

LARIMER COUNTY 2017 PROPOSED BUDGET



October 17, 2016

Agenda



- 2016 Accomplishments
- Key Initiatives
- Overview of 2016 Revised Budget
- Overview of 2017 Proposed Budget
- Service Proposal Highlights
- Budget Calendar

2016 Accomplishments

Public Safety

- First graduates of Wellness Court, October 20, 2016
- LOIS (Larimer Offender Information System) Operational
- Northern Colorado Radio Communication Network (NCRCN) evolution
- Emergency Management Director called to Maryland following flooding as part of Incident Management Team and used as an expert resource for recovery in Howard County

2016 Accomplishments (continued)

Human and Economic Health Services

- New legislation passed to raise restaurant inspection fees (last increase was July 2009)
- Workforce Center recognized nationally by Mathematica for exceptional employment-focused Works Program
- Economic Development Department recognized by International Economic Development Council

2016 Accomplishments (continued)

Community Resources, Infrastructure and Planning

- ❑ CDBG-DR Grant to begin first phase of Comprehensive Plan
- ❑ Master Planning efforts for Parks and The Ranch
- ❑ Malchow purchase including water shares
- ❑ Flood Repairs: Completion of CR 43 (Glen Haven Road) in July
- ❑ I-25 improvements Intergovernmental Agreements with all municipalities
- ❑ Wasteshed public outreach process

2016 Accomplishments (continued)

Public Records and Information

- 1st in State on Motor Vehicle Licensing Appointments
- Assessor/Treasurer software upgrades for efficiency and accuracy
- Creation of Communications Team led by Public Affairs Manager

2016 Accomplishments (continued)

Strategic Leadership and Administrative Services

- ATLAS Project (financial data warehouse)
- Killpecker Tower under construction
- Collaboration to construct Horsetooth Visitors Center building

Key Initiatives for 2017

□ Budget Process and Strategy

Priority	Type of Service Offering	Base Targets Set by Commissioners	Service Proposals Recommended
1 st	Adequate funding for Core Services	✓	✓
2 nd	Strategic Plan Goals	✓	✓
3 rd	New Service or Expanded Service Offerings		✓

□ Items Included in 2017 Base Targets:

- Continuation of \$2 million Road & Bridge mill levy supplement for I-25
- Market rate employee compensation increases
- Continuation of replacement fund contributions for items previously approved
- Moving expenses for benefits administration into the General Fund
- Loveland Building project

Key Initiatives for 2017



Priority	Type of Service Offering	Base Targets Set by Commissioners	Service Proposals Recommended
	Total Net Operating Budget Targets (with disasters)	\$316,012,279	
1 st	Adequate funding/capacity for Core Services		\$ 2,925,601
2 nd	Strategic Plan Goals		\$ 150,475
3 rd	New Service or Expanded Service Offerings		\$ 603,872
TOTAL			\$ 3,679,948
GRAND TOTAL NET OPERATING BUDGET (INCLUDING DISASTERS)		\$319,692,227	

Key Initiatives for 2017



Type of Service Proposal	Total Expenditure	General Fund Contribution	% of General Fund Contribution to Service Proposals
Capacity Expansion	\$ 2,925,601	\$ 2,441,327	83%
Strategic Plan	\$ 150,475	\$ 150,475	5%
Service Expansion	\$ 603,872	\$ 353,872	12%

County-Wide Strengths, Weaknesses, Opportunities, Threats

- Community growth increasing demand for services
- Recruitment challenge rising due to tighter labor market
- County facilities are aging, and in some cases, are becoming inadequate
- County's violent crime rate mirroring national upward trend

Crime Rate Data

- Violent Crime (2014-15) -- United States, ↑ 3%; Colorado, ↑ 4.3%
- Property Crime (2014-15) -- United States, ↓ 3.4%; Colorado, ↑ 4.2%
- 8th Judicial District Felony Cases filed during first 8 months 2014-16

Year	# of Felony Cases Filed, January - August	% Change from Prior Year
2014	1,229	N/A
2015	1,470	20%
2016	1,822	24%

