

Eagle County Colorado



2020 Budget



EAGLE COUNTY



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Budget Message



Administration
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Eagle County Board of Commissioners
500 Broadway
Eagle, CO 81631

Honorable Chair and members of the Board:

We are pleased to provide you with the fiscal year 2020 budget for Eagle County Government. Staff has developed this budget with a focus on allocating resources to programs that further the organization's strategic plan along with funding current levels of service, all of which support our mission of "[Creating a Better Eagle County for All](#)." We are proud of the diligence and care that all offices and departments took in reviewing their individual budgets. The organization is committed to providing the best possible programs and services to our constituents in a fiscally responsible manner.

The budget is a financial plan that allocates resources to reflect our strategic plan as well as 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 below. We are presenting you with a balanced budget for your approval and appropriation. The budget was prepared using the modified accrual budget basis and includes all county funds, blended component units, and discretely presented component units. The county's comprehensive annual financial report is prepared on a Generally Accepted Accounting Principles (GAAP) basis, so each year we make a reconciliation for funds that are budgeted on the modified accrual basis.

We continue to see positive trends through 2019. Property and sales taxes are up, and we have been successful in the acquisition of a number of grants from our partners on the federal, state, and local levels. We feel fortunate to have healthy fund balances and strategic goals that have broad support throughout the organization. The 2020 Eagle County budget includes revenues of \$136 million dollars and expenditures of \$134 million, indicating that we will be adding \$2 million to fund balances across the county's various funds. The 2020 budget reflects investments in both essential county services and our strategic plan goals and areas of focus which are listed below:

Strategic Goals 2015-2020

- Eagle County is Financially Sound
- Eagle County is a Great Place to Live
- Eagle County Protects the Natural Environment
- Eagle County Promotes a Diverse and Resilient Economy
- Eagle County is a High-Performing Organization

Areas of Focus

- Affordable Health Care
- Early Childhood Development
- Affordable Quality Workforce Housing
- Transportation
- Mental Health and Detox Facility
- Climate Action Plan
- Internal Communication

This 2020 budget includes expenditures that will cover the continuation of all core county functions while also allowing for funding key strategic investments. It includes a mix of an additional eleven full-time, part-time and seasonal positions ensuring our ability to provide essential services.

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Through careful planning and saving, we have healthy fund balances that give us the opportunity to invest in projects that will have long lasting, positive impacts in our community. Some of these include:

- Funding for implementation of the Early Childhood Roadmap, with a focus on increasing the availability of affordable quality child care and strengthening working families.
- Increased funding for the implementation of the county's Climate Action Plan.
- The purchase of three electric buses.
- The acquisition of 129 acres of land to be preserved through our open space program.
- Partnerships with local organizations to improve the availability of mental health resources in the community.
- Funding for tobacco and vaping cessation programs which will be funded through the voter approved tax on tobacco and nicotine products.
- Contributing to capital projects of partner non-profit organizations that provide services consistent with our strategic plan.

Even with these investments, we will hold strong reserves that will help us weather the unforeseen, including unanticipated drops in revenues or emergencies.

We want to thank the board of county commissioners, elected officials and all county departments for their diligence in controlling expenditures and their efforts in developing their budgets to support our strategic plan and areas of focus. We particularly thank Robbie Arndt, Budget Manager, for her hard work and dedication to this budget process.

Sincerely,



Jeff Shroll
County Manager and
Chief Budget Officer



Jill Klosterman
Finance Director

Budget Award



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**Eagle County Government
Colorado**

For the Fiscal Year Beginning

January 1, 2019

Christopher P. Morrill

Executive Director

EAGLE COUNTY STRATEGIC PLAN

Mission

Creating a better Eagle County for all

Vision

Eagle County is made up of thriving communities for families and is home to a vibrant workforce, with personal health and wellness achievable for all. Our natural beauty is preserved through purposeful environmental stewardship. We are an international year-round resort destination with a diverse, resilient economy.

Values



EAGLE COUNTY
Adopted October 2015

Goals and Objectives 2015 - 2020

Eagle County is Financially Sound



- Define service levels based on available resources and community demands.
- Plan for facilities, infrastructure, staffing and maintenance within projected revenues.
- Deliver county services in the most cost effective and efficient manner possible.
- Enhance productivity and customer service through appropriate technology systems.
- Leverage county resources through grants, outside funding sources and partnerships.

Eagle County is a Great Place to Live for All



- *Increase access to affordable health care and preventative services.
- *Expand early childhood development opportunities.
- *Encourage more affordable housing choices, including types and price levels.
Become a more inclusive county welcoming to all.
Expand services and opportunities to meet the needs of vulnerable populations.
- *Expand trail connectivity.
Complete major traffic improvement projects.
Actively pursue code and zoning violations that affect health, safety, wildlife, and/or the environment.
Create communities with a sense of place.
- *Connect communities through a variety of transportation systems.
- *Increase availability of mental health and detox services.

Eagle County Protects the Natural Environment



- Protect surface and ground water quality and quantity.
- Protect the forest.
- Concentrate development in populated areas guided by smart growth principles.
- Preserve community buffers and open spaces.
- *Reduce greenhouse gas emissions in county government and our communities.
Achieve a community waste diversion goal of 30% by 2030.

Eagle County Promotes a Diverse and Resilient Economy



- Increase the number jobs with livable wages.
- Promote business expansion, retention and attraction.
- Expand commercial air service.
- Encourage competition and cost reductions in health care.
- Encourage opportunities for businesses identified in the county economic development plan.
- Support innovators and entrepreneurs.
- Advocate to decrease congestion on I-70.
- Evaluate county policies and practices to support business development.

Eagle County is a High-Performing Organization



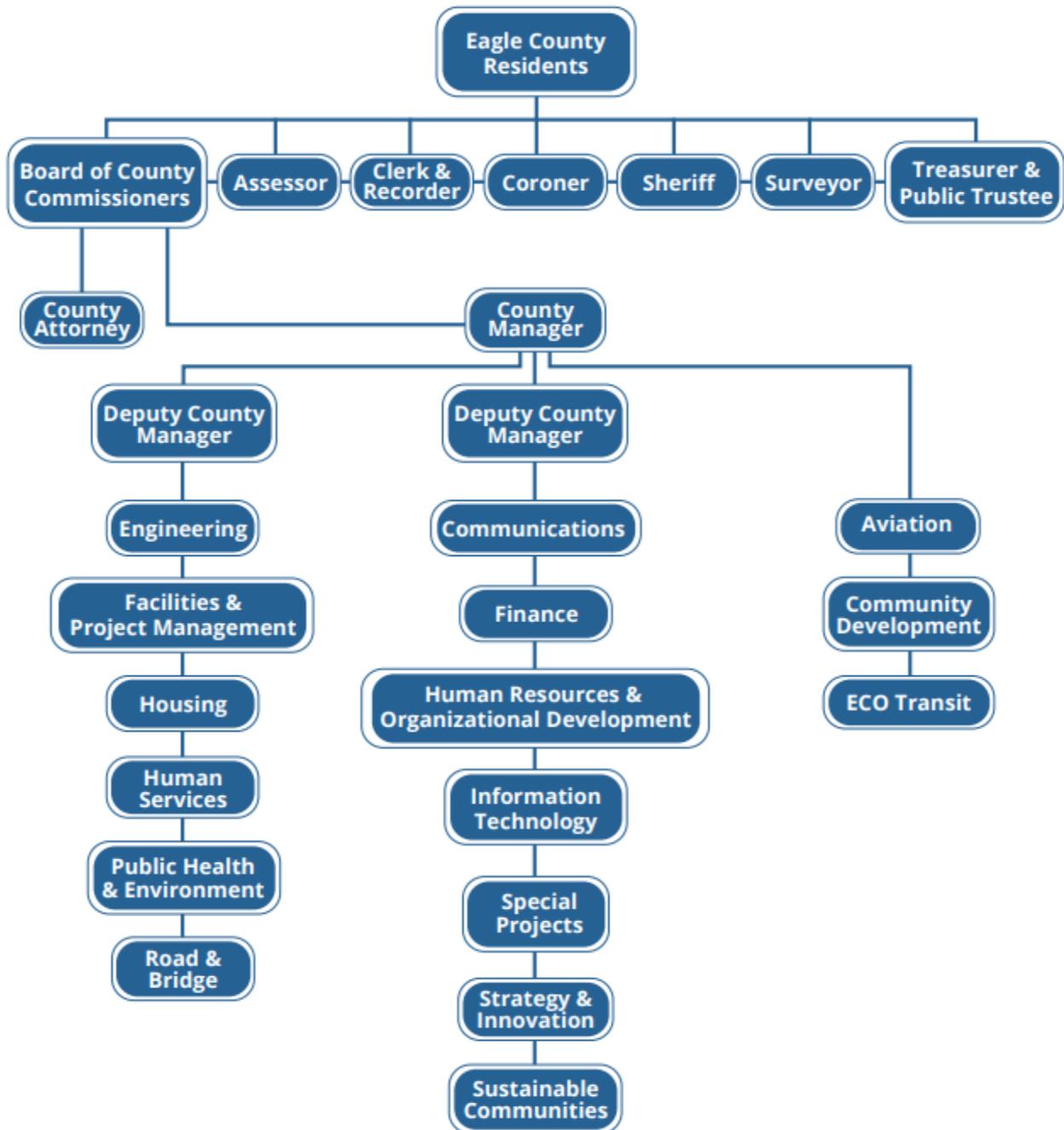
- Recruit, retain, and develop a top quality county workforce that reflects community demographics.
- Require all supervisors, managers and directors have management skills to set targets, meet goals, manage staff, and measure performance.
- Provide outstanding customer service.
- Maintain competitive compensation based upon market and performance.
- Achieve strategic goals.
- Align the county organization with the mission and vision.
- Practice the core values.
- Require a high level of expertise among supervisors, managers and directors.
- Establish a culture of continuous improvement.
- *Promote consistent and transparent internal communication.

*Indicates an Area of Focus. Areas of Focus are cross-departmental priorities incorporated into work plans throughout the organization.

Organizational Chart



Eagle County Organizational Chart



Budget in Brief

Eagle County's 2020 budget includes revenues of \$136 million and expenditures of \$134 million. The result is net revenue of \$2 million added to the county's fund balance for a total estimated fund balance of \$128 million.

Eagle County Revenues - 2020 Budgeted Revenues \$136,436,631

<p>23% Sales & Use Taxes \$30,813,019</p>	<p>Sales & Use Taxes: Sales tax includes the voter approved 1% sales tax (approved in 1981), 0.5% mass transit tax (approved in 1995), marijuana sales and excise tax (approved in 2017) and tobacco and nicotine tax (approved in 2019). It also includes the specific ownership tax (enacted in 1937) levied on motor vehicles in Colorado.</p>
<p>21% Property Taxes \$28,115,787</p>	<p>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 2019 assessed valuation and reflects the county's 13% share of total property tax collections (Where Do My Property Taxes Go?).</p>
<p>17% Charges for Services \$23,803,138</p>	<p>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.</p>
<p>14% Grants and Intergovernmental \$18,867,235</p>	<p>Grants and Intergovernmental: 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.</p>
<p>12% Internal Service Fund Charges \$15,940,406</p>	<p>Internal Service Fund Charges: 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.</p>
<p>9% Rents & Royalties \$12,611,741</p>	<p>Rents & Royalties: Rents are collected primarily within the affordable housing entities and at the airport. Rents are charged to occupants of these facilities.</p>
<p>5% Other Revenues \$6,285,305</p>	<p>Other Revenues: Other revenues include investment earnings, interfund transfers, other sources of financing, and miscellaneous income.</p>

Eagle County Expenditures - 2020 Budgeted Expenditures \$134,309,644

<p>46% Salaries & Benefits \$62,454,321</p>
<p>19% Purchased Services \$25,091,753</p>
<p>11% Other Expenditures \$14,842,232</p>
<p>11% Capital Outlay \$14,522,972</p>
<p>5% Supplies \$6,953,219</p>
<p>5% Debt Costs \$7,034,411</p>
<p>3% Grants Issued \$3,410,736</p>

Salaries & Benefits: Eagle County's largest expenditure is for its staff. It is a service oriented organization and takes pride in the people who carry out its mission. This classification of expenditures includes wages and associated taxes, health insurance, and retirement benefits. The 2020 budget includes 11.4 additional full-time equivalent positions along with a 4% merit increase for eligible full-time and part-time staff that started employment on or before October 1, 2019. Sworn positions within the Eagle County Sheriff's Office will be eligible for a wage increase of \$3.00 per hour to reflect the difficulty of hiring and retaining this important sector of our workforce.

In 2019, we decreased the contribution into our Health Insurance Fund by 20% in an effort to reduce the fund balance in that fund. This budget contemplates a 12% increase from 2019 to 2020.

Purchased Services: This classification includes all services purchased by Eagle County departments. Major expenditures are contracts with vendors including agreements to meet strategic priorities such as implementation of the Early Childhood Roadmap and Climate Action Plan, utility costs, insurance premiums, and maintenance of buildings, vehicles, and equipment.

Other Expenditures: Other expenditures include staff training benefits, interdepartmental services, intergovernmental expenditures, and transfers out to other county funds.

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.

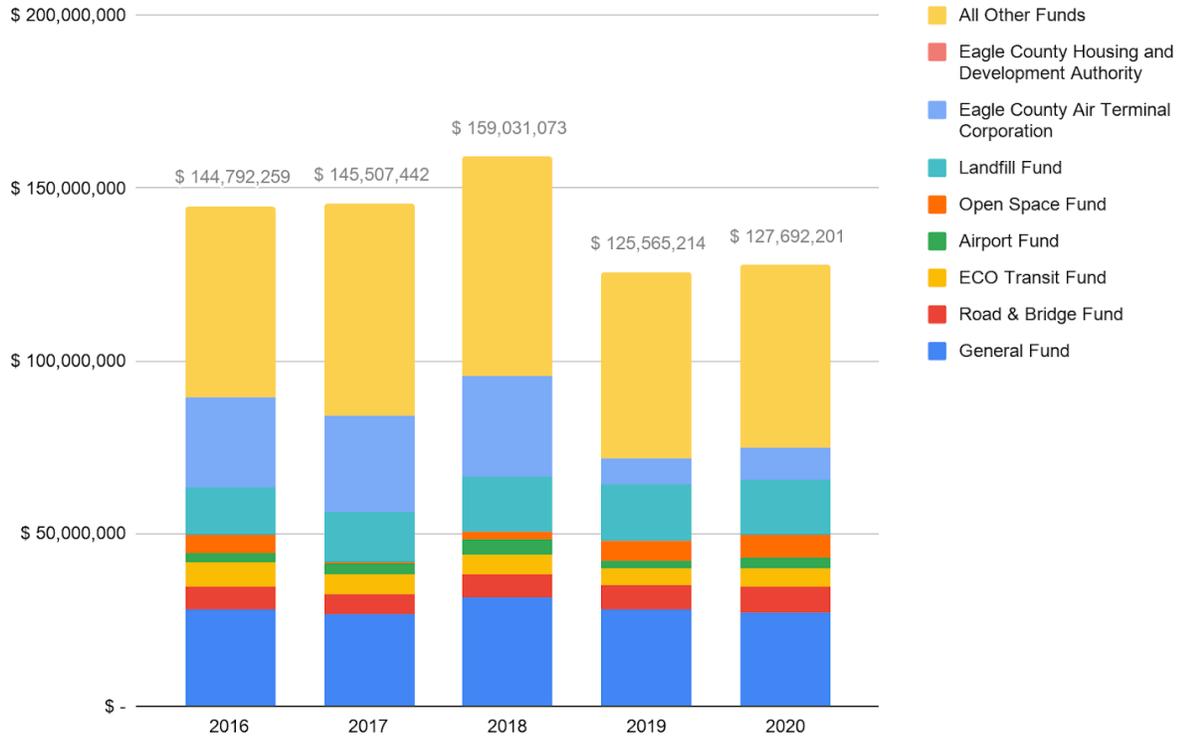
Supplies: This classification includes goods purchased by county departments. The largest expenditures include fuel and road maintenance supplies.

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

Grants & Contributions: These are contributions to other organizations and include the Secure Rural Schools program and transit sales tax distribution.

Eagle County Fund Balance - 2020 Projected Fund Balance \$127,692,200

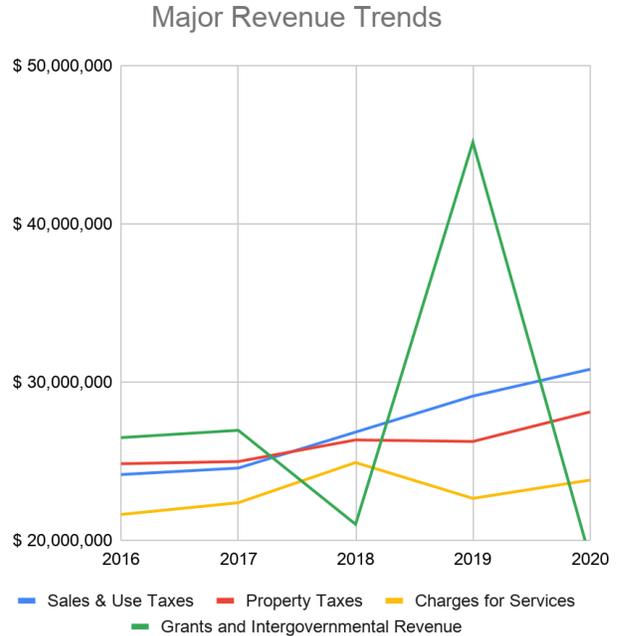
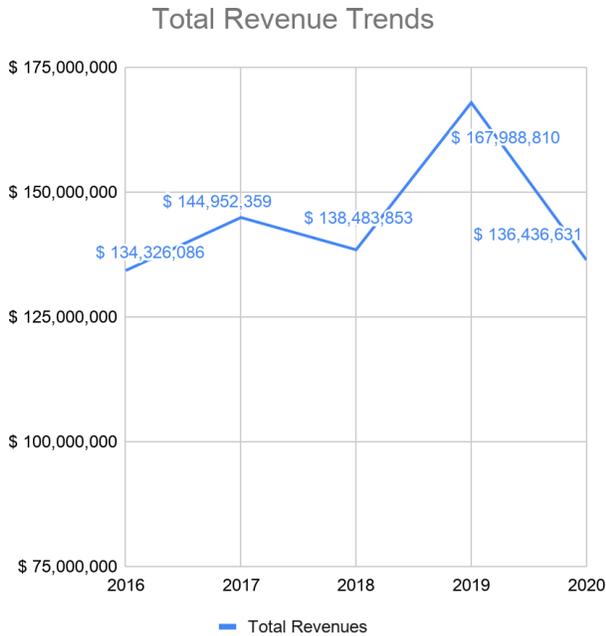
The table below shows the trends in actual fund balances for Eagle County in 2016 - 2018 and the projected fund balances for 2019 and 2020.



- We are budgeting to add \$2 million to our fund balance across all funds in 2020.
- The large decline from 2018 to 2019 is due to several large capital projects that were budgeted to be completed in 2019.
- 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 2016 - 2018, the estimated revenue for 2019, and the budgeted revenue for 2020.

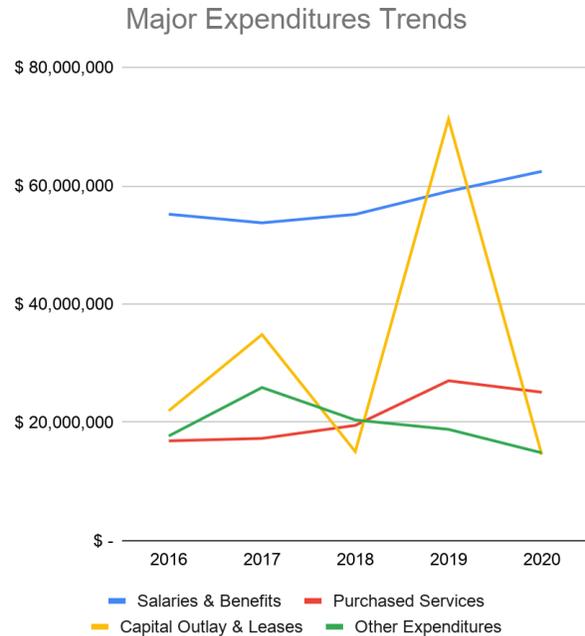
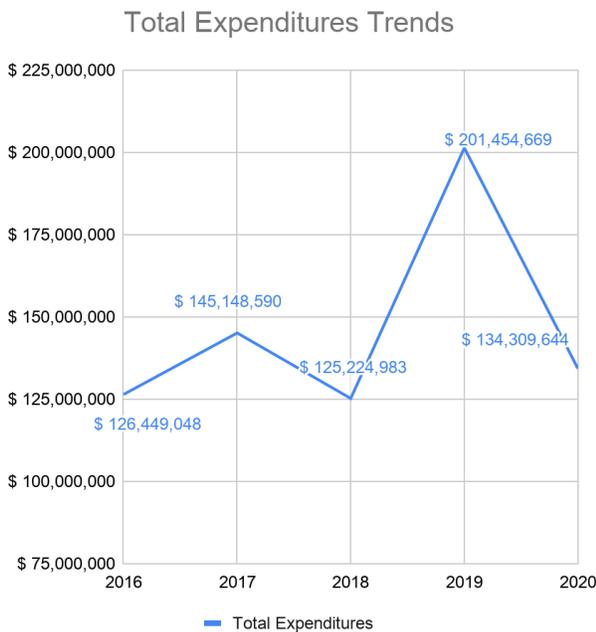


Revenues for 2020 are budgeted to decrease by 19%, or \$31.9 million as compared to 2019. The primary reasons for this decline are:

- \$20 million decrease in federal grants. This decrease is primarily due to grants received by the airport in 2019 (\$21 million total) for the apron and the de-icing projects. These large grants received in 2019 caused the 2019 revenue to be significantly higher than previous years' trends.
- \$7 million decrease in state and local grants. This decrease is primarily due to the Edwards Interchange Phase 2 project that was funded in 2019. Revenue was related to the portion of the project that was received from the Edwards Metropolitan District.
- \$9.7 million decrease in other financing sources. Eagle County issued \$9.7 million of certificates of participation in 2019. This issuance is detailed in the [Current Debt Obligations](#) section of this document.
- \$1.9 million increase in property taxes. Actual property values increased by 10% in the latest property reassessment. We are projecting Eagle County revenues to increase by only 7% due to the decline in the residential assessment rate from 7.20% to 7.15% and because we budget an amount as uncollectible to allow for reassessments during the year.
- \$1.7 million increase in sales and use taxes. The primary increase is due to the new tax on tobacco and vaping products approved by Eagle County voters in 2019. We have budgeted \$1.0 million in revenue from this tax. Additionally, we are seeing higher sales tax in 2019 as compared to 2018. We credit this increase to general good health of the Eagle County economy which includes spending by both residents and visitors to the community. We are budgeting sales tax collections in 2020 to be on par with expected collections in 2019.

Expenditure Trends

The tables below show the trends in total expenditures and major expenditures of Eagle County in 2016 - 2018, the estimated expenditures for 2019, and the budgeted expenditures for 2020.



Expenditures for 2020 are budgeted to decrease by 34%, or \$67 million as compared to 2019. The primary reasons for this decline are:

- \$57 million decrease in capital outlay. Eagle County tackled several large capital projects in 2019 including the north apron replacement, de-icing facility, and airport terminal addition and renovation at the airport, and the 22-unit workforce housing project in Eagle. We expect that the de-icing facility and workforce housing projects will continue into 2020, and we will use the budget amendment process to carry the expenditures forward into 2020. Capital projects in 2020 are planned at a level consistent with previous years and include the projects outlined in the [Capital Expenditures](#) section.
- \$8 million decrease in grants and contributions issued. The 2019 expenditure in this category includes a \$7 million contribution to the Colorado Department of Transportation which represents Eagle County and the Edwards Metropolitan District's portion of the cost of the Edwards Interchange Phase 2 project.
- \$2 million decrease in purchased services. This decrease is due to design costs for road projects and the reduction of the budget in the emergency incident response department. We will utilize the budget amendment process to carry forward this budget into 2020.
- \$4 million decrease in other expenditures. Other expenditures have been decreasing from a high of \$26 million in 2017 when large transfers between funds were made related to the acquisition of the Brush Creek Valley Ranch and Open Space property.
- \$3 million increase in salaries and benefits. The decreases outlined above were offset by an increase in the salaries and benefits classification. The increase includes wage increases and a larger contribution to the Health Insurance Fund.

Capital Expenditures

An asset 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. Total budgeted capital expenditures, including capital and operating leases, for Eagle County in 2020 are \$14.5 million and are distributed across several funds and departments as shown below.

Fund/Department	2020 Amount	Brief Description	Ongoing Costs/Impacts
ECO Transit	\$ 3,669,137	3 electric buses and charging equipment	Nominal, as vehicles are replacing existing vehicles.
Fleet	\$ 3,483,409	Light and heavy vehicle replacement	Nominal costs, however vehicles are typically replaced with more fuel efficient vehicles with safety improvements.
Open Space	\$ 3,026,000	Property acquisition	Nominal, land only. Costs will be combined with existing property.
Road & Bridge	\$ 1,599,637	Overlay and chip seal	N/A
Capital Improvements Fund	\$ 820,220	See CIP Fund description.	Nominal ongoing costs, however climate improvements and cost savings from renewable energy source.
Landfill Fund	\$ 500,000	Leachate Pond expansion	Nominal, expansion will not have significant ongoing costs.
ECHDA	\$ 500,000	Spring Creek subordinated loan	No ongoing costs. Will generate revenue in future years.
ECO Trails	\$ 285,000	EagleVail to Dowd Junction trail design	Nominal until construction.
800 MhZ	\$ 200,000	Radio tower equipment	Nominal, will replace existing system.
Eagle County Air Terminal	\$ 132,000	Various. Includes surveillance system.	There will be ongoing costs for these improvements. Costs are included in ECAT operating budget.
Airport	\$ 250,000	Purchase of loader and paint machine.	There will be ongoing costs for these purchases. Costs are included in airport operating budget.
General Fund/Facilities	\$ 29,887	Ongoing lease of airport property	Included in operating budget.
General Fund/Sheriff	\$ 25,682	Ongoing lease of airport property	Included in operating budget.
911 Authority	\$ 2,000	New phone headsets	Nominal, will replace existing equipment.
	\$ 14,522,972		

Many of the above expenditures are significant, but recurring capital expenditures that are based on a standard replacement schedule, most notably the Fleet Fund vehicle replacements and ECO bus purchases. We plan for these replacements and, in the case of Fleet, charge users a monthly replacement fee which accumulates and is utilized to purchase replacement vehicles. For ECO Transit, buses are scheduled for replacement years in advance and we seek grant opportunities for funding the vehicle purchases.

The capital expenditures are shown in this budget book in the appropriate county fund or department in the capital outlay and leases classification. Many of the expenditures are listed in the [ECO Transit](#), [Road and Bridge](#), [Fleet](#), and [Open Space](#) sections of this document. Those funded from the [Capital Improvements fund](#) are more fully described in that section of this budget document.

Current Debt Obligations

Per C.R.S. 30-35-201, a county's general obligation debt may not exceed 3% of the valuation for assessment. 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 2020.

	Total Outstanding (12/31/2019)	2020 Principal	2020 Interest	Primary Purpose
Governmental Activities				
2015 Justice Center Certificates of Participation	\$ 12,205,000	\$ 975,000	\$ 600,500	To fund the 2008-2010 construction of the Eagle County Justice Center.
2019 Two10 Certificates of Participation	\$ 8,310,000	\$ 660,000	\$ 415,500	To fund the construction of Two10 at Castle Peak, a 22-unit workforce housing complex.
Business-Type Activities				
Eagle County Air Terminal Corporation Revenue Bonds	\$ 32,870,000	\$ 840,000	\$ 1,627,950	To fund the airport terminal renovation project.
Lake Creek Village Apartments Debt	\$ 32,557,249	\$ 768,778	\$ 924,422 *	To fund the acquisition and renovation of Lake Creek Village Apartments.
Golden Eagle Elderly Housing Corporation Debt	\$ 1,307,659	\$ 12,098	\$ 64,368 **	To fund the acquisition and renovation of Golden Eagle Apartments.
Total	\$ 87,249,908	\$ 3,255,876	\$ 3,632,740	

* Lake Creek Village interest payment within its 2020 budget includes the mortgage insurance payment.

** The corporation receives interest subsidies from Rural Housing Service (RHS) for both notes, so actual interest paid to RHS for these loans is budgeted to be \$24,245.

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.

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 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 2.05% 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.

In December 2012 and in connection with the acquisition of the Lake Creek Village Apartments, Lake Creek Village LLC entered into a mortgage note agreement with Wells Fargo Bank in the principal amount of \$29,360,000. This mortgage is insured by the U.S. Department of Housing and Urban Development (HUD) under section 223(f). This note bears interest of 2.5% and matures on January 1, 2048. In August 2017, and in connection with the renovation of the apartments, Lake Creek Village entered into an additional mortgage note agreement with Wells Fargo Bank in the final principal amount of \$7,292,200. This mortgage is insured by HUD under section 241(a). Interest accrues at 4.18% and the note matures on January 1, 2048.

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

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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.

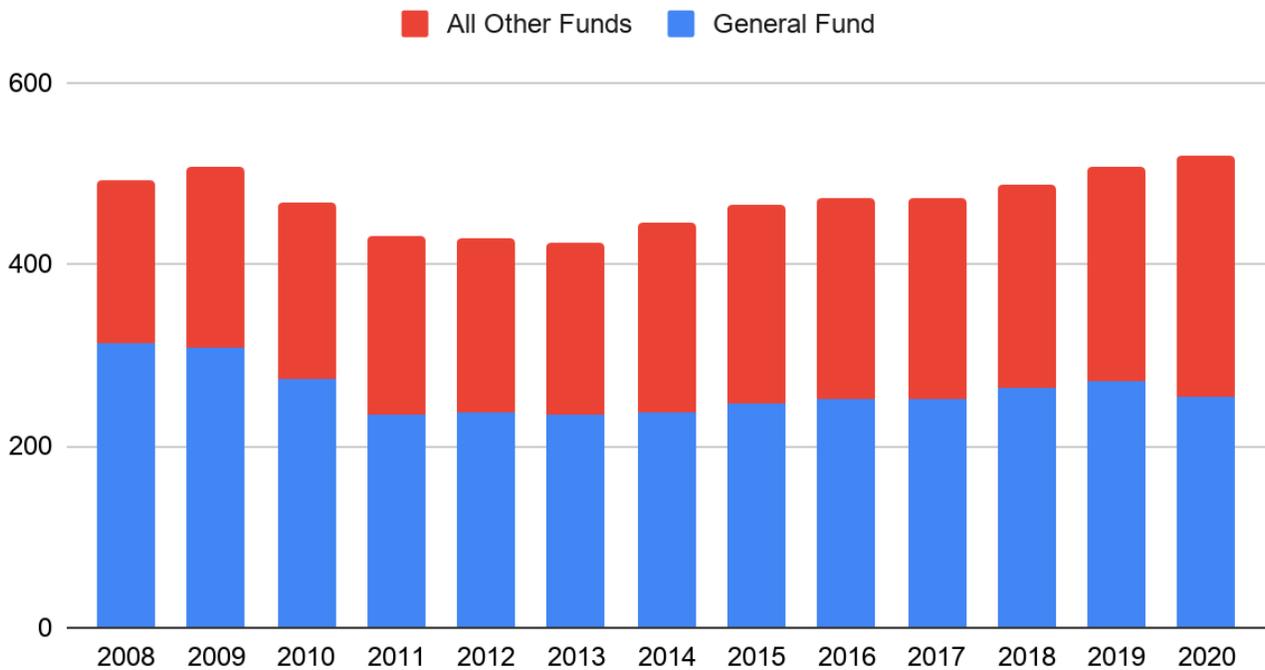
Personnel Summary

Positions are approved by the board of county commissioners and are monitored and controlled by the human resources and finance department staff. Eagle County's total approved and budgeted full-time equivalent (FTE) count is 520, which is an increase of 11.4 positions from the 2019 adopted budget. The following table shows the past five years in budgeted personnel as counted by FTE positions.

	2016	2017	2018	2019	2020
General Fund	251.6	251.6	263.2	270.6	254.3
Road & Bridge	21.0	21.0	21.5	23.0	23.0
Human Services	41.5	39.8	40.1	39.3	59.6
ECO Transit	59.9	60.4	60.5	67.5	67.5
ECO Trails	2.1	2.1	2.1	2.1	2.1
Airport	24.9	24.9	24.9	27.4	26.7
800 MHz	1.1	1.1	1.1	1.0	1.0
Public Health	28.3	29.5	29.5	30.2	37.2
Housing	14.1	14.1	14.5	14.5	14.5
Open Space	1.8	2.1	2.2	3.7	3.7
Landfill	12.2	11.5	11.5	12.9	12.9
Fleet	15.1	15.0	16.0	16.0	17.0
Total (All Funds)	473.5	472.9	487.0	508.0	519.4
Annual Growth	7.53	-0.63	14.10	21.01	11.4
Annual Growth %	1.62%	-0.13%	2.98%	4.31%	2.25%

The following table shows a longer term trend of both the General Fund and all other funds.

General Fund and All Other Funds



While many of the new positions are added during the budget process, our process also allows for mid-year adjustments. The personnel committee reviews all requests and makes recommendations for adding positions to the Board of County Commissioners, which approves all positions. The positions ranged from part-time seasonal to highly compensated full-time positions and were a mix of position types to support both essential county services as well as the county's strategic plan and areas of focus.

The following table outlines the positions that were either added during 2019 or as part of the 2020 budget cycle.

Fund/Department	Position Title	FTE	Salary Range
General Fund/Board of Equalization	Reduction of temp hearing officers for non-reassessment year	-0.1	\$75.00/hour
General Fund/Clerk and Recorder	Motor Vehicle Admin Tech II	0.5	\$18.01-\$27.02/hour
General Fund/Clerk and Recorder	Increase temp hours for election judges	2.0	\$15.00-\$18.00/hour
General Fund/Treasurer	Admin Tech III	0.3	\$19.28-\$28.91/hour
General Fund/Human Resources	Admin Tech III	0.5	\$19.28-\$28.91/hour
General Fund/Communications	Communications Specialist II	1.0	\$77,341-\$116,033
General Fund/Planning	Planning Manager	1.0	\$73,441-\$117,532
General Fund/Animal Services	Increase hours for Animal Care Technician	0.1	\$18.01-\$27.02/hour
General Fund/Environmental Health	Moved the Environmental Health team to Public Health Fund	-6.5	Various
Public Health/Environmental Health	Moved the Environmental Health team to Public Health Fund	6.5	Various
General Fund/Human Services	Moved Human Service departments to the Human Services fund.	-18.1	Various
Human Service Fund	Moved Human Service departments to the Human Services fund.	18.1	Various
Human Service Fund	Veteran Service Officers	0.3	\$18.01-\$27.02/hour
Human Service Fund	Family Support Specialist	1.0	\$55,016-\$82,534
Airport	Adjustments to hours allotted for seasonal positions	-2.7	\$19.00-\$26.10/hour
Airport	Admin Tech III	1.0	\$19.28-\$28.91/hour
Public Health/Environmental Health	Reclassification of Admin Tech to Inspector and reduction of part-time position	-0.4	\$48,911-\$72,542
General Fund/Economic Development	* Small Business Development Center Manager	1.0	\$56,666-\$85,010
General Fund/Planning	* Associate Planner	1.0	\$56,666-\$85,010
General Fund/Facilities	* Maintenance Technician	1.0	\$20.51-\$30.77/hour
Human Service Fund	* Economic Services Lead Trainer	1.0	\$19.28-\$28.91/hour
Airport	* Electrician	1.0	\$20.51-\$30.77/hour
Public Health	* Mental Health Coordinator	1.0	\$56,666-\$85,010
Fleet Services Fund	* Mechanic II	1.0	\$23.09-\$34.64/hour
	Total	11.4	

* These positions were added during 2019, prior to the 2020 budget cycle.

