

Eagle County Colorado



Adam's Way Trail
(Photo credit: Peter Suneson)

2023 Budget



EAGLE COUNTY



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Budget Message



Administration

Jeff Shroll, County Manager
970-328-8605

jeff.shroll@eaglecounty.us
www.eaglecounty.us

Eagle County Board of Commissioners
500 Broadway
Eagle, CO 81631

Honorable Chair and members of the Board:

We are pleased to present the fiscal year 2023 budget for Eagle County Government. Collaboratively, county departments and offices developed a budget that provides exceptional core services as well as an allocation of funds to allow the team to achieve results on your strategic priorities which are outlined in the [Strategic Priorities](#) section of this book. Together, this budget supports the county's mission of "Creating a Better Eagle County for All." The organization is committed to providing the best possible programs and services to our constituents in a fiscally responsible manner. Across all funds and departments, we are budgeting revenue of \$181 million and expenditures of \$204 million. Included in that total, \$36 million - \$23 million of which is utilizing fund balance - is proposed to further your strategic priorities.

The budget is a financial plan that allocates resources to achieve strategic priorities and policy directives of the elected officials of Eagle County. While many funds have an excess of revenue over expenditures, some require the use of excess fund balance for a variety of reasons discussed in this book. The 2023 budget is a balanced budget as defined in state statute. The budget was prepared using the modified accrual budget basis and includes all county funds, blended component units, discretely presented component units and the Public Trustee custodial fund. The modified accrual budget basis attempts to show all money coming into and going out of county funds as we expect those events to occur. This is further defined in our [Financial Policies](#) and [Budget Instructions](#). The county's annual comprehensive financial report is prepared on a Generally Accepted Accounting Principles (GAAP) basis, so each year we make a reconciliation between the budget basis and GAAP basis of accounting within that document.

In retrospect, 2022 saw fewer emergencies and a reduced response to the COVID-19 pandemic, which allowed the county to focus on defining a new set of strategic priorities. The sale of an Eagle County Housing and Development Authority property allowed us to increase our investments in building new workforce housing projects and to fund the Bold Housing Moves suite of programs. Another section of the Eagle Valley Trail is close to completion, and the wildfire mitigation team has completed 1,600 acres of landscape scale fuel reduction work. Collectively, we can be very proud of everything that was accomplished in 2022, but there is more work to be done. Funding for that work is evident in our investments in the strategic priorities within this year's budget.

In addition to digging into solutions to some of the biggest issues facing our community, we have been closely monitoring the national and international economic conditions. Increasing interest rates have slowed real estate transactions across the county, including transactions within our workforce housing programs. The lack of affordable housing and increased pressure on wages continues to make hiring and retaining employees difficult for Eagle County Government and businesses throughout the county. Inflation pushes the cost of living in Eagle County to even higher levels.

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We are projecting a record year in sales tax collections for 2022 - exceeding \$45 million. Mindful of economic conditions at the local, state, and national level - projections for 2023 remain flat. A variety of options exist should indications of slowing sales tax collections emerge. Some or all of the following may be implemented in 2023 should the need arise: vacancy control, phasing of wage increases resulting from the compensation study currently underway, deferral of capital projects, or reduced funding for strategic priorities or core services. These options, along with healthy fund balances across funds, fortify the county to weather an economic downturn.

Looking ahead to 2023, an appropriately conservative revenue budget is presented. We are planning to use fund balance to make investments in our strategic priorities listed below:

Core Services	<ul style="list-style-type: none"> • Provide exceptional core services to support quality of life for our residents, businesses, and visitors.
Support Our Workforce	<ul style="list-style-type: none"> • Implement innovative solutions to encourage affordable housing. • Support early childhood care and education. • Support mental health services and access to affordable healthcare.
Create a Resilient Economy	<ul style="list-style-type: none"> • Encourage economic diversification. • Increase transportation options, including transit and county airport flights. • Improve broadband connectivity.
Protect our Mountain Ecosystem	<ul style="list-style-type: none"> • Reduce greenhouse gas emissions in county operations and across the entire community. • Safeguard our natural resources, wildlife habitat, and water resources. • Reduce impacts of wildfires and drought.

This 2023 budget includes expenditures to fund measurable goals that will impact the above priorities. These investments, totaling over \$36 million, include:

- Workforce Housing - With a projected housing shortfall of 6,000 units in the most recent Housing Needs Assessment, Eagle County will plan, design, entitle and partner to ensure 500 units are construction ready by December 31, 2023. - \$13 million + staff time. Additionally, projects that were funded in the 2022 budget, such as the \$11.5 million investment in 36 new rental housing units at the Colorado Mountain College campus in Edwards, will continue into 2023 and those projects will utilize the budget amendment process.
- Workforce Housing - Eagle County will increase inventory of existing units (utilizing its Bold Housing Moves programs) by 400 units by December 31, 2023. - \$7.6 million + staff time
- Early Childhood Quality - Increase number of licensed early childhood programs in Eagle County rated level 3 or higher on the Colorado Shines rating system from 18 out of 42 programs up to 22 out of 42 (or a total increase of level 3 or higher programs by 20%) by December 31, 2023. - \$3.8 million + staff time
- Early Childhood Access - Increase access to early childhood education services for Eagle County workforce by increasing the number of families who receive financial support to access care from 141 families to 240 families by December 2023. - \$751,000 + staff time
- Transportation and Mobility - To promote increased, accessible, year-round air service for the local community and visitors to the region by increasing annual enplanements and capacity by 15% by December 31, 2023. - \$1.2 million + staff time
- Transportation and Mobility - Improve ECO Transit's data integrity and build a foundation for data-driven decision making. 100% of ECO Transit's data inventory will be complete, accurate, and incorporated into operational decision making by December 31, 2023. - \$50,000 + staff time
- Transportation and Mobility - Complete the Eagle Valley Trail by December 31, 2024. - \$6.0 million + staff time

- Resilient Economy - To support Eagle County's economic resiliency, our focus is on business retention and expansion (BRE). The number one obstacle to BRE is the inability to attract and retain staff, and population projections indicate this as a long-term challenge. Our economic resiliency work plan outlines a number of BRE support initiatives, including more proactive support for targeted workforce pipeline development. - \$225,000 + staff time
- Wildfire Mitigation - Increase by 400 the number of residences and properties in Eagle County's Wildland Urban Interface that have implemented one or more of the best practice strategies to reduce structure ignition potential, as identified in the REALFire Program Home Ignition Zone checklist, by December 2023. - \$1.2 million + staff time
- Reduce Greenhouse Gas Emissions - Reduce community GHG emissions 75,000 mT each year, and ECG operating emissions by 500 mT each year to achieve Climate Action Plan goals of 25% reduction by 2025 and 50% reduction by 2030 (baseline 2014). Focus on electrification of buildings and vehicles. - \$2.4 million + staff time

We are able to make these investments while maintaining strong reserves. This solid financial standing will help us weather the unforeseen, including unanticipated drops in revenues or new or continuing emergencies.

We want to thank the board of county commissioners, elected officials and all county departments for their diligence in developing budgets that support our strategic priorities as well as the ongoing management of their budgets.

Sincerely,



Jeff Shroll
County Manager and
Budget Officer



Jill Klosterman
Chief Financial Officer

Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

Distinguished Budget Presentation Award

PRESENTED TO

**Eagle County Government
Colorado**

For the Fiscal Year Beginning

January 01, 2022

Christopher P. Morill

Executive Director

Eagle County Strategic Priorities

Eagle County's strategic priorities provide our road map as we allocate resources, gauge our performance and ensure we are delivering quality services to our constituents. These priorities were developed by the board of county commissioners with assistance from the county's management team and staff.

Eagle County's approach to strategy development and execution continues to evolve. The organization has many endowments to excel in this area including full-time elected officials, a talented leadership cadre with expertise in their respective disciplines, and an engaged workforce who express high levels of satisfaction in quarterly satisfaction surveys. Currently, our approach to strategic priority development and goal execution is comprised of the following phases:

Community engagement	Eagle County Government provides an array of forums for residents to express what is most important to them in strategic priorities. Weekly BoCC meetings provide consistent opportunities for constituent feedback; monthly commissioner office hours are effectively marketed for deeper, more in depth conversations; and our quarterly "Ask Me Anything" listening sessions are well attended by the public and staff.
"Catchball" with Strategic Priority Owners	The BoCC robust community engagement provides a set of themes and priorities that are important to the community and worthy of additional exploration. The county's Chief Strategy Officer takes these concepts and engages department leadership in structured conversations to brainstorm goal concepts with an emphasis on resource requirements, best practices, and performance measurability. In short, our elected officials determine the "what" and we hand the priority to our leaders to determine the "how".
All Staff Survey to Gain Additional Feedback and Perspective	Once the priorities and goal concepts have been developed, we survey county employees to assure the county's strategic portfolio reflects their assessment of community needs and desires. This is a critical step in finalizing our strategic plan. For example, in the last plan's development employee feedback yielded a new strategic priority that we had initially missed- reducing healthcare costs for our community residents.

The following page illustrates the Board of County Commissioners Strategic Priorities for 2022 - 2023. The priorities include:

- Support our workforce
- Create a resilient economy
- Protect our mountain ecosystem
- Provide exceptional core services

EAGLE COUNTY BOARD OF COUNTY COMMISSIONERS

STRATEGIC PRIORITIES 2022-2023

Welcome to the Eagle County Strategic Priorities for 2022 to 2023. The following plan will allow us to further implement the county's mission of "Creating a Better Eagle County for All." This plan represents a collaboration between the County Commissioners, county employees and community members to identify the interrelated issues impacting the quality of life and success of our community. This document will help community members visualize the issues that we will work collaboratively on over the coming years. This plan will be dynamic, adapted and updated as we address these critical issues. Please visit [WEB ADDRESS](#) to learn more.



The following priorities and measurable goals are being tracked in a formal data visualization system.



STRATEGIC PRIORITY & MEASURABLE GOAL

2023 BUDGET ALLOCATION

SUPPORT OUR WORKFORCE | Workforce Housing Units

With a projected housing shortfall of 6,000 units in the most recent Housing Needs Assessment, Eagle County has two housing goals designed to add units to the inventory.

Plan, design, entitle and partner to ensure 500 new units are construction ready by December 31, 2023.

Implement Bold Housing Moves programs to increase local inventory by 400 units and/or households by the end of December 2023.

New Workforce Housing
500 Units:

\$13 Million + Staff Time

Bold Housing Moves

400 Units:

\$7.6 Million + Staff Time

SUPPORT OUR WORKFORCE | Early Childhood Access & Quality

Increase access to early childhood education services for Eagle County Workforce by increasing the number of families who receive financial support to access care from 141 families to 240 families by December 2023.

Increase number of licensed early childhood programs in Eagle County rated level 3 or higher on the Colorado Shines rating system from 18 out of 42 programs up to 22 out of 42 (or a total increase of level 3 or higher programs by 20%) by December 31, 2023.

Early Childhood Access:

\$3.8 Million + Staff Time

Early Childhood Quality:

\$751,000 + Staff Time

CREATE A RESILIENT ECONOMY | Economic Diversification

To support Eagle County's economic resiliency, our focus is on business retention and expansion (BRE). The number one obstacle to BRE is the inability to attract and retain staff, and population projections indicate this as a long-term challenge. Our economic resiliency work plan outlines a number of BRE support initiatives, including more proactive support for targeted workforce pipeline development.

Economic Diversification:

\$225,000 + Staff Time

CREATE A RESILIENT ECONOMY | Transportation

Improve ECO Transit's data integrity and build a foundation for data-driven decision making. 100% of ECO Transit's data inventory will be complete, accurate, and incorporated into operational decision making by December 31, 2023.

Transportation:

\$50,000 + Staff Time

CREATE A RESILIENT ECONOMY | ECO Trails

ECO Trails will construct 12 miles of the Eagle Valley by December 31, 2024, thereby completing the planned 64 mile regional trail system.

Eagle Valley Trail:

\$6 Million + Staff Time

CREATE A RESILIENT ECONOMY | Airport Growth

To promote increased, accessible, year-round air service for the local community and visitors to the region by increasing annual enplanements and capacity by 15% by December 31, 2023.

Eagle County Regional
Airport:

\$1.2 Million + Staff Time

PROTECT OUR MOUNTAIN ECOSYSTEM | Reduce Greenhouse Gas Emissions

Reduce community GHG emissions 75,000 mT each year, and ECG operating emissions by 500 mT each year to achieve Climate Action Plan goals of 25% reduction by 2025 and 50% reduction by 2030 (baseline 2014). Focus on electrification of buildings and vehicles.

GHG Emissions:

\$2.4 Million + Staff Time

PROTECT OUR MOUNTAIN ECOSYSTEM | Wildfire Mitigation

Increase by 400 the number of residences & properties in Eagle County's Wildland Urban Interface that have implemented one or more of the best practice strategies to reduce structure ignition potential by December 2023 and complete 1,000 acres of landscape-scale fuel reduction by December 2023.

Wildfire Mitigation:

\$1.2 Million + Staff Time

Provide Exceptional Core Services

Following are core services and departmental priorities for 2023.

800 MHz	Ensure maximum availability for public safety communications by proactively deploying reliable technology and resilient, fault-tolerant systems engineering to achieve the goal of 99.999% system uptime.
Animal Services	To adopt out 400 animals, vaccinate 200 animals during shelter sponsored clinics and improve officer patrol hours back to 2021 levels.
Assessor Office	Completion of the 2023 re-appraisal in a timely manner, utilizing the tools and systems available to the department. Our main objective is to continue to serve the public, by educating them regarding the changes in property tax law and by the determination of fair and equitable valuation of all property.
Attorney	To provide quality legal advice and services to elected officials and county departments in a timely manner.
Communications and ECGTV	Increase web traffic to eaglecounty.us by 10-15% and increase sign ups for Spanish only communication products Ojo del Aguila and Mi Salud, Mi Charco by 10-15%.
CSU Extension	Promote accessible leadership development opportunities, increase civic engagement and enhance inclusivity to ensure that community members share equitable access to resources and programming.
Emergency Management	When notified of an expanding incident, the Emergency Operations Center will make contact with public safety leadership, notify stakeholders, begin to identify needs, and scale up response coordination systems within 24 hours of the notification (<1hr=ideal; 1-24hrs=acceptable; >24hrs=not acceptable).
Facilities Management	Utilize the budget to maintain a safe environment for employees, to train employees, and perform monthly building inspections.
Fair and Rodeo	Utilize the budget to outsource event support to build on the 2022 successes of a zero waste event where 77.04% of event waste was diverted.
Finance	Keep up to date systems, policies, procedures and training to ensure accurate financial record keeping and reporting to receive the annual GFOA awards for the Budget Book, Annual Comprehensive Financial Report and Popular Annual Financial Report.
Human Resources	Maintain or implement at least 3 programs that successfully attract and retain a top quality workforce that reflects community demographics.
Human Services	Continue providing food, medical, financial, developmental, and safety programming in compliance with state required and defined timeliness, accuracy, quality, and program deliverables to receive C-Stat Distinguished Performance recognition.
Innovation and Technology	To retain and develop staff, strengthen security posture, continue transitioning towards the cloud, and progressing broadband in unincorporated Eagle County.
Landfill	To provide waste disposal services to the public in the most cost effective and environmentally sound manner while continuing to support existing and future waste diversion and recycling initiatives.
Neighborhood Services	Continue to build the Code Enforcement Officers tool bag through training and internal classes.

Open Space	Increase conserved acreage to the department's portfolio by using fee simple acquisitions, conservation easement transaction cost grants, and other methods.
Project Management	To manage capital projects efficiently by working with project owners to develop a budget and timeline. Complete projects on time, within budget, and according to approved plans.
Public Health and Environment	Improving behavioral health through a home visitation collaborative, home visitation services for new families will be expanded from 25% to 60% by December 31, 2023.
Treasurer Office	Follow the law related to tax collection, distribution, banking and investments; to fairly and legally process all public trustee releases of deeds of trust and foreclosures and to do so consistently, timely and accurately.
Vegetation Management	Utilize a holistic approach to restore disturbed lands through increasing our reliance on integrated plant management techniques including; mechanical removal of undesirable plants, biocontrol agents, revegetation, and grazing management.

Each core service has a discrete number of processes and workflows that deliver value to our customers. We have begun the process to identify and map these, baseline current performance, and set annual targets to drive improvement. Executive leaders monitor performance with department directors with an emphasis on identifying constraints, recognizing progress, and aligning resources to achieving identified targets.

The county's executive team has identified core service goal setting and performance data visualization as a priority for 2023. The impact of the pandemic on county leadership vitality, workforce shortages, and employee health and well-being were factors in slowing our efforts in these areas. Core service value stream performance will be accessible to the public through [Eagle County's Strategic Plan Dashboard](#).

Performance Measures

We have selected the strategic priorities that have been identified by the Board of County Commissioners to highlight here. More information can be found on the [Eagle County's Strategic Plan Dashboard](#).



STRATEGIC PRIORITY PERFORMANCE MEASURES

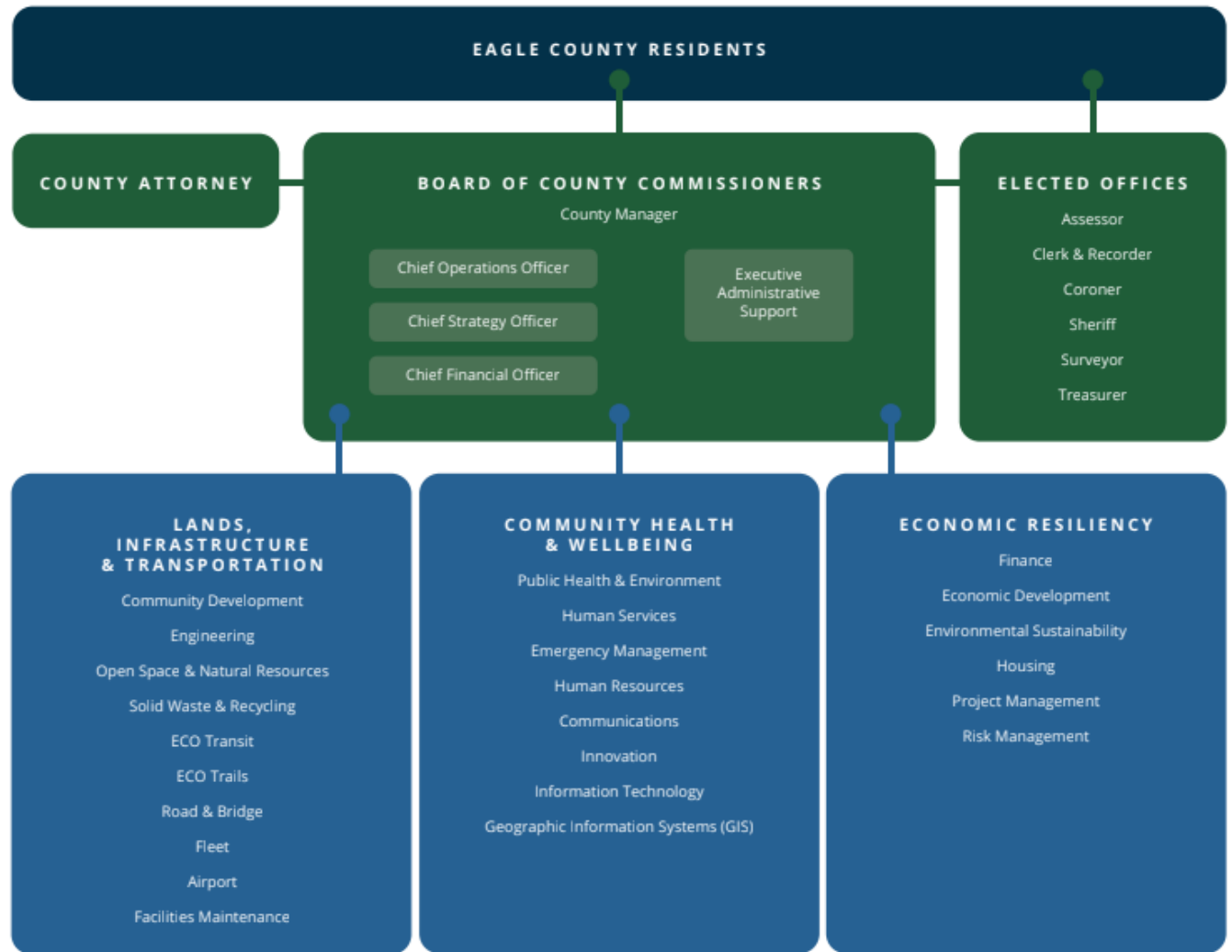
3-YEAR SPAN

Eagle County Government is using the following performance measures to track the progress and work done for its strategic priorities. More information including quarterly updates for each goal can be found on the [Eagle County Strategic Plan website](#). These priorities are set for 2022 and 2023, therefore they were not tracked in 2021.

Strategic Priority	Measure	2021 actual	2 year Target (2022 & 2023)	2022 Results as of Q3	2023 Target
SUPPORT OUR WORKFORCE					
Workforce Housing Units - Bold Housing Moves Contributing Departments: Resiliency, Housing, Project Management, Finance, Facilities Approximate Staff: 7	Inventoried units	n/a	400	40	228
	Applications processed	n/a	400	128	272
Workforce Housing Units - New Construction Contributing Departments: Resiliency, Housing, Project Management, Finance, Facilities Approximate Staff: 5	Construction ready units	n/a	500	36	464
Early Childhood Care Access Contributing Departments: Human Services Approximate Staff: 3	# of families supported	n/a	240	177	63
Early Childhood Care Quality Contributing Departments: Human Services Approximate Staff: 3	Level 3 or higher programs	n/a	22 out of 42	19 out of 41	22 out of 42
CREATE A RESILIENT ECONOMY					
Economic Diversification Contributing Departments: Resiliency, Small Business Development Center Approximate Staff: 4	Business retention surveys conducted	n/a	250	0	250
Transportation Data Integrity Contributing Departments: ECO Transit, IT Approximate Staff: 1	Desired indicator sets	n/a	14	14	14
	Data sets linked to indicator sets	n/a	14	8	6
ECO Trails - Eagle Valley Trail Contributing Departments: ECO Transit, ECO Trails, Project Management, Finance Approximate Staff: 4	Miles of trail completed	n/a	12	1.7	2
	Public fundraising campaign	n/a	\$3,100,000	\$100,000	\$3,000,000
Airport Growth Contributing Departments: Airport, Administration Approximate Staff: 4	15% increase of enplanements	23% decrease due to pandemic	15%	38% increase from 2021	15% increase of enplanements from 2021
PROTECT OUR MOUNTAIN ECOSYSTEM					
Reduce Greenhouse Gas Emissions Contributing Departments: Resiliency, Sustainable Communities, Fleet, Facilities Approximate Staff: 4	Reduction of greenhouse gases (GHG)	n/a	75,000 mT reduction	2,086 mT reduction	75,000 mT reduction
Wildfire Mitigation Contributing Departments: Emergency Management, Wildfire Mitigation, Finance Approximate Staff: 3	Homeowner REALfire program participants	n/a	400	282	400

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Organizational Chart



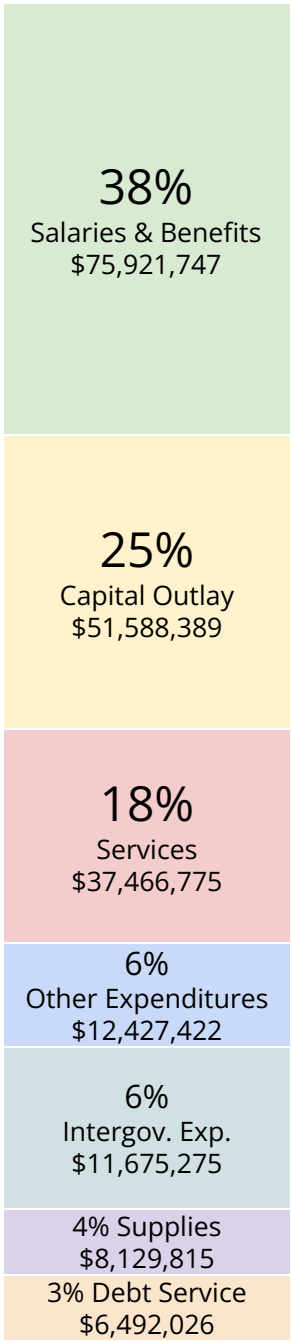
Budget in Brief

Eagle County's 2023 budget includes revenues of \$181 million and expenditures of \$204 million. The result is a net expenditure of \$23 million which reduces the county's fund balance for a total estimated fund balance across all funds of \$243 million.

Eagle County Revenues - 2023 Budgeted Revenues \$180,848,965

30% Sales & Other Taxes \$52,711,850	Sales and Other Taxes: Sales tax includes the voter approved 1% sales tax (approved in 1981), 0.5% mass transit tax (approved in 1995), 2% lodging tax (approved in 2022), marijuana sales and excise tax (approved in 2017), and tobacco and nicotine tax (approved in 2019). It also includes the specific ownership tax levied on motor vehicles in Colorado (enacted in 1937).
20% Grants \$36,680,699	Grants: These revenues include federal, state, and local grants as well as revenue from other governments. It also includes the payments in lieu of property tax that we receive from the federal government.
16% Charges for Services \$29,731,822	Charges for Services: This includes fees charged for the services provided by the county. Major revenue sources include Treasurer's fees, landfill fees, airport fees, bus fares, building permits, and motor vehicle and recording fees.
16% Property Taxes \$29,514,836	Property Taxes: The revenue budget reflects net property tax, which is the total levied minus uncollectible amounts. The calculation of levied property tax is based on the December 2022 assessed valuation and reflects the county's 13% share of total property tax collections (Where Do My Property Taxes Go?).
9% Internal Service Revenue \$16,537,612	Internal Service Revenue: The Fleet fund, Insurance Reserve fund, and Health Insurance fund account for the related county-wide programs. These revenues are offset by expenditures in other county funds.
5% Rental \$9,068,316	Rental: Rents are collected primarily within the affordable and workforce housing entities and at the airport. Rents are charged to occupants of these facilities.
4% Other Revenues \$6,603,830	Other Revenues: Other revenues include investment earnings, interfund transfers, other sources of financing, and miscellaneous income.

Eagle County Expenditures - 2023 Budgeted Expenditures \$203,701,449



Salaries and Benefits: Eagle County’s largest expenditure is for its staff. It is a service oriented organization and takes pride in fairly compensating the people who carry out its mission. This classification of expenditures includes wages and associated taxes, health insurance claims, retirement, and other benefits.

Additional information about staffing levels can be found in the [Personnel Summary](#) section of this book.

Capital Outlay: Capital outlay and leases includes capital projects across the county. Additional information about these projects can be found in the [Capital Expenditures](#) section of this book.

Services: This classification includes all services purchased by Eagle County departments. Major expenditures are contracts with vendors including agreements to meet strategic priorities, utility costs, insurance premiums, and maintenance of buildings, vehicles, and equipment.

Other Expenditures: Other expenditures include staff training benefits, interdepartmental services, transfers out to other county funds, and grants and contributions made to program partners.

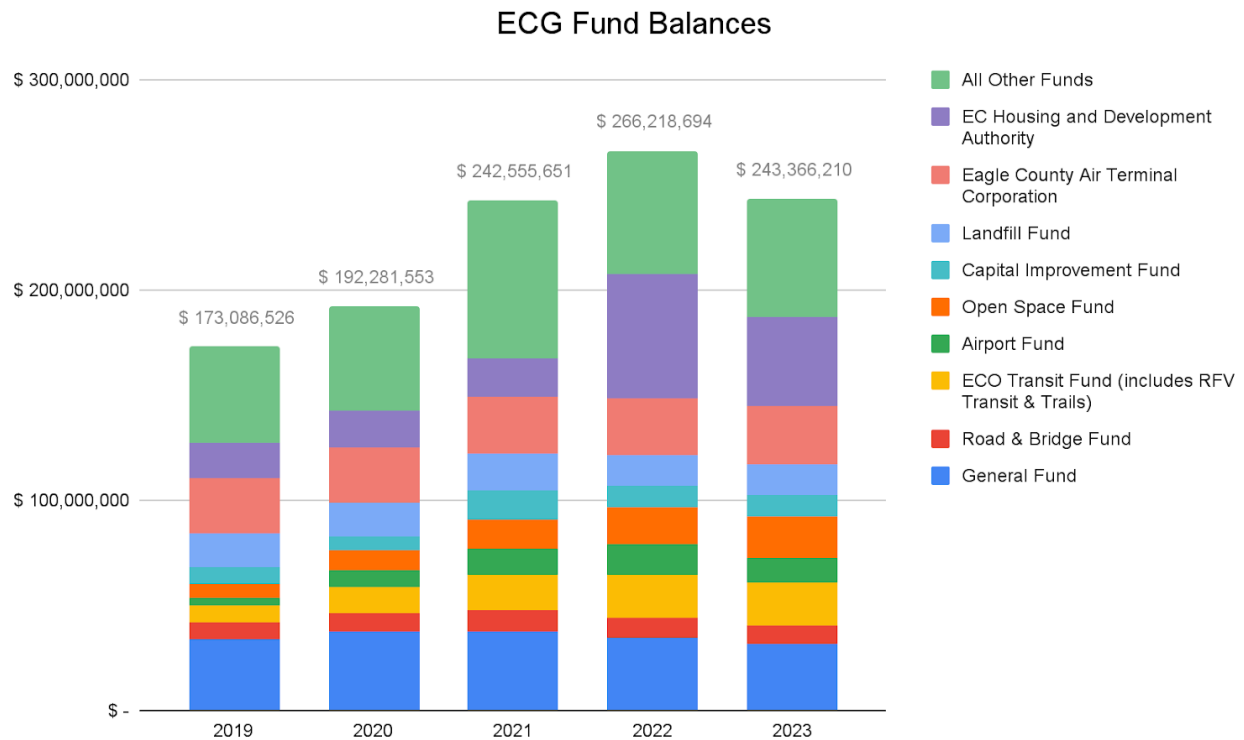
Intergovernmental Expenditures: Intergovernmental expenditures include payments to the district attorney’s office to fund its operations, pass through of sales tax and property tax revenues to towns, and other governmental partnerships.

Supplies: This classification includes goods purchased by county departments. The largest expenditures include fuel and road maintenance supplies.

Debt Service: Principal and interest payments along with debt issuance costs are included in this classification as explained in [Current Debt Obligations](#).

Eagle County Fund Balance - 2023 Projected Fund Balance \$243,366,210

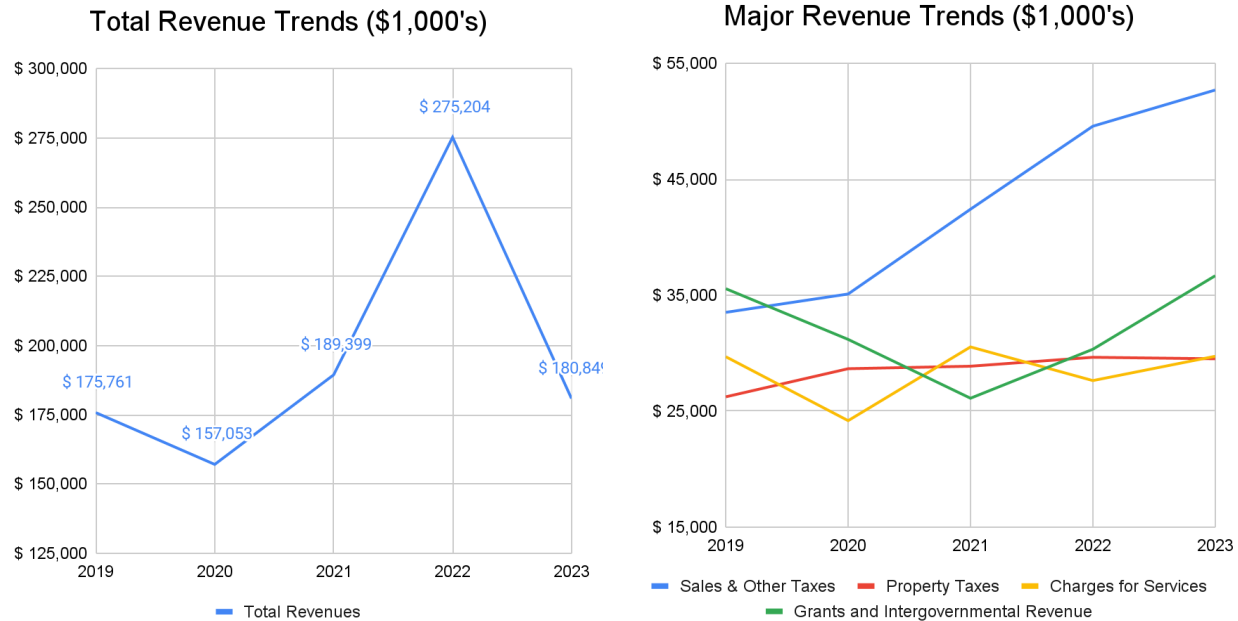
The table below shows the trends in actual fund balances for Eagle County in 2019 - 2021 and the projected fund balances for 2022 and 2023.



- We are budgeting to reduce our fund balance across all funds in 2023 by \$22.9 million.
- Detailed information on the changes in fund balance for each fund can be found in the [Fund Balances and Net Position](#) section of this report.

Revenue Trends

The tables below show the trends in total revenues and major revenues collected by Eagle County in 2019 - 2021, the estimated revenue for 2022, and the budgeted revenue for 2023.

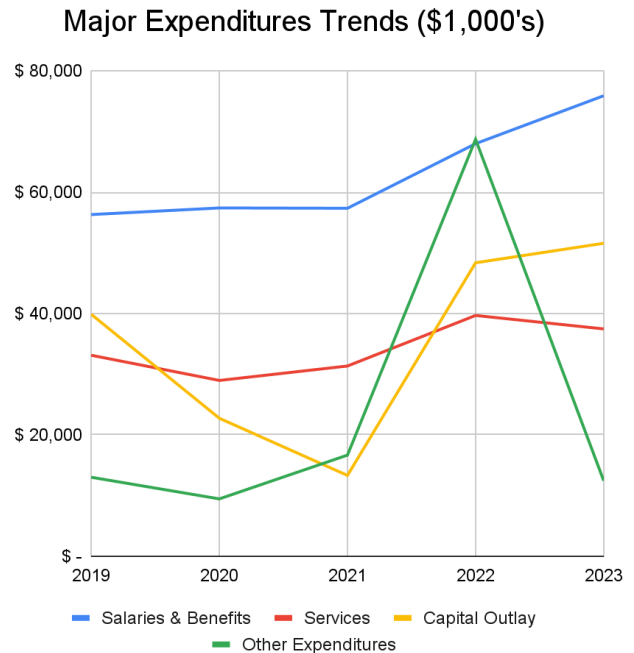
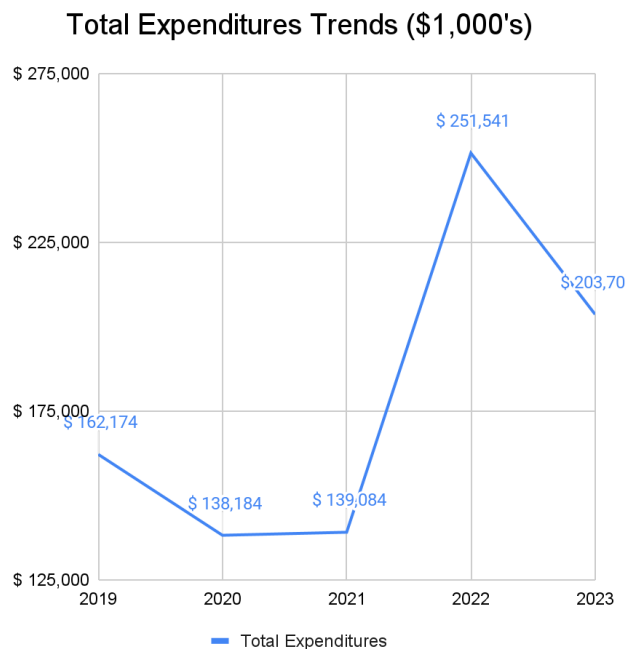


Revenues for 2023 are budgeted to decrease by 34%, or \$94 million as compared to 2022. The primary reason for the decrease is the sale of the Lake Creek Village Apartments that occurred in 2022- and was a one-time transaction. Other revenue changes include:

- \$3.1 million increase in sales and use taxes. We saw very strong sales tax revenue in 2022 and we are budgeting for 2023 sales tax collections to be flat to 2022. The increase is due to the new lodging tax that will be collected in 2023. A 2% lodging tax was approved by voters in November 2022.
- \$6.3 million increase in grants and intergovernmental revenue. This increase is primarily due to Federal grant funding for the airport to repair its taxiways.
- While there is a large amount of federal grant money available, we have only budgeted for grants that we have a very high likelihood of receiving in 2023. We plan to watch for available funding and apply for grants to fund strategic priorities throughout the year. If we are successful in receiving additional grant funds, we will incorporate them into the 2023 budget through the budget amendment process.
- \$129 thousand decrease in property taxes. Colorado Senate Bill 21-293 lowered the assessment rates for residential, multi-family, and some commercial properties for property tax year 2022. (revenue year 2023). Eagle County did not adjust the mill levy to cover this shortfall in revenue. This is a temporary adjustment and property revenues are expected to increase significantly in 2024 as a result of property value increases.
- \$2 million increase in charges for services is mainly due to a contribution from the Edwards Metro District for the construction of the new Hillcrest roundabout.

Expenditure Trends

The tables below show the trends in total expenditures and major expenditures of Eagle County in 2019 - 2021, the estimated expenditures for 2022, and the budgeted expenditures for 2023.



Expenditures for 2023 are budgeted to decrease by 19%, or \$48 million as compared to 2022. The significant changes in 2023 expenditures are:

- \$7.9 million increase in salaries and benefits. The increase is primarily due to increases in compensation, the addition of 6 full-time equivalent positions, and the implementation of a compensation study. Over \$2 million represents the increase in departmental contributions to the Health Insurance fund and corresponding expenditure of those funds for health insurance claims. Additional information can be found in the [Personnel Summary](#) and [Health Insurance Fund](#) sections.
- \$3.2 million increase in capital outlay. The budgeted 2023 capital projects are more than amounts budgeted in 2022. The 2023 capital projects are outlined in the [Capital Expenditures](#) section.
- \$56 million decrease in interfund transfer out due to the 2022 Lake Creek Village Apartments sale. The proceeds from the sale were transferred from Lake Creek Village Apartments to the Eagle County Housing and Development Authority in 2022.
- \$2.2 million decrease in services is mainly due to reduction in the ECO transit, Public Health and Facilities budgets based on current needs.

Current Debt Obligations

Per Colorado Revised Statutes 30-35-201, a county's general obligation debt may not exceed 3% of the valuation for assessment. Given Eagle County's 2022 assessment value of \$4.0 billion, the maximum allowable general obligation debt per state statute would be \$119 million.

Eagle County has no general obligation bonded debt; therefore, it is within its legal debt limits. Eagle County does not plan, nor has it budgeted, to issue any general obligation debt in 2023.

The debt obligations of Eagle County Government and its component units are outlined below. None of this debt is general obligation debt, and each issuance was made only after careful consideration of the funding sources available to repay each debt. The repayment of debt is considered when making budgetary and operational decisions for each fund in which the debt repayment is budgeted.

	Total Outstanding (12/31/2022)	2023 Principal	2023 Interest	Primary Purpose
Governmental Activities				
2015 Justice Center Certificates of Participation	\$ 9,145,000	\$ 1,125,000	\$ 457,250	To fund the 2008-2010 construction of the Eagle County Justice Center.
2019 Two10 Certificates of Participation	\$ 6,225,000	\$ 765,000	\$ 311,250	To fund the construction of Two10 at Castle Peak, a 22-unit workforce housing complex.
2021 Eagle Valley Trails Certificates of Participation	\$ 17,370,000	\$ 585,000	\$ 759,350	To fund the construction of 12 miles of the Eagle Valley Trail.
Business-Type Activities				
Eagle County Air Terminal Corporation Revenue Bonds	\$ 30,225,000	\$ 970,000	\$ 1,496,800	To fund the airport terminal renovation project.
Golden Eagle Elderly Housing Corporation Debt	\$ 1,267,785	\$ 14,466*	\$ 21,876	To fund the acquisition and renovation of Golden Eagle Apartments.
Total	\$ 64,232,785	\$ 3,459,466	\$ 3,046,526	

*Golden Eagle is budgeted using modified accrual, therefore the principal payment is not included in its budget.

In December 2015, the county, through Eagle Lease Financing Corporation and Eagle County Justice Center Financing Corporation, issued \$19,215,000 in refunding certificates of participation to 1) advance refund all outstanding series 2005 refunding certificates of participation, and 2) to redeem on December 1, 2018 all series 2008 certificates of participation maturing on or after December 1, 2019 and pay principal and interest on the outstanding series 2008 certificates of participation until that redemption date. The series 2015 refunding certificates of participation bear interest at 2% to 5% per annum and mature in annual increments from December 2016 through December 2029. Eagle County has an issuer rating of Aa1 from Moody's Investor Service.

In June 2019, Eagle County issued \$8,310,000 in certificates of participation to finance the construction of a 22-unit workforce housing building located in Eagle, Colorado and to pay costs relating to the execution and delivery of the series 2019 certificates. The series 2019 certificates of participation bear interest at 5% per annum and mature in annual increments from December 2020 through December 2029.

In August 2021, Eagle County issued \$17,930,000 in certificates of participation to finance the construction of 12 miles of the Eagle Valley Trail and to pay costs relating to the execution and delivery of the series 2021 certificates. The series 2021 certificates of participation bear interest at 4% to 5% per annum and mature in

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annual increments from December 2022 through December 2039 and have a final term maturity in December 2041.

In June 2011, Eagle County Air Terminal Corporation (ECAT) issued Airport Terminal Project Revenue Refunding Bonds in the total principal amount of \$10,070,000. These bonds bear interest from 2% to 6% and mature through May 1, 2027. In September 2017, Eagle County Air Terminal Corporation issued Airport Terminal Project Revenue Refunding Bonds in the principal amount of \$29,980,000. The bonds bear interest from 2% to 5% and mature through May 2041. Proceeds from these issues were used to refund all outstanding bonds issued in 2006 as well as fund the airport terminal addition and renovation project. ECAT Bonds are rated Baa2 with a stable outlook by Moody's Investors Service.

When Golden Eagle Elderly Housing Corporation acquired the Golden Eagle Apartments in March 2003, it assumed a promissory note payable to Rural Housing Service (RHS), a division of the U.S. Department of Agriculture in the amount of \$1,063,478. The note bears interest at 6% and matures on March 14, 2033. In December 2006, the corporation executed another promissory note with Rural Housing Service for \$362,870, the proceeds of which were used to fund capital improvements at the property. The 2006 note bears interest at 5.875% and matures on January 1, 2037. RHS offers an interest subsidy to the corporation for both notes.

