



To: Montrose County Citizens
From: Ken Norris, County Manager
Regarding: 2015 Adopted Budget

Montrose County utilizes long-range financial modeling as the cornerstone of the budget development process. A five-year financial model has been developed for each of the major operating funds from which revenue projections and specific fund balance goals are used to calculate the level of expenditures for each fund. Utilization of these models allows the County to test the potential long-term impacts of current financial decisions based on a multitude of assumptions. Proactive financial planning enables us to make small adjustments in our financial plan as opposed to reacting when change is already upon us. In part due to the County's budgeting philosophy and process; Standard & Poor's Rating Services upgraded the credit rating for Montrose County two notches in 2014 to AA- based upon their view "*of the county's strong budget flexibility*".

Budget requests for 2015 were carefully evaluated and prioritized to ensure that departmental operating expenditures support the accomplishment of organizational goals. All employees, not just the leadership, are currently evaluating methods for improving the daily operations of the organization. We are dedicated to utilizing our materials, supplies and employees to maximize our internal resources and external output. Our goal is to provide the highest level and quality of programs and services possible with our available resources.

2015 BUDGET HIGHLIGHTS

- The net use of \$2.1 million results in projected Ending Fund Balances for 2015 totaling \$32.4 million.
- Total revenue (excluding Interfund Transfers) is projected to decrease approximately \$4.4 million, or 8.7% from the revised projections for 2014.
- Property tax revenue for 2015 is projected to be \$1.9 million higher than 2014. For the first time there is no credit/refund levy required as the TABOR Limit is above the gross property tax levy assessed at 23.528 mills.
- Sales & Use Tax collections projected growth for 2015 is 3.1%.
- Montrose Regional Airport revenue will decrease \$4.8 million (or 56%) due to Federal and State grant awards for capital projects.
- Total expenditure budget (excluding Interfund Transfers) for 2015 are down \$6 million (or 10.4%) from the 2014 Revised Budget due to a reduction in capital expenditures, primarily at the Airport.
- Operating expenses for 2015 are up \$630K, only 1.4% higher than the 2014 budget.

- The full-time staffing level will increase by 14 positions in 2015, from 379 FTE's to 393. Nine (9) of those positions are in the Health & Human Services Department and are mostly offset by a decrease in Contract Labor.
- The 2015 budget includes \$6.2 million in capital expenditures, down from \$12.9 million in 2014. A detailed listing of the projects for 2015 is included in the Supplemental Information section of this document.

Pay & Benefit Plan

In 2012, Montrose County established a formal compensation philosophy and policy. The plan was based, in large part, on conclusions provided by an independent consultant who completed a comprehensive compensation analysis in 2011 and 2012. Montrose County's compensation plan is designed to attract and retain qualified employees committed to delivering exceptional services to residents and visitors of Montrose County. The goal of the plan is to assure that an individual's pay is commensurate with the individual's performance and current market value.

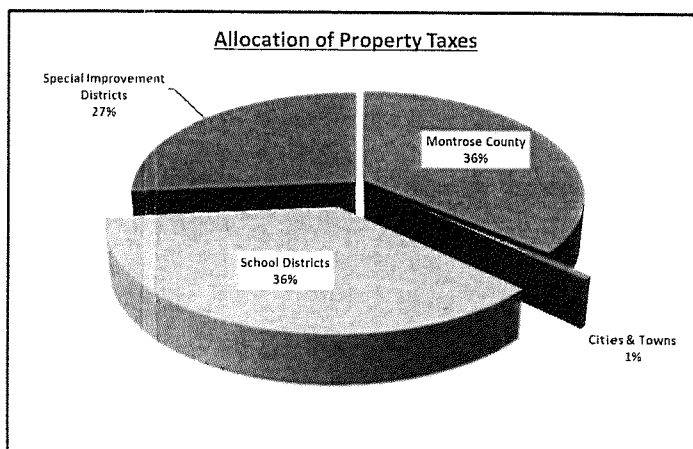
The 2015 budget includes programmed resources for market and merit adjustments that are in accordance with the performance based compensation plan adopted in 2012. The overall market adjustment/increase in salaries and wages from 2014 to 2015 is 1.6%. Some employees will receive performance based merit increases up to 1.4%, others will not. The budget also includes anticipated increases in health insurance premiums of approximately 10%.

New Emergency 911 Communications Center Fund

The Communications Center Fund has been established as an Internal Service Fund beginning in 2015. The purpose of this fund is to account for all costs associated with operating and maintaining the County-wide Emergency 911 Dispatch Center. This intent is for this fund to operate on a breakeven basis, whereby each user agency will more closely pay their pro-rata share of the cost for the services they receive.

County-wide Property Taxes

It is important for County citizens to understand how property taxes are calculated and distributed. The County Treasurer is responsible for collecting taxes for ALL taxing jurisdictions within the County and distributing the tax revenue to the appropriate taxing entity. The largest percentage of property taxes are collected for local school districts. Please see the Supplemental Information section of this document for additional property tax information.



Only 36% of the property taxes to be collected by the Treasurer in 2015 are for County use.

Balanced Budget

The total “balanced” budget adopted for 2015 equals \$51,914,183.

BALANCED BUDGET CALCULATION		2015 Budget
<u>SOURCE OF FUNDS</u>		
Revenue		\$ 49,832,253
Fund Balance / Reserves		\$ 2,081,930
TOTAL SOURCES		\$ 51,914,183
TOTAL EXPENDITURES / USE OF RESOURCES		
		\$ 51,914,183

Basis of Accounting

The County uses a modified accrual basis of accounting. Under this method, revenue is recognized in the year which it was earned. Expenditures are generally recorded when the related liability is incurred. Expenditures may include commitments arising from unfilled purchase orders, uncompleted contracts, and other obligations for certain funds. Those commitments are called encumbrances and lapse at year-end.

2015 REVENUES

The 2015 budget reflects conservative revenue estimates across all funds. These budget estimates provide Departments the ability to progress with approved projects and services and establish contingency plans for additional projects, and/or levels of service, should revenue exceed projections.

