



2022 BUDGET



January 1 – December 31

Prepared by the Finance Department



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Introduction

Transmittal Letter &
Certification

ICMA Certificate of Excellence

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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**

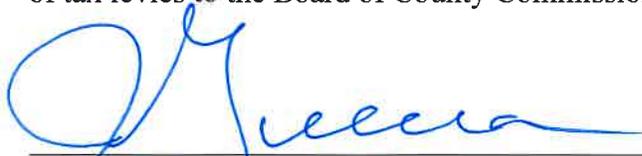
To: Division of Local Government
1313 Sherman Street, Room 521
Denver, CO 80203

Date: January 7, 2022

Attached is the 2022 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 14, 2021. 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 14.614 mills for all general operating purposes, subject to statutory and/or TABOR limitation; and 0.034 mills for refund/abatement. Based on a net assessed valuation of \$810,725,290, the total property tax revenue is \$12,027,956. 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, Chief Financial Officer



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.



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, 2021.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Gunnison County
Colorado**

For the Fiscal Year Beginning

January 01, 2021

Christopher P. Morill

Executive Director

In order to receive this award, a governmental unit must publish a budget document that meets program criteria: a policy document, an operations guide, a financial plan, and 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 2022 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
- Juan Guerra, CPA Chief Financial Officer
- Kelly Weak Senior Accountant
- Agnes Kroneraff Senior Accountant
- Jody Wise Accountant
- John Nehls Accountant
- Allison Jones Accountant
- All Elected Officials and Department Heads

Contact Information

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Budget Overview

The Gunnison County Administration Program is pleased to present the 2022 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 2022 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 2022 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 67, 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 2022 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 392-404.

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.

General Fund 5-Year Forecast Model Assumptions:

GENERAL: Current year budget along with previous 5 fiscal year budgets are analyzed (excluding non-recurring activity). REVENUES: Property tax levy revenue had an average of 4.2%, other taxes and license & permits were projected to be 4.63 and 9.79 respectively. Intergovernmental was estimated to grow annually at 15.04% and charges for services at 4.27%. Contributions, Fines, Investment, and interfund revenues average growth rate were 19.08%, 11.46%, 3.55%, and 4.83% respectively. The final revenues of Transfers is estimated to have annual growth at minus 7.66% and Other was projected to be at 4.87%. EXPENDITURES: Personnel is increased by 4.17%, the average of the previous 5 years, to include cost of living and benefit increases. Supplies and Purchased Services are both increased by their respective average of 6.63% and 7.24%. Community Programs are projected to grow at 3.77% while Financing cost are not expected to grow due to no new financing issues expected. Transfer out is estimated to increase 5.6% annually. Capital Outlay is held to minimum, reduced at 1.26% for the forecast. Miscellaneous is held at \$600,000 for extraordinary expenditures identified during the fiscal year.

Conclusion:

The Board has determined the minimum ending fund balance shall be at least 25% of current year's actual expenditures (\$3.56 million based on last year's audit). The five-year forecast is fiscally viable, the only item that can use up any excess funds will be the capital improvement projects, tracking the five-year Capital Improvement Plan will be key to ensuring a strong fiscal position for Gunnison County.

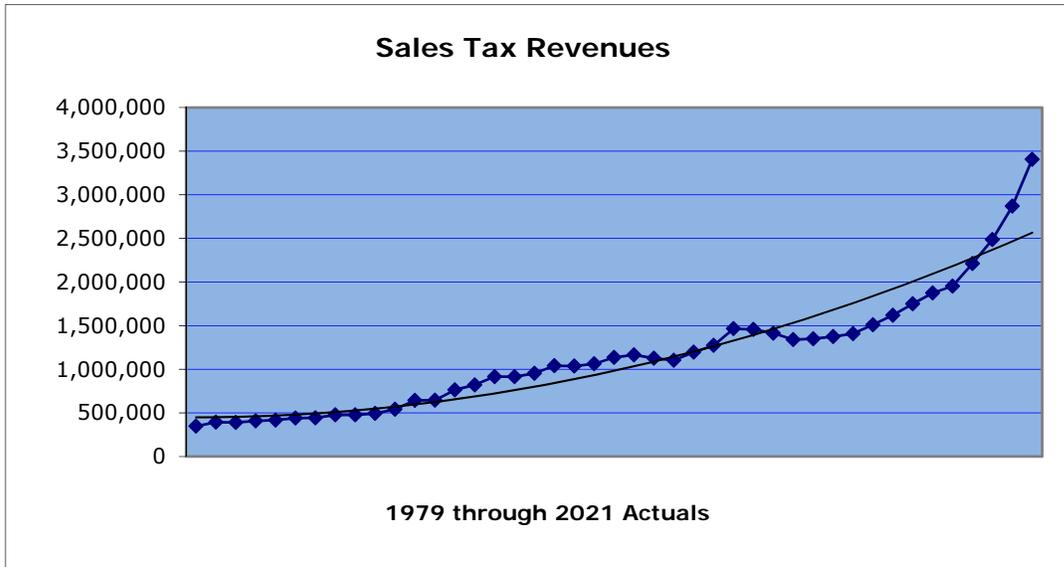


Budget Message

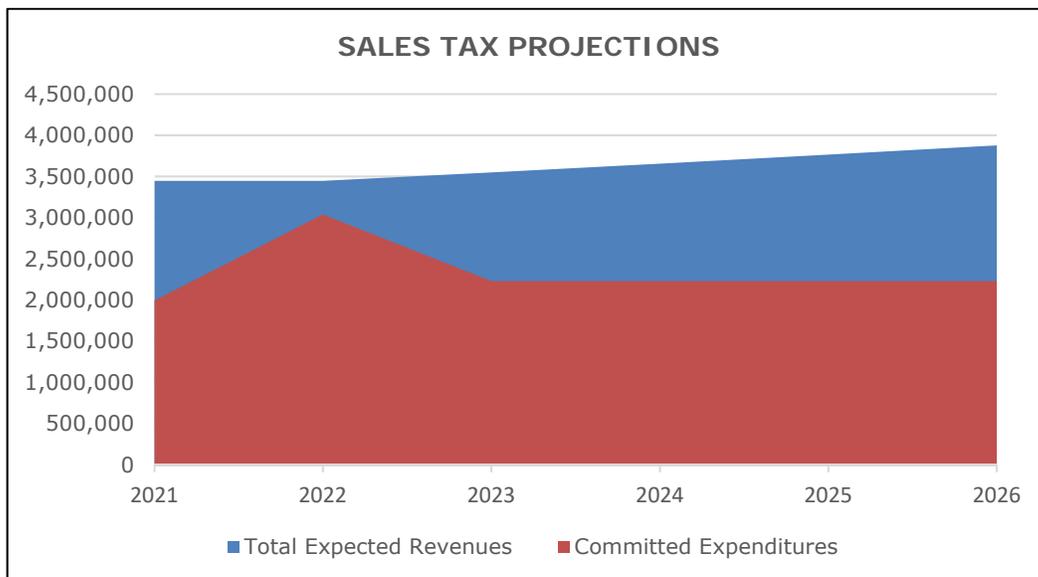
5-Year Forecast Model FY 2022-2026 General Fund

	Budget 2022	Projected 2023	Projected 2024	Projected 2025	Projected 2026
Revenue:					
Property Tax	\$ 10,762,610	\$ 11,214,640	\$ 11,685,655	\$ 12,176,453	\$ 12,687,864
Other Taxes	485,700	508,314	531,981	556,750	582,672
Licenses and Permits	593,630	651,776	715,617	785,712	862,672
Intergovernmental	1,966,360	2,263,162	2,604,764	2,997,927	3,450,434
Charges for Services	945,910	986,310	1,028,435	1,072,359	1,118,159
Contributions and Other	231,330	275,468	328,027	390,615	465,144
Fines & Forfeitures	117,000	130,408	145,353	162,010	180,576
Investment Income	120,840	125,132	129,577	134,180	138,946
Interfund	967,000	1,013,677	1,062,607	1,113,899	1,167,667
Transfers In	1,216,250	1,309,415	1,409,716	1,517,700	1,633,956
Other Financing Sources & Misc.	<u>206,940</u>	<u>217,014</u>	<u>227,578</u>	<u>238,656</u>	<u>250,274</u>
Total Revenues	\$ 17,613,570	\$ 18,695,316	\$ 19,869,310	\$ 21,146,261	\$ 22,538,364
Expenditures					
Personnel	\$ 10,265,600	\$ 10,693,573	\$ 11,139,388	\$ 11,603,789	\$ 12,087,551
Supplies	683,140	728,453	776,771	828,294	883,235
Purchased Services	4,615,640	4,949,674	5,307,882	5,692,013	6,103,944
Community Programs/Contribution:	257,210	266,899	276,953	287,386	298,212
Financing Costs	25,260	25,260	25,260	25,260	25,260
Transfers Out	422,780	446,439	471,422	497,803	525,660
Capital Outlay	318,490	314,464	310,489	306,564	302,689
Miscellaneous	<u>1,025,450</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>	<u>600,000</u>
Total Expenditures	\$ 17,613,570	\$ 18,024,762	\$ 18,908,165	\$ 19,841,109	\$ 20,826,551
Excess Revenues/ (Net Cost to the County)					
	\$ -	\$ 670,554	\$ 961,145	\$ 1,305,152	\$ 1,711,813
Beginning Fund Balance	6,023,606	6,023,606	6,694,160	7,655,305	8,960,457
Ending Fund Balance	6,023,606	6,694,160	7,655,305	8,960,457	10,672,270
Ending Fund Balance as % of Exp.	34.20%	37.14%	40.49%	45.16%	51.24%

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 projected increase of 0% in 2022, and 3% annually afterwards, reaching \$4 million by 2026. The overall average annual change in sales tax revenue dating back to 1979 is 5.76%. Although, the last couple of years, there have been substantial increases, 12.47% from 2018 to 2019, 15.38% from 2019 to 2020, and a projected 18.73% from 2020 to 2021.



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.





Budget Message

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

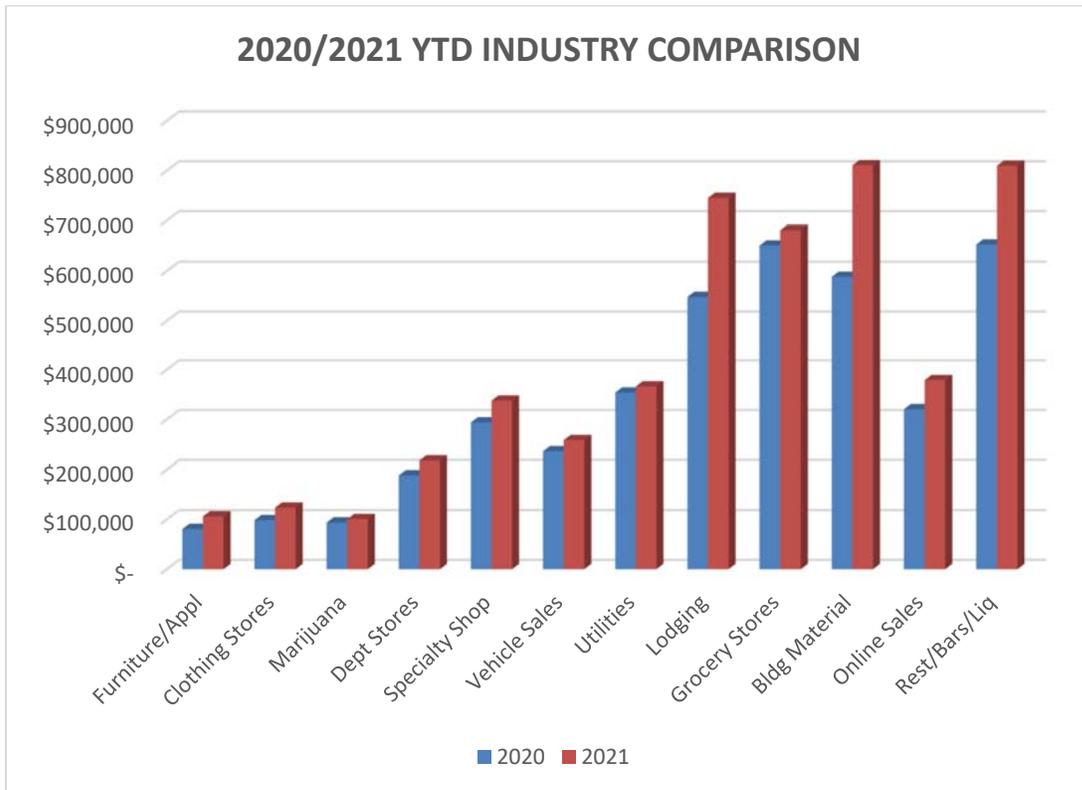
The 2022 budget process began with the Budget Kick-off meeting in late July. Review of the Board Strategic Plan is now the starting point for all budget discussions. The County Manager and Finance staff met with Elected Officials and Department Heads to communicate current economic factors, revenue trends and budget priorities. Revenue trends were analyzed, personnel matters discussed, 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 2.2%. Due to the pandemic unemployment increased in Gunnison County to as high as 16% in April 2020, but had decreased to 5.4% in November, 2020, as of September 2021 the unemployment rate was 2.9%. 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.

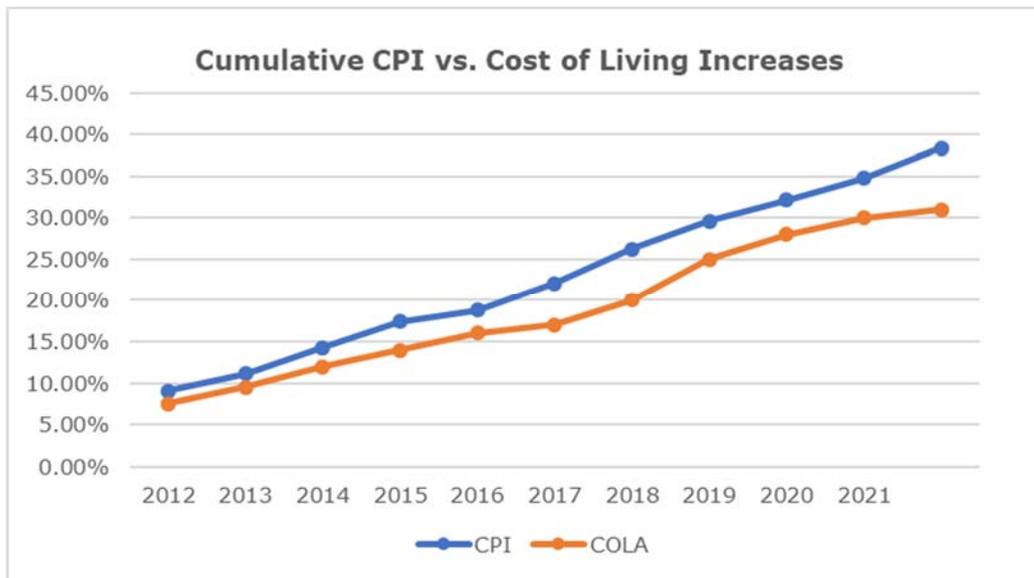
A year after the start of the pandemic, Gunnison County and municipalities saw increased revenues from sales tax through 2021. There were no industries that showed a decline in sales in 2021. The biggest increases were in the Building Materials and the Lodging areas, growing 37.8% and 36.1% respectively. Overall, sales tax county revenue is up 28.27% as of September 2021, with internet sales tax collections a part of that increase. The Colorado Department of Revenue is developed a tool to separate internet sales from other type sales in 2020, this allowed a closer examination of the specific impact of 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 2022. 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 2022 whereby funding for the 2021 level of services and programs is the starting point for each department, less any one-time enhancements approved for 2021. 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 2022.
- 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.
- For 2022, include a 5.25% cost of living adjustment (COLA) for all employees and merit increases for eligible employees. Over the past ten years (2012 to 2021) the Denver/Aurora/Lakewood Consumer Price Index (CPI) increase totals 38.42% and Gunnison County cost of living adjustments have totaled 31% 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 seventh year in 2022. 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 2022 budget includes appropriated expenditures of \$169,134,285. In total this is an increase from 2021's original budget of 32%. The budget is funded with revenue estimates and anticipated fund balance.

A public hearing on the proposed budget was held on December 7, 2021. The proposed budget was adopted by the Gunnison County Board of County Commissioners on December 14, 2021. 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?	70-73
What are the total expenses in the 2020 budget?	32-37
Where are major revenue sources discussed?	15-21
What is the County’s basis of accounting?	444
Where is debt service/lease purchase information?	405-413
What capital projects are included in this budget?	392-404
Where is personnel and FTE information?	381-391
Where can I find a one-page summary of total budget appropriations?	32

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 2020 actuals, 2021 budget and projections, and 2022 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

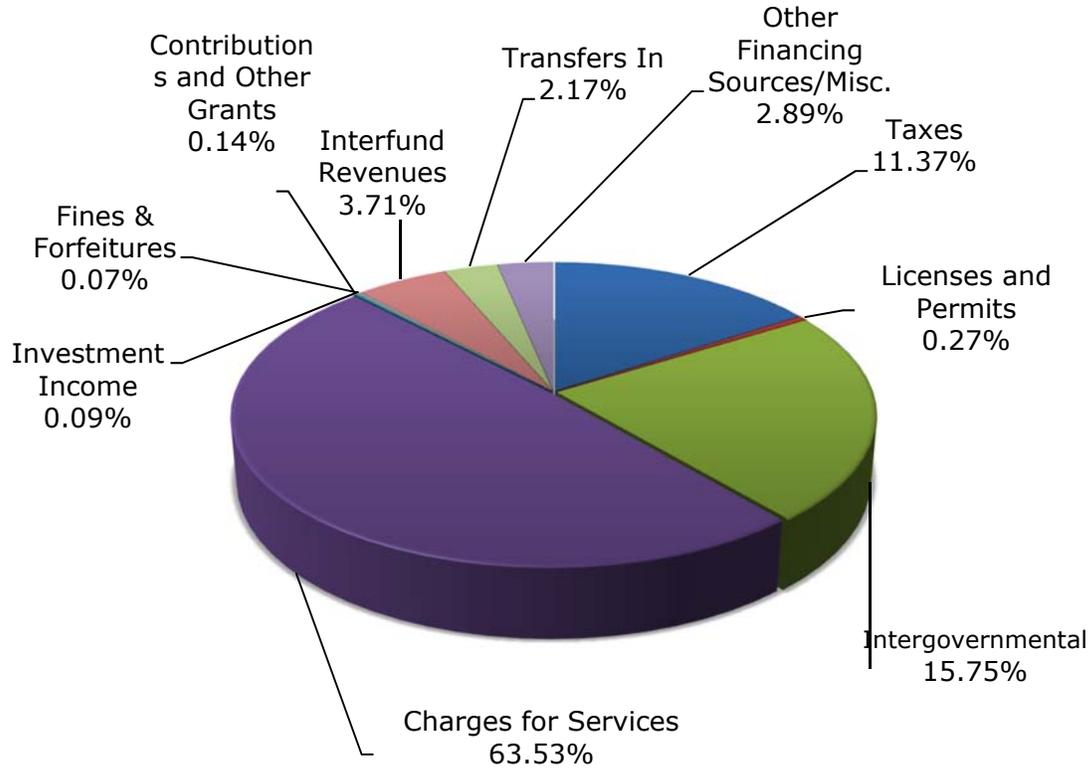
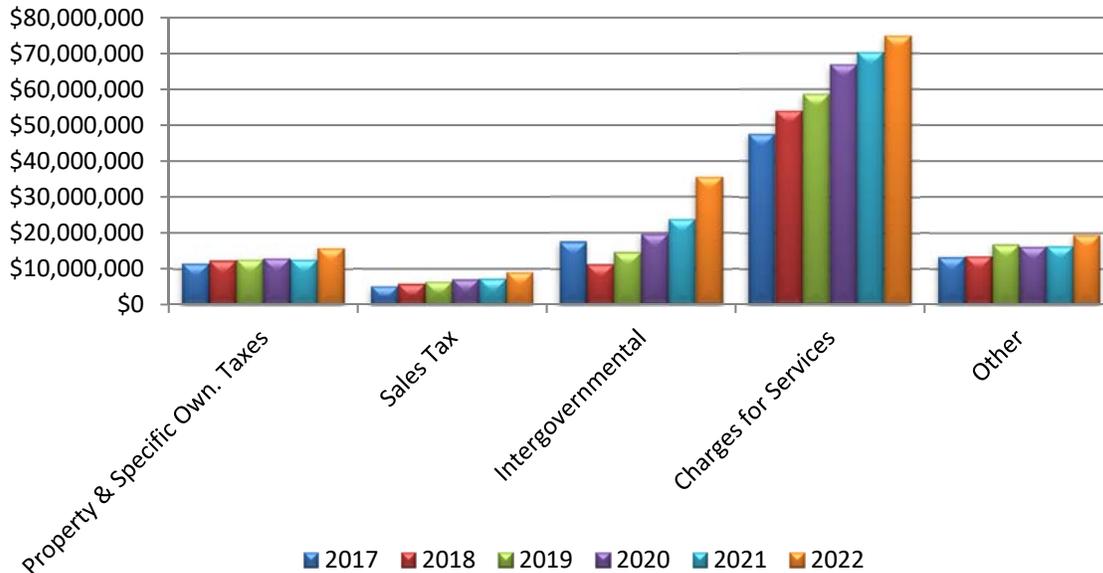


Table II, Revenue Sources, details major revenue categories.

Table II
Revenue Sources



The largest revenue area continues to be non-tax revenue. This area consists of charges for services and intergovernmental sources. The 2022 budget has a total of \$77,637,164 from charges for services, in 2021 that number was \$71,006,566. The 2022 budget has a total of \$35,715,430 from intergovernmental services (mainly grants), in 2021 that number was \$35,826,218.

Major Revenue Sources, Assumptions and Trends

This budget includes 25 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 \$25,050,261 less in property tax collections from 2013-2021. Additionally, TABOR requires no increase in our permanent mill levy without voter approval. Therefore, in 2022 the overall increase in property tax revenues compared to 2021 is 4.05%.

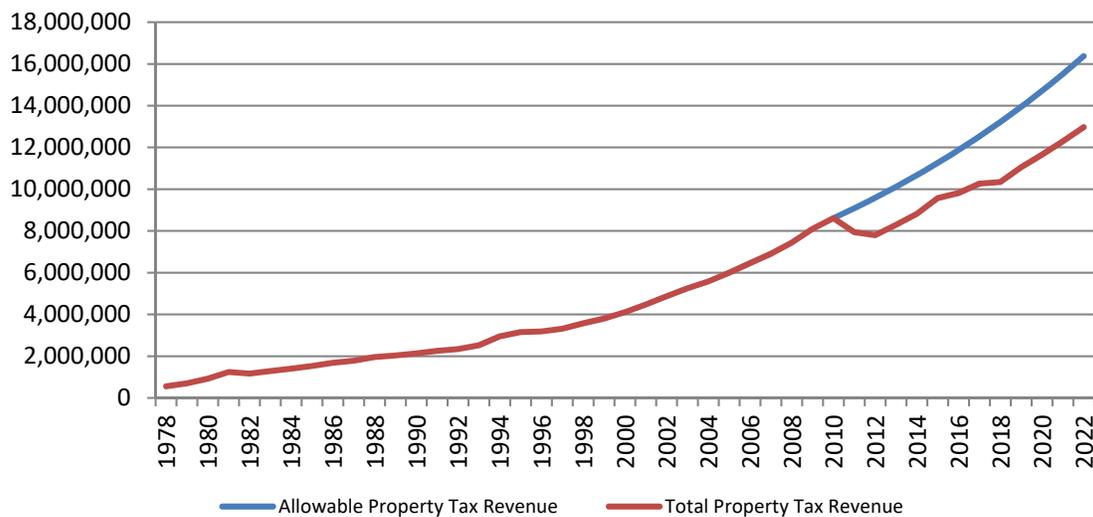
This year's mill levy results in an overall increase in property tax levy from 2020 to 2021 as detailed below:

<u>FUND/Description</u>	<u>2022 Property Tax Revenue</u>	<u>2021 Mill Levy</u>	<u>Amt. Over (Under) Prior Yr.</u>
Human Services	\$ 372,867	.452	\$ 14,518
Gunnison Health Care Center	892,474	1.082	36,013
General Fund	<u>10,762,615</u>	<u>13.046</u>	<u>417,772</u>
TOTALS	<u>\$ 12,027,956</u>	<u>14.580</u>	<u>\$ 468,303</u>

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

Table III

Total Property Tax vs. Allowable

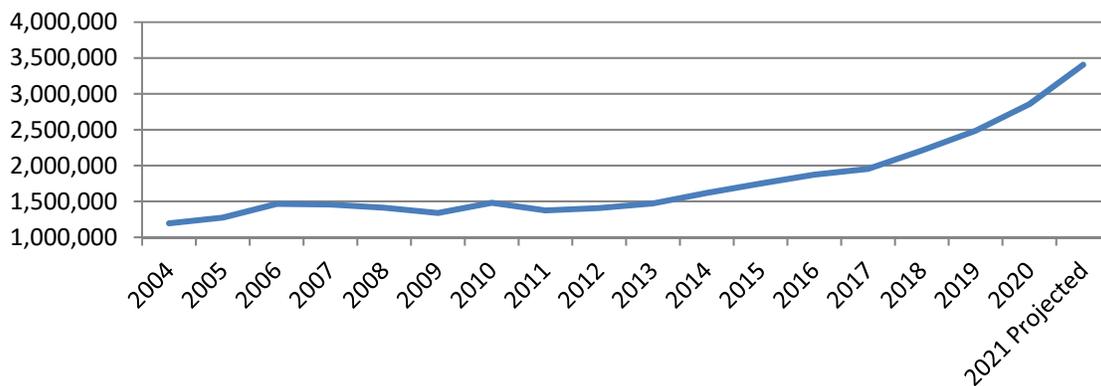


Sales Tax

The 2022 amount is budgeted with an overall increase of 0% compared to the 2021 projection, but is an 29.4% increase from the 2021 original budget. The last three years increased by an average of 12.33%. 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.

Table IV

Sales Tax Revenue





In total, Property and Sales Tax revenues are budgeted at \$24,969,400, 15.79% of total revenues.

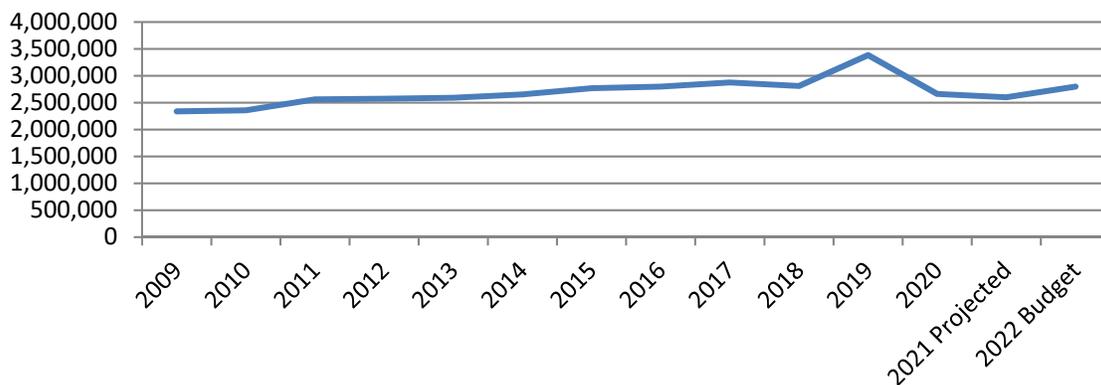
Intergovernmental

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 2022 is budgeted to be \$2,800,000 in the Road and Bridge Fund. In 2020 we received \$2,661,570 and 2021 is tracking more towards the \$2,600,000. 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 V

Highway Users Tax Fund



Severance

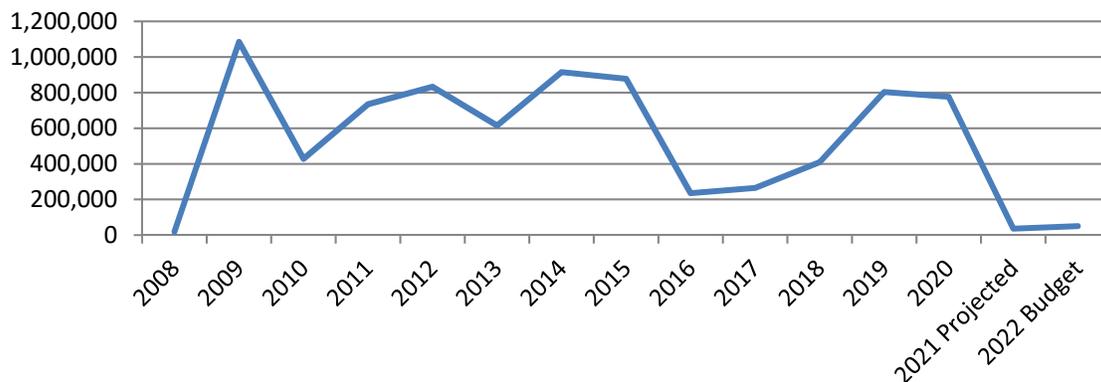
Colorado Severance Tax is a tax imposed upon nonrenewable natural resources that are removed from the earth. Natural resources that are subject to severance taxation include: Metallic Minerals, Molybdenum (ore), Oil and Gas, Oil Shale, and Coal. Increased production volumes, higher commodity prices and distribution law changes resulted in an unprecedented increase in Gunnison County revenue in 2009 (\$18,429 to \$1,085,114). In 2010, production and prices stabilized, but the change in distribution formulas held our share at \$428,094 and \$734,415 in 2011. Revenues during 2012 through 2015 held between \$600,000 to \$900,000, then fell to \$235,050 in 2016. In 2020 it was \$776,522. The COVID pandemic seems to have affected this major revenue source. In 2021 we are projecting only \$36,000 in revenues with 2022 budgeted at only \$50,000.

The Colorado Department of Local Affairs communicated a major decrease in Severance revenues, stating “Due to an unprecedented year, the State was required to refund more Oil and Gas severance taxes than it collected during the state fiscal year. Therefore, there are no gross receipts of Oil and Gas severance taxes (collected during the state fiscal year) to distribute because the oil and gas severance tax contribution to the formula is zero.... This represents a decrease of approximately 95% from the 2020 total severance tax distribution, so you can expect your county’s distribution to be much smaller this year.”

Although the current Severance revenues took an extreme reduction, the outlook is good for future revenues. Per the Colorado Economic & Fiscal Outlook report for June 2021, it states: Extraction activity is anticipated to increase further in FY 2021-22 as a stronger economy emerges from the pandemic, encouraging industrial growth and reducing the oil demand gap. These expectations, along with legislative changes surrounding Colorado’s tax system, support a more positive outlook for collection levels during the outer years of the forecast, with projected revenue increasing to \$94.7 million in FY 2021-22 and \$132.3 million in FY 2022-23.

Table VI

Severance Tax



Forest Reserve

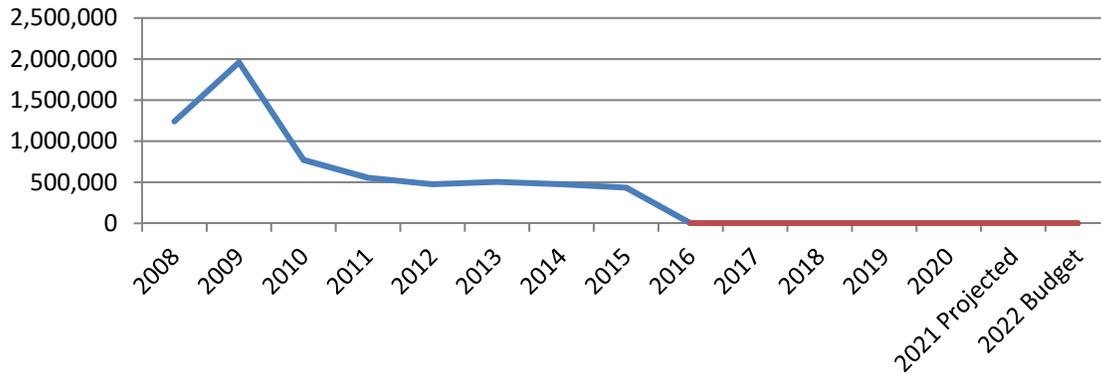
The Forest Reserve Fund, derived under the Federal Forest Reserve Act of May 23, 1908, held and distributed under C.R.S., Section 30-29-101, is the source of this revenue. The U.S. Forest Service receives fee payments from lumber companies for the right to harvest timber. Twenty-five percent of the revenue collected is returned to the specific forest of origin and is distributed to counties based on the percentage of the total area found in each county. Congressional action is required each year to reauthorize this distribution. Through 2008, 5% of the County’s distribution was diverted to the local school districts. Beginning in 2009 due to a change in state law requiring a negotiated agreement with the school districts, the redistribution percentages increased to 25% in 2009, 33% in 2010, 42% in 2011, and 50% for 2012 through 2015. The County’s share is budgeted in the Road and Bridge fund and in 2015 we received \$435,368 after sharing 50% with the school districts. Since 2016, revenue has been distributed at 100% to the school districts and totaled \$675,567 in



2020 and \$613,514 in 2021. The 2022 budget is at zero anticipating 100% distribution to the school districts.

Table VII

Forest Reserve



Federal Aviation Administration (FAA) Airport Improvement Program (AIP) and US DOT CARES Act 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). In 2021 \$10.4 million is projected and in 2022 \$14.6 million is budgeted for phase II of the expansion and rehabilitation of the terminal building. In 2021 \$1.68 million is projected and in 2022 \$1.7 million is budgeted due to CARES Act funding to ensure operations are not impacted from the COVID pandemic.

US Health & Human Services and CO Department of Human Services

The Health and Human Services department is expected to receive \$4,728,500 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 \$35,715,430, 22.59% of total revenues.

Charges for Services

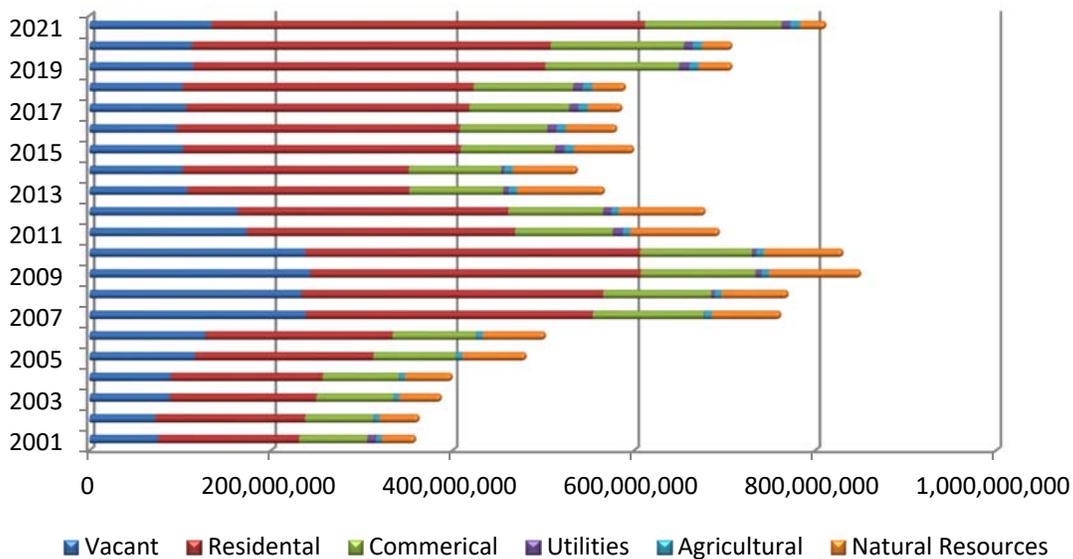
Gunnison Valley Health (Hospital) has budgeted a 8.83% increase in revenues from charges for services over last year, \$66,467,085 to \$72,904,414. Due to no increase in rates for several years and the need to recover fees, there will be increases to rates in the remaining enterprise funds for the Sewer, Water, and Sanitation user fees. This pause in rate increases was taken in order to assist with the financial burden placed on residential users during the pandemic, in 2022 we now need to ensure fiscal stability for the services.

In total, Charges for Services Revenues are budgeted at \$77,637,164, 49.11% of total revenues.

The following table illustrates the changes in assessed value since 2001.

Table VIII

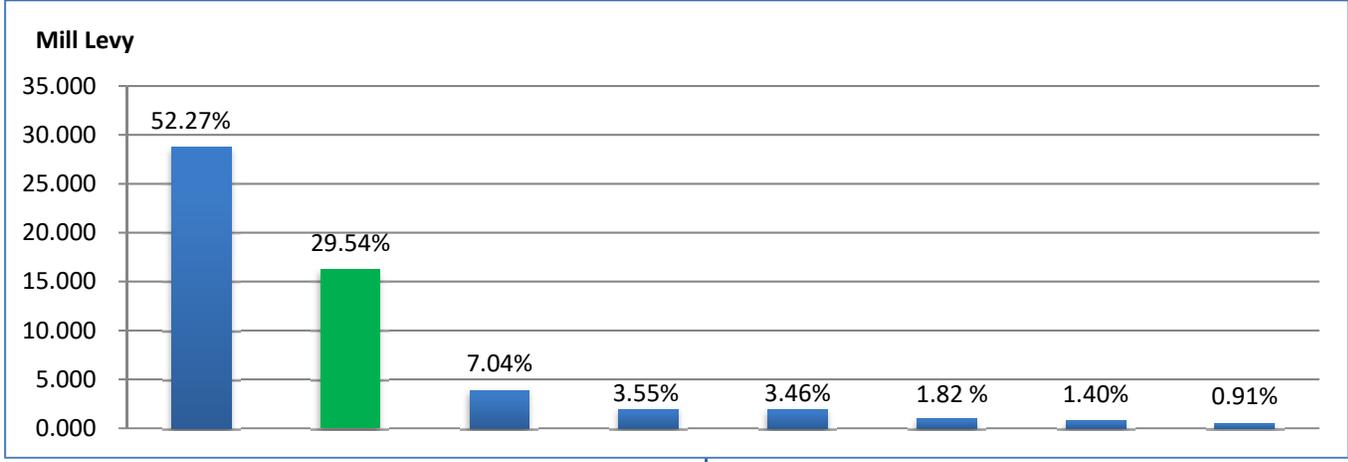
Changes in Assessed Valuation 2001 - 2021



In 2021 we saw a 14.68% increase in total assessed value over 2020. 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.

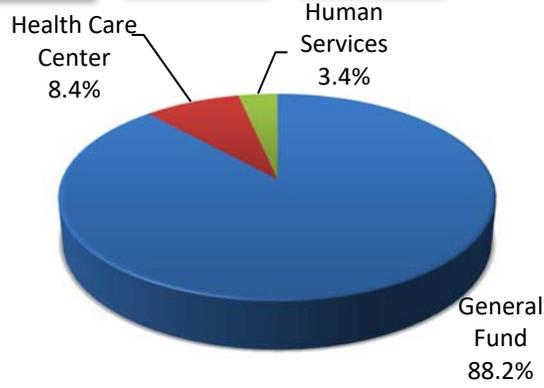
Although the Gunnison County Treasurer collects all property taxes, the property tax levied by Gunnison County represents only 29.54% of the total average tax bill. The graphics in the following page depict the property taxes billed for a residential property located within the City of Gunnison, the 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)?



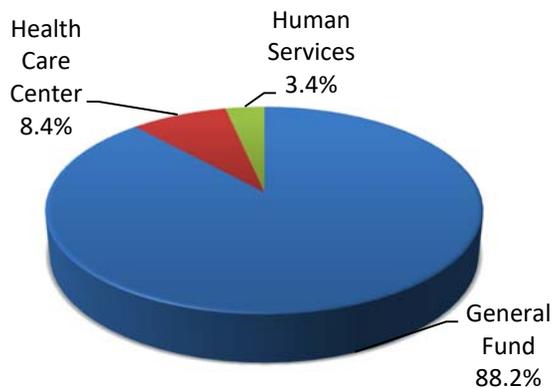
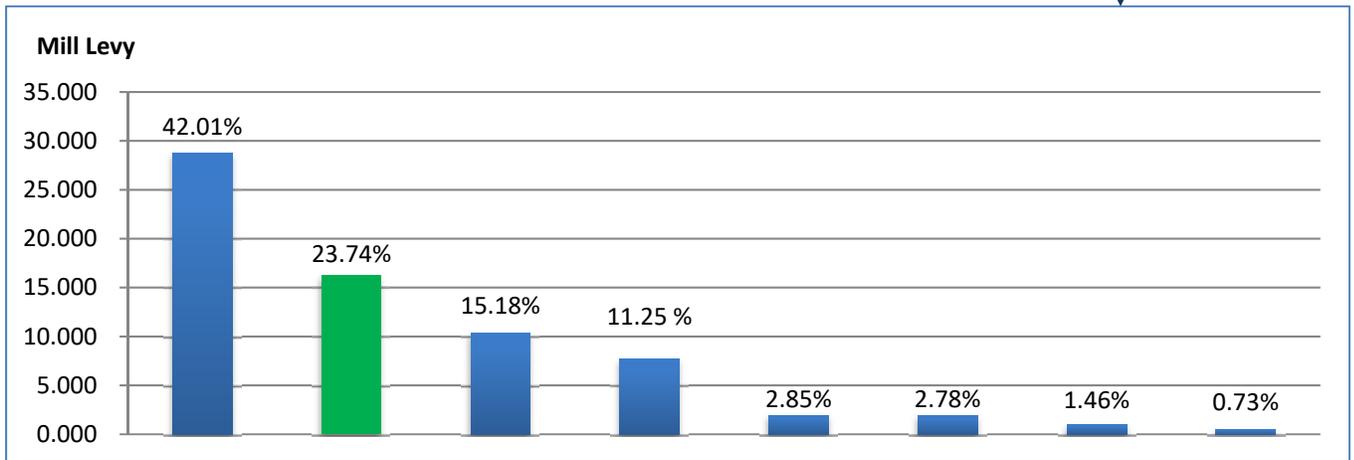
REIJ School District \$410.57	Gunnison County Gov't \$232.03	City of Gunnison \$55.31	Upper Gunn. Water Dist. \$27.90	Gunnison Library District \$27.17	Gunnison Metro Rec District \$14.30	Gunnison Cemetery District \$10.95	CO River Water Dist. \$7.18
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General Fund \$204.58	Health Care Center \$19.56	Human Services \$7.89
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This example highlights a home in the City of Gunnison which has been valued by the County Assessor at \$200,000. Actual tax bills vary depending on taxing district, valuation and property type.

Where Do My Property Taxes Go (Crested Butte)?



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

Table IX

Property Tax Use by Service Category

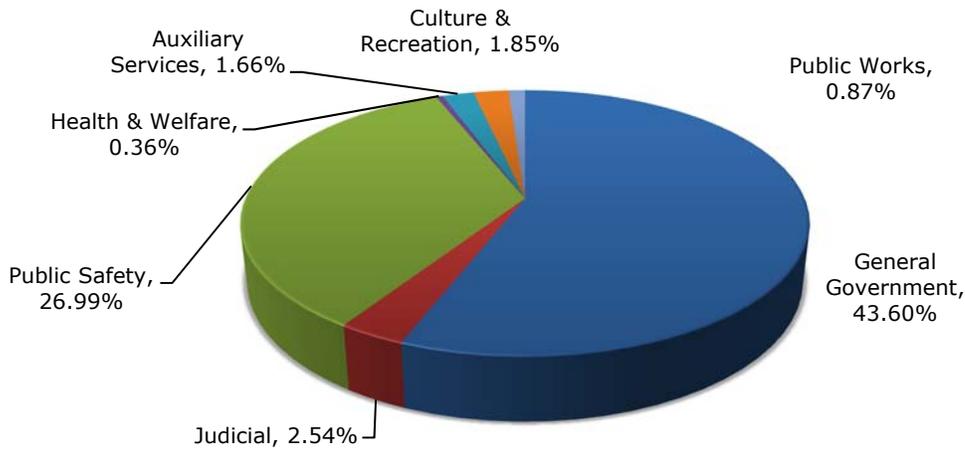


Table X

Assessed Valuation vs. Mill Levy

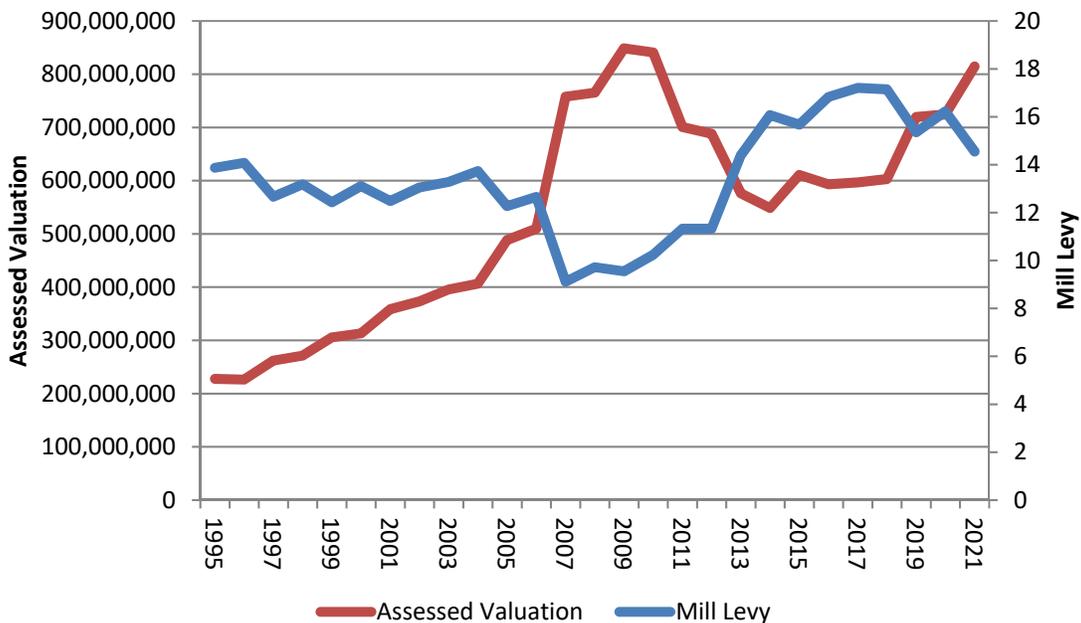


Table X illustrates that in general as assessed values increase, the annual mill levy decreases (as adjusted for the value of new construction). Notice in 2007, 2019 and 2021 when the assessed value increased dramatically, the mill levy dropped proportionally. It can also be noted that the reverse happened in 2013.

COMPARATIVE MILL LEVIES

Table XI

Local Districts (2020 Levies)

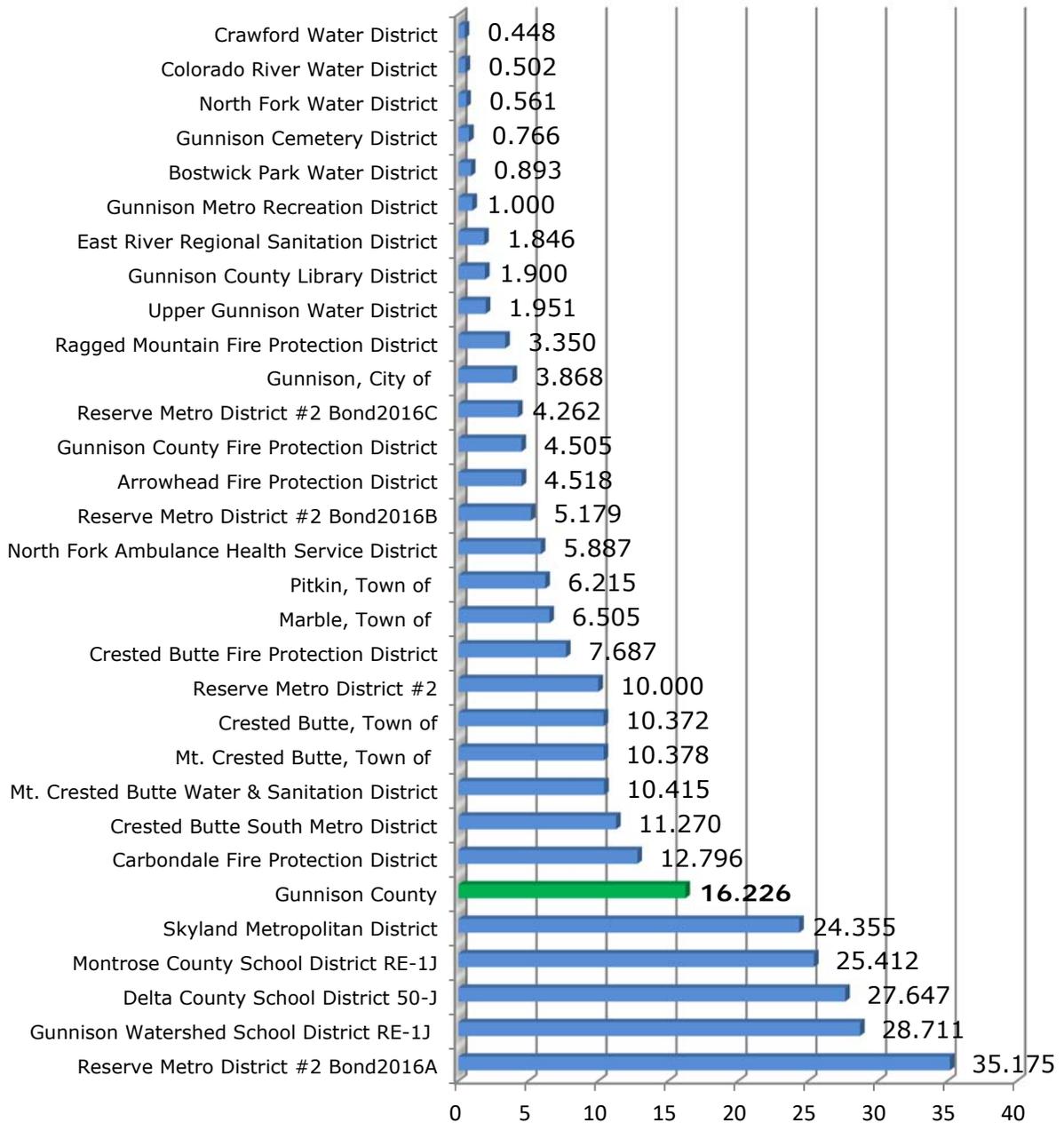
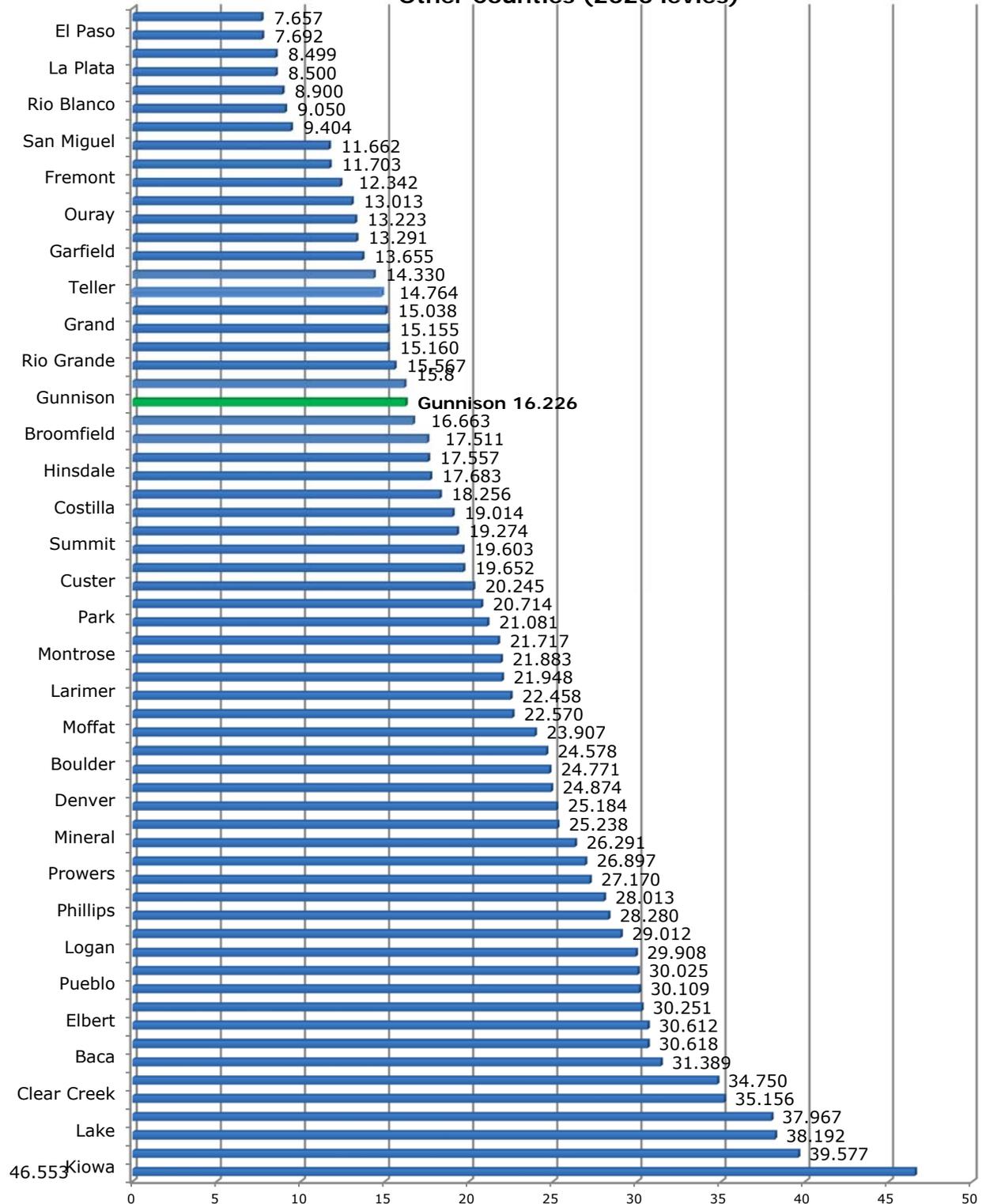


Table XII

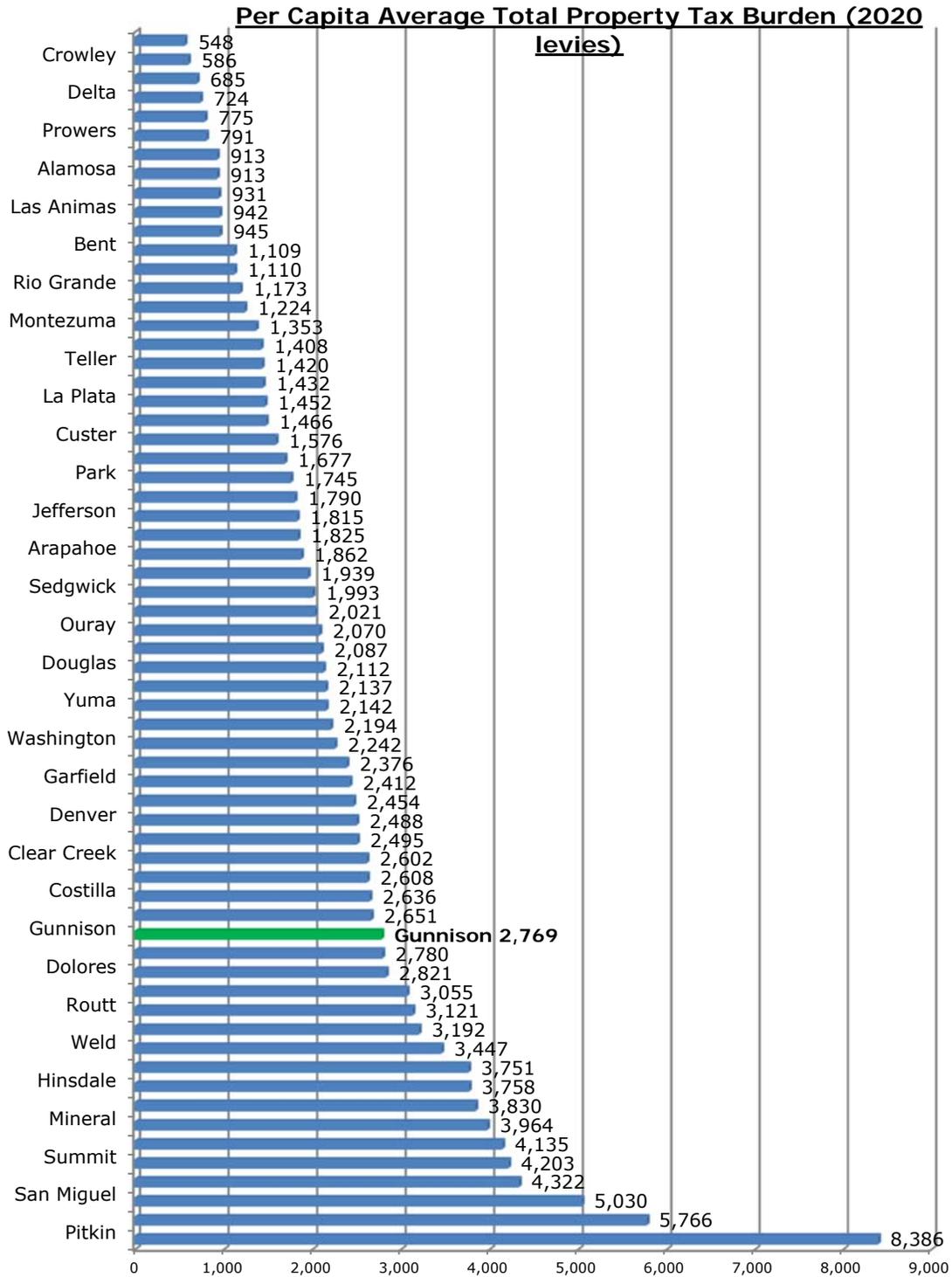
Other Counties (2020 levies)





This table illustrates the total property tax burden in each county, divided by the population as of the 2020 Census Data.

Table XIII

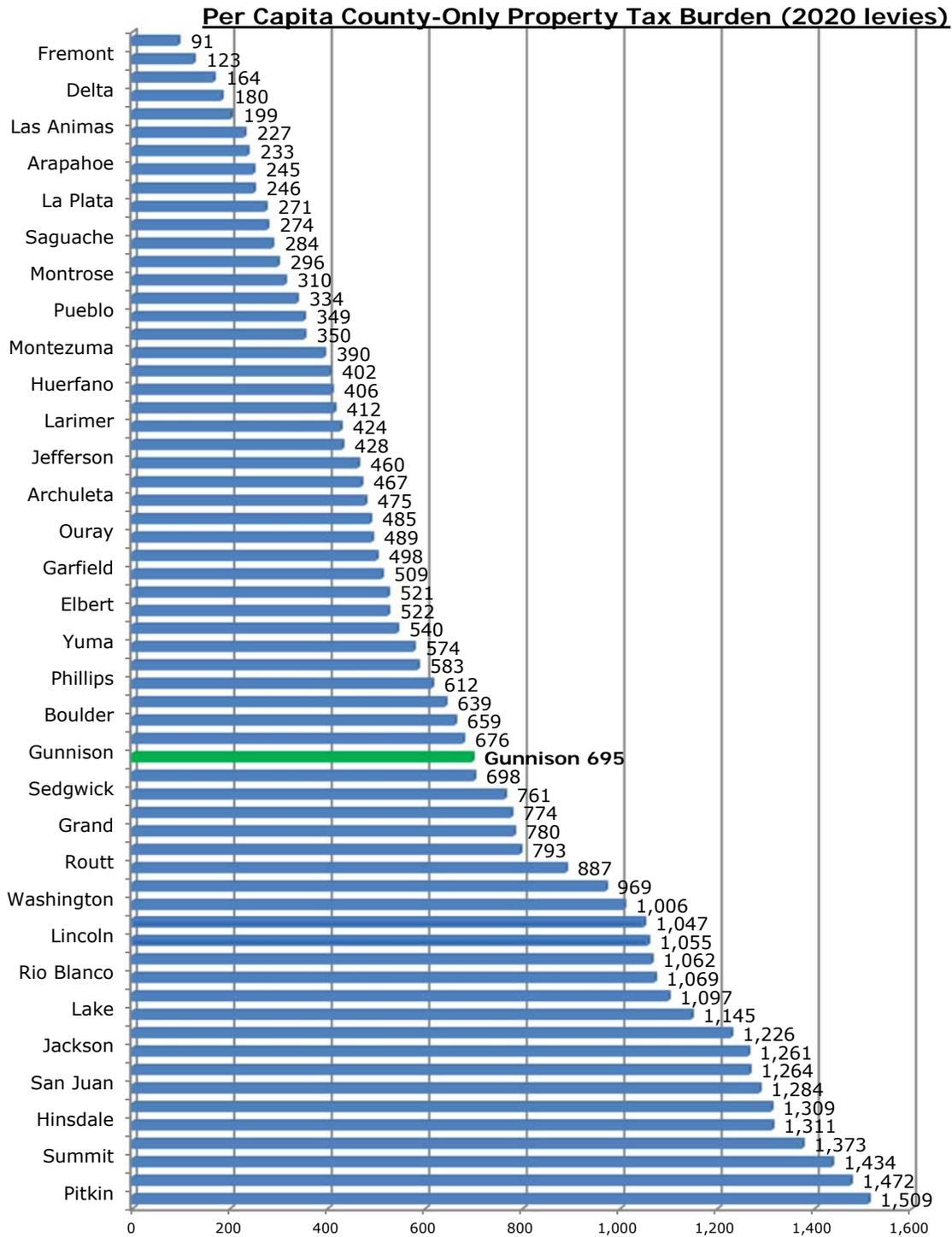




Budget Message

This table illustrates the County-only property tax divided by the population as of the 2020 Census Data.

Table XIV



Additionally, most property taxpayers are not full-time County residents. Table XIV provides a breakdown of where the taxpayers reside. Currently 57.3% reside outside of the County; and of those, a 62.3%, reside outside Colorado.

Table XV

Where Gunnison County Property Taxpayers Reside

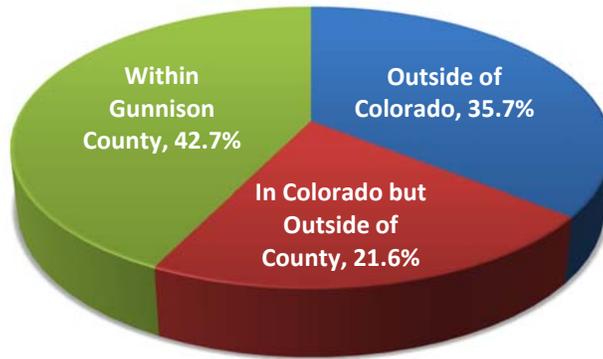
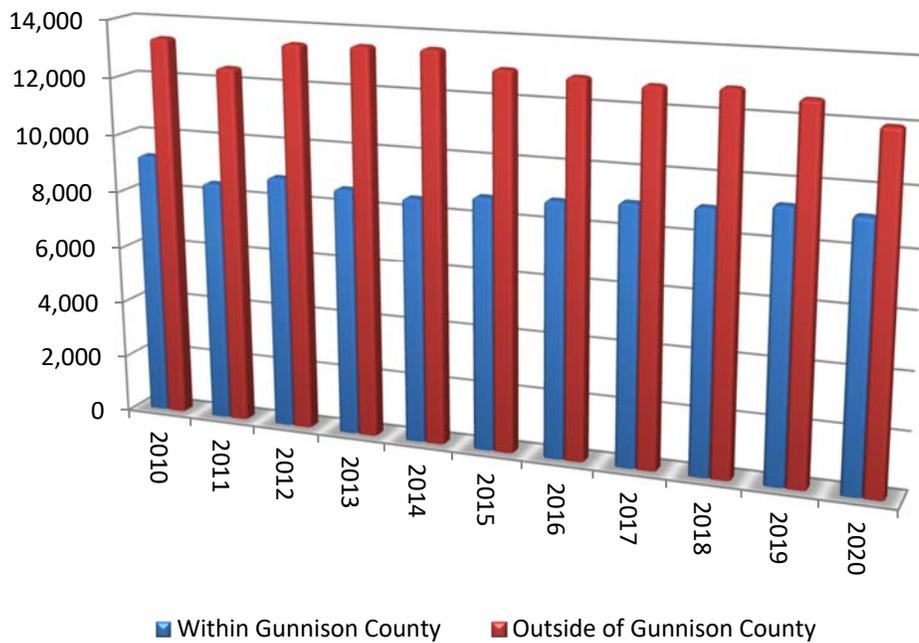


Table XVI

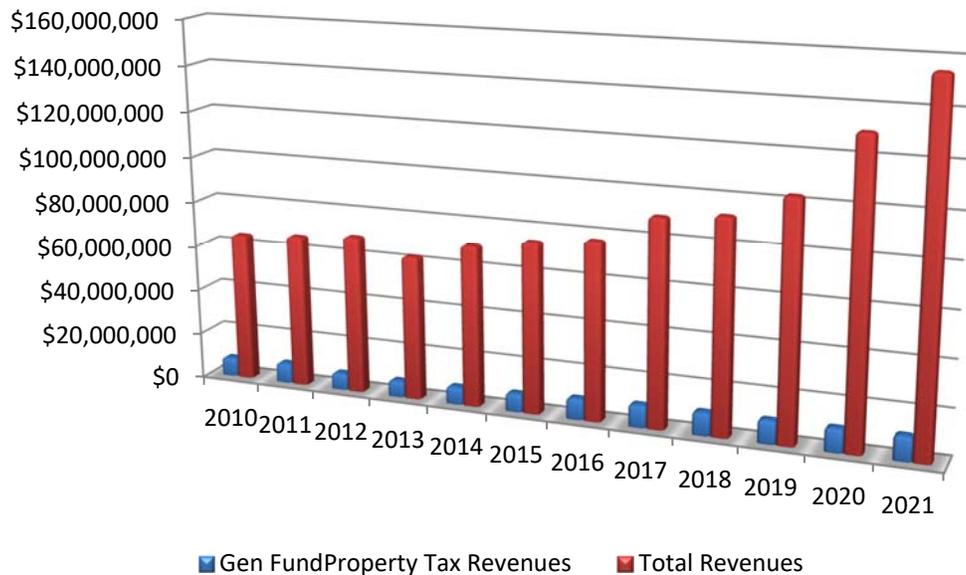
In County vs. Out-of-County Property Taxpayers



The following table provides an eleven-year comparison of non-tax and property tax revenue.

Table XVII

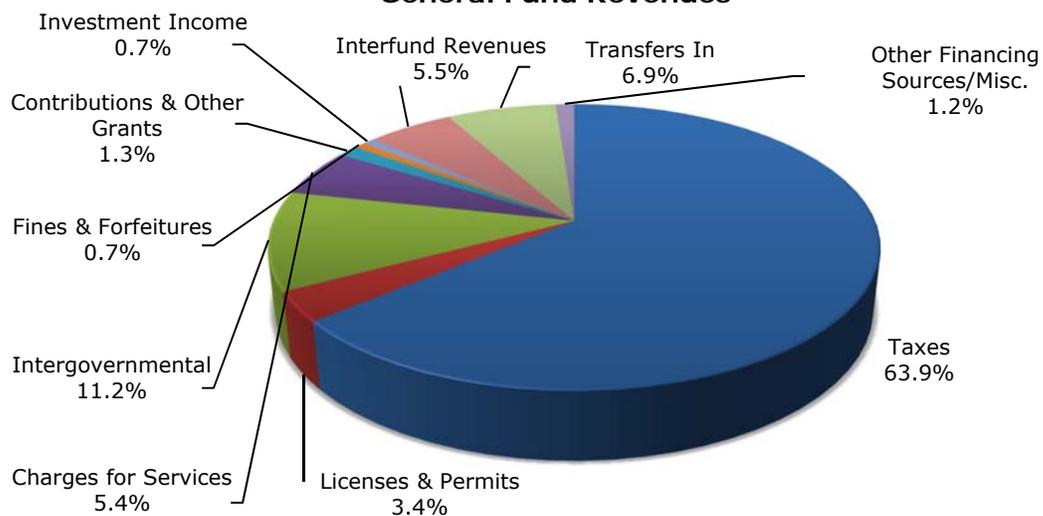
Property Tax Revenues vs. Total Revenues



While property tax represents only 6.81% of total revenues, it represents 61.1% of revenues budgeted in the General Fund.

Table XVIII

General Fund Revenues



Expenditure Summary

The 2022 total appropriations are summarized below by service category.

Table XIX

SUMMARY - ALL FUNDS

Appropriations Budget By Function (Expenditures/Expenses Only)

Appropriations	2020	Original	Revised		2022
	Actual	2021 Actual	2021 Budget	2021 Projected	
General Government	\$ 18,785,699	\$ 23,000,039	\$ 22,752,783	\$ 20,442,500	\$ 21,584,210
Judicial	425,685	425,703	428,320	428,320	454,080
Public Safety	5,199,818	5,150,364	5,459,439	4,670,760	5,286,000
Health & Welfare	8,106,657	7,580,690	12,036,945	9,117,520	9,653,390
Auxiliary Services	264,496	327,870	327,870	304,680	312,040
Culture & Recreation	1,108,917	1,432,717	1,292,196	1,255,570	1,433,520
Public Works	36,017,286	18,793,302	32,859,456	28,717,060	45,595,610
Debt Service	265,667	1,981,467	282,165	282,180	282,180
Business-Type Services	65,752,263	68,755,357	76,493,113	72,612,270	84,533,255
Total	\$ 135,926,488	\$ 127,447,509	\$ 151,932,287	\$ 137,830,860	\$ 169,134,285

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

Table XX

Where the Money Goes (by Type)

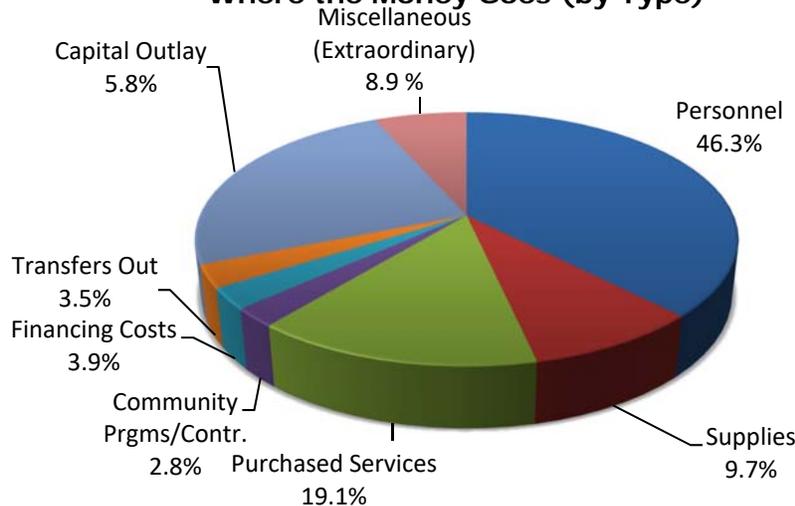


Table XXI

Where the Money Goes (by Function)

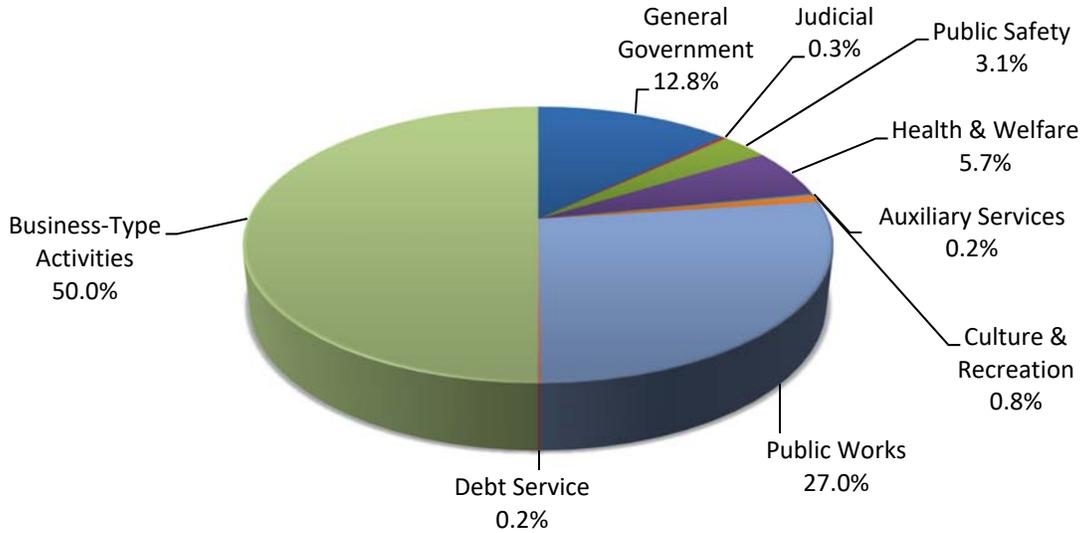
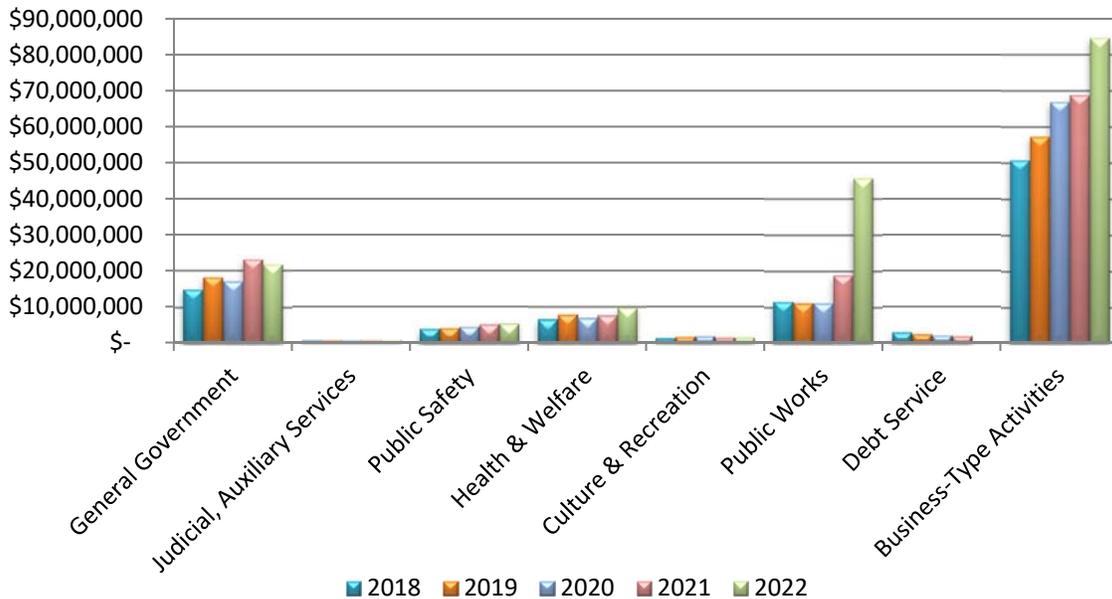


Table XXII

Adopted Expenses



Highlights for each of the categories displayed in the Table XXII above are discussed on the following page. We were able to maintain the current level of services and the General Fund budget holds an ending available resource balance of 34.2% of current-year expenses.