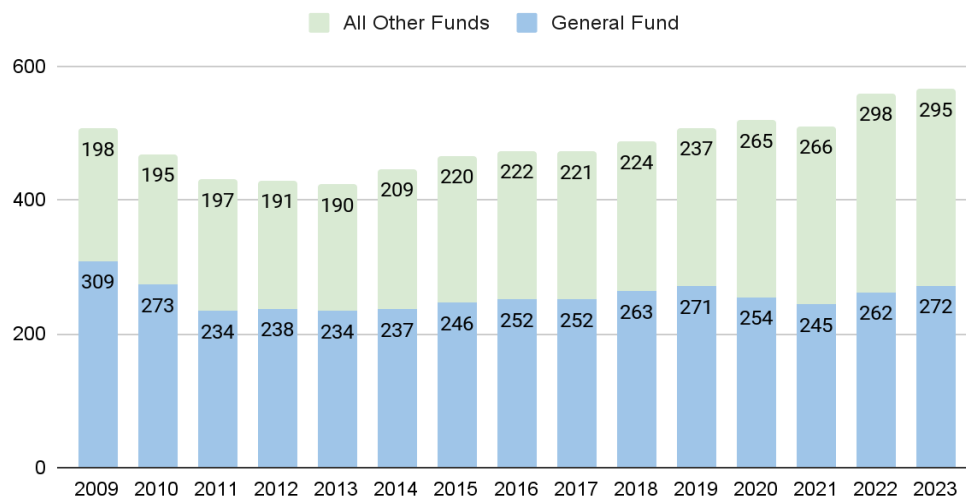
Personnel Summary

Positions are approved by the board of county commissioners and are monitored and controlled by human resources and finance department staff. Eagle County's total approved and budgeted full-time equivalent (FTE) count for 2023 is 566.3, which is an increase of 6.2 positions from the 2022 adopted budget. The following table shows the past three years in budgeted personnel as counted by FTE positions.

Fund	2021	2022	2023	Change
General Fund	244.5	262.4	271.7	9.3
Public Trustee	1.6	1.6	1.3	-0.3
Road & Bridge	22.0	22.0	21.9	-0.1
Human Services	60.6	65.1	68.7	3.7
ECO Transit	65.0	73.9	73.9	0.0
ECO Trails	2.1	2.1	2.1	0.0
Airport	23.7	30.7	32.7	2.0
800 MHz	1.0	2.0	2.0	0.0
Public Health	43.2	51.0	44.1	-6.9
Housing	12.5	12.0	9.0	-3.0
Open Space	3.7	4.7	4.4	-0.3
Landfill	12.9	12.9	13.5	0.7
The Valley Home Store	2.0	4.0	4.0	0.0
Fleet Services	16.0	16.0	17.0	1.0
Total (All Funds)	510.6	560.1	566.3	6.2
Annual Growth	-8.8	49.5	6.2	
Annual Growth %	-1.70%	9.70%	1.10%	

The following chart shows a longer term trend of budgeted full time equivalent staff members in the general fund and all other funds.

of FTE - General Fund and All Other Funds



Throughout 2022, as the need for expanded services throughout the organization grew along with the expectation that 2022 operating revenue was going to beat expectations in the adopted budget, additional positions were approved by the BoCC through the budget amendment process. 16 FTE positions were added throughout 2022. The addition of these positions were offset by the removal of several positions from the 2023 budget due to the sale of Lake Creek Village and the removal of temporary positions with an end date of 12/31/2022. An additional 6 positions are being approved in this budget.

Positions were added in 2022 to the following funds and departments:

- General Fund, Innovation and Technology - Cybersecurity Analyst
- General Fund, Administration department - Administrative Assistant
- General Fund, Building - Building Inspector
- General Fund, Building - Building and Planning Technician
- General Fund, Facilities Maintenance - Maintenance Technician moving from part time to full time (.5 FTE)
- General Fund, Assessor Department - Temporary Appraiser (.5 FTE)
- General Fund, Economic Resiliency - SBDC Coordinator (.5 FTE)
- Airport Fund - Maintenance Crew Leader
- Airport Fund - Maintenance Technician
- Landfill Fund - Operations Manager
- Fleet Fund - Fleet Mechanic
- Public Health Fund - Family Connects International - Nurses and Community Alignment Specialist (2.6 FTE total)
- Human Services Fund - Child Family and Adult Services Caseworker
- Human Services Fund - Family Wellbeing Coordinator
- Human Services Fund - Economic Services Supervisor
- Road and Bridge Fund - Equipment Operator

Additional Positions that are being approved in the 2023 budget.

- General Fund, Sheriff's Office - Detentions Case Worker
- General Fund, Natural Resources department - Senior Environmental Specialist
- General Fund, Project Management - Project Manager
- Human Services Fund - Quality Assurance and Fraud Specialist
- Housing - Property Manager
- Housing - Maintenance Technician

Fund Structure

Eagle County Government provides budgets for 29 funds of different types, including its component units. Its funds are divided into eight fund types: general fund, special revenue funds, capital improvements fund, enterprise fund, internal service funds, blended component units, custodial fund, and discretely presented component units. The county has three other custodial funds which account for monies held on behalf of other entities that use the county as a depository, for property taxes collected on behalf of other governments or agencies, and for monies held by the Sheriff's office for inmates. The Public Trustee Fund is the only custodial fund that adopts a budget and is therefore included in this document.

The following table shows all funds of Eagle County Government, each of which is presented in this budget:

<p>General Fund</p> <p>Capital Improvements Fund</p> <p>Enterprise Fund</p> <ul style="list-style-type: none"> Landfill Fund <p>Internal Service Funds</p> <ul style="list-style-type: none"> Fleet Services Fund Insurance Reserve Fund Health Insurance Fund <p>Blended Component Units</p> <ul style="list-style-type: none"> Eagle County Housing and Development Authority The Valley Home Store Seniors on Broadway II Eagle County Air Terminal Corporation <p>Custodial Fund</p> <ul style="list-style-type: none"> Public Trustee Fund 	<p>Special Revenue Funds</p> <ul style="list-style-type: none"> Road and Bridge Fund Human Services Fund Offsite Road Improvement Fund ECO Transit Fund ECO Trails Fund Airport Fund Conservation Trust Fund 800 MHz Fund Emergency Reserve/TABOR Fund Public Health Fund Mental Health Fund Housing Loan Fund Housing Operations Fund Workforce Housing Rentals Fund Open Space Fund Lodging Tax Fund <p>Discretely Presented Component Units</p> <ul style="list-style-type: none"> E911 Authority Golden Eagle Elderly Housing Corporation
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Eagle County, like many governments, has many individual funds. The county defines its major funds both here below and in its annual comprehensive financial report by looking at both quantitative and qualitative materiality, including comparing relative size of funds as well as considering other qualitative factors. Funds that are considered to be major funds are described below:

General Fund - The General Fund is the primary fund from which the ongoing expenditures of Eagle County Government are paid. Revenues to the General Fund primarily come from the collection of property tax, sales tax, and grants along with charges for services provided by General Fund departments. More than half of the fund's expenditures are for salaries and benefits of employees who work in General Fund departments. All elected offices are funded from the General Fund. This fund's revenue represents 30% of total revenue across all funds.

Capital Improvements Fund - The capital improvements fund receives revenue from a portion of Eagle County's 1% sales tax and certificate of participation issuance. This revenue is then used for capital projects for community enhancements or related debt payments. Please see the [debt section](#) for more information on Eagle County's current certificates of participation.

Road and Bridge Fund - This special revenue fund is authorized by C.R.S. 43-2-202 for the purposes of road and bridge construction, maintenance, and administration of all monies received by the county from the state or federal government for expenditure on roads and bridges, and any other monies that may become

available for such purpose. This fund's primary revenue sources are property tax, specific ownership tax, highway users tax funding, and payment in lieu of tax dollars from the federal government. This fund's revenue represents 5% of total revenue across all funds.

ECO Transit Fund - Pursuant to C.R.S. 29-2-103.5, counties are authorized to levy a county sales tax for the purpose of financing, constructing, operating and maintaining a mass transportation system within the county. In 1995, Eagle County voters approved a one-half of one percent sales tax to be dedicated to this special revenue fund, the ECO Transit fund. Ten percent of all revenue collected pursuant to this transportation tax are dedicated to trails within Eagle County (**ECO Trails fund**). Additionally, sales tax collected within the Basalt and El Jebel areas is used to fund the Roaring Fork Transportation Authority and that pass-through activity is shown in a separate department within the ECO Transit fund. Other revenue for the ECO Transit fund consists of federal grants and fare sales. This fund's revenue represents 9% of total revenue across all funds.

Airport Fund - C.R.S. 41-4-102 authorized counties to establish special revenue funds through which county owned airports are operated. Revenue sources for this fund consist of rents and charges paid by airlines and other tenants at the airport along with federal and state grants. This fund's revenue represents 12% of total revenue across all funds.

Open Space Fund - Eagle County resolution 2003-097 established the Open Space fund. In 2002, Eagle County voters approved a 1.5 mill increase in property taxes to fund this special revenue fund for the purpose of acquiring, maintaining, or permanently preserving open space in Eagle County. Other revenue sources for this fund include federal and state grants. This fund's revenue represents 3% of total revenue across all funds.

Landfill Fund - This enterprise fund was authorized pursuant to C.R.S. 30-20-101 by Eagle County Resolution 86-46. The Landfill fund revenue sources are user tipping fees and sales of materials. This fund is classified as an enterprise fund because it reports activity for which a fee is charged to external users and the pricing policy indicates that fees and charges are set to recover all costs of operating the facility. This fund's revenue represents 2% of total revenue across all funds.

Eagle County Air Terminal Corporation (ECAT) - Eagle County resolution 1996-40 authorized the formation of this fund and separate legal corporation for the purpose of constructing, owning, and operating a passenger terminal to serve the Eagle County Regional Airport. ECAT's revenues come from airline and vendor rents and charges for services. This fund's revenue represents 3% of total revenue across all funds.

Eagle County Housing and Development Authority (ECHDA) - Eagle County resolution 2008-085 authorized the formation of the Eagle County Housing and Development Authority, a statutory housing authority and body corporate and politic, pursuant to C.R.S. 29-4-503. ECHDA was formed to increase the supply of housing that is affordable to those of low income who live or work in Eagle County. ECHDA's revenue comes from property management fees and surplus cash from its housing properties. In the county's Annual Consolidated Financial Report ECHDA is combined with both The Valley Home Store and Lake Creek Village Apartments funds due to ECHDA's ownership of these separate entities. Beginning in 2023, because of a change in ownership, Seniors on Broadway will also be included within ECHDA. For budget purposes, these funds are shown separately. The ECHDA fund revenue represents 1% of total revenue across all funds.

Revenues and Expenditures by Major Funds

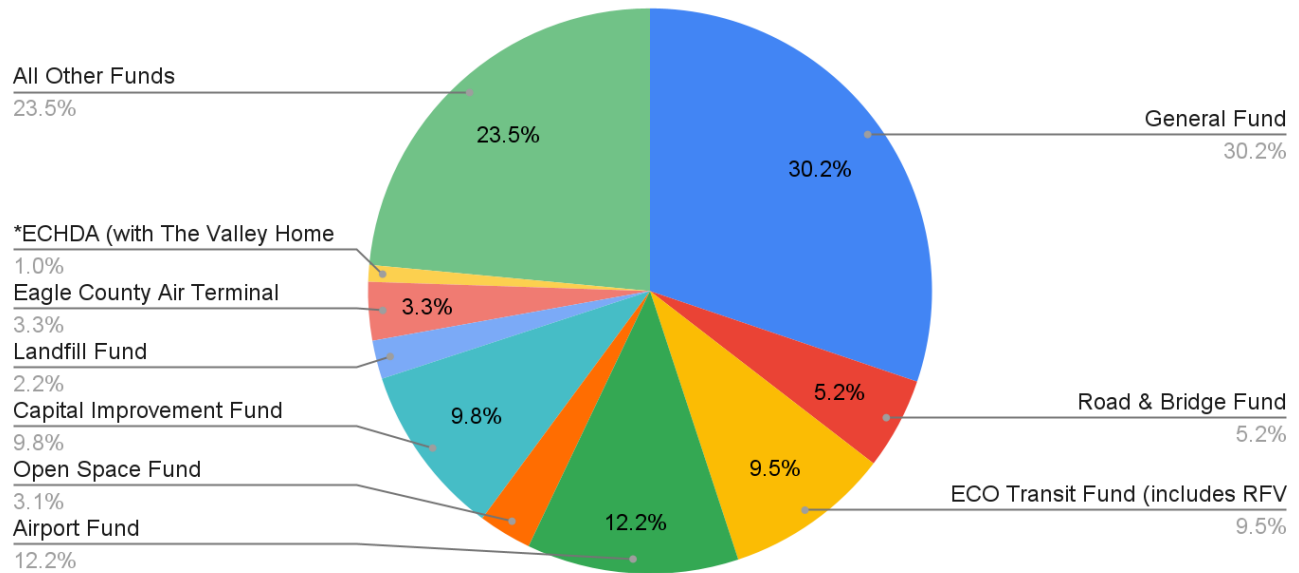
The following table shows the revenues and expenditures by major funds:

	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget	2023 % of Total
<i>Revenues by Major Funds</i>						
General Fund	\$ 56,192,134	\$ 50,189,991	\$ 50,994,276	\$ 56,370,662	\$ 54,599,367	30%
Road & Bridge Fund	\$ 9,372,051	\$ 9,204,273	\$ 9,625,647	\$ 9,292,339	\$ 9,486,047	5%
ECO Transit Fund (includes RFV Transit & Trails)	\$ 14,533,083	\$ 17,237,472	\$ 16,899,708	\$ 21,717,912	\$ 17,175,005	9%
Airport Fund	\$ 25,341,392	\$ 12,304,879	\$ 12,165,812	\$ 11,532,254	\$ 21,974,481	12%
Open Space Fund	\$ 5,495,689	\$ 6,186,185	\$ 5,425,786	\$ 5,591,147	\$ 5,526,884	3%
Capital Improvement Fund	\$ 17,241,362	\$ 7,388,619	\$ 31,600,302	\$ 12,167,614	\$ 17,794,948	10%
Landfill Fund	\$ 3,893,822	\$ 3,592,381	\$ 4,512,499	\$ 3,563,300	\$ 3,983,100	2%
Eagle County Air Terminal Corporation	\$ 6,980,218	\$ 5,808,542	\$ 8,165,534	\$ 5,788,670	\$ 6,043,797	3%
*ECHDA (with The Valley Home Store, Lake Creek Village & Seniors on Broadway)	\$ 7,247,407	\$ 6,090,740	\$ 6,704,597	\$ 106,117,994	\$ 1,729,918	1%
All Other Funds	\$ 29,463,446	\$ 39,049,635	\$ 43,304,565	\$ 43,062,296	\$ 42,535,418	24%
Total Revenues	\$ 175,760,604	\$ 157,052,715	\$ 189,398,725	\$ 275,204,188	\$ 180,848,965	100%
<i>Expenditures by Major Funds</i>						
General Fund	\$ 53,740,327	\$ 46,518,098	\$ 51,297,956	\$ 59,320,079	\$ 57,468,481	28%
Road & Bridge Fund	\$ 7,973,179	\$ 8,500,412	\$ 8,284,407	\$ 9,911,762	\$ 10,079,378	5%
ECO Transit Fund (includes RFV Transit & Trails)	\$ 13,403,943	\$ 13,448,668	\$ 13,435,399	\$ 17,639,780	\$ 16,979,179	8%
Airport Fund	\$ 26,287,059	\$ 7,595,077	\$ 7,354,916	\$ 9,389,154	\$ 24,796,602	12%
Open Space Fund	\$ 1,110,424	\$ 3,707,326	\$ 1,332,530	\$ 2,012,623	\$ 2,975,921	1%
Capital Improvement Fund	\$ 9,189,947	\$ 9,753,042	\$ 6,035,113	\$ 19,828,377	\$ 17,490,132	9%
Landfill Fund	\$ 3,399,895	\$ 3,357,621	\$ 3,783,270	\$ 5,991,200	\$ 3,974,287	2%
Eagle County Air Terminal Corporation	\$ 9,670,934	\$ 6,072,156	\$ 6,715,107	\$ 6,066,835	\$ 5,262,621	3%
*ECHDA (with The Valley Home Store, Lake Creek Village & Seniors on Broadway)	\$ 6,091,238	\$ 5,531,665	\$ 5,434,318	\$ 66,585,269	\$ 18,211,176	9%
All Other Funds	\$ 31,306,788	\$ 33,700,096	\$ 35,411,104	\$ 54,796,066	\$ 46,463,672	23%
Total Expenditures	\$ 162,173,734	\$ 138,184,161	\$ 139,084,119	\$ 251,541,145	\$ 203,701,449	100%
Revenues less Expenditures	\$ 13,586,870	\$ 18,868,554	\$ 50,314,606	\$ 23,663,043	\$ (22,852,484)	

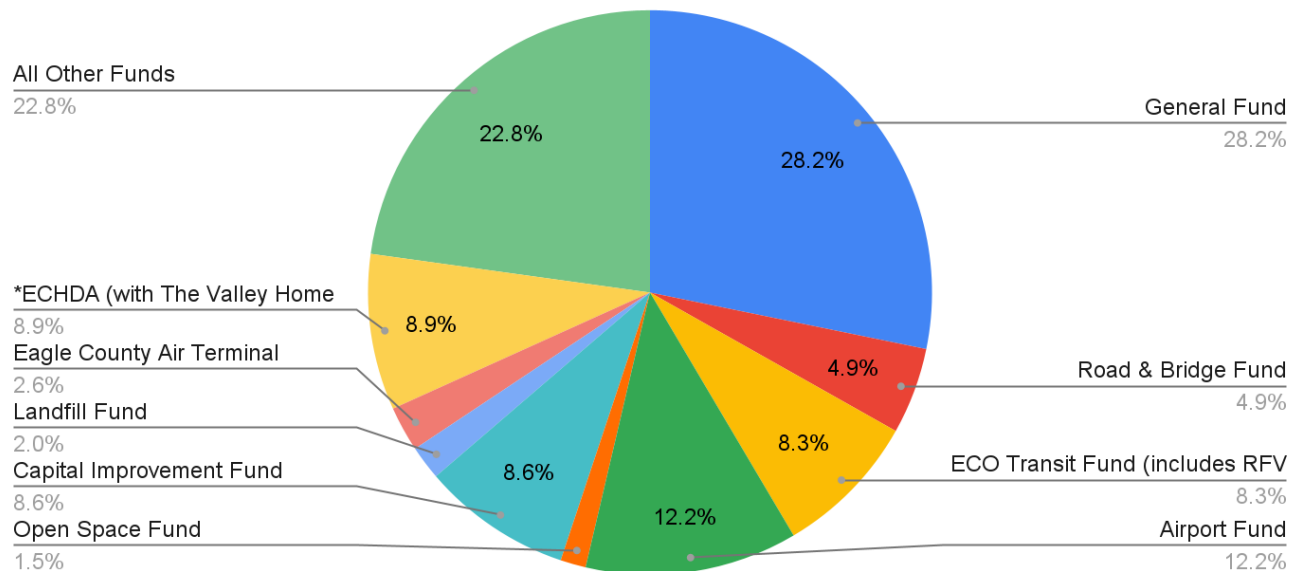
* Lake Creek Village was sold in 2022 and is not included in the 2023 budget. ECHDA is now the majority partner for Seniors on Broadway in 2023

The following charts show 2023 budgeted revenue and expenditures by major funds.

2023 Revenue by Major Funds



2023 Expenditures by Major Funds



- The county's nine major funds make up 76% of total revenues in 2023 and 77% of total expenditures for 2023.

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Major Funds and Departments

The matrix below shows the relationship between the county's major funds and the departments within those funds.

Department	Fund								
	Airport Fund	Capital Improvement Fund	Eagle County Air Terminal Corporation	EC Housing and Development Authority	ECO Transit Fund	General Fund	Landfill Fund	Open Space Fund	Road & Bridge Fund
Administration						x			
Airport	x		x						
Animal Services						x			
Assessor						x			
Attorney						x			
Building Inspection						x			
Clerk & Recorder						x			
Commissioners						x			
Communications & ECGTV						x			
Coroner						x			
CSU Extension						x			
Eagle County Trails		x							
Eagle County Transportation					x				
Economic Development						x			
Emergency Management						x			
Engineering		x				x	x		
Facilities Management	x	x			x	x	x	x	
Fair & Rodeo						x			
Finance						x			
Finance Administrative	x	x	x		x	x	x	x	x
Fire Mitigation						x			
GIS						x			
Housing		x		x					
Human Resources						x			
Innovation & Technology		x				x			
Natural Resources						x			
Neighborhood Services						x			
Planning						x			
Project Management	x	x				x			
Sheriff						x			
Surveyor						x			
Sustainable Communities		x				x			
Treasurer	x	x			x	x	x	x	
Vegetation Management						x			

Budget by Fund and by Department

The following table shows a summary of all revenues and expenditures that make up the 2023 Eagle County budget. Actual results are included for 2019-2021. The 2022 estimate is the amended budget and represents our best estimate of actual results. Each fund and department is further described in the following pages.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$22,852,484	566.2			\$414.54	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Property Taxes	\$ 26,231,686	\$ 28,658,517	\$ 28,873,863	\$ 29,643,691	\$ 29,514,836
Sales & Other Taxes	\$ 33,522,268	\$ 35,106,959	\$ 42,424,677	\$ 49,589,161	\$ 52,711,850
Federal Grants	\$ 28,613,287	\$ 22,408,105	\$ 16,618,823	\$ 23,377,157	\$ 26,602,255
Grants - Non Federal	\$ 6,950,550	\$ 8,778,190	\$ 9,491,415	\$ 6,959,502	\$ 10,078,444
Charges for Services	\$ 29,690,763	\$ 24,175,208	\$ 30,538,182	\$ 27,633,356	\$ 29,731,822
Internal Service Revenue	\$ 16,103,910	\$ 16,276,321	\$ 15,658,873	\$ 16,515,862	\$ 16,537,612
Rental	\$ 12,573,076	\$ 12,469,485	\$ 14,134,604	\$ 8,911,441	\$ 9,068,316
Miscellaneous Revenue	\$ 16,062,196	\$ 5,534,605	\$ 23,965,771	\$ 53,860,682	\$ 3,044,866
Interfund Transfers In	\$ 6,012,868	\$ 3,645,327	\$ 7,692,516	\$ 58,713,336	\$ 3,558,964
Total Revenues	\$ 175,760,604	\$ 157,052,715	\$ 189,398,725	\$ 275,204,188	\$ 180,848,965
<i>% Inc/Dec</i>		-11%	21%	45%	-34%
<i>Expenditures</i>					
FTEs	507.5	517.9	511.6	560.2	566.2
Salaries & Benefits	\$ 56,325,119	\$ 57,417,527	\$ 57,363,418	\$ 68,017,524	\$ 75,921,747
Miscellaneous	\$ 1,047,359	\$ 500,401	\$ 2,429,305	\$ 2,097,287	\$ 785,000
Services	\$ 33,122,321	\$ 28,967,030	\$ 31,347,021	\$ 39,684,570	\$ 37,466,775
Internal Service Fees	\$ 5,865,338	\$ 5,585,230	\$ 6,746,012	\$ 7,329,329	\$ 8,083,458
Intergovernmental	\$ 8,488,179	\$ 8,871,197	\$ 9,182,727	\$ 11,171,449	\$ 11,675,275
Supplies	\$ 6,694,728	\$ 5,533,051	\$ 5,549,915	\$ 8,852,205	\$ 8,129,815
Capital Outlay	\$ 39,874,543	\$ 22,730,392	\$ 13,302,274	\$ 48,374,842	\$ 51,588,389
Debt Service	\$ 4,669,819	\$ 5,233,245	\$ 5,687,396	\$ 6,700,603	\$ 6,492,026
Interfund Transfers Out	\$ 6,086,327	\$ 3,346,088	\$ 7,476,052	\$ 59,313,336	\$ 3,558,964
Total Expenditures	\$ 162,173,734	\$ 138,184,161	\$ 139,084,119	\$ 251,541,145	\$ 203,701,449
<i>% Inc/Dec</i>		-15%	1%	81%	-19%
Revenues less Expenditures	\$ 13,586,870	\$ 18,868,554	\$ 50,314,606	\$ 23,663,043	\$ (22,852,484)
Beginning Fund Balance	\$ 159,499,657	\$ 173,412,999	\$ 192,241,045	\$ 242,555,651	\$ 266,218,694
Ending Fund Balance	\$ 173,086,526	\$ 192,281,553	\$ 242,555,651	\$ 266,218,694	\$ 243,366,210
<i>% Inc/Dec in Fund Balance</i>	9%	11%	26%	10%	-9%

The following pages show the actual and budgeted revenues and expenditures for each county fund. As the county's General Fund operates a variety of programs and activities, it is further broken down by department.

General Fund - Summary of All Departments

The following table shows a summary of all activities included within the county's General Fund. Departments are shown separately on the following pages.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$2,869,114	271.7			\$52.05	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Property Taxes	\$ 16,311,773	\$ 15,475,710	\$ 15,234,686	\$ 15,608,368	\$ 15,540,521
Sales & Other Taxes	\$ 13,516,740	\$ 13,301,523	\$ 16,711,641	\$ 20,007,808	\$ 20,007,808
Federal Grants	\$ 4,676,181	\$ 5,520,984	\$ 3,251,758	\$ 4,691,380	\$ 3,888,303
Grants - Non Federal	\$ 1,738,209	\$ 475,559	\$ 503,267	\$ 578,162	\$ 296,934
Charges for Services	\$ 15,293,508	\$ 11,896,259	\$ 15,008,301	\$ 14,264,760	\$ 13,419,812
Rental	\$ 113,886	\$ 89,392	\$ 83,301	\$ 71,860	\$ 85,860
Miscellaneous Revenue	\$ 3,521,837	\$ 3,430,566	\$ 201,324	\$ 1,048,324	\$ 1,259,724
Interfund Transfers In	\$ 1,020,000	\$ -	\$ -	\$ 100,000	\$ 100,405
<i>Total Revenues</i>	\$ 56,192,134	\$ 50,189,991	\$ 50,994,276	\$ 56,370,662	\$ 54,599,367
% Inc/Dec	17%	-11%	2%	11%	-3%
<i>Expenditures</i>					
FTEs	270.1	252.8	245.5	262.4	271.7
Salaries & Benefits	\$ 27,257,942	\$ 27,491,863	\$ 26,561,081	\$ 30,977,229	\$ 34,184,391
Miscellaneous	\$ 1,047,359	\$ 500,401	\$ 433,855	\$ 1,856,695	\$ 640,000
Services	\$ 13,507,545	\$ 7,253,384	\$ 7,946,138	\$ 9,311,253	\$ 8,763,984
Internal Service Fees	\$ 1,961,334	\$ 1,914,055	\$ 2,082,555	\$ 2,331,483	\$ 2,587,562
Intergovernmental	\$ 5,726,396	\$ 5,654,656	\$ 5,815,174	\$ 7,417,274	\$ 7,851,284
Supplies	\$ 1,611,172	\$ 1,270,854	\$ 1,115,146	\$ 2,065,358	\$ 1,905,831
Capital Outlay	\$ 238,891	\$ 35,569	\$ 80,779	\$ 478,737	\$ 34,929
Debt Service	\$ -	\$ -	\$ 336	\$ 500	\$ 500
Interfund Transfers Out	\$ 2,389,687	\$ 2,397,315	\$ 7,262,891	\$ 4,881,550	\$ 1,500,000
<i>Total Expenditures</i>	\$ 53,740,327	\$ 46,518,098	\$ 51,297,956	\$ 59,320,079	\$ 57,468,481
% Inc/Dec	25%	-13%	10%	16%	-3%
Revenues less Expenditures	\$ 2,451,807	\$ 3,671,894	\$ (303,679)	\$ (2,949,417)	\$ (2,869,114)
Beginning Fund Balance	\$ 31,565,466	\$ 34,017,273	\$ 37,689,166	\$ 37,385,487	\$ 34,436,070
Ending Fund Balance	\$ 34,017,273	\$ 37,689,166	\$ 37,385,487	\$ 34,436,070	\$ 31,566,956
% Inc/Dec in Fund Balance	8%	11%	-1%	-8%	-8%

General Fund - Board of County Commissioners (Elected Office)

Eagle County is governed by a three member Board of Commissioners (BoCC). The Commissioners are elected at large to four-year staggered terms. This board is the county government's main policy making body and serves in an administrative, budgetary and at times a quasi-judicial capacity. The BoCC enacts policies such as the establishment of the property tax rate and the adoption of the budget as well as adopts resolutions or local laws that affect citizens living in unincorporated Eagle County.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$904,160	3.0			\$16.40	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Expenditures</i>					
FTEs	3.0	3.0	3.0	3.0	3.0
Salaries & Benefits	\$ 395,252	\$ 385,344	\$ 422,652	\$ 414,323	\$ 433,589
Services	\$ 610,502	\$ 1,366,140	\$ 546,415	\$ 641,626	\$ 462,321
Supplies	\$ 8,034	\$ 4,337	\$ 4,827	\$ 7,750	\$ 8,250
<i>Total Expenditures</i>	\$ 1,013,788	\$ 1,755,822	\$ 973,893	\$ 1,063,699	\$ 904,160
% Inc/Dec	23%	73%	-45%	9%	-15%
Revenues less Expenditures	\$ (1,013,788)	\$ (1,755,822)	\$ (973,893)	\$ (1,063,699)	\$ (904,160)

- Services include funding for strategic priorities, contributions to county non profit organizations as well as memberships in organizations such as Northwest Colorado Council of Governments.
- The county makes grants to United Way (\$100k) and Basalt Gives (\$10k), who in turn leverage those dollars to make grants throughout the community.

General Fund - Assessor (Elected Office)

The Assessor's office is responsible for identifying, classifying and valuing all taxable real and personal property in Eagle County in accordance with statutory provisions. The equitable assessment of property ensures a fair tax distribution relative to the value of similar properties.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$2,561,870	21.3			\$46.47	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ 62,039	\$ -	\$ -	\$ -
Charges for Services	\$ 30,698	\$ 30,583	\$ 15,675	\$ 18,590	\$ 20,180
<i>Total Revenues</i>	\$ 30,698	\$ 92,621	\$ 15,675	\$ 18,590	\$ 20,180
% Inc/Dec	36%	202%	-83%	19%	9%
<i>Expenditures</i>					
FTEs	22.0	22.0	21.0	21.0	21.3
Salaries & Benefits	\$ 1,986,279	\$ 2,059,904	\$ 1,947,259	\$ 2,059,581	\$ 2,304,762
Services	\$ 166,102	\$ 88,862	\$ 118,560	\$ 193,956	\$ 244,622
Internal Service Fees	\$ 4,368	\$ 7,750	\$ 7,975	\$ 14,377	\$ 14,342
Supplies	\$ 9,048	\$ 8,294	\$ 12,290	\$ 28,774	\$ 18,324
<i>Total Expenditures</i>	\$ 2,165,796	\$ 2,164,810	\$ 2,086,084	\$ 2,296,688	\$ 2,582,050
% Inc/Dec	4%	0%	-4%	10%	12%
Revenues less Expenditures	\$ (2,135,098)	\$ (2,072,189)	\$ (2,070,409)	\$ (2,278,098)	\$ (2,561,870)

- 2023 is a reappraisal year. The assessors have planned for this and increased their service expenses accordingly. The assessors will be contracting a statistical analyst in 2023 for an estimated \$70 thousand.

General Fund - Clerk and Recorder (Elected Office)

The Clerk and Recorder's office provides motor vehicle titling and registration, document recording, election administration, voter registration, liquor licensing, and marriage license issuance to the citizens of Eagle County. The Clerk's office also serves as the clerk to the board of county commissioners.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,189,818	24.4			\$21.58	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Sales & Other Taxes	\$ -	\$ -	\$ 174	\$ -	\$ -
Federal Grants	\$ -	\$ 127,176	\$ -	\$ -	\$ -
Grants - Non Federal	\$ 835	\$ 30,650	\$ -	\$ -	\$ -
Charges for Services	\$ 1,567,133	\$ 2,026,678	\$ 2,156,110	\$ 1,812,480	\$ 1,571,300
Miscellaneous Revenue	\$ 70,269	\$ 3,603	\$ 1,119	\$ 800	\$ 800
<i>Total Revenues</i>	\$ 1,638,237	\$ 2,188,107	\$ 2,157,404	\$ 1,813,280	\$ 1,572,100
% Inc/Dec	6%	34%	-1%	-16%	-13%
<i>Expenditures</i>					
FTEs	22.2	24.7	22.0	25.2	24.4
Salaries & Benefits	\$ 1,890,248	\$ 2,189,128	\$ 1,916,486	\$ 2,288,571	\$ 2,447,858
Services	\$ 185,043	\$ 341,191	\$ 186,669	\$ 348,354	\$ 277,194
Internal Service Fees	\$ 5,650	\$ 6,253	\$ 6,069	\$ 7,424	\$ 6,246
Supplies	\$ 36,458	\$ 87,686	\$ 33,916	\$ 38,650	\$ 30,620
<i>Total Expenditures</i>	\$ 2,117,399	\$ 2,624,258	\$ 2,143,140	\$ 2,682,999	\$ 2,761,918
% Inc/Dec	-6%	24%	-18%	25%	3%
Revenues less Expenditures	\$ (479,162)	\$ (436,151)	\$ 14,264	\$ (869,719)	\$ (1,189,818)

- We expect document recording and motor vehicle registration fees to further decrease from 2020 and 2021 revenues, which set records in both areas.
- The Clerk and Recorder's office will administer one election in 2023.
- The decrease in FTEs is due to fewer elections in 2023.



General Fund - Coroner (Elected Office)

The duty of the elected Coroner is to conduct comprehensive investigations of all unattended deaths in the county. The Coroner complies with statutory reporting requirements by establishing manner of death, providing scene investigation and identification of the deceased, notification of next of kin and death certificate preparation.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$430,767	2.5			\$7.81	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Charges For Services	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$0	\$0	\$0	\$0	\$0
% Inc/Dec					
<i>Expenditures</i>					
FTEs	2.5	2.5	2.5	2.5	2.5
Salaries & Benefits	\$ 200,914	\$ 209,092	\$ 216,207	\$ 228,482	\$ 295,671
Services	\$ 73,960	\$ 94,183	\$ 78,633	\$ 112,796	\$ 115,296
Internal Service Fees	\$ 10,565	\$ 11,206	\$ 11,216	\$ 10,480	\$ 11,740
Supplies	\$ 4,781	\$ 17,013	\$ 5,328	\$ 8,060	\$ 8,060
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Expenditures</i>	\$ 290,219	\$ 331,494	\$ 311,384	\$ 359,818	\$ 430,767
% Inc/Dec	-7%	14%	-6%	16%	20%
Revenues less Expenditures	\$ (290,219)	\$ (331,494)	\$ (311,384)	\$ (359,818)	\$ (430,767)

- The increase in salaries is due to Colorado Senate Bill 22-065 which increases Coroner salaries starting in 2023.

General Fund - Sheriff's Office (Elected Office)

Patrol deputies provide law enforcement services 24 hours a day, 7 days a week to the residents of unincorporated Eagle County including EagleVail, Burns, Edwards, El Jebel, Bond, McCoy, and Dotsero, as well as to the towns of Minturn, Gypsum, and Redcliff. The detention facility is the central holding location for all law enforcement agencies in Eagle County, including local police departments. The facility houses inmates and pre-trial detainees who have been committed to the custody of the Sheriff.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$12,732,651	92.0			\$230.97	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Grants	\$ 137,476	\$ 128,665	\$ 49,075	\$ 115,063	\$ 139,973
Grants - Non Federal	\$ 221,669	\$ 301,259	\$ 181,215	\$ 360,241	\$ 153,583
Charges for Services	\$ 1,812,660	\$ 1,407,016	\$ 1,637,143	\$ 2,188,775	\$ 1,961,231
Rental	\$ -	\$ 18,000	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 67,456	\$ 123,823	\$ 522,097	\$ 35,000	\$ 35,000
Interfund Transfers In	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
<i>Total Revenues</i>	\$ 2,239,260	\$ 1,978,763	\$ 2,389,530	\$ 2,799,079	\$ 2,389,787
% Inc/Dec	14%	-12%	21%	17%	-15%
<i>Expenditures</i>					
FTEs	89.0	89.0	86.0	91.0	92.0
Salaries & Benefits	\$ 9,077,810	\$ 9,380,720	\$ 8,860,454	\$ 9,724,044	\$ 10,849,548
Miscellaneous	\$ -	\$ 21,314	\$ 17,814	\$ 260,000	\$ 40,000
Services	\$ 1,198,741	\$ 1,310,784	\$ 1,326,514	\$ 1,531,478	\$ 1,577,867
Internal Service Fees	\$ 896,989	\$ 886,329	\$ 977,475	\$ 1,175,776	\$ 1,244,710
Intergovernmental	\$ 618,778	\$ 579,812	\$ 501,932	\$ 640,030	\$ 672,031
Supplies	\$ 769,975	\$ 540,105	\$ 445,216	\$ 686,855	\$ 732,600
Capital Outlay	\$ 105,560	\$ 5,682	\$ -	\$ 220,682	\$ 5,682
<i>Total Expenditures</i>	\$ 12,667,852	\$ 12,724,745	\$ 12,129,405	\$ 14,238,865	\$ 15,122,438
% Inc/Dec	2%	0%	-5%	17%	6%
Revenues less Expenditures	\$ (10,428,592)	\$ (10,745,982)	\$ (9,739,875)	\$ (11,439,786)	\$ (12,732,651)

- The Sheriff's office is split between two primary departments: operations (which includes administration, patrol, victims services, and town contracts) and detentions.
 - Operations has 63 FTE, revenues of \$2.2 million (decrease of 14% from 2022) and expenditures of \$10.7 million (5.5% increase from 2022).
 - Detentions has 29 FTE, revenues of \$154k (decrease of 25% from 2022) and expenditures of \$4.4 million (7.5% increase from 2022).
- The detention budget saw a revenue increase of \$100k and offsetting expenditure of the same amount to fund a program to provide mental health counseling to inmates. This program will be funded by Mental Health fund revenue.

General Fund - Surveyor (Elected Office)

The duties of the Surveyor include representing the county in boundary disputes, accepting and indexing land survey plats deposited in the Clerk and Recorder's office, examining survey plats and maps before they are recorded to ensure proper content and form, and performing surveys to establish boundaries of county property, including road rights of way, and any other surveys necessary to the county.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$16,687	1.0			\$0.30	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Expenditures</i>					
FTEs	1.0	1.0	1.0	1.0	1.0
Salaries & Benefits	\$ 14,828	\$ 15,522	\$ 14,677	\$ 13,884	\$ 15,767
Services	\$ 531	\$ 706	\$ 565	\$ 920	\$ 920
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Expenditures</i>	\$ 15,359	\$ 16,228	\$ 15,241	\$ 14,804	\$ 16,687
% Inc/Dec	-57%	6%	-6%	-3%	13%
Revenues less Expenditures	\$ (15,359)	\$ (16,228)	\$ (15,241)	\$ (14,804)	\$ (16,687)

- Surveyor operations are expected to remain stable for 2023.

General Fund - Treasurer (Elected Office)

The Treasurer is responsible for mailing property tax notices, collecting and disbursing taxes to the taxing authorities, receiving and depositing all monies for Eagle County, disbursing monies upon order of the board of county commissioners, and investing all excess county funds.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$4,253,200	7.7			\$77.15	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ 6,497	\$ -	\$ -	\$ -
Charges for Services	\$ 4,506,565	\$ 4,744,278	\$ 5,170,214	\$ 4,684,650	\$ 4,829,650
Miscellaneous Revenue	\$ 3,112,306	\$ 2,523,135	\$ (512,385)	\$ 1,004,500	\$ 1,210,900
<i>Total Revenues</i>	\$ 7,618,872	\$ 7,273,909	\$ 4,657,829	\$ 5,689,150	\$ 6,040,550
% Inc/Dec	25%	-5%	-36%	22%	6%
<i>Expenditures</i>					
FTEs	7.2	7.5	7.5	7.5	7.7
Salaries & Benefits	\$ 646,367	\$ 717,335	\$ 712,408	\$ 741,904	\$ 863,538
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
Services	\$ 93,008	\$ 89,601	\$ 79,250	\$ 102,072	\$ 105,712
Internal Service Fees	\$ 739,799	\$ 682,615	\$ 744,547	\$ 690,000	\$ 805,300
Supplies	\$ 6,076	\$ 7,291	\$ 3,889	\$ 21,000	\$ 12,300
Debt Service	\$ -	\$ -	\$ 336	\$ 500	\$ 500
<i>Total Expenditures</i>	\$ 1,485,251	\$ 1,496,842	\$ 1,540,430	\$ 1,555,476	\$ 1,787,350
% Inc/Dec	2%	1%	3%	1%	15%
Revenues less Expenditures	\$ 6,133,621	\$ 5,777,068	\$ 3,117,399	\$ 4,133,674	\$ 4,253,200

- Charges for services include statutory fees earned by the Treasurer for the collection of property tax and other revenues.
- Treasury commissions and fees are increasing in 2023 due to anticipated increases in sales tax, charges for services and miscellaneous revenue.
- Due to increasing interest rates, we anticipate revenue earned on investments (classified here within the Miscellaneous Revenue classification) to increase in 2023.

General Fund - Public Trustee (Elected Office)

The Public Trustee's office provides services relating to real estate foreclosures and releases of deeds of trust.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$0	0.00			\$0.00	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 75,623	\$ -	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$ 75,623	\$ -	\$ -	\$ -	\$ -
% Inc/Dec	2%	-100%			
<i>Expenditures</i>					
FTEs	0.00	0.00	0.00	0.00	0.00
Salaries & Benefits	\$ -	\$ 157	\$ -	\$ -	\$ -
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
Services	\$ 75,623	\$ -	\$ -	\$ -	\$ -
Internal Service Fees	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Expenditures</i>	\$ 75,623	\$ 157	\$ -	\$ -	\$ -
% Inc/Dec	2%	-100%	-100%		
Revenues less Expenditures	\$ -	\$ (157)	\$ -	\$ -	\$ -

- Public Trustee activity was moved from the General Fund to a separate custodial fund in 2019 in connection with the implementation of Government Accounting Standards Board Statement Number 84.
- You can find information for years 2019 to 2023 in the [Public Trustee Fund](#) section of this book.

