	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	644,900	150,000	0	8,259,112
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	1,048,992	2,166,892	1,479,800	8,890,324
Excess Revenues (Expenditures)	124,168	(160,603)	(88,615)	200,678

Fund Balance				
Beginning	292,369	416,537	416,537	327,922
Ending	416,537	255,934	327,922	528,600
Ending Fund Balance % of Total Expenditures				5.95%
Ending Fund Balance Analysis				
Unreserved Fund Balance	416,537	431,824	327,922	528,600
Reserved Fund Balance-PFC	0	0	0	0
Total Ending Fund Balance	416,537	431,824	327,922	528,600



Capital Expenditures Fund Summary of Fund Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	210,244	299,403	299,403	561,480
Charges for Services	0	0	0	0
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	46,364	20,288	20,288	18,200
Interfund Revenues	0	0	0	0
Transfers In	4,407	0	0	0
Other Financing Sources/Misc.	1,320,689	1,179,311	1,179,311	0
Total Revenues	1,581,704	1,499,002	1,499,002	579,680
Expenditures				
Personnel	0	0	0	0
Supplies	0	0	0	0
Purchased Services	12,175	0	0	0
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	412,749	2,343,123	2,343,123	791,112
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	424,924	2,343,123	2,343,123	791,112
Excess Revenues (Expenditures)	1,156,780	(844,121)	(844,121)	(211,432)
Fund Balance				
Beginning	2,078,928	3,235,708	3,235,708	2,391,587
Ending	3,235,708	2,391,587	2,391,587	2,180,155
Ending Fund Balance % of Total Expenditures				275.58%



**Airport Operations Fund
Summary of Fund Resources**

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	91,769	1,112,876	1,118,876	1,617,131
Charges for Services	526,118	514,044	521,344	580,534
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	7,319	2,200	3,700	2,200
Investment Income	48,678	21,000	21,000	21,000
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	856,165	720,007	525,050	726,506
Total Revenues	1,530,049	2,370,126	2,189,970	2,947,371
Expenditures				
Personnel	849,809	806,541	806,541	851,402
Supplies	127,075	125,735	125,735	137,995
Purchased Services	344,282	349,446	355,770	387,776
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	4,081	4,481	4,481	4,481
Transfers Out	135,095	78,956	78,956	1,403,779
Capital Outlay	0	0	0	118,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	1,462,842	1,367,659	1,373,983	2,905,933
Excess Revenues (Expenditures)	67,207	1,002,468	815,987	41,438

Fund Balance				
Beginning	1,505,958	1,573,164	1,573,164	2,389,151
Ending	1,573,165	2,575,632	2,389,151	2,430,590
Ending Fund Balance % of Total Expenditures				83.64%



**Sewer District Fund
Summary of Fund Resources**

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	738,532	763,471	763,471	763,471
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	4,938	2,480	2,480	2,480
Investment Income	47,039	17,575	17,575	17,575
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	5,840	0	0	0
Total Revenues	796,349	783,526	783,526	783,526
Expenditures				
Personnel	57,306	69,141	72,684	65,228
Supplies	6,617	9,655	8,655	9,155
Purchased Services	444,511	476,398	511,194	586,309
Community Prgms/Contributions	0	0	0	0
Financing Costs	63,749	96,244	96,244	39,766
Transfers Out	51,244	45,026	45,026	46,838
Capital Outlay	0	41,000	43,000	42,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	623,426	737,463	776,802	789,296
Excess Revenues (Expenditures)	172,924	46,063	6,724	(5,770)

Fund Balance				
Beginning	1,318,804	1,491,728	1,491,728	1,498,451
Ending	1,491,728	1,537,790	1,498,451	1,492,681
Ending Fund Balance % of Total Expenditures				189.12%
Ending Fund Balance Analysis				
Dos Rios Division	747,633	803,445	723,322	676,550
North Gunnison Division	271,253	268,320	300,055	345,622
Antelope Hills Division	382,309	375,690	380,254	374,412
Somerset Division	77,460	77,640	79,543	79,503
Tomichi Division	13,074	12,695	15,277	16,594
Total Ending Fund Balance	1,491,728	1,537,790	1,498,451	1,492,681