General Government

- This category shows an increase from 2021 original budget to 2022. This function has 26 programs associated with it, but the increase is mainly due to an increase in funding for the Local Marketing District and the Regional Transportation Authority. The District will have their budget increased by over \$1 million in order to increase economic development activities as well as marketing efforts for the region. The Authority will have their budget increased by over \$2.5 million for a bus storage facility and airline guarantees.
- The overall increase in this category is \$3.9 million or 22%.

Judicial & Auxiliary Services

- We combined Judicial and Auxiliary Services in this chart to increase the visual representation in the bar chart in the previous page. Judicial includes Gunnison County's share of the District Attorney office costs of the Seventh Judicial District. The costs are shared among Delta, Gunnison, Hinsdale, Montrose, Ouray and San Miguel counties proportionally based on updated population numbers. The DA's office requested an overall 7% increase. Auxiliary Services includes Alternative Services, the Colorado State University Extension Services, and the Veterans activities. The reason for the change is immaterial.
- The overall increase combined change of \$12,547 or 2%.

Public Safety

- This category shows an increase from 2021 original budget to 2022. This function has 5 programs associated with it, but the increase is mainly due to the Sheriff's office receiving a new Deputy Patrol position to assist in servicing the vast land area that makes up Gunnison County.
- Total overall increase in this category is \$135,636 or 3%.

Health/Welfare

- This category shows an increase from 2021 original budget to 2022. This function has 10 programs associated with it, but the increase is mainly due to a major increase in grant funding for Public Health of \$1.2 million, Juvenile Services of \$405,000, and Family Financial Support of \$227,000.
- The overall increase in the category is \$2 million or 27%

Culture/Recreation

- This category shows an increase from 2021 original budget to 2022. This function has 6 programs associated with it. The reason for the change is immaterial.
- The overall increase in this category is \$803 or 0%.



Budget Message

Public Works

- This category shows an increase from 2021 original budget to 2022. This function has 8 programs associated with it, but the increase is mainly due to the renovation of the airport terminal and operations of \$10 million, capital projects of \$13 million for a new library, and \$3.6 million for affordable housing.
- The overall increase in this category is \$26.8 million or 143%.

Debt Services

- This category shows an increase from 2021 original budget to 2022. This function has 1 program associated with it. The reason for the change is immaterial.
- The overall increase in this category is \$15 or 0%

Proprietary Funds (Business-Type Activities)

- This category shows an increase from 2021 original budget to 2022. This function has 11 programs associated with it, but the increase is mainly due to Gunnison Valley Health receiving an increase in expenditures for personnel, supplies, purchased services, and capital outlay costs.
- The overall increase in this category is \$8.5 million or 11%.

Table XXIII

General Fund Expenditures

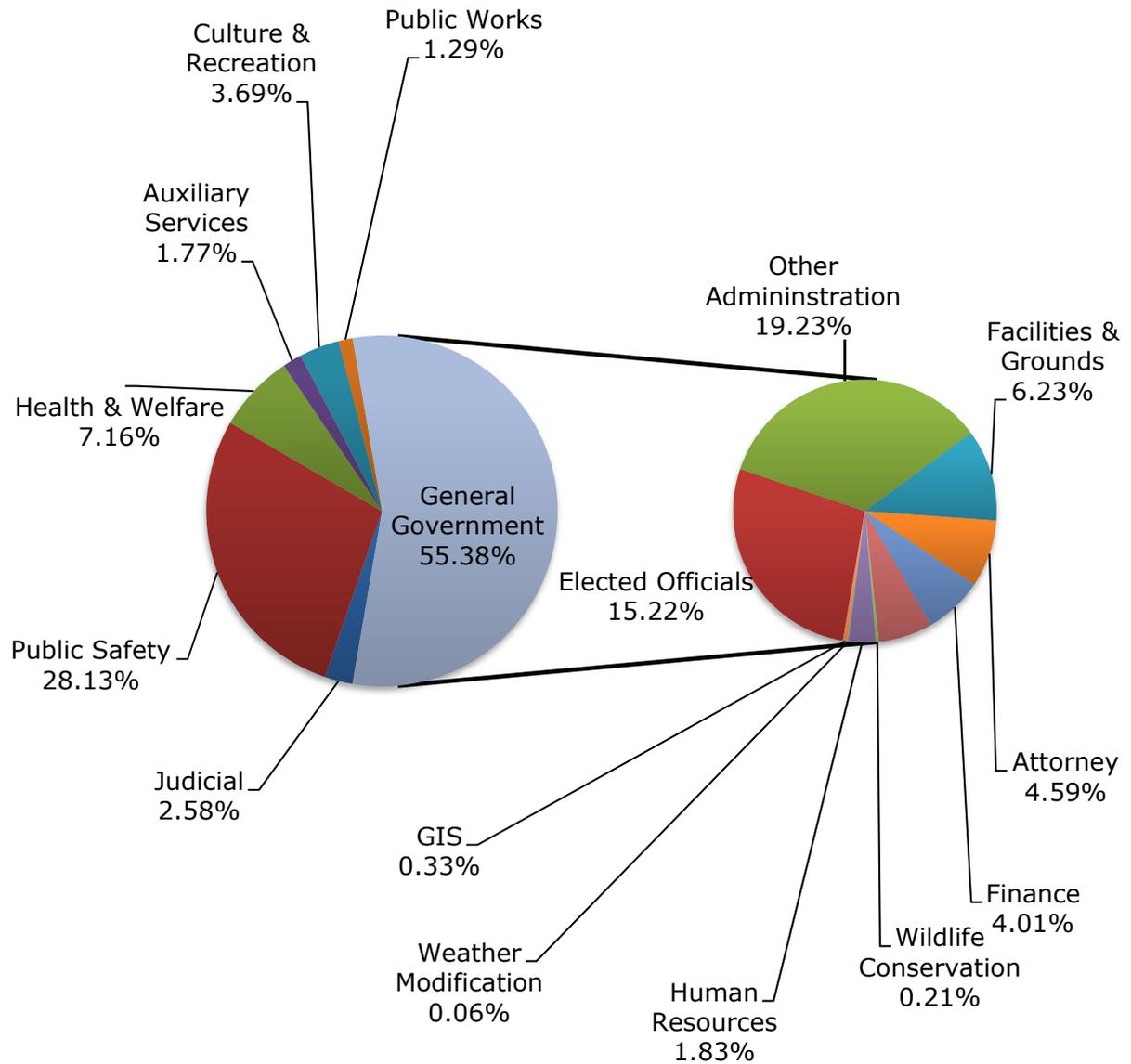


Table XXIV

Public Safety Expenditures

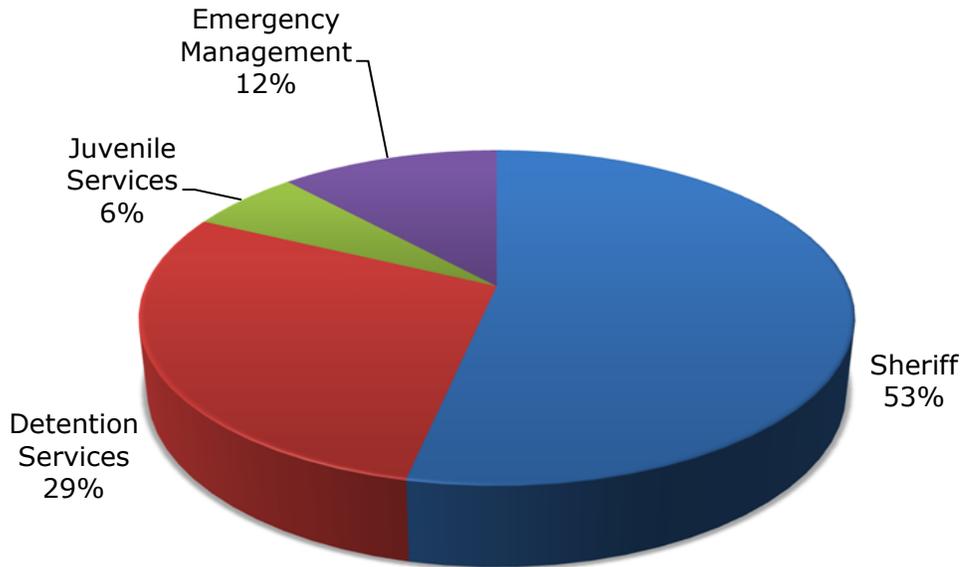
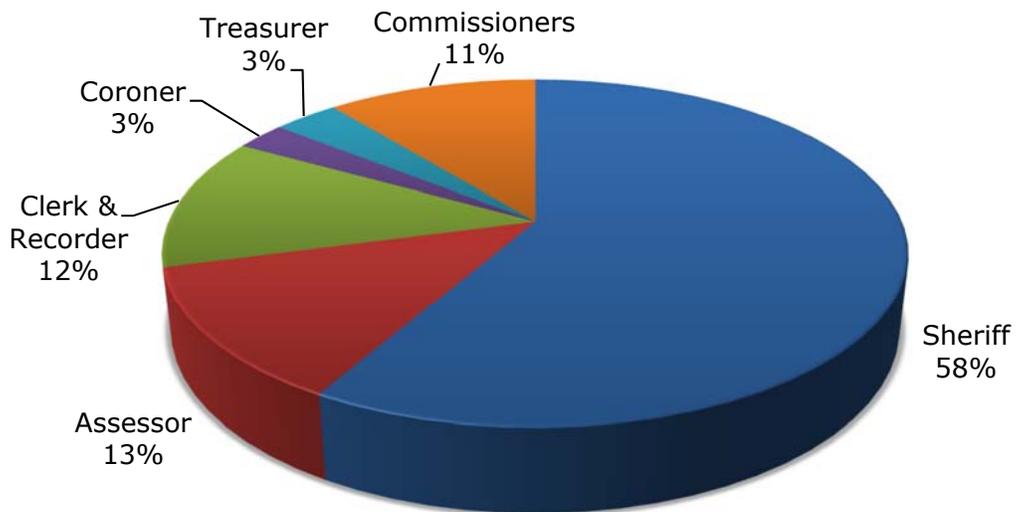


Table XXV

Elected Officials Expenditures



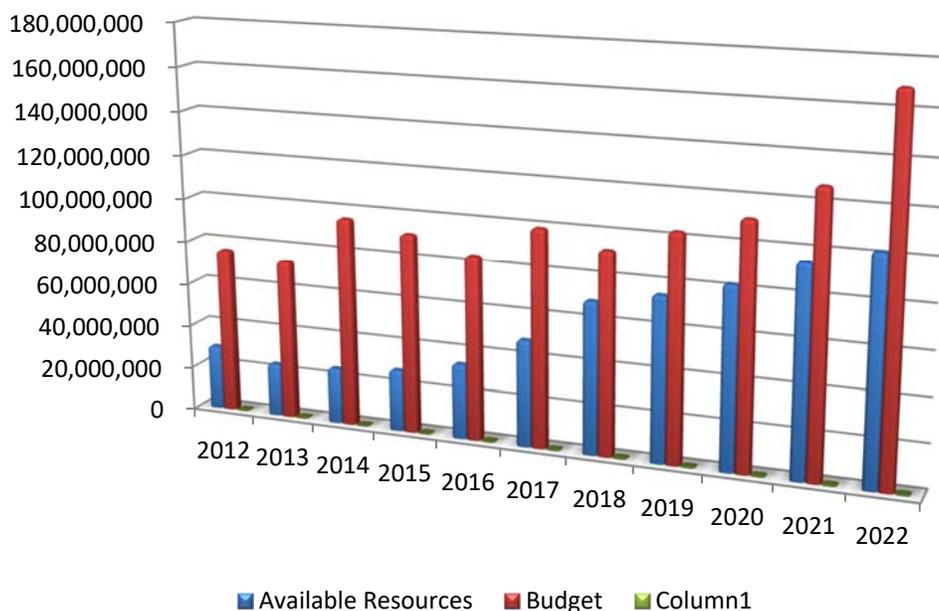
Fund Balances

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 60.45%. The term “available resources” is defined as current assets less current liabilities. Table XXVI illustrates the comparison of total budget to total available resources for the period 2012 to 2022.

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

Table XXVI

Total Available Resources vs. Budget



Some available resource balances have a 10% or more change from 2021 projections to 2022 budget. Following is a list of those funds and a detail of the changes.

Road & Bridge – decrease of 59.9%, (\$1,118,500)

- 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. General Fund cannot support this operation or it will affect the State funding from fuel tax. Revenues have not kept up with the increasing cost of services. The 2022 budget anticipates using available resources for operating costs during the year, not a long-term solution to



Budget Message

maintaining roads in the County, this is probably the last year that the current level of services are funded, 2023 will be a challenge. The Board of County Commissions has included pursuit of a sustainable revenue source for this fund to their strategic business plan.

Health & Human Services – decrease of 45.9%, (\$163,930)

- The 2021 projected activity is expected to have the fund balance at over \$350,000, this is more than is needed in the fund. A purposeful drawdown was budgeted in the 2022 budget so that a minimal amount of available resources are stored in this fund.

Sales Tax – decrease of 40.9%, (\$1,288,670)

- The purchase of capital items (water rights & various capital improvement projects) was purposely budgeted from available resources, this will be a one-time activity. After the reduction takes place, Sales Tax Fund will still have over \$1.8 million in available resources.

Capital Expenditure – decrease of 96.5%, (\$8,686,030)

- Debt was issued in 2020 for the building of a new library, in 2022 we anticipate using all of the available debt proceeds, this was a purposely one-time budgetary use of fund balance.

Public Health – increase of 22.2%, \$21,330

- The reason for this amount is due to new grants being received and part of the grants having cost allocation funds to reimburse the County for administrative services. These funds will be used in future years as grant matching funds in order to be more attractive in receiving new grants.

Sage Grouse – increase of 18.5%, \$33,910

- These funds are restricted and have grown greater in revenues than expenditures. We anticipate using these funds in the future for legal challenges if needed.

Local Marketing District – decrease of 14.1%, (\$312,420)

- The County annually contract with Tourism and Prosperity Partnership Association (TAPP) for marketing purposes, in 2022 TAPP is projected to have an increase in contractual funding in order to implement new programs.

Airport – decrease of 58.9%, (\$1,851,430)

- The decrease is due to the purposeful planning use of available resources for the renovation of the airport terminal construction project.

Sewer- decrease of 14.3%, (\$209,520)

- The decrease is due to a utility project in the Somerset Division budgeted at \$311,800. After the reduction takes place, Sewer Fund will still have over \$1.2 million in available resources.



Budget Message

ISF-I – increase of 10.2%, \$188,230

- The increase is due to leasing capital equipment instead of purchasing it, this will allow for more cash flow and in the near future a fleet replacement program to be developed.

ISF-II – decrease of 19.9%, (\$179,100)

- The decrease is due to the purposeful reduction of fee's charged in order to reduce the fund balance, we anticipate doing this for several years. After the reduction takes place, ISF- II Fund will still have over \$700,000 in available resources.

ISF-III – decrease of 17.1%, (\$257,690)

- This fund has been budgeted with expenditures being greater than revenues for several years. A 10% increase in health insurance fees has been allocated to employees this year with 2 more years of this increase expected. Once the 3-year increase takes place this fund should be budgetarily balanced. After the reduction takes place, ISF-III Fund will still have over \$1.2 million in available resources.



2022 Consolidated Budget Summary

Fund	2022 Beginning Balance	Estimated Revenues	Interfund Transfers	2022 Available Resources	Net Budgeted Expenditures	Interfund Transfers	2022 Total Appropriations	2022 Ending Balance
General Fund:	\$ 10,049,907	\$ 16,397,320	\$ 1,216,250	\$ 27,663,477	\$ 17,190,790	\$ 422,780	\$ 17,613,570	\$ 10,049,907
Special Revenue Funds:								
Road and Bridge	1,868,503	5,165,950	156,630	7,191,083	6,121,080	320,000	6,441,080	750,003
Human Services	357,315	5,111,670	-	5,468,985	5,152,600	123,000	5,275,600	193,385
Public Health Agency	96,178	2,485,770	209,420	2,791,368	2,611,630	62,230	2,673,860	117,508
Conservation Trust	111,984	60,500	-	172,484	60,500	-	60,500	111,984
Sales Tax	3,147,267	3,445,600	-	6,592,867	1,474,150	3,260,120	4,734,270	1,858,597
Land Preservation	740,521	611,300	-	1,351,821	611,300	-	611,300	740,521
Mosquito Control District	14,037	87,820	17,560	119,417	103,600	1,780	105,380	14,037
Sage Grouse Trust	183,007	77,710	-	260,717	12,000	31,800	43,800	216,917
Risk Management	254,676	100,600	-	355,276	100,600	-	100,600	254,676
Housing Authority	3,066,036	111,340	-	3,177,376	101,620	9,720	111,340	3,066,036
Marketing District	2,208,175	2,997,000	-	5,205,175	3,267,830	41,590	3,309,420	1,895,755
Transportation Authority	5,180,476	6,958,020	-	12,138,496	6,560,880	211,700	6,772,580	5,365,916
Fiduciary Funds:								
Public Trustee Agency	55,955	63,000	32,840	151,795	95,840	-	95,840	55,955
Debt Service Funds:								
Debt Service	2,759	-	2,000,230	2,002,989	2,000,230	-	2,000,230	2,759
Capital Projects Funds:								
Airport Construction	(1,196,260)	-	-	(1,196,260)	-	-	-	(1,196,260)
Capital Expenditures	8,987,868	4,745,840	956,500	14,690,208	14,388,370	-	14,388,370	301,838
Enterprise Funds:								
Airport Operations	36,344,783	18,719,020	-	55,063,803	20,514,830	55,620	20,570,450	34,493,353
Sewer District	2,860,525	1,019,920	-	3,880,445	1,178,840	50,600	1,229,440	2,651,005
Water District	1,946,559	472,910	33,950	2,453,419	429,410	15,250	444,660	2,008,759
Solid Waste	1,144,526	1,584,730	-	2,729,256	1,507,010	73,110	1,580,120	1,149,136
Gunnison Valley Health	72,866,042	76,179,998	-	149,046,040	73,642,485	-	73,642,485	75,403,555
Gunnison Senior Housing	(384,748)	234,500	-	(150,248)	234,500	-	234,500	(384,748)
Assisted Living	1,310,895	-	-	1,310,895	-	-	-	1,310,895
Internal Service Funds:								
ISF-I	10,128,157	3,253,130	131,220	13,512,507	3,102,180	93,940	3,196,120	10,316,387
ISF-II	933,154	668,290	22,000	1,623,444	783,730	85,660	869,390	754,054
ISF-III	1,508,889	2,630,730	140,960	4,280,579	2,970,720	58,660	3,029,380	1,251,199
Total County Budget	\$ 163,787,186	\$ 153,182,668	\$ 4,917,560	\$ 321,887,414	\$ 164,216,725	\$ 4,917,560	\$ 169,134,285	\$ 152,753,129



Summary of County Resources

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Revenues				
Taxes	21,669,203	24,228,501	24,648,542	24,969,400
Licenses and Permits	655,016	553,895	967,380	619,630
Intergovernmental	18,283,670	35,826,218	32,526,040	35,715,430
Charges for Services	63,891,014	71,006,566	71,303,355	77,637,164
Contributions and Other Grants	382,346	1,012,437	879,320	314,980
Fines & Forfeitures	163,478	193,740	129,580	155,980
Investment Income	731,057	521,055	73,190	202,680
Interfund Revenues	7,448,104	6,467,109	6,347,770	8,422,990
Transfers In	3,084,356	5,233,228	3,793,830	4,917,560
Other Financing Sources and Misc.	35,501,369	4,495,412	4,398,445	5,144,414
Total Revenues	151,809,613	149,538,160	145,067,452	158,100,228
Expenditures				
Personnel	47,427,769	57,246,987	56,323,380	63,713,279
Supplies	10,767,459	13,486,072	13,233,508	14,298,135
Purchased Services	20,003,606	28,180,273	25,631,327	25,109,182
Community Prgms/Contributions	4,255,182	6,371,743	4,793,970	3,980,880
Financing Costs	27,750,251	6,047,464	4,591,226	4,515,701
Transfers Out	3,084,356	5,143,964	3,815,740	4,917,560
Capital Outlay	8,905,507	25,370,662	21,254,551	40,643,020
Miscellaneous (Extraordinary/Special)	13,732,357	10,085,123	8,147,158	11,146,528
Total Expenditures	135,926,488	151,932,287	137,830,860	169,134,285
Excess Revenues (Expenditures)	15,883,125	(2,394,127)	7,236,592	(11,034,057)

GUNNISON COUNTY
SUMMARY - 2022 BUDGET BY TYPE OF FUND
GOVERNMENTAL FUNDS

Summary of Fund Resources

	General	Special Revenue Funds (Restricted Revenues)											
	General	Road & Bridge	Health & Human Svcs	Sales Tax	Capital Expenditure	Public Health	Conservation Trust	Mosquito Control	Land Preservation	Sage Grouse	Risk Management	Housing Authority	Local Marketing Dist
REVENUES													
Taxes	\$ 11,248,310	\$ 270,000	\$ 373,970	\$ 3,426,600	\$ -	\$ -	\$ -	\$ 69,620	\$ 609,800	\$ -	\$ -	\$ -	\$ 2,970,000
Licenses and Permits	593,630	26,000	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental	1,966,360	4,823,800	4,728,500	-	2,806,870	2,236,120	60,000	17,560	-	-	-	-	-
Charges for Services	945,910	6,200	200	-	-	112,000	-	-	-	76,710	-	5,000	-
Contributions and Other Grants	231,330	-	1,000	-	-	82,650	-	-	-	-	-	-	-
Fines & Forfeitures	117,000	-	-	14,000	-	-	-	-	-	-	-	-	12,000
Investment Income	120,840	4,000	8,000	5,000	4,000	-	500	640	1,500	1,000	600	500	15,000
Interfund Revenues	967,000	-	-	-	1,934,970	-	-	-	-	-	90,000	-	-
Transfers In	1,216,250	156,630	-	-	956,500	209,420	-	17,560	-	-	-	-	-
Other Financing Sources/Misc.	206,940	35,950	-	-	-	55,000	-	-	-	-	10,000	105,840	-
Total Revenues	\$ 17,613,570	\$ 5,322,580	\$ 5,111,670	\$ 3,445,600	\$ 5,702,340	\$ 2,695,190	\$ 60,500	\$ 105,380	\$ 611,300	\$ 77,710	\$ 100,600	\$ 111,340	\$ 2,997,000
EXPENDITURES													
Personnel	\$ 10,265,600	\$ 2,689,690	\$ 1,815,120	\$ -	\$ -	\$ 1,663,160	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	683,140	1,263,870	61,130	-	-	156,160	-	-	-	-	-	15,850	-
Purchased Services	4,615,640	2,119,990	381,230	57,860	331,870	792,310	60,500	103,600	7,500	12,000	600	85,770	3,242,330
Community Prgms/Contrib.	257,210	-	2,894,870	220,000	-	-	-	-	603,800	-	-	-	-
Financing Costs	25,260	930	-	386,290	-	-	-	-	-	-	-	-	-
Transfers Out	422,780	320,000	123,000	3,260,120	-	62,230	-	1,780	-	31,800	-	9,720	41,590
Capital Outlay	318,490	-	-	810,000	14,056,500	-	-	-	-	-	-	-	-
Miscellaneous	1,025,450	46,600	250	-	-	-	-	-	-	-	100,000	-	25,500
Total Expenditures	\$ 17,613,570	\$ 6,441,080	\$ 5,275,600	\$ 4,734,270	\$ 14,388,370	\$ 2,673,860	\$ 60,500	\$ 105,380	\$ 611,300	\$ 43,800	\$ 100,600	\$ 111,340	\$ 3,309,420
Excess Revenues/ (Expenditures)	\$ -	\$ (1,118,500)	\$ (163,930)	\$ (1,288,670)	\$ (8,686,030)	\$ 21,330	\$ -	\$ -	\$ -	\$ 33,910	\$ -	\$ -	\$ (312,420)
Available Fund Balance													
Starting	6,023,606	1,868,504	357,257	3,147,267	8,987,867	96,178	111,984	14,037	740,521	183,006	212,924	643,845	2,208,175
Net Fund Balance	\$ 6,023,606	\$ 750,004	\$ 193,327	\$ 1,858,597	\$ 301,837	\$ 117,508	\$ 111,984	\$ 14,037	\$ 740,521	\$ 216,916	\$ 212,924	\$ 643,845	\$ 1,895,755

GUNNISON COUNTY
SUMMARY - 2022 BUDGET BY TYPE OF FUND
PROPRIETARY & OTHER FUNDS

Summary of Fund Resources

	Business-Type Funds					Internal Service Funds			Debt	Fiduciary	Component Unit	Component Unit
	Airport	Sewer	Water	Solid Waste	Mt View	ISF I Fleet	ISF II Technology	ISF III Self Insurance	Debt Service	Public Trust	(Blended) RTA	(Discrete) GVH
REVENUES												
Taxes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 5,124,000	\$ 877,100
Licenses and Permits	-	-	-	-	-	-	-	-	-	-	-	-
Intergovernmental	17,103,850	-	61,750	-	138,000	-	-	-	-	-	1,772,620	-
Charges for Services	746,160	1,015,440	402,630	1,355,000	-	3,000	1,500	-	-	63,000	-	72,904,414
Contributions and Other Grants	-	-	-	-	-	-	-	-	-	-	-	-
Fines & Forfeitures	-	2,480	-	500	-	-	-	-	-	-	10,000	-
Investment Income	3,000	2,000	500	6,000	100	2,000	1,000	1,500	-	-	25,000	-
Interfund Revenues	-	-	-	-	-	2,256,000	665,790	2,509,230	-	-	-	-
Transfers In	-	-	33,950	-	-	131,220	22,000	140,960	2,000,230	32,840	-	-
Other Financing Sources/Misc.	866,010	-	8,030	223,230	96,400	992,130	-	120,000	-	-	26,400	2,398,484
Total Revenues	\$ 18,719,020	\$ 1,019,920	\$ 506,860	\$ 1,584,730	\$ 234,500	\$ 3,384,350	\$ 690,290	\$ 2,771,690	\$ 2,000,230	\$ 95,840	\$ 6,958,020	\$ 76,179,998
EXPENDITURES												
Personnel	\$ 972,400	\$ 69,480	\$ 114,610	\$ 581,490	\$ 13,180	\$ 736,270	\$ 501,430	\$ -	\$ -	\$ 56,360	\$ -	\$ 44,234,489
Supplies	145,350	9,200	20,510	79,080	3,000	967,770	84,720	-	-	200	289,200	10,518,955
Purchased Services	1,012,500	587,110	181,090	367,980	158,650	262,620	197,580	674,320	-	6,280	1,161,200	8,688,652
Community Prgms/Contrib.	2,500	-	2,500	-	-	-	-	-	-	-	-	-
Financing Costs	177,510	96,250	50,980	273,460	56,030	300,520	-	-	2,000,230	-	100	1,148,141
Transfers Out	55,620	50,600	15,250	73,110	-	93,940	85,660	58,660	-	-	211,700	-
Capital Outlay	18,204,570	416,800	30,000	170,000	-	835,000	-	-	-	-	2,150,000	4,461,660
Miscellaneous	-	-	29,720	35,000	3,640	-	-	2,296,400	-	33,000	2,960,380	4,590,588
Total Expenditures	\$ 20,570,450	\$ 1,229,440	\$ 444,660	\$ 1,580,120	\$ 234,500	\$ 3,196,120	\$ 869,390	\$ 3,029,380	\$ 2,000,230	\$ 95,840	\$ 6,772,580	\$ 73,642,485
Excess Revenues/ (Expenditures)	\$ (1,851,430)	\$ (209,520)	\$ 62,200	\$ 4,610	\$ -	\$ 188,230	\$ (179,100)	\$ (257,690)	\$ -	\$ -	\$ 185,440	\$ 2,537,513
Available Fund Balance												
Starting	1,622,987	1,464,559	654,295	496,868	(7,513)	1,836,686	900,750	1,508,889	2,759	760,230	5,044,477	72,866,042
Net Fund Balance	\$ (228,443)	\$ 1,255,039	\$ 716,495	\$ 501,478	\$ (7,513)	\$ 2,024,916	\$ 721,650	\$ 1,251,199	\$ 2,759	\$ 760,230	\$ 5,229,917	\$ 75,403,555

Gunnison County, CO
Summary of Resources - 10 Year Trend - All Funds
Budget Year 2013 - 2022

	2013			2014			2015			2016			2017		
	Final Budget	% of Budget	Change % from Last FY	Final Budget	% of Budget	Change % from Last FY	Final Budget	% of Budget	Change % from Last FY	Final Budget	% of Budget	Change % from Last FY	Final Budget	% of Budget	Change % from Last FY
REVENUES															
Taxes	\$ 11,720,787	17%	N/A	\$ 12,557,079	15%	7%	\$ 13,452,080	16%	7%	\$ 15,677,793	19%	17%	\$ 16,778,262	18%	7%
Licenses and Permits	296,545	0%	N/A	302,800	0%	2%	292,045	0%	-4%	326,495	0%	12%	390,918	0%	20%
Intergovernmental	12,527,278	18%	N/A	16,321,152	20%	30%	14,864,840	18%	-9%	12,302,368	15%	-17%	17,583,825	18%	43%
Charges for Services	30,320,706	45%	N/A	33,449,318	41%	10%	38,047,272	46%	14%	40,776,955	50%	7%	47,475,436	50%	16%
Contributions and Other Grants	249,660	0%	N/A	104,580	0%	-58%	160,287	0%	53%	300,579	0%	88%	63,378	0%	-79%
Fines & Forfeitures	81,050	0%	N/A	90,600	0%	12%	81,230	0%	-10%	96,270	0%	19%	104,330	0%	8%
Investment Income	129,110	0%	N/A	74,110	0%	-43%	79,865	0%	8%	113,640	0%	42%	226,456	0%	99%
Interfund Revenues	6,061,731	9%	N/A	5,689,231	7%	-6%	5,761,308	7%	1%	5,593,636	7%	-3%	5,912,754	6%	6%
Transfers In	4,832,010	7%	N/A	10,879,969	13%	125%	7,844,305	10%	-28%	3,894,290	5%	-50%	4,826,029	5%	24%
Other Financing Sources and Misc.	1,660,802	2%	N/A	1,852,292	2%	12%	1,824,571	2%	-1%	2,312,287	3%	27%	1,786,162	2%	-23%
Total Revenues	\$ 67,879,679			\$ 81,321,131		20%	\$ 82,407,803		1%	\$ 81,394,313		-1%	\$ 95,147,550		17%
EXPENDITURES															
Personnel	\$ 26,366,321	36%	N/A	\$ 28,187,259	29%	7%	\$ 30,868,645	34%	10%	\$ 32,737,517	39%	6%	\$ 37,101,777	39%	13%
Supplies	6,871,437	9%	N/A	6,290,389	7%	-8%	7,432,126	8%	18%	7,209,075	9%	-3%	8,335,573	9%	16%
Purchased Services	15,613,813	21%	N/A	15,136,803	16%	-3%	16,605,232	18%	10%	16,534,683	20%	0%	14,934,931	16%	-10%
Community Prgms/Contributions	2,635,316	4%	N/A	2,681,885	3%	2%	2,891,728	3%	8%	3,020,032	4%	4%	3,025,138	3%	0%
Financing Costs	5,729,768	8%	N/A	5,849,115	6%	2%	6,173,261	7%	6%	6,051,464	7%	-2%	2,861,348	3%	-53%
Transfers Out	4,832,010	7%	N/A	10,879,969	11%	125%	7,844,305	9%	-28%	3,970,082	5%	-49%	4,739,902	5%	19%
Capital Outlay	3,908,014	5%	N/A	18,125,049	19%	364%	11,901,127	13%	-34%	5,237,468	6%	-56%	11,519,059	12%	120%
Miscellaneous (Extraordinary/Special)	7,550,688	10%	N/A	8,856,214	9%	17%	7,761,738	8%	-12%	9,659,351	11%	24%	12,927,621	14%	34%
Total Expenditures	\$ 73,507,367			\$ 96,006,683		31%	\$ 91,478,162		-5%	\$ 84,419,672		-8%	\$ 95,445,349		13%
Excess Revenues (Expenditures)	\$ (5,627,688)			\$ (14,685,552)			\$ (9,070,359)			\$ (3,025,359)			\$ (297,799)		

	2018			2019			2020			2021			2022		
	Final Budget	% of Budget	Change % from Last FY	Final Budget	% of Budget	Change % from Last FY	Final Budget	% of Budget	Change % from Last FY	Final Budget	% of Budget	Change % from Last FY	Final Budget	% of Budget	Change % from Last FY
REVENUES															
Taxes	\$ 18,188,105	19%	8%	\$ 19,161,361	18%	5%	\$ 20,218,804	16%	6%	\$ 24,228,501	16%	20%	\$ 24,969,400	16%	3%
Licenses and Permits	398,843	0%	2%	514,520	0%	29%	545,095	0%	6%	553,895	0%	2%	619,630	0%	12%
Intergovernmental	11,310,663	12%	-36%	14,681,275	13%	30%	19,581,790	16%	33%	35,826,218	24%	83%	35,715,430	23%	0%
Charges for Services	53,931,389	56%	14%	58,624,272	54%	9%	66,908,389	54%	14%	71,006,566	47%	6%	77,637,164	49%	9%
Contributions and Other Grants	120,258	0%	90%	137,118	0%	14%	371,058	0%	171%	1,012,437	1%	173%	314,980	0%	-69%
Fines & Forfeitures	145,760	0%	40%	136,290	0%	-6%	179,644	0%	32%	193,740	0%	8%	155,980	0%	-19%
Investment Income	213,409	0%	-6%	195,814	0%	-8%	513,797	0%	162%	521,055	0%	1%	202,680	0%	-61%
Interfund Revenues	5,882,742	6%	-1%	6,247,347	6%	6%	6,378,891	5%	2%	6,467,109	4%	1%	8,422,990	5%	30%
Transfers In	4,172,385	4%	-14%	5,701,070	5%	37%	3,959,294	3%	-31%	5,233,228	3%	32%	4,917,560	3%	-6%
Other Financing Sources and Misc.	2,602,454	3%	46%	3,881,636	4%	49%	4,286,264	3%	10%	4,495,410	3%	5%	5,144,414	3%	14%
Total Revenues	\$ 96,966,008		2%	\$ 109,280,703		13%	\$ 122,943,026		13%	\$ 149,538,159		22%	\$ 158,100,228		6%
EXPENDITURES															
Personnel	\$ 39,797,998	43%	7%	\$ 45,233,538	44%	14%	\$ 52,069,372	43%	15%	\$ 57,246,987	38%	10%	\$ 63,713,279	38%	11%
Supplies	8,574,606	9%	3%	9,765,158	9%	14%	11,831,363	10%	21%	13,486,072	9%	14%	14,298,135	8%	6%
Purchased Services	14,721,907	16%	-1%	16,907,693	16%	15%	22,815,143	19%	35%	28,180,273	19%	24%	25,109,182	15%	-11%
Community Prgms/Contributions	2,965,396	3%	-2%	2,865,792	3%	-3%	4,550,779	4%	59%	6,371,743	4%	40%	3,980,880	2%	-38%
Financing Costs	3,216,248	3%	12%	5,045,891	5%	57%	4,379,962	4%	-13%	6,047,463	4%	38%	4,515,701	3%	-25%
Transfers Out	4,203,841	5%	-11%	5,701,070	6%	36%	3,914,294	3%	-31%	5,143,964	3%	31%	4,917,560	3%	-4%
Capital Outlay	7,236,485	8%	-37%	7,215,792	7%	0%	10,321,656	9%	43%	25,370,662	17%	146%	41,453,020	25%	63%
Miscellaneous (Extraordinary/Special)	11,770,629	13%	-9%	10,539,211	10%	-10%	10,599,114	9%	1%	10,085,123	7%	-5%	11,146,528	7%	11%
Total Expenditures	\$ 92,487,110		-3%	\$ 103,274,145		12%	\$ 120,481,683		17%	\$ 151,932,287		26%	\$ 169,134,285		11%
Excess Revenues (Expenditures)	\$ 4,478,898			\$ 6,006,558			\$ 2,461,343			\$ (2,394,128)			\$ (11,034,057)		

Note: Budget amounts are amended budget for the fiscal year



Major Funds

Department	General Fund	Road & Bridge	Human Services	Debt	Service	Airport Operations	Sales Tax	Airport Construction
Administration	\$ 1,675,720							
Airport						20,570,450		
Assessor's Office	1,118,240							
Clerk & Recorder's Office	873,110							
Commissioners' Office	969,230							
Community Development	1,192,640							
Coroner's Office	232,290							
County Attorney	807,620							
Emergency Management	586,030							
Extension	242,140							
Facilities & Grounds	1,097,600							
Geo. Information Sys.	58,590							
Historic Preservation	2,550							
Health & Human Svcs.	689,950		5,176,830					
Information Technology								
Juvenile Svcs.	870,970		98,770					
Public Works	874,950	6,376,080						
Sheriff's Office	4,124,850							
Treasurer's Office	300,580							
Veterans	14,400							
Weather Modification	10,000							
Wildlife Conservation								
Other Cost Centers	1,872,110	65,000		2,000,230			4,734,270	
Gunnison Valley Health								
	<u>\$ 17,613,570</u>	<u>\$ 6,441,080</u>	<u>\$ 5,275,600</u>	<u>\$ 2,000,230</u>	<u>\$ 20,570,450</u>	<u>\$ 4,734,270</u>	<u>\$ -</u>	

Non-Major Funds

Department	Public Health Agency	Conserv Trust	Land Preserv	Mosquito Control	Sage Grouse Trust	Risk Mgmt	Capital Exp
Administration						\$ 100,600	
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.	2,673,860						
Information Technology							
Juvenile Svcs.							
Public Works							
Sheriff's Office							
Treasurer's Office							
Veterans							
Weather Modification							
Wildlife Conservation							
Other Cost Centers		60,500	611,300	105,380	43,800		14,388,370
Gunnison Valley Health							
	<u>\$ 2,673,860</u>	<u>\$ 60,500</u>	<u>\$ 611,300</u>	<u>\$ 105,380</u>	<u>\$ 43,800</u>	<u>\$ 100,600</u>	<u>\$ 14,388,370</u>

Department/Fund Expenditure Relationship

Solid Waste	ISF-I	ISF-II	ISF-III	Marketing District	RTA	Gunnison Valley Health	Total Major Funds
			\$ 369,160				\$ 2,044,880
							20,570,450
							1,118,240
							873,110
							969,230
							1,192,640
							232,290
							807,620
							586,030
							242,140
							1,097,600
		209,290					267,880
					430,000		2,550
							6,296,780
		660,100					660,100
							969,740
1,580,120	3,196,120						12,027,270
							4,124,850
							300,580
							14,400
							10,000
							-
			2,660,220	3,309,420	6,342,580		20,983,830
						73,642,485	73,642,485
\$1,580,120	\$3,196,120	\$869,390	\$3,029,380	\$3,309,420	\$ 6,772,580	\$ 73,642,485	\$ 149,034,695

Sewer	Water	Housing Authority	Senior Housing	Assisted Living	Public Trustee	Non-Major Funds	Total All Funds
						\$ 100,600	\$ 2,145,480
						-	20,570,450
						-	1,118,240
						-	873,110
						-	969,230
						-	1,192,640
						-	232,290
						-	807,620
						-	586,030
						-	242,140
						-	1,097,600
						-	267,880
						-	2,550
						2,673,860	8,970,640
						-	660,100
						-	969,740
1,229,440	444,660					1,674,100	13,701,370
						-	4,124,850
					95,840	95,840	396,420
						-	14,400
						-	10,000
						-	-
		111,340	234,500			15,555,190	36,539,020
						-	73,642,485
\$1,229,440	\$ 444,660	\$111,340	\$ 234,500	\$ -	\$ 95,840	\$ 20,099,590	\$ 169,134,285



SUMMARY - ALL FUNDS

Appropriations Budget By Function (Expenditures/Expenses Only)

	2020 Actual	Original 2021 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
Appropriations					
General Government	\$ 18,795,408	\$ 17,660,109	\$ 22,752,783	\$ 19,442,500	\$ 21,584,210
Judicial	425,685	425,703	428,320	428,320	454,080
Public Safety	5,203,144	5,150,364	5,459,439	4,670,760	5,286,000
Health & Welfare	8,114,537	7,580,690	12,036,945	9,117,520	9,653,390
Auxiliary Services	264,496	327,870	327,870	304,680	312,040
Culture & Recreation	1,108,917	1,432,717	1,292,196	1,255,570	1,433,520
Public Works	35,991,346	18,793,301	32,859,456	27,717,060	45,595,610
Debt Service	303,730	282,165	282,165	282,180	282,180
Business-Type Services	65,719,247	76,025,641	76,493,113	72,591,790	84,533,255
Total	\$ 135,926,510	\$ 127,678,560	\$ 151,932,287	\$ 135,810,380	\$ 169,134,285



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.

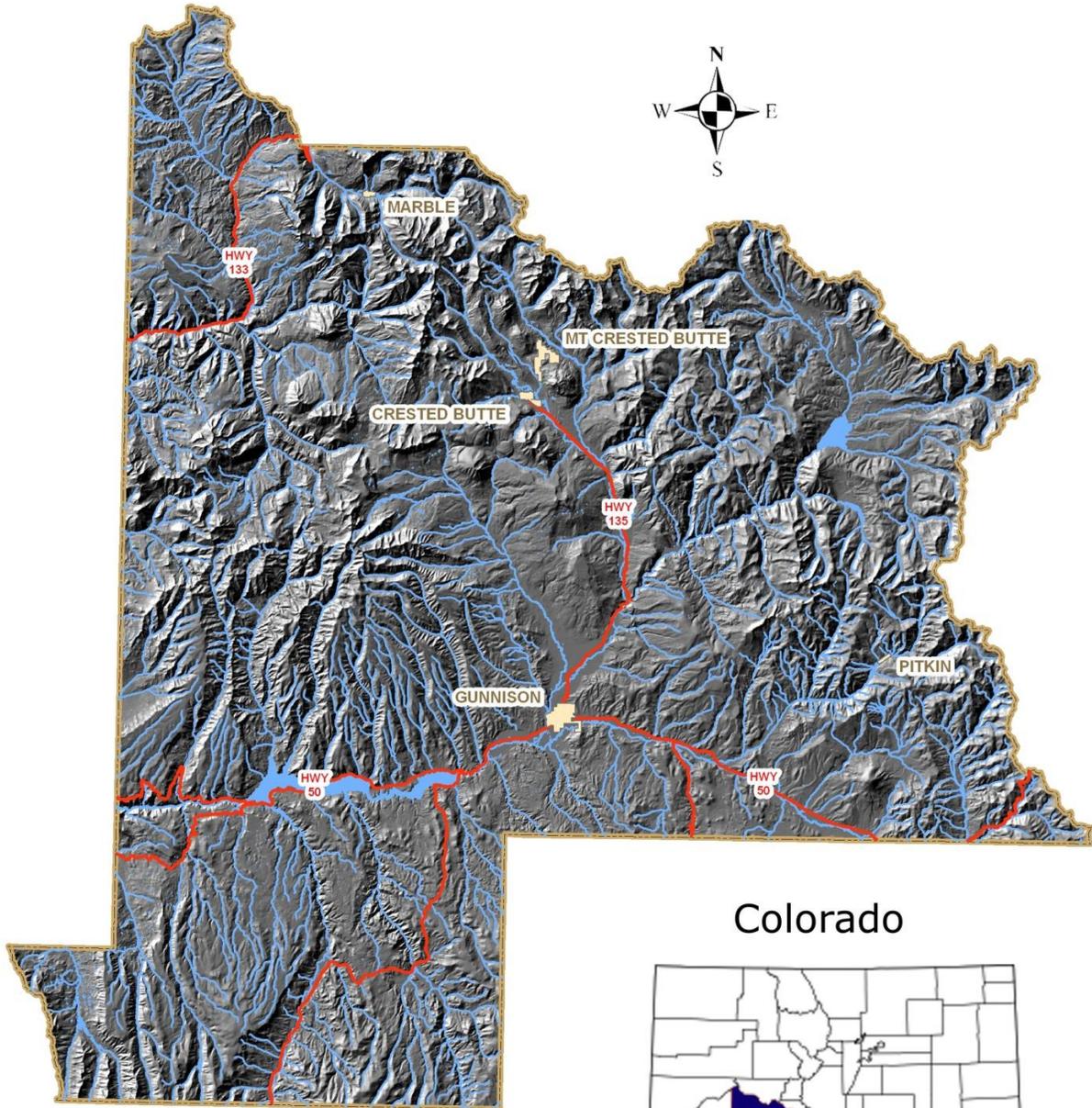
The City of Gunnison is the county seat of the "unspoiled heart of Colorado." Western Colorado University, located in Gunnison is a fully accredited institution offering unique and balanced undergraduate and graduate academic programs. Just 30 miles away is the historic mining town of Crested Butte,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

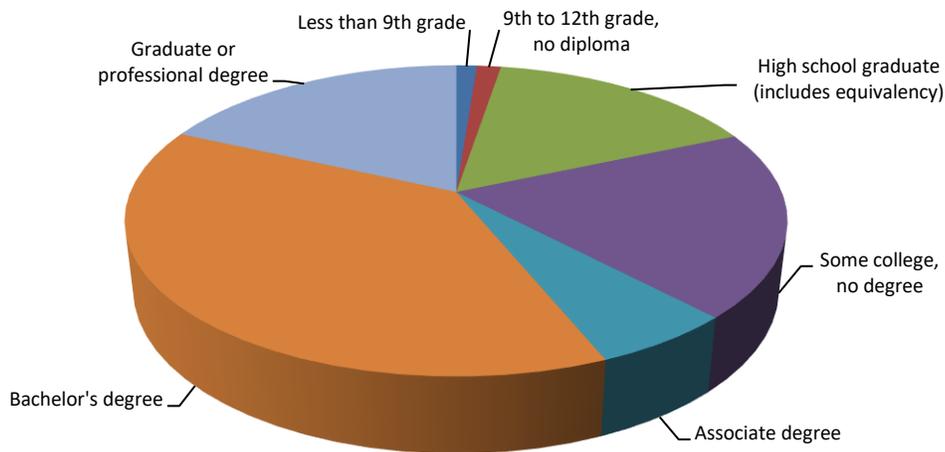
	Gunnison County	Colorado
Population		
Population, 2021 (Estimates, July 1, 2021)	N/A	5,812,069
Population, 2020 (Census, April 1, 2020)	16,918	5,773,714
Population, 2010 (Census, April 1, 2010)	15,324	5,029,196
Percent change in Population, 2010 - 2020	10.4%	14.8%
Age and Sex		
Persons under 5 years, percent	4.1%	5.8%
Persons under 18 years, percent	16.7%	21.9%
Persons 65 years and over, percent	13.7%	14.6%
Female persons, percent	45.9%	49.6%
Race and Hispanic Origin		
White alone, percent	86.6%	70.7%
Black or African American alone, percent	0.5%	4.1%
American Indian and Alaska Native alone, percent	1.2%	1.3%
Asian alone, percent	0.7%	3.5%
Native Hawaiian and Other Pacific Islander alone, percent	0.0%	0.2%
Two or More Races, percent	6.9%	12.3%
Hispanic or Latino of any race, percent	9.5%	21.9%
Population Characteristics		
Veterans, 2019	793	373,795
Foreign born persons, percent, 2019	3.8%	9.7%
Housing		
Housing units, 2020	12,131	2,491,404
Percent change in Housing units, 2010 - 2020	6.3%	12.6%
Housing unit vacancy rate	41.2%	9.4%
Owner-occupied housing unit rate, 2015-2019	61.4%	65.2%
Median value of owner-occupied housing units, 2015 - 2019	\$367,300	\$343,300
Median gross rent, 2019	\$992	\$1,271
Building permits, 2020	228	40,469
Families and Living Arrangements		
Households, 2019	6,616	2,148,994
Person per household, 2019	2.41	2.56
Living in same house 1 year & over, percent, 2019	76.3%	82.0%
Language other than English spoken at home, percent of age 5+, 2019	10.7%	16.9%
Education		
High school graduate or higher, percent of age 25+, 2019	97.4%	91.7%
Bachelor's degree or higher, percent of age 25+, 2019	56.2%	40.9%
Transportation		
Mean travel time to work (minutes), workers age 16+, 2019	15.6	25.8
Income and Poverty		
Median household income, 2019	\$56,577	\$72,331
Persons below poverty level, percent, 2019	9.6%	9.0%

Source: U.S. Census Bureau

Social Characteristics

Educational Attainment

	Percent
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%
High school graduate or higher	97.4%
Bachelor's degree or higher	56.2%



Source: United States Census Bureau, American Community Survey (2019)

Economic Characteristics

Income

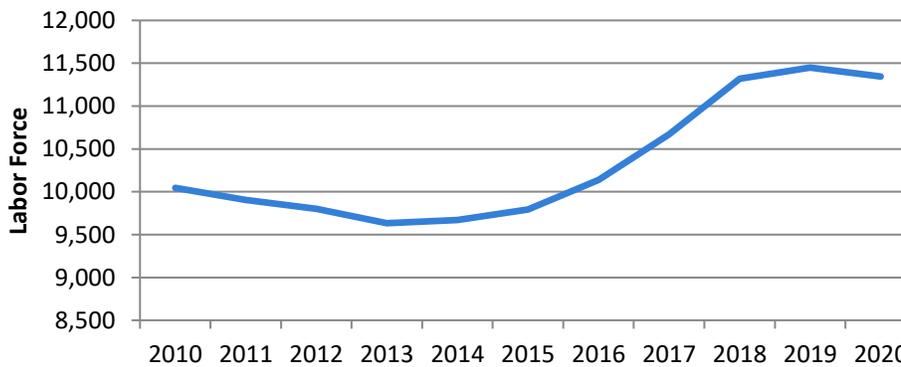
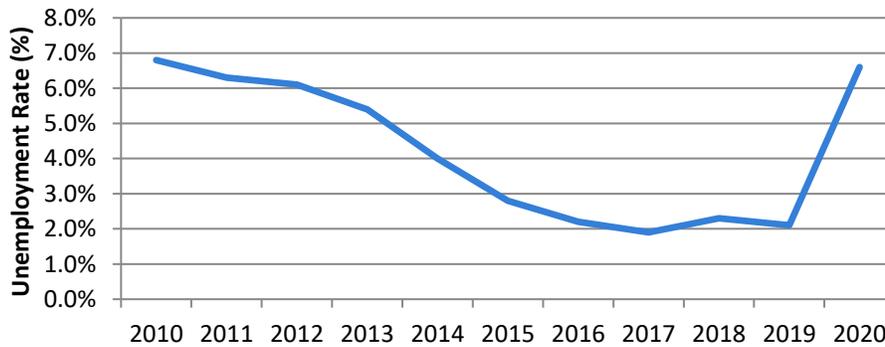
	Households	Percent
Less than \$10,000	285	4.3%
\$10,000 to \$14,999	334	5.0%
\$15,000 to \$24,999	731	11.0%
\$25,000 to \$34,999	564	8.5%
\$35,000 to \$49,999	928	14.0%
\$50,000 to \$74,999	1,185	17.9%
\$75,000 to \$99,999	709	10.7%
\$100,000 to \$149,999	1,197	18.1%
\$150,000 to \$199,999	320	4.8%
\$200,000 or more	363	5.5%
Median Household Income		\$56,577
Per Capita Personal Income		\$51,025

Source: United States Census Bureau, American Community Survey (2019)
Bureau of Economic Analysis U.S. Department of Commerce (2020)



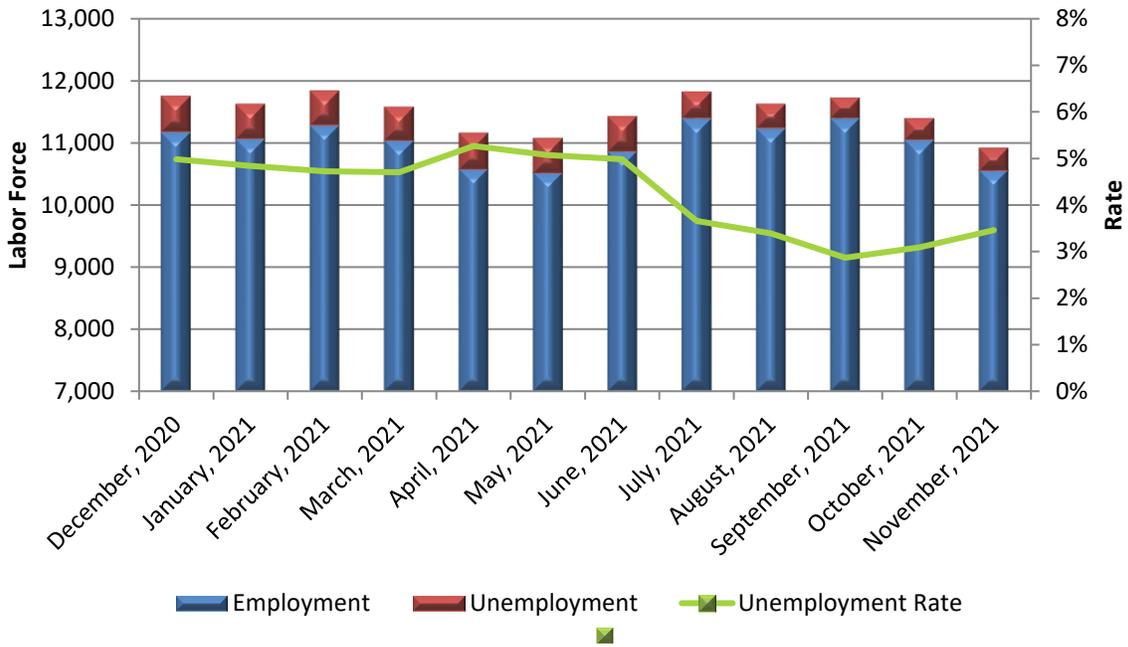
Gunnison County Unemployment

Year	Labor Force	Employment	Unemployment	Unemployment Rate
2020	11,347	10,596	751	6.6%
2019	11,449	11,212	237	2.1%
2018	11,319	11,057	262	2.3%
2017	10,669	10,468	201	1.9%
2016	10,140	9,918	222	2.2%
2015	9,793	9,515	278	2.8%
2014	9,670	9,281	389	4.0%
2013	9,633	9,115	518	5.4%
2012	9,801	9,207	594	6.1%
2011	9,906	9,284	622	6.3%
2010	10,047	9,365	682	6.8%

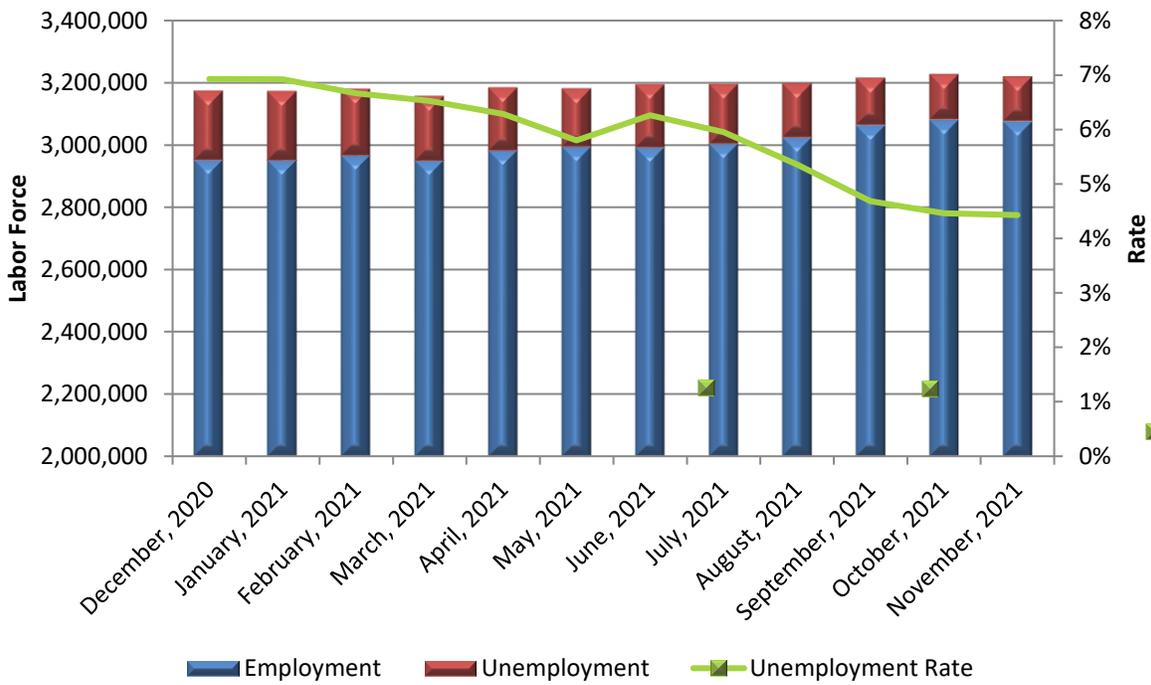


Source: Colorado Department of Labor and Employment, LMI Gateway

Gunnison County Labor Force Information



Colorado Labor Force Information

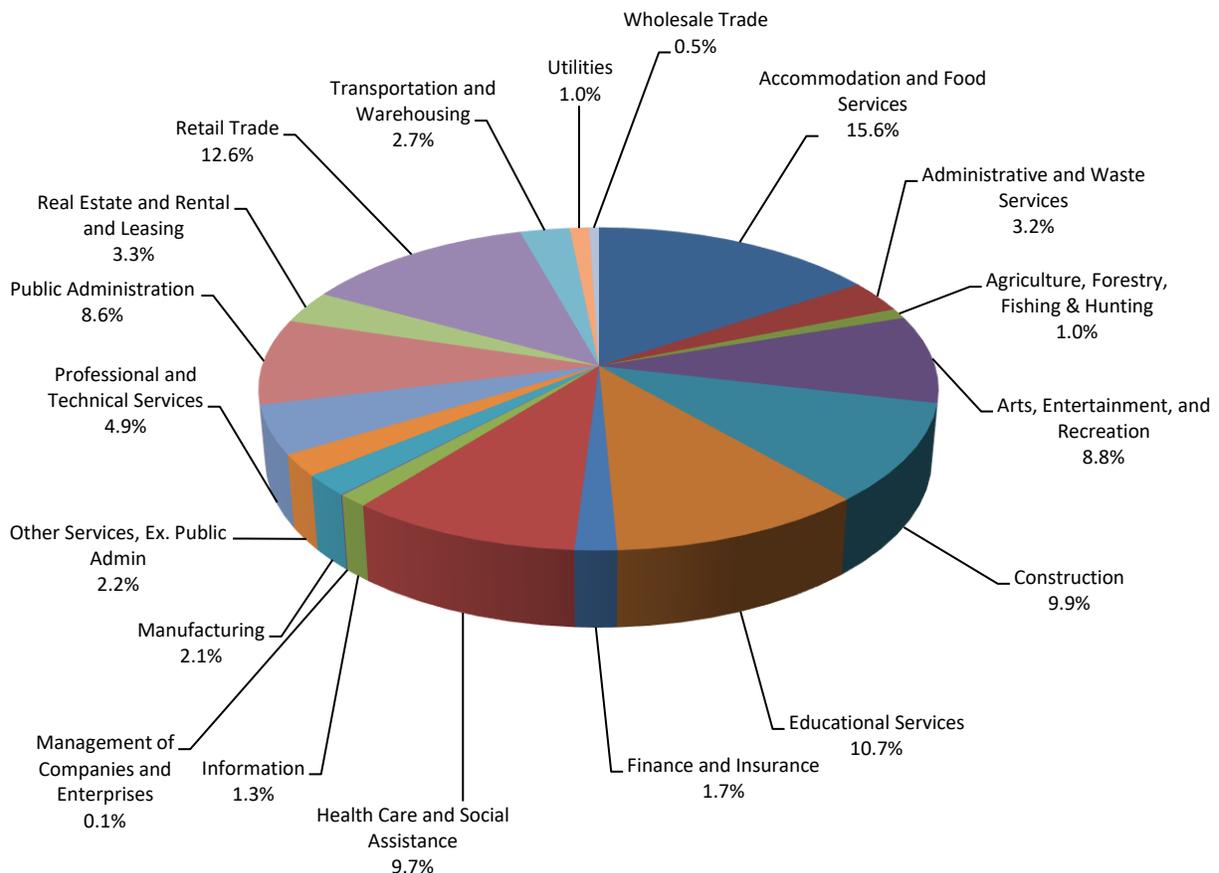


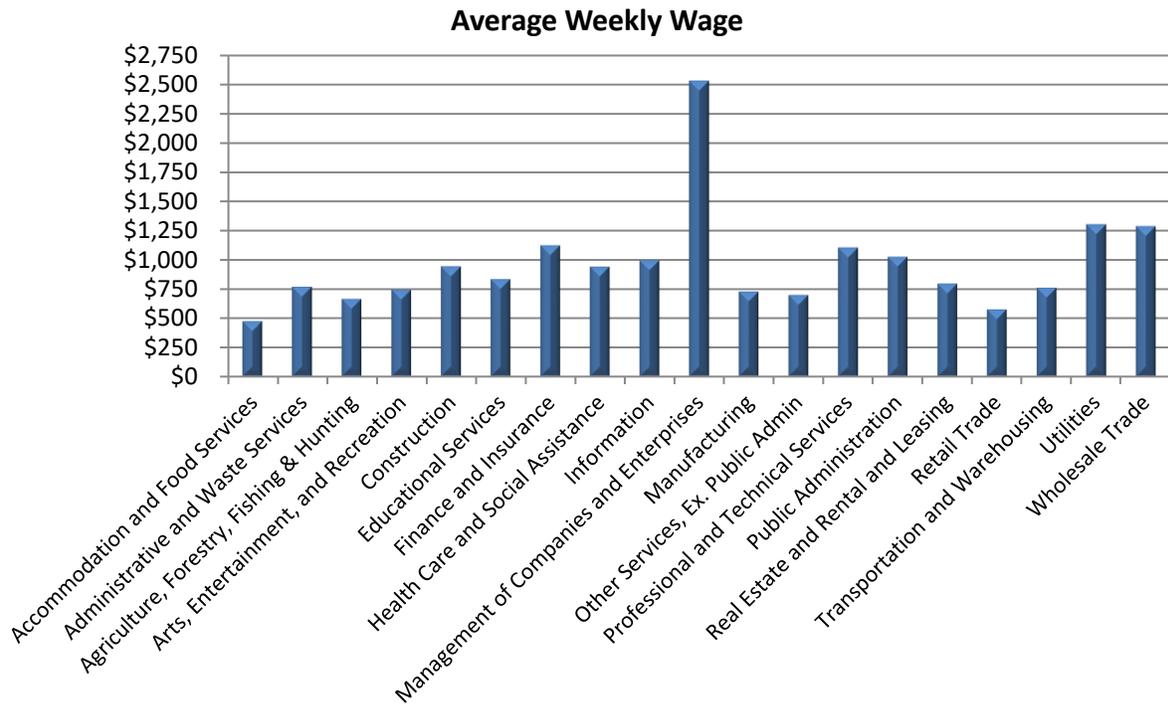
Source: Colorado Department of Labor and Employment, LMI Gateway (2021)

Industries

	Number of Establishments	Number of Employees	Average Weekly Wage
Accommodation and Food Services	119	1,238	\$474
Administrative, and Waste Services	64	253	\$767
Agriculture, Forestry, Fishing & Hunting	20	81	\$586
Arts, Entertainment, and Recreation	46	696	\$744
Construction	242	784	\$941
Educational Services	17	846	\$832
Finance and Insurance	27	138	\$1,122
Health Care and Social Assistance	65	765	\$939
Information	20	101	\$993
Management of Companies and Enterprises	7	5	\$2,528
Manufacturing	27	167	\$728
Other Services, Ex. Public Admin	77	174	\$697
Professional and Technical Services	193	385	\$1,102
Public Administration	25	680	\$1,023
Real Estate and Rental and Leasing	104	259	\$794
Retail Trade	129	1,001	\$575
Transportation and Warehousing	24	215	\$761
Utilities	8	83	\$1,302
Wholesale Trade	27	43	\$1,285

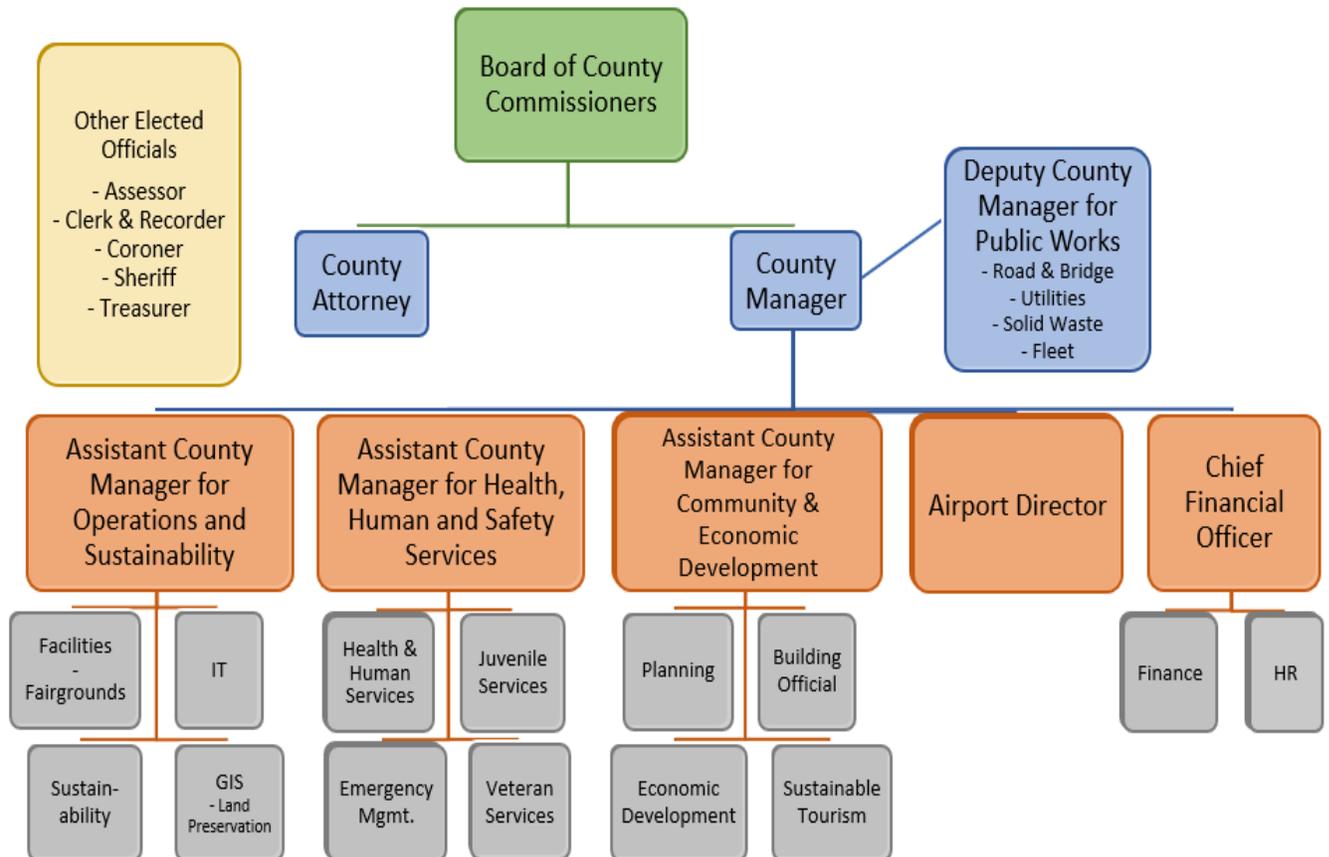
Average Employment





Source: Colorado Department of Labor and Employment, LMI Gateway (2020)

Organizational Structure – As of January 1, 2022



Department/Program Structure

Administration Department

- County Manager 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

Finance & HR Department

- Finance Department
- Human Resources Department

Geographic Information Svcs Depart.

- Geographic Information Svcs Department

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

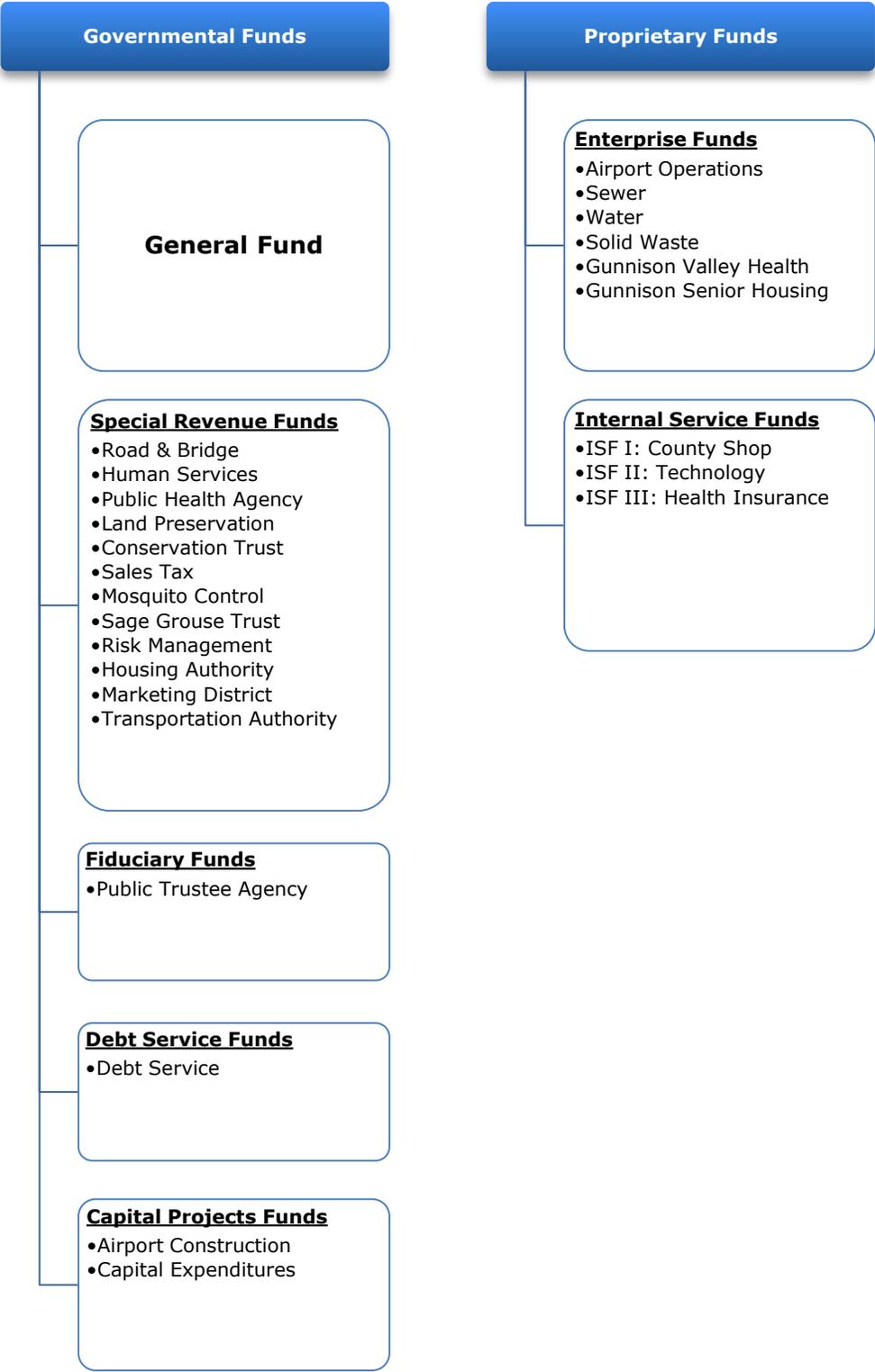
Sheriff

- 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

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
2019 -2020 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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	244	-	-	200,000
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	62	-	-	200,000
Total Revenues	306	-	-	400,000
Expenditures				
Personnel	289,835	311,855	311,860	313,970
Supplies	1,593	2,200	1,400	2,200
Purchased Services	121,796	182,378	171,010	189,960
Community Prgms/Contributions	2,210	4,000	4,000	4,000
Financing Costs	-	-	-	-
Transfers Out	-	89,469	41,970	459,100
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	415,434	589,902	530,240	969,230
Excess Revenues / (Net Cost to the County)	(415,128)	(589,902)	(530,240)	(569,230)
General Appropriation Required	415,128	589,902	530,240	569,230
Budget Variance	(62,213)	-	(59,662)	-

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 next 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.