General Fund - District Attorney

The Office of the District Attorney (DA), Fifth Judicial District, operates the district attorney function for the counties of Clear Creek, Eagle, Lake, and Summit. The overall cost of the DA's office is split between each of the counties based on a formula that considers population, assessed valuation, taxable sales, and caseload of each county.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$2,427,519	N/A			\$44.04	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Expenditures</i>					
Intergovernmental	\$ 1,957,129	\$ 1,968,358	\$ 1,712,642	\$ 2,199,251	\$ 2,427,519
<i>Total Expenditures</i>	\$ 1,957,129	\$ 1,968,358	\$ 1,712,642	\$ 2,199,251	\$ 2,427,519
% Inc/Dec	13%	1%	-13%	28%	10%
Revenues less Expenditures	\$ (1,957,129)	\$ (1,968,358)	\$ (1,712,642)	\$ (2,199,251)	\$ (2,427,519)

- In Colorado, District Attorneys are elected for each of the 22 judicial districts in the state. The DA's office maintains its own books and records and is responsible for approving its budget.
- The 5th Judicial District DA's office has total budgeted expenditures of \$5.6 million for 2023 (an 11% increase from \$5 million in 2022). The majority of the increase is due to an increase in the number and cost of staffing.
- These expenditures are paid for by a combination of contributions from each of the four counties, grant revenue, and mandated costs. The contributions from each of the four counties is determined using a formula based upon the following factors within each county: population, assessed valuation, net taxable sales and actual caseload within each county.
- This budget represents Eagle County's contribution to the DA's office.

General Fund - Board of Equalization

The County Board of Equalization (CBOE) reviews the valuations of all taxable property appearing in the assessment roll of the county. The board may correct any errors made by the assessor by raising, lowering, or adjusting any valuation so that it is just and equalized within the county. Pursuant to C.R.S. 39-8-102, the CBOE appoints independent hearing officers who are experienced in property valuation to conduct hearings, make findings, and submit recommendations to the CBOE for final decision.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$70,990	0.3			\$1.29	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Expenditures</i>					
FTEs	0.2	0.1	0.2	0.1	0.3
Salaries & Benefits	\$ 21,930	\$ 5,907	\$ 26,712	\$ 16,521	\$ 42,140
Services	\$ 63,734	\$ 10,150	\$ 48,273	\$ 48,250	\$ 28,250
Supplies	\$ 621	\$ -	\$ 600	\$ 600	\$ 600
<i>Total Expenditures</i>	\$ 86,285	\$ 16,057	\$ 75,584	\$ 65,371	\$ 70,990
% Inc/Dec		-81%	371%	-14%	9%
Revenues less Expenditures	\$ (86,285)	\$ (16,057)	\$ (75,584)	\$ (65,371)	\$ (70,990)

- 2023 is a reappraisal year, so we expect increased costs for hearing officers in 2023 compared to the prior year.

General Fund - Elected Officials/Surrendered Funds

This department was created in 2020 to account for all found, abandoned, and donated money collected by the Sheriff's office. The money in this department can be used by any elected official for recognizing and rewarding employees or for reinvesting into the local community.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$24,976	N/A			\$0.45	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ 5,024	\$ 5,024
<i>Total Revenues</i>	\$0	\$0	\$0	\$5,024	\$5,024
% Inc/Dec					0%
<i>Expenditures</i>					
Services	\$ -	\$ -	\$ 3,000	\$ 20,250	\$ 22,500
Supplies	\$ -	\$ 4,000	\$ -	\$ 9,750	\$ 7,500
<i>Total Expenditures</i>	\$ -	\$ 4,000	\$ 3,000	\$ 30,000	\$ 30,000
% Inc/Dec			-25%	900%	0%
Revenues less Expenditures	\$ -	\$ (4,000)	\$ (3,000)	\$ (24,976)	\$ (24,976)

- We expect expenditures to be similar to 2022 amounts.

General Fund - Administration

It is the duty of the county manager to assist all elected officials and department heads in the performance of their duties. The county manager is one of two positions appointed by the BoCC. The other is the county attorney.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,706,469	7.0			\$30.96	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Charges for Services	\$ 80,539	\$ 65,172	\$ 90,428	\$ 83,019	\$ 90,891
Federal Grants	\$ -	\$ 202,442	\$ 42,500	\$ -	\$ -
Grants - Non Federal	\$ 18,250	\$ 36,540	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 12,500	\$ -	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$111,289	\$304,154	\$132,928	\$83,019	\$90,891
% Inc/Dec		173%	-56%	-38%	9%
<i>Expenditures</i>					
FTEs	6.0	6.0	6.0	7.0	7.0
Salaries & Benefits	\$ 1,055,441	\$ 1,090,350	\$ 1,048,735	\$ 1,262,673	\$ 1,320,757
Services	\$ 385,011	\$ 152,843	\$ 146,812	\$ 339,055	\$ 218,025
Supplies	\$ 12,333	\$ 3,763	\$ 6,982	\$ 17,953	\$ 11,078
Intergovernmental	\$ 211,220	\$ 194,331	\$ 247,500	\$ 247,500	\$ 247,500
<i>Total Expenditures</i>	\$ 1,664,006	\$ 1,441,288	\$ 1,450,029	\$ 1,867,181	\$ 1,797,360
% Inc/Dec	21%	-13%	1%	29%	-4%
Revenues less Expenditures	\$ (1,552,717)	\$ (1,137,133)	\$ (1,317,101)	\$ (1,784,162)	\$ (1,706,469)

- Revenue includes the continuation of the front country ranger program, in which all municipalities participate with Eagle County to fund additional United States Forest Service programs in Eagle County.
- Services include \$50,000 for consulting and strategic plan priorities (this was \$175,000 in 2022) and \$150,000 to improve organizational policies, practices, and performance by leveraging equity, diversity, and inclusion.
- Intergovernmental expenditures include contributions to the front country ranger program (\$160,000) and Vail Pass safety (\$87,500).
- A vacant position was moved from administration to facilities to hire a new facilities director and an administrative assistant position was added to this department in 2022.

General Fund - Economic Resiliency

The economic resiliency department supports Eagle County's economic disaster response and recovery, while also expanding long-term economic resiliency initiatives. It hosts the Northwest Colorado Small Business Development Center on behalf of the region, expenses of which are offset by federal and state grants and sponsor contributions.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$319,440	3.2			\$5.79	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ 80,000	\$ 93,119	\$ 217,187	\$ 210,000	\$ 260,000
Grants - Non Federal	\$ 100,870	\$ 17,465	\$ 5,689	\$ 81,700	\$ 55,000
Charges for Services	\$ -	\$ -	\$ -	\$ 6,000	\$ 5,000
Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$180,870	\$110,584	\$222,876	\$297,700	\$320,000
% Inc/Dec		-39%	102%	34%	7%
<i>Expenditures</i>					
FTEs	1.0	1.0	1.3	2.3	3.2
Salaries & Benefits	\$ 43,148	\$ 113,245	\$ 137,219	\$ 230,417	\$ 317,970
Services	\$ 27,309	\$ 186,595	\$ 180,731	\$ 220,302	\$ 299,770
Supplies	\$ 2,695	\$ 3,224	\$ 8,281	\$ 20,000	\$ 21,700
<i>Total Expenditures</i>	\$ 73,152	\$ 303,064	\$ 326,230	\$ 470,719	\$ 639,440
% Inc/Dec		314%	8%	44%	36%
Revenues less Expenditures	\$ 107,718	\$ (192,480)	\$ (103,354)	\$ (173,019)	\$ (319,440)

- The economic resiliency department was formalized in 2022 to dedicate .5 FTE to Eagle County's economic development priorities. From 2019-2021, all staff time was budgeted to the grant funded Northwest Colorado Small Business Development Center (SBDC).
- Revenue is reflective of SBDC funding sources which offset the entirety of the regional program.
- Revenue has steadily increased as the program has grown and applied for additional funds, which also necessitates higher program costs and an increase in staffing.
- In addition to the SBDC program costs, purchased services include managed contracts for economic development initiatives. The Vail Valley Partnership contract has increased slightly to \$150,000, the Basalt Chamber contract is \$15,000 and an additional \$40,000 has been set aside for new contracts, all of which provide services to further the BoCC strategic goals of creating a resilient economy and supporting our workforce.
- The increase in FTE for 2023 represents the conversion of a part-time SBDC Program Coordinator to a full-time position as well as retaining an occasional position for help as needed.

General Fund - Attorney

The county attorney is appointed by the Board of County Commissioners to provide legal services to all elected county officials, departments, boards and commissions. The attorney's office represents the BoCC in all legal matters including the preparation of contracts and the prosecution and defense of lawsuits by and against the county.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,735,051	7.0			\$23.45	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Miscellaneous Revenue	\$ 2,261	\$ 4,734	\$ 23,977	\$ -	\$ 5,000
<i>Total Revenues</i>	\$ 2,261	\$ 4,734	\$ 23,977	\$ -	\$ 5,000
% Inc/Dec	-43%	109%	407%	-100%	
<i>Expenditures</i>					
FTEs	6.0	6.0	7.0	7.0	7.0
Salaries & Benefits	\$ 997,274	\$ 996,858	\$ 1,105,077	\$ 1,258,660	\$ 1,336,259
Services	\$ 293,476	\$ 431,438	\$ 366,501	\$ 640,175	\$ 397,776
Supplies	\$ 5,806	\$ 2,549	\$ 5,387	\$ 19,000	\$ 6,016
<i>Total Expenditures</i>	\$ 1,296,556	\$ 1,430,845	\$ 1,476,965	\$ 1,917,835	\$ 1,740,051
% Inc/Dec	13%	10%	3%	30%	-9%
Revenues less Expenditures	\$ (1,294,295)	\$ (1,426,111)	\$ (1,452,988)	\$ (1,917,835)	\$ (1,735,051)

- Services for 2023 reflect the ongoing but decreased need of litigation support for tax appeals.

General Fund - Finance

The finance department is responsible for preparing and monitoring the county's annual budget, compiling financial information, and contracting for and assisting with annual audits of all county finances. It also manages all borrowings for the county. The department performs the accounting duties for all funds, processes invoices and payroll, and monitors grants received by the county.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,183,314	8.0			\$21.47	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ 2,658	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$0	\$2,658	\$0	\$0	\$0
% Inc/Dec			-100%		
<i>Expenditures</i>					
FTEs	6.5	7.0	8.0	8.0	8.0
Salaries & Benefits	\$ 741,534	\$ 823,421	\$ 935,011	\$ 1,014,821	\$ 1,154,047
Services	\$ 101,848	\$ 92,696	\$ 14,306	\$ 93,098	\$ 25,717
Supplies	\$ 2,646	\$ 17,689	\$ 3,370	\$ 4,450	\$ 3,550
<i>Total Expenditures</i>	\$ 846,029	\$ 933,807	\$ 952,688	\$ 1,112,369	\$ 1,183,314
% Inc/Dec	4%	10%	2%	17%	6%
Revenues less Expenditures	\$ (846,029)	\$ (931,149)	\$ (952,688)	\$ (1,112,369)	\$ (1,183,314)

- Service expense is decreasing in 2023 due to a one time expense in 2022 for a short term rental nexus study.

General Fund - Finance Administrative

The purpose of this department is to collect revenue that impacts several General Fund departments, including property tax and sales tax revenue as well as the charge and collection of administrative fees to other county funds.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$35,042,739	N/A			\$635.67	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Property Taxes	\$ 16,311,773	\$ 15,475,710	\$ 15,234,686	\$ 15,608,368	\$ 15,540,521
Sales & Other Taxes	\$ 13,516,740	\$ 13,301,523	\$ 16,711,467	\$ 20,007,808	\$ 20,007,808
Internal Service Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Grants	\$ 3,001,732	\$ 3,224,161	\$ 2,822,907	\$ 4,291,000	\$ 3,340,000
Charges for Services	\$ 212,084	\$ 221,120	\$ 333,102	\$ 191,826	\$ 215,214
Rental	\$ 10,384	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 158,917	\$ 759,129	\$ 161,698	\$ -	\$ -
Interfund Transfers In	\$ 1,020,000	\$ -	\$ -	\$ -	\$ 405
<i>Total Revenues</i>	\$ 34,231,629	\$ 32,981,643	\$ 35,263,859	\$ 40,099,002	\$ 39,103,948
% Inc/Dec	5%	-4%	7%	14%	-2%
<i>Expenditures</i>					
Salaries & Benefits	\$ 35,324	\$ 637,704	\$ 916,029	\$ 1,801,028	\$ 674,154
Miscellaneous	\$ 275,314	\$ 459,360	\$ 143,000	\$ 1,566,000	\$ 600,000
Services	\$ (3,263,156)	\$ (3,395,845)	\$ (2,933,173)	\$ (3,040,976)	\$ (3,236,849)
Internal Service Fees	\$ 734	\$ 771	\$ 955	\$ 1,515	\$ 1,208
Intergovernmental	\$ 2,939,269	\$ 2,912,155	\$ 3,353,100	\$ 4,330,493	\$ 4,504,234
Supplies	\$ 18,379	\$ 12,082	\$ 17,526	\$ 18,000	\$ 18,462
Interfund Transfers Out	\$ 2,389,687	\$ 2,397,315	\$ 7,262,891	\$ 4,881,550	\$ 1,500,000
<i>Total Expenditures</i>	\$ 2,395,552	\$ 3,023,543	\$ 8,760,328	\$ 9,557,610	\$ 4,061,209
% Inc/Dec	77%	26%	190%	9%	-58%
Revenues less Expenditures	\$ 31,836,077	\$ 29,958,100	\$ 26,503,531	\$ 30,541,392	\$ 35,042,739

- In the [Revenue Trends](#) section of this document we talk in detail about our projections for property tax and sales and other tax revenues.
- The federal grant revenue includes payment in lieu of taxes - which is split between the General Fund and Road and Bridge fund as well as the National Forest payment that will be paid to the school districts through the Secure Rural Schools program. This program payment shows up in the intergovernmental expense classification.
- Salaries and benefits in this department represent a placeholder for equity and compensation studies that are being completed in 2023. The budget will allow recommended changes to staff wages to be addressed.
- The negative amount in services represents the collection of an administrative fee from other county funds.
- The transfer out is to the Public Health fund. Details on how Public Health will spend this money is explained on its fund [page](#).

General Fund - Human Resources

Every employee is an integral part of the success of Eagle County. The human resources department is responsible for maintaining the personnel function for the county, including competitive compensation and benefits programs, training and development, and employee recognition, motivation, and wellness programs.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,976,108	7.0			\$35.85	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Expenditures</i>					
FTEs	6.0	6.0	6.0	7.0	7.0
Salaries & Benefits	\$ 716,547	\$ 780,408	\$ 822,587	\$ 983,190	\$ 1,453,403
Services	\$ 337,849	\$ 288,504	\$ 314,276	\$ 449,555	\$ 520,555
Supplies	\$ 1,795	\$ 3,705	\$ 1,237	\$ 2,150	\$ 2,150
<i>Total Expenditures</i>	\$ 1,056,191	\$ 1,072,618	\$ 1,138,100	\$ 1,434,895	\$ 1,976,108
% Inc/Dec	15%	2%	6%	26%	38%
Revenues less Expenditures	\$ (1,056,191)	\$ (1,072,618)	\$ (1,138,100)	\$ (1,434,895)	\$ (1,976,108)

- Salaries and benefits include the cost of the human resources staff as well as \$325,000 for a new hiring/retention incentive program, \$65,000 for a spot bonus program and \$83,700 for service awards to be used throughout the organization.
- Services include recruiting expenses, and the ongoing costs of our human resource management software, which includes payroll processing.

General Fund - Communications and ECGTV

The communications department is responsible for facilitating transparency in Eagle County Government. It focuses on four core areas; public outreach, media relations, crisis communications and internal communications.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$866,146	7.0			\$15.71	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Charges for Services	\$ 431,305	\$ 423,820	\$ 425,230	\$ 410,000	\$ 410,000
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$ 431,305	\$ 423,820	\$ 425,230	\$ 410,000	\$ 410,000
% Inc/Dec	-3%	-2%	0%	-4%	0%
<i>Expenditures</i>					
FTEs	5.0	6.0	6.0	7.0	7.0
Salaries & Benefits	\$ 537,665	\$ 673,365	\$ 626,109	\$ 858,433	\$ 942,536
Services	\$ 78,974	\$ 148,836	\$ 74,702	\$ 328,058	\$ 244,890
Internal Service Fees	\$ 5,354	\$ 4,952	\$ 7,330	\$ 5,833	\$ 5,520
Supplies	\$ 90,081	\$ 57,089	\$ 40,288	\$ 79,900	\$ 83,200
Capital Outlay	\$ -	\$ -	\$ 36,928	\$ -	\$ -
<i>Total Expenditures</i>	\$ 712,075	\$ 884,241	\$ 785,358	\$ 1,272,224	\$ 1,276,146
% Inc/Dec	2%	24%	-11%	62%	0%
Revenues less Expenditures	\$ (280,770)	\$ (460,421)	\$ (360,128)	\$ (862,224)	\$ (866,146)

- A community engagement specialist position was added to this department in 2022 and will remain in 2023 to ensure that we are communicating and engaging with our community in a positive and culturally appropriate manner.
- Charges for services are the amounts paid by cable companies for franchise fees.

General Fund - Innovation and Technology

The innovation and technology (IT) department has overall responsibility for planning and implementing technology solutions and infrastructure within Eagle County Government. It supports county IT customers and protects county assets and data from harm.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$3,322,405	12.2			\$60.27	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ 14,601	\$ -	\$ -	\$ -
Grants - Non Federal	\$ -	\$ -	\$ 7,942	\$ 19,130	\$ -
Miscellaneous Revenue	\$ 700	\$ 1,112	\$ 270	\$ -	\$ -
<i>Total Revenues</i>	\$ 700	\$ 15,713	\$ 8,211	\$ 19,130	\$ -
% Inc/Dec	764%	2145%	-48%	133%	-100%
<i>Expenditures</i>					
FTEs	11.2	11.2	11.0	11.2	12.2
Salaries & Benefits	\$ 1,236,653	\$ 1,302,014	\$ 1,301,968	\$ 1,405,737	\$ 1,669,032
Services	\$ 943,334	\$ 995,765	\$ 1,043,083	\$ 1,126,101	\$ 1,255,723
Internal Service Fees	\$ 905	\$ 731	\$ -	\$ -	\$ -
Supplies	\$ 184,691	\$ 126,711	\$ 115,666	\$ 462,991	\$ 397,650
Capital Outlay	\$ 16,320	\$ -	\$ -	\$ -	\$ -
<i>Total Expenditures</i>	\$ 2,381,903	\$ 2,425,221	\$ 2,460,717	\$ 2,994,829	\$ 3,322,405
% Inc/Dec	5%	2%	1%	22%	11%
Revenues less Expenditures	\$ (2,381,203)	\$ (2,409,508)	\$ (2,452,506)	\$ (2,975,699)	\$ (3,322,405)

- This department added a Cybersecurity Analyst position in 2022 to address the increased risks of cyber related threats.
- The IT department pays for many of the organization's business application software products within the services classification. These software applications include Collectware, Eagle Assessor, Energov, GIS, and New World. The price of these contracts typically increases between 3-5% each year. Additionally, IT infrastructure costs are included in this classification, and these products include data connectivity services, workstation licensing, cyber security, and support.
- Supplies include personal computers and applications for new staff members as well as replacement costs for existing staff.

General Fund - GIS

The geographic information system (GIS) department generates and maintains spatial information which aids in the creation of maps and data analysis to support county departments and their customers. The department provides strategic GIS support to departments while offering data dissemination and display, map production, and property queries to the public through the GIS Viewer.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$283,925	1.9			\$5.15	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ 1,823	\$ -	\$ -	\$ -
Charges for Services	\$ 4,595	\$ 5,570	\$ 3,399	\$ 5,000	\$ 2,500
<i>Total Revenues</i>	\$ 4,595	\$ 7,393	\$ 3,399	\$ 5,000	\$ 2,500
% Inc/Dec	-59%	61%	-54%	47%	-50%
<i>Expenditures</i>					
FTEs	1.9	1.9	1.9	1.9	1.9
Salaries & Benefits	\$ 242,282	\$ 249,182	\$ 248,934	\$ 255,848	\$ 280,517
Services	\$ 6,043	\$ 283	\$ 562	\$ 4,338	\$ 3,638
Supplies	\$ 1,885	\$ 1,361	\$ 878	\$ 1,570	\$ 2,270
<i>Total Expenditures</i>	\$ 250,210	\$ 250,826	\$ 250,374	\$ 261,756	\$ 286,425
% Inc/Dec	4%	0%	0%	5%	9%
Revenues less Expenditures	\$ (245,615)	\$ (243,433)	\$ (246,975)	\$ (256,756)	\$ (283,925)

- We expect costs in this department to remain stable in 2023.

General Fund - Planning

The planning department processes land use files, provides customer service for zoning inquiries, and develops and implements long range planning.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,023,887	7.0			\$18.57	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ 37,480	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ -	\$ -	\$ 181	\$ -	\$ -
Charges for Services	\$ 147,498	\$ 81,375	\$ 113,559	\$ 67,300	\$ 67,300
<i>Total Revenues</i>	\$ 147,498	\$ 118,855	\$ 113,740	\$ 67,300	\$ 67,300
% Inc/Dec	-1%	-19%	-4%	-41%	0%
<i>Expenditures</i>					
FTEs	7.0	9.0	9.0	7.0	7.0
Salaries & Benefits	\$ 739,226	\$ 907,594	\$ 805,754	\$ 724,020	\$ 968,329
Services	\$ 70,298	\$ 112,019	\$ 165,770	\$ 114,812	\$ 102,190
Internal Service Fees	\$ 12,887	\$ 13,171	\$ 6,694	\$ 8,002	\$ 13,868
Supplies	\$ 16,492	\$ 2,586	\$ 1,624	\$ 2,200	\$ 6,800
Grants & Contributions Issued	\$ -	\$ -	\$ -		\$ -
<i>Total Expenditures</i>	\$ 838,902	\$ 1,035,370	\$ 979,842	\$ 849,034	\$ 1,091,187
% Inc/Dec	-11%	23%	-5%	-13%	29%
Revenues less Expenditures	\$ (691,405)	\$ (916,515)	\$ (866,102)	\$ (781,734)	\$ (1,023,887)

- Two positions were moved from Planning to a new [Neighborhood Services](#) department in 2022.

General Fund - Facilities Management

Facilities management provides property management services for all county buildings, fairgrounds and meeting room rental programs, security, maintenance, and planning and development for county facilities.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$4,403,359	16.3			\$79.88	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Charges for Services	\$ 36,164	\$ 50,737	\$ 55,601	\$ 52,496	\$ 49,996
Federal Grants	\$ -	\$ 12,651	\$ 50,000	\$ -	\$ -
Rental	\$ 103,502	\$ 71,392	\$ 83,301	\$ 71,860	\$ 85,860
Miscellaneous Revenue	\$ 17,154	\$ -	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$ 156,821	\$ 134,779	\$ 188,903	\$ 124,356	\$ 135,856
% Inc/Dec	34%	-14%	40%	-34%	9%
<i>Expenditures</i>					
FTEs	13.2	14.2	12.2	13.2	16.3
Salaries & Benefits	\$ 1,337,753	\$ 1,405,826	\$ 1,175,392	\$ 1,423,639	\$ 1,838,943
Services	\$ 1,685,603	\$ 1,638,364	\$ 2,004,098	\$ 2,431,011	\$ 2,198,462
Internal Service Fees	\$ 113,263	\$ 127,550	\$ 148,620	\$ 216,371	\$ 229,563
Supplies	\$ 155,160	\$ 113,114	\$ 207,004	\$ 237,850	\$ 243,000
Capital Outlay	\$ 29,121	\$ 29,887	\$ 36,462	\$ 258,055	\$ 29,247
<i>Total Expenditures</i>	\$ 3,320,901	\$ 3,314,741	\$ 3,571,575	\$ 4,566,926	\$ 4,539,215
% Inc/Dec	6%	0%	8%	28%	-1%
Revenues less Expenditures	\$ (3,164,080)	\$ (3,179,962)	\$ (3,382,673)	\$ (4,442,570)	\$ (4,403,359)

- The facilities department budgets for the majority of the utilities and service contracts across county properties. We expect the cost of utilities to increase in 2023.
- A reduction in services is due to one time projects that occurred in 2022 that are not recurring in 2023.
- This department's capital outlay and leases are explained in the [Capital Expenditures](#) section of this book.
- Two FTE were added to facilities management from other departments, a vacant position from administration was moved to this department to hire a facilities director and the energy efficiency manager moved from resiliency to this department.
- Additionally .5 FTE was added during 2022 and a coordinator position changed to be fully allocated to facilities management instead of split between departments.

General Fund - Project Management

The project management department provides construction management for all phases of capital improvement projects, such as remodeling, renovation and new construction.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$444,631	3.0			\$8.07	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ 137	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$0	\$137	\$0	\$0	\$0
% Inc/Dec			-100%		
<i>Expenditures</i>					
FTEs	2.0	2.0	2.0	2.0	3.0
Salaries & Benefits	\$ 234,790	\$ 242,216	\$ 229,054	\$ 242,673	\$ 384,081
Services	\$ 12,815	\$ 14,154	\$ 21,575	\$ 43,010	\$ 43,060
Internal Service Fees	\$ 12,336	\$ 13,965	\$ 13,354	\$ 12,963	\$ 14,220
Supplies	\$ 2,250	\$ 367	\$ 2,235	\$ 3,270	\$ 3,270
Capital Outlay	\$ -	\$ -	\$ 7,389	\$ -	\$ -
<i>Total Expenditures</i>	\$ 262,191	\$ 270,702	\$ 273,607	\$ 301,916	\$ 444,631
% Inc/Dec	-3%	3%	1%	10%	47%
Revenues less Expenditures	\$ (262,191)	\$ (270,564)	\$ (273,607)	\$ (301,916)	\$ (444,631)

- Due to a high number of current and upcoming projects an additional project manager position has been added to this department for 2023.

General Fund - Emergency Management

The emergency management department works to protect lives and property in Eagle County through effective emergency management practices and procedures. The department coordinates with local response agencies to prevent, prepare for, mitigate, respond to and recover from natural or human caused emergency situations.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$279,778	2.0			\$5.08	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ 60,000	\$ 60,000	\$ 60,000	\$ 60,817	\$ 126,830
Grants - Non Federal	\$ 8,800	\$ 50,000	\$ 11,344	\$ 10,866	\$ -
<i>Total Revenues</i>	\$ 68,800	\$ 110,000	\$ 71,344	\$ 71,683	\$ 126,830
% Inc/Dec	7%	60%	-35%	0%	77%
<i>Expenditures</i>					
FTEs	1.0	1.0	1.0	2.0	2.0
Salaries & Benefits	\$ 118,564	\$ 142,453	\$ 146,242	\$ 257,201	\$ 269,547
Services	\$ 153,350	\$ 72,083	\$ 64,527	\$ 42,976	\$ 106,207
Internal Service Fees	\$ 8,073	\$ 9,307	\$ 9,497	\$ 13,315	\$ 20,154
Supplies	\$ 1,708	\$ 3,381	\$ 4,019	\$ 21,585	\$ 10,700
<i>Total Expenditures</i>	\$ 281,696	\$ 227,224	\$ 224,286	\$ 335,077	\$ 406,608
% Inc/Dec	21%	-19%	-1%	49%	21%
Revenues less Expenditures	\$ (212,896)	\$ (117,224)	\$ (152,942)	\$ (263,394)	\$ (279,778)

- 2023 includes a new expense for contract mitigation planning. This has added \$63,000 to the department's budgeted expenses. We expect to receive \$56,700 in new grant revenue associated with this project. The mitigation plan is on a 5-year update cycle, so this will not be a new annual ongoing cost.
- In 2023, the Public Safety Council funds were moved from the Sheriff's Office budget into the Emergency Management budget. \$15,000 is budgeted annually to support Public Safety Council projects that contribute to the overall health and safety of our community.

General Fund - Emergency Incident Response

This department was created in 2018 for budgeting and tracking the costs of any emergency incidents that occur in Eagle County. The county manager authorizes the use of funds budgeted in this department.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$0	N/A			\$0.00	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Charges for Services	\$ -	\$ 47,803	\$ -	\$ -	\$ -
Federal Grants	\$ -	\$ 1,172,854	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$ -	\$ 1,220,657	\$ -	\$ -	\$ -
% Inc/Dec			-100%		
<i>Expenditures</i>					
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Services	\$ 13,569	\$ 2,267,366	\$ 2,339,533	\$ -	\$ -
Supplies	\$ -	\$ 157,498	\$ 12,424	\$ -	\$ -
<i>Total Expenditures</i>	\$ 13,569	\$ 2,424,864	\$ 2,351,957	\$ -	\$ -
% Inc/Dec	-91%	17771%	-3%	-100%	
Revenues less Expenditures	\$ (13,569)	\$ (1,204,207)	\$ (2,351,957)	\$ -	\$ -

- No costs are currently anticipated in this department. Should an emergency arise, we will use the budget amendment process to include expenditures for the department.

General Fund - Fire Mitigation

Added in 2021, the fire mitigation department works to protect lives and property in Eagle County through effective fire mitigation practices and procedures. The department coordinates with local response agencies to prevent, prepare for, mitigate, respond to and recover from natural or human caused fires.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,409,412	2.0			\$25.57	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Charges for Services	\$ -	\$ -	\$ 27,800	\$ 15,000	\$ 15,000
Grants - Non Federal	\$ -	\$ -	\$ 10,000	\$ -	\$ 50,000
<i>Total Revenues</i>	\$0	\$0	\$37,800	\$ 15,000	\$ 65,000
% Inc/Dec				-60%	333%
<i>Expenditures</i>					
FTEs	0.0	0.0	1.0	2.0	2.0
Salaries & Benefits	\$ -	\$ -	\$ 158,502	\$ 202,524	\$ 224,888
Services	\$ -	\$ -	\$ 120,470	\$ 885,005	\$ 1,220,838
Internal Service Fees	\$ -	\$ -	\$ -	\$ 23,798	\$ 23,086
Supplies	\$ -	\$ -	\$ 5,219	\$ 4,100	\$ 5,600
<i>Total Expenditures</i>	\$0	\$0	\$284,191	\$ 1,115,427	\$ 1,474,412
% Inc/Dec				292%	32%
Revenues less Expenditures	\$ -	\$ -	\$ (246,391)	\$ (1,100,427)	\$ (1,409,412)

- The increase in services is for landscape fuels reduction, REALFire support (cost-share and chipping), funding for Eagle County and Roaring Fork Valley Wildfire Collaboratives, and matching funds leveraged against several grants including: Action, Implementation and Mitigation (AIM) grant, Forest Restoration and Wildfire Risk Mitigation (FRWRM) grant(s), Community Wildfire Defense (CWDG) grant for the Community Wildfire Protection Plan (CWPP) update, Bureau of Land Management (BLM) Community Assistance.

General Fund - Animal Services

Animal services provides care and shelter to stray animals in need while maintaining a safe community and promoting responsible pet ownership through outreach, education, and enforcement.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$726,237	9.0			\$13.17	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ 32,242	\$ -	\$ -	\$ -
Grants - Non Federal	\$ 11,268	\$ 19,686	\$ 10,959	\$ 7,000	\$ 7,000
Charges for Services	\$ 226,768	\$ 298,410	\$ 279,933	\$ 282,000	\$ 280,500
Miscellaneous Revenue	\$ 4,502	\$ 3,285	\$ 4,367	\$ 3,000	\$ 3,000
<i>Total Revenues</i>	\$ 242,538	\$ 353,623	\$ 295,259	\$ 292,000	\$ 290,500
% Inc/Dec	7%	46%	-17%	-1%	-1%
<i>Expenditures</i>					
FTEs	8.5	8.6	8.6	9.0	9.0
Salaries & Benefits	\$ 692,389	\$ 713,195	\$ 697,046	\$ 781,290	\$ 819,175
Services	\$ 92,925	\$ 77,650	\$ 67,681	\$ 85,186	\$ 87,345
Internal Service Fees	\$ 39,857	\$ 42,563	\$ 46,932	\$ 53,247	\$ 59,107
Supplies	\$ 34,888	\$ 33,925	\$ 43,066	\$ 45,000	\$ 51,110
<i>Total Expenditures</i>	\$ 860,058	\$ 867,334	\$ 854,725	\$ 964,723	\$ 1,016,737
% Inc/Dec	6%	1%	-1%	13%	5%
Revenues less Expenditures	\$ (617,520)	\$ (513,710)	\$ (559,466)	\$ (672,723)	\$ (726,237)

- Animal Services operations are expected to remain stable for 2023.

General Fund - Neighborhood Services

New in 2022, the neighborhood services department mission is to preserve and enhance the liveability, health, safety and general welfare of Eagle County's residents and visitors through community engagement, courtesy, professionalism, and integrity.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$169,869	2.0			\$3.08	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Charges for Services	\$ -	\$ -	\$ -	\$ 63,000	\$ 48,000
<i>Total Revenues</i>	\$0	\$0	\$0	\$63,000	\$48,000
% Inc/Dec					-24%
<i>Expenditures</i>					
FTEs	0.0	0.0	0.0	2.0	2.0
Salaries & Benefits	\$ -	\$ -	\$ -	\$ 196,700	\$ 213,759
Services	\$ -	\$ -	\$ -	\$ 2,840	\$ 3,360
Supplies	\$ -	\$ -	\$ -	\$ 400	\$ 750
<i>Total Expenditures</i>	\$0	\$0	\$0	\$ 199,940	\$ 217,869
% Inc/Dec					9%
Revenues less Expenditures	\$0	\$0	\$0	\$ (136,940)	\$ (169,869)

- Prior to 2022, this department was included in the planning department.
- Charges for services include fees for marijuana licenses.

General Fund - Natural Resources

New in 2021 the natural resources department works to protect and enhance the natural resources of Eagle County by working with partners to proactively support the community and regional efforts to protect water quantity and quality, wildlife and other natural resource management initiatives.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$603,342	2.7			\$10.94	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$0	\$0	\$0	\$0	\$0
% Inc/Dec					
<i>Expenditures</i>					
FTEs	0.0	0.0	1.0	1.0	2.7
Salaries & Benefits	\$ -	\$ -	\$ 94,995	\$ 99,805	\$ 344,908
Services	\$ -	\$ -	\$ 238,346	\$ 245,431	\$ 257,684
Supplies	\$ -	\$ -	\$ 689	\$ 750	\$ 750
<i>Total Expenditures</i>	\$0	\$0	\$334,030	\$ 345,986	\$ 603,342
% Inc/Dec				4%	74%
Revenues less Expenditures	\$0	\$0	-\$334,030	\$ (345,986)	\$ (603,342)

- Services for this department fund partner programs that work to ensure our waterways are protected and include agreements with local conservation districts. Additional services include water gauge and aquatic nuisance species monitoring.
- The increased FTE is from the addition of a senior environmental specialist position as well as the open space director position changing to director of open space and natural resources and the costs for that position being split between open space and natural resources.

General Fund - Environmental Health

Environmental health works to protect Eagle County citizens and visitors by assessing environmental risks and providing effective service and education programs. Program areas include on-site wastewater treatment, consumer protection, code enforcement, and land use review.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$0	0.0			\$0.00	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Grants - Non Federal	\$ 30,000	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 219,972	\$ -	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$ 249,972	\$ -	\$ -	\$ -	\$ -
% Inc/Dec	26%	-100%			
<i>Expenditures</i>					
FTEs	6.5	0.0	0.0	0.0	0.0
Salaries & Benefits	\$ 545,779	\$ -	\$ -	\$ -	\$ -
Services	\$ 168,343	\$ 26	\$ -	\$ -	\$ -
Internal Service Fees	\$ 7,860	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 5,204	\$ -	\$ -	\$ -	\$ -
<i>Total Expenditures</i>	\$ 727,186	\$ 26	\$ -	\$ -	\$ -
% Inc/Dec	5%	-100%	-100%		
Revenues less Expenditures	\$ (477,214)	\$ (26)	\$ -	\$ -	\$ -

- Beginning in 2020, the environmental health department has been moved to the [Public Health fund](#) to more closely align the departments working within the Public Health and Environment division of Eagle County Government. We will continue to show actual expenditures prior to 2020 in the General Fund.

General Fund - Resiliency (formerly Sustainable Communities)

The resiliency team works to develop new workforce housing units and the local economy in ways that improve lives and protect our climate. The resiliency department works to implement the Climate Action Plan in county operations and within the larger community. Our shared community goal is to reduce greenhouse gas emissions 25% by 2025.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,623,693	3.0			\$29.45	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Charges for Services	\$ 289,362	\$ 236,646	\$ 270,578	\$ 200,000	\$ 200,000
Federal Grants	\$ -	\$ 159,679	\$ -	\$ -	\$ -
Grants - Non Federal	\$ 822,045	\$ 19,958	\$ 273,041	\$ 30,695	\$ -
<i>Total Revenues</i>	\$ 1,111,407	\$ 416,282	\$ 543,619	\$ 230,695	\$ 200,000
% Inc/Dec	147%	-63%	31%	-58%	-13%
<i>Expenditures</i>					
FTEs	4.0	4.0	3.0	4.0	3.0
Salaries & Benefits	\$ 465,471	\$ 564,322	\$ 266,362	\$ 473,325	\$ 433,037
Miscellaneous	\$ 772,045	\$ 19,958	\$ 273,041	\$ 30,695	\$ -
Services	\$ 491,994	\$ 664,178	\$ 798,746	\$ 1,545,029	\$ 1,373,656
Internal Service Fees	\$ 6,755	\$ 7,371	\$ 7,826	\$ -	\$ -
Supplies	\$ 62,682	\$ 13,872	\$ 3,604	\$ 24,500	\$ 17,000
<i>Total Expenditures</i>	\$ 1,798,947	\$ 1,269,700	\$ 1,349,578	\$ 2,073,549	\$ 1,823,693
% Inc/Dec	40%	-29%	6%	54%	-12%
Revenues less Expenditures	\$ (687,539)	\$ (853,418)	\$ (805,959)	\$ (1,842,854)	\$ (1,623,693)

- A climate programs coordinator position was hired in July of 2022 to ensure that the county is moving towards its sustainability goals in all of the work that it does.
- In 2023 there will be a focus on project implementation, the diversification of partnerships, as well as contracting with experts, technical contractors and vendors.
- In 2023, the energy efficiency manager position moved from resiliency to facilities management.

General Fund - Engineering

The engineering department oversees the planning and design of public works projects. Engineers review development applications; provide construction, traffic and support engineering; oversee county floodplain administration; and issue floodplain development, road cut, grading and access permits.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,173,789	8.0			\$21.29	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
Revenues					
Federal Grants	\$ 408,980	\$ 9,302	\$ -	\$ -	\$ -
Grants - Non Federal	\$ -	\$ -	\$ -	\$ 11,350	\$ 11,350
Charges for Services	\$ 3,552,628	\$ 12,185	\$ 22,851	\$ 17,850	\$ 18,350
Miscellaneous Revenue	\$ -	\$ 11,208	\$ -	\$ -	\$ -
Total Revenues	\$ 3,961,608	\$ 21,487	\$ 22,851	\$ 29,200	\$ 29,700
% Inc/Dec	15837%	-99%	6%	28%	2%
Expenditures					
FTEs	7.0	7.0	7.0	8.0	8.0
Salaries & Benefits	\$ 804,606	\$ 854,539	\$ 848,257	\$ 996,443	\$ 1,069,261
Miscellaneous	\$ -	\$ (230)	\$ -	\$ -	\$ -
Services	\$ 6,994,306	\$ 25,728	\$ 33,886	\$ 156,768	\$ 127,401
Internal Service Fees	\$ 3,509	\$ 4,659	\$ 2,922	\$ 2,193	\$ 3,177
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 9,268	\$ 4,436	\$ 997	\$ 10,650	\$ 3,650
Capital Outlay	\$ 87,890	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 7,899,579	\$ 889,133	\$ 886,062	\$ 1,166,054	\$ 1,203,489
% Inc/Dec	693%	-89%	0%	32%	3%
Revenues less Expenditures	\$ (3,937,971)	\$ (867,646)	\$ (863,212)	\$ (1,136,854)	\$ (1,173,789)

- Activity during 2023 is expected to remain stable.

General Fund - Building Inspection

The building department ensures construction of safe structures for the enjoyment of citizens and visitors in unincorporated Eagle County. Staff implements construction codes through plan review and inspections.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$2,072,991	8.0			\$37.60	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ 36,544	\$ -	\$ -	\$ -
Charges for Services	\$ 1,764,468	\$ 2,228,506	\$ 3,938,679	\$ 3,685,074	\$ 3,107,100
<i>Total Revenues</i>	\$ 1,764,468	\$ 2,265,049	\$ 3,938,679	\$ 3,685,074	\$ 3,107,100
% Inc/Dec	-22%	28%	74%	-6%	-16%
<i>Expenditures</i>					
FTEs	8.0	8.0	7.0	6.0	8.0
Salaries & Benefits	\$ 795,961	\$ 792,822	\$ 666,459	\$ 748,761	\$ 918,183
Services	\$ 43,407	\$ 51,394	\$ 61,534	\$ 105,600	\$ 66,724
Internal Service Fees	\$ 29,979	\$ 33,433	\$ 38,972	\$ 39,449	\$ 39,802
Supplies	\$ 6,094	\$ 1,525	\$ 7,820	\$ 11,900	\$ 9,400
<i>Total Expenditures</i>	\$ 875,441	\$ 879,174	\$ 774,785	\$ 905,710	\$ 1,034,109
% Inc/Dec	8%	0%	-12%	17%	14%
Revenues less Expenditures	\$ 889,026	\$ 1,385,875	\$ 3,163,895	\$ 2,779,364	\$ 2,072,991

- Revenue for building permits and fees is expected to be lower in 2023 as compared to 2022 and 2021 but remain higher than 2020.
- Two new positions, a building inspector and a building and planning technician, were added to this department in 2022.