Fund Structure

Eagle County Government operates 29 funds of different types, including its component units. Its funds are divided into seven fund types: general fund, special revenue funds, capital improvements fund, enterprise fund, internal service funds, blended component units, and discretely presented component units. In addition to these funds, the county has several 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. Custodial funds are excluded from reporting in the county's financial statements and budgets are not adopted for these funds.

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 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 • Lake Creek Village Apartments • Eagle County Air Terminal Corporation <p>Discretely Presented Component Units</p> <ul style="list-style-type: none"> • E911 Authority • Golden Eagle Elderly Housing Corporation 	<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 • Roaring Fork Valley Transportation Fund • Roaring Fork Valley 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
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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 comprehensive annual 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.

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.

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 are used to fund the Roaring Fork Transportation Authority (**RFV Transportation and RFV Trails funds**). Other revenue for the ECO Transit fund consists of federal grants and fare sales.

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.

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.

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.

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.

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.

Budget by Fund and by Department

The following table shows a summary of all revenues and expenditures that make up the 2020 Eagle County budget. Each fund and department is further described in the following pages.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$2,126,987	519.4			\$38.83	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Property Taxes	\$ 24,836,266	\$ 24,974,491	\$ 26,341,526	\$ 26,242,358	\$ 28,115,787
Sales & Use Taxes	\$ 24,150,443	\$ 24,562,233	\$ 26,837,127	\$ 29,113,528	\$ 30,813,019
Licenses, Permits, Sales & Fines	\$ 2,379,973	\$ 2,418,109	\$ 2,463,263	\$ 2,370,801	\$ 2,318,822
Intergovernmental Revenue	\$ 4,441,940	\$ 4,292,911	\$ 4,899,280	\$ 4,748,283	\$ 4,686,182
Federal Grants	\$ 15,021,601	\$ 12,155,668	\$ 6,262,081	\$ 26,461,651	\$ 6,886,959
State & Local Grants	\$ 4,870,336	\$ 8,298,695	\$ 7,539,754	\$ 11,612,093	\$ 4,944,094
Payments In Lieu Of Taxes	\$ 2,205,697	\$ 2,255,416	\$ 2,302,924	\$ 2,350,000	\$ 2,350,000
Charges for Services	\$ 19,246,075	\$ 19,950,896	\$ 22,448,485	\$ 20,273,777	\$ 21,484,316
Internal Service Fund Charges	\$ 15,922,585	\$ 16,817,646	\$ 16,385,682	\$ 14,411,384	\$ 15,940,406
Investment Earnings	\$ 1,205,006	\$ 1,408,338	\$ 3,052,049	\$ 1,896,976	\$ 2,375,514
Rents & Royalties	\$ 12,995,534	\$ 12,874,294	\$ 11,943,193	\$ 11,606,044	\$ 12,611,741
Miscellaneous	\$ 860,205	\$ 1,028,334	\$ 1,574,512	\$ 873,391	\$ 359,003
Insurance Premiums & Proceeds	\$ 308,413	\$ 419,450	\$ 451,362	\$ 562,181	\$ 621,084
Other Financing Sources	\$ -	\$ -	\$ -	\$ 9,715,679	\$ -
Interfund Transfers In	\$ 5,882,013	\$ 13,495,880	\$ 5,982,616	\$ 5,750,664	\$ 2,929,704
Total Revenues	\$ 134,326,086	\$ 144,952,359	\$ 138,483,853	\$ 167,988,810	\$ 136,436,631
<i>% Inc/Dec</i>		8%	-4%	21%	-19%
<i>Expenditures</i>					
FTEs	473.5	472.9	488.0	508.0	519.4
Salaries & Benefits	\$ 55,206,396	\$ 53,748,021	\$ 55,181,281	\$ 59,079,443	\$ 62,454,321
Training Benefits	\$ 463,659	\$ 502,726	\$ 526,539	\$ 717,377	\$ 773,766
Purchased Services	\$ 16,868,215	\$ 17,281,516	\$ 19,482,608	\$ 27,034,966	\$ 25,091,753
Interdepartmental Services	\$ 4,675,600	\$ 5,472,254	\$ 5,928,665	\$ 5,959,397	\$ 6,340,006
Intergovernmental Expenditures	\$ 4,237,554	\$ 4,133,899	\$ 5,533,304	\$ 6,383,535	\$ 4,798,756
Supplies	\$ 5,260,120	\$ 5,545,982	\$ 6,348,547	\$ 7,678,133	\$ 6,953,219
Capital Outlay & Leases	\$ 21,954,649	\$ 34,852,919	\$ 15,050,377	\$ 71,280,164	\$ 14,522,972
Depreciation & Amortization	\$ 2,472,770	\$ 2,323,222	\$ 2,432,657	\$ -	\$ -
Grants & Contributions Issued	\$ 5,456,212	\$ 2,872,515	\$ 3,483,193	\$ 11,260,494	\$ 3,410,736
Principal Payments	\$ 1,990,000	\$ 2,015,000	\$ 2,065,000	\$ 2,722,764	\$ 3,255,876
Debt Issuance Cost	\$ -	\$ 689,391	\$ -	\$ -	\$ -
Interest Expense	\$ 2,021,721	\$ 2,255,126	\$ 3,210,196	\$ 3,587,732	\$ 3,778,535
Transfers Out	\$ 5,882,013	\$ 13,495,880	\$ 5,982,616	\$ 5,750,664	\$ 2,929,704
Total Expenditures	\$ 126,488,908	\$ 145,188,451	\$ 125,224,982	\$ 201,454,669	\$ 134,309,644
<i>% Inc/Dec</i>		15%	-14%	61%	-33%
Revenues less Expenditures	\$ 7,837,179	\$ (236,092)	\$ 13,258,871	\$ (33,465,859)	\$ 2,126,987
<i>% Inc/Dec</i>		-103.01%	-5715.98%	-352.40%	-106.36%

The following descriptions and tables 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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$609,725	273.14			\$11.13	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Property Taxes	\$ 15,444,892	\$ 15,530,152	\$ 16,380,079	\$ 16,318,388	\$ 15,184,312
Sales & Use Taxes	\$ 9,000,783	\$ 9,156,335	\$ 9,873,870	\$ 10,681,499	\$ 10,900,139
Licenses, Permits, Sales & Fines	\$ 2,024,015	\$ 2,040,899	\$ 2,120,584	\$ 2,019,801	\$ 1,868,522
Intergovernmental Revenue	\$ 1,389,110	\$ 1,429,178	\$ 1,531,467	\$ 1,824,069	\$ 1,708,650
Federal Grants	\$ 1,756,676	\$ 1,809,244	\$ 2,635,286	\$ 2,889,208	\$ 974,625
State & Local Grants	\$ 798,950	\$ 1,685,877	\$ 952,504	\$ 5,921,890	\$ 276,290
Payments In Lieu Of Taxes	\$ 1,755,697	\$ 1,805,416	\$ 1,852,924	\$ 1,900,000	\$ 1,900,000
Charges for Services	\$ 6,717,029	\$ 7,389,011	\$ 8,122,274	\$ 7,628,177	\$ 8,232,671
Investment Earnings	\$ 709,059	\$ 668,706	\$ 1,703,126	\$ 1,400,418	\$ 1,621,026
Rents & Royalties	\$ 89,762	\$ 99,539	\$ 140,782	\$ 108,000	\$ 84,752
Miscellaneous	\$ 364,671	\$ 208,971	\$ 146,662	\$ 118,076	\$ 62,700
Interfund Transfers In	\$ -	\$ 2,790,000	\$ 2,600,000	\$ 1,020,000	\$ -
Total Revenues	\$ 40,050,644	\$ 44,613,328	\$ 48,059,559	\$ 51,829,526	\$ 42,813,687
% Inc/Dec		11%	8%	8%	-17%
<i>Expenditures</i>					
FTEs	251.58	251.56	263.19	270.63	273.14
Salaries & Benefits	\$ 25,675,938	\$ 26,196,310	\$ 26,776,848	\$ 27,913,427	\$ 27,686,178
Training Benefits	\$ 317,408	\$ 323,233	\$ 353,200	\$ 484,399	\$ 501,582
Purchased Services	\$ 3,578,626	\$ 4,008,064	\$ 4,259,512	\$ 7,256,425	\$ 4,285,672
Interdepartmental Services	\$ 1,595,787	\$ 1,680,080	\$ 1,867,389	\$ 1,958,611	\$ 2,115,475
Intergovernmental Expenditures	\$ 2,357,892	\$ 2,214,765	\$ 3,503,411	\$ 4,257,767	\$ 2,608,388
Supplies	\$ 1,166,165	\$ 1,138,126	\$ 1,245,711	\$ 1,915,482	\$ 1,484,798
Capital Outlay & Leases	\$ 228,780	\$ 2,573,354	\$ 200,046	\$ 275,046	\$ 55,569
Grants & Contributions Issued	\$ 1,772,499	\$ 1,452,644	\$ 1,956,218	\$ 9,468,821	\$ 2,375,250
Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -
Debt Issuance Cost	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Expense	\$ -	\$ -	\$ 118	\$ 500	\$ 500
Transfers Out	\$ 1,749,173	\$ 6,545,380	\$ 2,862,073	\$ 2,050,000	\$ 2,310,000
Total Expenditures	\$ 38,442,269	\$ 46,131,958	\$ 43,024,525	\$ 55,580,478	\$ 43,423,412
% Inc/Dec		20%	-7%	29%	-22%
Revenues less Expenditures	\$ 1,608,375	\$ (1,518,629)	\$ 5,035,035	\$ (3,750,952)	\$ (609,725)
% Inc/Dec		-194%	-432%	-174%	-84%
Beginning Fund Balance	\$ 26,440,685	\$ 28,049,060	\$ 26,530,431	\$ 31,565,465	\$ 27,814,513
Ending Fund Balance	\$ 28,049,060	\$ 26,530,431	\$ 31,565,465	\$ 27,814,513	\$ 27,204,788

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,810,623	3.00			\$33.06	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Intergovernmental Revenue	\$ 51,710	\$ 49,041	\$ 50,451	\$ -	\$ -
Total Revenues	\$ 51,710	\$ 49,041	\$ 50,451	\$ -	\$ -
<i>% Inc/Dec</i>		-5%	3%	-100%	
<i>Expenditures</i>					
FTEs	4.00	4.00	3.00	3.00	3.00
Salaries & Benefits	\$ 443,722	\$ 484,758	\$ 400,821	\$ 400,450	\$ 384,772
Training Benefits	\$ 9,950	\$ 8,969	\$ 10,394	\$ 21,938	\$ 18,430
Purchased Services	\$ 328,884	\$ 390,093	\$ 300,077	\$ 491,466	\$ 503,351
Interdepartmental Services	\$ 477	\$ 472	\$ -	\$ -	\$ -
Supplies	\$ 7,522	\$ 4,050	\$ 9,974	\$ 10,700	\$ 9,070
Grants & Contributions Issued	\$ 201,500	\$ 100,000	\$ 100,000	\$ 107,500	\$ 895,000
Total Expenditures	\$ 992,055	\$ 988,343	\$ 821,265	\$ 1,032,054	\$ 1,810,623
<i>% Inc/Dec</i>		0%	-17%	26%	75%
Revenues less Expenditures	\$ (940,346)	\$ (939,302)	\$ (770,814)	\$ (1,032,054)	\$ (1,810,623)
<i>% Inc/Dec</i>		0%	-18%	34%	75%

- Prior to 2019, cigarette tax was collected within the BoCC budget. Beginning in 2019, that tax is recorded in the finance administrative department budget.
- Included in the salaries and benefits classification are both salaries and other employee benefits. The reduction in this line item is related to health insurance elections.
- Purchased services increased in 2019 and 2020 for strategic priority funding.
- Grants and contributions issued includes the county's non-profit funding. The county makes grants to United Way (\$100k), and beginning in 2020 to Basalt Gives (\$10k), who in turn leverage those dollars to make grants throughout the community.
- Also included in the grants and contributions line item are capital contributions for Bright Futures Foundation (\$250k), Eagle County Historical Society (\$15k), Sweetwater Lake Preservation (\$500k), and Youth Zone (\$20k). These are one time contributions which the BoCC has approved funding with General Fund reserves.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$2,267,660	22.00			\$41.40	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Charges for Services	\$ 4,122	\$ 7,184	\$ 1,541	\$ 6,840	\$ 3,040
Licenses, Permits, Sales & Fines	\$ 20,231	\$ 19,465	\$ 20,989	\$ 18,000	\$ 20,000
Total Revenues	\$ 24,354	\$ 26,648	\$ 22,530	\$ 24,840	\$ 23,040
% Inc/Dec		9%	-15%	10%	-7%
<i>Expenditures</i>					
FTEs	22.00	22.00	21.00	22.00	22.00
Salaries & Benefits	\$ 2,000,118	\$ 2,014,583	\$ 1,916,238	\$ 2,069,581	\$ 2,113,444
Training Benefits	\$ 19,504	\$ 18,438	\$ 19,560	\$ 24,090	\$ 23,650
Purchased Services	\$ 126,649	\$ 141,550	\$ 139,465	\$ 186,874	\$ 128,443
Interdepartmental Services	\$ 10,004	\$ 9,346	\$ 6,735	\$ 5,498	\$ 7,559
Supplies	\$ 19,236	\$ 10,675	\$ 4,499	\$ 12,150	\$ 17,604
Total Expenditures	\$ 2,175,510	\$ 2,194,592	\$ 2,086,498	\$ 2,298,193	\$ 2,290,700
% Inc/Dec		1%	-5%	10%	0%
Revenues less Expenditures	\$ (2,151,157)	\$ (2,167,943)	\$ (2,063,968)	\$ (2,273,353)	\$ (2,267,660)
% Inc/Dec		1%	-5%	10%	0%

- Charges for services such as fees, maps, books, lists, and discs are reduced due to the year 2020 not being a reappraisal year.
- 2020 is not a reappraisal year, so we are budgeting a reduced cost in purchased services as a limited number of notice of valuations will be sent to property owners.
- Interdepartmental services increased due to vehicle replacement costs for a car replaced in 2019.
- Supplies include an increase in operating supplies for the purchase of a laptop and two display monitors.

General Fund - Clerk and Recorder (Elected Office)

The Clerk and Recorder's office provides motor vehicle titling and registration, document recording, election coordination, voter registration, liquor license assistance, and the issuing of marriage licenses to the citizens of Eagle County.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$964,683	24.68			\$17.61	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Sales & Use Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses, Permits, Sales & Fines	\$ 338,512	\$ 113,034	\$ 120,438	\$ 106,800	\$ 112,200
State & Local Grants	\$ 4,000	\$ -	\$ 32,536	\$ 52,335	\$ -
Charges for Services	\$ 999,206	\$ 1,364,395	\$ 1,386,677	\$ 1,317,700	\$ 1,424,900
Miscellaneous	\$ 154,231	\$ 52,943	\$ 4,192	\$ -	\$ -
Total Revenues	\$ 1,495,948	\$ 1,530,371	\$ 1,543,841	\$ 1,476,835	\$ 1,537,100
% Inc/Dec		2%	1%	-4%	4%
<i>Expenditures</i>					
FTEs	20.00	20.50	21.00	22.21	24.68
Salaries & Benefits	\$ 1,815,641	\$ 1,876,373	\$ 1,918,696	\$ 1,935,747	\$ 2,110,664
Training Benefits	\$ 25	\$ 12,218	\$ 17,710	\$ 25,970	\$ 17,000
Purchased Services	\$ 187,722	\$ 144,208	\$ 252,096	\$ 203,058	\$ 323,133
Interdepartmental Services	\$ 7,323	\$ 3,572	\$ 4,235	\$ 5,882	\$ 6,486
Supplies	\$ 38,020	\$ 37,567	\$ 58,350	\$ 38,860	\$ 44,500
Capital Outlay & Leases	\$ 4,656	\$ (388)	\$ -	\$ -	\$ -
Total Expenditures	\$ 2,053,387	\$ 2,073,550	\$ 2,251,087	\$ 2,209,517	\$ 2,501,783
% Inc/Dec		1%	9%	-2%	13%
Revenues less Expenditures	\$ (557,439)	\$ (543,178)	\$ (707,246)	\$ (732,682)	\$ (964,683)
% Inc/Dec		-3%	30%	4%	32%

- The Clerk and Recorder's office will administer a total of three elections in 2020, including a presidential election.
- Charges for services include an increase in the county technical surcharge, motor vehicle title, motor vehicle sales tax vendor fee revenues as well as new revenue for motor vehicle VIN inspections.
- Salaries and benefits classification has increased due to the addition of 0.5 FTE for an election technician position and the addition of hours for temporary election judges.
- Grant revenue in 2018 was primarily due to the conversion of the states DRIVES software, and grant revenue in 2019 was received from the state's electronic recording technology fund. We have not budgeted to receive grants in 2020.
- Purchased services and supplies increased due to the additional elections in 2020.



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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$374,556	2.50			\$6.84	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Charges For Services	\$ -	\$ 10	\$ -	\$ -	\$ -
Total Revenues	\$0	\$10	\$0	\$0	\$0
% Inc/Dec			-100%		
<i>Expenditures</i>					
FTEs	2.50	2.50	2.50	2.50	2.50
Salaries & Benefits	\$ 181,583	\$ 192,775	\$ 205,585	\$ 222,132	\$ 233,574
Training Benefits	\$ 3,943	\$ 1,999	\$ 4,931	\$ 4,200	\$ 5,000
Purchased Services	\$ 59,291	\$ 91,626	\$ 81,740	\$ 104,448	\$ 107,437
Interdepartmental Services	\$ -	\$ 3,107	\$ 10,087	\$ 10,418	\$ 12,035
Supplies	\$ 3,112	\$ 4,359	\$ 4,535	\$ 5,350	\$ 16,510
Capital Outlay & Leases	\$ -	\$ 62,484	\$ 3,593	\$ -	\$ -
Total Expenditures	\$ 247,929	\$ 356,350	\$ 310,470	\$ 346,548	\$ 374,556
% Inc/Dec		44%	-13%	12%	8%
Revenues less Expenditures	\$ (247,929)	\$ (356,340)	\$ (310,470)	\$ (346,548)	\$ (374,556)
% Inc/Dec		44%	-13%	12%	8%

- Salaries, benefits, and training increased due to the hiring of three new deputies.
- Supplies increased for furnishing new office space for the Coroner operations, which was approved in the 2018 and 2019 budgets.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$11,270,467	88.97			\$205.77	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Intergovernmental Revenue	\$ 1,161,204	\$ 1,197,011	\$ 1,249,663	\$ 1,512,862	\$ 1,488,650
Federal Grants	\$ 54,052	\$ 15,749	\$ 4,698	\$ 30,375	\$ 34,625
State & Local Grants	\$ 63,479	\$ 78,669	\$ 68,979	\$ 313,500	\$ 150,200
Charges for Services	\$ 175,743	\$ 260,521	\$ 508,521	\$ 229,553	\$ 332,500
Licenses, Permits, Sales & Fines	\$ 59,260	\$ 76,249	\$ 58,782	\$ 58,500	\$ 50,000
Investment Earnings	\$ 35	\$ 29	\$ 34	\$ -	\$ -
Miscellaneous	\$ 13,674	\$ 76,417	\$ 66,260	\$ 45,000	\$ 40,000
Total Revenues	\$ 1,527,447	\$ 1,704,644	\$ 1,956,938	\$ 2,189,790	\$ 2,095,975
% Inc/Dec		12%	15%	12%	-4%
<i>Expenditures</i>					
FTEs	81.00	84.00	88.50	88.97	88.97
Salaries & Benefits	\$ 8,385,961	\$ 8,654,134	\$ 9,052,390	\$ 9,059,294	\$ 9,655,118
Training Benefits	\$ 98,919	\$ 102,360	\$ 93,156	\$ 111,000	\$ 161,000
Purchased Services	\$ 842,618	\$ 958,980	\$ 842,708	\$ 1,246,367	\$ 1,207,516
Interdepartmental Services	\$ 671,894	\$ 739,357	\$ 840,791	\$ 914,071	\$ 1,048,846
Intergovernmental Expenditures	\$ 676,195	\$ 588,413	\$ 604,833	\$ 618,030	\$ 640,030
Supplies	\$ 566,715	\$ 459,795	\$ 546,134	\$ 866,076	\$ 606,750
Capital Outlay & Leases	\$ 154,266	\$ 71,991	\$ 17,176	\$ 143,754	\$ 25,682
Grants & Contributions Issued	\$ 28,088	\$ 23,467	\$ 434,745	\$ 53,000	\$ 21,500
Total Expenditures	\$ 11,424,658	\$ 11,598,498	\$ 12,431,932	\$ 13,011,592	\$ 13,366,442
% Inc/Dec		2%	7%	5%	3%
Revenues less Expenditures	\$ (9,897,211)	\$ (9,893,854)	\$ (10,474,994)	\$ (10,821,802)	\$ (11,270,467)
% Inc/Dec		0%	6%	3%	4%

- The Sheriff's office is split between two primary departments: operations (which includes administration, patrol, victims services, and town contracts) and detentions.
 - Operations has 58.47 FTE, revenues of \$2,009,975 and expenditures of \$9,376,193.
 - Detentions has 30.5 FTE, revenues of \$86,000 and expenditures of \$3,990,249.
- Salaries and benefits increased due to the merit allocation as well as an increase in the hourly rate of all sworn positions. This increase is an effort to assist in recruiting and retention for these critical law enforcement positions.
- Additional efforts in recruitment include increasing training benefits to offer Colorado Law Enforcement Training Academy to qualified recruits.
- Interdepartmental services increased due to increased motor pool charges. We are budgeting to expand the number of vehicles in the Sheriff's fleet by three, all of which will be hybrid vehicles. In addition, we will extend the use of all vehicles from four years to five years.
- The decreases in the supplies and capital outlay budgets are due to several large purchases budgeted in 2019, including the purchase of packset radios and E-ticketing software and printer upgrades.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$16,582	1.00			\$0.30	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Expenditures</i>					
FTEs	1.00	1.00	1.00	1.00	1.00
Salaries & Benefits	\$ 38,477	\$ 38,479	\$ 35,101	\$ 14,638	\$ 15,662
Purchased Services	\$ 749	\$ 749	\$ 751	\$ 750	\$ 920
Supplies	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 39,227	\$ 39,228	\$ 35,852	\$ 15,388	\$ 16,582
% Inc/Dec		0%	-9%	-57%	8%
Revenues less Expenditures	\$ (39,227)	\$ (39,228)	\$ (35,852)	\$ (15,388)	\$ (16,582)
% Inc/Dec		0%	-9%	-57%	8%

- Salaries and benefits will increase slightly in 2020 due to an increase in the contribution to the Health Insurance fund.

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.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$4,720,543	7.45			\$86.19	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 3,907,728	\$ 4,101,893	\$ 4,375,631	\$ 4,278,377	\$ 4,646,661
Investment Earnings	\$ 709,023	\$ 668,677	\$ 1,703,092	\$ 1,398,196	\$ 1,619,002
Miscellaneous	\$ 3,200	\$ 3,218	\$ 3,746	\$ 2,700	\$ 3,500
Total Revenues	\$ 4,619,951	\$ 4,773,788	\$ 6,082,469	\$ 5,679,273	\$ 6,269,163
% Inc/Dec		3%	27%	-7%	10%
<i>Expenditures</i>					
FTEs	6.50	6.50	6.95	7.15	7.45
Salaries & Benefits	\$ 526,883	\$ 681,332	\$ 660,692	\$ 649,646	\$ 727,017
Training Benefits	\$ 1,191	\$ 473	\$ 1,572	\$ 2,000	\$ 6,015
Purchased Services	\$ 115,312	\$ 116,432	\$ 90,364	\$ 104,870	\$ 103,838
Interdepartmental Services	\$ 622,692	\$ 630,123	\$ 686,910	\$ 699,777	\$ 690,000
Supplies	\$ 3,234	\$ 6,805	\$ 11,697	\$ 8,500	\$ 21,250
Interest Expense	\$ -	\$ -	\$ 118	\$ 500	\$ 500
Total Expenditures	\$ 1,269,313	\$ 1,435,164	\$ 1,451,352	\$ 1,465,293	\$ 1,548,620
% Inc/Dec		13%	1%	1%	6%
Revenues less Expenditures	\$ 3,350,638	\$ 3,338,624	\$ 4,631,117	\$ 4,213,980	\$ 4,720,543
% Inc/Dec		0%	39%	-9%	12%

- Investment earnings are budgeted to increase by \$250,000 due to the Treasurer's careful strategic management of funds in both liquid and longer term investment options.
- Salaries and benefits includes the addition of hours to bring a part-time employee up to a benefits eligible full-time employee.
- Charges for services include statutory fees earned by the Treasurer for the collection of property tax and other revenues.
- Supplies increased due to the planned replacement of windows to tempered glass and hardware.

General Fund - Public Trustee (Elected Office)

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

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$2,720	1.55			\$0.05	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Intergovernmental Revenue	\$ 104,713	\$ 59,228	\$ 74,219	\$ -	\$ -
Charges for Services	\$ -	\$ -	\$ -	\$ 65,000	\$ 78,346
Investment Earnings	\$ -	\$ -	\$ -	\$ 2,222	\$ 2,000
Miscellaneous	\$ -	\$ -	\$ -	\$ 2,544	\$ -
Total Revenues	\$ 104,713	\$ 59,228	\$ 74,219	\$ 69,766	\$ 80,346
% Inc/Dec		-43%	25%	-6%	15%
<i>Expenditures</i>					
FTEs	1.50	1.50	1.55	1.55	1.55
Salaries & Benefits	\$ 100,685	\$ 55,947	\$ 72,907	\$ 71,701	\$ 78,916
Training Benefits	\$ -	\$ -	\$ -	\$ 1,015	\$ -
Purchased Services	\$ 4,028	\$ 3,119	\$ 1,535	\$ 1,000	\$ 4,150
Interdepartmental Services	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 515	\$ 70	\$ -	\$ 500	\$ -
Total Expenditures	\$ 105,228	\$ 59,136	\$ 74,442	\$ 74,216	\$ 83,066
% Inc/Dec		-44%	26%	0%	12%
Revenues less Expenditures	\$ (515)	\$ 92	\$ (223)	\$ (4,450)	\$ (2,720)
% Inc/Dec		-118%	-343%	1896%	-39%

- Revenue received by the Public Trustee is from statutorily required fees related to real estate foreclosures and releases of deeds of trusts. Beginning in 2019, as a result of the implementation of a Government Accounting Standards Board statement related to fiduciary activities, all revenue will be captured within the charges for services classification rather than the intergovernmental revenue classification.

General Fund - District Attorney

The Office of the District Attorney, 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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,968,358	N/A			\$35.94	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Expenditures</i>					
Intergovernmental Expenditures	\$ 1,681,697	\$ 1,626,352	\$ 1,733,950	\$ 1,957,129	\$ 1,968,358
<i>Total Expenditures</i>	\$ 1,681,697	\$ 1,626,352	\$ 1,733,950	\$ 1,957,129	\$ 1,968,358
% Inc/Dec		-3%	7%	13%	1%
Revenues less Expenditures	\$ (1,681,697)	\$ (1,626,352)	\$ (1,733,950)	\$ (1,957,129)	\$ (1,968,358)
% Inc/Dec		-3%	7%	13%	1%

- 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 \$4.7 million for 2020 (up 7% from \$4.4 million in 2019). The majority of the increase is due to higher salaries paid to district attorney staff.
- 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 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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$42,684	0.10			\$0.78	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Expenditures</i>					
FTEs	0.30	0.30	0.30	0.22	0.10
Salaries & Benefits	\$ 2,599	\$ 19,886	\$ 1,542	\$ 37,729	\$ 16,484
Purchased Services	\$ 1,224	\$ 13,102	\$ 1,127	\$ 60,850	\$ 25,700
Supplies	\$ -	\$ 335	\$ -	\$ 500	\$ 500
Total Expenditures	\$ 3,822	\$ 33,324	\$ 2,669	\$ 99,079	\$ 42,684
% Inc/Dec		772%	-92%	3612%	-57%
Revenues less Expenditures	\$ (3,822)	\$ (33,324)	\$ (2,669)	\$ (99,079)	\$ (42,684)
% Inc/Dec		772%	-92%	3612%	-57%

- 2020 is not a reappraisal year, so we expect decreased costs for hearing officers in 2020 compared to the prior year.
- Purchased services, which includes arbitration costs and lodging for hearing officers, has also decreased for 2020.

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 fund can be used by any elected official for recognizing and rewarding employees or for reinvesting into the local community.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$54,976	N/A			\$1.00	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Investment Earnings	\$ -	\$ -	\$ -	\$ -	\$ 24
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ 10,000
Total Revenues	\$0	\$0	\$0	\$0	\$10,024
% Inc/Dec					
<i>Expenditures</i>					
Training Benefits	\$ -	\$ -	\$ -	\$ -	\$ 16,250
Purchased Services	\$ -	\$ -	\$ -	\$ -	\$ 16,250
Supplies	\$ -	\$ -	\$ -	\$ -	\$ 16,250
Grants & Contributions Issued	\$ -	\$ -	\$ -	\$ -	\$ 16,250
Total Expenditures	\$ -	\$ -	\$ -	\$ -	\$ 65,000
% Inc/Dec					
Revenues less Expenditures	\$ -	\$ -	\$ -	\$ -	\$ (54,976)
% Inc/Dec					

- As of December 31, 2019 there was approximately \$60,000 in an account that will be transferred to this department.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,469,939	6.00			\$26.84	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ 90,038	\$ 60,000
State & Local Grants	\$ -	\$ -	\$ -	\$ 25,000	\$ 34,040
Total Revenues	\$0	\$0	\$0	\$115,038	\$94,040
<i>% Inc/Dec</i>					-18%
<i>Expenditures</i>					
FTEs	3.00	3.00	6.00	6.00	6.00
Salaries & Benefits	\$ 495,825	\$ 660,614	\$ 932,936	\$ 1,045,789	\$ 1,097,649
Training Benefits	\$ 1,924	\$ 5,308	\$ 7,437	\$ 12,975	\$ 16,141
Purchased Services	\$ 35,206	\$ 27,714	\$ 112,785	\$ 179,430	\$ 175,680
Interdepartmental Services	\$ 566	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 4,755	\$ 3,953	\$ 11,780	\$ 11,625	\$ 6,209
Grants & Contributions Issued	\$ 237,500	\$ 287,500	\$ 313,500	\$ 623,300	\$ 268,300
Total Expenditures	\$ 775,776	\$ 985,089	\$ 1,378,438	\$ 1,873,119	\$ 1,563,979
<i>% Inc/Dec</i>		27%	40%	36%	-17%
Revenues less Expenditures	\$ (775,776)	\$ (985,089)	\$ (1,378,438)	\$ (1,758,081)	\$ (1,469,939)
<i>% Inc/Dec</i>		27%	40%	28%	-16%

- The \$34k state grant is to fund the Eagle River Valley Complete Count Committee programming related to the 2020 United States Census.
- Grants and contributions decreased in 2020 because 2019 included \$150,000 to the town of Eagle to fund a portion of a study of the Highway 6 corridor. Additionally, the \$150,000 expenditure related to the BoCC priority of economic development was moved to the new economic development department described below. Additionally, \$45,000 for bike sharing was moved to the sustainable communities department.

General Fund - Economic Development

The economic development department was formed in 2019 to host the newly created Northwest Small Business Development Center along with other economic development activity funded by Eagle County Government.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$159,643	1.00			\$2.91	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ -	\$ -	\$ 80,000	\$ 80,000
State & Local Grants	\$ -	\$ -	\$ -	\$ 39,000	\$ 55,000
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ 6,000
Total Revenues	\$0	\$0	\$0	\$119,000	\$141,000
<i>% Inc/Dec</i>					18%
<i>Expenditures</i>					
FTEs		0.00	0.00	0.00	1.00
Salaries & Benefits	\$ -	\$ -	\$ -	\$ 51,881	\$ 85,017
Training Benefits	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Purchased Services	\$ -	\$ -	\$ -	\$ 67,119	\$ 198,126
Interdepartmental Services	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ -	\$ -	\$ -	\$ -	\$ 7,500
Grants & Contributions Issued	\$ -	\$ -	\$ -	\$ -	\$ 5,000
Total Expenditures	\$ -	\$ -	\$ -	\$ 119,000	\$ 300,643
<i>% Inc/Dec</i>					153%
Revenues less Expenditures	\$ -	\$ -	\$ -	\$ -	\$ (159,643)
<i>% Inc/Dec</i>					

- The primary funding for the Small Business Development Center (SBDC) comes from the United States Small Business Administration and is shown in the federal grants revenue classification.
- State and local grants include grants from neighboring communities that fund programs offered by the SBDC.
- Purchased services include funding to operate the SBDC, including business consulting services and marketing for the SBDC programs. It also includes \$125,000 for the Vail Valley Partnership and \$25,000 to the Basalt Chamber, both of which provide services to further the BoCC strategic goal of promoting a diverse and resilient economy.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,203,558	6.00			\$21.97	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Charges for Services	\$ 49	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ 1,928	\$ 1,123	\$ 3,938	\$ -	\$ -
Total Revenues	\$ 1,976	\$ 1,123	\$ 3,938	\$ -	\$ -
% Inc/Dec		-43%	251%	-100%	
<i>Expenditures</i>					
FTEs	5.40	5.40	5.20	6.00	6.00
Salaries & Benefits	\$ 861,481	\$ 765,028	\$ 879,503	\$ 1,000,715	\$ 1,042,539
Training Benefits	\$ 2,277	\$ 5,578	\$ 8,191	\$ 10,000	\$ 10,000
Purchased Services	\$ 93,931	\$ 149,923	\$ 254,674	\$ 370,302	\$ 147,619
Supplies	\$ 9,377	\$ 3,296	\$ 2,545	\$ 6,327	\$ 3,400
Capital Outlay & Leases	\$ 15,000	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 982,066	\$ 923,825	\$ 1,144,913	\$ 1,387,344	\$ 1,203,558
% Inc/Dec		-6%	24%	21%	-13%
Revenues less Expenditures	\$ (980,090)	\$ (922,703)	\$ (1,140,975)	\$ (1,387,344)	\$ (1,203,558)
% Inc/Dec		-6%	24%	22%	-13%

- The decrease in purchased services for 2020 reflects the reduction of litigation support needed 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 financials. 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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$956,411	7.00			\$17.46	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ -
% Inc/Dec					
<i>Expenditures</i>					
FTEs	7.00	7.00	7.00	6.50	7.00
Salaries & Benefits	\$ 812,575	\$ 838,191	\$ 714,474	\$ 744,096	\$ 834,597
Training Benefits	\$ 10,982	\$ 16,343	\$ 9,036	\$ 14,650	\$ 13,650
Purchased Services	\$ 101,429	\$ 100,665	\$ 87,108	\$ 94,477	\$ 92,214
Interdepartmental Services	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 6,457	\$ 6,657	\$ 3,691	\$ 103,950	\$ 15,950
Total Expenditures	\$ 931,443	\$ 961,855	\$ 814,308	\$ 957,173	\$ 956,411
% Inc/Dec		3%	-15%	18%	0%
Revenues less Expenditures	\$ (931,443)	\$ (961,855)	\$ (814,308)	\$ (957,173)	\$ (956,411)
% Inc/Dec		3%	-15%	18%	0%

- Salaries and benefits increased because of the transfer of a 0.5 FTE from the human resources department back to the finance department where it was originally approved. Finance will increase a part-time position to a benefits-eligible full-time position beginning in 2020.
- The county audit and full cost allocation plan are budgeted in this department within the purchased services classification.
- Supplies decreased because the purchase and implementation of budget software was budgeted in 2019.