- 8th Judicial District Felony Drug Cases filed during first 6 months 2014-16

Year	# of Felony Drug Cases Filed, January - June	% Change from Prior Year
2014	233	N/A
2015	302	30%
2016	406	34%

Capacity Expansion Proposals Recommended

- Work Release Program Expansion, Criminal Justice Division
- 6 New Jail Deputies, Sheriff's Office
- 4 New Patrol Deputies, Sheriff's Office
- Enhanced Security at Loveland Police and Courts, Sheriff's Office
- New Recruitment Manager Position, Human Resources
- New Accounting Position, The Ranch



Larimer County Strategic Plan 2013-18

Safety and Well-Being	
	Build a county-wide information sharing system for law enforcement
	Provide needed behavioral health services to all county residents
	Increase availability of behavioral health service for county youth
	Provide treatment services for 100 high need individuals
Economic Development	
	Complete analysis of attractants and inhibitors to economic development
	Define and implement Larimer County's role in regional economic development
	Prepare for and commence work on Comprehensive Master Plan
All-Hazards Emergency Management	
	Establish a county-wide Voluntary Organizations Active in Disasters (VOAD) group
	Develop and implement a citizens training and education program for disasters
	Update the County's Emergency Operations Plan
	Update the County's Building, Fire and Land Use Codes for hazard mitigation
	Perform an Unmet Needs and Community Fragility Study; Implement mitigations
Transportation	
	Upgrade to structurally sufficient all bridges on high traffic, mainline, public roads
	Study transportation needs of seniors and develop a plan to address them
	Identify and prioritize transportation needs and develop a funding strategy for them
	Add 100 compressed natural gas vehicles to public fleets. Provide two fueling stations.
Collaborate	
	Identify, assess and recognize existing collaboration successes
	Increase emphasis on collaboration as part of county government culture
Operations	
	Identify and complete 3 collaborative projects across departments/elected offices
	Structure budgets to fund core services adequately & prioritize discretionary costs
	Balance cost, natural resource impacts, and community benefits in decision making
Customer Service	
	Create a comprehensive citizen communication strategy
	Implement a uniform countywide system to measure and improve customer service
	Create an information and access hub for services for use by citizens

Service Expansion Proposals Recommended

- Drug Task Force Deputy District Attorney, Office of the District Attorney
- Broadband Staffing and Training, Economic Development
- Paid Internship Program for TANF recipients, Workforce Center
- Nighttime and Weekend Snowplow Operations on CR 74E and 73C, Road and Bridge Department

Overview of 2016 Revised Budget



- ▣ Expenditures up \$13.2 Million
 - Loveland Office Building Land Purchase & Project Consolidation
 - Natural Resources One-Time Projects
 - Malchow Farm Acquisition
 - Horsetooth Office
 - Long View Corridor Trail
 - Larimer County Animal Shelter Debt Service
 - Disaster & Capital Project Timing