By December 31, 2020, Gunnison County will have an additional funding stream that ensures sufficient support for road and bridge infrastructure, construction and maintenance so that residents and visitors can safely travel on County roads, conduct business, and pursue recreational interests.



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

Ensure Sound Infrastructure

By December 31, 2023, Gunnison County will have hard-surfaced 10 miles of County roads from the 2018 baseline in order to reduce maintenance costs, provide snow removal options, enhance safety and improve the travel experience of residents and visitors.



By December 31, 2024, the development and infrastructure for the Shady Island River Park will be completed as generally described in the Shady Island Master Plan.

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.



INFRASTRUCTURE · ENVIRONMENT · COMMUNITIES · SERVICES

PERFORMANCE REPORT

2022 Budget

74

2019-2020

Gunnison County, Colorado

Jack Brauer

Dedication to Excellence, Accountability and Continual Improvement



In both 2019 and 2020, 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. Of the nearly 40,000 general-purpose local governments in the nation, an exclusive group of only 25 local governments received this accolade in 2020, which represents the highest of three award levels, and only 60 local governments were recognized with any of the three award levels.

**MATTHEW
BIRNIE**
County Manager



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

Due to the COVID-19 pandemic, we were unable to publish a 2019 Performance Report in early 2020. This special 2019-2020 Gunnison County Performance Report includes work completed and goals reached during both years, as well as a special section related to our community and organizational response to COVID-19.

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

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 **26,106** followers and subscribers to the County's website notifications and online portals by the end of 2020. This represents a **55.96% increase** during 2019 and 2020.



Morgan Schaefer

AUTOMATIC NOTIFICATIONS FROM GUNNISON COUNTY

Visit us at www.gunnisoncounty.org/list.aspx to sign up to receive 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

2022 Budget

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.

76

GunnisonCounty, Colorado

MANAGING THROUGH A PANDEMIC

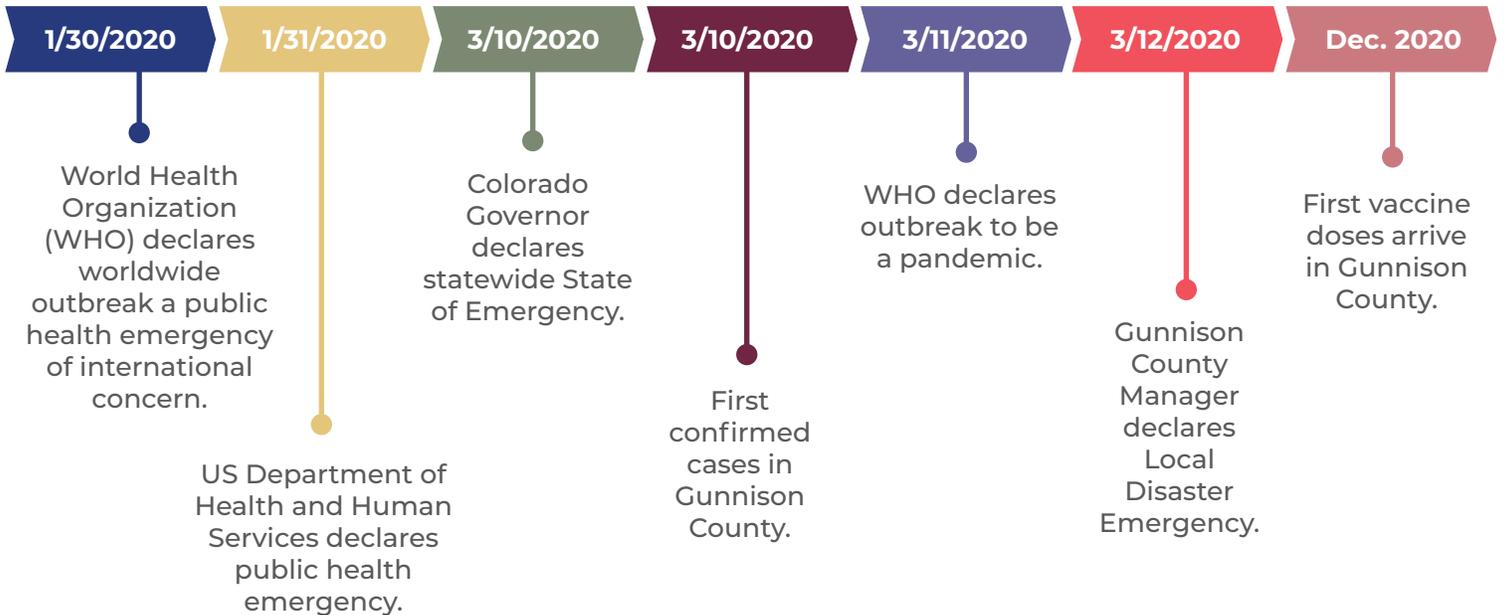


LEFT:
City of Gunnison Mayor Jim Gelwicks in consultation with Gunnison Valley Health Infection Preventionist Jodie Leonard a few minutes prior to receiving a vaccine dosage.

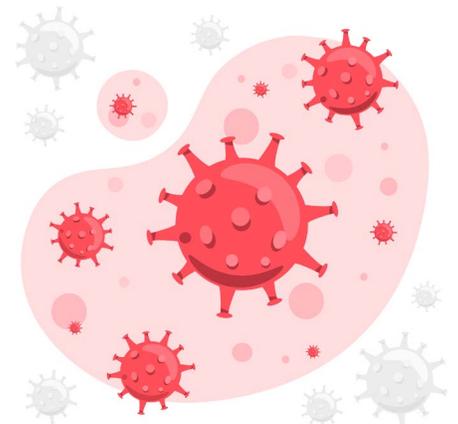


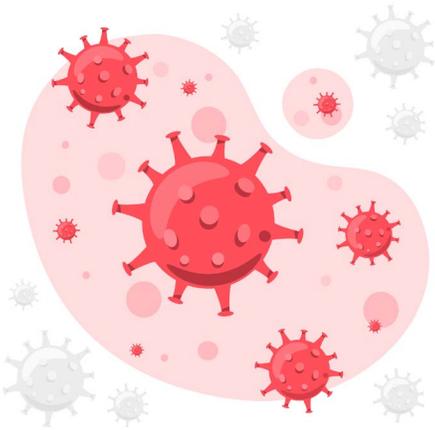
RIGHT:
In October 2020, Gunnison County spent approximately \$135,000 to purchase 150 HEPA filters like the one shown to distribute to various locations in the valley, with priority given to locations where people may linger, such as retail locations and healthcare settings, or where people were unable to wear masks, such as restaurants. Each filter unit covers approximately 1,100 square feet of space.

COVID-19 TIMELINE:



The moon landing. The assassination of President John Kennedy. The fall of the Berlin wall. The signing of the Paris Peace Accords to establish peace in Vietnam. September 11th - - in 1971 when nine of our community tragically died in a bus crash on Monarch Pass, and in 2001 when terrorists attacked our nation. A good percentage of our community members remember exactly what they were doing, where they were, how they felt when the news broke. Now, we add the COVID-19 pandemic to that list of events, or more aptly that series of events, that will continue to shape each of our lives . . . personally, professionally and profoundly, for the foreseeable future.





- The pandemic hit Gunnison County on March 10, 2020, with the first positive test result and the subsequent Local Disaster Emergency Declaration signed by County Manager Matthew Birnie.
- Under the expert guidance of Gunnison County Health and Human Services Director / Public Health Director Joni Reynolds and the unified command structure including Gunnison Valley Health EMS Chief CJ Malcolm, Gunnison County Emergency Manager Scott Morrill and National Park Service Ranger Melissa Post, Gunnison County assembled teams, called upon agreements, and began preparing for a multi-pronged and aggressive response to a disaster that the worldwide scientific community could not yet fully define. “The unified command structure was a critical aspect of the success with the varied strengths, expertise and knowledge,” said HHS/PH Director Joni Reynolds.

Local Contributions

Between March 2020 and February 2021, over 20,000 volunteer hours (both on and off duty) and costs of over \$25.6M had been reported on ICS 214 Activity Logs for management of the local response to COVID-19.

Gunnison County	\$23,859,925
Gunnison Valley Health	\$758,384
Western Colorado University	\$544,893
Hinsdale County	\$130,732
Tourism and Prosperity Project (TAPP)	\$123,926
City of Gunnison	\$107,017
Gunnison Watershed School District	\$69,018
National Park Service	\$19,046
Lake Fork Health Services District	\$11,661
US Forest Service	\$8,883
Town of Crested Butte	\$8,685
Project Hope of Gunnison Valley	\$2,727
Crested Butte Fire Protection District	\$2,670
Miscellaneous	\$905
Town of Mt. Crested Butte	\$902
Gunnison Community Schools	\$763
TOTAL	\$25,650,137

(Note: ICS-214 Activity Logs record the details of notable activities at any Incident Command System level, including single resources, equipment, Task Forces, etc. The above sums have been rounded to the nearest dollar.)



Arden Anderson, who served as the Volunteer Coordinator for the Pandemic Response effort.

MANAGING THROUGH A PANDEMIC

- The Gunnison County Emergency Operations Center was activated and staffed with volunteers and representatives from leadership across municipalities, businesses and entities within Gunnison County, such as Gunnison Valley Health and Western Colorado University. The strength of all Gunnison County departmental Continuity of Operations Plans was tested when traditional service delivery methods were effectively reimagined and reengineered.

- On April 29, 2020, Gunnison County, in partnership with Region 10, announced the “Pay It Forward” program, in which local businesses could receive up to \$7,500 each in grant funding. Originally designed to be a loan program with a six-month payment deferral and a low interest rate to be applied after the deferral period, loans were soon turned into grants funded by CARES Act money that the businesses would not need to pay back. The program was a tremendous success, and monies granted assisted 21 local businesses during the pandemic.

- The first vaccine doses arrived in Gunnison County in December 2020, and a mass vaccination site, staffed by mostly Health and Human Services Department and other employees, volunteers and healthcare workers, was established at the Fred R. Field Western Heritage Center with the goal of delivering as many vaccinations as possible to Gunnison County residents. Within the first quarter of 2021, Moderna, Pfizer and Johnson and Johnson vaccines were being administered at various locations within the valley.

Grant Contributions Received

The following grants were awarded to Gunnison County to bolster our local COVID-19 response efforts:

CARES Act funding from the Colorado Department of Local Affairs (DOLA)	\$1,498,000
Colorado Department of Public Health and Environment ELC Grant	\$375,000
Basic Needs (rent, mortgage, utilities, medical, childcare, transportation, homemaking services and food) from Rocky Mountain Health, Gunnison Valley Community Foundation, Community Service Block Grant (CSBG), Gunnison Valley Regional Housing Association, Colorado COVID Relief Fund, No Kid Hungry, Hunger Relief Fund, Energy Outreach Colorado	\$343,500
State of Colorado Protect Your Neighbor Planning and Implementation Grants	\$200,000
Emergency Preparedness Coordinator Position from PHEP, Phase I.	\$43,444
COVID Hunger Relief from Colorado Blueprint	\$18,000
Clinic Supplies and Staffing from IZ Grant	\$12,550
Mask Purchases, COVID Testing and Investigations from the Community Foundation of the Gunnison Valley	\$10,000



Gunnison County Health and Human Services Director / Gunnison County Public Health Director Joni Reynolds receives a vaccine dosage.

ENSURE SOUND INFRASTRUCTURE

#1



Kate Cienapp

STRATEGIC RESULT

By December 31, 2020, Gunnison County will have an additional funding stream that ensures sufficient support for road and bridge infrastructure, construction and maintenance so that residents and visitors can safely travel on County roads, conduct business, and pursue recreational interests.



UPDATE: REVENUE STREAMS REMAIN CHALLENGED

Revenue streams are continuing to decrease, and COVID-19 impacts will negatively affect Highway Users Tax Fund (HUTF) revenues for approximately 2-3 years.

We have contacted two private subdivisions about potential cooperative projects, but those subdivisions do not have the necessary funding and do not want to raise their dues. As well, this would only provide a one-time benefit, not the long-term funding that the County needs.

Our County Commissioners will continue to work closely with Colorado Counties, Inc. (CCI) to track legislative issues that may involve transportation funding legislation at the State level.

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.

37%

Road repair services are good or excellent.

#2

STRATEGIC RESULT

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



UPDATE: ACHIEVED

On April 14, 2020, the County was awarded \$18,010,756 under the Coronavirus Aid, Relief, and Economic Security (CARES) Act (H.R. 748, Public Law 116-136), signed into law by the President on March 27, 2020. This award, together with Federal Aviation Administration (FAA) Airport Improvement Project (AIP) Entitlement and Discretionary funding at 100% and FAA participation for year 2020, significantly changed the available budget, scope and thrust of the project. The award also eliminates the need for locally provided funding.

2022 Budget

Summary of Airport Project Funding

Cares Act (total award is \$18,010,756 of which \$4,010,756 will be retained to support Airport operations and maintenance, providing \$14,000,000 for the terminal project)	\$14M
FAA AIP 2019 and Entitlements 2020	\$2M
FAA AIP 2020 Discretionary	\$6M
Total	\$22M
Other 2021 and 2022 AIP Entitlements (if needed)	\$2M
Total	\$24.2M

GunnisonCounty, Colorado

ENSURE SOUND INFRASTRUCTURE

#3



STRATEGIC RESULT

By December 31, 2023, Gunnison County will have hard-surfaced 10 miles of County roads from the 2018 baseline in order to reduce maintenance costs, provide snow removal options, enhance safety and improve the travel experience of residents and visitors.

UPDATE: ACHIEVED

In 2019, the Cottonwood Pass project was completed and resulted in 12+ miles of new pavement. In addition, the County paved the landfill road (CR #42) and a section of Ponderosa (CR #11). In 2020, expecting that the County would be facing funding shortfalls, we did not hard surface any new miles and we saved the funding for culvert work and bridge engineering.

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.



100%

of customer complaints at the Airport resulted in customer satisfaction or no desire for next-level management review or action.

88.64%

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

#4

STRATEGIC RESULT

By December 31, 2024, the development and infrastructure for the Shady Island River Park will be completed as generally described in the Shady Island Master Plan.



UPDATE: IN PROGRESS

Community Development and Sustainable Operations staff have worked collaboratively to finalize engineering and design plans for the Shady Island River Park. In February 2020, the Gunnison County Planning Commission approved the Land Use Change application for Shady Island River Park. As of early 2021, Gunnison County had been awarded \$932,000 in multiple grants for the development of the park, and staff continues to apply for additional grants to support the project.

The park is now open, and we had a ribbon-cutting ceremony on August 19, 2021. There will be some additional work that occurs through 2021 to finish the park amenities including construction of permanent bathrooms, as well as installation of the campground and picnic facilities.



Sam Liebl

#5

STRATEGIC RESULT

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.

UPDATE:

Gunnison County built eight units at Elk Valley Condominiums in Buckhorn Ranch, and a 36-unit Low Income Housing Tax Credit project was completed in Gunnison through a partnership between a private developer and the Gunnison Valley Regional Housing Authority. Gunnison County’s private-sector partner has nearly completed 76 units at Paintbrush in Gunnison (delivered through a public-private project with Gatesco). Planning is also underway for approximately 40 units at South 14th Street in Gunnison; and community engagement and planning are underway for workforce housing at the County’s Whetstone property near Crested Butte. As well, Habitat for Humanity of the Gunnison Valley continues to construct new single-family homes in the 1.68-acre Wills Way Community in Gunnison; three of the nine homes were completed by 2019.

2022 Budget

PROTECT THE ENVIRONMENT

#1



Sam Liebl

STRATEGIC RESULT

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.

UPDATE: ONGOING

Notwithstanding the dramatic effects of the COVID crisis on government operations, Gunnison County, in cooperation with the Town of Crested Butte, Mt. Emmons Mining Company and other interest groups, continues to pursue regulatory efforts before the Colorado Water Quality Control Commission to maintain site-specific water quality standards in relation to the Mt. Emmons mine and water quality in the Coal Creek Watershed. This regulatory matter remains pending. The County also continues to work with these parties and other stakeholders to arrive at long-term solutions to continued water treatment and remediation at the Mt. Emmons mine site.

Gunnison County has also diligently pursued a decree with the Colorado Water Court renewing its conditional water rights associated with its Shady Island River Park project for public use associated with that property. The water referee in this matter recently found that the County has exercised appropriate diligence to maintain these rights and recommended that the Court decree that they remain in full force and effect until at least February 2027.

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

86%

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

57%

Recycling services are good or excellent.

STRATEGIC RESULT

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.

#2

UPDATE: IN PROGRESS

Photovoltaic panels were installed at the Courthouse, Blackstock Government Center, Public Safety Center, Public Works, Health and Human Services, and the Gunnison-Crested Butte Regional Airport administration buildings by July 2020. Installation was originally planned for late 2019, and the COVID-19 pandemic response caused some delays. Third-party certification of Energy Star rating for the Health and Human Services building was achieved in 2020, and is expected for the Courthouse in 2022.

88.64%

of financial contributors (federal, state and local cooperators) to the Gunnison Basin Weed Management Program reported that their expectations were met for weed control by the Gunnison County Weed District on the lands that they oversee.

2022 Budget

83

GunnisonCounty, Colorado



Bella Biondini

STRATEGIC RESULT

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



UPDATE:

GOAL EXTENDED TO 2021

Gunnison County achieved this goal with the purchase of four CNG vehicles in 2021.



Sam Liebl



STRATEGIC RESULT

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%.

UPDATE:

The Coal Mine Methane Working Group (CMMWG) facilitated the development of a methane capture flare on the West Elk Mine, and the flare is currently in use. Additionally, members of the CMMWG have been consulting with organizations in the Roaring Fork Valley to replicate efforts of the CMMWG to explore coal mine methane efforts in that valley. There has also been renewed engagement with the Bureau of Land Management on the leasing-mechanism issue. In order to proceed with a methane capture, mitigation, and or utilization strategy, the federal government must clarify rules around leasing and utilizing coal mine methane, especially in the context of adjacent permitted coal mines. This work was stalled by the COVID-19 pandemic.

PROTECT THE ENVIRONMENT



Sam Liebl

#5

STRATEGIC RESULT

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.

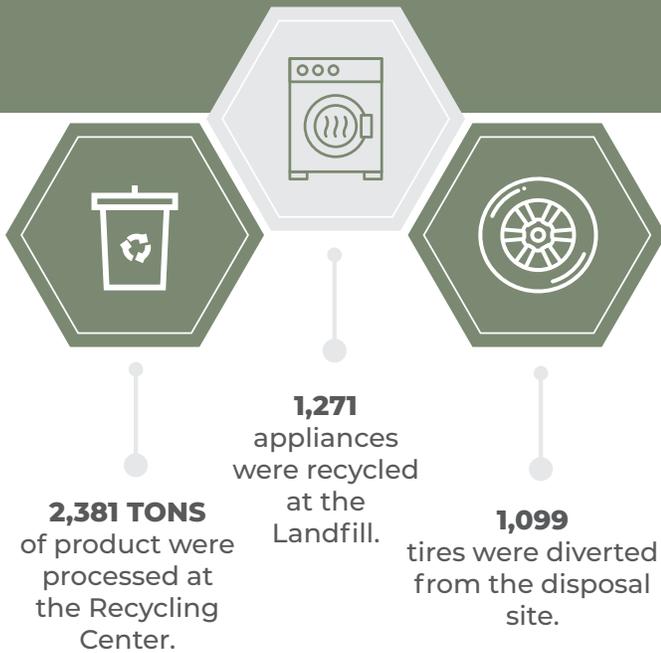
UPDATE: IN PROGRESS

This measure is tracking right on target for the first year and a half of the five-year period. The acres conserved in 2019 were 1,442 and 1,759.9 in 2020.



Sam Liebl





#6

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, 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, buildings and transportation resulting in declining annual emissions measured by mCO₂e/mBtu.

UPDATE: IN PROGRESS

Gunnison County is tracking to achieve and exceed this goal with the commitments made by Tri-State and the State's adoption of California's vehicle emissions standards.

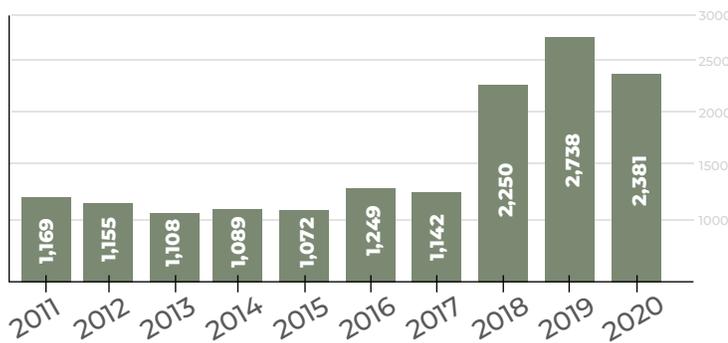
The 2020 goal will be measured in 2021 as part of an update to our Greenhouse Gas Inventory. Regarding the 2030 goal, we are seeing progress on alternative energy projects being moved forward. More notable is the announcement by our main power provider that they will cut emissions by 50% by 2030 and 80% by 2050. Also, a coalition of the municipalities and Gunnison County emerged and was gaining momentum toward collaborative policy prior to COVID-19. We will need to restart those efforts and use the Headwaters Conference as a platform.



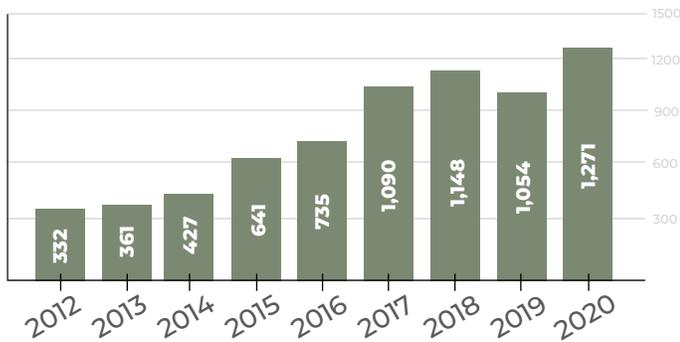
Sam Liebl

GunnisonCounty, Colorado

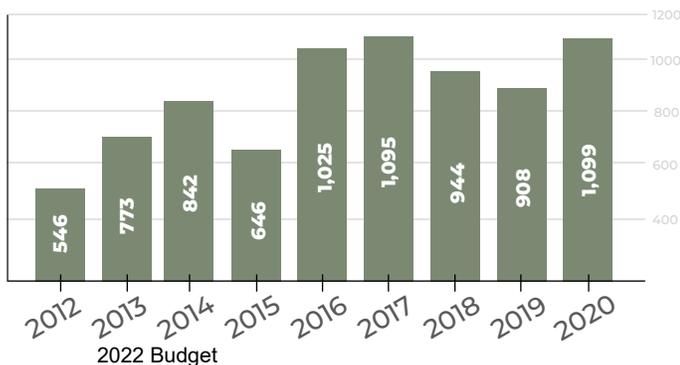
POUNDS OF PRODUCT RECYCLED:



APPLIANCES RECYCLED:



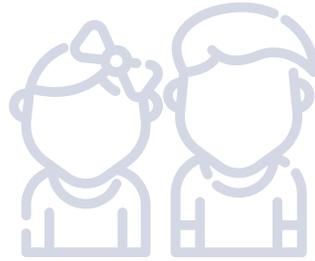
TIRES DIVERTED:



PROMOTE PROSPEROUS, COLLABORATIVE

97.49%

of Choice Pass youth served met Choice Pass established targets.



100%

of youth served by Juvenile Services did not go to staff-secure or secure placement for greater than 60 days.

87.5%

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



STRATEGIC RESULT

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.

#1

UPDATE: ACHIEVED

The Gunnison County Health Coalition continued to work on Suicide Prevention efforts through the Health and Wellness Subgroup, including trainings related to suicide prevention.

The Juvenile Services Director sits on the Leadership group of the Health Coalition of the Gunnison Valley and chairs the youth subgroup, which went through a strategic planning process in late 2019. The Health Coalition finalized the new strategic plan and the coalition adopted it in February 2021. The Gunnison County Substance Abuse Prevention Project (GCSAPP) Youth Programming Coordinator chairs the Health subgroup.

Gunnison County continues to work collaboratively across the community with partners to provide suicide education, outreach and resource distribution. We have community members trained in Applied Suicide Intervention Skills Training (ASIST), Question, Persuade and Refer (QPR) and Safetalk. As well, we utilize a bilingual QPR trainer. Annually, we hold a minimum of four ASIST and QPR trainings and six QPR trainings for members of the community.



Roberta Marquette-Strain

Gunnison County, Colorado



Kate Gienapp



#2

STRATEGIC RESULT

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 will meet all requirements; and
- 95% of all eligibility determinations for food assistance will be completed within 30 days.

UPDATE: ACHIEVED

71.8% of the children two years of age are up-to-date on all recommended vaccinations; 100% of children did not have a case re-opened due to a new referral within 1 year; 100% of vital records (birth and death certificates) audited by the State meet all requirements; and 95% of all eligibility determinations for food assistance were completed within 30 days.

\$701,237.23 CHILD SUPPORT DOLLARS WERE COLLECTED IN 2020



This represents current court-ordered support arrears payments.

PROMOTE PROSPEROUS, COLLABORATIVE



Aiden Tomlin

#3

STRATEGIC RESULT

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 will 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 will report having had a conversation with their children, as measured by the GCSAPP parent questionnaire administered fall 2017.

UPDATE: ACHIEVED

One of our Choice Pass Program goals is to decrease the difference between the number of youths who report talking to their parents about the dangers of drugs and alcohol in the past 12 months and the number of parents who report the same.

According to our past reports, there was a 35% difference (more parents were reporting talking to their youth than youth reporting their parents talking to them). The Choice Pass Program's parent-education component has been working specifically on this measure by providing parent-education sessions on topics that are identified as "difficult subjects" by our coalition and parents in the community. This has helped build parent support for the program and close this gap.

This past year, 85% of youth reported their parents talked to them about the dangers of drugs and alcohol and 97% of parents reported the same; with the first conversation occurring between the ages of 8-10 years old. Additionally, 91% of youth reported that they could ask a parent or guardian for help.

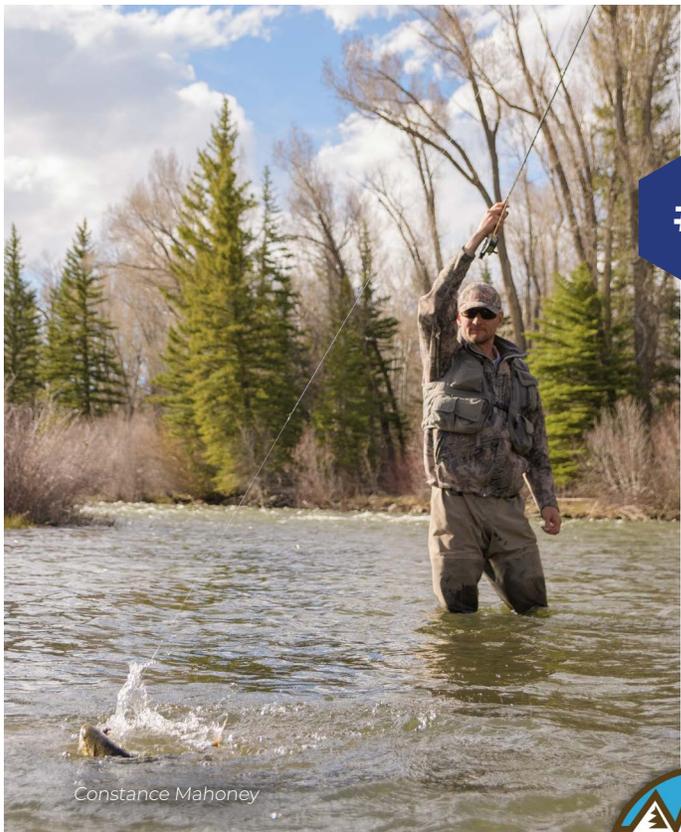


Kate Gienapp

2022 Budget

89

Gunnison County, Colorado



Constance Mahoney

#4

STRATEGIC RESULT

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.

UPDATE: CONTINUING

The first objective under this goal is to restore essential aviation support services required by full-service Fixed Base Operator (FBO) for the privilege of selling fuel at the airport and as required by the County's Airport Minimum Standards that were terminated by various amendments to the current agreement over the years prior to 2013. These objectives have their challenges in convincing the FBO to reinstate these services for the purpose of growing General Aviation, which will ultimately benefit the FBO as well. In some instances, the County has itself endeavored to promote and reinstate critical aviation support services, especially those that benefit airline services that provide critical economic benefit to the entire Gunnison Valley



Bella Biondini

PROMOTE PROSPEROUS, COLLABORATIVE

STRATEGIC RESULT

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

#5

UPDATE: CHALLENGING

The 2021 CDOT study states that the Gunnison-Crested Butte Regional Airport contributes \$121,000,000/year to the Gunnison valley economy. The passenger leakage study will be updated in 2022 so that we can target our best growth opportunities going forward with respect to air service. An encouraging development is that there will be six daily flights for this winter's ski season, which is the most flights in decades, so we are on a positive trajectory.



UPDATE: ACHIEVED

Due to the COVID-19 pandemic, many planning efforts were delayed or disrupted. However, there was significant community support via funding obtained from the Community Foundation of the Gunnison Valley, Gunnison County and municipalities to help child care programs remain open. A community plan was developed to respond to critical childcare issues, and the community plan to maximize current capacity at all licensed providers and expand capacity for infant and toddler care is pending (extended due date to 12/31/2022).

#6

As a result of all these efforts, the community has not seen a loss of slots, except what may have occurred through the necessary reduction in group sizes. No providers have closed. In fact, Seasons Schoolhouse will be moving to a new location in 2021, made possible by a partnership between the County, Gunnison Valley Health and Gunnison Valley Hospital. This will include an expansion of slots from about 14 to 40, including infant toddler care.



Outreach to licensed home providers has increased, for instance with offering FEMA supplies, diapers and cleaning products throughout the pandemic. The Family Friend and Neighbor grant program hopes to encourage more licensed home providers to open.

STRATEGIC RESULT

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.





#7

STRATEGIC RESULT

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.

UPDATE: ACHIEVED

Also, the Youth Subgroup worked to increase counseling visits for youth, and CB State of Mind has raised funding for counseling visits for people in the valley. County staff continue to be very involved in the leadership of the Health Coalition, including subgroups for Basic Needs, Health and Wellness, and Youth.



Bella Bronzini

DELIVER HIGH QUALITY SERVICES

#1

STRATEGIC RESULT

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.

UPDATE: CHALLENGING

The overall perception of respondents in the biennial Citizen Survey dropped to 39% in 2019 from a high of 46% in 2017. Staff has continued to conduct outreach events such as spring contractor meetings, water quality updates, and stakeholder groups for proposed building code changes. It is possible that controversial land use change applications such as Brush Creek workforce housing and Golden Eagle trash services impacted the public's perception of land use and planning services. Staff will continue to strive to be a resource for customers and provide outreach on important issues and topics.

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

86%

Sewer services are good or excellent.

66%

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

66%

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

STRATEGIC RESULT

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.



#2

UPDATE: ACHIEVED AND ONGOING

The infrastructure in Gunnison is now sufficient for connectivity to future sources and/or redundancy. CenturyLink has additional work to complete before fiber over Cottonwood Pass will be available; once complete, the Region 10 network will connect to it and utilize this secondary path. This effort may resume.

Access to the Region 10 network has been available since mid-2019, and at least one local Internet Service Provider is currently purchasing service from Region 10, enabling them to provide more reliable service to their local customers. The Computer Network Limited (CNL) has been moved to its permanent location, and there is additional bandwidth available for purchase from Region 10. Future projects are intended to make this more accessible by adding CNLs to upper valley locations.

Redundancy is needed both within the County and for connectivity to the outside world. Successful efforts thus far have been within the City of Gunnison; a pending project with GCEA will build an infrastructure for potentially redundant connectivity to the upper Gunnison valley; future connectivity over Cottonwood Pass (for example) could provide redundant paths to the outside world.



Constance Mahoney

#3



STRATEGIC RESULT

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

UPDATE: SUCCESS

The Gunnison County Substance Abuse Prevention Project (GCSAPP) has been working diligently at diversifying revenues to ensure sustainability for prevention services. Since 2019, we have received funding annually from local municipalities, including the City of Gunnison, Town of Crested Butte and Mt. Crested Butte to help support prevention efforts and youth in the community. We are working closely with the Gunnison Watershed REIJ School District and the superintendent in order to begin including Juvenile Services in its annual budget, and we have received funding in 2020 and 2021.

Additionally, the REIJ School District asked Juvenile Services to administer a Social Emotional Learning Environmental Scan and Gaps Analysis. We lead the school in strategic planning and are working collaboratively across the community to help address the strategic goals that cross our organizations. We are optimistic about the continuation of this collaboration with the school district.

GCSAPP continues to work towards collective impact by aligning language and efforts around prevention, as well as the promotion of optimal community and family health, safety and wellbeing.

95.1%

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



2022 Budget

96.94%

of the 144 Public Works permits issued were obtained by customers within three days of application submission.



94

93.87%

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



GunnisonCounty, Colorado

DELIVER HIGH QUALITY SERVICES

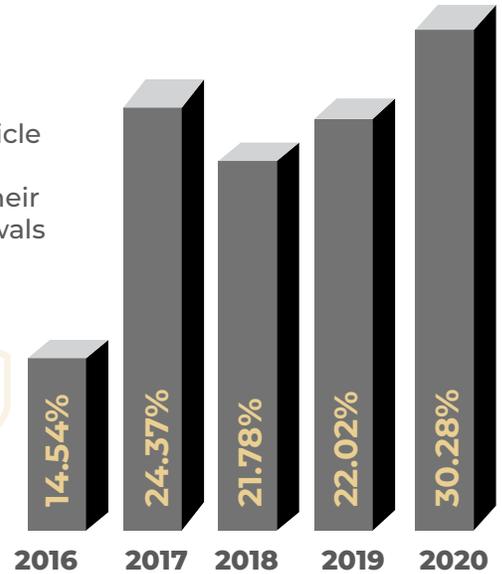
27 OF THE 27



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

(2011 = 25; 2012, 2013, 2015, 2016 & 2017 = 26; 2014 = 27)

30.28% of Motor Vehicle customers completed their vehicle renewals online.



#4



STRATEGIC RESULT

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.

UPDATE: ONGOING

The Community and Economic Development Department staff prepared an analysis of market and real estate trends for commercial and industrial properties in the south end of the valley. The analysis included comprehensive mapping showing the types and locations of uses in the south valley. Staff provided recommendations to the Board of County Commissioners in January 2020. Staff has also participated in the City of Gunnison's comprehensive planning process for the past year and will continue to work with the City to develop recommendations for a three-mile plan. In 2020, County staff began working with Community Development staff from the Towns of Crested Butte and Mt. Crested Butte to identify possible areas of mutual agreement. County staff is also working with City of Gunnison staff to develop a planning area for the proposed growth areas around the City of Gunnison.

100%

of liquor license holders received renewal alerts at least 30 days prior to the deadline.

#5

STRATEGIC RESULT

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.

UPDATE: ACHIEVED

In 2019, the STOR Committee established the following subcommittees to address specific issues:

- Communication and outreach: Create signage, logo and branding material to convey stewardship ethic; installed new signage at river corridor recreation areas.
- Slate River/Peanut Lake: Work on stakeholder outreach to create better user experience for summer and winter recreation that is well managed and addresses parking, trailheads and bathrooms.
- CB to CB South: The committee has met with Colorado Department of Transportation representatives to discuss possible recreation path alignment.
- Gothic corridor: Identify transportation and management issues that need to be addressed, as well as possible solutions.



Sam Liebl

The STOR Committee was also awarded a \$350,000 Stewardship Impact grant from Great Outdoors Colorado (GOCO) for the implementation of the Gunnison County Stewardship Program. The County signed an agreement with the National Forest Foundation to support funding of this program and the hiring of a Stewardship Coordinator, and the Coordinator began work in March 2020. Funds from this grant have also been allocated to support the creation of designated, dispersed campsites in the upper East River valley in partnership with the U.S. Forest Service and the Crested Butte Conservation Corps. The STOR Committee also utilized these funds to support communications campaigns to educate residents and visitors about proper backcountry etiquette and the change in designated dispersed camping.

The partnership with the National Forest Foundation for the Gunnison Stewardship Fund has also seen continued success in year two. Approximately \$100,000 was raised to fund local stewardship projects in Gunnison County on public and conserved lands. Funds were distributed to local governments and nonprofits in March 2020.

In the summer of 2020, the County and National Forest Foundation partnered to create the Gunnison County STOR Corps, which is a conservation corps dedicated to stewardship work in the Gunnison Valley. In 2020, the STOR Corps employed 10 people for 12 weeks to work on trail projects, tree planting, cleaning, outreach and education throughout the valley.

The STOR Committee was awarded a Resilient Community grant from GOCO in 2020 for \$450,000 to support stewardship work. Funding from this grant was used to fund work by the Crested Butte Avalanche Center in the winter of 2020-2021 to educate backcountry users on safe access, and it will be used to support a STOR Corps in 2021.



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

Alternative Services; 970-641-7635

Board of County Commissioners; 970-641-0248

County Attorney; 970-641-5300

County Manager; 970-641-0248

Finance; 970-641-2203

Human Resources; 970-641-7623

Juvenile Services; 970-641-7902

FRED R. FIELD WESTERN HERITAGE CENTER

275 S. Spruce Street

Fairgrounds; 970-641-8561

CSU Extension; 970-641-1260

HEALTH & HUMAN SERVICES

220 N. Spruce Street

Main Line; 970-641-3244

Multicultural Resources; 970-641-7999

Senior Resources; 970-641-7984

Veterans' Services; 970-641-7919

LANDFILL

621 CR 42; (970) 641-5522

PUBLIC SAFETY CENTER

520 W. Bidwell Avenue

Detention Center (Jail); 970-641-1108

Emergency Management; 970-641-2481

Sheriff's Office; 970-641-1113

PUBLIC WORKS

195 Basin Park Drive; (970) 641-0044

WATER TREATMENT PLANT

38130 W. Highway 50; (970) 641-8565

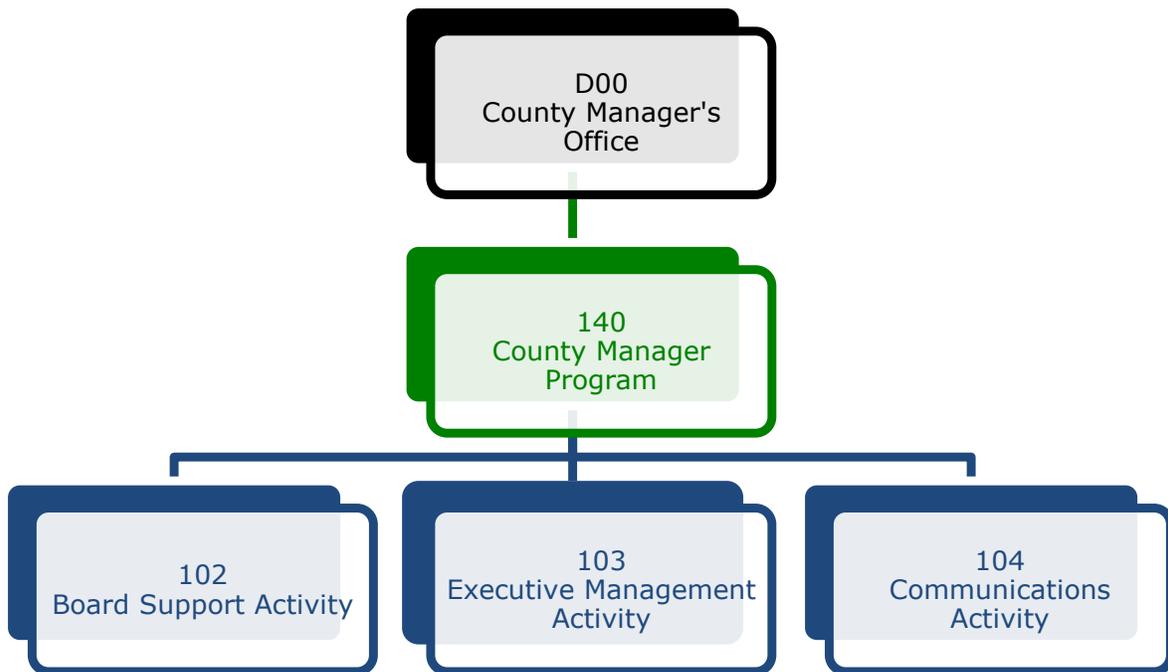


Mission Statement

The mission of the County Manager's Office is to provide strategic management and information 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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	76	-	-	-
Total Revenues	76	-	-	-
Expenditures				
Personnel	462,046	489,155	489,140	511,330
Supplies	1,205	2,800	2,550	4,200
Purchased Services	42,268	138,991	136,460	132,780
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	1,500	-	-
Miscellaneous (Extraordinary/Special)	14,325	-	-	-
Total Expenditures	519,844	632,446	628,150	648,310
Excess Revenues / (Net Cost to the County)	(519,768)	(632,446)	(628,150)	(648,310)
General Appropriation Required	519,768	632,446	628,150	648,310
Budget Variance	(48,390)	-	(4,296)	-

Department Resources Restated by Fund

Revenues				
General Fund	76	-	-	-
Total Revenues	76	-	-	-
Expenditures				
General Fund	519,844	632,446	628,150	648,310
Total Expenditures	519,844	632,446	628,150	648,310

Departmental Strategic Results & Performance Updates

<u>Strategic Result</u>	<u>Update</u>
<p>Managing for Results will result in performance-informed decision-making, as indicated by:</p> <ul style="list-style-type: none"> • Annually, 100% of administrative-departmental programs measure results for customers; • Annually, 100% of administrative departments are using strategic business plans and performance information to manage the delivery of services; • Annually, 80% of the strategic results approved in the Board’s strategic plan are achieved by their target dates or alternate decision is made by the BOCC; • Annually, 75% of administrative-department strategic results are achieved by their target dates; • Annually, 90% of the strategic results in the BOCC’s current strategic plan will be completed within the plan’s performance period; and • Biennially, 70% of respondents to the Citizen Survey will state that the public information services provided by Gunnison County government are good or excellent. 	<p>This metric continues to perform very well. All administrative department programs and strategic business plans are performing as expected.</p> <p>Some of these metrics underperformed slightly, mostly due to the tremendous amount of staff time spent on the COVID-19 pandemic response.</p>
<p>Gunnison County will provide clear direction to the public and the organization, as evidenced by:</p> <ul style="list-style-type: none"> • By December 31, 2022, 65% of all internal and public documents (resolutions, ordinances and policies) will be reviewed on schedule ensure that they legally and accurately reflect current practices and requirements; • By June 30, 2023, the County will produce a consolidated internal policy manual/document; and • By December 31, 2023, the County will produce a consolidated public policy manual/document that is accessible via the County website. 	<p>This metric will likely need to be rescheduled for later completion. The incredible amount of staff time spent on the COVID-19 pandemic response preempted a great deal of work planned to be completed in pursuit of these goals.</p>

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	76	-	-	-
Total Revenues	76	-	-	-
Expenditures				
Personnel	462,046	489,155	489,140	511,330
Supplies	1,205	2,800	2,550	4,200
Purchased Services	42,268	138,991	136,460	132,780
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	1,500	-	-
Miscellaneous (Extraordinary/Special)	14,325	-	-	-
Total Expenditures	519,844	632,446	628,150	648,310
Excess Revenues / (Net Cost to the County)	(519,767)	(632,446)	(628,150)	(648,310)
General Appropriation Required	519,767	632,446	628,150	648,310
Budget Variance	(48,390)	-	(4,296)	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	69,203	73,367	73,360	76,730
Supplies	52	-	-	-
Purchased Services	4,493	4,619	4,610	4,000
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	73,747	77,986	77,970	80,730
Excess Revenues / (Net Cost to the County)	(73,747)	(77,986)	(77,970)	(80,730)
General Appropriation Required	73,747	77,986	77,970	80,730
Budget Variance	(2,421)	-	(16)	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

In 2022, staff will continue to support the Board of County Commissioners in a multitude of ways in their pursuit of achieving the goals outlined in the Gunnison County Strategic Plan. This support will include updating the GCSP by mid-year to include goals relevant to the current issues and challenges experienced by our communities.

Board Support Activity Performance

Core Services

- Commissioner Inquiry Responses
- Board Schedule
- Board Strategic Plan Initiative Management
- BOCC Strategic Plan
- Budget Decisions/Recommendations
- Board Policy Recommendations
- Commissioner Consultations
- Board Meeting Minutes
- Board Correspondence Items
- Official Document Distributions
- Boards & Commissions Support Services
- Meeting Preparation Services (agenda, packet, set-up)
- Annual Board Surveys

Key Performance Measures



RESULT: Percentage of strategic results in the Board's strategic plan that are either achieved by their target dates or an alternate decision is made by the Board.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	80%	*68%	100%	*74%	100%



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

Performance Narrative

All of the administrative departments experienced unprecedented disruptions during the COVID-19 pandemic response, which was reflected in lower than anticipated performance in many service areas. Funding for specific service areas was evaluated and reallocated in prioritized order to meet the urgent needs of our communities.

*Some data points are not yet available. Thus, these figures are estimates based on the data points that were available as of this publication's date.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	76	-	-	-
Total Revenues	76	-	-	-
Expenditures				
Personnel	349,474	360,150	360,160	375,500
Supplies	1,135	2,200	2,100	3,600
Purchased Services	37,797	126,857	126,340	121,040
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	1,500	-	-
Miscellaneous (Extraordinary/Special)	14,325	-	-	-
Total Expenditures	402,732	490,707	488,600	500,140
Excess Revenues / (Net Cost to the County)	(402,656)	(490,707)	(488,600)	(500,140)
General Appropriation Required	402,656	490,707	488,600	500,140
Budget Variance	(37,354)	-	(2,107)	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

We anticipate that most of the services in the Executive Management Activity will return to previous performance levels in 2022 with the ongoing successful management of the COVID-19 pandemic and the full utilization of the ClearPoint performance management software.

Executive Management Activity Performance

Core Services

- Performance Data Analyses
- Director Performance Evaluations
- Service Delivery Coordination's
- Department Inquiry Responses
- Operational Policy Directions
- Contract Negotiations
- Contract Reviews
- Personnel Decisions
- Strategic Business Plan Approval Decisions
- Executive Staff Briefings and Consultations
- Special Projects Management
- Performance Reports
- Policy Management (internal and public)
- Employee Performance Management Program

Key Performance Measures

RESULT: Percentage of administrative-department strategic results achieved by their target dates.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
72.5%	72%	73.4%	75%	75%	75%

RESULT: Percentage of administrative-departmental programs that measure results for customers.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

RESULT: Percentage of administrative departments using strategic business plans and performance information to manage the delivery of services.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

RESULT: Percentage of all internal and public policy documents (resolutions, ordinances and policies) reviewed to ensure that they legally and accurately reflect current practices and requirements.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
45.5%	55.3%	57%	65%	60%	75%

Performance Narrative

During the 2020/2021 timeframe, the Executive Management Activity experienced lower levels of success than anticipated. The COVID-19 pandemic derailed or suspended many planned efforts as funding and personnel were deployed to where they could make the most beneficial impact during the pandemic response. However, it is also important to acknowledge that, along with successfully navigating the pandemic response, the County organization managed to also achieve the majority of goals that were established prior to the pandemic. This level of achievement is noteworthy and important when considering the overall performance of not just this Activity, but the organization as a whole.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	43,369	55,638	55,620	59,100
Supplies	18	600	450	600
Purchased Services	(22)	7,515	5,510	7,740
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	43,364	63,753	61,580	67,440
Excess Revenues / (Net Cost to the County)	(43,364)	(63,753)	(61,580)	(67,440)
General Appropriation Required	43,364	63,753	61,580	67,440
Budget Variance	(8,615)	-	(2,173)	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

The CY 2022 funding will enable the Communications Activity to continue all efforts and deliver the core services that are bulleted on the next page.

Communications Activity Performance

Core Services

- Public Inquiry Responses
- HR External Information Responses and Reports
- Social Media Management (Facebook and Twitter)
- Financial External Information Responses and Reports
- Biennial Citizen Surveys
- Public Notices
- News Releases
- Newspaper Articles and Graphics
- Communications Plan Updates
- Community Liaison Services
- Public Events
- Constituent Issues Responses
- Courthouse Meeting Room Schedules
- Annual Employee Surveys

Key Performance Measures

RESULT: Percentage of respondents to the biennial Citizen Survey who state that the public information services provided by Gunnison County government are good or excellent.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
64%	66%	66%	70%	62%	62%

Performance Narrative

Communications were critical during the response to the COVID-19 pandemic. Staff spent untold hours creating and coordinating public messages and answering questions in an effort to keep the public and all employees informed. During this time, the vast majority of the ongoing communication work was also completed.

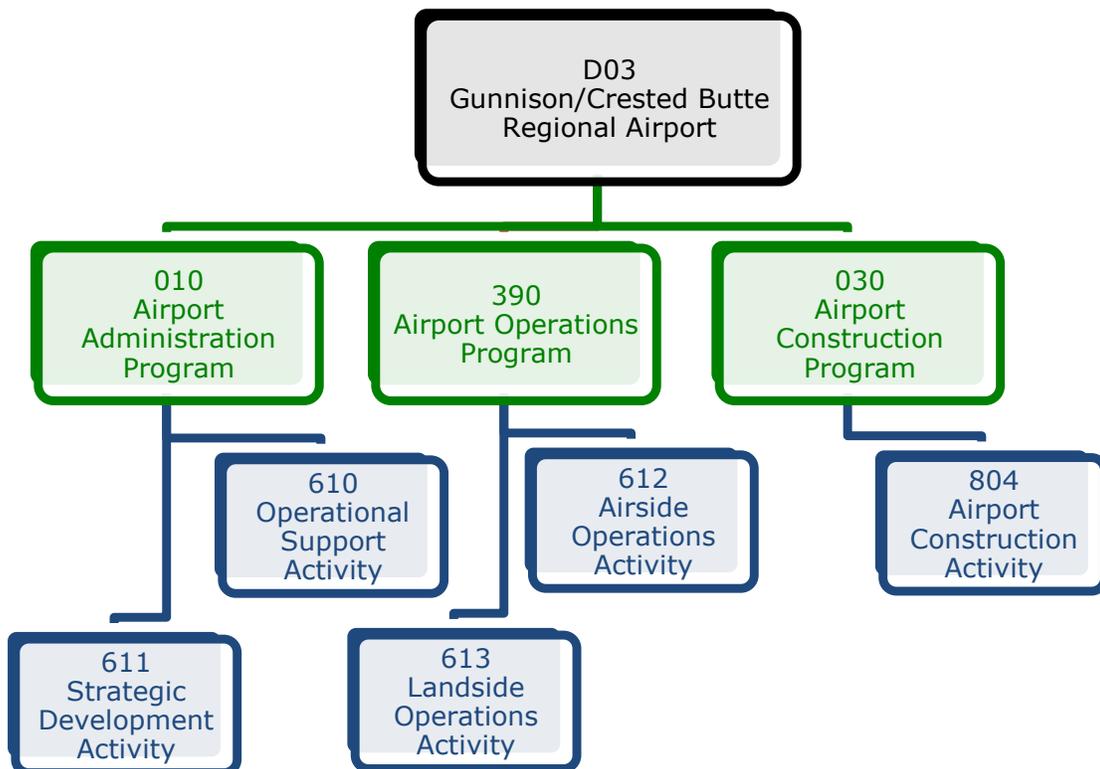
The 2021 Biennial Citizen Survey was completed, which showed that 62% of those surveyed felt that the County’s public information services are good or excellent. While this is an 8% dip in performance from the 2019 survey, it is similar to ratings experienced in other like communities during the COVID-19 pandemic response.

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

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 Gunnison/Crested Butte Regional Airport
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Summary of Department Resources

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	2,130,160	14,397,989	14,390,780	17,103,850
Charges for Services	616,431	705,534	721,090	746,160
Contributions and Other Grants				
Fines & Forfeitures	3,512	2,200	2,000	-
Investment Income	45,583	22,500	4,300	3,000
Interfund Revenues	-	-	-	-
Transfers In	416,538	1,336,851	-	-
Other Financing Sources and Misc.	549,467	1,727,351	1,285,230	866,010
Total Revenues	3,761,692	18,192,425	16,403,400	18,719,020
Expenditures				
Personnel	832,103	851,402	851,620	972,400
Supplies	81,575	137,995	137,850	145,350
Purchased Services	322,869	4,186,127	3,856,550	1,012,500
Community Programs/Contributions	2,500	2,500	2,500	2,500
Financing Costs	4,081	162,837	162,740	177,510
Transfers Out	487,710	1,403,779	66,930	55,620
Capital Outlay	-	14,861,919	11,324,900	18,204,570
Miscellaneous (Extraordinary/Special)	2,223,934	-	-	-
Total Expenditures	3,954,772	21,606,559	16,403,090	20,570,450
Excess Revenues / (Net Cost to the County)	(193,080)	(3,414,134)	310	(1,851,430)
General Appropriation Required	193,080	3,414,134	-	1,851,430
Budget Variance	648,785	-	3,413,824	-

Department Resources Restated by Fund

Revenues				
Airport Operations Fund	3,761,692	5,948,216	5,704,670	18,719,020
Airport Construction Fund	-	12,244,209	10,698,730	-
Total Revenues	3,761,692	18,192,425	5,704,670	18,719,020
Expenditures				
Airport Operations Fund	3,538,234	6,627,938	4,508,100	20,570,450
Airport Construction Fund	416,538	14,978,621	11,894,990	-
Total Expenditures	3,954,772	21,606,559	16,403,090	20,570,450

Departmental Strategic Results & Performance Updates

Strategic Result	Update
<p><u>Strategic Partnerships:</u></p> <ol style="list-style-type: none"> 1. Annually, Gunnison/Crested Butte community, commercial aviation and corporate general aviation partners will recognize the Gunnison/Crested Butte Regional Airport brand and its value to their interests, as indicated by: <ol style="list-style-type: none"> a. 75% of targeted strategic community partnership agreements with key stakeholders will be in place; and b. 75% of targeted community stakeholders will agree with all major components of the Airport Master Plan. 	<p>With the commencement of the terminal upgrade, an opportunity presented itself to rebrand the airport with a new identity and logo. Various ideas and renderings are being reviewed with a final outcome expected early part of 2022.</p> <p>It is has become increasingly apparent that the majority of both stakeholders and the community recognize that the economic and connectivity value of the airport is of critical importance to the growth and quality of life index of the region. There is still much work to do to reduce leakage and increase use of the airport which in turn will expand airline service opportunities.</p> <p>At least 80%of the Master Plan approved projects have been completed.</p>
<p><u>Commercial Service Aviation:</u></p> <ol style="list-style-type: none"> 1. By December 2022, the Gunnison/Crested Butte community will be served by 40,000 or more enplanements, as a consequence of one or more of the following: <ol style="list-style-type: none"> a. Additional flight departure/arrival options; b. Additional seats on current commercial flight offerings; and/or c. Additional airline contracts. 2. By December 2022, the cost per enplanement will be \$15 or lower. 3. By December 31, 2020, increase the airport's economic impact to the community by 40% over the results of the 2013 Colorado Department of Transportation (CDOT) study to \$140M as a consequence of reversing identified passenger leakage, increasing enplanements to 45,000, and increasing corporate and general aviation activity. 	<p>Unfortunately, due to the onset of COVID 19 in early 2020, annual enplanements dipped to around 28,000 for 2020, down from 35,825 in 2019. This essentially put a dent in the goal of reaching 40,000 by December 2022. However, with the anticipation of the travel industry making a comeback, particularly in leisure resort destinations and together with a more aggressive effort in expanding Gunnison-Crested Butte Regional Airport (GUC) air service opportunities, this goal can be reached by December 2024. Airlines collectivity recognized during the summer period of 2020 that their financial sustainability in the short term was going to depend largely on leisure markets and took an early opportunity to expand service to those destinations. Unfortunately, GUC was behind its industry peers in taking advantage of some "low hanging fruit" the airlines were seeking.</p> <p>The 2020 CDOT economic study determined that GUC generated \$121M annually, up from \$98M in 2013. An annual enplanement high of 36,500 was attained, but the goal of 45,000 was not</p>

	<p>met. A 2021 passenger leakage study update revealed a reduction in passenger leakage of about 3% to 74%, down from 77%.</p>
<p><u>Corporate and General Aviation:</u></p> <ol style="list-style-type: none"> 1. By December 2023, the Gunnison/Crested Butte community will benefit from enhanced corporate and general aviation services, as evidenced by: <ol style="list-style-type: none"> a. Completion of Federal Aviation Administration (FAA) funded infrastructure projects as identified within the 2016 GUC airport Master Plan; b. Completion of infrastructure projects upon identification of new opportunities for the purpose of offering enhanced corporate level general aviation services; and c. 33% increase in collection of aeronautical based revenue. 2. 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. 3. By December 31, 2020, increase the airport's economic impact to the community by 40% over the results of the 2013 CDOT study to \$140M as a consequence of reversing identified passenger leakage, increasing enplanements to 45,000, and increasing corporate and general aviation activity. 	<p>An increase in GA activity was apparent, post COVID, as many second homeowners and potential new owners visited the valley utilizing private and chartered flights. This trend is expected to continue and even increase as the desirability of living in the valley with its good quality of life are appreciated and the word spreads.</p> <p>One Master Plan objective of expanding and rehabilitation the General Aviation (GA) ramp still exists and is expected to begin in 2023.</p> <p>With the increase in GA activity and thus the corresponding business and revenue earning opportunities potentially existing, there is a strong desire for the County to exclusively operate the FBO in future years, given that the County already owns most of the GA-supporting infrastructure. This initiative will be studied during a new airport Master Plan process.</p> <p>The desire to improve corporate GA facilities and supporting services is high on the list of County goals for GA, but has obstacles in successful resolutions due to existing contractual obligations with the current Fixed Base Operator (FBO) operator.</p>
<p><u>Airport Master Plan:</u></p> <ol style="list-style-type: none"> 1. By September 2025, key 2015-2025 Airport Master Plan development and implementation milestones that are due will be achieved, as indicated by: <ol style="list-style-type: none"> a. By August 2014, a Technical Advisory Committee comprised of key stakeholders will have been formally convened and chartered; b. By March 2015, key studies related to current conditions, evaluation of assets, costing, and economic benefits will be complete; c. By January 2016, meetings with the FAA and CDOT will have resulted in 	<p>With the commencement of the terminal upgrade project, the majority of the 2016 Airport Master Plan development and implementation milestones that were identified and approved are completed. The terminal project should be completed during the summer of 2022. Remaining is the GA ramp upgrade project that should begin by December 2023. The airport may seek FAA approval and AIP funding to include the rehab of the east portion of Taxiway A that is showing deterioration.</p>

<p>an updated Capital Improvement Plan (CIP) that is 90% funded by the FAA and 10% jointly funded CDOT and Gunnison County (County's share at 25% of last 10%);</p> <ul style="list-style-type: none"> d. By March 2016, the Airport 2015-2025 Master Plan will have been submitted and approved by the FAA and the Gunnison County Board of Commissioners; e. By September 2019, 25% of Master Plan milestones will be completed to illustrate aggressive implementation of CIP projects; and f. By September 2025, all scheduled Master Plan CIP projects will be complete. <p>2. By December 31, 2021, the Gunnison-Crested Butte Regional Airport Termination Renovation Project will begin.</p>	<p>By December 2025, a new Master Planning Process will begin to identify the needs going forward of the airport in serving the community.</p>
<p><u>Certification Compliance:</u></p> <ul style="list-style-type: none"> 1. The Gunnison/Crested Butte Regional Airport will continue serving the community as a certified Part 139 Airport providing commercial aviation service that satisfies all federal regulations, as evidenced by: <ul style="list-style-type: none"> a. Full compliance with all FAA Part 139 regulations; b. Full compliance with all TSA security regulations; and c. A maximum of three deficiencies cited as per CFR Part 139 compliance standards annual inspections. 	<p>The airport continues to produce good FAA and Transportation Security Administration (TSA) certification results during annual audits and inspections.</p>

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	428,169	467,978	490,580	500,420
Charges for Services	54,240	60,000	63,000	96,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	(278)	200	-	-
Investment Income	23,473	4,000	2,000	2,000
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	34,209	23,600	62,300	66,380
Total Revenues	539,814	555,778	617,880	664,800
Expenditures				
Personnel	250,092	206,662	206,810	214,990
Supplies	2,246	7,220	6,950	6,950
Purchased Services	119,645	139,868	141,590	154,560
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	300	300	300
Transfers Out	71,172	1,403,779	66,930	55,620
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	2,223,934	-	-	-
Total Expenditures	2,667,089	1,757,829	422,580	432,420
Excess Revenues / (Net Cost to the County)	(2,127,275)	(1,202,051)	195,300	232,380
General Appropriation Required	2,127,275	1,202,051	-	-
Budget Variance	(2,033,457)	-	1,397,351	-



**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	341,682	365,421	388,030	375,160
Charges for Services	54,240	60,000	63,000	96,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	(278)	200	-	-
Investment Income	23,473	4,000	2,000	2,000
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	34,209	23,600	62,300	66,380
Total Revenues	453,326	453,221	515,330	539,540
Expenditures				
Personnel	186,413	143,155	143,310	148,780
Supplies	2,246	6,120	5,850	5,850
Purchased Services	86,933	101,918	103,640	96,610
Community Programs/Contributions	-	-	-	-
Financing Costs	-	300	300	300
Transfers Out	71,172	1,403,779	66,930	55,620
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	2,223,934	-	-	-
Total Expenditures	2,570,698	1,655,272	320,030	307,160
Excess Revenues / (Net Cost to the County)	(2,117,372)	(1,202,051)	195,300	232,380
General Appropriation Required	2,117,372	1,202,051	-	-
Budget Variance	(2,231,710)	-	1,397,351	-

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Other:	

Budget Narrative

Increased revenues from general aviation fuel flowage fees and CDOT fuel taxes are anticipated due to the noticeable upswing in general aviation activity seen in 2020/2021 and expected to continue thru 2022. No other major budget performance change is expected for this activity.

Operational Support Activity Performance

Core Services

- Regulatory Policies and Procedures Management Services
- Strategic Meetings and Airport Development Services
- Grant and Project Management Services
- Budget and Financial Management Services
- Document Management Services
- Evaluation, Award, Monitoring and Renewal of Construction Projects and Consultants
- Airport Certification Manual Management
- Airport Security Plan Management
- Airport Wildlife Hazard Management Plan Administration
- Airport Lease and Tenant Management Services
- Operational Status Reporting
- Airport Security Compliance and Support Services
- Airport Snow Removal Management Services
- Enplanement Performance Monitoring Reports
- Fuel Sales Monitoring Reports
- Aircraft Movement Monitoring Reports
- HR Support and Training Services
- Facility/Employee Safety Services
- Public Relations Services
- Equipment Procurement Services
- Community Service Supervision Services
- Quarterly/Monthly/Weekly MFR Live Performance Reports

Key Performance Measures

RESULT: Percentage of customer complaints that result in customer satisfaction with response and no desire for next-level management review or action.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	90%	80%	80%	90%

Performance Narrative

Initially unexpected, airports located in resort areas, in general saw an uptick in inbound passengers from large urban areas during summer 2020 and 2021 due to the onset of COVID. This trend has continued into the winter 2021/2022 season. This has had a positive impact on both our operational revenue due to increased airline activity and passenger/visitor satisfaction accessing mountain resorts. It is expected this trend will continue on an increasing scale for the foreseeable future.



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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	86,487	102,557	102,550	125,260
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	86,487	102,557	102,550	125,260
Expenditures				
Personnel	63,678	63,507	63,500	66,210
Supplies	-	1,100	1,100	1,100
Purchased Services	32,712	37,950	37,950	57,950
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	96,390	102,557	102,550	125,260
Excess Revenues / (Net Cost to the County)	(9,903)	-	-	-
General Appropriation Required	9,903	-	-	-
Budget Variance	2,062	-	-	-

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Other:	

Budget Narrative

This budget is intended to finance strategic air service development initiatives in support of the adopted departmental and County goal of increasing air service at GUC. Performance is dependent upon established responsibilities between the Gunnison Valley Rural Transportation Authority (RTA) and the County, and no major performance changes are expected in 2022.

Strategic Development Activity Performance

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

RESULT: Percentage of the Master Plan milestones that are due are completed.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

OUTPUT: Dollar value of aeronautical-based revenue collected.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
\$609,214	\$561,509	\$506,927	\$618,858	\$618,858	\$785,050

OUTPUT: Dollar value of non-aeronautical-based revenue collected.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
\$786,556	\$1,060,480	\$1,017,261	\$713,683	\$850,000	\$872,620

Performance Narrative

COVID had a direct negative impact on airline passengers for the remainder of the winter season 2019/2020. However, in spite of the COVID challenges the airlines were facing due to low ridership, mountain and resort airports suddenly saw a marked upswing in ridership that began summer 2020 with visitors from large urban areas seeking less populated open areas. This trend has continued into the beginning of the winter season 2021/2022.



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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	1,701,991	3,149,153	3,327,970	16,603,430
Charges for Services	562,191	520,534	533,090	650,160
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	3,790	2,000	2,000	-
Investment Income	22,110	17,000	800	1,000
Interfund Revenues	-	-	-	-
Transfers In	416,538	-	-	-
Other Financing Sources and Misc.	515,259	1,703,751	1,222,930	799,630
Total Revenues	3,221,878	5,392,438	5,086,790	18,054,220
Expenditures				
Personnel	582,011	644,740	644,810	757,410
Supplies	79,329	130,775	130,900	138,400
Purchased Services	203,224	279,957	284,320	857,940
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	4,081	162,537	162,440	177,210
Transfers Out	-	-	-	-
Capital Outlay	-	3,649,600	2,860,550	18,204,570
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	871,145	4,870,109	4,085,520	20,138,030
Excess Revenues / (Net Cost to the County)	2,350,733	522,329	1,001,270	(2,083,810)
General Appropriation Required	-	-	-	2,083,810
Budget Variance	1,450,678	-	478,941	-



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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	545,778	872,692	852,090	816,120
Charges for Services	347,865	428,334	431,140	482,060
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	18,304	91,524	95,700	97,090
Total Revenues	911,947	1,392,550	1,378,930	1,395,270
Expenditures				
Personnel	482,468	508,072	508,130	593,760
Supplies	57,322	101,145	101,270	108,770
Purchased Services	117,475	135,945	137,190	135,960
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	118,000	94,750	80,000
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	659,765	865,662	843,840	920,990
Excess Revenues / (Net Cost to the County)	252,182	526,888	535,090	474,280
General Appropriation Required	-	-	-	-
Budget Variance	(53,688)	-	8,202	-

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Other:	

Budget Narrative

An increase in total airline maximum landed weight will increase land fee revenues. This change has occurred due to equipment changes the airlines have made in the aircraft serving GUC. An increase in airline service frequency and potential new summer American Airlines service is also expected which will also increase our landing fee revenue.

Airside Operations Activity Performance

Core Services

- CFR Part 139 Compliance
- Airport Personnel Training and Record Management
- Daily/Weekly Airport Operations and Airfield Inspections
- Airport Condition Reporting and NOTAM Services
- Maintenance of Paved and Unpaved Services
- Airport Obstruction Management Services
- Airport Lighting and Signage Maintenance Services
- Airport Emergency Response Plan Management
- Hazardous Substance Management and Inspections (Aviation Fuel)
- Emergency Fire and Medical Responses
- Field Condition Reports
- Protection of Navigation Aids and Runway/Taxiway Safety Areas Services
- Airfield Repair and Maintenance Services
- Airfield Snow and Ice Control Services
- Airport TSA Required Security Services
- Wildlife Hazard Mitigation Services
- Control and Inspection of Ground Vehicles
- Airfield Construction Project Monitoring

Key Performance Measures

RESULT: Percentage compliance with all FAA Part 139 regulations.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

RESULT: Percentage compliance with all TSA security regulations as per annual inspection.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

RESULT: Maximum number of deficiencies cited as per CFR Part 139 compliance standards annual inspection.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
0	1	0	2	2	0

Performance Narrative

FAA annual inspections and audits reflected one FBO fueling discrepancy in 2021. There was no FAA inspection in 2020 due COVID. The TSA audit reflected one discrepancy related to badge-holder background-check bookkeeping. In addition, regional TSA management was very active in regards to our terminal improvements and potential impacts on screening staff and equipment. Various critical/mandated aeronautical services and infrastructure needed replacement due to normal wear and tear. Price of fuel and delays in receiving material and supplies increased in 2021, which impacted our snow removal activity in particular to comply with Part 139 performance. No scheduled airline services were denied runway access caused by weather in 2020 or 2021.



**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	1,156,213	2,276,461	2,475,880	15,787,310
Charges for Services	214,326	92,200	101,950	168,100
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	3,790	2,000	2,000	-
Investment Income	22,110	17,000	800	1,000
Interfund Revenues	-	-	-	-
Transfers In	416,538	-	-	-
Other Financing Sources and Misc.	496,955	1,612,227	1,127,230	702,540
Total Revenues	2,309,931	3,999,888	3,707,860	16,658,950
Expenditures				
Personnel	99,543	136,668	136,680	163,650
Supplies	22,007	29,630	29,630	29,630
Purchased Services	85,749	144,012	147,130	721,980
Community Prgms/Contributions	-	-	-	-
Financing Costs	4,081	162,537	162,440	177,210
Transfers Out	-	-	-	-
Capital Outlay	-	3,531,600	2,765,800	18,124,570
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	211,380	4,004,447	3,241,680	19,217,040
Excess Revenues / (Net Cost to the County)	2,098,551	(4,559)	466,180	(2,558,090)
General Appropriation Required	-	4,559	-	2,558,090
Budget Variance	1,504,326	-	470,739	-

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Other:	

Budget Narrative

Increased budget expenditure due to the purchase and maintenance of 10th Street properties will occur going forward. However, due to the overall increase in the new airport parking lot size and planned parking rate increase, revenue is expected to perform well once the parking lot construction update is complete in 2022. In addition, terminal rates, to be reviewed on completion of construction, are also expected to produce an increase in revenue. Other revenue-producing initiatives such as customer facility charges and rental car service upgrades is also planned that will enhance revenue earning opportunities.

Landside Operations Activity Performance

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
- Building Janitorial Services
- Security Badge Checks, Escorts, and Random Security Checks
- Wildlife Hazard Management Services
- Tomichi Creek Environmental Protection Actions
- Airport Perimeter Security Services

Key Performance Measures

RESULT: Percentage of customer complaints resolved to satisfaction.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	90%	80%	80%	100%

Performance Narrative

No passenger complaints were recorded in 2021. The airport purchased parcels on the west side of 10th Street to enhance the physical landscape and appearance of the new airport access route planned under the terminal upgrade project. This, together with the planned significant expansion of the airport parking area and installation of modern parking controls and covered parking spaces, will greatly improve the desirability of using the airport with the effect of reducing leakage and increasing revenue.



**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	10,780,858	10,572,230	-
Charges for Services	-	125,000	125,000	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	1,500	1,500	-
Interfund Revenues	-	-	-	-
Transfers In	-	1,336,851	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	12,244,209	10,698,730	-
Expenditures				
Personnel	-	-	-	-
Supplies	-	-	-	-
Purchased Services	-	3,766,302	3,430,640	-
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	416,538	-	-	-
Capital Outlay	-	11,212,319	8,464,350	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	416,538	14,978,621	11,894,990	-
Excess Revenues / (Net Cost to the County)	(416,538)	(2,734,412)	(1,196,260)	-
General Appropriation Required	416,538	2,734,412	1,196,260	-
Budget Variance	(255,935)	-	384,945	-



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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	10,780,858	10,572,230	-
Charges for Services	-	125,000	125,000	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	1,500	1,500	-
Interfund Revenues	-	-	-	-
Transfers In	-	1,336,851	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	12,244,209	10,698,730	-
Expenditures				
Personnel	-	-	-	-
Supplies	-	-	-	-
Purchased Services	-	3,766,302	3,430,640	-
Community Programs/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	416,538	-	-	-
Capital Outlay	-	10,059,112	8,464,350	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	416,538	14,978,621	11,894,990	-
Excess Revenues / (Net Cost to the County)	(416,538)	(2,734,412)	(1,196,260)	-
General Appropriation Required	416,538	2,734,412	1,196,260	-
Budget Variance	(255,935)	-	384,945	-

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Other:	

Budget Narrative

As most of the finance for the terminal upgrade program was derived from FAA Airport Improvement Program (AIP) and CARES Act grant awards, this budget is not expecting any major changes in expenses. However, it is worthy to note that GUC was awarded an additional \$1M in funding from the recently passed Infrastructure Bill that will be used in 2022 to fund some terminal construction cost over runs and other desired upgrades.