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.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$29,136,145	N/A			\$531.95	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Property Taxes	\$ 15,444,892	\$ 15,530,152	\$ 16,380,079	\$ 16,318,388	\$ 15,184,312
Sales & Use Taxes	\$ 9,000,783	\$ 9,156,335	\$ 9,873,870	\$ 10,681,499	\$ 10,900,139
Intergovernmental Revenue	\$ 63,297	\$ 123,899	\$ 157,134	\$ 219,169	\$ 160,000
Federal Grants	\$ 636,594	\$ 640,482	\$ 1,586,845	\$ 1,343,610	\$ 800,000
Payments In Lieu Of Taxes	\$ 1,755,697	\$ 1,805,416	\$ 1,852,924	\$ 1,900,000	\$ 1,900,000
Charges for Services	\$ 17,007	\$ 278	\$ 1,047	\$ 1,200	\$ -
Rents & Royalties	\$ 22,956	\$ 31,762	\$ 49,964	\$ 40,000	\$ -
Investment Earnings	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ 191,157	\$ 71,234	\$ 63,505	\$ 65,132	\$ -
Interfund Transfers In	\$ -	\$ 2,790,000	\$ 2,600,000	\$ 1,020,000	\$ -
Total Revenues	\$ 27,132,384	\$ 30,149,557	\$ 32,565,367	\$ 31,588,998	\$ 28,944,451
% Inc/Dec		11%	8%	-3%	-8%
<i>Expenditures</i>					
Salaries & Benefits	\$ 181,707	\$ 156,264	\$ 14,553	\$ 38,500	\$ 70,529
Training Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	\$ (2,593,223)	\$ (3,095,908)	\$ (3,164,408)	\$ (3,251,398)	\$ (3,395,041)
Supplies	\$ 22,636	\$ 21,004	\$ 16,210	\$ 22,000	\$ 22,000
Interdepartmental Services	\$ 4,409	\$ 1,288	\$ 1,334	\$ 738	\$ 818
Intergovernmental Expenditures	\$ -	\$ -	\$ 854,526	\$ 580,000	\$ -
Grants & Contributions Issued	\$ 636,594	\$ 640,482	\$ 732,319	\$ 1,013,610	\$ 800,000
Transfers Out	\$ 1,749,173	\$ 6,545,380	\$ 2,862,073	\$ 2,050,000	\$ 2,310,000
Total Expenditures	\$ 1,296	\$ 4,268,510	\$ 1,316,606	\$ 453,450	\$ (191,694)
% Inc/Dec		329189%	-69%	-66%	-142%
Revenues less Expenditures	\$ 27,131,088	\$ 25,881,047	\$ 31,248,761	\$ 31,135,548	\$ 29,136,145
% Inc/Dec		-5%	21%	0%	-6%

- In the [Revenue and Expenditures](#) section of this document we talk in detail about our projections for property tax and sales and use tax revenues. The decrease in property tax in the General Fund is offset by an increase in property tax revenue in the Human Services Fund.
- The federal grant revenue is the National Forest payment that will be paid to the school districts through the Secure Rural Schools program. The payment of these funds shows up in the grants and contributions issued expense classification.
- The decrease in federal grants relates to a pass-through grant for the Northwest Loan Fund which is not budgeted in 2020. The Northwest Loan Fund intends to apply for additional grant funding in 2020, but it is not yet secured.
- The salaries and benefits line item includes budgeted equity adjustments and bilingual pay that will be split between more than one General Fund department.
- The negative amount in purchased services represents the collection of an administrative fee from other county funds.
- The transfer out is to the Public Health fund. This transfer has increased because we have moved the environmental health department from the General Fund to the Public Health fund.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,279,276	6.00			\$23.36	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Expenditures</i>					
FTEs	4.50	4.50	4.50	6.00	6.00
Salaries & Benefits	\$ 578,246	\$ 616,179	\$ 622,489	\$ 784,232	\$ 849,876
Training Benefits	\$ 62,064	\$ 52,177	\$ 76,853	\$ 112,000	\$ 105,000
Purchased Services	\$ 170,324	\$ 185,216	\$ 212,756	\$ 300,380	\$ 319,450
Supplies	\$ 9,449	\$ 1,627	\$ 2,386	\$ 3,550	\$ 4,950
Total Expenditures	\$ 820,084	\$ 855,200	\$ 914,483	\$ 1,200,162	\$ 1,279,276
% Inc/Dec		4%	7%	31%	7%
Revenues less Expenditures	\$ (820,084)	\$ (855,200)	\$ (914,483)	\$ (1,200,162)	\$ (1,279,276)
% Inc/Dec		4%	7%	31%	7%

- The increase in salaries and benefits includes an increase of \$17,500 for spot bonuses that will be allocated across county departments and funds for employees that go above and beyond their job duties. Additionally, health insurance selections for human resources staff were changed during 2019, requiring an increase to the 2020 budget.
- Training benefits include both human resource staff training and organization wide training like tuition reimbursement and leadership development.
- Purchased services include \$50,000 for a safety management audit and \$40,000 for a compensation study. The human resource management software, which includes payroll processing, is also in this classification.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$609,314	6.00			\$11.12	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Charges for Services	\$ 444,268	\$ 452,477	\$ 443,945	\$ 430,000	\$ 430,000
Miscellaneous	\$ -	\$ 75	\$ -	\$ -	\$ -
Total Revenues	\$ 444,268	\$ 452,552	\$ 443,945	\$ 430,000	\$ 430,000
% Inc/Dec		2%	-2%	-3%	0%
<i>Expenditures</i>					
FTEs	5.00	5.00	5.00	5.00	6.00
Salaries & Benefits	\$ 575,420	\$ 575,844	\$ 576,914	\$ 605,099	\$ 752,416
Training Benefits	\$ 3,716	\$ 3,151	\$ 576	\$ 8,100	\$ 7,500
Purchased Services	\$ 63,843	\$ 44,399	\$ 56,830	\$ 97,905	\$ 211,065
Interdepartmental Services	\$ 3,799	\$ 1,551	\$ 5,304	\$ 5,933	\$ 6,553
Supplies	\$ 48,982	\$ 36,392	\$ 45,184	\$ 138,150	\$ 61,780
Capital Outlay & Leases	\$ -	\$ -	\$ 15,217	\$ -	\$ -
Total Expenditures	\$ 695,759	\$ 661,338	\$ 700,024	\$ 855,187	\$ 1,039,314
% Inc/Dec		-5%	6%	22%	22%
Revenues less Expenditures	\$ (251,491)	\$ (208,786)	\$ (256,079)	\$ (425,187)	\$ (609,314)
% Inc/Dec		-17%	23%	66%	43%

- Charges for services are the amounts paid by cable companies for franchise fees.
- The salaries and benefits line item increased because of the addition of a new position and the reclassification of existing positions within the department.
- Purchased services increased for a \$120,000 digital transformation expenditure, including web redesign, content management system, and integrated services functionality.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$2,506,957	11.16			\$45.77	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Miscellaneous	\$ -	\$ 1,688	\$ 81	\$ -	\$ -
Total Revenues	\$ -	\$ 1,688	\$ 81	\$ -	\$ -
% Inc/Dec			-95%	-100%	
<i>Expenditures</i>					
FTEs	10.00	10.00	10.00	11.16	11.16
Salaries & Benefits	\$ 1,127,121	\$ 1,106,203	\$ 1,136,163	\$ 1,272,617	\$ 1,305,776
Training Benefits	\$ 27,977	\$ 25,236	\$ 18,197	\$ 26,000	\$ 18,000
Purchased Services	\$ 884,404	\$ 883,463	\$ 893,055	\$ 921,663	\$ 1,008,265
Interdepartmental Services	\$ 4,401	\$ 1,363	\$ 1,391	\$ 812	\$ 965
Supplies	\$ 106,708	\$ 119,390	\$ 119,160	\$ 187,322	\$ 173,951
Capital Outlay & Leases	\$ -	\$ -	\$ 99,383	\$ 24,344	\$ -
Total Expenditures	\$ 2,150,611	\$ 2,135,654	\$ 2,267,349	\$ 2,432,758	\$ 2,506,957
% Inc/Dec		-1%	6%	7%	3%
Revenues less Expenditures	\$ (2,150,611)	\$ (2,133,966)	\$ (2,267,268)	\$ (2,432,758)	\$ (2,506,957)
% Inc/Dec		-1%	6%	7%	3%

- The IT department pays for many of the organization's business application software products within the purchased services classification. These software applications include Collectware, Eagle Assessor, Energov, GIS, and New World. The price of these contracts typically increases between 1-3% 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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$254,122	1.85			\$4.64	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Charges for Services	\$ 13,810	\$ 19,035	\$ 11,208	\$ 5,000	\$ 5,000
Total Revenues	\$ 13,810	\$ 19,035	\$ 11,208	\$ 5,000	\$ 5,000
% Inc/Dec		38%	-41%	-55%	0%
<i>Expenditures</i>					
FTEs	1.85	1.85	1.85	1.85	1.85
Salaries & Benefits	\$ 245,065	\$ 244,315	\$ 232,048	\$ 241,548	\$ 249,820
Training Benefits	\$ 5,613	\$ 4,284	\$ 5,866	\$ 5,800	\$ 5,800
Purchased Services	\$ 235	\$ 948	\$ 663	\$ 1,050	\$ 1,575
Supplies	\$ 1,063	\$ 5,802	\$ 1,424	\$ 2,233	\$ 1,927
Total Expenditures	\$ 251,977	\$ 255,348	\$ 240,001	\$ 250,631	\$ 259,122
% Inc/Dec		1%	-6%	4%	3%
Revenues less Expenditures	\$ (238,167)	\$ (236,313)	\$ (228,793)	\$ (245,631)	\$ (254,122)
% Inc/Dec		-1%	-3%	7%	3%

- The decrease in revenue is because this department has moved from a pay for service model to an open source model for all GIS and mapping tools.
- We expect all other costs in this department to remain stable in 2020.

General Fund - Planning

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

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,166,430	9.00			\$21.30	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Licenses, Permits, Sales & Fines	\$ 48,146	\$ 31,663	\$ 71,237	\$ 78,200	\$ 63,000
Intergovernmental Revenue	\$ -	\$ -	\$ -	\$ 2,000	\$ -
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Charges for Services	\$ 61,245	\$ 102,005	\$ 77,840	\$ 67,100	\$ 66,800
Total Revenues	\$ 109,391	\$ 133,668	\$ 149,077	\$ 147,300	\$ 129,800
% Inc/Dec		22%	12%	-1%	-12%
<i>Expenditures</i>					
FTEs	5.97	6.97	7.00	7.00	9.00
Salaries & Benefits	\$ 822,373	\$ 838,800	\$ 824,275	\$ 800,206	\$ 983,577
Training Benefits	\$ 4,343	\$ 1,472	\$ 8,008	\$ 15,000	\$ 20,062
Purchased Services	\$ 36,011	\$ 156,914	\$ 91,457	\$ 280,472	\$ 273,225
Interdepartmental Services	\$ 11,826	\$ 10,871	\$ 12,310	\$ 13,271	\$ 15,666
Supplies	\$ 3,743	\$ 4,615	\$ 1,717	\$ 15,896	\$ 3,700
Grants & Contributions Issued	\$ -	\$ -	\$ -		\$ -
Total Expenditures	\$ 878,296	\$ 1,012,672	\$ 937,767	\$ 1,124,845	\$ 1,296,230
% Inc/Dec		15%	-7%	20%	15%
Revenues less Expenditures	\$ (768,904)	\$ (879,003)	\$ (788,690)	\$ (977,545)	\$ (1,166,430)
% Inc/Dec		14%	-10%	24%	19%

- The increase in salaries and benefits and training benefits are due to the addition of two full-time employees in this department. One FTE was added during 2019 and the planning manager position was added during the 2020 budget process.
- Purchased services in 2019 and 2020 includes a full land use regulations revision (\$300,000 total, with \$250,000 in the 2018 and 2019 budgets and an additional \$50,000 in the 2020 budget), update of the county's comprehensive plan (\$150,000 total), and other design services (\$50,000).

General Fund - Facilities Management

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

2020 Overview					
Net Use of Funds	FTEs			Net Addition per Capita	
\$3,401,462	14.15			\$62.10	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Charges for Services	\$ 21,399	\$ 17,451	\$ 26,036	\$ 36,200	\$ 47,200
Rents & Royalties	\$ 66,806	\$ 67,776	\$ 90,819	\$ 68,000	\$ 84,752
State & Local Grants	\$ 10,098	\$ 7,093	\$ -	\$ 5,000	\$ 5,000
Miscellaneous	\$ -	\$ 622	\$ 269	\$ 200	\$ 200
Total Revenues	\$ 98,303	\$ 92,943	\$ 117,123	\$ 109,400	\$ 137,152
% Inc/Dec		-5%	26%	-7%	25%
<i>Expenditures</i>					
FTEs	12.15	11.90	13.40	13.15	14.15
Salaries & Benefits	\$ 1,234,153	\$ 1,222,150	\$ 1,318,170	\$ 1,340,273	\$ 1,452,660
Training Benefits	\$ 4,289	\$ 6,160	\$ 5,853	\$ 8,000	\$ 8,500
Purchased Services	\$ 1,475,527	\$ 1,608,841	\$ 1,534,927	\$ 1,783,214	\$ 1,693,537
Interdepartmental Services	\$ 100,887	\$ 114,624	\$ 126,836	\$ 116,879	\$ 146,230
Supplies	\$ 135,338	\$ 167,667	\$ 128,924	\$ 170,530	\$ 207,800
Capital Outlay & Leases	\$ 14,576	\$ 14,953	\$ 29,666	\$ 29,239	\$ 29,887
Grants & Contributions Issued	\$ 25,000	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 2,989,769	\$ 3,134,396	\$ 3,144,377	\$ 3,448,135	\$ 3,538,614
% Inc/Dec		5%	0%	10%	3%
Revenues less Expenditures	\$ (2,891,467)	\$ (3,041,453)	\$ (3,027,254)	\$ (3,338,735)	\$ (3,401,462)
% Inc/Dec		5%	0%	10%	2%

- Charges for services and rents increased because we will implement a slight rental rate increase at many of our properties in 2020.
- Salaries and benefits increased due to the addition of one full-time maintenance technician position during 2019.
- The facilities department budgets for the majority of the utilities and service contracts across county properties. While we have seen decreases in utility costs and usage, we are experiencing increases in service contracts including cleaning, security, and landscaping contracts.
- As our buildings continue to age and we are focusing more on preventative maintenance, we are spending more on materials to repair and maintain the properties, which is shown in the supplies classification.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$305,701	2.00			\$5.58	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$0	\$0	\$0	\$0	\$0
% Inc/Dec					
<i>Expenditures</i>					
FTEs	2.10	2.00	2.00	2.00	2.00
Salaries & Benefits	\$ 268,615	\$ 319,764	\$ 239,434	\$ 233,907	\$ 245,260
Training Benefits	\$ -	\$ 9,175	\$ 4,673	\$ 10,000	\$ 10,000
Purchased Services	\$ 14,843	\$ 36,624	\$ 12,590	\$ 34,360	\$ 34,560
Interdepartmental Services	\$ 12,190	\$ 11,763	\$ 12,044	\$ 12,647	\$ 11,481
Supplies	\$ 2,701	\$ 4,121	\$ 2,319	\$ 5,300	\$ 4,400
Capital Outlay & Leases	\$ -	\$ 14,555	\$ -	\$ -	\$ -
Total Expenditures	\$ 298,349	\$ 396,001	\$ 271,059	\$ 296,214	\$ 305,701
% Inc/Dec		33%	-32%	9%	3%
Revenues less Expenditures	\$ (298,349)	\$ (396,001)	\$ (271,059)	\$ (296,214)	\$ (305,701)
% Inc/Dec		33%	-32%	9%	3%

- The project management department costs are projected to remain stable in 2020 with a slight increase in the allocation of health insurance.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$156,390	1.00			\$2.86	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Federal Grants	\$ 80,801	\$ 64,500	\$ 64,500	\$ 62,000	\$ 60,000
State & Local Grants	\$ -	\$ -	\$ -	\$ 58,800	\$ -
Miscellaneous	\$ -	\$ (875)	\$ -	\$ -	\$ -
Total Revenues	\$ 80,801	\$ 63,625	\$ 64,500	\$ 120,800	\$ 60,000
% Inc/Dec		-21%	1%	87%	-50%
<i>Expenditures</i>					
FTEs	0.95	0.95	0.95	1.00	1.00
Salaries & Benefits	\$ 142,091	\$ 134,312	\$ 139,905	\$ 130,275	\$ 134,298
Training Benefits	\$ 2,257	\$ -	\$ 129	\$ -	\$ 1,000
Purchased Services	\$ 74,663	\$ 75,395	\$ 77,660	\$ 173,836	\$ 63,567
Interdepartmental Services	\$ 9,672	\$ 9,904	\$ 9,529	\$ 8,639	\$ 9,614
Supplies	\$ 4,693	\$ 755	\$ 6,192	\$ 3,550	\$ 7,911
Capital Outlay & Leases	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 233,376	\$ 220,366	\$ 233,415	\$ 316,300	\$ 216,390
		-6%	6%	36%	-32%
Revenues less Expenditures	\$ (152,574)	\$ (156,741)	\$ (168,915)	\$ (195,500)	\$ (156,390)
% Inc/Dec		3%	8%	16%	-20%

- The emergency management department costs are projected to remain stable in 2020 with a slight increase in the allocation of health insurance.
- 2019 state and local grants and associated purchased services expense funded the placement of a rain gauge precipitation warning system on the Lake Christine fire burn scar. This project will not continue into 2020.
- The largest item within the purchased services category is the contribution into the state's Emergency Fire Fund. We have budgeted a \$52,000 contribution in 2020.

General Fund - Emergency Incident Response

This department was created in 2018 for budgeting and tracking of any disaster that occurs in Eagle County.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$0	N/A			\$0.00	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Expenditures</i>					
Salaries & Benefits	\$ -	\$ -	\$ 72,889	\$ -	\$ -
Purchased Services	\$ -	\$ -	\$ 71,197	\$ 349,285	\$ -
Supplies	\$ -	\$ -	\$ 6,629	\$ -	\$ -
<i>Total Expenditures</i>	\$ -	\$ -	\$ 150,715	\$ 349,285	\$ -
% Inc/Dec				132%	-100%
Revenues less Expenditures	\$ -	\$ -	\$ (150,715)	\$ (349,285)	\$ -
% Inc/Dec				132%	-100%

- Nothing is budgeted in this department for 2020. It will only be used should an emergency event occur in 2020. The budget amendment process will be used in 2020 if funding is needed in this department.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$617,218	8.63			\$11.27	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Licenses, Permits, Sales & Fines	\$ 8,873	\$ 19,595	\$ 18,950	\$ 20,000	\$ 22,000
State & Local Grants	\$ 10,256	\$ 14,259	\$ 17,793	\$ 11,000	\$ 13,000
Charges for Services	\$ 122,677	\$ 118,986	\$ 186,405	\$ 203,196	\$ 240,792
Miscellaneous	\$ 325	\$ 2,526	\$ 4,416	\$ 2,500	\$ 3,000
Total Revenues	\$ 142,131	\$ 155,366	\$ 227,564	\$ 236,696	\$ 278,792
% Inc/Dec		9%	46%	4%	18%
<i>Expenditures</i>					
FTEs	8.10	6.00	8.50	8.50	8.63
Salaries & Benefits	\$ 578,120	\$ 488,434	\$ 645,501	\$ 685,448	\$ 714,284
Training Benefits	\$ 3,243	\$ 525	\$ 5,573	\$ 10,000	\$ 9,750
Purchased Services	\$ 65,225	\$ 73,659	\$ 83,588	\$ 92,528	\$ 81,726
Interdepartmental Services	\$ 33,385	\$ 33,262	\$ 37,881	\$ 41,903	\$ 44,500
Supplies	\$ 37,397	\$ 31,042	\$ 39,324	\$ 41,500	\$ 45,750
Total Expenditures	\$ 717,371	\$ 626,921	\$ 811,868	\$ 871,379	\$ 896,010
% Inc/Dec		-13%	30%	7%	3%
Revenues less Expenditures	\$ (575,240)	\$ (471,555)	\$ (584,304)	\$ (634,683)	\$ (617,218)
% Inc/Dec		-18%	24%	9%	-3%

- Charges for services increased due to scheduled increases to contracts with 5 out of 6 towns for which the department provides services.
- Additional outreach and adoption events have increased adoptions, and this is captured in the charges for services line. The shelter will continue to promote adoptions.
- Staffing will increase slightly in 2020. The hours of a part-time position will be expanded by approximately 280 hours.

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.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$0	0.00			\$0.00	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Licenses, Permits, Sales & Fines	\$ 139,890	\$ 294,252	\$ 147,912	\$ 194,300	\$ -
Federal Grants	\$ 2,500	\$ 55,929	\$ 15,000	\$ -	\$ -
State & Local Grants	\$ 49,658	\$ 30,000	\$ 15,000	\$ 30,000	\$ -
Charges for Services	\$ 17,480	\$ 17,875	\$ 19,820	\$ 17,075	\$ -
Total Revenues	\$ 209,528	\$ 398,056	\$ 197,732	\$ 241,375	\$ -
% Inc/Dec		90%	-50%	22%	-100%
<i>Expenditures</i>					
FTEs	6.50	6.50	5.50	6.50	0.00
Salaries & Benefits	\$ 640,824	\$ 612,010	\$ 512,602	\$ 626,759	\$ -
Training Benefits	\$ 3,104	\$ 1,671	\$ 5,819	\$ 6,690	\$ -
Purchased Services	\$ 79,044	\$ 145,658	\$ 60,782	\$ 80,794	\$ -
Interdepartmental Services	\$ 21,356	\$ 16,489	\$ 10,167	\$ 8,494	\$ -
Supplies	\$ 4,418	\$ 2,388	\$ 1,486	\$ 6,659	\$ -
Grants & Contributions Issued	\$ 122,500	\$ 139,300	\$ 102,500	\$ 112,500	\$ -
Total Expenditures	\$ 871,247	\$ 917,515	\$ 693,356	\$ 841,896	\$ -
% Inc/Dec		5%	-24%	21%	-100%
Revenues less Expenditures	\$ (661,719)	\$ (519,459)	\$ (495,624)	\$ (600,521)	\$ -
% Inc/Dec		-21%	-5%	21%	-100%

- 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 - Sustainable Communities

Sustainable communities works to implement the Eagle County environmental policy and the Climate Action Plan in county operations and within the larger community. Our shared community goal is to reduce greenhouse emissions 25% by 2025.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,115,502	4.00			\$20.37	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Licenses, Permits, Sales & Fines	\$ 99,781	\$ 177,613	\$ 82,896	\$ 242,522	\$ 209,000
State & Local Grants	\$ -	\$ 10,692	\$ 366,362	\$ 1,152,608	\$ -
Total Revenues	\$ 99,781	\$ 188,305	\$ 449,258	\$ 1,395,130	\$ 209,000
% Inc/Dec		89%	139%	211%	-85%
<i>Expenditures</i>					
FTEs	2.00	2.00	4.00	4.00	4.00
Salaries & Benefits	\$ 234,486	\$ 338,309	\$ 485,297	\$ 489,462	\$ 500,149
Training Benefits	\$ 1,046	\$ 644	\$ 3,077	\$ 4,000	\$ 4,000
Purchased Services	\$ 127,519	\$ 184,474	\$ 251,705	\$ 303,360	\$ 419,556
Interdepartmental Services	\$ -	\$ 2,657	\$ 6,563	\$ 6,403	\$ 8,297
Intergovernmental Expenditures	\$ -	\$ -	\$ 310,102	\$ 1,102,608	\$ -
Supplies	\$ 3,272	\$ 56,181	\$ 53,527	\$ 58,002	\$ 24,500
Capital Outlay & Leases	\$ -	\$ -	\$ -	\$ -	\$ -
Grants & Contributions Issued	\$ 244,984	\$ 149,395	\$ 171,408	\$ 310,978	\$ 368,000
Total Expenditures	\$ 611,307	\$ 731,660	\$ 1,281,679	\$ 2,274,813	\$ 1,324,502
% Inc/Dec		20%	75%	77%	-42%
Revenues less Expenditures	\$ (511,526)	\$ (543,354)	\$ (832,421)	\$ (879,683)	\$ (1,115,502)
% Inc/Dec		6%	53%	6%	27%

- The state and local grant line item for both 2018 and 2019 represents a pass-through grant from Great Outdoors Colorado (GOCO) for Walking Mountain Science Center's (WMSC) Outdoor Movement grant. Eagle County received the grant revenue and then passed it through to WMSC. We expect this grant will be fully expended in 2019 so it does not appear in the 2020 budget.
- The sustainable communities department works very closely with the Walking Mountains Science Center. In the 2020 budget, we will partner with WMSC on the following programs: Energy Smart (\$405,000), Actively Green (\$40,000), benchmarking software (\$5,000), Less Car Behavior Change (\$11,500), and Climate Action Collaborative (\$60,000). Additionally, we will partner with WMSC on a Waste Diversion project (\$60,000) which is budgeted in the Landfill fund. This represents a total budget of \$581,500, a \$196,500 increase from 2019. The programs are funded within both the purchased services and grants and contributions issued classifications.
- Other programs of this department include energy audits, Realfire assessment assistance, regional climate forecasting, and operational improvements.
- Bike sharing programs both in the Eagle River and Roaring Fork valleys are funded through this department. Finally, this department hosts the Neighborhood Partnership Program.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$860,640	7.00			\$15.71	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Licenses, Permits, Sales & Fines	\$ 12,957	\$ 14,991	\$ 18,733	\$ 16,230	\$ 16,230
Federal Grants	\$ -	\$ -	\$ -	\$ 408,980	\$ -
State & Local Grants	\$ 27,434	\$ 1,145,167	\$ 4,546	\$ 3,634,350	\$ 11,350
Charges for Services	\$ 672	\$ 1,272	\$ 1,580	\$ 750	\$ 750
Total Revenues	\$ 41,062	\$ 1,161,430	\$ 24,858	\$ 4,060,310	\$ 28,330
% Inc/Dec		2728%	-98%	16234%	-99%
<i>Expenditures</i>					
FTEs	6.90	6.90	7.00	7.00	7.00
Salaries & Benefits	\$ 849,661	\$ 908,422	\$ 821,832	\$ 804,736	\$ 855,134
Training Benefits	\$ 6,922	\$ 3,975	\$ 5,408	\$ 7,725	\$ 7,384
Purchased Services	\$ 14,373	\$ 13,640	\$ 23,361	\$ 121,657	\$ 15,610
Interdepartmental Services	\$ 11,357	\$ 12,180	\$ 9,446	\$ 4,846	\$ 5,639
Supplies	\$ 3,430	\$ 3,320	\$ 1,402	\$ 10,288	\$ 5,203
Capital Outlay & Leases	\$ 40,283	\$ 2,398,644	\$ 35,011	\$ 77,709	\$ -
Grants & Contributions Issued	\$ 275,649	\$ 111,854	\$ 100,000	\$ 7,246,733	\$ -
Total Expenditures	\$ 1,201,675	\$ 3,452,035	\$ 996,459	\$ 8,273,694	\$ 888,970
% Inc/Dec		187%	-71%	730%	-89%
Revenues less Expenditures	\$ (1,160,613)	\$ (2,290,604)	\$ (971,601)	\$ (4,213,384)	\$ (860,640)
% Inc/Dec		97%	-58%	334%	-80%

- In 2019, the engineering department led the county's effort on the I-70 Edwards Interchange Upgrade Phase 2 project. This project is scheduled to be completed in 2020 and any funds remaining from 2019 will be moved into the 2020 budget using the budget amendment process. The total cost of the project is expected to be approximately \$21.8 million, which includes design, right of way acquisition, and construction. Total costs are split between CDOT (64%), Edwards Metro District (18%) and Eagle County (18%).
- Salaries and benefits increased in 2020 because new staff was hired in at a higher rate than previous staff and health insurance elections of staff changed in 2020.
- The engineering department completed a road impact fee study in 2019, which represents the increase in the purchased services classification in that year.
- Capital outlay in 2019 included the completion of the El Jebel road roundabout.

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.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$924,464	8.00			\$16.88	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Licenses, Permits, Sales & Fines	\$ 1,293,343	\$ 1,294,038	\$ 1,570,948	\$ 1,270,249	\$ 1,361,092
Charges for Services	\$ 571,625	\$ 539,463	\$ 693,697	\$ 538,949	\$ 523,982
Total Revenues	\$ 1,864,968	\$ 1,833,501	\$ 2,264,645	\$ 1,809,198	\$ 1,885,074
% Inc/Dec		-2%	24%	-20%	4%
<i>Expenditures</i>					
FTEs	6.95	6.95	7.00	8.00	8.00
Salaries & Benefits	\$ 710,376	\$ 699,733	\$ 733,297	\$ 817,204	\$ 872,411
Training Benefits	\$ 4,315	\$ 4,197	\$ 5,113	\$ 8,000	\$ 8,000
Purchased Services	\$ 38,847	\$ 42,680	\$ 40,654	\$ 41,560	\$ 41,560
Interdepartmental Services	\$ 30,092	\$ 26,856	\$ 26,476	\$ 29,655	\$ 35,117
Supplies	\$ 2,960	\$ 2,624	\$ 5,365	\$ 6,250	\$ 3,522
Total Expenditures	\$ 786,590	\$ 776,090	\$ 810,905	\$ 902,669	\$ 960,610
% Inc/Dec		-1%	4%	11%	6%
Revenues less Expenditures	\$ 1,078,378	\$ 1,057,411	\$ 1,453,741	\$ 906,529	\$ 924,464
% Inc/Dec		-2%	37%	-38%	2%

- We are budgeting for building permit and related revenue to decline slightly in 2020 from 2018 actual revenues and increase slightly from 2019 estimates.
- Salaries and benefits increased due to hiring new staff above the budgeted midpoint and changes in health insurance elections.
- Purchased services for this department includes the credit card fees that the county is charged when community members pay for permits using a credit card.
- Interdepartmental services increased due to the addition of a vehicle for the new building inspector position that was approved as part of the 2019 budget process.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$208,168	1.70			\$3.80	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ 15,000	\$ -	\$ -	\$ -
State & Local Grants	\$ -	\$ -	\$ 7,781	\$ 13,000	\$ 7,700
Charges for Services	\$ 39,646	\$ 45,447	\$ 18,944	\$ 35,000	\$ 35,000
Licenses, Permits, Sales & Fines	\$ -	\$ -	\$ 9,700	\$ 15,000	\$ 15,000
Miscellaneous	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 39,646	\$ 60,447	\$ 36,425	\$ 63,000	\$ 57,700
% Inc/Dec		52%	-40%	73%	-8%
<i>Expenditures</i>					
FTEs	2.00	2.50	2.70	1.70	1.70
Salaries & Benefits	\$ 163,014	\$ 165,793	\$ 165,929	\$ 117,248	\$ 110,668
Training Benefits	\$ 2,360	\$ 1,129	\$ 110	\$ 3,000	\$ 3,500
Purchased Services	\$ 10,384	\$ 11,176	\$ 12,987	\$ 20,109	\$ 38,089
Interdepartmental Services	\$ 33,277	\$ 47,634	\$ 52,471	\$ 60,182	\$ 59,120
Supplies	\$ 22,277	\$ 40,738	\$ 42,873	\$ 43,200	\$ 54,491
Capital Outlay & Leases	\$ -	\$ 11,115	\$ -	\$ -	\$ -
Grants & Contributions Issued	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 231,312	\$ 277,586	\$ 274,369	\$ 243,739	\$ 265,868
% Inc/Dec		20%	-1%	-11%	9%
Revenues less Expenditures	\$ (191,666)	\$ (217,139)	\$ (237,944)	\$ (180,739)	\$ (208,168)
% Inc/Dec		13%	10%	-24%	15%

- The Colorado Department of Agriculture offers annual grants to this department, and we expect the grant to be \$7,700 in 2020.
- Charges for services include a contract with the Colorado Department of Transportation to do weed mitigation work on CDOT rights of way.
- Licenses, permits, sales and fines classification includes sales of weed reducing chemicals to the public.
- Purchased services and supplies will increase in 2020 because the department will purchase three handheld radios and two mobile radios.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$0	0.00			\$0.00	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Licenses, Permits, Sales & Fines	\$ 3,022	\$ -	\$ -	\$ -	\$ -
Intergovernmental Revenue	\$ 8,186	\$ -	\$ -	\$ -	\$ -
Federal Grants	\$ 982,730	\$ 1,017,585	\$ 964,243	\$ 964,243	\$ -
State & Local Grants	\$ 634,025	\$ 399,997	\$ 439,508	\$ 587,297	\$ -
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous	\$ 158	\$ -	\$ 255	\$ -	\$ -
Total Revenues	\$ 1,628,120	\$ 1,417,582	\$ 1,404,006	\$ 1,551,540	\$ -
% Inc/Dec		-13%	-1%	11%	-100%
<i>Expenditures</i>					
FTEs	20.57	16.05	17.00	18.05	0.00
Salaries & Benefits	\$ 1,468,840	\$ 1,299,295	\$ 1,278,477	\$ 1,435,123	\$ -
Training Benefits	\$ 36,816	\$ 36,060	\$ 35,108	\$ 31,296	\$ -
Purchased Services	\$ 838,627	\$ 1,095,267	\$ 1,435,076	\$ 2,339,990	\$ -
Interdepartmental Services	\$ 1,426	\$ 1,708	\$ 1,559	\$ 6,802	\$ -
Supplies	\$ 20,673	\$ 27,529	\$ 42,256	\$ 26,145	\$ -
Capital Outlay & Leases	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 2,366,383	\$ 2,459,860	\$ 2,792,477	\$ 3,839,356	\$ -
% Inc/Dec		4%	14%	37%	-100%
Revenues less Expenditures	\$ (738,263)	\$ (1,042,278)	\$ (1,388,470)	\$ (2,287,816)	\$ -
% Inc/Dec		41%	33%	65%	-100%

- In an effort of transparency and ease of understanding, all programs offered by the Eagle County Department of Human Services will be 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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$208,028	1.14			\$3.80	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Charges for Services	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$0	\$0	\$0	\$0	\$0
% Inc/Dec					
<i>Expenditures</i>					
FTEs	1.13	1.13	1.13	1.14	1.14
Salaries & Benefits	\$ 62,231	\$ 74,577	\$ 61,410	\$ 68,564	\$ 68,939
Training Benefits	\$ 625	\$ 1,496	\$ 851	\$ 950	\$ 950
Purchased Services	\$ 101,325	\$ 115,210	\$ 93,027	\$ 115,470	\$ 120,570
Interdepartmental Services	\$ 4,752	\$ 1,954	\$ 5,320	\$ 5,761	\$ 6,549
Supplies	\$ 9,371	\$ 7,230	\$ 8,579	\$ 17,546	\$ 11,020
Total Expenditures	\$ 178,305	\$ 200,466	\$ 169,188	\$ 208,291	\$ 208,028
% Inc/Dec		12%	-16%	23%	0%
Revenues less Expenditures	\$ (178,305)	\$ (200,466)	\$ (169,188)	\$ (208,291)	\$ (208,028)
% Inc/Dec		12%	-16%	23%	0%

- The majority of the CSU Extension programs are funded by Colorado State University. Eagle County funds one staff position and matches a portion of the remaining programs. No significant changes are expected for this budget in 2020.