**Water District Fund
Summary of Fund Resources**

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	348,922	357,070	357,070	357,070
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	14,971	1,600	1,600	1,600
Interfund Revenues	0	0	0	0
Transfers In	28,024	29,330	29,330	29,330
Other Financing Sources/Misc.	81,826	37,747	37,747	37,747
Total Revenues	473,742	425,747	425,747	425,747
Expenditures				
Personnel	140,703	142,590	143,665	134,783
Supplies	11,853	16,805	18,105	20,055
Purchased Services	87,840	116,097	115,308	120,732
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	23,749	51,118	51,118	51,118
Transfers Out	23,700	14,520	14,520	16,596
Capital Outlay	0	31,000	16,000	31,000
Miscellaneous (Extraordinary/Special)	80,177	29,723	29,723	29,723
Total Expenditures	370,523	404,353	390,939	406,507
Excess Revenues (Expenditures)	103,220	21,394	34,808	19,240

Fund Balance				
Beginning	582,598	685,818	685,818	720,625
Ending	685,818	707,211	720,625	739,865
Ending Fund Balance % of Total Expenditures				182.01%
Ending Fund Balance Analysis				
Dos Rios Division	501,918	439,426	526,594	535,278
Antelope Hills Division	191,924	209,991	202,056	212,612
Somerset Division	(8,024)	(8,024)	(8,024)	(8,025)
Total Ending Fund Balance	685,818	641,393	720,626	739,866



**Solid Waste Fund
Summary of Fund Resources**

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	1,063,093	1,039,020	1,039,020	1,039,020
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	1,654	1,000	1,000	1,000
Investment Income	47,183	37,000	37,000	37,000
Interfund Revenues	0	0	0	0
Transfers In	0	27,000	27,000	0
Other Financing Sources/Misc.	116,426	83,550	110,608	83,550
Total Revenues	1,228,356	1,187,570	1,214,628	1,160,570
Expenditures				
Personnel	519,176	532,822	540,448	555,917
Supplies	56,600	76,250	74,750	76,850
Purchased Services	277,322	326,833	349,082	384,433
Community Prgms/Contributions	0	0	0	0
Financing Costs	52,033	52,307	52,307	158,757
Transfers Out	71,328	73,392	73,392	78,312
Capital Outlay	40,169	40,765	40,765	13,765
Miscellaneous (Extraordinary/Special)	4,773	5,000	2,000	5,000
Total Expenditures	1,021,402	1,107,369	1,132,744	1,273,034
Excess Revenues (Expenditures)	206,954	80,201	81,884	(112,464)

Fund Balance				
Beginning	1,601,865	1,808,819	1,808,819	1,890,703
Ending	1,808,819	1,889,020	1,890,703	1,778,239
Ending Fund Balance % of Total Expenditures				139.69%
Ending Fund Balance Analysis				
Unreserved Fund Balance	354,128	217,666	215,849	(112,074)
Construction Reserve	520,841	667,997	671,497	818,738
Landfill Closure Reserve	933,850	1,003,357	1,003,357	1,071,575
Total Ending Fund Balance	1,808,819	1,889,020	1,890,703	1,778,239
Ending Unreserved Fund Balance % of Total Operational Expenditures				-8.80%



Gunnison Valley Health Fund
Summary of Fund Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	753,348	795,635	795,635	823,706
Licenses and Permits	0			0
Intergovernmental	0	0	0	0
Charges for Services	58,898,523	63,132,142	63,132,142	66,467,085
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0			0
Investment Income	0	0	0	0
Interfund Revenues	0			0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	2,285,622	1,527,566	1,527,566	1,420,385
Total Revenues	61,937,493	65,455,343	65,455,343	68,711,176
Expenditures				
Personnel	31,738,911	34,912,236	34,912,236	39,418,105
Supplies	7,568,401	7,644,560	7,644,560	9,326,743
Purchased Services	6,983,517	6,854,602	6,854,602	7,362,874
Community Prgms/Contributions	0	0	0	0
Financing Costs	1,693,263	1,681,848	1,681,848	1,677,844
Transfers Out	0	0	0	0
Capital Outlay	3,432,566	2,948,781	2,948,781	3,392,311
Miscellaneous (Extraordinary/Special)	3,304,082	3,697,246	3,697,246	3,599,864
Total Expenditures	54,720,740	57,739,273	57,739,273	64,777,741
Excess Revenues (Expenditures)	7,216,753	7,716,070	7,716,070	3,933,435
Fund Balance				
Beginning	46,424,020	53,640,773	53,640,773	61,356,843
Ending	53,640,773	61,356,843	61,356,843	65,290,278
Ending Fund Balance % of Total Expenditures				100.79%