Airport Construction Activity Performance

Core Services

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

Key Performance Measures

RESULT: Percentage of projects completed on time.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

RESULT: Percentage of projects completed within allowable budgets.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

RESULT: Percentage of projects in compliance with FAA regulations.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

Performance Narrative

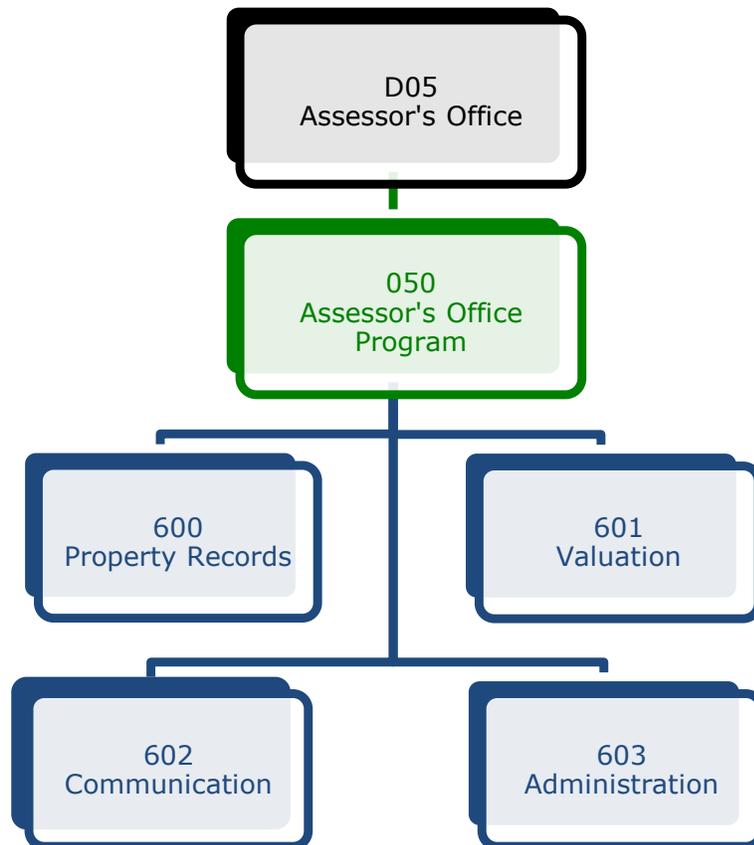
After receiving \$18M in CARES Act funding and a further \$8.1M in AIP funding in 2020, the Terminal Upgrade Project began in March 2021 with a completion date of approximately August 2022. The project will be supported by two further AIP grants of \$1M each from year 2021 and 2022. The last snow removal effort AIP grant essentially completed the planned fleet upgrade to the airport’s snow removal effort with the objective of improving runway safety and availability during snow events. ..

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	6,925	8,000	8,000	8,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	151	-	-	-
Total Revenues	7,076	8,000	8,000	8,000
Expenditures				
Personnel	830,427	925,474	886,620	983,340
Supplies	17,246	11,290	13,870	7,500
Purchased Services	134,172	126,955	162,920	127,400
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	981,845	1,063,719	1,063,410	1,118,240
Excess Revenues / (Net Cost to the County)	(974,769)	(1,055,719)	(1,055,410)	(1,110,240)
General Appropriation Required	974,769	1,055,719	1,055,410	1,110,240
Budget Variance	(48,971)	-	(309)	-

Department Resources Restated by Fund

Revenues				
General Fund	7,076	8,000	8,000	8,000
Total Revenues	7,076	8,000	8,000	8,000
Expenditures				
General Fund	981,845	1,063,719	1,063,410	1,118,240
Total Expenditures	981,845	1,063,719	1,063,410	1,118,240

Departmental Strategic Results & Performance Updates

Strategic Result	Update
<p><u>Administration Activity:</u></p> <ol style="list-style-type: none"> By 2023, 90% of Assessor Office positions will be filled by employees with a prerequisite two years of experience. 	<p>Currently on target to achieve this goal. Dependent on ability to pay competitive salaries.</p>
<p><u>Property Records Activity:</u></p> <ol style="list-style-type: none"> By 2021, 90% of property sales will be visible on the website within 30 days of being recorded. By 2021, 50% of plats, lot clusters and boundary line adjustments will be visible on the website within 60 days of being recorded. By 2022, 50% of property sales will be confirmed within 60 days of being entered into RealWare. By 2022, 90% of reported new construction will be included in the tax roll the following year. 	<p>Goals 1 and 2 have been met for 2021. Procedural and software changes are underway to address goals 3 and 4.</p>
<p><u>Communication Activity:</u></p> <ol style="list-style-type: none"> By 2021, web page users will report that the information provided answered their question or that the information was useful. By 2022, the Assessor's Office will research, document and publish the history of Tabor initiatives pursued by each active taxing entity within Gunnison County. By 2024, oblique aerial imagery technology will be available to the County through collaboration with our local, state and federal partners. By 2024, a single integrated GIS interface/online portal will connect the Assessor's Office together with the Treasurer's Office, Clerk & Recorder's Office, Community and Economic Development Department, Finance and Human Resources Department and the Public Works Department. 	<p>These activities are in progress.</p>
<p><u>Valuation Activity:</u></p> <ol style="list-style-type: none"> By 2023, 50% of appealed valuations (measured by property owners as opposed to property account), will be adjusted by the Assessor's Office. By 2023, 20% of property owners who appeal their valuation, are denied, and then continue their appeal to the CBOE. 	<p>These goals have been met for 2021.</p>

050
Assessor's Office Program

Purpose Statement

The purpose of the Assessor's Office Program 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.

Summary of Program Resources

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	6,925	8,000	8,000	8,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	151	-	-	-
Total Revenues	7,076	8,000	8,000	8,000
Expenditures				
Personnel	830,427	925,474	886,620	983,340
Supplies	17,246	11,290	13,870	7,500
Purchased Services	134,172	126,955	162,920	127,400
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	981,845	1,063,719	1,063,410	1,118,240
Excess Revenues / (Net Cost to the County)	(974,769)	(1,055,719)	(1,055,410)	(1,110,240)
General Appropriation Required	974,769	1,055,719	1,055,410	1,110,240
Budget Variance	(48,971)	-	(309)	-

**600
Property Records**

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	6,925	8,000	8,000	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	151	-	-	-
Total Revenues	7,076	8,000	8,000	-
Expenditures				
Personnel	307,218	169,649	110,360	122,430
Supplies	5,104	4,620	3,230	1,500
Purchased Services	59,995	40,431	91,180	16,120
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	372,318	214,700	204,770	140,050
Excess Revenues / (Net Cost to the County)	(365,242)	(206,700)	(196,770)	(140,050)
General Appropriation Required	365,242	206,700	196,770	140,050
Budget Variance	365,242	-	(9,930)	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

The Property Records team will continue to ensure that sales transactions are processed accurately and timely, so that the public can see these transactions on our website immediately.

Property Records Activity Performance

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

RESULT: Percentage of property sales visible on the website within 30 days of being recorded.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
1%	1%	74%	90%	92%	90%

RESULT: Percentage of plats, lot clusters and boundary line adjustments visible on the website within 60 days of being recorded.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
0%	0%	10%	50%	50%	50%

Performance Narrative

This department was redesigned in 2020 with no change to the budget. Job duties were realigned and all processes reviewed for redundancy. These changes have resulted in a significant reduction in backlogs of unprocessed sales and plats. New goals defined in the department strategic plan have been met consistently since throughout 2021.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	523,208	485,825	515,730	491,350
Supplies	12,142	6,670	3,810	3,380
Purchased Services	74,177	86,524	49,600	70,330
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	609,527	579,019	569,140	565,060
Excess Revenues / (Net Cost to the County)	(609,527)	(579,019)	(569,140)	(565,060)
General Appropriation Required	609,527	579,019	569,140	565,060
Budget Variance	(13,440)	-	(9,879)	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

The appraisal team will continue to review and physically inspect every improved property qualified sale and update the account records accordingly. This sale data is vital for setting accurate values.

Valuation Activity Performance

Core Services

- Physical inspections (real and personal)
- Property inventory/characteristics
- Locational, market & income analyses
- Appraisal models & work files
- Real property valuations (residential, commercial, vacant and agricultural)
- Specialized property valuations (personal property, oil & gas, natural resources and possessory interest)
- Notices of Valuation & Determination
- Appeal responses & hearings
- Abatements & value adjustments
- CBOE appeal presentations & reports
- CBOE appeal hearing participation
- BAA/BA/DC appraisals
- Property & land classifications
- State Assessed property apportionment

Key Performance Measures

RESULT: Percentage of reported new construction included in the taxroll the following year.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
N/A	N/A	55%	90%	59%	90%

RESULT: Percentage of appealed valuations (measured by property owner as opposed to property account), adjusted by the Assessor's Office.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
55%	55%	64%	50%	49%	50%

RESULT: Percentage of property sales confirmed within 60 days of being entered into RealWare.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
17%	12%	13%	50%	10%	50%

RESULT: Percentage of valuations of residential sold properties within 5% of sales price.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
47%	44%	44%	50%	44%	50%

Performance Narrative

The appraisal team has been hard pressed to keep up with the increased volume of sales and new construction the county has been experiencing. Instead of proposing additional staff, new software will be purchased in 2021 & 2022 to aid in efficiency. Internal processes continue to be reviewed and improved with the goal of utilizing staff time as effectively as possible.

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	-	200,000	190,220	267,920
Supplies	-	-	500	1,870
Purchased Services	-	-	16,240	19,360
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	-	200,000	206,960	289,150
Excess Revenues / (Net Cost to the County)	-	(200,000)	(206,960)	(289,150)
General Appropriation Required	-	200,000	206,960	289,150
Budget Variance	-	-	6,960	-

Budget Changes

Proposed Change in Funding:	N/A – new cost center
Proposed Change in FTEs:	N/A – new cost center
Other:	

Budget Narrative

This cost center was created with the understanding that the Assessor's Office staff dedicate a large percentage of their time communicating with the public and with business partners. Managing against specific strategic goals and measures will ensure that these activities can be effectively tracked and performed to consistently high standards.

Communication Activity Performance

Core Services

- | | |
|--|---|
| <ul style="list-style-type: none"> • Valuation, taxation and hypothetical inquiry responses & consultations • Appeals and property ownership related inquiry responses & consultations • Property configuration and rights inquiry responses & consultations • Public website inquiry responses/consultations • Inter-departmental information links • Reports for taxpayers • Researches | <ul style="list-style-type: none"> • 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

RESULT: Percentage of web page users who report that the information provided answered their question or that the information was useful

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	In process				

RESULT: Percentage of property owners who appeal their valuation, are denied, and then continue their appeal to the CBOE.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
24%	25%	29%	20%	18%	20%

RESULT: By 2022, the Assessor's Office will research, document and publish the history of Tabor Initiatives pursued by each active taxing entity within Gunnison County.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	In process				

RESULT: By 2024, oblique aerial imagery technology will be available to the County through collaboration with our local, state and federal partners.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	In process				

Performance Narrative

The Communications activity is a new activity in 2021 for the Assessor's Office.

**603
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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	8,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	8,000
Expenditures				
Personnel	-	70,000	70,310	101,640
Supplies	-	-	6,330	750
Purchased Services	-	-	5,900	21,590
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	-	70,000	82,540	123,980
Excess Revenues / (Net Cost to the County)	-	(70,000)	(82,540)	(115,980)
General Appropriation Required	-	70,000	82,540	115,980
Budget Variance	-	-	12,540	-

Budget Changes

Proposed Change in Funding:	N/A – new cost center
Proposed Change in FTEs:	N/A – new cost center
Other:	

Budget Narrative

This activity ensures that statutory and constitutional laws are followed, and that the department has employees with the level of knowledge and experience necessary to provide high quality service to its customers.

Administration Activity Performance

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

RESULT: State audit passed.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Yes	Yes	Yes	Yes	Yes	Yes

RESULT: Percentage of Assessor Office positions filled by employees with a prerequisite two years of experience.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
50%	50%	70%	70%	70%	80%

Performance Narrative

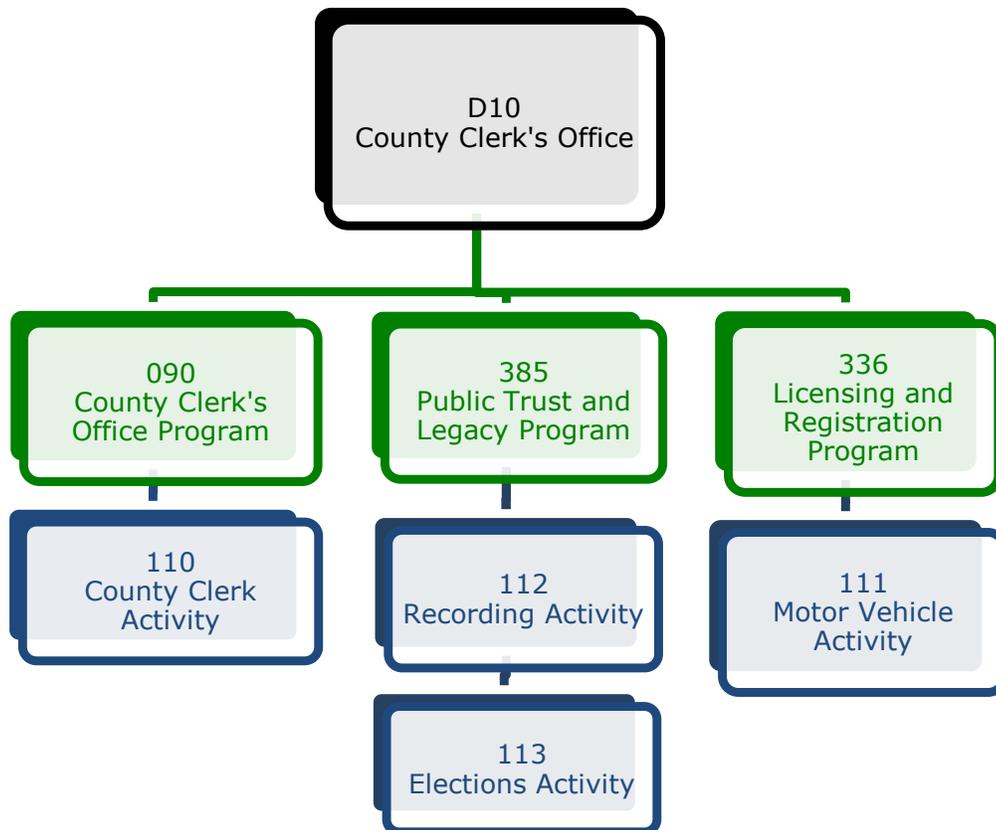
The Administration activity is a new activity in 2021 for the Assessor's Office.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Office Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	5,100	4,700	6,000	5,000
Intergovernmental	74,896	-	-	-
Charges for Services	591,006	485,500	627,300	643,300
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	23,880	22,000	22,000	22,000
Investment Income	-	-	-	-
Interfund Revenues	16,535	14,000	16,000	17,000
Transfers In	-	-	-	-
Other Financing Sources and Misc.	396	-	-	-
Total Revenues	711,813	526,200	671,300	687,300
Expenditures				
Personnel	582,946	560,487	578,370	611,430
Supplies	194,375	108,967	104,870	135,620
Purchased Services	68,538	116,503	116,480	113,600
Community Prgms/Contributions	-	-	-	-
Financing Costs	3,681	4,388	3,900	3,960
Transfers Out	-	-	-	-
Capital Outlay	95,834	40,625	-	8,500
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	945,374	830,970	803,620	873,110
Excess Revenues / (Net Cost to the County)	(233,561)	(304,770)	(132,320)	(185,810)
General Appropriation Required	233,561	304,770	132,320	185,810
Budget Variance	(34,106)	-	(172,450)	-

Offices Resources Restated by Fund

Revenues				
General Fund	711,813	526,200	671,300	687,300
Total Revenues	711,813	526,200	671,300	687,300
Expenditures				
General Fund	945,374	830,970	803,620	873,110
Total Expenditures	945,374	830,970	803,620	873,110

Departmental Strategic Results & Performance Updates

<u>Strategic Result</u>	<u>Update</u>
<p><u>Elections</u> By 2022:</p> <ul style="list-style-type: none"> • 100% elections conducted by the Gunnison County Clerk and Recorder are revenue neutral to the County • 100% Ballots will have complete and accurate content • 99% Correct ballots mailed to the correct voter • 100% Signatures on voted ballots are verified • 100% All election processes are observable by the public 	<p>The Gunnison Election office will continue to have transparency and accurate elections. The Recording Department will have more searchable documents on-line. The Motor Vehicle Office will continue to promote online services and give the best customer service for our community.</p>
<p><u>Accuracy of Recorded Documents</u> By 12/31/2023, All customers will trust the accuracy of documents accessed through the Recorder’s Office, as demonstrated by:</p> <ul style="list-style-type: none"> • 100% of documents will be indexed and searchable online by grantor/grantee; • 100% of newly generated recorded documents will be judged accurate 	<p>Currently, all documents are rechecked for accuracy by a second Recording Technician.</p>
<p><u>Infrastructure</u> By 2024, all historic documents will be stored and protected in a secure, environmentally controlled location in the Blackstock Building.</p>	<p>Currently, these documents are not stored in an environmentally controlled area.</p>
<p><u>Policies and Procedures (Best Practices)</u> By 2026, customer service practices, asset protection policies, positive workplace expectations, data standards and succession plans will be documented making it possible to replicate key processes.</p>	<p>Customer service in the office has and will always be a top priority. We will continue to make the best policies and keep a positive workplace.</p>

090
County Clerk's Office Program

Purpose Statement

The purpose of the County Clerk and Recorder's Activity is to provide elections, motor vehicle, recording and liquor license services to residents of Gunnison County and the greater public so they can have transparent, accurate elections, drive legally on public roads, be assured of the ownership of real property and businesses can legally sell alcohol beverages.

Summary of Program Resources

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	48,832	49,028	49,030	49,550
Supplies	1,709	1,115	1,120	1,120
Purchased Services	7,971	11,700	11,600	9,750
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	58,512	61,843	61,750	60,420
Excess Revenues / (Net Cost to the County)	(58,512)	(61,843)	(61,750)	(60,420)
General Appropriation Required	58,512	61,843	61,750	60,420
Budget Variance	(1,503)	-	(93)	-

110
County Clerk and Recorder's Activity

Purpose Statement

The purpose of the County Clerk and Recorder's Activity is to provide elections, motor vehicle, recording and liquor license services to residents of Gunnison County and the greater public so they can have transparent, accurate elections, drive legally on public roads, be assured of the ownership of real property and businesses can legally sell alcohol beverages.

Resource Summary

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	48,832	49,028	49,030	49,550
Supplies	1,709	1,115	1,120	1,120
Purchased Services	7,971	11,700	11,600	9,750
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	58,512	61,843	61,750	60,420
Excess Revenues / (Net Cost to the County)	(58,512)	(61,843)	(61,750)	(60,420)
General Appropriation Required	58,512	61,843	61,750	60,420
Budget Variance	(1,503)	-	(93)	-

Budget Changes

Proposed Change in Funding:
 Proposed Change in FTEs: None
 Other:

Budget Narrative

The Gunnison County Clerk and Recorders Office will continue to conduct accurate and transparent elections. The Recording office will continue to preserve the historical documents. The Motor Vehicle Department will offer accurate and customer-oriented Services. This is a direct result of the Strategic Plan and budgeting.

County Clerk’s Office Activity Performance

Core Services

- Annual Performance Budget Proposal and Presentation
- Asset Protection Policies
- Colorado County Clerk’s Association Representations
- Colorado Department of Health Marriage License Disbursements
- Colorado Domestic Abuse Fund Disbursements
- Customer Jurisdictions County Departments and Other Agency’s Partnerships
- Customer Service Best Practices
- Daily Balance Financial Reports
- Financial Document Approvals
- Intergovernmental Agreements and Negotiations
- Leadership Directives
- Liquor Licenses
- Monthly / Quarterly Performance Reports
- Monthly Financial Reports
- Policies and Procedures
- Positive Workplace Expectations
- Sales Tax and Revenue Disbursements
- Strategic Business Plan Performance Reports
- Strategic Business Plans / Updates

Key Performance Measures

RESULT: Percentage of operational results achieved.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	New Measure	New Measure	New Measure	New Measure	TBD

Performance Narrative

Liquor License has now been moved to the Clerks Activity. All Liquor License holders are mailed correspondence to remind them of upcoming license deadline. No major changes to budget.

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, secure and accurate election process and be assured of the ownerships, history and legacy of land, water, and natural resources.

Summary of Program Resources

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	74,896	-	-	-
Charges for Services	376,150	275,500	417,300	433,300
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	16,535	14,000	16,000	17,000
Transfers In	-	-	-	-
Other Financing Sources and Misc.	396	-	-	-
Total Revenues	467,977	289,500	433,300	450,300
Expenditures				
Personnel	234,244	201,004	219,270	279,880
Supplies	170,218	92,252	88,350	118,100
Purchased Services	52,499	95,903	97,440	99,900
Community Prgms/Contributions	-	-	-	-
Financing Costs	3,681	4,388	3,900	3,960
Transfers Out	-	-	-	-
Capital Outlay	95,834	40,625	-	8,500
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	556,476	434,172	408,960	510,340
Excess Revenues / (Net Cost to the County)	(88,499)	(144,672)	24,340	(60,040)
General Appropriation Required	88,499	144,672	-	60,040
Budget Variance	(20,600)	-	(169,012)	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	281,265	210,000	307,000	333,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	16,535	14,000	16,000	17,000
Transfers In	-	-	-	-
Other Financing Sources and Misc.	396	-	-	-
Total Revenues	298,196	224,000	323,000	350,000
Expenditures				
Personnel	88,947	90,960	90,970	142,370
Supplies	4,230	6,252	4,250	4,700
Purchased Services	22,785	23,305	25,290	22,770
Community Prgms/Contributions	-	-	-	-
Financing Costs	3,681	4,388	3,900	3,960
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	8,500
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	119,645	124,905	124,410	182,300
Excess Revenues / (Net Cost to the County)	178,552	99,095	198,590	167,700
General Appropriation Required	-	-	-	-
Budget Variance	81,939	-	99,495	-

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Other:	

Budget Narrative

The Recording staff are now working on the back indexing so that we can save as many County dollars as possible.

Recording Activity Performance

Core Services

- Board of County Commissioners Proceedings Minutes Archivals
- Colorado Land Survey Preservations
- Common Law Marriage Affidavits
- Computer-Aided Independent Search Sessions
- Customer Inquiry Responses
- Digitized Recorded Images / Documents
- Ditch Book Collections and Preservations
- Document Retrievals
- e-Recorded Documents
- Grantee/Grantor Book Collections and Preservations
- Gunnison County Road Plat Books Collections and Preservations
- Gunnison County Tract Indexes Collections and Preservations
- Historic Preservation Directories and Displays
- Indexed Recorded Documents
- Land Survey Deposits
- Marriage Licenses
- Monument Records
- Online IDoc Subscriptions
- Original Town Plat Books Collections and Preservations
- Other Historic Collections and Preservations
- Recorded Documents
- Recorded Plat Map Digitized Images and Copies
- Right-of-Way Books Collections and Preservations
- WCU Tours and Presentations

Key Performance Measures

RESULT: Percentage of land, water, and natural resource records are protected as digital images for historical preservation.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	TBD				

Performance Narrative

The Recording Technicians are currently back indexing documents and are making really good progress. The Recording office will continue to promote online subscriptions.

**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, secure and accurate election process.

Resource Summary

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	74,896	-	-	-
Charges for Services	94,885	65,500	110,300	100,300
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	169,781	65,500	110,300	100,300
Expenditures				
Personnel	145,297	110,044	128,300	137,510
Supplies	165,987	86,000	84,100	113,400
Purchased Services	29,713	72,598	72,150	77,130
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	95,834	40,625	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	436,832	309,267	284,550	328,040
Excess Revenues / (Net Cost to the County)	(267,051)	(243,767)	(174,250)	(227,740)
General Appropriation Required	267,051	243,767	174,250	227,740
Budget Variance	61,339	-	(69,517)	-

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Other:	

Budget Narrative

The Gunnison County Elections office will continue to provide election services for the voters of Gunnison County so that they can exercise their right to vote.

Elections Activity Performance

Core Services

- Ballots – Provisional, Replacement
- Certificates of Registration
- Election Judges Training Sessions
- Election Results – Analyses, Certifications, Online
- Election Office Security Measures
- Election Security Checks, Measures, Plans and Facility Modifications
- Elections – General, Odd-Year Coordinated, Primary, Recall
- Election Reported Results
- Intergovernmental Agreements
- Mail Ballots and Mailouts
- Public Election Process Observation Sessions
- Signature Verifications
- Video-Surveilled Drive-Through Ballot Drop boxes
- Voter Address Changes/Corrections
- Voter Confirmation Letters
- Voter Education Presentations and Outreach Events
- Voter Registration Lists and Mailing Labels
- Voter Registration Options
- Voter Registrations

Key Performance Measures

RESULT: Percentage of election processes observable by the public.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

RESULT: Percentage of ballots having complete and accurate content.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

Performance Narrative

The Gunnison County Election office will continue to provide the citizens of Gunnison County with accurate, fair and transparent elections. The 2021 Coordinated Election was held with many Special District and Municipalities coordinating with Gunnison County. We didn’t have the highest voter turn out that we had hoped for, however the election went very smooth!

336 Licensing and Registration Program

Purpose Statement

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

Summary of Program Resources

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	5,100	4,700	6,000	5,000
Intergovernmental	-	-	-	-
Charges for Services	214,856	210,000	210,000	210,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	23,880	22,000	22,000	22,000
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	243,836	236,700	238,000	237,000
Expenditures				
Personnel	299,870	310,455	310,070	282,000
Supplies	22,447	15,600	15,400	16,400
Purchased Services	8,068	8,900	7,440	3,950
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	330,385	334,955	332,910	302,350
Excess Revenues / (Net Cost to the County)	(86,549)	(98,255)	(94,910)	(65,350)
General Appropriation Required	86,549	98,255	94,910	65,350
Budget Variance	(12,004)	-	(3,345)	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	214,856	210,000	210,000	210,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	23,880	22,000	22,000	22,000
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	238,736	232,000	232,000	232,000
Expenditures				
Personnel	290,104	300,649	300,270	282,000
Supplies	22,447	15,600	15,400	16,400
Purchased Services	8,026	8,600	7,400	3,950
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	320,578	324,849	323,070	302,350
Excess Revenues / (Net Cost to the County)	(81,842)	(92,849)	(91,070)	(70,350)
General Appropriation Required	81,842	92,849	91,070	70,350
Budget Variance	(10,931)	-	(1,779)	-

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Other:	

Budget Narrative

Motor Vehicle will continue (through social media) to reach out to citizens to renew so that they don't have late fees.

Motor Vehicle Activity Performance

Core Services

- Brochures/Checklists/Instructions – Frequency Asked Questions, New Resident
- Colorado Department of Revenue Vehicle Registrations Sales Tax Disbursements
- Customer Inquiry Responses
- Fee and Late Fee Collections
- Initial Registrations
- Insurance Verifications
- Notarizations
- Off Highway Vehicle (OHV) Titles
- Problem Title Resolutions
- Public Service Ads/Messages
- Registration Renewals – Online, In Person, by mail and phone
- Tax Verifications for Dealerships
- Temporary Permits
- Titles/Registrations/Placards/Plates – Disabled, Duplicate, Heavy Equipment, Homemade Trailer, Manufactured Homes

Key Performance Measures

RESULT: Percentage of Motor Vehicle customers complete their renewals online.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
23.5%	25.5%	36.3%	40%	39%	40%

Performance Narrative

Since the pandemic, we have seen a rise in the number of people renewing online. We also have worked on social media to promote on-line renewals.

**211
Liquor Licenses Activity**

Purpose Statement

This activity has been absorbed by the County Clerk & Recorder's Activity.

Resource Summary

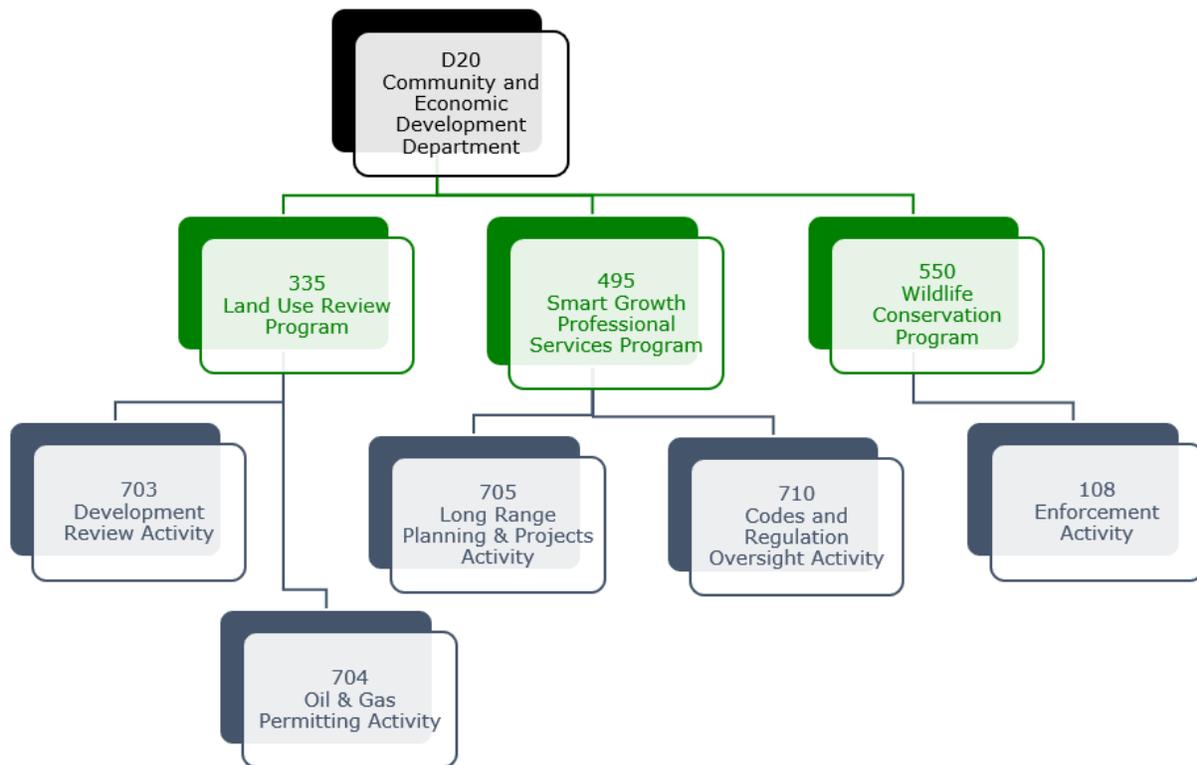
	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	5,100	4,700	6,000	5,000
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	5,100	4,700	6,000	5,000
Expenditures				
Personnel	9,766	9,806	9,800	-
Supplies	-	-	-	-
Purchased Services	42	300	40	-
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	9,808	10,106	9,840	-
Excess Revenues / (Net Cost to the County)	(4,708)	(5,406)	(3,840)	5,000
General Appropriation Required	4,708	5,406	3,840	-
Budget Variance	(1,072)	-	(1,566)	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	431,970	355,900	635,350	585,900
Licenses and Permits	121,755	197,950	175,500	108,920
Intergovernmental	33,690	31,300	31,750	31,500
Charges for Services	-	10,750	-	-
Contributions and Other Grants	431,970	355,900	635,350	585,900
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	29,742	36,000	36,000	31,800
Other Financing Sources and Misc.	5,150	-	-	-
Total Revenues	622,308	631,900	878,600	758,120
Expenditures				
Personnel	662,818	711,706	706,110	818,350
Supplies	7,339	12,201	6,960	9,710
Purchased Services	262,655	488,680	320,000	364,580
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	500	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	932,812	1,213,087	1,033,070	1,192,640
Excess Revenues / (Net Cost to the County)	(310,504)	(581,187)	(154,470)	(434,520)
General Appropriation Required	310,504	581,187	154,470	434,520
Budget Variance	146,446	-	426,717	-

Department Resources Restated by Fund

Revenues				
General Fund	622,308	631,900	878,600	758,120
Total Revenues	622,308	631,900	878,600	758,120
Expenditures				
General Fund	932,812	1,213,087	1,033,070	1,192,640
Total Expenditures	932,812	1,213,087	1,033,070	1,192,640

Departmental Strategic Results & Performance Updates

<u>Strategic Result</u>	<u>Update</u>
<p>Proactive Consulting/Long-range Planning:</p> <ul style="list-style-type: none"> Successfully complete all strategic results outlined in the BOCC Strategic Plan that Community and Economic Development is responsible for leading and are due. 	<p>Community Development is responsible for:</p> <ul style="list-style-type: none"> A.4. Shady Island implementation, for which the first phase of work is nearly complete. The second phase of implementation will continue next spring. D.1. Biennial Citizen Survey, and the survey results showed a decline in community perception over the prior period. D.4. Regulatory Framework for Commercial/Industrial. Staff presented an analysis to the BOCC and they supported utilizing existing commercial/industrial areas and development of Gunnison Rising to accommodate commercial/industrial. Staff is also working with the City of Gunnison to plan North Gunnison to accommodate future commercial and residential growth. D.5. The STOR Committee has implemented multiple projects that address stewardship, communication, outreach and enforcement on public lands including: STOR Corps, financial support to Gunnison Trails, CBMBA, and CB Avalanche Center for stewardship work and communication, work with TAPP to emphasize stewardship messaging, funding and support for designated camping and associated communication to visitors.
<p>Development Review Code:</p> <ul style="list-style-type: none"> Make recommendations as appropriate to the applicable decision making body for improvements to both Long Range Plans, Land Use Regulations, building codes, OWTS regulations and Oil and Gas Regulations to improve the implementation of county goals and efficiency in the development review process for our customers. 	<p>Staff has made recommendations for amendments to the LUR in 2021 and has plans for additional LUR, building code and OWTS updates in 2021.</p>
<p>Customer Satisfaction:</p> <ul style="list-style-type: none"> By December 2019, at least 50% of respondents to the biennial Citizen Survey will indicate that land use, planning and zoning services offered by Gunnison County are good or excellent. 	<p>This result was a drop in 2019 and 2021 below previous higher marks. We continue to strive to be a resource for our customers, hold stakeholder outreach with the contractor community, and be available to meet constituents needs.</p>
<p>Wildlife Conservation:</p> <ul style="list-style-type: none"> 100% of all species of special concern will be 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.; 	<p>This is complete and on target.</p>

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	427,460	350,400	629,850	580,400
Intergovernmental	-	-	-	-
Charges for Services	33,690	31,300	31,750	31,500
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	150	-	-	-
Total Revenues	461,300	381,700	661,600	611,900
Expenditures				
Personnel	490,391	505,145	500,550	590,060
Supplies	7,183	12,200	6,950	9,700
Purchased Services	95,327	126,495	97,050	134,450
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	500	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	592,901	644,340	604,550	734,210
Excess Revenues / (Net Cost to the County)	(131,601)	(262,640)	57,050	(122,310)
General Appropriation Required	131,601	262,640	-	122,310
Budget Variance	131,038	-	319,690	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	425,060	348,000	629,850	578,000
Intergovernmental	-	-	-	-
Charges for Services	33,690	31,300	31,750	31,500
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	150	-	-	-
Total Revenues	458,900	379,300	661,600	609,500
Expenditures				
Personnel	482,482	496,985	492,380	583,150
Supplies	7,183	12,200	6,950	9,700
Purchased Services	94,496	124,859	97,050	134,450
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	500	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	584,161	634,544	596,380	727,300
Excess Revenues / (Net Cost to the County)	(125,261)	(255,244)	65,220	(117,800)
General Appropriation Required	125,261	255,244	-	117,800
Budget Variance	131,597	-	320,464	-

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	0.65
Other:	

Budget Narrative

The additional 0.65 FTE will help support the increased demand in our department and the variety of projects, in addition to permit review and issuance, that the department is responsible for executing. The budget was significantly reduced in 2021 in response to the COVID-19 pandemic, and the 2022 budget represents a return to a budget that includes professional development, professional services and other resources.

Development Review Performance

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



RESULT: 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.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
46%	39%	39%	38%	38%	TBD

RESULT: 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.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
2	2	2	2	2	2



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

Performance Narrative

In 2021 the Community Development office operated on a reduced budget (compared to 2020) and provided permit review, permit inspection, and customer support. Permit reviews took longer in 2021 than the maximum three weeks that we seek to achieve. Additional staff in 2022 and additional staff training are expected to help alleviate capacity and timing challenges.

In 2021, the Community Development set records nearly every month for building permit valuations and permit fees. It was the busiest year on record. We were down one staff member for half of the year. We worked diligently to meet the needs of our customers and did experience longer permit review times than other years.



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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	2,400	2,400	-	2,400
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	2,400	2,400	-	2,400
Expenditures				
Personnel	7,909	8,160	7,050	6,910
Supplies	-	-	-	-
Purchased Services	831	1,636	1,636	-
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	8,740	9,796	8,686	6,910
Excess Revenues / (Net Cost to the County)	(6,340)	(7,396)	(8,686)	(4,510)
General Appropriation Required	6,340	7,396	8,686	4,510
Budget Variance	(559)	-	(1,290)	-

Budget Changes

Proposed Change in Funding:
 Proposed Change in FTEs: None
 Other:

Budget Narrative

No significant changes to staffing or budget are expected. We do not expect to see higher levels of permit activity in 2022.

Oil and Gas Permitting Activity Performance

Core Services

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

Key Performance Measures

RESULT: Percentage of limited-impact permit applications that receive decisions within 30 calendar days.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

Performance Narrative

There was little oil and gas permit application or issuance in 2021. Gunnison Energy applied for multiple permits in 2020 and spent much of 2021 installing new gas wells.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	121,755	197,950	175,500	108,920
Charges for Services	-	-	-	-
Contributions and Other Grants	-	10,750	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	5,000	-	-	-
Total Revenues	126,755	208,700	175,500	108,920
Expenditures				
Personnel	161,596	196,851	195,840	221,160
Supplies	-	-	-	-
Purchased Services	142,390	329,174	194,940	200,250
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	303,985	526,025	390,780	421,410
Excess Revenues / (Net Cost to the County)	(177,230)	(317,325)	(215,280)	(312,490)
General Appropriation Required	177,230	317,325	215,280	312,490
Budget Variance	15,859	-	102,045	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	121,755	197,950	175,500	108,920
Charges for Services	-	-	-	-
Contributions and Other Grants	-	10,750	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	5,000	-	-	-
Total Revenues	126,755	208,700	175,500	108,920
Expenditures				
Personnel	112,041	145,988	144,980	165,340
Supplies	-	-	-	-
Purchased Services	142,390	329,174	194,940	174,000
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	254,431	475,162	339,920	339,340
Excess Revenues / (Net Cost to the County)	(127,676)	(266,462)	(164,420)	(230,420)
General Appropriation Required	127,676	266,462	164,420	230,420
Budget Variance	16,170	-	102,042	-

Budget Changes

Proposed Change in Funding:	66,230
Proposed Change in FTEs:	0.65 (shared with Development review activity)
Other:	

Budget Narrative

Community Development has requested additional budget funds in 2022 to support multiple projects, including a north Gunnison master plan in collaboration with the City of Gunnison and support a clear and predictable land use process and development pattern for the area north of the City of Gunnison. Additionally, staff has requested funds to support code revisions that will better incentivize and accommodate for workforce housing and improved regulations for residents of mobile home communities. Each of these activities supports a prosperous, connected community and also aligns with the Board’s strategic plan.

Long-Range Planning and Projects Activity Performance

Core Services

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

Key Performance Measures



RESULT: Percentage of strategic results outlined in the BOCC Strategic Plan that Community Development is responsible for leading, and are due, are complete.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	66.67%	66.67%	100%	75%	100%



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

Performance Narrative

The department supported development of improved wildfire regulations and standards, support of mobile home communities, development and implementation of the Shady Island River Park, the STOR Committee goals, and new workforce housing developments. The department also supported amendments to the Gunnison County Land Use Resolution in 2021, work on development of improved wildfire regulations and standards, support of mobile home communities, development and implementation of the Shady Island River Park, and new workforce housing developments. Each of these activities supports a high performing, prosperous and interconnected community.



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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	49,555	50,863	50,860	55,820
Supplies	-	-	-	-
Purchased Services	-	-	-	26,250
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	49,555	50,863	50,860	82,070
Excess Revenues / (Net Cost to the County)	(49,555)	(50,863)	(50,860)	(82,070)
General Appropriation Required	49,555	50,863	50,860	82,070
Budget Variance	(312)	-	3	-

Budget Changes

Proposed Change in Funding:	\$31,210
Proposed Change in FTEs:	None
Other:	

Budget Narrative

The proposed budget increase is to support review and possible recommendations for amendments to the Gunnison County Land Use Resolution to incentivize and better accommodate workforce housing in addition to changes to the mobile home regulations that support residents.

Codes and Regulation Oversight Activity Performance

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

RESULT: 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.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
5	4	1	5	1	5

Performance Narrative

Amendments to the Gunnison County Land Use Resolution were made in 2021 reflecting the Board and public will. The amendments, related to maximum structure size, are intended to promote and maintain the economy, environmental and are reflective of the community values.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	4,510	5,500	5,500	5,500
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	29,742	36,000	36,000	31,800
Other Financing Sources and Misc.	1	-	-	-
Total Revenues	34,253	41,500	41,500	37,300
Expenditures				
Personnel	10,832	9,710	9,720	7,130
Supplies	48	0	10	10
Purchased Services	24,939	33,011	28,010	29,880
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	35,818	42,722	37,740	37,020
Excess Revenues / (Net Cost to the County)	(1,565)	(1,222)	3,760	280
General Appropriation Required	1,565	1,222	-	-
Budget Variance	(343)	-	4,982	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	4,510	5,500	5,500	5,500
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	29,742	36,000	36,000	31,800
Other Financing Sources and Misc.	1	-	-	-
Total Revenues	34,253	41,500	41,500	37,300
Expenditures				
Personnel	10,832	9,710	9,720	7,130
Supplies	48	-	10	10
Purchased Services	24,939	33,011	28,010	29,880
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	35,818	42,722	37,740	37,020
Excess Revenues / (Net Cost to the County)	(1,565)	(1,222)	3,760	280
General Appropriation Required	1,565	1,222	-	-
Budget Variance	(343)	-	4,982	-

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Other:	

Budget Narrative

The same work will continue in 2022 and the County will continue to work with landowners and others to find ways to mitigate impacts to the bird while also allowing landowners to achieve their goals.

Wildlife Conservation Activity Performance

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

RESULT: 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.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

Performance Narrative

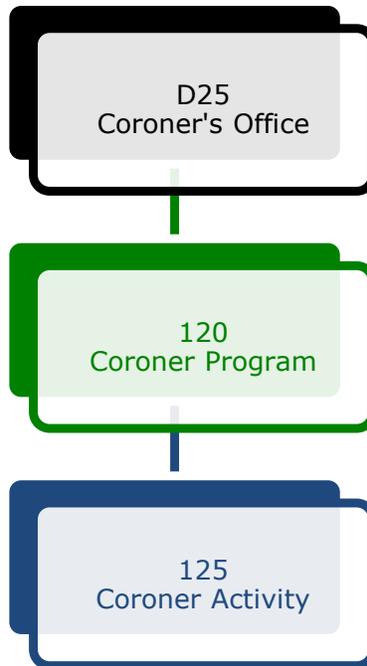
The County continues to support the protection of the Gunnison Sage-grouse while balancing the community needs and values of agricultural and development. All permits within Gunnison Sage-grouse habitat were reviewed for their impact on the bird and appropriate mitigation or other recommendations were made to reduce and/or eliminate impacts to the bird.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	7,601	5,000	7,500	7,500
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	19	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	7,620	5,000	7,500	7,500
Expenditures				
Personnel	87,236	95,988	96,420	116,860
Supplies	2,546	3,550	6,360	6,610
Purchased Services	15,143	23,616	23,870	31,820
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	27,000
Miscellaneous (Extraordinary/Special)	46,250	44,000	40,000	50,000
Total Expenditures	151,174	167,154	166,650	232,290
Excess Revenues / (Net Cost to the County)	(143,554)	(162,154)	(159,150)	(224,790)
General Appropriation Required	143,554	162,154	159,150	224,790
Budget Variance	6,005	-	3,004	-

Department Resources Restated by Fund

Revenues				
General Fund	7,620	5,000	7,500	7,500
Total Revenues	7,620	5,000	7,500	7,500
Expenditures				
General Fund	151,174	167,154	166,650	232,290
Total Expenditures	151,174	167,154	166,650	232,290

Departmental Strategic Results & Performance Updates

<u>Strategic Result</u>	<u>Update</u>
<p>Unexpected and unattended deaths in Gunnison County will have the manner and cause of death determined in a timely manner, as evidenced by:</p> <ul style="list-style-type: none"> • By 2015, 85% of responses to the scene will be within 38 minutes or less (compared to 85% of responses to the scene within 43 minutes or less in 2010); and • By 2015, 95% of death certificates will be filed within five days of death without the cause or manner of death as "pending". 	<p>The Coroner's office strives to certify records and respond to scenes as quickly as possible, despite factors outside of our control. We have maintained this high standard over the past five years.</p>
<p>Gunnison County will be prepared to manage the human remains resulting from mass-fatality incidents, as evidenced by:</p> <ul style="list-style-type: none"> • By 2015, 10% increase in the number of volunteers enlisted to respond in the event of a mass-fatality event; and • By 2015, 60% of Coroner staff and volunteers will have achieved the Certified Death Investigator certification. 	<p>The Coroner's Office has recruited two certified investigators to assist with mass-fatality events. All Coroner staff, as well as two volunteers, are currently certified.</p>

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	7,601	5,000	7,500	7,500
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	19	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	7,620	5,000	7,500	7,500
Expenditures				
Personnel	87,236	95,988	96,420	116,860
Supplies	2,546	3,550	6,360	6,610
Purchased Services	15,143	23,616	23,870	31,820
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	27,000
Miscellaneous (Extraordinary/Special)	46,250	44,000	40,000	50,000
Total Expenditures	151,174	167,154	166,650	232,290
Excess Revenues / (Net Cost to the County)	(143,554)	(162,154)	(159,150)	(224,790)
General Appropriation Required	143,554	162,154	159,150	224,790
Budget Variance	6,005	-	3,004	-

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	7,601	5,000	7,500	7,500
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	19	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	7,620	5,000	7,500	7,500
Expenditures				
Personnel	87,236	95,988	96,420	116,860
Supplies	2,546	3,550	6,360	6,610
Purchased Services	15,143	23,616	23,870	31,820
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	27,000
Miscellaneous (Extraordinary/Special)	46,250	44,000	40,000	50,000
Total Expenditures	151,174	167,154	166,650	232,290
Excess Revenues / (Net Cost to the County)	(143,554)	(162,154)	(159,150)	(224,790)
General Appropriation Required	143,554	162,154	159,150	224,790
Budget Variance	6,005	-	3,004	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

While our caseload is growing over time, I still anticipate the same proportion of cases where we will be able to provide faster than average turnaround time on death certificate finalization. A potential barrier to achieving this goal would be a large increase in cases dependent on toxicological analysis, which take weeks as opposed to days to obtain results.

I believe we will also be able to continue responding to calls, on average, in under 43 minutes. This is due to the fact that the majority of our calls occur within a ten-mile radius of Gunnison City, where we office and deploy from. An increase in calls to remote parts of the county (i.e. Taylor Park), could potentially impact our success in achieving this goal.

Coroner Activity Performance

Core Services

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

Key Performance Measures

RESULT: Percentage of responses to the scene within 43 minutes or less.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
86%	85%	87%	85%	85%	85%

RESULT: Percentage of death certificates filed within five days of death without the cause and manner of death as "pending".

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
97%	97%	95%	95%	95%	95%

Performance Narrative

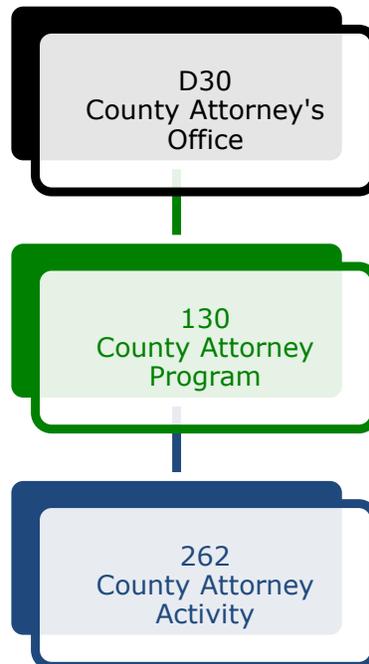
The Coroner Office's main objective is to operate within statutory guidelines, which we always do 100% of the time. We make it our goal to provide above-average timely certification of records and response to scenes, despite factors that are outside our control (i.e., toxicology turnaround and remote locations of calls.) In 2021, we achieved our response time and certification goals by always ensuring a Coroner is available to respond to deaths 24/7, 365, as well as working cases through to completion even when that means working nights, weekends and holidays. Fortunately, we are still seeing a small proportion of cases that are completely reliant on time-consuming toxicological analysis, which delays the finalization of death certificates. We also continue to see the majority of deaths in the County occurring within the immediate area from where we respond.

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
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mhoyt@gunnisoncounty.org



Summary of Department Resources

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	7,410	150	310	150
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	1,691	2,000	100	100
Interfund Revenues	-	-	-	-
Transfers In	133,250	118,000	118,950	105,000
Other Financing Sources and Misc.	121	-	-	-
Total Revenues	142,471	120,150	119,360	105,250
Expenditures				
Personnel	628,988	644,691	650,950	654,750
Supplies	3,865	4,500	4,500	5,600
Purchased Services	126,360	206,811	176,750	147,270
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	759,212	856,002	832,200	807,620
Excess Revenues / (Net Cost to the County)	(616,741)	(735,852)	(712,840)	(702,370)
General Appropriation Required	616,741	735,852	712,840	702,370
Budget Variance	8,491	-	23,012	-

Department Resources Restated by Fund

Revenues				
General Fund	142,471	120,150	119,360	105,250
Total Revenues	142,471	120,150	119,360	105,250
Expenditures				
General Fund	759,212	856,002	832,200	807,620
Total Expenditures	759,212	856,002	832,200	807,620

Departmental Strategic Results & Performance Updates

<u>Strategic Result</u>	<u>Update</u>
<p>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.</p>	<p>The County continues to work with its community partners and departments within the County to obtain and protect water resources, including but not limited to potential purchases and protection of County water rights, water quality associated with mining discharges, temporary modifications of water quality standards and related matters.</p>
<p>Contracts, Board agenda items and policies will be reviewed promptly and appropriately by the CAO as evidenced by:</p> <ul style="list-style-type: none"> • 99% of contracts, Board agenda items and policies reviewed by the CAO will not result in significant judgments against the County in litigation. • Percentage of ordinance, resolution, code or regulation reviews that do not result in adverse judgements against the County in litigation. • Percentage of litigation matters where the CAO represents the County that result in judgement or settlement favorable to the County. • Percentage of Colorado Open Records Act (CORA) responses that do not result in litigation and an adverse judgment against the County. 	<p>The County Attorney Office continues to obtain this strategic result during 2021, including but not limited to steps to improve Laserfiche workflow as well as continued efforts to manage, minimize or eliminate risk in contracts, items and policies.</p>

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County Attorney Program

Purpose Statement

The purpose of the County Attorney’s Office Program 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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	7,410	150	310	150
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	1,691	2,000	100	100
Interfund Revenues	-	-	-	-
Transfers In	133,250	118,000	118,950	105,000
Other Financing Sources and Misc.	121	-	-	-
Total Revenues	142,471	120,150	119,360	105,250
Expenditures				
Personnel	628,988	644,691	650,950	654,750
Supplies	3,865	4,500	4,500	5,600
Purchased Services	126,360	206,811	176,750	147,270
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Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	759,212	856,002	832,200	807,620
Excess Revenues / (Net Cost to the County)	(616,741)	(735,852)	(712,840)	(702,370)
General Appropriation Required	616,741	735,852	712,840	702,370
Budget Variance	8,491	-	23,012	-

262
County Attorney Activity

Purpose Statement

The purpose of the County Attorney’s Office Activity 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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	7,410	150	310	150
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	1,691	2,000	100	100
Interfund Revenues	-	-	-	-
Transfers In	133,250	118,000	118,950	105,000
Other Financing Sources and Misc.	121	-	-	-
Total Revenues	142,471	120,150	119,360	105,250
Expenditures				
Personnel	628,988	644,691	650,950	654,750
Supplies	3,865	4,500	4,500	5,600
Purchased Services	126,360	206,811	176,750	147,270
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	759,212	856,002	832,200	807,620
Excess Revenues / (Net Cost to the County)	(616,741)	(735,852)	(712,840)	(702,370)
General Appropriation Required	616,741	735,852	712,840	702,370
Budget Variance	8,491	-	23,012	-

Budget Changes

Proposed Change in Funding:	Increase
Proposed Change in FTEs:	None
Other:	

Budget Narrative

The reach, scope and intensity of the legal issues facing Gunnison County have increased substantially. Performance will continue to accelerate to face the legal challenges posed. The County Attorney’s Office is considered preeminent in the state, and is staffed by the highest quality lawyers and legal staff. The County Attorney’s Office will continue to provide quality legal services to the BOCC, County Manager and all departments within the County

in a manner that is accurate, timely and efficient. The goal is to reduce County liability as much as possible through legal advice and representation to the County and its elected and appointed officials to further the BOCC’s policy priorities. Returning to 2019 (pre-COVID) budgeted amount due to anticipated resumption of normal operations. The increased budget is critical for the County Attorney’s Office to return to normal business operations post-COVID-19, including but not limited to the resumption of in-person meetings, conferences and court proceedings, but within the County and without.

County Attorney Activity Performance

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

RESULT: Percentage of Dependency and Neglect cases that result in the child adjudicated as dependent and neglected.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	New Measure	New Measure	New Measure	95%	95%

RESULT: Percentage of contracts, Board agenda items and policies reviewed by the CAO which do not result in significant judgments against the County in litigation.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	99%	99%	99%	99%	99%

RESULT: Percentage of litigation matters where CAO represents County that result in judgment or settlement favorable to the County.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	New Measure	New Measure	New Measure	95%	95%

RESULT: Percentage of CORA responses that do not result in litigation and an adverse judgment against the County.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	New Measure	New Measure	New Measure	99%	99%

Performance Narrative

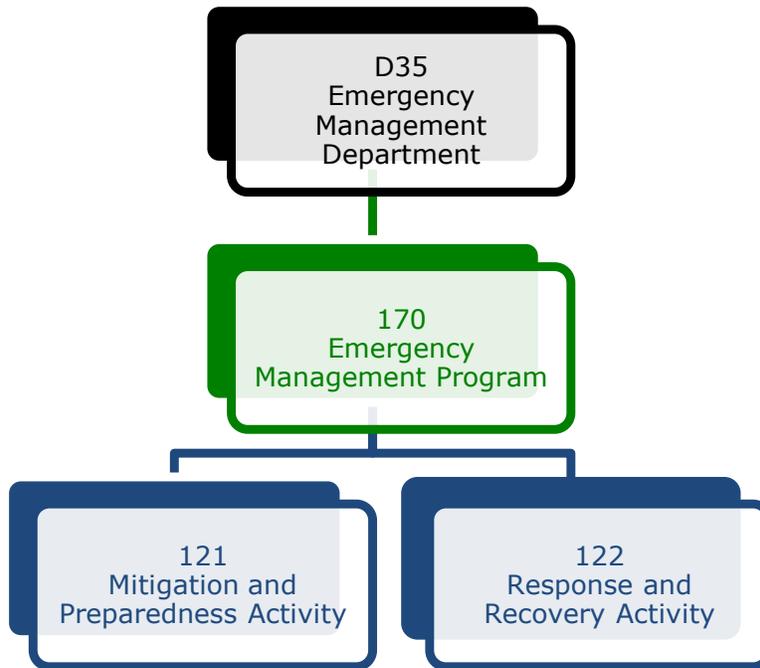
Notwithstanding increased transactional and child welfare matter volume in 2021, the CAO successfully addressed strategic priorities, and in many cases exceeded activity performance metrics, thanks to the addition of a full-time attorney in lieu of a full-time paralegal, as well as successful transition of new staff. In particular, the CAO was 100% successful in completed child welfare, child support, code enforcement and other litigation matters, and thanks in no small part to CAO advice and counsel, the County was not subject to any adverse court judgment in 2021.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	975	975	1,050	1,050
Intergovernmental	1,427,702	111,991	116,260	81,890
Charges for Services	-	1,867	-	-
Contributions and Other Grants	184,901	69,960	69,970	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	844	2,254	2,260	-
Total Revenues	1,614,422	187,047	189,540	82,940
Expenditures				
Personnel	408,500	183,993	154,150	159,560
Supplies	318,889	156,940	115,370	87,580
Purchased Services	802,549	513,750	261,950	215,070
Community Prgms/Contributions	19,500	100,000	-	52,500
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	13,820
Miscellaneous (Extraordinary/Special)	159,286	110,000	10,000	57,500
Total Expenditures	1,708,724	1,064,683	541,470	586,030
Excess Revenues / (Net Cost to the County)	(94,302)	(877,636)	(351,930)	(503,090)
General Appropriation Required	94,302	877,636	351,930	503,090
Budget Variance	702,195	-	525,706	-

Department Resources Restated by Fund

Revenues				
General Fund	1,614,422	187,047	189,540	82,940
Total Revenues	1,614,422	187,047	189,540	82,940
Expenditures				
General Fund	1,708,724	1,064,683	541,470	586,030
Total Expenditures	1,708,724	1,064,683	541,470	586,030

Departmental Strategic Results & Performance Updates

<u>Strategic Result</u>	<u>Update</u>
<p>Citizens, County departments and local first-response agencies will demonstrate increased confidence in their ability to successfully prepare for and respond to emergencies as a result of:</p> <ul style="list-style-type: none"> • 90% of public warning messages are sent within 8 minutes of receiving the request (average from 2016 baseline); • 95% of EOC-function requests prompt action within 10 minutes of the request (average from 2013 baseline); • 90% of full-time, permanent administrative-department staff members are trained in NIMS appropriate to their role (average from 2018 baseline); • 10 people are trained in aspects of operating the EOC (average from 2014 baseline); • By 12/31/2020, 75 local and regional contacts participate in the Gunnison County Joint Information System; • By 12/31/2020, 100% of administrative-department Continuity of Operations Plans have been reviewed and updated within the previous 24 months; • By 12/31/2020, 100% of administrative departments confirmed, upon review and update of their Continuity of Operations Plans, that all their employees can demonstrate competencies appropriate to their roles specified in their Plans; and • By 12/31/2025, 70% of respondents to the biennial Citizen Survey indicate that emergency preparedness services offered by Gunnison County are good or excellent. 	<ul style="list-style-type: none"> • There were fewer requests for public warning messages, but all were sent within 8 minutes. It should also be noted that beginning Q2 2021, Gunnison Dispatch began sending initial warnings/notifications when possible. This took a lot of pressure off Emergency Management and, more importantly, provides faster turnaround for the Incident Commanders request, especially after hours. • EOC function requests: All requests were acted on in the Gunnison EOC with-in 10 minutes. At the height of the pandemic, many requests were delayed at the state and federal level. • No current data on NIMS trained staff. At the start of 2019, 94% of staff had completed appropriate training. • 22 people currently trained in various aspects of EOC operations. • While I don't have exact numbers, the JIS we envisioned for Gunnison County has morphed into a regional JIS, with numerous local, state and federal agencies participating. This occurred by necessity in the summer of 2020, at the height of the pandemic and a record wildfire season. It is a well-organized group that meets monthly, and is led by several very experienced PIO's from USFS, BLM, CDOT and State OEM • Due to pandemic, no COOP data Mar 2020 to present. • In the 2021 biennial Citizen Survey, 74% of those surveyed indicated that emergency preparedness services offered by Gunnison County are good or excellent.

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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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	975	975	1,050	1,050
Intergovernmental	1,427,702	111,991	116,260	81,890
Charges for Services	-	1,867	-	-
Contributions and Other Grants	184,901	69,960	69,970	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	844	2,254	2,260	-
Total Revenues	1,614,422	187,047	189,540	82,940
Expenditures				
Personnel	408,500	183,993	154,150	159,560
Supplies	318,889	156,940	115,370	87,580
Purchased Services	802,549	513,750	261,950	215,070
Community Prgms/Contributions	19,500	100,000	-	52,500
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	13,820
Miscellaneous (Extraordinary/Special)	159,286	110,000	10,000	57,500
Total Expenditures	1,708,724	1,064,683	541,470	586,030
Excess Revenues / (Net Cost to the County)	(94,302)	(877,636)	(351,930)	(503,090)
General Appropriation Required	94,302	877,636	351,930	503,090
Budget Variance	702,196	-	525,706	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	975	975	1,050	1,050
Intergovernmental	67,840	56,250	56,250	35,890
Charges for Services	-	-	-	-
Contributions and Other Grants	536	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	8	-	-	-
Total Revenues	69,359	57,225	57,300	36,940
Expenditures				
Personnel	90,900	128,253	106,680	118,880
Supplies	1,429	3,410	920	1,030
Purchased Services	60,226	37,167	36,600	36,080
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	152,555	168,830	144,200	155,990
Excess Revenues / (Net Cost to the County)	(83,196)	(111,605)	(86,900)	(119,050)
General Appropriation Required	83,196	111,605	86,900	119,050
Budget Variance	24,479	-	24,705	-

Budget Changes

Proposed Change in Funding:	Temporary (2022 only) request of \$13,818 for communications equipment in the EOC. This includes: set up and equipping the auxiliary (HAM radio operations) communications (Aux Comm) room (\$6,725); and purchase and programming of five portable public safety radios, which enables EOC staff to communicate with the first response agencies and Dispatch (\$7,093).
Proposed Change in FTEs:	None
Other:	

Budget Narrative

With the new Deputy Emergency Manager's arrival in June 2021, several projects have been restarted - Emergency Operation Plan update (completion Dec 31, 2022), Community Wildfire Protection Plan update (completion mid-to-end of 2023), Alert and Warning Plan update (completion Dec 31, 2022). Further, we will begin catching up on some of the missing data alluded to in the performance narrative. The budget change request for EOC communication equipment will do two things: With the Aux Comm room set up, we will have better communication with surrounding counties and the state when the fiber is cut (loss of internet, land line phones, cell phones etc.) The purchase of the portable public safety radios ensures that the EOC will have continued solid radio communications with the first response agencies and Dispatch. The current EOC radios are past end of life, not reliable, and not serviceable.

Mitigation and Preparedness Activity Performance

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

RESULT: Percentage of respondents to the biennial Citizen Survey who indicate that emergency preparedness services offered by Gunnison County are good or excellent.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
60%	66%	66%	66%	74%	74%

RESULT: Percentage of full-time, permanent administrative-department staff members are trained in NIMS appropriate to their role.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
94%	No Data	No Data	65%	65%	70%

RESULT: Number of people who are trained in aspects of operating the EOC.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
10	10	22	10	22	22

RESULT: Percentage of administrative-department Continuity of Operations Plans that have been reviewed and updated within the previous 24 months.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	71%	Incomplete data	50%	50%	85%

Performance Narrative

No current data on Citizen Survey. Due to the pandemic and staffing issues, NIMS data was not collected. With increased EOC pandemic activities, many people are now well versed in various aspects of EOC operations. Continuity of Operations Plan update data is an estimate, based on how many departments were due to update their plans in 2021. We did not collect COOP data in 2021. Functionally, the EOC continues to meet or exceed important measures (public warning, resource requests etc.)

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	1,359,862	55,741	60,010	46,000
Intergovernmental	-	1,867	-	-
Charges for Services	184,365	69,960	69,970	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	836	2,254	2,260	-
Total Revenues	1,545,063	129,822	132,240	46,000
Expenditures				
Personnel	317,600	55,740	47,470	40,680
Supplies	317,459	153,530	114,450	86,550
Purchased Services	742,323	476,583	225,350	178,990
Community Prgms/Contributions	19,500	100,000	-	52,500
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	13,820
Miscellaneous (Extraordinary/Special)	159,286	110,000	10,000	57,500
Total Expenditures	1,556,169	895,853	397,270	430,040
Excess Revenues / (Net Cost to the County)	(11,106)	(766,032)	(265,030)	(384,040)
General Appropriation Required	11,106	766,032	265,030	384,040
Budget Variance	677,717	-	501,002	-

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Other:	

Budget Narrative

With the new Deputy Emergency Manager's arrival in June 2021, several projects have been restarted - Emergency Operation Plan update (completion Dec 31, 2022), Community Wildfire Protection Plan update (completion mid-to-end of 2023), Alert and Warning Plan update (completion Dec 31, 2022).

Response and Recovery Activity Performance

Core Services

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

Key Performance Measures

RESULT: Percentage of public warning messages that are sent within 8 minutes of receiving the request.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

RESULT: Percentage of EOC-function requests that prompt action within 10 minutes of the request.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	90%

Performance Narrative

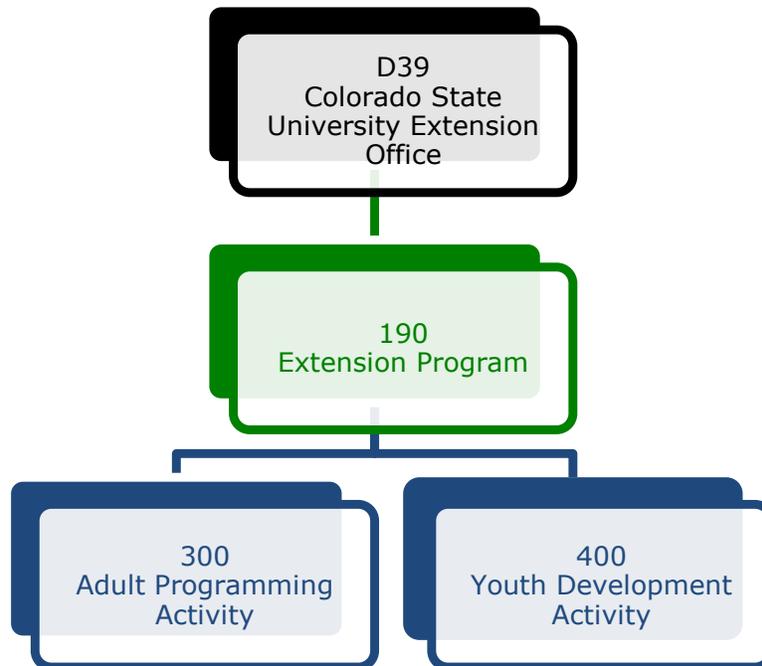
There were fewer requests for public warning messages, but all were sent with-in 8 minutes. It should also be noted that beginning Q2 2021, Gunnison Dispatch, began sending initial warnings/notifications when possible. This took a lot of pressure off Emergency Management, and more importantly, provides faster turnaround for the Incident Commanders request, especially after hours. EOC function requests: All requests were acted on in the Gunnison EOC with-in 10 minutes. At the height of the pandemic, many requests were delayed at the state and federal level.

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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gunnison@mail.ext.colostate.edu



Summary of Resources

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	79,356	82,932	82,940	89,980
Supplies	3,765	11,341	9,550	9,650
Purchased Services	98,926	143,708	134,930	142,510
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	182,047	237,981	227,420	242,140
Excess Revenues / (Net Cost to the County)	(182,047)	(237,981)	(227,420)	(242,140)
General Appropriation Required	182,047	237,981	227,420	242,140
Budget Variance	54,078	-	10,561	-

Resources Restated by Fund

Revenues				
General Fund	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
General Fund	182,047	237,981	227,420	242,140
Total Expenditures	182,047	237,981	227,420	242,140

Departmental Strategic Results & Performance Updates

<u>Strategic Result</u>	<u>Update</u>
<p>Gunnison County youth will continue to become productive, self-directing members of society, as evidenced by:</p> <ul style="list-style-type: none"> • Annually, at least 80% of youth surveyed report they contributed to community improvement; • Annually, at least 60% of youth surveyed report they developed decision-making skills as a result of their involvement with CSU Extension; • Annually, at least 80% of youth surveyed report they developed record keeping skills as a result of their involvement with CSU Extension; and • Annually, at least 60% of youth surveyed report an increase in content area knowledge. 	<p>This result is on track and assumed to be met. While not surveyed in the past several years, our local and state youth development goals ensure these results are maintained. New strategic planning in 2021 will develop a new strategic goal that is more measurable and doesn't rely on basic annual surveys</p>
<p>The Gunnison County community will become increasingly knowledgeable about agriculture and food systems as evidenced by:</p> <ul style="list-style-type: none"> • Maintain no change in the amount of land area engaged in active agricultural production in Gunnison County, compared to 2011. 	<p>While this number has not been directly calculated for some time, we continue to see more ag land conservation being implemented and also an increase in local small farm food production. Demand for housing development has put pressure on some non-conserved large ranch areas like Gunnison Rising. However, we feel offering educational programs to all rural landowners will help mitigate some of the rural/urban divide issues being created.</p>
<p>The CSU Extension office will partner with the community and community organizations to help them achieve their development goals as evidence by:</p> <ul style="list-style-type: none"> • Maintain at least 25 CSU Extension organizational partnerships; and • By January 1, 2018, 80% of the partners will be actively engaged with CSU Extension services for decision making. 	<p>We are now maintaining well over 25 partnerships and community collaborations. We are currently working on a metric to measure the engagement and efficacy of these relationships; however, we are continually asked to play a knowledge brokering role in all our current partnerships.</p>

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	79,356	82,932	82,940	89,980
Supplies	3,765	11,341	9,550	9,650
Purchased Services	98,926	143,708	134,930	142,510
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	182,047	237,981	227,420	242,140
Excess Revenues / (Net Cost to the County)	(182,047)	(237,981)	(227,420)	(242,140)
General Appropriation Required	182,047	237,981	227,420	242,140
Budget Variance	54,078	-	10,561	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	17,439	18,170	18,170	19,620
Supplies	1,298	3,450	3,050	3,150
Purchased Services	36,027	52,584	48,410	51,640
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	54,764	74,204	69,630	74,410
Excess Revenues / (Net Cost to the County)	(54,764)	(74,204)	(69,630)	(74,410)
General Appropriation Required	54,764	74,204	69,630	74,410
Budget Variance	17,049	-	4,574	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

For the 2022 budget year, we expect to offer 10% more adult educational classes as a result of the increase of staff expertise and relationship building. The Community Needs Assessment showed an increased demand for public understanding of the ag/food system and support for local food production and distribution, so we will plan to increase collaborative support to food groups and increase our educational support for innovative ag technology projects.

Adult Programming Activity Performance

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

RESULT: Percentage of reporting participants in CSU Extension programs who state that they support using tax dollars to fund Extension programs.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

RESULT: Number of CSU Extension organizational partnerships.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
23	38	32	32	35	35

Performance Narrative

For the past five years, participants in key programs have 100% supported the County using tax dollars to help fund extension programs. Therefore, we will no longer use this metric going forward as a key performance measure. For 2021, we continued to see a need for increased new partnerships (library, DHHS, GCSAPP, Multicultural resource office, Gunnison Valley Producers Guild, Upper Gunnison Shared Stewardship Council, Beaver mitigation group, etc.) and are budgeting for that to increase for 2022 also. With the increase, we are currently exploring a metric to gauge our effectiveness in our partnerships going forward.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	61,917	64,762	64,770	70,360
Supplies	2,467	7,891	6,500	6,500
Purchased Services	62,899	91,124	86,520	90,870
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	127,283	163,777	157,790	167,730
Excess Revenues / (Net Cost to the County)	(127,283)	(163,777)	(157,790)	(167,730)
General Appropriation Required	127,283	163,777	157,790	167,730
Budget Variance	37,029	-	5,987	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

We expect enrollment in 4-H to increase 5-10% compared to 2021. This will be due primarily from an increased awareness in our youth programs and new marketing strategies that were done in 2021. Exploration of access, equity, and opportunities for diverse youth, in 2021 will also effectively increase our youth and parent educational participation. We look forward to meeting more needs of underserved youth and families. With an increase in Cloverbud enrollment (early-age 4-H members) and lessening of COVID restrictions, we will also expect to see an increase in traditional programs for 4-H families as well.

