

MOFFAT COUNTY BOARD OF COUNTY COMMISSIONERS
1198 W. Victory Way Craig, Colorado 81625
(970) 824-5517

Tony Bohrer
District 1

Melody Villard
District 2

Donald Broom
District 3

Board Meeting Agenda

Minutes will be recorded for these formal meetings

Tuesday, December 10, 2024

8:30 am Pledge of Allegiance

Call to order by the Chairman

Approval of the agenda

Consent Agenda -

Review & Sign the following documents:

Minutes:

- a) November 26 (pgs 3-5)

Resolutions:

- b) 2024-127: Payroll (pg 6)
- c) 2024-133: A/P (pg 7)
- d) 2024-135: Transfer of Intergovernment Funds for the month of October (pg 8)

Contracts & Reports:

- e) Treasurer's report (pg 9 & 10)
- f) Contract Amendment #2: Value West (pg 11)
- g) Contract Amendment #1: Farming Lease w/Sterling Rollins (pg 12)
- h) Contract Amendment #6: Avenu Enterprise Solutions, LLC (pg 13 & 14)
- i) Voya Financial Administration Agreement/Stop Loss Excess Risk Coverage (pgs 15-55)
- j) Service Agreement w/Curalinc, LLC (Curalinc Healthcare) for Employee Assistance Program (pgs 56-65)

Please note that the Board may discuss any topic relevant to County business, whether or not the topic has been specifically noted on this agenda

Public Comment/General Discussion

***** Agenda is Subject to Change until 24 hours before scheduled Hearings*****

The Board may alter the times of the meetings throughout the day, or cancel or reschedule noticed meetings



9:27 AM 12/11/2024

8:45 am

Public Hearing:

1) Finance – Cathy Nielson

- Final Approval of the 2025 County Budget: (which includes) (pgs 66-368)
- 2024-128: Appointment of Budget Officer to Serve as Authorized Party to Certify Tax Levies Pursuant to Colorado Revised Statutes 39-1-111 (pg 369)
- 2024-129: Amending Resolution 2023-131 – Distribution of Sales Tax (pg 370)
- 2024-130: Resolution to adopt 2025 budget (pgs 371)
- 2024-131: Resolution to Appropriate Sums of Money (pgs 372 & 373)
- 2024-132: Mill Levies (pgs 374 & 375)

Staff Reports:

2) County Attorney – Garry Rhoden

- Resolution 2024-126: County Volunteer Board Code of Conduct, Conflict of Interest & Ex-Parte Contact Policies (pgs 376-380)

3) Natural Resources Department – Jeff Comstock

- Present final version of Potential Socioeconomic Impacts of the Craig-Hayden Pumped Storage Project report (pgs 381-477)

Presentation:

4) Yampa River Leafy Spurge Project – John Husband & Moffat County Weed & Pest Management – Jesse Schroeder

- Program update (pgs 478-499)

5) Northwest Loan Fund – Anita Cameron

- Program update (pgs 500-511)
- Community Development Block Grant application (pgs 512-555)

Adjournment

The next scheduled BOCC meeting will be Tuesday, December 31, 2024 - 8:30 am

Moffat County's YouTube link to view meeting:

<https://youtube.com/live/aSFGU2P0TDE?feature=share>

OR

<https://www.youtube.com/channel/UC0d8avRo294jia2irOdSXzQ>



9:27 AM 12/11/2024

Moffat County Board of County Commissioners
1198 W Victory Way Ste 104 Craig, CO 81625

November 26, 2024

In attendance: Tony Bohrer, Chair; Melody Villard, Vice-Chair; Donald Broom, Board Member; Erin Miller, Deputy Clerk & Recorder; Jeff Comstock; Jennifer Riley; Denise Arola; Roger Richmond; Todd Wheeler; Chris Nichols; Candace Miller; Jennifer Pieroni

Call to Order
Pledge of Allegiance

Commissioner Bohrer called the meeting to order at 8:30 am

Bohrer made a motion to approve the agenda as presented. Villard seconded the motion. Motion carried 3-0.

Consent Agenda –

Review & Sign the following documents: (see attached)

Minutes:

- a) November 12th

Resolutions:

- b) 2024-117: Payroll
- c) 2024-118: Transfer of Intergovernment Funds for November 2024
- d) 2024-119: P-Card Payments
- e) 2024-120: Accounts Payable
- f) 2024-121: Voided Warrants Resolution for the month of November

Contracts & Reports:

- g) Employee Health Clinic & Wellness Services agreement w/UC Health
- h) Fairgrounds Bathhouse Boiler Replacement contract w/Masterworks Mechanical
- i) Contract Amendment #1: SPL7, LLC for consulting services
- j) Contract Amendment #5: NW CO Consultants for Landfill Environmental & Engineering Services
- k) Department of Public Health Safe Firearm Storage Program Grant
- l) Contract Amendment #2 w/Exclusive Professional Support
- m) Contract for Services agreement w/CLH Professional Services
- n) Intergovernmental Agreement w/Routt County for Juvenile Housing, Transportation & Supervision
- o) Ratify:
 - NW CO Trail Corp Letter of Support for OHV Grant application
 - Non-Federal Environmental Information and Land Manager Approval form
 - Agreement for Cooperative Wildfire Protection

Bohrer made a motion to approve the consent agenda items A-O. Villard seconded the motion. Motion carried 3-0.

Public Comment/General Discussion:

No Public Comment

Board of County Commissioners

- Appoint Fair Board members (4)

Letters of interest for open Fair Board seats were received from Wyatt Oberwite, Gage Kawcak, Kelly Hepworth, Dakota Ahlstrom & Lee Gittleson. The Fair Board had requested adding more board members to help out with the extra work required to make the County Fair a success.

Broom made a motion to approve appointing all the applicants to the Fair Board. Villard seconded the motion. Motion carried 3-0.

- Approve Event Center Master Plan (see attached)

At the November 12th BCC meeting, there was a full presentation of the master plan by Johnson Consulting for the proposed Multi-Use Event Center. Approval of the Master Plan is part of the application process for the DOLA Resiliency Grant.

Villard moved to approve the Multi-Use Event Center Master Plan. Broom seconded the motion. Motion carried 3-0.

- Approve application for DOLA Resiliency Grant (see attached)

Villard explained that this grant allows the County to apply for a two million-dollar DOLA grant with a 10% matching grant.

Broom made a motion to approve the application for the DOLA Resiliency Grant. Villard seconded the grant. Motion carried 3-0.

Staff Report:

Development Services – Candace Miller

- **Resolution 2024-123:** Amendment to Resolution 2017-153 - Financial Policies (see attached)
- **Resolution 2024-124:** Amendment to Resolution(s) 2017-152 & 2019-86 – Capital Improvement Policies (see attached)
- **Resolution 2024-125:** Amendment to Resolution(s) 2019-85 & 2007-34 – Fixed Asset Policies (see attached)

Miller presented these resolution amendments on behalf of Office of Development Services Director, Neil Binder, who was on vacation. The reason for amending all of these relates to leasing County vehicles, rather than purchasing outright.

Villard moved to approve **Resolution 2024-123:** Amendment to Resolution 2017-153 - Financial Policies, **Resolution 2024-124:** Amendment to Resolution(s) 2017-152 & 2019-86 – Capital Improvement Policies, and **Resolution 2024-125:** Amendment to Resolution(s) 2019-85 & 2007-34 – Fixed Asset Policies as they relate to cleaning up the purchasing policy for Fleet Management. Broom seconded the motion. Motion carried 3-0.

Villard also reminded everyone that the leasing program that the County is participating in still allows us to utilize local dealers.

Presentation:

Memorial Regional Health – Jennifer Riley

- Resolution 2024-122: County Resolution on Ambulance Services (see attached)

Riley reminded everyone that this resolution will not change the way that all of the EMS related entities that operate in the County do business. This resolution has to do with Medicare Ambulance Reimbursement, and interagency transfers to other facilities. It has been determined that Memorial Regional Health is the only local entity that is capable/interested in doing this service and be adequately reimbursed for it.

Broom moved to approve Resolution 2024-122: County Resolution on Ambulance Services. Villard seconded the motion. Motion carried 3-0.

Meeting adjourned at 8:51 am

The next scheduled BOCC meeting is Tuesday, December 10, 2024

Submitted by:

Erin Miller, Deputy Clerk and Recorder

Approved by: _____

Approved on: _____

Attest by: _____

RESOLUTION 2024-127
 PAYMENT OF PAYROLL WARRANTS
 Payroll Ending 11/23/2024

WHEREAS, The Board of Commissioners of Moffat County, Colorado, have approved the payment of various debts and obligations from the various county funds:

AND WHEREAS, the warrants issued in payment of said debts and obligations have been issued against the Moffat County Warrant Fund:

NOW THEREFORE, BE IT RESOLVED that the Moffat County Treasurer be and he is hereby authorized to transfer money among the various funds as follows:

Pay Date 12/6/2024

FROM FUND:			
General	0010.7000	\$250,154.06	cr
Road & Bridge	0020.7000	\$156,722.42	cr
Landfill	0070.7000	\$15,049.51	cr
Airport	0120.7000	\$363.47	cr
Library	0130.7001	\$10,067.04	cr
Maybell WWTF	0280.7000	\$0.00	cr
Health & Welfare	0080.7000	\$0.00	cr
Senior Citizens	0170.7000	\$6,545.43	cr
Mo Co Tourism	0320.7000	\$3,184.17	cr
PSC Jail	0072.7000	\$61,602.26	cr
Human Services	0030.7100	\$59,775.69	cr
Public Health	0065.7000	\$12,903.65	cr
SM I	0168.7000	\$4,174.04	cr
SM II	0169.7000	\$4,784.11	cr
TO FUND:			
Warrant	0100.1000	\$585,325.85	dr

Adopted this 10th day of December, A.D. 2024

 Chairman

STATE OF COLORADO)
)ss.
 COUNTY OF MOFFAT)

I, Stacy Morgan, County Clerk and Ex-officio Clerk to the Board of County Commissioners, County of Moffat, State of Colorado do hereby certify:

RESOLUTION 2024-133
TRANSFER OF PAYMENT OF WARRANTS
FOR THE MONTH OF DECEMBER 2024

WHEREAS, The Board of Commissioners of Moffat County, Colorado, have approved the payment of various debts and obligations from the various county funds:

AND WHEREAS, the warrants issued in payment of said debts and obligations have been issued against the Moffat County Warrant Fund:

NOW THEREFORE, BE IT RESOLVED that the Moffat County Treasurer be and he is hereby authorized to transfer money among the various funds as follows:

FROM FUND:	Check Date:	12/10/2024		
General	110	\$139,531.53	CR	0010.7000
Road & Bridge	200	\$79,805.62	CR	0020.7000
Landfill	240	\$5,858.94	CR	0070.7000
Airport	260	\$3,427.04	CR	0120.7000
Emergency 911	270	\$73.71	CR	0350.7000
Capital Projects	510		CR	0160.7000
Conservation Trust	211		CR	0060.7000
Library	212	\$3,565.44	CR	0130.7001
Maybell Sanitation	610	\$551.55	CR	0280.7000
Health & Welfare	720	\$379,413.29	CR	0080.7000
Senior Citizens	215	\$557.00	CR	0170.7000
Internal Service Fund	710	\$575.44	CR	0325.7000
Lease Purchase Fund	410		CR	0175.7000
NCT Telecom	520		CR	0166.7000
Mo Co Tourism Assoc	219	\$1,550.00	CR	0320.7000
PSC - JAIL	210	\$4,828.14	CR	0072.7000
Human Sevices	220	\$14,919.34	CR	0030.7100
Public Health	250	\$772.52	CR	0065.7000
Sunset Meadows I	910	\$3,013.98	CR	0168.7000
Sunset Meadows I Security	910		CR	0167.7000
Sunset Meadows II	920	\$7,977.74	CR	0169.7000
Sunset Meadows II Security	920		CR	0171.7000
ACET	275	\$11,840.00	CR	0040.7000
Shadow Mountain LID	530		CR	0110.7000
MC Local Marketing District	231	\$6,362.00	CR	0050.7000
To Fund Warrant		\$664,623.28	DR	

Adopted this 10th day of December, 2024

Chairman

STATE OF COLORADO

))
ss.)