<u>Revenue, By Type</u>	2015 Adopted Budget	Percent of Total
County Taxes	\$ 23,568,713	47.3%
Licenses & Permits	\$ 319,200	0.6%
Federal Revenue	\$ 6,501,065	13.0%
State Revenue	\$ 7,310,687	14.7%
Other Governmental Revenue	\$ 1,078,943	2.2%
Sales & Services	\$ 4,874,512	9.8%
Interfund Service Charges	\$ 5,229,134	10.5%
Capital Proceeds	\$ 543,871	1.1%
Other Revenue	\$ 406,128	0.8%
Total Revenue	\$ 49,832,253	100.0%

County Taxes

Tax revenue collected by Montrose County accounts for less than half (47.3%) of the total projected revenues for 2015. The following table summarizes the receipt of County taxes. The Supplemental Information section of this document provides additional historical data regarding County taxes.

	<u>2014</u>	<u>2015</u>	<u>% Change</u>
Property Taxes	\$ 9,695,827	\$ 11,631,797	20.0%
Delinquent Property Tax	15,000	15,000	0.0%
Interest & Penalties on Property Tax	55,646	66,566	19.6%
Specific Ownership Tax	1,238,956	1,264,000	2.0%
Sales Tax			
-Road & Bridge	5,475,000	5,639,250	3.0%
-Public Safety	4,153,000	4,277,500	3.0%
Motor Vehicle Use Tax	480,363	504,363	5.0%
Other Use Tax	162,137	170,237	5.0%
Total	\$ 21,275,929	\$ 23,568,713	10.8%

Licenses & Permits

The County has projected to collect approximately \$319K from licenses and permitting fees. These revenues include; building and zoning permits, concealed weapon permits, food and liquor licenses, and various other permits and fees.

Federal Revenue

Approximately \$6.5 million in grant revenue is expected to be received from the federal government; the majority of these funds in 2015 are for federally mandated social service programs.

“Payments in Lieu of Taxes” (or PILT) are Federal payments to local governments that help offset losses in property taxes due to non-taxable Federal lands within their boundaries. PILT payments help local governments carry out such vital services as firefighting and police protection, construction of public schools and roads, and search-and-rescue operations. Counties across the western United States could be faced with significant budget impacts due to the uncertainty as to whether or not Congress will appropriate this historically vital funding for rural areas. Consequently, Montrose County has conservatively estimated a 45% decrease in this funding for 2015.

As depicted below, Federal Aviation Administration funding for capital improvements at the Airport varies widely from one year to the next.

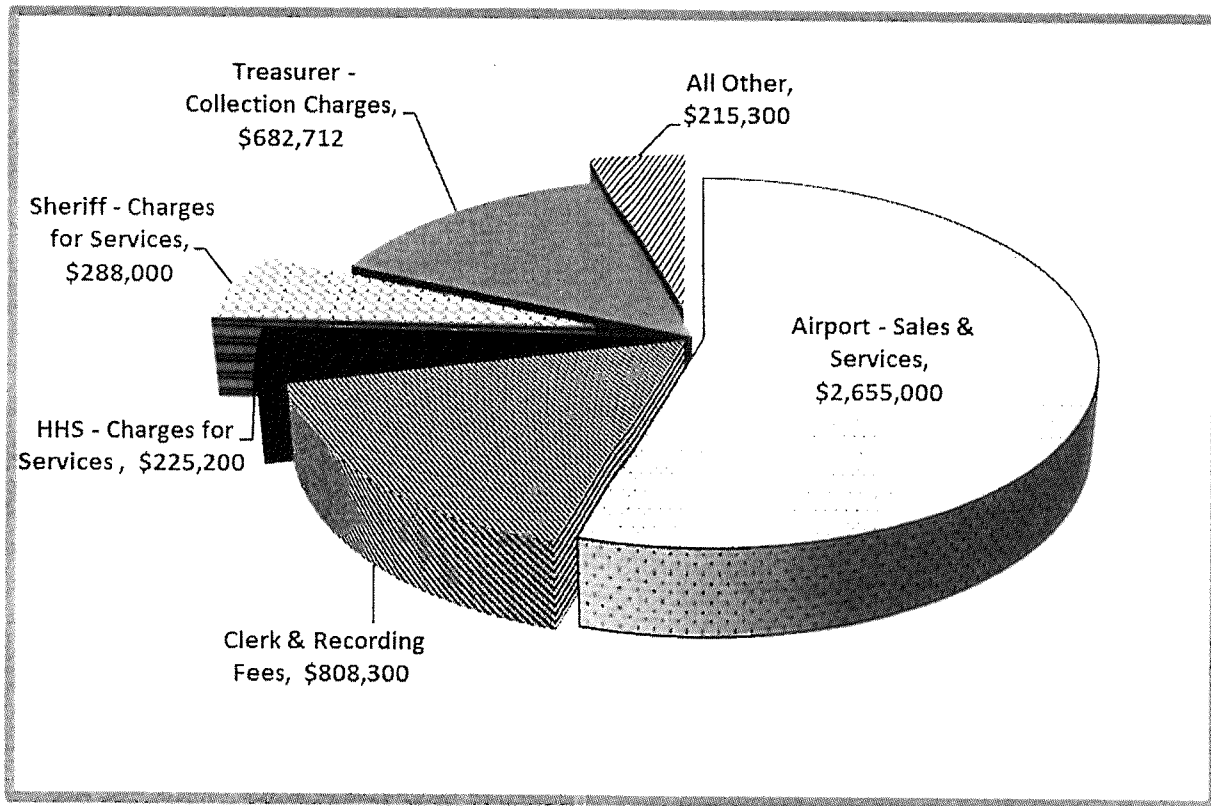
	<u>2014</u>	<u>2015</u>	<u>% Change</u>
Health & Human Services Funding	\$ 3,879,080	\$ 3,962,959	2.2%
PILT (Payment-in-lieu-of-Taxes)	2,266,958	1,250,000	-44.9%
Federal Aviation Administration	4,601,013	931,845	-79.7%
All Other Federal Revenue	465,684	356,261	-23.5%
Total	\$ 11,212,735	\$ 6,501,065	-42.0%

State Revenue

The County anticipates receiving \$7.3M from the State of Colorado in 2015. Highway Users Tax and FASTER revenue combined are projected at \$4.4M, representing approximately 40% of the Road & Bridge Department’s funding in 2015.

	<u>2014</u>	<u>2015</u>	<u>% Change</u>
Health & Human Services Funding	\$ 1,965,581	\$ 2,027,528	3.2%
Road & Bridge Department Funding	4,366,646	4,381,154	0.3%
Airport Capital Project Funding	1,255,104	58,425	-95.3%
Pass-thru Grants	500,000	125,000	-75.0%
Severance Tax	488,789	350,000	-28.4%
Conservation Trust Fund	123,000	125,000	1.6%
Colorado Dept. of Homeland Security	107,726	-	-100.0%
All Other State Revenue	298,082	243,580	-18.3%
Total	\$ 9,104,928	\$ 7,310,687	-19.7%

Charges for Services



Charges for Services represent revenue collected by the various Departments directly from those utilizing and benefiting from the services provided. The Airport, which is the County’s only enterprise activity, collects the majority of this type of revenue from Landing Fees, Fuel Flowage Fees, Passenger Charges, Hangar Rent, and other direct charges.