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. The department also manages the Eagle River Center which is used for community and equestrian events, trade shows, and tournaments.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$138,809	1.47			\$2.53	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Charges For Services	\$ 320,353	\$ 340,720	\$ 369,384	\$ 396,237	\$ 397,700
Total Revenues	\$ 320,353	\$ 340,720	\$ 369,384	\$ 396,237	\$ 397,700
% Inc/Dec		6%	8%	7%	0%
<i>Expenditures</i>					
FTEs	0.91	1.66	1.66	1.47	1.47
Salaries & Benefits	\$ 128,046	\$ 113,806	\$ 104,776	\$ 118,827	\$ 124,928
Training Benefits	\$ -	\$ 195	\$ -	\$ -	\$ -
Purchased Services	\$ 279,611	\$ 292,248	\$ 307,177	\$ 339,179	\$ 323,981
Interdepartmental Services	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 68,111	\$ 68,139	\$ 67,553	\$ 92,823	\$ 86,400
Grants & Contributions Issued	\$ 684	\$ 647	\$ 1,746	\$ 1,200	\$ 1,200
Total Expenditures	\$ 476,452	\$ 475,035	\$ 481,252	\$ 552,029	\$ 536,509
% Inc/Dec		0%	1%	15%	-3%
Revenues less Expenditures	\$ (156,099)	\$ (134,315)	\$ (111,868)	\$ (155,792)	\$ (138,809)
% Inc/Dec		-14%	-17%	39%	-11%

- We have increased the sponsorship revenue budget for 2020, which falls within the charges for services classification, to match what we actually collected in 2019.
- 2019 was Eagle County's 80th Fair and Rodeo, and costs were budgeted higher in 2019 to appropriately highlight this anniversary event. 2020 budget accounts for the reduction of some of those costs.
- Purchased services includes 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.

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.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$235,763	23.00			\$4.30	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Property Taxes	\$ 3,970,510	\$ 3,993,277	\$ 4,212,017	\$ 4,196,371	\$ 4,495,748
Sales & Use Taxes	\$ 1,257,676	\$ 1,369,762	\$ 1,423,414	\$ 1,412,239	\$ 1,500,000
Licenses, Permits, Sales & Fines	\$ 122,843	\$ 125,486	\$ 123,522	\$ 128,000	\$ 128,000
Intergovernmental Revenue	\$ 2,320,959	\$ 2,391,996	\$ 2,791,584	\$ 2,423,654	\$ 2,479,172
Federal Grants	\$ 2,769,902	\$ 23,274	\$ -	\$ -	\$ -
State & Local Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Payments in Lieu of Taxes	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000	\$ 450,000
Charges For Services	\$ 60,668	\$ 62,726	\$ 46,551	\$ 107,500	\$ 82,000
Miscellaneous	\$ 2,088	\$ 2,886	\$ 306	\$ 5,000	\$ -
Interfund Transfers In	\$ 664,725	\$ 25,000	\$ -	\$ -	\$ -
Total Revenues	\$ 11,619,371	\$ 8,444,407	\$ 9,047,394	\$ 8,722,764	\$ 9,134,920
% Inc/Dec		-27%	7%	-4%	5%
<i>Expenditures</i>					
FTEs	21.00	21.00	21.50	23.00	23.00
Salaries & Benefits	\$ 2,063,959	\$ 2,006,421	\$ 1,997,296	\$ 2,096,597	\$ 2,179,930
Training Benefits	\$ 526	\$ 2,220	\$ 2,839	\$ 4,900	\$ 5,200
Purchased Services	\$ 820,184	\$ 891,364	\$ 866,027	\$ 796,737	\$ 809,967
Interdepartmental Services	\$ 1,488,616	\$ 1,938,929	\$ 2,003,149	\$ 1,745,447	\$ 1,878,428
Intergovernmental Expenditures	\$ 1,054,958	\$ 1,060,881	\$ 1,147,737	\$ 1,200,668	\$ 1,236,692
Supplies	\$ 1,016,634	\$ 990,415	\$ 1,066,612	\$ 1,180,005	\$ 1,189,303
Capital Outlay & Leases	\$ 5,608,656	\$ 1,958,245	\$ 1,219,732	\$ 1,268,002	\$ 1,599,637
Grants & Contributions Issued	\$ 39	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ 225,000	\$ -	\$ -	\$ -
Total Expenditures	\$ 12,053,572	\$ 9,073,475	\$ 8,303,392	\$ 8,292,356	\$ 8,899,157
% Inc/Dec		-25%	-8%	0%	7%
Revenues less Expenditures	\$ (434,201)	\$ (629,068)	\$ 744,002	\$ 430,408	\$ 235,763
% Inc/Dec		45%	-218%	-42%	-45%
Beginning Fund Balance	\$ 6,937,046	\$ 6,502,845	\$ 5,873,778	\$ 6,617,780	\$ 7,048,188
Ending Fund Balance	\$ 6,502,845	\$ 5,873,778	\$ 6,617,780	\$ 7,048,188	\$ 7,283,951

- Property tax revenue was increased as discussed in the [Revenue and Expenditures](#) section. We are budgeting all other revenues of the road and bridge fund to remain relatively stable for 2020.
- 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 PILT funds that the county receives. Charges for services includes agreements with the US Forest Service and Garfield and Routt counties to maintain certain roads.
- We completed a pavement management study in 2019, and the increase in capital outlay is due to increase in overlay and chipseal projects in accordance with recommendations from that study. We plan to overlay portions of the following roads in 2020: Colorado River Road, Eldon Wilson Road, and Bellyache Ridge Road.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$401,329	59.55			\$7.33	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Property Taxes	\$ 701,330	\$ 705,238	\$ 743,849	\$ 741,104	\$ 3,093,100
Sales & Use Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Licenses, Permits, Sales & Fines	\$ -	\$ 16,209	\$ 9,129	\$ 4,000	\$ 5,000
Intergovernmental Revenue	\$ 322,113	\$ 2,628	\$ 3,255	\$ 500	\$ 1,800
Federal Grants	\$ 605,116	\$ 528,618	\$ 538,623	\$ 500,924	\$ 1,420,314
State & Local Grants	\$ 2,392,242	\$ 2,711,586	\$ 2,833,348	\$ 2,544,640	\$ 2,951,682
Charges For Services	\$ 733	\$ 279	\$ 408	\$ 240	\$ 1,600
Miscellaneous	\$ 27,524	\$ 34,584	\$ 5,421	\$ -	\$ -
Total Revenues	\$ 4,049,059	\$ 3,999,141	\$ 4,134,033	\$ 3,791,408	\$ 7,473,496
% Inc/Dec		-1%	3%	-8%	97%
<i>Expenditures</i>					
FTEs	41.46	39.80	40.05	39.25	59.55
Salaries & Benefits	\$ 3,324,710	\$ 3,444,504	\$ 3,516,589	\$ 3,438,689	\$ 5,328,750
Training Benefits	\$ 21,892	\$ 29,132	\$ 51,220	\$ 45,550	\$ 66,242
Purchased Services	\$ 787,199	\$ 605,659	\$ 529,103	\$ 692,779	\$ 2,400,111
Interdepartmental Services	\$ 11,087	\$ 14,144	\$ 20,508	\$ 22,700	\$ 27,402
Supplies	\$ 15,318	\$ 14,987	\$ 20,065	\$ 23,225	\$ 52,320
Total Expenditures	\$ 4,160,207	\$ 4,108,425	\$ 4,137,486	\$ 4,222,943	\$ 7,874,825
% Inc/Dec		-1%	1%	2%	86%
Revenues less Expenditures	\$ (111,148)	\$ (109,284)	\$ (3,452)	\$ (431,535)	\$ (401,329)
% Inc/Dec		-2%	-97%	12400%	-7%
Beginning Fund Balance	\$ 2,744,366	\$ 2,633,218	\$ 2,523,934	\$ 2,520,481	\$ 2,088,946
Ending Fund Balance	\$ 2,633,218	\$ 2,523,934	\$ 2,520,481	\$ 2,088,946	\$ 1,687,617

- In an effort of transparency and ease of understanding, all programs offered by the Eagle County Department of Human Services (DHS) will be moved to the Human Services fund beginning in 2020. We will continue to show actual expenditures prior to 2020 in the General Fund.
- The increase in property tax revenues in 2020 represents an adjustment in the county's mill levy allocation. We will reduce the overall property tax received into the General Fund by 0.695 mills and increase the allocation to the Human Services fund by that same amount. This amount equates to \$2.3 million and was set to keep this fund's budgeted use of fund balance relatively consistent with previous years' budgets. We will review the fund's actual and projected fund balance each year to ensure compliance with our fund balance policy.

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)					
	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
General Fund - Revenues	\$ 1,628,120	\$ 1,417,582	\$ 1,404,006	\$ 1,551,540	\$ -
Human Service Fund - Revenues	\$ 4,049,059	\$ 3,999,141	\$ 4,134,033	\$ 3,791,408	\$ 7,473,496
Total Revenues	\$ 5,677,179	\$ 5,416,723	\$ 5,538,040	\$ 5,342,948	\$ 7,473,496
% Inc/Dec		-5%	2%	-4%	40%
FTEs	62.03	55.85	57.05	57.30	59.55
General Fund - Expenditures	\$ 2,366,383	\$ 2,459,860	\$ 2,792,477	\$ 3,839,356	\$ -
Human Service Fund - Expenditures	\$ 4,160,207	\$ 4,108,425	\$ 4,137,486	\$ 4,222,943	\$ 7,874,825
Total Expenditures	\$ 6,526,589	\$ 6,568,285	\$ 6,929,962	\$ 8,062,299	\$ 7,874,825
% Inc/Dec		1%	6%	16%	-2%
Revenues less Expenditures	\$ (849,411)	\$ (1,151,562)	\$ (1,391,923)	\$ (2,719,351)	\$ (401,329)
% Inc/Dec		36%	21%	95%	-85%

- The combined revenues of all DHS departments increased by \$2.1 million. \$2.3 million represents the increase in the county's property tax allocation. A \$200k decrease includes the elimination of the Colorado Child Welfare demonstration program (IV-E waiver) program and Early Head Start expansion program.
- The Early Head Start program receives the majority (\$981,000) 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 Welfare, Child Care Assistance, Adult Protection Services, Fraud Prevention, Veterans Services, Collaborative Management, Community Prevention Initiative, Two Generation, and Family Sufficiency.
- In addition to the grant funded programs outlined above, the county also funds other programs through this fund, including implementation of the Early Childhood Roadmap and strategic priorities (\$1.2 million)
- The overall costs of the departments within the Human Services fund are projected to decline by \$197,000. This is primarily related to a reduction of contracted services as well as the completion of the Colorado Child Welfare demonstration program (IV-E waiver).

Offsite Road Improvement Fund (Special Revenue Fund)

The Offsite Road Improvement fund accounts for the management of fees dedicated to perform traffic studies near new developments, constructs new roadways, and provides recommendations of necessary road improvements.

2020 Overview					
Net Use of Funds \$5,000	FTEs N/A			Net Use per Capita \$0.09	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Charges For Services	\$ 91,080	\$ 223,660	\$ 526,823	\$ -	\$ -
Investment Earnings	\$ 6,733	\$ 14,022	\$ 16,762	\$ 13,000	\$ -
State & Local Grants	\$ -	\$ 213,820	\$ 112,098	\$ 165,000	\$ -
Total Revenues	\$ 97,813	\$ 451,501	\$ 655,684	\$ 178,000	\$ -
% Inc/Dec		362%	45%	-73%	-100%
<i>Expenditures</i>					
Interdepartmental Services	\$ 852	\$ 2,324	\$ 5,312	\$ 5,000	\$ 5,000
Capital Outlay & Leases	\$ -	\$ -	\$ -	\$ -	\$ -
Grants & Contributions Issued	\$ 36,770	\$ 122,449	\$ 665,102	\$ 335,000	\$ -
Transfers Out	\$ -	\$ 365,000	\$ -	\$ -	\$ -
Total Expenditures	\$ 37,622	\$ 489,774	\$ 670,414	\$ 340,000	\$ 5,000
% Inc/Dec		1202%	37%	-49%	-99%
Revenues less Expenditures	\$ 60,191	\$ (38,272)	\$ (14,730)	\$ (162,000)	\$ (5,000)
% Inc/Dec		-164%	-62%	1000%	-97%
Beginning Fund Balance	\$ 924,766	\$ 984,957	\$ 946,685	\$ 931,955	\$ 769,955
Ending Fund Balance	\$ 984,957	\$ 946,685	\$ 931,955	\$ 769,955	\$ 764,955

- Because we are unsure of the amount of road impact fees that will be paid by developers, we have budgeted no revenue into this fund.
- We do not expect that any road projects will be funded from this fund in 2020 and will save any revenue received by this fund for future projects.

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 31 buses.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$436,744	67.52			\$7.97	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Sales & Use Taxes	\$ 6,832,109	\$ 6,879,995	\$ 7,412,860	\$ 8,038,973	\$ 8,202,194
Federal Grants	\$ 584,999	\$ 993,000	\$ 1,149,402	\$ 1,492,400	\$ 3,980,523
State & Local Grants	\$ 91,776	\$ 105,962	\$ 4,623	\$ -	\$ -
Charges For Services	\$ 2,175,283	\$ 2,195,473	\$ 2,055,605	\$ 2,114,705	\$ 2,229,552
Investment Earnings	\$ 45,965	\$ 81,361	\$ 83,399	\$ 64,405	\$ 74,245
Rents & Royalties	\$ 18,000	\$ 16,500	\$ (5,400)	\$ 7,200	\$ 7,200
Miscellaneous	\$ 12,381	\$ 15,984	\$ 26,981	\$ -	\$ -
Interfund Transfers In	\$ 700,000	\$ 550,000	\$ -	\$ 1,365,533	\$ -
Total Revenues	\$ 10,460,512	\$ 10,838,275	\$ 10,727,470	\$ 13,083,216	\$ 14,493,714
% Inc/Dec		4%	-1%	22%	11%
<i>Expenditures</i>					
FTEs	59.92	60.37	60.52	67.52	67.52
Salaries & Benefits	\$ 4,721,809	\$ 5,177,103	\$ 5,405,118	\$ 5,571,555	\$ 5,767,382
Training Benefits	\$ 12,191	\$ 17,903	\$ 10,869	\$ 15,500	\$ 22,800
Purchased Services	\$ 2,100,913	\$ 2,564,715	\$ 2,703,989	\$ 3,167,858	\$ 3,000,647
Interdepartmental Services	\$ 606,941	\$ 751,800	\$ 889,225	\$ 945,842	\$ 1,024,204
Supplies	\$ 246,991	\$ 385,958	\$ 527,632	\$ 467,332	\$ 572,800
Capital Outlay & Leases	\$ 649,441	\$ 1,604,749	\$ 1,315,950	\$ 1,938,496	\$ 3,669,137
Grants & Contributions Issued	\$ 116,128	\$ 87,650	\$ -	\$ -	\$ -
Transfers Out	\$ 700,000	\$ 1,550,000	\$ -	\$ 1,385,533	\$ -
Total Expenditures	\$ 9,154,415	\$ 12,139,878	\$ 10,852,783	\$ 13,492,116	\$ 14,056,970
% Inc/Dec		33%	-11%	24%	4%
Revenues less Expenditures	\$ 1,306,097	\$ (1,301,603)	\$ (125,313)	\$ (408,900)	\$ 436,744
% Inc/Dec		-200%	-90%	226%	-207%
Beginning Fund Balance	\$ 5,682,403	\$ 6,988,499	\$ 5,686,896	\$ 5,561,583	\$ 5,152,683
Ending Fund Balance	\$ 6,988,499	\$ 5,686,896	\$ 5,561,583	\$ 5,152,683	\$ 5,589,427

- Sales tax revenue and investment earnings were increased as discussed in the [Revenue and Expenditures](#) section.
- ECO obtained a grant to fund a portion of the purchase of three electric buses and associated charging equipment. The purchase price of \$3.64 million is funded by a \$3.59 million grant. The remainder will be funded by ECO Transit and is shown within this budget.
- Charges for services are expected to increase slightly in 2020 because of increased fare sales to bus riders.
- ECO Transit is planning to spend \$120,000 on an electronic fare system, \$20,000 on a rideshare application, and \$48,000 on transit hub. Each of these items was identified in recent studies to enhance rider experience, increase ridership, and assist the community in meeting its Climate Action Plan goals.
- The 2019 transfer in and offsetting transfer out represents the closing of the Transportation Capital fund, combining it into the ECO Transit fund beginning in 2020. The transfer out also includes a \$20,000 transfer to the General Fund which funded a portion of the Bull Run mid-block crossing in Edwards.

ECO Trails Fund (Special Revenue Fund)

ECO Trails oversees a multi-use trail system through the Eagle River valley. The ECO Trails partnership includes 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 Red Cliff.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$125,341	2.10			\$2.29	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Sales & Use Taxes	\$ 772,806	\$ 748,634	\$ 823,651	\$ 889,887	\$ 910,686
State & Local Grants	\$ 13,200	\$ 9,652	\$ 2,210,125	\$ 8,000	\$ 8,000
Investment Earnings	\$ 11,956	\$ 15,097	\$ 21,780	\$ 18,000	\$ 30,773
Interfund Transfers In	\$ -	\$ 2,000,000	\$ 1,000,000	\$ -	\$ -
Total Revenues	\$ 797,962	\$ 2,773,383	\$ 4,055,556	\$ 915,887	\$ 949,459
% Inc/Dec		248%	46%	-77%	4%
<i>Expenditures</i>					
FTEs	2.10	2.10	2.10	2.10	2.10
Salaries & Benefits	\$ 194,278	\$ 218,137	\$ 211,020	\$ 218,974	\$ 229,880
Training Benefits	\$ 22	\$ -	\$ -	\$ 500	\$ 1,000
Purchased Services	\$ 19,773	\$ 7,275	\$ 14,375	\$ 166,350	\$ 174,930
Interdepartmental Services	\$ 7,887	\$ 7,581	\$ 10,174	\$ 10,000	\$ 21,108
Intergovernmental Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
Supplies	\$ 12,066	\$ 6,408	\$ 7,953	\$ 14,200	\$ 12,200
Capital Outlay & Leases	\$ 625,814	\$ 1,925,633	\$ 3,444,474	\$ 948,982	\$ 285,000
Grants & Contributions Issued	\$ 515,770	\$ 48,820	\$ -	\$ -	\$ 100,000
Transfers Out	\$ -	\$ -	\$ -	\$ 1,000,000	\$ -
Total Expenditures	\$1,375,610	\$2,213,854	\$3,687,996	\$2,359,006	\$824,118
% Inc/Dec		61%	67%	-36%	-65%
Revenues less Expenditures	\$ (577,647)	\$ 559,529	\$ 367,560	\$ (1,443,119)	\$ 125,341
% Inc/Dec		-197%	-34%	-493%	-109%
Beginning Fund Balance	\$ 1,770,558	\$ 1,192,910	\$ 1,752,439	\$ 2,120,000	\$ 676,881
Ending Fund Balance	\$ 1,192,910	\$ 1,752,439	\$ 2,120,000	\$ 676,881	\$ 802,222

- Sales tax revenue and investment earnings were increased as discussed in the [Revenue and Expenditures](#) section.
- Purchased services increased in 2020 for repaving the Miller Ranch trail. Additionally, \$15,000 was budgeted for a marketing consultant as requested by the ECO Trails committee.
- Capital outlay is expected to decrease in 2020 as the Eagle to Horn Ranch section of the Eagle Valley Trail was completed in 2018 and 2019. In 2020, design will be completed for the EagleVail to Dowd Junction section of the trail.
- The ECO Trails fund will make a donation of \$100,000 in 2020 under its town trail grant program.

Roaring Fork Valley Transportation Fund (Special Revenue Fund)

This department accounts for the 0.5% county sales tax to be used for community enhancements and maintaining a public transportation system in the Roaring Fork Valley.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$0	N/A			\$0.00	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Sales & Use Taxes	\$ 429,266	\$ 497,763	\$ 518,996	\$ 628,008	\$ 638,496
Investment Earnings	\$ 289	\$ 532	\$ 1,028	\$ 800	\$ 781
Total Revenues	\$ 429,555	\$ 498,295	\$ 520,024	\$ 628,808	\$ 639,277
% Inc/Dec		16%	4%	21%	2%
<i>Expenditures</i>					
Interdepartmental Services	\$ 4,302	\$ 4,883	\$ 5,153	\$ 5,500	\$ 6,385
Grants & Contributions Issued	\$ 425,948	\$ 435,671	\$ 510,191	\$ 623,308	\$ 632,892
Total Expenditures	\$ 430,251	\$ 440,554	\$ 515,344	\$ 628,808	\$ 639,277
% Inc/Dec		2%	17%	22%	2%
Revenues less Expenditures	\$ (696)	\$ 57,740	\$ 4,680	\$ -	\$ -
% Inc/Dec		-8398%	-92%	-100%	
Beginning Fund Balance	\$ 76,399	\$ 75,703	\$ 133,443	\$ 138,123	\$ 138,123
Ending Fund Balance	\$ 75,703	\$ 133,443	\$ 138,123	\$ 138,123	\$ 138,123

- The sales tax revenue received into this fund is passed through to the Roaring Fork Transit Authority as it is received.

Roaring Fork Valley Trails Fund (Special Revenue Fund)

The department accounts for the 0.5% county sales tax to be used for community enhancements and maintenance of a trails system within the Roaring Fork Valley.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$0	N/A			\$0.00	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Sales & Use Taxes	\$ 49,217	\$ 53,550	\$ 57,666	\$ 70,890	\$ 74,249
Investment Earnings	\$ 35	\$ 54	\$ 94	\$ 150	\$ 66
Total Revenues	\$ 49,252	\$ 53,605	\$ 57,760	\$ 71,040	\$ 74,315
% Inc/Dec		9%	8%	23%	5%
<i>Expenditures</i>					
Interdepartmental Services	\$ 493	\$ 525	\$ 573	\$ 675	\$ 721
Grants & Contributions Issued	\$ 48,833	\$ 48,408	\$ 56,688	\$ 70,365	\$ 73,594
Total Expenditures	\$ 49,326	\$ 48,933	\$ 57,260	\$ 71,040	\$ 74,315
% Inc/Dec		-1%	17%	24%	5%
Revenues less Expenditures	\$ (74)	\$ 4,671	\$ 499	\$ -	\$ -
% Inc/Dec		-6398%	-89%	-100%	
Beginning Fund Balance	\$ 8,847	\$ 8,773	\$ 13,444	\$ 13,944	\$ 13,944
Ending Fund Balance	\$ 8,773	\$ 13,444	\$ 13,944	\$ 13,944	\$ 13,944

- The sales tax revenue received into this fund is passed through to the Roaring Fork Transit Authority as it is received.

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.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$530,546	26.69			\$9.69	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Sales & Use Taxes	\$ 87,635	\$ 77,461	\$ 98,180	\$ 88,890	\$ 102,480
Intergovernmental Revenue	\$ 398,880	\$ 447,009	\$ 535,781	\$ 450,000	\$ 450,000
Federal Grants	\$ 8,657,894	\$ 7,600,230	\$ 1,221,353	\$ 21,032,960	\$ -
State & Local Grants	\$ 316,314	\$ 215,463	\$ 76,165	\$ 762,480	\$ 12,480
Charges For Services	\$ 2,681,733	\$ 2,731,875	\$ 2,878,301	\$ 2,711,450	\$ 2,778,767
Rents & Royalties	\$ 2,082,654	\$ 2,085,518	\$ 2,281,698	\$ 2,103,642	\$ 2,498,665
Miscellaneous	\$ 146,920	\$ 15,967	\$ 10,047	\$ -	\$ -
Total Revenues	\$ 14,372,029	\$ 13,173,523	\$ 7,101,525	\$ 27,149,422	\$ 5,842,392
% Inc/Dec		-8%	-46%	282%	-78%
<i>Expenditures</i>					
FTEs	24.86	24.86	25.86	27.36	26.69
Salaries & Benefits	\$ 2,440,677	\$ 2,483,591	\$ 2,415,343	\$ 2,710,183	\$ 2,734,649
Training Benefits	\$ 60,092	\$ 74,407	\$ 52,893	\$ 79,000	\$ 81,810
Purchased Services	\$ 1,141,404	\$ 1,523,260	\$ 1,605,950	\$ 2,043,785	\$ 1,812,662
Interdepartmental Services	\$ 77,411	\$ 76,316	\$ 77,376	\$ 86,216	\$ 89,725
Supplies	\$ 320,704	\$ 274,912	\$ 292,557	\$ 331,600	\$ 343,000
Capital Outlay & Leases	\$ 9,794,977	\$ 8,633,451	\$ 1,336,436	\$ 24,082,102	\$ 250,000
Grants & Contributions Issued	\$ 100	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 13,835,365	\$ 13,065,936	\$ 5,780,556	\$ 29,332,886	\$ 5,311,846
% Inc/Dec		-6%	-56%	407%	-82%
Revenues less Expenditures	\$ 536,664	\$ 107,587	\$ 1,320,969	\$ (2,183,464)	\$ 530,546
% Inc/Dec		-80%	1128%	-265%	-124%
Beginning Fund Balance	\$ 2,466,555	\$ 3,003,219	\$ 3,110,806	\$ 4,431,775	\$ 2,248,311
Ending Fund Balance	\$ 3,003,219	\$ 3,110,806	\$ 4,431,775	\$ 2,248,311	\$ 2,778,857

- Federal grants in previous years relate to capital projects partially funded by the Federal Aviation Administration (FAA). The 2019 grants include both federal and state revenue related to the north apron and de-icing pad. The north apron project is expected to be completed in 2019, while the de-icing pad will carry over into 2020. The budget amendment process will be used to move any monies unspent on this project in 2019 into the 2020 amended budget.
- Rents increased at the airport due to an increase in the rate being paid by the Vail Valley Jet Center.
- The salaries and benefits classification increased slightly. The changes in this classification include the addition of 1.0 FTE administrative technician while also right-sizing the seasonal staff that is hired each winter season at the airport. The net impact at the airport is a decrease in 0.67 FTE.

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.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$1,057,821	N/A			\$19.31	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Charges For Services	\$ 940,315	\$ 957,328	\$ 1,031,554	\$ 981,613	\$ 1,072,585
Investment Earnings	\$ 4,439	\$ 188,732	\$ 809,225	\$ 24,000	\$ 192,000
Rents & Royalties	\$ 4,875,918	\$ 4,720,312	\$ 4,767,130	\$ 4,652,110	\$ 4,907,771
Miscellaneous	\$ 12,685	\$ -	\$ 9,575	\$ -	\$ -
Total Revenues	\$ 5,833,358	\$ 5,866,373	\$ 6,617,484	\$ 5,657,723	\$ 6,172,356
% Inc/Dec		1%	13%	-15%	9%
<i>Expenditures</i>					
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	\$ 1,779,745	\$ 1,765,236	\$ 1,922,796	\$ 2,299,984	\$ 2,475,085
Supplies	\$ 2,868	\$ 7,276	\$ 3,980	\$ 7,000	\$ 39,500
Capital Outlay & Leases	\$ 101,787	\$ (61,096)	\$ (48,292)	\$ 22,165,294	\$ 132,000
Depreciation & Amortization	\$ 1,486,307	\$ 1,393,733	\$ 1,383,686	\$ -	\$ -
Principal Payments	\$ -	\$ -	\$ -	\$ 800,000	\$ 840,000
Debt Issuance Cost	\$ -	\$ 689,391	\$ -	\$ -	\$ -
Interest Expense	\$ 454,587	\$ 744,136	\$ 1,706,069	\$ 1,666,125	\$ 1,627,950
Total Expenditures	\$ 3,825,293	\$ 4,538,676	\$ 4,968,240	\$ 26,938,403	\$ 5,114,535
% Inc/Dec		19%	9%	442%	-81%
Revenues less Expenditures	\$ 2,008,065	\$ 1,327,696	\$ 1,649,244	\$ (21,280,680)	\$ 1,057,821
% Inc/Dec		-34%	24%	-1390%	-105%
Beginning Net Position	\$ 24,155,169	\$ 26,163,235	\$ 27,490,931	\$ 29,140,175	\$ 7,859,495
Ending Net Position	\$ 26,163,235	\$ 27,490,931	\$ 29,140,175	\$ 7,859,495	\$ 8,917,316

- Revenues for 2020 are budgeted to increase compared to 2019 estimated revenues. The majority of the ECAT revenue comes from airlines and rental car providers. The expected outcome of the current negotiations are reflected in the 2020 budget.
- Beginning in 2019, we use the modified accrual basis for budgeting, so we do not budget depreciation cost; however, we do budget capital outlays and the reduction of principal loan balances through the principal payments line item. These amounts will be adjusted, as necessary, to reconcile this budget basis of accounting to the full accrual method used within the county's comprehensive annual financial report.
- The airport terminal renovation project, which was completed in December 2019, has added 50,000 square feet to the terminal, including expanded hold rooms, a reconfigured TSA security checkpoint area, enhanced concessions, and passenger jet loading bridges to four of the six new gates. Purchased services include operating this new terminal, and the costs have been increased for the 2020 budget to reflect the impacts of operating the larger terminal space. 2019 expenditures in purchased services included legal support needed for the terminal expansion project.
- Capital outlay for 2020 includes updating guest wireless and the surveillance system in the terminal as well as upgrading the outgoing baggage server hardware.

Conservation Trust Fund (Special Revenue Fund)

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

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$8,800	N/A			\$0.16	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
State & Local Grants	\$ 136,459	\$ 121,352	\$ 125,210	\$ 120,000	\$ 120,000
Total Revenues	\$ 136,459	\$ 121,352	\$ 125,210	\$ 120,000	\$ 120,000
% Inc/Dec		-11%	3%	-4%	0%
<i>Expenditures</i>					
Purchased Services	\$ 109,253	\$ 102,417	\$ 95,356	\$ 110,501	\$ 110,000
Interdepartmental Services	\$ -	\$ -	\$ -	\$ -	\$ 1,200
Supplies	\$ 3,072	\$ -	\$ 4,498	\$ 11,000	\$ -
Capital Outlay & Leases	\$ -	\$ -	\$ 275,000	\$ -	\$ -
Total Expenditures	\$ 112,325	\$ 102,417	\$ 374,854	\$ 121,501	\$ 111,200
% Inc/Dec		-9%	266%	-68%	-8%
Revenues less Expenditures	\$ 24,134	\$ 18,935	\$ (249,644)	\$ (1,501)	\$ 8,800
% Inc/Dec		-22%	-1418%	-99%	-686%
Beginning Fund Balance	\$ 294,720	\$ 318,853	\$ 337,788	\$ 88,144	\$ 86,643
Ending Fund Balance	\$ 318,853	\$ 337,788	\$ 88,144	\$ 86,643	\$ 95,443

- This fund is restricted to specific allowable uses and is primarily used to fund maintenance and repairs at Freedom Park in Edwards.

800 MHz Fund (Special Revenue Fund)

This fund accounts for revenues received for the maintenance of the county's microwave radio system used in law enforcement.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$8,886	1.00			\$0.16	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Charges For Services	\$ 569,868	\$ 573,143	\$ 581,861	\$ 574,891	\$ 574,891
Rents & Royalties	\$ 8,756	\$ 10,734	\$ 15,872	\$ 15,600	\$ 16,092
Miscellaneous	\$ 50,136	\$ 3,893	\$ -	\$ -	\$ -
Total Revenues	\$ 628,760	\$ 587,770	\$ 597,733	\$ 590,491	\$ 590,983
% Inc/Dec		-7%	2%	-1%	0%
<i>Expenditures</i>					
FTEs	1.10	1.10	1.10	1.00	1.00
Salaries & Benefits	\$ 106,873	\$ 110,812	\$ 104,925	\$ 104,112	\$ 107,834
Training Benefits	\$ (1,269)	\$ 5,017	\$ 2,572	\$ 6,000	\$ 6,000
Purchased Services	\$ 116,123	\$ 107,677	\$ 117,395	\$ 145,414	\$ 130,820
Interdepartmental Services	\$ 8,156	\$ 10,023	\$ 9,420	\$ 10,307	\$ 17,031
Supplies	\$ 93,615	\$ 19,345	\$ 8,430	\$ 165,412	\$ 120,412
Capital Outlay & Leases	\$ 319,724	\$ 364,374	\$ 419,559	\$ 155,000	\$ 200,000
Total Expenditures	\$ 643,223	\$ 617,247	\$ 662,301	\$ 586,245	\$ 582,097
% Inc/Dec		-4%	7%	-11%	-1%
Revenues less Expenditures	\$ (14,462)	\$ (29,477)	\$ (64,568)	\$ 4,246	\$ 8,886
% Inc/Dec		104%	119%	-107%	109%
Beginning Fund Balance	\$ 1,116,907	\$ 1,102,445	\$ 1,072,968	\$ 1,008,400	\$ 1,012,646
Ending Fund Balance	\$ 1,102,445	\$ 1,072,968	\$ 1,008,400	\$ 1,012,646	\$ 1,021,532

- 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%).
- Purchased services include the cost of land leases on which the radio towers are located and utility services for the radio sites.
- Supplies decreased due to fewer infrastructure upgrades needed in 2020 compared to 2019.
- Capital outlay increased because of East Beacon channel additions, Sunlight to Blowout microwave replacement, and Vail Junction decommission.

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.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$0	N/A			\$0.00	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Investment Earnings	\$ 16,377	\$ 27,097	\$ 37,817	\$ 27,000	\$ -
Interfund Transfers In	\$ -	\$ 335,000	\$ -	\$ -	\$ -
Total Revenues	\$ 16,377	\$ 362,097	\$ 37,817	\$ 27,000	\$ -
% Inc/Dec		2111%	-90%	-29%	-100%
Revenues less Expenditures	\$ 16,377	\$ 362,097	\$ 37,817	\$ 27,000	\$ -
% Inc/Dec		2111%	-90%	-29%	-100%
Beginning Fund Balance	\$ 2,285,325	\$ 2,301,702	\$ 2,663,799	\$ 2,701,616	\$ 2,728,616
Ending Fund Balance	\$ 2,301,702	\$ 2,663,799	\$ 2,701,616	\$ 2,728,616	\$ 2,728,616

- 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.
- Due to the revision of the county's investment policy, this fund is not budgeted to receive investment earnings in 2020.