MONTHLY REPORT OF MOFFAT COUNTY TREASURER
 NOVEMBER 01, 2024 THRU NOVEMBER 29, 2024

FUND	BEGINNING BALANCE	REVENUES					DISBURSEMENTS			ENDING BALANCE
		CURRENT TAX & INTEREST	MISCELLANEOUS COLLECTIONS	DELINQUENT TAX & INTEREST	SPECIFIC OWNERSHIP	TRANSFERS (IN)	CASH WITHDRAWALS	TREASURERS FEES	TRANSFERS-OUT	
GENERAL FUND	34,375,409.18	61,453.30	652,115.82	4.89		23,323.43	-23,678.38	-976,164.59	34,112,463.65	
ROAD & BRIDGE FUND	10,560,584.31		576,640.28		69,595.32	5,844.25	-1,846.20	-398,699.36	10,812,118.60	
DEPARTMENT OF HUMAN SERVICES	1,749,115.17	3,520.59	11,386.19	.29				-233,241.86	1,530,780.38	
ACET	282,867.95		36.18					-882.10	282,022.03	
MOFFAT COUNTY LOC MRKT DIST	477,358.88		85,270.29					-46,000.00	516,629.17	
CONSERVATION TRUST FUND	195,082.91		635.37				-6.35	-65,111.92	130,600.01	
MOFFAT COUNTY PUBLIC HEALTH	1,082,851.52	993.31	-8,996.90	.10		6.68		-44,135.97	1,030,718.74	
LANDFILL	1,864,873.19		54,511.94				-484.38	-363,978.71	1,554,922.04	
POST CLOSURE - LANDFILL	218,000.00								218,000.00	
PSC - JAIL FUND	1,555,687.16		61,567.11					-176,020.86	1,441,233.41	
COUNTY HEALTH & WELFARE	3,905,511.22		438,207.49			8,139.96		-517,594.72	3,834,263.95	
MEMORIAL REGIONAL HEALTH	3,324.10	9,430.17		.76				-3,324.10	9,430.93	
WARRANT FUND - COUNTY	131,974.12					7,593,622.60	-2,227,509.42		5,498,087.30	
SHADOW MTN LOCAL IMPROVE DIST	193,298.34		218.16					-9,299.46	184,217.04	
AIRPORT FUND	269,962.08		4,369,666.96					-2,180.77	33,316.16	
PUBLIC LIBRARY	363,419.92		1,356.53					-13.57	330,716.04	
COLO NORTHWEST COMM COLLEGE	11,931.94	9,433.86		.76	8,699.77			-11,931.94	18,040.04	
M C SCHOOLS RE#1 - GENERAL	133,660.51	90,637.51		6.74	102,509.98			-133,660.51	192,883.59	
CAPITAL PROJECTS FUND	2,236,006.39		59,282.55						2,287,379.56	
PUBLIC SAFETY CENTER - CAP PROJ	557.05		.94						557.99	
NC TELECOM ESCROW ACCOUNT	254,492.29		828.86					-817.53	254,503.62	
SUNSET #1 SECURITY DEPOSIT	18,458.94							-636.03	17,822.91	
SUNSET MEADOWS #1	770,995.37		42,255.09					-36,923.25	776,327.21	
SUNSET MEADOWS #2	195,791.06		27,303.84					-45,550.27	177,544.63	
SENIOR CITIZENS CENTER - 15	236,605.33		6,401.53					-17,672.19	225,334.67	
SUNSET #2 SECURITY DEPOSIT	18,088.44		407.00					-150.00	18,345.44	
COURTHOUSE LEASE PURCHASE FUND	0.00								0.00	
SCHOOLS RE#1 - BOND	7,232.15	20,517.13		1.58				-7,232.15	20,518.71	
CITY OF CRAIG	14,460.25	43,823.43			8,927.86			-14,460.25	51,903.17	
TOWN OF DINOSAUR	326.89	782.92			139.62			-326.89	907.40	
CAPITAL FUND - CITY OF CRAIG	1,701.62	5,156.91			1,050.59			-1,701.62	6,107.69	
ARTESIA FIRE PROTECTION DISTRICT	331.59	373.81			197.24			-331.59	553.34	
CRAIG RURAL FIRE PROTECTION DIST	9,726.19	9,680.93			6,501.53			-9,726.19	15,723.48	
MAYBELL IRRIGATION	2,724.36				143.10			-458.98	2,867.46	
MAYBELL SANITATION	178,899.12		2,057.66					-20.58	179,087.81	
COLO. RIVER WATER CONSERVATION	1,966.82	1,571.49		.13	1,449.48			-1,966.82	2,946.54	
YELLOW JACKET CONSERVANCY DIST.	46.62	1.34			45.24			-46.62	46.52	
MUSEUM OF NORTHWEST COLORADO	0.00								0.00	
POTHOOK WATER DISTRICT	0.00	3.86						-.18	3.68	
MOFFAT COUNTY TOURISM -LODGING 19	161,437.70		45,394.33						197,276.26	
INTERNAL SER FUND-CENTRAL-DUP	98,273.82		877.35					-9,555.77	97,567.60	
JUNIPER WATER CONSERVANCY DIST.	39,116.06		61.42					-1,583.57	39,176.87	
HIGH SAVERY WATER DISTRICT	0.00							-.61	0.00	
UPPER YAMPA WATER CONSERVANCY	2,234.34	2.86			1,980.89			-2,234.34	1,983.61	
911 FUND	757,952.14		15,346.83					-.14	750,407.70	
ADVANCE TAXES - REAL ESTATE	318.14		4,928.78						5,246.92	
ADVANCED TAXES - 2012	0.00								0.00	
ADVANCE TAXES - MOBILE HOMES	0.00								0.00	
COUNTY CLERK'S COLLECTION	517,163.48		427,881.67					-437,161.14	507,884.01	
CHECK CHANGE ACCOUNT	0.00		1,479.21					-1,479.21	0.00	
INDIVIDUAL REDEMPTION ACCOUNT	0.00		3,272.89					-3,272.89	0.00	
PAYROLL EFT TAX PAYMENTS	0.00		300,951.50					-300,951.50	0.00	
CRAIG DIST ADVISORY GRAZING BOARD	0.00								0.00	
OIL & GAS EXEMPTION FUND REVENUE S	0.00								0.00	
SPECIFIC OWNERSHIP	0.00		201,240.62					-201,240.62	0.00	
COUNTY SALES & LEASES	616.16		639.61						1,255.77	
MOTOR VEHICLE REGIST.	25,085.50		6,267.98						31,353.48	
2023 TREASURERS TAX DEED	0.00		483.83						483.83	

2017 TREASURERS TAX DEED	839.74		3,447.96				-4,046.72		240.98	
2010 TREASURER'S TAX DEED	4,640.15		315.41				-672.14		4,283.42	
2024 TREASURER DEED'S	6,160.62		5,100.00				-20.25		11,240.37	
GRAND TOTALS	62,937,160.83	257,383.42	7,398,842.28	15.25	201,240.62	7,630,936.92	-3,363,296.91	-30,110.53	-7,614,846.15	67,417,325.73

I, Linda Peters, County Treasurer in and for the County of Moffat in the State of Colorado, do hereby certify that the foregoing is a true statement of the condition of the various funds as they appear from the records in my office at the close of business on the 27th day of November 2024.

Robert Razzano, Moffat County Treasurer

Examined by Board of the Moffat County Commissioner

Tony Bohrer
Chairperson

Melody Villard

Donald Broom

FARMING LEASE AMENDMENT NUMBER 1

THIS CONTRACT AMENDMENT NUMBER 1 ("Amendment") is entered into by and between the Board of County Commissioners of Moffat County ("BOCC") and Sterling Rollins whose address is PO Box 1027, Craig, CO 81625, whose telephone number is 970-629-8898.

In consideration of the mutual promises contained herein and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, the parties agree as follows:

- 1. **Effective Date of this Amendment.** The effective date of this amendment is upon approval of the BOCC.
- 2. **Identification of Original Agreement.** BOCC and Contractor entered into a written agreement dated November 28, 2023 (the "Agreement"), entitled "Lease Agreement", concerning the following subject matter: Farming Lease for Hay crops at Loudy Simpson Park and the Craig Moffat Airport. **That Agreement is incorporated herein by reference and except as amended herein, this amendment is subject to the terms of said Agreement and any previous amendments referencing said Agreement.**
- 3. **Amendments.** BOCC and Contractor now desire to amend the Agreement and the prior amendments thereto, if any, as follows:
By exercising the option to renew the Lease Agreement for 2025. The Lease Agreement shall be extended through December 31, 2025.
- 4. **Effect.** All terms in the Agreement remain in full force and effect except as expressly modified by this Amendment.

IN WITNESS WHEREOF, the BOCC and the Contractor have set their hands and seals.
BOARD OF COUNTY COMMISSIONERS
MOFFAT COUNTY, COLORADO

ATTEST:

By: _____ Date: _____
Tony Bohrer

Clerk to the Board

LESEE:

By: _____
Sterling Rollins

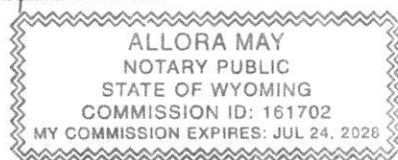
Wyoming)
STATE OF COLORADO)
Laramie) ss.
COUNTY OF MOFFAT)

The foregoing instrument was acknowledged before me this 22nd day of Nov., 2024 by Sterling Rollins.