Interfund Service Charges

These revenues do not represent additional resources to the County, rather they are internal charges from one accounting fund to another for services rendered and received from one County department to another.

For example: The operating costs for the Finance Department are accounted for within the General Fund and provides accounting, payroll, and budgeting services to all County departments. The costs for operating the Airport are accounted for in the Airport Fund. To more accurately reflect the true costs of Airport operations (i.e. their share of the accounting and payroll expenses) the General Fund charges the Airport its proportionate share of those costs.

The General Fund / Administrative Service Fees are derived from the “cost allocation plan” which is prepared annually by an outside consulting firm. Both the Fleet Fund and the Communications Center Fund are Internal Service Funds. The intent for these two funds is to operate on a break-even basis, whereby the users fully fund the costs of providing these services.

<u>General Fund</u>		
-Treasurer - Banking & Fin Mgmt	\$	17,840
-County Attorney		87,514
-County Administration		122,815
-Board of County Comm		421,882
-Public Information		89,613
-Accounting		258,729
-Financial Mgmt		197,624
-Human Resources		72,307
-Information Technology		297,371
-Facility Maintenance & Rent		344,505
-Motor Vehicle Use Tax Collections		15,500
-Weed Mitigation		83,000
General Fund Total	\$	2,008,699
<u>Fleet Fund</u>		
-Light Fleet Replacement Accrual		629,974
-Light Fleet Maintenance		825,001
-Heavy Fleet Maintenance		1,413,325
-Motor Pool Rental Charges		1,800
Fleet Fund Total	\$	2,870,100
<u>Communications Center Fund</u>		
-Sheriff, Comm. Center Charges	\$	350,335
Total: Internal Service Charges	\$	5,229,134

All Other Revenues

The table below provides a summary listing of all other projected revenues for 2015.

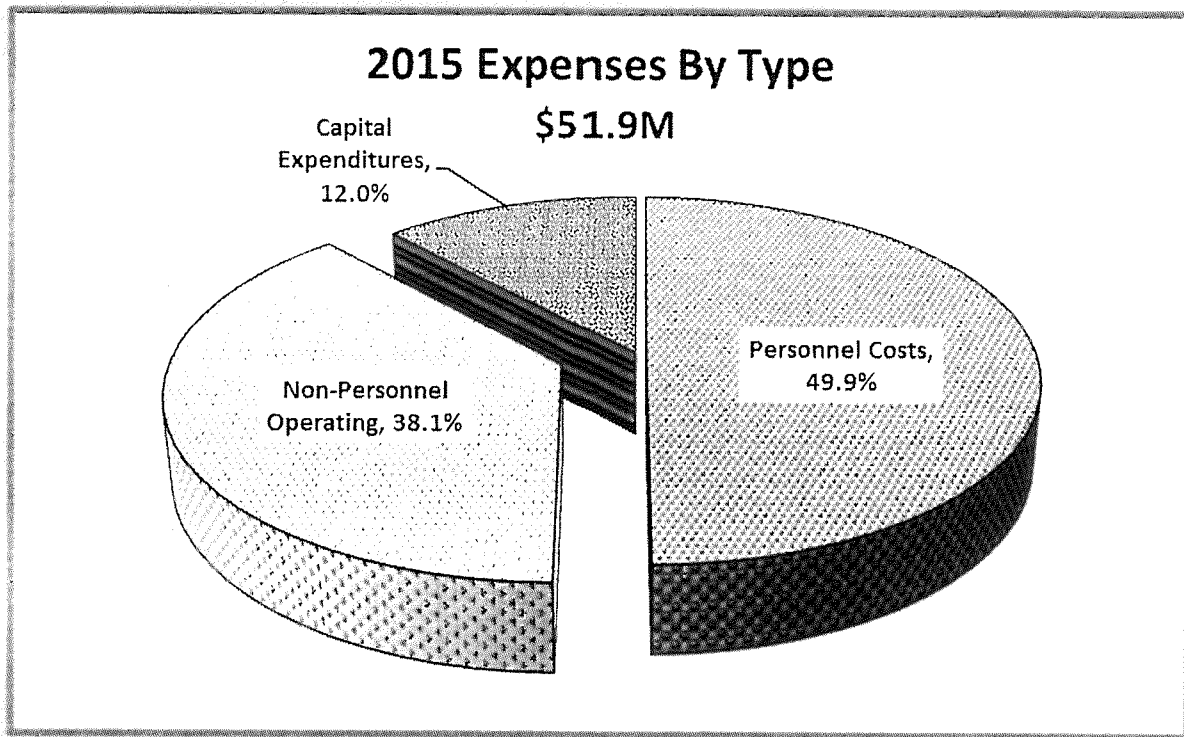
	<u>2014</u>	<u>2015</u>	<u>% Change</u>
<u>Other Governmental</u>			
-Communication Center Fees	\$ 676,766	\$ 626,643	-7.4%
-Prisoner Housing	122,000	122,000	0.0%
-Law Enforcement	86,398	108,500	25.6%
-Combined Courts	46,000	46,000	0.0%
-Elections	32,000	41,000	28.1%
-Other	164,475	134,800	-18.0%
<u>Capital Proceeds</u>			
-Sale of Assets	\$ 482,570	\$ 110,000	-77.2%
-Interfund Loan, Interest Income	49,757	39,504	-20.6%
-Interfund Loan, Principal Pmts.	384,114	394,367	2.7%
<u>Other Revenue</u>			
-Donations & Contributions	\$ 22,458	\$ 22,000	-2.0%
-Excise Tax Rebates / Refunds	32,500	32,500	0.0%
-Investment Income	134,025	144,278	7.7%
-Refunds & Forfeitures	57,458	49,150	-14.5%
-Sales Tax Collection Fees	120,000	125,000	4.2%
-All Other	69,763	33,200	-52.4%
Total	\$ 2,480,284	\$ 2,028,942	-18.2%

2015 EXPENSES

The 2015 expenditure budget reflects a concerted effort on behalf of all County departments and employees to provide the best service at the lowest cost possible, through the effective and efficient utilization of the resources entrusted to this entity by its constituents.