**Senior Housing Fund
Summary of Fund Resources**

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	139,956	140,000	140,000	140,000
Charges for Services	0	100	100	100
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	1,953	0	0	0
Investment Income	2,677	500	500	500
Interfund Revenues	0	0	0	0
Transfers In	0	0	0	0
Other Financing Sources/Misc.	97,030	89,550	89,550	89,550
Total Revenues	241,616	230,150	230,150	230,150
Expenditures				
Personnel	0	0	0	0
Supplies	1,253	3,000	3,000	3,000
Purchased Services	126,782	144,649	144,649	144,649
Community Prgms/Contributions	0	0	0	0
Financing Costs	23,876	36,982	36,982	36,982
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	16,039	10,250	10,250	10,250
Total Expenditures	167,951	194,881	194,881	194,881
Excess Revenues (Expenditures)	73,665	35,269	35,269	35,269

Fund Balance				
Beginning	63,732	55,885	137,397	172,666
Ending	137,397	91,154	172,666	207,935
Ending Fund Balance % of Total Expenditures				106.70%
Ending Fund Balance Analysis				
Unreserved Fund Balance	88,778	117,496	117,496	146,215
Replacement Reserve Balance	48,619	55,170	55,169	61,720
Total Ending Fund Balance	137,397	172,666	172,666	207,935
Ending Unreserved Fund Balance % of Total Operational Expenditures				75.03%



**Assisted Living Fund
Summary of Fund Resources**

	2019 Actual	2020 Budget	2020 Projected	2021 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.	341,446	0	0	0
Total Revenues	341,446	0	0	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	9,609	0	0	0
Transfers Out	0	0	0	0
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	9,609	0	0	0
Excess Revenues (Expenditures)	331,837	0	0	0

Fund Balance				
Beginning	3,051	334,888	334,888	334,888
Ending	334,888	334,888	334,888	334,888
Ending Fund Balance % of Total Expenditures				#DIV/0!



Internal Service Fund I
Summary of Fund Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	60,315	0	0	0
Charges for Services	2,369	3,900	3,900	3,900
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	38,850	20,000	20,000	20,000
Interfund Revenues	2,092,199	2,114,358	2,114,358	2,114,358
Transfers In	100,500	100,000	100,000	100,000
Other Financing Sources/Misc.	123,652	51,100	51,100	51,100
Total Revenues	2,417,884	2,289,358	2,289,358	2,289,358
Expenditures				
Personnel	636,262	684,716	684,716	690,623
Supplies	803,521	926,750	944,655	953,250
Purchased Services	243,919	252,658	245,358	253,763
Community Prgms/Contributions	0	0	0	0
Financing Costs	40,324	38,124	38,124	38,124
Transfers Out	78,012	95,760	95,760	103,520
Capital Outlay	4,372	610,000	736,350	835,000
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	1,806,411	2,608,008	2,744,963	2,874,280
Excess Revenues (Expenditures)	611,473	(318,650)	(455,605)	(584,922)

Fund Balance				
Beginning	2,271,473	1,462,167	2,882,946	2,427,341
Ending	2,882,946	1,143,517	2,427,341	1,842,419
Ending Fund Balance % of Total Expenditures				64.10%
Ending Fund Balance Analysis				
Net Liquid Resources	2,144,509	443,517	1,827,341	1,242,419
Inventory and Prepaid Expenses	738,438	700,000	600,000	600,000
Total Ending Fund Balance	2,882,946	1,143,517	2,427,341	1,842,419
Ending Net Liquid Resources % of Total Expenditures				43.23%



Internal Service Fund II
Summary of Fund Resources

	2019 Actual	2020 Budget	2020 Projected	2021 Budget
Revenues				
Taxes	0	0	0	0
Licenses and Permits	0	0	0	0
Intergovernmental	0	0	0	0
Charges for Services	787	1,500	(200)	1,500
Contributions and Other Grants	0	0	0	0
Fines & Forfeitures	0	0	0	0
Investment Income	26,071	13,261	13,261	13,261
Interfund Revenues	804,929	788,046	791,671	790,046
Transfers In	11,000	44,500	44,500	44,500
Other Financing Sources/Misc.	582	0	0	0
Total Revenues	843,369	847,307	849,232	849,307
Expenditures				
Personnel	465,112	484,132	487,587	475,039
Supplies	56,643	58,937	86,460	90,437
Purchased Services	161,955	245,150	222,919	182,099
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	85,432	77,388	77,388	86,194
Capital Outlay	0	34,128	1,000	0
Miscellaneous (Extraordinary/Special)	0	0	0	0
Total Expenditures	769,142	899,735	875,353	833,769
Excess Revenues (Expenditures)	74,227	(52,428)	(26,121)	15,538