MY COMMISSION EXPIRES: July 24th 2028

Cecilia May
Notary

500 W 18th St. Cheyenne, WY
Address of Notary



**Agreement for Application Hosting and
Technology Support Services
Amendment No. 6**

**Avenu Enterprise Solutions, LLC
Moffat County Board of County Commissioners**

This sixth amendment (“Amendment No. 6”) is made by and between **Avenu Enterprise Solutions, LLC**, 5860 Trinity Parkway, Suite 120, Centreville, VA 20120 (“Avenu”) and **Moffat County Board of County Commissioners**, 221 West Victory Way, Suite 230, Craig, CO 81625 (“Customer”).

RECITALS

WHEREAS, Customer and Avenu executed the Agreement for Application Hosting and Technology Support Services (“Agreement”), effective January 1, 2013, as amended from time to time; and

WHEREAS, the Parties have amended the Agreement over time, culminating in Amendment No. 5; and

WHEREAS, the Parties seek to amend the Agreement with this Amendment No. 6 to extend the Term for an additional two (2) year period through December 31, 2026; and

WHEREAS, the parties desire to amend and replace Schedule A (Statement of Work), Section 1.0 (Base Monthly Fee), Payment Schedule.

NOW, THEREFORE, in consideration of the promises and mutual covenants contained herein, Avenu and Customer (each individually a “Party” and collectively, the “Parties”) agree as follows:

1. This Amendment No. 6 is effective on January 1, 2025 (“Amendment Effective Date”).
2. Section 2.0 of the Agreement (Term) as previously amended, is modified further with the following:

The Term of this Agreement is hereby extended for an additional two (2) year period, from January 1, 2025 to December 31, 2026, unless earlier terminated or renewed in accordance with the provisions of this Agreement.

3. Exhibit B (Applicable Charges), Section 1.0 (Base Monthly Fee), Payment Schedule, is amended with the following:

Term Start/End Date	Monthly Hosting Amount	Monthly Forms Amount	Total Monthly Amount	Total Annual Amount
1/1/2025 – 12/31/2025	\$3,909.21	\$424.59	\$4,333.80	\$52,005.60

1/1/2026 – 12/31/2026	\$4,104.67	\$445.87	\$4,550.54	\$54,606.48
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4. All other terms and conditions of the Agreement, except as modified by this Amendment No. 6, shall remain in full force and effect.

IN WITNESS WHEREOF, the undersigned authorized representatives of Avenu and Customer have executed this Amendment No. 6.

Avenu Enterprise Solutions, LLC

Moffat County Board of County Commissioners

By: _____

By: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____

ADMINISTRATION AGREEMENT

ReliaStar Life Insurance Company, Minneapolis, MN
 ReliaStar Life Insurance Company of New York, Woodbury, NY
 Members of the Voya® family of companies
 (the "Company")



Policyholder Name (the "Policyholder") Moffat County

Policy Effective Date 01/01/2025

Insurance Contracts. The Company issues insurance policies and certificates based on your application and our state approved products (the "Policies"). Our obligations are determined solely by the terms of the policies we issue.

EXCESS RISK COVERAGE

Claim Administration. Upon determination of a potential claim under the Policy, you will confirm employees' eligibility for coverage and provide required eligibility and claim documentation to the Company, either directly or through your health claim administrator. The Company shall be responsible for all claim reviews, determinations and payments under the Policy.

Confidentiality. We will keep confidential all information provided to us by you or your health claims administrator in connection with the Policy, in compliance with applicable law. You authorize your health claims administrator, if any, to release to the Company information and data regarding claims paid to be used in connection with the Policy.

GROUP ANNUAL TERM LIFE, PERSONAL ACCIDENT INSURANCE, DISABILITY, CRITICAL ILLNESS, ACCIDENT AND/OR HOSPITAL CONFINEMENT INDEMNITY COVERAGE

Policy Administration. Your group policy will be "Self-Administered". This means that you or a third party that you engage will be responsible to maintain all enrollment, beneficiary, and billing records for the Policies (as applicable). The records you keep must provide the ability for you and/or your employees to:

- appropriately apply Policy limits and rules
- know how much coverage the employee has at all times
- provide the employee with the appropriate "Conversion" and/or "Portability" documentation (as applicable)
- set up any payroll deductions correctly
- pay premium to the insurance company with supporting documentation
- file a claim

The parties agree that the Policies will be self-administered by Policyholder and that the insurance charges reflect that arrangement.

Communications. All forms and other materials we provide to you must be presented to employees without alteration. Any benefit and eligibility descriptions you or your third party service provider communicates to employees must be consistent with the materials and guidelines we provide to you. We will work carefully with you to make corrections in the case of any inadvertent error in communications. However, you are responsible for any costs incurred in correcting errors caused by incorrect data you provide to employees or to Company, including incorrect benefit descriptions and eligibility determinations.

Evidence of Insurability. If evidence of insurability is required in connection with an application for coverage under the terms of a Policy, you will apply the evidence of insurability rules appropriately, obtain the necessary forms from any applicant for such coverage and provide those forms to the Company.

Claim Administration. Upon receipt of notice of a potential claim under a Policy, you will confirm employees' eligibility for coverage and provide required claim documentation at the Company's request. The Company shall be responsible for all claim reviews, determinations and payments.

Certificates of Insurance and Summary Plan Description. If you request that we provide Summary Plan Description(s) ("SPD") for distribution to ERISA plan participants, we will provide the SPD using our standard language and format unless otherwise directed by you. If we agree to electronically post certificates of insurance and/or SPDs for access by your employees, you are responsible for assuring that each covered employee is informed how the documents can be accessed and that each employee has access or otherwise receives a copy(ies) of these documents. Any legal advice as to the style, format, content or distribution of the SPD or distribution of the certificate of insurance must be provided by your legal counsel. We are unable to provide legal advice to your plan and assume no responsibility for meeting ERISA's disclosure requirements.

Indemnity. Each party shall indemnify and hold the other harmless against any and all losses, claims, damages, costs or expenses (including reasonable attorneys' fees) which the indemnified party may become obligated to pay resulting from 1) the indemnifying party's error or omission in performing obligations under this Agreement, except to the extent that the indemnified party has caused or significantly contributed to such error or omission, and 2) any breach by the indemnifying party of any of its obligations under this Agreement regardless of whether such breach is either willful or negligent.

GENERAL ADMINISTRATION – ALL PRODUCTS:

Record Keeping. You agree to maintain accurate books and records documenting the administration of the Policies, including employee demographics, eligibility records, dependent data, coverage amounts, enrollment history, payroll deductions, benefit elections and beneficiary designations (as applicable). Such records must be maintained for a period of seven (7) years following termination of the Policies to which they relate. Upon reasonable notice, we shall have the right to review, inspect and audit, at our expense, the books, records, data files or other information maintained by you or your vendor related to the Policies.

Transmission of Data. You are responsible for the accuracy and security of data transmitted to us, including data transmitted by any third party service provider you engage to assist in administration of your benefit plans. Each party will establish and maintain (1) administrative, technical and physical safeguards against the destruction, loss or alteration of data, and (2) appropriate security measures to protect data, which measures are consistent with all state and federal regulations relating to personal information security, including, without limitation, the Gramm-Leach-Bliley Act.

Premium payment. If you engage a third party to submit premium to us, we will not consider the premium paid until it is received in our Home Office.

General terms. This Agreement will remain in effect during the duration of the Policy and will terminate automatically upon termination of all Policies. This Agreement may be amended only in writing signed by both parties. In the event of any conflict or inconsistency between the terms of this Agreement and the terms of any Policy, the terms of the Policy shall control.

Governing law. This Agreement shall be governed in all respects, including validity, interpretation and effect, without regard to principles of conflict of laws, by the law of the state where the Policy is issued.

Accepted and Agreed to:

Policyholder Name (Please print.) Moffat County

Policyholder Authorized Signature

Rachel A. Bower

Date

12/5/24

Print signer's name and title

Rachel A. Bower HR Director

RELIASTAR LIFE INSURANCE COMPANY
RELIASTAR LIFE INSURANCE COMPANY OF NEW YORK

Company Authorized Signature

Mona Zielke

Date 10/22/2024

Print signer's name and title Mona Zielke, Vice President

Cost containment programs



At Voya Workplace Solutions, we take pride in offering solutions to help employers mitigate costs and maximize savings.

Our dedicated cost containment team reviews claims to determine if one of our programs could help reduce cost. All of our cost containment programs are designed to be a seamless experience for the member. You can expect:

- Review of claims for savings opportunities or to ensure rates are appropriate, at no cost
- Competitive vendor fees that are a fixed percentage of savings
- Vendor fees to be reimbursed on stop loss claims
- Vendor fees for claims that do not reach the stop loss deductible are not reimbursable under stop loss
- An experienced cost containment team member to meet your individual needs

Please send all inquiries to stoplossnurse@voya.com

ReliaStar Life Insurance Company (Minneapolis, MN) and
ReliaStar Life Insurance Company of New York (Woodbury, NY),
members of the Voya® family of companies

PLAN | INVEST | PROTECT

VOYA
FINANCIAL

Voya's cost containment programs

Learn more about the programs available to help your clients manage claims costs more effectively. Our team of experts will ensure employers are connected to premier networks and vendors.

Please reach out to us at stoplossnurse@voya.com.