Public Health Fund (Special Revenue Fund)

The Eagle County public health and environment (ECPHE) department aims to improve community health outcomes and reduce health disparities. Programs include: prenatal, nurse family partnership, women, infants and children, family planning, immunizations, emergency preparedness, health promotion, healthy aging, vital statistics and environmental health.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$143,740	37.24			\$2.62	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Sales & Use Taxes	\$ -	\$ -	\$ -	\$ -	\$ 1,000,000
Licenses, Permits, Sales & Fines	\$ -	\$ -	\$ -	\$ -	\$ 194,300
Intergovernmental Revenue	\$ 10,878	\$ -	\$ 11,530	\$ 23,060	\$ 23,060
Federal Grants	\$ 595,403	\$ 628,268	\$ 491,560	\$ 546,159	\$ 511,497
State & Local Grants	\$ 1,092,617	\$ 1,226,639	\$ 1,128,522	\$ 1,413,583	\$ 1,386,942
Charges For Services	\$ 266,663	\$ 194,240	\$ 168,659	\$ 154,404	\$ 160,025
Investment Earnings	\$ 9,918	\$ 18,553	\$ 18,108	\$ 15,000	\$ -
Miscellaneous	\$ 4,139	\$ 1,007	\$ 4,862	\$ -	\$ -
Interfund Transfers In	\$ 1,696,480	\$ 1,771,375	\$ 1,271,375	\$ 1,800,000	\$ 2,160,000
Total Revenues	\$ 3,676,098	\$ 3,840,083	\$ 3,094,615	\$ 3,952,206	\$ 5,435,824
% Inc/Dec		4%	-19%	28%	38%
<i>Expenditures</i>					
FTEs	28.34	29.49	29.49	30.17	37.24
Salaries & Benefits	\$ 2,579,375	\$ 2,593,057	\$ 2,789,247	\$ 2,834,168	\$ 3,613,677
Training Benefits	\$ 29,717	\$ 22,855	\$ 22,348	\$ 31,823	\$ 44,495
Purchased Services	\$ 736,386	\$ 810,308	\$ 679,778	\$ 1,018,941	\$ 1,548,224
Interdepartmental Services	\$ 37,298	\$ 42,881	\$ 36,157	\$ 43,982	\$ 83,577
Supplies	\$ 236,599	\$ 210,963	\$ 167,280	\$ 193,492	\$ 177,091
Grants & Contributions Issued	\$ -	\$ -	\$ -	\$ -	\$ 112,500
Total Expenditures	\$ 3,619,375	\$ 3,680,063	\$ 3,694,810	\$ 4,122,406	\$ 5,579,564
% Inc/Dec		2%	0%	12%	35%
Revenues less Expenditures	\$ 56,723	\$ 160,020	\$ (600,195)	\$ (170,200)	\$ (143,740)
% Inc/Dec		182%	-475%	-72%	-16%
Beginning Fund Balance	\$ 886,839	\$ 943,562	\$ 1,103,582	\$ 503,387	\$ 333,187
Ending Fund Balance	\$ 943,562	\$ 1,103,582	\$ 503,387	\$ 333,187	\$ 189,447

- 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.

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)					
	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
General Fund - Revenues	\$ 209,528	\$ 398,056	\$ 197,732	\$ 241,375	\$ -
Public Health Fund - Revenues	\$ 3,676,098	\$ 3,840,083	\$ 3,094,615	\$ 3,952,206	\$ 5,435,824
Total Revenues	\$ 3,885,626	\$ 4,238,139	\$ 3,292,347	\$ 4,193,581	\$ 5,435,824
% Inc/Dec		9%	-22%	27%	30%
FTEs	34.84	35.99	34.99	36.67	37.24
General Fund - Expenditures	\$ 871,247	\$ 917,515	\$ 693,356	\$ 841,896	\$ -
Public Health Fund - Expenditures	\$ 3,619,375	\$ 3,680,063	\$ 3,694,810	\$ 4,122,406	\$ 5,579,564
Total Expenditures	\$ 4,490,622	\$ 4,597,579	\$ 4,388,166	\$ 4,964,302	\$ 5,579,564
% Inc/Dec		2%	-5%	13%	12%
Revenues less Expenditures	\$ (604,996)	\$ (359,440)	\$ (1,095,820)	\$ (770,721)	\$ (143,740)
% Inc/Dec		-41%	205%	-30%	-81%

- Revenues for the combined departments increased by \$1.5 million. This increase is because of a \$1.0 million increase in sales and use tax related to the tax on tobacco and vaping products that Eagle County voters approved on November 5, 2019. Because this is a new tax, we will watch closely and make budget adjustments throughout 2020 as needed. Additionally, the transfer in from the General Fund increased by \$500,000. This increase is intended to cover the cost of the environmental health department that was previously covered within the General Fund.
- Overall combined department expenditures increased by \$605,000. This increase is primarily due to the addition of tobacco and vaping cessation programming. The remainder of the increase (\$152,000) is due to the addition of the mental health coordinator position during 2019 and the addition of a 4% merit.
- Federal grants fund a portion of the following programs: Immunization, Public Health Emergency Response, Maternal and Child Health, Women, Infants and Children, and Healthy Aging.
- State and local grants fund a portion of the following programs: Mental Health, Communities that Care, Healthy Communities, Planning and Assessment, Immunization, Healthy Housing, and Nurse Family Partnership.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$338,822	N/A			\$6.19	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Sales & Use Taxes	\$ -	\$ -	\$ 398,170	\$ 580,000	\$ 600,000
Investment Earnings	\$ -	\$ -	\$ -	\$ -	\$ 13,429
Interfund Transfers In	\$ -	\$ -	\$ 500,000	\$ -	\$ -
Total Revenues	\$ -	\$ -	\$ 898,170	\$ 580,000	\$ 613,429
% Inc/Dec				-35%	6%
<i>Expenditures</i>					
Purchased Services	\$ -	\$ -	\$ -	\$ 827,542	\$ 946,251
Interdepartmental Services	\$ -	\$ -	\$ 3,568	\$ 5,500	\$ 6,000
Total Expenditures	\$ -	\$ -	\$ 3,568	\$ 833,042	\$ 952,251
% Inc/Dec				23245%	14%
Revenues less Expenditures	\$ -	\$ -	\$ 894,601	\$ (253,042)	\$ (338,822)
% Inc/Dec				-128%	34%
Beginning Fund Balance	\$ -	\$ -	\$ -	\$ 894,601	\$ 641,559
Ending Fund Balance	\$ -	\$ -	\$ 894,601	\$ 641,559	\$ 302,737

- The sales and use taxes in this fund are generated from the sale of marijuana products. Based upon actual collections in 2019, we have budgeted this revenue to increase in 2020.
- Due to the revision of the county's investment policy, this fund is budgeted to receive investment earnings in 2020.
- Purchased services for 2020 include school (\$380k) and jail (\$80k) based mental health counselors, crisis response (\$176k), suicide prevention training (\$50k), and a variety of other prevention programs recommended by the community based mental health advisory committee.

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 and preservation of open space.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition of Capita	
\$951,027	3.65			\$17.36	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
Revenues					
Property Taxes	\$ 4,383,505	\$ 4,407,896	\$ 4,649,153	\$ 4,631,448	\$ 4,962,193
Sales & Use Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
State & Local Grants	\$ 3,000	\$ 1,929,460	\$ 50,500	\$ 3,000	\$ 3,000
Charges For Services	\$ 4,335	\$ 12,688	\$ 5,802	\$ -	\$ -
Investment Earnings	\$ 45,891	\$ 45,875	\$ 61,653	\$ 97,619	\$ 98,197
Rents & Royalties	\$ 875	\$ 7,225	\$ 15,811	\$ 15,700	\$ 15,700
Miscellaneous	\$ 1,783	\$ 456,166	\$ 884,479	\$ 425,336	\$ -
Interfund Transfers In	\$ 100,000	\$ 4,350,000	\$ -	\$ 315,131	\$ -
Total Revenues	\$ 4,539,387	\$ 11,209,310	\$ 5,667,398	\$ 5,488,234	\$ 5,079,090
% Inc/Dec		147%	-49%	-3%	-7%
Expenditures					
FTEs	1.83	2.08	2.20	3.65	3.65
Salaries & Benefits	\$ 247,822	\$ 295,552	\$ 246,671	\$ 357,608	\$ 335,247
Training Benefits	\$ 1,494	\$ 1,306	\$ 2,552	\$ 3,375	\$ 3,272
Purchased Services	\$ 320,481	\$ 260,829	\$ 360,484	\$ 488,241	\$ 419,505
Interdepartmental Services	\$ 139,178	\$ 146,976	\$ 157,225	\$ 158,617	\$ 175,309
Supplies	\$ 30,693	\$ 14,855	\$ 27,930	\$ 90,322	\$ 168,730
Capital Outlay & Leases	\$ -	\$ 13,490,430	\$ 39,701	\$ 816,248	\$ 3,026,000
Grants & Contributions Issued	\$ 2,500,124	\$ -	\$ 9,954	\$ -	\$ -
Transfers Out	\$ 100,000	\$ 1,750,000	\$ 2,600,000	\$ 315,131	\$ -
Total Expenditures	\$ 3,339,792	\$ 15,959,948	\$ 3,444,517	\$ 2,229,542	\$ 4,128,063
% Inc/Dec		378%	-78%	-35%	85%
Revenues less Expenditures	\$ 1,199,596	\$ (4,750,638)	\$ 2,222,881	\$ 3,258,692	\$ 951,027
% Inc/Dec		-496%	-147%	47%	-71%
Beginning Fund Balance	\$ 3,865,519	\$ 5,065,115	\$ 314,476	\$ 2,537,357	\$ 5,796,049
Ending Fund Balance	\$ 5,065,115	\$ 314,476	\$ 2,537,357	\$ 5,796,049	\$ 6,747,076

- Both the Open Space and Open Space Preservation funds are combined in the above table. The funds were combined in 2019.
- Property tax revenue and investment earnings were increased as discussed in the [Revenue and Expenditures](#) section.
- Miscellaneous revenue in 2017-2019 relates to the sale of certain open space properties.
- Purchased services and supplies relate to the upkeep and maintenance of existing open space properties.
- Capital outlay is budgeted at \$3.0 million, which includes the purchase of the Ridgeway property and earnest money for other potential open space purchases.
- Improvements to the Brush Creek Valley ranch and open space property - including a trailhead, trailwork and bridge - are planned for 2020.
- The 2019 transfer in and offsetting transfer out represents the closing of the Open Space Preservation fund, combining it into the Open Space fund beginning in 2020.

Capital Improvements (CIP) 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.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition of Capita	
\$3,110,287	N/A			\$56.79	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
Revenues					
Property Taxes	\$ 178,249	\$ 179,251	\$ 189,063	\$ 188,313	\$ -
Sales & Use Taxes	\$ 5,720,951	\$ 5,778,733	\$ 6,230,320	\$ 6,723,142	\$ 6,884,775
State & Local Grants	\$ -	\$ -	\$ -	\$ 30,000	\$ -
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings	\$ 1,576	\$ 1,998	\$ 3,813	\$ -	\$ 106,028
Rents & Royalties	\$ 1,210,398	\$ 1,193,250	\$ -	\$ -	\$ -
Miscellaneous	\$ 6,243	\$ 204	\$ -	\$ -	\$ -
Other Financing Sources	\$ -	\$ -	\$ -	\$ 9,715,679	\$ -
Interfund Transfers In	\$ 1,625,022	\$ 1,585,500	\$ 20,543	\$ -	\$ 119,704
Total Revenues	\$ 8,742,439	\$ 8,738,936	\$ 6,443,739	\$ 16,657,134	\$ 7,110,507
% Inc/Dec		0%	-26%	159%	-57%
Expenditures					
Training Benefits	\$ 769	\$ 3,139	\$ -	\$ 9,000	\$ -
Purchased Services	\$ 298,887	\$ 413,684	\$ 267,812	\$ 863,963	\$ 265,000
Interdepartmental Services	\$ 62,428	\$ 63,071	\$ 66,738	\$ 65,000	\$ 76,000
Supplies	\$ 505,092	\$ 447,118	\$ 490,602	\$ 551,772	\$ 138,000
Capital Outlay & Leases	\$ 3,007,215	\$ 2,093,513	\$ 4,637,137	\$ 14,766,828	\$ 820,220
Grants & Contributions Issued	\$ -	\$ 50,505	\$ -	\$ 700,000	\$ 50,000
Principal Payments	\$ 1,990,000	\$ 2,015,000	\$ 2,065,000	\$ 940,000	\$ 1,635,000
Debt Issuance Cost	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Expense	\$ 798,077	\$ 760,500	\$ 700,050	\$ 885,600	\$ 1,016,000
Transfers Out	\$ 3,332,840	\$ 3,060,500	\$ 20,543	\$ -	\$ -
Total Expenditures	\$ 9,995,307	\$ 8,907,029	\$ 8,247,883	\$ 18,782,163	\$ 4,000,220
% Inc/Dec		-11%	-7%	128%	-79%
Revenues less Expenditures	\$ (1,252,868)	\$ (168,094)	\$ (1,804,144)	\$ (2,125,029)	\$ 3,110,287
% Inc/Dec		-87%	973%	18%	-246%
Beginning Fund Balance	\$ 9,264,041	\$ 8,011,173	\$ 7,843,080	\$ 6,038,936	\$ 3,913,907
Ending Fund Balance	\$ 8,011,173	\$ 7,843,080	\$ 6,038,936	\$ 3,913,907	\$ 7,024,194

- This budget table shows the CIP fund combined with the Justice Center Financing Authority Capital Projects fund. The Justice Center fund is no longer being utilized and all related debt service payments will be paid directly from the CIP fund.
- Principal and interest payments for the Justice Center certificates of participation (COP) payment (\$1,575,500) and Two10 at Castle Peak COP payment (\$1,075,500) as more fully defined in the [Current Debt Obligations](#) section of this book are budgeted to be paid from this fund. The final payment related to the Joint Maintenance Service Center was made in 2018.
- The Eagle County Treasurer collects 1% of all revenue in this fund and \$76,000 has been budgeted for this purpose.

Capital Improvements Fund (continued)

- Other projects included in the 2020 CIP funding are as follows:
 - Animal shelter garage improvements (\$150,000)
 - Minturn pedestrian bridge (\$50,000)
 - Jail records management system (\$125,000)
 - Justice Center flooring replacement - operations and detentions (\$65,000)
 - El Jebel conference room flooring replacement (\$25,000)
 - Fairgrounds panel replacement and expansion (\$20,000)
 - Facilities capital maintenance plan execution (\$175,000)
 - Justice Center Annex roof top unit replacement (\$40,000)
 - Justice Center Annex roof replacement (\$95,000)
 - El Jebel Community Center video display enhancements (\$30,000)
 - IT Infrastructure capital maintenance (\$108,000)
 - Microsoft Office licenses (\$30,000)
 - Additional vehicle for Facilities department (\$42,000)
 - Electric vehicle charging stations (\$253,220)
 - Additional vehicle for a school resource officer (\$65,000)

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.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$143,856	12.85			\$2.63	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Licenses, Permits, Sales & Fines	\$ 233,115	\$ 235,515	\$ 210,028	\$ 219,000	\$ 123,000
State & Local Grants	\$ 13,279	\$ 41,082	\$ 43,610	\$ -	\$ -
Charges For Services	\$ 3,373,937	\$ 3,274,587	\$ 4,397,868	\$ 3,381,100	\$ 3,381,100
Miscellaneous	\$ 270	\$ 10,352	\$ 5,016	\$ -	\$ -
Interfund Transfers In	\$ 52,693	\$ 89,005	\$ 90,698	\$ -	\$ -
Total Revenues	\$ 3,673,294	\$ 3,650,541	\$ 4,747,219	\$ 3,600,100	\$ 3,504,100
% Inc/Dec		-1%	30%	-24%	-3%
<i>Expenditures</i>					
FTEs	12.20	11.50	11.50	12.85	12.85
Salaries & Benefits	\$ 1,010,154	\$ 969,444	\$ 1,054,781	\$ 1,088,030	\$ 1,108,309
Training Benefits	\$ 5,491	\$ 3,335	\$ 5,174	\$ 9,200	\$ 9,200
Purchased Services	\$ 840,068	\$ 104,175	\$ 1,461,867	\$ 872,214	\$ 827,462
Interdepartmental Services	\$ 528,355	\$ 629,335	\$ 665,907	\$ 735,778	\$ 637,992
Intergovernmental Expenditures	\$ 87,327	\$ 86,693	\$ 107,593	\$ 108,646	\$ 108,646
Supplies	\$ 93,212	\$ 85,238	\$ 81,167	\$ 127,410	\$ 102,135
Capital Outlay & Leases	\$ 33,014	\$ 63,820	\$ -	\$ 200,000	\$ 500,000
Depreciation & Amortization	\$ -	\$ -	\$ -	\$ -	\$ -
Grants & Contributions Issued	\$ 40,000	\$ 126,368	\$ 285,041	\$ 63,000	\$ 66,500
Total Expenditures	\$ 2,637,622	\$ 2,068,408	\$ 3,661,530	\$ 3,204,278	\$ 3,360,244
% Inc/Dec		-22%	77%	-12%	5%
Revenues less Expenditures	\$ 1,035,673	\$ 1,582,133	\$ 1,085,689	\$ 395,822	\$ 143,856
% Inc/Dec		53%	-31%	-64%	-64%
Reconciliation to GAAP Basis	\$ (384,025)	\$ (406,387)	\$ (382,035)	\$ -	\$ -
Beginning Net Position	\$ 13,070,103	\$ 13,721,750	\$ 14,897,496	\$ 15,601,150	\$ 15,996,972
Ending Net Position	\$ 13,721,750	\$ 14,897,496	\$ 15,601,150	\$ 15,996,972	\$ 16,140,828

- Revenues budgeted for 2020 are projected to be slightly lower than 2019 estimates. Given trends we are seeing in 2019, we believe this is a reasonable estimate.
- Beginning in 2019, we are using the modified accrual basis for budgeting, so we do not budget depreciation or closure and post closure costs; however, we do budget capital outlays. These amounts will be adjusted, as necessary, to reconcile this budget basis of accounting to the full accrual method used within the county's comprehensive annual financial report.
- Capital outlays increased to cover \$500,000 to expand the leachate pond.
- Grants issued includes a \$60,000 contribution to Walking Mountains as described in the [Sustainable Communities](#) department summary.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$1,081,444	17.00			\$19.74	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
State & Local Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Internal Service Fund Charges	\$ 4,883,588	\$ 5,936,834	\$ 6,320,031	\$ 6,323,945	\$ 6,913,302
Miscellaneous	\$ 167,001	\$ 191,785	\$ 388,591	\$ 270,036	\$ 293,303
Interfund Transfers In	\$ 43,093	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 5,093,683	\$ 6,128,619	\$ 6,708,622	\$ 6,593,981	\$ 7,206,605
% Inc/Dec		20%	9%	-2%	9%
<i>Expenditures</i>					
FTEs	15.10	15.00	16.00	16.00	17.00
Salaries & Benefits	\$ 1,400,187	\$ 1,496,647	\$ 1,421,036	\$ 1,468,782	\$ 1,502,295
Training Benefits	\$ 5,995	\$ 11,527	\$ 7,964	\$ 10,410	\$ 17,445
Purchased Services	\$ 465,782	\$ 495,866	\$ 554,088	\$ 647,665	\$ 671,930
Interdepartmental Services	\$ 102,084	\$ 98,636	\$ 105,773	\$ 147,120	\$ 143,394
Supplies	\$ 1,442,792	\$ 1,864,424	\$ 2,307,917	\$ 2,509,676	\$ 2,469,576
Capital Outlay & Leases	\$ 1,585,241	\$ 2,206,206	\$ 2,167,631	\$ 3,255,753	\$ 3,483,409
Depreciation & Amortization	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 5,002,081	\$ 6,173,307	\$ 6,564,408	\$ 8,039,406	\$ 8,288,049
% Inc/Dec		23%	6%	22%	3%
Revenues less Expenditures	\$ 91,602	\$ (44,688)	\$ 144,214	\$ (1,445,425)	\$ (1,081,444)
% Inc/Dec		-149%	-423%	-1102%	-25%
Reconciliation to GAAP Basis	\$ 928,766	\$ 1,357,661	\$ 610,573	\$ -	\$ -
Beginning Net Position	\$ 13,691,989	\$ 14,712,357	\$ 16,025,331	\$ 16,780,118	\$ 15,334,693
Ending Net Position	\$ 14,712,357	\$ 16,025,331	\$ 16,780,118	\$ 15,334,693	\$ 14,253,249

- Revenue has increased because of rate increases charged to other county funds. Rates are calculated annually based upon actual costs for the previous year. Future vehicle replacement costs are also included in this fund's revenue.
- Beginning in 2019, we are using the modified accrual basis for budgeting, so we do not budget depreciation costs. These amounts will be added, as necessary, to reconcile this budget basis of accounting to the accounting method used within the county's comprehensive annual financial report.
- Supplies include the purchase of fuel for all county vehicles and equipment as well as parts for repair and maintenance of vehicles.
- Capital outlay and leases represent the replacement of vehicles to which other county departments have contributed.

Insurance Reserve Fund (Internal Service Fund)

The Insurance Reserve fund has been established to accumulate funds to pay the county's annual casualty and property contribution to the Colorado Counties Casualty and Property Pool, as well as all deductibles resulting from claims. A property tax mill levy provides a source of revenue for this fund.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$191,205	N/A			\$3.49	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Property Taxes	\$ 157,779	\$ 158,677	\$ 167,365	\$ 166,734	\$ 380,434
Sales & Use Taxes	\$ -	\$ -	\$ -	\$ -	\$ -
Insurance Premiums & Proceeds	\$ 308,413	\$ 419,450	\$ 451,362	\$ 562,181	\$ 621,084
Interfund Transfers In	\$ -	\$ -	\$ -	\$ 250,000	\$ 150,000
Total Revenues	\$ 466,192	\$ 578,126	\$ 618,727	\$ 978,915	\$ 1,151,518
% Inc/Dec		24%	7%	58%	18%
<i>Expenditures</i>					
Purchased Services	\$ 466,504	\$ 540,515	\$ 696,216	\$ 1,102,893	\$ 942,113
Interdepartmental Services	\$ 4,724	\$ 4,750	\$ 5,020	\$ 6,102	\$ 18,200
Total Expenditures	\$ 471,228	\$ 545,264	\$ 701,236	\$ 1,108,995	\$ 960,313
% Inc/Dec		16%	29%	58%	-13%
Revenues less Expenditures	\$ (5,036)	\$ 32,862	\$ (82,509)	\$ (130,080)	\$ 191,205
% Inc/Dec		-753%	-351%	58%	-247%
Beginning Fund Balance	\$ 295,026	\$ 289,990	\$ 322,852	\$ 240,343	\$ 110,263
Ending Fund Balance	\$ 289,990	\$ 322,852	\$ 240,343	\$ 110,263	\$ 301,468

- Property tax revenue budget has increased for 2020 because we have adjusted the mill levy as explained in the [Mill Levy](#) discussion.
- We are projecting increases in premiums and insurance proceeds for 2020.
- Purchased services is estimated to be significantly higher in 2019 than we are budgeting for 2020. We believe that 2019 was an anomaly given the increased number and cost of insurance claims and have budgeted 2020 to be on a more even trend line with previous years. Should insurance costs increase to 2019 levels or higher, we will use the budget amendment process to adjust the 2020 budget.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$2,102,478	N/A			\$38.39	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Internal Service Fund Charges	\$ 11,038,996	\$ 10,880,812	\$ 10,065,650	\$ 8,087,439	\$ 9,027,104
Miscellaneous	\$ 32,281	\$ 84,578	\$ 60,328	\$ -	\$ -
Interfund Transfers In	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 11,071,277	\$ 10,965,390	\$ 10,125,979	\$ 8,087,439	\$ 9,027,104
% Inc/Dec		-1%	-8%	-20%	12%
<i>Expenditures</i>					
Salaries & Benefits	\$ 10,354,293	\$ 7,672,687	\$ 7,933,010	\$ 9,977,293	\$ 10,435,767
Purchased Services	\$ 286,826	\$ 225,563	\$ 194,986	\$ 703,534	\$ 693,815
Total Expenditures	\$ 10,641,119	\$ 7,898,250	\$ 8,127,996	\$ 10,680,827	\$ 11,129,582
% Inc/Dec		-26%	3%	31%	4%
Revenues less Expenditures	\$ 430,158	\$ 3,067,139	\$ 1,997,983	\$ (2,593,388)	\$ (2,102,478)
% Inc/Dec		613%	-35%	-230%	-19%
Beginning Fund Balance	\$ 4,826,406	\$ 5,256,564	\$ 8,323,703	\$ 10,321,686	\$ 7,728,298
Ending Fund Balance	\$ 5,256,564	\$ 8,323,703	\$ 10,321,686	\$ 7,728,298	\$ 5,625,820

- Revenue for this fund is budgeted to be 12% higher than the 2019 estimate. This amount represents a strategic use of the health insurance fund balance which is budgeted to decrease by \$2.6 million (31%) in 2019 and another \$2.1 million in 2020. 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 2019 and 2020 will bring this closer to our targeted balance. The decreased revenue for this fund equates to lower expenditures in the other county funds with employees who participate in the county's health insurance plan.
- The salaries and benefits classification includes the cost of the county's insurance program, both the cost of claims and the administrative costs.

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. The revenue from this fund comes from reimbursements from the Eagle County Housing and Development Authority (ECHDA) and its affiliated housing projects and programs where staff perform property management and maintenance and other housing related duties.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$0	5.28			\$0.00	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Charges For Services	\$ 682,401	\$ 633,468	\$ 977,658	\$ 968,762	\$ 996,539
Miscellaneous	\$ 1,323	\$ 614	\$ 4,094	\$ -	\$ -
Interfund Transfers In	\$ 1,000,000	\$ -	\$ -	\$ -	\$ -
Total Revenues	\$ 1,683,724	\$ 634,082	\$ 981,752	\$ 968,762	\$ 996,539
% Inc/Dec		-62%	55%	-1%	3%
<i>Expenditures</i>					
FTEs	4.95	4.83	5.28	5.28	5.28
Salaries & Benefits	\$ 386,308	\$ 373,922	\$ 602,340	\$ 618,988	\$ 674,512
Purchased Services	\$ 306,091	\$ 250,561	\$ 339,780	\$ 344,774	\$ 322,027
Interdepartmental Services	\$ -	\$ -	\$ -	\$ 5,000	\$ -
Supplies	\$ 200	\$ 33	\$ -	\$ -	\$ -
Grants & Contributions Issued	\$ -	\$ 500,000	\$ -	\$ -	\$ -
Total Expenditures	\$ 692,599	\$ 1,124,516	\$ 942,120	\$ 968,762	\$ 996,539
% Inc/Dec		62%	-16%	3%	3%
Revenues less Expenditures	\$ 991,125	\$ (490,434)	\$ 39,632	\$ -	\$ -
% Inc/Dec		-149%	-108%	-100%	
Beginning Fund Balance	\$ 392,191	\$ 1,383,317	\$ 892,883	\$ 932,515	\$ 932,515
Ending Fund Balance	\$ 1,383,317	\$ 892,883	\$ 932,515	\$ 932,515	\$ 932,515

- Charges for services include wage reimbursements and a payment from the Eagle County Housing and Development Authority for work that Eagle County staff does for ECHDA.
- Purchased services is the administrative fee paid by this fund to the General Fund.

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).

2020 Overview					
Net Use of Funds \$200,000	FTEs N/A			Net Use per Capita \$3.65	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Expenditures</i>					
Purchased Services	\$ 343,240	\$ 221,084	\$ 204,049	\$ 320,000	\$ 200,000
Grants & Contributions Issued	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 343,240	\$ 221,084	\$ 204,049	\$ 320,000	\$ 200,000
% Inc/Dec		-36%	-8%	57%	-38%
Revenues less Expenditures	\$ (343,240)	\$ (221,084)	\$ (204,049)	\$ (320,000)	\$ (200,000)
% Inc/Dec		-36%	-8%	57%	-38%
Beginning Fund Balance	\$ 1,877,111	\$ 1,533,871	\$ 1,312,787	\$ 1,108,738	\$ 788,738
Ending Fund Balance	\$ 1,533,871	\$ 1,312,787	\$ 1,108,738	\$ 788,738	\$ 588,738

- 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.

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.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$0	0.00			\$0.00	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ -	\$ -	\$ -	\$ -
State & Local Grants	\$ -	\$ -	\$ -	\$ -	\$ -
Investment Earnings	\$ -	\$ -	\$ -	\$ -	\$ 24
Rents & Royalties	\$ -	\$ -	\$ -	\$ 6,000	\$ 194,414
Total Revenues	\$ -	\$ -	\$ -	\$ 6,000	\$ 194,438
% Inc/Dec					3141%
<i>Expenditures</i>					
FTEs	0.00	0.00	0.00	0.00	0.00
Salaries & Benefits	\$ -	\$ -	\$ -	\$ -	\$ 5,748
Training Benefits	\$ -	\$ -	\$ -	\$ -	\$ -
Purchased Services	\$ -	\$ -	\$ -	\$ 5,250	\$ 65,236
Supplies	\$ -	\$ -	\$ -	\$ 750	\$ 3,750
Capital Outlay & Leases	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation & Amortization	\$ -	\$ -	\$ -	\$ -	\$ -
Principal Payments	\$ -	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -	\$ 119,704
Total Expenditures	\$ -	\$ -	\$ -	\$ 6,000	\$ 194,438
% Inc/Dec					3141%
Revenues less Expenditures	\$ -	\$ -	\$ -	\$ -	\$ -
% Inc/Dec					
Beginning Net Position	\$ -	\$ -	\$ -	\$ -	\$ -
Ending Net Position	\$ -	\$ -	\$ -	\$ -	\$ -

- Two10 at Castle Peak is a 22-unit workforce housing rental property currently being constructed in the town of Eagle. The Eagle County Housing and Development Authority will manage this property for Eagle County when the building is completed. We have budgeted for completion in June 2020. All excess revenues from the operation of this property will be transferred to the CIP fund to assist in the repayment of the debt associated with the construction of the property.
- 431 Broadway is a 5 bedroom home located in Eagle and owned by Eagle County. We have budgeted to operate this facility as housing for Eagle County employees.

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.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$39,902	N/A			\$0.73	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
State & Local Grants	\$ 12,500	\$ 2,500	\$ 2,500	\$ 502,500	\$ 172,500
Charges For Services	\$ 578,196	\$ 501,915	\$ 497,163	\$ 448,591	\$ 492,752
Investment Earnings	\$ 348,699	\$ 340,553	\$ 286,712	\$ 232,012	\$ 233,512
Rents & Royalties	\$ -	\$ -	\$ -	\$ -	\$ -
Interfund Transfers In	\$ -	\$ -	\$ 500,000	\$ 1,000,000	\$ 500,000
Total Revenues	\$ 939,395	\$ 844,968	\$ 1,286,375	\$ 2,183,103	\$ 1,398,764
% Inc/Dec		-10%	52%	70%	-36%
<i>Expenditures</i>					
Training Benefits	\$ 4,985	\$ 5,025	\$ 10,095	\$ 11,500	\$ 8,500
Purchased Services	\$ 779,277	\$ 683,551	\$ 817,416	\$ 1,083,803	\$ 847,338
Supplies	\$ 1,469	\$ 2,891	\$ 3,118	\$ 3,200	\$ 3,024
Capital Outlay & Leases	\$ -	\$ 240	\$ 43,001	\$ 1,216,887	\$ 500,000
Grants & Contributions Issued	\$ -	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$ 785,731	\$ 691,707	\$ 873,629	\$ 2,315,390	\$ 1,358,862
% Inc/Dec		-12%	26%	165%	-41%
Revenues less Expenditures	\$ 153,665	\$ 153,261	\$ 412,746	\$ (132,287)	\$ 39,902
% Inc/Dec		0%	169%	-132%	-130%
Beginning Net Position	\$ 14,591,963	\$ 14,745,628	\$ 14,898,889	\$ 15,311,635	\$ 15,179,348
Ending Net Position	\$ 14,745,628	\$ 14,898,889	\$ 15,311,635	\$ 15,179,348	\$ 15,219,250

- In the county's comprehensive annual 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. This chart shows only the authority activity. The Valley Home Store and Lake Creek Village Apartments are shown separately.
- State and local grants include contributions from local towns and businesses for the authority's down payment assistance loan program.
- Charges for services include property management fees.
- Investment earnings include interest on loans made to other entities as well as bank and down payment assistance loans.
- Purchased services includes a \$729k payment to Eagle County Government to cover the cost of the housing staff (budgeted in the Housing Operations fund) and to pay the department administrative fee.
- The \$500,000 capital outlay represents the investment in the Spring Creek workforce housing complex.
- The transfer in represents surplus cash from Lake Creek Village Apartments.

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.