Our budget process begins in earnest in June of each year and is not complete until formal adoption by resolution in December. The operating and capital budgets developed by each department have been carefully scrutinized by the individual program managers, department directors, finance staff, county administration, and the elected officials.

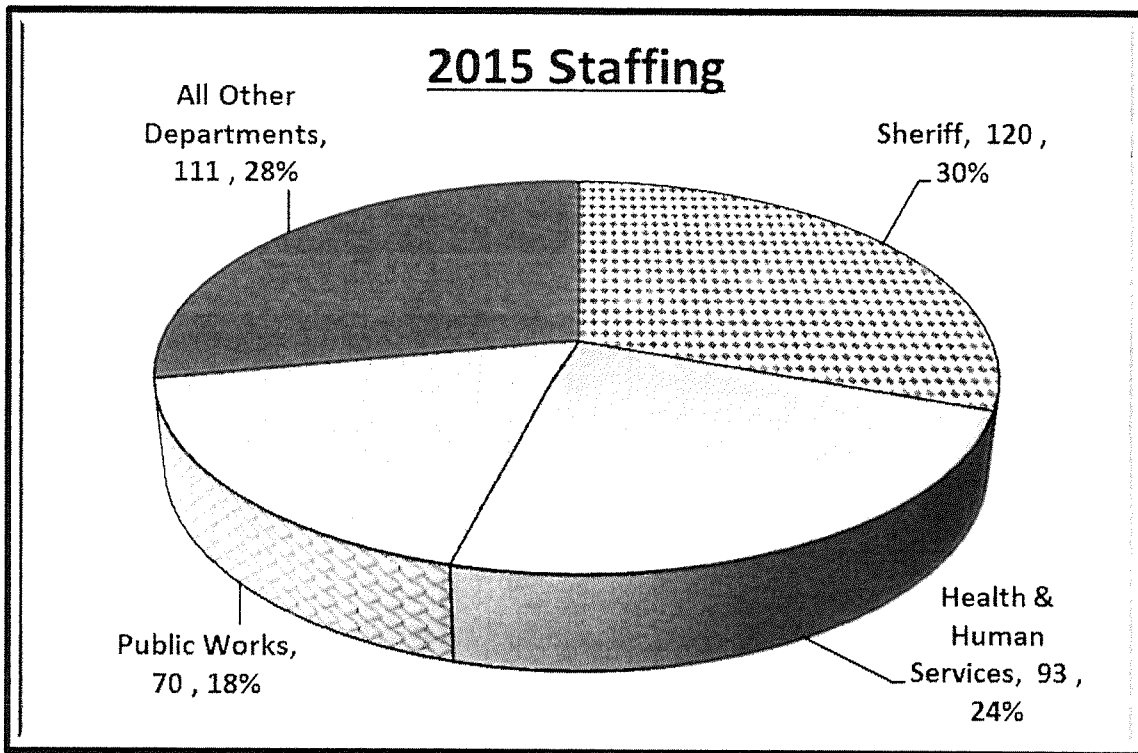
The total budget for 2015 of \$60.5 million (\$51.9 excluding Interfund Transfers) is accumulated from 14 different accounting funds, 16 county departments, and thousands of individual line-items. The following summarizes the 2015 budgeted expenditures.



<u>Expense, By Type</u>	2014 Revised Budget	2015 Adopted Budget	\$ Change	% Change
Operating Expense				
Personnel Costs	\$ 24,267,179	\$ 25,889,507	\$ 1,622,328	6.7%
Non-Personnel Operating	20,792,159	19,800,138	(992,021)	-4.8%
Subtotal: Operating Expense	\$ 45,059,338	\$ 45,689,645	\$ 630,307	1.4%
Major Capital	12,894,445	6,224,538	(6,669,907)	-51.7%
Expense Total	57,953,783	51,914,183	\$ (6,039,600)	-10.4%

Personnel / Labor Costs

Like any organization, the County's workforce is its lifeblood and our success is directly dependent upon hiring, training, and retaining the right people in every position. The County's \$25.9 million budget for labor represents half of the total budget for 2015. Montrose County employs over 393 people on a full-time basis. The largest employers are the Sheriff's Department (120), Health & Human Services (93), and the Public Works Department (70). A Department Staffing table is included in the Supplemental Information section of this document.



Labor Budget	2014 Revised Budget	2015 Adopted Budget	\$ Change	% Change
Full-Time Salaries	\$ 16,858,968	\$ 17,895,626	\$ 1,036,658	6.1%
Part-Time & Seasonal Wages	\$ 857,414	\$ 773,323	\$ (84,091)	-9.8%
Overtime & On-Call Pay	\$ 341,987	\$ 316,008	\$ (25,979)	-7.6%
Benefit Pool	\$ 3,309,702	\$ 3,781,304	\$ 471,602	14.2%
Retirement Contributions	\$ 715,947	\$ 757,471	\$ 41,524	5.8%
FICA, Medicare and Other Employer Costs	\$ 2,183,161	\$ 2,365,775	\$ 182,614	8.4%
Total Uses	\$ 24,267,179	\$ 25,889,507	\$ 1,622,328	6.7%

Non-Personnel Operating Expense

The non-personnel operating budget for 2015 is \$992K (or 4.8%) lower than the 2014 revised budget.

In-part due to labor law requirements; the majority of the decrease is in contract labor. Eight people previously serving the HHS Department on a contract basis were converted to County staff in 2015. The other operating expense reductions are a product of the County's diligence in working to eliminate costs and increase efficiency wherever possible.

The following table summarizes the non-personnel accounts by major category.