Fund Balance				
Beginning	767,361	841,588	841,588	815,467
Ending	841,588	789,160	815,467	831,005
Ending Fund Balance % of Total Expenditures				99.67%
Ending Fund Balance Analysis				
Information Technology	674,464	601,104	696,148	704,396
PSC Security Electronics Reserve		44,897	22,000	43,692
Geographic Information Systems	167,124	143,159	97,319	82,917
Total Ending Fund Balance	841,588	789,160	815,467	831,005
Ending Net Liquid Resources % of Total Expenditures				110.37%



**Internal Service Fund III
Summary of Fund Resources**

	2019 Actual	2020 Budget	2020 Projected	2021 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	64,967	40,000	40,000	40,000
Interfund Revenues	2,339,579	2,560,050	2,560,050	2,560,050
Transfers In	0	0	0	0
Other Financing Sources/Misc.	466,137	18,120	18,120	18,120
Total Revenues	2,870,683	2,618,170	2,618,170	2,618,170
Expenditures				
Personnel	13,901	14,003	14,798	15,179
Supplies	0	0	0	0
Purchased Services	612,901	641,200	635,200	641,200
Community Prgms/Contributions	0	0	0	0
Financing Costs	0	0	0	0
Transfers Out	1,813	49,824	49,824	49,032
Capital Outlay	0	0	0	0
Miscellaneous (Extraordinary/Special)	1,922,132	2,289,400	2,270,025	2,284,400
Total Expenditures	2,550,747	2,994,427	2,969,848	2,989,811
Excess Revenues (Expenditures)	319,936	(376,257)	(351,678)	(371,641)

Fund Balance				
Beginning	2,139,416	2,459,352	2,459,352	2,107,674
Ending	2,459,352	2,083,095	2,107,674	1,736,033
Ending Fund Balance % of Total Expenditures				58.06%
Ending Fund Balance Analysis				
Unemployment	101,285	705,076	134,085	134,085
Health Insurance	2,358,067	1,378,019	1,973,589	1,601,948
Employee Assistance Program	-	-	-	-
Total Ending Fund Balance	2,459,352	2,083,095	2,107,674	1,736,033



Proposed Budget Changes

Consolidated Budget Proposals



2021 Consolidated Budget Proposals

Fund	#1 - Initial - October 2020	#2 - November 2020	#3 -December 2020	#4 - Final - December 2020
General Fund:	16,113,327	16,038,327	16,385,592	16,990,442
Special Revenue Funds:				
Road and Bridge	5,769,403	5,769,403	5,769,403	5,769,403
Human Services	4,838,459	4,866,759	4,866,759	4,866,759
Public Health Agency	1,459,335	1,459,335	1,459,335	1,459,335
Conservation Trust	800	800	800	800
Sales Tax	1,994,215	2,091,482	2,191,482	2,191,482
Land Preservation	857,263	857,263	857,263	857,263
Mosquito Control District	103,112	103,112	103,215	103,215
Sage Grouse Trust	38,200	38,200	38,200	38,200
Risk Management	150,800	150,800	150,800	150,800
Housing Authority	205,911	205,911	205,911	205,911
Marketing District	2,214,419	2,214,419	2,211,719	2,211,719
Transportation Authority	<u>4,666,326</u>	<u>4,200,385</u>	<u>4,200,385</u>	<u>4,200,385</u>
	22,298,243	21,957,869	22,055,272	22,055,272
Fiduciary Funds:				
Public Trustee Agency	94,344	94,344	94,344	94,344
Debt Service Funds:				
Debt Service	1,981,467	1,981,467	1,580,763	1,580,763
Capital Projects Funds:				
Airport Construction	936,892	936,892	8,890,324	8,890,324
Capital Expenditures	<u>0</u>	<u>0</u>	<u>791,112</u>	<u>791,112</u>
	936,892	936,892	9,681,436	9,681,436
Enterprise Funds:				
Airport Operations	1,576,866	1,576,866	2,905,933	2,905,933
Sewer District	789,296	789,296	789,296	789,296
Water District	406,507	406,507	406,507	406,507
Solid Waste	1,273,034	1,273,034	1,273,034	1,273,034
Gunnison Valley Health	65,422,933	65,422,933	64,777,741	64,777,741
Gunnison Senior Housing	194,881	194,881	194,881	194,881
Assisted Living	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
	69,663,517	69,663,517	70,347,392	70,347,392
Internal Service Funds:				
ISF-I	2,874,280	2,874,280	2,874,280	2,874,280
ISF-II	833,769	833,769	833,769	833,769
ISF-III	<u>2,989,811</u>	<u>2,989,811</u>	<u>2,989,811</u>	<u>2,989,811</u>
	6,697,860	6,697,860	6,697,860	6,697,860
Total County Budget	117,785,650	117,370,276	126,842,659	127,447,509
Difference between proposals:	Amount: \$	(415,374)	\$ 9,472,383	\$ 604,850
	Percentage:	-0.4%	8.1%	0.5%
		Difference, Initial vs Final: \$		9,661,859
				8.2%