2020 Overview					
Net Addition of Funds \$23,291	FTEs 2.00			Net Addition per Capita \$0.43	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Intergovernmental Revenue	\$ -	\$ 22,100	\$ 25,662	\$ 27,000	\$ 23,500
Charges for Services	\$ 155,159	\$ 218,349	\$ 225,302	\$ 233,337	\$ 196,350
State & Local Grants	\$ -	\$ 1,078	\$ 549	\$ 1,000	\$ 1,200
Miscellaneous	\$ 13,402	\$ 1,341	\$ 122	\$ 21,513	\$ -
Total Revenues	\$ 168,561	\$ 242,868	\$ 251,635	\$ 282,850	\$ 221,050
% Inc/Dec		44%	4%	12%	-22%
<i>Expenditures</i>					
FTEs	1.50	2.00	2.00	2.00	2.00
Salaries & Benefits	\$ 139,929	\$ 156,286	\$ 170,881	\$ 155,141	\$ 169,349
Training Benefits	\$ 2,222	\$ 2,618	\$ 2,621	\$ 4,000	\$ 4,000
Purchased Services	\$ 15,989	\$ 13,650	\$ 24,325	\$ 40,915	\$ 19,830
Supplies	\$ 6,075	\$ 7,454	\$ 9,050	\$ 4,180	\$ 4,580
Transfers Out	\$ -	\$ -	\$ -	\$ 200,000	\$ -
Total Expenditures	\$ 164,215	\$ 180,009	\$ 206,875	\$ 404,236	\$ 197,759
% Inc/Dec		10%	15%	95%	-51%
Revenues less Expenditures	\$ 4,346	\$ 62,859	\$ 44,760	\$ (121,386)	\$ 23,291
% Inc/Dec		1346%	-29%	-371%	-119%
Beginning Net Position	\$ 49,433	\$ 53,779	\$ 116,639	\$ 161,398	\$ 40,012
Ending Net Position	\$53,779	\$ 116,639	\$ 161,398	\$ 40,012	\$ 63,303

- The Valley Home Store budgeted a 22% decrease in its revenue for 2020. Most revenue for this entity comes from administrative fees earned through the sale of deed restricted housing units. We believe real estate sales will slow slightly in 2020.
- The Valley Home Store is consolidated into the Eagle County Housing and Development Authority in the county's comprehensive annual 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.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$5,737	6.50			\$0.10	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Federal Grants	\$ -	\$ 500,000	\$ 175,355	\$ -	\$ -
State & Local Grants	\$ -	\$ 34,224	\$ -	\$ 140,000	\$ -
Investment Earnings	\$ 264	\$ 286	\$ 1,283	\$ -	\$ 1,200
Rents & Royalties	\$ 4,463,673	\$ 4,495,101	\$ 4,479,709	\$ 4,451,620	\$ 4,641,107
Miscellaneous	\$ 17,357	\$ -	\$ 28,029	\$ 33,430	\$ 3,000
Total Revenues	\$ 4,481,294	\$ 5,029,612	\$ 4,684,375	\$ 4,625,050	\$ 4,645,307
% Inc/Dec		12%	-7%	-1%	0%
<i>Expenditures</i>					
FTEs	7.00	6.50	6.50	6.50	6.50
Salaries & Benefits	\$ 497,985	\$ 514,479	\$ 483,828	\$ 472,723	\$ 517,942
Training Benefits	\$ 1,549	\$ 1,009	\$ 690	\$ 1,500	\$ 1,500
Purchased Services	\$ 1,236,603	\$ 1,386,485	\$ 1,430,990	\$ 1,656,627	\$ 1,677,600
Supplies	\$ 59,344	\$ 68,000	\$ 74,493	\$ 73,805	\$ 63,910
Capital Outlay & Leases	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation & Amortization	\$ 863,687	\$ 805,448	\$ 923,108	\$ -	\$ -
Grants & Contributions Issued	\$ -	\$ -	\$ -	\$ -	\$ -
Principal Payments	\$ -	\$ -	\$ -	\$ 971,365	\$ 768,778
Interest Expense	\$ 686,579	\$ 671,973	\$ 722,288	\$ 1,008,395	\$ 1,109,840
Transfers Out	\$ -	\$ -	\$ 500,000	\$ 800,000	\$ 500,000
Total Expenditures	\$ 3,345,746	\$ 3,447,393	\$ 4,135,397	\$ 4,984,415	\$ 4,639,570
% Inc/Dec		3%	20%	21%	-7%
Revenues less Expenditures	\$ 1,135,548	\$ 1,582,218	\$ 548,978	\$ (359,365)	\$ 5,737
% Inc/Dec		39%	-65%	-165%	-102%
Beginning Net Position	\$ (2,212,582)	\$ (1,077,034)	\$ 505,184	\$ 1,054,162	\$ 694,797
Ending Net Position	\$ (1,077,034)	\$ 505,184	\$ 1,054,162	\$ 694,797	\$ 700,534

- Beginning in 2019, we are using the modified accrual basis for budgeting, so we do not budget depreciation costs; however, we do budget capital outlays and the reduction of principal loan balances through the principal payments line item. These amounts will be adjusted, as necessary, to reconcile this budget basis of accounting to the full accrual method used within the county's comprehensive annual financial report.
- The transfer out line item includes a budgeted contribution of funds from Lake Creek Village to the Eagle County Housing and Development Authority.
- Interest expense went up in 2019 because Lake Creek Village now has additional debt as explained in the [Current Debt Obligations](#) section of this report.
- Lake Creek Village Apartments is consolidated into the Eagle County Housing and Development Authority in the county's comprehensive annual financial report.

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.

2020 Overview					
Net Use of Funds	FTEs			Net Use per Capita	
\$48,783	0.72			\$0.89	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
Revenues					
Federal Grants	\$ 51,612	\$ 73,034	\$ 50,502	\$ -	\$ -
State & Local Grants	\$ -	\$ -	\$ -	\$ -	\$ 12,000
Investment Earnings	\$ 95	\$ 152	\$ 1,102	\$ 72	\$ 1,200
Rents & Royalties	\$ 245,497	\$ 246,115	\$ 247,590	\$ 246,172	\$ 246,040
Total Revenues	\$ 297,204	\$ 319,301	\$ 299,194	\$ 246,244	\$ 259,240
% Inc/Dec		7%	-6%	-18%	5%
Expenditures					
FTEs	0.60	0.72	0.72	0.72	0.72
Salaries & Benefits	\$ 62,097	\$ 39,068	\$ 52,349	\$ 53,173	\$ 56,872
Training Benefits	\$ 575	\$ -	\$ 1,502	\$ 720	\$ 720
Purchased Services	\$ 112,751	\$ 109,130	\$ 114,634	\$ 156,915	\$ 205,998
Supplies	\$ 4,711	\$ 5,080	\$ 3,874	\$ 8,270	\$ 8,090
Capital Outlay & Leases	\$ -	\$ -	\$ -	\$ -	\$ -
Depreciation & Amortization	\$ 82,916	\$ 84,181	\$ 84,181	\$ -	\$ -
Principal Payments	\$ -	\$ -	\$ -	\$ 11,399	\$ 12,098
Interest Expense	\$ 82,479	\$ 78,516	\$ 81,671	\$ 27,112	\$ 24,245
Total Expenditures	\$ 345,529	\$ 315,975	\$ 338,212	\$ 257,589	\$ 308,023
% Inc/Dec		-9%	7%	-24%	20%
Revenues less Expenditures	\$ (48,325)	\$ 3,327	\$ (39,018)	\$ (11,345)	\$ (48,783)
% Inc/Dec		-107%	-1273%	-71%	330%
Beginning Net Position	\$ 366,698	\$ 318,373	\$ 321,700	\$ 282,681	\$ 271,336
Ending Net Position	\$ 318,373	\$ 321,700	\$ 282,681	\$ 271,336	\$ 222,553

- Beginning in 2019, we are using the modified accrual basis for budgeting, so we do not budget depreciation costs; however, we do budget capital outlays and the reduction of principal loan balances through the principal payments line item. These amounts will be adjusted, as necessary, to reconcile this budget basis of accounting to the full accrual method used within the county's comprehensive annual financial report.
- Rents are budgeted to remain stable for 2020.
- Purchased services increased for concrete work and the removal of trees from 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 E911 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.

2020 Overview					
Net Addition of Funds	FTEs			Net Addition per Capita	
\$189,102	N/A			\$3.45	
Account Classification	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Budget
<i>Revenues</i>					
Charges For Services	\$ 948,675	\$ 982,153	\$ 932,656	\$ 969,007	\$ 1,285,484
Investment Earnings	\$ 3,711	\$ 5,320	\$ 6,148	\$ 4,500	\$ 3,033
Total Revenues	\$ 952,386	\$ 987,473	\$ 938,804	\$ 973,507	\$ 1,288,517
% Inc/Dec		4%	-5%	4%	32%
<i>Expenditures</i>					
Purchased Services	\$ 206,111	\$ 190,450	\$ 221,680	\$ 221,856	\$ 239,530
Interdepartmental Services	\$ -	\$ -	\$ -	\$ 2,000	\$ 12,855
Intergovernmental Expenditures	\$ 737,377	\$ 771,559	\$ 774,562	\$ 816,454	\$ 845,030
Supplies	\$ 2,500	\$ 2,500	\$ 5,677	\$ -	\$ -
Depreciation & Amortization	\$ 39,860	\$ 39,861	\$ 41,681	\$ -	\$ -
Capital Outlay & Leases	\$ -	\$ -	\$ -	\$ 191,526	\$ 2,000
Total Expenditures	\$ 985,848	\$ 1,004,370	\$ 1,043,600	\$ 1,231,836	\$ 1,099,415
% Inc/Dec		2%	4%	18%	-11%
Revenues less Expenditures	-\$33,462	-\$16,896	-\$104,796	-\$258,329	\$189,102
% Inc/Dec		-50%	520%	147%	-173%
Beginning Net Position	\$ 541,854	\$ 508,392	\$ 527,718	\$ 422,922	\$ 164,593
Ending Net Position	\$ 508,392	\$ 491,496	\$ 422,922	\$ 164,593	\$ 353,695

- Revenues for 2020 are projected to increase by 32%. This is due to an increase in the telephone surcharge rate from \$1.25 per line to \$1.65 per line.
- The largest expenditure line item for this authority is its payment to the town of Vail which runs the 911 dispatch center.
- The decrease in capital outlay is due to an updated phone system for the 911 service that was budgeted to be purchased by the authority in 2019.

Fund Balances and Net Position

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. The following table shows a summary of 2016 - 2018 audited fund balance or net position for each fund included in the Eagle County budget, along with the estimates for 2019 and 2020 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	2016 Actual	2017 Actual	2018 Actual	2019 Estimate	2020 Estimate
Beginning Fund Balance/Net Position	\$ 136,410,338	\$ 144,792,259	\$ 145,507,442	\$ 159,031,073	\$ 125,565,214
General Fund	\$28,049,060	\$26,530,431	\$31,565,465	\$27,814,513	\$27,204,788
Road & Bridge Fund	\$6,502,845	\$5,873,778	\$6,617,780	\$7,048,188	\$7,283,951
Human Services Fund	\$2,633,218	\$2,523,934	\$2,520,481	\$2,088,946	\$1,687,617
Offsite Road Improvement Fund	\$984,957	\$946,685	\$931,955	\$769,955	\$764,955
ECO Transit Fund	\$6,988,501	\$5,686,898	\$5,561,585	\$5,152,685	\$5,589,429
ECO Trails Fund	\$1,192,910	\$1,752,439	\$2,120,000	\$676,881	\$802,222
Roaring Fork Transportation Fund	\$75,703	\$133,443	\$138,123	\$138,123	\$138,123
Roaring Fork Trails Fund	\$8,773	\$13,444	\$13,944	\$13,944	\$13,944
Airport Fund	\$3,003,219	\$3,110,806	\$4,431,775	\$2,248,311	\$2,778,857
* Eagle County Air Terminal Corporation	\$26,163,235	\$27,490,931	\$29,140,175	\$7,859,495	\$8,917,316
Conservation Trust Fund	\$318,853	\$337,788	\$88,144	\$86,643	\$95,443
800 MHZ Fund	\$1,102,445	\$1,072,968	\$1,008,400	\$1,012,646	\$1,021,532
Emergency Reserve/TABOR Fund	\$2,301,702	\$2,663,799	\$2,701,616	\$2,728,616	\$2,728,616
Public Health Fund	\$943,562	\$1,103,582	\$503,387	\$333,187	\$189,447
Mental Health Fund	\$0	\$0	\$894,601	\$641,559	\$302,737
Open Space Fund	\$5,065,115	\$314,476	\$2,537,357	\$5,796,049	\$6,747,076
Capital Improvements Fund	\$8,011,173	\$7,843,080	\$6,038,936	\$3,913,907	\$7,024,194
* Landfill Fund	\$13,721,750	\$14,897,496	\$15,601,150	\$15,996,972	\$16,140,828
* Fleet Fund	\$14,712,357	\$16,025,331	\$16,780,118	\$15,334,693	\$14,253,249
* Insurance Reserve Fund	\$289,990	\$322,852	\$240,343	\$110,263	\$301,468
* Health Insurance Fund	\$5,256,564	\$8,323,703	\$10,321,686	\$7,728,298	\$5,625,820
Housing Operations Fund	\$1,383,317	\$892,883	\$932,515	\$932,515	\$932,515
Housing Loan Fund	\$1,533,871	\$1,312,787	\$1,108,738	\$788,738	\$588,738
Workforce Housing Rentals Fund	\$0	\$0	\$0	\$0	\$0
* EC Housing and Development Authority	\$14,745,628	\$14,898,889	\$15,311,635	\$15,179,348	\$15,219,250
* The Valley Home Store	\$53,779	\$116,639	\$161,398	\$40,012	\$63,303
* Lake Creek Village Apartments	-\$1,077,034	\$505,184	\$1,054,162	\$694,797	\$700,534
* Golden Eagle Apartments	\$318,373	\$321,700	\$282,681	\$271,336	\$222,553
* E911 Fund	\$508,392	\$491,496	\$422,922	\$164,593	\$353,695
Ending Fund Balance/Net Position	\$ 144,792,259	\$ 145,507,442	\$ 159,031,073	\$ 125,565,214	\$ 127,692,201
Annual Change in Fund Balance/Net Position	\$ 8,381,921	\$ 715,182	\$ 13,523,631	\$ (33,465,859)	\$ 2,126,987

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

- Eagle County is expected to end 2020 with a total fund balance/net position of \$128 million, which is \$2 million more than its estimated beginning fund balance/net position of \$126 million. This represents a 2% increase.
- The fund balance of the General Fund is budgeted to decrease by \$610,000 (2%) in 2020. This decrease is a result of one-time contributions to a variety of local non-profits as described in the [General Fund - Board of County Commissioners \(Elected Office\)](#) section of this book. The fund balance remains significantly higher than the current minimum reserve policy target of \$13.1 million.

Fund Balances and Net Position (continued)

Changes in estimated fund balance of greater than 15% are described below:

- The Human Services fund's fund balance is expected to decrease by \$365,000 (17%) in 2020. The use of fund balance in this fund is due to decreasing reimbursements from the state mandated programs that are housed within this fund and increasing costs of operating these programs.
- The ECO Trails, Airport, Open Space, Capital Improvements, Insurance Reserve, E911 Authority, and The Valley Home Store fund balances/net positions are all expected to increase by more than 15%. The increases will be used for projects in future years.
- The Public Health fund's fund balance is budgeted to decrease \$144,000 (43%). This fund has been trending towards decreasing grant revenue and increasing costs over the past 5 years. With an expected ending fund balance of just \$189,000 at the end of 2020, staff will be discussing ways to increase funding - either through outside grants, a larger transfer from the General Fund, a decrease of costs throughout the year, or combination of all three.
- The Mental Health fund's fund balance is budgeted to decrease \$338,000 (53%) by the end of 2020. This is a planned use of fund balance and spend down of the money transferred into this fund in 2018.
- The Health Insurance fund's fund balance is budgeted to decrease by \$2.1 million (27%) in 2020. 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 2019 and again in 2020 will bring this closer to our targeted balance.
- The Housing Loan fund is budgeted to reduce its fund balance by \$200,000 (25%) in 2020. 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 revolves the cash into new down payment assistance loans.
- The Golden Eagle Apartments net position is budgeted to decrease by \$49,000 (18%) to \$223,000. Golden Eagle is planning some extensive landscaping work and concrete replacement in 2020. Neither of these projects are planned to recur in future years.

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 BoCC may redistribute portions of the total 8.499 mills to different funds, as allowed by law, but may not raise the total mill levy without voter approval. Further, as required by voter approval, the Open Space fund must receive 1.5 mills and this cannot be reduced without voter approval.

The following chart shows the county's current mill levy that was approved by the BoCC on December 13, 2019 (the 2020 Mill Levy) as compared to the 2019 Mill Levy.

	2019 Mill Levy	2020 Mill Levy
General Fund	5.285	4.590
Road and Bridge	1.359	1.359
Human Services	0.240	0.935
Open Space	1.500	1.500
Capital Improvement	0.061	0.000
Insurance Reserve	0.054	0.115
Total Mill Levy	8.499	8.499
% of Increase		0.00%

- The Human Services fund mill increased by 0.695 to 0.935 mills. The General Fund's mill was decreased by that same amount. This change was made to accommodate all human service programs operating within the Human Services fund.
- The Capital Improvement fund will no longer receive any property tax revenue. It will continue to be primarily funded by sales tax. The mill that had been dedicated to this fund was moved to the Insurance Reserve fund as costs within that fund continue to increase.

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 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.

We are including an example of our Capital Improvements (CIP) fund financial forecasting models in this document. 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 funded from this fund, and transfers in from other funds. Projected revenue sources are analyzed utilizing trends as well as economic expectations into the future. The county's sales taxes have steadily rebounded after having declined due to the 2008 recession. Most economists predict a mild recession in the next 2 to 5 years. The set of assumptions below indicate a 10% decline in sales tax revenues in 2021, another decline in 2022 and then a slow rebound. The exercise of long range planning includes a best case, worst case, and expected case analysis for all revenues.

After reviewing revenue projections, we reviewed all requested expenditures. The table below shows a summary of all requests that were ranked either as needs, or high or medium priority wants. It was determined that to do all of these projects, we need additional funding sources, so transfers in from the General Fund are shown. This request of funds from the General Fund ties in with the General Fund's long term plan.

Capital Improvements Fund - Revenue Assumptions (Expected)											
	Actual	Expected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Revenues											
Sales Tax Revenue	\$ 6,230,320	\$ 6,723,142	\$ 6,884,775	\$ 6,196,298	\$ 5,886,483	\$ 5,945,347	\$ 6,004,801	\$ 6,064,849	\$ 6,125,497	\$ 6,186,752	\$ 6,248,620
Property Tax Revenue	\$ 189,063	\$ 188,313	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sales Tax % Growth	7.81%	7.91%	2.40%	-10.00%	-5.00%	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
Prop Tax % Growth	5.47%	-100%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Transfer In	\$ 20,543			\$ 500,000		\$ 500,000			\$ 1,500,000		\$ 1,000,000
Other Revenue	\$ 3,811	\$ 9,745,679	\$ 225,732	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000	\$ 225,000
Total Revenue	\$ 6,443,737	\$ 16,657,134	\$ 7,110,507	\$ 6,921,297	\$ 6,111,483	\$ 6,670,347	\$ 6,229,801	\$ 6,289,849	\$ 7,850,497	\$ 6,411,752	\$ 7,473,620
Expenditures											
Needs	\$ 3,514,689	\$ 3,556,193	\$ 3,295,000	\$ 3,809,000	\$ 4,379,000	\$ 3,843,500	\$ 3,968,500	\$ 3,884,000	\$ 4,082,250	\$ 3,963,500	\$ 4,192,500
Wants - High Priority	\$ 1,407,051	\$ 11,053,364	\$ 378,220	\$ 7,550,000	\$ 1,550,000	\$ 1,550,000	\$ 1,550,000	\$ 1,550,000	\$ 1,550,000	\$ 1,550,000	\$ 1,550,000
Wants - Medium Priority	\$ 3,305,600	\$ 4,172,606	\$ 327,000	\$ 2,050,000	\$ -	\$ 1,500,000	\$ 500,000		\$ 3,500,000		\$ 2,500,000
Total Expenditures	\$ 8,227,340	\$ 18,782,163	\$ 4,000,220	\$ 13,409,000	\$ 5,929,000	\$ 6,893,500	\$ 6,018,500	\$ 5,434,000	\$ 9,132,250	\$ 5,513,500	\$ 8,242,500
Net use of funds	\$(1,783,603)	\$(2,125,029)	\$ 3,110,287	\$ (6,487,703)	\$ 182,483	\$(223,153)	\$ 211,301	\$ 855,849	\$(1,281,753)	\$ 898,252	\$(768,880)
Beginning Balance	\$ 7,822,540	\$ 6,038,937	\$ 3,913,908	\$ 7,024,195	\$ 536,493	\$ 718,975	\$ 495,823	\$ 707,124	\$ 1,562,973	\$ 281,220	\$ 1,179,473
Ending Balance	\$ 6,038,937	\$ 3,913,908	\$ 7,024,195	\$ 536,493	\$ 718,975	\$ 495,823	\$ 707,124	\$ 1,562,973	\$ 281,220	\$ 1,179,473	\$ 410,592

The results of this long term plan exercise showed 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. Additionally, it showed the need to utilize funding sources outside of the sales tax projections to meet all of the current capital needs and high and medium priority wants.

2020 Budget Process

Planning for the next year’s budget is an ongoing process and began in earnest in July 2019 when the county manager’s office and the finance department delivered the 2020 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 and finance director met with departments to perform service area reviews. Included in those reviews were discussions regarding the budget process and key budget priorities. Finally, a committee made up of the county manager, deputy county managers, finance director 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, the finance director and county managers 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. After several additional discussions between the board of county commissioners, county management, and staff, the final budget was presented to the BoCC for its consideration on December 10, 2019 and was adopted on December 13, 2019. The following calendar shows the process.

2020 Budget Calendar

Date	Action Item	Participants
July 3	Deliver budget message, calendar, and forms. Departments can begin input into New World budget module.	CMO, Finance Director, Elected Officials, Directors and other staff involved in the budget process.
July 24	Budget Q&A - Training on how to input your budgets.	Finance department. Anyone interested in attending.
Aug. 12	Meet to discuss economic trends and revenue forecasting (sales tax, building fees, landfill fees, C&R Fees).	Finance department, other departments dependent upon these revenue sources. Add to your calendar here.
Aug. - Sept.	Service Area Reviews - Opportunity to discuss budget requests	Finance, CMO, Department heads. Elected Officials if desired.
Sept. 9	All budgets input into New World. Department input process closes. All FTE and CIP request forms are due.	All offices and departments
Sept. 18	CIP committee meets to discuss requests.	CIP committee
Sept. 25	FTE committee meets to discuss requests.	FTE committee
Oct. 4	Submit proposed budget to governing body (CRS 29-1-105) and publish "Notice of Budget" (CRS 29-1-106(1)). Deadline October 15.	Finance Director

2020 Budget Process (continued)

Date	Action Item	Participants
Oct. 8	Budget Discussion with BoCC	BoCC, CMO, Finance Director, Elected Officials and Directors
Oct. 29	Budget Discussion with BoCC	BoCC, CMO, Finance Director, Elected Officials and Directors
Nov. 12	Budget Discussion with BoCC	BoCC, CMO, Finance Director, Elected Officials and Directors
Dec. 10	2020 Budget Presentation to BoCC and public	BoCC, CMO, Finance Director, Elected Officials and Directors
Dec. 13	BoCC adopts 2020 budget and sets and certifies County's mill levy.	BoCC, CMO, Finance Director
Dec. 20	County commissioners to levy taxes and to certify the levies to the assessor.	BoCC, Finance Director

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 finance director. The finance director 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 and 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 two 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.

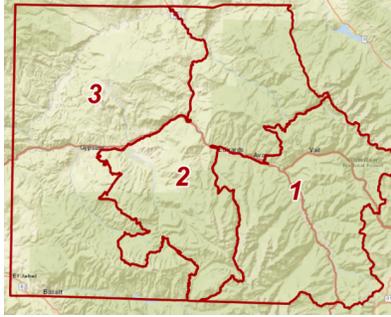


Kathy Chandler- Henry represents District 2 and was appointed in July of 2013 to fill the final two years of the term. She was elected for her first four-year term in 2016. Kathy is the county's representative to the Water Quality Quantity Committee, Ruedi Reservoir Water and Power Authority, Northwest Colorado Council of Government Economic Development District Board of Directors, Lake Creek Affordable Housing Corporation Board, FirstNet Governing Board, and the Colorado River Water Conservation District Board of Directors.

Jeanne McQueeney represents District 3 and is the 2019 BoCC Chair. Her term began on January 3, 2015. She was re-elected November 6, 2018 to serve her second 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. 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

The last election was held November 6, 2018. The current elected officials are:

Mark Chapin, Assessor

James Van Beek, Sheriff

Regina O'Brien, Clerk and Recorder

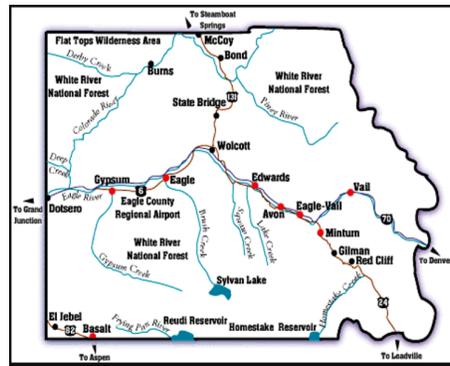
Kelly L. Miller, Surveyor

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.

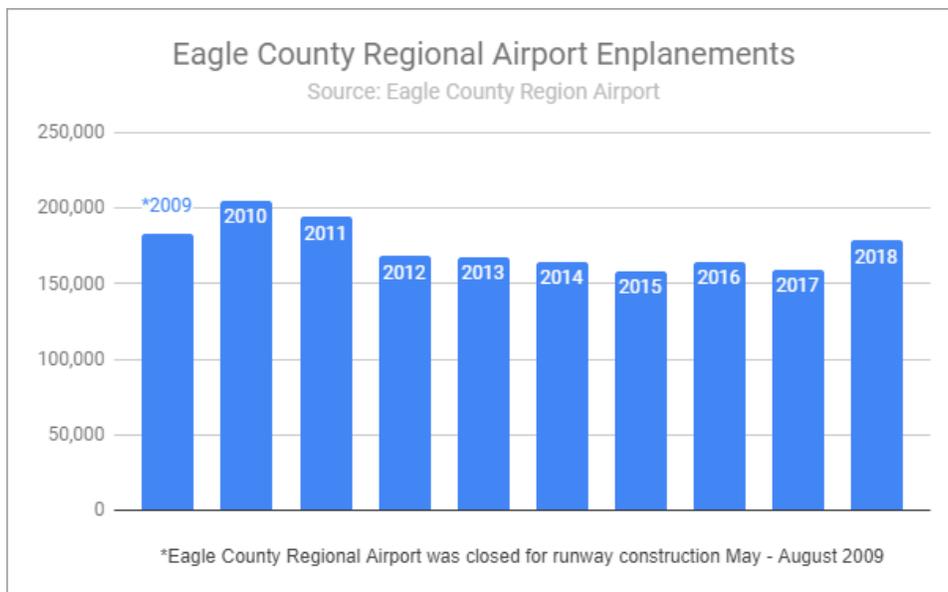
Fortune hunters and settlers scoured the state, striking lead carbonate ore in Leadville in 1874. The strike brought many prospectors to the valley, and by 1879 a permanent camp was established and the town of Red Cliff was born. Eagle County was carved from Summit County by the Colorado legislature 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.



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.

COLORADO COUNTY BUDGET COMPARISON			
2019			
	<u>Eagle</u>	<u>Garfield</u>	<u>La Plata</u>
Total Population	54,993	59,770	56,310
Population % Change 2010- 2018	5.40%	6.00%	9.70%
Total FTE (2018 CAFR)	487	503	400
Total FTE (2019 Budget)	508	504	393
Total Budgeted Revenues (2019 Approved) All Funds	123,788,039	89,583,728	73,653,004
Total Budgeted Expenditures (2019 Approved) All Funds	144,278,277	101,952,394	91,146,073
Total Budgeted Revenues (2019 Approved) General Fund	46,124,859	52,732,986	35,415,471
Total Budget Expenditures (2019 Approved) General Fund	48,624,859	54,195,001	40,541,114

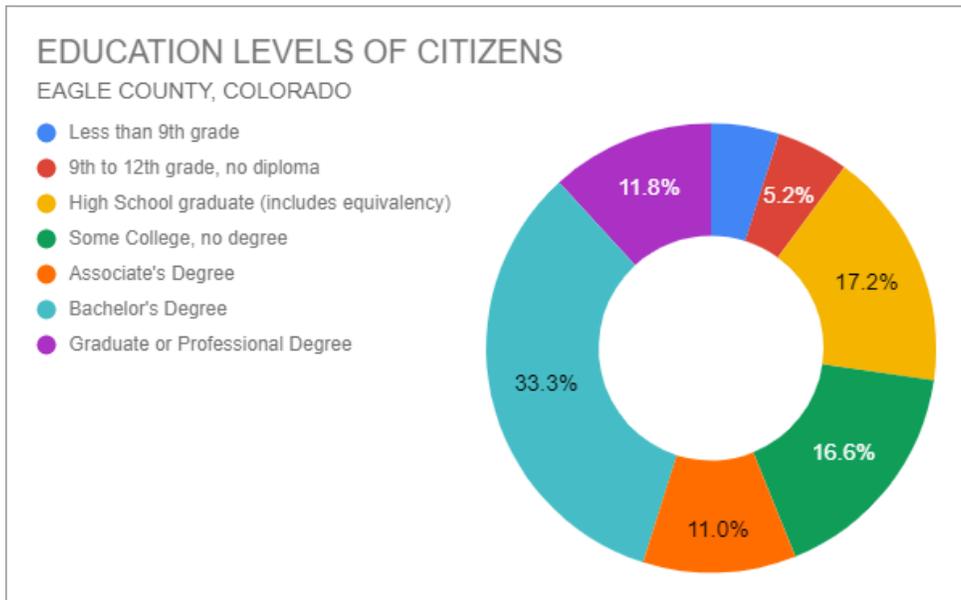
Source: https://www.colorado-demographics.com/counties_by_population, <https://www.census.gov/quickfacts>, respected Counties CAFR

Eagle County has a population of almost 55,000. As of July, 1 2018 there was a total of 32,823 housing units and 17,750 households.

EAGLE COUNTY, COLORADO DEMOGRAPHIC STATISTICS LAST 10 FISCAL YEARS										
	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Population Total	51,049	52,513	52,092	51,768	51,921	52,460	52,921	53,989	54,772	54,993
Percent Change	2.5%	2.9%	-0.8%	-0.6%	0.3%	1.0%	0.9%	2.0%	1.5%	0.4%
Births	866	864	888	886	844	754	n/a	n/a	n/a	n/a
Deaths	98	102	190	195	204	213	n/a	n/a	n/a	n/a
Net Migration	457	641	1,388	(1,293)	1,227	133	n/a	n/a	n/a	n/a
Population Change	1246	1464	-421	-324	153	539	461	1068	783	221
Median Age	36.3	36.6	34	34.9	36	36	36.5	36.7	37	37.4
School Enrollment	5,902	6,107	6,181	6,408	6,383	6,713	6,546	6,901	6,956	6,863
Percent Change	-0.6%	3.5%	1.2%	3.7%	-0.4%	5.2%	-2.5%	5.4%	0.8%	-1.3%
Labor Force	31,446	29,377	29,425	29,793	29,391	32,739	32,910	33,651	36,504	36,207
Percent Change	-0.6%	-6.6%	0.2%	1.3%	-1.3%	11.4%	0.5%	2.3%	8.5%	-0.8%
Unemployment Rate										
Percentage	7.90%	9.60%	9%	8.10%	6.60%	4.20%	3.10%	2.80%	2.30%	2.70%
Vehicle Registration	51,945	50,669	51,830	52,251	54,360	56,045	57,083	59,378	59,759	60,080
Percent Change	-1.77%	-2.46%	2.29%	0.81%	4.04%	3.10%	1.85%	4.02%	0.64%	0.54%
Median Household Income \$	\$ 77,900	\$ 76,500	\$ 75,400	\$ 76,400	\$ 77,200	\$ 78,300	\$ 77,600	\$ 79,600	\$ 80,600	\$ 83,803
Percent Change	3.3%	-1.8%	-1.4%	1.3%	1.0%	1.4%	-0.9%	2.6%	1.3%	4.0%

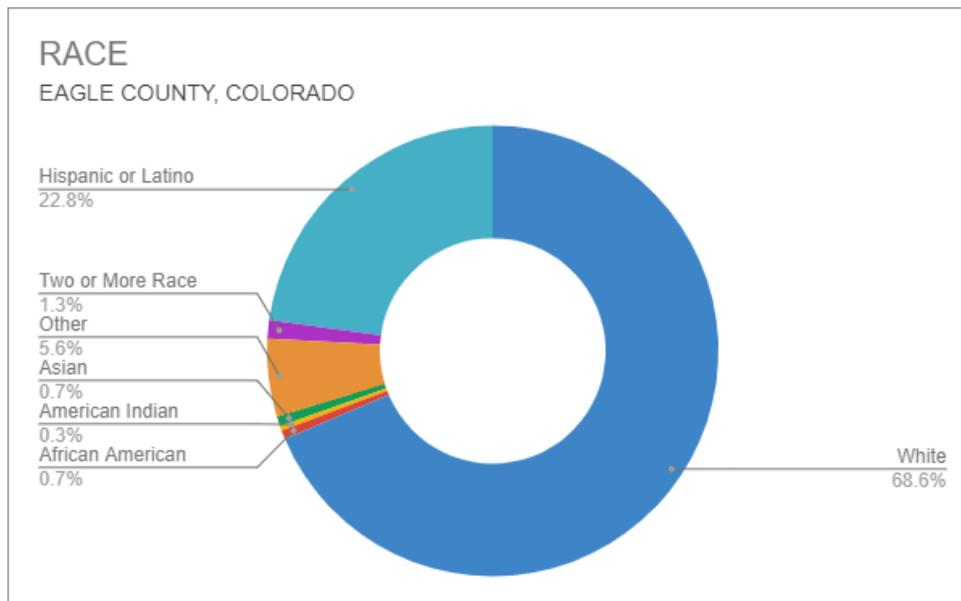
Sources: Demographic Section of the Colorado Division of Local Government and Labor Market Services, U.S. Census and other statistics
 School enrollment obtained from Eagle County School District Admin Offices for entire County
 Area Median Income based on household size of three from Housing and Urban Development

The education level statistics were compiled from the 2017 American Community Survey. This survey polled the population 25 years of age or older.



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

The racial makeup of Eagle County residents is shown below.



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

Economics

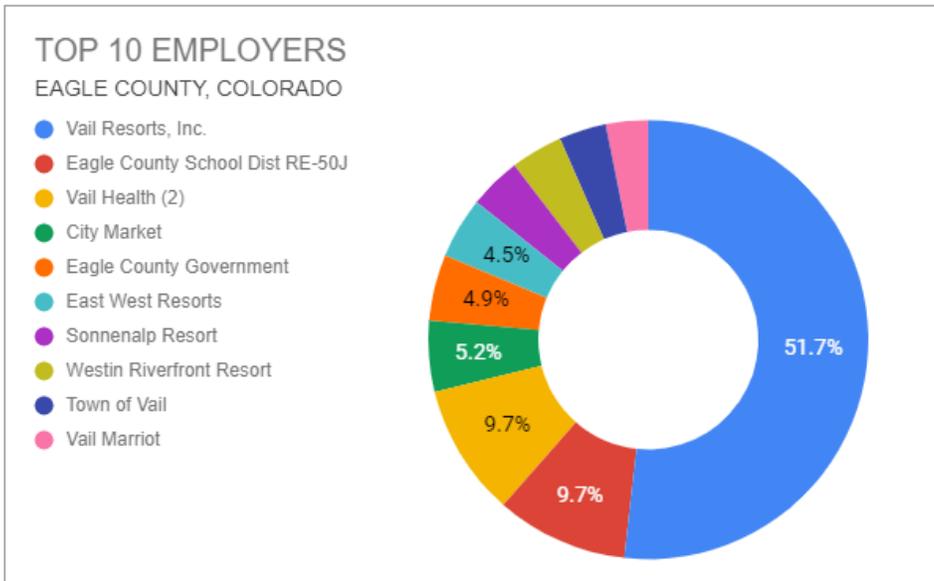
Vail Resorts, Inc. is the largest employer in Eagle County. Other top employers include the Eagle County School District, Vail Health, City Market, and Eagle County Government.

2018 Estimated Number of Employees (1)				
Employer	Industry	Ski Season (Dec-Apr)	Off Season & Summer (May-Nov)	Annual Average
Vail Resorts, Inc.	Ski resorts	8,232	3095	5,235
Eagle County School Dist RE-50J	Education	1,000	1,000	1,000
Vail Health (2)	Health care	1,005	978	989
City Market	Grocers - Retail	600	500	542
Eagle County Government	Government	487	487	487
East West Resorts	Hotel	502	417	452
Sonnenalp Resort	Hotel	385	418	404
Westin Riverfront Resort	Hotel	422	389	403
Town of Vail	Government	348	348	348
Vail Marriot	Hotel	375	297	330
Top 10 employers				10,488
All other employers				24,730
Total Employed				35,218

(1) Due to the seasonal nature of the majority of the businesses in the County, these employers have provided estimated employee figures based on the ski season, which runs from approximately mid-November through mid-April and the off-season/summer season which generally runs from mid-April through mid-November.