General Fund - Vegetation Management

The vegetation management department works to mitigate the harmful impacts of undesirable plants on agriculture, natural resources and properties within unincorporated Eagle County.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$239,996	1.9			\$4.35	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ 7,074	\$ 1,410	\$ 10,088	\$ 14,500	\$ 21,500
Grants - Non Federal	\$ -	\$ -	\$ 3,077	\$ -	\$ 20,000
Charges for Services	\$ 13,811	\$ 14,840	\$ 7,539	\$ 25,000	\$ 43,000
<i>Total Revenues</i>	\$ 20,885	\$ 16,251	\$ 20,704	\$ 39,500	\$ 84,500
% Inc/Dec	-43%	-22%	27%	91%	114%
<i>Expenditures</i>					
FTEs	1.7	1.7	1.7	1.7	1.9
Salaries & Benefits	\$ 97,050	\$ 79,329	\$ 97,736	\$ 116,292	\$ 151,286
Services	\$ 8,970	\$ 11,457	\$ 9,741	\$ 33,642	\$ 18,772
Internal Service Fees	\$ 52,279	\$ 55,387	\$ 51,800	\$ 54,265	\$ 95,138
Supplies	\$ 29,059	\$ 28,584	\$ 20,493	\$ 39,600	\$ 59,300
<i>Total Expenditures</i>	\$ 187,358	\$ 174,758	\$ 179,770	\$ 243,799	\$ 324,496
% Inc/Dec	-32%	-7%	3%	36%	33%
Revenues less Expenditures	\$ (166,472)	\$ (158,507)	\$ (159,065)	\$ (204,299)	\$ (239,996)

- Charges for services include a contract with the Colorado Department of Transportation to do weed mitigation work on CDOT rights of way.
- Charges for services include the sale of weed reducing chemicals to the public.

General Fund - Human Services

Human services supports overall well-being to make sure that everyone can reach their potential and fully contribute to our communities. The department's mission is to build safe, stable, hopeful futures.

2023 Overview					
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Licenses, Permits, Sales & Fines	\$ -	\$ -	\$ -	\$ -	\$ -
Intergovernmental	\$ -	\$ -	\$ -	\$ -	\$ -
Federal Grants	\$ 980,920	\$ -	\$ -	\$ -	\$ -
Grants - Non Federal	\$ 524,471	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ 148	\$ -	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$ 1,505,539	\$ -	\$ -	\$ -	\$ -
% Inc/Dec	7%	-100%			
<i>Expenditures</i>					
FTEs	18.1	0.0	0.0	0.0	0.0
Salaries & Benefits	\$ 1,415,464	\$ -	\$ -	\$ -	\$ -
Services	\$ 1,940,694	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 23,416	\$ -	\$ -	\$ -	\$ -
Internal Service Fees	\$ 4,446	\$ -	\$ -	\$ -	\$ -
<i>Total Expenditures</i>	\$ 3,384,020	\$ -	\$ -	\$ -	\$ -
% Inc/Dec	21%	-100%			
Revenues less Expenditures	\$ (1,878,481)	\$ -	\$ -	\$ -	\$ -

- In an effort of transparency and ease of understanding, all programs offered by the Eagle County human services departments were moved to the [Human Services fund](#) beginning in 2020. We will continue to show actual expenditures prior to 2020 in the General Fund.

General Fund - CSU Extension

Extension agents are specialists in the areas of youth development, consumer and family education, and horticulture and small acreage management. Colorado State University expertise and research based information is brought to the county's citizens through their extension agent.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$218,128	0.1			\$3.96	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ 2,448	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$0	\$2,448	\$0	\$0	\$0
% Inc/Dec			-100%		
<i>Expenditures</i>					
FTEs	1.1	1.1	0.1	0.5	0.1
Salaries & Benefits	\$ 58,462	\$ 50,798	\$ 4,496	\$ 23,257	\$ 6,804
Services	\$ 113,664	\$ 105,529	\$ 111,245	\$ 124,645	\$ 199,240
Internal Service Fees	\$ 5,726	\$ 6,039	\$ 348	\$ 1,023	\$ 114
Supplies	\$ 16,871	\$ 8,566	\$ 10,483	\$ 11,570	\$ 11,970
<i>Total Expenditures</i>	\$ 194,723	\$ 170,931	\$ 126,571	\$ 160,495	\$ 218,128
% Inc/Dec	15%	-12%	-26%	27%	36%
Revenues less Expenditures	\$ (194,723)	\$ (168,483)	\$ (126,571)	\$ (160,495)	\$ (218,128)

- CSU Extension brings the University's research-based resources to the local communities. Funding for staff and programming is a partnership between the United States Department of Agriculture, Colorado State University and Eagle County. Eagle County funds a portion of the cost of staff and programs offered by CSU Extension.
- The decrease in FTE is offset by an addition in services to contract with Colorado State University for additional staffing.

General Fund - Fair and Rodeo

The fair and rodeo department is responsible for the annual production of the Eagle County Fair and Rodeo in conjunction with CSU Extension and the Pro Rodeo Cowboys Association.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$169,627	1.5			\$3.08	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Grants - Non Federal	\$ -	\$ -	\$ -	\$ 57,180	\$ 1
Charges For Services	\$ 397,258	\$ 1,520	\$ 460,459	\$ 456,700	\$ 484,600
Miscellaneous Revenue	\$ -	\$ 538	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$ 397,258	\$ 1,520	\$ 460,459	\$ 513,880	\$ 484,601
% Inc/Dec	8%	-100%	30193%	12%	-6%
<i>Expenditures</i>					
FTEs	1.5	1.5	1.5	1.5	1.5
Salaries & Benefits	\$ 112,934	\$ 109,112	\$ 112,261	\$ 133,182	\$ 140,642
Services	\$ 339,674	\$ 10,706	\$ 313,309	\$ 335,890	\$ 395,118
Internal Service Fees	\$ -	\$ -	\$ 23	\$ 1,452	\$ 267
Supplies	\$ 92,775	\$ 6,101	\$ 89,789	\$ 224,530	\$ 118,201
<i>Total Expenditures</i>	\$ 545,383	\$ 125,919	\$ 515,382	\$ 695,054	\$ 654,228
% Inc/Dec	13%	-77%	309%	35%	-6%
Revenues less Expenditures	\$ (148,125)	\$ (124,399)	\$ (54,924)	\$ (181,174)	\$ (169,627)

- The 2020 Eagle County Fair and Rodeo was canceled due to the COVID-19 pandemic.
- Services include renting equipment, advertising, entertainment and all other costs of the event. It also includes costs of producing the rodeo, including judges, stock contractor, and the rodeo purse. We expect these costs to increase as we work to ensure the event is environmentally friendly.

Public Trustee Fund (Custodial Fund)

The Public Trustee's office provides services relating to real estate foreclosures and releases of deeds of trust.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$2,439	1.3			\$0.04	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Charges for Services	\$ 107,984	\$ 117,496	\$ 114,634	\$ 110,000	\$ 70,110
Miscellaneous Revenue	\$ 2,662	\$ 879	\$ 58	\$ 150	\$ 1,000
<i>Total Revenues</i>	\$ 110,646	\$ 118,375	\$ 114,691	\$ 110,150	\$ 71,110
% Inc/Dec		7%	-3%	-4%	-35%
<i>Expenditures</i>					
FTEs	1.6	1.6	1.6	1.6	1.3
Salaries & Benefits	\$ 73,576	\$ 98,766	\$ 77,908	\$ 87,073	\$ 61,899
Services	\$ 42,963	\$ 31,353	\$ 17,710	\$ 44,150	\$ 11,650
<i>Total Expenditures</i>	\$ 116,539	\$ 130,119	\$ 95,617	\$ 131,223	\$ 73,549
% Inc/Dec		12%	-27%	37%	-44%
Revenues less Expenditures	\$ (5,893)	\$ (11,744)	\$ 19,074	\$ (21,073)	\$ (2,439)
Beginning Fund Balance	\$ 144,561	\$ 138,668	\$ 126,924	\$ 145,998	\$ 124,925
Ending Fund Balance	\$ 138,668	\$ 126,924	\$ 145,998	\$ 124,925	\$ 122,486
% Inc/Dec in Fund Balance	-4%	-8%	15%	-14%	-2%

- Public Trustee activity was moved from the General Fund to a separate custodial fund in 2019 in connection with the implementation of Government Accounting Standards Board Statement Number 84.
- Revenue received by the Public Trustee is from statutorily required fees related to real estate foreclosures and releases of deeds of trusts.
- Revenue for the Public Trustee is market based, and we expect that revenues will decrease compared to 2022 estimates because releases have slowed significantly due to increases in interest rates and people choosing not to refinance. Foreclosures are anticipated to be stable.
- Expenditures are related to publishing of foreclosure notices and the releases of foreclosure related documents.

Road and Bridge Fund (Special Revenue Fund)

The road and bridge department provides maintenance on more than 500 miles of county road and snow removal on 260 miles. Field crews make bridge repairs, grade dirt roads, fill potholes, and perform small-scale resurfacing and construction projects to provide safe, efficient roadways.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$593,331	21.9			\$10.76	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Property Taxes	\$ 4,194,454	\$ 4,582,504	\$ 4,617,068	\$ 4,740,060	\$ 4,719,457
Sales & Other Taxes	\$ 1,543,555	\$ 1,534,951	\$ 1,695,016	\$ 1,500,000	\$ 1,600,000
Federal Grants	\$ 3,473,160	\$ 2,675,288	\$ 3,085,482	\$ 2,837,359	\$ 2,951,670
Grants - Non Federal	\$ -	\$ -	\$ -	\$ -	\$ -
Charges For Services	\$ 160,671	\$ 210,299	\$ 224,509	\$ 204,920	\$ 204,920
Internal Service Revenue	\$ -	\$ 9,199	\$ 3,572	\$ 10,000	\$ 10,000
Miscellaneous Revenue	\$ 211	\$ 192,032	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$ 9,372,051	\$ 9,204,273	\$ 9,625,647	\$ 9,292,339	\$ 9,486,047
% Inc/Dec	4%	-2%	5%	-3%	2%
<i>Expenditures</i>					
FTEs	23.0	23.0	22.0	22.0	21.9
Salaries & Benefits	\$ 2,075,277	\$ 2,167,821	\$ 1,983,145	\$ 2,145,210	\$ 2,423,993
Services	\$ 700,845	\$ 771,183	\$ 699,152	\$ 771,195	\$ 937,749
Internal Service Fees	\$ 1,879,874	\$ 1,842,832	\$ 2,107,730	\$ 2,348,113	\$ 2,347,345
Intergovernmental	\$ 1,156,491	\$ 1,287,117	\$ 1,302,553	\$ 1,346,928	\$ 1,337,201
Supplies	\$ 972,384	\$ 1,060,169	\$ 936,376	\$ 1,176,758	\$ 1,171,058
Capital Outlay	\$ 1,188,309	\$ 1,371,291	\$ 1,255,451	\$ 2,123,558	\$ 1,862,032
<i>Total Expenditures</i>	\$ 7,973,179	\$ 8,500,412	\$ 8,284,407	\$ 9,911,762	\$ 10,079,378
% Inc/Dec	-4%	7%	-3%	20%	2%
Revenues less Expenditures	\$ 1,398,872	\$ 703,861	\$ 1,341,240	\$ (619,423)	\$ (593,331)
Beginning Fund Balance	\$ 6,617,780	\$ 8,016,653	\$ 8,720,513	\$ 10,061,753	\$ 9,442,330
Ending Fund Balance	\$ 8,016,653	\$ 8,720,513	\$ 10,061,753	\$ 9,442,330	\$ 8,848,999
% Inc/Dec in Fund Balance	21%	9%	15%	-6%	-6%

- Property tax revenue was decreased as discussed in the [Revenue Trends](#) section.
- This fund receives 100% of the county's specific ownership tax and highway users tax fund contributions from the state of Colorado as well as a portion of payment in lieu of taxes that the county receives from the Federal government.
- We are budgeting all revenues of the road and bridge fund to remain relatively stable for 2023.
- Charges for services include agreements with the US Forest Service and Garfield and Routt counties to maintain certain roads.
- This fund's capital outlay and leases are explained in the [Capital Expenditures](#) section of this book.

Human Services Fund (Special Revenue Fund)

Human services supports overall well-being to make sure that everyone can reach their potential and fully contribute to our communities. The department's mission is to build safe, stable, hopeful futures.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,179,325	68.7			\$21.39	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Property Taxes	\$ 740,746	\$ 3,154,433	\$ 3,466,895	\$ 3,487,904	\$ 3,472,742
Federal Grants	\$ 589,965	\$ 2,083,140	\$ 1,736,537	\$ 1,627,733	\$ 1,807,896
Grants - Non Federal	\$ 2,867,767	\$ 3,845,412	\$ 3,596,403	\$ 3,892,292	\$ 3,851,990
Charges For Services	\$ 7,288	\$ 2,789	\$ 16,605	\$ 5,000	\$ 8,000
Miscellaneous Revenue	\$ 2,151	\$ 1,620	\$ 26,352	\$ 13,000	\$ -
<i>Total Revenues</i>	\$ 4,207,917	\$ 9,087,393	\$ 8,842,792	\$ 9,025,929	\$ 9,140,628
% Inc/Dec	2%	116%	-3%	2%	1%
<i>Expenditures</i>					
FTEs	39.3	59.6	60.6	65.1	68.7
Salaries & Benefits	\$ 3,407,245	\$ 5,189,698	\$ 5,305,016	\$ 5,990,075	\$ 6,969,520
Services	\$ 541,934	\$ 2,990,904	\$ 2,601,820	\$ 3,742,782	\$ 3,276,690
Internal Service Fees	\$ 18,256	\$ 19,987	\$ 21,951	\$ 41,490	\$ 34,663
Supplies	\$ 21,341	\$ 76,366	\$ 99,236	\$ 81,275	\$ 39,080
<i>Total Expenditures</i>	\$ 3,988,776	\$ 8,276,955	\$ 8,028,022	\$ 9,855,622	\$ 10,319,953
% Inc/Dec	-4%	108%	-3%	23%	5%
Revenues less Expenditures	\$ 219,141	\$ 810,438	\$ 814,769	\$ (829,693)	\$ (1,179,325)
Beginning Fund Balance	\$ 2,520,481	\$ 3,066,094	\$ 3,876,533	\$ 4,691,302	\$ 3,861,609
Ending Fund Balance	\$ 2,739,621	\$ 3,876,533	\$ 4,691,302	\$ 3,861,609	\$ 2,682,284
% Inc/Dec in Fund Balance	9%	26%	21%	-18%	-31%

- In an effort of transparency and ease of understanding, all programs offered by the Eagle County human services departments (DHS) were moved to the Human Services fund beginning in 2020. We will continue to show actual expenditures prior to 2020 in the General Fund.

The next page includes a summary of changes within the human services departments.

Human Services Fund (continued)

This table shows a comparison of revenues and expenditures as if the departments had been combined.

Human Services Departments - All programs and funds combined (For comparison purpose only)

	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>General Fund - Revenues</i>	\$ 1,505,539	\$ -	\$ -	\$ -	\$ -
Human Service Fund - Revenues	\$ 4,207,917	\$ 9,087,393	\$ 8,842,792	\$ 9,025,929	\$ 9,140,628
Total Revenues	\$ 5,713,456	\$ 9,087,393	\$ 8,842,792	\$ 9,025,929	\$ 9,140,628
% Inc/Dec	3%	59%	-3%	2%	1%
FTEs	56.3	77.6	60.6	65.1	68.7
<i>General Fund - Expenditures</i>	\$ 3,384,020	\$ -	\$ -	\$ -	\$ -
Human Service Fund - Expenditures	\$ 3,988,776	\$ 8,276,955	\$ 8,028,022	\$ 9,855,622	\$ 10,319,953
Total Expenditures	\$ 7,372,796	\$ 8,276,955	\$ 8,028,022	\$ 9,855,622	\$ 10,319,953
% Inc/Dec	6%	12%	-3%	23%	5%
Revenues less Expenditures	\$ (1,659,340)	\$ 810,438	\$ 814,769	\$ (829,693)	\$ (1,179,325)

- The Early Head Start program receives the majority (\$1.0 million) of the federal grants budgeted for this fund. Other federal grants include the Employment First, Temporary Assistance for Needy Families, and Child Support Services programs.
- State and local grants fund a portion of the following programs: child and adult protection and maltreatment prevention, medical, food and financial assistance, employment support, child care assistance, veterans services, fraud investigation, audit and internal financial management.
- In addition to the grant funded programs outlined above, the county also funds other programs through this fund, including implementation of the early childhood strategic priorities related to improvements to access and quality of the early childhood system within Eagle County.
- New full time employees (FTEs) were added to the Human Services fund; they include a child, family, and adult services supervisor, a quality assurance specialist, family wellbeing coordinator, and an economic services supervisor.

Offsite Road Improvement Fund (Special Revenue Fund)

The Offsite Road Improvement fund accounts for collection of impact fees for the purpose of capacity improvements related to new development. Fees are dedicated to the study, design, and construction of capacity improvements to the road system. The fund is divided into two impact areas for the Roaring Fork Valley and the Eagle Valley. Fees collected in each of the impact areas are expended in that area.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$439,250	N/A			\$7.97	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Charges For Services	\$ 82,309	\$ 157,013	\$ 349,944	\$ 325,000	\$ 1,151,250
Miscellaneous Revenue	\$ 16,664	\$ -	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$ 98,973	\$ 157,013	\$ 349,944	\$ 325,000	\$ 1,151,250
% Inc/Dec	-85%	59%	123%	-7%	254%
<i>Expenditures</i>					
Internal Service Fees	\$ 800	\$ 1,637	\$ 3,461	\$ 1,000	\$ 8,000
Services	\$ 82,209	\$ 119,625	\$ 64,232	\$ 418,934	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 1,582,500
<i>Total Expenditures</i>	\$83,009	\$121,262	\$67,693	\$419,934	\$ 1,590,500
% Inc/Dec	-88%	46%	-44%	520%	279%
Revenues less Expenditures	\$ 15,965	\$ 35,751	\$ 282,251	\$ (94,934)	\$ (439,250)
Beginning Fund Balance	\$ 931,955	\$ 947,920	\$ 983,671	\$ 1,265,922	\$ 1,170,988
Ending Fund Balance	\$ 947,920	\$ 983,671	\$ 1,265,922	\$ 1,170,988	\$ 731,738
% Inc/Dec in Fund Balance	2%	4%	29%	-7%	-38%

- A portion of the construction costs for the Hillcrest Drive roundabout will be paid by this fund. More information about this project is located in the [Capital Expenditures](#) section of this report.

ECO Transit Fund (Special Revenue Fund)

ECO Transit provides multi-modal, environmentally sensitive public transportation choices that are safe, efficient, and reliable. ECO provides bus service 21 hours per day, with a total fleet of 34 buses.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$195,826	73.9			\$3.55	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Sales & Other Taxes	\$ 9,183,525	\$ 9,042,898	\$ 11,403,673	\$ 13,672,220	\$ 13,672,220
Federal Grants	\$ 1,539,843	\$ 5,261,223	\$ 270,790	\$ 5,560,790	\$ 1,621,790
Grants - Non Federal	\$ -	\$ 1,302,160	\$ 3,431,491	\$ 880,000	\$ -
Charges For Services	\$ 2,316,400	\$ 1,056,540	\$ 1,598,599	\$ 1,526,452	\$ 1,709,955
Rental	\$ 7,200	\$ 6,600	\$ 7,200	\$ 18,450	\$ 50,400
Miscellaneous Revenue	\$ 120,986	\$ 271,598	\$ 126,828	\$ 60,000	\$ 120,640
Interfund Transfers In	\$ 1,365,128	\$ 296,453	\$ 61,128	\$ -	\$ -
<i>Total Revenues</i>	\$ 14,533,083	\$ 17,237,472	\$ 16,899,708	\$ 21,717,912	\$ 17,175,005
% Inc/Dec	28%	19%	-2%	29%	-21%
<i>Expenditures</i>					
FTEs	67.5	67.5	65.0	73.9	73.9
Salaries & Benefits	\$ 5,545,194	\$ 5,278,501	\$ 5,612,813	\$ 6,652,465	\$ 9,803,158
Services	\$ 2,990,765	\$ 2,760,901	\$ 2,878,628	\$ 3,381,403	\$ 2,784,535
Internal Service Fees	\$ 810,545	\$ 597,728	\$ 877,249	\$ 974,421	\$ 1,116,841
Intergovernmental	\$ 639,407	\$ 939,557	\$ 1,023,934	\$ 1,272,993	\$ 1,233,608
Supplies	\$ 410,952	\$ 456,268	\$ 245,440	\$ 663,400	\$ 388,800
Capital Outlay	\$ 1,621,952	\$ 3,415,714	\$ 2,736,207	\$ 4,695,098	\$ 1,652,237
Interfund Transfers Out	\$ 1,385,128	\$ -	\$ 61,128	\$ -	\$ -
<i>Total Expenditures</i>	\$ 13,403,943	\$ 13,448,668	\$ 13,435,399	\$ 17,639,780	\$ 16,979,179
% Inc/Dec	17%	0%	0%	31%	-4%
Revenues less Expenditures	\$ 1,129,140	\$ 3,788,804	\$ 3,464,309	\$ 4,078,132	\$ 195,826
Beginning Fund Balance	\$ 5,713,656	\$ 6,842,796	\$ 10,631,600	\$ 14,095,909	\$ 18,174,041
Ending Fund Balance	\$ 6,842,796	\$ 10,631,600	\$ 14,095,909	\$ 18,174,041	\$ 18,369,867
% Inc/Dec in Fund Balance	19%	55%	33%	29%	1%

- Sales tax revenue will remain flat compared to 2022 as discussed in the [Revenue Trends](#) section.
- Federal grants in 2022 included a significant amount of one-time funding from the Coronavirus Aid, Relief, and Economic Security Act (CARES) and Coronavirus Response and Relief Supplemental Appropriations Act (CRRSAA). 2023 grant funding is more consistent with traditional annual levels.
- Charges for services are expected to increase in 2023 as ridership returns to pre-COVID levels.
- This fund's capital outlay and leases are explained in the [Capital Expenditures](#) section of this book.
- Beginning in 2021, we moved all activity from the Roaring Fork Transportation fund and the Roaring Fork Trails fund to the ECO Transit fund. All past activity has been consolidated above and the special revenue funds were closed in 2021.

ECO Trails Fund (Special Revenue Fund)

ECO Trails oversees a multi-use trail system through the Eagle River valley. The ECO Trails partnership includes the county government and the towns of Gypsum, Eagle, Avon, Vail, Red Cliff, and Minturn. The regional trail system encompasses 63 miles from Vail Pass to Glenwood Canyon with a connection to Minturn.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$519,599	2.1			\$9.43	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Sales & Other Taxes	\$ 944,861	\$ 913,603	\$ 1,152,155	\$ 1,379,503	\$ 1,379,503
Federal Grants	\$ -	\$ 5,855	\$ -	\$ -	\$ -
Grants - Non Federal	\$ 15,210	\$ 21,320	\$ 50,350	\$ 8,000	\$ -
Miscellaneous Revenue	\$ 34,927	\$ 21,487	\$ 17,796	\$ 12,000	\$ 24,130
Interfund Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$ 994,998	\$ 962,265	\$ 1,220,301	\$ 1,399,503	\$ 1,403,633
% Inc/Dec	-75%	-3%	27%	15%	0%
<i>Expenditures</i>					
FTEs	2.1	2.1	2.1	2.1	2.1
Salaries & Benefits	\$ 215,459	\$ 223,789	\$ 219,844	\$ 234,128	\$ 262,860
Services	\$ 114,320	\$ 53,749	\$ 33,125	\$ 378,344	\$ 274,194
Internal Service Fees	\$ 9,167	\$ 11,295	\$ 31,081	\$ 32,401	\$ 37,019
Supplies	\$ 9,824	\$ 5,238	\$ 5,698	\$ 11,600	\$ 13,600
Capital Outlay	\$ 628,806	\$ 92,576	\$ 863	\$ -	\$ -
Interfund Transfers Out	\$ 1,000,000	\$ -	\$ -	\$ 1,143,256	\$ 1,335,559
<i>Total Expenditures</i>	\$1,977,577	\$386,648	\$290,609	\$1,799,729	\$1,923,232
% Inc/Dec	-46%	-80%	-25%	519%	7%
Revenues less Expenditures	\$ (982,578)	\$ 575,617	\$ 929,692	\$ (400,226)	\$ (519,599)
Beginning Fund Balance	\$ 2,119,999	\$ 1,137,421	\$ 1,713,038	\$ 2,642,730	\$ 2,242,504
Ending Fund Balance	\$ 1,137,421	\$ 1,713,038	\$ 2,642,730	\$ 2,242,504	\$ 1,722,905
% Inc/Dec in Fund Balance	-46%	51%	54%	-15%	-23%

- Sales tax revenue is discussed in the [Revenue Trends](#) section.
- In 2021, we issued [certificates of participation](#) (COPs) whose proceeds will be used to fund the majority of the remainder of the Eagle Valley Trail - a strategic priority. The COPs repayments and trail construction will be budgeted in the Capital Improvements fund, so all available sales tax revenue and any local contributions will be transferred to that fund to assist in funding the construction of the trail and making the required payments.
- ECO Trails will construct segments of the Eagle Valley Trail in EagleVail and Minturn in 2023 for a total of 2 miles, and a cost of \$5.7 million. The trails department will continue planning the construction on three more segments and spend \$300 thousand in 2023. This is an important step towards completing the planned 63 mile Eagle Valley Trail by December 31, 2024.

Airport Fund (Special Revenue Fund)

Just minutes from Vail, Beaver Creek and other world class destinations, the Eagle County Regional Airport (EGE) gets you directly to the heart of the Colorado Rockies.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$2,822,121	32.7			\$51.19	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Sales & Other Taxes	\$ 527,098	\$ 551,216	\$ 699,284	\$ 594,272	\$ 601,960
Federal Grants	\$ 17,711,568	\$ 5,177,385	\$ 3,986,593	\$ 4,743,956	\$ 14,483,000
Grants - Non Federal	\$ 221,388	\$ 550,491	\$ -	\$ 109,894	\$ 250,000
Charges For Services	\$ 3,882,757	\$ 2,976,514	\$ 4,064,405	\$ 3,206,152	\$ 3,611,242
Rental	\$ 2,946,402	\$ 2,901,088	\$ 3,397,228	\$ 2,877,980	\$ 3,028,279
Miscellaneous Revenue	\$ 52,179	\$ 148,185	\$ 18,301	\$ -	\$ -
<i>Total Revenues</i>	\$ 25,341,392	\$ 12,304,879	\$ 12,165,812	\$ 11,532,254	\$ 21,974,481
% Inc/Dec	256%	-51%	-1%	-5%	91%
<i>Expenditures</i>					
FTEs	27.4	26.7	23.7	30.7	32.7
Salaries & Benefits	\$ 2,495,480	\$ 2,443,956	\$ 2,444,269	\$ 3,222,840	\$ 3,655,832
Miscellaneous	\$ -	\$ -	\$ 1,840,450	\$ -	\$ -
Services	\$ 1,689,672	\$ 2,223,709	\$ 1,809,534	\$ 3,652,459	\$ 3,724,104
Internal Service Fees	\$ 95,569	\$ 98,135	\$ 103,306	\$ 98,258	\$ 113,789
Supplies	\$ 360,717	\$ 235,734	\$ 352,482	\$ 553,845	\$ 498,821
Capital Outlay	\$ 21,645,621	\$ 2,593,541	\$ 804,875	\$ 1,861,752	\$ 16,804,056
<i>Total Expenditures</i>	\$ 26,287,059	\$ 7,595,077	\$ 7,354,916	\$ 9,389,154	\$ 24,796,602
% Inc/Dec	353%	-71%	-3%	28%	164%
Revenues less Expenditures	\$ (945,668)	\$ 4,709,802	\$ 4,810,896	\$ 2,143,100	\$ (2,822,121)
Beginning Fund Balance	\$ 4,431,774	\$ 3,486,106	\$ 8,195,909	\$ 13,006,805	\$ 15,149,905
Ending Fund Balance	\$ 3,486,106	\$ 8,195,909	\$ 13,006,805	\$ 15,149,905	\$ 12,327,784
% Inc/Dec in Fund Balance	-21%	135%	59%	16%	-19%

- Eagle County Regional Airport received an allocation of federal coronavirus related funding in 2020, 2021, and 2022. The remaining balance of these funds will be utilized for payroll expenses.
- The airport has budgeted to update its FAA-approved Airport Master Plan in 2022-2023.
- The airport has budgeted for the rehabilitation of Taxiway A, which is a Federally funded project requiring an airport match in 2023.
- Rents and charges are expected to be comparable with 2021 collections and enplanements are expected to meet or exceed 2021 numbers.
- General aviation traffic is expected to remain consistent with 2021 levels, with modest growth of 5-7% expected.
- This fund's capital outlay and leases are explained in the [Capital Expenditures](#) section of this book.

Eagle County Air Terminal Corporation (Blended Component Unit)

The Eagle County Air Terminal Corporation manages the day to day operations of the terminal at the Eagle County Regional Airport.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$781,176	N/A			\$14.17	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ -	\$ 1,840,450	\$ -	\$ -
Grants - Non Federal	\$ 643,694	\$ -	\$ -	\$ -	\$ -
Charges For Services	\$ 1,152,532	\$ 905,979	\$ 1,202,414	\$ 957,785	\$ 954,500
Rental	\$ 4,660,810	\$ 4,790,708	\$ 5,114,368	\$ 4,823,385	\$ 4,989,297
Miscellaneous Revenue	\$ 523,182	\$ 111,854	\$ 8,303	\$ 7,500	\$ 100,000
<i>Total Revenues</i>	\$ 6,980,218	\$ 5,808,542	\$ 8,165,534	\$ 5,788,670	\$ 6,043,797
% Inc/Dec	5%	-17%	41%	-29%	4%
<i>Expenditures</i>					
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Services	\$ 2,365,305	\$ 1,968,393	\$ 2,650,611	\$ 2,603,134	\$ 2,418,571
Supplies	\$ 2,138	\$ 15,839	\$ 40,103	\$ 122,307	\$ 152,250
Capital Outlay	\$ 5,642,107	\$ 2,466,674	\$ 2,444,531	\$ 872,819	\$ 225,000
Debt Service	\$ 1,661,383	\$ 1,621,250	\$ 1,579,863	\$ 2,468,575	\$ 2,466,800
<i>Total Expenditures</i>	\$ 9,670,934	\$ 6,072,156	\$ 6,715,107	\$ 6,066,835	\$ 5,262,621
% Inc/Dec	95%	-37%	11%	-10%	-13%
Revenues less Expenditures	\$ (2,690,716)	\$ (263,614)	\$ 1,450,427	\$ (278,165)	\$ 781,176
Beginning Fund Balance	\$ 29,140,174	\$ 26,449,458	\$ 26,185,844	\$ 27,636,271	\$ 27,358,106
Ending Fund Balance	\$ 26,449,458	\$ 26,185,844	\$ 27,636,271	\$ 27,358,106	\$ 28,139,282
% Inc/Dec in Fund Balance	-9%	-1%	6%	-1%	3%

- Revenues for 2023 are expected to remain consistent with 2022, with modest growth of 4% projected.
- ECAT revenues are generated from airline, rental car providers, and other terminal tenants.
- Airline rates and charges are currently in negotiations for 2023.
- This fund's capital outlay and leases are explained in the [Capital Expenditures](#) section of this book.

Conservation Trust Fund (Special Revenue Fund)

This fund accounts for state of Colorado lottery proceeds that are restricted to parks and recreation expenditures.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$65,700	N/A			\$1.19	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ -	\$ 2,400
Grants - Non Federal	\$ 143,287	\$ 130,716	\$ 154,150	\$ 150,000	\$ 156,000
<i>Total Revenues</i>	\$ 143,287	\$ 130,716	\$ 154,150	\$ 150,000	\$ 158,400
% Inc/Dec	14%	-9%	18%	-3%	6%
<i>Expenditures</i>					
Services	\$ 110,500	\$ 67,393	\$ 51,782	\$ 97,600	\$ 72,600
Internal Service Fees	\$ 617	\$ 1,307	\$ 1,542	\$ 1,500	\$ 1,500
Supplies	\$ 7,723	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 150,000
<i>Total Expenditures</i>	\$ 118,840	\$ 68,700	\$ 53,323	\$ 99,100	\$ 224,100
% Inc/Dec	-68%	-42%	-22%	86%	126%
Revenues less Expenditures	\$ 24,447	\$ 62,016	\$ 100,827	\$ 50,900	\$ (65,700)
Beginning Fund Balance	\$ 88,144	\$ 112,591	\$ 174,606	\$ 275,434	\$ 326,334
Ending Fund Balance	\$112,591	\$174,606	\$275,434	\$326,334	\$260,634
% Inc/Dec in Fund Balance	28%	55%	58%	18%	-20%

- This fund is restricted to specific allowable uses and is primarily used to pay for maintenance and repairs at Freedom Park in Edwards.
- This fund's capital outlay is for the rehabilitation of a children's water spray park in Edwards and is further explained in the [Capital Expenditures](#) section of this book.

800 MHz Fund (Special Revenue Fund)

This fund accounts for revenues received for the operation and maintenance of the radio system used by Eagle County public safety agencies.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$4,991	2.0			\$0.09	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Charges For Services	\$ 561,319	\$ 574,891	\$ 574,891	\$ 574,891	\$ 574,331
Rental	\$ 32,061	\$ 13,945	\$ 16,245	\$ 15,600	\$ 15,200
Miscellaneous Revenue	\$ -	\$ -	\$ 1,883	\$ -	\$ -
<i>Total Revenues</i>	\$ 593,380	\$ 588,836	\$ 593,019	\$ 590,491	\$ 589,531
% Inc/Dec	-1%	-1%	1%	0%	0%
<i>Expenditures</i>					
FTEs	1.0	1.0	1.0	2.0	2.0
Salaries & Benefits	\$ 104,271	\$ 107,240	\$ 121,008	\$ 213,306	\$ 232,164
Services	\$ 88,677	\$ 63,626	\$ 66,302	\$ 104,535	\$ 93,834
Internal Service Fees	\$ 9,983	\$ 13,008	\$ 14,626	\$ 28,994	\$ 27,742
Supplies	\$ 18,003	\$ 9,148	\$ 22,130	\$ 159,475	\$ 30,800
Capital Outlay	\$ 99,562	\$ 100,693	\$ 55,040	\$ 72,000	\$ 200,000
<i>Total Expenditures</i>	\$ 320,495	\$ 293,714	\$ 279,106	\$ 578,310	\$ 584,540
% Inc/Dec	-52%	-8%	-5%	107%	1%
Revenues less Expenditures	\$ 272,884	\$ 295,122	\$ 313,913	\$ 12,181	\$ 4,991
Beginning Fund Balance	\$ 1,008,398	\$ 1,281,283	\$ 1,535,896	\$ 1,849,809	\$ 1,861,990
Ending Fund Balance	\$ 1,281,283	\$ 1,576,404	\$ 1,849,809	\$ 1,861,990	\$ 1,866,981
% Inc/Dec in Fund Balance	27%	23%	20%	1%	0%

- The majority of the revenue for this fund comes from users of the 800 MHz radio system. The largest payers include Eagle County (32%), town of Vail (31%), other towns (14%), fire protection districts (9%), Eagle County Paramedic Services (6%) and other users of the system (8%).
- Services include the cost of land leases on which the radio towers are located, and utility services for the radio sites.
- Recent projects include capacity expansion, enhanced remote management capability and point-to-point microwave upgrades.
- This fund's capital outlay is explained in the [Capital Expenditures](#) section of this book.

Emergency Reserve/TABOR Fund (Special Revenue Fund)

This fund holds emergency funds, which are set aside in compliance with Article X, Section 20 of the Colorado constitution.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$0	N/A			\$0.00	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Miscellaneous Revenue	\$ 45,811	\$ -	\$ -	\$ -	\$ -
Interfund Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$ 45,811	\$ -	\$ -	\$ -	\$ -
% Inc/Dec	21%	-100%			
Revenues less Expenditures	\$ 45,811	\$ -	\$ -	\$ -	\$ -
Beginning Fund Balance	\$ 2,701,616	\$ 2,747,426	\$ 2,747,426	\$ 2,747,426	\$ 2,747,426
Ending Fund Balance	\$ 2,747,426	\$ 2,747,426	\$ 2,747,426	\$ 2,747,426	\$ 2,747,426
% Inc/Dec in Fund Balance	2%	0%	0%	0%	0%

- The Taxpayer's Bill of Rights (TABOR) requires local governments to establish an emergency reserve to be used for declared emergencies only. The reserve is calculated at 3% of fiscal year spending, excluding bonded principal payments and enterprise spending. Each year the amount held in this fund is measured against fiscal year spending and additional dollars are transferred into this fund from the General Fund if necessary.
- Investment earnings are no longer budgeted in this fund, and instead are split between other funds according to the organization's investment policy.

Public Health Fund (Special Revenue Fund)

Eagle County Public Health and Environment (ECPHE) strives to ensure all people of Eagle County have the opportunities to live a healthy life and reach their fullest potential. In doing so, we aim to improve community health outcomes and reduce health disparities. Programs include: home visitation, nutrition for women, infants and children (WIC), healthy aging, positive youth development, community voice and power, birth and death certificates, restaurant inspections, water quality, disease prevention, and emergency preparedness and response.

2023 Overview					
Net Use of Funds	FTEs			Net Addition per Capita	
\$1,564,495	44.1			\$28.38	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Sales & Other Taxes	\$ -	\$ 1,962,629	\$ 1,075,331	\$ 1,000,000	\$ 1,000,000
Federal Grants	\$ 531,753	\$ 1,486,112	\$ 2,365,469	\$ 3,238,161	\$ 1,849,596
Grants - Non Federal	\$ 1,175,084	\$ 1,627,632	\$ 1,254,384	\$ 962,822	\$ 1,037,280
Charges For Services	\$ 202,987	\$ 354,146	\$ 384,355	\$ 345,985	\$ 402,166
Miscellaneous Revenue	\$ 17,359	\$ 6,837	\$ 23,405	\$ -	\$ -
Interfund Transfers In	\$ 1,800,000	\$ 2,160,000	\$ 1,850,000	\$ 1,000,000	\$ 1,500,000
<i>Total Revenues</i>	\$ 3,727,184	\$ 7,597,355	\$ 6,952,944	\$ 6,546,968	\$ 5,789,042
% Inc/Dec	20%	104%	-8%	-6%	-12%
<i>Expenditures</i>					
FTEs	30.2	37.2	43.2	51.0	44.1
Salaries & Benefits	\$ 2,672,549	\$ 3,451,289	\$ 3,990,343	\$ 4,569,954	\$ 4,782,589
Services	\$ 778,106	\$ 1,270,372	\$ 1,725,687	\$ 2,297,952	\$ 2,276,707
Internal Service Fees	\$ 35,442	\$ 71,539	\$ 83,392	\$ 104,582	\$ 95,671
Supplies	\$ 173,338	\$ 146,399	\$ 225,569	\$ 243,155	\$ 198,570
Capital Outlay	\$ -	\$ -	\$ 420	\$ -	\$ -
<i>Total Expenditures</i>	\$ 3,659,435	\$ 4,939,599	\$ 6,025,411	\$ 7,215,643	\$ 7,353,537
% Inc/Dec	-1%	35%	22%	20%	2%
Revenues less Expenditures	\$ 67,749	\$ 2,657,757	\$ 927,533	\$ (668,675)	\$ (1,564,495)
Beginning Fund Balance	\$ 503,387	\$ 571,136	\$ 3,228,893	\$ 4,156,425	\$ 3,487,750
Ending Fund Balance	\$ 571,136	\$ 3,228,893	\$ 4,156,425	\$ 3,487,750	\$ 1,923,255
% Inc/Dec in Fund Balance	13%	465%	29%	-16%	-45%

- Beginning in 2020, the environmental health department has been moved to the Public Health fund to more closely align the departments working within the public health and environment departments of Eagle County Government. We will continue to show actual expenditures prior to 2020 in the General Fund.

The next page includes a summary of changes within the public health and environmental health departments.

Public Health Fund (continued)

This table shows a comparison of revenues and expenditures as if the departments had been combined.

Public Health Fund - Includes Environmental Health Department in all years (For comparison purpose only)

	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>General Fund - Revenues</i>	\$ 249,972	\$ -	\$ -	\$ -	\$ -
Public Health Fund - Revenues	\$ 3,727,184	\$ 7,597,355	\$ 6,952,944	\$ 6,546,968	\$ 5,789,042
Total Revenues	\$ 3,977,156	\$ 7,597,355	\$ 6,952,944	\$ 6,546,968	\$ 5,789,042
% Inc/Dec	21%	91%	-8%	-6%	-12%
FTEs	35.0	36.7	37.2	37.2	44.1
<i>General Fund - Expenditures</i>	\$ 727,186	\$ 26	\$ -	\$ -	\$ -
Public Health Fund - Expenditures	\$ 3,659,435	\$ 4,939,580	\$ 6,025,411	\$ 7,215,643	\$ 7,353,537
Total Expenditures	\$ 4,386,621	\$ 4,939,606	\$ 6,025,411	\$ 7,215,643	\$ 7,353,537
% Inc/Dec	0%	13%	22%	20%	2%
Revenues less Expenditures	\$ (409,465)	\$ 2,657,750	\$ 927,533	\$ (668,675)	\$ (1,564,495)

- The Public Health Fund is budgeted to spend fund balance in 2023. The primary reasons are: the addition of the Family Connects program (\$205k), the increase of the contribution to Mountain Family Health Centers (\$215k), a community health assessment (\$40k), and a new grant program (\$250k) each of which are outlined below. The remainder of the operating deficit is due to the increased number of staff and increase in staffing costs. We will work to reverse this deficit throughout 2023 with a long term plan that incorporates the planning work that is being completed.
- Large federal grants for COVID and Advancing Health Literacy will end in 2023, which will reduce revenues and corresponding expenses.
- A new program, called Family Connects, began in late 2022. This voluntary home visitation program will be operating throughout 2023 and thus expenses have increased for the Healthy Families Division. The team is actively seeking funding sources to support this program.
- Funding provided from Eagle County to Mountain Family Health Centers is transitioning from the administration budget in the General Fund to the Public Health fund. This funding will be increased from \$60,000 in 2022 to \$215,000 in 2023, which supports improved quality, performance and accountability for clinics in Basalt, Avon, and possibly Gypsum.
- The professional development budget was increased in 2023, to support career path development for team members, as well as improve capacity for community engagement and employee retention.
- This budget includes a new, one-time community grant program for \$250,000. The grants will aim to reduce youth tobacco and substance use through system level improvements that are informed by youth and other community groups experiencing higher levels of risk.
- A Community Health Assessment, which will inform a Public Health Improvement Plan, is underway. The State of Colorado mandates that public health agencies complete this strategic planning exercise at least every 5 years. The public health team will work to create a Public Health Improvement Plan that is financially viable and that will reverse the structural imbalance of the 2023 budget.