Program	How it works	Actual case*	Cost Containment Savings
Claims review	<p>Our vendors specialize in reviewing claims for billing appropriateness and cost. Our vendors review claims, such as high dollar inpatient claims (COVID, NICU/ PICU/ICU) in and out of network claims, Children's Hospital claims and air ambulance claims to ensure claims are billed appropriately.</p> <ul style="list-style-type: none"> The third-party administrator (TPA) pends the claim and provides our team with the UB-04 and itemized bill Our team then collaborates with the vendor to provide free, preliminary results back to the TPA within two business days TPA and client to determine best course of action The stop loss deductible does not need to be met (this would be direct savings for the employer) Vendor fees are capped and competitive The PPO discount is always retained. Any bill review savings achieved is in addition to the PPO/network discount. It is the plan's responsibility to ensure claims are paid appropriately Our vendors perform off-site, pre-payment bill reviews 	<p>Diagnosis: Respiratory distress of newborn</p> <p>Billed charges: \$1,429,936</p>	<p>\$311,921 (Savings of 23.8%)</p> <p>Vendor fee: \$50K (capped fee)</p> <p>Year of savings: 2023</p>
Specialty pharmacy	<p>There are a variety of ways our vendors can help cost contain high dollar pharmacy claims. Our vendors have access to some of the most competitive drug rates and network options.</p> <ul style="list-style-type: none"> The TPA notifies our cost containment team of the high-cost drug name, charges, dosage, frequency, and location of treatment Our team sends the referral to the vendor for free analysis The vendor provides savings options for future claims 	<p>Diagnosis: Crohn's Disease Rx: Remicade</p> <p>Billed charges: \$37,400</p>	<p>\$11,000 70%</p> <p>Year of savings: 2023</p>
Cancer treatment	<p>We have multiple options to cost contain high-cost cancer claims. We offer access to premiere network rates at nationally recognized facilities and our vendors offer discounts with Cancer Treatment Centers of America (CTCA).</p> <ul style="list-style-type: none"> The third-party administrator (TPA) provides treatment information to our cost containment team Our team sends the referral to the vendor for free analysis The vendor provides savings options for future claims 	<p>Billed charges less the In- Network Discount: \$113,983</p>	<p>\$47,924 42%</p> <p>Year of savings: 2019</p>
Multiple transplant networks	<p>We work with multiple transplant networks. As part of a streamlined process, the TPA/Case Manager provides us with claimant age, facility and type of transplant. In addition:</p> <ul style="list-style-type: none"> We compare contract rates and determine the best contract for each claimant's situation Our team then discusses the findings with the TPA/Case Manager and submits the referral on the TPA's behalf to the vendor of their choice The access fees vary by vendor, type of transplant, and are charged at the time of transplant Once the vendor notifies the facility of the contract, bills are sent directly to the vendor for repricing and then to the TPA for payment 	<p>Type of transplant: Allo Stem Cell</p> <p>Billed charges: \$1,691,159</p>	<p>\$965,742 62%</p> <p>Year of savings: 2021</p>

Program	How it works	Actual case*	Cost Containment Savings
Dialysis	<p>Clients benefit from our established dialysis vendor relationships. Our vendors have contracts with key national dialysis providers.</p> <ul style="list-style-type: none"> • TPA notifies our cost containment team of the high-cost frequency, and location of treatment • Our team sends the referral to a vendor for free analysis • The vendor provides savings options for future claims 	<p>Diagnosis: End-stage renal disease</p> <p>Billed charges: \$155,016</p>	<p>\$121,016</p> <p>78%</p> <p>Year of savings: 2019</p>
Cell and gene therapies	<p>Cell and gene therapy is an emerging treatment that comes with a high cost. We will work with our clients to:</p> <ul style="list-style-type: none"> • Provide a second set of eyes to ensure the treatment is covered under the plan document • Reduce markup on these therapies • Provide savings up to seven figures on the drug alone (AWP) • Provide vendor support to analyze client's dataset to better understand risk 	<p>Type of treatment: CAR-T: Carvykti</p> <p>Billed charges: \$2.86M</p>	<p>\$2.22M</p> <p>(Savings of 78%)</p> <p>Year of savings: 2023</p>

* Claim examples based on actual claims savings realized in the years indicated under each. They are not guarantees of future results. Actual results may vary.



With all vendors: no savings = no fees

About us

Voya Employee Benefits offers a broad array of traditional group insurance products, supplemental benefits, non-insurance services, and stop loss insurance to meet the financial needs of employers and their employees. Insurance products are provided by ReliaStar Life Insurance Company (Minneapolis, MN) or ReliaStar Life Insurance Company of New York (Woodbury, NY). Voya Employee Benefits is a division of both companies.

When it comes to Stop Loss, we've got you covered:

- We have more than 40 years of Stop Loss experience and are one of the top Stop Loss providers¹ in the nation.
- We are a direct writer, which streamlines the claims process so employers get reimbursed faster.
- Our flexible contract offers several optional features and can be tailored to mirror or enhance an employer's existing medical plan.
- We can provide several options for renewals that include no new lasers² and renewal rate caps.
- We offer advanced funding and immediate reimbursement options available for groups that meet certain requirements.

Work with Voya Employee Benefits, and you'll experience:

- ☑ **Confidence.** The insurer receives strong ratings based on financial strength and security from leading independent financial rating organizations.
- ☑ **Flexibility.** Our diverse product portfolio complements many benefit plans, and can be built on an array of enrollment platforms or benefits administration systems.
- ☑ **Simplicity.** You'll experience prompt underwriting, efficient claims processing, premium payments via payroll deduction and more.
- ☑ **Support.** You'll be able to reach out to your dedicated, local team for support, anytime you need it.



¹ Ranking of top stop loss providers in the United States based on yearly premium as of 06/12/2023 by MyHealthGuide Newsletter: News for the Self-Funded Community, and does not include managed health care providers.

² Also known as individual adjusted deductible.

Cost containment services are managed and administered by independent third-party entities not affiliated with Voya Employee Benefits. Voya Employee Benefits, a division of ReliaStar Life Insurance Company and ReliaStar Life Insurance Company of New York, does not warrant, guaranty, or make any representations or warranties whatsoever, express or implied, or assume any liability regarding the use or the results of the cost containment services, including without limitation any financial results, any information transmitted or received, any delay in claims processing or payment, or loss of use of such cost containment services.

Excess Risk (Stop Loss) Insurance products are issued by ReliaStar Life Insurance Company (Minneapolis, MN) and ReliaStar Life Insurance Company of New York (Woodbury, NY). Within the State of New York, only ReliaStar Life Insurance Company of New York is admitted, and its products issued. Both are members of the Voya® family of companies. Policy Form #RL-SL-POL-2013. Form numbers, product availability and specific provisions may vary by state.

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CIGNA Access Agreement

This Payor Access Agreement (the "PAA") is entered into between Connecticut General Life Insurance Company ("CIGNA") and Medfax County ("Payor"), a client of ReliaStar Life Insurance Company and ReliaStar Life Insurance Company of New York (collectively, "ReliaStar"), and shall be effective as of 01/01/2025 (the "Effective Date"). This Payor Access Agreement shall remain in effect for one year and shall automatically renew each year unless terminated by either party

CIGNA, through the CIGNA LifeSOURCE Transplant Network, has established a national network of credentialed transplant programs that have contracted with CIGNA or an affiliate to provide Transplant Services at specified rates. Payor wishes to utilize CIGNA LifeSOURCE and CIGNA Services for its Members. In consideration for accessing CIGNA LifeSOURCE and CIGNA Services, Payor agrees to be subject to the terms of the Transplant Network Agreement with ReliaStar, including any duties specific to the Payor therein, and Payor also agrees to the terms set forth below:

1. Payor or its designee will verify information about Member eligibility and benefits for Transplant Services to Participating Provider and will provide pre-authorization for Transplant Services as appropriate.
2. Payor or its designee will process and pay claims for Transplant Services within 30 days of receipt of claims by CIGNA and will comply with all payment provisions in the Participation Agreements. Payor acknowledges that late payment of claims to Participating Providers may incur late payment penalties. Payor acknowledges that accessing transplant service under this Payor Access Agreement creates an obligation between Payor and the Participating Provider, and if Payor fails to perform Payor's obligations, the Participating Provider will have a direct cause of action against Payor.
3. Distributor or Payor will notify CIGNA of transplant referrals. Payor agrees that evaluation services are approved upon referral of a transplant case.
4. Transplant Network Access Fees are outlined in Exhibit B and are due to CIGNA within 30 days of Payor or its designee's receipt of an invoice.
5. Payor acknowledges that CIGNA has no discretionary authority and may not exercise any discretionary authority with regard to the operation or administration of any employee benefit plan of Payor subject to ERISA that would cause CIGNA to be considered an ERISA plan administrator or fiduciary and that CIGNA has no responsibility of any kind for: (1) medical outcomes or the quality or competence of any physician, facility or provider rendering services; (2) payment of patient's medical, hospital or other bills resulting from any medical or surgical treatment or confinement; and (3) interpretation of patient's benefit contract concerning the coverage or denial of benefits.
6. The parties acknowledge and agree that they will obtain and/or have access to Confidential Information (personally identifiable medical information and proprietary information such as provider rate information). This information shall not be used, accessed by or disclosed to any third party for any purpose other than the administration of benefits for the Member's transplant by the Payor and shall only be redisclosed (a) to a party that acts as Payor's paying agent and that has agreed through its relationship with Payor to maintain the confidentiality of the information consistent with this agreement; or (b) as disclosures may be required by law or court order.
7. This Agreement may be terminated for cause as follows:
 - A. In the event of a material breach, the non-breaching party may terminate this Agreement upon providing thirty (30) days prior written notice to the breaching party. The party claiming the right to terminate shall set forth in the notice the facts underlying the claim for breach. If such breach is remedied within thirty (30) days of receipt of notice, this Agreement shall continue in effect for the remainder of the term. Material breach includes but is not limited to a failure by either party to perform in whole or in part an affirmative obligation to the other party under this Agreement.
 - B. Immediately by either party upon the filing by or against the other party in a court of competent jurisdiction a petition for bankruptcy, reorganization, dissolution, liquidation, or receivership. If any of these events occur: (a) no interest in this Agreement may be deemed an asset of creditors; and (b) no interest in this Agreement may pass by operation of law without the consent of the other party.
 - C. This Agreement may be terminated without cause, by either party, after the Initial Term, and upon ninety (90) days prior written notice to the other party. Payors will not have access to Participation Agreements after this date, except for a Member who is receiving Transplant Services at the time of termination.
 - D. In addition to the rights set forth above, Payor's access to Participating Providers under this Agreement will immediately terminate upon termination of the Transplant Network Agreement between CIGNA and ReliaStar

Life Insurance Company, at which time Payor, at its option, may enter into a direct agreement with CIGNA for Transplant Services.

E. Upon termination for any reason, CIGNA will complete CIGNA Services in process only upon Payor's specific written authorization and agreement to pay for such services in accordance with the pricing in effect at the time of termination. Payor will be responsible for payment for all CIGNA Services rendered to Members up to the date of termination of this Agreement.

8. In the event CIGNA, its officers, directors, employees or agents are made parties to any judicial or administrative proceeding arising in whole or in part out of any negligence or willful misconduct by Payor, its officers, directors, employees or agents, in the performance of its duties hereunder, or the breach of the payment obligations contained herein, then Payor shall indemnify and hold CIGNA harmless for any and all judgments, settlements and costs that CIGNA incurs or pays in connection therewith, except that Payor shall not be required to reimburse CIGNA for such amounts if the court rendering the judgment or the agency making the award determines that the liability underlying the judgment or award was caused by negligence, fraud, or criminal conduct of CIGNA, its agents, employees, officers or directors.

EXHIBIT B – CIGNA TRANSPLANT NETWORK ACCESS FEE SCHEDULE

Kidney Transplant.....	\$ 3,325.00
Pancreas & Kidney/Pancreas Transplant.....	\$ 7,125.00
Heart, Lung & Heart/Lung Transplant.....	\$ 9,500.00
Autologous Bone Marrow Transplant or Stem Cell Transplant.....	\$ 9,500.00
Tandem Bone Marrow or Stem Cell Transplant.....	\$11,400.00
Liver Transplant.....	\$12,350.00
Allogenic Bone Marrow Transplant - unrelated and related.....	\$13,300.00
Intestinal & Intestinal/Liver Transplant.....	\$13,300.00
Multivisceral Transplant.....	\$13,300.00

For any case that incurs claims but does not proceed to transplant for any reason, the transplant access fee will be 25% of savings (billed charges minus contracted rates) up to a maximum of \$5,000.00 or the applicable transplant access fee stated above, whichever amount is less.