NOTE: The material changes from the initial proposed budget were two airport activities: terminal capital project and operations. These two major changes equal to \$9.28 million, or 96% of the budget proposal changes (initial proposal to final budget). The Airport Construction fund increased in the amount of \$7.9 million, or 849% increase, this change was due to the airport terminal project being identified as fully funded and in the process of beginning. The Airport operations budget increased by \$1.3 million, or 84%, this change was due to the identification of federal grant funding for operations that would begin in 2021.



Appendix

Financial Policies

Budget Process and Policies

Budget Resolutions

Glossary of Budget-Related
Terms

Glossary of Common Acronyms

Financial Policies

These policies will be evaluated annually and updated periodically, no less than once every three years. These policies were initially adopted by the Board of County Commissioners on April 6, 2010, changes have been made as periodic reviews have recommended.

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, MUNIS, 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 MUNIS 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.

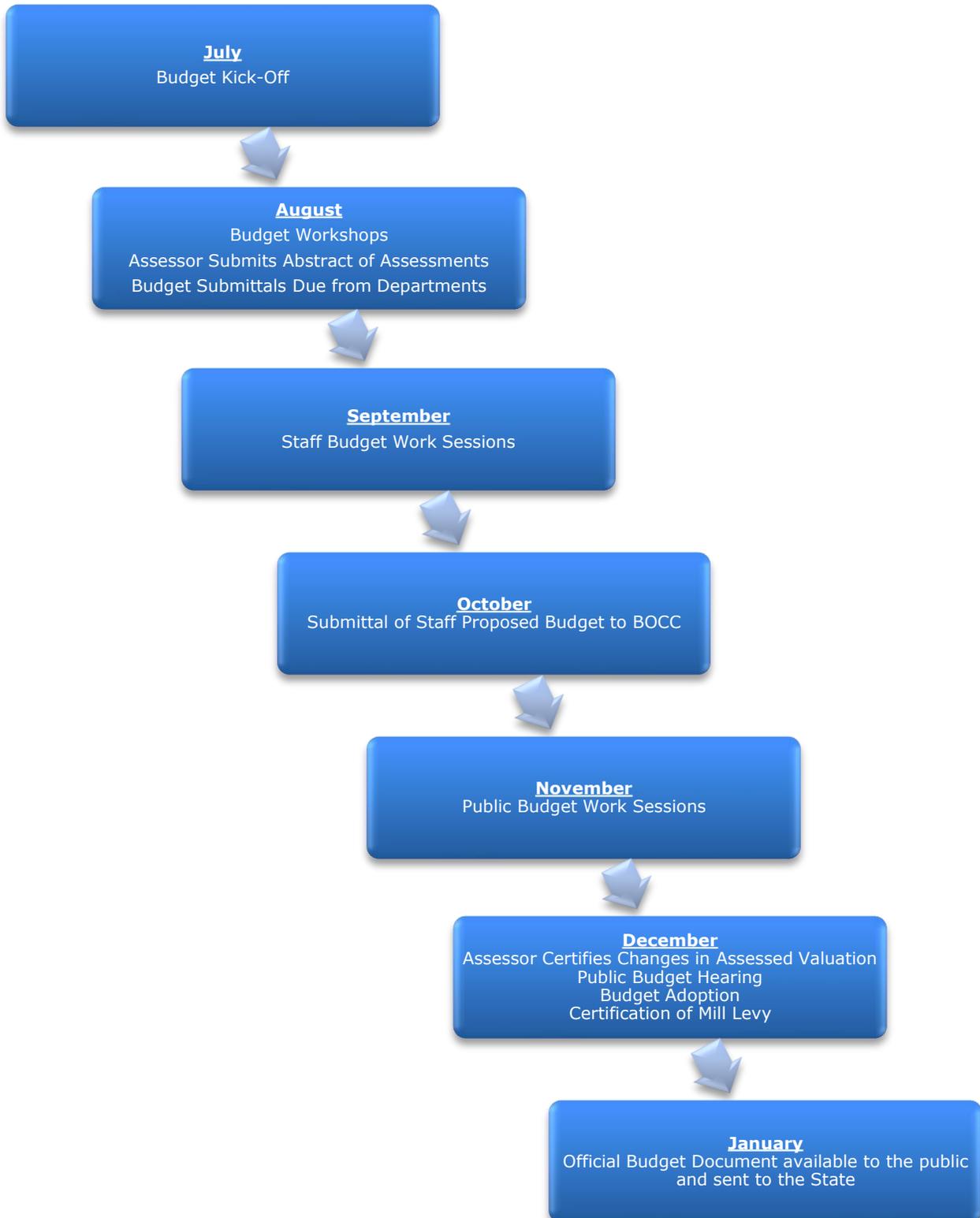
Amending the Budget

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.

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 on 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. 2020-39**

**A RESOLUTION ADOPTING A BUDGET FOR THE COUNTY OF
GUNNISON, COLORADO, FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2021, AND ENDING DECEMBER 31, 2021**

WHEREAS, the Board of County Commissioners of Gunnison County, Colorado did on the 8th day of December, 2020 consider a proposed budget covering the fiscal operations of the County of Gunnison for fiscal year 2021; and

WHEREAS, public notice of such budget hearing was published as required by law on October 22 and October 23, 2020; 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

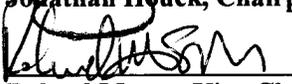
WHEREAS, all expenditures budgeted by the Board of County Commissioners have been matched by projected income so that the total means of financing the budget is at least equal to or greater than the amount of the proposed expenditures;