Non-Personnel Operating Expense	2014 Revised Budget	2015 Adopted Budget	\$ Change	% Change
Assistance Payments	\$ 979,220	\$ 979,252	\$ 32	0.0%
Insurance	\$ 406,519	\$ 389,281	\$ (17,238)	-4.2%
Interfund Service Charges	\$ 5,058,453	\$ 5,229,134	\$ 170,681	3.4%
Materials & Supplies	\$ 2,240,543	\$ 2,321,473	\$ 80,930	3.6%
Outside Services (Includes Contract Labor)	\$ 4,810,264	\$ 4,151,775	\$ (658,489)	-13.7%
Travel & Training	\$ 289,546	\$ 328,464	\$ 38,918	13.4%
Utilities	\$ 994,029	\$ 1,010,485	\$ 16,456	1.7%
Vehicles & Equipment Operation	\$ 1,297,900	\$ 1,303,600	\$ 5,700	0.4%
Intergovernmental Payments	\$ 2,611,795	\$ 2,323,184	\$ (288,611)	-11.1%
Debt Service	\$ 898,940	\$ 825,809	\$ (73,131)	-8.1%
All Other	\$ 1,204,950	\$ 937,681	\$ (267,269)	-22.2%
Total Uses	\$ 20,792,159	\$ 19,800,138	\$ (992,021)	-4.8%

Department Operating Budgets

Operating Budget Summary (Excludes Capital)	2015 Adopted	% Of Total	2014 Revised	\$ Change	% Change
Airport Operations	\$ 2,127,681	5.0%	\$ 2,309,722	\$ (182,041)	-7.9%
Assessor	\$ 659,405	1.6%	\$ 631,847	\$ 27,558	4.4%
Clerk & Recorder	\$ 1,269,226	3.0%	\$ 1,304,842	\$ (35,616)	-2.7%
Coroner	\$ 209,727	0.5%	\$ 194,069	\$ 15,658	8.1%
County Administration	\$ 1,003,792	2.4%	\$ 876,351	\$ 127,441	14.5%
County Attorney	\$ 630,479	1.5%	\$ 347,455	\$ 283,024	81.5%
Facilities	\$ 3,338,912	7.9%	\$ 3,254,867	\$ 84,045	2.6%
Finance	\$ 730,104	1.7%	\$ 706,547	\$ 23,557	3.3%
Health & Human Services	\$ 8,537,142	20.3%	\$ 8,204,489	\$ 332,653	4.1%
Information Technology	\$ 955,038	2.3%	\$ 924,691	\$ 30,347	3.3%
Org. Development & HR	\$ 473,731	1.1%	\$ 579,245	\$ (105,514)	-18.2%
Planning & Development	\$ 309,204	0.7%	\$ 284,523	\$ 24,681	8.7%
Public Works	\$ 10,436,152	24.8%	\$ 10,410,993	\$ 25,159	0.2%
Sheriff	\$ 11,097,907	26.3%	\$ 10,484,351	\$ 613,556	5.9%
Treasurer & Public Trustee	\$ 358,444	0.9%	\$ 374,827	\$ (16,383)	-4.4%
TOTAL DEPARTMENTAL OPERATING	\$ 42,136,944	100.0%	\$ 40,888,818	\$ 1,248,125	3.1%
Non-Departmental	\$ 3,552,701		\$ 4,170,520	\$ (617,819)	-14.8%
TOTAL OPERATING EXPENSE	\$ 45,689,645		\$ 45,059,338	\$ 630,307	1.4%

Capital Expenditures

The County's capital investment in infrastructure, facilities, and equipment varies widely from one year to the next. For example: The capital improvement budget for the Airports in 2014 total \$6.4 million, compared to planned expenditures of \$1.1 million in 2015. Another example is in Road & Bridge Fund where the emphasis between operating maintenance or capital reconstruction may shift from one year to the next.

The following depicts the budgets for major capital by department. A complete listing of the capital expenditures approved for 2015 can be found in the Supplemental Information section of this document.

Capital Budget By Department	2015 Adopted	% Of Total	2014 Revised	\$ Change	% Change
Airport Operations	\$ 1,127,496	2.7%	\$ 6,422,797	\$ (5,295,301)	-82.4%
Clerk & Recorder	\$ 64,000	0.2%	\$ -	\$ 64,000	N/A
Facilities	\$ 1,319,500	3.1%	\$ 1,139,840	\$ 179,660	15.8%
Information Technology	\$ 66,000	0.2%	\$ 146,291	\$ (80,291)	-54.9%
Public Works	\$ 3,540,133	8.4%	\$ 4,763,320	\$ (1,223,187)	-25.7%
Sheriff	\$ 107,409	0.3%	\$ 401,267	\$ (293,858)	-73.2%
Treasurer & Public Trustee	\$ -	0.0%	\$ 20,930	\$ (20,930)	-100.0%
TOTAL CAPITAL BUDGET	\$ 6,224,538	14.8%	\$ 12,894,445	\$ (6,669,907)	-51.7%

INTERFUND TRANSFERS

Interfund Transfers (the transfer of money from one accounting fund to another) represent the reallocation of available resources. These transactions are equity transfers; although they are accounted for as revenue and expense in the appropriate funds - they do not increase the total resources available or the actual total use of resources for the County as a whole.

In effect: These transactions result in the double counting of budgeted expenditures since the Fund making the transfer budgets the amount as a Transfer-Out, while the Fund receiving the transfer budgets for the use of those resources. The net effect of the transfer-out of one fund into another is zero.

Transfer Matrix

2015 Transfers-Out From	General Fund	Conservation Trust Fund	Public Safety Sales Tax Fund	CIP Fund	TOTAL TRANSFERS-IN
<u>2015 Transfers-Into</u>					
General Fund		\$ 120,000			\$ 120,000
Local Public Health Fund	\$ 147,256				\$ 147,256
Public Safety Sales Tax Fund	\$ 6,657,066				\$ 6,657,066
Social Services Fund	\$ 60,000				\$ 60,000
Capital Projects Fund	\$ 250,000				\$ 250,000
General Debt Service Fund				\$ 391,938	\$ 391,938
Communications Center Fund			\$ 850,000		\$ 850,000
Airport Operations Fund				\$ 100,000	\$ 100,000
TOTAL TRANSFERS-OUT	\$ 7,114,322	\$ 120,000	\$ 850,000	\$ 491,938	\$ 8,576,260

IN SUMMARY

Development of the annual budget may be the most important process the County undertakes. It identifies the priorities for the organization and shapes the character of the county. It also provides the citizenry an opportunity to see how their tax dollars are being utilized. I want to commend the management team for understanding the importance of this process and what this document represents. Without their effort, it would be impossible for the organization to achieve its desired outcomes. Staff's ability to continually re-evaluate their operating plans and careful ongoing management of their department budgets are keys to the long-term success of this organization.

Additionally, I want to thank the Board of County Commissioners for trusting in staff's ideas and for also taking an active role in the budget process. While we are all working toward the same goal of providing quality services, it is important that all levels of the organization are united to achieve that objective. As I have stated before, we have an exceptional organization with a culture of doing more with less and serving our constituents to the best of its ability. I feel fortunate to have an opportunity to be a part of this team.