Youth Development Activity Performance

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

RESULT: Percentage of 4-H members who reenroll in the program the following year if eligible.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
81%	84%	64%	75%	65%	75%

Performance Narrative

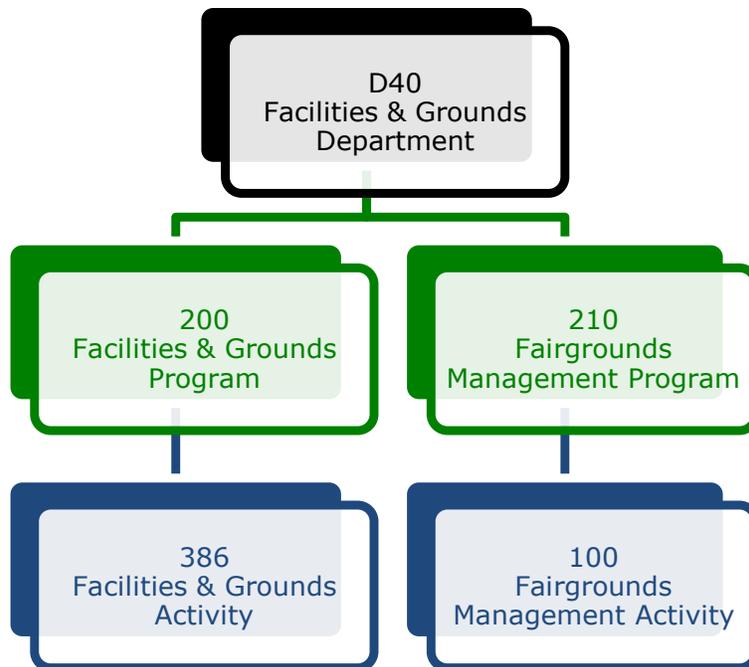
Returning 4-H member enrollment, in 2021, expectedly stayed about the same from 2020 with ongoing COVID restrictions and coming through the loss of a large 4-H club in the 2020-2021 year. However, the office feels we're back on track and exploring new enrollment opportunities for kids in 2022. Enrollment is currently growing, and with the increase in new members this year, we expect to budget an increase in returning kids for 2022.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	16,000	16,000	16,000	16,000
Charges for Services	396	400	400	18,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	164,554	155,890	155,890	155,940
Total Revenues	180,949	172,290	172,290	189,940
Expenditures				
Personnel	397,741	421,741	421,750	539,790
Supplies	32,764	32,350	30,800	46,550
Purchased Services	377,762	460,414	429,090	479,260
Community Prgms/Contributions	-	-	-	-
Financing Costs	27,048	-	-	-
Transfers Out	22,000	22,000	22,000	22,000
Capital Outlay	3,434	75,500	10,000	-
Miscellaneous (Extraordinary/Special)	376	3,000	3,000	10,000
Total Expenditures	861,125	1,015,005	916,640	1,097,600
Excess Revenues / (Net Cost to the County)	(680,175)	(842,715)	(744,350)	(907,660)
General Appropriation Required	680,175	842,715	744,350	907,660
Budget Variance	122,779	-	98,365	-

Department Resources Restated by Fund

Revenues				
General Fund	180,949	172,290	172,290	189,940
Total Revenues	180,949	172,290	172,290	189,940
Expenditures				
General Fund	861,125	1,015,005	916,640	1,097,600
Total Expenditures	861,125	1,015,005	916,640	1,097,600

Departmental Strategic Results & Performance Updates

Strategic Result	Update
<p><u>Life-cycle Planning:</u></p> <ul style="list-style-type: none"> Annually, the Facilities and Grounds Department will provide the Administration Department a life-cycle assessment of facilities, to include current needs for capital expenditures and forecasted capital expenses to address future repair, replacement, renovation and improvements at County facilities; and By 2020, 100% of buildings, systems, components, and equipment will be replaced or renovated at or before the end of their useful life. 	<p>Facilities has been conducting condition assessments annually and updating results in a life-cycle report and cost forecast for use in the County’s Capital Improvement Plan and annual budgeting.</p>
<p><u>Energy Efficiency:</u></p> <p>The Gunnison County community will benefit from sound energy conservation practices and effective stewardship of County resources, as indicated by:</p> <ul style="list-style-type: none"> By December 31, 2020, LEED and/or Energy Star certification of the Courthouse and the Health and Human Services facility; By 2022, LEED and/or Energy Star certification of the Blackstock Government Center; By 2024, LEED and/or Energy Star certification of the Gunnison-Crested Butte Regional Airport terminal; and Annually, LEED and/or Energy Star certification will be maintained for all facilities that have achieved the certification. 	<p>For 2020, the HHS building achieved Energy Star rating. The Courthouse met energy requirements, but was not eligible for award due to the building occupancy being reduced during COVID-19. For 2021, HHS, Blackstock, and the Courthouse have all met and exceeded requirements for Energy Star certification.</p>
<p><u>Emissions Reduction:</u></p> <ul style="list-style-type: none"> By December 31, 2020, 26 fleet vehicles will have been replaced by natural gas vehicles from the 2016 baseline; and 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: <ol style="list-style-type: none"> 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. 	<p>The County has purchased and deployed 26 CNG vehicles.</p> <p>The 2020 update to the County’s GHG inventory indicates that emissions are trending up with increased population, visitation, and significant economic growth in the County. However, GHG growth is less than population growth and electric generation emissions are trending lower.</p> <p>EUI is trending lower. On average buildings are more efficient than in 2015: 2015 EUI=51 / 2020 EUI=50.</p> <p>A utility scale renewable energy project is underway at the airport with a 850kW solar array. Also, GCEA is in the permitting stage of building hydro power at the Taylor dam. Both the City and GCEA utilities are reducing GHG’s.</p>

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	16,000	16,000	16,000	16,000
Charges for Services	396	400	400	18,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	164,554	155,890	155,890	155,940
Total Revenues	180,949	172,290	172,290	189,940
Expenditures				
Personnel	397,741	421,741	421,750	539,790
Supplies	32,764	32,350	30,800	46,550
Purchased Services	377,762	460,414	429,090	479,260
Community Prgms/Contributions	-	-	-	-
Financing Costs	27,048	-	-	-
Transfers Out	22,000	22,000	22,000	22,000
Capital Outlay	3,434	75,500	10,000	-
Miscellaneous (Extraordinary/Special)	376	3,000	3,000	10,000
Total Expenditures	861,125	1,015,005	916,640	1,097,600
Excess Revenues / (Net Cost to the County)	(680,175)	(842,715)	(744,350)	(907,660)
General Appropriation Required	680,175	842,715	744,350	907,660
Budget Variance	122,779	-	98,365	-

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	16,000	16,000	16,000	16,000
Charges for Services	396	400	400	18,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	164,554	155,890	155,890	155,940
Total Revenues	180,949	172,290	172,290	189,940
Expenditures				
Personnel	397,741	421,741	421,750	539,790
Supplies	32,764	32,350	30,800	46,550
Purchased Services	377,762	460,414	429,090	479,260
Community Prgms/Contributions	-	-	-	-
Financing Costs	27,048	-	-	-
Transfers Out	22,000	22,000	22,000	22,000
Capital Outlay	3,434	75,500	10,000	-
Miscellaneous (Extraordinary/Special)	376	3,000	3,000	10,000
Total Expenditures	861,125	1,015,005	916,640	1,097,600
Excess Revenues / (Net Cost to the County)	(680,175)	(842,715)	(744,350)	(907,660)
General Appropriation Required	680,175	842,715	744,350	907,660
Budget Variance	122,779	-	98,365	-
Budget Changes				
Proposed Change in Funding:	\$163,310			
Proposed Change in FTEs:	1			
Other:				

Budget Narrative

The Facilities and Grounds department will maintain current performance levels for on-time maintenance, emergency response, cleanliness, and safety of buildings. Building efficiency will continue to improve and additional facilities will achieve 3rd party efficiency ratings. The funding increase is due to the additional of a Maintenance Manager position as the Facilities Director moves into an Assistant County Manager role with additional responsibilities. Adding the Maintenance Manager position will allow the department to maintain current service levels.

Facilities and Grounds Activity Performance

Core Services

- “As-Built” Drawings, Plans, and Updates
- Construction Management
- Facilities Data Management
- Energy Efficiency Improvements
- Facility/Office Furnishing Procurements
- Facility Space Plans
- Maintenance Management System Database
- Prospective Contractors/Vendors Consultations
- Backflow Inspections
- Building Repairs
- Equipment Inspections and Cleanings
- Equipment Repairs
- Filter Changes and Greasings
- Paintings
- Plumbing Cleanings and De-calcifications
- Plumbing and Electrical Repairs
- Seasonal Startups and Shutdowns
- Window, Eaves, Gutters and Exterior Surface Cleanings
- Emergency Repair Work Request Responses
- Emergency Clean-Up Work Request Responses
- Lawn Mowings
- Parking Lot Stripe Applications
- Sidewalk and Parking Lot Cleanings
- Soil Treatments
- Trash Removals
- Tree and Bush Trimmings
- Boiler Inspections, Tests, and Repairs
- Elevator Inspections, Tests, and Repairs
- Fire Suppression Inspections
- Generator Inspections and Repairs

Key Performance Measures

RESULT: Percentage of all emergency repair calls that are resolved so that business can continue within 24 hours..

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

RESULT: Number of buildings received/maintained third-party certification for energy efficiency..

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
N/A	N/A	2	3	3	5

RESULT: Percentage of respondents to the annual Gunnison County Employee Survey who are somewhat or very satisfied with janitorial services.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
75%	83%	88.1%	80%	80%	80%

Performance Narrative

Facilities and Grounds met performance goals for 2021 with the exception of on-time work order completion (within 10 days). On-time work was below target, which was mostly caused by COVID-related long lead times on delivery of some parts and equipment which extended completion dates.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	15,130
Charges for Services	4,175	9,000	6,000	6,000
Contributions and Other Grants	-	34,084	17,040	20,000
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	10,891	-	-	-
Other Financing Sources and Misc.	18,852	25,100	14,400	13,600
Total Revenues	33,918	68,184	37,440	54,730
Expenditures				
Personnel	179,514	181,299	181,600	194,140
Supplies	4,327	47,580	28,540	53,580
Purchased Services	46,329	67,387	51,360	62,860
Community Prgms/Contributions	-	-	-	-
Financing Costs	1,318	1,318	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	252,170
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	231,489	297,584	261,500	562,750
Excess Revenues / (Net Cost to the County)	(197,571)	(229,400)	(224,060)	(508,020)
General Appropriation Required	197,571	229,400	224,060	508,020
Budget Variance	10,063	-	(5,340)	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	15,130
Charges for Services	4,175	9,000	6,000	6,000
Contributions and Other Grants	-	34,084	17,040	20,000
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	10,891	-	-	-
Other Financing Sources and Misc.	18,852	25,100	14,400	13,600
Total Revenues	33,918	68,184	37,440	54,730
Expenditures				
Personnel	179,514	181,299	181,600	194,140
Supplies	4,327	47,580	28,540	53,580
Purchased Services	46,329	67,387	51,360	62,860
Community Prgms/Contributions	-	-	-	-
Financing Costs	1,318	1,318	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	252,170
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	231,489	297,584	261,500	562,750
Excess Revenues / (Net Cost to the County)	(197,571)	(229,400)	(224,060)	(508,020)
General Appropriation Required	197,571	229,400	224,060	508,020
Budget Variance	10,063	-	(5,340)	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	An additional full-time person may be hired mid-year if significant changes are made at the Fairgrounds.
Other:	

Budget Narrative

In 2022, we are going to apply for a GOCO grant for a new building to relocate 30 stalls. If we are successful, we will sell and/or utilize part of the existing Quonset for a maintenance building. There will also be four structures built on the west side of the building to shelter the doorways from rain and ice. There were gutters over the doors originally and they have fallen down or were removed for safety reasons. The new shelters will greatly improve the safety of entering and exiting out of these doors.

Fairgrounds Management Activity Performance

Core Services

- Arena Stall Maintenances
- Minor Building Repairs
- Facility and Grounds Updates and Repairs
- Road Maintenances
- Landscaping, Mowing and Irrigation Services
- Janitorial Cleanings
- Kitchen and Bathroom Sanitizing Sessions
- Parking Grounds Facilities
- Fred R Field Western Heritage Center
- Managed Events and Meetings
- Snow Removals
- Grandstand Cleanings
- Conference Rooms Scheduling
- Conference Rooms Set-Ups
- Event/Meeting Consultations

Key Performance Measures

RESULT: Percentage of requestors who are able to schedule their events with adequate advance notice.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
92.7%	93.7%	95%	95%	95%	90%

RESULT: 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.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	93.7%	95%	95%	95%	95%

Performance Narrative

The funding for the fairgrounds is relatively stable from year to year, and it allows the facility to continue providing good service to their users and to do maintenance on the building and grounds.

During 2021, there were some users unable to have their event due to COVID number restrictions and availability of space, which was being used for COVID response related activities. Vaccination clinics continued through June 2021. Events commenced in the Esty room the later part of July, after the floor was restored and all of the vaccine supplies were removed from the building. Vaccination clinics have resumed starting October 2021, but they are not as frequent as in the spring.

Projects that were accomplished during 2021 included installing ceramic floor tile in all the restrooms and entry hall in the north end of building.

The Fairgrounds applied for three grants during 2021.

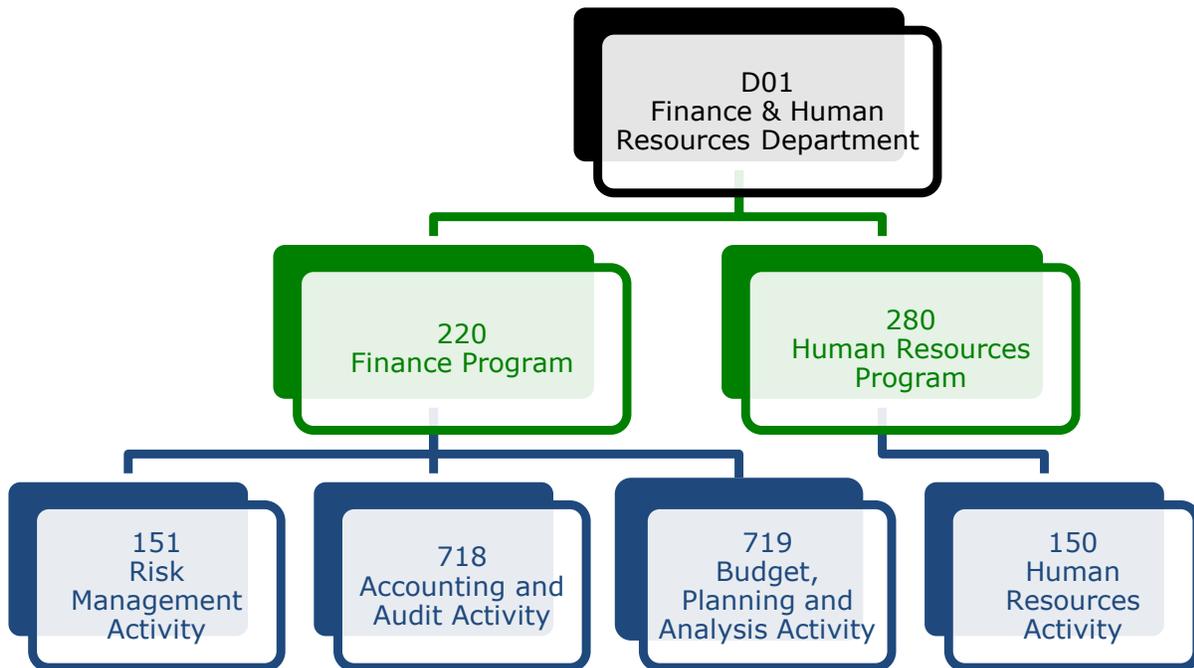
1. Met Rec District, Solar Light Grant, was for \$16,327.00 and allowed six new security lights to be placed in strategic locations at the Fairgrounds.
2. A Department of Agriculture Grant was awarded for \$15,126. This will be used for arena improvements and new livestock panels.
3. The Gunnison Home Association awarded \$20,000, and the funds will be used in 2022 to purchase 400 new chairs.

Mission Statement

The mission of the Finance and Human Resources Department is to provide 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

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Summary of Department Resources

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	4,730	4,000	200	600
Interfund Revenues	422,230	419,555	426,800	459,160
Transfers In	-	-	-	-
Other Financing Sources and Misc.	21,891	10,000	-	10,000
Total Revenues	448,851	433,555	427,000	469,760
Expenditures				
Personnel	603,636	715,709	706,650	810,600
Supplies	8,922	18,763	11,440	15,010
Purchased Services	410,929	514,630	485,110	571,560
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	108,705	150,000	96,550	100,000
Total Expenditures	1,132,191	1,399,102	1,299,750	1,497,170
Excess Revenues / (Net Cost to the County)	(683,341)	(965,547)	(872,750)	(1,027,410)
General Appropriation Required	683,341	965,547	872,750	1,027,410
Budget Variance	(180,498)	-	(92,797)	-

Department Resources Restated by Fund

Revenues				
General Fund	-	-	-	-
Risk Management Fund	123,625	87,555	97,000	100,600
ISF-III	325,225	346,000	330,000	369,160
Total Revenues	448,851	433,555	427,000	469,760
Expenditures				
General Fund	698,924	889,954	844,400	1,027,410
Risk Management Fund	109,041	150,800	97,000	100,600
ISF-III	324,226	358,348	358,350	369,160
Total Expenditures	1,132,191	1,399,102	1,299,750	1,497,170

Departmental Strategic Results & Performance Updates

<u>Strategic Result</u>	<u>Update</u>
<p>By 12/31/2022, 95% of department managers/supervisors are trained in Human Resources policies and procedures on an ongoing basis.</p>	<p>The Human Resources office is developing an annual training program to train department managers/supervisors on updated policies and procedures, which will require County Manager support once the program is developed. If the program is adopted, we will be able to meet this strategic result.</p>
<p>By 12/31/2022 and each year afterward, the budget will be balanced.</p>	<p>Finance is strongly overseeing all budgetary operations, the main task being developing a balanced budget and ensuring that expenditures do not go over approved allocations. The 2022 adopted budget was balanced and there is no issue foreseeable that would change this, so we will be able to meet this strategic result.</p>
<p>By 12/31/2022, 90% of department expenditures will be within their budget.</p>	<p>Budgets are tracked on a monthly basis with each department being sent monthly reminders of their budgetary status. At the end of the year, the BOCC adopts a budget amendment that ensures the County budget is healthy, as was done for the 2021 budget. We will be able to meet this strategic result.</p>
<p>By 12/31/2022 and each year afterward, the annual fiscal audit will be completed within 150 days after the fiscal year will be "clean" and have no more than one finding.</p>	<p>The past 10-year average audit completion was 230 days even though there is a requirement to complete it within 180 days after the end of the fiscal year. Big improvements were made in the 2020 audit and it was completed before the 180-day limit. For the 2021 audit, we are coordinating with our auditors to complete the audit by the end of April. We anticipate meeting this strategic result.</p>
<p>By 12/31/2022 and each year afterward, the department will operate from a progressive continuous process improvement philosophy, observable in these ways:</p> <ul style="list-style-type: none"> • Finance staff will be cross-trained in 75% of audit, budget and grant management tasks. • Early implementation of GASB rules and employment law rules. • Addition of a Comprehensive Annual Financial Report. 	<p>The progressive and continuous process improvement philosophy is ongoing, currently developing charts with major activities to ensure staff is cross-trained, looking into new GASB pronouncements to early implement, have replaced the annual financial report with the Comprehensive report, and will stress the need to use criticism as constructive. We will work towards meeting this strategic result.</p>

<ul style="list-style-type: none"> • Improvements of financial reports produced by Finance. • Constructive criticism is used to improve performance (e.g., how annual employee survey results are used). 	
<p>By 2023, departments will report that Finance and Human Resources understands their business needs.</p>	<p>This question will be added to the annual survey with the expectation that annual growth in the percentage of respondents will increasingly agree. Finance and HR is meeting with departments on an annual basis, initially during the budget process, but will look into developing a mid-year review as well.</p>
<p>By 2023, all departments will view the Finance and Human Resources Department as a strategic partner and will involve Finance and Human Resources in their planning and development processes, as evidenced by:</p> <ul style="list-style-type: none"> • 75% of grant applications; • 50% of staff changes; • 80% of projects and capital projects; and • 100% of budget preparations. 	<p>This question will be added to the annual survey with the expectation that annual growth in the percentage of respondents will increasingly agree. Finance and HR is meeting with departments on an annual basis, initially during the budget process. Grant applications result should be met due to the need for grants to be approved on the agenda, staff changes is a work in process since it is a decentralized operation, projects should be met as Finance works to understand the business needs, and budget preparations require 100% of departmental participation. This strategic result should be met.</p>
<p>By 2023, 75% of activity managers will report that they have a strategic partner in the Finance and Human Resources Department to help them achieve or improve their operational and strategic results.</p>	<p>This question will be added to the annual survey with the expectation that annual growth in the percentage of respondents will increasingly agree. Finance and HR is meeting with departments on an annual basis, initially during the budget process, but will look into developing a mid-year review as well, this will allow activity managers to ideally feel like Finance and Human Resources are strategic partners.</p>

**220
Finance Program**

Purpose Statement

The purpose of the Finance Program is to provide accounting, auditing, planning, analysis, and risk-reduction 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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	4,730	4,000	200	600
Interfund Revenues	422,230	419,555	426,800	459,160
Transfers In	-	-	-	-
Other Financing Sources and Misc.	21,891	10,000	-	10,000
Total Revenues	448,851	433,555	427,000	469,760
Expenditures				
Personnel	477,907	548,142	547,310	586,870
Supplies	7,481	16,688	10,110	13,250
Purchased Services	391,023	468,039	445,110	475,300
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	985,116	1,182,869	1,099,080	1,175,420
Excess Revenues / (Net Cost to the County)	(536,265)	(749,314)	(672,080)	(705,660)
General Appropriation Required	536,265	749,314	672,080	705,660
Budget Variance	(146,092)	-	(77,234)	-



718
Accounting and Audit Activity

Purpose Statement

The purpose of the Accounting and Audit Activity is to provide audit preparation, fiscal oversight and reporting services to departments and the Board of County Commissioners so they can make informed decisions to achieve their results, understand the fiscal health of the County and provide financial transparency.

Resource Summary

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	391,301	453,523	461,350	446,200
Supplies	7,443	14,238	9,600	11,800
Purchased Services	50,855	77,240	65,320	72,940
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	449,599	545,001	536,270	530,940
Excess Revenues / (Net Cost to the County)	(449,599)	(545,001)	(536,270)	(530,940)
General Appropriation Required	449,599	545,001	536,270	530,940
Budget Variance	(49,964)	-	(8,731)	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

The 2021 financial audit information is not yet available, but staff expects zero findings will be identified. For 2022, we will conduct semi-annual internal control checks to prepare for no findings identified during the audit.

Accounting and Audit Activity Performance

Core Services

- Invoices (Billing Statements)
- Vendor Payments
- Cash Monitoring Actions
- Grant Quarterly/Monthly Reports
- Payroll Checks
- Human Services Reports
- Indirect Cost Proposals
- Reimbursement Requests
- Financial and Audit Reports
- State and Federal Compliance Reports
- Grant/Loan Applications (Financial Component)
- Technical Assistance / Consultation Sessions
- General Ledger Reconciliation
- Financial Policy Updates
- Debt Management Services
- Fixed Assets

Key Performance Measures

RESULT: Receive annual unqualified audit opinion.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Yes	Yes	Yes	Yes	Yes	Yes

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 2020, there were no finding identified in the financial report.



719
Budget, Planning and Analysis Activity

Purpose Statement

The purpose of the Budget, Planning and Analysis Activity is to provide budget development and management, fiscal planning and forecasting services to departments and the Board of County Commissioners so they can make informed operational, budget and policy decisions and have the fiscal resources they need to achieve their results.

Resource Summary

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	86,606	94,619	85,960	140,670
Supplies	38	2,450	510	1,450
Purchased Services	15,605	31,651	20,990	32,600
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	102,249	128,720	107,460	174,720
Excess Revenues / (Net Cost to the County)	(102,249)	(128,720)	(107,460)	(174,720)
General Appropriation Required	102,249	128,720	107,460	174,720
Budget Variance	(23,301)	-	(21,260)	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

We budget conservatively and expect funds to provide a good quality of life and excellent public safety for our residents.

Budget, Planning and Analysis Activity Performance

Core Services

- Budget Preparation and Management
- Quarterly Budget Status Reports
- Capital Improvement Plan
- Financing Options
- 3+ Year Financial Notes
- Agenda Item Review Financial Notes
- Financial Forecasts
- Technical Assistance / Consultation Sessions
- Cost Allocation Plan
- Board Briefings
- Five-year Financial Plan
- Monthly Revenue/Expense Reports

Key Performance Measures

RESULT: Percentage of activity managers who report that they have a strategic partner in the Finance office to help them achieve or improve their operational and strategic results.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	80%				

NOTE: This Key Performance Measure is new. Performance will begin to be tracked in 2022.

Performance Narrative

While providing our residents with the safety and services that they deserve, we were able to efficiently perform while not expensing 16.63% of the budget in 2020 and a projected 1% in 2021 (major use of 2021 budget is mainly due to use of funding for capital projects).

In 2021 we implemented a monthly budget tracking operation and a mid-year budget review, which allowed us to maintain the budget utilization percentage, thereby saving the taxpayers money and being within the legal budgetary constraint.

151
Risk Management Activity

Purpose Statement

The purpose of the Risk Management Activity is to provide claims management, and insurance coverage and consultation services to the County organization so it can preserve County resources by limiting the financial impact of loss.

Resource Summary

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	4,730	4,000	200	600
Interfund Revenues	422,230	419,555	426,800	459,160
Transfers In	-	-	-	-
Other Financing Sources and Misc.	21,891	10,000	-	10,000
Total Revenues	448,851	433,555	427,000	469,760
Expenditures				
Personnel	-	-	-	-
Supplies	-	-	-	-
Purchased Services	324,562	359,148	358,800	369,760
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	108,705	150,000	96,550	100,000
Total Expenditures	433,267	509,148	455,350	469,760
Excess Revenues / (Net Cost to the County)	15,583	(75,593)	(28,350)	-
General Appropriation Required	-	75,593	28,350	-
Budget Variance	(41,662)	-	(47,243)	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget 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.

Risk Management Activity Performance

Core Services

- Risk Management Recommendations
- Coverage Consultations
- Property and Liability Insurance Claims Transactions
- Workers Compensation Insurance Claim Transactions
- Health Insurance Plan Design Recommendations
- Certificates of Insurance

Key Performance Measures

RESULT: Ratio between cost of claims paid and cost of insurance.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	New Measure	New Measure	New Measure	New Measure	1.03

NOTE: This Key Performance Measure is new. Performance will begin to be tracked in 2022.

RESULT: Ratio between cost of asset replacement and the cost of insurance.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	New Measure	New Measure	New Measure	New Measure	1.03

NOTE: This Key Performance Measure is new. Performance will begin to be tracked in 2022.

Performance Narrative

Workers compensation claims (incurred and paid) have historically been a major concern for operations. In 2020 and 2021, there was great improvement with a decrease in claims paid, and fiscal year 2022 is expected to continue this improvement from previous years.



280
Human Resources Program

Purpose Statement

The purpose of the Human Resources Program is to provide workforce planning, employee performance management and management support services to County leadership and departments so they can develop and sustain a high-performance workforce committed to achieving operational and strategic results for customers.

Summary of Program Resources

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	125,729	167,567	159,340	223,730
Supplies	1,441	2,075	1,330	1,760
Purchased Services	19,906	46,591	40,000	96,260
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	147,076	216,233	200,670	321,750
Excess Revenues / (Net Cost to the County)	(147,076)	(216,533)	(200,670)	(321,750)
General Appropriation Required	147,076	216,233	200,670	321,750
Budget Variance	(34,406)	-	(15,563)	-



150
Human Resources Activity

Purpose Statement

The purpose of the Human Resources Activity is to provide strategic management consultations, policy recommendations, and recruitment, onboarding and retention services to departments so they can make well-informed personnel decisions and have the employees they need to achieve their results.

Resource Summary

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	125,729	167,567	159,340	223,730
Supplies	1,441	2,075	1,330	1,760
Purchased Services	19,906	46,591	40,000	96,260
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	147,076	216,233	200,670	321,750
Excess Revenues / (Net Cost to the County)	(147,076)	(216,233)	(200,670)	(321,750)
General Appropriation Required	147,076	216,233	200,670	321,750
Budget Variance	(34,406)	-	(15,563)	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

An update to this activity’s Strategic Business Plan was completed October 2021, and two key performance measures were identified. We expect that the activity will be effective Countywide, in that no hinderance will be identified in other activities achieving their strategic results. Also, we expect that the professional work of this activity’s staff will allow the other County activities to succeed, thereby adding value to other departments and

becoming a strategic partner. Employee retention and recruitment continue to be concentrated efforts to ensure that departments are operating with the resources they need to serve our residents.

Human Resources Activity Performance

Core Services

- Supervisor/Manager Consultations
- Onboarding
- New Employee Group Onboarding Presentations
- Employee Consultations
- Compensation and Classification Studies
- Employee Benefits Plan
- Recruitments
- Personnel Policy Recommendations
- Sick Leave Bank Board Services
- Human Resources Records Management Services
- Department Strategic Human Resources Consultations
- Industry Best Practices for Employee Retention Consultations
- Salary and Compensation Worksheet

Key Performance Measures

RESULT: Percentage of administrative department results not met where the primary reason is not having the employees needed to achieve the result.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	15%				

NOTE: This Key Performance Measure is new. Performance will begin to be tracked in 2022.

RESULT: Percentage of activity managers who report that they have a strategic partner in the Human Resources office to help them achieve or improve their operational and strategic results.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	80%				

NOTE: This Key Performance Measure is new. Performance will begin to be tracked in 2022.

Performance Narrative

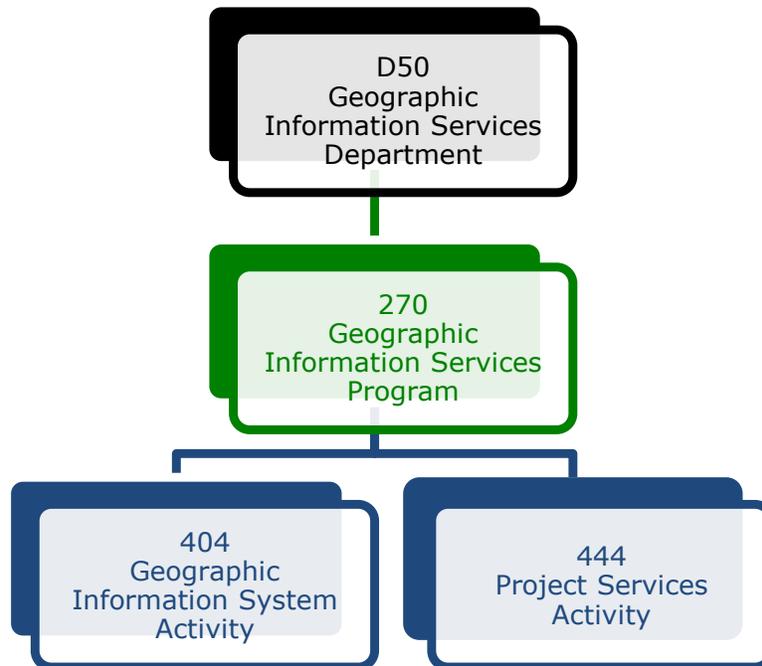
The 2021 projection related to medical insurance shows a good year on medical claims cost, yet the operation is still negative fiscally. A 10% increase in employee premiums for the next three years will allow this operation to be fiscally viable for the future.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	238	1,500	1,500	1,500
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	179,676	179,674	179,670	179,670
Transfers In	-	-	-	-
Other Financing Sources and Misc.	8	-	-	-
Total Revenues	179,922	181,174	181,170	181,170
Expenditures				
Personnel	219,543	210,809	193,080	205,030
Supplies	1,805	7,137	5,890	5,100
Purchased Services	31,359	45,011	38,670	43,220
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	13,044	14,926	14,930	14,530
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	710	-	-	-
Total Expenditures	266,462	277,883	252,570	267,880
Excess Revenues / (Net Cost to the County)	(86,540)	(96,709)	(71,400)	(86,710)
General Appropriation Required	86,540	96,709	71,400	86,710
Budget Variance	65,995	-	25,309	-

Department Resources Restated by Fund

Revenues				
General Fund				
ISF-II	179,922	181,174	181,170	181,170
Total Revenues	179,922	181,174	181,170	181,170
Expenditures				
General Fund	71,102	82,307	75,890	58,590
ISF-II	195,360	195,576	176,680	209,290
Total Expenditures	266,462	277,883	252,570	267,880

Departmental Strategic Results & Performance Updates

Strategic Result	Update
<p>Customers will be able to access and receive up-to-date parcel and E911 datasets as evidenced by:</p> <ul style="list-style-type: none"> • Annually, 99% of parcel boundaries are current with the Assessor’s Office database; • Annually, 90% of E911 addressing changes and/or additions received from addressing officials are updated within two days of receipt; and • By June 30, 2019, reposition the parcels within the Quartz Creek drainage to the best available control information. 	<p>The first two goals continue to be met. In 2021, there was dramatic improvement in parcel accuracy for the Quartz Creek area, as well as east Highway 50 and the Taylor park area. This was made possible by a major software conversion.</p>
<p>Help to conserve ranchland as evidenced by:</p> <ul style="list-style-type: none"> • 30% of private land will be conserved by 2040; • 8,500 new acres of private land conserved from 2019 through 2023; and • Maximum of 10 new lots created annually by 35-acre developments. 	<p>CY 2021 will likely end shy of the annual goal for conserved lands. The end of 2020, saw an increase (15 lots) in 35-acre developments.</p>

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	238	1,500	1,500	1,500
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	179,676	179,674	179,670	179,670
Transfers In	-	-	-	-
Other Financing Sources and Misc.	8	-	-	-
Total Revenues	179,922	181,174	181,170	181,170
Expenditures				
Personnel	219,543	210,809	193,080	205,030
Supplies	1,805	7,137	5,890	5,100
Purchased Services	31,359	45,011	38,670	43,220
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	13,044	14,926	14,930	14,530
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	710	-	-	-
Total Expenditures	266,462	277,883	252,570	267,880
Excess Revenues / (Net Cost to the County)	(86,540)	(96,709)	(71,400)	(86,710)
General Appropriation Required	86,540	96,709	71,400	86,710
Budget Variance	65,995	-	25,309	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	238	1,500	1,500	1,500
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	179,676	179,674	179,670	179,670
Transfers In	-	-	-	-
Other Financing Sources and Misc.	8	-	-	-
Total Revenues	179,922	181,174	181,170	181,170
Expenditures				
Personnel	158,960	150,735	133,000	168,290
Supplies	956	5,937	5,140	3,900
Purchased Services	21,689	23,978	23,610	22,570
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	13,044	14,926	14,930	14,530
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	710	-	-	-
Total Expenditures	195,360	195,576	176,680	209,290
Excess Revenues / (Net Cost to the County)	(15,438)	(14,402)	4,490	(28,120)
General Appropriation Required	15,438	14,402	-	28,120
Budget Variance	55,804	-	18,892	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

Software changes in 2021 and new processing procedures within the Assessor's Office should improve measure performance 2022. Parcel accuracy should continue to see big improvements in 2022 as occurred in 2021.

Geographic Information Systems Activity Performance

Core Services

- Geographic data creation and collection – parcels, addresses, roads, aerials, etc.
- 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

RESULT: Percentage of E911 addressing changes and/or additions received from addressing officials that are updated within two days of receipt.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
97%	90%	95%	90%	90%	90%

RESULT: Percentage of parcel boundaries that are current with the Assessor’s Office database.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
99.8%	99.9%	99.9%	100%	99.5%	100%

Performance Narrative

Software changes this year and new processing procedures within the Assessor’s Office should improve these measures in 2022. Parcel accuracy should continue to see big improvements in 2022 as has occurred in 2021.

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	60,583	60,074	60,080	36,740
Supplies	849	1,200	750	1,200
Purchased Services	9,670	21,033	15,060	20,650
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	71,102	82,307	75,890	58,590
Excess Revenues / (Net Cost to the County)	(71,102)	(82,307)	(75,890)	(58,590)
General Appropriation Required	71,102	82,307	75,890	58,590
Budget Variance	10,191	-	6,417	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

Demand for conservation easements remain high despite the dramatic increase in land values. Next year the acreage of newly conserved land is expected to surpass the annual target.

Project Services Activity Performance

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

OUTPUT: Number of new acres of private land conserved.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
7,011	1,442	1,883	1,700	800	1,700

OUTPUT: Maximum number of new lots created annually by 35-acre developments.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
4	2	15	20	6	20

Performance Narrative

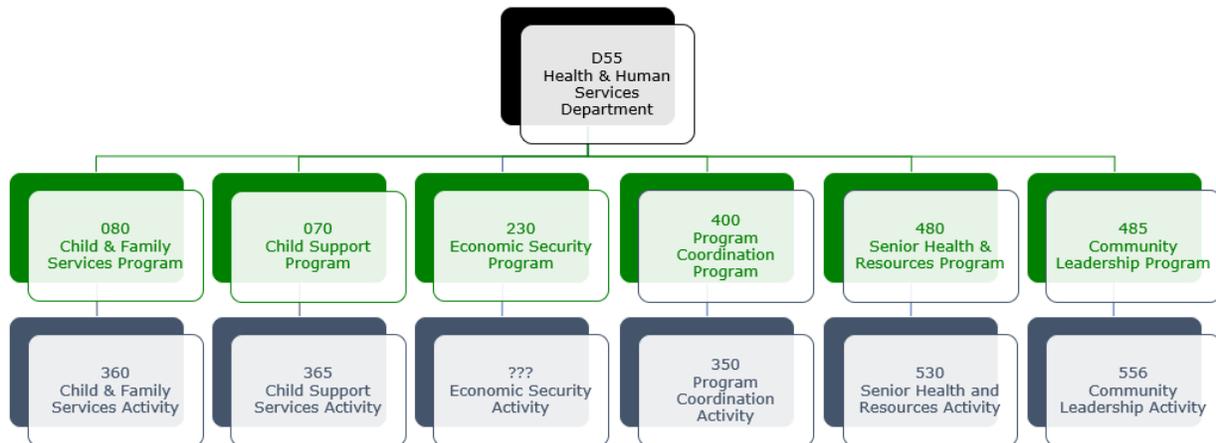
CY 2021 will likely result in a shortfall in acres of conserved land compared to the goal of 1,700 acres. The number of ranches conserved is similar to past years, but their acreages are generally smaller. CY 2020 saw an unusual uptick in the number of 35-acre developments, which so far in 2021 hasn't continued.

Mission Statement

The mission of the Health and Human Services Department (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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	626,959	639,100	664,900	773,970
Licenses and Permits	-	-	-	-
Intergovernmental	6,601,656	9,691,064	7,459,410	7,323,260
Charges for Services	110,130	160,092	64,530	132,160
Contributions and Other Grants	83,406	259,379	252,240	228,460
Fines & Forfeitures	-	5,000	-	-
Investment Income	8,838	8,800	2,800	8,000
Interfund Revenues	-	-	-	-
Transfers In	163,419	231,947	231,950	209,420
Other Financing Sources and Misc.	61,527	88,000	74,000	71,000
Total Revenues	7,655,936	11,083,383	8,749,830	8,746,270
Expenditures				
Personnel	2,555,987	3,462,674	3,107,050	3,767,980
Supplies	427,201	279,320	263,700	301,140
Purchased Services	963,309	1,904,980	1,209,060	1,648,960
Community Prgms/Contributions	3,390,521	5,293,068	3,819,370	2,997,080
Financing Costs	-	-	-	-
Transfers Out	199,786	207,659	198,810	185,230
Capital Outlay	25,235	136,000	112,910	70,000
Miscellaneous (Extraordinary/Special)	2,042	(45,803)	(53,090)	250
Total Expenditures	7,564,081	11,237,898	8,657,810	8,970,640
Excess Revenues / (Net Cost to the County)	91,855	(154,563)	92,020	(224,370)
General Appropriation Required	-	154,563	-	224,370
Budget Variance	99,041	-	246,583	-

Department Resources Restated by Fund

Revenues				
General Fund	513,874	680,915	605,260	638,180
Human Services Fund	5,384,411	7,207,702	5,705,800	5,012,900
Public Health Agency Fund	1,466,651	2,888,765	2,132,770	2,695,190
Rural Transportation Fund	291,000	306,000	306,000	400,000
Total Revenues	7,655,936	11,083,383	8,749,830	8,746,270
Expenditures				
General Fund	571,187	772,463	653,020	689,950
Human Services Fund	5,301,040	7,250,011	5,634,130	5,176,830
Public Health Agency Fund	1,462,485	2,856,423	2,059,160	2,673,860
Rural Transportation Fund	229,369	359,000	311,500	430,000
Total Expenditures	7,564,081	11,237,898	8,657,810	8,970,640

Departmental Strategic Results & Performance Updates

Strategic Result	Update
<p><u>An Integrated Service Delivery Model</u> Families and individuals we serve will experience a higher level of services and better results as a consequence of integration of services and approaches, as evidenced by the following:</p> <ul style="list-style-type: none"> • By December 2020, 80% of activity results achieved; • By December 2020, 80% of departmental strategic business plan activities, in which staff demonstrate competency using the County’s database performance management system in their work as indicated by system utilization rates and identified staff roles, so that customers can benefit from staff who have up-to-date knowledge of data, trends, and emergent issues; • By December 2020, 80% of departmental strategic business plan activities will show that activity managers and staff conduct regularly scheduled activity performance stat sessions so that customers can benefit from staff ability to find relevant data, analyze it, use it to make decisions, and share it as appropriate with partners; • By December 2020, identified Community Partnership Agreement(s) will be in place, to include team charter, identification of membership organizations, structure and roles, agreed-upon result measures, process expectations, etc., so that community members can experience a service delivery approach that is influential in creating a healthy community as described by the “Social Determinants of Health” Model; • By December 2020, 80% of strategic result milestones will be achieved in which milestone timelines indicate due dates in 2019-2020 and/or strategic results 2019-2020 interim results are achieved as specified by implementation or project plans; • By December 31, 2020, Gunnison County will work with key partners on suicide prevention strategic community education, outreach and response plan as measured by: <ul style="list-style-type: none"> a) 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 b) 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 facilitate efforts in the valley to increase the number of child care and pre-K slots and enhance 	<p>Suicide Prevention:</p> <ul style="list-style-type: none"> a) Suicide mortality data has not been shared with the community since the onset of COVID 19. b) The newly renamed Gunnison County Community Health Coalition has completed a new strategic planning process and reorganization. Suicide Prevention still falls within the Health and Wellness subgroup and is being addressed through multiple efforts of the members of the Health Coalition: including continued Suicide Prevention Trainings, Opioid and Substance Abuse Prevention Work, Mobile Crisis Work, and preventatively through efforts to help people meet basic needs and increase navigation services. <p>Child Care and Pre-K Slots:</p> <ul style="list-style-type: none"> a) The Early Childhood Council has been working with each child care provider to maximize current capacity and expand infant toddler care. Season’s expanded by an estimated 30 slots as it became Wonderland Nature School and has opened a new toddler classroom. There are two other potential new child care providers that the ECC is helping. b) The Slot Pilot was complete. The CCCAP budget has not allowed for implementation of the contract for slots and the state is still finalizing policy language. c) Outreach to increase licensed home providers has been happening through our Family Friend and Neighbor Program. This work has engaged a cohort of Spanish speaking caregivers in

<p>the opportunities for small business startups for child care/preschool, as evidenced by:</p> <ul style="list-style-type: none"> a) Development of a community plan to maximize current capacity at all licensed providers and expand capacity for infant and toddler care. b) Increasing the Colorado Child Care Assistance Program (CCCAP) program capacity by implementing a "slot" pilot project and outreach to enroll qualified home providers. c) Outreaching to increase licensed home providers. <ul style="list-style-type: none"> • 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, 2020, Gunnison County will promote optimal community and family health, safety and wellbeing through an integrated Health and Human Services team, as measured by: <ul style="list-style-type: none"> a) 70% or more of children two years of age will be up-to-date in all recommended vaccinations; b) 90% (minimum) of children with a Child Welfare case will not be re-opened due to a new referral within 1 year; c) 90% of vital records (birth and death certificates) audited by the State meet all requirements; and d) 95% of all eligibility determinations for food assistance are completed within 30 days. 	<p>trainings. Also, the ECC is helping two potential new childcare providers as they work to become licensed.</p> <p>High-Quality Mental Health and Behavioral Health Services:</p> <ul style="list-style-type: none"> a) The Health Coalition is continuing to work on mental health and behavioral health services. This work has been led by Juvenile Services, CB State of Mind, GVH, and HHS through hiring of navigators. It includes increasing access to free counseling services for youth, better mobile crisis services, scholarships for mental health providers for trainings, and navigation services.
<p><u>Healthy Families, Healthy Communities</u> By 2020, families in Gunnison County will be prosperous, thriving, and healthy, as evidenced by:</p> <ul style="list-style-type: none"> • 17.2% (maximum) of children are living in poverty; • 90% (minimum) of children with a Child Welfare case will not be repeated within 1 year; • 1% (maximum) pediatric death rate due to preventable injuries or preventable illnesses; • 10% (maximum) teen-pregnancy rate; • 7% (maximum) of children aged 2-5 years and served by WIC are classified as obese; • 70% of children, at two years of age, are up-to-date in all recommended vaccinations (4:3:1:3:3:1:4). 	<p>There were 10.1% of children living in poverty in 2019 (latest data source: Kids Count).</p> <p>More than 90% of children with a Child Welfare case were not repeated within 1 year.</p> <p>The teen pregnancy rate is under 10%.</p> <p>The obesity rate for WIC children ages 2-5 years is less than 7%.</p> <p>71% of children, at two years of age, are up-to-date in all recommended vaccinations (4:3:1:3:3:1:4).</p>

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	3,500,771	5,189,471	3,868,460	2,967,240
Charges for Services	-	-	-	-
Contributions and Other Grants	1,518	250	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	599	-	-	-
Total Revenues	3,502,887	5,189,721	3,868,460	2,967,240
Expenditures				
Personnel	135,976	211,348	155,090	109,900
Supplies	150	-	17,400	19,430
Purchased Services	151,653	89,632	79,340	67,500
Community Prgms/Contributions	3,151,252	4,876,426	3,579,950	2,712,340
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	134,023	88,285	115,580	132,690
Total Expenditures	3,573,054	5,265,691	3,947,360	3,041,860
Excess Revenues / (Net Cost to the County)	(70,167)	(75,970)	(78,900)	(74,620)
General Appropriation Required	70,167	75,970	78,900	74,620
Budget Variance	(32,443)	-	(2,930)	-

**340
Economic Security Activity**

Purpose Statement

The purpose of the Economic Security 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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	595,946	575,409	559,140	562,750
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	595,946	575,409	559,140	562,750
Expenditures				
Personnel	114,519	154,636	112,880	96,160
Supplies	-	-	17,400	19,430
Purchased Services	10,010	20,900	20,070	20,100
Community Prgms/Contributions	426,425	386,858	376,580	387,840
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	115,194	72,285	95,900	114,690
Total Expenditures	666,148	634,679	622,830	638,220
Excess Revenues / (Net Cost to the County)	(70,202)	(59,270)	(63,690)	(75,470)
General Appropriation Required	70,202	59,270	63,690	75,470
Budget Variance	(32,279)	-	(4,420)	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

In 2022, the team will focus on collaboration between Temporary Assistance for Needy Families case managers, families and community resources to engage, empower and collaborate with families for increased self-sufficiency and success in the workforce.

Economic Security Activity Performance

Core Services

- Application Processing
- Outreach Sessions

Key Performance Measures

RESULT: Percentage of Temporary Assistance to Needy Families (TANF) applicants who leave the program due to other reasons besides case sanctions and noncompliance.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	83.3%	78.0%	75.0%	75.0%	75.0%

Performance Narrative

The results reflect collaboration between TANF case managers, families and community resources. TANF case managers are actively engaged in a two-generation approach to engage, empower and collaborate with families for increased self-sufficiency and success in the workforce.



**380
Public Assistance Activity**

Purpose Statement

(This Activity has been absorbed into other areas of the Department.)

Resource Summary

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	2,888,010	4,594,062	3,290,150	2,404,490
Charges for Services	-	-	-	-
Contributions and Other Grants	1,518	250	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	599	-	-	-
Total Revenues	2,890,127	4,594,312	3,290,150	2,404,490
Expenditures				
Personnel	11,722	47,041	32,400	13,740
Supplies	150	-	-	-
Purchased Services	136,301	62,403	50,960	47,400
Community Prgms/Contributions	2,724,826	4,489,568	3,203,370	2,324,500
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	16,787	12,000	18,630	18,000
Total Expenditures	2,889,785	4,611,012	3,305,360	2,403,640
Excess Revenues / (Net Cost to the County)	341	(16,700)	(15,210)	850
General Appropriation Required	-	16,700	15,210	-
Budget Variance	141	-	1,490	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	335,959	333,100	358,900	373,970
Licenses and Permits	549,483	669,404	531,070	641,280
Intergovernmental	11,476	11,000	11,000	11,000
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	8,838	8,800	2,800	8,000
Interfund Revenues				
Transfers In	163,419	231,947	231,950	209,420
Other Financing Sources and Misc.	2,662	-	-	-
Total Revenues	1,071,838	1,254,251	1,135,720	1,243,670
Expenditures				
Personnel	804,629	950,063	854,690	1,152,470
Supplies	28,065	42,300	16,800	38,400
Purchased Services	246,819	275,243	247,770	264,930
Community Prgms/Contributions	23,465	28,370	-	-
Financing Costs	-	-	-	-
Transfers Out	69,045	94,659	82,860	83,230
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	(432,918)	(383,925)	(406,370)	(381,850)
Total Expenditures	739,105	1,006,710	795,750	1,157,180
Excess Revenues / (Net Cost to the County)	332,733	247,541	339,970	86,490
General Appropriation Required	-	-	-	-
Budget Variance	98,187	-	92,429	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	335,959	333,100	358,900	373,970
Licenses and Permits	549,483	669,404	531,070	641,280
Intergovernmental	11,476	11,000	11,000	11,000
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	8,838	8,800	2,800	8,000
Investment Income	-	-	-	-
Interfund Revenues	163,419	231,947	231,950	209,420
Transfers In	2,662	-	-	-
Other Financing Sources and Misc.	1,071,838	1,254,251	1,135,720	1,243,670
Total Revenues	2,143,675	2,508,502	2,271,440	2,487,340
Expenditures				
Personnel	804,629	950,063	854,690	1,152,470
Supplies	28,065	42,300	16,800	38,400
Purchased Services	246,819	275,243	247,770	264,930
Community Prgms/Contributions	23,465	28,370	-	-
Financing Costs	-	-	-	-
Transfers Out	69,045	94,659	82,860	83,230
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	(432,918)	(383,925)	(406,370)	(381,850)
Total Expenditures	739,105	1,006,710	795,750	1,157,180
Excess Revenues / (Net Cost to the County)	1,404,570	1,501,792	1,475,690	1,330,160
General Appropriation Required	-	-	-	-
Budget Variance	98,187	-	26,102	-

Budget Changes

Proposed Change in Funding:	\$24,664. increase
Proposed Change in FTEs:	None
Other:	

Budget Narrative

Administrative services review and alignment with all HHS programs will be prioritized in 2022.

Program Coordination Activity Performance

Core Services

- Client Appointments
- Computer Security Services
- Customer Inquiry Responses
- Data Entries
- Electronic Benefit Transfer (EBT) Cards
- External Client Referrals
- Finance/HR/Records Management Services
- Fraud Prevention Actions
- Grant Applications and Reports
- Initial Screenings
- Insurance Claims
- Internal Client Referrals
- Invoices
- IT Support Sessions
- Medical Records
- Provider Contracts
- Reports – Internal/External/Regulatory/Scheduled
- Vital Records
- Vouchers

Key Performance Measures

RESULT: Percentage of clients served who report that they "strongly agree" or "agree" that they were treated politely, courteously and respectfully at the front desk.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
97.3%	96.2%	94%	90%	90%	90%

RESULT: Percentage of clients served report they "strongly agree" or "agree" that they were given information requested and/or referred to the appropriate service or resource.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
94%	95%	92%	90%	90%	90%

Performance Narrative

In 2021, customer service continued to be the highest priority in Program Coordination. This was especially challenging due to the global pandemic and the increased demands on Health and Human Services. In addition, all state vital records requirements were consistently monitored and adhered to.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	45,022	86,181	130,060	64,680
Charges for Services	80,825	124,034	40,000	95,000
Contributions and Other Grants	8,758	10,000	10,000	50,000
Fines & Forfeitures	-	5,000	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	14	-	-	-
Total Revenues	134,619	225,215	180,060	209,680
Expenditures				
Personnel	117,654	170,056	135,970	178,510
Supplies	1,010	10,686	3,820	6,200
Purchased Services	21,077	47,015	44,160	74,780
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	1,000	-	-
Total Expenditures	139,740	228,757	183,950	259,490
Excess Revenues / (Net Cost to the County)	(5,122)	(3,542)	(3,890)	(49,810)
General Appropriation Required	5,122	3,542	3,890	49,810
Budget Variance	226	-	(348)	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	45,022	86,181	130,060	64,680
Charges for Services	80,825	124,034	40,000	95,000
Contributions and Other Grants	8,758	10,000	10,000	50,000
Fines & Forfeitures	-	5,000	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	14	-	-	-
Total Revenues	134,619	225,215	180,060	209,680
Expenditures				
Personnel	117,654	170,056	135,970	178,510
Supplies	1,010	10,686	3,820	6,200
Purchased Services	21,077	47,015	44,160	74,780
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	1,000	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	139,740	228,757	183,950	259,490
Excess Revenues / (Net Cost to the County)	(5,122)	(3,542)	(3,890)	(49,810)
General Appropriation Required	5,122	3,542	3,890	49,810
Budget Variance	226	-	(348)	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	1.0 FTE (Regional West Central Public Health Partnership Epidemiologist).
Other:	

Budget Narrative

In 2022, Community Leadership will work toward normalization of COVID-19 response as an endemic infection with the Health Care providers and Community leaders.

Community Leadership Activity Performance

Core Services

- Best Practices
- Community Health Plan and Updates
- Community Partnerships
- Department Policy Interpretations
- Employee Performance Plan Approvals and Reviews
- Food Service Facility Inspections
- Integrated Service Model, Team Reviews and Process Improvements
- Organizational Development Sessions
- Quarterly and Monthly Performance Reports
- Social Determinants of Health Model and Interpretations
- Strategic Business Plan and Updates

Key Performance Measures

RESULT: Percentage of policy recommendations adopted.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	75%	80%	50%	50%	75%

RESULT: Percentage of Community Health Plan milestones (Public Health Improvement Plan) accomplished.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	75%	80%	50%	50%	75%

Performance Narrative

During 2021, Community Leadership staff prioritized COVID-19 response including disease control, public education and communications, COVID-19 vaccinations and coordination with Health Care providers and Community leaders.

COVID-19 presented a new challenge for policy recommendations. There were 11 local public health orders implemented as well as a number of recommendations for guidance on safe reopening and continuity of safe operations for businesses.

With the COVID-19 pandemic the health and safety of employees had to become top priority for many organizations. Businesses had to follow capacity limits, mask mandates, and illness screening policies. HHS provided guidance, facilitation and leadership for this process of safely reopening.

With loss of funding for the Worksite Wellness program, there is not much work on policy recommendations currently related to breastfeeding or other worksite wellness policies. The Tobacco program also has been instructed not to work on municipal nicotine tax policies. Tobacco program work has been focused on assessment and community engagement, working collaboratively with GCSAPP on CHOICE pass efforts and public education through newspaper ads on quitting smoking.

The Community Health Plan milestones, related to Behavioral Health collaboration, Healthy Housing, and Healthy Eating Active Living were put on hold in order to respond to COVID-19 regionally. This work included providing support for Local Public Health Agencies to collaborate and debrief on COVID, as well as a large HRSA grant aimed at increasing vaccination among vulnerable people across the region. This grant helps support staff time for several public health staff to continue to respond to COVID-19.

**070
Child Support Program**

Purpose Statement

The purpose of the Child Support 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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	88,067	79,600	87,690	85,860
Charges for Services	77	1,000	320	200
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	88,145	80,600	88,010	86,060
Expenditures				
Personnel	98,987	104,507	99,280	120,880
Supplies	-	-	-	-
Purchased Services	1,856	4,066	2,290	4,300
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	24,568	15,500	18,450	18,500
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	125,410	124,073	120,020	143,680
Excess Revenues / (Net Cost to the County)	(37,265)	(43,473)	(32,010)	(57,620)
General Appropriation Required	37,265	43,473	32,010	57,620
Budget Variance	(3,141)	-	11,463	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	88,067	79,600	87,690	85,860
Charges for Services	77	1,000	320	200
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	88,145	80,600	88,010	86,060
Expenditures				
Personnel	98,987	104,507	99,280	120,880
Supplies	-	-	-	-
Purchased Services	1,856	4,066	2,290	4,300
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	24,568	15,500	18,450	18,500
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	125,410	124,073	120,020	143,680
Excess Revenues / (Net Cost to the County)	(37,265)	(43,473)	(32,010)	(57,620)
General Appropriation Required	37,265	43,473	32,010	57,620
Budget Variance	(3,141)	-	11,463	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	We plan on hiring the 0.40 FTE CSS vacant position
Other:	

Budget Narrative

In 2022, the Child Support Services program hopes to increase the percentage of court-ordered support dollars paid through enforcement actions that should be an accessible tool by early 2022.

Child Support Services Activity Performance

Core Services

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

Key Performance Measures

RESULT: Percentage of court-ordered support dollars paid.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
77.8%	71.1%	70.7%	50%	50%	50%

Performance Narrative

In 2021, the Child Support Services program modified adjustments due to COVID-19, with activities adjusted to reduce collection efforts based on employment impacts.

480
Senior Health and Resources Program

Purpose Statement

The purpose of the Senior Health and 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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	291,000	306,000	306,000	400,000
Licenses and Permits	178,424	85,577	85,570	69,090
Intergovernmental	-	-	-	-
Charges for Services	-	5,000	-	26,680
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	469,424	396,577	391,570	495,770
Expenditures				
Personnel	167,379	76,807	77,590	62,850
Supplies	10,425	-	-	1,000
Purchased Services	268,360	350,309	315,320	428,370
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	65,000	40,500	70,000
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	446,164	492,116	433,410	562,220
Excess Revenues / (Net Cost to the County)	23,260	(95,539)	(41,840)	(66,450)
General Appropriation Required	-	95,539	41,840	66,450
Budget Variance	39,799	-	53,699	-

530
Senior Health and 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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	291,000	306,000	306,000	400,000
Licenses and Permits	178,424	85,577	85,570	69,090
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	5,000	-	26,680
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	469,424	396,577	391,570	495,770
Expenditures				
Personnel	167,379	76,807	77,590	62,850
Supplies	10,425	-	-	1,000
Purchased Services	268,360	350,309	315,320	428,370
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	65,000	40,500	70,000
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	446,164	492,116	433,410	562,220
Excess Revenues / (Net Cost to the County)	23,260	(95,539)	(41,840)	(66,450)
General Appropriation Required	-	95,539	41,840	66,450
Budget Variance	39,799	-	53,699	-

Budget Changes

Proposed Change in Funding:	\$27,000. increase
Proposed Change in FTEs:	0.50 FTE
Other:	

Budget Narrative

Gunnison County Health and Human Services received a grant of \$24,000 to provide information assistance and referrals to disabled individuals and older adults. This will complement the work completed under the Region 10 grant.

Senior Health and Resources Activity Performance

Core Services

- Senior Services Assessments
- Influenza Vaccinations
- Outreach Sessions

Key Performance Measures

RESULT: Percentage of seniors served who are able to avoid nursing home placement and remain living in their own home.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New measure	94%	92.4%	95%	95%	95%

RESULT: Percentage of respondents to the biennial Citizen Survey who state that the services provided to seniors by Gunnison County are very easy or somewhat easy to access.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	94	92.4%	95	63%	63%

Performance Narrative

In 2021, the Senior Resource Office experienced multiple staff and programmatic changes, including the loss of HCBS and an Adult Protection Caseworker. The Senior Resource Office also saw an increase in older adults needing information, assistance and referrals, along with services in the home.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	908,024	937,575	862,990	935,350
Charges for Services	80	900	-	-
Contributions and Other Grants	304	1,000	1,000	1,000
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	908,408	939,475	863,990	936,350
Expenditures				
Personnel	525,839	572,372	572,370	614,830
Supplies	182	-	210	3,100
Purchased Services	27,501	43,272	36,370	40,370
Community Prgms/Contributions	133,689	190,424	91,960	182,530
Financing Costs	-	-	-	-
Transfers Out	106,173	97,500	97,500	83,500
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	300,938	249,837	237,700	249,410
Total Expenditures	1,094,321	1,153,405	1,036,110	1,173,740
Excess Revenues / (Net Cost to the County)	(185,913)	(213,930)	(172,120)	(237,390)
General Appropriation Required	185,913	213,930	172,120	237,390
Budget Variance	13,246	-	41,810	-



360
Child and Family Services Activity

Purpose Statement

The purpose of the Child 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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	924,839	957,575	882,160	935,350
Charges for Services	80	900	-	-
Contributions and Other Grants	304	1,000	1,000	1,000
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	925,223	959,475	883,160	936,350
Expenditures				
Personnel	535,575	582,043	582,180	614,830
Supplies	182	-	210	3,100
Purchased Services	32,844	49,601	44,680	40,370
Community Prgms/Contributions	133,689	190,424	91,960	182,530
Financing Costs	-	-	-	-
Transfers Out	106,173	97,500	97,500	83,500
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	302,980	253,837	238,750	249,410
Total Expenditures	1,111,442	1,173,405	1,055,280	1,173,740
Excess Revenues / (Net Cost to the County)	(186,218)	(213,930)	(172,120)	(237,390)
General Appropriation Required	186,218	213,930	172,120	237,390
Budget Variance	12,941	-	41,810	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

In 2022, we will focus on normalizing services and prevention within the COVID-19 endemic disease approaches. Family Planning will continue to grow the department by increasing new patients, maintaining a multitude of STI testing at clinics and scheduled community events. The Nurse Family Partnership will maintain care for those patients who qualify. We will plan to have scheduled time (at least 1 time per year) to go to the middle school and provide education that is tailored to this age group. This primarily discusses puberty concerns and prevention.

Child and Family Services Activity Performance

Core Services

- Adoptions and Placements
- Birth Control Educational Sessions, Methods and Recommendations
- Child Health Vaccine Screenings and Health Consultations
- Child Medical / Dental Vouchers
- Childcare Center Onsite Immunization Assessments, Provider Training Sessions and Special Needs Referrals
- Consumer Protection Services
- Cooking Classes
- Counseling (Mental Health, Substance Abuse, Domestic Abuse) Sessions
- Early Childhood (Bright By 3) Enrollments
- Early Childhood Council Childcare Provider Conferences
- Emergency Contraceptives
- Foster Care Placements, Trainings, Parent Support, Emancipation, Reports and Referrals
- Iron Assessments
- Language Translations
- Medication Administration Training Sessions
- Nurturing Parenting Program (NPP) Community Sessions and Parenting Classes/Education Sessions
- Nursing Mother Supports
- Nutrition Counseling Sessions and Risk Assessments
- Pap and Pregnancy Tests
- Physical Exams
- Prenatal Vouchers
- Preventative Nurse Family Visits
- Review/Evaluate/Determine (RED) Team Screenings
- Restaurant Inspections
- Sexually Transmitted Infections (STI) Screenings, Tests and Treatments
- Tuberculosis (TB) Screenings
- Tobacco Cessation (Pregnancy) Counseling Sessions and Cessation/Quit Line Referrals
- Tobacco Health Education Sessions and Worksite Policies
- Universal Precautions Training Sessions
- Vaccination (Children, Adults and Seniors) Administrations
- West Central Public Health Partnership (WCPHP) Community Assessments
- Women, Infant and Children (WIC) Supplemental Nutrition Vouchers
- Worksite Wellness Services

Key Performance Measures

RESULT: Percentage of respondents to the biennial Citizen Survey who state that the availability of preventative health services in Gunnison County is good or excellent.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
46%	51%	51%	90%	39%	39%

RESULT: Percentage of children with a Child Welfare case that is not reopened due to a new referral within one year.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	95.1%	100%	100%	90%	95%

RESULT: Percentage of children with an out of home placement who obtain permanency within 24 months.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
91.7%	71.4%	50.0%	75.0%	90%	80%

RESULT: Percentage of all child welfare assessments completed within timeliness guidelines set by the State Department of Human Services.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
74.1%	69.2%	93.2%	90%	90%	90%

RESULT: Percentage of all child welfare cases with completed face to face visits within guidelines set by the State Department of Human Services.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
87.8%	81.1%	86.1%	87%	90%	88%

RESULT: Percentage of children aged 2-5 years and served by WIC classified as obese.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
5.3%	4.9%	7%	7%	7%	6.5%

RESULT: Teen pregnancy rate.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
7.1%	4.9%	8.6%	5.0%	5.0%	4.0%

RESULT: Percentage of children who have received all required immunizations upon entering school.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
65.2%	65.3%	64.6%	70.1%	71.0%	72.0%

RESULT: Percentage of children, at two years of age, who are up-to-date in all recommended vaccinations (4:3:1:3:3:1:4).

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
71.0%	71.0%	69.3%	70.0%	71.0%	72.0%

RESULT: Percentage of children aged 0-5 years who are enrolled in licensed childcare and preschools.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
47%	47%	47%	50%	52%	53%

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

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
86.6%	88.2%	89.1%	89.7%	89.7%	90.0%

Performance Narrative

In 2021, despite COVID challenges and limited Family Planning staffing, the team managed to maintain client numbers similar to the previous years. It continued an array of STI testing at clinic and scheduled community events, primarily coordinated with Western. The Nurse Family Partnership has maintained care for those patients who qualify.

In the year 2021 the NFP program had a patient load of 20 patients, most of which were served via telehealth due to the pandemic. We also went to the middle school for age appropriate education focused primarily on puberty concerns and STI and pregnancy prevention.

The Multicultural Resource Services Coordinator continued to implement the "Prenatal Program", with nine people served in 2020 and eight people on the program so far in 2021. This program helps women who are uninsured to access prenatal care services.

Percentage of children aged 0-5 years who are enrolled in licensed childcare and preschools: This percentage should be increasing over time with the opening up of more slots at Wonderland Nature School.

There were only a few child welfare permanency cases in 2021 with COVID-19 and other complications extending the work more than 24 months resulting in a significant percentage (based on the small number) to exceed the timeframe.

2021 had unique challenges with COVID-19 restricting face-to-face and in-person contacts.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Commission Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	5,182	-	120	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	5,182	-	120	-
Expenditures				
Personnel	-	-	-	-
Supplies	-	300	300	300
Purchased Services	8,326	2,690	2,690	2,250
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	8,326	2,990	2,990	2,550
Excess Revenues / (Net Cost to the County)	(3,144)	(2,990)	(2,870)	(2,550)
General Appropriation Required	3,144	2,990	2,870	2,550
Budget Variance	2,248	-	120	-

Commission Resources Restated by Fund

Revenues				
General Fund	5,182	-	120	-
Total Revenues	5,182	-	120	-
Expenditures				
General Fund	8,326	2,990	2,990	2,550
Total Expenditures	8,326	2,990	2,990	2,550

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	5,182	-	120	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	5,182	-	120	-
Expenditures				
Personnel	-	-	-	-
Supplies	-	300	300	300
Purchased Services	8,326	2,690	2,690	2,250
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	8,326	2,990	2,990	2,550
Excess Revenues / (Net Cost to the County)	(3,144)	(2,990)	(2,870)	(2,550)
General Appropriation Required	3,144	2,990	2,870	2,550
Budget Variance	2,248	-	120	-

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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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	5,182	-	120	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	5,182	-	120	-
Expenditures				
Personnel	-	-	-	-
Supplies	-	300	300	300
Purchased Services	8,326	2,690	2,690	2,250
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	8,326	2,990	2,990	2,550
Excess Revenues / (Net Cost to the County)	(3,144)	(2,990)	(2,870)	(2,550)
General Appropriation Required	3,144	2,990	2,870	2,550
Budget Variance	2,248	-	120	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

HPC members will continue their efforts toward educating the public on historic resources in the county. The group hopes to get a grant to survey the historic resources of Somerset in 2022 and hopes to make strides toward a historic signage program for downtown Gunnison.

Historic Preservation Activity Performance

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

RESULT: Number of local properties designated as historic resources.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
0	0	0	1	0	1

OUTPUT: Number of design review hearings for designated properties.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
0	0	0	1	0	1

OUTPUT: Number of new local historic property designations.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
0	0	0	1	0	1

Performance Narrative

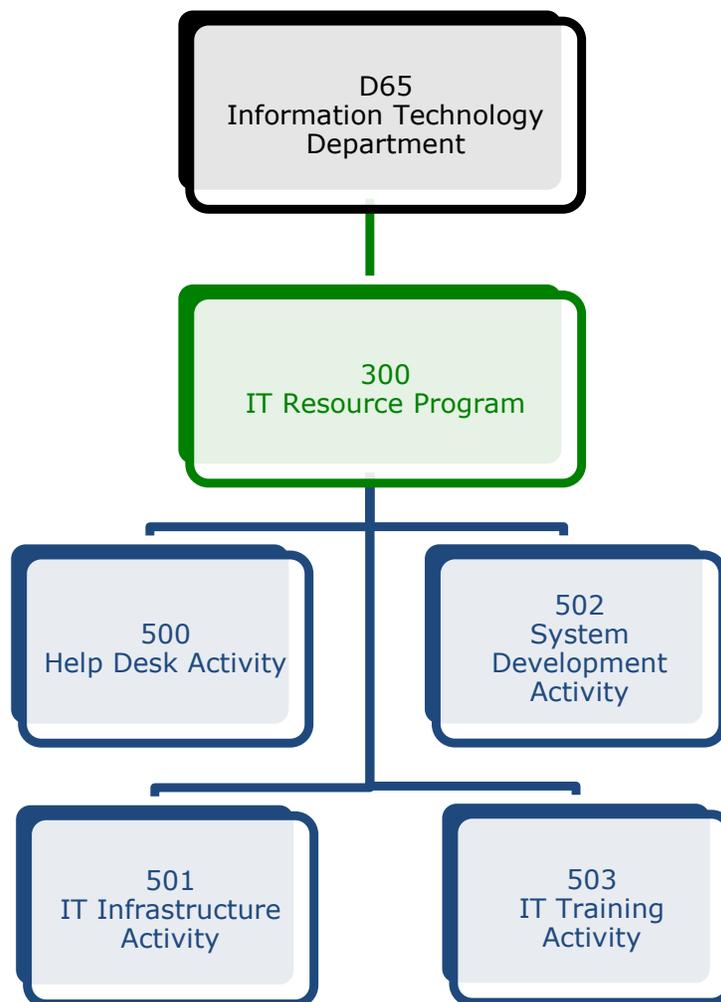
The newly created historic ranch honors program was well received this year.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	15,867	13,261	600	1,000
Interfund Revenues	601,267	610,372	585,400	486,120
Transfers In	44,500	44,500	44,500	22,000
Other Financing Sources and Misc.	2,755	-	-	-
Total Revenues	664,389	668,133	630,500	509,120
Expenditures				
Personnel	323,967	324,304	264,250	333,140
Supplies	94,213	84,500	71,440	80,820
Purchased Services	167,480	188,765	157,050	175,010
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	64,344	71,268	71,270	71,130
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	55,132	-	-	-
Total Expenditures	705,136	668,837	564,010	660,100
Excess Revenues / (Net Cost to the County)	(40,747)	(704)	66,490	(150,980)
General Appropriation Required	40,747	704	-	150,980
Budget Variance	(59,561)	-	65,786	-

Department Resources Restated by Fund

Revenues				
ISF-II	664,389	668,133	630,500	509,120
Total Revenues	664,389	668,133	630,500	509,120
Expenditures				
ISF-II	705,136	668,837	564,010	660,100
Total Expenditures	705,136	668,837	564,010	660,100

Departmental Strategic Results & Performance Updates

<u>Strategic Result</u>	<u>Update</u>
<p><u>Technology</u> County departments will have seamless access to the technological tools that support their service delivery to their customers as evidenced by:</p> <ul style="list-style-type: none"> • By December 31, 2018, 95% of critical applications which impact services to the public are accessible with no unscheduled interruptions during regular working hours. 	<p>The IT Department continues to provide the hardware, software, and support needed by County departments.</p>
<p><u>Customer Experience</u> County departments will experience knowledgeable, responsive, customer-focused service as evidenced by:</p> <ul style="list-style-type: none"> • By December 31, 2018, 75% of customers report that their problems were resolved, they were treated professionally and with respect, and they received proactive, up-to-date communications. 	<p>The IT Department continues to provide a high-quality customer experience for County departments.</p>
<p><u>Process Improvement</u> County departments will experience IT as a strategic partner in achieving process improvement, as evidenced by:</p> <ul style="list-style-type: none"> • By December 31, 2018, 75% of department directors will report that they have a strategic partner in the IT Department to help them achieve or improve their operational and strategic results. 	<p>The IT Department continues to provide technology solutions and advice aimed at improving performance for County departments.</p>

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	15,867	13,261	600	1,000
Interfund Revenues	601,267	610,372	585,400	486,120
Transfers In	44,500	44,500	44,500	22,000
Other Financing Sources and Misc.	2,755	-	-	-
Total Revenues	664,389	668,133	630,500	509,120
Expenditures				
Personnel	323,967	324,304	264,250	333,140
Supplies	94,213	84,500	71,440	80,820
Purchased Services	167,480	188,765	157,050	175,010
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	64,344	71,268	71,270	71,130
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	55,132	-	-	-
Total Expenditures	705,136	668,837	564,010	660,100
Excess Revenues / (Net Cost to the County)	(40,747)	(704)	66,490	(150,980)
General Appropriation Required	40,747	704	-	150,980
Budget Variance	(59,561)	-	65,786	-

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	15,867	13,261	600	1,000
Interfund Revenues	136,063	136,063	135,290	109,520
Transfers In	22,500	22,500	22,500	-
Other Financing Sources and Misc.	1,758	-	-	-
Total Revenues	176,189	171,824	158,390	110,520
Expenditures				
Personnel	104,623	107,434	87,750	106,310
Supplies	51,508	28,860	27,550	29,300
Purchased Services	35,339	34,412	35,060	5,030
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	191,470	170,706	150,360	140,640
Excess Revenues / (Net Cost to the County)	(15,281)	1,118	8,030	(30,120)
General Appropriation Required	15,281	-	-	30,120
Budget Variance	(18,133)	-	6,912	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

The 2022 budgeted funding will allow the IT Help Desk activity to continue to provide timely, professional assistance with a high level of customer satisfaction. Targeted performance measures for this area will be reevaluated in 2022 with the recent change in IT leadership.