Mental Health Fund (Special Revenue Fund)

Eagle County resolution 2018-07 authorized the formation of this fund for the oversight of the marijuana sales and excise tax, which was approved by Eagle County voters in 2017. This fund will provide transparency and accountability with public and private entities along with general oversight and monitoring of activities and contracts funded by this tax.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$169,360	N/A			\$3.07	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Sales & Other Taxes	\$ 658,424	\$ 783,604	\$ 833,832	\$ 810,000	\$ 825,000
Miscellaneous Revenue	\$ -	\$ 10,682	\$ 4,650	\$ 2,200	\$ 3,140
Interfund Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$ 658,424	\$ 794,286	\$ 838,482	\$ 812,200	\$ 828,140
% Inc/Dec	-27%	21%	6%	-3%	2%
<i>Expenditures</i>					
Services	\$ 883,730	\$ 965,007	\$ 861,010	\$ 760,000	\$ 890,000
Internal Service Fees	\$ 5,842	\$ 7,665	\$ 7,997	\$ 6,500	\$ 7,500
Interfund Transfers Out	\$ -	\$ -	\$ -	\$ 100,000	\$ 100,000
<i>Total Expenditures</i>	\$ 889,572	\$ 972,672	\$ 869,006	\$ 866,500	\$ 997,500
% Inc/Dec	24829%	9%	-11%	0%	15%
Revenues less Expenditures	\$ (231,147)	\$ (178,386)	\$ (30,524)	\$ (54,300)	\$ (169,360)
Beginning Fund Balance	\$ 894,601	\$ 663,454	\$ 485,068	\$ 454,544	\$ 400,244
Ending Fund Balance	\$ 663,454	\$ 485,068	\$ 454,544	\$ 400,244	\$ 230,884
% Inc/Dec in Fund Balance	-26%	-27%	-6%	-12%	-42%

- The sales and other taxes in this fund are generated from the sale of marijuana products.
- Funding was increased in mid 2022 to support an expansion of school-based counseling services. In 2023 this represents an increase in services of \$200,000.
- Other funding was decreased by \$100,000, thus the Mental Health fund in 2023 will only see an increase of \$100,000 in expenses compared to 2022.
- The transfer out is to cover mental health counselors at the Eagle County Detention Center, which is shown in the [Sheriff's Office](#) section of this book.

Open Space Fund (Special Revenue Fund)

Approved by voters in 2002, the Eagle County open space program is funded by a dedicated 1.5 mill levy property tax. The Open Space fund uses these dollars for the express purpose of supporting activities and costs associated with the acquisition, conservation and maintenance of open space.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$2,550,963	4.40			\$46.27	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Property Taxes	\$ 4,629,767	\$ 5,058,095	\$ 5,096,247	\$ 5,231,855	\$ 5,209,114
Federal Grants	\$ -	\$ 4,700	\$ -	\$ -	\$ -
Grants - Non Federal	\$ -	\$ 700,000	\$ 155,000	\$ 240,592	\$ 145,000
Charges For Services	\$ 3,000	\$ 247,909	\$ 4,550	\$ 3,000	\$ 8,000
Rental	\$ 15,024	\$ 21,627	\$ 22,151	\$ 15,700	\$ 20,000
Miscellaneous Revenue	\$ 536,386	\$ 153,854	\$ 147,838	\$ 100,000	\$ 144,770
Interfund Transfers In	\$ 311,512	\$ -	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$ 5,495,689	\$ 6,186,185	\$ 5,425,786	\$ 5,591,147	\$ 5,526,884
% Inc/Dec	-3%	13%	-12%	3%	-1%
<i>Expenditures</i>					
FTEs	3.7	3.7	3.7	4.7	4.4
Salaries & Benefits	\$ 296,082	\$ 309,428	\$ 336,993	\$ 483,839	\$ 484,346
Services	\$ 160,851	\$ 378,481	\$ 518,520	\$ 449,917	\$ 1,244,449
Internal Service Fees	\$ 155,843	\$ 171,251	\$ 163,540	\$ 174,475	\$ 181,426
Supplies	\$ 38,563	\$ 71,146	\$ 51,549	\$ 111,800	\$ 142,700
Capital Outlay	\$ 147,572	\$ 2,777,021	\$ 106,928	\$ 552,000	\$ 778,000
Miscellaneous	\$ -	\$ -	\$ 155,000	\$ 240,592	\$ 145,000
Interfund Transfers Out	\$ 311,512	\$ -	\$ -	\$ -	\$ -
<i>Total Expenditures</i>	\$ 1,110,424	\$ 3,707,326	\$ 1,332,530	\$ 2,012,623	\$ 2,975,921
% Inc/Dec	-68%	234%	-64%	51%	48%
Revenues less Expenditures	\$ 4,385,265	\$ 2,478,858	\$ 4,093,256	\$ 3,578,524	\$ 2,550,963
Beginning Fund Balance	\$ 2,537,359	\$ 6,922,623	\$ 9,401,482	\$ 13,494,737	\$ 17,073,261
Ending Fund Balance	\$ 6,922,623	\$ 9,401,482	\$ 13,494,737	\$ 17,073,261	\$ 19,624,224
% Inc/Dec in Fund Balance	173%	36%	44%	27%	15%

- Property tax revenue decreased slightly as discussed in the [Revenue Trends](#) section.
- The Open Space Director position is now split between Open Space and Natural Resources.
- This fund's capital outlay and leases are explained in the [Capital Expenditures](#) section of this book.

Lodging Tax Fund (Special Revenue Fund)

In 2022 Eagle County voters approved a 2% lodging tax for the purpose of funding tourism and supporting quality and affordable childcare and housing for our local workforce.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$2,669,595	N/A			\$48.43	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Sales & Other Taxes	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$ -	\$ -	\$ -	\$ -	\$ 3,000,000
% Inc/Dec					
<i>Expenditures</i>					
Services	\$ -	\$ -	\$ -	\$ -	\$ 300,000
Internal Service Fees	\$ -	\$ -	\$ -	\$ -	\$ 30,000
Interfund Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ 405
<i>Total Expenditures</i>	\$ -	\$ -	\$ -	\$ -	\$ 330,405
% Inc/Dec					
Revenues less Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 2,669,595
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 2,669,595
% Inc/Dec in Fund Balance					

- Eagle County is budgeting to receive \$3 million in revenue the first year of collection. This tax will be assessed in unincorporated Eagle County and the town of Gypsum on all short term rentals. This lodging tax does not apply to any municipality levying their own lodging tax. Currently all municipalities within Eagle County levy their own lodging tax except the Town of Gypsum.
- 10% of collected revenue must be used for advertising and marketing local tourism.
- In this first year of collection, Eagle County will spend the required 10% of advertising and marketing and will draft a plan on how to spend the proceeds either in 2023 utilizing the budget amendment process or in 2024.

Capital Improvements Fund

This fund receives 35% of the 1% Eagle County sales tax (authorized by voters in 1981) which is dedicated to capital improvements or related debt repayment.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$304,816	N/A			\$5.53	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Property Taxes	\$ 188,277	\$ (143)	\$ (106)	\$ -	\$ -
Sales & Other Taxes	\$ 7,148,065	\$ 7,016,535	\$ 8,853,745	\$ 10,625,358	\$ 10,625,359
Grants - Non Federal	\$ 30,000	\$ 57,000	\$ -	\$ 54,000	\$ 4,250,000
Charges for Services	\$ 42,500	\$ -	\$ -	\$ -	\$ 1,108,750
Miscellaneous Revenue	\$ 9,832,520	\$ 226,512	\$ 22,530,199	\$ 115,000	\$ 241,280
Interfund Transfers In	\$ -	\$ 88,715	\$ 216,464	\$ 1,373,256	\$ 1,569,559
<i>Total Revenues</i>	\$ 17,241,362	\$ 7,388,619	\$ 31,600,302	\$ 12,167,614	\$ 17,794,948
% Inc/Dec	168%	-57%	328%	-61%	46%
<i>Expenditures</i>					
Services	\$ 954,968	\$ 464,522	\$ 517,086	\$ 1,494,315	\$ -
Internal Service Fees	\$ 77,859	\$ 71,783	\$ 304,229	\$ 70,000	\$ 173,600
Supplies	\$ 493,683	\$ 223,232	\$ 10,387	\$ -	\$ -
Capital Outlay	\$ 5,657,656	\$ 6,341,005	\$ 2,037,407	\$ 14,258,212	\$ 13,313,682
Debt Service	\$ 2,005,782	\$ 2,652,500	\$ 3,166,004	\$ 4,005,850	\$ 4,002,850
Interfund Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Expenditures</i>	\$ 9,189,947	\$ 9,753,042	\$ 6,035,113	\$ 19,828,377	\$ 17,490,132
% Inc/Dec	11%	6%	-38%	229%	-12%
Revenues less Expenditures	\$ 8,051,416	\$ (2,364,424)	\$ 25,565,189	\$ (7,660,763)	\$ 304,816
Beginning Fund Balance	\$ 6,038,936	\$ 14,090,352	\$ 11,725,928	\$ 37,291,117	\$ 29,630,354
Ending Fund Balance	\$ 14,090,352	\$ 11,725,928	\$ 37,291,117	\$ 29,630,354	\$ 29,935,170
% Inc/Dec in Fund Balance	133%	-17%	218%	-21%	1%

- Principal and interest payments for the Justice Center certificates of participation (COP) payment (\$1,582,250), Two10 at Castle Peak COP payment (\$1,076,250) and principal and interest payments for the Eagle Valley Trail COP payment (\$1,344,350) as more fully defined in the [Current Debt Obligations](#) section of this book are budgeted to be paid from this fund.
- The Eagle County Treasurer collects 1% of all revenue in this fund and \$173,000 has been budgeted for this purpose.
- The charges for services revenue represents a contribution from the Edwards Metro District for the Hillcrest Roundabout construction.
- This fund's capital outlay and leases are explained in the [Capital Expenditures](#) section of this book.

Landfill Fund (Enterprise Fund)

The landfill provides a solid waste facility for Eagle County residents and an environmentally safe containment area for all acceptable refuse while ensuring compliance with federal, state, and county regulations. This fund is classified as an enterprise fund because it reports activity for which a fee is charged to external users and the pricing policy indicates that fees and charges are set to recover all costs of operating the facility.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$8,813	13.5			\$0.16	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ 3,849	\$ -	\$ -	\$ -
Grants - Non Federal	\$ 30,311	\$ 16,157	\$ 29,391	\$ -	\$ -
Charges For Services	\$ 3,773,345	\$ 3,484,795	\$ 4,431,218	\$ 3,563,300	\$ 3,983,100
Miscellaneous Revenue	\$ 479	\$ 264	\$ -	\$ -	\$ -
Interfund Transfers In	\$ 89,687	\$ 87,315	\$ 51,891	\$ -	\$ -
<i>Total Revenues</i>	\$ 3,893,822	\$ 3,592,381	\$ 4,512,499	\$ 3,563,300	\$ 3,983,100
% Inc/Dec	-18%	-8%	26%	-21%	12%
<i>Expenditures</i>					
FTEs	12.9	12.9	12.9	12.9	13.5
Salaries & Benefits	\$ 1,016,189	\$ 1,069,223	\$ 1,077,365	\$ 1,206,839	\$ 1,385,629
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
Services	\$ 1,068,739	\$ 1,044,126	\$ 1,245,330	\$ 1,128,190	\$ 1,120,531
Internal Service Fees	\$ 680,931	\$ 603,861	\$ 773,848	\$ 912,905	\$ 1,109,871
Intergovernmental	\$ 149,433	\$ 144,837	\$ 166,460	\$ 178,646	\$ 188,646
Supplies	\$ 110,137	\$ 64,434	\$ 161,737	\$ 268,810	\$ 169,610
Capital Outlay	\$ 374,466	\$ 431,141	\$ 358,531	\$ 2,295,810	\$ -
<i>Total Expenditures</i>	\$ 3,399,895	\$ 3,357,621	\$ 3,783,270	\$ 5,991,200	\$ 3,974,287
% Inc/Dec	-16%	-1%	13%	58%	-34%
Revenues less Expenditures	\$ 493,927	\$ 234,760	\$ 729,229	\$ (2,427,900)	\$ 8,813
Beginning Fund Balance	\$ 15,601,151	\$ 16,095,078	\$ 16,329,838	\$ 17,059,067	\$ 14,631,167
Ending Fund Balance	\$ 16,095,078	\$ 16,329,838	\$ 17,059,067	\$ 14,631,167	\$ 14,639,980
% Inc/Dec in Fund Balance	3%	1%	4%	-14%	0%

- Revenues budgeted for 2023 are projected to remain flat with the 2018 through 2020 actuals and the 2022 estimates. Visitors to the community and construction and demolition projects impact this fund's revenue collection. 2021 saw an extraordinary amount of construction demolition projects.
- Services include an \$80,000 contribution to Walking Mountains Science Center to promote waste reduction.
- There are no capital projects planned in 2023.

Fleet Fund (Internal Service Fund)

The Fleet fund provides all county departments with vehicles and other equipment, and performs repairs and maintenance of the vehicles and equipment.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$158,599	17.0			\$2.88	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ 35,688	\$ -	\$ -	\$ -
Grants - Non Federal	\$ -	\$ -	\$ 7,800	\$ -	\$ -
Charges For Services	\$ 61,537	\$ 45,274	\$ 65,823	\$ 119,813	\$ 221,028
Internal Service Revenue	\$ 6,267,567	\$ 5,856,174	\$ 6,625,087	\$ 7,552,724	\$ 7,240,382
Miscellaneous Revenue	\$ 279,058	\$ 350,322	\$ 298,217	\$ 303,476	\$ 162,435
Interfund Transfers In	\$ (73,459)	\$ 210,524	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$ 6,534,703	\$ 6,497,982	\$ 6,996,926	\$ 7,976,013	\$ 7,623,845
% Inc/Dec	1%	-1%	8%	14%	-4%
<i>Expenditures</i>					
FTEs	16.0	17.0	16.0	16.0	17.0
Salaries & Benefits	\$ 1,441,127	\$ 1,414,907	\$ 1,377,357	\$ 1,616,264	\$ 1,805,548
Services	\$ 555,255	\$ 586,529	\$ 489,552	\$ 605,220	\$ 613,088
Internal Service Fees	\$ 113,675	\$ 134,915	\$ 137,019	\$ 171,607	\$ 180,317
Supplies	\$ 2,381,742	\$ 1,802,811	\$ 2,189,968	\$ 3,362,993	\$ 3,382,340
Capital Outlay	\$ 1,468,901	\$ 1,934,866	\$ 2,066,974	\$ 3,629,140	\$ 1,483,953
<i>Total Expenditures</i>	\$ 5,960,700	\$ 5,874,028	\$ 6,260,868	\$ 9,385,224	\$ 7,465,246
% Inc/Dec	4%	-1%	7%	50%	-20%
Revenues less Expenditures	\$ 574,003	\$ 623,954	\$ 736,058	\$ (1,409,211)	\$ 158,599
Beginning Fund Balance	\$ 16,780,117	\$ 17,354,120	\$ 17,978,074	\$ 18,714,132	\$ 17,304,921
Ending Fund Balance	\$ 17,354,120	\$ 17,978,074	\$ 18,714,132	\$ 17,304,921	\$ 17,463,520
% Inc/Dec in Fund Balance	3%	4%	4%	-8%	1%

- Revenue has increased because of rate increases charged to other county funds.
- The cost of the car share program is being covered by this fund.
- Rates charged to departments are calculated annually based upon actual costs for the previous year. Future vehicle replacement costs are also included in this fund's revenue.
- Supplies include the purchase of fuel for all county vehicles and equipment as well as parts for repair and maintenance of vehicles. The cost of both fuel and parts are expected to increase.
- This fund's capital outlay and leases are explained in the [Capital Expenditures](#) section of this book.

Insurance Reserve Fund (Internal Service Fund)

The Insurance Reserve fund has been established to accumulate funds to pay for Eagle County's insurance program, as well as all deductibles resulting from claims.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$3,349	N/A			\$0.06	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Property Taxes	\$ 166,669	\$ 387,918	\$ 459,073	\$ 575,504	\$ 573,002
Internal Service Revenue	\$ 292,570	\$ 350,904	\$ 359,154	\$ 390,720	\$ 467,543
Miscellaneous Revenue	\$ 502,480	\$ 135,711	\$ 106,970	\$ 120,000	\$ 87,000
Interfund Transfers In	\$ 250,000	\$ 150,000	\$ -	\$ -	\$ -
<i>Total Revenues</i>	\$ 1,211,719	\$ 1,024,533	\$ 925,197	\$ 1,086,224	\$ 1,127,545
% Inc/Dec	96%	-15%	-10%	17%	4%
<i>Expenditures</i>					
Services	\$ 1,013,492	\$ 763,243	\$ 936,389	\$ 1,250,393	\$ 1,109,196
Internal Service Fees	\$ 5,001	\$ 11,638	\$ 13,773	\$ 16,000	\$ 15,000
Interfund Transfers Out	\$ -	\$ 296,453	\$ -	\$ -	\$ -
<i>Total Expenditures</i>	\$ 1,018,492	\$ 1,071,333	\$ 950,162	\$ 1,266,393	\$ 1,124,196
% Inc/Dec	45%	5%	-11%	33%	-11%
Revenues less Expenditures	\$ 193,226	\$ (46,800)	\$ (24,965)	\$ (180,169)	\$ 3,349
Beginning Fund Balance	\$ 240,342	\$ 433,569	\$ 386,768	\$ 361,804	\$ 181,635
Ending Fund Balance	\$433,569	\$386,768	\$361,804	\$181,635	\$184,984
% Inc/Dec in Fund Balance	80%	-11%	-6%	-50%	2%

- Property tax revenue budget has decreased for 2023 because of the reduction in assessment rate explained in the [Mill Levy](#) discussion.
- The costs of our insurance program is expected to continue to be high in 2023 given the state of the insurance market and increased costs of coverage.

Health Insurance Fund (Internal Service Fund)

The Health Insurance fund has been established to account for the health insurance plans provided by the county to its employees. The premiums charged are allocated to the county funds that employ those covered by the health insurance plans.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,787,920	N/A			\$32.43	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Internal Service Revenue	\$ 8,243,558	\$ 8,858,143	\$ 7,906,085	\$ 7,797,443	\$ 8,819,687
Miscellaneous Revenue	\$ 13,534	\$ 20,356	\$ 32,283	\$ 50,000	\$ 50,000
<i>Total Revenues</i>	\$ 8,257,092	\$ 8,878,498	\$ 7,938,368	\$ 7,847,443	\$ 8,869,687
% Inc/Dec	-18%	8%	-11%	-1%	13%
<i>Expenditures</i>					
Salaries & Benefits	\$ 7,876,464	\$ 6,324,145	\$ 6,852,794	\$ 9,365,126	\$ 8,413,545
Services	\$ 2,122,344	\$ 2,026,097	\$ 1,958,219	\$ 2,174,554	\$ 2,244,062
<i>Total Expenditures</i>	\$ 9,998,808	\$ 8,350,241	\$ 8,811,013	\$ 11,539,680	\$ 10,657,607
% Inc/Dec	23%	-16%	6%	31%	-8%
Revenues less Expenditures	\$ (1,741,716)	\$ 528,257	\$ (872,644)	\$ (3,692,237)	\$ (1,787,920)
Beginning Fund Balance	\$ 10,321,687	\$ 8,579,970	\$ 9,108,227	\$ 8,235,582	\$ 4,543,345
Ending Fund Balance	\$8,579,970	\$9,108,227	\$8,235,582	\$4,543,345	\$2,755,425
% Inc/Dec in Fund Balance	-17%	6%	-10%	-45%	-39%

- Revenue for this fund is budgeted to be 13% higher than the 2022 estimate. Insurance claims in the 4th quarter of 2022 are higher than expected. We are increasing department contributions to help cover these costs.
- The county's health insurance consultant recommends a fund balance of between 16%-30% of net claims. Eagle County's net claims have averaged \$7.2 million over the past 5 years, so a fund balance of between \$1.1 million and \$2.2 million is appropriate.
- The utilization of fund balance in 2021, 2022 and 2023 will bring this to our targeted balance.
- The salaries and benefits classification includes the cost of the county's claims and services represent the administrative costs of the program.

Housing Operations Fund (Special Revenue Fund)

The Housing Operations fund is utilized primarily to fund salaries and benefits for housing staff, much of which is reimbursed from the related housing properties.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$971,720	8.0			\$17.63	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ 15,018	\$ -	\$ 637,650	\$ -
Charges For Services	\$ 199,659	\$ 260,131	\$ 297,070	\$ 285,222	\$ 474,090
Internal Service Revenue	\$ 1,300,215	\$ 1,201,902	\$ 764,975	\$ 764,975	\$ -
Miscellaneous Revenue	\$ 10,406	\$ 10,779	\$ -	\$ -	\$ -
Interfund Transfers In	\$ -	\$ -	\$ 4,925,000	\$ 3,181,550	\$ -
<i>Total Revenues</i>	\$ 1,510,281	\$ 1,487,830	\$ 5,987,045	\$ 4,869,397	\$ 474,090
% Inc/Dec	-8%	-1%	302%	-19%	-90%
<i>Expenditures</i>					
FTEs	5.3	5.3	5.4	5.4	8.0
Salaries & Benefits	\$ 1,155,333	\$ 1,139,320	\$ 626,925	\$ 704,461	\$ 1,016,154
Services	\$ 344,214	\$ 322,843	\$ 532,655	\$ 1,829,660	\$ 240,393
Internal Service Fees	\$ -	\$ -	\$ 3,853	\$ 251	\$ 263
Supplies	\$ -	\$ 64	\$ 138	\$ 550	\$ -
Capital Outlay	\$ -	\$ -	\$ 263,181	\$ 6,035,716	\$ -
Interfund Transfers Out	\$ -	\$ -	\$ -	\$ 780,000	\$ 189,000
<i>Total Expenditures</i>	\$ 1,499,548	\$ 1,462,228	\$ 1,426,751	\$ 9,350,638	\$ 1,445,810
% Inc/Dec	-6%	-2%	-2%	555%	-85%
Revenues less Expenditures	\$ 10,733	\$ 25,602	\$ 4,560,294	\$ (4,481,241)	\$ (971,720)
Beginning Fund Balance	\$ 932,515	\$ 943,248	\$ 968,851	\$ 5,529,144	\$ 1,047,903
Ending Fund Balance	\$ 943,248	\$ 968,851	\$ 5,529,144	\$ 1,047,903	\$ 76,183
% Inc/Dec in Fund Balance	1%	3%	471%	-81%	-93%

- Transfers into this fund in 2021 and 2022 represent a portion of the county's Bold Housing Moves and strategic priorities related to increasing the availability of workforce housing throughout the community. The remainder of the \$10 million commitment is budgeted in the ECHDA and The Valley Home Store funds.
- Internal Service Revenue had historically been a transfer from ECHDA to support the wages that were allocated to this fund, however we are not budgeting this transfer in 2023. This fund will utilize its fund balance remaining from the General Fund transfer.
- Charges for services include wage reimbursements from the properties that are managed by Eagle County staff.
- Services expenditures are the administrative fee paid by this fund to the General Fund and the Eagle County employee master lease program.
- The interfund transfer out is to support TVHS staff in the administration of the new housing programs.
- All other Bold Housing Moves will be funded through the Eagle County Housing and Development Authority beginning in 2023.

Housing Loan Fund (Special Revenue Fund)

The county's down payment assistance loan program was established in 1997 to make loans to citizens of Eagle County to assist them in becoming homeowners. Loans were made from this fund from 1998 to 2010, after which time all new loans were made by the Eagle County Housing and Development Authority (ECHDA).

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$200,000	N/A			\$3.63	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Expenditures</i>					
Services	\$ 252,819	\$ -	\$ -	\$ -	\$ -
Interfund Transfers Out	\$ -	\$ 152,320	\$ 152,034	\$ 165,000	\$ 200,000
<i>Total Expenditures</i>	\$ 252,819	\$ 152,320	\$ 152,034	\$ 165,000	\$ 200,000
% Inc/Dec	24%	-40%	0%	9%	21%
Revenues less Expenditures	\$ (252,819)	\$ (152,320)	\$ (152,034)	\$ (165,000)	\$ (200,000)
Beginning Fund Balance	\$ 1,108,738	\$ 855,919	\$ 703,598	\$ 551,565	\$ 386,565
Ending Fund Balance	\$ 855,919	\$ 703,598	\$ 551,565	\$ 386,565	\$ 186,565
% Inc/Dec in Fund Balance	-23%	-18%	-22%	-30%	-52%

- Activity in this fund relates to the repayment of existing down payment assistance loans. Cash proceeds from the repayment of these loans goes to ECHDA to make new down payment assistance loans.
- Beginning in 2020, and after discussion with the county's auditors, we show the repayment of loans into this fund as a transfer to the ECHDA fund, which will, in turn, make new down payment assistance loans.
- The reduction in this fund's fund balance reflects the repayment of loans made by the program prior to 2010 when we began making loans directly from ECHDA. This fund will eventually zero out after all Eagle county loans are repaid and the proceeds are transferred to ECHDA.

Workforce Housing Rental Fund (Special Revenue Fund)

The Workforce Housing Rental fund was created in 2019 to track the revenues and expenditures related to workforce housing rental properties that the county owns.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$19,531	0.6			\$0.35	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Rental	\$ -	\$ 102,392	\$ 417,416	\$ 486,658	\$ 489,715
Miscellaneous Revenue	\$ -	\$ 44,635	\$ 11,000	\$ 2,132	\$ 72
<i>Total Revenues</i>	\$ -	\$ 147,027	\$ 428,415	\$ 488,790	\$ 489,787
% Inc/Dec			191%	14%	0%
<i>Expenditures</i>					
FTEs	0.0	0.0	0.6	0.6	0.6
Salaries & Benefits	\$ -	\$ 5,545	\$ 45,561	\$ 47,280	\$ 51,200
Services	\$ -	\$ 129,327	\$ 336,221	\$ 170,432	\$ 169,241
Supplies	\$ -	\$ 3,850	\$ 3,192	\$ 6,749	\$ 15,815
Interfund Transfers Out	\$ -	\$ -	\$ -	\$ 230,000	\$ 234,000
<i>Total Expenditures</i>	\$ -	\$ 138,722	\$ 384,974	\$ 454,461	\$ 470,256
% Inc/Dec			178%	18%	3%
Revenues less Expenditures	\$ -	\$ 8,305	\$ 43,441	\$ 34,329	\$ 19,531
Beginning Fund Balance	\$ -	\$ -	\$ 8,305	\$ 51,746	\$ 86,075
Ending Fund Balance	\$ -	\$ 8,305	\$ 51,746	\$ 86,075	\$ 105,606
% Inc/Dec in Fund Balance			523%	66%	23%

- Two10 at Castle Peak is a 22 unit workforce housing rental property in the town of Eagle. The complex is Leed Certified and is home to Eagle County School District, Eagle County Government and other local workforce employees. The rent is below 80% of market rate.
- Excess revenue from the operations of Two10 is transferred to the CIP fund to assist in the repayment of the debt associated with its construction.
- 431 Broadway is a 5 bedroom home located in the heart of downtown Eagle and houses ECO Transit employees.
- 800 Castle is a duplex house in Eagle that houses two Eagle County Government employees and their families.
- All workforce rentals are capped at 80% of AMI to increase housing affordability for our local workforce.

Eagle County Housing and Development Authority (Blended Component Unit)

The mission of the Eagle County Housing and Development Authority (ECHDA) is to provide innovative, affordable housing solutions to the working people, elderly and disadvantaged members of the Eagle County community. The county commissioners serve ex officio as the board of ECHDA.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$16,936,403	N/A			\$307.23	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Grants - Non Federal	\$ 85,600	\$ 30,000	\$ 85,000	\$ 2,500	\$ 10,000
Charges For Services	\$ 484,147	\$ 382,614	\$ 560,205	\$ 465,650	\$ 108,641
Interfund Transfers In	\$ 1,250,000	\$ 652,320	\$ 552,034	\$ 52,878,530	\$ 200,000
Miscellaneous Revenue	\$ 341,129	\$ 337,706	\$ 395,287	\$ 61,500	\$ 526,500
<i>Total Revenues</i>	\$2,160,876	\$1,402,641	\$1,592,526	\$53,408,180	\$ 845,141
% Inc/Dec	66%	-35%	14%	3254%	-98%
<i>Expenditures</i>					
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
Services	\$ 930,815	\$ 808,114	\$ 870,468	\$ 904,940	\$ 4,294,320
Supplies	\$ 3,229	\$ 967	\$ 1,791	\$ 2,224	\$ 2,224
Capital Outlay	\$ 29,453	\$ 182	\$ -	\$ 11,500,000	\$ 13,485,000
Grants & Contributions Issued	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Expenditures</i>	\$ 963,498	\$ 809,262	\$ 872,260	\$ 12,407,164	\$ 17,781,544
% Inc/Dec	8%	-16%	8%	1322%	43%
Revenues less Expenditures	\$ 1,197,378	\$ 593,378	\$ 720,266	\$ 41,001,016	\$ (16,936,403)
Beginning Fund Balance	\$ 15,635,581	\$ 16,832,959	\$ 17,426,338	\$ 18,146,603	\$ 59,147,619
Ending Fund Balance	\$ 16,832,959	\$ 17,426,338	\$ 18,146,603	\$ 59,147,619	\$ 42,211,216
% Inc/Dec in Fund Balance	8%	4%	4%	226%	-29%

- In the county's annual comprehensive financial report, Eagle County Housing and Development Authority is consolidated with The Valley Home Store and Lake Creek Village Apartments, collectively referred to as ECHDA. Seniors on Broadway will be included in 2023 due to the transfer of partnership interests to ECHDA which occurred on 12/31/2022. This chart shows only ECHDA activity. The Valley Home Store, Lake Creek Village Apartments, and Seniors on Broadway Apartments are shown separately.
- Charges for services include property management fees. The reduction in 2023 is due to the sale of Lake Creek Apartments that occurred in 2022.
- Miscellaneous Revenue includes the investment earnings as well as interest on loans made to other entities and down payment assistance loans.
- The transfer in represents the repayment of down payment assistance loans in the Eagle County Housing loan fund.
- Beginning in 2023, the Bold Housing Moves are budgeted within the ECHDA Fund. Planned expenditures in 2023 are: \$2.7M for the Locals First cash offer program, \$450k for the Long Term rental subsidy program, \$164k for the Rental Funds program, \$2.9M for the Good Deeds program, and \$1.2M for the Aid for ADUs program. \$150k for advertising these programs is also included in the budget.

- Capital outlay includes funding for two affordable housing partnerships - \$3.1 million for a partnership with Habitat for Humanity Vail Valley to build 16 permanently affordable 3-bedroom units in the town of Eagle and \$6.9 million for the purchase of 43 permanently affordable 2-bedroom units in the town of Eagle. We expect that both projects will begin construction in 2023 and ECHDA is working to negotiate agreements with both developers.

The Valley Home Store (Blended Component Unit)

The Valley Home Store LLC's creation was authorized by Eagle County Housing and Development Authority Resolution 2009-043 to administer a variety of housing programs, including the sale of deed-restricted housing stock and down payment assistance loan programs.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$145,951	3.0			\$2.65	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 292,031	\$ 241,608	\$ 242,781	\$ 221,750	\$ 268,250
Grants - Non Federal	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfers In	\$ -	\$ -	\$ 36,000	\$ 180,000	\$ 189,000
Miscellaneous Revenue	\$ 21,499	\$ 18,410	\$ 7,222	\$ -	\$ -
<i>Total Revenues</i>	\$ 313,530	\$ 260,019	\$ 286,003	\$ 401,750	\$ 457,250
% Inc/Dec	25%	-17%	10%	40%	14%
<i>Expenditures</i>					
FTEs	2.0	2.0	2.0	4.0	3.0
Salaries & Benefits	\$ 158,287	\$ 166,903	\$ 194,561	\$ 351,961	\$ 272,556
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
Services	\$ 35,914	\$ 32,092	\$ 18,297	\$ 31,768	\$ 33,363
Supplies	\$ 2,258	\$ 1,244	\$ 2,417	\$ 5,230	\$ 5,380
Grants & Contributions Issued	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfers Out	\$ 200,000	\$ -	\$ -	\$ -	\$ -
<i>Total Expenditures</i>	\$ 396,459	\$ 200,239	\$ 215,274	\$ 388,959	\$ 311,299
% Inc/Dec	92%	-49%	8%	81%	-20%
Revenues less Expenditures	\$ (82,929)	\$ 59,780	\$ 70,729	\$ 12,791	\$ 145,951
Beginning Fund Balance	\$ 161,474	\$ 78,545	\$ 138,325	\$ 209,053	\$ 221,844
Ending Fund Balance	\$ 78,545	\$ 138,325	\$ 209,053	\$ 221,844	\$ 367,795
% Inc/Dec in Fund Balance	-51%	76%	51%	6%	66%

- Revenue for The Valley Home Store comes from administrative fees earned through the sale of deed restricted housing units as well as intergovernmental revenue from partners for whom TVHS provides services.
- The \$189,000 transfer in is coming from the \$10M Bold Housing Moves programs that were launched in 2021. This transfer is to support staff that are implementing the programs.
- A housing technician and housing program administrator were added to this department in 2022 to assist in administering the county's Bold Housing Moves programs. The program administrator was moved to Housing Operations fund in 2023.
- The Valley Home Store is increasing the deed restricted resale stock through Bold Housing Moves programs, so revenues will steadily increase over time.
- The Valley Home Store is consolidated into the Eagle County Housing and Development Authority in the county's annual comprehensive financial report.

Lake Creek Village Apartments (Blended Component Unit)

Lake Creek Village Apartments is a 270-unit apartment complex located along the Eagle River in the west Edwards area. It offers 1, 2, and 3 bedroom units to Eagle County residents and offers below market rents. The apartments are owned by Lake Creek Village LLC whose sole member is the Eagle County Housing and Development Authority.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$0	0.0			\$0.00	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ 39,915	\$ 100,000	\$ -	\$ -	\$ -
Rental	\$ 4,552,269	\$ 4,295,735	\$ 4,823,772	\$ 349,864	\$ -
Miscellaneous Revenue	\$ 180,817	\$ 32,346	\$ 2,296	\$ 51,958,200	\$ -
<i>Total Revenues</i>	\$ 4,773,001	\$ 4,428,081	\$ 4,826,068	\$ 52,308,064	\$ -
% Inc/Dec	2%	-7%	9%	984%	-100%
<i>Expenditures</i>					
FTEs	6.5	6.5	5.5	5.0	0.0
Salaries & Benefits	\$ 480,541	\$ 479,492	\$ 461,764	\$ 72,114	\$ -
Services	\$ 1,450,204	\$ 1,507,616	\$ 1,884,951	\$ 1,548,100	\$ -
Supplies	\$ 69,616	\$ 82,794	\$ 82,734	\$ 6,190	\$ -
Capital Outlay	\$ 1,001,028	\$ 1,017,012	\$ 999,644	\$ -	\$ -
Debt Service	\$ 929,892	\$ 935,251	\$ 917,692	\$ 149,212	\$ -
Interfund Transfers Out	\$ 800,000	\$ 500,000	\$ -	\$ 52,013,530	\$ -
<i>Total Expenditures</i>	\$ 4,731,281	\$ 4,522,164	\$ 4,346,784	\$ 53,789,146	\$ -
% Inc/Dec	14%	-4%	-4%	1137%	-100%
Revenues less Expenditures	\$ 41,720	\$ (94,084)	\$ 479,284	\$ (1,481,082)	\$ -
Beginning Fund Balance	\$ 1,054,162	\$ 1,095,881	\$ 1,001,798	\$ 1,481,082	\$ (0)
Ending Fund Balance	\$ 1,095,881	\$ 1,001,798	\$ 1,481,082	\$ (0)	\$ (0)
% Inc/Dec in Fund Balance	4%	-9%	48%	-100%	0%

- Lake Creek Village LLC sold the property in January 2022. All proceeds of the sale were transferred to the Eagle County Housing and Development Authority in 2022. Past operating results are included in this budget book, however ECHDA is no longer a majority owner of the property so we will not include the financials in this or future budgets.
- This sale included a rental restriction on all units at 75% Area Median Income per Colorado Housing and Finance Authority's annual guidelines specific to Eagle County wages.
- Lake Creek Village Apartments is consolidated into the Eagle County Housing and Development Authority in the county's annual comprehensive financial report.

Seniors on Broadway Apartments II (Blended Component Unit)

The 14-unit apartment complex located in the town of Eagle offers 1- and 2-bedroom apartments designated for senior citizens and disabled persons. The property was built in 2008 and financed through the low income housing tax credit program and a loan from Eagle County Government.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$309,194	0.4			\$5.61	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Grants - Non Federal	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Revenue	\$ -	\$ -	\$ -	\$ -	\$ 313,335
Rental	\$ -	\$ -	\$ -	\$ -	\$ 114,192
<i>Total Revenues</i>	\$ -	\$ -	\$ -	\$ -	\$ 427,527
% Inc/Dec					
<i>Expenditures</i>					
FTEs	0.0	0.0	0.0	0.0	0.4
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ 32,582
Services	\$ -	\$ -	\$ -	\$ -	\$ 68,751
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ -	\$ -	\$ -	\$ -	\$ 17,000
Debt Service	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Total Expenditures</i>	\$ -	\$ -	\$ -	\$ -	\$ 118,333
% Inc/Dec					
Revenues less Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 309,194
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Fund Balance	\$ -	\$ -	\$ -	\$ -	\$ 309,194
% Inc/Dec in Fund Balance					

- On December 31, 2022, the limited partnership interest in the ownership entity, Seniors on Broadway LP, was transferred from National Development Corporation to the Eagle County Housing and Development Authority, so we are including this property as part of the Eagle County budget. This transfer was contemplated to happen at the end of the low income housing tax credit compliance period, and should not impact the property's residents or vendors. The land use restriction agreement, which controls the rents at the property, will remain in effect.
- Rent rates will increase by 10% in 2023 for the first time since 2016, which is below the allowable rental limits set by the Colorado Housing and Finance Authority. Services are trending upwards primarily due to the increase in water, sewer, and other utilities.
- No major projects are anticipated for 2023.
- As this property's ownership changed beginning in 2023, no past operating data is included. For reference, past operating data is included in the ECHDA Budget Book.
- Seniors on Broadway Apartments will be consolidated into the Eagle County Housing and Development Authority in the county's annual comprehensive financial report beginning in 2023.

Golden Eagle Apartments (Discretely Presented Component Unit)

The 36-unit apartment complex located in the town of Eagle offers 1 bedroom apartments designated for senior citizens and disabled persons. Golden Eagle Elderly Housing Corporation, whose board members are appointed by the board of county commissioners, purchased the facility in 2003.

2023 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$19,995	1.0			\$0.36	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ 50,902	\$ 33,326	\$ 54,665	\$ 40,128	\$ -
Grants - Non Federal	\$ -	\$ -	\$ 125,000	\$ -	\$ -
Miscellaneous Revenue	\$ 1,427	\$ 257	\$ 32	\$ 1,200	\$ 1,200
Rental	\$ 245,424	\$ 247,997	\$ 252,923	\$ 251,944	\$ 275,373
<i>Total Revenues</i>	\$ 297,753	\$ 281,581	\$ 432,620	\$ 293,272	\$ 276,573
% Inc/Dec	-1%	-5%	54%	-32%	-6%
<i>Expenditures</i>					
FTEs	0.7	0.7	1.0	1.0	1.0
Salaries & Benefits	\$ 54,102	\$ 55,642	\$ 74,673	\$ 77,360	\$ 83,781
Services	\$ 138,718	\$ 165,729	\$ 132,743	\$ 223,190	\$ 177,975
Supplies	\$ 7,908	\$ 6,495	\$ 3,823	\$ 10,486	\$ 12,936
Capital Outlay	\$ 84,894	\$ 85,607	\$ 91,442	\$ -	\$ -
Debt Service	\$ 72,762	\$ 24,244	\$ 23,501	\$ 76,466	\$ 21,876
<i>Total Expenditures</i>	\$ 358,384	\$ 337,717	\$ 326,182	\$ 387,502	\$ 296,568
% Inc/Dec	6%	-6%	-3%	19%	-23%
Revenues less Expenditures	\$ (60,631)	\$ (56,136)	\$ 106,438	\$ (94,230)	\$ (19,995)
Beginning Fund Balance	\$ 282,682	\$ 222,051	\$ 165,915	\$ 272,353	\$ 178,123
Ending Fund Balance	\$ 222,051	\$ 165,915	\$ 272,353	\$ 178,123	\$ 158,128
% Inc/Dec in Fund Balance	-21%	-25%	64%	-35%	-11%

- Rental rates will increase by \$55 per unit per month for the first time since 2016, which was approved by the United States Department of Agriculture, which is the lender for Golden Eagle Apartments.
- Services include maintenance service contracts for landscaping, snow removal and general maintenance. There has been an increase in costs for service contracts at the property along with increases in utilities at the property.

E911 Fund (Discretely Presented Component Unit)

The E911 Authority board members are appointed by the board of county commissioners. It is funded from a surcharge on local phone bills and its responsibility is to provide 911 dispatchers with a visual display of the address, phone number and jurisdictional agencies for calls to the emergency 911 phone number. The E911 Authority works closely with the town of Vail, which operates the dispatch center for the county.

2023 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$135,484	N/A			\$2.46	
Account Classification	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ 5,535	\$ 27,080	\$ -	\$ -
Grants - Non Federal	\$ -	\$ 21,744	\$ 99,180	\$ 81,240	\$ 81,240
Charges For Services	\$ 1,066,788	\$ 1,260,952	\$ 1,397,878	\$ 1,453,676	\$ 1,453,677
Miscellaneous Revenue	\$ 4,490	\$ 7,715	\$ 5,530	\$ 6,000	\$ 7,240
<i>Total Revenues</i>	\$ 1,071,278	\$ 1,295,945	\$ 1,529,668	\$ 1,540,916	\$ 1,542,157
% Inc/Dec	14%	21%	18%	1%	0%
<i>Expenditures</i>					
Services	\$ 197,418	\$ 198,713	\$ 500,863	\$ 310,150	\$ 326,788
Internal Service Fees	\$ 4,599	\$ 12,594	\$ 14,862	\$ 15,349	\$ 15,349
Intergovernmental	\$ 816,453	\$ 845,030	\$ 874,606	\$ 955,608	\$ 1,064,536
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Capital Outlay	\$ 45,324	\$ 67,501	\$ -	\$ -	\$ -
<i>Total Expenditures</i>	\$ 1,063,794	\$ 1,123,838	\$ 1,390,330	\$ 1,281,107	\$ 1,406,673
% Inc/Dec	2%	6%	24%	-8%	10%
Revenues less Expenditures	\$7,484	\$172,108	\$139,338	\$259,809	\$135,484
Beginning Fund Balance	\$ 422,921	\$ 430,406	\$ 602,513	\$ 741,851	\$ 1,001,660
Ending Fund Balance	\$ 430,406	\$ 602,513	\$ 741,851	\$ 1,001,660	\$ 1,137,144
% Inc/Dec in Fund Balance	2%	40%	23%	35%	14%

- Revenues for 2023 are projected to remain stable for 2023 compared to 2022 estimates. The telephone surcharge rate is staying the same as it was in 2022, \$1.81 per line.
- The largest expenditure line item for this authority is its payment to the town of Vail (\$1,064,536) which operates the 911 dispatch center.