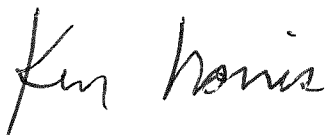
Our accomplishments are the direct result of a group of people who take pride in what they do, who believe in the community in which they serve and who have been willing to cross departmental lines and work together to accomplish our objectives. In the movie, Remember the Titans, there is a line that says, "Attitude reflects leadership". Montrose County has enjoyed and benefitted from consistent political leadership. Leadership is easier when times are good. The test of leadership comes when decisions are difficult, choices are limited and economics are uncertain. Consistent leadership and support of county staff has helped our dedicated employees to remain focused on their mission – to serve with **PRIDE** (People Representing Integrity & Delivering Excellence). That attitude is reflected not only in leadership, but in our employees.

The BOCC worked diligently during this budget season to make responsible decisions for this county. The decisions were not easy or entered into lightly especially during this time of uncertainty. I thank the elected officials for their guidance and their commitment to the organization.

As in the past, a document of this detail and complexity would not be possible without the work of the Finance Staff. I thank them for all they do to put this financial plan together. This could not happen without their attention to detail and accuracy; I sincerely appreciate everyone's professionalism and support in this important endeavour.

There are many challenges in the days ahead. There may be budget holes to fill in response to future State and Federal budgets and legislation. Aging infrastructure, a seemingly litigious environment, retaining institutional knowledge, a more competitive labor market, and continued limited resources are hurdles we face in the short run. How we handle these and other challenges is important to the future of Montrose County. The annual budget is a road map used to tackle these challenges one year at a time. The key to our financial future will continue to be the long-term approach and financial modelling that has been instituted as the cornerstone of the annual budget process.

Respectfully submitted,

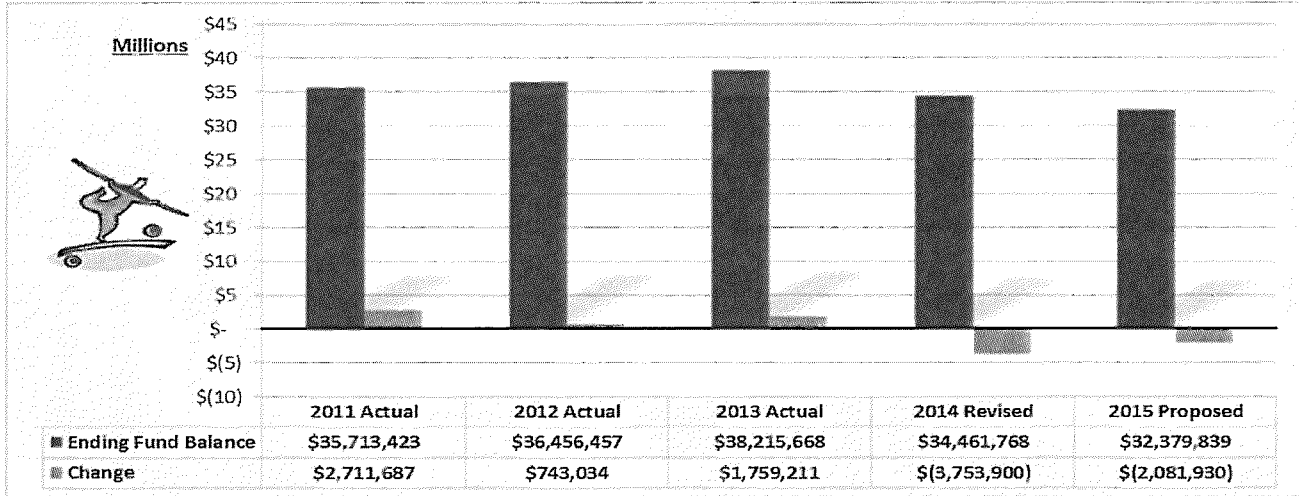
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Ken Norris

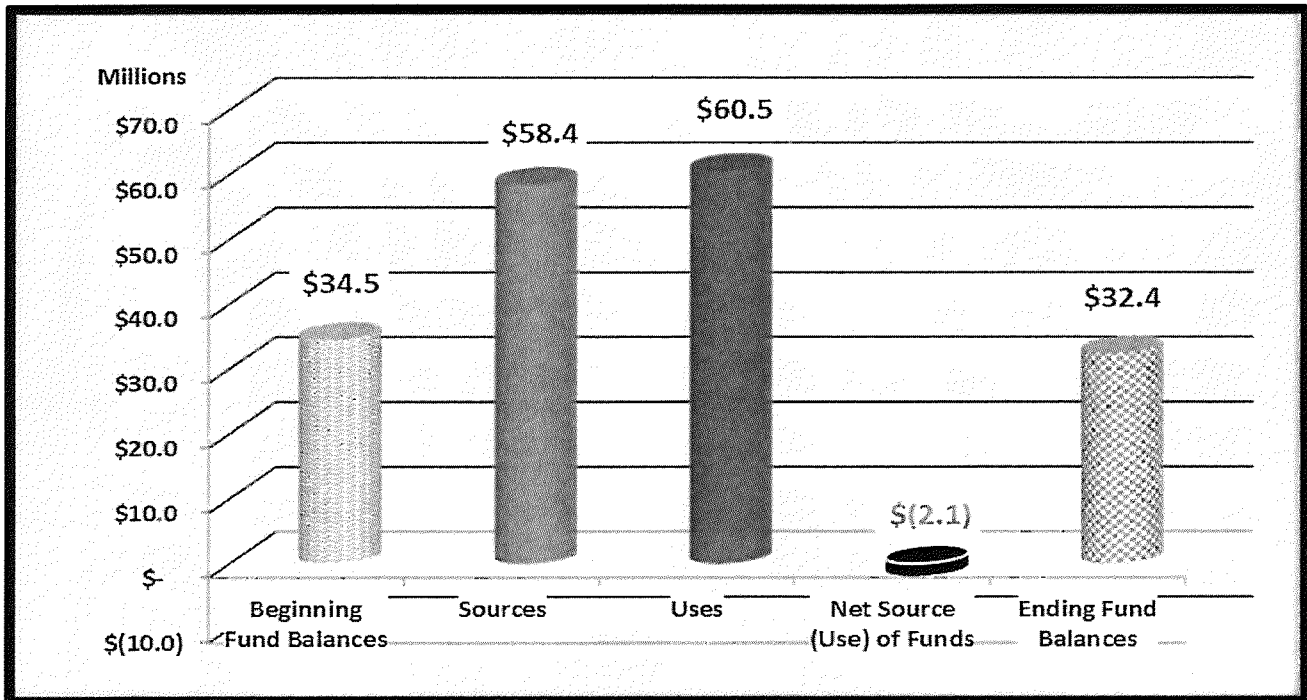
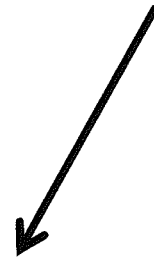
Montrose County Manager