Help Desk Activity Performance

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

RESULT: Percentage of IT fixes or problems solved that do not require a second attempt.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
98.9%	97%	99.4%	95%	Data Unavailable	95%

RESULT: Percentage of service requests that are resolved within the published timeframe per severity.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
93.8%	93.7%	93.4%	90%	Data Unavailable	90%

Performance Narrative

The Help Desk activity goals are being met and the effort towards exceptional customer service for County departments will continue next year.

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	443,145	452,250	428,180	358,850
Transfers In	-	-	-	-
Other Financing Sources and Misc.	997	-	-	-
Total Revenues	444,142	452,250	428,180	358,850
Expenditures				
Personnel	148,304	143,900	119,960	151,240
Supplies	42,705	55,640	43,890	51,520
Purchased Services	125,413	154,023	121,240	169,230
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	64,344	71,268	71,270	71,130
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	55,132	-	-	-
Total Expenditures	435,897	424,831	356,360	443,120
Excess Revenues / (Net Cost to the County)	8,244	27,419	71,820	(84,270)
General Appropriation Required	-	-	-	84,270
Budget Variance	(35,887)	-	44,401	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

The 2022 budgeted funding will allow the IT Infrastructure activity to continue to provide modernized technology infrastructure to meet a high level of customer satisfaction for County departments. Targeted performance measures for this area will be reevaluated in 2022 with the recent change in IT leadership.

IT Infrastructure Activity Performance

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

RESULT: Percentage of critical applications which impact services to the public are accessible with no unscheduled interruptions during regular working hours.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Data	96.9%	91.7%	90%	Data	90%
Unavailable				Unavailable	

RESULT: Percentage of critical applications which impact services to the public are accessible over 99% of regular working hours.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Data	98.6%	97.6%	100%	Data	100%
Unavailable				Unavailable	

RESULT: Percentage of systems that are either in compliance with County standards, have a roadmap to become compliant, or are documented exceptions to the standard.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
90.9%	96.4%	95.5%	100%	Data	100%
				Unavailable	

Performance Narrative

The IT Infrastructure activity continues to meet its goals of providing reliable physical and logical infrastructure extending from County buildings to cloud services and vendor integration. The system upgrades to replace aging infrastructure, implementation of new technology solutions, and the high availability of technology within the department's control will continue into next year.

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	22,000	22,000	22,000	22,000
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	22,000	22,000	22,000	22,000
Expenditures				
Personnel	55,174	56,347	43,440	59,190
Supplies	-	-	-	-
Purchased Services	6,306	330	330	330
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	61,480	56,677	43,770	59,520
Excess Revenues / (Net Cost to the County)	(39,480)	(34,677)	(21,770)	(37,520)
General Appropriation Required	39,480	34,677	21,770	37,520
Budget Variance	(5,899)	-	12,907	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

The 2022 budgeted funding will allow the IT Consulting activity to continue to provide timely, professional assistance with a high level of customer satisfaction. Targeted performance measures for this area will be reevaluated in 2022 with the recent change in IT leadership.

Consulting Activity Performance

Core Services

- IT Consultations
- Business Process Improvement Consultations

Key Performance Measures

RESULT: 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.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
81%	70%	81%	60%	Data Unavailable	60%

Performance Narrative

The IT Department continually provides training, advice, vendor analysis, and market research as requested from County departments and as part of the overall customer service goal. Additional effort will be applied in 2022 to formalize the documentation and measurement of this activity.

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	22,059	22,059	21,930	17,750
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	22,059	22,059	21,930	17,750
Expenditures				
Personnel	15,867	16,623	13,100	16,400
Supplies	-	-	-	-
Purchased Services	422	-	420	420
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	16,289	16,623	13,520	16,820
Excess Revenues / (Net Cost to the County)	5,770	5,436	8,410	930
General Appropriation Required	-	-	-	-
Budget Variance	358	-	2,974	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

The 2022 budgeted funding will allow the IT Training activity to continue to provide timely, professional assistance with a high level of customer satisfaction. Targeted performance measures for this area will be reevaluated in 2022 with the recent change in IT leadership.

IT Training Activity Performance

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

RESULT: Percentage of new systems training participants who demonstrate basic knowledge of the system they are trained on.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	New Measure				

Performance Narrative

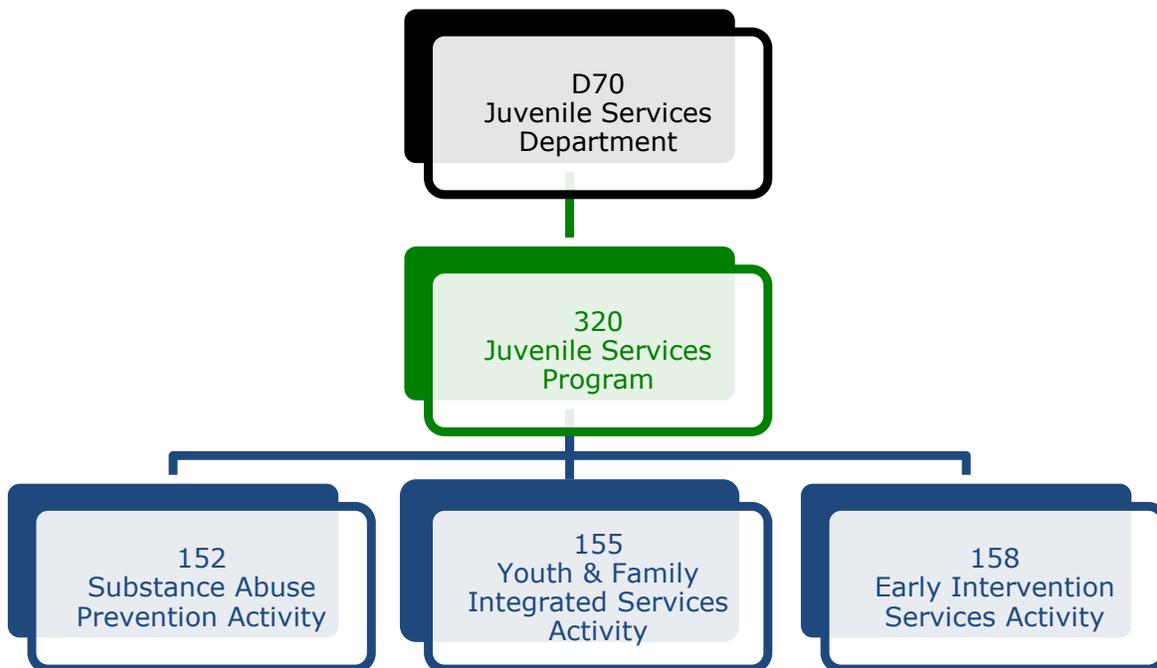
The IT Department continually provides training and documentation for supplied software and hardware as requested from County departments as part of the overall customer service goal. Additional effort will be applied in 2022 to formalize the documentation and measurement of this activity.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	392,130	765,418	536,080	817,360
Charges for Services	11,700	10,650	1,200	1,000
Contributions and Other Grants	29,769	81,480	79,730	66,520
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	597	-	-	-
Total Revenues	434,196	857,548	617,010	884,880
Expenditures				
Personnel	304,177	431,707	405,340	655,150
Supplies	24,890	18,879	27,580	32,660
Purchased Services	147,240	418,572	225,970	276,930
Community Prgms/Contributions	(12)	6,175	2,100	5,000
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	973	2,500	1,020	-
Total Expenditures	477,268	877,833	662,010	969,740
Excess Revenues / (Net Cost to the County)	(43,072)	(20,285)	(45,000)	(84,860)
Jumping*				
General Appropriation Required	43,072	20,285	45,000	84,860
Budget Variance	17,335	-	(25,215)	-

Department Resources Restated by Fund

Revenues				
General Fund	352,411	744,093	528,790	786,110
Human Services Fund	81,785	113,455	88,220	98,770
Total Revenues	434,196	857,548	617,010	884,880
Expenditures				
General Fund	396,369	763,878	573,790	870,970
Human Services Fund	80,898	113,455	88,220	98,770
Total Expenditures	477,268	877,333	662,010	969,740

Departmental Strategic Results & Performance Updates

Strategic Result	Update
<p>Youth and their families served by Gunnison County Youth Services will demonstrate increased protective factors that build resiliency and connectedness as demonstrated by maintaining these annual averages:</p> <ul style="list-style-type: none"> • 88% of youth served by Early Intervention will not commit a new offense within one year of program completion (2011 baseline); • 95% of youth/families participating on a Family Advocacy Support Team (FAST) will not involuntarily enter the Child Welfare or Juvenile Justice systems (2011 baseline); • 85% of children and youth have shown improved school attendance rates while involved with FAST (2015 baseline); and • 90% of youth in the diversion program meet 80% of the requirements in their youth-parent contract (2015 baseline). 	<p>FAST, early intervention and prevention efforts through Juvenile Services continue to demonstrate strong community collaboration and are meeting their strategic measures. We have such a small number of youths being served in Diversion and FAST that, when we haven't met a measure, it is due to one incident/youth.</p>
<p>Youth in Gunnison County will exhibit fewer unhealthy high-risk behaviors and reduced use of alcohol and other substances as evidenced by maintaining these annual averages:</p> <ul style="list-style-type: none"> • 88% of youth in 6th – 12th grade will report not using tobacco, alcohol, marijuana and prescription drugs without a prescription (combined) in the last 30 days according to the Healthy Kids Survey (district total of all four substances averaged (2009 baseline); • 84% 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 (2018 baseline); • 90% of youth served in 6th – 12th grade report having someone to talk to when feeling sad, empty, hopeless, angry or anxious according to the Healthy Kids Colorado survey (2018 baseline); • 70% of parents with youth in 6th – 12th grade will report having had a conversation with their child(ren), in the past 12 months, about the dangers of alcohol and drugs according to local parent survey data (2015 baseline); and • 90% of Choice Pass youth served will meet Choice Pass established targets (2015 baseline). 	<p>GCSAPP and prevention efforts continue to meet our strategic measures. We have seen a slight increase of alcohol use and are working as a community to understand risk factors that contribute to this. Youth continue to report having an adult to go to and parents and youth both report having conversations with each other.</p>

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	392,130	765,418	536,080	817,360
Charges for Services	11,700	10,650	1,200	1,000
Contributions and Other Grants	29,769	81,480	79,730	66,520
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	597	-	-	-
Total Revenues	434,196	857,548	617,010	884,880
Expenditures				
Personnel	304,177	431,707	405,340	655,150
Supplies	24,890	18,879	27,580	32,660
Purchased Services	147,240	418,572	225,970	276,930
Community Prgms/Contributions	(12)	6,175	2,100	5,000
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	973	2,500	1,020	-
Total Expenditures	477,268	877,833	662,010	969,740
Excess Revenues / (Net Cost to the County)	(43,072)	(20,285)	(45,000)	(84,860)
General Appropriation Required	43,072	20,285	45,000	84,860
Budget Variance	17,335	-	(25,215)	-

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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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	219,213	513,512	306,510	547,850
Charges for Services	-	-	-	-
Contributions and Other Grants	29,769	81,480	79,730	66,520
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	248,982	594,992	386,240	614,370
Expenditures				
Personnel	112,749	167,026	152,150	297,660
Supplies	18,131	15,073	23,550	26,520
Purchased Services	109,822	355,413	182,990	242,230
Community Prgms/Contributions	(12)	6,175	2,100	5,000
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	500	-	-
Total Expenditures	240,690	544,187	360,790	571,410
Excess Revenues / (Net Cost to the County)	8,292	50,805	25,450	42,960
General Appropriation Required	-	-	-	-
Budget Variance	642	-	(25,855)	-

Budget Changes

Proposed Change in Funding:	From \$707,123 in 2021 to \$1,175,000 in 2022
Proposed Change in FTEs:	Increase 2.5 FTE
Other:	

Budget Narrative

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 and our youth binge drinking rate. Additionally, we continue to close the gap between the number of parents who report talking to youth about the dangers of substances and the amount of

youth who report talking to parents about the dangers of substances; these measures are statistically significant and well above the state average.

GCSAPP continues efforts in teaching prevention in the schools as well as providing education to parents, professionals and community members. The Choice Pass Program remains a strong prevention effort with just over 500 youth signing up for the program and over 450 parents attending an educational event. We are increasing staff to help 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. We are working to help write grants for the school and hospital to help support embedding social workers in the school as well.

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 will hire a new GCSAPP Manager to oversee youth prevention and keep a full time Choice Pass employee in order to allow for the Department Director to oversee prevention, treatment and recovery efforts across the lifespan for Substance Use Disorders.

For 2022 we anticipate serving the same amount of youth and parents in the Choice Pass program as 2021 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, 1 FTE social-emotional coordinator.

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 resiliently responding to stress. We are expanding our prevention efforts to focus across the lifespan with the understanding that adult behaviors and attitudes impact youth. We are also starting to work on coordinating and collaborating county-wide and across organizations on treatment and recovery options. These measures are also included in more than one of the BOCC County Strategic Plan results.

Gunnison County Substance Abuse Prevention Project Activity Performance

Core Services

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

Key Performance Measures



RESULT: Percentage of youth served in 6th - 12th grade who report having had a conversation with at least one parent, in the past 12 months, about the dangers of alcohol and drugs according to Choice Pass survey data.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
65%	81%	81%	Not yet reported	85%	85%



RESULT: 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.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
81%	85%	N/A	Not yet reported	85%	85%



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

Performance Narrative

We continue to work across the community support youth in increasing protective factors and decreasing risk factors. We have seen the number of youth reporting alcohol use higher in the general population, which is higher than in the Choice Pass population. We continue to work on increasing awareness and enrollment of Choice Pass to continue to support youth and families. We continue to work to promote and educate on the importance of being a positive adult for youth.

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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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	72,270	103,455	88,220	98,770
Charges for Services	9,500	10,000	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	14	-	-	-
Total Revenues	81,785	113,455	88,220	98,770
Expenditures				
Personnel	69,782	86,942	78,750	84,930
Supplies	316	431	250	200
Purchased Services	9,828	24,082	8,200	13,640
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	973	2,000	1,020	-
Total Expenditures	80,898	113,455	88,220	98,770
Excess Revenues / (Net Cost to the County)	886	-	-	-
General Appropriation Required	-	-	-	-
Budget Variance	(2045)	-	-	-

Budget Changes

Proposed Change in Funding:	N/A
Proposed Change in FTEs:	N/A
Other:	

Budget Narrative

In 2022, the Family Advocacy Support Team will serve 25-30 youth and families, of whom we expect 85% 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 serve who require Wraparound services that exceed six months.

In order to meet the needs of families, we will continue to have a full-time Wraparound facilitator position at 35 hours a week. Our facilitator is bilingual and we will help support the needs of the Spanish-speaking community with our interpreter/translator to increase equity in our services for all of our community members.

We will work closely with the school and the new social worker in the Gunnison elementary school and Crested Butte secondary school to ensure that they are aware of FAST and how to make a referral. We have also increased our collaboration with the Child Protection Team (CPT) and anticipate working preventatively with families who screen out of CPT.

Youth and Family Integrated Services Activity Performance

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

RESULT: Percentage of youth/families participating in FAST who do not involuntarily enter the Child Welfare or Juvenile Justice systems.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
93%	100%	100%	94%	98%	98%

RESULT: Percentage of children and youth who have shown improved school attendance rates while involved with FAST.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
84%	86%	79%	96%	96%	96%

Performance Narrative

FAST continues to be a strong program and serve youth and families and help ensure prevention and early intervention. We saw a slight decrease in our attendance measure in 2020, primarily due to the COVID-19 pandemic and the use of online school.

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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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	100,646	148,451	141,350	170,740
Charges for Services	2,200	650	1,200	1,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	583	-	-	-
Total Revenues	103,429	149,101	142,550	171,740
Expenditures				
Personnel	121,647	177,739	174,440	272,560
Supplies	6,443	3,375	3,780	5,940
Purchased Services	27,590	39,077	34,780	21,060
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	155,680	220,191	213,000	299,560
Excess Revenues / (Net Cost to the County)	(52,250)	(71,090)	(70,450)	(127,820)
General Appropriation Required	52,250	71,090	70,450	127,820
Budget Variance	24,088	-	640	-

Budget Changes

Proposed Change in Funding:
 Proposed Change in FTEs: .5 FTE
 Other:

Budget Narrative

In 2022, 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.

In 2022, 90% of youth who are served and will be screened for mental health services will receive mental health services. We are exploring ways to support youth in partnership with the RE1J school district to increase more early intervention services that use a restorative practices lens. We anticipate an increase of staff (0.5FTE) in order to help meet the growing needs of our local youth and help provide early intervention/prevention support to decrease the number of justice-involved youth and increase protective factors in the lives of youth who have more risk factors.

Early Intervention Activity Performance

Core Services

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

Key Performance Measures

RESULT: Percentage of youth who do not receive additional charges during program involvement.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
95%	98%	100%	100%	100%	98%

RESULT: Percentage of youth served by Early Intervention who do not commit a new offense within one year of program completion.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
88%	90%	98%	98%	98%	98%

RESULT: Percentage of youth in the diversion program who meet 80% or more of the requirements in their youth-parent contract.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
93%	96%	91%	100%	100%	95%

Performance Narrative

The youth intervention program continues to be a strong program. We continue to see youth successfully completing diversion and not re-entering into our services.

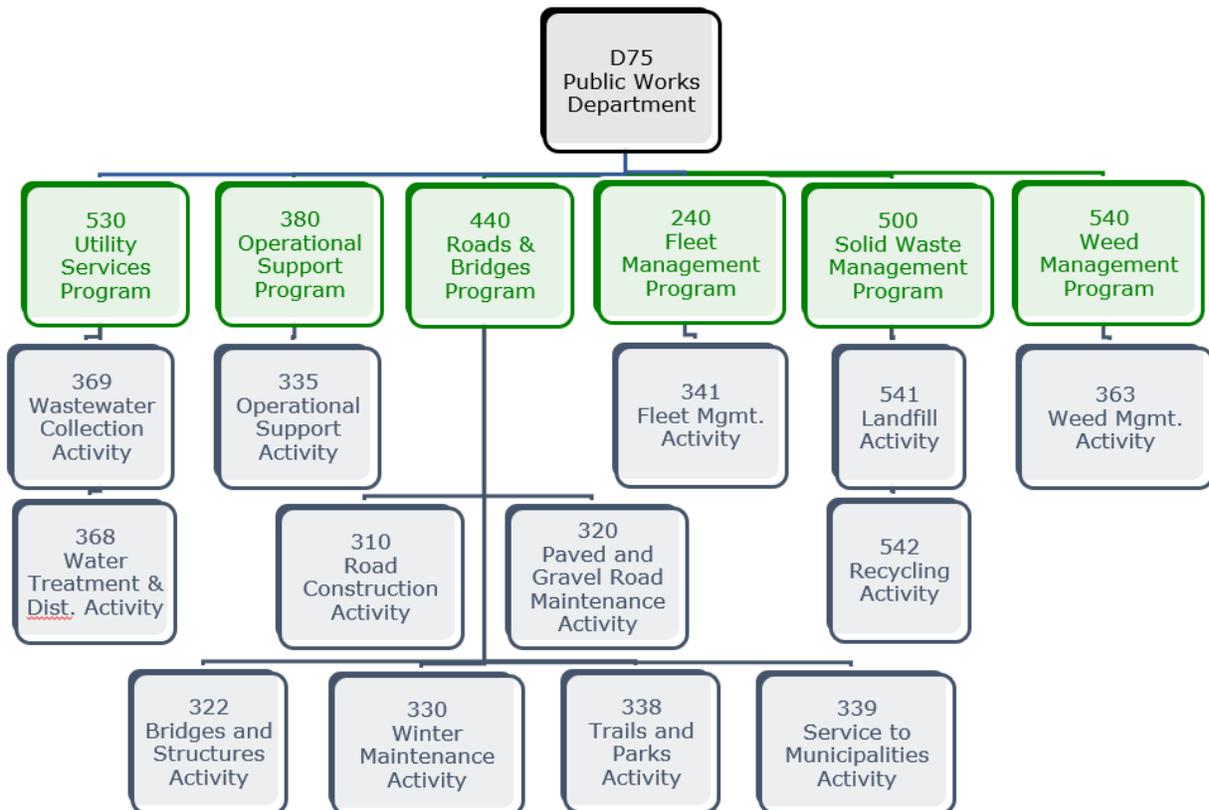
We are starting to see some of the fallout of the COVID-19 pandemic and generational patterns surface. We have some youth whose parents have previously been in the program entering into our services, and this has been tough – we are trying to work upstream to help support youth and families.

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

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Summary of Department Resources

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	235,343	200,000	280,000	270,000
Licenses and Permits	30,010	12,320	44,980	27,680
Intergovernmental	4,649,300	4,922,493	4,844,880	4,988,700
Charges for Services	2,278,439	2,179,181	2,350,980	2,788,270
Contributions and Other Grants	4,271	34,084	17,040	20,000
Fines & Forfeitures	2,053	3,490	2,580	2,980
Investment Income	161,832	111,175	14,600	14,500
Interfund Revenues	2,269,033	2,114,458	2,202,000	2,256,000
Transfers In	249,198	286,488	214,020	321,800
Other Financing Sources and Misc.	268,980	236,245	203,760	1,275,340
Total Revenues	10,148,458	10,099,934	10,174,840	11,965,270
Expenditures				
Personnel	3,802,108	4,288,260	4,049,340	4,510,020
Supplies	1,637,190	2,794,718	2,652,940	2,406,050
Purchased Services	3,120,583	3,660,701	3,239,980	3,692,470
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	135,703	346,507	283,560	722,140
Transfers Out	436,853	577,451	580,040	552,900
Capital Outlay	433,015	946,765	890,000	1,703,970
Miscellaneous (Extraordinary/Special)	1,128,765	81,323	81,320	111,320
Total Expenditures	10,696,716	12,698,224	11,779,680	13,701,370
Excess Revenues / (Net Cost to the County)	(548,258)	(2,598,291)	(1,604,840)	(1,736,100)
General Appropriation Required	548,258	2,598,291	1,604,840	1,736,100
Budget Variance	1,365,698	-	993,451	-

Department Resources Restated by Fund

Revenues				
General Fund	141,292	164,755	129,840	146,830
Road and Bridge Fund	5,022,036	5,039,852	5,105,480	5,322,580
Sewer Fund	799,133	783,526	776,020	1,019,920
Water Fund	453,923	661,873	512,240	506,860
Solid Waste Fund	1,253,900	1,160,570	1,293,110	1,584,730
ISF-I	2,478,174	2,289,358	2,358,150	3,384,350
Total Revenues	10,148,458	10,099,934	10,174,840	11,965,270
Expenditures				
General Fund	559,560	628,039	569,520	874,950
Road and Bridge Fund	5,414,696	6,375,933	5,854,110	6,376,080
Sewer Fund	861,507	848,231	797,720	1,229,440
Water Fund	452,599	635,707	523,210	444,660
Solid Waste Fund	1,030,395	1,273,034	1,159,550	1,580,120
ISF-I	2,377,959	2,937,280	2,875,570	3,196,120
Total Expenditures	10,696,716	12,698,224	11,779,680	13,701,370

Departmental Strategic Results & Performance Updates

Strategic Result	Update
By December 31, 2026, Gunnison County will have an additional funding stream that ensures sufficient support for road and bridge infrastructure, construction and maintenance so that residents and visitors can safely travel on County roads, conduct business, and pursue recreational interests.	The Commissioners and staff continue to pursue funding streams for the County. An assessment of needs on hard-surfaced roads will provide information on how much funding is needed.
By December 31, 2026, 40% of respondents to the biennial Citizen Survey will report that road repair on County roads and highways is good or excellent.	This metric scored 47% in the 2021 survey.
By December 31, 2026, 75% of respondents to the biennial Citizen Survey will report that the availability of paths and walking trails is good or excellent.	This metric scored 87% in the 2021 survey.
By December 31, 2026, visitors and residents of Gunnison County will have confidence that their County government will continuously strive to protect the environment by meeting or exceeding all goals related to cost reductions, snow removal options, fleet management, stormwater management, energy efficiency, utilizing recycled materials, landfill (solid waste) management, and provision of water and wastewater services as indicated by: <ul style="list-style-type: none"> • No loss of funding or fines due to non-compliance with wastewater and drinking water quality standards and solid-waste regulations; • 99% reduction in annual maintenance cost per mile of gravel or dirt road hard surfaced, considering fuel, equipment, labor and magnesium chloride treatment; • Gunnison County will have hard-surfaced 10 miles of County roads from the 2018 baseline; and • 90% of equipment purchased will meet federal emission standards. 	<p>Gunnison County is compliant with all regulations in our Utility Department and Solid Waste Department and received no fines or loss of funding.</p> <p>The numbers for the maintenance cost of paved vs gravel need to be done over a 5-7 year timeframe to include costs for sealcoating asphalt, which ideally is done every five years. Looking at the annual costs for Cottonwood Pass before and after paving, the maintenance cost after paving is .01% of the cost of maintaining it as a gravel road!</p> <p>We have not had the funding to hard surface any gravel roads since Cottonwood.</p>
By 2026, through diversion, compaction and site management, the expected lifespan of the landfill will be the same (75 years) as it was in 2021.	Through intense efforts, we are increasing the lifespan of the landfill. We purchased a heavy-duty compactor to increase compaction density, which saves airspace. We recycle metals, tires, concrete and mattresses. We believe that, with increased emphasis on recycling and new technology, we are going to be able to meet this goal.

Annually, residents and visitors of Gunnison County will enjoy the benefits of a sound and well-managed infrastructure, as measured by:

- 90% of County paved road miles are maintained as defined by revised published service levels;
- 80% of gravel/native surface road miles are maintained as defined by revised published service levels; and
- 95% of decisions to approve/not approve, prioritize and respond to requests for unplanned improvements and/or additional maintenance will be informed by the Board-approved revised and published service levels.

Gunnison County roads, both paved and gravel are maintained to a condition as close to their respective service levels as the budget allows. The department takes a great deal of pride in maintaining our roads, but the lack of funding to extend the roadway prism on paved roads to add shoulders keeps us from fully achieving this goal.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	18,570	236,126	117,860	61,750
Licenses and Permits	1,155,523	1,120,541	1,125,260	1,418,070
Intergovernmental	-	-	-	-
Charges for Services	1,401	2,480	2,080	2,480
Contributions and Other Grants	44,059	19,175	2,600	2,500
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	2,460	37,747	8,030	8,030
Transfers In	1,222,012	1,416,069	1,255,830	1,492,830
Other Financing Sources and Misc.	18,570	236,126	117,860	61,750
Total Revenues	2,462,595	3,068,264	2,629,520	3,047,410
Expenditures				
Personnel	177,616	181,527	160,330	162,610
Supplies	14,705	22,043	21,340	21,340
Purchased Services	507,070	874,322	759,170	715,430
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	102,097	147,226	147,230	147,230
Transfers Out	59,397	63,434	64,480	65,850
Capital Outlay	-	72,000	45,000	446,800
Miscellaneous (Extraordinary/Special)	225,731	29,723	29,720	29,720
Total Expenditures	1,089,115	1,392,775	1,229,770	1,591,480
Excess Revenues / (Net Cost to the County)	1,373,479	1,675,489	1,399,750	1,455,930
General Appropriation Required	-	-	-	-
Budget Variance	13,015	-	275,739	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	18,570	236,126	117,860	61,750
Licenses and Permits	389,371	357,070	353,420	402,630
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	13,654	1,600	500	500
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	1,293	37,747	8,030	8,030
Transfers In	422,888	632,543	479,810	472,910
Other Financing Sources and Misc.	18,570	236,126	117,860	61,750
Total Revenues	864,346	1,501,212	1,077,480	1,007,570
Expenditures				
Personnel	125,685	113,859	105,050	93,130
Supplies	10,126	12,888	12,140	12,140
Purchased Services	63,243	288,013	185,120	128,320
Community Prgms/Contributions	2,500	2,500	2,500	2,500
Financing Costs	22,782	50,964	50,970	50,980
Transfers Out	14,520	16,596	16,550	15,250
Capital Outlay	-	30,000	30,000	30,000
Miscellaneous (Extraordinary/Special)	-	29,723	29,720	29,720
Total Expenditures	238,857	544,543	432,050	362,040
Excess Revenues / (Net Cost to the County)	625,490	956,669	645,430	645,530
General Appropriation Required	-	-	-	-
Budget Variance	110,211	-	311,239	-

Budget Changes

Proposed Change in Funding:	There is a 6.5% increase in costs for the Antelope Hills Distribution system users, but no cost increase for Dos Rios users.
Proposed Change in FTEs:	None
Other:	

Budget Narrative

Each year, funding is included in the budget for needed maintenance and improvements both at the treatment plant and in the distribution systems. Our goal is to have minimal yearly increases in fees to users rather than a large increase to pay for an unplanned

upgrade. This year, changes in the budget reflect transferring the funding for replacement pumps at the plant from the Capital Improvement Plan to the operating budget.

In 2022, we will continue to provide high quality water to our users that meets all State and Federal regulations

Water Treatment and Distribution Activity Performance

Core Services

- Water testings per CDPHE
- Water treatments
- Water plant maintenance and repairs
- Fire hydrant quality water flushings
- Fire hydrant maintenance and repairs
- Distribution system maintenance and repair
- New water and service repair inspections

Key Performance Measures

RESULT: Maximum percentage of water customers who experience unplanned water outages.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
0%	0%	0%	1%	0%	1%

Performance Narrative

In 2021, this function continued to monitor the system and track any unexpected increases in plant production, which usually indicates some type of leak in the system. Monthly review of water usage at dwelling units, especially during the winter months, allows the operators to notify users of potential leaks before they have property damage or a very high bill.

In 2021, we had planned to train an employee from another division of the Public Works Department to operate the treatment plant to solidify our Continuity of Operations Plan. Unfortunately, other departments were short-staffed, so that will continue to be a goal in 2022.

In 2021 five additional homes that had been on wells were added to the Dos Rios system using funding provided by the Department of Energy.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	766,152	763,471	771,840	1,015,440
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	1,401	2,480	2,080	2,480
Investment Income	30,404	17,575	2,100	2,000
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	1,167	-	-	-
Total Revenues	799,124	783,526	776,020	1,019,920
Expenditures				
Personnel	51,931	67,668	55,280	69,480
Supplies	4,579	9,155	9,200	9,200
Purchased Services	443,827	586,309	574,050	587,110
Community Prgms/Contributions	-	-	-	-
Financing Costs	79,314	96,261	96,260	96,250
Transfers Out	44,877	46,838	47,930	50,600
Capital Outlay	-	42,000	15,000	416,800
Miscellaneous (Extraordinary/Special)	225,731	-	-	-
Total Expenditures	850,258	848,231	797,720	1,229,440
Excess Revenues / (Net Cost to the County)	(51,134)	(64,705)	(21,700)	(209,520)
General Appropriation Required	51,134	64,705	21,700	209,520
Budget Variance	(97,197)	-	43,005	-

Budget Changes

Proposed Change in Funding:	Budgets show significant increases due to cost of treatment and a project in the Dos Rios area.
Proposed Change in FTEs:	None
Other:	

Budget Narrative

Rate increases from 12% - 19% were proposed in the initial 2022 budget submittal. Since that time, we have been advised that the cost of treatment at the City of Gunnison's Wastewater Treatment Plant is going to go up significantly. Their goal is to equalize the cost of sewer service between city residents and county residents. The rates will now increase between 16% and 53.25%. As we have done the past four years, we will continue

to hold the line on our costs, but will increase our efforts to make sure our system is as efficient as possible.

In 2021, as a result of the work with the jet vac truck and the camera, staff located a section of line in very poor condition. That section of line is scheduled to be moved to a better location and replaced in 2022. Staff will work to evaluate the condition of manholes on the Dos Rios system and the North Gunnison system and identify and prioritize the manholes that will be lined in the fall of 2022. We will use any available dollars left in the 2022 budget to do maintenance on as many manholes as possible. Dollars spent will minimize infiltration and help manage treatment costs.

Grant funding has been awarded for improvements to the County system that serves 23 homes in Somerset. No rate increases are planned for that system at this time but, in the future, final approval by the Colorado Department of Health for the proposed improvements may cause a rate modification. In 2022, we will continue to work with our Engineer and the Colorado Department of Public Health to get a project approved and under construction in the fall of 2022. Plans were submitted in 2021 per their suggestions, but were not approved before there were staff changes, so there has been a delay in final approval. It is our goal to get the project done while the system is still functioning. Improvements will cause some inconveniences for the users of the system.

Wastewater Collection Activity Performance

Core Services

- Sewer line locates
- Sewer line inspections/cleanings
- Sewer line upgrades
- Sewer-collection system maintenance and repair
- Lift station maintenance and repairs
- Collection data monitorings

Key Performance Measures

RESULT: Maximum percentage of customers who experience unplanned sewer outages .					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
0%	0%	0%	1%	0%	1%

RESULT: Percentage of respondents to the biennial citizen survey who report that sewer services are good or excellent.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
87%	86%	86%	86%	84%	84%

Performance Narrative

This year, staff did line cleaning and camera work on 25,000 linear feet of line. Our goal is to identify sources of infiltration and inflow that increase the volume to be treated, even though it is generally groundwater. Infiltration unnecessarily increases our treatment costs, impacts the capacity of the plant, and is under Colorado Department of Public Health and the Environment regulations. We were able to identify the section described in the budget narrative. We also located a number of smaller problems and were able to repair them ourselves or hire others to complete them. We continue to maintain the three lift stations to make sure they remain operational and do not cause any type of spill. There have been no unplanned events on our systems. We did replace a pump at the Antelope Hills lift station. Pump maintenance and redundancy are essential at lift stations.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	235,343	200,000	280,000	270,000
Licenses and Permits	28,735	11,000	43,000	26,000
Intergovernmental	4,466,661	4,450,100	4,467,220	4,700,000
Charges for Services	24,344	5,120	5,410	4,200
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	24	10	-	-
Investment Income	60,077	35,000	4,000	4,000
Interfund Revenues	177,124	210,100	185,000	185,000
Transfers In	112,857	111,488	114,020	115,580
Other Financing Sources and Misc.	38,308	36,348	35,950	35,950
Total Revenues	5,143,472	5,059,166	5,134,600	5,340,730
Expenditures				
Personnel	319,808	377,810	375,500	378,840
Supplies	230,688	318,170	262,670	296,170
Purchased Services	200,722	240,727	233,420	219,760
Community Prgms/Contributions	-	-	-	-
Financing Costs	200	1,082	930	930
Transfers Out	208,304	332,185	333,720	320,000
Capital Outlay	-	1,000	-	-
Miscellaneous (Extraordinary/Special)	810,537	46,500	46,500	46,500
Total Expenditures	1,770,260	1,317,474	1,252,740	1,262,200
Excess Revenues / (Net Cost to the County)	3,373,212	3,741,692	3,881,860	4,078,530
General Appropriation Required	-	-	-	-
Budget Variance	(417,218)	-	140,168	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	235,343	200,000	280,000	270,000
Licenses and Permits	28,735	11,000	43,000	26,000
Intergovernmental	4,466,661	4,450,100	4,467,220	4,700,000
Charges for Services	24,344	5,120	5,410	4,200
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	24	10	-	-
Investment Income	60,077	35,000	4,000	4,000
Interfund Revenues	177,124	210,100	185,000	185,000
Transfers In	112,857	111,488	114,020	115,580
Other Financing Sources and Misc.	38,308	36,348	35,950	35,950
Total Revenues	5,143,472	5,059,166	5,134,600	5,340,730
Expenditures				
Personnel	319,808	377,810	375,500	378,840
Supplies	230,688	318,170	262,670	296,170
Purchased Services	200,722	240,727	233,420	219,760
Community Prgms/Contributions	-	-	-	-
Financing Costs	200	1,082	930	930
Transfers Out	208,304	332,185	333,720	320,000
Capital Outlay	-	1,000	-	-
Miscellaneous (Extraordinary/Special)	810,537	46,500	46,500	46,500
Total Expenditures	1,770,260	1,317,474	1,252,740	1,262,200
Excess Revenues / (Net Cost to the County)	3,373,212	3,741,692	3,881,860	4,078,530
General Appropriation Required	-	-	-	-
Budget Variance	(417,218)	-	140,168	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

This budget funds the basic administrative services required by a large diverse department. In 2022, there will not be any additional staff, but some job descriptions will change as we strive to provide assistance to the Operations Manager in site visits for permit inspections as well as processing the permits. Staggered work schedules allow us to serve the public daily from 7:00 AM – 5:30 PM. Those hours are particularly important to contractors who need to be on their job sites early. This budget also provides funding for incentives for our

Safety Program, which is an important component of any workplace dealing with traffic, heavy equipment and winter conditions.

Operational Support Activity Performance

Core Services

- Commercial Driver License (CDL) records
- Personnel and training files
- Random drug and alcohol tests
- Permits
- Accident review findings
- Onsite permit inspections and issuances
- Accounts payable vouchers
- Motor pool schedulings/billings
- Bid preparations and advertisements
- Contracts
- Conference registrations
- Payroll postings/job cost postings
- Budget preparations
- Monthly and annual report preparations
- Grants management services
- Fuel-usage records
- Customer inquiry responses

Key Performance Measures

RESULT: Percentage of customers who obtain Public Works permits within three working days of submitting a completed application.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	96.6%	97%	96.6%	96.6%	97%

RESULT: Percentage of complaints/concerns regarding road conditions, summer and winter that receive an informed response within three business days.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
97.6%	100%	100%	98%	98%	98%

Performance Narrative

In 2021, our offices were open, even during the months that COVID restrictions were in place. The administrative staff answers all calls and forward the calls to the appropriate office, which includes Landfill, Recycling Center, Utilities, Road & Bridge and Fleet. It is their job to answer any questions they can about the various operations, receive concerns and complaints, and make sure they are addressed in a timely manner.

Even though training programs and meetings were subject to COVID protocols, we were able to schedule our annual Mine Safety and Health Administration training and continue implementation of our safety program. A large portion of time in 2021 was spent in processing permits. The number of access permits was much higher than in previous years and we were able to process them in the time outlined in our strategic plan. This department is responsible for posting information from timecards that generates payroll, and allows us to track the cost of equipment repairs, road maintenance and construction costs.

Roads and Bridges Program 440

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	66,095	148,416	107,180	123,800
Charges for Services	11,739	2,500	79,310	2,000
Contributions and Other Grants	4,271	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	75,000	-	75,000
Other Financing Sources and Misc.	5,302	2,400	4,930	2,400
Total Revenues	87,407	228,316	191,420	203,200
Expenditures				
Personnel	1,790,625	2,123,562	1,957,800	2,301,760
Supplies	816,117	1,616,575	1,566,980	1,261,350
Purchased Services	1,806,166	1,816,358	1,539,120	2,028,010
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	433,015	25,000	-	-
Miscellaneous (Extraordinary/Special)	-	100	100	100
Total Expenditures	4,845,923	5,581,595	5,064,000	5,591,220
Excess Revenues / (Net Cost to the County)	(4,758,516)	(5,353,279)	(4,872,580)	(5,388,020)
General Appropriation Required	4,758,516	5,353,279	4,872,580	5,388,020
Budget Variance	496,851	-	480,699	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	75,000	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	75,000		
Expenditures				
Personnel	13,358	26,218	72,410	29,920
Supplies	70,909	535,900	530,900	250,000
Purchased Services	6,106	80,500	30,000	135,000
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	433,015	-	-	-
Total Expenditures	523,388	642,618	633,310	414,920
Excess Revenues / (Net Cost to the County)	(523,388)	(567,618)	(633,310)	(414,920)
General Appropriation Required	523,388	567,618	633,310	414,920
Budget Variance	1,242,341	-	(65,692)	-

Budget Changes

Proposed Change in Funding:	Original Request Reduced to Meet Budget Restrictions
Proposed Change in FTEs:	None
Other:	

Budget Narrative

Funding requested in this budget will help us achieve one of the Board of County Commissioner's strategic goals as well as one of our own goals. It will provide funding for paving a section of gravel road. Paving reduces maintenance costs and provides a higher quality experience for users of the road. We will be working with some residents and homeowners associations on cooperative projects to hard surface roads in their subdivisions

Construction Activity Performance

Core Services

- Five-year priority lists
- Procurement documents
- ROW acquisitions
- Road construction projects
- Improvement designs
- Grant applications
- Engineered plans

Key Performance Measures



RESULT: Percentage of gravel roads meeting paving criteria that are hard surfaced.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
0%	4%	0%	10%	0%	10%



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

Performance Narrative

In 2021, we were able to use some money out of our fund balance for a paving project. We were able to solicit competitive bids and the price was low enough that it enabled us to pave the Washington Gulch Road from Gothic Road to the end of the existing asphalt. This project did not pave an existing gravel road, but it saved a paved road that was going to return to gravel if there was not a major project. The road was initially paved with recycled asphalt and, due to the time elapsed since that project and the heavy traffic generated by new home construction in the area, the surfacing was in very poor condition. The 2" overlay meets the criteria of a construction project.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	2,000	-	-
Charges for Services	4,414	500	77,310	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	4,502	-	2,530	-
Total Revenues	8,916	2,500	79,840	-
Expenditures				
Personnel	1,231,145	1,240,285	1,139,760	1,320,790
Supplies	715,565	1,013,950	976,940	915,210
Purchased Services	1,062,494	894,572	811,370	998,370
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	3,009,204	3,148,807	2,928,070	3,234,370
Excess Revenues / (Net Cost to the County)	(3,000,288)	(3,146,307)	(2,848,230)	(3,234,370)
General Appropriation Required	3,000,288	3,146,307	2,848,230	3,234,370
Budget Variance	(159,990)	-	298,077	-

Budget Changes

Proposed Change in Funding:	Original request reduced to meet available funding
Proposed Change in FTEs:	None
Other:	

Budget Narrative

This budget provides the funding for magnesium chloride, surface sealcoats, gravel applications and asphalt maintenance, as well as the labor and equipment needed to accomplish the tasks. The budget also includes funding for an evaluation of all paved roads to assess and quantify maintenance needs and costs. The information will be used to prioritize projects and assist in finding sources of funding. Funds are included for a chip seal on the Taylor River Road that was not done in 2021 due to the closures on Highway 50 limiting the transport of oil from the plant in Grand Junction.

Paved and Gravel Road Maintenance Activity Performance

Core Services

- Road gradings
- Drainage installation and maintenance
- Rock blastings
- Traffic management
- Traffic information
- Chloride applications
- Road stripings/delineations
- Sign repairs/installations
- Shoulder applications
- Road surface seals
- Pavement patchings
- ROW maintenances (mowing, brush removal, fencing, rockfall)
- Cattleguard installation and maintenance
- Road brooming
- Trailhead maintenance
- Employee safety and maintenance trainings
- Guardrail installation and maintenances

Key Performance Measures



RESULT: Percentage of paved roads that are seal coated annually (represents 100% of need based on five-year cycle).

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
6.5%	.465%	.29%	20%	0%	20%



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

Performance Narrative

As mentioned above, in 2021 we were not able to do any chip sealing due to the closure of Highway 50, which limited our access to chip seal oil from the plant. We could have brought in trucks from an oil company in Denver, but the product made in Grand Junction is more tolerant of our cold weather and the freeze and thaw impacts on our roads.

The amount in the budget for asphalt and oil is never adequate to chip seal 20 miles. We applied mag chloride on roads that have high traffic or maintenance issues. We hired Montrose County to do the chloride on the Big and Little Cimarron due to the road closure. We were able to mobilize equipment and labor to do limited maintenance during the time that Highway 50 was open due to closures on I-70.

Like all employers in the Gunnison Valley, we were short of employees this summer and not able to accomplish as many projects as we had planned. We had openings for full-time employees as well as seasonal employees who do most of our traffic control during maintenance and projects. We were notified five days before the start of our traffic count program that the contractor we hire was not going to be able to do the work this summer. Thus, we lost a valuable year of traffic count information during a busy summer. We were able to get a limited number of counts on Kebler and Cottonwood and both passes were very busy. A large amount of time was spent on maintenance on Kebler this summer. The gravel road simply could not support the number and speed of vehicles using the road.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	10,430	36,899	27,710	41,100
Supplies	-	13,100	13,100	44,100
Purchased Services	10,771	15,000	25,000	25,000
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	20,000	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	21,200	84,999	65,810	110,200
Excess Revenues / (Net Cost to the County)	(21,200)	(84,999)	(65,810)	(110,200)
General Appropriation Required	21,200	84,999	65,810	110,200
Budget Variance	54,082	-	19,189	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

This budget stays relative constant. We always place money in this budget for the replacement or major repair of a minor structure. In 2022, there is money in the Capital Improvement Plan for match money if we are awarded a grant for the design and engineering of the bridge over Slate River on Gothic Road. There is also money in the Capital Improvement Plan for replacement of the deck on the bridge over the Gunnison

River on CR#10. An engineering firm, hired by CDOT, will inspect all of our bridges that are more than 20 feet in length during the spring or early summer of 2022.

Bridges and Structures Activity Performance

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



RESULT: Percentage of major bridges (20' and over) that are independently rated bi-annually as "structurally sound".

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
84.1%	84.1%	88.6%	90%	85%	85%



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

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
85%	85%	90%	90%	85%	90%



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

Performance Narrative

In 2021, with limited staff, we inspected both major and minor structures for signs of damage or debris in the river or stream channels. Our summer seasonal employees always work to remove any sanding sand from the bridge decks, and we were not able to clean all of the decks this summer without the seasonal help. We did respond to any user concerns about the conditions of the approaches or the bridge decks.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	7,325	2,000	2,000	2,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	7,325	2,000	2,000	2,000
Expenditures				
Personnel	456,923	754,444	628,860	816,550
Supplies	27,857	47,100	39,100	44,100
Purchased Services	606,908	641,100	529,100	639,100
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	100	100	100
Total Expenditures	1,091,688	1,442,744	1,197,160	1,499,850
Excess Revenues / (Net Cost to the County)	(1,084,363)	(1,440,744)	(1,195,160)	(1,497,850)
General Appropriation Required	1,084,363	1,440,744	1,195,160	1,497,850
Budget Variance	304,379	-	245,584	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

This budget remains relatively constant. Each year we budget for a heavy snow year. If the costs of winter maintenance exceed our budgeted amounts, we are forced to reduce summer maintenance to balance the budget. If it is a light snow year, we are able to use any unneeded funds to do some increased maintenance. The budget always provides for overtime for weekend storms and for hiring equipment, if needed, to provide the level of service needed. The budget includes money for seasonal help to supplement the crews if we have an unexpected opening or someone is out ill or with an injury.

Winter Maintenance Activity Performance

Core Services

- Gravel road winter plowings/sandings
- Customer inquiry responses
- Paved road winter plowings/sandings
- Snow traps
- Winter road condition information postings
- Frozen-pipe drainages
- Winter "emergency" request responses
- Fence repairs
- Winter "changing conditions" request responses
- Winter trailhead maintenance
- Winter signage and delineation
- Snow storage management
- Equipment-readiness services
- Winter awareness presentations
- Winter operator training sessions

Key Performance Measures

RESULT: Percentage of school days when snow accumulations meet plow policy criteria at least 1 hour prior to school bus time, routes within 15 miles of County maintenance facilities will be plowed prior to school bus use.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	98%	100%	98%

RESULT: Percentage of respondents to the biennial citizen survey who report that snow removal services on County roads and highways is good or excellent.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
80%	80%	80%	80%	75%	75%

Performance Narrative

Last winter season was a light snow year. We continue to prioritize school bus routes and main arterials. There are fewer school bus routes than there have been historically, but the need for plowing has increased as parents are using the roads to bring their children to the bus stop or to school. Last year, many of the storms were light snows, but the temperature was just right for icing conditions. We increased our sanding applications using pickups with sanders and tandem axle trucks. Sanding definitely contributes to road safety and user experience. Our Department's strategic goals reference roads that are adequately maintained and plowed.

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	5,000	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	4,271	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	75,000
Other Financing Sources and Misc.	800	2,400	2,400	2,400
Total Revenues	5,071	7,400	2,400	77,400
Expenditures				
Personnel	43,814	30,163	47,890	42,710
Supplies	1,785	6,475	6,890	7,890
Purchased Services	51,193	75,686	62,150	143,540
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	5,000	-	-
Total Expenditures	96,792	117,324	116,930	194,140
Excess Revenues / (Net Cost to the County)	(91,721)	(109,924)	(114,530)	(116,740)
General Appropriation Required	91,721	109,924	114,530	116,740
Budget Variance	(26,530)	-	(4,636)	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

This budget funds basic trail maintenance in the Gunnison and Crested Butte area, including the trail north of the City of Gunnison to Ohio Creek and the Old Kebler Wagon Road trail. The Wagon Road trail is maintained as a handicapped accessible trail and is used by Adaptive Sports. The budget also includes money for maintenance of the White Water Park and the Hartman Rocks Base Area. That maintenance includes trash collection and restroom cleaning.

Trails and Parks Activity Performance

Core Services

- Sweepings
- Debris cleanup and erosion control
- Gradings
- Restroom cleanings
- Surfacing
- Construction
- Asphalt maintenance
- Drainages
- Plowings
- Signage
- Trash pickups

Key Performance Measures

RESULT: Percentage of County maintained trails that have surface treatments, drainage improvements and clearing as needed.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
75%	75%	75%	85%	75%	85%

RESULT: Percentage of paved trails that are swept.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

RESULT: Percentage of respondents to the biennial citizen survey who report that the availability of paths and walking trails is excellent or good.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
75%	75%	75%	75%	87%	87%

Performance Narrative

During the past year, trail maintenance was not as aggressive as planned. We use our summer seasonals to do a lot of the maintenance and, without them, we were not able to accomplish all of our planned maintenance. We did purchase the bike stencil, but were not able to get any painting done. Next year we will be painting bike symbols on our paved trails to enhance the safety of the pedestrians and bikers, and discourage vehicle use and parking. A user group did a great job of clean-up at the White Water Park this summer, and we are hoping to do some cooperative projects with them in the upcoming year.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	66,095	141,416	107,180	123,800
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	66,095	141,416	107,180	123,800
Expenditures				
Personnel	34,955	35,553	41,170	50,690
Supplies	-	50	50	50
Purchased Services	68,694	109,500	81,500	87,000
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	103,649	145,103	122,720	137,740
Excess Revenues / (Net Cost to the County)	(37,554)	(3,687)	(15,540)	(13,940)
General Appropriation Required	37,554	3,687	15,540	13,940
Budget Variance	(18,429)	-	(11,853)	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

This budget funds services provided to municipalities in our area including Mt. Crested Butte, Marble, Somerset, and the Town of Pitkin. The services are requested by the municipalities and all but the payment for the street lights in Somerset are at least partially reimbursed by the agency receiving the service.

Service to Municipalities Activity Performance

Core Services

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

Key Performance Measures

RESULT: 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.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

RESULT: Percentage of municipality roads that are maintained per municipality standards and budgets.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

Performance Narrative

In 2021, we continued to provide basically the same level of service to these municipalities as in previous years. The primary service we provide is winter maintenance, which includes plowing and sanding their streets.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	5,719	3,000	3,000	3,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	23,055	20,000	2,000	2,000
Interfund Revenues	2,091,908	1,904,358	2,017,000	2,071,000
Transfers In	100,000	100,000	100,000	131,220
Other Financing Sources and Misc.	80,493	51,100	50,440	992,130
Total Revenues	2,301,175	2,078,458	2,172,440	3,199,350
Expenditures				
Personnel	651,205	682,518	685,020	719,400
Supplies	521,381	704,000	685,830	685,830
Purchased Services	197,209	235,263	250,890	248,820
Community Prgms/Contributions	-	-	-	-
Financing Costs	21,391	38,124	36,560	300,520
Transfers Out	95,760	103,520	103,520	93,940
Capital Outlay	-	835,000	835,000	835,000
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	1,486,946	2,598,425	2,596,820	2,883,510
Excess Revenues / (Net Cost to the County)	814,229	(519,967)	(424,380)	315,840
General Appropriation Required	-	519,967	424,380	-
Budget Variance	1,009,940	-	95,587	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	5,719	3,000	3,000	3,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	23,055	20,000	2,000	2,000
Interfund Revenues	2,091,908	1,904,358	2,017,000	2,071,000
Transfers In	100,000	100,000	100,000	131,220
Other Financing Sources and Misc.	80,493	51,100	50,440	992,130
Total Revenues	2,301,175	2,078,458	2,172,440	3,199,350
Expenditures				
Personnel	651,205	682,518	685,020	719,400
Supplies	521,381	704,000	685,830	685,830
Purchased Services	197,209	235,263	250,890	248,820
Community Prgms/Contributions	-	-	-	-
Financing Costs	21,391	38,124	36,560	300,520
Transfers Out	95,760	103,520	103,520	93,940
Capital Outlay	-	835,000	835,000	835,000
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	1,486,946	2,598,425	2,596,820	2,883,510
Excess Revenues / (Net Cost to the County)	814,229	(519,967)	(424,380)	315,840
General Appropriation Required	-	519,967	424,380	-
Budget Variance	1,009,940	-	95,587	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

The budget for this activity includes all material and parts inventories, ownership and maintenance of County gravel pits, maintenance of five district shops, and all county vehicles and equipment except the equipment that is owned by the airport. Staff is 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 use of our vehicles to do their jobs. In 2022, we will be working with the Chief Financial Officer and the County Manager to find innovative creative ways to stretch our budget dollars to allow us to upgrade old equipment requiring high dollar repairs.

Fleet Management Activity Performance

Core Services

- Fleet assessments
- Fleet acquisitions and dispositions
- Vehicle and light-duty repairs
- Heavy-equipment repairs
- Light-duty vehicle maintenance
- Heavy-equipment maintenance
- Shop cleanup and tool maintenance
- Customer consultations
- Fabrications
- Field service calls
- Fleet-staff training and cross-training
- On-call staffing backups
- Special projects
- Inventory management

Key Performance Measures

RESULT: Percentage of emergency service responders' vehicles and light duty equipment that receives priority in scheduling for maintenance and planned repairs.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

RESULT: Percentage of heavy equipment required for summer/winter readiness that is replaced before the end of its useful life.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
33.3%	33%	33.3%	33.3%	33.3%	33.3%

Performance Narrative

We continually strive to improve operations by scheduling jobs, cross training technicians, etc. Plans for shop work and projects are often hindered by the need to respond to an emergency or to provide service on a piece of equipment that is down.

This past year we did some reorganization in our main repair facility after the retirement of our Fleet Manager who had worked for the County for 47 years. As with all change, it is an opportunity to evaluate how you conduct business and how you serve your customers. Our emphasis is always on maintaining the historic qualities of our shop and moving forward with new technology and new opportunities.

In 2021, we had some major component overhauls on a D7 dozer, the landfill compactor and a loader. Those overhauls take significant investments of technician time, but because our shop is equipped with a parts washer, overhead crane, etc., we are able to do the repairs in our shop saving the high cost of outside labor and hauling the equipment to Grand Junction or Denver. During the past year, the Fleet Manager ordered a new tractor/mower unit for summer maintenance and new CNG pickups for the Sheriff. Due to manufacturing delays and supply chain problems, none of our orders will arrive until mid-summer 2022.

This Activity directly relates to both the BOCC Strategic Plan and the Department's strategic goals. BOCC Strategic Goal B.3. prioritizes the purchase of compressed natural gas vehicles, which has been done. The Department strategic goal is broader and requires increased fuel efficiency for vehicles and meeting federal emission standards for equipment.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	64,600	-
Charges for Services	1,069,646	1,039,020	1,132,000	1,355,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	629	1,000	500	500
Investment Income	34,641	37,000	6,000	6,000
Interfund Revenues	-	-	-	-
Transfers In	25,450	-	-	-
Other Financing Sources and Misc.	123,534	83,550	90,010	223,230
Total Revenues	1,253,900	1,160,570	1,293,110	1,584,730
Expenditures				
Personnel	504,563	555,917	529,000	581,490
Supplies	41,679	76,850	79,080	79,080
Purchased Services	307,962	386,708	361,590	370,260
Community Prgms/Contributions	-	-	-	-
Financing Costs	10,698	158,757	98,840	273,460
Transfers Out	73,392	78,312	78,320	73,110
Capital Outlay	-	13,765	10,000	170,000
Miscellaneous (Extraordinary/Special)	92,496	5,000	5,000	35,000
Total Expenditures	1,030,790	1,275,309	1,161,830	1,582,400
Excess Revenues / (Net Cost to the County)	223,110	(114,739)	131,280	2,330
General Appropriation Required	-	114,739	-	-
Budget Variance	145,184	-	246,019	-

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	823,384	782,904	862,000	1,055,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	629	1,000	500	500
Investment Income	34,641	37,000	6,000	6,000
Interfund Revenues	-	-	-	-
Transfers In	21,343	23,550	20,010	170,230
Other Financing Sources and Misc.	879,998	844,454	888,510	1,231,730
Total Revenues	1,759,995	1,688,908	1,777,020	2,463,460
Expenditures				
Personnel	267,894	281,562	291,660	257,220
Supplies	22,347	55,050	50,450	50,450
Purchased Services	237,778	311,061	284,350	298,300
Community Prgms/Contributions	-	-	-	-
Financing Costs	10,698	158,757	98,840	273,460
Transfers Out	49,176	52,464	52,470	48,980
Capital Outlay	-	13,765	10,000	170,000
Miscellaneous (Extraordinary/Special)	92,496	5,000	5,000	35,000
Total Expenditures	680,388	877,659	792,770	1,133,410
Excess Revenues / (Net Cost to the County)	1,079,606	811,249	984,250	1,330,050
General Appropriation Required	-	-	-	-
Budget Variance	51,850	-	173,001	-

Budget Changes

Proposed Change in Funding:	15% increase in fees
Proposed Change in FTEs:	None
Other:	

Budget Narrative

The Landfill is an enterprise account that must pay its way and support recycling and sage grouse mitigation. It must also put money into reserve accounts for construction of a new cell and closure costs. The revenues and expenses were evaluated and a 15% fee increase will be put in place on January 3, 2022. Revenues must pay on site operational costs including labor and required equipment to excavate dirt, haul it to the cell, and compact

and cover trash. They must also cover the cost of engineering services, groundwater monitoring, methane monitoring, annual compaction density surveys, and all submittals and reviews by the Colorado Department of Health and Environment.

Landfill Activity Performance

Core Services

- Recyclable material diversions (appliances, mattresses, metal, concrete and asphalt, tires, wood)
- CDPHE testing/permits/compliance reports
- Windblown-trash clean ups
- Equipment maintenance
- Trash compaction, burial and cover
- Public service announcements
- Special waste handlings

Key Performance Measures

RESULT: Percentage of special waste requests that are handled within 3 days of receipt of final application package.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

Performance Narrative

In 2021, we were able to accomplish a number of goals that had been set for the year. Mid-year, we finally received the heavy-duty compactor that had been on order since 2019. It increases compaction density, which is the best way to save air space and prolong the life of the facility.

Each year, we are required by the Colorado Department of Health to complete a survey which allows them to calculate volumes. In the past, that has been a ground survey. This year we moved to a drone survey, which initially increased the cost, but will establish the controls needed, not only for density but also for construction of the next cell, measurement of excavation quantities, etc.

We purchased software for computer-generated weight tickets in 2019, but COVID postponed the installation. The system was put into place in the spring of 2021, has decreased the potential of an error on tickets, and allows the gatekeeper to serve the continual line of pickups and trucks more quickly and efficiently.

We continue to recycle steel and appliances at the landfill. A steel recycling company picks the steel up on a regular basis. We have continued to recycle mattresses. The price that we pay to recycle them will go up to \$20.00 each on January 1, 2022, but we continue to believe that it is worthwhile because of the space it saves in the landfill. It seems hard to believe, but to date this year we have shipped 2,250 mattresses.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	64,600	-
Charges for Services	246,261	256,116	270,000	300,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	25,450	-	-	-
Other Financing Sources and Misc.	102,191	60,000	70,000	53,000
Total Revenues	373,902	316,116	404,600	353,000
Expenditures				
Personnel	236,670	274,355	237,340	324,270
Supplies	19,331	21,800	28,630	28,630
Purchased Services	70,184	75,647	77,240	71,960
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	24,216	25,848	25,850	24,130
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	350,401	397,650	369,060	448,990
Excess Revenues / (Net Cost to the County)	23,501	(81,534)	35,540	(95,990)
General Appropriation Required	-	81,534	-	95,990
Budget Variance	93,694	-	117,074	-

Budget Changes

Proposed Change in Funding:	Minor benefit from increased Landfill fees
Proposed Change in FTEs:	None
Other:	

Budget Narrative

This budget reflects the cost of labor for a 7-day-a-week operation. It includes funding for the maintenance of equipment, fuel, trash fees, site maintenance and supplies such as wire for the bales, bags for collection at the windows, etc.

Recycling Activity Performance

Core Services

- Community service supervisions
- Drop-off services
- Product collections
- Site cleanings
- Equipment maintenance
- Product diversions
- Product tons
- Processed products (aluminum, tin, newspaper, office paper, plastic, glass, cardboard)
- Product sales/shipments
- Public service announcements
- Recycling educational tours

Key Performance Measures

RESULT: Percentage of product that is diverted from the waste stream.					
2018	2019	2020	2021	2021	2022
Actual	Actual	Actual	Budget	Projected	Budget
10.4%	11.5%	12.5%	10%	10%	10%

Performance Narrative

In spite of the impacts of COVID on our partners who collect material and bring it to our Center and the impact of reduced prices for paper products, we were able to survive. We are seeing the amount paid for various products improving, which is a positive sign. After working short-handed for most of the year, the Center is currently fully staffed, which allows us to keep processing products and doing collection routes in Gunnison and Crested Butte. The staff is diligent in sorting out unacceptable materials, which allows us to produce a quality baled product. Selling our product has not been a problem, but transportation can be a problem. The nationwide shortage of truck drivers sometimes makes it hard to get a load shipped to a mill. That can be particularly true in the winter.

We continue to do site tours and educational sessions whenever they are requested.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	1,275	1,320	1,980	1,680
Intergovernmental	97,973	87,851	88,020	88,020
Charges for Services	7,294	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	31	-	-	-
Total Revenues	106,573	89,171	90,000	89,700
Expenditures				
Personnel	178,777	185,627	160,090	171,780
Supplies	8,294	9,500	8,500	8,700
Purchased Services	55,124	39,936	44,430	47,330
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	242,194	235,063	213,020	227,810
Excess Revenues / (Net Cost to the County)	(135,621)	(145,892)	(123,020)	(138,110)
General Appropriation Required	135,621	145,892	123,020	138,110
Budget Variance	(1,905)	-	22,872	-

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	1,275	1,320	1,980	1,680
Intergovernmental	97,973	87,851	88,020	88,020
Charges for Services	7,294	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	31	-	-	-
Total Revenues	106,573	89,171	90,000	89,700
Expenditures				
Personnel	178,777	185,627	160,090	171,780
Supplies	8,294	9,500	8,500	8,700
Purchased Services	55,124	39,936	44,430	47,330
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	242,194	235,063	213,020	227,810
Excess Revenues / (Net Cost to the County)	(135,621)	(145,892)	(123,020)	(138,110)
General Appropriation Required	135,621	145,892	123,020	138,110
Budget Variance	(1,905)	-	22,872	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	In 2021 there has only been two full-time employees. In 2022 we will return to hiring a summer season in addition to the full-time employees.

Other:

Budget Narrative

Funding for the Weed Management Program is provided by Gunnison County and nine cooperating agencies. It is supplemented by grants when they are available. The budget covers the cost of labor, equipment that includes pickups/trailers/spray units, fuel, chemicals, seed, and other needed supplies.

Weed Management Activity Performance

Core Services

- Reclamation Permit inspections
- Mechanical, cultural, biological and chemical weed treatments
- Weed mappings
- Educational information and programs
- Consultations
- Interagency collaborations

Key Performance Measures

RESULT: Percentage of outstanding Gunnison County Reclamation Permits that are inspected by the Weed Coordinator.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

RESULT: 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.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

Performance Narrative

The Gunnison County Weed Management Program monitored and safely treated 1,000 acres throughout the 2021 growing season on county, state, municipal, and federal public lands and rights-of-way. Noxious weed management treatments included machinal treatments, chemical treatments and re-seeding.

The Gunnison County Weed Management program manages landscapes/habitats effectively using an integrated approach determined by ecosystem type and cooperator requirements. A component of our integrated weed management plan is the encouragement of native species establishment through hydro-seeding and re-seeding. In 2021, the Gunnison County Weed Management Program, in partnership with the Bureau of Land Management, Town of Mt Crested Butte and Crested Butte South Property Owner’s Association., seeded approximately 10 acres including Gothic Road and rec path re-routing in Mt Crested Butte, Hartman Rocks and numerous sites in Crested Butte South.

An estimated \$90,000 in addition to \$131,786 provided from Gunnison County, was obtained from our partners to create the 2021 Weed Management Budget. Twenty-Seven reclamation permit inspections were completed in 2021, which allowed Weed Management staff to work directly with private landowners and created partnerships focusing on land management educational awareness. These inspections determine site stability including noxious weed populations, soil erosion, evidence of ground water contamination, soil material and re-vegetation health.

As our efforts are focused on vegetation mitigation, we continue to use education as a tool. In 2021, the Weed Management Program maintained our partnership’s working with GBSEA (Gunnison Basin Sagebrush Ecosystem Alliance) and the Bureau of Land Management on cheatgrass management throughout the Gunnison Valley to ensure early detection and rapid response.

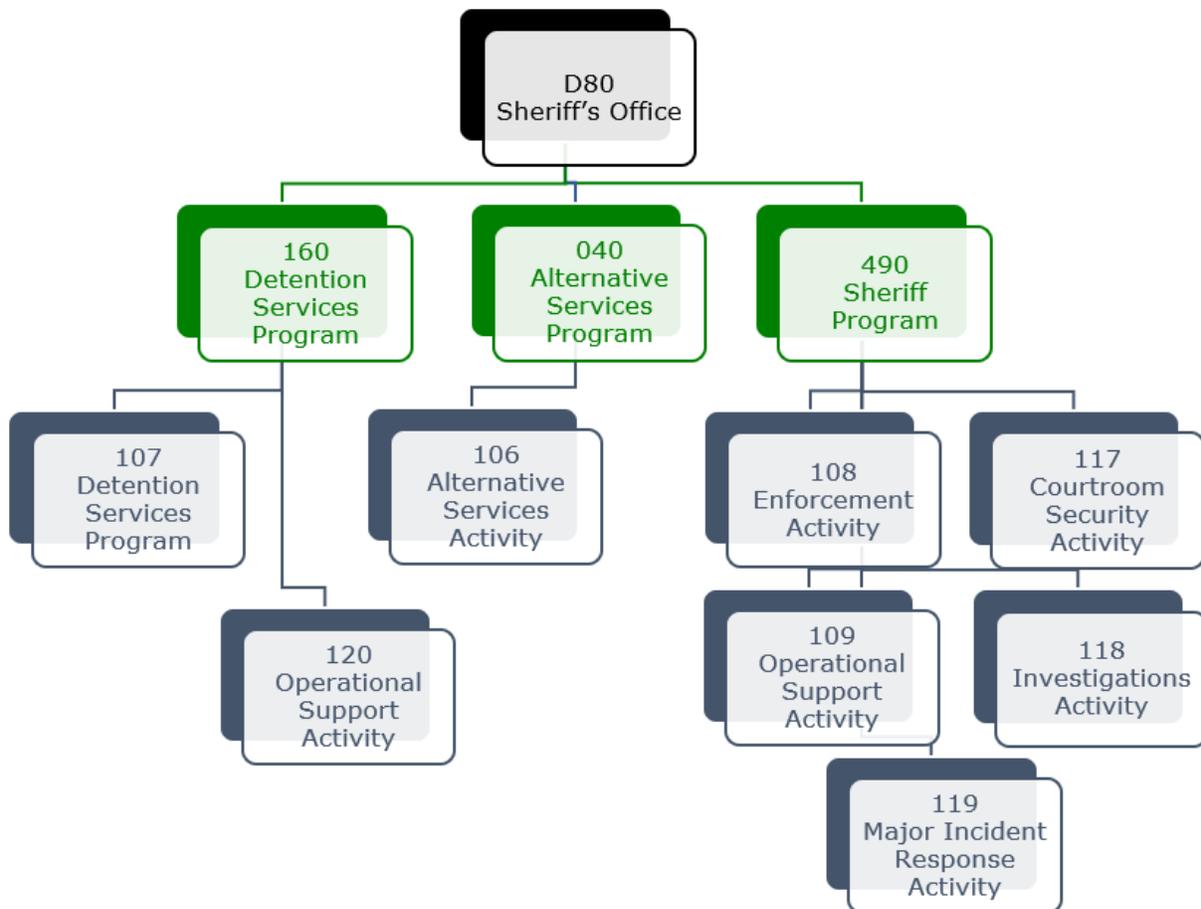
In 2021, our partnerships with the municipalities of Crested Butte, Mt Crested Butte, City of Gunnison, Town of Pitkin, National Park Service, Forest Service and BLM continued. It is essential that we not only work to eliminate vectors for noxious and invasive weed dispersal, but also that we educate residents and visitors on their role in protecting the natural biodiversity of the valley’s population centers and surrounding private and public lands.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	142,312	253,974	172,320	208,500
Charges for Services	58,683	123,000	96,000	130,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	66,639	118,353	69,000	95,000
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	2,644	4,000	2,000	2,000
Total Revenues	270,278	499,327	339,320	435,500
Expenditures				
Personnel	2,305,648	2,696,326	2,544,060	3,019,530
Supplies	131,977	154,360	127,240	156,290
Purchased Services	619,481	731,692	725,490	805,180
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	47,968	271,767	252,260	17,000
Miscellaneous (Extraordinary/Special)	71,737	115,000	76,780	126,850
Total Expenditures	3,176,811	3,969,145	3,725,830	4,124,850
Excess Revenues / (Net Cost to the County)	(2,906,533)	(3,469,818)	(3,386,510)	(3,689,350)
General Appropriation Required	2,906,533	3,469,818	3,386,510	3,689,350
Budget Variance	584,307	-	83,308	-

Department Resources Restated by Fund

Revenues				
General Fund	270,278	499,327	339,320	435,500
Total Revenues	270,278	499,327	339,320	435,500
Expenditures				
General Fund	3,176,811	3,969,145	3,725,830	4,124,850
Total Expenditures	3,176,811	3,969,145	3,725,830	4,124,850

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	20,880	35,000	22,000	25,000
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	20,880	35,000	22,000	25,000
Expenditures				
Personnel	65,247	68,370	58,400	49,110
Supplies	166	500	830	810
Purchased Services	4,730	6,319	5,180	5,580
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	70,144	75,189	64,410	55,500
Excess Revenues / (Net Cost to the County)	(49,264)	(40,189)	(42,410)	(30,500)
General Appropriation Required	49,264	40,189	42,410	30,500
Budget Variance	(9,075)	-	(2,221)	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	20,880	35,000	22,000	25,000
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	20,880	35,000	22,000	25,000
Expenditures				
Personnel	65,247	68,370	58,400	49,110
Supplies	166	500	830	810
Purchased Services	4,730	6,319	5,180	5,580
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	70,144	75,189	64,410	55,500
Excess Revenues / (Net Cost to the County)	(49,264)	(40,189)	(42,410)	(30,500)
General Appropriation Required	49,264	40,189	42,410	30,500
Budget Variance	(9,075)	-	(2,221)	-

Budget Changes

Proposed Change in Funding:	-\$14,000.00
Proposed Change in FTEs:	None
Other:	

Budget Narrative

Revenues have been down as cases declined a bit and the three weeks of vacancy in Alternative services personnel. The position is now staffed.

Alternative Services Activity Performance

Core Services

- | | |
|--|--|
| <ul style="list-style-type: none"> • Registrations of local and out-of-county defendants • Local and out-of-county assignments • Compliance reports • Non-compliance reports • Progress reports | <ul style="list-style-type: none"> • 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

RESULT: Percentage of defendants who successfully complete their Useful Public Service.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
79%	80%	80%	80%	80%	80%

RESULT: Percentage of defendants who safely complete their Useful Public Service without injury.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

Performance Narrative

There was a three-week lull due to this position being unfilled, and the number of Useful Public service cases seems to have declined a bit in 2021. This was likely due to COVID and the three weeks where nothing was completed except tracking open cases as the position was vacant.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	25,373	147,500	73,650	91,750
Charges for Services	470	60,000	60,000	70,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	25,843	207,500	133,650	161,750
Expenditures				
Personnel	959,136	1,092,885	1,004,270	1,156,500
Supplies	34,717	45,650	32,700	41,000
Purchased Services	55,284	105,072	95,890	111,540
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	23,003	-	-	-
Miscellaneous (Extraordinary/Special)	60,524	102,000	65,000	115,000
Total Expenditures	1,132,664	1,345,607	1,197,860	1,424,040
Excess Revenues / (Net Cost to the County)	(1,106,821)	(1,138,107)	(1,064,210)	(1,262,290)
General Appropriation Required	1,106,821	1,138,107	1,064,210	1,262,290
Budget Variance	276,409	-	73,897	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	23,003	85,500	70,500	73,500
Charges for Services	470	60,000	60,000	70,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	23,473	145,500	130,500	143,500
Expenditures				
Personnel	801,428	912,856	850,200	967,750
Supplies	11,562	28,300	15,300	20,800
Purchased Services	22,539	26,837	73,630	73,290
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	23,003	-	-	-
Miscellaneous (Extraordinary/Special)	60,524	102,000	65,000	115,000
Total Expenditures	919,057	1,069,993	1,004,130	1,176,840
Excess Revenues / (Net Cost to the County)	(895,584)	(924,493)	(873,630)	(1,033,340)
General Appropriation Required	895,584	924,493	873,630	1,033,340
Budget Variance	280,588	-	50,863	-

Budget Changes

Proposed Change in Funding:	\$80,000
Proposed Change in FTEs:	0
Other:	

Budget Narrative

The proposed change in funding for 2022 is mostly due to changes in salaries and benefits after being moved from other organizational codes within the County budget.