Capital Expenditures

An expenditure is classified as a capital asset if it is used in operations, the cost is greater than \$10,000, and it has a useful life of three years or longer. Capital projects are reviewed by the Capital Improvements Plan committee which uses a variety of criteria, including alignment to the strategic plan, necessity of the project, and associated costs - both upfront costs and ongoing costs. Total budgeted capital expenditures, including capital and operating leases, for Eagle County in 2023 are \$51.6 million and are distributed across several funds and departments as shown below.

Fund/Department	2023 Amount	
Airport	\$	16,804,056
Capital Improvements Fund	\$	13,313,682
ECHDA Consolidated	\$	13,502,000
Road & Bridge	\$	1,862,032
ECO Transit	\$	1,652,237
Offsite Road Improvements	\$	1,582,500
Fleet Services	\$	1,483,953
Open Space	\$	778,000
Eagle County Air Terminal	\$	225,000
800 MHz Fund	\$	200,000
Conservation Trust	\$	150,000
General Fund	\$	34,929
	\$	51,588,389

Airport Fund Capital Projects

Capital Project: Air Traffic Control Tower Upgrade	Department: Airport
Description and Purposes of Capital Project: Eagle County Airport received \$185,000 from the Bipartisan Infrastructure Law FAA Contract Tower Competitive Grant. Airport will use this funding to upgrade the HVAC system in the control tower, as well as aged critical operational equipment including radios and airport lighting control systems. This project will likely be started early second quarter 2023 and finished before the end of the year. Airport will have a match of \$20,556.	
Budget: \$205,556	Impact on Other Departments: Facilities
Funding Sources: Airport fund and grant revenue	Impact on Operating Costs: Annual operating costs of a new system will be slightly lower than the existing system.
Strategic Priority: Support our workforce.	

Capital Project: Paving Driveway Behind Administration Building	Department: Airport
Description and Purposes of Capital Project: The airport will pave the driveway directly behind the administration building. This will help protect our equipment that is driven over this area daily. This project will likely be started and completed in summer 2023.	
Budget: \$75,000	Impact on Other Departments: None

Funding Sources: Airport fund revenue	Impact on Operating Costs: Hopefully this project will lower operating costs over the years with less repair being needed on our equipment.
Strategic Priority: Support our workforce.	

Capital Project: Broom Attachment for large John Deere	Department: Airport
Description and Purposes of Capital Project: The airport will purchase a new broom attachment for our large John Deere tractor in 2023.	
Budget: \$7,500	Impact on Other Departments: None
Funding Sources: Airport fund revenue	Impact on Operating Costs: None
Strategic Priority: Support our workforce.	

Capital Project: Northside Aircraft Paving	Department: Airport
Description and Purposes of Capital Project: The airport will pave some additional areas on the northside of the Airport property to help with snow storage and aircraft operations. This can expect to be started and completed in summer 2023.	
Budget: \$100,000	Impact on Other Departments: None
Funding Sources: Airport fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Paving/Striping Long Term Parking Lot	Department: Airport
Description and Purposes of Capital Project: The airport will pave and stripe the long term lot used by residents and visitors flying out of Airport. One of the biggest complaints received from Eagle County residents is that the long term lot is not paved, Airport staff will upgrade this lot as a benefit to Eagle County residents and visitors. This project can expect to be started and completed in summer 2023.	
Budget: \$350,000	Impact on Other Departments: None
Funding Sources: Airport fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Taxiway A Rehab/Pavement	Department: Airport
Description and Purposes of Capital Project: Taxiway A has reached the end of its useful life. This FAA-approved project will rehabilitate the asphalt surface, as well as the electrical/lighting for the taxiway. The total cost of the project is \$12,500,000.00, we will be receiving \$8,600,000 from the FAA and \$650,000	

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from CDOT. The Airport match is \$3,250,000.	
Budget: \$12,500,000	Impact on Other Departments: None
Funding Sources: Airport fund and grant revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Taxiway B Grading and Drainage	Department: Airport
Description and Purposes of Capital Project: The Taxiway B project involves continued prep and grading work in preparation for the future Taxiway construction. This project has been approved by the FAA. The total cost of the project is \$3,500,000, the FAA is contributing \$3,150,000, and the Airport contribution is \$350,000.	
Budget: \$3,500,000	Impact on Other Departments: None
Funding Sources: Airport fund and grant revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Trash Compactor	Department: Airport
Description and Purposes of Capital Project: The airport will purchase a new trash compactor in 2023 as the one on site is over 20 years old, leaks, and is becoming more difficult to repair.	
Budget: \$41,000	Impact on Other Departments: None
Funding Sources: Airport fund revenue	Impact on Operating Costs: None
Strategic Priority: Protect our mountain ecosystem.	

Capital Project: Airport Equipment	Department: Airport
Description and Purposes of Capital Project: The airport needs new equipment and will attempt to acquire appropriate equipment replacement from the Denver International Airport surplus sale.	
Budget: \$25,000	Impact on Other Departments: None
Funding Sources: Airport fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Improvements Fund Capital Projects

Capital Project: Technology Infrastructure	Department: Innovation & Technology
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Description and Purposes of Capital Project: Infrastructure replacement needs – miscellaneous minor capital maintenance needs for IT equipment that will reach projected end of life during 2023. Proactive maintenance ensures ongoing reliability of equipment; which in turn assures that workforce productivity, that is reliant on the services this equipment delivers, remains high.	
Budget: \$78,000	Impact on Other Departments: All county departments rely on functioning technology to do their work.
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: This number includes ongoing costs of the equipment.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Technology Infrastructure Virtual Licensing Updates	Department: Innovation & Technology
Description and Purposes of Capital Project: The technology infrastructure that runs our core software applications has evolved from physical servers to virtual servers. Eagle county must now pay licenses based on virtual servers. Our current need and emphasis will be focused on our database servers and back up servers.	
Budget: \$90,500	Impact on Other Departments: All county departments rely on functioning technology to do their work.
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Rooftop heating and cooling unit at the Maintenance Service Center (MSC)	Department: Facilities
Description and Purposes of Capital Project: The MSC building's rooftop heating and cooling unit has aged out and must be replaced with an electrical system.	
Budget: \$450,000	Impact on Other Departments: None
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: The operating costs for electrification of this building will be studied, but should be less than the current operating costs.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Justice Center Heat Distribution System	Department: Facilities
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Description and Purposes of Capital Project: The Justice Center's heat distribution system has aged out and must be replaced.	
Budget: \$50,000	Impact on Other Departments: Sheriff
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: The system should operate more efficiently
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: MSC Roof Replacement	Department: Facilities
Description and Purposes of Capital Project: The existing roof has multiple leaks and needs to be replaced.	
Budget: \$210,000	Impact on Other Departments: None
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: This will reduce ongoing repair costs.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Animal Shelter furnace replacement	Department: Facilities
Description and Purposes of Capital Project: Replace 2 gas furnaces with 2 electric heat furnaces	
Budget: \$30,000	Impact on Other Departments: None
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: These replacements should increase the efficiency of operating costs.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Hot water heater replacements	Department: Facilities
Description and Purposes of Capital Project: Replace and resize multiple hot water heaters that are aging out with electric heat pumps.	
Budget: \$45,000	Impact on Other Departments: None
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: The new equipment should decrease the operating costs.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Eagle County Campus replace	Department: Facilities
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chiller	
Description and Purposes of Capital Project: Replace aging chiller at the Eagle County Building.	
Budget: \$225,000	Impact on Other Departments: None
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: New equipment should increase the efficiency of operation.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Exhibit Hall HVAC replacement	Department: Facilities
Description and Purposes of Capital Project: Add electric heating / cooling to the Exhibit Hall	
Budget: \$150,000	Impact on Other Departments: The building will need to be closed for rentals during installation.
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: There is not existing cooling in the building so this will add expenses during the summer.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Eagle River Center - restroom heaters	Department: Facilities
Description and Purposes of Capital Project: Restroom heaters are nearing the end of life. Will be replaced with electric heat pump equipment.	
Budget: \$20,000	Impact on Other Departments: None
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: The new equipment should be energy efficient with little to no impact on operating costs..
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Justice Center elevator	Department: Facilities
Description and Purposes of Capital Project: Current elevator components are nearing the end of life. This cost is for the power unit, controller, door operator, fixtures and new wiring.	
Budget: \$150,000	Impact on Other Departments: Sheriff
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents,	

businesses and visitors.

Capital Project: Justice Center X Ray machine	Department: Facilities
Description and Purposes of Capital Project: The current x-ray machine is near the end of its life and components will not be available for repair.	
Budget: \$35,000	Impact on Other Departments: Sheriff
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: El Jebel Cooling System Replacement	Department: Facilities
Description and Purposes of Capital Project: The cooling system is nearing the end of its life. This system will be changed over to an electric heat pump system.	
Budget: \$75,000	Impact on Other Departments: None
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: The new system will be energy efficient.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Facilities Management Capital Maintenance	Department: Facilities
Description and Purposes of Capital Project: Planned improvements to building infrastructure, contingency fund for unforeseen equipment failures over \$5K.	
Budget: \$175,000	Impact on Other Departments: None
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Hillcrest Drive Roundabout	Department: Engineering
Description and Purposes of Capital Project: Construction of a roundabout at the intersection of Hillcrest Drive and Highway 6 in West Edwards.	
Budget: Total project will cost \$3,800,000.	Impact on Other Departments: Offsite Road Improvements

Funding Sources: Capital Improvements fund revenue and Offsite Road Improvements revenue. Offsite Road Improvements will spend \$1,582,500 and CIP fund will spend \$2,217,500. The Edwards Metro District will contribute \$1,900,000 which will be reimbursed to the funds on a prorata basis.	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Parking Lot Improvements	Department: Engineering
Description and Purposes of Capital Project: Eagle County building parking lot improvements will include crack and seal coat surface, curb and gutter, and striping.	
Budget: \$195,000	Impact on Other Departments: None
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: The new system will be energy efficient.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Edwards Building Planning and Due Diligence	Department: Project Management
Description and Purposes of Capital Project: Eagle County Government has been pursuing the opportunity to build on the vacant parcel of land west of Freedom Park in Edwards. The buildable parcel is approximately 1.35 acres. In 2023 planning and due diligence will take place, including designing the project so we can seek a gross maximum price contract to build the building in 2024.	
Budget: \$3,000,000	Impact on Other Departments: Sheriff, Clerk & Recorder, Public Health, Human Services, Facilities
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: Costs to operate this building will hit our operating budget in 2025. We will seek to sell the existing locations where these teams are operating, so hopefully this new and energy efficient building will actually cost less to operate.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Battery Storage Planning	Department: Sustainable Communities
Description and Purposes of Capital Project: Solar rooftop systems produce clean electricity at the Eagle County Building (49-KW), the Eagle River Center (76-KW), the Maintenance Service Center (72-KW), and the Airport SRE Building (70KW). Project planning and possible installation of storage batteries at these county locations in 2023 will provide emergency power during weather, fire and other events that may cause electrical outages or blackouts. In addition, Holy Cross Energy can discharge these batteries	

during system peaks, which reduces energy costs for their members, and supports Holy Cross' goal to provide 100% renewable-sourced electricity.	
Budget: \$30,000	Impact on Other Departments: None
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Golden Eagle deck modifications	Department: Golden Eagle
Description and Purposes of Capital Project: The 36 Golden Eagle Senior Apartments have newly installed back decks which were funded by several grants received over six years. The intention was to provide egress for emergencies by removing a window to be replaced by a patio door with a small deck. We have heard from the tenants that providing stairs, railings, and access from the decks to the backyards would improve their quality of life.	
Budget: \$70,000	Impact on Other Departments: None
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Eagle Vail Trail Segments	Department: ECO Trails
Description and Purposes of Capital Project: Upon completion, the Eagle Valley Trail will extend 63 miles from the top of Vail pass to the start of Glenwood Canyon and pass through the towns of Vail, Minturn, Avon, Eagle and Gypsum along with many metro districts and Unincorporated Eagle County. In 2023 focus will be on 5 sections of the trail. Any remaining construction not completed in 2022 will be carried forward into 2023.	
Budget: \$6,017,682	Impact on Other Departments: None
Funding Sources: Proceeds from the certificates of participation issued in 2021, donations from fundraising and contributions from metro districts and Towns.	Impact on Operating Costs: The Eagle Valley Trail requires ongoing monitoring and maintenance. We estimate that it costs approximately \$21,000 per mile per year to operate and maintain the trail.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Eagle County Housing and Development Authority Consolidated

Capital Project: Bold Housing Moves - Locals First Cash Offer	Department: Eagle County Housing and Development Authority
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Description and Purposes of Capital Project: Locals First Cash Offer program assists locals with buying a home. For this program, Eagle County buys properties with cash then resells the property directly to a local buyer with a deed restriction on the property.	
Budget: \$2,500,000	Impact on Other Departments: None
Funding Sources: ECHDA	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Bold Housing Moves - Good Deeds	Department: Eagle County Housing and Development Authority
Description and Purposes of Capital Project: The Good Deeds program adds a deed restriction to an open market home in exchange for cash at closing.	
Budget: \$2,905,000	Impact on Other Departments: None
Funding Sources: ECHDA	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Bold Housing Moves - Aid for ADU's	Department: Eagle County Housing and Development Authority
Description and Purposes of Capital Project: The Aid for ADU's program provides loans to existing homeowners to build an Accessory Dwelling Unit ("ADU") on their property.	
Budget: \$1,200,000	Impact on Other Departments: None
Funding Sources: ECHDA	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Haymeadow Deposit	Department: Eagle County Housing and Development Authority
Description and Purposes of Capital Project: ECHDA will enter into a bulk purchase agreement with Haymeadow developer to purchase 43 2-bedroom condominium units at \$600,000 each. The units will not be ready for purchase until 2024, so the purchases will be part of that budget. This amount represents the deposit that will be made in anticipation of the bulk purchase agreement. The units will then be resold with a price capped deed restriction to the local workforce.	
Budget: \$6,880,000	Impact on Other Departments: The Valley Home Store
Funding Sources: ECHDA	Impact on Operating Costs: \$150,000 for staffing at THVS offset by \$327k in resale fees (total for all units) \$500k in closing and carrying costs for ECHDA (total

	for all units). No ongoing operating costs.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Building Improvements	Department: Seniors on Broadway
Description and Purposes of Capital Project: Building Improvement Projects for Seniors on Broadway include appliance replacement, flooring replacement in one unit, new furnaces, plumbing replacements and roof heat tape replacement.	
Budget: \$17,000	Impact on Other Departments: None
Funding Sources: ECHDA	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Road and Bridge Capital Projects

Capital Project: Airport Land Lease	Department: Road & Bridge
Description and Purposes of Capital Project: The Maintenance Service Center building is located on land owned by the Eagle County Regional Airport. Because a portion of the airport land acquisition was funded by the Federal Aviation Administration (FAA), the FAA requires that the county departments occupying the building and land pay a market rate rent to the Airport fund.	
Budget: \$47,032	Impact on Other Departments: Airport receives the annual revenue from this lease.
Funding Sources: Road & Bridge fund revenue	Impact on Operating Costs: This annual lease payment is part of the department's operating budget.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Crawford Property Lease	Department: Road & Bridge
Description and Purposes of Capital Project: The department leases land on which it stores equipment in the El Jebel area. The lease of this land cuts down on travel time for staff that work in that area.	
Budget: \$15,000	Impact on Other Departments: None
Funding Sources: Road & Bridge fund revenue	Impact on Operating Costs: This annual lease payment is part of the department's operating budget.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Variable Message Board Signs	Department: Road & Bridge
Description and Purposes of Capital Project: The department has requested to purchase two new variable message board signs. The signs will be used to direct traffic and inform citizens of road work and hazards.	
Budget: \$50,000	Impact on Other Departments: None
Funding Sources: Road & Bridge fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: 2023 Overlay Project	Department: Road & Bridge
Description and Purposes of Capital Project: The planned overlay projects area at Miller Ranch Road, Beard Creek Road and a portion of Cottonwood Pass. We will gravel a portion of Trough Road and Vista High Road.	
Budget: \$1,500,000	Impact on Other Departments: None
Funding Sources: Road & Bridge fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Daggett Lane Bridge	Department: Road & Bridge
Description and Purposes of Capital Project: The Dagget Lane Bridge in Gypsum, Co has structural issues that must be addressed in 2023. The Road and Bridge team will find the best solution for replacement.	
Budget: \$250,000	Impact on Other Departments: None
Funding Sources: Road & Bridge fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

ECO Transit Fund Capital Projects

Capital Project: Airport Land Lease	Department: ECO Transit
Description and Purposes of Capital Project: The Maintenance Service Center building is located on land owned by the Eagle County Regional Airport. Because a portion of the airport land acquisition was funded by the Federal Aviation Administration (FAA), the FAA requires that the county departments occupying the building and land pay a market rate rent to the Airport fund.	
Budget: \$27,237	Impact on Other Departments: Airport receives the annual revenue from this lease.
Funding Sources: ECO Transit fund revenue	Impact on Operating Costs: This annual lease

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	payment is part of the department's operating budget.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Eagle Bend Bus Shelter replacement	Department: ECO Transit
Description and Purposes of Capital Project: ECO Transit will replace the existing eastbound bus stop at Eagle Bend with a new shelter in conjunction with other development currently taking place at the site. Project will include purchase/installation of a new shelter and concrete shelter pad. Project is in cooperation with the Town of Avon.	
Budget: \$25,000	Impact on Other Departments: None
Funding Sources: ECO Transit Revenue	Impact on Operating Costs: This is a replacement/upgrade of an existing shelter so no additional operating costs anticipated.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Lake Creek Village Chargers/ Site Improvements	Department: ECO Transit
Description and Purposes of Capital Project: Site improvements and installation of on-route charging infrastructure at the Lake Creek Village bus stop. Site improvements will improve vehicle circulation, increase pedestrian safety, and install overhead vehicle charging infrastructure to improve electric bus operations.	
Budget: \$1,500,000	Impact on Other Departments: None
Funding Sources: ECO Transit Revenue and \$1,201,000 grant funding	Impact on Operating Costs: Estimating \$2,000-\$3,000 in annual maintenance costs for charger upkeep and site maintenance.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Trail Maintenance Bobcat	Department: ECO Transit
Description and Purposes of Capital Project: Purchase of new bobcat vehicle for trail maintenance. Project will increase our capacity to maintain the Eagle Valley Trails system (mowing, sweeping, snow removal, etc.)	
Budget: \$100,000	Impact on Other Departments: Fleet may be impacted depending on maintenance arrangements after the 2-year warranty period.
Funding Sources: ECO Transit Revenue	Impact on Operating Costs: Up to \$1k/year

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	maintenance costs following warranty period.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Offsite Road Improvements

Capital Project: Hillcrest Drive Roundabout	Department: Offsite Road Improvements
Description and Purposes of Capital Project: Construction of a roundabout.	
Budget: \$1,582,500 - Total project is \$3,800,000 and CIP will spend \$2,217,500	Impact on Other Departments: CIP and Engineering
Funding Sources: Capital Improvements Fund revenue and Offsite Road Improvements revenue. The Edwards Metro District will contribute \$1,900,000.	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Fleet Services Fund Capital Projects

Capital Project: Fleet Machinery and Equipment	Department: Fleet Services
Description and Purposes of Capital Project: The fleet team will purchase two new pieces of equipment. An international dump plow and alignment rack.	
Budget: \$407,328	Impact on Other Departments: None
Funding Sources: Fleet Services fund revenue	Impact on Operating Costs: Ongoing costs will include maintenance and replacement.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Airport Land Lease	Department: Fleet Services
Description and Purposes of Capital Project: The Maintenance Service Center building is located on land owned by the Eagle County Regional Airport. Because a portion of the airport land acquisition was funded by the Federal Aviation Administration (FAA), the FAA requires that the county departments occupying the building and land pay a market rate rent to the Airport fund.	
Budget: \$50,972	Impact on Other Departments: Airport receives the annual revenue from this lease.
Funding Sources: Fleet Services fund revenue	Impact on Operating Costs: This annual lease payment is part of the department's operating budget.

Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.

The remainder of the capital outlays for the fleet fund are shown in the table below. Each year Fleet charges departments that utilize vehicles a set amount for maintenance of each vehicle depending upon the vehicle type. The expenditures for these vehicles are significant and recurring capital expenditures that are based on a standard replacement schedule. We plan for these replacements and charge users a monthly replacement fee which accumulates and is utilized to purchase replacement vehicles. The majority of the replacement vehicles will be electric and hybrid vehicles which will help the county achieve its goals related to climate.

Type	Unit #	Department	Description	Purchase Cost	Efficiency	Annual Maintenance Cost	Annual Contribution for Replacement
Light	8214	Fleet - Car Share	SUV	\$ 60,000	Electric	\$1,274	\$9,600
Light	8779	Sheriff	SUV	\$ 70,000	Gas	\$4,927	\$19,200
Light	8784	Open Space	Pickup	\$ 51,453	Hybrid	\$997	\$8,496
Light	8791	Facilities	Pickup	\$ 69,000	Gas	\$3,293	\$11,385
Light	8792	Facilities	Pickup	\$ 69,000	Gas	\$3,293	\$11,385
Light	8794	Planning	Pickup	\$ 60,000	Hybrid	\$997	\$8,496
Light	8796	Sheriff	SUV	\$ 70,000	Hybrid	\$1,343	\$16,800
Light	8800	Sheriff	SUV	\$ 40,000	Electric	\$1,274	\$9,600
Light	8840	Sheriff	SUV	\$ 80,000	Hybrid	\$1,343	\$19,200
Light	8878	Sheriff	SUV	\$ 80,000	Hybrid	\$1,343	\$19,200
Light	8879	Sheriff	SUV	\$ 80,000	Hybrid	\$1,343	\$19,200
Light	8880	Sheriff	SUV	\$ 80,000	Hybrid	\$1,343	\$19,200
Light	8891	Sheriff	SUV	\$ 80,000	Hybrid	\$1,343	\$19,200
Light	8902	Sheriff	SUV	\$ 80,000	Hybrid	\$1,343	\$19,200
Light	8927	Sheriff	Pickup	\$ 56,200	Gas	\$484	\$14,616
				\$ 1,025,653		\$25,940	\$224,778

Open Space Fund Capital Projects

Capital Project: Prospective Land purchases	Department: Open Space
Description and Purposes of Capital Project: The Open Space team is negotiating the purchase of new open space properties. They have requested to budget sufficient dollars to be able to make down payments on properties, knowing that the full purchase price and specific properties will need to be discussed with the Board of County Commissioners in a public meeting and an amendment to this budget will need to be made.	
Budget: \$400,000	Impact on Other Departments: None
Funding Sources: Open Space fund revenue	Impact on Operating Costs: Will leave to preservation and maintenance costs
Strategic Priority: Protect our mountain ecosystem.	

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Capital Project: Land Improvements	Department: Open Space
Description and Purposes of Capital Project: Funds are used following best management practices (BMP's) for ecological restoration, property maintenance, and recreational improvements. Examples of land improvements may be soft-surface trail systems, habitat improvement projects, or the maintenance of existing structures such as boat ramps.	
Budget: \$378,000	Impact on Other Departments: None
Funding Sources: Open Space fund revenue	Impact on Operating Costs: Should lead to savings as rehabilitating natural processes will bring more stability back to impaired systems
Strategic Priority: Protect our mountain ecosystem.	

Eagle County Air Terminal Corporation Capital Projects

Capital Project: Roof Repairs	Department: Airport
Description and Purposes of Capital Project: Complete necessary roof repairs to the airport terminal.	
Budget: \$225,000	Impact on Other Departments: None
Funding Sources: ECAT fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

800 MHz Capital Projects

Capital Project: Snow Machine Replacement	Department: 800 MHz
Description and Purposes of Capital Project: The 800 MHz fund is budgeting to replace an all terrain vehicle snow machine that it will use to maintain its remote radio sites.	
Budget: \$50,000	Impact on Other Departments: Fleet Services
Funding Sources: 800 MHz fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Conventional channel replacement	Department: 800 MHz
Description and Purposes of Capital Project: The 800 MHz fund is budgeting to replace conventional channels at Lower Dowd Junction and Beaver Creek.	
Budget: \$50,000	Impact on Other Departments: None

Funding Sources: 800 MHz fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: Router replacement	Department: 800 MHz
Description and Purposes of Capital Project: The 800 MHz fund is budgeting to replace routers at all radio sites.	
Budget: \$80,000	Impact on Other Departments: None
Funding Sources: 800 MHz fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Capital Project: HVAC replacement	Department: 800 MHz
Description and Purposes of Capital Project: The 800 MHz fund is budgeting to replace the HVAC systems at Wolcott and Blowout Mountain sites.	
Budget: \$20,000	Impact on Other Departments: None
Funding Sources: 800 MHz fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Conservation Trust Fund

Capital Project: Edwards Spray Park	Department: Facilities
Description and Purposes of Capital Project: The children's water spray park at Freedom Park in Edwards is coming to the end of its lifecycle and needs to be refurbished. Adding a safer surface is desired.	
Budget: \$150,000	Impact on Other Departments: Project Management
Funding Sources: Capital Improvements fund revenue	Impact on Operating Costs: None
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

General Fund Capital Projects

Capital Project: Airport Land Lease	Department: Facilities and Sheriff's Office
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Description and Purposes of Capital Project: The Maintenance Service Center building is located on land owned by the Eagle County Regional Airport. Because a portion of the airport land acquisition was funded by the Federal Aviation Administration (FAA), the FAA requires that the county departments occupying the building and land pay a market rate rent to the Airport fund.	
Budget: \$34,929	Impact on Other Departments: Airport receives the annual revenue from this lease.
Funding Sources: General Fund revenue	Impact on Operating Costs: This annual lease payment is part of the department's operating budget.
Strategic Priority: Providing exceptional core services to support quality of life for our residents, businesses and visitors.	

Fund Balances and Net Position

The following table shows a summary of 2019 - 2021 audited fund balance or net position for each fund included in the Eagle County budget, along with the estimates for 2022 and 2023 balances. For the purpose of this table, fund balance and net position are added and considered together as the government's overall equity position.

Fund	2019 Actual	2020 Actual	2021 Actual	2022 Estimate	2023 Estimate
Beginning Fund Balance/Net Position	\$ 159,031,074	\$ 173,086,526	\$ 192,281,553	\$ 242,555,651	\$ 266,218,694
General Fund	\$ 34,017,273	\$ 37,689,166	\$ 37,385,487	\$ 34,436,070	\$ 31,566,956
Public Trustee Fund	\$ 138,668	\$ 126,924	\$ 145,998	\$ 124,925	\$ 122,486
Road & Bridge Fund	\$ 8,016,653	\$ 8,720,513	\$ 10,061,753	\$ 9,442,330	\$ 8,848,999
Human Services Fund	\$ 2,739,621	\$ 3,876,533	\$ 4,691,302	\$ 3,861,609	\$ 2,682,284
Offsite Road Improvement Fund	\$ 947,920	\$ 983,671	\$ 1,265,922	\$ 1,170,988	\$ 731,738
ECO Transit Fund (incl RFV)	\$ 6,842,796	\$ 10,631,600	\$ 14,095,909	\$ 18,174,041	\$ 18,369,867
ECO Trails Fund	\$ 1,137,421	\$ 1,713,038	\$ 2,642,730	\$ 2,242,504	\$ 1,722,905
Airport Fund	\$ 3,486,106	\$ 8,195,909	\$ 13,006,805	\$ 15,149,905	\$ 12,327,784
* Eagle County Air Terminal Corporation	\$ 26,449,458	\$ 26,185,844	\$ 27,636,271	\$ 27,358,106	\$ 28,139,282
Conservation Trust Fund	\$ 112,591	\$ 174,606	\$ 275,434	\$ 326,334	\$ 260,634
800 MHz Fund	\$ 1,281,283	\$ 1,576,404	\$ 1,849,809	\$ 1,861,990	\$ 1,866,981
Emergency Reserve/TABOR Fund	\$ 2,747,426	\$ 2,747,426	\$ 2,747,426	\$ 2,747,426	\$ 2,747,426
Public Health Fund	\$ 571,136	\$ 3,228,893	\$ 4,156,425	\$ 3,487,750	\$ 1,923,255
Mental Health Fund	\$ 663,454	\$ 485,068	\$ 454,544	\$ 400,244	\$ 230,884
Childcare and Workforce Support Fund	\$ -	\$ -	\$ -	\$ -	\$ 2,669,595
Open Space Fund	\$ 6,922,623	\$ 9,401,482	\$ 13,494,737	\$ 17,073,261	\$ 19,624,224
Capital Improvements Fund	\$ 14,090,352	\$ 11,725,928	\$ 37,291,117	\$ 29,630,354	\$ 29,935,170
* Landfill Fund	\$ 16,095,078	\$ 16,329,838	\$ 17,059,067	\$ 14,631,167	\$ 14,639,980
* Fleet Fund	\$ 17,354,120	\$ 17,978,074	\$ 18,714,132	\$ 17,304,921	\$ 17,463,520
* Insurance Reserve Fund	\$ 433,569	\$ 386,768	\$ 361,804	\$ 181,635	\$ 184,984
* Health Insurance Fund	\$ 8,579,970	\$ 9,108,227	\$ 8,235,582	\$ 4,543,345	\$ 2,755,425
Housing Operations Fund	\$ 943,248	\$ 968,851	\$ 5,529,144	\$ 1,047,903	\$ 76,183
Housing Loan Fund	\$ 855,919	\$ 703,598	\$ 551,565	\$ 386,565	\$ 186,565
Workforce Housing Rentals Fund	\$ -	\$ 8,305	\$ 51,746	\$ 86,075	\$ 105,606
* EC Housing and Development Authority	\$ 16,832,959	\$ 17,426,338	\$ 18,146,603	\$ 59,147,619	\$ 42,211,216
* The Valley Home Store	\$ 78,545	\$ 138,325	\$ 209,053	\$ 221,844	\$ 367,795
* Lake Creek Village Apartments	\$ 1,095,881	\$ 1,001,798	\$ 1,481,082	\$ (0)	\$ (0)
* Seniors on Broadway II	\$ -	\$ -	\$ -	\$ -	\$ 309,194
* Golden Eagle Apartments	\$ 222,051	\$ 165,915	\$ 272,353	\$ 178,123	\$ 158,128
* E911 Fund	\$ 430,406	\$ 602,513	\$ 741,851	\$ 1,001,660	\$ 1,137,144
Ending Fund Balance/Net Position	\$ 173,086,526	\$ 192,281,553	\$ 242,555,651	\$ 266,218,694	\$ 243,366,210
Annual Change	\$ 14,055,452	\$ 19,195,027	\$ 50,274,098	\$ 23,663,043	\$ (22,852,484)

* These funds are presented on the full accrual basis of accounting in the county's ACFR so will likely have an adjustment between budget basis and GAAP basis.

Eagle County defines fund balance as the difference between fund assets and fund liabilities and uses the term fund balance for all of its governmental funds. For other fund types, we use the term net position to indicate the difference between the sum of assets and deferred outflows of resources and the sum of liabilities and the deferred inflows of resources.

- Eagle County is expected to end 2023 with a total fund balance/net position of \$243 million, which is \$23 million less than its estimated beginning fund balance/net position of \$266 million. This represents a 8.5% decrease.
- The beginning fund balance/net position was restated in 2019 as the county implemented GASB number 84 related to fiduciary activities, in 2020 for the restatement of previously deferred program revenue in the Human Services Fund, and in 2021 to reflect the expiry of a refundable deposit.

The following analysis explains changes in estimated fund balance for any fund where the change is expected to be greater than 10% of the beginning fund balance/net position.

- The Human Services fund balance is expected to decrease by \$1,179,000 (31%) in 2023. The use of fund balance in this fund is because reimbursements from the state mandated programs that are housed within this fund are decreasing at a higher rate than the costs of operating these programs.
- The Offsite Road Improvements fund is expected to decrease by \$440,000 (38%) in 2023. Fund balance is being used to contribute to the cost to construct a new roundabout. Learn more about this in the [capital outlay section](#) of this book.
- The ECO Trails fund balance is budgeted to decrease \$520,000 (23%) in 2023. The remaining Eagle Valley Trail segments will be funded from the Capital Improvements fund where the proceeds of the sale of the certificates of participation are being held. Each year, the ECO Trails fund will transfer an amount of its revenue to the CIP fund to make a portion of the debt service payments. We will target 25% of operating expenditures for the fund balance of the ECO Trails fund.
- The Airport fund balance is expected to decrease \$2.8 million (19%) in 2023. The airport is receiving grant funding to complete projects rehabbing the surfaces for two taxiways. The use of fund balance represents EGE's required match for the federal grants.
- The Conservation Trust fund balance is expected to decrease \$65,700 (20%) in 2023. This use of fund balance will be used to improve the Edwards spray park.
- The Public Health fund balance is expected to decrease \$1.6 million (45%) in 2023. The use of fund balance will go towards the new family connects program, increased contributions to Mountain Family Health Centers, completing a community health assessment, providing a new grant program to reduce youth tobacco and substance use and operating expenses.
- The Mental Health fund balance is expected to decrease \$169,000 (42%). We fund priority mental health contracts from this fund, and target to hold approximately 25% of operating expenses in the fund balance.
- The Lodging Tax fund is new in 2023. This will be funded by the 2% lodging tax that was voter approved in 2022. This fund balance will be used in 2023 and 2024 to provide funding for tourism activities, quality and accessible childcare, and local workforce housing.
- The Open Space fund balance is expected to increase \$2.6 million (15%) in 2023. No significant acquisitions are budgeted for 2023. A long term master plan for future acquisitions will be completed.
- The Health Insurance fund balance is budgeted to decrease by \$1.8 million (39%) in 2023. This is a purposeful, yet short term, decrease. The county's health insurance consultant recommends a fund balance of between 16%-30% of net claims. Eagle County's net claims have averaged \$7.2 million over the past 5 years, so a fund balance of between \$1.1 million and \$2.2 million is appropriate. The utilization of fund balance in 2020 - 2023 will bring this to our targeted balance.
- The Housing Operations fund is budgeted to decrease its fund balance \$972,000 (93%) in 2023. These funds will be used to pay for a portion of The Valley Home Store salaries and new FTE positions in 2023.
- The Housing Loan fund is budgeted to reduce its fund balance by \$200,000 (52%) in 2023. The purpose of this fund is to hold existing down payment assistance loans. As loans are repaid, the fund balance (which consists of down payment loans receivable) is reduced and the cash from repayment of loans goes to ECHDA who turns the cash into new down payment assistance loans. Since 2009, all down payment assistance loans have been and will continue to be made by the Eagle County Housing and Development Authority, so we expect that when each of the loans in this fund are repaid, the fund will be closed.
- The Workforce Housing Rentals fund balance is expected to increase by \$20,000 (23%) in 2023. The fund balance will be saved for future property needs.

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- The Eagle County Housing and Development Authority (ECHDA) fund balance is budgeted to decrease by \$7 million (12%) in 2023. ECHDA received the proceeds from the Lake Creek Village Apartments sale in 2022. In 2023 some of these proceeds will be used to fund the continuation of the Bold Housing Moves and to donate \$61 thousand to Habitat for Humanity.
- The Valley Home Store fund balance is increasing \$146,000 (66%) in 2023. The Valley Home Store is increasing the deed restricted resale stock through Bold Housing Moves programs, so that revenues will steadily increase over time.
- Seniors on Broadway was acquired by ECHDA at the end of 2022 and will now be reported as a blended component unit in Eagle County Governments financials.
- The Golden Eagle Apartments net position is budgeted to decrease \$19,000 (11%) in 2023. We will carefully watch the performance of this fund and plan to increase revenue or reduce expenditures in the coming years.
- The E911 fund balance is budgeted to increase \$135,000 (14%) in 2023. Revenues for 2023 are projected to remain stable for 2023 compared to 2022 estimates. The telephone surcharge rate is staying the same as it was in 2022, \$1.81 per line.

Mill Levy

Each December, the BoCC is tasked with passing a resolution allocating and approving the county's portion of property tax revenue for the following year. The total property tax revenue budget for the various funds is determined by the county mill levy multiplied by the final assessed valuation of property within the county and then reduced by any tax increment financing obligations. The county's mill levy is set at 8.499 mills, with 1.5 mills dedicated to the Open Space Fund.

The BoCC may redistribute portions of the total 8.499 mills to different funds (with the exception of the 1.50 mills dedicated to Open Space), as allowed by law, but may not raise the total mill levy without voter approval. However, in 2020, Eagle County voters passed a ballot measure that allows the BoCC to adjust the county's mill levy to maintain revenues that may otherwise be lost as a result of state imposed reductions in the ratio of assessed property tax valuations.

Colorado Senate Bills 21-293 and 22-238 temporarily lower the assessment rates for residential, multi-family, and some commercial properties for property tax years 2022, 2023, and 2024 (revenue years 2023, 2024, and 2025). It is estimated that Colorado Senate Bill 21-293 will cause an overall reduction in the property tax revenue for 2023 of \$250,000 as compared to the 2022 property tax revenue. The BoCC was presented with an option to increase the mill levy by 0.181 mills to a total of 8.679 mills, which would make up revenue lost as a result of this state imposed reduction in the property tax valuation ratios, however the BoCC opted to allow the savings to be passed along to the property owners and not to increase the county's mills.

The following chart shows the county's current mill levy that was approved by the BoCC on December 6, 2022 (the 2023 Mill Levy) as compared to the 2022 Mill Levy.

	2022 Mill Levy	2023 Mill Levy
General Fund	4.475	4.475
Road and Bridge	1.359	1.359
Human Services	1.000	1.000
Open Space	1.500	1.500
Insurance Reserve	0.165	0.165
Total Mill Levy	8.499	8.499
% of Increase		0.00%

- No changes are being made to the distribution of the mill levies.

Where Do My Property Taxes Go?

All property tax is collected by the Eagle County Treasurer and then disbursed to taxing districts. A summary of distributions, based on 2023 revenue, is shown in the graph below:



Long Range Financial Plan

The purpose of Eagle County's long range financial planning is to help decision makers understand and evaluate the current position of county funds as well as the long-term sustainability of each fund and annual operating budget. It also provides a starting point for future decision making by balancing potential spending needs and projected revenue outlook.

The county's sales taxes have steadily risen due to healthy tourism economy and changes to the nexus relationship requirement regarding where sales tax must be submitted (commonly referred to as the Wayfair Decision). While we expected the COVID-19 pandemic to have significant negative impacts on the county's sales tax revenue, we saw only a slight decline in 2020 and increases since then. Most economists predict a mild recession in the next year, the impacts of which are expected to reach Eagle County in 2024. The set of assumptions below indicate a decline in sales tax revenues in 2024 and 2025 and then a slow rebound. The exercise of long range planning includes a best case, worst case, and expected case analysis for all funds.

Our Capital Improvements (CIP) fund financial forecasting model is included below. The CIP fund's primary revenue source is sales tax, which is a volatile source, as well as the relatively minor amounts for interest on investments, contributions from a rental housing project that was paid from this fund, and transfers in from other funds. Projected revenue sources are analyzed utilizing trends as well as economic expectations into the future. After reviewing revenue projections, the CIP committee reviews requested expenditures and creates a long term capital plan in adherence to the [Capital Improvement Fund Policy](#). The table below shows a summary of all requests that were ranked either as needs, or high or medium priority wants.

Capital Improvements Fund - Long Term Plan (\$1,000's)

	Actual 2019	Actual 2020	Actual 2021	Est. 2022	Budget 2023	Proj. 2024	Proj. 2025	Proj. 2026	Proj. 2027	Proj. 2028
Revenues										
Sales Tax Revenue	7,148	7,017	8,854	10,625	10,625	9,563	9,085	9,357	10,059	10,813
Sales Tax % Growth		-1.8%	26.2%	20.0%	0.0%	-10.0%	-5.0%	3.0%	7.5%	7.5%
Other Revenue	10,093	372	22,747	1,542	7,170	3,309	10,559	1,059	1,059	1,059
Total Revenue	17,241	7,389	31,600	12,168	17,795	12,872	19,644	10,416	11,118	11,872
Expenditures										
Needs (Debt Repayment & Treasurer's Fees)	2,084	2,724	3,591	4,112	4,074	4,095	4,090	4,097	4,100	4,108
Wants - High Priority	7,106	7,029	2,171	7,054	7,399	2,950	2,950	2,950	2,950	2,950
Trails (COP proceeds)	0	0	273	8,662	6,018	7,481	15,800	0	0	0
Wants - Medium Priority	0	0	0	0	0	8,750	15,210	675	500	500
Total Expenditures	9,190	9,753	6,035	19,828	17,490	23,276	38,050	7,722	7,550	7,558
Net use of funds	8,051	-2,364	25,565	-7,661	305	-10,404	-18,407	2,695	3,568	4,314
Beginning Balance	6,039	14,090	11,726	37,291	29,630	29,935	19,531	1,125	3,819	7,387
Ending Balance	14,090	11,726	37,291	29,630	29,935	19,531	1,125	3,819	7,387	11,701
Ending Fund Balance Restricted for Trail	0	0	22,000	13,338	7,320	0	0	0	0	0

The results of this long term planning exercise shows that even though some years have more revenue than planned expenditures it is important for decision makers to look at the long-term requests so lower priority projects are not approved instead of saving for future higher priority projects. The plan guides our decisions for the current budget year.

The General Fund financial forecasting model is included below. The three biggest revenue sources are sales tax revenue, property tax revenue and charges for services. Each has different criteria and expectations related to future projections. From the expenditure side, the biggest expenditure in the General Fund are salaries and benefits.