(2) Vail Health was previously known as Vail Valley Medical Center.

Source: Individual employers of Eagle County & Vail Valley Economic Development Statistical Report
Bureau of Labor Statistics <https://www.bls.gov/iaa/laucnty08.xls>



Eagle County has a gross assessed valuation of \$3.8 billion across all types of property. Its largest taxpayers are shown in the table below.

2019 LARGEST PROPERTY TAX PAYERS			
EAGLE COUNTY, COLORADO			
<u>Taxpayer</u>	<u>Type of Business</u>	2018 Assessed Valuation	% of Total Assessed Valuation
Vail Corp.	Skiing and Real Estate Development	\$ 80,274,830	2.10%
DiamondRock Vail Owner, LLC	Lodging Industry	42,688,980	1.12%
Ashford BC LP	Real Estate Development	41,867,600	1.09%
EX Vail LLC	Real Estate Development	32,028,020	0.84%
Union Pacific Corp.	Railroad	30,791,300	0.80%
Arrabelle at Vail Square	Lodging Industry	28,646,250	0.75%
Vail Hotel Partners LLC	Real Estate Development	24,939,990	0.65%
Vail Associates Inc	Skiing and Real Estate Development	18,529,780	0.48%
Public Service Co. of Colorado (XCEL)	Utility	18,123,900	0.47%
Holy Cross Electric Assoc. Inc.	Utility	17,501,800	0.46%
	Total Assessed Valuation for 10 Largest Taxpayers	<u>335,392,450</u>	<u>8.77%</u>
	Total Assessed Valuation for All Other Taxpayers	<u>3,489,827,680</u>	<u>91.23%</u>
		<u>\$3,825,220,130</u>	<u>100.00%</u>

Source: Eagle County Assessor's Office

Budget Approval Resolution

Commissioner CHANDLER ^{Here} moved adoption
Of the following Resolution:

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

RESOLUTION NO. 2019- 091

**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 2020.**

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 2020, beginning January 1, 2020, and ending December 31, 2020; and

WHEREAS, a public hearing on the proposed 2020 budget for the County of Eagle was held December 10, 2019; and

WHEREAS, pursuant to public notice duly published in accordance with C.R.S. §29-1-106, as amended, the proposed 2020 budget for the County of Eagle has continuously been open for public inspection from October 4, 2019; a public hearing was held December 5, 2019, before the Board to consider the adoption of the subject 2020 proposed budget; and interested taxpayers were and have continuously been given the opportunity to file or register any objections to the subject proposed 2020 budget; and

WHEREAS, the Board has made provisions within the 2020 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 2020 budget; and

WHEREAS, C.R.S. §29-1-108 (2) requires the Board to enact a resolution making appropriations for fiscal year 2020 in accordance with the adopted 2020 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 One Hundred Thirty Four Million, Three Hundred Nine Thousand, Six Hundred Forty Four dollars (\$134,309,644) is the amount of the proposed expenditures for the County of Eagle, State of Colorado, fiscal year 2020.

- 1 -

THAT, the Board hereby adopts as the budget of the County of Eagle, State of Colorado, for the 2020 fiscal year the 2020 proposed budget considered and approved, with any amendments so noted, by the Board on December 113, 2019, in the total aforesaid amount of One Hundred Thirty Four Million, Three Hundred Nine Thousand, Six Hundred Forty Four dollars (\$134,309,644) 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.

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 2020 budget for the County of Eagle and associated working documents, and during the various public budget meetings/hearing referred to hereinabove:



General Fund:	\$ 43,423,412
Special Revenue Funds:	
Road and Bridge Fund	\$ 8,899,157
Human Services Fund	\$ 7,874,825
Offsite Road Improvements Fund	\$ 5,000
ECO Transit Fund	\$ 14,056,970
ECO Trails Fund	\$ 824,118
Roaring Fork Valley Transportation Fund	\$ 639,277
Roaring Fork Valley Trails Fund	\$ 74,315
Airport Fund	\$ 5,311,846
Conservation Trust Fund	\$ 111,200
800 MHz Fund	\$ 582,097
Emergency Reserve (TABOR) Fund	\$ -
Public Health Fund	\$ 5,579,564
Mental Health Fund	\$ 952,251
Housing Loan Fund	\$ 200,000
Housing Operations Fund	\$ 996,539
Workforce Housing Rentals Fund	\$ 194,438
Open Space Fund	\$ 4,128,063
Capital Improvements Fund	\$ 4,000,220
Enterprise Funds:	
Landfill Fund	\$ 3,360,244
Internal Service Funds:	
Fleet Fund	\$ 8,288,049
Insurance Reserve Fund	\$ 960,313
Health Insurance Fund	\$ 11,129,582
Blended Component Units:	
Eagle County Housing and Development Authority	\$ 1,358,862
The Valley Home Store	\$ 197,759
Lake Creek Village Apartments	\$ 4,639,570
Eagle County Air Terminal Corporation	\$ 5,114,535
Discretely Presented Component Units:	
E911 Authority	\$ 1,099,415
Golden Eagle Elderly Housing Corporation	\$ 308,023
Total Appropriations for all Eagle County Funds	\$ 134,309,644

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 2020 budget and the 2020 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 113th day of December, 2019.



ATTEST:

Kathleen O'Brien
Clerk to the Board of
County Commissioners

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

By:

Jeanne McQueeney
Jeanne McQueeney
County Commissioners Chair
Kathy Chandler-Henry
Kathy Chandler-Henry
Commissioner
Matt Scherr
Matt Scherr
Commissioner

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

Commissioner McQueeney	<u>Ann</u>
Commissioner Chandler-Henry	<u>Ann</u>
Commissioner Scherr	<u>Ann</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 GOVERNMENT

Financial Management Policies

Prepared By the Eagle County Finance Department
For the Eagle County Board of County Commissioners 6/16/2015

I. SUMMARY OF FINANCIAL POLICIES AND GOALS

A. Overview

The Financial Management Policies for Eagle County Government (the County) serve multiple purposes, including, but not limited to: 1) formalizing the Board of County Commissioner's policy direction regarding financial management, 2) helping ensure that the County continues to be transparent and "exemplary stewards of the public trust", 3) maintaining and enhancing the sound fiscal condition of the County, 4) facilitating communications and expectations between Commissioners, various elected and appointed officials, County staff and constituents, 5) documenting the organization's responsibilities for safeguarding assets, verifying the accuracy of financial data, promoting operational efficiency and ensuring adherence to prescribed policies and compliance with federal and state regulations, 6) ensuring that appropriate reviews, monitoring, and approvals take place, and 7) setting a tone within the organization for ethical conduct and integrity. Periodic reviews and updates of the policies shall be conducted as needed. As circumstances change, it is anticipated that existing financial policies will need to be modified.

B. Ethics and Principles

The Board of County Commissioner's (referred to also as BoCC and the Board) is committed to the highest standards of conduct in the performance of its public duties. Individual and collective adherence to high ethical standards by public officials is central to the maintenance of public trust and confidence in government. The BoCC expects all elected officials, appointed officials, and staff to apply the following principles while adhering to the financial policies:

- Promote decisions with the public's interest in mind.
- Actively promote public confidence in Eagle County Government.

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- Faithfully comply with all laws, regulations, and policies applicable to the County.
- Effectively manage and safeguard all funds and County assets that are your responsibility.
- Maintain a respectful attitude toward the public, employees, elected officials, colleagues, and associates.
- Cooperate effectively with other governmental agencies, political subdivisions, and all other organizations in order to further the public interest of the County.
- Engage only in outside interests which are compatible with the impartial and objective performance of public duties. Any activities which may not be compatible regarding a specific duty or issue should be disclosed immediately.

In addition, the finance department adheres to the Code of Professional Ethics of the Government Finance Officers' Association (GFOA), which is included in Section XI of this document. Refer to the "Eagle County Employee Handbook" for a more detailed discussion of standards of conduct and conflicts of interest.

II. ORGANIZATION and RESPONSIBILITIES

A. Organizational Basis

Legally, the County is an extension of Colorado State government (the State). The State legislature promulgates a significant number of statutes, and the executive branch imposes regulations affecting County government. Many of these statutes and regulations either specifically establish County policy or limit the BoCC's flexibility in establishing County policy.

B. Financial Reporting Entity

The reporting entity of Eagle County Government consists of (a) the primary government, i.e. the County itself; and (b) organizations for which the County is financially accountable. The County is considered financially accountable for a legally separate organization if it has some operational control and financial accountability, or there is a potential for the organization to provide specific financial benefits to, or impose specific financial burdens on, the County. Consideration is also given to other organizations that are fiscally dependent, i.e. unable to adopt a budget, levy tax, or issue debt without approval of the County. Organizations for which the nature and significance of their relationship with the County are such that exclusion of their financial statements would cause the reporting entity's financial statements to be misleading or incomplete are also included in the County's reporting entity.

Blended Component Units

Blended component units of the County include: 1) Eagle Lease Financing Corporation, which, for reporting purposes, is part of the County and included in the Joint Maintenance Service Center debt service fund, 2) Eagle County Justice Center Financing Corporation, which, for reporting purposes, is included in the primary government because it is fiscally dependent upon the County and provides financing solely for the County and is therefore included in the Justice Center Finance Authority capital projects fund, 3) Eagle County Air Terminal (ECAT) which is reported as an enterprise fund, as the County may be financially accountable, further, upon payment in full of all issued bonds and other obligations the Corporation will be dissolved and ownership of the terminal, along with all remaining assets, will be transferred to the County, 4) Eagle County Housing and Development Authority (ECHDA) which is reported as an enterprise fund, as the County may be financially accountable. ECHDA is charged with increasing the supply of housing that is affordable to low income individuals and families who live or work in Eagle County. ECHDA operationally manages all housing projects the County is associated with, including Lake Creek Village, Golden Eagle Elderly Housing, Riverview Apartments and Seniors on Broadway. ECHDA is the sole member of Lake Creek Village, LLC.

Discretely Presented Component Units

Discretely presented component units of the County include: 1) Lake Creek Affordable Housing

Corporation, for which the Board of County Commissioners is responsible for appointing four members of the seven-member board, 2) Golden Eagle Elderly Housing Corporation, for which the Board appoints the Corporation's board and can impose its will on the Corporation, and 3) Eagle County Emergency Telephone Service Authority (E 911), for which the Board appoints the Authority's board members.

Other Related Entity

The Public Trustee is a State statutorily-mandated position, appointed by the Board, but whose financial transactions are independent of the County. However, all expenditures and associated funding transactions related to the operations of the County Office of the Public Trustee are included in the general fund of the County, except those required to be accounted for in a custodial fund.

C. Board of County Commissioners

Eagle County is governed by a three-member board of commissioners. The commissioners are elected at large to four-year staggered terms. The 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, in conjunction with the County manager, establishes all policies, including the financial policies of the County, which are reviewed and revised as needed.

The BoCC believes that all County officials will derive significant benefits from adherence to these financial policies. The Board also believes that this financial policy manual is consistent with the requirements of the "Local Government Budget and Accounting Laws" (C.R.S. Title 29: Article 1, parts 1, 5,6).

The BoCC authorizes the County manager to take any and all necessary disciplinary actions to assure compliance with these policies by directors. The Board requires the County manager to inform the Board regarding noncompliance with these policies by elected or appointed officials and staff.

D. County Manager

The County manager serves at the pleasure of the Board of County Commissioners. The County manager is generally responsible for providing administrative support to the BoCC and for providing direction and interpretation of Board policies to the County departments/offices.

The County manager is directed by the BoCC to oversee the execution of these financial policies which have been established and adopted by the Board. Additionally, the County manager is designated as the official "Budget Officer" by the Board.

E. Finance Director

The finance director, appointed by the County manager, is responsible for providing administrative and operational support, control, and direction for the management of the County's finances to the Board, the County manager and all County departments/offices.

The finance director will develop all appropriate procedures and practices necessary to implement the financial policies established by the BoCC. In establishing procedures and practices, the finance director must comply with Generally Accepted Accounting Principles (GAAP), Government Accounting Standards Board (GASB) pronouncements, direction from the external auditor, direction from the State auditor, direction from the State Department of Local Affairs, other various pertinent agencies, and all relevant State and Federal statutes.

F. Department Directors

Department directors, appointed by the County manager, and elected officials, elected by citizens of Eagle County, are responsible for complying with all financial policies as described in the policy manual. Department directors and elected officials are also responsible for holding their respective

staff accountable for compliance with the financial policies.

III. BUDGET

A. Budget Preparation

Budget Development Purpose Statement

The budget is to be developed with the participation of all departments and elected offices and with their commitment to meet the needs and expectations of County citizens, as aligned with the Board's strategic plan, while maintaining efficiency and effectiveness.

Relationship to Goals and Objectives

The County's annual strategic planning document identifies many of the goals and objectives that are considered in the development of the budget. Implementation of this vision directly supports the purpose statement of our organization. In addition, the BoCC's "Strategic Priorities" are used by many departments as a guide in developing their "Work Plans", from which a portion of their budgets are based.

Budget Philosophy

The BoCC's short and long term goals are the cornerstone of the budget. The budget is a financial plan which attempts to enhance and diversify revenues and minimize expenditures consistent with maintaining routine services and capital investments. Tools used include detail budget proposals, long range financial projections and the Capital Improvements Plan. The finance department is responsible for preparing annually, and issuing to directors and elected officials, a budget preparation guide which shall include specific BoCC policy and detail procedures for preparing each year's budget. Eagle County practices the concept of "modified zero-based" budgeting which guides department directors and elected officials to budget only what they know they need for the fiscal year, as to not budget excess funds in their budgets that are not expressly needed at the time the budget is adopted. This budgeting philosophy prevents the "fluffing" of budgets with contingency funds and the subsequent expenditure/expense of funds that otherwise might be saved. Due to this modified zero-based budgeting concept, the County has in place a supplemental process that allows department directors and elected officials the opportunity, several times during the year as needed, to adjust and amend their budgets when situations and/or circumstances arise that require additional funding.

Budget Policy

The policies for the County budget comply with Local Government Budget Law of Colorado as outlined in Colorado Revised Statutes (C.R.S.) Title 29: Article 1, Budget and Services: Part I. for preparation, consideration, adoption, execution, and audit procedures. The budget policies apply to all departments of Eagle County Government. Annually, the BoCC has the authority and responsibility to adopt and oversee implementation of a budget approving the use of public funds for the operation of all County departments. Eagle County's fiscal year runs from January first through December thirty-first.

Pursuant to C.R.S. Title 29: Article1, the County manager is the designated Budget Officer for the BoCC. The County manager, or his designee, shall present a recommended budget, including the mill levy distribution and budget, for BoCC consideration and approval no later than December 15th of each year. The budget is presented after working with all elected officials, constitutional officers, and department directors on behalf of the BoCC to prepare the recommended budget.

County Property Tax Revenue Budgeting

The Eagle County assessor is responsible for discovering, listing, classifying, and valuing all property within the County and follows state laws when meeting these responsibilities. The assessor's office publishes final property valuations for each fiscal year in November. These values are used to levy property tax that is to be collected by the County, schools, towns, and several special districts in the County that provide local services. All of the revenue generated by property taxes stays within the

County. Property taxes do not support State services.

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 between various County funds. Total property revenue budget for the various funds is determined by a set County mill levy multiplied with the final assessed valuation of property within the County and then reduced by any tax increment financing obligations. The BoCC may redistribute portions of the total 8.499 mills to different funds, as allowed by law, but may *not* raise the total mill levy without voter approval. Further, as required by voter approval, the Open Space fund must receive 1.5 mills and this cannot be reduced without voter approval.

The County finance department is responsible for collecting and compiling mill levy certifications for the County itself, as well as all towns, school districts, and special districts within the County. The report is presented to the public in December during a public BoCC meeting. The BoCC is not responsible for approving these certifications, but is only required to compile and present the information and then submit to the State Department of Local Affairs by December 22 of each year.

Balanced Budget Guidelines

Each fund is balanced separately. Unless specifically authorized by the BoCC, expenditures will be equal to or less than the revenues for each fund. In cases where expenditures exceed revenues, sufficient reserves must be available to cover the deficit, or a transfer from another fund must be approved by the BoCC. If sufficient reserves and/or a transfer from another fund is not available, essential services will receive first priority for funding. Subsequently, low-priority services will be identified for reduction or elimination. Long range financial projections are prepared for major funds and analyzed to assure that impacts of the proposed budget are fiscally sound in future years.

Strategic Plan Alignment

Every year the BoCC adopts and/or renews the County-wide strategic plan and their "Strategic Priorities". The strategic plan outlines the goals and objectives for the County for the budget year. The "Strategic Priorities" indicate the categories of programs that the BoCC will consider supporting as they relate to the strategic plan. The recommended budget shall, to the extent possible and based on available resources, be consistent with the goals and objectives of the BoCC adopted strategic plan and the "Strategic Priorities".

Fund Balances

In accordance with government accounting standards, the County reports the extent to which it is bound to honor constraints on the specific purposes for which amounts in the fund can be spent. The County does this by establishing, in accordance with GASB pronouncement 54, five different components of fund balance. They are:

- Nonspendable fund balance
- Restricted fund balance
- Committed fund balance
- Assigned fund balance
- Unassigned fund balance

The last three components together comprise "unrestricted fund balance" and are available for reserves and therefore considered in the reserve policies.

Reserve Requirements Policy

Each fund will maintain sufficient "unrestricted fund balances"; to assure adequate cash for working capital and for possible catastrophes, to generate investment revenue, to avoid short term interest expenses, and to ensure good standing with credit agencies. A reserve is to be maintained for each fund at a level designated by the BoCC through resolution and as either a dollar amount or a

percentage of the annual operating appropriation total of that fund. This reserve may be used at the BoCC's discretion during times of difficult economic conditions and/or for emergencies as recognized by the BoCC. If the reserve for any of these funds drops below the designated level, a plan for re-establishing the reserve will be developed and approved by the BoCC.

General Fund Reserves

The recommended budget for the general fund will set aside "committed funds" in reserve, as determined in an annual risk-based analysis of reserve requirements prepared by the finance department. The analysis will be prepared based on the GFOA "Triple A" model for assessing risk. In addition, the general fund budget will contain contingency funds for unexpected operational demands as a separate line item. The BoCC must authorize, during supplemental appropriations, any subsequent use of these funds from the general fund contingency line item. The budget is transferred to the appropriate department and line item account upon approval, thereby increasing the appropriation level of the department and allowing the expenditure of previously reserved funds in the proper account line item. Individual general fund departments/offices will not budget departmental reserves or contingency funds.

TABOR Emergency Reserves

An emergency reserve as required by Article X, Section 20 of the Colorado Constitution Amendment One, is maintained in a separate fund. These funds may only be used in the case of a "declared emergency" and under an amendment enacted in November 1992 - emergencies must be officially declared and then refunded to the emergency reserve fund within 180 days after the emergency ends.

Other Fund Reserves

Reserves for other funds will vary as appropriate to the fund and will be approved annually by the BoCC as a part of the budget process. Recommended reserve requirements for these funds will be made by the finance department after consultation with the appropriate department director.

Capital Improvement Fund Budget and Three-Year Capital Plan

The recommended budget shall include a capital budget and a three-year capital plan with a balanced financial base for renewal, replacement, and new projects. The recommended capital budget and capital plan shall be adequate to maintain capital assets at a level sufficient to protect infrastructure and minimize future maintenance and replacement costs. The capital improvement project (CIP) requests are reviewed and updated quarterly by a committee appointed by the County manager. The CIP committee will make recommendations to the BoCC for their consideration. Capital improvement projects are funded by sales tax revenue dedicated for capital and other revenues as deemed appropriate by the BoCC and consistent with State law. CIP funds should be used to create and maintain tangible assets owned by or to be owned by Eagle County Government. The adopted CIP plan authorizes expenditures for each specific project. Additions, deletions, or cost changes of projects in the adopted CIP budget require BoCC and County manager approval. The CIP plan will identify ongoing operating requirements associated with each capital project. If a capital request is approved in the budget process, the operating budget will reside in the appropriate department assigned to oversee the project, i.e., facilities for buildings, fixtures, furniture; IT for technology solutions; fleet for vehicle replacement, etc. Capital project budgets should include all costs and expenditures associated with the completion of the project.

Position Control

The recommended budget shall include a total number of recommended permanent, full-time equivalent (FTE) positions by classification for each department. Grant-related positions which do not require County matching dollars still must be approved by the BoCC prior to the hiring of any FTE. Further information on recruitment and new FTE policies are available on the ecoNet and are maintained by the human resources department

Performance Pay, Market Adjustments, and Benefits

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The recommended budget shall include, to the extent possible and based on available resources, merit pay adjustments for employee performance pay, market adjustments and/or benefit adjustments. Performance pay is based on an assessment of actual employee performance pursuant to the Eagle County Personnel Manual and the compensation procedures as outlined and maintained by the human resources department. The complete compensation policy can be found under the human resources page on the ecoNet.

Revenues and Resources

The recommended budget shall include revenue and resource estimates that balance with proposed expenditure appropriations.

Property tax rates and distributions are estimated and allotted pursuant to Article X, Section 20 of the Colorado Constitution Amendment One. The allocation of property tax to separate County funds is based upon statutory requirements and/or revenue required to meet program needs. As mentioned above, the mill levy rate may be adjusted by fund depending on assessed values, program needs, and upon approval by the BoCC.

- Sales Tax Revenues are estimated on an aggregate basis for five years beyond the current budget year. Sales taxes shall be estimated using a combination of projections for sectors of the economy that produce sales tax and an analysis of past sales tax performance and current economic factors.
- Grants, Fees, and Other Revenue estimates are determined by individual departments with assistance from the finance department. Departments are responsible for meeting those budgets. Block grants and categorical grants will be tracked in separate cost centers.
- Beginning and ending fund balance and available resources for each County fund are estimated by the finance department based on projected actual expenditures and revenues of the previous and current fiscal years.
- All revenues are forecast for the current year, plus an additional five years, by the finance department. These forecasts are based on assumptions that are vetted with a Board-appointed Financial Advisory Board consisting of prominent citizens with various business and professional expertise.
- Upon BoCC approval, the general fund will recover the costs of providing services to County proprietary and special revenue funds. The recommended budget shall use the most current "full-cost" allocation plan to estimate the value of those services. The BoCC then sets inclusionary policies that may decrease the allocable costs charged to those funds receiving cost benefits from the County general fund.

Legislative Consideration and Adoption

The BoCC approves the budgeted level of expenditures for each fund. The budgets of all elected officials reside in the general fund, but are adopted at the department level within the fund. At any point prior to adoption, the BoCC may revise the recommended budget, pursuant to available resources and the requirements of state law. Elected officials and department directors shall have an opportunity to present any disagreement with the recommended budget to the County manager and then to the BoCC prior to budget adoption.

Budgetary Basis of Accounting – The County budget is adopted on a basis consistent with Generally Accepted Accounting Principles (GAAP) as applicable to governments. County funds reflect the modified accrual basis of accounting in which budgeted revenues are recorded when they become measurable and available, and expenditures are charged against the budget when the economic event occurs. Once appropriations are approved by the BoCC, no department, office, or program may expend, or contract to expend, any funds in excess of the amount appropriated in the appropriation resolution. All unencumbered and unspent appropriations lapse at year end.

Budget Position Control – The BoCC approves the total number of permanent FTEs in the adopted

budget. Departments must obtain BoCC approval for additional staffing levels above the adopted FTE count. The County manager, as designated Budget Officer, may authorize position classification realignments between and/or within departments.

Budget Control and Execution

The level of budgetary control is at the classification level within each department. No department may expend, or contract to expend, any money in excess of the amount appropriated in the appropriation resolution. No fund may carry a negative fund balance according to State statute. Administratively, operating budgets are controlled at the department level with departments having the authority to transfer appropriations within certain classifications within a department without further BoCC approval. Those certain classifications are fixed in the annual budget guidelines as approved by the BoCC and may be expanded to line item control. Increases in capital plan appropriations must be approved by the BoCC.

Supplemental Appropriations – Supplemental appropriations may be submitted for review and approval by the BoCC. Supplemental appropriations are appropriate when certain types of unanticipated revenue are secured. For example, the unanticipated revenue that must be offset by expenditure, i.e. a grant, would be considered for a supplemental appropriation. However, an increase in general revenue sources, e.g., property taxes, sales taxes, etc., is considered revenue available for County-wide appropriations and therefore not eligible for supplemental appropriations.

Supplemental appropriations may also be submitted for review and approval by the BoCC when additional appropriations are required to meet unanticipated needs, even though specific revenues have not been secured. In these cases, budget adjustments are made by appropriating from the general fund contingency line item or the unassigned fund balance. Budget adjustments appropriating from the unassigned fund balance should only be used when there are inadequate general fund contingency line item funds available and it has been reasonably determined that the requesting department cannot accommodate the request within its current appropriations. Supplemental appropriations for departments outside of the general fund may be submitted for review and approval by the BoCC as well, and, when necessary, may propose to use that fund's assigned fund balance to cover such appropriations that fulfill services within the mandated function of the fund. No other funds, besides the general fund, have unassigned fund balances.

Budgetary Transfers – Transfers of budget between spending agencies must be approved by the BoCC. A transfer can move budgeted and appropriated amounts from one or more spending agencies in one fund to one or more spending agencies in another fund. It can also consist of the transfer of budgeted and appropriated amounts between spending agencies within one fund.

Budget Audit and Evaluation - A budgetary control system is maintained to ensure adherence to the budget. Periodic financial reports are submitted to the BoCC and department directors detailing the progress toward compliance. These reports, at a minimum, compare the current budget and the year-to-date revenues and expenditures by department.

Performance Measures – Measures that assess the County's responsibility to provide services that are effective and efficient are developed and reported to assist the public in assessing the results of operations for Eagle County. In addition, the County's online check book, "Eagle County Open Book" (Open Book), reports all revenues and expenditures by department and vendor and is available to the public on the County's website.

B. Budget Administration and Control

Budget Control Purpose Statement

The purpose of budget control for Eagle County is to ensure that the budget is sustainable and transparent and that departments are accountable to their goals and objectives in an appropriate manner. Departments/offices should be prudent and strive to stay within budget, while being allowed

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the flexibility to deploy the appropriate resources to meet changing environments and client and/or commissioner needs through the supplemental process. This level of budgetary control adheres to the County's budget philosophy described above and the concept of modified zero-based budgeting.

Philosophy

Once the BoCC adopts the proposed budget, the finance director enters the budget (now a financial plan) into New World Systems, the County's accounting and financial system. The accounting system then becomes the major tool for monitoring financial status. Throughout the year, department directors and elected officials regularly review results by comparing actual expenditures and revenues to the budget. Whenever expenditures or revenues differ from the budget, causing a net negative variance, the department director or elected official prepares and presents corrective action plans to the County manager and the finance director for consideration and presentation to the BoCC for approval. This continuous monitoring and correction of the financial plan assures flexible and responsive provision of services.

Definition

An appropriation is the authority to spend funds as determined by the BoCC in the budget appropriation resolution. A supplemental appropriation is the authority to spend funds in addition to those authorized in the budget appropriation resolution; the additional spending must be formally approved by the BoCC using a supplemental appropriation resolution. The TABOR Amendment sets specific revenue and spending limits for each budget year. The BoCC can exceed those limits as the result of the specific voter approval at the November 1995 election.

Responsibilities

Directors and elected officials are responsible for managing their expenditures (at the "classification" level as defined by the BoCC annually) within the appropriation authorized. If a department director or elected official determines a need for additional appropriation or to rearrange appropriations "between classifications", that director or elected official must document and forward the request to the finance director. Any appropriation change request which creates an inter-agency, inter-fund, or supplemental-type of request must be published in the newspaper and formally accepted by resolution of the BoCC at a public hearing. Due to this administrative process, the finance director will hold and process these types of requests on a periodic basis, and as needed (typically, February, April, June, September and December).

The finance director is responsible for, when needed, assisting directors and elected officials in the preparation of supplemental requests and supporting documentation, consolidating the requests and in the presentation of those requests to the County manager and the BoCC. Also, the finance director will initiate a "Carry Forward Supplemental" process at the beginning of each fiscal year which will be included in the first supplemental, usually in February. Carry forwards are usually restricted to major or operating capital projects. Carry forwards for routine operating expenditures may be requested but are atypical and require very strong justification and extenuating circumstances to be approved.

The County manager, as County Budget Officer, is responsible for reviewing all appropriation requests. By statute, the BoCC has responsibility and authority for the final approval of all appropriations.

IV. ACCOUNTING PRACTICES

A. Accounting Basis

The County will maintain adequate systems for collecting, controlling, recording, and reporting both revenues and expenditures using GAAP as appropriate to governments and providing full compliance with both State and Federal laws and regulations.

B. Financial Statements

The County's basic financial statements, presented in the Comprehensive Annual Financial Report (CAFR), are comprised of three components:

1. Government-wide Financial Statements,
2. Fund Financial Statements and
3. Notes to the Financial Statements

The CAFR also contains other supplementary information in addition to the basic financial statements themselves.

Government-wide Financial Statements

Government-wide financial statements report information on all activities of the County and its component units. These statements are designed to provide readers with a broad overview of the County's finances, in a manner similar to a private-sector business. Both the government-wide statements (statement of net position and statement of net assets) distinguish functions of Eagle County that are principally supported by taxes and intergovernmental revenues (governmental activities) from functions that are intended to recover all or a significant portion of their costs through user fees and charges (business-type activities). The County's public safety, public works, health and welfare, transportation, culture and recreation, and general government functions are classified as governmental activities. The sanitary landfill, Eagle County Air Terminal (ECAT) and Eagle County Housing and Development Authority (ECHDA) operations are classified as business-type activities.

The government-wide statement of net position presents information on all of the County's assets and liabilities, with the difference between the two reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of Eagle County is improving or deteriorating.

The government-wide statement of activities reports both the gross and net cost of each of the County's governmental functions and business-type activities. This is shown by how the County's net position changed during the financial period. All changes in net position are reported as soon as the underlying event giving rise to the change occurs, regardless of the timing of the related

cash flows. Thus, revenues and expenditures are reported in the statement for some items that will result only in cash flows in future fiscal periods rather than affecting profit or loss (e.g., uncollected taxes and earned but unused vacation leave).

The government-wide financial statements include Eagle County itself (known as the *primary government*), the business-type activities (sanitary landfill, ECAT and ECHDA) and the following legally separate entities or *discretely presented component units*: Lake Creek Affordable Housing Corporation, Golden Eagle Elderly Housing Corporation (which includes Seniors on Broadway) and Eagle County Emergency Telephone Service Authority (E 911), for which Eagle County is financially accountable. Financial information for the discretely presented component units is presented separately from the financial information of the primary government.

Fund Financial Statements

A fund is a grouping of related accounts that is used to maintain control over resources which have been segregated for specific activities or objectives. Eagle County uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. All of the funds of Eagle County can be divided into three categories: governmental funds, proprietary funds and fiduciary funds.

Governmental Funds

Governmental funds are used to account for essentially the same functions reported as governmental activities in the government-wide financial statements. However, unlike the government-wide financial statements, governmental fund financial statements focus on near-term

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inflows and outflows of spendable resources, as well as on balances of spendable resources available at the end of the fiscal year. Governmental funds are reported using the modified accrual basis of accounting. Revenues are only recognized when they are both measurable and available and received within 60 days. Expenditures are recorded when the liability is incurred, with the exception of debt service expenditures, which are expenditures related to compensated absences and claims and judgments, which are recorded only when due.

Eagle County recognizes four types of governmental funds; the general fund, special revenue funds, debt service funds and capital projects funds. The five major governmental funds within Eagle County Government are the general fund, the road and bridge fund, the Eagle Valley transportation fund, the airport fund and the open space fund.

Because the focus of governmental funds is narrower than that of the government-wide financial statements, it is useful to compare the information presented for governmental funds with similar information presented for governmental activities in the government-wide financial statements. By doing so, readers may better understand the long-term impact of the government's near-term financing decisions. Both the governmental fund balance sheet and the governmental fund statement of revenues, expenditures and changes in fund balances provide reconciliation to facilitate this comparison between governmental funds and governmental activities.

Proprietary Funds

Eagle County maintains two different types of proprietary funds: enterprise funds and internal service funds. Enterprise funds are used to report the same functions presented as business-type activities in the government-wide financial statements. Eagle County Government uses enterprise funds to account for its sanitary landfill fund, Eagle County Airport Terminal fund and Eagle County Housing and Development Authority fund. Internal service funds use an accounting method that accumulates and allocates costs internally among Eagle County Government's various functions. Eagle County Government uses internal service funds to account for its fleet of vehicles, casualty insurance premiums, and for its health insurance plan. Because these services predominantly benefit government rather than business-type functions, they have been included within governmental activities in the government-wide financial statements.

Fiduciary Funds

Fiduciary funds, also referred to as custodial funds, are used to account for resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not available to support Eagle County's own programs.

C. Year-end Closings

Each year the finance department shall establish date cut-offs for processing purchases and receipts in order to facilitate timely "closings" to prepare finalized trial balances for the annual audit. The finance department is responsible for preparing two closing reports each year; budget basis and final audited.

Budget Basis

The budget basis closing report will be produced no later than the end of March. This report reflects revenue receipts through December 31, expenditures invoiced through December 31, and adjustments (accruals) as included in the budget. This report can be used to make overall judgments regarding ending position or budget performance and is used in preparation of the current periods published budget book. The finance department submits the published budget book to the State Department of Local Affairs for review and comment.

Final Audited

The final audited closing report, the CAFR, is the most technical report and is produced after the

auditors have completed their official audit of the County's financials. This report reflects fiscal period activity including the accounting accruals and auditor adjusting entries that may have become necessary during the course of the audit. This report can be used to make overall judgments regarding ending position and to compare prior period performances. The CAFR is submitted to the State Auditor's Office and to the Government Financial Officers' Association for review and comment.

D. Departmental Reporting

The County uses three financial accounting software systems, the primary one being New World Systems, which is used to maintain detailed record of all sub-ledger and general ledger activity of the County, with the exception of ECAT which uses QuickBooks and ECHDA which uses Yardi Beacon. The BoCC, County manager, elected officials, department directors and select managers and staff have direct access to a large variety of financial reports for their department(s). Reports can be generated at the line item detail level or at a broader overview level. The budget performance report compares actual month and year-to-date results to both the original adopted budget and the revised amended budget. Each manager, director and elected official is responsible for quality assurance and monthly review of financial and budget reports. Custom reports can be created by the finance department upon departmental request and reporting ability using the Business Analytics dynamic reporting tool for data that is stored in New World Systems.

The finance department will monitor summary reports and bring exceptions to the attention of the County manager and Board of County Commissioners as necessary.

Each department director and elected official is responsible for providing regular status reports to the County manager. Further, each department director and elected official is responsible for major projects that fall under their managerial control and may be required to provide project status reports to the Board of County Commissioners as necessary. Finance will support these efforts to the extent possible, given adequate notice.