Detention Services Activity Performance

Core Services

- Critical incident responses
- Daily reports
- Meals
- Medical appointments
- Inmate educational sessions
- Medical appointments/transport
- Mental health appointments/transport
- Rehabilitative sessions
- Prisoner transports
- Inmate court escorts

Performance Narrative

The average daily inmate population decreased even more in 2021, due to COVID. The average was around seven for most of the year and settled out at the end of the year around 14. 100% of the inmates at the Gunnison County Detentions Center in 2021 were safely and securely housed for their judicial proceedings.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	2,370	62,000	3,150	18,250
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	2,370	62,000	3,150	18,250
Expenditures				
Personnel	157,708	180,029	154,070	188,750
Supplies	23,154	17,350	17,400	20,200
Purchased Services	32,745	78,235	22,260	38,250
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	213,607	218,114	193,730	247,200
Excess Revenues / (Net Cost to the County)	(211,237)	(213,614)	(190,580)	(228,950)
General Appropriation Required	211,237	213,614	190,580	228,950
Budget Variance	(4,179)	-	23,034	-

Budget Changes

Proposed Change in Funding:	\$4,539
Proposed Change in FTEs:	0
Other:	

Budget Narrative

The increased budget proposed is due mostly to the increased operational costs, wages and benefits for the year 2022.

Operational Support Activity Performance

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.)

Performance Narrative

Vehicles have been kept up, maintained and replaced when necessary even though we are currently still trying to get some of the really old models off Patrol.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	116,940	106,474	98,670	116,750
Charges for Services	58,213	63,000	36,000	60,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	45,759	83,353	47,000	70,000
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	2,644	4,000	2,000	2,000
Total Revenues	223,556	256,827	183,670	248,750
Expenditures				
Personnel	1,281,264	1,535,071	1,481,390	1,813,920
Supplies	97,094	108,210	93,710	114,480
Purchased Services	559,467	620,301	624,420	688,060
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	24,965	271,767	252,260	17,000
Miscellaneous (Extraordinary/Special)	11,213	13,000	11,780	11,850
Total Expenditures	1,974,003	2,548,349	2,463,560	2,645,310
Excess Revenues / (Net Cost to the County)	(1,750,448)	(2,291,522)	(2,279,890)	(2,396,560)
General Appropriation Required	1,750,448	2,291,522	2,279,890	2,396,560
Budget Variance	316,973	-	11,632	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	2,529	5,430	4,630	4,600
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	45,759	83,353	47,000	70,000
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	2,327	4,000	2,000	2,000
Total Revenues	50,615	92,783	53,630	76,600
Expenditures				
Personnel	566,178	753,505	753,490	962,730
Supplies	31,608	42,000	47,000	50,000
Purchased Services	-	3,000	-	-
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	24,965	43,000	25,000	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	622,751	841,505	825,490	1,012,730
Excess Revenues / (Net Cost to the County)	(572,136)	(748,722)	(771,860)	(936,130)
General Appropriation Required	572,136	748,722	771,860	936,130
Budget Variance	146,690	-	(23,138)	-

Budget Changes

Proposed Change in Funding:	\$38,214
Proposed Change in FTEs:	2
Other:	

Budget Narrative

The increased budget proposed is due mostly to the increased wages and benefits for the year 2022.

Enforcement Activity Performance

Core Services

- General patrol
- Civil actions

Key Performance Measures

RESULT: Percentage of surveyed Gunnison County residents who indicate that services provided by the Sheriff's Office are good or excellent.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
73.6%	68.0%	68.0%	75%	Pending	85%

Performance Narrative

All service calls will continue to be handled timely and completely. Calls for service have risen, but no major injuries have occurred as a result of any tour of duty. Continue to have 0% citizen complaints sent in to the Sheriff's Office.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	2,863	6,000	5,000	18,270
Charges for Services	58,213	63,000	36,000	60,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	317	-	-	-
Total Revenues	61,393	69,000	41,000	78,270
Expenditures				
Personnel	479,931	475,954	474,720	517,720
Supplies	35,968	48,710	32,200	47,980
Purchased Services	549,405	589,221	599,490	660,500
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	227,267	227,260	17,000
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	1,065,304	1,341,152	1,333,670	1,243,200
Excess Revenues / (Net Cost to the County)	(1,003,911)	(1,272,152)	(1,292,670)	(1,164,930)
General Appropriation Required	1,003,911	1,272,152	1,292,670	1,164,930
Budget Variance	52,763	-	(20,518)	-

Budget Changes

Proposed Change in Funding:	\$54,581
Proposed Change in FTEs:	0
Other:	

Budget Narrative

Once again, the majority of increased costs are from increased wages and benefits.

Operational Support Activity Performance

Core Services

- Civil processing
- Permitting and Licensing
- General operational support
- Training sessions
- Regional meetings

Performance Narrative

The Sheriff's Office continues to gain deputy experience through training and teaching methods. We have also expanded on the Sheriff's Office capability by empowering the employees more and giving them the appropriate tools to work with.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	74,236	77,044	77,540	82,380
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	74,236	77,044	77,540	82,380
Expenditures				
Personnel	84,918	90,820	93,330	100,220
Supplies	-	2,500	500	500
Purchased Services	3,500	4,000	4,000	3,100
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	88,418	97,320	97,830	103,820
Excess Revenues / (Net Cost to the County)	(14,182)	(20,276)	(20,290)	(21,440)
General Appropriation Required	14,182	20,276	20,290	21,440
Budget Variance	8,075	-	(14)	-

Budget Changes

Proposed Change in Funding:	\$5,033
Proposed Change in FTEs:	0
Other:	

Budget Narrative

The increased budget proposed is due mostly to the increased operational costs, wages and benefits for the year 2022.

Courtroom Security Activity Performance

Core Services

- Courthouse Security (courtroom security appointments, screenings, dispute resolutions, security checks, panic responses and secured courtrooms)

Performance Narrative

100% of visitors at the Gunnison County Court House can feel safe and secure in the environment they are walking into.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	148,815	205,729	159,240	229,410
Supplies	-	2,000	2,000	2,000
Purchased Services	-	7,500	7,500	7,500
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	148,815	215,229	168,740	238,910
Excess Revenues / (Net Cost to the County)	(148,815)	(215,229)	(168,740)	(238,910)
General Appropriation Required	148,815	215,229	168,740	238,910
Budget Variance	82,206	-	46,489	-

Budget Changes

Proposed Change in Funding:	\$67,973
Proposed Change in FTEs:	0
Other:	

Budget Narrative

This proposed increase in funding is caused by returning to one full time investigator who is assigned only to investigations.

Investigations Activity Performance

Core Services

- Major crime investigations
- Minor crime investigations
- Crime investigation findings
- Evidence and property management

Performance Narrative

All cases are kept up to date closed or completed in timely fashion with all evidence tracked and accounted for.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	37,311	18,000	11,500	11,500
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	37,311	18,000	11,500	11,500
Expenditures				
Personnel	1,422	9,063	610	3,840
Supplies	29,518	13,000	12,010	14,000
Purchased Services	6,562	16,580	13,430	16,960
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	1,500	-	-
Miscellaneous (Extraordinary/Special)	11,213	13,000	11,780	11,850
Total Expenditures	48,715	53,143	37,830	46,650
Excess Revenues / (Net Cost to the County)	(11,404)	(35,143)	(26,330)	(35,150)
General Appropriation Required	11,404	35,143	26,330	35,150
Budget Variance	27,239	-	8,813	-

Budget Changes

Proposed Change in Funding:	\$270
Proposed Change in FTEs:	0
Other:	

Budget Narrative

Some of the funding in this area is required for fire response by the State of Colorado Emergency Fire Fund, (EFF). This varies from year to year and is the reason for the very slight increase in funding.

Major Incident Response Activity Performance

Core Services

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

Performance Narrative

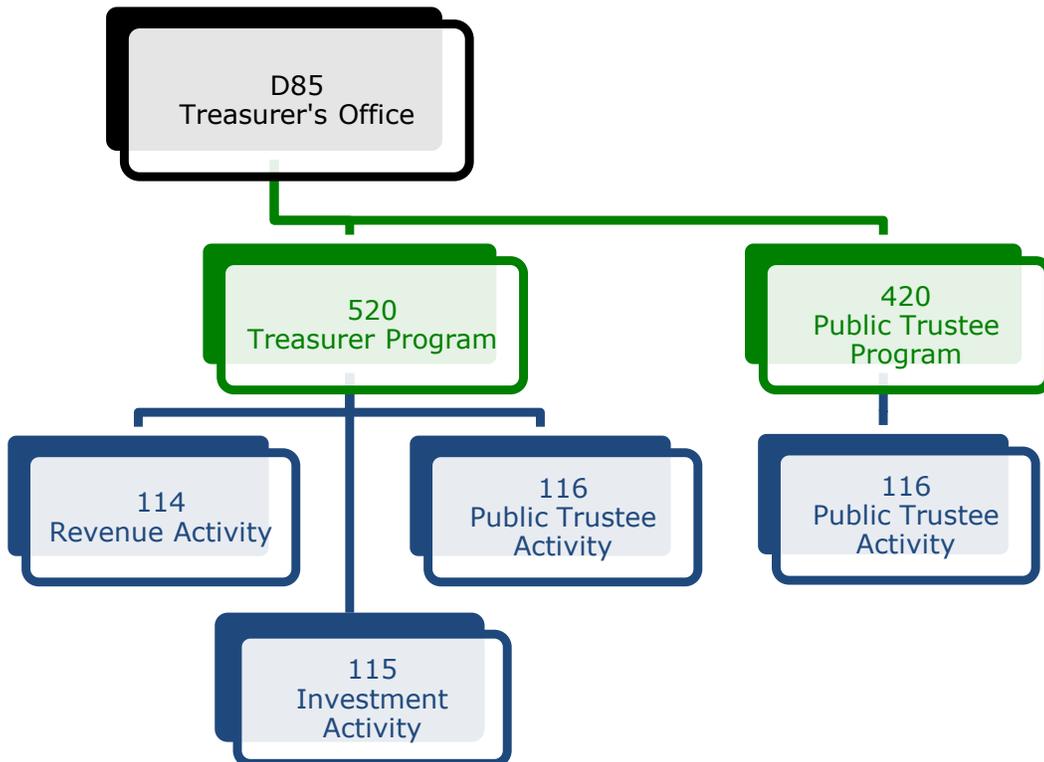
100% of all major responses will be taken on professionally and finished all the way through which ever process is necessary to navigate.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	1,002,125	53,000	53,000	63,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	1,020,295	890,000	950,000	950,000
Transfers In	35,000	40,910	41,340	32,840
Other Financing Sources and Misc.	5,738	7,000	7,000	7,000
Total Revenues	2,063,158	990,910	1,051,340	1,052,840
Expenditures				
Personnel	240,685	258,158	258,160	270,800
Supplies	10,102	12,500	12,620	11,500
Purchased Services	50,026	63,855	60,390	61,120
Community Prgms/Contributions	-	-	-	-
Financing Costs	16,416	16,700	20,000	20,000
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	969,272	33,000	33,000	33,000
Total Expenditures	1,286,502	384,213	384,170	396,420
Excess Revenues / (Net Cost to the County)	776,656	606,697	667,170	656,420
General Appropriation Required	-	-	-	-
Budget Variance	212,901	-	60,473	-

Department Resources Restated by Fund

Revenues				
General Fund	1,026,026	897,000	957,000	957,000
Public Trustee Agency Fund	1,037,132	93,910	94,340	95,840
Total Revenues	2,063,158	990,910	1,051,340	1,052,840
Expenditures				
General Fund	259,258	289,869	289,830	300,580
Public Trustee Agency Fund	1,027,244	94,344	94,340	95,840
Total Expenditures	1,286,502	384,213	384,170	396,420

Departmental Strategic Results & Performance Updates

<u>Strategic Result</u>	<u>Update</u>
<p>By 2018, property owners, tax servicing companies, taxing authorities, parties to foreclosures, and all other customers who wish to do so will be able to easily access all relevant tax related documents, pay taxes, view tax disbursements, and complete tax lien sale transactions online through the Treasurer's Office and Public Trustee website, as indicated by:</p> <ol style="list-style-type: none"> a. Treasurer's Office website enhancements will be complete; b. All customers will be able to fully search and view complete tax payment information online (history, dates, amounts, etc.); c. 85% of survey respondents will report "excellent" or "good" regarding accuracy and consistency of property tax records in the County Treasurer's Office (online and in-office); d. 85% of survey respondents will report "excellent" or "good" regarding the responsiveness, courtesy and guidance I receive from the County Treasurer's Office; and e. 85% of survey respondents will report "excellent" or "good" regarding ease in finding information on the County Treasurer's Office portion of the Gunnison County website. 	<p>This is completed and customers have full online access.</p>
<p>Through 2021, taxpayers, tax-servicing companies, taxing authorities, parties to foreclosures, and all other customers will experience continued and uninterrupted timeliness and accuracy as required by law, as evidenced by:</p> <ol style="list-style-type: none"> a. 100% of property tax notices and delinquent tax notices are mailed/issued within established statutory deadlines; b. 95% of financial reports are issued within established statutory deadlines; c. 95% of financial reports are issued with no errors; and d. 100% of foreclosure actions are completed within established statutory deadlines. 	<p>Through 2022, we will continue to meet our statutory deadlines.</p>
<p>Through 2021, the Gunnison County Treasurer and Public Trustee will maintain internal capacity to fully meet all Public Trustee required deadlines, regardless of potential increases in the rate of foreclosures, and will continue to meet or exceed all accuracy requirements.</p>	<p>Through 2022, the Gunnison County Treasurer and Public Trustee will maintain internal capacity to fully meet all Public Trustee required deadlines, regardless of potential increases in the rate of foreclosures, and will continue to meet or exceed all accuracy requirements.</p>

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	1,020,295	890,000	950,000	950,000
Transfers In	5,731	7,000	7,000	7,000
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	1,026,026	897,000	957,000	957,000
Expenditures				
Personnel	187,043	203,274	203,280	214,440
Supplies	9,801	12,300	12,420	11,300
Purchased Services	45,997	57,595	54,130	54,840
Community Prgms/Contributions	-	-	-	-
Financing Costs	16,416	16,700	20,000	20,000
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	259,258	289,869	289,830	300,580
Excess Revenues / (Net Cost to the County)	766,768	607,131	667,170	656,420
General Appropriation Required	-	-	-	-
Budget Variance	203,193	-	60,039	-

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	1,020,295	890,000	950,000	950,000
Transfers In	-	-	-	-
Other Financing Sources and Misc.	5,731	7,000	7,000	7,000
Total Revenues	1,026,026	897,000	957,000	957,000
Expenditures				
Personnel	172,495	188,636	188,640	199,520
Supplies	9,801	12,300	12,420	11,300
Purchased Services	45,997	55,595	52,130	52,840
Community Prgms/Contributions	-	-	-	-
Financing Costs	16,416	16,700	20,000	20,000
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	244,709	273,231	273,190	283,660
Excess Revenues / (Net Cost to the County)	781,316	623,769	683,810	673,340
General Appropriation Required	-	-	-	-
Budget Variance	201,180	-	60,041	-

Budget Changes

Proposed Change in Funding:	Increase of overall budget because of increase revenue from Treasurer's fees.
Proposed Change in FTEs:	None
Other:	

Budget Narrative

As the County receives and collects funds, the Treasurer's fees will increase.

Revenue Activity Performance

Core Services

- Certificate of Taxes Due
- Customer Inquiry Responses
- Daily Deposits
- Delinquent Tax Notices and Payment Receipts
- Fee Collections
- Miscellaneous Collection Receipts
- Mobile Home Authentications
- Monthly Accounting Reports
- Property Tax Notices
- Revenue Disbursements and Statements
- Tax Lien and Treasurer's Deed Public Notices
- Tax Lien Certificates of Purchase
- Tax Lien Sales
- Tax Payment Receipts
- Treasurer's Office Software Enhancements
- Treasurer's Office Website Redesigns and Updates

Key Performance Measures

RESULT: Percentage of revenue dollars collected that are available for investment purposes within one business day (deposited via daily deposits within one business day).

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
99%	99%	97%	99%	99%	99%

RESULT: Percentage of property tax notices and delinquent tax notices mailed/issued within established deadlines.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

RESULT: Percentage of financial reports issued with no errors.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

RESULT: Percentage of financial reports issued within established statutory deadlines.

2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

Performance Narrative

The Treasurer's Office continues to perform well and meet objectives.

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	14,549	14,638	14,640	14,920
Supplies	-	-	-	-
Purchased Services	-	2,000	2,000	2,000
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	14,549	16,638	16,640	16,920
Excess Revenues / (Net Cost to the County)	(14,549)	(16,638)	(16,640)	(16,920)
General Appropriation Required	14,549	16,638	16,640	16,920
Budget Variance	2,012	-	(2)	-

Budget Changes

Proposed Change in Funding:	None
Proposed Change in FTEs:	None
Other:	

Budget Narrative

Since performance in this activity is market driven, little to no change in performance is expected.

Investment Activity Performance

Core Services

- Monthly investment reports
- Securities purchases

Performance Narrative

Interest rates declined again in 2021, and expectations are they could remain low for 2022.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	1,002,125	53,000	53,000	63,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	35,000	40,910	41,340	32,840
Other Financing Sources and Misc.	7	-	-	-
Total Revenues	1,037,132	93,910	94,340	95,840
Expenditures				
Personnel	53,642	54,884	54,880	56,360
Supplies	301	200	200	200
Purchased Services	4,029	6,260	6,260	6,280
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	969,272	33,000	33,000	33,000
Total Expenditures	1,027,244	94,344	94,340	95,840
Excess Revenues / (Net Cost to the County)	9,888	(434)	-	-
General Appropriation Required	-	434	-	-
Budget Variance	9,708	-	434	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	1,002,125	53,000	53,000	63,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	35,000	40,910	41,340	32,840
Other Financing Sources and Misc.	7	-	-	-
Total Revenues	1,037,132	93,910	94,340	95,840
Expenditures				
Personnel	53,642	54,884	54,880	56,360
Supplies	301	200	200	200
Purchased Services	4,029	6,260	6,260	6,280
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	969,272	33,000	33,000	33,000
Total Expenditures	1,027,244	94,344	94,340	95,840
Excess Revenues / (Net Cost to the County)	9,888	(434)	-	-
General Appropriation Required	-	434	-	-
Budget Variance	9,708	-	434	-

Budget Changes

Proposed Change in Funding:	
Proposed Change in FTEs:	None
Other:	

Budget Narrative

In 2022, with the uncertainty of foreclosure filings still unknown because of COVID 19, we still anticipate that our operations will continue to meet all state statutory deadlines.

Public Trustee Activity Performance

Core Services

- Attorney Invoices
- Combined Notices of Rights
- Continuances of Sale
- Customer Inquiry Responses
- Document Copies / Packets
- Foreclosure Auction Events
- Published Legal Notices
- Referral to Court Recommendations
- Releases of Deed of Trust
- Sale Stays
- Withdrawals of Election and Demand

Key Performance Measures

RESULT: Percentage of foreclosure actions completed within established statutory deadlines.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
100%	100%	100%	100%	100%	100%

OUTPUT: Number of properties handled via foreclosure and release services..					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
984	1,000	1,604	1,300	1,800	1,600

Performance Narrative

With our knowledgeable staff we are able and will continue to meet all state statutory deadlines.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	14,251	14,700	12,850	14,400
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	14,251	14,700	12,850	14,400
Expenditures				
Personnel	10,067	10,064	10,080	-
Supplies	468	386	370	390
Purchased Services	1,770	4,250	2,400	14,010
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	12,305	14,700	12,850	14,400
Excess Revenues / (Net Cost to the County)	1,946	-	-	-
General Appropriation Required	-	-	-	-
Budget Variance	1,946	-	-	-

Resources Restated by Fund

Revenues				
General Fund	14,251	14,700	12,850	14,400
Total Revenues	14,251	14,700	12,850	14,400
Expenditures				
General Fund	12,305	14,700	12,850	14,400
Total Expenditures	12,305	14,700	12,850	14,400

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	14,251	14,700	12,850	14,400
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	14,251	14,700	12,850	14,400
Expenditures				
Personnel	10,067	10,064	10,080	-
Supplies	468	386	370	390
Purchased Services	1,770	4,250	2,400	14,010
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	12,305	14,700	12,850	14,400
Excess Revenues / (Net Cost to the County)	1,946	-	-	-
General Appropriation Required	-	-	-	-
Budget Variance	1,946	-	-	-

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	14,251	14,700	12,850	14,400
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	14,251	14,700	12,850	14,400
Expenditures				
Personnel	10,067	10,064	10,080	-
Supplies	468	386	370	390
Purchased Services	1,770	4,250	2,400	14,010
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	12,305	14,700	12,850	14,400
Excess Revenues / (Net Cost to the County)	1,946	-	-	-
General Appropriation Required	-	-	-	-
Budget Variance	1,946	-	-	-
Budget Changes				
Proposed Change in Funding:	\$2,450			
Proposed Change in FTEs:	1			
Other:				

Budget Narrative

It is the duty of the County veterans service officer and his or her assistant to assist any resident of the state of Colorado who is a veteran, or their surviving spouse, administrator, executor, guardian, conservator, or heir of any said veteran, or any other person who may have proper claim, by the filing of claims for insurance, pensions, compensation for disability, hospitalization, vocational training, or any other benefits which such person may be or may have been entitled to receive under the laws of the United States or the state of Colorado by reason of such service.

Veterans Activity Performance

Core Services

- Veteran Assistance/Education Sessions
- University outreach/integration
- Federal Claim Filings – education, pension, disability, death
- Small business education
- Mental/Physical health assessment intervention referral
- Federal advocacy based on local trend data

Key Performance Measures

OUTPUT: Number of service contacts.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	134	112	120	120	120

OUTPUT: Number of phone calls received and made.					
2018 Actual	2019 Actual	2020 Actual	2021 Budget	2021 Projected	2022 Budget
New Measure	226	191	150	150	150

Performance Narrative

The Veteran population within Gunnison County appears to be stabilizing after a period of a downward trend observed from 2016-2019. Both the latest census and Department of Veteran Affairs data sources support this observation. Approximately 850-950 veterans and their family members reside within Gunnison County, disbursed amongst all regions and townships. GC Veteran Services has provided outreach, benefits counseling, and education services for veterans throughout the community, including within various local business organizations, Western Colorado University, the American Legion, Gunnison Valley Health system, and amongst regional partners such as townships and other governmental organizations. These services connect veterans and their families with earned federal, state, and local benefits.

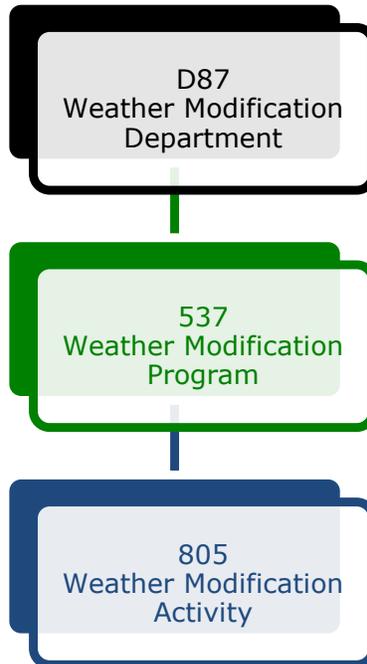
CY 2021 was a year of growth for the Gunnison County veteran support network. The VA Western Colorado Healthcare system, Western Colorado University, Gunnison Valley Health and numerous nonprofits coordinated with the VSO in order to deliver targeted responses to requests for service. Social gathering challenges, lack of affordable housing, and the ebb and flow of the student veteran population have posed as temporary impediments to their respective areas of service-related growth. Senior center veteran engagement will be a priority moving forward into FY22 as medical access/needs restrictions remain a concern for that population group.

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	-	-	-	-
Supplies	-	-	-	-
Purchased Services	10,000	10,000	10,000	10,000
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
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	-	-	-	-

Program Resources Restated by Fund

Revenues				
General Fund	-	-	-	-
Total Revenues	-	-	-	-
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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Program Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	-	-	-	-
Supplies	-	-	-	-
Purchased Services	10,000	10,000	10,000	10,000
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
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	-	-	-	-

**805
Weather Modification Activity**

Purpose Statement

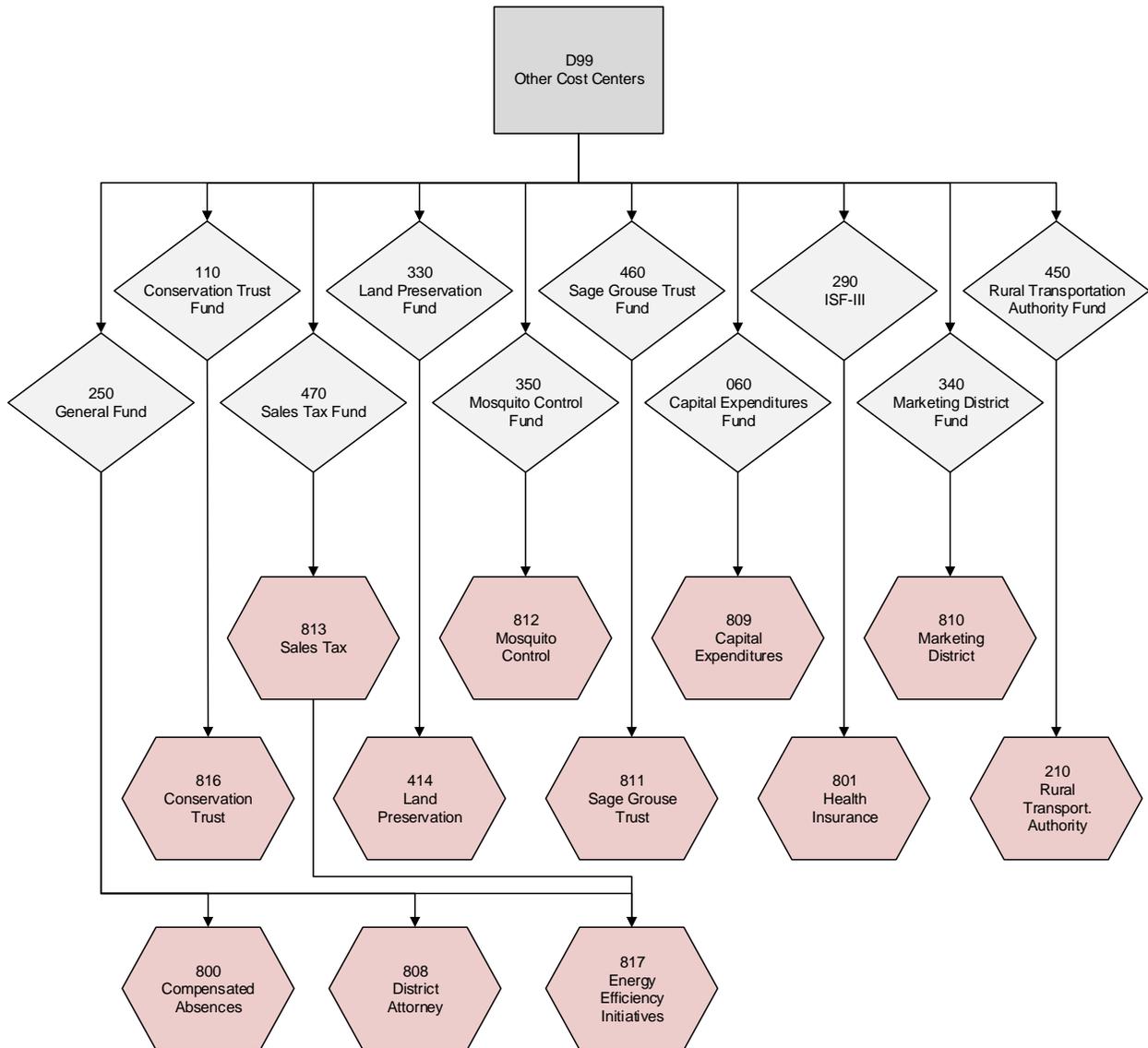
The purpose of Weather Modification Activity is to provide enhanced snowfall to the citizens and visitors of Gunnison County so they can have increased water supply, tourism and agriculture.

Resource Summary

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Activity Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	-	-	-	-
Supplies	-	-	-	-
Purchased Services	10,000	10,000	10,000	10,000
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
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	-	-	-	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Department Specific Revenues				
Taxes	20,053,553	22,532,369	22,846,610	23,048,330
Licenses and Permits	186,961	180,000	280,000	-
Intergovernmental	2,565,824	5,159,639	4,662,340	4,707,050
Charges for Services	270,163	108,057	209,060	164,710
Contributions and Other Grants	80,000	556,784	460,340	-
Fines & Forfeitures	66,924	42,697	33,900	36,000
Investment Income	487,473	357,119	49,780	174,880
Interfund Revenues	2,939,068	2,239,050	1,987,900	4,075,040
Transfers In	2,012,710	2,859,732	3,107,070	3,994,700
Other Financing Sources and Misc.	31,650,129	231,241	159,700	156,400
Total Revenues	60,312,804	34,266,688	33,796,700	36,357,110
Expenditures				
Personnel	61,043	166,522	152,410	121,600
Supplies	196,540	287,397	286,100	290,500
Purchased Services	4,683,480	6,096,855	5,734,880	5,918,650
Community Prgms/Contributions	837,963	963,500	963,500	917,300
Financing Costs	25,841,570	3,785,237	2,390,340	2,387,920
Transfers Out	1,854,896	2,837,061	2,851,940	4,006,430
Capital Outlay	4,867,456	5,359,472	5,149,350	16,136,500
Miscellaneous (Extraordinary/Special)	5,535,747	6,122,976	4,437,200	5,604,280
Capital Assets	-	-	40,000	810,000
Total Expenditures	43,878,694	25,619,020	22,005,720	36,193,180
Excess Revenues / (Net Cost to the County)	16,434,110	8,647,668	11,790,980	163,930
General Appropriation Required	-	-	-	-
Budget Variance	11,307,388	-	3,143,312	-

Other Cost Center Resources Restated by Fund

Revenues				
101 General Fund	12,337,766	13,350,639	12,203,260	12,396,500
202 Road & Bridge	800	-	-	-
207 Conservation Trust	63,915	62,000	65,500	60,500
212 Sales Tax	2,920,361	3,465,697	3,444,600	3,445,600
213 Land Preservation	575,590	536,332	611,340	611,300
230 Mosquito Control	101,955	103,212	103,460	105,380
232 Sage Grouse	72,487	75,057	73,560	77,710
291 Local Marketing Di	2,463,006	2,075,599	3,311,500	2,997,000
292 Gunnison Valley Tr	5,323,110	6,658,629	6,646,100	6,558,020
408 Debt Service	1,431,591	1,722,961	2,002,690	2,000,230
543 Capital Expenditure	32,630,535	3,817,052	3,118,950	5,702,340
790 ISF-III	2,391,688	2,399,510	2,215,740	2,402,530
Total Revenues	60,312,804	34,266,688	33,796,700	36,357,110
Expenditures				
101 General Fund	2,295,235	3,149,170	1,911,920	1,872,110
202 Road & Bridge	45,785	30,000	17,010	65,000
207 Conservation Trust	23,126	14,760	14,610	60,500
212 Sales Tax	1,938,079	2,622,781	2,484,900	4,734,270
213 Land Preservation	748,789	857,263	857,260	611,300
230 Mosquito Control	101,309	103,215	103,460	105,380
232 Sage Grouse	31,464	48,710	49,110	43,800
291 Local Marketing Di	2,332,224	2,561,719	2,563,460	3,309,420
292 Gunnison Valley Tr	5,242,815	6,168,965	6,004,380	6,342,580
373 GV Regional Housing	-	-	-	-
408 Debt Service	1,581,044	3,400,919	2,002,690	2,000,230
543 Capital Expenditure	26,608,966	3,969,281	3,388,360	14,388,370
610 Airport Operations	-	-	-	-
790 ISF-III	2,921,980	2,692,237	2,608,560	2,660,220
Total Expenditures	43,870,814	25,619,020	22,005,720	36,193,180

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Cost Center Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	800	-	-	-
Total Revenues	800	-	-	-
Expenditures				
Personnel	45,785	149,017	135,960	121,600
Supplies	-	-	-	-
Purchased Services	-	-	-	-
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	45,785	149,017	135,960	121,600
Excess Revenues / (Net Cost to the County)	(44,985)	(149,017)	(135,960)	(121,600)
General Appropriation Required	44,985	149,017	135,960	121,600
Budget Variance	2,765	-	13,057	-

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Cost Center Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	-	-	-	-
Supplies	-	-	-	-
Purchased Services	425,685	428,320	428,320	454,080
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	425,685	428,320	428,320	454,080
Excess Revenues / (Net Cost to the County)	(425,685)	(428,320)	(428,320)	(454,080)
General Appropriation Required	425,685	428,320	428,320	454,080
Budget Variance	18	-	-	-

**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, and severance tax. 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, and employee recognition costs.

Summary of Resources

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Cost Center Specific Revenues				
Taxes	10,187,296	11,635,500	10,771,000	11,248,310
Licenses and Permits	186,961	180,000	280,000	-
Intergovernmental	776,522	120,000	36,000	50,000
Charges for Services	200,286	35,000	136,000	88,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	286,043	201,040	11,000	120,740
Interfund Revenues	-	-	-	-
Transfers In	677,085	992,378	959,960	879,450
Other Financing Sources and Misc.	23,572	186,721	9,300	10,000
Total Revenues	12,337,766	13,350,639	12,203,260	12,396,500
Expenditures				
Personnel	-	-	-	-
Supplies	-	-	-	-
Purchased Services	466,194	500,050	522,860	523,500
Community Prgms/Contributions	93,500	93,500	93,500	93,500
Financing Costs	-	-	1,300	1,300
Transfers Out	248,384	630,100	717,230	400,780
Capital Outlay	-	110,000	-	-
Miscellaneous (Extraordinary/Special)	1,054,662	1,245,673	27,000	322,000
Total Expenditures	1,862,740	2,579,323	1,361,890	1,341,080
Excess Revenues / (Net Cost to the County)	10,475,026	10,771,316	10,841,370	11,055,420
General Appropriation Required	-	-	-	-
Budget Variance	1,590,818	-	43,054	-

817
Energy Efficiency Initiatives

Organizational Functions

This cost center is used to track expenditures related to Energy Efficiency Initiative including cost related to the Gunnison County energy improvement in County buildings.

	Summary of Resources			
	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Cost Center Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	-	-	-	-
Expenditures				
Personnel	-	-	-	-
Supplies	-	1,300	-	1,300
Purchased Services	8,255	21,210	2,760	19,050
Community Prgms/Contributions	-	-	-	-
Financing Costs	264,222	282,165	282,180	282,180
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	272,477	304,675	284,940	302,530
Excess Revenues / (Net Cost to the County)	(272,477)	(304,675)	(284,940)	(302,530)
General Appropriation Required	272,477	304,675	284,940	302,530
Budget Variance	(2,318)	-	19,735	-

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Cost Center Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	62,618	60,000	65,000	60,000
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	1,297	2,000	500	500
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	63,915	62,000	65,500	60,500
Expenditures				
Personnel	-	-	-	-
Supplies	7,150	-	-	-
Purchased Services	5,085	14,760	14,610	60,500
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	10,891	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	23,126	14,760	14,610	60,500
Excess Revenues / (Net Cost to the County)	40,789	47,240	50,890	-
General Appropriation Required	-	-	-	-
Budget Variance	2,089	-	3,650	-

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Cost Center Specific Revenues				
Taxes	2,879,460	3,421,600	3,426,600	3,426,600
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	13,663	19,097	14,000	14,000
Investment Income	27,238	25,000	4,000	5,000
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	2,920,361	3,465,697	3,444,600	3,445,600
Expenditures				
Personnel	-	-	-	-
Supplies	-	-	-	-
Purchased Services	51,661	52,546	44,900	57,860
Community Prgms/Contributions	3,081	20,000	20,000	220,000
Financing Costs	104,103	102,103	104,120	104,110
Transfers Out	1,465,575	2,065,967	1,993,700	3,260,120
Capital Outlay	47,992	100,000	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Capital Assets	-	-	40,000	810,000
Total Expenditures	1,672,412	2,340,616	2,202,720	4,452,090
Excess Revenues / (Net Cost to the County)	1,247,949	1,125,081	1,241,880	(1,006,490)
General Appropriation Required	-	-	-	1,006,490
Budget Variance	1,248,341	-	116,799	-

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Cost Center Specific Revenues				
Taxes	557,532	526,332	609,840	609,800
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	18,058	10,000	1,500	1,500
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	575,590	536,332	611,340	611,300
Expenditures				
Personnel	-	-	-	-
Supplies	-	-	-	-
Purchased Services	7,407	7,263	7,260	7,500
Community Prgms/Contributions	741,382	850,000	850,000	603,800
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	748,789	857,263	857,260	611,300
Excess Revenues / (Net Cost to the County)	(173,199)	(320,931)	(245,920)	-
General Appropriation Required	173,199	320,931	245,920	-
Budget Variance	147,732	-	75,011	-

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Cost Center Specific Revenues				
Taxes	67,425	68,077	68,890	69,620
Licenses and Permits	-	-	-	-
Intergovernmental	16,863	17,203	17,210	17,560
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	804	729	150	640
Interfund Revenues	-	-	-	-
Transfers In	16,863	17,203	17,210	17,560
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	101,955	103,212	103,460	105,380
Expenditures				
Personnel	-	-	-	-
Supplies	-	-	-	-
Purchased Services	99,533	101,336	101,580	103,600
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	1,776	1,879	1,880	1,780
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	101,309	103,215	103,460	105,380
Excess Revenues / (Net Cost to the County)	646	(3)	-	-
General Appropriation Required	-	3	-	-
Budget Variance	614	-	3	-

**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 2021 rate schedule will contain the same surcharge.

Summary of Resources

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Cost Center Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	69,876	73,057	73,060	76,710
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	2,611	2,000	500	1,000
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	72,487	75,057	73,560	77,710
Expenditures				
Personnel	-	-	-	-
Supplies	-	200	200	-
Purchased Services	1,722	12,510	12,910	12,000
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	29,742	36,000	36,000	31,800
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	31,464	48,710	49,110	43,800
Excess Revenues / (Net Cost to the County)	41,023	26,347	24,450	33,910
General Appropriation Required	-	-	-	-
Budget Variance	28,166	-	(1,897)	-

**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			
	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Cost Center Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	299,403	3,367,068	2,629,610	2,806,870
Charges for Services	-	-	-	-
Contributions and Other Grants	80,000	556,784	460,340	-
Fines & Forfeitures	-	-	-	-
Investment Income	27,673	18,200	4,000	4,000
Interfund Revenues	1,000,000	25,000	25,000	1,934,970
Transfers In	26,540	-	-	956,500
Other Financing Sources and Misc.	31,196,920	-	-	-
Total Revenues	32,630,535	3,967,052	3,118,950	5,702,340
Expenditures				
Personnel	-	-	-	-
Supplies	6,691	18,697	18,700	-
Purchased Services	246,003	1,415,692	914,040	331,870
Community Prgms/Contributions	-	-	-	-
Financing Costs	23,893,390	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	2,462,881	2,546,375	2,455,620	14,056,500
Miscellaneous (Extraordinary/Special)	-	-	-	-
Total Expenditures	26,608,966	3,980,764	3,388,360	14,388,370
Excess Revenues / (Net Cost to the County)	6,021,570	(13,712)	(269,410)	(8,686,030)
General Appropriation Required	-	13,712	269,410	8,686,030
Budget Variance	6,865,691	-	(117,181)	-

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Cost Center Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	44,417	40,000	1,500	1,500
Interfund Revenues	1,939,068	2,214,050	1,962,900	2,140,070
Transfers In	-	127,340	127,340	140,960
Other Financing Sources and Misc.	408,203	18,120	124,000	120,000
Total Revenues	2,391,688	2,399,510	2,215,740	2,402,530
Expenditures				
Personnel	15,259	17,505	16,450	-
Supplies	-	-	-	-
Purchased Services	473,589	301,200	431,370	305,160
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	49,824	49,032	49,040	58,660
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	2,383,308	2,324,500	2,111,700	2,296,400
Total Expenditures	2,921,980	2,692,237	2,608,560	2,660,220
Excess Revenues / (Net Cost to the County)	(530,292)	(292,727)	(392,820)	(257,690)
General Appropriation Required	530,292	292,727	392,820	257,690
Budget Variance	(148,034)	-	(100,093)	-

**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 (GCBTA), doing business as the Tourism and Prosperity Partnership (TAPP).

Summary of Resources

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Cost Center Specific Revenues				
Taxes	2,403,889	2,042,599	3,300,000	2,970,000
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	42,487	15,000	10,000	12,000
Investment Income	16,630	18,000	1,500	15,000
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	-	-	-	-
Total Revenues	2,463,006	2,075,599	3,311,500	2,997,000
Expenditures				
Personnel	-	-	-	-
Supplies	-	-	-	-
Purchased Services	2,266,320	2,493,486	2,495,220	3,242,330
Community Prgms/Contributions	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	37,704	42,733	42,740	41,590
Capital Outlay	-	-	-	-
Miscellaneous (Extraordinary/Special)	28,200	25,500	25,500	25,500
Total Expenditures	2,332,224	2,561,719	2,563,460	3,309,420
Excess Revenues / (Net Cost to the County)	130,782	(486,120)	748,040	(312,420)
General Appropriation Required	-	486,120	-	312,420
Budget Variance	252,771	-	1,234,160	-

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Cost Center Specific Revenues				
Taxes	3,957,952	4,838,261	4,670,280	4,724,000
Licenses and Permits	-	-	-	-
Intergovernmental	1,271,563	1,745,368	1,914,520	1,772,620
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	10,773	8,600	9,900	10,000
Investment Income	62,188	40,000	25,000	25,000
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	20,634	26,400	26,400	26,400
Total Revenues	5,323,110	6,658,629	6,646,100	6,558,020
Expenditures				
Personnel	-	-	-	-
Supplies	182,698	267,200	267,200	289,200
Purchased Services	630,525	748,482	759,050	801,200
Community Prgms/Contributions	-	-	-	-
Financing Costs	310	50	50	100
Transfers Out	11,000	11,350	11,350	211,700
Capital Outlay	2,348,703	2,614,580	2,693,730	2,080,000
Miscellaneous (Extraordinary/Special)	2,069,578	2,527,303	2,273,000	2,960,380
Total Expenditures	5,242,815	6,168,965	6,004,380	6,342,580
Excess Revenues / (Net Cost to the County)	80,295	489,664	641,720	215,440
General Appropriation Required	-	-	-	-
Budget Variance	1,514,675	-	152,056	-

**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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Cost Center Specific Revenues				
Taxes	-	-	-	-
Licenses and Permits	-	-	-	-
Intergovernmental	134,657	140,000	132,000	138,000
Charges for Services	5,156	5,100	5,000	5,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	469	-	100	-
Investment Income	5,043	1,200	810	600
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources and Misc.	480,637	223,145	698,320	202,240
Total Revenues	625,962	369,445	836,230	345,840
Expenditures				
Personnel	-	-	-	13,180
Supplies	590	7,970	4,100	18,850
Purchased Services	433,070	251,363	250,700	244,420
Community Prgms/Contributions	-	-	-	-
Financing Costs	28,489	39,509	38,400	56,030
Transfers Out	5,724	9,820	9,820	9,720
Capital Outlay	7880	150,000	-	-
Miscellaneous (Extraordinary/Special)	111,020	15,950	15,700	3,640
Total Expenditures	586,773	474,612	318,720	345,840
Excess Revenues / (Net Cost to the County)	39,189	(105,167)	517,510	-
General Appropriation Required	-	105,167	-	-
Budget Variance	681	-	622,677	-

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

	2020 Actual	2021 Budget	2021 Projected	2022 Budget
Cost Center Specific Revenues				
Taxes	753,348	857,032	857,032	877,100
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	58,898,523	67,133,235	67,133,235	72,904,414
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources/Misc.	2,285,622	1,810,285	1,810,285	2,398,484
Total Revenues	\$61,937,493	\$69,800,552	\$69,800,552	\$76,179,998
Expenditures				
Personnel	31,738,911	39,403,030	39,403,030	44,234,489
Supplies	7,568,401	9,335,708	9,335,708	10,518,955
Purchased Services	6,983,517	7,698,927	7,698,927	8,688,652
Community Prgms/Contributions	-	-	-	-
Financing Costs	1,693,263	1,692,286	1,692,286	1,148,141
Transfers Out	-	-	-	-
Capital Outlay	3,432,566	3,515,131	3,515,131	4,461,660
Miscellaneous (Extraordinary/Special)	3,304,082	3,363,708	3,363,708	4,590,588
Total Expenditures	\$54,720,740	\$65,008,790	\$65,008,790	\$73,642,485
Excess Revenues / (Net Cost to the County)	\$7,216,753	\$4,791,762	\$4,791,762	\$2,537,513
General Appropriation Required	-	-	-	-
Budget Variance	(499,317)	-	-	-



Personnel

Personnel Distribution

Full-Time Equivalent History

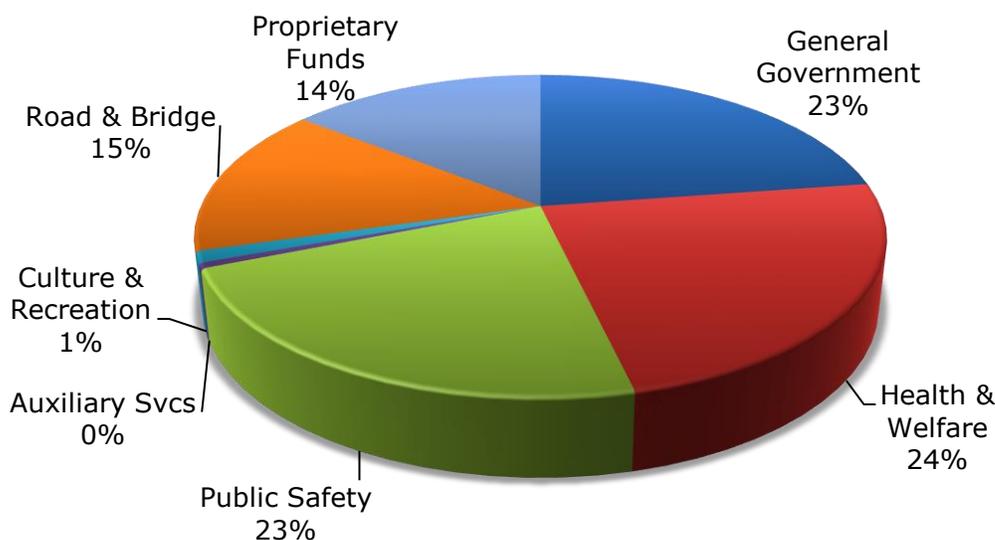
Changes in Staffing Levels

Summary of Budgeted Salaries
and Authorized Full-Time
Equivalents

In 2022, the budget includes an overall increase in Full-Time Equivalents (FTEs) of 11.96. The FTE increase comes from the following departments:

- **Administration:** reduced 0.05 FTE, the Accountant I position moved 0.5 FTE to the Facilities & Grounds Department.
- **Community Development:** added 0.8 FTE total, decreasing the Admin Services Manager by 0.25 FTE, adding 1.0 FTE for the Planning Manager Position. They also added 0.03 to the Planner II as well as modified another Planner II position to a FT Plans Examiner adding an additional 0.02 FTE.
- **Coroner:** added 0.05 FTE to a Deputy Coroner position.
- **Facilities & Grounds:** adding 1.0 FTE, this was due to the need for a FT Facilities Maintenance Manager.
- **Health & Human Services:** added 6.08 FTE. DHHS added 1.0 FTE as a FT Deputy HHS Director and 1.0 FTE as a FT Epidemiologist. A 1.0 FTE Disaster Recovery Coordinator was also added. The remaining 3.08 FTE consists of a variety of minor hour reductions and additions for 26 HHS employees.
- **Historic Preservation:** reduced 0.07 FTE, reallocating the Department to Geographic Information System with no additional FTE.
- **Juvenile Services:** The Juvenile Services Department added 3.2 FTE, with 1.0 FTE as a Gunnison County Substance Abuse Prevention Program Manager and the remaining 2.2 FTE consists of a variety of minor hour reductions and additions for 10 Juvenile Services employees.
- **Sheriff:** The Sheriff Department added 1.0 FTE, this was due to the need for a FT Patrol Deputy.
- **Wildlife Management:** The Wildlife Management Department reduced 0.05 FTE, from two Planner II positions.

Personnel Distribution



NOTE: Does not include Regional Transportation Authority, and Gunnison Valley Health.



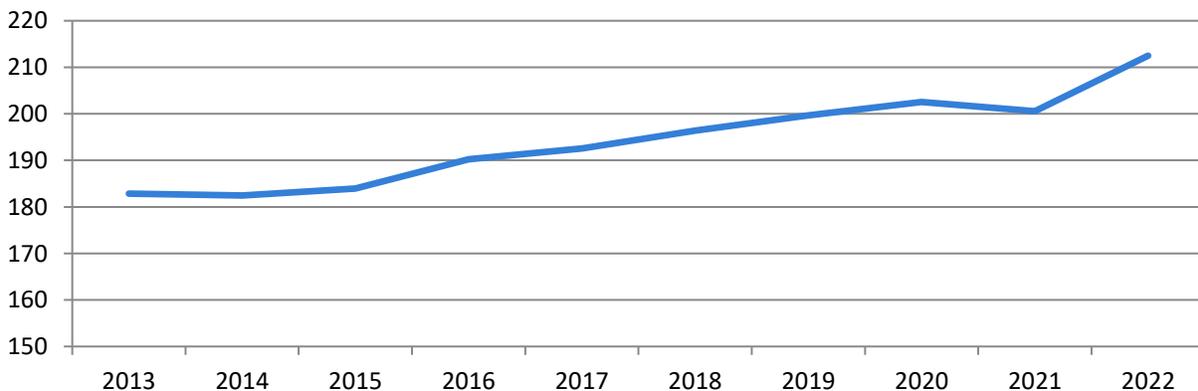
Personnel

Full-Time Equivalent History

Department	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
Administration	9.39	9.39	10.30	11.03	11.08	11.08	11.08	11.08	11.08	11.03
Airport	8.90	9.30	8.90	10.15	10.15	10.15	10.15	10.15	10.15	10.15
Assessor	11.00	10.91	10.85	10.85	10.85	10.85	10.85	11.35	11.35	11.35
Clerk & Recorder	8.00	8.41	8.15	8.00	8.00	8.00	8.00	8.00	8.00	8.00
Commissioners	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Community Development	8.00	7.00	6.75	6.75	6.75	6.75	6.75	6.85	6.85	7.65
Coroner	1.00	1.00	1.00	1.35	1.75	1.75	1.75	1.75	1.80	1.85
County Attorney	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Emergency Management	1.25	1.25	1.70	1.70	1.70	1.70	1.70	1.70	1.70	1.70
Extension	1.50	1.50	1.50	2.00	1.00	1.00	1.00	1.00	1.00	1.00
Facilities & Grounds	3.31	3.31	3.31	3.31	3.26	3.26	4.00	4.00	4.05	5.05
Geographic Information Servi	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00	2.00
Health & Human Services	26.46	28.07	29.24	30.64	32.62	32.99	33.79	34.14	34.50	40.58
Historic Preservation	0.07	0.07	0.09	0.00	0.00	0.00	0.00	0.00	0.07	0.00
Housing Authority	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Information Technology	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00	3.00
Juvenile Services	5.08	4.82	4.97	5.85	5.89	5.89	6.62	6.62	6.50	9.70
Public Works	49.55	49.55	49.50	50.00	50.25	51.25	52.25	52.25	51.75	51.75
Sheriff	31.93	30.43	30.23	31.23	32.93	35.43	35.43	37.43	35.43	36.43
Treasurer/Public Trustee	4.00	4.00	4.00	4.00	2.90	2.90	2.90	2.90	3.00	3.00
Veterans Services	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15	0.15
Weather Modification	0.04	0.04	0.03	0.00	0.00	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	0.10
Grand Total	182.88	182.45	183.92	190.26	192.53	196.40	199.67	202.52	200.53	212.49

Restatement by Function

General Government	50.01	50.22	49.06	49.89	48.75	48.75	48.76	49.26	49.53	48.18
Health & Welfare	31.54	34.21	34.21	36.49	38.51	38.88	40.41	40.76	41.00	50.28
Public Safety	38.01	36.20	36.20	38.43	40.57	43.07	43.80	45.80	43.73	47.98
Auxiliary Services	1.65	1.65	1.65	2.15	1.15	1.15	1.15	1.15	1.15	1.15
Culture & Recreation	2.59	2.61	2.51	2.42	2.42	2.42	2.42	2.42	2.49	2.42
Road & Bridge	30.78	30.73	31.19	34.98	35.23	35.23	36.23	35.23	34.73	32.06
Proprietary Funds	28.30	28.30	29.10	25.90	25.90	26.90	26.90	27.90	27.90	30.42
Grand Total	182.88	183.92	183.92	190.26	192.53	196.40	199.67	202.52	200.53	212.49





Changes in Staffing Levels

Department	2021	2022	2021 to 2022 Change
Administration	11.08	11.03	(0.05)
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	7.65	0.80
Coroner	1.80	1.85	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	4.05	5.05	1.00
Geographic Information Servi	2.00	2.00	0.00
Health & Human Services	34.50	40.58	6.08
Historic Preservation	0.07	0.00	(0.07)
Housing Authority	0.00	0.00	0.00
Information Technology	3.00	3.00	0.00
Juvenile Services	6.50	9.70	3.20
Public Works	51.75	51.75	0.00
Sheriff	35.43	36.43	1.00
Treasurer/Public Trustee	3.00	3.00	0.00
Veterans Services	0.15	0.15	0.00
Weather Modification	0.00	0.00	0.00
Wildlife Conservation	0.15	0.10	(0.05)
Grand Total	200.53	212.49	11.96
Restatement by Function			
General Government	49.53	48.18	(1.35)
Health & Welfare	41.00	50.28	9.28
Public Safety	43.73	47.98	4.25
Auxiliary Services	1.15	1.15	0.00
Culture & Recreation	2.49	2.42	(0.07)
Road & Bridge	34.73	32.06	(2.67)
Proprietary Funds	27.90	30.42	2.52
Grand Total	200.53	212.49	11.96



Summary of Budgeted Salaries and Authorized Full-Time Equivalents

ADMINISTRATION		
County Manager	\$251,697	1.00
Asst County Manager*	\$13,871	0.08
Ass't to the County Manager	\$83,874	1.00
Administrative Assistant III	\$51,576	1.00
Chief Financial Officer	\$159,579	1.00
Senior Accountant	\$82,557	1.00
Senior Accountant	\$71,101	1.00
Accountant II	\$68,066	1.00
Accountant I	\$61,789	1.00
Accountant I**	\$53,846	0.95
HR Director	\$146,541	1.00
HR Specialist	\$57,376	1.00
TOTALS	\$1,101,873	11.03

* See note in the Public Works Department.

**See note in the Facilities & Grounds Department

AIRPORT		
Airport Manager	\$150,204	1.000
Assn't to Airport Manager	\$67,769	1.000
Lead Airport Duty Officer	\$78,267	1.000
Airport Duty Officer	\$71,104	1.000
Airport Duty Officer	\$71,104	1.000
Airport Duty Officer	\$71,104	1.000
Airport Duty Officer	\$68,241	1.000
Airport Duty Officer	\$58,566	1.000
Airport Ops Specialist	\$45,420	1.000
Airport Ops Specialist	\$45,206	1.000
Overtime	\$15,975	0.150
TOTALS	\$742,960	10.15

COUNTY ASSESSOR		
County Assessor	\$80,737	1.00
Co-Deputy Assessor - Appraisal	\$94,242	1.00
Co-Deputy Assessor - Administration	\$67,925	1.00
Communications Manager Assessor	\$60,872	0.75
Appraiser III	\$79,890	1.00
Appraiser II	\$75,371	1.00
Appraiser II	\$75,371	1.00
Appraiser II	\$63,092	1.00
Appraiser Analyst	\$58,327	0.75
Title Administrator I	\$45,764	1.00
Administrative Assistant II	\$21,066	0.50
Data Collector	\$48,667	1.00
Data Collector	\$11,453	0.25
Seasonal Data Collector	\$5,254	0.10
TOTALS	\$788,031	11.35

COUNTY CLERK		
County Clerk	\$80,737	1.00
Chief Deputy Clerk/Elections	\$86,445	1.00
MV/Recording Technician	\$57,409	1.00
MV/Recording Technician	\$48,164	1.00
MV/Recording Technician	\$53,183	1.00
MV/Recording Technician	\$47,441	1.00
MV/Recording Technician	\$47,595	1.00
MV/Recording Technician	\$51,672	1.00
Elections Judges	\$13,147	0.00
TOTALS	\$485,793	8.00

COMMISSIONERS		
County Commissioner	\$80,737	1.00
County Commissioner	\$84,372	1.00
County Commissioner	\$84,372	1.00
TOTALS	\$249,481	3.00

COMMUNITY DEVELOPMENT		
Assistant County Manager	\$147,940	1.00
Admin Services Manager	\$50,789	0.75
Admin Assistant III*	\$46,720	0.90
Bldg/Envir Health Official	\$99,894	1.00
Bldg/Environ Inspector	\$67,719	1.00
Planning Manager	\$76,097	1.00
Planner II	\$78,109	1.00
Plans Examiner	\$65,376	1.00
TOTALS	\$632,644	7.65

* See note in Wildlife Conservation.

CORONER		
County Coroner	\$45,682	1.00
Deputy Coroner	\$31,856	0.75
Deputy Coroner	\$4,564	0.10
TOTALS	\$82,102	1.85

COUNTY ATTORNEY		
County Attorney	\$177,082	1.00
Deputy County Attorney	\$134,815	1.00
Assistant County Attorney	\$105,235	1.00
Paralegal I	\$69,731	1.00
Administrative Asst III	\$46,795	1.00
TOTALS	\$533,658	5.00

EMERGENCY MANAGEMENT		
Emergency Management Mgr	\$83,874	1.00
Deputy Emer Mgmt Mgr**	\$39,547	0.70
Responders	\$1,000	0.00
TOTALS	\$124,421	1.70

**The Deputy Emergency Management Manager has .30 allocated towards the HHS Department

EXTENSION		
Director	\$4,755	0.00
Administrative Assistant III	\$58,562	1.00
TOTALS	\$63,317	1.00

FACILITIES & GROUNDS		
Assistant County Manager	\$144,093	1.00
Fac. Maint. Manager	\$74,434	1.00
Plumbing/HVAC Engineer	\$75,371	1.00
Skilled Tradesman	\$68,523	1.00
Accountant I**	\$2,834	0.05
Fac. Maint. Technician	\$59,711	1.00
TOTALS	\$424,966	5.05

***The Accountant I has .95 allocated towards the Finance Department*

GIS SERVICES		
GIS Program Manager	\$105,891	1.00
GIS Coordinator	\$59,296	1.00
TOTALS	\$165,187	2.00

HEALTH & HUMAN SERVICES		
Assistant County Manager-HHS	\$159,579	1.00
Deputy HHS Director	\$113,601	1.00
Economic Sec Svc Manager	\$83,157	1.00
Econ Security Spec	\$59,084	1.00
Econ Security Spec	\$52,279	1.00
Eligibility Technician	\$42,195	1.00
Eligibility Technician	\$41,243	1.00
Administrative Services Supervisor	\$62,018	1.00
Admin Svcs Specialist	\$62,905	0.75
Administrative Assistant III	\$44,564	1.00
Administrative Assistant III	\$44,564	1.00
Administrative Assistant III	\$44,030	1.00
Administrative Assistant III	\$23,175	0.48
Administrative Assistant III	\$29,777	0.65
Health Educator Public Health WIC	\$26,042	0.53
Registered Dietician-WIC	\$15,369	0.18
Child Support Specialist	\$66,447	1.00
Community Services Supervisor	\$68,564	0.85
ECC Coordinator	\$48,916	0.75
ECC Quality Improvement Coach	\$33,072	0.50
Epidemiologist	\$76,613	1.00
Health Educator	\$51,257	1.00
Outreach Interpreter-Translator	\$4,832	0.13
Health Educator/ Health Planner WCPHP	\$46,862	1.00
Health Coalition Coordinator*	\$20,306	0.38
Health Educator/ECC Outreach Specialist	\$12,282	0.25



Personnel

CCAP Coordinator	\$16,724	0.40
Adult, Child, Family Serv Manager	\$99,894	1.00
Adult Protective Caseworker I	\$67,918	1.000
Caseworker I	\$60,491	1.000
Caseworker I	\$64,668	1.000
Caseworker III	\$79,147	1.000
Caseworker III	\$88,002	1.000
Caseworker III	\$88,002	1.000
NPP Coordinator (Seasonal)	\$2,656	0.050
NPP Facilitators	\$9,287	0.100
Clinical Services Manager	\$82,013	1.000
Public Health Nurse II	\$18,937	0.250
Public Health Nurse II	\$55,638	0.750
Public Health Nurse II	\$60,539	0.750
Public Health Nurse II - TMP	\$15,315	0.200
Public Health Nurse II	\$71,789	1.000
Public Health Nurse II - TMP	\$27,517	0.350
Health Educator - HRSA	\$34,821	0.675
Deputy Emergency Mgmt Mgr**	\$16,948	0.300
Disaster Recovery Coordinator	\$73,170	1.000
Physician's Assistant	\$13,766	0.130
Nurse Practitioner	\$10,589	0.100
Wellness/Enforcement Services Manager	\$94,242	1.000
Senior Resources Specialist	\$40,631	0.600
Community Services Specialist	\$11,005	0.200
Long Term Care Outreach Cood	\$10,008	0.175
Community Services Specialist	\$6,819	0.125
Adult Protection Specialist	\$27,253	0.500
Consumer Protection Specialist	\$72,887	1.000
Consumer Protection Specialist	\$52,320	0.750
COVID - ELC	\$17,440	0.250
Specialist	\$27,184	0.500
Administrative Assistant III	\$4,995	0.100
Child Support Specialist	\$25,468	0.400
Specialist - TANF	\$24,480	0.500
TOTALS	\$2,805,296	40.58

* See note in the Juvenile Services Department.

** See note in the Emergency Management Department.

INFORMATION TECHNOLOGY

IT Director	\$150,204	1.00
IT Systems Administrator	\$66,851	1.00
Help Desk Technician	\$62,458	1.00
TOTALS	\$279,513	3.00

JUVENILE SERVICES		
Juvenile Services Director	\$111,941	1.00
FAST Coordinator	\$52,097	0.88
Stipends	\$7,920	0.00
Family Support Partner	\$21,394	0.50
Early Intervention Prog Manager	\$86,423	1.00
GSCAPP Program Manager	\$71,449	1.00
GCSAPP Coordinator	\$54,066	0.88
GCSAPP Prevention Specialist II	\$12,572	0.20
SEL Coordinator	\$44,304	0.75
Wraparound Facilitator	\$47,688	0.88
Interpreter/Translator	\$17,163	0.40
Data & Communications Coordinator	\$55,003	0.88
Health Educator/Tobacco*	\$33,573	0.63
Health Educator/Navigator	\$16,534	0.35
Health Educator Tobacco	\$19,715	0.38
TOTALS	\$651,842	9.70

*The Health Educator has .375 allocated towards the HHS Department

PUBLIC WORKS		
Public Works Director	\$159,513	0.920
Operations Manager	\$99,894	1.000
Administrative Ass't III	\$52,722	1.000
Administrative Ass't IV	\$67,719	1.000
Purchasing Agent	\$71,104	1.000
Fleet Manager	\$98,472	1.000
District Foreman II	\$91,756	1.000
District Foreman II	\$84,082	1.000
Foreman I	\$69,759	1.000
District Crew Leader	\$79,890	1.000
Heavy Equip. Operator II	\$54,324	1.000
Heavy Equip. Operator II	\$71,104	1.000
Heavy Equip. Operator II	\$57,231	1.000
Heavy Equip. Operator II	\$71,104	1.000
Heavy Equip. Operator II	\$71,104	1.000
Heavy Equip. Operator II	\$71,104	1.000
Heavy Equip. Operator II	\$57,231	1.000
Heavy Equip. Operator II	\$71,104	1.000
Heavy Equip. Operator II	\$56,497	1.000
Heavy Equip. Operator II	\$71,104	1.000
Heavy Equip. Operator II	\$59,139	1.000
Heavy Equip. Operator II	\$71,104	1.000
Heavy Equip. Operator II	\$71,104	1.000
Heavy Equip. Operator II	\$63,299	1.000
Heavy Equip. Operator II	\$59,329	1.000
Heavy Equip. Operator I	\$52,031	1.000
Heavy Equip. Operator I - Landfill	\$50,614	1.000
Heavy Equip. Operator I	\$46,957	1.000
Heavy Equip. Operator I	\$48,835	1.000
Heavy Equip. Operator I	\$45,300	1.000
R&B Summer Temporaries	\$106,846	2.400
R&B Overtime	\$175,907	1.923
Shop Foreman	\$87,460	1.000



Personnel

Shop Technician II	\$66,019	1.000
Shop Technician II	\$60,246	1.000
Shop Technician I	\$49,592	1.000
Recycling Site Manager	\$71,104	1.000
Technician-Recycle	\$46,957	1.000
Landfill Foreman	\$72,727	1.000
Landfill Gate Attendant	\$43,717	1.000
Seasonal Trash Pickup	\$15,526	0.462
Recycling Technician	\$41,109	1.000
Recycling Technician/Landfill	\$47,579	1.000
Recycling Summer Temporary	\$22,886	0.481
Recycling Overtime	\$3,885	0.048
Utilities Operator	\$60,977	1.000
Utility Manager	\$75,610	1.000
Water Overtime	\$7,388	0.072
Sewer Overtime	\$1,496	0.024
Weed Program Coordinator	\$74,504	1.000
Weed Program Technician	\$58,843	1.000
Fairgrounds Manager	\$83,874	1.000
Fairgrounds Maintenance Ass't	\$53,656	1.000
Maintenance Workers - seasonal	\$14,586	0.420
TOTALS	\$3,437,024	51.75

* The Public Works Director also serves as Assistant County Manager, with 0.08 FTE allocated to the Administration Department.

SHERIFF

County Sheriff	\$104,894	1.00
Undersheriff	\$91,819	1.00
Admin Asst Atl Services	\$43,127	1.00
Administrative Ass't III	\$60,271	1.00
Administrative Ass't II	\$54,158	1.00
Lieutenant	\$94,242	1.00
Patrol Corporal	\$74,339	1.00
Patrol Corporal	\$76,302	1.00
Patrol Corporal	\$72,245	1.00
Patrol Deputy	\$68,968	1.00
Patrol Deputy	\$66,019	1.00
Patrol Deputy	\$66,019	1.00
Patrol Deputy	\$62,036	1.00
Patrol Deputy	\$61,830	1.00
Patrol Deputy	\$62,242	1.00
Patrol Deputy	\$59,849	1.00
Patrol Deputy	\$59,849	1.00
Patrol Deputy	\$61,915	1.00
Patrol Deputy	\$68,066	1.00
Investigator/Patrol	\$62,036	1.00
Detention Captain	\$75,084	1.00
Detention Sergeant	\$65,065	1.00
Detention Sergeant	\$63,513	1.00
Detention Deputy	\$58,848	1.00
Detention Deputy	\$54,506	1.00
Detention Deputy	\$49,485	1.00



Personnel

Detention Deputy	\$57,697	1.00
Detention Deputy	\$57,319	1.00
Detention Deputy	\$50,073	1.00
Detention Deputy	\$58,075	1.00
Detention Deputy	\$53,284	1.00
Detention Deputy	\$52,075	1.00
Detention Deputy	\$52,759	1.00
Detention Deputy	\$50,073	1.00
Detention Deputy	\$50,073	1.00
Patrol Sergeant	\$78,972	1.00
Detention	\$8,956	0.11
Patrol	\$31,002	0.24
Wildfire	\$3,000	0.03
POST	\$5,000	0.05
TOTALS	\$2,345,085	36.43

TREASURER

County Treasurer	\$80,737	1.00
Chief Deputy Treasurer	\$67,719	1.00
Account Technician	\$48,211	1.00
Public Trustee	\$12,500	0.00
TOTALS	\$209,167	3.00

VETERANS

Veterans Officer	\$10,500	0.15
TOTALS	\$10,500	0.15

WILDLIFE MANAGEMENT

Admin Ass't III*	\$5,101	0.10
TOTALS	\$5,101	0.10

*The Admin Assistant III has .90 allocated towards the Community Development Department

COUNTY GRAND TOTAL: \$ 15,137,961 212.49



Capital Expenditures

Capital Improvement Plan (CIP)

Summary of Capital
Expenditures

Capital Expenditures by Fund

Impact on Operating Costs



Capital Expenditures

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 \$40,000 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
5 YEAR 2022 - 2026**

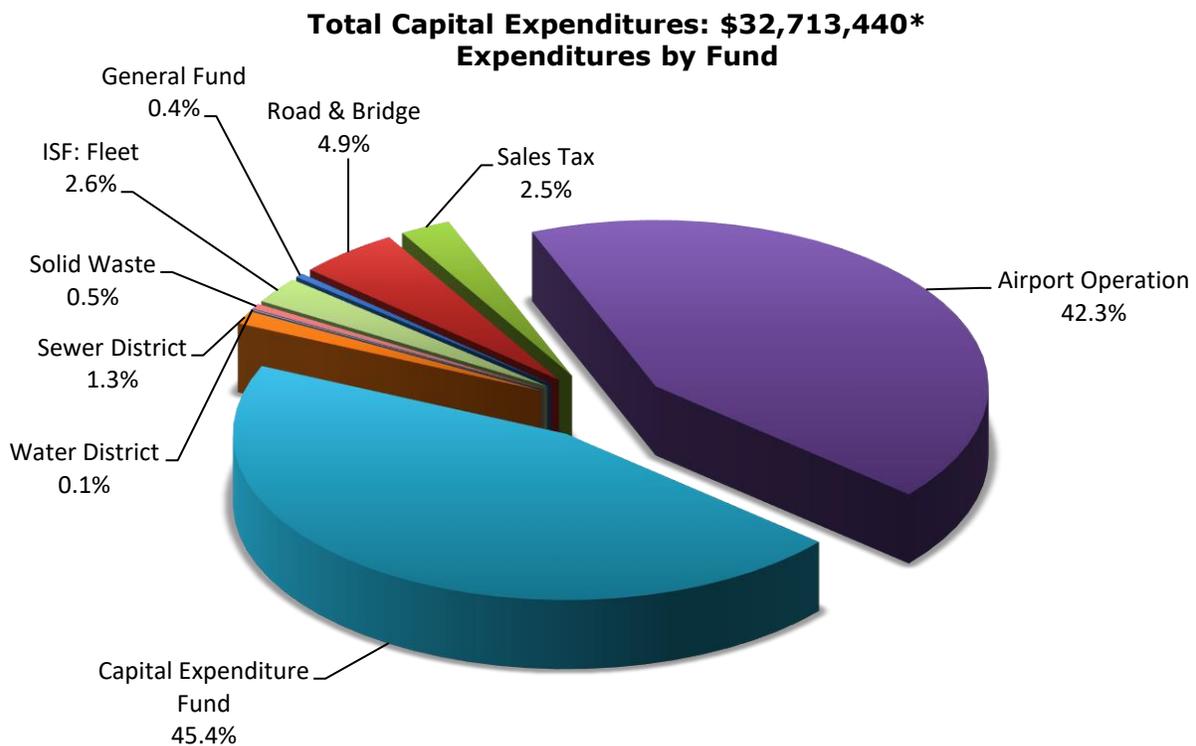
ID	Project	Required	Prior Years Cost	2022 Capital Budget		CAPITAL IMPROVEMENT PLAN						Total Project
				County	Grant/Other	2023	2024	2025	2026	Future		
A-1	Ramp Expansion	De	\$ -	\$ -	\$ -	\$ -	\$ 3,300,000	\$ -	\$ -	\$ -	\$ -	\$ 3,300,000
A-2	GA Ramp Rehabilitation	De	-	-	1,110,000	-	-	-	-	-	-	1,110,000
A-3	Terminal Construction	On	14,343,150	13,765,250	-	-	-	-	-	-	-	28,108,400
FG-1	Fairgrounds Fire Sprinkler System	Df	-	-	-	250,000	-	-	-	-	-	250,000
IT-1	Ortho-Oblique Aerial Maps	Ne	-	-	-	-	-	700,000	-	-	-	700,000
M-3	Blackstock Carpet Replacement	Ne	-	-	150,000	-	-	-	-	-	-	150,000
M-5	Crested Butte Shop Renovations	Ur	-	200,000	24,000	40,000	-	-	100,000	-	-	364,000
M-8	Zugelder Library Re-Use	De	-	-	65,000	-	-	-	-	-	-	65,000
M-9	South 14th St. Housing	Ne	-	-	7,000,000	-	-	-	-	-	-	10,400,000
M-10	Whetstone Housing Preliminary Design	Ne	-	250,000	-	-	-	-	-	-	-	250,000
M-11	Library Building	On	1,744,200	9,700,000	-	-	-	-	-	-	-	11,444,200
M-12	South 14th St. Parking	Ur	-	252,170	-	-	-	-	-	-	-	252,170
RI-1	Bush Creek Intersection	Ne	150,000	150,000	-	-	-	-	-	1,700,000	-	2,000,000
RI-2	CR 10 Bridge Deck Replacement	Ur	-	302,000	-	-	-	-	-	-	-	302,000
RI-4	Road Hard Surfacing	Ne	1,053,929	530,900	500,000	500,000	-	-	-	-	-	2,584,829
RI-5	Road Maintenance Fleet Replacement Program	Ur	450,000	500,000	500,000	500,000	500,000	500,000	500,000	500,000	-	3,450,000
RI-6	Slate River Bridge	Ne	320,000	80,000	1,000,000	-	-	-	-	-	-	1,400,000
SW-1	Landfill Cell	Ne	150,000	100,000	-	-	-	1,550,000	-	-	-	1,800,000
SW-2	Landfill Wind Fencing	Ur	-	60,000	-	-	-	-	-	-	-	60,000
T-1	CB to CB South Trail	Ne	-	75,000	500,000	925,000	-	-	-	-	-	1,500,000
T-2	Gold Basin Detached Trail	Ne	-	-	1,003,800	-	-	-	-	-	-	1,003,800
T-3	Whitewater Park Improvements	Ne	515,000	224,500	375,500	-	-	-	-	-	-	1,115,000
WS-2	Somerset Sewer System	Ur	10,000	311,800	-	-	-	-	-	-	-	321,800
WS-3	Water Meter Replacement	Ne	-	-	-	90,000	-	-	-	-	-	90,000
WS-4	Water Treatment Plant Filter Media	Ne	-	-	50,000	-	-	-	-	-	-	50,000
Totals				\$ 18,736,279	\$ 12,736,370	\$ 18,540,750	\$ 5,605,000	\$ 2,750,000	\$ 600,000	\$ 2,200,000	\$ 72,071,199	
				\$	\$	\$	\$	\$	\$	\$	\$	\$ 31,277,120

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 \$5,000 (or \$1,000 for computer equipment and software) and have a useful life of greater than one year. Requests for projects under \$40,000 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 \$40,000 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 any other entity: Regional Transportation Authority, and Gunnison Valley Health; including these entities the total capital expenditure is \$34,863,440*

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.
- 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.