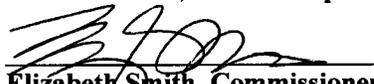
NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Gunnison County, Colorado, that the budget of the fiscal year beginning January 1, 2021 and ending December 31, 2021, which was considered at the public hearing on December 8, 2020, and finally accepted by the Board on the 15th day of December, 2020, be and the same hereby is approved and adopted as the budget for the County of Gunnison, Colorado, for the fiscal year 2021 beginning January 1, 2021, and ending December 31, 2021.

INTRODUCED by Commissioner Smith, seconded by Commissioner Houck, and adopted this 15th day of December, 2020.

BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY, COLORADO


Jonathan Houck, Chairperson


Roland Mason, Vice-Chairperson


Elizabeth Smith, Commissioner

Attest:


Deputy County Clerk





**BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY
RESOLUTION NO. 2020-40**

**A RESOLUTION APPROPRIATING REVENUES OF THE COUNTY OF
GUNNISON, COLORADO, FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2021, AND ENDING DECEMBER 31, 2021**

WHEREAS, the Board of County Commissioners of Gunnison County, Colorado, has adopted a budget for the fiscal year beginning January 1, 2021, and ending December 31, 2021, 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:

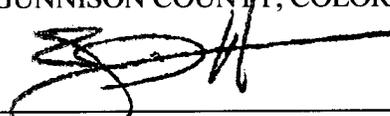
General Fund	\$16,990,442
Road & Bridge Fund	5,769,403
Human Services Fund	4,866,759
Conservation Trust Fund	800
Sales Tax Fund	2,191,482
Land Preservation Fund	857,263
Mosquito Control District Fund	103,215
Sage Grouse Trust Fund	38,200
Risk Management Fund	150,800
Public Health Agency Fund	1,459,335
Public Trustee Agency Fund	94,344
Airport Construction Fund	8,890,324
Capital Expenditures Fund	791,112
Debt Service Fund	1,580,763

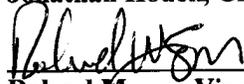


Airport Operations Fund	2,905,933
Gunnison County Sewer District Fund	789,296
Gunnison County Water District Fund	406,507
Solid Waste Fund	1,273,034
Gunnison Valley Health Fund	64,777,741
Gunnison Valley Transportation Authority	4,200,385
Internal Service I Fund	2,874,280
Internal Service II Fund	833,769
Internal Service III Fund	<u>2,989,811</u>
TOTAL APPROPRIATIONS	<u>\$124,834,998</u>

INTRODUCED by Commissioner Smith, seconded by Commissioner Houck, and adopted this 15th day of December, 2020.

BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY, COLORADO


Jonathan Houck, Chairperson


Roland Mason, Vice-Chairperson


Elizabeth Smith, Commissioner

Attest:


Deputy County Clerk





**BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY
RESOLUTION NO. 2020-42**

**A RESOLUTION SETTING THE MILL LEVY FOR THE COUNTY OF
GUNNISON, COLORADO, FOR THE FISCAL YEAR
BEGINNING JANUARY 1, 2021, AND ENDING DECEMBER 31, 2021**

WHEREAS, the Board of County Commissioners of Gunnison County, Colorado has adopted a budget for the fiscal year beginning January 1, 2021, and ending December 31, 2021, 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 2021 fiscal year as authorized by law in accordance with the statutes of the State of Colorado; and

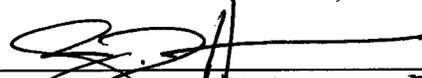
WHEREAS, the Gunnison County Assessor has certified the 2020 total net assessed valuation of \$712,391,650;

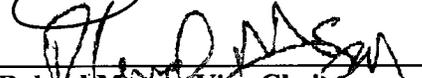
NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Gunnison County, Colorado, that the following mill levies are hereby established and levied upon the total valuation for assessment of all taxable property within Gunnison County for the fiscal year 2020:

	General Operating	Tax Abatement	Total
General Fund	14.503	.018	14.521
Hospital Fund (GHCC)	1.201	.001	1.202
Human Services Fund	<u>0.502</u>	<u>.001</u>	<u>0.503</u>
	16.206	.020	16.226
Total Mill Levy			<u>16.226</u>

INTRODUCED by Commissioner Smith, seconded by Commissioner Mason, and adopted this 22nd day of December, 2020.

BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY, COLORADO


Jonathan Houck, Chairperson


Roland Mason, Vice-Chairperson


Elizabeth Smith, Commissioner

Attest:


Deputy County Clerk





**BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY
RESOLUTION NO. 2020-43**

**A RESOLUTION SETTING THE TEMPORARY TAX CREDIT MILL
LEVY FOR THE COUNTY OF GUNNISON, COLORADO, FOR THE
FISCAL YEAR BEGINNING JANUARY 1, 2021, AND ENDING DECEMBER 31, 2021**

WHEREAS, the Board of County Commissioners of Gunnison County, Colorado has adopted a budget for the fiscal year beginning January 1, 2021, and ending December 31, 2021, in accordance with the statutes of the State of Colorado, which budget includes revenues from ad valorem taxes; and

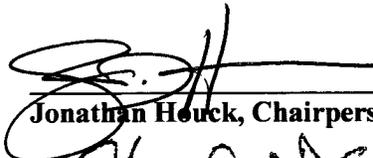
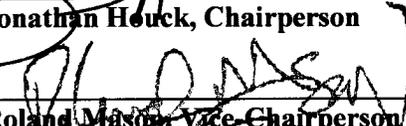
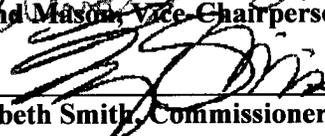
WHEREAS, the Board has determined that the permanent mill levy of 17.075 mills will raise excess revenues; and

WHEREAS, the revenue limit created by the Constitution and the laws of the State of Colorado will be reached by a mill levy of 16.206, plus a refund/abatement mill levy of 0.020 for a total mill levy of 16.266.

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 .869 mills to be applied to each tax schedule issued by the County Assessor and Treasurer.

INTRODUCED by Commissioner Smith, seconded by Commissioner Mason, and adopted this 22nd day of December, 2020.

**BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY, COLORADO**


Jonathan Houck, Chairperson

Roland Mason, Vice-Chairperson

Elizabeth Smith, Commissioner

Attest:


Deputy County Clerk





**GUNNISON COUNTY HOUSING AUTHORITY
RESOLUTION NO. 2020- 001**

**A RESOLUTION ADOPTING A BUDGET FOR THE
GUNNISON COUNTY HOUSING AUTHORITY
FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2021 AND ENDING DECEMBER 31, 2021**

WHEREAS, the Board of the Gunnison County Housing Authority did on the 8th day of December, 2020, consider a proposed budget covering the fiscal operations of the County of Gunnison for fiscal year 2021; and

WHEREAS, public notice of such budget hearing was published as required by law on October 22 and October 23, 2020; and

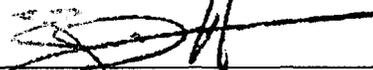
WHEREAS, the Board of the Gunnison County Housing Authority, after considering the proposed budget at said public hearing and after considering public comment, did take into consideration the public comment in developing the final budget; and

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, 2021, and ending December 31, 2021, which was considered at the public hearing on December 8, 2020, and finally accepted by the Board on the 15th day of December, 2020, 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, 2021, and ending December 31, 2021.