E. Audits and Internal Controls

External Audit

State law requires that all general-purpose local governments, which Eagle County Government is, publish, within six months of the close of each fiscal year, a complete set of financial statements presented in conformity with GAAP and audited in accordance with generally accepted auditing standards by a firm of licensed certified public accountants. The BoCC employs a certified public accounting firm to audit the accounting financial statements on an annual basis. The finance department prepares the materials requested by the auditor and the finance director is responsible for producing and distributing both the required CAFR and the associated Audit Management Letters. The BoCC coordinates with directors and elected officials to correct any deficiencies noted by the external auditors in the management letter.

Internal Control

A comprehensive framework of internal control serves as the first line of defense in safeguarding assets and preventing and detecting errors and fraud. Internal control, which is synonymous with management control, helps government servants achieve desired results through effective stewardship of public resources.

The County manager and the finance department are primarily responsible for the appropriate internal control of all County assets and financial transactions. Internal control, as mentioned above, is a major part of managing an organization. An integral component of an organization's management that provides reasonable assurance that the following objectives are being achieved:

- Effectiveness and efficiency of operations,
- Reliability of financial reporting, and
- Compliance with applicable laws and regulations

Examples of how the finance department assists the County in achieving effectiveness and efficiency are the periodic reviews of systems and the corresponding effectiveness of job duties within those systems. The finance department also provides management consulting advice to department heads together with management reports to assist them in making cost-effective decisions. Examples of reliability of financial reporting include double reviews of all monthly reports, annual audited financials and monthly reconciliations of cash received. Examples of compliance with applicable laws and regulations include the timeliness of reporting to the State and the controls surrounding appropriated expenditures.

The finance department establishes appropriate internal control based on the following five standards and as explained in further detail below:

1. Control Environment
2. Risk Assessment
3. Control Activities
4. Information and Communications
5. Monitoring

Control Environment

Management and employees establish and maintain an environment throughout the organization that sets a positive and supportive attitude toward internal control and conscientious management. A positive control environment is the foundation for all other standards. It provides discipline and structure as well as the climate which influences the quality of internal control. Integrity and solid ethical values maintained and demonstrated by management and staff is the cornerstone of this foundation and will be held to a high standard.

Risk Assessment

Internal control shall provide an assessment of the risks the agency faces from both external and internal sources. One way risk can be assessed is through internal audits. Internal audits are performed by the finance department on a regular basis that include audits for adequate support documents/approvals, cash drawer balances, proper account coding (for both expenditures and revenues), receivable audits, payable audits, fixed asset audits, purchasing card audits, and any other control audit as deemed necessary. Forecasting, adaptive strategic planning, and consideration of findings from audits and other assessments all aid in risk identification and will be carried out on an ongoing basis by the finance department to continually identify and mitigate risk where possible.

Control Activities

Internal control activities help ensure that management's directives are carried out. The control activities should be effective and efficient in accomplishing the agency's control objectives. Control activities include the policies, procedures, techniques and mechanisms that enforce management's directives. The budget process, for example, is a control activity that helps ensure departments are carrying out the Board's directives. These activities are an integral part of the County's planning, implementing, reviewing, and accountability of County resources.

Information and Communications

Information is recorded and communicated to management and others within the entity as needed, in a form, and within a time frame that enables them to carry out their internal control and other responsibilities. Forms of communication must be reliable and timely for the County to achieve its objectives. The finance department stays current on all government finance pronouncements and standards that may affect County reporting and operations and communicates such information to department directors as soon as possible. The finance department also consults with external auditors, the attorney's office and/or any other necessary resources when additional expertise is required to properly implement changes in current operations, policies and procedures. The finance department ensures that all financial reporting mechanisms available to management are accurate,

easily accessible, and add value to management decision making. In addition, communication to the public of all expenditures is accomplished through posting on the online check book, Open Book, on the County's website.

Monitoring

Internal control monitoring assesses the quality of performance over time and ensures that the findings of audits and other reviews are promptly resolved. Monitoring is a continual process and occurs in the course of normal operations. An example of quality performance is the quality service and efficiency standards that the finance department has implemented. Another example of such monitoring includes management's review and approval of accounts payable on a weekly basis and the procedures and subsequent reporting by the independent auditors.

F. Record Management

Record Retention

The state archive of Colorado publishes the *Colorado General Records Management Manual* which the County finance department uses as a guideline for record management. The records management process allows for the legal preservation or disposal of records as required by statutes. Each County department is responsible for the maintenance of their own record retention policy. This policy pertains only to financial documents maintained specifically by the finance department. The policy is as follows:

1. No record shall be destroyed or disposed of so long as it pertains to any pending legal case, claim, action, or audit.
2. Federal financial assistance recipients are required to retain records as prescribed by the federal Grants Management Common Rule, which requires financial and programmatic records, supporting document, statistical records, and other records of grantees or sub-grantees to be retained for no less than THREE years. Departments receiving such federal assistance are responsible for maintaining these records, not the finance department. The finance department may assist in providing such records to the department when reasonable.
3. Accounts payable documentation will be retained for no less than SEVEN years. Documents may be retained in either paper or electronic form.
4. Audit workpapers will be retained for no less than FIVE years. Workpapers may be retained in either paper or electronic form.
5. The complete County record retention schedule is kept by the Attorney's office and lists all records maintained by the County and how long they need to be kept.
6. When records have exceeded the minimum retention schedule it is legal to destroy records.
7. Records can be destroyed by shredding, burning (where no local burn ordinance is in effect), recycling, or landfill. Records that are confidential by nature should be destroyed by shredding, or they can be destroyed professionally by a company that can certify to secure destruction.
8. Permanent records may be microfilmed or imaged and placed on an optical disk.

Open Records Requests

It is the policy of the BoCC that all public records shall be open to inspection by any person at reasonable times, except as provided by the Colorado Public Records Act, or as otherwise specifically provided by law. Requests may be submitted in person, via regular mail or via facsimile. Open records requests should be submitted to the official custodian of records for a particular department or to the person who is believed to be the custodian of the requested records using the Open Records Request form found on the Eagle County website. For complete details, see the Eagle County Open Records Policy also found on the "Attorney" page of the Eagle County website, www.eaglecounty.us.

Open Book

Open Book is Eagle County's online tool designed to allow taxpayers to view County revenues,

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expenditures and budgets in a transparent, easy-to-use format. Information on the website allows users to browse by budgets, expenditures, vendors or purchasing card transactions. Data presented in Open Book is unaudited information and is therefore subject to change.

G. Special Functions

Efficiency

The finance department will endeavor to achieve service levels that will make County accounting systems easier to use, improve efficiencies and be more effective. Finance has adopted a continuous improvement mission and will, therefore, continue to look for and implement the most cost effective and reliable accounting methods and procedures. In order to achieve this, the finance department will assist in the implementation of necessary internal control safeguards for other departments and elected offices in order to achieve reliable, efficient processes that protect County assets.

Interdepartmental Charges

Inter-fund interdepartmental charges are processed through New World and require proper invoicing and approval from the charging and paying departments, respectively. Charges between departments/offices within a fund will generally not be done unless there is a compelling financial reason. Such reasons shall include the need to allocate expenses for grant reimbursements, state program reimbursements, or any other need related to the collection of revenues.

Administrative Fees

Charges to certain special revenue and enterprise funds for the general fund administrative costs that they incur are calculated using a Full Cost Allocation Plan. Revisions to the Full Cost Allocation Plan are considered by the BoCC on an annual basis during the budget process. Administrative fees are charged to the funds on a monthly basis using a journal entry.

Postage

Central postage is absorbed by the general fund. Postage provided for non-general fund departments will be charged to those departments/funds. In addition, certain general fund programs are charged because their grants and reimbursements are designed to cover these costs.

Office Supplies and Coffee

Departments are responsible for ordering their own office and operating supplies. Coffee for general fund departments is absorbed in the purchasing department. Non-general fund departments charge coffee to the administrative department of their respective funds and may or may not purchase coffee independently.

V. EXPENDITURE MANAGEMENT

Expenditure Policy Statement

Directors and elected officials must monitor actual expenditures versus budgeted appropriations for each requested payment and are responsible for assuring that spending does not exceed budget authorization. Responsibilities might be delegated to management staff for the approval of financial transactions; however, such delegation does not relieve directors and elected officials of the responsibility for financial management. Budget surpluses may not be used as justification for increased spending in the classification experiencing the surplus or any other. As part of the internal control system, the finance department requires director, elected official or manager signature authorization (in either physical or electronic form) for the following financial transactions: purchasing, payment to vendors, posting corrections, payroll approval, purchasing card approval, cash advances, petty cash payments, reimbursements to employees, and any other transaction that uses budgeted funds under the director/elected official/manager's control.

A. Purchasing

Individual departments/offices perform their own purchasing activities for all other goods and services not explicitly mentioned in the list below. Items purchased must coincide with what has been budgeted and appropriated for that item's government accounting classification.

The following is a list of departments responsible for a few specific functions of purchasing pertaining to the County:

- Motor pool is responsible for the purchase of all vehicles and heavy equipment (excluding the Airport equipment).
- Facilities is responsible for the purchase of all furniture and fixtures for County facilities; for managing all capital projects related to buildings and grounds (excluding the Airport); and for managing both property and casualty insurance programs with assistance from the finance department.
- Airport is responsible for purchasing its own equipment and maintaining its facilities.
- Human resources is responsible for the purchasing and contracting with all Commissioner-approved employee benefit program vendors. Human resources must work with the County manager, finance director, and/or BoCC as necessary prior to changing any employee benefit programs.
- Information technology coordinates purchasing computer software and equipment in conjunction with the department purchasing such equipment.
- MFDs (copiers, printers, etc.) may only be obtained from one of two approved vendors. Departments may order equipment after consulting with information technology and finance.

Bids and Quotations – The Board of County Commissioners has adopted Guidelines for Purchasing and Contracting through Resolution No. 2014-003 (available on ecoNet). This resolution provides guidance on when projects must obtain documented quotes, when projects must go to formal bid, the application of local preferences, the selection criteria, and acceptable exceptions to the contracting process. Additionally, Administrative Policy 2014-001 (available on ecoNet) provides additional detail on the contracting and purchasing processes. Departments and elected offices are expected to follow these procedures and guidelines, as may be amended from time to time, unless an exception has been authorized by the BoCC, County manager, or County attorney. Bid and quotation policies and guidelines can be found on ecoNet.

Purchase Approvals – All purchases must be based on budgeted appropriations. Any purchases that require a contract between the County and a third party must adhere to the County attorney's office contract policies and procedures as outlined by the attorney's office. Departments may also utilize the purchase order module in New World to encumber budget dollars for large purchases and to meet vendor requirements.

Receiving and Inspection – All County supplies, materials, and equipment are to be shipped to and received at a County facility. Items purchased with County funds are not to be shipped to any employees' or officials' personal residence or business. The receiving department/office inspects all goods in a timely manner to assure goods are in conformance with the order. Any goods not in compliance with the order, such as: damaged goods, goods of unacceptable quality, incorrect quantity, missing parts, etc., are to be returned or resolved with the vendor immediately by the receiving department. It is the receiving department's director's responsibility to ensure that all purchases are for legitimate County business and that expenses conform to the approved budget purpose.

B. Payments

Payments to Vendors

Invoices – Invoice payment information and supporting documents will be entered and approved by the initiating department/office and presented to the finance department for payment. The finance

department will return any request for payment which does not have adequate supporting documents, causes the budgeted "line item classification" to go over-budget, does not have adequate authorization, is not classified correctly, or does not meet any other internal control standards. All invoices require a second level of approval at the department level by either the department director or an appointee. Invoices are to be submitted to the finance department no later than five o'clock PM on Tuesdays (adjusted for holidays) and checks will be printed and mailed no later than Friday of that same week (adjusted for holidays). Departments/offices may elect to have checks returned to their department/office, rather than mailed out directly, by selecting the "internal check pick-up" option during invoice entry.

Hand Checks – The finance department provides a "hand check" process for emergency spending. All requested "hand checks" must be approved by the finance director, financial accounting manager or an appointee of the finance director. The finance director will record and report excessive "hand check" activity to the County manager for remedial management action.

Purchasing Cards - County employees may be given a County credit card ("purchasing card"), at the discretion of their director. All employees in possession of a County purchasing card must sign the user agreement and comply with all regulations laid out therein. Receipts for all purchases must be kept and submitted as part of the monthly approval process prior to payment of the Visa bill. Purchases made for County purposes are tax exempt. And while not all purchases will be able to be made without tax (certain states and entities do not recognize Colorado Sales Tax Exemptions), employees should make an effort to avoid payment of sales tax whenever possible. As laid out in the user agreement, County purchasing cards may *only* be used for official County business that has been budgeted and approved *prior* to purchase. Authorization to use the card may be withheld or revoked by Eagle County Government at any time. Further, Eagle County Government reserves the right to investigate any purchases made with the card at any time. The cardholder has no rights of privacy in regards to purchases made on the County purchasing card.

Posting Corrections – General ledger account coding errors may occur during the processing of payments to vendors and/or employees. Department directors, elected officials, or department delegates, are responsible for the identification of such errors within the department and area of responsibility. The finance department is responsible for validating, coordinating and posting the correction of such errors once the request and all required documentation has been received. The finance department establishes procedures as deemed necessary to effectively perform such corrections and maintains a record of corrections by year and journal number. Posting correction forms/requests can be found on ecoNet.

Refunds of Expenditures – An overpayment or incorrect payment to a vendor will be deposited as an ROE (Refund of Expenditure) against the account number used in the initial purchase. Departments should provide the warrant from the vendor and the appropriate information to the finance department. The finance department designee will enter the information into revenue collections and bring both the revenue collection form and the warrant to Treasury for deposit. No deposits will be made to credit an expense account other than verified and approved ROEs.

Payments to Employees

Payroll - The payroll function is split between human resources and the finance department as explained below.

Human resources shall be responsible for maintaining all employee information, including personal employee information, benefit programs and options, 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 ADP Software Portal. All departments/offices must submit individual employee time records through the Time and Attendance system by the assigned time each pay period. Finance performs a final review on

all submitted time records before payroll is calculated and finalized each pay period.

The finance director reviews and publishes payroll data as required by State statute and as authorized by the BoCC as part of its appropriated budget.

Travel and Business Expense - Employees will be reimbursed for approved out-of-pocket expenses related to County business. Such expenses include, but are not necessarily limited to, mileage reimbursement for County-related business travel in a personal vehicle, reimbursed at the IRS mileage reimbursement rate at the time of travel; and travel accommodations, including flights, hotels, parking, and other transportation during business travel. During business travel, employee meals are reimbursable at rates stated in the Eagle County Employee Handbook. Meals purchased within 50 miles of employees' home offices during the course of normal daily business are not considered business travel and may *only* be charged to the County when there has been specific management approval prior to purchase. Per the Eagle County Employee Handbook, employees may never charge the purchase of alcohol to the County, either directly or through reimbursement. Employees may use their County purchasing card while traveling to avoid approved out-of-pocket expenses and will then not need to be reimbursed. Whether employees choose to be reimbursed for business expenses or to use their purchasing card, the same expenditure policies apply, including turning in receipts for all purchases and clearly stating the business purpose and attendees of all meals, and will be reviewed and enforced by department directors and the finance department during internal audits. Any violation of employee reimbursements or travel and business expense being charged to the County purchasing card may result in personnel action and the repayment of the expenditures in question. The complete travel and business expense policy, as well as detailed explanation of qualified mileage reimbursements, is available to all employees on ecoNet and is updated regularly by both finance and human resources as needed. Beyond this financial policy and the regulations detailed in the complete travel and business expense policy, it is the responsibility of department directors and elected officials to set, and enforce, policies for their offices regarding appropriate use of budgeted dollars for business and staff meeting food purchases. It is at the discretion of the department director/elected official when funds may be used for business and/or staff meetings within 50 miles of the home office. Per IRS regulations: receipts, attendees, and the business purpose of meetings, meals, travel, etc. must be documented and filed for all reimbursable travel and business expenses, without exception.

Cash advances – Cash advances will only be provided for expenses directly related to the conduct of official County business. The department director and the finance director must approve all cash advances. Within 30 days of receiving a cash advance, the recipient is responsible for providing supporting documentation, including but not limited to receipts, business purpose, and attendees of any meals, for the resulting expenditures and/or returning unused funds.

C. Expenditure Reporting

Unclaimed Property

Unclaimed money is tangible property that has been abandoned by the owner for one or more years. Some examples of property that can become abandoned and might be considered unclaimed property are: payroll checks, vendor checks, and over-payment or refund checks.

Colorado Revised Statutes (C.R.S.) Title 38: Article 13, Unclaimed Property Act requires the County to notify on all personal property that is considered abandoned or unclaimed and remit funds on property over \$25 in value to the State Treasurer for deposit by November 1st of each year. Though state statute allows the County to keep unclaimed property less than \$25 in value issued up to three years prior to remittance, Eagle County finance has committed to remit all unclaimed property to the state regardless of dollar amount by November 1st of each year. Before filing an unclaimed property report, the County must send written notice to the owner at the owner's last known address not more than 120 days prior to submission of the report. All property is turned over to the state treasurer's office annually by the deadline mentioned above, after the department has exhausted all alternatives to ensure the money is delivered to the appropriate owner.

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D. Payment Reports

The finance director will review and publish a report detailing all payments to all vendors monthly, as required by state statute, in the Eagle Valley Enterprise newspaper. These reports are also available electronically on the Eagle County website. Weekly payment reports are also reviewed by the finance director and County manager.

E. Petty Cash

Petty Cash

The finance department will authorize "cash drawers" (from here on referred to as petty cash) for County departments/offices as required and in sufficient amounts to conduct public business. It is the responsibility of each department director or elected official to balance cash regularly and retain sufficient documentation to fully explain the basis and nature of each transaction. The use of funds must be properly recorded in New World to maintain complete financial transaction information.

The finance department maintains a petty cash check system to provide for emergency spending needs of less than \$1,000 (regular hand checks will be used for larger dollar amounts). As directed by the finance director, exceptions will be allowed under certain circumstances. Petty cash checks will be charged to the requesting department/office through the standard accounts payable process to reimburse any petty cash funds used.

VI. REVENUE MANAGEMENT

Revenue Management Policy

The County follows a policy of prompt and efficient collection of taxes, fees, and other revenues and strives to maintain a simple revenue structure in order to reduce compliance costs for the taxpayers while ensuring the County's ability to provide ongoing services. The finance department and the treasurer's office coordinate in the development of adequate deposit procedures for County departments.

A. Revenue Sources

Revenue Diversification for Fiscal Sustainability

Generally, current revenues fund current expenditures. The County maintains diverse revenue sources and a multi-year forecasting system to help ensure stability so as to protect programs and services from short-term fluctuations in the cash flows of any single revenue source. The goal is that the County will be able to continue necessary programs and services to its citizens. A Financial Advisory Board consisting of citizens, who are various subject matter experts in the County, assists in the development of conservative financial assumptions supporting the multi-year forecasts. The finance department is responsible for maintaining these forecasts as well as cash flow records and reconciliations. Monthly cash reports are provided to management showing current cash balances and a brief financial analysis of these balances.

Property Taxes

The County's single largest source of discretionary revenues is property taxes. The County's goal is to maintain a secured property tax collection rate of at least 99% in the year levied. Property taxes are determined through the assessment of property values in accordance with Colorado Statutes and multiplied times the appropriate mill levies assigned to those properties, as described earlier in this document.

Sales Taxes

The County's second single largest source of discretionary revenues is sales taxes. The County's sales tax rate is 1.5% and receives these taxes directly from the State approximately one and a half

months after the end of the month for which the taxes are collected. The finance department uses historical records and its' forecasting system to project cash flows from sales taxes. In addition, the finance department reports the sales tax receipts to County personnel on a monthly basis with appropriate analyses. The finance department prepares this report within days of receiving the collection report from the State.

Fees and Charges

All fees established by the County for licenses, permits, fines, services, applications, and other miscellaneous charges shall, whenever possible and within the law, be set to recover all or the maximum reasonable portion of the County's expense in providing the associated service. The County's expense includes all direct and indirect costs, such as depreciation, supervision, clerical support, and all other costs as calculated in the cost allocation plan. These fees are reviewed at least annually by the County departments and with the assistance of the finance department, in order to determine the impact of inflation and other cost increases.

Transfers

The Finance department is responsible for analyzing the elasticity and diversity of the revenue stream and for determination of cash distribution or transfers to and from funds.

Grant Revenue

Each department is responsible for the preparation and submission of grant proposals and for complying with all grant management and reporting requirements. All potential grants shall be carefully examined by the submitting department for matching requirements (dollars, maintenance- of-effort, and in-kind matches), and funding sources identified for the out years once grant funds are reduced or eliminated.

Future funding obligations required by grants must be identified prior to grant acceptance by the Board. The County shall seek grants and other funding opportunities which provide maximum leverage of County monies while minimizing commitments requiring recurring County fiscal expenditures.

Each department is also responsible for providing all necessary grant information to the County's financial accounting manager immediately upon receipt of the grant award and during the course of the audit to the external auditor.

Miscellaneous Collections

The Finance department and treasurer's office will pursue and coordinate collection functions for, including but not limited to:

- Use of collection agencies
- Short check fees
- Late payment charges
- Interest charges
- Payroll and/or benefit overpayments

B. Revenue Reporting

Timeliness of Deposits

All funds received will be receipted into New World Systems and deposited to treasury, or other financial software and banking institution, as it may apply, no more than three days after receiving the funds. Funds must be receipted into the financial software and to the bank on the same business day for reporting purposes. Funds may be received in the form of cash, check, warrant or wire.

Basis of Accounting

Throughout the fiscal year, revenue will be receipted using the cash basis of accounting, unless the receiving department uses the accounts receivable billing module. The general ledger date in the

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financial software will be the same as the day the funds are deposited to treasury/the bank. All revenue received in the first sixty (60) days of the following fiscal period that was earned and recognizable in the previous period will be accrued according to GAAP and in compliance with government financial reporting requirements.

VII. INSURANCE and RISK MANAGEMENT

A. Policy

The County recognizes and accepts its legal responsibility to manage risks effectively and has adopted a proactive approach to well thought-through risk taking. The effective management of risk is therefore at the heart of the County's approach to delivering cost effective and valued services to the public as well as sound County governance. Consequently, all staff must understand the importance of well thought-through and managed risks in decision making and adopt an approach that will help identify, assess, take action to manage them and review progress.

Some risk-taking is necessary to optimize public value creation. All organizations face risk. Well managed risk-taking should be recognized by all managers and staff within the County as being fundamentally important to effective service delivery, maximizing opportunities for innovation in service development and adapting to change.

B. Division of Responsibility

The County manager has split the insurance management functions as follows:

Property and Casualty Insurance	→	Facilities
Worker's Compensation Insurance	→	Human Resources

The facilities department is responsible for property and casualty insurance and performs the following related functions:

- Develops and maintains the operating policies and procedures.
- Maintains adequate systems for preventing, controlling, recording, and reporting all insurance matters.
- Processes and reviews all claims.
- Provides appropriate loss control and safety programs.
- Reviews the insurance coverage, deductibles, and risk management programs at least annually.
- Evaluates and bids insurance services at least every five years.

The human resources department is responsible for worker's compensation insurance and performs the following related functions:

- Develops and maintains the operating policies and procedures.
- Maintains adequate systems for preventing, controlling, recording, and reporting all insurance matters.
- Processes and reviews all claims.
- Provides appropriate loss control and safety programs.
- Reviews the insurance/risk management program at least annually.
- Evaluates and bids insurance services at least every five years.

The County attorney's office may be delegated the responsibility of claims management for major liability insurance claims, property losses, or claims involving death or serious bodily injury.

VIII. DEBT MANAGEMENT

A. Policy

The finance department maintains adequate systems for controlling, recording, and reporting to properly manage all debt. This includes both County-originated debt and Local Improvement District originated debt. Debt management includes bonded debt, lease purchases, certificates of participation, and any other forms of debt. These programs are reviewed at least annually.

B. Structure

The BoCC directs that the use of debt be limited to major capital projects, generally greater than \$1,000,000 in cost. The BoCC also directs the finance director to evaluate all requests to incur debt and to make recommendations regarding the effects of approval on the County's overall financial position.

The finance director shall maintain communication with financial consultants, underwriters, bond rating agencies, paying agents, etc., regarding the County's debt structure.

Ordinarily, the County incurs debt in one of four forms:

1. General Obligation Bonds
2. Revenue Bonds
3. Certificates of Participation
4. Lease/purchase Agreements

General Obligation Bonds

General obligation bonds represent a commitment to fund debt service payments from property taxes, and as such, require voter approval in addition to BoCC review. In order to maintain present high credit ratings, the County policy is not to incur any general obligation debt.

Revenue Bonds

Revenue bonds represent a commitment to fund debt service payments from a specific non-property tax revenue source, such as sales tax, and require voter approval in addition to BoCC approval for all government-related activities. Enterprise funds may incur debt if sufficient revenue is available to service the debt, as explained in more detail below.

Certificates of Participation

Certificates of participation represent a commitment by the County to fund a non-binding lease with an outside authority. The lease payments are made from unrestricted funds (unassigned, assigned, or committed funds). A source of unrestricted revenue must be identified to ensure that future lease payments can be made without interruption.

Lease/Purchase Agreements

Lease/purchase agreements represent a general commitment to fund payments from County revenues. Lease/purchase agreements require voter approval under the TABOR Amendment unless appropriate "funding out" terms are included. The only leases the County is allowed to enter into are for printers and copiers where the specified vendors have approved the "funding out" terms in their master lease.

C. Long Term Debt Financing Factors

The use of debt is limited to major capital projects that are within an enterprise fund or are mandated by State or Federal agencies. Certificates of participation are used when a revenue source is available within the County's long-range operational forecasts. Revenue bonds are used for enterprise funds only when an adequate long-term revenue source is available for servicing the debt. In all cases, revenues available for debt issues must be considered sufficient and reliable such that long-term financing may be marketed with an appropriate credit rating, which can be maintained. In addition,

market conditions must present favorable interest rates and demand for County debt financing. Debt is only incurred when a project is: 1) immediately required to meet or relieve capacity needs, 2) existing un-programmed cash reserves are insufficient to pay project costs, and/or 3) the life of the project is 5 years or longer.

Refunding Factors

The debt portfolio will be monitored on a semi-annual basis by the finance director for refunding opportunities. Refunding will be used when legally allowable and when any of the following conditions are present: significant savings may be achieved, anticipated revenues call for a change in the debt service structure, or when the County may desire a change in a bond covenant.

Arbitrage Compliance

Arbitrage occurs when the funds received from a bond are reinvested at a higher interest rate than that which is paid to the bond investors. Taxes must be paid on any profits derived by the County from such reinvestment. Reports are required for each bond on every five year anniversary of the bond issue date. The finance director will contract with an arbitrage compliance consulting firm to ensure proper calculation and compliance with IRS arbitrage regulations.

D. Interfund Borrowing

Interfund borrowings may occur for temporary cash flow reasons and are 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. In such cases, a loan agreement between the funds will be included and attached to the BoCC resolution containing repayment terms, interest rates, due dates, etc.

IX. FIXED ASSET MANAGEMENT

A. Capitalization Policy

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. All fixed asset purchases require approval by the BoCC and may be considered for funding from the Capital Improvement Fund.

B. Care of Assets

Department directors and elected officials are responsible for the care of all County assets in their department/office. Annually, the finance department may request that each department director and elected official take a physical inventory of all assets including fixed assets within their department as identified in the County financial records. The finance department audits the asset inventories of selected departments/offices annually, or as needed.

Motor pool develops and maintains operating policies and procedures to ensure adequate care of all vehicle and heavy equipment fixed assets.

C. Disposal of Assets

Surplus items which are not included as fixed assets shall be forwarded to the facilities department for disposal. The facilities department must advertise and then sell these items formally.

Surplus items which are included as fixed assets shall be forwarded to the facilities department for disposal. The facilities department must use the formal process statutorily required for the disposal of fixed assets. Each department director or elected official releasing surplus fixed assets must notify the finance department of asset numbers of the affected items by completing an asset disposal form.

Prior to advertising the sale of any assets, the facilities department shall circulate a list of the items to each department director and elected official. Any department director or elected official having a use for any such items may obtain them by requesting an asset transfer.

D. Commodities

Certain commodities, such as gasoline and motor parts, are expensed when purchased. Any amount of the purchased commodity that is not consumed at year end will be treated as inventory assets in the annual financial reports. The finance department is responsible for determining which commodities are treated in this manner.

X. CONTRACT REQUIREMENTS

A. Policy

All purchases must be based on budgeted appropriations. Resolution 2014-003 provides the complete guidelines for County purchasing and contracts and is available on the ecoNet under the "Attorney" page.

B. Terms and Conditions

The attorney's office will provide guidance regarding the "terms and conditions" required for contract agreements. The attorney's page on ecoNet also provides links and documents to guide departments through the entire contract process. Attorney review is required on all draft contracts prior to obtaining vendor signature of County manager/BoCC signature. The attorney's office is the point of contact for all contract-related items.

XI. CODE OF PROFESSIONAL ETHICS

A. Policy

The finance department uses the Government Finance Officers Association "Code of Professional Ethics" for guidance in ethical matters. Specifically, the following sections are readily applicable to the finance department's ethical operations:

- Personal Standards
- Responsibility as Public Officials
- Professional Development
- Professional Integrity-Information
- Professional Integrity-Relationships
- Conflict of Interest

B. Government Finance Officers Association "Code of Professional Ethics"

Personal Standards

Government finance officers shall demonstrate and be dedicated to the highest ideals of honor and integrity in all public and personal relationships to merit the respect, trust, and confidence of governing officials, other public officials, employees, and of the public.

- They shall devote their time, skills, and energies to their office both independently and in cooperation with other professionals.
- They shall abide by approved professional practices and recommended standards.

Responsibility as Public Officials

**The GFOA code of professional ethics offers guidelines for public officials; however, Eagle County

Government public officials are governed by and abide by the statutory code of conduct found in Colorado Revised Statutes (C.R.S.) 24-18-101. For this reason, we have omitted section

II. Responsibility as Public Officials content to avoid confusion and/or contradiction within County policy.

Professional Development

Government finance officers shall be responsible for maintaining their own competence, for enhancing the competence of their colleagues, and for providing encouragement to those seeking to enter the field of government finance. Finance officers shall promote excellence in the public service.

Professional Integrity-Information

Government finance officers shall demonstrate professional integrity in the issuance and management of information.

- They shall not knowingly sign, subscribe to, or permit the issuance of any statement or report which contains any misstatement or which omits material fact.
- They shall prepare and present statements and financial information pursuant to applicable practices and guidelines.
- They shall respect and protect privileged information to which they have access by virtue of their office.
- They shall be sensitive and responsive to inquiries from the public and the media, within the framework of state or local government policy.

Professional Integrity-Relationships

Government finance officers shall act with honor, integrity, and virtue in all professional relationships.

- They shall exhibit loyalty and trust in the affairs and interests of the government they serve, within the confines of this Code of Ethics.
- They shall not knowingly be a party to, or condone, any illegal or improper activity.
- They shall respect the rights, responsibilities and integrity of their colleagues and other public officials with whom they work and associate.
- They shall manage all matters of personnel within the scope of their authority so that fairness and impartiality govern their decisions.
- They shall promote equal employment opportunities, and in doing so, oppose any discrimination, harassment, or other unfair practices.

Conflict of Interest

Government finance officers shall actively avoid the appearance of, or the fact of, conflicting interests.

- They shall discharge their duties without favor and shall refrain from engaging in any outside matters of financial or personal interest incompatible with the impartial and objective performance of their duties.
- They shall not, directly or indirectly, seek or accept personal gain which would influence, or appear to influence, the conduct of their official duties.
- They shall not use public property or resources for personal or political gain.

XII. POLICY REVISIONS

This Financial Management Policies manual shall be reviewed by the finance director, the County manager, and the BoCC regularly and as needed and may be amended as conditions warrant. Amendments to this manual may be updated by the finance director as necessary, with approval from the County manager and the BoCC.

XIII. INTERNET / ECONET INFORMATION POLICY

It is the policy of the finance office to update the departmental information on the eaglecounty.us publicly-available website and the internal ecoNet website on an ongoing basis. As information becomes available, or is updated, the finance office will publish the updates on the

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appropriate website within three business days.

XIV. TREASURER POLICIES

A. Investment Policies

Investment policies are maintained by the treasurer's office and approved by the BoCC. Eagle County investment policies are designed to protect principal and eliminate the possibility of loss. The investment policies are available upon request of the treasurer.

B. Cash Management Policy

Cash management policies are maintained by the treasurer's office and approved by the BoCC. These policies include regulations involving, but not limited to: the location of cash; daily transactions; balancing procedures; daily deposits; refunds; non-sufficient funds policy; redemption policy; security policy; and account reconciliation. The cash management policy is read and signed by each Eagle County treasurer employee to ensure compliance. The policy is available upon request of the treasurer.

XV. HUMAN RESOURCES POLICIES

A. Compensation Policies

Compensation policies and procedures are maintained by the human resources department and approved by the BoCC. These procedures explain the determination and adjusting of employee salaries and can be found on the ecoNet. These policies and procedures are updated as needed by the human resources department.

B. Employee Benefits

Employee benefit policies are maintained by the human resources department and are available to County staff on the ecoNet.

C. Recruiting and new FTE Policies

Policies managing the recruitment of new employees and requests to fill vacant positions are maintained by the human resources department. These policies and procedures are available to all County staff on the ecoNet and are updated as needed by the human resources department.

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.

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.

Budget Amendment: Increase or decrease in an appropriation.

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

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.

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 include fees for ECGTV, Building, Animal Services, ECO Transit, Airport, and Landfill to name a few.

Comprehensive Annual Financial Report (CAFR): 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.

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.

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.

Grants and Contributions Issued (Expenditure): 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

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Transit and Trails for Eagle County portions of the sales taxes collected and a donation to Walking Mountains from the Landfill fund.

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 for the Justice Center, Air Terminal Corporation Revenue Bonds, Lake Creek Village Debt and Golden Eagle Elderly Housing Corporation debt.

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.

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.

Investment Earnings (Revenue Source): The Treasurer is responsible for investing all excess funds for all Eagle County funds.

Licenses, Permits, Sales and Fines (Revenue Source): These include liquor licenses, recording fees, marijuana permits and licenses, various fines for Sheriff activities, retail food establishments, wholesale/broker recycle sales and landfill.

Miscellaneous (Revenue Source): Includes all other unexpected revenue received.

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): This expenditure is for the COP for the Justice Center, Air Terminal Corporation Revenue Bonds, Lake Creek Village Debt and Golden Eagle Elderly Housing Corporation Debt principal payments.

Proceeds of Capital Asset Dispositions (Revenue Source): This revenue source includes monies received on all sales of county owned assets across all funds.

Property Taxes (Revenue Source): 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.

Purchased Services (Expenditure): This includes all services utilized by all Eagle County departments, such as utilities, legal, security and building maintenance.

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

Sales and Use Taxes (Revenue Source): This revenue source includes all sales tax collected by Eagle County through both its 1% voter approved sales tax and its 0.5% vote approved mass transit 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.

State and Local Grants (Revenue Source): These grants are primarily received to provide goods and services for Early Head Start and Public Health.

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.

Training Benefits (Expenditure): To offer educational and professional development opportunities to all Eagle County employees.

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.