General Fund - Long Term Plan (\$1,000's)

	Actual	Actual	Actual	Est.	Budget	Proj.	Proj.	Proj.	Proj.	Proj.
	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Revenues										
Property Taxes	16,312	15,476	15,235	15,608	15,541	19,426	19,510	17,559	17,627	15,864
Sales & Use Taxes	13,517	13,302	16,712	20,008	20,008	18,007	17,107	17,620	18,941	20,362
Charges for Services	15,294	11,896	15,008	14,265	13,420	13,692	14,389	13,155	13,735	14,350
Property Tax % Growth		-5.1%	-1.6%	2.5%	-0.4%	25.0%	0.4%	-10.0%	0.4%	-10.0%
Sale Tax % Growth		-1.6%	25.6%	19.7%	0.0%	-10.0%	-5.0%	3.0%	7.5%	7.5%
Charges % Growth		-22.2%	26.2%	-5.0%	-5.9%	2.0%	5.1%	-8.6%	4.4%	4.5%
Other Rev % Growth	9.4%	-10.7%	1.6%	10.5%	-3.1%	5.7%	0.2%	-5.2%	4.1%	0.7%
Other Revenue	11,070	9,516	4,040	6,490	5,631	5,951	5,961	5,652	5,883	5,922
Total Revenue	56,192	50,190	50,994	56,371	54,599	57,075	56,968	53,985	56,186	56,498
Expenditures										
Salaries & Benefits	27,258	27,492	26,561	30,977	34,184	34,184	33,330	33,330	33,330	34,330
Salaries % Growth		0.9%	-3.4%	16.6%	10.4%	0.0%	-2.5%	0.0%	0.0%	3.0%
Strategic Priorities	2,755	3,053	8,319	6,856	2,810	11,432	8,932	3,932	3,932	3,932
Other Expenditures	23,727	15,973	16,418	21,487	20,474	18,427	18,979	19,549	20,135	20,739
Other Exp. % Growth		-28.2%	30.0%	14.6%	-17.8%	-10.0%	3.0%	3.0%	3.0%	3.0%
Total Expenditures	53,740	46,518	51,298	59,320	57,468	64,043	61,242	56,811	57,398	59,001
Net use of funds	2,452	3,672	-304	-2,949	-2,869	-6,968	-4,274	-2,826	-1,211	-2,503
Beginning Balance	31,565	34,017	37,689	37,385	34,436	31,567	24,599	20,325	17,499	16,288
Ending Balance	34,017	37,689	37,385	34,436	31,567	24,599	20,325	17,499	16,288	13,785
% of OpEx (excl strat. prior.)	66.7%	86.7%	87.0%	65.6%	57.8%	46.8%	38.9%	33.1%	30.5%	25.0%

The results of this long term plan exercise showed that when revenue falls, we have some time to look closely at our expenditures, the greatest is staffing. We need to plan our expenditures and balance them with fund balance models to ensure the General Fund meets the requirements of our [Fund Balance Policy](#). The plan guides our decisions for the current budget year.

2023 Budget Process

Planning for the next year's budget is an ongoing process and began in July 2022 when the county manager's office and the finance department delivered the 2023 budget message.

The finance team met with key stakeholders to discuss short-term factors such as revenue projections, strategic priorities, salary and benefit guidelines and costs, program enhancements, and appropriate use of reserves. In addition, several user groups met to set user fees, allocate staff costs among activities, projects, and grants. In August and September, the county manager's office met with departments to review levels of service and needs. Included in those meetings were discussions regarding the budget process and key budget priorities. Finally, a committee made up of the county manager, chief operations officer, chief strategy officer, chief financial officer, and director of human resources discussed all requests related to personnel. Another committee met to discuss capital improvement project requests.

After all of the information gathered during meetings and workshops was compiled, county manager's office (CMO) reviewed individual budgets and asked for clarification and changes before presenting the initial draft of the budget to the board of county commissioners. In preparation for the initial budget discussion with the BoCC, the budget was made public and input from the public was considered. Public input was accepted through public meetings, telephone conversations, and email correspondence. After several additional discussions between the board of county commissioners, elected officials, county management, and staff, the final budget was presented to the BoCC for its consideration on November 29, 2022 and was adopted on December 6, 2022. The following calendar shows the process.

2023 Budget Calendar

Date	Action Item	Participants
July 19	Deliver budget message, calendar, and forms. Departments can begin to input into the New World budget module.	CMO, CFO, Elected Officials, Directors and other staff involved in the budget process.
Sept. 7	All budgets input into New World. Department input process closes. All FTE and CIP request forms are due.	All offices and departments
Sept.-Oct.	Meet to discuss department budgets	Finance and Departments
Sept. 22	CIP committee meets to discuss requests.	CIP committee
Sept. 29	FTE committee meets to discuss requests.	FTE committee
Oct. 15	Submit proposed budget to governing body (CRS 29-1-105) and publish "Notice of Budget" (CRS 29-1-106(1)). Deadline October 15.	CFO
Oct. 17	Budget Discussion with BoCC	BoCC, CMO, Finance, Elected Officials and Directors
Nov. 1	Budget Discussion with BoCC	BoCC, CMO, Finance, Elected Officials and Directors
Nov. 14	Budget Discussion with BoCC	BoCC, CMO, Finance, Elected Officials and Directors

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Date	Action Item	Participants
Nov. 29	2023 Budget Presentation to BoCC and public	BoCC, Elected Officials and Staff
Dec. 6	BoCC adopts the 2023 budget and sets and certifies the County's mill levy.	BoCC, CMO, Finance
Dec. 20	County commissioners to levy taxes and to certify the levies to the assessor.	BoCC, CFO, Finance

Budget Basis

Eagle County uses the modified accrual basis for budgeting. In this budget method, revenues are budgeted when we believe the cash will be received and expenditures are budgeted when the disbursements are made. The receipt of long-term debt proceeds, capital outlays, and debt service principal payments are shown in these budget documents, however no allocations are made for depreciation or amortization expenses. Any items that may be reported as "other financing sources" and "other financing uses" under the GAAP basis of accounting are classified as revenues and expenditures under the budgetary basis of accounting. The modified accrual method of accounting which is used in this budget book differs from the Generally Accepted Accounting Principles (GAAP) method which is used to prepare the county's annual comprehensive financial report, so each year we make a reconciliation between full and modified accrual within the annual comprehensive financial report document.

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 budget resolution. Administratively, operating budgets are controlled at the classification level. Departments can appropriate dollars between classifications with the approval of the finance director.

Budget Amendments

Throughout the year, the budget may be amended from time to time based upon unforeseen circumstances or new opportunities. Departments may submit a request to amend their budgets to the chief financial officer. The chief financial officer reviews all budget amendment requests and then presents them to the board of county commissioners for its approval. Any amendment to the Eagle County budget is consummated through resolution at a public meeting.

Statistical and Supplemental Data

The purpose of this section is to explain how Eagle County is governed and to highlight the Eagle County community, its demographics and economy.

Form of Government

Eagle County is governed by a three member board of commissioners. The commissioners are elected at large to four-year staggered terms and are limited to serving three terms. Each must live in the geographic district for which he or she is running. Eagle County is separated into three districts.

The BoCC is charged with the responsibility of governing the county by complying with the Colorado Revised Statutes, adopting local ordinances, adopting an annual budget, and establishing local annual property tax rates. The BoCC also has the authority to call bond referendums, enter into contracts, and establish new programs. The board of county commissioners sets the strategic goals for Eagle County and appoints the county manager, county attorney, and members of various boards and commissions.

Current Eagle County Commissioners

The current commissioners from Left to Right: Kathy Chandler-Henry, Jeanne McQueeney, and Matt Scherr.

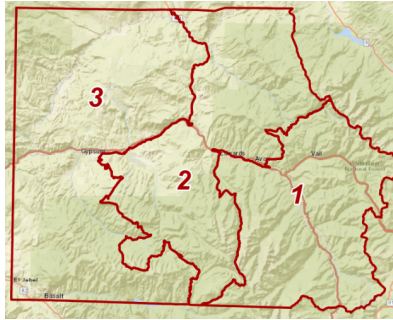


Kathy Chandler-Henry represents District 2 and was appointed in July of 2013 and ran in 2014 to fill the final 3 1/2 years of a previous Commissioner's term. She was elected to her second four-year term in 2020. Kathy is the county's representative to the Water Quality/Quantity Committee, Ruedi Reservoir Water and Power Authority, the EGE Air Alliance, and the Colorado River Water Conservation District Board of Directors. She is Vice President of the National Association of Counties' Public Land Steering Committee, and Treasurer of Colorado Counties, Inc.

Jeanne McQueeney represents District 3. Her term began on January 3, 2015. She was re-elected on November 6, 2018 to serve her second term and again on November 8, 2022 to serve her third term. Jeanne represents Eagle County on the Northwest Colorado Council of Governments, the Eagle County Regional Transportation Authority, and the Golden Eagle Elderly Housing Corporation. Jeanne also serves as the chair of the Roaring Fork Transportation Authority and was appointed by the governor to the Early Childhood Leadership Commission in 2016.

Matt Scherr represents District 1 and was appointed in February of 2019 to fill the final two years of the term. He was elected to his first four-year term in 2020. Matt represents Eagle County on regional transit solutions through the I-70 Coalition and on climate issues through the Rocky Mountain Climate Organization and Colorado Communities for Climate Action.

This map outlines, in red, the three districts that the commissioners represent.



Other Elected Officials

These elected officials serve a four year term. Their terms expired in 2022. During the November 8, 2022 election all 6 elected officials were re-elected.

Mark Chapin, Assessor

James Van Beek, Sheriff

Regina O'Brien, Clerk and Recorder

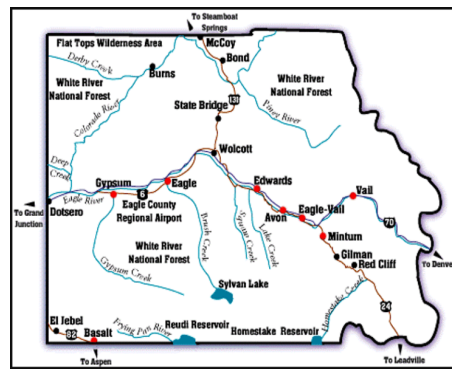
Kelly L. Miller, Surveyor

Kara Bettis, Coroner

Teak J. Simonton, Treasurer/ Public Trustee

Geography

Eagle County is located in the Rocky Mountains of Colorado. It was named after the Eagle River, which runs through the county. The highest elevation is 14,011 feet, the summit of Mount of the Holy Cross. According to the U.S. Census Bureau, the county has a total area of 1,694 square miles. The county includes the following towns: Avon, Basalt, Eagle, Gypsum, Minturn, Red Cliff and Vail.



Community Profile

History

The Ute Indians claimed Eagle County lands for summer hunting and fishing grounds before Europeans explored the area. The first reliable account of European presence in the Eagle River Valley was in 1840 when Kit Carson guided the Fremont party through the region.

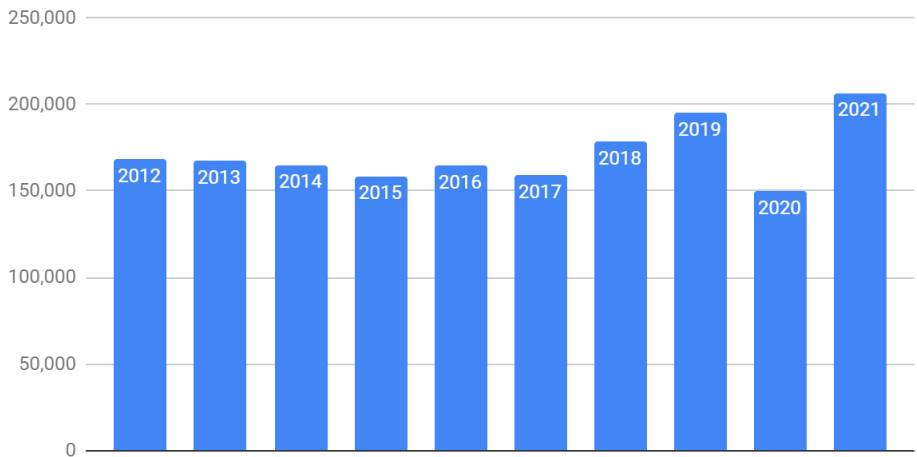
Fortune hunters and settlers scoured the state, striking lead carbonate ore in Leadville in 1874. The strike brought many prospectors to the valley, and by 1879 a permanent camp was established and the town of Red Cliff was born. Eagle County was carved from Summit County by the Colorado legislature in 1883 and Red Cliff, named for the surrounding red quartzite cliffs, was the first county seat. The county government moved west to the town of Eagle in 1921 where it remains today.

The evolution of Vail from a quiet sheep pasture to an international resort is credited to the famous 10th Mountain Division ski troops who were introduced to the valley while training at Camp Hale in the 1940s. Following World War II, a group of former Army buddies returned to the Gore Creek Valley to fulfill their collective dream of developing a ski resort. Vail later emerged as a ski giant and the county has flourished ever since.



Today
Outdoor enthusiasts continue to travel to Eagle County from around the world. Eagle County is home to world renowned ski resorts and golf courses. Eagle County Regional Airport transports visitors to the county. The airlines provide seasonal non-stop flights from major cities such as: Atlanta, Chicago, Dallas/Fort Worth, Houston, Miami, New York, Philadelphia, Salt Lake City, San Francisco and Los Angeles. The airport saw a 38% increase in enplanements in 2021 over 2020. This increase was primarily attributable to the COVI-19 pandemic causing many international flight cancellations which were replaced with flights to Eagle County in the summer of 2021 coupled with an increased demand for outdoor destinations.

Eagle County Regional Airport Enplanements
Source: Eagle County Region Airport



Demographics and Economics

Eagle County is one of 64 counties in Colorado. County governments serve both urban and rural areas. They are an administrative branch of government and exist to administer government programs at a local level. No county is the same. Here is a comparison of similar counties in Colorado to Eagle County.

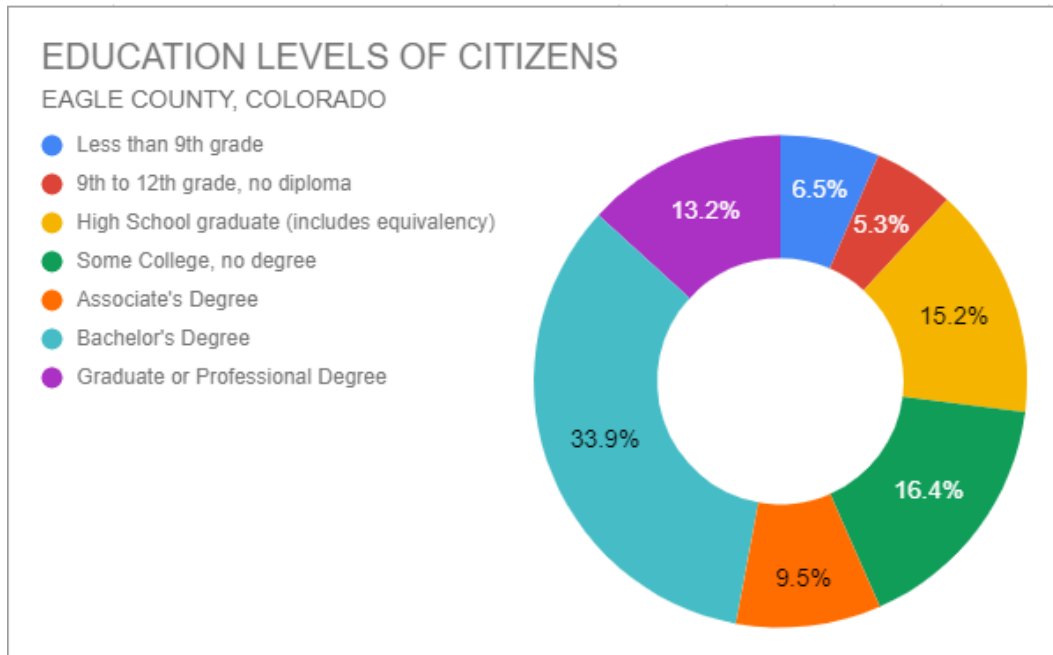
COLORADO COUNTY BUDGET COMPARISON 2022			
	<u>Eagle</u>	<u>Garfield</u>	<u>La Plata</u>
Total Population (as of 2021, *2020)	55,727	61,685*	56,250
Population % Change	0.11%	2.70%	-0.05%
Total FTE (2021 ACFR)	510	496	423
Total FTE (2022 Budget)	560	489	430
Total Budgeted Revenues (2022 Approved) All Funds	160,178,904	101,735,948	89,589,292
Total Budgeted Expenditures (2022 Approved) All Funds	167,003,303	108,084,091	119,427,405
Total Budgeted Revenues (2022 Approved) General Fund	50,427,649	56,424,215	39,480,344
Total Budget Expenditures (2022 Approved) General Fund	53,683,639	56,656,154	43,131,798
Source: https://www.colorado-demographics.com/counties_by_population , https://www.census.gov/quickfacts , respected Counties ACFR and Budget Books			

Eagle County has a population of just over 55,000. As of July, 1 2021 there were a total of 33,539 housing units and 18,667 households.

EAGLE COUNTY, COLORADO DEMOGRAPHIC STATISTICS LAST 5 FISCAL YEARS					
	2017	2018	2019	2020	2021
Population Total	54,772	54,993	55,127	55,665	55,727
Percent Change	1.5%	0.4%	0.2%	1.0%	0.1%
Population Change	783	221	134	538	62
Median Age	37	37.4	36.5	37.8	37.7
School Enrollment	6,956	6,863	6,841	6,692	7,562
Percent Change	0.8%	-1.3%	-0.3%	-2.2%	13.0%
Labor Force	36,504	36,207	37,073	35,708	34,527
Percent Change	8.5%	-0.8%	2.4%	-3.7%	-3.3%
Unemployment Rate					
Percentage	2.3%	2.7%	2.2%	9.5%	4.3%
Vehicle Registration	59,759	60,080	67,272	65,896	68,004
Percent Change	0.64%	0.54%	11.97%	-2.05%	3.20%
Median Household Income	\$ 80,600	\$ 83,803	\$ 84,685	\$ 90,365	\$ 93,016
Percent Change	1.3%	4.0%	1.1%	6.7%	2.9%
Sources: Demographic Section of the Colorado Division of Local Government and Labor Market Services, U.S. Census and other statisticals School enrollment obtained from Eagle County School District Admin Offices for entire County Area Median Income based on household size of three from Housing and Urban Development					

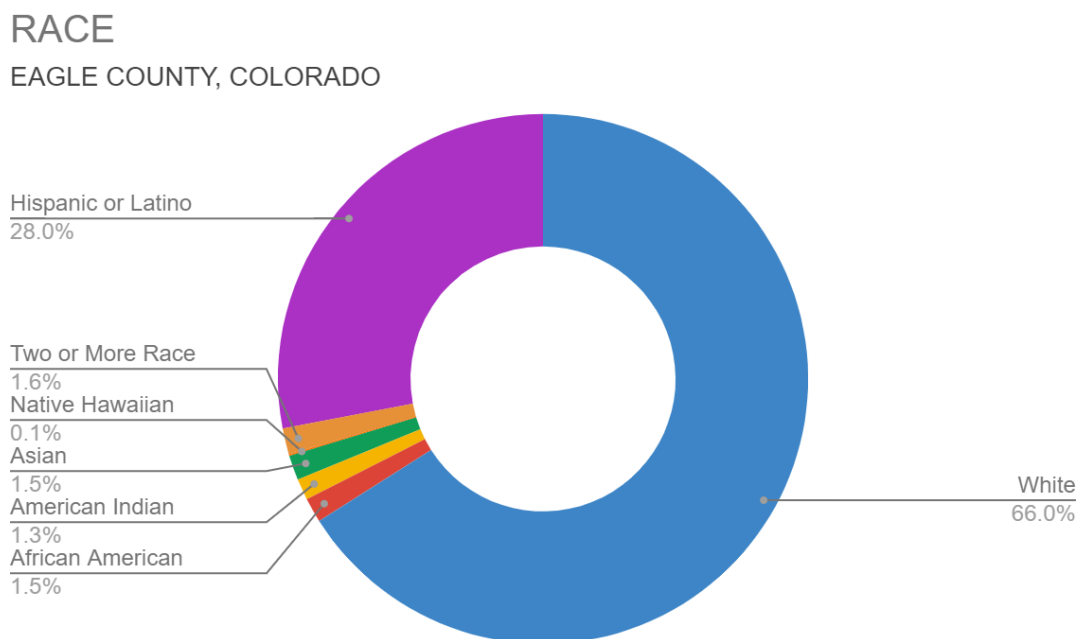
[Return to Table of Contents](#)

The education level statistics were compiled from the US Census Bureau through 2019. This survey polled the population 25 years of age or older.



Source: <https://data.census.gov/cedsci/table?q=Eagle%20county%20education&tid=ACST5Y2019.S1501&hidePreview=false>

The racial makeup of Eagle County residents is shown below.



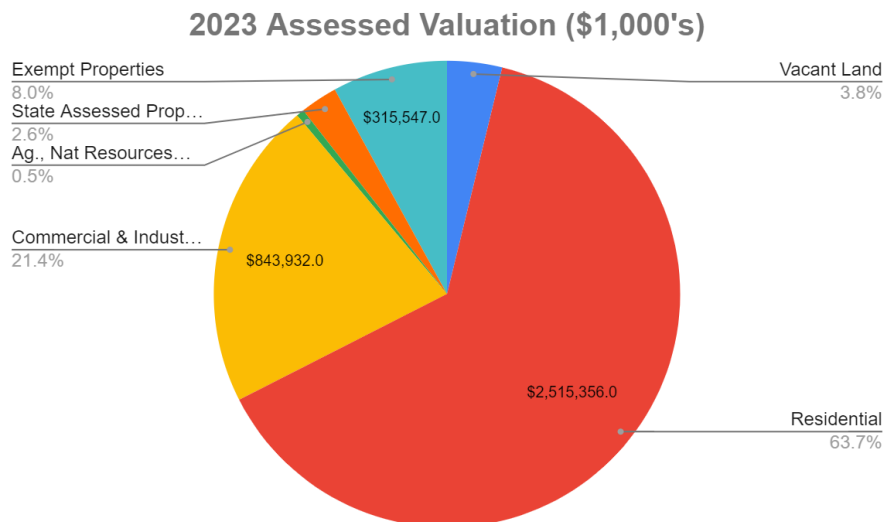
Source: <https://factfinder.census.gov>

Economics

Eagle County has a gross assessed valuation of \$4 billion across all types of property. Its largest taxpayers are shown in the table below.

2022 LARGEST PROPERTY TAX PAYERS			
EAGLE COUNTY, COLORADO			
<u>Taxpayer</u>	<u>Type of Business</u>	<u>2021 Assessed Valuation</u>	<u>% of Total Assessed Valuation</u>
Vail Corp.	Skiing and Real Estate Development	\$ 64,171,500	1.62%
Union Pacific Corp.	Railroad	38,494,500	0.97%
DiamondRock Vail Owner LLC	Lodging Industry	23,451,680	0.59%
Arrabelle at Vail Square LLC	Lodging Industry	22,910,000	0.58%
Ashford BC LP	Real Estate Development	21,609,660	0.54%
Vail Hotels Partners LLC	Real Estate Development	20,300,020	0.51%
Public Service Co. of Colorado (XCEL)	Electric Utility	19,795,400	0.50%
Holy Cross Electric Assoc. Inc.	Electric Utility	17,979,600	0.45%
Bachelor Gulch Properties LLC	Real Estate Development	17,060,020	0.43%
EX Vail LLC	Real Estate Development	15,668,570	0.39%
Total Assessed Valuation for 10 Largest Taxpayers		<u>261,440,950</u>	<u>6.58%</u>
Total Assessed Valuation for All Other Taxpayers		<u>3,710,857,100</u>	<u>93.42%</u>
		<u>\$3,972,298,050</u>	<u>100.00%</u>
Source: Eagle County Assessor's Office			

The majority of the property valuation in Eagle County is residential property as shown in the chart below.



Budget Approval Resolution

Commissioner Chandler-Henry moved adoption
Of the following Resolution:

**BOARD OF COUNTY COMMISSIONERS
COUNTY OF EAGLE, STATE OF COLORADO**

RESOLUTION NO. 2022- 100

**RE THE MATTER OF THE ADOPTION OF THE BUDGET AND
THE MAKING OF APPROPRIATIONS FOR THE COUNTY OF EAGLE, STATE OF
COLORADO, FOR FISCAL YEAR 2023.**

WHEREAS, C.R.S. §29-1-103, as amended, requires the Board of County Commissioners of the County of Eagle, State of Colorado (hereinafter the "Board"), to adopt a budget setting forth the expenditures of the various county offices, departments, boards, commissions, and other spending agencies for fiscal year 2023, beginning January 1, 2023, and ending December 31, 2023; and

WHEREAS, a public hearing on the proposed 2023 budget for the County of Eagle was held November 29, 2022; and

WHEREAS, pursuant to public notice duly published in accordance with C.R.S. §29-1-106, as amended, the proposed 2023 budget for the County of Eagle has continuously been open for public inspection from October 14, 2022; a public hearing was held November 29, 2022, before the Board to consider the adoption of the subject 2023 proposed budget; and interested taxpayers were and have continuously been given the opportunity to file or register any objections to the subject proposed 2023 budget; and

WHEREAS, the Board has made provisions within the 2023 budget for the County of Eagle for revenues including unappropriated fund balances in an amount equal to or greater than the total proposed expenditures set forth within the subject 2023 budget; and

WHEREAS, C.R.S. §29-1-108 (2) requires the Board to enact a resolution making appropriations for fiscal year 2023 in accordance with the adopted 2023 budget for the County of Eagle; and

WHEREAS, all legal requirements have been fully complied with and performed in the premises.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COUNTY
COMMISSIONERS OF THE COUNTY OF EAGLE, STATE OF COLORADO:**

THAT, the total amount of Two Hundred and Three Million, Seven Hundred and One Thousand, Four Hundred and Forty Nine dollars (\$203,701,449) is the amount of the proposed

revenues, including unappropriated fund balance, and expenditures for the County of Eagle, State of Colorado, fiscal year 2023.

THAT, the Board hereby adopts as the budget of the County of Eagle, State of Colorado, for the 2023 fiscal year the 2023 proposed budget considered and approved, with any amendments so noted, by the Board on November 29, 2022, in the total aforesaid amount of Two Hundred and Three Million, Seven Hundred and One Thousand, Four Hundred and Forty Nine dollars (\$203,701,449) for the specific purposes, functions, restrictions and amounts identified during the various public budget meetings/hearings referred to hereinabove, and the various working documents associated therewith, including specifically Board approval as shown on the budget system printout dated December 2, 2022.

THAT, the Board hereby appropriates to the various county funds, and for the various county offices, departments, commissions, boards, and other spending agencies, the following amounts for the specific purposes, functions, restrictions and amounts identified in the adopted 2023 budget for the County of Eagle and associated working documents, and during the various public budget meetings/hearing referred to hereinabove:

General Fund:	\$ 57,468,481
Special Revenue Funds:	
Road and Bridge Fund	\$ 10,079,378
Human Services Fund	\$ 10,319,953
Offsite Road Improvements Fund	\$ 1,590,500
ECO Transit Fund	\$ 16,979,179
ECO Trails Fund	\$ 1,923,232
Airport Fund	\$ 24,796,602
Conservation Trust Fund	\$ 224,100
800 MHz Fund	\$ 584,540
Emergency Reserve (TABOR) Fund	\$ -
Public Health Fund	\$ 7,353,537
Mental Health Fund	\$ 997,500
Housing Loan Fund	\$ 200,000
Housing Operations Fund	\$ 1,445,810
Workforce Housing Rentals Fund	\$ 470,256
Open Space Fund	\$ 2,975,921
Childcare and Workforce Support Fund	\$ 330,405
Capital Improvements Fund	\$ 17,490,132
Enterprise Funds:	
Landfill Fund	\$ 3,974,287
Internal Service Funds:	
Fleet Fund	\$ 7,465,246
Insurance Reserve Fund	\$ 1,124,196
Health Insurance Fund	\$ 10,657,607

Blended Component Units:

Eagle County Housing and Development Authority	\$ 17,781,544
The Valley Home Store	\$ 311,299
Seniors on Broadway II	\$ 118,333
Eagle County Air Terminal Corporation	\$ 5,262,621

Custodial Fund

Public Trustee	\$ 73,549
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Discretely Presented Component Units:

E911 Authority	\$ 1,406,673
Golden Eagle Elderly Housing Corporation	\$ 296,568

Total Appropriations for all Eagle County Funds **\$ 203,701,449**

THAT, pursuant to C.R.S. §29-1-113, the Eagle County Budget Administrator, is hereby requested and directed to immediately transmit a copy of this Resolution to the officer or employee of the County of Eagle whose duty it is to draw warrants or orders for the payment of money.

THAT, pursuant to C.R.S. §29-1-113, the Eagle County Budget Administrator, is hereby further requested and directed to file an original or certified copy of this Resolution with the Division of Local Governments in the Department of Local Affairs.

THAT, the adopted 2023 budget and the 2023 appropriations made as set forth in this Resolution are to be read as one comprehensive and integrated document. In no event shall a county office, department, commission, board, or spending agency expend or contract to expend any money; or incur any liability; or enter into any contract which, by its terms, involves the expenditure of money for any purpose for which provision is made in this Resolution, associated working documents and the related public budget meetings/hearings, which is in excess of the amounts appropriated in this Resolution for such office, department, commission, board or other spending agency, and/or purpose; nor which involves the expenditure of money inconsistent with the purposes, functions, restrictions, clarifications and/or specified monetary amounts as detailed and set forth within this Resolution, associated working documents and the related public budget meetings/hearings; nor which involves the expenditure of money for any purpose which is not identified within the aforementioned; unless prior to such expenditure the county office, department, commission, board or spending agency has presented the same to the Board, and the Board duly approves such expenditure in accordance with applicable law.

THAT, the Board hereby declares to be the legislative intent that the several provisions of this Resolution shall be severable, in accordance with the provisions set forth below:

If any provision of this Resolution is declared to be invalid by a decision of any court of competent jurisdiction, it is hereby declared to be the legislative intent that:

- a. The effect of such decision shall be limited to that provision or provisions which are expressly stated in the decision to be invalid; and

b. Such decision shall not affect, impair, or nullify this Resolution as a whole or any other part thereof, but the rest of this Resolution shall continue in full force and effect.

THAT, this Resolution is necessary for the public health, safety and welfare of the County of Eagle, State of Colorado.

MOVED, READ AND ADOPTED by the Board of County Commissioners of the County of Eagle, State of Colorado, at its regular meeting held the 6th day of December, 2022.

ATTEST:

DocuSigned by:

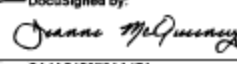
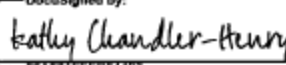
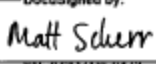
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Clerk to the Board of
County Commissioners



DocuSigned by:

COUNTY OF EAGLE, STATE OF
COLORADO, By and Through Its
BOARD OF COUNTY COMMISSIONERS

By:


DocuSigned by:

CA4AG128F9A467A
Jeanne McQueeney
County Commissioners Chair
DocuSigned by:

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Kathy Chandler-Henry
Commissioner
DocuSigned by:

81E2B207718E0473
Matt Scherr
Commissioner

Commissioner Scherr seconded adoption of the foregoing resolution. The roll having been called, the vote was as follows:

Commissioner McQueeney	<u>Aye</u>
Commissioner Chandler-Henry	<u>Aye</u>
Commissioner Scherr	<u>Aye</u>

This Resolution passed by 3/0 vote of the Board of County Commissioners of the County of Eagle, State of Colorado.

Financial Policies


	EAGLE COUNTY FINANCIAL POLICIES INTRODUCTION AND PURPOSE
	EFFECTIVE DATE: 11/01/2022
	POLICY STATEMENT: Eagle County's financial policies serve as the foundation for long- and short-term planning, facilitate decision making, and provide direction to staff for handling the county's financial business.

Eagle County's financial policies serve as the foundation for long- and short-term planning and are intended to facilitate decision making and provide direction to staff for handling the county's financial business. Due to the broad and diverse nature of the county's offices and departments, it is critical to have written and clearly defined policies that will serve to maintain and enhance the sound fiscal condition of Eagle County Government and its affiliates. All policies are written to ensure compliance with applicable state statutes, generally accepted accounting principles, and Government Accounting Standards Board rules. They combine Government Financial Officers Association best practice recommendations with Board of County Commissioner desires to ensure a workable financial strategy for the organization.

The policies within this manual formalize the Board of County Commissioners ("BoCC") direction regarding financial management of the Eagle County organization. No set of policies can anticipate every circumstance or question. Deviation from these policies should be done only when there is good cause and after consultation with the County Manager. These policies may be amended by the Board of County Commissioners from time to time.

Knowingly and willfully failing to adhere to these policies is a serious matter that may result in disciplinary action up to and including termination of employment.

This policy manual is intended to give high level guidance about how Eagle County Government operates, and should be read in conjunction with the [Eagle County Financial Procedures Manual](#). The procedures manual gives step by step detail about how to implement these financial policies. The procedures manual will be updated from time to time by the Chief Financial Officer with input from the County Manager's office. No BoCC approval is necessary to modify, add to, or delete items from the procedures manual.

	BUDGET POLICY
	EFFECTIVE DATE: 11/01/2022
	POLICY STATEMENT: Eagle County's budget policy sets direction for the proper budgeting of county funds. In compliance with Colorado state statutes, Eagle County will adopt an annual balanced budget for all of its related funds and entities. The policy requires that budgets are prepared, approved, recorded, and adjusted with proper authorization.

Budget Timelines

Eagle County's fiscal and budget year runs from January 1 to December 31. December 15 is the statutory deadline for adoption of the county's annual budget. December 22 is the statutory deadline for the BoCC to certify all mill levies.

Relationship to Goals and Objectives

Department budgets should be developed with the purpose of furthering the goals and objectives of a BoCC adopted strategic plan and/or elected office priorities.

Budget Basis

The budget is developed using the modified accrual basis. In this budget method, revenues are budgeted when we believe the cash will be received and expenditures are budgeted when the disbursements are made. The receipt of long-term debt proceeds, capital outlays, and debt service principal payments are shown in these budget documents, however no allocations are made for depreciation or amortization expenses. Any items that may be reported as "other financing sources" and "other financing uses" under the GAAP basis of accounting are classified as revenues and expenditures under the budgetary basis of accounting. The modified accrual method of accounting differs from the generally accepted accounting principles (GAAP) method which is used to prepare the county's annual comprehensive financial report, so each year we make a reconciliation between full and modified accrual within the annual comprehensive financial report document.

Balanced Budget

Each of the county funds and entities must present a balanced budget to the finance department for adoption by the BoCC. This means that budgeted expenditures cannot exceed available resources plus beginning fund balance. The use of fund balance should only be proposed as a resource if the ending fund balance target is met, and then only for supporting non-recurring expenditures. The use of debt for major capital projects may be considered by the BoCC. Interfund borrowings may occur for temporary cash flow reasons and are generally not intended to result in a transfer of financial resources. Any interfund borrowings from one fund to another must be approved by the BoCC by resolution.

Budget Control Level

The BoCC appropriates expenditures by fund. No fund may expend, or contract to expend, any monies in excess of the amount appropriated in the budget resolution. To assist leaders in complying with this restriction, budget software is set to control spending at the account classification level. Departments may request a budget transfer to move spending authority from one account to another without increasing overall fund expenditures. Budget transfers can be approved by the Chief Financial Officer (or designee) without further BoCC approval. Budget transfers cannot be made between funds, only within a particular fund.

Supplemental Budget Requests

Supplemental requests for funding will be heard by the BoCC on an as needed basis. The purpose of a supplemental request is to increase a fund's overall spending authority. Supplemental requests should be made when unanticipated spending needs have arisen after the annual budget was adopted and the requesting department cannot reasonably accommodate the request within its current appropriation. Unanticipated revenue may be added to a supplemental budget request. Significant known decreases in revenue (ie. anticipated grant revenue that will not be received, changes in economic conditions that indicate lower than expected revenue, etc.) may be added to a supplemental budget request.

All unspent appropriations lapse at year end. Unspent funds for capital and other significant projects may be carried forward into the subsequent year's budget through the supplemental budget request process.

Managing Budgets

Department heads and elected officials are responsible for managing their expenditures at the classification level within the appropriation authorized. Departments/offices should be prudent and strive to stay within budget, while being allowed the flexibility to deploy the appropriate resources to meet changing environments and client and/or commissioner needs through the supplemental budget request process.

Periodic financial reports may be submitted to the BoCC to inform them of actual to budget performance of any departments or funds.

Revenue and Expenditures

Eagle County endeavors to maintain a diversified and stable revenue base to shelter it from short-term fluctuations in any one revenue source. Departments and offices should review fees and charges to assure the cost of providing service is analyzed and appropriate fees are charged. In cases where fees do not cover the cost of the service, departments and offices should consult with the Chief Financial Officer to determine appropriate fees. One-time revenue should not be used for continuing expenses.

Expenditures should be budgeted at a level that will balance available revenue sources with meeting the BoCC's strategic plan or elected official priority. Competing interests may need to be prioritized to meet long-term financial plans and balanced budget policies. Expenditures and related programs should be reviewed from time to time to determine whether they continue to provide the desired level of impact to the organization or community and to ensure they are being offered in the most cost effective manner.

Long-Term Financial Planning

Long-term financial plans should be established and updated from time to time. The intent of these plans is to allow decision makers to focus on long-term objectives, to encourage strategic thinking, and to provide a guide for decision making. Long-term plans should project revenues, expenses, financial position, and external factors for all key funds and government operations at least five years into the future. Capital projects should be considered as part of the long-term financial planning for all county operations.

Responsibilities Summary

BoCC	<ul style="list-style-type: none">• Appropriate budgets by fund.• Approve all supplemental budget requests.
County Manager	<ul style="list-style-type: none">• Serves as Budget Officer.• Delegates budget compilation, supplemental request preparation and budget transfer approvals to Chief Financial Officer.
Department Heads and Elected Officials	<ul style="list-style-type: none">• Submit annual budget proposals.• Submit supplemental budget requests and budget transfer requests to the finance department.• Manage budget to stay within spending authority.• Works with the finance department to establish long-term plans.
Department Fiscal Staff	<ul style="list-style-type: none">• Assist department heads and elected officials with responsibilities outlined above.
Finance Department	<ul style="list-style-type: none">• Draft and submit annual and supplemental budgets to BoCC and Budget Officer in accordance with state statute.



FINANCIAL REPORTING POLICY

EFFECTIVE DATE: 11/01/2022

POLICY STATEMENT: Eagle County's financial reporting policy establishes standards for the aggregation of fiscal information into the county's financial statements in accordance with state and federal regulations.

Independent Audit

An independent audit will be performed annually in accordance with state law. The county's financial system will be maintained in conformance with generally accepted accounting principles (GAAP), which are established by the Governmental Accounting Standards Board (GASB). Each year, the county will produce an annual comprehensive financial report (ACFR) in conformance with GAAP and Government Finance Officers Association recommendations. In lieu of establishing an audit committee, the independent auditor will present the results of each year's annual audit to the full Board of County Commissioners in a public meeting.

Fund Accounting

Eagle County accounts for its broad and diverse offices and departments within separate funds, each of which is a fiscal and accounting entity. The county's financials will include the county's primary funds along with blended component units (legally separate entities that are, in substance, part of the county's operations) and discretely presented component units (which are presented in a manner to emphasize that they are legally separate from the county).

Basis of Accounting

Both the governmental and business type activities in the government-wide financial statements and the proprietary fund financial statements are presented on the full accrual basis of accounting. The basis for accounting for governmental funds in the fund level financial statements is modified accrual.

Capital Assets

Assets acquired and owned by the county and its components having a value of \$10,000 or more and a life expectancy of greater than one year, as well as capital leases, may be considered a fixed asset by the county. The capitalization limit is \$5,000 for items purchased with federal grant dollars. A physical inventory of property is required on an annual basis.

Cash, Cash Equivalents, and Investments

Except for cash held for third parties and cash held by separate legal entities, all cash is deposited with the county Treasurer. The county defines cash and cash equivalents as amount in demand deposits as well as short-term, highly liquid investments with original maturities of three months or less. All investments are made in accordance with the county's Investment Policy.

Revenue/Accounts Receivable

Revenues received must be deposited on a regular basis, generally daily or weekly, depending upon volume of receipts. Department heads are responsible for reviewing revenue collections to ensure accuracy.

Revenues from grants often need to be accounted for in a particular manner and federal grant dollars need to be included in the county's Schedule of Expenditures of Federal Awards. See the [Grants Policy](#) for additional detail.

Expenditures/Accounts Payable

All contracts for expenditures must be executed in accordance with county policies. Procurement procedures should be followed, and all necessary supporting documents should be maintained within the appropriate financial software prior to making payments. Payments can be made by using a purchasing card or electronically through utilizing the county's financial software. Vendor payments are controlled and processed by the finance department. Departments and offices should notify the Eagle County Treasurer in advance of large payments (typically over \$500,000).

Leases

Leases, whether Eagle County is the lessor or the lessee, require special accounting. Departments should inform the finance department of the terms and conditions of any lease into which it enters.

Interfund Transactions

Interfund services provided and used are accounted for as revenues, expenditures, or expenses and recorded as either due from other funds or due to other funds on a fund's balance sheet when it is expected to be liquidated within a year. For receivables/payables that are not expected to be liquidated after one year, the items are classified as advances to or from other funds.

Fund Equity Classifications

GAAP financial statements report up to five separate categories of fund balance based on the type and source of constraints placed on how the resources can be spent. Fund balance classifications include nonspendable, restricted, committed, assigned and unassigned. Unassigned fund balance is a residual classification within the general fund, which is the only fund that reports a positive unassigned balance. In all other funds, unassigned fund balance is limited to negative fund balance. Budgetary fund balance, while it is subject to the same constraints on spending as GAAP fund balance, typically represents simply the total amount accumulated from prior years at a given point in time.

End of Year Processes

The finance department works to ensure that all revenues and expenditures are recorded in the proper accounting period. Revenues earned in the previous year will be recorded in that year if they are received within 60 days after year end. Expenditure-driven grant revenues should be recorded in the same year the expenditure was incurred, regardless of the 60-day requirement. Purchases are recorded in the year in which the product or service was received regardless of when the payment was made. Departments should take care to enter revenues and expenditures appropriately to ensure they are recorded in the correct year.

Internal Controls

A comprehensive framework of internal control serves as the first line of defense in safeguarding assets and preventing and detecting errors and fraud. Management control and oversight is integral in the effective stewardship of public resources.

The County Manager and the department heads or elected officials, with guidance from the Chief Financial Officer, are primarily responsible for the appropriate internal control of all county assets and financial transactions. Internal control is a major part of managing an organization and works to ensure effectiveness and efficiency of operations, reliability of financial reporting, and compliance with applicable laws and regulations. All staff are expected to comply with auditor requests and finance staff recommendations to achieve the best possible controls while weighing the cost of such controls.

If any employee suspects financial fraud or abuse, they should address their concerns with a supervisor, department director, elected official, County Manager's office, or the finance or human resources department.