General Fund - \$66,320

Equipment		\$66,320
<u>Project Narrative:</u> The Coroner, Clerk, Emergency Management, and the Sheriff's departments are updating equipment ranging from radio's, finger print machine, to plat storage cabinets.	<u>Funding Source:</u> General Fund	
<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.		

Airport Fund - \$13,845,250

Airport Terminal Program and Equipment		\$13,765,250
<u>Project Narrative:</u> The airport terminal is currently undergoing renovation. New terminal features improved passenger flow for intuitive and comfortable experience, expanded security screening area, food and beverage service and lounge, added restroom facilities, all new equipment including baggage claim and jet-bridges, high-efficiency building envelope and insulation improvements, high-efficiency, all-electric, geothermal heating and cooling, improved vehicle access road and parking, and covered parking and expanded parking lot. The project is projected for completion in the fall season of 2022.	<u>Funding Source:</u> Federal Grants, Federal Aviation Administration, Airport Fund	
<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. It is an upgrade to current terminal, no new expenditures expected since it will be a sustainable building, might even be a decrease to operating expenditures		

Vehicle Replacement		\$80,000
<u>Project Narrative:</u> The airport is an economic engine for the region providing over \$120 million annually to the economy. This funding will provide airport vehicles for continuity of operations.	<u>Funding Source:</u> Airport Fund	
<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.		

Capital Expenditures Fund - \$15,934,170

South 14th Street Housing Project	\$3,400,000
<u>Project Narrative:</u> To increase housing units for the workforce and future growth. This region is short on housing options, this first year of funding is expected to be mainly for planning and the start of infrastructure for the development.	<u>Funding Source:</u> Federal Grant
<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.	

Crested Butte Shop Renovation	\$200,000
<u>Project Narrative:</u> Replacement and renovation of failing components is necessary in order to maintain building and efficient operations. A multi-year approach is recommended starting with the envelope and then moving to electrical and mechanical systems including: Roof, Ceiling Insulation, Exterior Walls, Garage Doors, Boiler, Slab/ in-floor heat, and Lighting. Improvements will lower energy use and extend the useful life of the facility several more decades.	<u>Funding Source:</u> Sales Tax
<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.	

Whetstone Housing Project	\$250,000
<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 Project.	<u>Funding Source:</u> Sales Tax
<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.	

Library Building Project	\$9,700,000
<u>Project Narrative:</u> This new building is projected to increase the quality of life services to the residents by expanding library operations. Debt was issued in 2020 to fund this project. The project is projected for completion in the summer season of 2022.	<u>Funding Source:</u> Sales Tax
<u>Impact on Operating Budget:</u> This project will have no impact on the operating budget, this building will be paid via restricted sales tax proceeds and given to the Library District once complete.	

South 14th Street Parking	\$252,170
<u>Project Narrative:</u> Utilizing the S 14th Street parcel for a housing project creates a need for additional parking at the fairgrounds for large events. Fencing at the site will create a separation between the carnival and the rodeo. Additional fencing will create a horse pasture to allow space for the carnival.	<u>Funding Source:</u> Sales Tax
<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.	

Brush Creek Intersection	\$150,000
<u>Project Narrative:</u> An evaluation of County roads, bridges, and minor structures and prioritizing needed work on both roads and bridges took place. Part of the evaluation of work on roads includes needed intersection improvements. In all evaluations we look at current carrying capacity and future capacity as we are seeing traffic numbers increase annually. The current activity on Brush Creek Road is over 2,000 cars per day. It provides access to two developments, one of which has a golf course. The other is a large platted subdivision with an affordable housing component and an airstrip. This project is for planning cost on upgrading the intersection.	<u>Funding Source:</u> Sales Tax
<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.	

CR 10 Bridge Deck Replacement	\$302,000
<u>Project Narrative:</u> In the summer of 2016 the engineering group hired by CDOT inventoried all Gunnison County bridges over 20' in length. They identify maintenance and safety concerns. The metal deck on the bridge over the Gunnison River on County Road #10 needs to be replaced. It is rusting, causing potential failures and beginning to deteriorate other structural members of the bridge. Since it is a replacement the costs are all for construction. This year's funding is for planning of the bridge replacement.	<u>Funding Source:</u> Sales Tax
<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.	

Slate River Bridge Project	\$1,080,000
<u>Project Narrative:</u> The bridge crossing the Slate River is structurally deficient which means it meets the criteria for funding, but is not unsafe. It is also functionally obsolete due to width and traffic. Due to the heavy volume of automobile traffic and the number of trucks, replacement will require a significant detour structure or use of existing structure if the bridge and approaches	<u>Funding Source:</u> Federal Grant and Sales Tax

can be moved upstream. An application for a Federal bridge grant will be submitted.

Impact on Operating Budget:

This project will have no significant impact on the operating budget.

Whitewater Park Improvements

\$600,000

Project Narrative:

Improvements to the Gunnison County Whitewater Park are needed both to maintain the existing amenities and enhance the experience of park users. Those improvements include placement of boulders for fish habitat, yearly maintenance as needed on the structures and potentially paving the access road. The third feature has been successfully rehabilitated, but the second feature was damaged when the third feature quit working. It has been strengthened but needs evaluated and rebuilt. The second feature was elevated in the fall of 2018. McLaughlin Whitewater recommended total replacement of the structure before it deteriorates any further and creates a safety hazard.

Funding Source:

State Grant,
Sales Tax

Impact on Operating Budget:

This project will have no significant impact on the operating budget.

Sales Tax Fund - \$810,000

Water Rights

\$810,000

Project Narrative:

The purchase of 13.2-acre feet of water rights at a local reservoir.

Funding Source:

Sales Tax

Impact on Operating Budget:

This project will have no significant impact on the operating budget.

Public Works Fund - \$605,900

Road Maintenance

\$530,900

Project Narrative:

The Board of County Commissioners adopted a strategic goal to hard surface 14 miles of county roads by December 31, 2023 to reduce maintenance costs and improve the travel experience. The Public Works Department Strategic Business Plan has a strategic goal to maintain roads to the appropriate service level, which results in achieving a second goal which is the 75% of County residents rate the quality or ease of use as excellent or good. This year's funding includes not only new hard surfacing but asphalt overlays on paved roads that have lost their road profile due to deferred maintenance.

Funding Source:

Public Works

Impact on Operating Budget:

New equipment results in reduced maintenance costs and reduced downtime for the Fleet Department and for all departments using fleet vehicles or equipment.

CB to CB South Trail**\$75,000**Project Narrative:

Crested Butte South is a large subdivision, comprised of single-family homes and multi-family dwellings. The parents work in the Town of Crested Butte or Gunnison, and the children attend school and participate in organized activities in the Town of Crested Butte. There is bus service, but there is currently no safe access for pedestrians or bikers to make the commute. The trail will likely be in County road and/or CDOT right of ways and on easements across private land. It will be maintained in the summer and may be groomed for Nordic skiing in the winter. It will be designed to ultimately be surfaced with concrete or asphalt, but will start with an aggregate surface to reduce the cost. Construction will require a trail bridge or approval from CDOT to add a pedestrian lane on their highway bridge. The funding this year is for planning purposes.

Funding Source:

Public Works

Impact on Operating Budget:

This project will have no significant impact on the operating budget.

Solid Waste Fund - \$170,000**Landfill Cell****\$100,000**Project Narrative:

The life of the new cell that was opened in 2017 was projected to be 8 to 12 years. However, the fact that the valley economy is very busy is reflected in volumes at the Landfill. Also, the amount of demolition/construction debris is filling the new cell faster than anticipated. We are striving to get maximum densities and to remove wood and steel from the cell, but we are still ahead of calculated fills. This project will allow us to get ahead of the curve and have a new cell ready when needed. The funding this year is for planning purposes.

Funding Source:

Solid Waste Fees

Impact on Operating Budget:

This project will have no significant impact on the operating budget.

Landfill Wind Fencing and Operational Equipment**\$70,000**Project Narrative:

Blowing debris inside the Landfill, and particularly outside the boundaries, has always been an issue. This project is for Landfill net fence along the north boundary of the new cell.

Funding Source:

Solid Waste Fees

Impact on Operating Budget:

This project will have no significant impact on the operating budget.

Sewer Fund - \$416,800

Somerset Sewer System **\$311,800**

<u>Project Narrative:</u> In order for the Somerset Division to continue to be a viable community the sewer system must be addressed. Gunnison County keeps the system on the State Project Eligibility list in order to keep it grant/loan eligible. This year's funding is only for the upgrade of the County portion of the sewer system.	<u>Funding Source:</u> Sewer Fund
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<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.

Sewer Operational Equipment & Utility Line **\$105,000**

<u>Project Narrative:</u> This year's funding is to replace tools and minor equipment as well as to have funds on hand should the need to upgrade a sewer line is needed.	<u>Funding Source:</u> Sewer Fund
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<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.

Water Fund - \$30,000

Water Operational Equipment **\$30,000**

<u>Project Narrative:</u> This year's funding is to replace tools and minor equipment.	<u>Funding Source:</u> Water Fund
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<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.

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

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> ISF I Fund
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<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> ISF I Fund
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<u>Impact on Operating Budget:</u> This project will have no significant impact on the operating budget.

Snow Removal Equipment**\$500,000**Project Narrative:

In prior years, rolling stock has not been included in the Capital Improvement Program. However, increased costs of equipment and the increased costs to ISF-I for utilities, gas and diesel has decreased the ability of ISF-I reserves to fund the needed equipment, including both new and replacement units. If heavy equipment (graders, loaders, 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.

Funding Source:

ISF I Fund

Impact on Operating Budget:

New equipment results in reduced maintenance costs and reduced downtime for the Fleet Department and for all departments using fleet vehicles or equipment.

Capital Expenditure Impacts on Operating Budget

**CAPITAL EXPENDITURE
IMPACTS ON OPERATING
BUDGET
FISCAL YEAR 2022**

CIP #	CAPITAL PROJECT	OPERATING COSTS					5 YEAR TOTAL
		2022	2023	2024	2025	2026	
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			
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	1.00%
Contingent Repayment		\$378,864	1.00%
Lease/Purchase, 2017 Motor grader	Financed purchase of Caterpillar Motor grader	\$159,443	2.70%

ISSUE	PURPOSE	ISSUE AMOUNT	INTEREST RATE
Lease/Purchase, 2018 Motor grader	Financed purchase of Caterpillar Motor grader	\$236,763	3.50%
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%
Seller Financed Loan dated 1/2021	Finance purchase of land and building for airport terminal project and road expansion.	\$500,000	4.00%
Lease/Purchase, 2021 Motor grader	Financed purchase of Caterpillar Landfill Compactor	\$413,763	2.82%



Summary of Debt Service and Lease Payments Governmental Activities

Fund:	Debt Service	Sales Tax	Debt Service	Debt Service	Debt Service	Debt Service	TOTALS
	<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>	
2022	\$ 149,262	\$ 102,103	\$ 132,904	\$ 910,550	\$ 486,800	\$ 602,798	\$ 2,384,417
2023	149,262	102,103	132,904	908,800	486,300	604,905	2,384,274
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
2027-2031	447,790	510,516	531,612	4,508,750	2,433,000	3,014,228	11,445,896
2032-2036	-	510,516	-	4,493,950	2,432,000	3,017,360	10,453,826
2037-2040	-	306,310	-	1,787,100	1,950,600	1,201,006	5,245,016
	\$ 1,194,100	\$ 1,837,857	\$ 1,196,132	\$ 15,324,800	\$ 9,249,350	\$ 10,249,205	\$ 39,051,444
PRINCIPAL	1,073,388	1,266,682	1,062,813	10,865,000	6,260,000	8,550,000	29,077,883
INTEREST	120,712	571,175	133,319	4,459,800	2,989,350	1,699,205	9,973,561



Summary of Debt Service and Lease Payments Business-Type Activities

Fund:	Water	Sr. Housing	Sr. Housing	Sr. Housing	Sewer	Sewer	Valley Health
	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
2022	\$ 8,024	\$ 36,982	\$ 19,016	\$ -	\$ 79,320	\$ 16,816	\$ 611,725
2023	4,865	36,982	-	3,789	79,320	16,816	611,065
2024	-	36,982	-	3,789	79,320	16,816	-
2025	-	36,982	-	3,789	79,320	16,816	-
2026	-	36,982	-	3,789	79,320	16,816	-
2027-2031	-	184,911	-	18,945	396,600	84,080	-
2032-2036	-	67,046	-	18,945	396,600	84,080	-
2037-2041	-	-	-	18,945	396,600	84,080	-
2042-2046	-	-	-	18,945	237,960	75,193	-
2047-2053	-	-	-	287,928	-	-	-
	\$ 12,889	\$ 436,867	\$ 19,016	\$ 378,864	\$ 1,824,360	\$ 411,513	\$ 1,222,790
PRINCIPAL	12,055	316,180	18,933	378,864	1,156,905	254,291	1,175,000
INTEREST	834	120,687	83	-	667,455	157,222	47,790
	12,889	436,867	19,016	378,864	1,824,360	411,513	1,222,790

Fund:	Water	ISF I: Fleet	Valley Health	Landfill	Landfill	Airport	TOTALS
	2013 ANTELOPE HILLS WATER RUS	2017 LEASE/ PURCHASE MOTOR- GRADER	2017 HOSPITAL REVENUE BONDS	2018 LEASE/ PURCHASE MOTOR- GRADER	2021 LEASE/ PURCHASE LANDFILL COMPACTOR	2021 AIRPORT LAND & PROPERTY LEASE PURCHASE AGREEMENT	
2022	\$ 42,940	\$ 144,347	\$ 1,088,491	\$ 155,184	\$ 93,379	\$ 177,204	\$ 771,883
2023	42,940	-	1,089,207	-	93,379	177,205	752,837
2024	42,940	-	1,699,522	-	93,379	14,576	136,907
2025	42,940	-	1,703,149	-	93,377	-	136,907
2026	42,940	-	1,700,842	-	-	-	136,907
2027-2031	214,700	-	17,600,273	-	-	-	684,536
2032-2036	214,700	-	-	-	-	-	566,671
2037-2041	214,700	-	-	-	-	-	499,625
2042-2046	214,700	-	-	-	-	-	332,098
2047-2053	289,845	-	-	-	-	-	287,928
	\$ 1,363,345	\$ 144,347	\$ 24,881,484	\$ 155,184	\$ 373,514	\$ 368,985	\$ 4,306,299
PRINCIPAL	989,091	142,125	20,730,000	150,228	352,047	353,471	3,312,228
INTEREST	374,254	2,222	4,151,484	4,956	21,467	15,514	994,071
	1,363,345	144,347	24,881,484	155,184	373,514	368,985	4,306,299



Computation of Legal Debt Margin

The legal debt limit is 3% and is only subject to general obligation bonds. Gunnison County has no general obligation bonded debt. Therefore, the historical table "Ratio of Annual Debt Service Expenditures for General Bonded Debt to Total General Expenditure" is not included.

Computation of legal debt limit:

2021 actual valuation, per Assessor	\$ 7,753,107,660
Legal debt limit percentage *	<u>3%</u>
Legal Debt Limit	<u>\$ 232,593,230</u>

Total long-term borrowing \$ 25,675,000

Less: Certificates of Participation (25,675,000)

Net borrowing applicable to debt limit -0-

Legal Debt Margin \$ 206,918,230

*Source: Colorado Revised Statutes 30-26-301

In January, 2020 Gunnison County issued \$11,345,000 in Certificates of Participation. The proceeds from the issuance were used to refinance the 2010 Build America Bonds.

The balance of the \$10,865,000 Series 2020 Certificates of Participation mature as follows:

Years	Base Principal	Base Interest	Total
2022	\$ 435,000	\$ 475,550	\$ 910,550
2023	455,000	453,800	908,800
2024	475,000	431,050	906,050
2025	500,000	407,300	907,300
2026	520,000	382,300	902,300
2027-2031	3,015,000	1,493,750	4,508,750
2032-2036	3,755,000	738,950	4,493,950
2037-2038	1,710,000	77,100	1,787,100
Total	\$ 10,865,000	\$ 4,459,800	\$ 15,324,800



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 \$6,260,000 Series 2020B Certificates of Participation mature as follows:

Years	Base Principal	Base Interest	Total
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	255,000	231,550	486,550
2027-2031	1,480,000	953,000	2,433,000
2032-2036	1,850,000	582,000	2,432,000
2037-2040	1,770,000	180,600	1,950,600
Total	\$ 6,260,000	\$ 2,989,350	\$ 9,249,350

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 \$8,550,000 Series 2020C Certificates of Participation mature as follows:

Years	Base Principal	Base Interest	Total
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	460,000	141,298	601,298
2027-2031	2,435,000	579,228	3,014,228
2032-2036	2,690,000	327,360	3,017,360
2037-2038	1,160,000	41,008	1,201,008
Total	\$ 8,550,000	\$ 1,699,205	\$ 10,249,205



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	Base Principal	Base Interest	Total
2022 - 2031	\$ 2,722,489	\$ 688,774	\$ 3,411,263
2032 - 2040	680,393	136,432	816,825
Total	\$ 3,402,882	\$ 825,206	\$ 4,228,088

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

	2020 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
<u>REVENUES</u>				
Taxes	\$ 10,187,296	\$ 11,635,500	\$ 10,771,000	\$ 11,248,310
Licenses and Permits	626,281	542,896	924,380	593,630
Intergovernmental	3,460,614	2,018,810	1,555,400	1,966,360
Charges for Services	922,359	710,025	914,170	945,910
Contributions and Other Grants	250,463	299,650	267,820	231,330
Fines & Forfeitures	90,519	140,353	91,000	117,000
Investment Income	287,734	203,040	11,100	120,840
Interfund Revenues	1,036,830	904,000	966,000	967,000
Transfers In	850,968	1,146,378	1,114,910	1,216,250
Other Financing Sources/Misc.	235,059	401,365	207,250	206,940
Total Revenues	\$ 17,948,121	\$ 18,002,017	\$ 16,823,030	\$ 17,613,570
<u>EXPENDITURES</u>				
Personnel	\$ 8,645,289	\$ 9,352,132	\$ 9,079,040	\$ 10,265,600
Supplies	823,506	658,503	567,350	683,140
Purchased Services	4,079,839	5,045,167	4,294,420	4,615,640
Community Prgrams/Contrib.	155,314	401,123	246,660	257,210
Financing Costs	48,463	22,406	25,200	25,260
Transfers Out	270,384	652,100	739,230	422,780
Capital Outlay	147,236	504,892	262,260	318,490
Miscellaneous	1,346,636	1,607,642	198,750	1,025,450
Total Expenditures	\$ 15,516,668	\$ 18,243,965	\$ 15,412,910	\$ 17,613,570
Excess Revenues/(Expenditures)	\$ 2,431,453	\$ (241,948)	\$ 1,410,120	\$ -

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020*	2,182,033	4,613,486	4,613,486	6,023,606
Net Fund Balance	\$ 4,613,486	\$ 4,371,538	\$ 6,023,606	\$ 6,023,606
Ending Fund Balance % of Total Expenditures				34.20%
<i>*Not including 25% contingency funds set aside for emergencies</i>				



ROAD & BRIDGE FUND

Summary of Fund Resources

	2020 <u>Actual</u>	Revised 2021 <u>Budget</u>	2021 <u>Projected</u>	2022 <u>Budget</u>
<u>REVENUES</u>				
Taxes	\$ 235,343	\$ 200,000	\$ 280,000	\$ 270,000
Licenses and Permits	28,735	11,000	43,000	26,000
Intergovernmental	4,532,756	4,593,516	4,574,400	4,823,800
Charges for Services	34,255	6,720	84,010	6,200
Contributions and Other Grants	4,271	-	-	-
Fines & Forfeitures	24	10	-	-
Investment Income	60,077	35,000	4,000	4,000
Interfund Revenues	130	100	-	-
Transfers In	83,676	157,158	81,590	156,630
Other Financing Sources/Misc.	43,569	36,347	38,480	35,950
Total Revenues	\$ 5,022,836	\$ 5,039,851	\$ 5,105,480	\$ 5,322,580
<u>EXPENDITURES</u>				
Personnel	\$ 2,082,072	\$ 2,471,417	\$ 2,269,840	\$ 2,689,690
Supplies	817,428	1,620,500	1,569,500	1,263,870
Purchased Services	1,919,334	1,914,303	1,650,530	2,119,990
Community Prgms/Contrib.	-	-	-	-
Financing Costs	128	928	930	930
Transfers Out	208,304	332,185	333,720	320,000
Capital Outlay	433,014	20,000	-	-
Miscellaneous	200	46,600	46,600	46,600
Total Expenditures	\$ 5,460,480	\$ 6,405,933	\$ 5,871,120	\$ 6,441,080
Excess Revenues/(Expenditures)	\$ (437,644)	\$ (1,366,082)	\$ (765,640)	\$ (1,118,500)

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	3,071,788	2,634,144	2,634,144	1,868,504
Net Fund Balance	\$ 2,634,144	\$ 1,268,062	\$ 1,868,504	\$ 750,004
Ending Fund Balance % of Total Expenditures				11.64%



HEALTH & HUMAN SERVICES FUND

Summary of Fund Resources

	2020 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
<u>REVENUES</u>				
Taxes	\$ 335,959	\$ 333,100	\$ 358,900	\$ 373,970
Licenses and Permits	-	-	-	-
Intergovernmental	5,108,994	6,966,907	5,431,800	4,728,500
Charges for Services	9,657	11,900	320	200
Contributions and Other Grants	1,822	1,250	1,000	1,000
Fines & Forfeitures	-	-	-	-
Investment Income	6,979	8,000	2,000	8,000
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources/Misc.	2,784	-	-	-
Total Revenues	\$ 5,466,195	\$ 7,321,157	\$ 5,794,020	\$ 5,111,670
<u>EXPENDITURES</u>				
Personnel	\$ 1,489,632	\$ 1,717,728	\$ 1,588,930	\$ 1,815,120
Supplies	25,608	40,331	32,260	61,130
Purchased Services	415,720	417,990	354,170	381,230
Community Prgms/Contrib.	3,308,405	5,095,220	3,671,910	2,894,870
Financing Costs	-	-	-	-
Transfers Out	139,558	136,000	127,150	123,000
Capital Outlay	-	-	-	-
MISCELLANEOUS	3,014	(43,803)	(52,070)	250
Total Expenditures	\$ 5,381,937	\$ 7,363,466	\$ 5,722,350	\$ 5,275,600
Excess Revenues/(Expenditures)	\$ 84,258	\$ (42,309)	\$ 71,670	\$ (163,930)

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	201,329	285,587	285,587	357,257
Net Fund Balance	\$ 285,587	\$ 243,278	\$ 357,257	\$ 193,327
Ending Fund Balance % of Total Expenditures				3.66%



PUBLIC HEALTH FUND

Summary of Fund Resources

	2020 <u>Actual</u>	Revised 2021 <u>Budget</u>	2021 <u>Projected</u>	<u>2022 Budget</u>
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	1,108,617	2,283,231	1,632,860	2,236,120
Charges for Services	99,679	143,034	57,000	112,000
Contributions and Other Grants	45,791	154,753	150,160	82,650
Fines & Forfeitures	-	5,000	-	-
Investment Income	1,859	800	800	-
Interfund Revenues	-	-	-	-
Transfers In	163,419	231,947	231,950	209,420
Other Financing Sources/Misc.	47,285	70,000	60,000	55,000
Total Revenues	\$ 1,466,650	\$ 2,888,765	\$ 2,132,770	\$ 2,695,190
<u>EXPENDITURES</u>				
Personnel	\$ 720,344	\$ 1,438,169	\$ 1,242,080	\$ 1,663,160
Supplies	352,856	193,618	180,800	156,160
Purchased Services	261,822	1,081,626	491,810	792,310
Community Prgms/Contrib.	42,000	400	400	-
Financing Costs	-	-	-	-
Transfers Out	60,228	71,659	71,660	62,230
Capital Outlay	25,235	71,000	72,410	-
Miscellaneous	-	-	-	-
Total Expenditures	\$ 1,462,485	\$ 2,856,472	\$ 2,059,160	\$ 2,673,860
Excess Revenues/(Expenditures)	\$ 4,165	\$ 32,293	\$ 73,610	\$ 21,330

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	18,403	22,568	22,568	96,178
Net Fund Balance	\$ 22,568	\$ 54,861	\$ 96,178	\$ 117,508
Ending Fund Balance % of Total Expenditures				4.39%



CONSERVATION TRUST FUND

Summary of Fund Resources

	2020 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	62,618	60,000	65,000	60,000
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	1,297	2,000	500	500
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources/Misc.	-	-	-	-
Total Revenues	\$ 63,915	\$ 62,000	\$ 65,500	\$ 60,500
<u>EXPENDITURES</u>				
Personnel	\$ -	\$ -	\$ -	\$ -
Supplies	7,150	-	-	-
Purchased Services	5,085	14,760	14,610	60,500
Community Prgms/Contrib.	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	10,891	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous	-	-	-	-
Total Expenditures	\$ 23,126	\$ 14,760	\$ 14,610	\$ 60,500
Excess Revenues/(Expenditures)	\$ 40,789	\$ 47,240	\$ 50,890	\$ -

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	20,305	61,094	61,094	111,984
Net Fund Balance	\$ 61,094	\$ 108,334	\$ 111,984	\$ 111,984
Ending Fund Balance % of Total Expenditures				185.10%



SALES TAX FUND

Summary of Fund Resources

	2020 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
<u>REVENUES</u>				
Taxes	\$ 2,879,460	\$ 3,421,600	\$ 3,426,600	\$ 3,426,600
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	13,663	19,097	14,000	14,000
Investment Income	27,238	25,000	4,000	5,000
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources/Misc.	-	-	-	-
Total Revenues	\$ 2,920,361	\$ 3,465,697	\$ 3,444,600	\$ 3,445,600
<u>EXPENDITURES</u>				
Personnel	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-
Purchased Services	53,106	52,546	44,900	57,860
Community Prgms/Contrib.	3,081	20,000	20,000	220,000
Financing Costs	368,325	384,268	386,300	386,290
Transfers Out	1,465,575	2,065,967	1,993,700	3,260,120
Capital Outlay	47,992	100,000	40,000	810,000
Miscellaneous	-	-	-	-
Total Expenditures	\$ 1,938,079	\$ 2,622,781	\$ 2,484,900	\$ 4,734,270
Excess Revenues/(Expenditures)	\$ 982,282	\$ 842,916	\$ 959,700	\$ (1,288,670)

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	1,205,285	2,187,567	2,187,567	3,147,267
Net Fund Balance	\$ 2,187,567	\$ 3,030,483	\$ 3,147,267	\$ 1,858,597
Ending Fund Balance % of Total Expenditures				39.26%



LAND PRESERVATION FUND

Summary of Fund Resources

	2020 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
<u>REVENUES</u>				
Taxes	\$ 557,532	\$ 526,332	\$ 609,840	\$ 609,800
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	18,058	10,000	1,500	1,500
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources/Misc.	-	-	-	-
Total Revenues	\$ 575,590	\$ 536,332	\$ 611,340	\$ 611,300
<u>EXPENDITURES</u>				
Personnel	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-
Purchased Services	7,407	7,263	7,260	7,500
Community Prgms/Contrib.	741,382	850,000	850,000	603,800
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous	-	-	-	-
Total Expenditures	\$ 748,789	\$ 857,263	\$ 857,260	\$ 611,300
Excess Revenues/(Expenditures)	\$ (173,199)	\$ (320,931)	\$ (245,920)	\$ -

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	1,159,640	986,441	986,441	740,521
Net Fund Balance	\$ 986,441	\$ 665,510	\$ 740,521	\$ 740,521
Ending Fund Balance % of Total Expenditures				121.14%



MOSQUITO CONTROL FUND

Summary of Fund Resources

	2020 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
<u>REVENUES</u>				
Taxes	\$ 67,425	\$ 68,077	\$ 68,890	\$ 69,620
Licenses and Permits	-	-	-	-
Intergovernmental	16,863	17,203	17,210	17,560
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	804	729	150	640
Interfund Revenues	-	-	-	-
Transfers In	16,863	17,203	17,210	17,560
Other Financing Sources/Misc.	-	-	-	-
Total Revenues	\$ 101,955	\$ 103,212	\$ 103,460	\$ 105,380
<u>EXPENDITURES</u>				
Personnel	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-
Purchased Services	99,533	101,336	101,580	103,600
Community Prgms/Contrib.	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	1,776	1,879	1,880	1,780
Capital Outlay	-	-	-	-
Miscellaneous	-	-	-	-
Total Expenditures	\$ 101,309	\$ 103,215	\$ 103,460	\$ 105,380
Excess Revenues/(Expenditures)	\$ 646	\$ (3)	\$ -	\$ -

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	13,391	14,037	14,037	14,037
Net Fund Balance	\$ 14,037	\$ 14,034	\$ 14,037	\$ 14,037
Ending Fund Balance % of Total Expenditures				13.32%



SAGE GROUSE FUND

Summary of Fund Resources

	2020 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	69,876	73,057	73,060	76,710
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	2,610	2,000	500	1,000
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources/Misc.	-	-	-	-
Total Revenues	\$ 72,486	\$ 75,057	\$ 73,560	\$ 77,710
<u>EXPENDITURES</u>				
Personnel	\$ -	\$ -	\$ -	\$ -
Supplies	-	200	200	-
Purchased Services	1,721	12,510	12,910	12,000
Community Prgms/Contrib.	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	29,742	36,000	36,000	31,800
Capital Outlay	-	-	-	-
Miscellaneous	-	-	-	-
Total Expenditures	\$ 31,463	\$ 48,710	\$ 49,110	\$ 43,800
Excess Revenues/(Expenditures)	\$ 41,023	\$ 26,347	\$ 24,450	\$ 33,910

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	117,533	158,556	158,556	183,006
Net Fund Balance	\$ 158,556	\$ 184,903	\$ 183,006	\$ 216,916
Ending Fund Balance % of Total Expenditures				495.24%



RISK MANAGEMENT FUND

Summary of Fund Resources

	2020 <u>Actual</u>	Revised 2021 <u>Budget</u>	2021 <u>Projected</u>	<u>2022 Budget</u>
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	4,730	4,000	200	600
Interfund Revenues	97,005	73,555	96,800	90,000
Transfers In	-	-	-	-
Other Financing Sources/Misc.	21,890	10,000	-	10,000
Total Revenues	\$ 123,625	\$ 87,555	\$ 97,000	\$ 100,600
<u>EXPENDITURES</u>				
Personnel	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-
Purchased Services	336	800	450	600
Community Prgms/Contrib.	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous	108,705	150,000	96,550	100,000
Total Expenditures	\$ 109,041	\$ 150,800	\$ 97,000	\$ 100,600
Excess Revenues/(Expenditures)	\$ 14,584	\$ (63,245)	\$ -	\$ -

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	198,340	212,924	212,924	212,924
Net Fund Balance	\$ 212,924	\$ 149,679	\$ 212,924	\$ 212,924
Ending Fund Balance % of Total Expenditures				211.65%



HOUSING AUTHORITY FUND

Summary of Fund Resources

	2020 <u>Actual</u>	Revised 2021 <u>Budget</u>	2021 <u>Projected</u>	2022 <u>Budget</u>
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	4,906	5,000	5,000	5,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	90	-	-	-
Investment Income	3,761	700	710	500
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources/Misc.	370,190	133,595	606,320	105,840
Total Revenues	\$ 378,947	\$ 139,295	\$ 612,030	\$ 111,340
<u>EXPENDITURES</u>				
Personnel	\$ -	\$ -	\$ -	\$ -
Supplies	40	4,970	1,100	15,850
Purchased Services	293,596	87,494	86,590	85,770
Community Prgms/Contrib.	-	-	-	-
Financing Costs	2,527	2,527	1,410	-
Transfers Out	5,724	9,820	9,820	9,720
Capital Outlay	7,880	150,000	-	-
Miscellaneous	38,063	-	-	-
Total Expenditures	\$ 347,830	\$ 254,811	\$ 98,920	\$ 111,340
Excess Revenues/(Expenditures)	\$ 31,117	\$ (115,516)	\$ 513,110	\$ -

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	99,618	130,735	130,735	643,845
Net Fund Balance	\$ 130,735	\$ 15,219	\$ 643,845	\$ 643,845
Ending Fund Balance % of Total Expenditures				578.27%



LOCAL MARKETING DISTRICT FUND

Summary of Fund Resources

	2020 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
<u>REVENUES</u>				
Taxes	\$ 2,403,889	\$ 2,042,599	\$ 3,300,000	\$ 2,970,000
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	42,487	15,000	10,000	12,000
Investment Income	16,629	18,000	1,500	15,000
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources/Misc.	-	-	-	-
Total Revenues	\$ 2,463,005	\$ 2,075,599	\$ 3,311,500	\$ 2,997,000
<u>EXPENDITURES</u>				
Personnel	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-
Purchased Services	2,266,320	2,493,486	2,495,220	3,242,330
Community Prgms/Contrib.	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	37,704	42,733	42,740	41,590
Capital Outlay	-	-	-	-
Miscellaneous	28,200	25,500	25,500	25,500
Total Expenditures	\$ 2,332,224	\$ 2,561,719	\$ 2,563,460	\$ 3,309,420
Excess Revenues/(Expenditures)	\$ 130,781	\$ (486,120)	\$ 748,040	\$ (312,420)

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	1,329,354	1,460,135	1,460,135	2,208,175
Net Fund Balance	\$ 1,460,135	\$ 974,015	\$ 2,208,175	\$ 1,895,755
Ending Fund Balance % of Total Expenditures				57.28%



REGIONAL TRANSPORTATION AUTHORITY FUND

Summary of Fund Resources

	2020 <u>Actual</u>	Revised 2021 <u>Budget</u>	2021 <u>Projected</u>	2022 <u>Budget</u>
<u>REVENUES</u>				
Taxes	\$ 4,248,952	\$ 5,144,261	\$ 4,976,280	\$ 5,124,000
Licenses and Permits	-	-	-	-
Intergovernmental	1,271,563	1,745,368	1,914,520	1,772,620
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	10,773	8,600	9,900	10,000
Investment Income	62,188	40,000	25,000	25,000
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources/Misc.	20,633	26,400	26,400	26,400
Total Revenues	\$ 5,614,109	\$ 6,964,629	\$ 6,952,100	\$ 6,958,020
<u>EXPENDITURES</u>				
Personnel	\$ -	\$ -	\$ -	\$ -
Supplies	182,698	267,200	267,200	289,200
Purchased Services	859,895	1,042,482	1,030,050	1,161,200
Community Prgms/Contrib.	-	-	-	-
Financing Costs	310	50	50	100
Transfers Out	11,000	11,350	11,350	211,700
Capital Outlay	2,348,702	2,679,580	2,734,230	2,150,000
Miscellaneous	2,069,578	2,527,303	2,273,000	2,960,380
Total Expenditures	\$ 5,472,183	\$ 6,527,965	\$ 6,315,880	\$ 6,772,580
Excess Revenues/(Expenditures)	\$ 141,926	\$ 436,664	\$ 636,220	\$ 185,440

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	4,266,331	4,408,257	4,408,257	5,044,477
Net Fund Balance	\$ 4,408,257	\$ 4,844,921	\$ 5,044,477	\$ 5,229,917
Ending Fund Balance % of Total Expenditures				77.22%



PUBLIC TRUSTEE FUND

Summary of Fund Resources

	2020 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	1,002,125	53,000	53,000	63,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	35,000	40,910	41,340	32,840
Other Financing Sources/Misc.	7	-	-	-
Total Revenues	\$ 1,037,132	\$ 93,910	\$ 94,340	\$ 95,840
<u>EXPENDITURES</u>				
Personnel	\$ 53,642	\$ 54,884	\$ 54,880	\$ 56,360
Supplies	301	200	200	200
Purchased Services	4,029	6,260	6,260	6,280
Community Prgms/Contrib.	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous	969,272	33,000	33,000	33,000
Total Expenditures	\$ 1,027,244	\$ 94,344	\$ 94,340	\$ 95,840
Excess Revenues/(Expenditures)	\$ 9,888	\$ (434)	\$ -	\$ -

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	750,342	760,230	760,230	760,230
Net Fund Balance	\$ 760,230	\$ 759,796	\$ 760,230	\$ 760,230
Ending Fund Balance % of Total Expenditures				793.23%



DEBT SERVICE FUND

Summary of Fund Resources

	2020 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	138,855	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	514	1,150	130	-
Interfund Revenues	-	-	-	-
Transfers In	1,292,222	2,001,611	2,002,560	2,000,230
Other Financing Sources/Misc.	-	-	-	-
Total Revenues	\$ 1,431,591	\$ 2,002,761	\$ 2,002,690	\$ 2,000,230
<u>EXPENDITURES</u>				
Personnel	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-
Purchased Services	1,500	-	-	-
Community Prgms/Contrib.	-	-	-	-
Financing Costs	1,579,544	3,400,919	2,002,690	2,000,230
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous	-	-	-	-
Total Expenditures	\$ 1,581,044	\$ 3,400,919	\$ 2,002,690	\$ 2,000,230
Excess Revenues/(Expenditures)	\$ (149,453)	\$ (1,398,158)	\$ -	\$ -

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	152,212	2,759	2,759	2,759
Net Fund Balance	\$ 2,759	\$ (1,395,399)	\$ 2,759	\$ 2,759
Ending Fund Balance % of Total Expenditures				0.14%



AIRPORT CONSTRUCTION FUND

Summary of Fund Resources

	2020 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	-	10,780,858	10,572,230	-
Charges for Services	-	125,000	125,000	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	1,500	1,500	-
Interfund Revenues	-	-	-	-
Transfers In	-	1,336,851	-	-
Other Financing Sources/Misc.	-	-	-	-
Total Revenues	\$ -	\$ 12,244,209	\$ 10,698,730	\$ -
<u>EXPENDITURES</u>				
Personnel	\$ -	\$ -	\$ -	\$ -
Supplies	-	-	-	-
Purchased Services	-	3,766,302	3,430,640	-
Community Prgms/Contrib.	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	416,538	-	-	-
Capital Outlay	-	11,212,319	8,464,350	-
Miscellaneous	-	-	-	-
Total Expenditures	\$ 416,538	\$ 14,978,621	\$ 11,894,990	\$ -
Excess Revenues/(Expenditures)	\$ (416,538)	\$ (2,734,412)	\$ (1,196,260)	\$ -

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	47,010	(369,528)	(369,528)	(1,565,788)
Net Fund Balance	\$ (369,528)	\$ (3,103,940)	\$ (1,565,788)	\$ (1,565,788)
Ending Fund Balance % of Total Expenditures				#DIV/0!



CAPITAL EXPENDITURE FUND

Summary of Fund Resources

	2020 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	299,402	3,367,068	2,629,610	2,806,870
Charges for Services	-	-	-	-
Contributions and Other Grants	80,000	556,784	460,340	-
Fines & Forfeitures	-	-	-	-
Investment Income	27,673	18,200	4,000	4,000
Interfund Revenues	1,000,000	25,000	25,000	1,934,970
Transfers In	26,540	-	-	956,500
Other Financing Sources/Misc.	31,196,920	-	-	-
Total Revenues	\$ 32,630,535	\$ 3,967,052	\$ 3,118,950	\$ 5,702,340
.				
<u>EXPENDITURES</u>				
Personnel	\$ -	\$ -	\$ -	\$ -
Supplies	6,691	18,697	18,700	-
Purchased Services	246,003	1,415,692	914,040	331,870
Community Prgms/Contrib.	-	-	-	-
Financing Costs	23,893,390	-	-	-
Transfers Out	-	-	-	-
Capital Outlay	2,462,881	2,546,375	2,455,620	14,056,500
Miscellaneous	-	-	-	-
Total Expenditures	\$ 26,608,965	\$ 3,980,764	\$ 3,388,360	\$ 14,388,370
Excess Revenues/(Expenditures)	\$ 6,021,570	\$ (13,712)	\$ (269,410)	\$ (8,686,030)

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	3,235,707	9,257,277	9,257,277	8,987,867
Net Fund Balance	\$ 9,257,277	\$ 9,243,565	\$ 8,987,867	\$ 301,837
Ending Fund Balance % of Total Expenditures				2.10%



AIRPORT OPERATIONS FUND

Summary of Fund Resources

	2020 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	2,130,161	3,617,131	1,818,550	17,103,850
Charges for Services	616,431	580,534	596,090	746,160
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	3,512	2,200	2,000	-
Investment Income	45,583	21,000	2,800	3,000
Interfund Revenues	-	-	-	-
Transfers In	416,538	-	-	-
Other Financing Sources/Misc.	549,467	1,727,351	1,285,230	866,010
Total Revenues	\$ 3,761,692	\$ 5,948,216	\$ 3,704,670	\$ 18,719,020
<u>EXPENDITURES</u>				
Personnel	\$ 832,103	\$ 851,402	\$ 851,620	\$ 972,400
Supplies	81,574	137,995	137,850	145,350
Purchased Services	322,869	419,825	425,910	1,012,500
Community Prgms/Contrib.	2,500	2,500	2,500	2,500
Financing Costs	4,081	162,837	162,740	177,510
Transfers Out	71,172	1,403,779	66,930	55,620
Capital Outlay	-	3,649,600	860,550	18,204,570
Miscellaneous	2,223,934	-	-	-
Total Expenditures	\$ 3,538,233	\$ 6,627,938	\$ 2,508,100	\$ 20,570,450
Excess Revenues/(Expenditures)	\$ 223,459	\$ (679,722)	\$ 1,196,570	\$ (1,851,430)

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	1,768,746	1,992,205	1,992,205	3,188,775
Net Fund Balance	\$ 1,992,205	\$ 1,312,483	\$ 3,188,775	\$ 1,337,345
Ending Fund Balance % of Total Expenditures				6.50%



SEWER FUND

Summary of Fund Resources

	2020 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	766,152	763,471	771,840	1,015,440
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	1,401	2,480	2,080	2,480
Investment Income	30,404	17,575	2,100	2,000
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources/Misc.	1,176	-	-	-
Total Revenues	\$ 799,133	\$ 783,526	\$ 776,020	\$ 1,019,920
<u>EXPENDITURES</u>				
Personnel	\$ 51,931	\$ 67,668	\$ 55,280	\$ 69,480
Supplies	4,579	9,155	9,200	9,200
Purchased Services	443,826	586,309	574,050	587,110
Community Prgms/Contrib.	-	-	-	-
Financing Costs	79,314	96,261	96,260	96,250
Transfers Out	44,876	46,838	47,930	50,600
Capital Outlay	-	42,000	15,000	416,800
Miscellaneous	236,980	-	-	-
Total Expenditures	\$ 861,506	\$ 848,231	\$ 797,720	\$ 1,229,440
Excess Revenues/(Expenditures)	\$ (62,373)	\$ (64,705)	\$ (21,700)	\$ (209,520)

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	1,548,632	1,486,259	1,486,259	1,464,559
Net Fund Balance	\$ 1,486,259	\$ 1,421,554	\$ 1,464,559	\$ 1,255,039
Ending Fund Balance % of Total Expenditures				102.08%



WATER FUND

Summary of Fund Resources

	2020 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	18,570	236,126	97,380	61,750
Charges for Services	391,194	357,070	353,420	402,630
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	13,654	1,600	500	500
Interfund Revenues	-	-	-	-
Transfers In	29,181	29,330	32,430	33,950
Other Financing Sources/Misc.	1,324	37,747	8,030	8,030
Total Revenues	\$ 453,923	\$ 661,873	\$ 491,760	\$ 506,860
<u>EXPENDITURES</u>				
Personnel	\$ 159,891	\$ 143,473	\$ 134,450	\$ 114,610
Supplies	15,899	20,458	20,510	20,510
Purchased Services	106,912	340,839	218,030	181,090
Community Prgms/Contrib.	2,500	2,500	2,500	2,500
Financing Costs	22,854	51,118	50,970	50,980
Transfers Out	14,520	16,596	16,550	15,250
Capital Outlay	-	31,000	30,000	30,000
Miscellaneous	130,022	29,723	29,720	29,720
Total Expenditures	\$ 452,598	\$ 635,707	\$ 502,730	\$ 444,660
Excess Revenues/(Expenditures)	\$ 1,325	\$ 26,166	\$ (10,970)	\$ 62,200

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	663,940	665,265	665,265	654,295
Net Fund Balance	\$ 665,265	\$ 691,431	\$ 654,295	\$ 716,495
Ending Fund Balance % of Total Expenditures				161.13%



SOLID WASTE FUND

Summary of Fund Resources

	2020 <u>Actual</u>	Revised 2021 <u>Budget</u>	2021 <u>Projected</u>	2022 <u>Budget</u>
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	64,600	-
Charges for Services	1,069,645	1,039,020	1,132,000	1,355,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	629	1,000	500	500
Investment Income	34,641	37,000	6,000	6,000
Interfund Revenues	-	-	-	-
Transfers In	25,450	-	-	-
Other Financing Sources/Misc.	123,534	83,550	90,010	223,230
Total Revenues	\$ 1,253,899	\$ 1,160,570	\$ 1,293,110	\$ 1,584,730
<u>EXPENDITURES</u>				
Personnel	\$ 504,563	\$ 555,917	\$ 529,000	\$ 581,490
Supplies	41,679	76,850	79,080	79,080
Purchased Services	307,567	384,433	359,310	367,980
Community Prgms/Contrib.	-	-	-	-
Financing Costs	10,697	158,757	98,840	273,460
Transfers Out	73,392	78,312	78,320	73,110
Capital Outlay	-	13,765	10,000	170,000
Miscellaneous	92,496	5,000	5,000	35,000
Total Expenditures	\$ 1,030,394	\$ 1,273,034	\$ 1,159,550	\$ 1,580,120
Excess Revenues/(Expenditures)	\$ 223,505	\$ (112,464)	\$ 133,560	\$ 4,610

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	139,803	363,308	363,308	496,868
Net Fund Balance	\$ 363,308	\$ 250,844	\$ 496,868	\$ 501,478
Ending Fund Balance % of Total Expenditures				31.74%



GUNNISON VALLEY HEALTH (HOSPITAL) FUND

Summary of Fund Resources

	2020 Actual	Revised 2021 Budget	2021 Projected	2022 Budget
<u>REVENUES</u>				
Taxes	\$ 753,348	\$ 857,032	\$ 857,032	\$ 877,100
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	58,898,523	67,133,235	67,133,235	72,904,414
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources/Misc.	2,285,622	1,810,285	1,810,285	2,398,484
Total Revenues	\$ 61,937,493	\$ 69,800,552	\$ 69,800,552	\$ 76,179,998
<u>EXPENDITURES</u>				
Personnel	\$ 31,738,911	\$ 39,403,030	\$ 39,403,030	\$ 44,234,489
Supplies	7,568,401	9,335,708	9,335,708	10,518,955
Purchased Services	6,983,517	7,698,927	7,698,927	8,688,652
Community Prgms/Contrib.	-	-	-	-
Financing Costs	1,693,263	1,692,286	1,692,286	1,148,141
Transfers Out	-	-	-	-
Capital Outlay	3,432,566	3,515,131	3,515,131	4,461,660
Miscellaneous	3,304,082	3,363,708	3,363,708	4,590,588
Total Expenditures	\$ 54,720,740	\$ 65,008,790	\$ 65,008,790	\$ 73,642,485
Excess Revenues/(Expenditures)	\$ 7,216,753	\$ 4,791,762	\$ 4,791,762	\$ 2,537,513

<u>Available Resources</u>				
Starting	60,857,527	68,074,280	68,074,280	72,866,042
Net Fund Balance	\$ 68,074,280	\$ 72,866,042	\$ 72,866,042	\$ 75,403,555
Ending Fund Balance % of Total Expenditures				102.39%



SENIOR HOUSING (MOUNTAIN VIEW) FUND

Summary of Fund Resources

	2020 <u>Actual</u>	Revised 2021 <u>Budget</u>	2021 <u>Projected</u>	<u>2022 Budget</u>
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	134,657	140,000	132,000	138,000
Charges for Services	250	100	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	379	-	100	-
Investment Income	1,282	500	100	100
Interfund Revenues	-	-	-	-
Transfers In	-	-	-	-
Other Financing Sources/Misc.	<u>110,447</u>	<u>89,550</u>	<u>92,000</u>	<u>96,400</u>
Total Revenues	\$ 247,015	\$ 230,150	\$ 224,200	\$ 234,500
<u>EXPENDITURES</u>				
Personnel	\$ -	\$ -	\$ -	\$ 13,180
Supplies	550	3,000	3,000	3,000
Purchased Services	139,474	163,869	164,110	158,650
Community Prgms/Contrib.	-	-	-	-
Financing Costs	25,962	36,982	36,990	56,030
Transfers Out	-	-	-	-
Capital Outlay	-	-	-	-
Miscellaneous	<u>72,958</u>	<u>15,950</u>	<u>15,700</u>	<u>3,640</u>
Total Expenditures	\$ 238,944	\$ 219,801	\$ 219,800	\$ 234,500
Excess Revenues/(Expenditures)	\$ 8,071	\$ 10,349	\$ 4,400	\$ -

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	(19,984)	(11,913)	(11,913)	(7,513)
Net Fund Balance	<u>\$ (11,913)</u>	<u>\$ (1,564)</u>	<u>\$ (7,513)</u>	<u>\$ (7,513)</u>
Ending Fund Balance % of Total Expenditures				-3.20%



ISF I - FLEET FUND

Summary of Fund Resources

	2020 <u>Actual</u>	Revised 2021 <u>Budget</u>	2021 <u>Projected</u>	<u>2022 Budget</u>
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	5,723	3,900	3,710	3,000
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	23,055	20,000	2,000	2,000
Interfund Revenues	2,268,903	2,114,358	2,202,000	2,256,000
Transfers In	100,000	100,000	100,000	131,220
Other Financing Sources/Misc.	80,493	51,100	50,440	992,130
Total Revenues	\$ 2,478,174	\$ 2,289,358	\$ 2,358,150	\$ 3,384,350
<u>EXPENDITURES</u>				
Personnel	\$ 651,205	\$ 698,623	\$ 701,530	\$ 736,270
Supplies	743,328	1,008,250	934,270	967,770
Purchased Services	197,209	253,763	264,690	262,620
Community Prgms/Contrib.	-	-	-	-
Financing Costs	21,391	38,124	36,560	300,520
Transfers Out	95,760	103,520	103,520	93,940
Capital Outlay	-	835,000	835,000	835,000
Miscellaneous	669,066	-	-	-
Total Expenditures	\$ 2,377,959	\$ 2,937,280	\$ 2,875,570	\$ 3,196,120
Excess Revenues/(Expenditures)	\$ 100,215	\$ (647,922)	\$ (517,420)	\$ 188,230

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	2,253,891	2,354,106	2,354,106	1,836,686
Net Fund Balance	\$ 2,354,106	\$ 1,706,184	\$ 1,836,686	\$ 2,024,916
Ending Fund Balance % of Total Expenditures				63.36%



ISF II - TECHNOLOGY FUND

Summary of Fund Resources

	2020 <u>Actual</u>	Revised 2021 <u>Budget</u>	2021 <u>Projected</u>	<u>2022 Budget</u>
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	238	1,500	1,500	1,500
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	15,867	13,261	600	1,000
Interfund Revenues	780,943	790,046	765,070	665,790
Transfers In	44,500	44,500	44,500	22,000
Other Financing Sources/Misc.	2,762	-	-	-
Total Revenues	\$ 844,310	\$ 849,307	\$ 811,670	\$ 690,290
<u>EXPENDITURES</u>				
Personnel	\$ 482,928	\$ 475,039	\$ 397,250	\$ 501,430
Supplies	95,169	90,437	76,580	84,720
Purchased Services	189,169	212,743	180,660	197,580
Community Prgms/Contrib.	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	77,388	86,194	86,200	85,660
Capital Outlay	-	-	-	-
Miscellaneous	55,872	-	-	-
Total Expenditures	\$ 900,526	\$ 864,413	\$ 740,690	\$ 869,390
Excess Revenues/(Expenditures)	\$ (56,216)	\$ (15,106)	\$ 70,980	\$ (179,100)

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	885,986	829,770	829,770	900,750
Net Fund Balance	\$ 829,770	\$ 814,664	\$ 900,750	\$ 721,650
Ending Fund Balance % of Total Expenditures				83.01%



ISF III - HEALTH INSURANCE FUND

Summary of Fund Resources

	2020 <u>Actual</u>	Revised 2021 <u>Budget</u>	2021 <u>Projected</u>	<u>2022 Budget</u>
<u>REVENUES</u>				
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses and Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Contributions and Other Grants	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	44,417	40,000	1,500	1,500
Interfund Revenues	2,264,293	2,560,050	2,292,900	2,509,230
Transfers In	-	127,340	127,340	140,960
Other Financing Sources/Misc.	408,203	18,120	124,000	120,000
Total Revenues	\$ 2,716,913	\$ 2,745,510	\$ 2,545,740	\$ 2,771,690
<u>EXPENDITURES</u>				
Personnel	\$ 15,259	\$ 17,505	\$ 16,450	\$ -
Supplies	-	-	-	-
Purchased Services	797,815	659,548	789,720	674,320
Community Prgms/Contrib.	-	-	-	-
Financing Costs	-	-	-	-
Transfers Out	49,824	49,032	49,040	58,660
Capital Outlay	-	-	-	-
Miscellaneous	2,383,307	2,324,500	2,111,700	2,296,400
Total Expenditures	\$ 3,246,205	\$ 3,050,585	\$ 2,966,910	\$ 3,029,380
Excess Revenues/(Expenditures)	\$ (529,292)	\$ (305,075)	\$ (421,170)	\$ (257,690)

<u>Available Fund Balance</u>				
Per Audit Report - Dec 31, 2020	2,459,351	1,930,059	1,930,059	1,508,889
Net Fund Balance	\$ 1,930,059	\$ 1,624,984	\$ 1,508,889	\$ 1,251,199
Ending Fund Balance % of Total Expenditures				41.30%



Proposed Budget Changes

Consolidated Budget Proposals



CONSOLIDATED BUDGET PROPOSALS

Summary of All Funds by Resources

	Draft #1	Draft #2	Draft #3	Final -Draft #4
	Oct 2021	Nov 2021	Dec 2021	Dec 2021
	Budget	Budget	Budget	Budget
<u>REVENUES</u>				
Taxes	\$ 23,369,810	\$ 25,001,330	\$ 25,001,330	\$ 24,969,400
Licenses and Permits	619,630	619,630	619,630	619,630
Intergovernmental	35,168,500	35,491,770	35,491,770	35,715,430
Charges for Services	4,187,140	74,892,840	74,892,840	77,637,164
Contributions and Other Grants	267,460	293,300	293,300	314,980
Fines & Forfeitures	155,980	155,980	155,980	155,980
Investment Income	158,650	159,140	166,230	202,680
Interfund Revenues	8,422,990	8,422,990	8,422,990	8,422,990
Transfers In	4,641,180	4,642,560	4,642,560	4,917,560
Other Financing Sources/Misc.	2,762,930	5,143,229	5,143,229	5,144,414
Total Revenues	\$ 79,754,270	\$ 154,822,769	\$ 154,829,859	\$ 158,100,228
<u>EXPENDITURES</u>				
Personnel	\$ 19,388,050	\$ 61,201,206	\$ 61,286,206	\$ 63,713,279
Supplies	4,416,040	14,684,562	14,684,562	14,972,455
Purchased Services	15,669,030	24,469,122	24,269,122	24,434,862
Community Prgms/Contrib.	3,980,880	3,980,880	3,980,880	3,980,880
Financing Costs	3,367,560	4,515,701	4,515,701	4,515,701
Transfers Out	4,841,180	4,917,560	4,917,560	4,917,560
Capital Outlay	36,943,360	41,723,020	41,723,020	41,453,020
Miscellaneous	6,156,840	9,768,378	9,768,378	11,146,528
Total Expenditures	\$ 94,762,940	\$ 165,260,429	\$ 165,145,429	\$ 169,134,285
Excess Revenues/(Expenditures)	\$ (15,008,670)	\$ (10,437,660)	\$ (10,315,570)	\$ (11,034,057)



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 25 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.

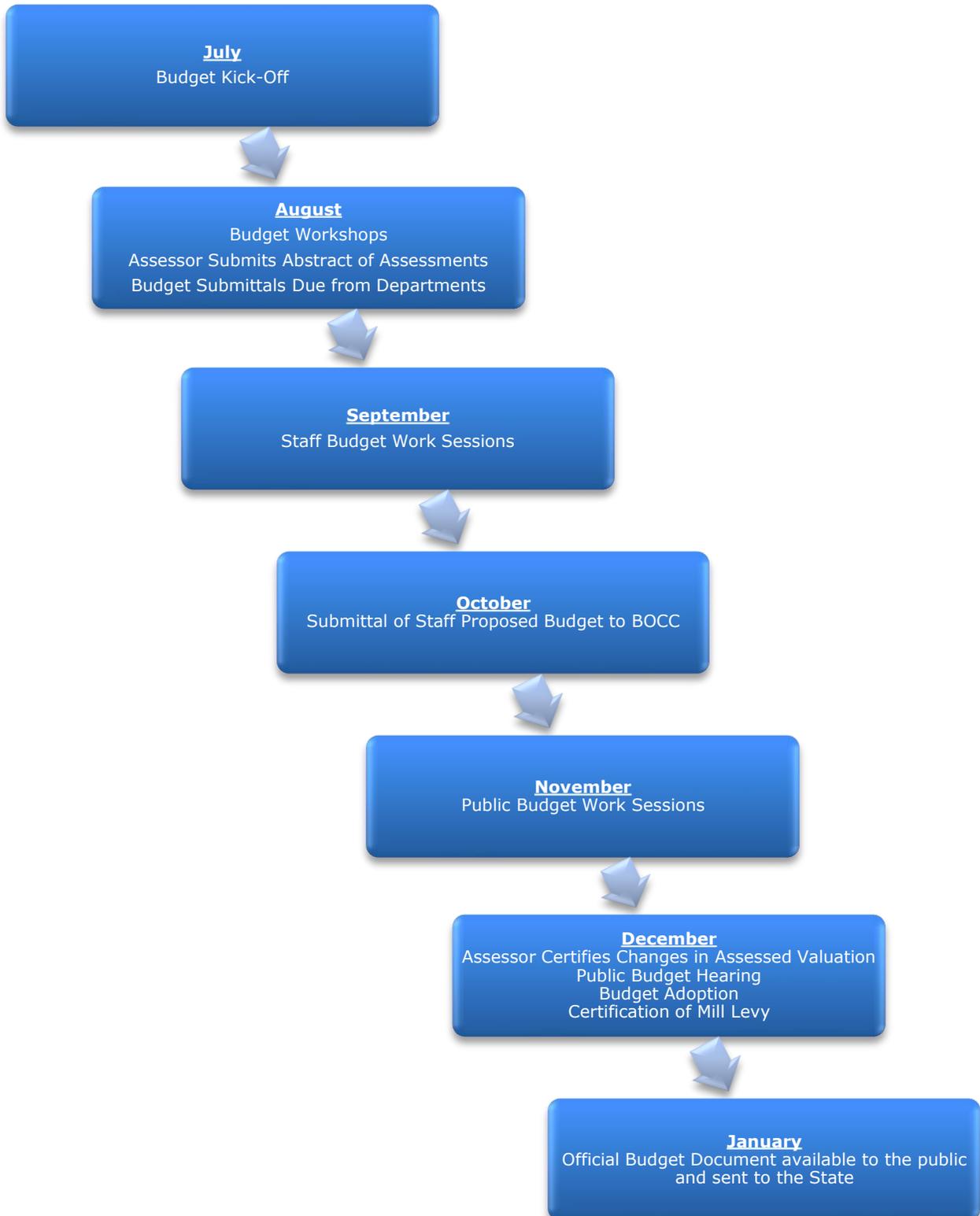
Amending the Budget

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. 2021-38**

**A RESOLUTION ADOPTING A BUDGET FOR THE COUNTY OF
GUNNISON, COLORADO, FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2022, AND ENDING DECEMBER 31, 2022**

WHEREAS, the Board of County Commissioners of Gunnison County, Colorado did on the 7th day of December, 2021 consider a proposed budget covering the fiscal operations of the County of Gunnison for fiscal year 2022; and

WHEREAS, public notice of such budget hearing was published as required by law on October 21 and October 22, 2021; 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;

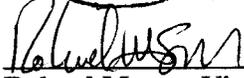
NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners of Gunnison County, Colorado, that the budget of the fiscal year beginning January 1, 2022 and ending December 31, 2022, which was considered at the public hearing on December 7, 2021, and finally accepted by the Board on the 14th day of December, 2021, be and the same hereby is approved and adopted as the budget for the County of Gunnison, Colorado, for the fiscal year 2022 beginning January 1, 2022, and ending December 31, 2022.

INTRODUCED by Commissioner Smith, seconded by Commissioner Houck, and adopted this 14th day of December, 2021.

BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY, COLORADO



Jonathan Houck, Chairperson

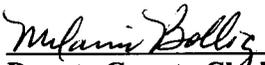


Roland Mason, Vice Chairperson



Elizabeth K. Smith, Commissioner

Attest:



Deputy County Clerk





**BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY
RESOLUTION NO. 2021-39**

**A RESOLUTION APPROPRIATING REVENUES OF THE COUNTY OF
GUNNISON, COLORADO, FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2022, AND ENDING DECEMBER 31, 2022**

WHEREAS, the Board of County Commissioners of Gunnison County, Colorado, has adopted a budget for the fiscal year beginning January 1, 2022, and ending December 31, 2022, 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 2022 fiscal year:

General Fund	\$17,613,570
Road & Bridge Fund	6,441,080
Human Services Fund	5,275,600
Conservation Trust Fund	60,500
Sales Tax Fund	4,734,270
Land Preservation Fund	611,300
Mosquito Control District Fund	105,380
Sage Grouse Trust Fund	43,800
Risk Management Fund	100,600
Public Health Agency Fund	2,673,860
Public Trustee Agency Fund	95,840
Capital Expenditures Fund	14,388,370
Debt Service Fund	2,000,230
Airport Operations Fund	20,570,450



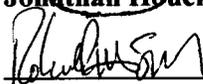
Gunnison County Sewer District Fund	1,229,440
Gunnison County Water District Fund	444,660
Solid Waste Fund	1,580,120
Gunnison Valley Health Fund	73,642,485
Gunnison Valley Transportation Authority	6,772,580
Internal Service I Fund	3,196,120
Internal Service II Fund	869,390
Internal Service III Fund	<u>3,029,380</u>
TOTAL APPROPRIATIONS	<u>\$165,479,025</u>

INTRODUCED by Commissioner Smith, seconded by Commissioner Houck, and adopted this 14th day of December, 2021.

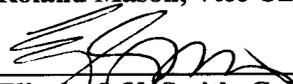
BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY, COLORADO



Jonathan Houck, Chairperson

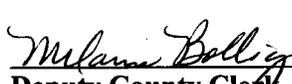


Roland Mason, Vice Chairperson



Elizabeth K. Smith, Commissioner

Attest:



Deputy County Clerk





**BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY
RESOLUTION NO. 2021-40**

**A RESOLUTION SETTING THE MILL LEVY FOR THE COUNTY OF
GUNNISON, COLORADO, FOR THE FISCAL YEAR
BEGINNING JANUARY 1, 2022, AND ENDING DECEMBER 31, 2022**

WHEREAS, the Board of County Commissioners of Gunnison County, Colorado has adopted a budget for the fiscal year beginning January 1, 2022, and ending December 31, 2022, 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 2022 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 2021 total net assessed valuation of \$810,725,290;

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 2021:

	General Operating	Tax Abatement	Total
General Fund	13.046	.034	13.080
Hospital Fund (GHCC)	1.082	.000	1.082
Human Services Fund	0.452	.000	0.452
	<u>14.580</u>	<u>.034</u>	<u>14.614</u>
 Total Mill Levy			<u><u>14.614</u></u>

INTRODUCED by Commissioner Smith, seconded by Commissioner Houck, and adopted this 14th day of December, 2021.

BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY, COLORADO

Jonathan Houck, Chairperson

Roland Mason, Vice Chairperson

Elizabeth K. Smith, Commissioner

Attest:

Deputy County Clerk





**BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY
RESOLUTION NO. 2021-41**

**A RESOLUTION SETTING THE TEMPORARY TAX CREDIT MILL
LEVY FOR THE COUNTY OF GUNNISON, COLORADO, FOR THE
FISCAL YEAR BEGINNING JANUARY 1, 2022, AND ENDING DECEMBER 31, 2022**

WHEREAS, the Board of County Commissioners of Gunnison County, Colorado has adopted a budget for the fiscal year beginning January 1, 2022, and ending December 31, 2022, in accordance with the statutes of the State of Colorado, which budget includes revenues from ad valorem taxes; and

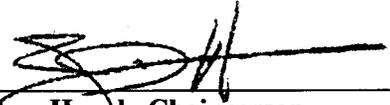
WHEREAS, the Board has determined that the permanent mill levy of 17.075 mills will raise excess revenues; and

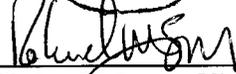
WHEREAS, the revenue limit created by the Constitution and the laws of the State of Colorado will be reached by a mill levy of 14.580, plus a refund/abatement mill levy of 0.034 for a total mill levy of 14.614.

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

INTRODUCED by Commissioner Smith, seconded by Commissioner Houck, and adopted this 14th day of December, 2021.

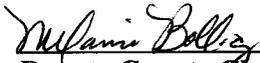
BOARD OF COUNTY COMMISSIONERS
OF GUNNISON COUNTY, COLORADO


Jonathan Houck, Chairperson


Roland Mason, Vice Chairperson


Elizabeth K. Smith, Commissioner

Attest:


Deputy County Clerk





**GUNNISON COUNTY HOUSING AUTHORITY
RESOLUTION NO. 2021-002**

**A RESOLUTION ADOPTING A BUDGET FOR THE
GUNNISON COUNTY HOUSING AUTHORITY
FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2022 AND ENDING DECEMBER 31, 2022**

WHEREAS, the Board of the Gunnison County Housing Authority did on the 7th day of December, 2021, consider a proposed budget covering the fiscal operations of the County of Gunnison for fiscal year 2022; and

WHEREAS, public notice of such budget hearing was published as required by law on October 21 and October 22, 2021; 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

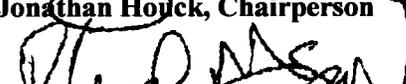
WHEREAS, all expenditures budgeted by the Board of the Gunnison County Housing Authority have been matched by projected income so that the total means of financing the budget is at least equal to or greater than the amount of the proposed expenditures;

NOW, THEREFORE, BE IT RESOLVED by the Board of the Gunnison County Housing Authority, that the budget of the fiscal year beginning January 1, 2022, and ending December 31, 2022, which was considered at the public hearing on December 7, 2021, and finally accepted by the Board on the 14th day of December, 2021, be and the same hereby is approved and adopted as the budget for the Gunnison County Housing Authority for the fiscal year 2022 beginning January 1, 2022, and ending December 31, 2022.

INTRODUCED by Commissioner Smith, seconded by Commissioner Houck, and adopted this 14th day of December, 2021.

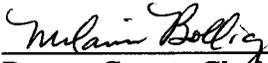
GUNNISON COUNTY HOUSING AUTHORITY


Jonathan Houck, Chairperson


Roland Mason, Vice Chairperson


Elizabeth K. Smith, Commissioner

Attest:


Deputy County Clerk





**GUNNISON COUNTY HOUSING AUTHORITY
RESOLUTION NO. 2021-003**

**A RESOLUTION APPROPRIATING REVENUES FOR THE
GUNNISON COUNTY HOUSING AUTHORITY
FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2022, AND ENDING DECEMBER 31, 2022**

WHEREAS, the Board of the Gunnison County Housing Authority has adopted a budget for the fiscal year beginning January 1, 2022, and ending December 31, 2022, 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 2022 fiscal year:

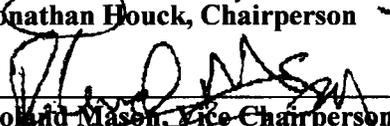
Gunnison County Housing Authority	<u>\$345,840</u>
Total Appropriations	<u>\$345,840</u>

INTRODUCED by Commissioner Smith, seconded by Commissioner Houck, and adopted this 14th day of December, 2021.

GUNNISON COUNTY HOUSING AUTHORITY



Jonathan Houck, Chairperson

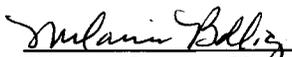


Roland Mason, Vice Chairperson



Elizabeth K. Smith, Commissioner

Attest:



Deputy County Clerk





**GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT
RESOLUTION NO. 2021-1**

**A RESOLUTION ADOPTING A BUDGET FOR THE
GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT
FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2022, AND ENDING DECEMBER 31, 2022**

WHEREAS, the Board of the Gunnison County River Valley Local Marketing District did on the 7th day of December, 2021, consider a proposed budget covering the fiscal operations of the County of Gunnison for fiscal year 2022; and

WHEREAS, public notice of such budget hearing was published as required by law on October 21 and October 22, 2021; and

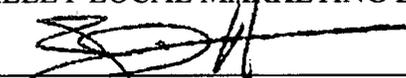
WHEREAS, the Board of the Gunnison River Valley Local Marketing District after considering the proposed budget at said public hearing and after considering public comment, did take into consideration the public comment in developing the final budget; and

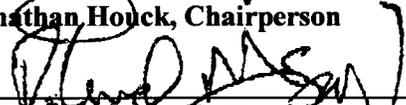
WHEREAS, all expenditures budgeted by the Board of the Gunnison River Valley Local Marketing District have been matched by projected income so that the total means of financing the budget is at least equal to or greater than the amount of the proposed expenditures;

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, 2022, and ending December 31, 2022, which was considered at the public hearing on December 7, 2021, and finally accepted by the Board on the 14th day of December, 2021, be and the same hereby is approved and adopted as the budget for the Gunnison River Valley Local Marketing District for the fiscal year 2022 beginning January 1, 2022, and ending December 31, 2022.

INTRODUCED by Commissioner Smith, seconded by Commissioner Houck, and adopted this 14th day of December, 2021.

GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT

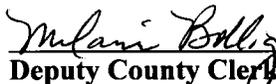


Jonathan Houck, Chairperson


Roland Mason, Vice Chairperson


Elizabeth K. Smith, Commissioner

Attest:



Deputy County Clerk





**GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT
RESOLUTION NO. 2021- 2**

**A RESOLUTION APPROPRIATING REVENUES FOR THE
GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT
FOR THE FISCAL YEAR BEGINNING
JANUARY 1, 2022, AND ENDING DECEMBER 31, 2022**

WHEREAS, the Board of the Gunnison River Valley Local Marketing District has adopted a budget for the fiscal year beginning January 1, 2022, and ending December 31, 2022, 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 2022 fiscal year:

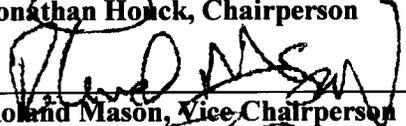
Gunnison River Valley Local Marketing District	<u>\$3,309,420</u>
Total Appropriations	<u>\$3,309,420</u>

INTRODUCED by Commissioner Smith, seconded by Commissioner Houck, and adopted this 14th day of December, 2021.

GUNNISON RIVER VALLEY LOCAL MARKETING DISTRICT



Jonathan Houck, Chairperson

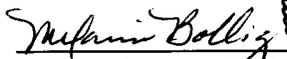


Roland Mason, Vice Chairperson



Elizabeth K. Smith, Commissioner

Attest:



Deputy County Clerk



GLOSSARY OF BUDGET-RELATED TERMS

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.

GLOSSARY OF COMMON ACRONYMS

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