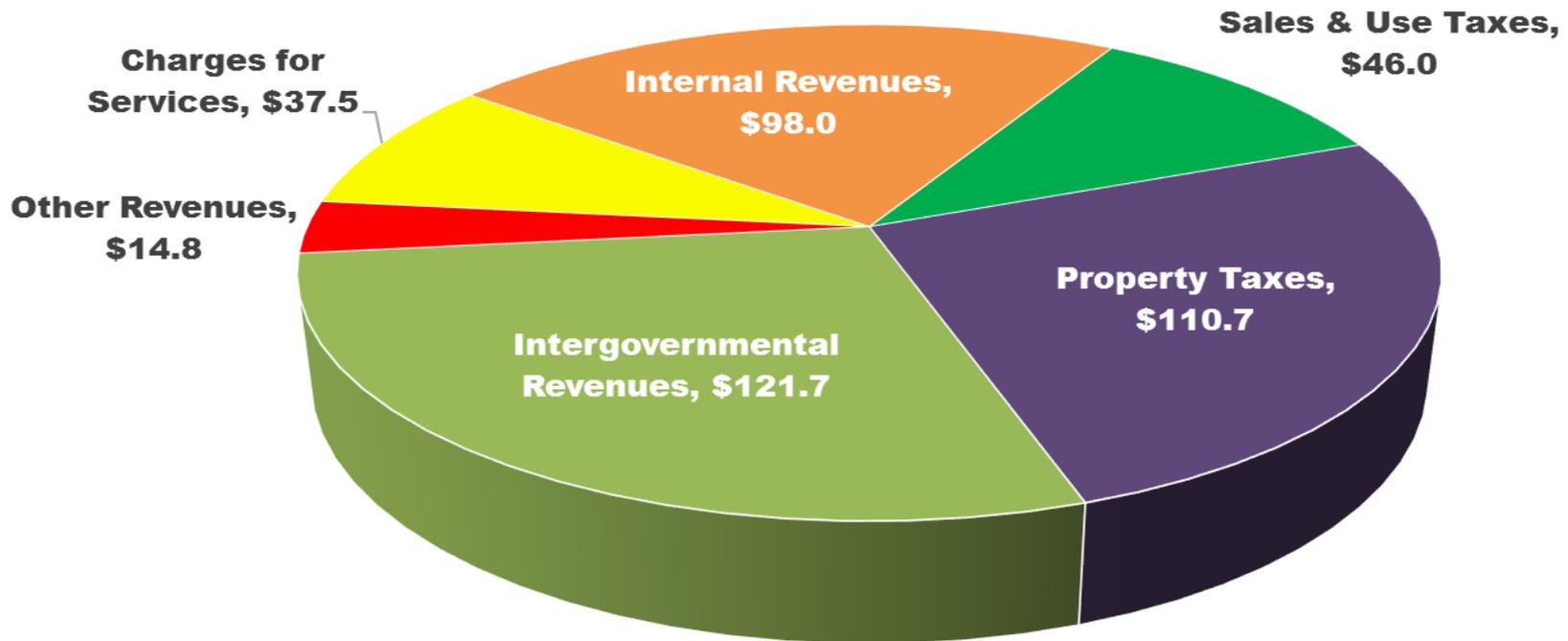
Overview of 2016 Revised Budget



- ▣ Revenues up \$11.7 Million
 - Loveland Office Building Land Purchase & Project Consolidation
 - Natural Resources One-Time Projects – Grants & Transfers
 - Disaster & Capital Projects
 - Interest

Overview of 2017 Proposed Budget

Composition of Revenues - 2017 Budget
(In Millions of \$)



■ Sales & Use Taxes
 ■ Property Taxes
 ■ Intergovernmental Revenues
 ■ Other Revenues
 ■ Charges for Services
 ■ Internal Revenues

Overview of 2017 Proposed Budget



In comparison with 2016 Revised

□ Revenue Highlights:

- Increase over 2016 Revised Budget by \$5.7 million or 1%
- Intergovernmental Revenues increase \$33.9 million
 - Mainly disaster funds in Road and Bridge – up \$44 million
 - \$1.8 million increase in Road and Bridge grants and HUTF
 - \$2.6 million decrease in Natural Resources – Grants
 - \$600K reduction in Workforce Center
 - \$2 million for increases in Human Services for various programs

Overview of 2017 Proposed Budget



In comparison with 2016 Revised

□ Revenue Highlights Continued:

■ Property Tax revenues increase 4%

- Represents 26% of Total Revenues & 75% of General Fund Revenues

- County retains less than 1/4 of all Property Tax

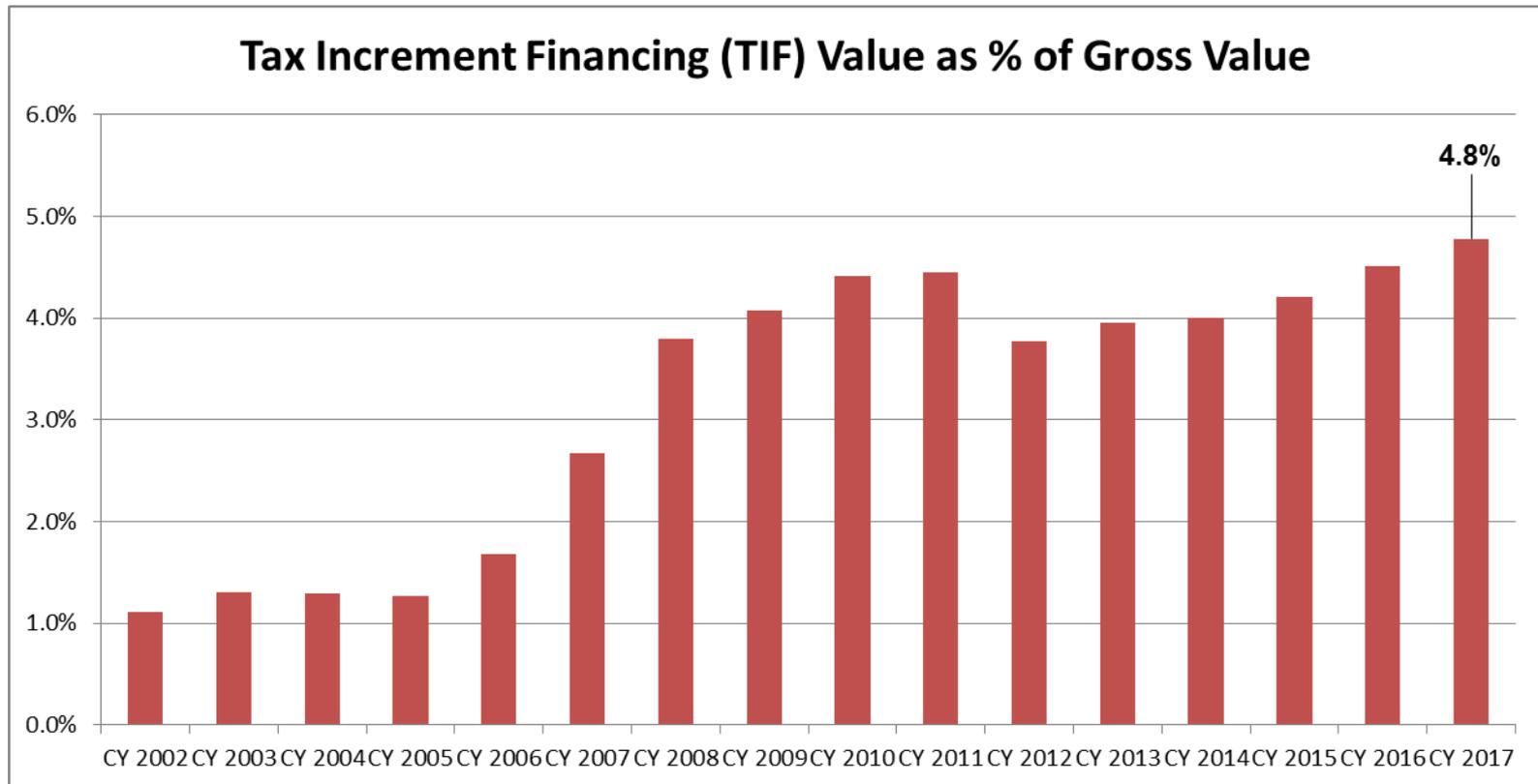
■ Sales & Use Tax up 1.5% total

■ External Charges for Services down 3%

■ Internal Revenues down 11% or \$11.8 million

Overview of 2017 Proposed Budget

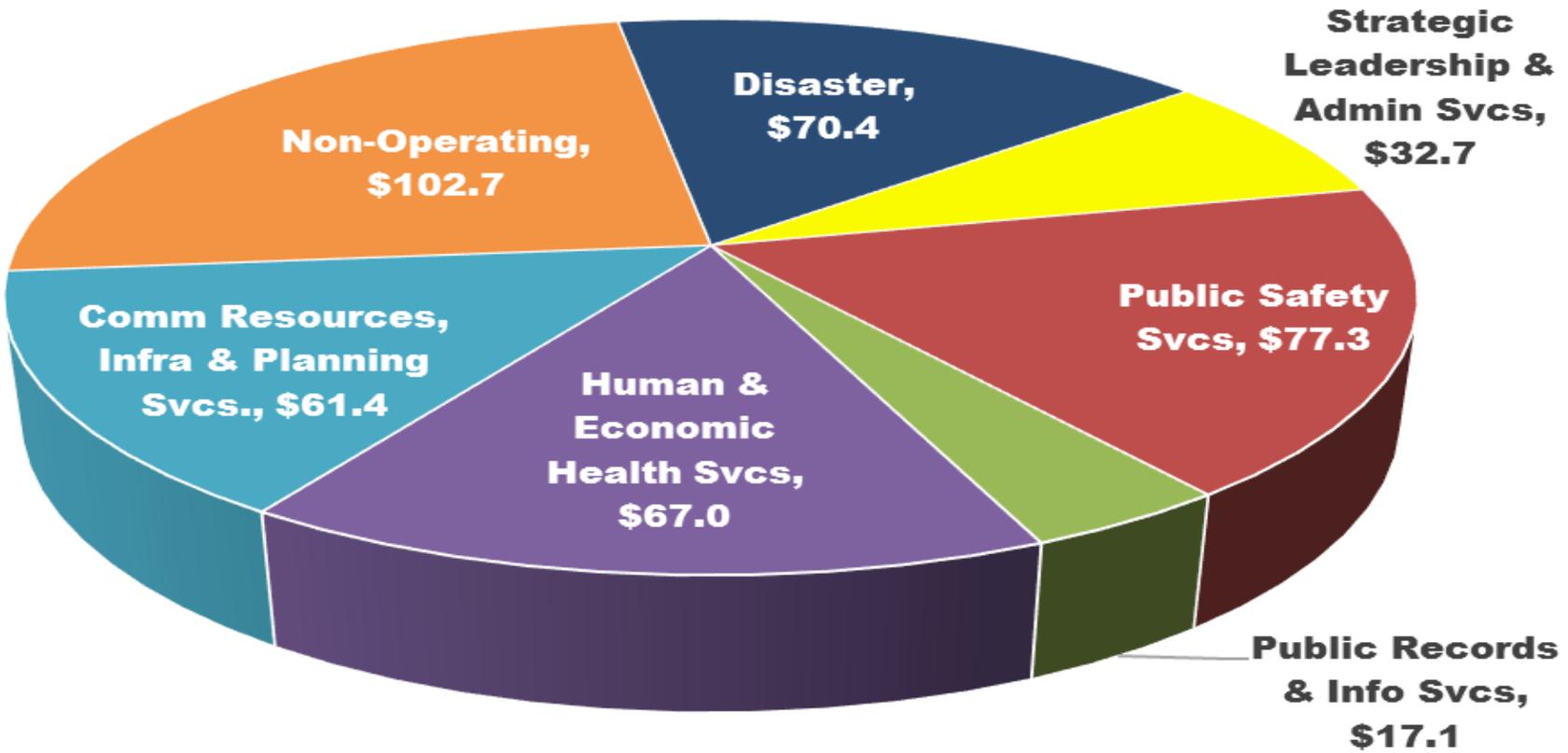
- Tax Increment Financing Districts represent 4.8% of taxable value, a new record for Larimer County.



Overview of 2017 Proposed Budget



Composition of Expenditures - 2017 Budget
(In Millions of \$)



Overview of 2017 Proposed Budget



In comparison with 2016 Revised

□ Expenditure Highlights:

- Gross Budget increases by \$5.7 million or 1%
- Net Budget decreases by \$29.3 million, or 10%
- Non-Operating decreases by \$11.8 million, or 10%
- Disaster-Related costs increase by \$46.9 million, or 200%

Overview of 2017 Proposed Budget



In comparison with 2016 Revised

- Expenditure Highlights Continued:
 - Operating costs increase by \$24 million, or 14%
 - Includes \$49 million increase Road & Bridge for flood recovery projects
 - Fringe Benefit Costs increase by \$2.7 million
 - Offset by projects in Engineering, FITD, Road and Bridge, and Natural Resources expended in 2016

Overview of 2017 Proposed Budget

In comparison with 2016 Revised



□ Expenditure Highlights Continued:

- Personnel Costs increase by \$9.9 million or 7%
 - 3.5% wage increase to match market rates
 - \$3.9 million increase in benefit costs allocated to departments
 - Unemployment Insurance cost down \$343K
 - Temporary Wages down \$1.6 million
 - Health Retirement Account payouts down \$948K
 - Reassigned Personnel Costs down \$382K

Overview of 2017 Proposed Budget



In comparison with 2016 Revised

- Expenditure Highlights Continued:
 - Capital Outlay Costs down \$15.6 million
 - 2016 One-Time Projects such as:
 - Natural Resources \$11.9 million
 - Loveland Building Land Purchase \$2.3 million
 - Debt Service up \$1.7 million – Animal Shelter & Impr. Districts
 - Inter-Fund Transfers down \$14.1 million or 26%
 - Change in how Sales & Use Tax is Budgeted
 - Consolidation of Loveland Building Budgets in '16
 - Offset by \$6.2 million to Road & Bridge for Disasters in '17

Overview of 2017 Proposed Budget

□ General Fund Summary

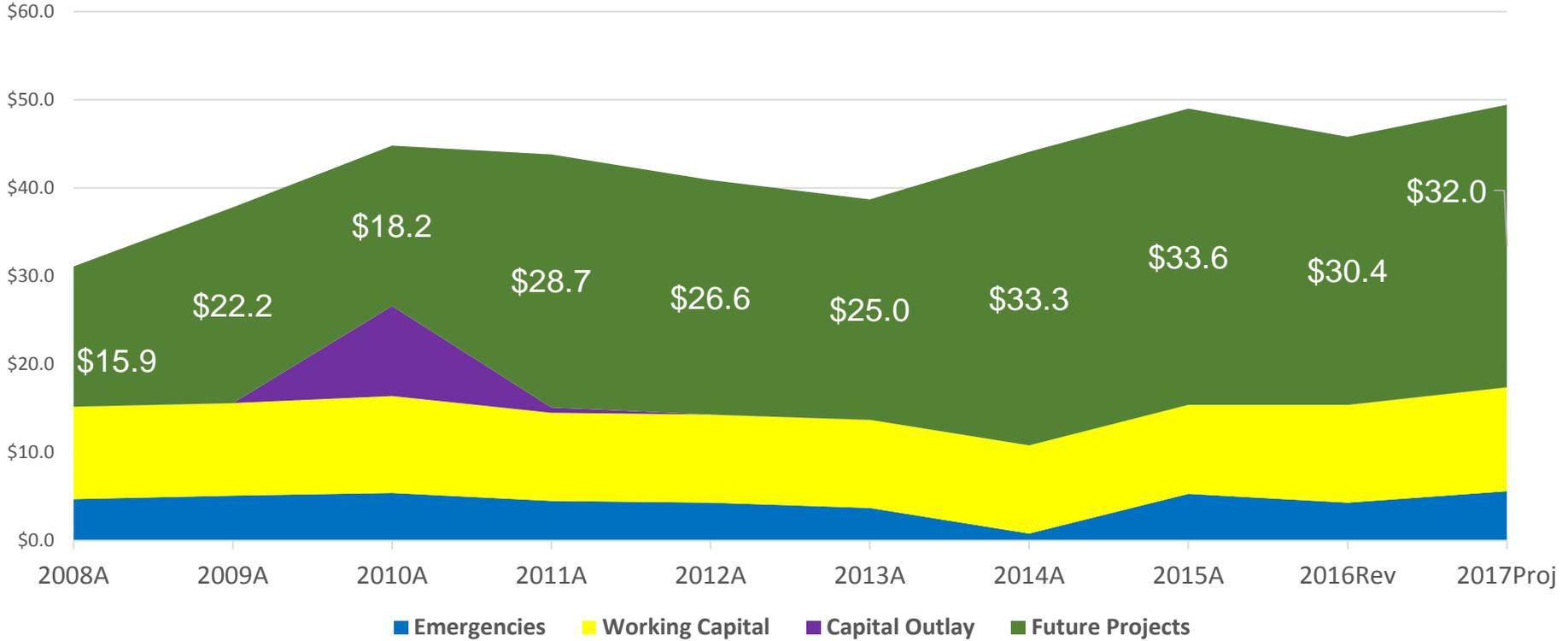
Category	2016 Adopted	2016 Revised	2017 Proposed	Change from 2016 Revised
Beginning Balance	\$39,451,688	\$47,937,807	\$44,025,498	(\$3,912,309)
Revenues	\$110,813,800	\$113,344,142	\$119,698,618	\$6,354,476
Expenditures	\$110,813,800	\$117,256,451	\$117,771,187	\$514,736
TABOR Reserve	\$2,500,000	\$2,500,000	\$5,592,877	\$3,092,877
Working Capital	\$11,100,000	\$11,100,000	\$11,800,000	\$700,000
Future Projects	\$25,851,688	\$30,425,498	\$28,560,052	(\$1,865,446)
Total Ending Fund Balance	\$39,451,688	\$44,025,498	\$45,952,929	\$1,927,431