For Letters of Agreement (LOA) that are negotiated for specific transplant cases – the minimum transplant access fee is \$2,500 which will be billed after execution of the Letter of Agreement. The LOA transplant access fee is 25% of savings (billed charges minus contracted rates) up to a maximum of the applicable transplant access fee stated above, less the initial payment of \$2,500.

For a re-transplant that occurs within the same admission as the initial transplant, or prior to the end of the zone 4 (follow-up care) time period, the transplant access fee for the re-transplant will be 50% of the applicable fee stated above, in addition to the transplant access fee for the initial transplant.

Acknowledged and agreed:

Payor Name: Moffat County	Address: 1198 W Victory Way Craig, CO 81625
Signature: <i>Rachel A. Bauer</i>	Telephone:
Print Name: <i>Rachel A. Bauer</i>	Date: <i>12/5/24</i>
Title: <i>HR Director</i>	

Please Provide TPA/Claims Administrator Information (if applicable)

Company Name: Personify Health (formerly HealthComp)	Contact Name:
Address:	Phone/Fax Number:

TO ACTIVATE THIS AGREEMENT, EMAIL TO STOPLOSSNURSE@VOYA.COM
OR FAX TO 612-467-8705

INTERLINK FOUNDATION LEVEL ACCESS AGREEMENT

Moffat County _____, (hereafter referred to as "Plan") has a participation agreement with INTERLINK Health Services, Incorporated ("INTERLINK"), which gives Plan access to transplant and other network services performed by certain hospitals and physicians (the "Providers") at negotiated prices. To take advantage of INTERLINK's expedited referral processing, which eliminates the need to have the Plan sign each individual patient contract, the Plan will need to sign this Access Agreement and return it to the fax number presented below.

Preferential Pricing: The Plan will be entitled to receive case rates and other preferential pricing that INTERLINK has negotiated with Providers and pay for network services in accordance with the Contract Rate Summary ("CRS") a sample copy of which is attached as Exhibit 1, which provides specific payment terms.

Benefit Level: Access to INTERLINK's negotiated rates require benefit payment levels ample enough to pay providers in accordance with the terms reflected in the CRS. If the Plan knows, or has reason to believe, that the Plan payment or the Plan coverage will not cover its financial responsibility described in the CRS, the Plan shall notify INTERLINK at the time of referral.

"In-Network" Referral Processing: INTERLINK agrees to confirm that the contract rate is reserved for the patient and that Plan or Plan's authorized representative receives, within one business day of INTERLINK's receipt of the referral, a CRS detailing the contracted terms together with notice of the current INTERLINK access fee, which is INTERLINK's compensation for Plan's access to INTERLINK's network services. Plan hereby authorizes and instructs INTERLINK to execute the patient specific Memorandum of Understanding ("MOU") on behalf of the Plan, a sample copy of which is attached as Exhibit 2, which includes the CRS, unless INTERLINK receives instructions to the contrary on or before the second business day following the receipt of referral by INTERLINK. Upon execution of the MOU, INTERLINK will provide a copy to Plan or Plan's authorized representative and notify the network provider that Plan is accessing INTERLINK's network for the patient identified in the referral.

"Out of Network" Referral Processing: INTERLINK agrees to attempt to obtain a negotiated rate for a specified out of network Provider(s). INTERLINK will notify Plan or Plan's authorized representative of the negotiated terms as soon as they become available, and provide a CRS together with notice of the current INTERLINK access fee, which is INTERLINK's compensation for Plan's access to INTERLINK's out of network services. Plan hereby authorizes and instructs INTERLINK to execute the patient specific MOU on behalf of the plan unless INTERLINK receives instructions to the contrary on or before the second business day following Plan's receipt of the negotiated CRS from INTERLINK. Upon execution of the MOU, INTERLINK will provide a copy to Plan or Plan's authorized representative and notify the out of network Provider(s) that Plan is accessing INTERLINK's negotiated contract for the patient identified in the referral.

Signature Authority. The authority to sign MOU's on behalf of the Plan, as granted above, shall be in force until INTERLINK is notified by Plan in writing that such authority is terminated. By signing below, the authorized officer/employee for Plan represents and warrants his or her authority to grant INTERLINK MOU signature authority.

Access Fee Rates: Plan's agreement with INTERLINK entitles it to receive INTERLINK's Foundation Level Access Fees, which is INTERLINK's lowest fee schedule. A copy of INTERLINK's current access fee is attached to this Access Agreement as Exhibit 3. Please contact INTERLINK at any time for an updated Access Fee schedule. INTERLINK agrees to provide Plan or Plan's authorized representative with notice of the access fee in effect at the time of each referral. Notice of the current access fee will be contained within the Step 2 letter, which INTERLINK will send to Plan or Plan's authorized representative within 1 business day of receipt of each referral.

Claims Repricing: Provider bills shall be repriced by INTERLINK in accordance with terms outlined in the CRS and sent to the Plan's claims payer for payment. Plan agrees to pay repriced claims in accordance with the payment terms outlined in the CRS even if such terms conflict with patient's eligibility for benefits under the Plan.

Plan Communication: Plan agrees to provide INTERLINK early notification of potential transplants or other conditions requiring network access. Plan understands that if INTERLINK is notified of a potential transplant after admission to a particular Provider, Plan may not be eligible for all the benefits of the INTERLINK network agreement with the Provider.

Confidentiality: INTERLINK and Plan agree to keep information confidential, and to comply with all applicable federal and state laws regarding confidentiality. INTERLINK and Plan agree to execute further agreements as necessary, including but not limited to a Business Associate Agreement, if necessary, to fully comply with all current and future state and federal patient confidentiality laws.

Limit of Liability: Plan acknowledges that INTERLINK has no responsibility of any kind for: 1) medical outcomes or the quality or competence of any physician, facility, or provider rendering service; 2) payment of any medical, hospital, or other bills resulting from any medical or surgical treatment or confinement; or 3) interpretation of any benefit plan contract concerning coverage or denial of benefits.

Effective Date: The signed agreement is effective on the day it is received by INTERLINK. Upon receipt of this Access Agreement by INTERLINK, INTERLINK reserves the right to deny the Plan access. Your access to this agreement will end upon 30 days written notice by you or by INTERLINK.

Acknowledged and agreed:

Signature: _____

Print Name: _____

Title: _____

Company: Moffat County _____

Address: 1198 W Victory Way Craig, CO 81625

Date: _____

TO ACTIVATE THIS ARRANGEMENT SEND THIS FORM TO STOPLOSSNURSE@VOYA.COM OR FAX TO 612-467-8705

EXHIBIT 1 - CRS

**Facility Name Here
Address
City, State, Zip**

Case ID Number: _____

PROGRAM REQUESTED	
Program Type	Adult or Pediatric xxxxx Transplant

CONTRACT RATE SUMMARY
<p>This agreement shall remain valid as long as there are no changes in the patient's insurance benefit program or program eligibility before the transplant occurs. In consideration of provider's agreement to perform the covered transplant services, the payor agrees to the terms as described in this contract summary, including payment to providers for patient services. Payor is responsible for damages, claims, liabilities, or judgment that may arise as a result of payor's negligence.</p> <p>Note: The rates in effect on the date of service shall supersede the rates listed in this Contract Rate Summary, should they be different.</p>

Overview	Contracted Program Type	Transplant Case Rate	Inlier Days	Outlier Per Diem Rate
	Cadaveric Donor	\$xx	xx	\$0,000 Med/Surg \$0,000 ICU/CCU
	Case Rate Stop Loss Threshold	Outlier Threshold Payment	Lesser of Language	Pre/ Post Discount
xx times the case rate plus any applicable per diem	% of Billed Charges in excess of the threshold	Lesser of xx% of Billed Charges	Hospital and Professional xx% of Billed Charges	

Contracted Provisions	Provision Description
Transplant Phase Services	<p>The transplant phase includes hospital, professional and organ acquisition charges for the inlier days and any applicable outlier days. The Transplant Phase begins one day prior to transplant and ends at discharge. If inlier days have expired and patient has not discharged then outlier days apply until discharge.</p> <p>Transplant Case Rate Services include:</p> <ul style="list-style-type: none"> • Organ acquisition • All hospital and professional services and supplies • Ancillary related services, including any medical equipment, pharmaceuticals, blood products, laboratory services, diagnostic and radiology services and nursing care • Services provided to the patient and, if applicable, to the living donor

Organ Acquisition	Charges included in the transplant case rate.
Implantable Devices	Reimbursed at invoice cost plus xx%.
Pre-Transplant/ Post-Transplant Services	Services and supplies for care outside of the transplant phase, starting at evaluation and ending one year from discharge, shall be reimbursed at the pre and post phase listed in table above.
Lesser of/Stop Loss	The case rate payment shall be the lesser of xx% of Billed Charges or the transplant case rate. If Billed Charges exceed \$xxx,xxx, payment will be the transplant case rate plus % of the excess charges.
Retransplantation	During initial transplant admission, reimburse at the lesser of xx% of billed charges or an additional xx% of the transplant case rate. A new period of Inlier Days begins one day prior to retransplantation. After transplant discharge date, it will be considered a new transplant case and a new transplant referral will be required.
Death During Case Rate Period	Reimbursed at the case rate provisions listed above.
Additional Provisions	<ul style="list-style-type: none"> • Non-transplant related care payable in accordance with payor's direct contract with provider or, if no contract, xx% of billed charges. • Discharge medications payable in accordance with payor's direct contract with provider or, if no contract, xx% of billed charges. • Any unused inlier days shall be applied for readmission within x days of initial transplant discharge.
Payment Schedule	Payor will pay provider all payments due within xx days of provider filing claims to INTERLINK Health Services.

Provider Tax ID Number(s)	Provider(s)
•	•

Send Claims to:	Address
Claims Submission Address	INTERLINK Health Services, Inc. Attn: Transplant Claims 4660 NE Belknap Court, Suite 209 Hillsboro, Oregon 97124 Phone: (800) 599-9119 Fax: (503) 640-2028

Note from INTERLINK: This document is a summary of relevant provisions for the specific transplant type and facility identified above, as contained in the INTERLINK Agreement. **Payor agrees to abide by all applicable terms in the global contract, including those summarized in this document.** Relevant payment and contract terms are provided above, although exact language is not always used. For clarification and/or exact contract language, contact INTERLINK Operations at (800) 599-9119. Rates are effective only upon MOU execution or with a signed Access Agreement and HIPAA Agreement on file with INTERLINK.