2015 Budget Overview

Fund Balance History

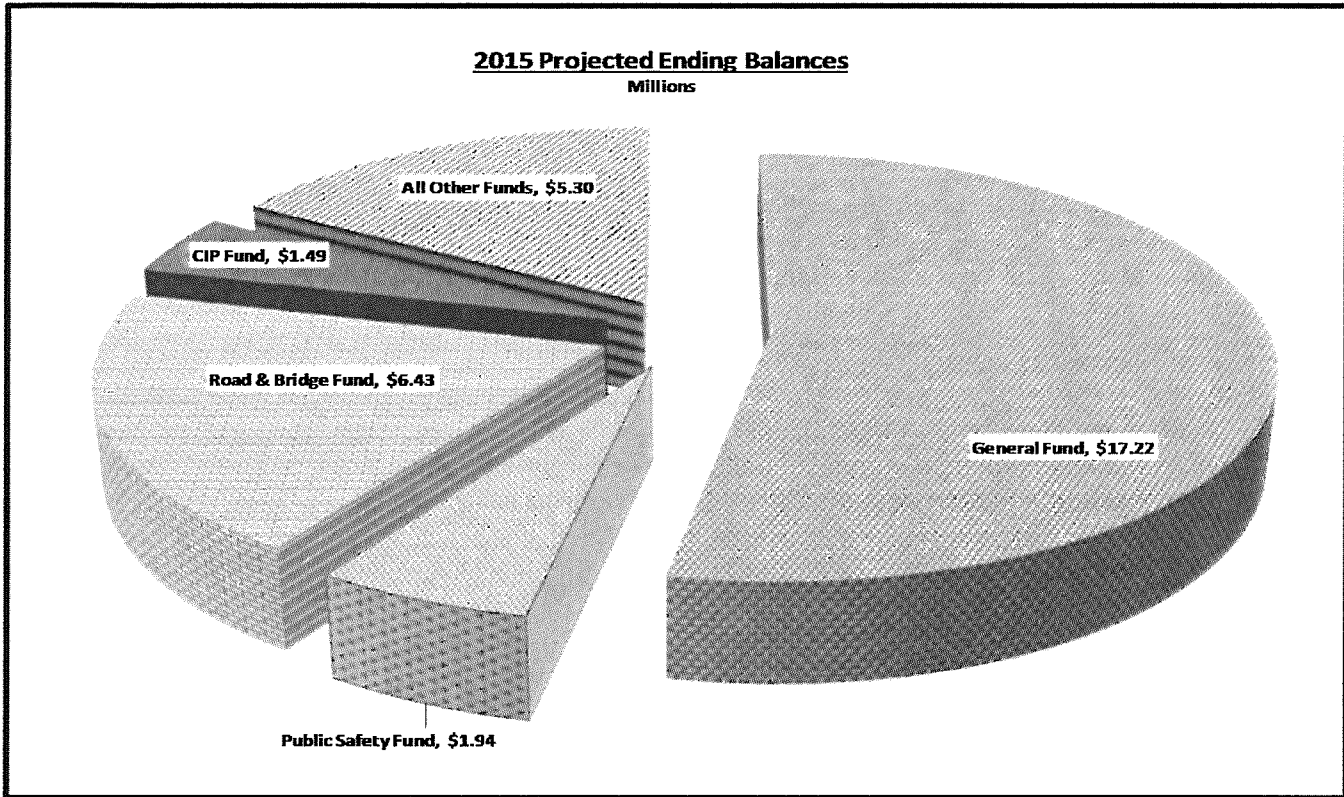


2015 Source & Use of Funds



Montrose County
2015 Budget Overview

Budget Summary By Fund




2015 Proposed Budget		Projected Beginning Fund Balance	Revenue	Transfers-In From Other Funds	Total Sources	Expenditures	Transfers-Out To Other Funds	Total Uses	Net Change In Fund Balance	Projected Ending Fund Balance
GENERAL GOVERNMENT										
General Fund	\$	17,256,408	17,368,066	120,000	\$ 17,508,066	10,425,192	7,114,322	\$ 17,539,514	\$ (31,448)	\$ 17,224,961
County Clerk Technical Fund	\$	5,771	8,000	-	\$ 8,000	-	-	\$ -	\$ 8,000	\$ 13,771
Conservation Trust Fund	\$	89,885	125,100	-	\$ 125,100	-	120,000	\$ 120,000	\$ 5,100	\$ 94,985
Impact Fee Fund	\$	465,621	-	-	\$ -	-	-	\$ -	\$ -	\$ 465,621
Local Public Health Fund	\$	493,746	1,487,891	147,256	\$ 1,635,147	2,083,262	-	\$ 2,083,262	\$ (448,115)	\$ 45,631
Public Safety Sales Tax Fund	\$	2,359,975	4,972,500	6,657,066	\$ 11,629,566	11,202,238	850,000	\$ 12,052,238	\$ (422,672)	\$ 1,937,303
Road & Bridge Fund	\$	6,519,956	11,090,827	-	\$ 11,090,827	11,184,424	-	\$ 11,184,424	\$ (93,597)	\$ 6,426,359
Social Services Fund	\$	884,287	6,514,950	60,000	\$ 6,574,950	6,650,027	-	\$ 6,650,027	\$ (75,077)	\$ 809,210
Solid Waste Fund	\$	1,813,001	98,500	-	\$ 98,500	31,547	-	\$ 31,547	\$ 66,953	\$ 1,679,954
Capital Expenditures Fund	\$	2,569,394	433,871	250,000	\$ 683,871	1,271,098	491,938	\$ 1,763,036	\$ (1,079,165)	\$ 1,490,229
General Debt Service	\$	338,040	-	391,938	\$ 391,938	391,938	-	\$ 391,938	\$ -	\$ 338,040
Sub: General Government	\$	32,796,064	42,119,705	7,826,260	\$ 49,745,965	43,239,726	8,576,260	\$ 51,815,986	\$ (2,079,021)	\$ 30,726,044
ENTERPRISE ACTIVITIES										
Airport Operations	\$	629,343	3,807,270	100,000	\$ 3,907,270	3,778,125	-	\$ 3,778,125	\$ 129,145	\$ 758,493
Fleet Management	\$	1,036,356	2,928,300	-	\$ 2,928,300	3,158,347	-	\$ 3,158,347	\$ (230,047)	\$ 808,309
Communications Center	\$	-	976,978	850,000	\$ 1,826,978	1,737,965	-	\$ 1,737,965	\$ 88,993	\$ 88,993
Sub: Enterprise Activity	\$	1,665,704	7,712,548	950,000	\$ 8,662,548	8,674,457	-	\$ 8,674,457	\$ (11,909)	\$ 1,653,795
TOTAL: MONTROSE COUNTY	\$	34,461,768	49,832,253	8,576,260	\$ 58,408,513	51,914,183	8,576,260	\$ 60,490,443	\$ (2,081,930)	\$ 32,379,839