INTRODUCED by Commissioner Houck, seconded by Commissioner Smith, and adopted this 15th day of December, 2020.

GUNNISON COUNTY HOUSING AUTHORITY


Jonathan Houck, Chairperson


Roland Mason, Vice-Chairperson


Elizabeth Smith, Commissioner

Attest:


Deputy County Clerk





**GUNNISON COUNTY HOUSING AUTHORITY
RESOLUTION NO. 2020-002**

**A RESOLUTION APPROPRIATING REVENUES FOR THE
GUNNISON COUNTY HOUSING AUTHORITY
FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2021, AND ENDING DECEMBER 31, 2021**

WHEREAS, the Board of the Gunnison County Housing Authority has adopted a budget for the fiscal year beginning January 1, 2021, and ending December 31, 2021, in accordance with the statutes of the State of Colorado,

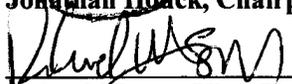
NOW, THEREFORE, BE IT RESOLVED by the Board of the Gunnison County Housing Authority, that the following sums of money or as much thereof as may be authorized by law and as may be needed or deemed necessary to defray all expenses and liabilities of the Gunnison County Housing Authority, be and the same hereby are appropriated for the lawful purposed and objectives of the Gunnison County Housing Authority during the 2021 fiscal year:

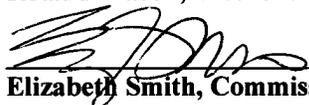
Gunnison County Housing Authority	<u>\$400,792</u>
Total Appropriations	<u>\$400,792</u>

INTRODUCED by Commissioner Howck, seconded by Commissioner Smith, and adopted this 15th day of December, 2020.

GUNNISON COUNTY HOUSING AUTHORITY


Jonathan Howck, Chairperson


Roland Mason, Vice-Chairperson


Elizabeth Smith, Commissioner

Attest:


Deputy County Clerk





**GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT
RESOLUTION NO. 2020- /**

**A RESOLUTION ADOPTING A BUDGET FOR THE
GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT
FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2021, AND ENDING DECEMBER 31, 2021**

WHEREAS, the Board of the Gunnison County River Valley Local Marketing District did on the 8th day of December, 2020, consider a proposed budget covering the fiscal operations of the County of Gunnison for fiscal year 2021; and

WHEREAS, public notice of such budget hearing was published as required by law on October 22 and October 23, 2020; 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

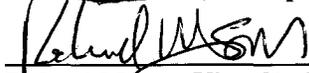
WHEREAS, all expenditures budgeted by the Board of the Gunnison River Valley Local Marketing District have been matched by projected income so that the total means of financing the budget is at least equal to or greater than the amount of the proposed expenditures;

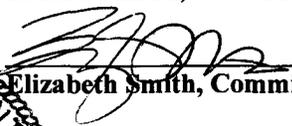
NOW, THEREFORE, BE IT RESOLVED by the Board of the Gunnison River Valley Local Marketing District, that the budget of the fiscal year beginning January 1, 2021, and ending December 31, 2021, which was considered at the public hearing on December 8, 2020, and finally accepted by the Board on the 15th day of December, 2020, be and the same hereby is approved and adopted as the budget for the Gunnison River Valley Local Marketing District for the fiscal year 2021 beginning January 1, 2021, and ending December 31, 2021.

INTRODUCED by Commissioner Smith, seconded by Commissioner Howck, and adopted this 15th day of December, 2020.

GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT


Jonathan Howck, Chairperson


Roland Mason, Vice-Chairperson


Elizabeth Smith, Commissioner

Attest:


Deputy County Clerk





**GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT
RESOLUTION NO. 2020-2**

**A RESOLUTION APPROPRIATING REVENUES FOR THE
GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT
FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2021, AND ENDING DECEMBER 31, 2021**

WHEREAS, the Board of the Gunnison River Valley Local Marketing District has adopted a budget for the fiscal year beginning January 1, 2021, and ending December 31, 2021, 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 \$2,211,719

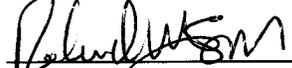
Total Appropriations \$2,211,719

INTRODUCED by Commissioner Smith, seconded by Commissioner Howck, and adopted this 15th day of December, 2020.

GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT



Jonathan Howck, Chairperson



Roland Mason, Vice-Chairperson



Elizabeth Smith, Commissioner

Attest:


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