EXHIBIT 2 - MOU

Memorandum of Understanding
Contract Rate Summary Attached

Date: October 21, 2014
To: Health Benefit Plan of Example
From: Referral Processing Department
INTERLINK Health Services, Inc.
Re: Example's Potential Transplant

CASE SPECIFIC INFORMATION	
INTERLINK Case ID Number	Example
Candidate Name	Example
Candidate Date of Birth	1/1/2001
Insured ID Number	12345678
Claims Payment Company	Example TPA
Transplant Type	Example
Transplant Facility	Baylor University Medical Center

AGREEMENT

By execution of this Memorandum of Understanding, the payor for the above listed candidate agrees to the contracted provisions presented in the attached Contract Rate Summary and will reimburse the above listed provider per the provisions outlined in said document.

Payment of benefits or the amount of benefits is not guaranteed. Payment is subject to health benefit plan provisions regarding member liabilities, pre-existing conditions, and prior authorization. The patient must be eligible for plan benefits at the time services are rendered.

Name of Authorized Representative for the Health
Benefit Plan of Example (please print)

Signature of Authorized Representative for the
Health Benefit Plan of Example

Date

INTERLINK
HEALTH SERVICES



Foundation **Transplant Network Fee Schedule**

Confidential Information

Access Fee for Case Rate Contracts

<i>Kidney Transplant</i>	<i>\$3,000</i>
<i>Pancreas Transplant</i>	<i>\$7,000</i>
<i>Kidney - Pancreas Transplant</i>	<i>\$7,000</i>
<i>Heart Transplant</i>	<i>\$10,000</i>
<i>Heart - Lung Transplant</i>	<i>\$10,000</i>
<i>Lung Transplant</i>	<i>\$11,000</i>
<i>Liver Transplant</i>	<i>\$13,000</i>
<i>Autologous Bone Marrow Transplant</i>	<i>\$11,000</i>
<i>Allogeneic Bone Marrow Transplant - related</i>	<i>\$12,000</i>
<i>Allogeneic Bone Marrow Transplant - unrelated</i>	<i>\$14,000</i>
<i>Small Bowel / Multi-Visceral</i>	<i>\$13,000</i>
<i>Cord Blood</i>	<i>\$14,000</i>
<i>Tandems</i>	<i>\$17,000</i>
<i>Islet</i>	<i>\$7,000</i>

Multi-transplant (2 or more from the list above) 100% of highest Access Fee plus 50% of each of the other Access Fees, not to exceed \$18,000.

Closed Case Access Fee

Cases referred to INTERLINK that do not progress to transplant incur a fee equal to 20 percent of savings, not to exceed the Global Access Fee for Case Rate Contracts.

Miscellaneous Terms

The Transplant Access Fee will be due and payable at the earlier of:

- 1) The date of the transplant event,
- 2) The date that 20% of pre-transplant contract savings equals the applicable access fee, or
- 3) The date that the case closes prior to transplant and a Closed Case Access Fee has accrued.

Payor will be notified of the current Access Fee for the applicable network service at the time Payor is presented with the patient specific contract (contained within INTERLINK's Step 2 letter).

Payment of the Access Fee is due 15 days from the date of the invoice, and is the obligation of the Payor and not the Patient. Patient's benefit limitations shall not affect Payor's Access Fee obligation to INTERLINK.



Foundation **Non-Transplant Network Fee Schedule**

Confidential Information

CardiacCARE

Children's HeartCARE Services Access Fee (CHD)

<i>In Network Facilities</i>	<i>15% of savings, not to exceed \$10,000</i>
<i>Out of Network Facilities</i>	<i>20% of savings, not to exceed \$10,000</i>

INTERLINK will invoice accrued Children's HeartCARE Access Fees on a quarterly basis.

Destination VAD Access Fee

<i>In Network Facilities</i>	<i>15% of savings, not to exceed \$15,000</i>
<i>Out of Network Facilities</i>	<i>20% of savings, not to exceed \$15,000</i>

INTERLINK will invoice accrued Destination VAD Access Fees on a quarterly basis.

VAD Maintenance

<i>In Network Provider</i>	<i>20% of savings, not to exceed \$20,000 annually the first 12 months and not to exceed \$15,000 annually each year thereafter.</i>
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INTERLINK will invoice the VAD Maintenance Access Fees on a monthly basis. When VAD Maintenance contracts are accessed in conjunction with a Heart or Destination VAD contract, the first 12 months shall be capped at \$15,000.

Cancer Services Access Fee

<i>In Network Facilities</i>	<i>15% of savings, not to exceed \$15,000</i>
<i>Out of Network Facilities</i>	<i>20% of savings, not to exceed \$15,000</i>

INTERLINK will invoice accrued CancerCARE Access Fees on a quarterly basis.

Bariatric Services Access Fee

<i>In Network or Out of Network Facilities</i>	<i>15% of savings, not to exceed \$3,500</i>
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Non-Transplant Services not Listed Above

20% of savings, not to exceed \$15,000. INTERLINK will invoice accrued Miscellaneous Access Fees on a quarterly basis.

Miscellaneous Terms

Payor will be notified of the current Access Fee for the applicable network service at the time Payor is presented with the patient specific contract (contained within INTERLINK's Step 2 letter).

Payment of the Access Fee is due 15 days from the date of the invoice, and is the obligation of the Payor and not the Patient. Patient's benefit limitations shall not affect Payor's Access Fee obligation to INTERLINK.

EXHIBIT A
PAYER ACCESS AGREEMENT

FORM OF ACCESS AGREEMENT FOR PAYER ACCESS TO ETS NETWORK SERVICES

ACCESS AGREEMENT

LIFETRAC, INC. doing business as EMERGING THERAPY SOLUTIONS ("ETS") has entered into a Services Agreement ("Agreement") with RELIASTAR LIFE INSURANCE COMPANY and RELIASTAR LIFE INSURANCE COMPANY OF NEW YORK (collectively "Customer") for the provision of ETS Services.

The undersigned entity ("Payer") is a client of Customer and wishes to access the ETS Services as described in the Agreement and subject to all terms contained therein. In consideration of accessing the ETS Services, Payer agrees to comply with the terms of the Agreement as if it were Customer as well as the following Terms of Access, and acknowledges that upon execution of this Access Agreement, ETS shall have the right to enforce the terms of the Agreement against Payer as though Payer were a party to the Agreement. All capitalized terms or names used in this Access Agreement shall have the meanings given in the Services Agreement unless otherwise defined in this Access Agreement. To take advantage of this Access Agreement, Payer must (i) sign this Access Agreement, (ii) return it to the fax number presented below, and (iii) comply with the terms of this Agreement and any ETS procedures provided to it.

1. Payer Obligations. In accessing and receiving the Services, Payer agrees as follows:

A. Prior to a Member receiving Health Services from a Provider, Payer will contact ETS and provide appropriate information for the development of a Referral Notice via ETS's secured website. Payer shall provide all information requested by ETS in connection with a Referral Notice, including regarding Member's current clinical condition, diagnoses and anticipated treatments and timing thereof. ETS will review the information submitted, affirm the network status of the selected Provider, and send a Referral Notice to the Provider. The rates and terms that apply for that Member's Health Services are available on the ETS secured website, except that the rates and terms that apply for a Member's Continuum Services will be made available to the Provider by ETS personnel.

B. Payer will verify Member benefits and eligibility for Health Services before submitting a referral and will notify ETS and Provider of any change in this information. Payer is responsible for paying for any Health Services received by Member before the Provider receives notice from Payer that the Member's benefits or eligibility has changed.

C. Providers will send ETS claims for Health Services provided to Members. ETS will reprice Clean Claims within 10 days of receipt and will provide claim information to the Payer for adjudication and payment processing. If a claim cannot be repriced, ETS will request the necessary additional information from the Provider. Payer will provide ETS with a claim remittance address at the time it executes its Access Agreement and ETS will send repriced claims to this address unless and until Payer provides another address pursuant to the notice provision of this Agreement. Payer will pay for Health Services rendered to Members by Providers, in accordance with (i) the rates and terms in place between ETS and Provider and (ii) all terms, provisions, conditions, limitations and exclusion of the applicable Benefit Plan. A Provider may deny access to Health Services if Payer fails to pay claims in accordance with agreed upon terms.

D. Payer will pay Providers within 30 days of receiving a repriced Clean Claim, subject to a reasonable extension resulting from any audit by Payer. Failure to pay a repriced Clean Claim within 30 days may result in a loss of the rate and any discount applicable to that claim, and additional amounts, up to and including billed charges and interest, may be due a Provider under the terms of the ETS agreement with that Provider and as allowed by law.

E. If Payer retrospectively reviews claims and requests an adjustment to a claim, that request must be filed with the Provider within 6 months from the date Payer originally received the repriced Clean Claim from ETS. Payer will copy ETS on any requested claim adjustment. Payer may not withhold payment of, or make partial payment toward, subsequent claims to offset previously paid claims.

F. Payer will not disclose the rates and terms in place between ETS and Provider for the Health Services without ETS' prior written consent, except to parties acting as paying or administrative agents for Payer that have agreed in writing to maintain the confidentiality of the information.

G. Payer will seek resolution directly with a Provider for any dispute with Provider over any amounts billed for Health Services.

H. Payer agrees and acknowledges that ETS has no financial responsibility to pay for or reimburse any person for professional, hospital or other bills related to a Member.

I. Payer will pay ETS the fees and amounts set forth in the current ETS Access Fee Schedule.

J. Payer will meet and confer with ETS in an attempt to resolve any dispute arising out of or relating to this Access Agreement. Should a dispute arise between ETS and Payer, the disputing party must state and submit, in writing, the nature of the dispute to the other party. The parties will, within 30 days of written notice of dispute, meet and confer, either in person or via telephone or videoconference, in an attempt to resolve any dispute arising out of or relating to this Agreement. If the dispute is not resolved within 60 days of this meeting, the parties will be free to pursue all legal and equitable remedies otherwise available, provided, however, any action taken or remedy sought must be initiated within one year of the parties' first meeting to resolve the dispute.

2. Limitation of Liability. Payer acknowledges that ETS has no responsibility for (a) the appropriateness or advisability of any medical or surgical procedure, treatment or care, or any other service provided by any Provider, (b) the quality or competence of any Provider, (c) payment of any Member's medical, hospital, or other bills resulting from any Health Services, other health services, medical or surgical treatment, procedure, care or confinement, (d) interpretation of a Member's Benefit Plan, including interpretation of eligibility or the extent of coverage of transplant benefits, and (e) the outcome of a Member's care as a result of his/her selection of a Provider to provide Health Services, other health services, medical or surgical treatment, procedure, care or confinement.