2015 Budget Overview

Revenue Summary By Type

<u>Revenue, By Type</u>	2014 Revised Budget	2015 Adopted Budget	\$ Change	% Change
County Taxes	\$ 21,275,929	\$ 23,568,713	\$ 2,292,784	10.8%
Licenses & Permits	\$ 318,750	\$ 319,200	\$ 450	0.1%
Federal Revenue	\$ 11,212,735	\$ 6,501,065	\$ (4,711,670)	-42.0%
State Revenue	\$ 9,104,928	\$ 7,310,687	\$ (1,794,241)	-19.7%
Other Governmental Revenue	\$ 1,127,639	\$ 1,078,943	\$ (48,696)	-4.3%
Sales & Services	\$ 4,733,731	\$ 4,874,512	\$ 140,781	3.0%
Interfund Service Charges	\$ 5,073,526	\$ 5,229,134	\$ 155,608	3.1%
Capital Proceeds	\$ 916,441	\$ 543,871	\$ (372,570)	-40.7%
Other Revenue	\$ 436,204	\$ 406,128	\$ (30,076)	-6.9%
Total Revenue	\$ 54,199,883	\$ 49,832,253	\$ (4,367,630)	-8.1%
Interfund Transfers	\$ 9,149,253	\$ 8,576,260	\$ (572,993)	-6.3%
Total Sources	\$ 63,349,136	\$ 58,408,513	\$ (4,940,623)	-7.8%

<u>Comparative Revenue</u>	2014 Revised Budget	2015 Adopted Budget	\$ Change	% Change
Total Sources	\$ 63,349,136	\$ 58,408,513	\$ (4,940,623)	-7.8%
Less: Interfund Service Charges	(5,073,526)	(5,229,134)		
Less: Interfund Transfers	(9,149,253)	(8,576,260)		
= Total Revenue	\$ 49,126,357	\$ 44,603,119	\$ (4,523,238)	-9.2%
Less: Airport Capital Grant Funding	(5,830,617)	(964,270)		
Comparative Operating Revenue	\$ 43,295,740	\$ 43,638,849	\$ 343,109	0.8%



Significant Changes	
Property Tax	\$ 1,920,452
Sales & Use Tax	\$ 320,850
PILT	\$ (1,016,958)
Pass-Thru Grants	\$ (375,000)
Sale of Equip.	\$ (432,570)
All Other	\$ (73,665)

Montrose County

2015 Budget Overview

Expense Summary, By Type

<u>Expense, By Type</u>	2014 Revised Budget	2015 Adopted Budget	\$ Change	% Change
Operating Expense				
Personnel Costs	\$ 24,267,179	\$ 25,889,507	\$ 1,622,328	6.7%
Non-Personnel Operating	20,792,159	19,800,138	(992,021)	-4.8%
Subtotal: Operating Expense	\$ 45,059,338	\$ 45,689,645	\$ 630,307	1.4%
Major Capital	12,894,445	6,224,538	(6,669,907)	-51.7%
Total Expenditures	57,953,783	51,914,183	\$ (6,039,600)	-10.4%
Interfund Transfers	9,149,253	8,576,260	(572,993)	-6.3%
TOTAL USES	\$ 67,103,036	\$ 60,490,443	\$ (6,612,593)	-9.9%

<u>Comparative Expenditures</u>	2014 Revised Budget	2015 Adopted Budget	\$ Change	% Change
Total Uses	\$ 67,103,036	\$ 60,490,443	\$ (6,612,593)	-9.9%
Less: Interfund Service Charges	(5,058,453)	(5,229,134)		
Less: Interfund Transfers	(9,149,253)	(8,576,260)		
= Total Expenditures	\$ 52,895,330	\$ 46,685,049	\$ (6,210,281)	-11.7%
Less: Airport Capital Projects	(6,422,797)	(1,127,496)		
Less: CIP Fund Project Expenditures	(736,000)	(1,271,098)		
Less: R&B Fund West-End Facility Imprv.	(443,340)	-		
Less: Property Acquisition, R&B Fund	(677,000)	-		
Comparative Expenditures	\$ 44,616,193	\$ 44,286,455	\$ (329,738)	-0.7%

Significant Changes



Total Labor Costs	\$ 24,267,179	\$ 25,889,507	\$ 1,622,328	6.7%
Airport: Legal Services	\$ 250,000	\$ -	\$ (250,000)	-100.0%
Clerk & Recorder: Outside Services	\$ 233,620	\$ 160,608	\$ (73,012)	-31.3%
HHS: Contract Labor	\$ 259,004	\$ 11,600	\$ (247,404)	-95.5%
Public Works: R&B Maint. and Imprv.	\$ 5,664,630	\$ 5,392,842	\$ (271,788)	-4.8%
Non-Dept.: Water Rights Project	\$ 500,000	\$ 407,000	\$ (93,000)	-18.6%
Non-Dept.: Pictometry Project	\$ 261,000	\$ -	\$ (261,000)	-100.0%
Non-Dept.: Outside Agency Funding	\$ 275,300	\$ 325,200	\$ 49,900	18.1%
Non-Dept.: Town Project Program	\$ -	\$ 100,000	\$ 100,000	n/a
Non-Dept.: HLS Fiscal Agent Expend.	\$ 107,726	\$ -	\$ (107,726)	-100.0%
Non-Dept.: Pass-Thru Grants	\$ 501,775	\$ 125,000	\$ (376,775)	-75.1%
District Attorney	\$ 671,935	\$ 725,338	\$ 53,403	7.9%
All Other Non-Personnel Expense	\$ 11,624,024	\$ 11,149,360	\$ (474,664)	-4.1%

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