Overview of 2017 Proposed Budget



□ General Fund Balance by Category 2008-2017 Projection

(In Millions of \$)



2017 assumes 3% turn-back

2017 Service Proposal Highlights



- Categorized & Prioritized by:
 - **Capacity Expansion** – Responding to changes in demand to maintain existing service levels
 - **Strategic Plan** – Furthering the goals and objectives in the Adopted Strategic Plan
 - **Service Expansion** – Improving service quality or adding new service
 - Within these categories: Strengths, Weaknesses, Opportunities, Threats (SWOT) Analysis

2017 Service Proposal Highlights

Capacity Expansion

Division/Dept/Elected Office	Description	General Fund Allocation
Coroner	Database Replacement	\$6,000
Criminal Justice Svcs.	Work Release Program Expansion	\$701,867
Criminal Justice Svcs.	Transportation Program Funding	\$182,633
Financial Services	Department Specialist	\$0
Facilities & Natural Resources	Facilities Utility Model	\$92,508
FITD	Sheriff's IT Equipment Replacement	\$123,000
Human Resources	Recruiting Manager	\$98,973

2017 Service Proposal Highlights



Capacity Expansion Continued

Division/Dept/Elected Office	Description	General Fund Allocation
Human Resources	Analytic Tools & Limited Term Staffing	\$81,100
The Ranch	Accounting & Administrative Position	\$0
Sheriff	Jail Operating Costs	\$506,749
Sheriff	Jail Deputies	\$0
Sheriff	Patrol Deputies and Equipment	\$219,820
Sheriff	Investigations – Evidence Technician	\$70,506
Sheriff	Loveland Police & Courts Security	\$358,171

2017 Service Proposal Highlights

Strategic Plan Goals

Division/Dept/Elected Office	Description	General Fund Allocation
Non-Departmental	2-1-1 Liaison Contribution	\$25,000
Public Information	Community Engagement Projects	\$49,000
Emergency Mgmt.	Big Thompson Wildfire Mitigation	\$30,000
Emergency Mgmt.	EMAP Accreditation	\$5,000
Budget Office	Program Coordinator	\$41,475

2017 Service Proposal Highlights



Service Expansion

Division/Dept/Elected Office	Description	General Fund Allocation
Economic Development	Broadband Staffing and Training	\$97,830
District Attorney	NoCo Drug Task Force – Deputy DA	\$109,042
FITD	Killpecker Radio Site Replacement Funding	\$27,000
Human Resources	Innovation Award Program	\$2,000
Road and Bridge	Expand Snow & Ice Removal Services	\$0
Workforce Center	Internship Program	\$118,000

Budget Calendar

- Citizen Meetings through October
- Public Hearings
 - **Fort Collins:** November 14, 6:30 PM
Commissioners' Hearing Room, Courthouse Offices
 - **Estes Park:** November 15, 6:30 PM
Board Chambers Room, Municipal Building
- Budget Adoption – December 21, 11:00 AM
 - Commissioners' Hearing Room, Courthouse Offices

Questions?



THANK YOU