3. Termination. This Access Agreement is effective on the date it is signed by Payer and shall terminate upon the earliest of (a) any termination (without replacement) or expiration of ETS' Service Agreement with Customer, (b) the termination or expiration of Customer's relationship with Payer, or (c) the termination by ETS under the termination provisions of the Services Agreement.

4. Continuation Following Termination. Upon termination of this Access Agreement, Payer and ETS mutually agree to remain bound by the obligations of this Access Agreement for cases in process while this Access Agreement is in effect, including but not limited to ETS's obligation to reprice claims, and Payer's obligation to pay claims for Health Services and ETS' Fees.

5. ETS Secured Website. ETS maintains a secure website which provides information related to transplants, cell and gene therapies and other complex therapies. Payer acknowledges and agrees that (i) in order to access certain of the ETS Services or other information made available to Payer by ETS it may be required to do so via ETS' secure website, (ii) Payer may have to register via the website's registration page and provide Payer-specific information that may include personal information of the individual(s) accessing the website; and (iii) while accessing website, Payer shall be subject to and comply with any guidelines, rules, terms and conditions for such access that are imposed by ETS or applicable third parties, such as Internet access providers. ETS will post relevant information relating to Network Providers, Providers, and Access Fees on ETS' secured website.

Moffat County

Payer's name (Please print)

Signatory Name & Title (Please print)

Signature

Date

Payer's Claim Remittance Address: _____

Email Address

SECTION 2 - PAYMENT TERMS FOR NETWORK SERVICES

2.1 **Fees.** For each Case, Payer will pay ETS the fees described below.

A. **ETS Access Fees.** ETS will charge an Access Fee for each Case referred by Payor. One hundred percent (100%) of the applicable Access Fee from the below table (the "Access Fee Schedule") will be invoiced upon transplant, implant, CAR cell infusion or gene therapy administration. The Access Fee covers the ETS Services for the designated Therapy for up to 12 months following the date of the Referral Notice. Additional ETS Services requested or provided following the expiration of this 12-month period will require payment by Payer of an additional fee to ETS.

Therapy	Access Fee
Transplant	
Kidney Transplant	\$3,000.00
Pancreas Transplant	\$7,000.00
Auto Islet Cell Infusion	\$7,000.00
Liver Transplant	\$12,000.00
Small Bowel Transplant	\$15,000.00
Heart Transplant	\$10,000.00
Lung or Double Lung Transplant	\$10,000.00
Mechanical Circulatory Support (VAD, Total Heart) Implant	\$15,000.00
Autologous (HCT) Transplant	\$11,000.00
Allogeneic (Related or Unrelated HCT) Transplant	\$13,000.00
Other Transplant	\$15,000.00
CAR Cell Therapies (Listed by drug name)	
Kymriah® (Tisagenlecleucel)	\$11,000.00
Yescarta® (Axicabtagene ciloleucel)	\$11,000.00
Tecartus® (Brexucabtagene autoleucel)	\$11,000.00
Breyanzi® (lisocabtagene maraleucel)	\$11,000.00
Abecma® (idecabtagene vicleucel)	\$11,000.00
Gene Therapies (Listed by drug name)	
Zolgensma® (onasemnogene abeparvovec-xioi)	\$15,000.00
Luxturna® (Voretigene neparvovec)	\$8,000.00

B. **Multiples.** "Multiples" are scheduled Multi-Organ, scheduled sequential infusion protocols, re-transplants of same service type, or multiple implants of same service type. Multiples will be billed at a rate of (i) 100% of the highest corresponding single Access Fee, plus (ii) 50% of the corresponding Access Fee for any subsequent occurrence within 12 months of the date of the Referral Notice. CAR Cell Therapies are considered the "same service type" for the purposes of determining the fees due to ETS for Services related to Multiples.

C. **Administrative Fee for Termination of Cases Prior to Transplant, Implant, CAR Cell therapy or Gene Therapy.** For Transplant, implant, CAR Cell Therapy or Gene Therapy Cases that close for any reason prior to the completion of the transplant, implant, CAR Cell infusion or Gene Therapy administration, Customer will pay ETS an administrative fee calculated as 20% of the savings on claims received within 90 days of closure, not to exceed the corresponding Access Fee for the Therapy.

D. **Fees for Additional Cell and Gene Therapies.** As additional cell and/or gene therapies become available, the Access Fee therefor will be established by ETS following (a) approval of such therapy by the U.S. Food and Drug Administration, and (b) ETS' determination, at its sole discretion, to provide Services in regard to that therapy. Access Fees for the new therapy will be listed by the therapy's name in the Access Fee Schedule. ETS shall provide Client with written or electronic notice of the related change(s) to the ETS Access Fee Schedule to reflect the addition of the new therapy(ies). Such notice shall serve as an amendment to the above Access Fee Schedule thereafter allowing Client to utilize ETS's Services with respect to the new therapy(ies).

E. Continuum Services Fee. For each Continuum Services Case, Customer will be billed a monthly fee equal to 20% of Savings in any month in which claims are repriced, not to exceed \$20,000 during the 12-month period following the Referral Notice date. For purposes of determining the amount of the Continuum Services fee, "Savings" shall be calculated as the difference between (i) the dollar amounts of claims submitted by a Provider for Health Services, and (ii) the dollar amount of those claims once ETS has re-priced the same.

F. Accessing non-Network Providers through ETS. From time to time, Customer may request ETS to negotiate contract rates on its behalf for access to Health Services from a non-Network Provider. In such event, Customer will pay ETS the applicable Access Fee or Continuum Services fee shown above as if such referral was made to a Network Provider.

2. Invoicing and Payment Terms.

A. Unless other specific payment terms are set forth elsewhere in this Exhibit A, ETS shall prepare and submit reasonably detailed invoices for the above fees to the Customer address included in this Agreement unless otherwise notified in writing by Customer of a different billing address. Customer shall pay all Invoices within 30 days of receipt.

B. If any portion of an invoice is in dispute Customer must provide prompt written notice to ETS specifying in detail the basis for any such dispute. If only a portion on an invoice is in dispute, Customer shall pay all undisputed amounts in accordance with the terms of this Agreement.

C. Any payment that is not made within 14 days of its due date shall bear interest from such due date until the date payment is received by ETS at the rate of 10% per year, unless applicable law requires a lesser rate. Customer shall pay any amounts incurred by ETS in the collection of past-due amounts owed, including, but not limited to, reasonable attorneys' fees and costs.

PAYER ACCESS AGREEMENT

THIS PAYER ACCESS AGREEMENT ("Payer Access Agreement") is entered into as of 01/01/2025 ("Effective Date") between **OptumHealth Care Solutions, LLC** and its affiliates performing under this Payer Access Agreement, having offices at 11000 Optum Circle, Eden Prairie, MN 55344 ("Optum") and Moffat County having offices at 1198 W Victory Way Craig, CO 81625 ("Payer") pursuant to the Distributor Agreement between **ReliaStar Life Insurance Company and ReliaStar Life Insurance Company of New York** (collectively, "Distributor") and Optum dated October 1, 2022 ("Distributor Agreement").

1. Payer has sole responsibility for verifying member benefits or eligibility for benefits coverage under a plan, and for any plan coverage dispute that may arise with enrollees and dependents ("Covered Persons") before providers begin rendering services to that Covered Person. Any providers providing services pursuant to this Payer Access Agreement shall be deemed to be a "Provider".
2. Payer will be entitled to receive the favorable pricing that Optum has with Providers and Payer will pay such Providers for Services (as such term is defined in Schedule A) in accordance with the terms of the agreements Optum has negotiated with Providers (each, a "Provider Agreement"). Payer shall pay Providers for all Services rendered to Covered Persons in the amounts and within the time-frames provided in the applicable Provider Agreements in effect as to the Services rendered, subject to the terms of the applicable plan documents. Payer shall comply with all payment terms of the applicable Provider Agreement, which shall be made available to Payer on www.myoptumhealthcomplexmedical.com/client or other such URL designated by Optum. Payers with managed Medicaid benefit and Medicare Advantage plans that access Providers must comply with all rates and terms of the applicable Provider Agreement and such Provider Agreement terms and rates will govern and control over any conflicting terms or rate of Payer. Provider Agreement payment terms shall be enforceable directly by the respective Provider against Payer. The obligation to pay for healthcare services rendered by any Providers shall be solely that of Payer. Optum is not responsible, under any circumstances, and Payer shall indemnify Optum for any claim brought by a Covered Person, for the payment of any expenses incurred by a Covered Person in the course of his or her treatment, or for coverage determinations or determinations regarding eligibility, benefits, benefit limitations, and exclusions. Optum reserves the right to terminate Payer's access to any particular Provider Agreement, upon request of the applicable Provider and upon thirty (30) days' prior written notice if Payer has consistently failed to abide by the terms and conditions of that Provider Agreement.
3. Payer shall also pay Optum for the Services in accordance with this Section 3 and Schedule A – Services and Fees. Each party shall be responsible for all taxes, charges, surcharges, fees or assessments, if any, due to be paid by it in connection with its performance of this Payer Access Agreement. Unless specified otherwise, all fees due Optum are payable by Payer within thirty (30) days of the date of invoice. Past-due fees are subject to a surcharge of no greater than 2% per month of the outstanding past due balance. Optum's fees are subject to change at any time upon sixty (60) days' prior written notice to Payer. Subsequent to Payer's receipt of a fee adjustment from Distributor hereunder, such fee adjustment shall be deemed accepted by Payer if: (a) not expressly rejected by Payer providing written notice to Optum within thirty (30) days of receipt; or (b) Payer continues to access the Services.
4. For the term of this Payer Access Agreement and for two (2) years thereafter, Payer shall not contract directly with any Provider for services comparable to Network Services (as such services are defined in Schedule A). Payer may maintain any agreements with Providers for services comparable to Network Services that pre-date the date of Payer's authorized signature on this Payer Access Agreement, and Payer may contract directly with Providers for services other than those explicitly listed as Network Services. In no event shall Payer contract with any provider using the same methodology as Optum uses with Providers as such methodology is made available to Payer on www.myoptumhealthcomplexmedical.com/client. This Section shall survive termination of the Payer Access Agreement.
5. Except as otherwise stated in section 4, when Payer is accessing a Centers of Excellence, Payer shall exclusively use Optum's Provider Agreements for transplant programs at that center that are included in Network Services, and not the services offered by a third party for those services that are included under Network Services (Schedule A). This provision does not apply to any services not explicitly listed as Network Services

6. To the extent that, in performing the Services, Optum is deemed a Business Associate (as defined under HIPAA) of Payer, Optum shall perform the functions of a Business Associate in accordance with Schedule B - Business Associate Addendum.