Responsibilities Summary

Department Heads and Elected Officials	<ul style="list-style-type: none">• Approve revenue collections and accounts payable entries.• Manage internal control processes within your department/office.• Comply with end of year processes.• Notify Eagle County Treasurer prior to large payment requests.
Department Fiscal Staff	<ul style="list-style-type: none">• Enter revenue collections and accounts payable entries. Review all backup data for accuracy and completeness.• Reviews and understands financial policies and procedures.
Finance Department	<ul style="list-style-type: none">• Final approval of revenue collections and bill payments.• Review department level entries and make adjustments as needed.• Make recommendations for internal control improvements.• Train fiscal staff in financial reporting procedures.



BUSINESS EXPENSE POLICY

EFFECTIVE DATE: 11/01/2022

POLICY STATEMENT: Eagle County's travel and business expense policy establishes standards for allowing the use of purchasing cards or reimbursing employees for business related expenditures that are incurred while performing specific job duties. Employees should neither gain nor lose personal funds due to a reasonable business expense.

Eligibility for Business Expenses

A county employee is eligible to use a purchasing card or to be reimbursed for legitimate business expenses that are allowed by this policy and approved in advance by their department head or elected official. The preferred method to pay for employees' business expenses is the use of a county purchasing card.

Employees should state the business purpose of all expenditures, either through the purchasing card or the reimbursement process. If an employee is requesting reimbursement of expenses, that request should be made within 90 days of when the expenses were incurred.

It is the responsibility of the department head or elected official to set and enforce guidelines for their departments/offices regarding the appropriate use of budgeted dollars for business expenses.

Allowable Costs

Actual costs of eligible business travel are allowed, with the exception of those expressly disallowed below. When a gratuity is appropriate, no more than 20% will be allowed as a business expense. Examples of allowable costs include: 1) meals purchased more than 50 miles of employees' home offices and not in the course of normal daily business, 2) airline and lodging expenses when extended travel is warranted (at coach fares and mid-range hotels or the hotel in which a training or conference is located), 3) reimbursement of mileage at the published IRS mileage rate when an employee's personal vehicle is utilized.

Non-Allowable Costs

Alcoholic beverages, personal items, and gift card purchases are not considered eligible business expenses and should not be reimbursed. Because parking, speeding, or other traffic tickets received by an employee, even when on county business, are unlawful, they are considered a personal expense to be paid by the employee and are not reimbursable.

Receipts

Itemized receipts should be maintained for all transactions. Business purpose of all expenses should be clearly documented. IRS guidelines require the following information for business travel, meals, and entertainment:

- The amount of the purchase
- The business purpose for the purchase, and
- The names of those who participated.

Failure to Follow Policy


Fraudulent business expense reimbursement requests or misuse of an Eagle County purchasing card is a serious matter that may result in disciplinary action up to and including termination of employment, and may subject the employee to legal action. It is the department head or elected official's responsibility to

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request reimbursement from the employee or deny a reimbursement request if the amount spent is considered unreasonable or proper documentation is not submitted.

Responsibilities Summary

Department Heads and Elected Officials	<ul style="list-style-type: none">• Approve business purpose and estimated cost prior to employee incurring expenses.• Approve reimbursement requests or purchasing card charges.
Employee	<ul style="list-style-type: none">• Obtain approval for all business expenses.• Maintain all itemized receipts and record all transactions either through the purchasing card process or a reimbursement request.
Finance Department	<ul style="list-style-type: none">• Administer the program.• Make payments to employees with approved reimbursement requests.

	PURCHASING CARD POLICY
	EFFECTIVE DATE: 11/01/2022
	POLICY STATEMENT: Eagle County utilizes a purchasing card program to establish a more efficient method of purchasing and paying for goods and services. All purchasing card transactions are available for viewing by the public.

Eligibility for a Purchasing Card

Purchasing cards will only be issued to elected officials and employees who are authorized by Eagle County to purchase goods and services on behalf of the county. Both the name of the cardholder and the county appear on the face of the card. The purchasing card carries corporate liability for the county but carries no liability for a cardholder.

Allowable Use

The purchasing card provides an alternative method to pay vendors, however does not change a department or office budget. All purchases made using a purchasing card must be properly budgeted. The total purchases for any month shall not exceed a cardholder's authorized credit limit.

Cardholders must advise vendors that the county is exempt from paying Colorado sales and use tax.

Non-Allowable Use

The following items may not be purchased with a county purchasing card:

- Alcoholic beverages
- Personal items
- Cash advances
- Gift cards. As gift cards are similar to cash, you must have pre-approval from the finance department to purchase gift cards regardless of the intended use. You must provide a clear plan describing the intended purpose of the gift cards and a method of tracking distribution of the cards.
- Parking, speeding, or other traffic tickets received by an employee.

Receipts

Itemized receipts should be maintained for all transactions. IRS guidelines require the following information for business travel, meals, and entertainment:

- The amount of the purchase
- The business purpose for the purchase, and
- The names of those who participated.

Responsibilities Summary

Department Heads and Elected Officials	<ul style="list-style-type: none">• Approve business needs for an employee to have a card and associated credit limit.• Approve all transactions. This responsibility may be delegated, but the department head or elected official is ultimately responsible for proper use of cards by staff.
Cardholder	<ul style="list-style-type: none">• Keep the card secure.• Call card servicer for lost or stolen card or to report fraudulent purchases.• Maintain all itemized receipts and record all transactions.
Finance Department	<ul style="list-style-type: none">• Administer the program.• Ensure payment is made to the card servicer.



PROCUREMENT POLICY

EFFECTIVE DATE: 11/01/2022

POLICY STATEMENT: Eagle County utilizes this procurement policy to ensure competitive pricing and rates are obtained for Eagle County and its affiliates. Purchases and contracts should be completed in adherence to this policy.

Purchasing

The intent of this policy is to ensure that Eagle County and its affiliates are entering into purchasing contracts at the most competitive pricing possible and to ensure that any vendor has the opportunity to bid on Eagle County projects. Procurement requirements vary based upon the expected cost and type of project as outlined in the table below:

Definition	Procurement Process
Small Projects - Projects less than \$25,000	No formal process required for obtaining quotes. Staff should consider multiple vendors to obtain the best pricing and quality available.
Mid-Sized Projects - Projects between \$25,001 and \$75,000	Staff should obtain at least three written quotes and maintain the quotes and other information supporting the basis for selection.
Large Projects - Projects over \$75,000	Staff should publish an invitation to bid, request for proposal, or request for qualifications to seek pricing for these types of projects. These documents should be posted on the Eagle County website and can also be shared directly with potential vendors, posted in newspapers or trade journals, or shared as determined necessary by staff. Staff should maintain all responses and other information supporting the basis for selection.
Any work on county highways valued at \$50,000 or more	A description of the work to be done and its location, and a reference to the location holding plans and specifications for the work must be advertised in a legal newspaper. The award is required to be made to the lowest responsible bidder per CRS 43-2-209.

Selection Criteria

Unless otherwise required, departments have flexibility to select vendors based upon any or all of the following criteria (this list is not an exhaustive list): local preference and experience in Eagle County, previous experience with the vendor, minority owned business status, environmental sustainability, quality comparisons and life cycle costs, and any other information deemed relevant by Eagle County. The lowest responsible bidder does not need to be selected in all cases.

Exceptions

The County Manager, or their designee, can approve any exceptions to this policy for a valid business reason and documented justification or when the process is impractical due to an emergency situation. When a single supplier or provider has unique qualifications to provide a product or service, the County Manager, or their designee, may approve a sole source procurement request.

Procurement or bidding processes for State, Federal or other government contracts may be different from Eagle County's policy. Matters that have other bidding requirements or that may be funded with state or federal funds should follow the most restrictive process to ensure compliance.

Contracts

When practical, purchases should be documented with an Eagle County contract. All contracts entered into by Eagle County or its affiliates must be reviewed by the Eagle County Attorney's Office prior to execution. Fully executed contracts will be maintained by the Eagle County Attorney's Office. All contracts are executed by the Board of County Commissioners in a public meeting unless they meet delegated limits passed by resolutions which allow for signature by the County Manager, Executive Director of the Eagle County Housing and Development Authority, or Aviation Director. All executed contracts are available for review by the public.

Responsibilities Summary

Department Heads and Elected Officials	<ul style="list-style-type: none">• Ensure procurement policy is followed.• Provide justification for any requested exception to the County Manager.
County Manager	<ul style="list-style-type: none">• Approve exceptions to the policy.• Execute contracts within signature limits.
County Attorney	<ul style="list-style-type: none">• Approve form of contracts.

	PAYROLL POLICY
	EFFECTIVE DATE: 11/01/2022
	POLICY STATEMENT: Eagle County's payroll policy establishes standards for the compensation of county employees, including benefits. It ensures that compensation and benefit payments to and for employees are properly authorized, documented, recorded, and reported in accordance with state and federal regulations.

Human Resources and Finance Roles

Human resources is responsible for maintaining all employee information, including personal information, benefit selections, wage rates, and employee tax information. Finance is responsible for verification of submitted electronic time sheets, payroll related changes and corrections from departments, and the actual processing of payroll through the designated payroll software.

Payroll Schedule and Approvals

Payroll is processed on a biweekly basis with pay being issued on Fridays. Payroll schedules are updated at the beginning of each year and are posted by human resources. All departments and offices must approve employee time records and time off requests through the payroll software on a timely basis. Each department head and elected official may delegate the approval of time cards, however the department head or elected official is ultimately responsible to ensure time records reflect time worked by employees.

Payroll Discrepancies

If an employee notices an error on their paycheck they should first consult their manager. If time was missing from the check the manager will need to approve any time that should be added. If there is a problem with tax or benefit withholdings the employee should contact the human resources department.

Non-Wage Payments to Employees

All money, gifts, and benefits paid to employees by Eagle County Government are to be included in the employee's reported income unless otherwise excluded by the Internal Revenue Code (IRC). Any gift cards, gifts, discounts, or benefits received by employees must be communicated to the finance department for proper review and income reporting.

Vehicles provided to employees that are available for personal use, including commuting (ie. take-home vehicles), require an annual analysis and potential inclusion on employees' reported income. Department heads must inform the finance department when vehicles are available to staff for personal use.

Payments to Elected Officials

Because salaries of the county's elected officials are set by the state, no elected official may receive any additional or non-wage payments that would cause their salary to increase over the statutorily allowed amount.

Severance Agreements

From time to time, severance agreements may be offered to employees upon separation of employment. Prior to taking action, such agreements should be discussed with the Human Resources Director or designee. All such agreements must be approved by the County Attorney or designee and executed by the County Manager or designee.

Responsibilities Summary

Department Heads and Elected Officials	<ul style="list-style-type: none">• Review and approve all time by the stated deadline.
Employee	<ul style="list-style-type: none">• Enter all hours worked and time off requests into the payroll software.
Human Resources Department	<ul style="list-style-type: none">• Manage compensation and benefits programs.• Enter and review employee information in the payroll software.• Manage short term disability and workers compensation pay.
Finance Department	<ul style="list-style-type: none">• Process payroll.• Distribute live checks.• Ensure Internal Revenue Service rules are being followed.



EMPLOYEE GIFTS POLICIES

EFFECTIVE DATE: 11/01/2022

POLICY STATEMENT: Eagle County's policy on employee gifts is primarily meant to ensure that any gifts offered to employees are appropriately taxed, identified, and recorded in accordance with state and federal regulations.

Gifts to Employees from Eagle County Government

Any gifts purchased with county funds must be appropriately budgeted. Caution should be used when giving gifts, and department heads and elected officials are discouraged from using county funds to give gifts on a regular basis.

The following table outlines the taxability of gifts that are paid for with government funds (Refer to the most recent IRS publication Quick Reference Guide for Public Employers) :

Gift	Tax Treatment	Reporting Treatment
Cash (including bonus or years of service awards)	Always taxed as regular income, regardless of frequency or amount.	These should be paid through regular payroll processes.
Gift cards (gift cards are considered cash by IRS)	Always taxed as regular income, regardless of frequency or amount.	The issuance of gift cards must always be reported to payroll so it gets added to employee income.
Annual/infrequent employee gift (if a gift card or cash is an annual gift, it is taxable per rules above)	Not taxable	No reporting is required as it is considered a de minimis fringe benefit as long as the value is nominal (IRS defines de minimis as having so little value that accounting for it would be unreasonable or administratively impracticable. IRS used \$100 as a benchmark in 2001), infrequent (annual), and not in place of compensation.
Prizes (from drawings, etc.)	Depends what the prize is. If it's cash or gift cards, then taxable. If it's a physical item of de minimis value, then it is likely not taxable.	If a prize has more than de minimis value, consult with payroll to determine tax and reporting treatment.
Clothing and uniforms	Depends. REQUIRED uniforms such as Sheriff's Office uniforms or protective wear that is required such as steel toed boots are not taxable, however other	Discuss frequency, volume, and value with payroll to determine taxability and reporting treatment.

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	logo'd gear may be a taxable fringe benefit.	
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Gifts from other entities/outside individuals

The [Constitution of Colorado Article XXIX](#) bans public officers, local government officials, and local government employees from accepting gifts over \$65 (periodically adjusted for inflation) in any calendar year. Gifts received on special occasions from individuals that are relatives or personal friends are excluded from this ban. These officers, officials, and employees are also prohibited from receiving any money, forbearance, or debt forgiveness without providing the giver equal value in exchange and from receiving anything of value from professional lobbyists.

Responsibilities Summary

Department Heads and Elected Officials	<ul style="list-style-type: none"> • Ensure policy is followed and any department sponsored gifts are properly reported to the finance department.
Employee	<ul style="list-style-type: none"> • Follow county, state, and IRS guidelines related to the acceptance of gifts.
Finance Department	<ul style="list-style-type: none"> • Provide guidance to county staff in interpreting this policy. • Properly reporting gifts on employee paychecks when appropriate.

	FUND BALANCE POLICY
	EFFECTIVE DATE: 11/01/2022
	POLICY STATEMENT: Eagle County's fund balance policy strives to ensure that the county maintains adequate levels of fund balance to mitigate current and future risks (e.g. revenue shortfalls and unanticipated expenditures).

Background and Definitions

The county's three largest sources of revenue are property tax, sales tax, and charges for services. Property tax has historically been a relatively stable source of revenue and has the added bonus of predictability in that significant changes can only happen in a reappraisal year and changes in revenue are delayed (ie. reappraisals are based upon real estate market activity through June 30 of even years, are calculated in the following year, and impact revenue in the year subsequent to the reappraisal year, so market conditions as of June 30, 2022, impact the 2023 reappraisal, and generate revenue in 2024). Sales tax is less predictable as it changes when spending on taxable items changes. Sales taxes are largely dependent upon consumer spending and are often used as an indicator of consumer optimism. Much of the county's sales tax revenue is from locals who spend dollars in their daily lives, but a large portion comes from visitors, which is based upon national and worldwide consumer habits. In the aggregate, charges for Eagle County services have been relatively stable and predictable sources of revenue, however individual revenue sources may be more volatile.

For the purpose of this policy, the term fund balance is used to describe both fund balance and net position and is intended to serve as a measure of the current financial resources available within each fund.

Fund Balance Analysis and Reporting

At least once each calendar year, the finance department will conduct an analysis of all county funds to determine compliance with this policy and to make recommendations as needed. Results of the analysis and recommendations will be presented to the BoCC.

Minimum Fund Balance

Given the revenue sources outlined above, all funds should have a minimum fund balance (excluding non-spendable or restricted categories) of no less than three months (25%) of annual operating expenditures. Total fund expenses may be reduced by the amount of capital or one-time projects to calculate operating expenditures for the purpose of this analysis.

Eagle County will also maintain an emergency reserve fund 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).

Certain Eagle County funds, because of their reliance upon the general fund for operating subsidy, can be combined with the general fund to determine whether this fund balance policy is being met. These funds include the public health fund, human services fund, and insurance reserve fund.

Funds that are planning for large expenditures, including capital projects or other significant projects, should have documentation outlining the future needs of the fund. Likewise, funds that rely on revenue sources that are different from those outlined above should be analyzed in accordance with the specific revenue sources. If these fund specific studies indicate a higher level of fund balance is needed, that should be noted in the annual presentation to the BoCC.

Excess Fund Balance


In cases where fund balances exceed the minimum fund balance, a long-term plan should be considered. Excess fund balance should not be used as a funding source for ongoing recurring expenditures.

Use and Replenishment of Funds

A budgetary request that reduces a fund balance to an amount below the minimum required amount per this policy shall include a written plan which defines the conditions warranting the use of fund balance and outlines how the fund balance will be replenished. Minimum fund balances should be replenished as soon as economic conditions allow, but no longer than three years. Replenishment of fund balance may be accomplished through the control of operating expenditures, additional revenues sources, use of excess resources in other funds where it is legally permissible and a defensible rationale can be made, or year-end budget surpluses.

Responsibilities Summary

County Manager	<ul style="list-style-type: none">• Present fund balance analysis to BoCC on an annual basis.
Department Heads and Elected Officials	<ul style="list-style-type: none">• Monitor fund balance and manage revenues and expenditures accordingly.• Create a long-term plan for the fund, if needed, and share with the finance department.• If budget requests move fund balance below minimum required per this policy, create a written plan warranting the use of fund balance and a plan for replenishment.
Finance Department	<ul style="list-style-type: none">• At least annually, prepare an analysis of fund balances to inform management of funds that are not in compliance with this policy.• Monitor ongoing compliance with this policy.

	GRANTS POLICY
	EFFECTIVE DATE: 11/01/2022
	POLICY STATEMENT: Eagle County's grants policy establishes standards for the budgeting, receipt, recording, and compliance of all grant awards, including grants passed through the county to another entity, often in cases where the county is acting as a fiscal agent.

Grants Identification and Application

Department heads and/or elected officials must seek approval from the County Manager's office prior to applying for grants. The purpose of this approval is to ensure that the grant is aligned with the county's strategic plan and that a funding analysis is complete. Existing grants should be evaluated prior to renewal to ensure that the grant-funded projects or programs are meeting the desired outcomes and any ongoing funding obligations can be met.

Budgeting and Recording Grants

The inclusion of any grant in excess of \$25,000 into the budget should be supported by either a grant agreement (if awarded) or grant application or program description (if not yet awarded) . These grant documents should be reviewed with the finance department to ensure the funding and related expenditures are budgeted in the appropriate accounts.

When a grant is received, dollars must be recorded in the appropriate general ledger accounts and reference the grant award with sufficient detail to allow for auditors to understand the associated grant agreement. (ie. contract number, executed date, etc.) Care should be taken with all federal grants as Eagle County is required to disclose the expenditures of all federal dollars in a separate audit schedule.

Managing Grant Compliance Requirements


The department head and/or elected official for the department receiving the grant is responsible for managing compliance with the grant agreement. It is expected that they understand the grant agreement and have retained sufficient documentation such that auditors or monitoring agencies can confirm that compliance requirements have been met. For any federal grant, the department head should reference the 2 CFR Part 200 Compliance Supplement published by the Office of Management and Budget.

Failure to Follow Policy

The failure to properly record grants may result in Eagle County's inability to apply for future state and federal grants. There could be audit implications, including repayment of funds or the loss of current (and future) grant funding.

Responsibilities Summary

County Manager's Office	<ul style="list-style-type: none">• Support grant applications after reviewing funding requirements and strategic alignment.
Department Heads and Elected Officials	<ul style="list-style-type: none">• Share documentation with the finance department.• Ensure ongoing compliance with grant agreement, including proper financial reporting in the county's financial software.
Finance Department	<ul style="list-style-type: none">• Ensure proper general ledger accounts are associated with grants.• Accumulate information for the federal single audit schedule.

	CAPITAL IMPROVEMENT FUND POLICY
	EFFECTIVE DATE: 11/01/2022
	POLICY STATEMENT: Eagle County's capital improvement fund policy establishes standards for appropriating funds from the capital improvement fund.

Eligible Expenditures

To utilize funds from the capital improvements (CIP) fund, a project must be capitalizable as an asset of Eagle County or one of its affiliates. Generally speaking, an asset must cost more than \$10,000 and have at least a one-year useful life. Eligible items may include paying the costs of acquiring or constructing any capital improvement; acquiring land or equipment; the costs of issuing bonds; the costs of readying property for its intended use; and the costs of operating and maintaining the county's capital assets.

CIP Committee

The CIP Committee shall consist of representatives from the following Eagle County departments: finance, County Manager's office, information technology, and facilities or project management. The County Manager appoints all committee members, and may appoint additional members as they deem necessary for the fair allocation of CIP funds. CIP Committee meetings are open to any staff member that wishes to attend. The CIP committee shall establish a process by which it makes recommendations to the Board of County Commissioners for funding.

Long Range Capital Planning

A long-term (5 years+) capital improvements funding plan will be developed and maintained by the Chief Financial Officer, utilized by the CIP committee when making funding recommendations, and shared with the BoCC to assist with decision making. This plan will be updated on a regular basis and will identify capital needs versus wants and will prioritize the items within the wants category.

Responsibilities Summary

County Manager	<ul style="list-style-type: none"> Appoint CIP Committee.
Chief Financial Officer	<ul style="list-style-type: none"> Prepare a long-term financial plan.
Department Heads and Elected Officials	<ul style="list-style-type: none"> Request funding from the CIP fund for projects that are eligible per this policy and are strategically important for departments/offices.
CIP Committee	<ul style="list-style-type: none"> Make recommendations to BoCC for funding projects from the CIP fund. Regularly review long-term capital needs for the county and its affiliates.

	SIGNATURE AUTHORITY POLICY
	EFFECTIVE DATE: 11/01/2022
	POLICY STATEMENT: This policy allows the County Manager, or designee, to execute agreements and documents with a value no greater than \$200,000.

Signature Authority

Eagle County Government enters into agreements and executes documents in the conduct of its business and management of various projects and programs. The Board of County Commissioners considers agreements and documents during their regular business meetings and upon approval, executes such agreements and documents.

This policy authorizes the County Manager, or designee, to execute agreements and documents with values no greater than \$200,000 so long as funds have been properly budgeted and appropriated for such expenditures. It also requires that all documents and agreements executed under this policy are identified on a future Board of County Commissioner agenda.

Other Board Authority

For the purpose of transparency, the following boards have given other Eagle County staff the following signature authority through resolution:

- Eagle County Housing and Development Authority (ECHDA) allows the Executive Director of ECHDA to execute agreements and documents for amounts not to exceed \$20,000 per ECHDA Resolution 22-069.
- Eagle County Air Terminal Corporation (ECAT) authorizes the Aviation Director to execute agreements and documents on behalf of ECAT with a value no greater than \$75,000 per ECAT Resolution 22-001.

Approval and Reporting

Any agreements or documents to be executed by the Board of County Commissioners or through the authority of this policy shall be subject to prior approval by the Eagle County Attorney's Office.

Any agreements or documents executed through the authority of this policy must be identified on a future Board of County Commissioner agenda.

Responsibilities Summary

Board of County Commissioners	<ul style="list-style-type: none"> • Execute agreements for amounts greater than \$200,000.
County Attorney	<ul style="list-style-type: none"> • Approve form of agreements.
County Manager or designee	<ul style="list-style-type: none"> • Execute agreements for amounts no greater than \$200,000.
Executive Director of Eagle County Housing and Development Authority	<ul style="list-style-type: none"> • Execute agreements for amounts no greater than \$20,000.
Aviation Director	<ul style="list-style-type: none"> • Execute agreements for amounts no greater than \$75,000.



EMERGENCY SPENDING AUTHORIZATION POLICY

EFFECTIVE DATE: 11/01/2022

POLICY STATEMENT: This policy outlines spending authorizations that are outside the course of the normal budget and procurement policies and shall only be utilized only in cases of emergencies.

Emergency Spending Authorization

Emergencies that require the immediate procurement of resources by Eagle County may happen from time to time. This policy outlines spending authorizations that are outside the course of the normal budget and procurement policies and shall only be utilized in cases of emergencies.

An emergency for the purpose of this policy is defined as an event or incident that compels a response or mitigating action where there is an imminent danger to the safety and welfare of the citizens and visitors of Eagle County or when lives or property may be compromised by the failure to act. The determination of whether an event qualifies as an emergency shall be made by either the County Manager, Sheriff, Emergency Management Director or their designees.

Eagle County staff or elected officials shall act swiftly to procure resources or incur costs to attempt to mitigate or avert an emergency even if it is not practically feasible to convene a quorum of the Board of County Commissioners or otherwise adhere to the approved budget or procurement policies.

Authorization limits are outlined in the table below:

Role	Authorization Amount
County Manager or designee and any single Commissioner	\$1,000,000
County Manager or designee	\$500,000
County Sheriff or designee	\$100,000
Emergency Management Director or designee	\$100,000


Notification and Appropriation

When an emergency spending authority is exercised, the Board of County Commissioners should be notified at the earliest opportunity. Notification should include a description of the emergency and the costs or resources that were authorized. Documentation supporting the expenditure of resources should be provided by the party making the authorization as soon as practical and in any event within 24 hours.

The County Manager or designee shall determine whether such emergency spending authorization should be placed on the next available Board of County Commissioners agenda for ratification or acknowledgement. If a spending authorization causes expenditures to exceed the amounts appropriated by the BoCC in the current budget, the finance department shall prepare a budget supplemental to increase the approved appropriation.

Responsibilities Summary

Board of County Commissioners	<ul style="list-style-type: none">• A single commissioner may act with the County Manager or designee to exercise spending authority.• Approve a supplemental budget, if necessary.
County Manager or designee	<ul style="list-style-type: none">• Determine that an event is considered an emergency.• Exercise spending authority.
County Sheriff or designee	<ul style="list-style-type: none">• Determine that an event is considered an emergency.• Exercise spending authority.
Emergency Management Director or designee	<ul style="list-style-type: none">• Determine that an event is considered an emergency.• Exercise spending authority.
Finance Department	<ul style="list-style-type: none">• Prepare a supplemental budget, if necessary.

	EMERGENCY INCIDENT FUNDING POLICY
	EFFECTIVE DATE: 11/01/2022
	POLICY STATEMENT: Eagle County will maintain a funding source from which it will expend costs associated with emergencies that occur in Eagle County.

Emergency Incident Budget

The county will maintain an emergency incident response department, which is a separate department within the county's general fund. The purpose of this department is to accurately and transparently track the cost of emergency incidents that happen from time to time within Eagle County.

Each year, the finance department will propose an annual budget for the emergency incident department. The budget may be made up of appropriations that are carried forward from a previous year's budget, a new appropriation, or a combination of both. Should a large event occur, an increase in appropriations during a fiscal year may be necessary.


Eligibility For Emergency Incident Funding

This department will be used only when the County Manager gives express direction for its use. If these funds are not available, all costs related to any incident should be tracked within each department's budget as normal business expenditures. The approval to utilize the emergency incident funds will be based on the circumstances of each individual incident. The County Manager will consider such items as the expected dollars to be expended, the expected duration of the incident, whether or not the emergency operations center has been activated, whether a cost sharing agreement is in place, impacts to normal operations, and other factors which may be important to determine whether county expenditures should be tracked separately within this specific department.

Expenditures should include all items that were purchased, contracted for, or utilized solely for the purpose of the incident. Staff hours should be tracked to ensure that all staff resources can be properly accounted for. The method by which expenditures and staff hours should be tracked will be communicated by either the emergency operations center emergency support function 7 lead or the finance department.

Responsibilities Summary

County Manager	<ul style="list-style-type: none"> • Give direction for use of this department.
Department Heads and Elected Officials	<ul style="list-style-type: none"> • Ensure policy is followed and all related items and staff time are properly tracked.
Employee	<ul style="list-style-type: none"> • Track expenditures and hours worked on the incident.
Finance Department	<ul style="list-style-type: none"> • Ensure the annual budget is in place. • Assist with tracking and compiling expenditures and staff time.

	RISK MANAGEMENT POLICY
	EFFECTIVE DATE: 11/01/2022
	POLICY STATEMENT: Eagle County maintains a risk management program that encompasses all county departments and offices. The primary objective of the program is to protect the county's employees, its physical assets, and its ability to serve the public against any accidental or catastrophic losses.

Goal and Function

The goal and function of the county's risk management program is to apply enterprise risk management principles and techniques, in partnership with all departments and offices within the county, to protect the health, safety, and welfare of Eagle County's employees; Eagle County residents and visitors; and Eagle County's property, assets, and other resources.

These principles and techniques include exposure identification and analysis, financing alternatives such as insurance, control and safety methods, and program evaluation. All risk management policies, guidelines, and procedures shall be in accordance with all federal, state, and local laws. As a high performing organization, Eagle County reviews the effectiveness and efficiency of its risk management program and makes changes or modifications to its risk management practices as necessary.

Enterprise Risk Management

Enterprise risk management (ERM) is a process by which organizations strategically identify, evaluate, and apply risk mitigation techniques that are aligned with the overall risk appetite of the organization. The administration of ERM is a function involving the entire county. The principal objective is to protect the county and all of its people and assets at the lowest possible cost. Strategies identified by the enterprise risk management process are to be conducted as efficiently and economically as possible with centralized control to assure uniformity of practice and procedure across all departments. ERM is based upon the following basic goals:

- Identify internal and external exposures to loss; select and implement loss prevention or reduction methods; and monitor results for future improvement;
- Develop a risk financing program that combines risk retention techniques with the purchase of insurance to assure recovery from accidental loss using the most cost-effective methods possible;
- Evaluate activities and assist departments and offices in making informed decisions regarding assumption or transfer of risk;
- Work within the county's current business operating procedures to effectively develop and continuously reevaluate guidelines and procedures that maximize protection to the county.


Insurance

Insurance is an important tool used by Eagle County to strategically manage the transfer of its risk. Eagle County and its affiliates use a variety of different insurance products. Experts, including external consultants and the Risk Manager, should be consulted to determine need prior to executing an insurance policy. The criteria for procuring insurance should include the quality and scope of service, breadth of coverage and level of deductibles, financial stability of the insurance carrier, and cost.

When losses occur, Eagle County will seek to recover any funds possible through its insurance program. Eagle County employees are expected to report any damages or accidents in one business day. Employees involved in the loss will be asked to provide an account of the circumstances that led to the loss, along with any photographic, video or testimonial evidence.

Responsibilities Summary

Department Heads and Elected Officials	<ul style="list-style-type: none">• Participate in the risk management program to the extent required and adhere to all applicable guidelines.• Promptly report any losses within the department or office to the Risk Manager.
Employee	<ul style="list-style-type: none">• Act responsibly in the conduct of duties.• Participate in the risk management program to the extent required and adhere to all applicable guidelines.• Promptly report any losses to the supervisor or manager.
Risk Manager	<ul style="list-style-type: none">• Administer risk management program.• File and track claims on behalf of the county.

	DEBT POLICY
	EFFECTIVE DATE: 11/01/2022
	POLICY STATEMENT: Eagle County will consider the issuance of debt and other long-term financial obligations on a case-by-case basis where it makes financial sense.

Use of Financing Tools

The issuance of debt or other long-term financial obligations will be considered on a case-by-case basis to fund major capital projects. Factors that will be considered to determine how to pay for a project include: the ability to seek grant funds, the ability to pay for the project from current revenues or budgeted resources (including excess fund balance), Eagle County's credit rating and the impact issuing debt could have on the rating, and external factors such as market demand and interest rates.

Any debt issued shall not have a maturity date beyond the useful life of the asset being acquired or constructed by the debt proceeds. A plan must be in place to meet ongoing debt payments. The issuance of any long-term financial obligation must be approved by the Board of County Commissioners at a public hearing. The obligations must be properly budgeted and appropriated.

County staff will monitor the municipal bond market and other appropriate markets to determine whether a prepayment or refunding of existing obligations is appropriate. This policy must be followed for the issuance of new obligations or refunding of existing obligations.

Types of Financing

Typical financing tools that will be considered are general obligation bonds, revenue bonds, mortgage notes, certificates of participation, conduit debt, overlapping debt, or lease/purchase agreements. Derivative debt instruments should not be considered. In all cases, issuance will follow federal, state, and local requirements, including the requirement of approval of Eagle County voters when applicable.

The finance department and County Attorney's office will work with external partners, including underwriters, bond counsel, trustee, and rating agencies to effectuate debt issuance.

Debt Limits

Per Colorado Revised Statutes 30-35-201, the county's general obligation debt may not exceed 3% of the valuation for assessment. No debt that would violate this limit should be considered.

Debt Structuring and Issuance Practices

Given Eagle County's infrequent use of debt and a dynamic capital markets environment, when debt is considered, experts such as underwriters, bond counsel, and trustees, should be consulted to structure and issue debt in the most effective and efficient manner to meet the needs of the project being financed. Options for structuring and issuing debt should be considered by the Chief Financial Officer, County Manager, and County Attorney with approval given by the Board of County Commissioners in a public hearing.

Debt Compliance and Reporting

All debt or long-term financial obligations will have ongoing reporting requirements and the county will ensure compliance with all ongoing disclosure requirements as appropriate, including the secondary bond market as required by the Securities and Exchange Commission.

- Annual payments must be budgeted and transacted.
- All debt must be reported in the county's annual financial reports as appropriate.
- Annual due diligence must be completed, including adherence to any requirements by external entities such as the trustee or lender.
- When appropriate, arbitrage analysis must be completed.

Responsibilities Summary

County Manager	<ul style="list-style-type: none">• Recommend appropriate financing tool for approval by the Board of County Commissioners.
Department Heads and Elected Officials	<ul style="list-style-type: none">• Obtain approval for the capital project.• Discuss appropriate funding tools with the finance department and County Manager's office.• Ensure annual compliance requirements are met.
Attorney's Office	<ul style="list-style-type: none">• Review all documentation to ensure compliance with local, state, and federal law.
Finance Department	<ul style="list-style-type: none">• Lead the analysis to determine the appropriateness of the issuance of long-term obligations.• Work with departments to ensure ongoing annual compliance requirements are met and properly recorded.

Glossary of Terms

Accrual Basis: A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

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. The adopted budget refers to the budget amounts as approved by the Board of County Commissioners.

Amended Budget: Budget which includes changes to the adopted budget that are approved by the Board of County Commissioners during the course of a year.

Annual Comprehensive Financial Report (ACFR): A set of financial statements for a state, municipality or other county governmental entity that complies with the accounting requirements established by the Governmental Accounting Standards Board.

Appropriation: Spending authority established by legislative action or executive order for amounts that may be disbursed from a fund, program, or expenditure account for a particular purpose during a specific period of time.

Assessed Valuation: The valuation set upon real estate and certain personal property by the assessor as a basis for levying property taxes.

Balanced Budget: When the total sum of money a government collects in a year is equal to the amount it spends on goods and services. No budget adopted shall provide for expenditures in excess of available revenues and beginning fund balances.

Basis of Accounting: The timing of when the effects of transactions or events should be recognized for financial reporting purposes.

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.

Budget Amendment: Increase or decrease in an appropriation.

Budget Transfer: Reallocates a portion of the approved budget between accounts in the same fund.

Board of County Commissioners (BoCC): The three person elected body that governs Eagle County.

Board of Equalization (CBOE): The County Board of Equalization reviews the valuations of all taxable property appearing in the assessment roll of the county.

Budgetary Basis: The basis of accounting used to estimate financing sources and uses in the budget.

C.R.S.: Colorado Revised Statutes, which contains all laws enacted by the Colorado state legislature.

Capital Outlay and Leases (Expenditure): All assets acquired and owned by the county having a value of \$10,000 or more and a life expectancy of greater than one year, as well as capital leases, are considered a fixed asset by the county.

Certificates of Participation (COP): A type of financing used by governmental entities which allows an individual to buy a share of the lease revenue of an agreement made by the entity. Certificates of Participation do not add to a government's general obligation debt.

CDOT: Colorado Department of Transportation

Charges for Services (Revenue Source): This revenue source includes all fees established by the county for licenses, permits, fines, services, applications, and other miscellaneous charges some of which are state mandated and some are county imposed. This classification includes the majority of mandated fees for revenue received by the Clerk's office for motor vehicle and Recording and the Treasurer's office for internal and external fees. The county imposed fees for ECGTV, Building, Animal Services, ECO Transit, Airport, and Landfill to name a few.

Debt Service (Expenditure): Payments made to satisfy debt. Includes both principal and interest payments.

Eagle County Air Terminal Corporation (ECAT): The Eagle County controlled corporation that manages the day to day operations at the terminal of the Eagle County Regional Airport.

Eagle County Housing and Development Authority (ECHDA): The Eagle County controlled authority that provides innovative and affordable housing solutions to the working people, elderly, and disadvantaged members of the Eagle County community.

Eagle Valley Trail: The regional trail system which encompasses 63 miles from Vail Pass to Glenwood Canyon.

ECO Transit (ECO): ECO Transit or ECO is the Eagle County Department that operates the multi-modal public transportation system in Eagle County.

Expenditures: The spending or outflow of funds from an arm of the government.

FAA: Federal Aviation Administration

Federal Grants (Revenue Source): Grants given by an agency of the Federal government. This revenue source includes funding for Early Head Start, Human Services programs, ECO Operating and bus purchase, Airport runway and apron projects, and Public Health programs.

Fixed Assets: Assets with a value of \$10,000 or more and a life expectancy of greater than one year, as well as capital leases, are considered a fixed asset by the County.

Full Time Equivalent (FTE): A full time equivalent employee is one that is budgeted to work 2,080 hours in a year. Less than 1.0 FTE is calculated based upon the number of hours worked, so a 0.5 FTE will be budgeted to work 1,040 hours in a year.

Generally Accepted Accounting Principles (GAAP): The set of rules that encompass the details, complexities, and legalities of accounting.

General Ledger (GL): Account numbers used to categorize types of financial transactions when creating the budget.

Grants - Non Federal (Revenue Source): Grants given primarily by state and local governments. Also includes grants from foundations and other philanthropic organizations. These grants are primarily received to provide goods and services for Early Head Start and Public Health.

HVAC: Acronym for heating, ventilation, and air conditioning systems.

Insurance Premiums and Proceeds (Revenue Source): This includes proceeds from casualty and property insurance claims and health insurance rebate revenue.

Interdepartmental Services (Expenditure): Payments for services rendered made on county department or fund to another. These expenditures would include motor pool fund charges for vehicle maintenance and replacement, departmental health insurance costs and administrative fees.

Interest Expense: This expenditure is for the interest on debt for Justice Center, Air Terminal Corporation Revenue Bonds, and Golden Eagle Elderly Housing Corporation

Interfund Transfers In (Revenue Source): Contributions from one county fund to another in support of activities of the receiving fund. This includes transfers for capital projects and funding for the public health fund.

Interfund Transfers Out (Expenditure): Contributions from one county fund to another in support of activities of the receiving fund. This includes transfers for capital projects and funding for the public health fund.

Intergovernmental (Revenue Source): This revenue source includes Sheriff revenue received for services to towns (Minturn and Gypsum), Road and Bridge Highway Users tax, Cost Allocation Plan and Airport sales tax for fuel.

Intergovernmental Expenditures (Expenditure): Services purchased from other government agencies, normally including types of services that only government agencies provide. These would include funding for the District Attorney, dispatch services for the Sheriff's office, Walking Mountains Outdoor Movement pass through grant, Road and Bridge transfers to towns for their portion of the property taxes collected by Eagle County, Landfill surcharges to Colorado Department of Health and E911 Town of Vail communication charges.

Internal Service Fund Charges (Revenue Source): Fees that are charged to other county departments by the general fund (Administrative Fees), Motor Pool (replacement, fuel and maintenance) and health insurance costs.

Internal Service Fees (Expenditure): Fees that are paid to other county departments.

Investment Earnings (Revenue Source): Income you obtain from investments, like interest from a bank or dividends from stocks. The Treasurer is responsible for investing all excess cash for all Eagle County funds.

Miscellaneous Revenue (Revenue Source): Includes all other unexpected revenue received as well as investment earnings.

Mobile Intercultural Resource Alliance (MIRA): The MIRA RV is a rolling clearinghouse for services available in Eagle County. Examples include basic health education and screenings, application support for public assistance programs, food resources, workforce development, early-childhood education coordination and physical activity programming.

Payments in Lieu of Taxes (Revenue Source): Federal payments to local governments that help offset losses in property taxes due to non-taxable Federal lands within Eagle County boundaries.

Principal Payments (Expenditure): Payments made directly to a debt before interest. This expenditure is for the COP for the Justice Center, Two10 at Castle Peak, Eagle Valley Trail, Air Terminal Corporation Revenue Bonds, and Golden Eagle Elderly Housing Corporation Debt principal payments.

Property Taxes (Revenue Source): Assessed value that is placed on real property and some tangible personal properties, such as cars or boats. This revenue source includes all property tax collected by Eagle County. Eagle County's total mill levy is 8.499 mills which is split between several funds. Also included within this classification are any delinquent taxes collected and interest thereon and abatements issued.

Rental (Revenue Source): These are fees charged to tenants. The majority of these rents are charged by the housing corporations for apartment leases and charges to airlines and car rental agencies for space at the airport.

Salaries and Benefits (Expenditure): Amounts paid for personnel services rendered by employees in accordance with rates, hours, terms and conditions authorized by law or stated in employment contracts.

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This classification also includes overtime, temporary help, taxes, employer paid retirement and health insurance.

Sales and Other Taxes (Revenue Source): A revenue based on a percentage tax collected by a merchant and remitted to the government. This revenue source includes all sales tax collected by Eagle County through its 1% voter approved sales tax, 0.5% voter approved mass transit tax and 2% voter approved lodging tax. It also includes other sales and use taxes such as the county collected marijuana sales and excise taxes (approved by voters in 2017), specific ownership (motor vehicle purchases) and state collected marijuana sales taxes.

Services (Expenditure): This expenditure includes costs of all departments' vendor service requests. Some of these expenditures include contributions to United Way, Highway 6 study, monies paid to the school districts for their portion of the PILT funding, Environmental Health and Sustainable Communities for Eagle River Watershed Council, Energy Smart rebates and other related environmental issues, a donation for the I-70 interchange upgrade and payments to Roaring Fork Transit and Trails for Eagle County portions of the sales taxes collected and a donation to Walking Mountains from the Landfill fund.

Supplemental: A request made to the BoCC for additional funds to be added to the budget.

Supplies (Expenditure): This expenditure includes costs of all departments office supplies, furniture and small equipment purchases. Fuel and diesel purchases are among the largest supply line items.

TABOR (Taxpayer's Bill of Rights): This is an amendment to Article X of Colorado's state constitution which Colorado voters adopted in 1992. TABOR controls the amount of revenue that can be collected and spent, how and which taxes can be raised, and other things.

Wayfair Decision (Revenue): On June 21, 2018, the United States Supreme Court ruled in a 5-4 decision in South Dakota v. Wayfair, Inc., et al, that states can generally require an out-of-state seller to collect and remit sales tax on sales to in-state consumers even if the seller has no physical presence in the consumer's state.