7. Except as otherwise provided herein, each party shall protect and shall not use or disclose the other's proprietary information including but not limited to trade secrets, customer lists, patented, trademarked, trade-named, service-marked, logotypes, copyrighted material, confidential business information, or other property belonging to it or to a third party to whom it has an obligation of confidentiality ("Confidential Information"). The parties shall use Confidential Information only as expressly permitted by this Payer Access Agreement or as otherwise permitted in writing. The parties shall take at least those precautions to protect the other's Confidential Information as it takes to protect its own similar information. Such information shall not be disclosed to third parties without the express written consent of the party to whom the information belongs. A party may disclose Confidential Information if required by law, legal process, or court order, in which case the disclosing party shall notify the other sufficiently in advance of the disclosure, as allowed by law, to permit intervention at its option. Notwithstanding the foregoing, respecting www.myoptumhrs1thcomplexmedical.com/client and any of its contents, and any other network provider or provider Payer Access Agreement information Optum discloses to Payer, Payer may re-disclose such information to an agent or administrator of Payer, so long as such agent or administrator has agreed to maintain the confidentiality the information in the same manner as required of Payer herein. Each party shall retain sole ownership of its Confidential Information. Payer authorizes Optum to disclose Payer information, including cost analysis reports and data regarding Covered Persons, to Distributor, provided that the parties shall use and disclose individually identifiable health information according to the terms of the Business Associate Addendum. The obligations stated in this section survive termination of this Payer Access Agreement for so long either party has access to the other's Confidential Information.

8. The parties shall each indemnify and hold the other harmless against any and all losses, liabilities, penalties, fines, costs, damages, and expenses the other incurs, including reasonable attorneys' fees ("Damages"), which arise out of the indemnifying party's: (a) breach of this Payer Access Agreement; and (b) negligence or willful misconduct.

9. Payer acknowledges that Optum will not be deemed or understood to be an ERISA plan administrator or fiduciary, and that Optum has no responsibility of any kind for: (a) medical outcomes or the quality or competence of any physician, facility, or provider rendering service; (b) payment of any medical, hospital, or other bills resulting from any medical or surgical treatment or confinement; and (c) interpretation of any benefit plan contract concerning coverage or denial of benefits.

10. This Payer Access Agreement will terminate: (a) upon termination of Optum's Services Agreement with Distributor; or (b) upon termination of Payer's agreement with Distributor; or (c) upon thirty (30) days written notice by Payer to Optum; or (d) upon thirty (30) days written notice by Optum to Payer; or (e) immediately, upon written notice of material breach by either party. Payer's violation of section 4 and/or 5 shall constitute a material breach of this Payer Access Agreement. Termination of this Payer Access Agreement shall not affect Payer's liability for any obligations incurred by Payer before the effective termination date, and Payer shall continue to be responsible for payments to Providers according to the applicable Provider Agreement for all Provider services rendered to Covered Persons before termination. Optum shall provide Services until the expiration of the termination notice period. If this Payer Access Agreement, or a Provider Agreement terminates after a Covered Person has begun to receive health care services from a Provider, the Provider shall, at the Payer's written request to Optum, continue to provide care and treatment to such Covered Person according to this Payer Access Agreement until such care and treatment is completed; provided that: (i) all terms and conditions stated in this Payer Access Agreement shall apply to such continued services specifically including, without limitation, provisions requiring that Payer pay Provider (or former Provider as the case may be) for services rendered; and (ii) all service fees due Optum are paid. This Section shall survive termination of the Payer Access Agreement.

11. Payer and Optum both acknowledge and agree that Covered Persons' treating physician(s) and other health care providers, including but not limited to Providers, shall be solely responsible to provide treatment and/or services to Covered Persons and to make all decisions related to patient care and shall exercise their independent medical judgment as to all such matters. Nothing in this Payer Access Agreement shall be deemed to create any rights of Optum, Payer, or any other person or entity to intervene in any manner with or otherwise interfere with the independent medical judgment of Covered Persons' health care providers with regard to treatment or utilization issues, nor shall it

render Optum, Payer, or any other person or entity responsible for the method or means by which any health care provider renders treatment or service to a Covered Person.

12. The parties are independent contractors. Nothing in this Payer Access Agreement or otherwise shall be construed or deemed to create any other relationship, including one of employment, partnership, agency, or joint venture. This Payer Access Agreement shall be governed by and construed in accordance with the laws of the State of Minnesota. The parties will each perform their obligations hereunder in compliance with all applicable laws, statutes, and regulations. Payer shall comply, and ensure the plan complies with all applicable laws and regulations. Neither party may assign any of its rights and responsibilities under this Payer Access Agreement to any person or entity without the prior written consent of the other party, which shall not be unreasonably withheld. Payer acknowledges that assignment by Optum of all or any of its rights and responsibilities under this Payer Access Agreement to an affiliate shall not require Payer's prior written consent.

13. This Payer Access Agreement constitutes the entire agreement between the parties in regard to its subject matter and may be amended only by a written amendment executed by both parties. This Payer Access Agreement replaces any prior written or oral communications or understandings between Optum and Payer relating to the subject matter of this Payer Access Agreement. Each schedule attached to this Payer Access Agreement is incorporated into and made a part of the Payer Access Agreement by reference. Any reference to "Payer Access Agreement" shall necessarily constitute a reference to all of the schedules attached.

By signing below, Payer agrees to the terms and conditions of this Payer Access Agreement.

PAYER INFORMATION

Payer Name: Moffat County

Payer Signature: Rachel Power

Address: 1198 W Victory Way Craig, CO 81625

NOTICES

Distributor Name: ReliaStar Life Insurance Company

ReliaStar Life Insurance Company of New York

Distributor's Fax Number: N/A

Payer Telephone: 970-874-9108

Payer Contact Name: Rachel A. Power

Number of Covered Persons: 159

Internal Control No. (DST Parent Contract No.): 00771358.0

TO ACTIVATE OPTUMSERVICES, RETURN THE ENTIRE PAYER ACCESS AGREEMENT COMPLETED AND SIGNED, VIA FAX TO BOTH OPTUM AT 877-897-5338 AND DISTRIBUTOR AT FAX NUMBER INDICATED ABOVE.

**SCHEDULE A
SERVICES AND FEES**

I. Fees. All fees for the Optum Services provided under this Payer Access Agreement shall be as set forth in this Schedule A. Optum may adjust any Service fees herein upon receiving notice that Payer's customer relationship with Distributor has terminated or, at any time, by giving written notice to Payer at least sixty (60) days prior to the effective date of the fee adjustment. Capitalized terms not otherwise defined in the Payer Access Agreement are as defined in this Schedule A.

Service	Fee Schedule	
Transplant Participating Provider Network Services (COE - Fixed Fee Per Case)	Client shall pay Optum an administrative fee based upon the transplant type as follows:	
	Type of Transplant	Administrative Fee
	Bone Marrow	
	Autologous	
	Less than 11 Days	\$6,000
	11 or more Days	\$23,000
	Allogeneic-related	\$23,000
	Allogeneic-unrelated	\$23,000
	Non-Myeloablative allo BMT (mini)	\$6,000
	Tandem BMT	
	Auto/Auto	\$12,000
	Auto/Allo (related / unrelated)	\$23,000
	Allo/Allo (related / unrelated)	\$23,000
	Solid Organ	
	Kidney	\$4,500
	Pancreas	\$9,000
	Kidney/Pancreas	\$9,000
	Islet Cell-Auto Pancreas	\$9,000
	Heart	\$12,000
	Lung	\$12,000
	Heart/Lung	\$12,000
	Double Lung	\$23,000
	Intestinal, Intestinal/Liver, Intestinal/Small Bowel	\$23,000
	Liver	\$23,000
	Multi-Organ*	\$23,000
	Ventricular Assist Devices	
	Ventricular Assist Devices (VAD) only – Bridge to Transplant (Excludes Heart Transplant)	10% of savings, capped at \$12,000***
	Ventricular Assist Devices (VAD) only – Destination Therapy (VAD Implant + Post-Implant Services for 1 year)	10% of savings, capped at \$12,000***
	Ventricular Assist Devices (VAD) only – Destination Therapy (Post-Implant Services only)	10% of savings, capped at \$12,000***
	<p>If an additional transplant is performed to replace the initial transplant, an additional fee equal to 50% of the original fee shall be charged. If a Covered Person receives transplant care, but no transplant is performed, ** the administrative fee shall be 35% of the difference between charges per the applicable Provider Agreement and the Participating Provider's usual charges for the same services, not to exceed the fee for the corresponding transplant set forth in the table above. Optum shall issue an invoice upon termination of transplant care.</p>	
<p><i>*Except for those multi-organ transplants already listed on the fee schedule such as kidney/pancreas.</i></p>		

	<p>**Case referred to as "Early Term". Examples include (1) cases in which Covered Person is not accepted into Participating Provider's transplant program; (2) cases in which the Covered Person dies prior to transplant; or (3) cases in which Covered Person's coverage ends prior to transplant.</p> <p>***Fee will be invoiced monthly.</p>
Transplant Extended Provider Network Services (Transplant Access Program (TAP) - Percent of Savings)	Client shall pay Optum an administrative fee equal to 15% of savings, calculated as the difference between charges per the applicable Provider Agreement and the Provider's usual charges for the same services, not to exceed the fee for the corresponding transplant under Transplant Participating Provider Network Services as above. Optum shall issue invoices monthly for each month in which claims are repriced.
Extra Contractual Services	Client shall pay Optum an administrative fee equal to 15% of savings, calculated as the difference between charges per the applicable Provider Agreement and the Provider's usual charges for the same services, not to exceed the fee for the corresponding transplant under Transplant Participating Provider Network Services as above. Optum shall issue invoices monthly for each month in which claims are repriced. Please note that this pricing applies to cases that go to transplant as well as cases in which the Covered Person receives transplant care but no transplant is performed (i.e. Early Term cases).
Cellular Therapy Participating Provider Network Services (CAR T)	Payer shall pay Optum an administrative fee equal to 15% of savings, calculated as the difference between charges per the applicable Provider Agreement and the Provider's usual charges for the same services, not to exceed \$20,000 per CAR-T Case as defined in the written agreement entered into between Optum and Provider applicable to the Covered Person. Optum shall issue invoices monthly for each month in which claims are repriced. Please note that this pricing applies to cases that receive CAR-T Therapy as well as cases in which the Covered Person receives care and no cellular therapy infusion occurs (i.e. Early Term cases).
Ex Vivo Gene Therapy Coverage	Payer shall pay Optum an administrative fee equal to 15% of savings, calculated as the difference between charges per the applicable Provider Agreement and the Provider's usual charges for the same services, not to exceed \$20,000 per ex vivo gene therapy case as defined in the written agreement entered into between Optum and Provider applicable to the Covered Person. Optum shall issue invoices monthly for each month in which claims are repriced. Please note that this pricing applies to cases that receive non-CAR T ex vivo gene therapies as well as cases in which the Covered Person receives care and no therapy infusion occurs (i.e. early term cases).
Cancer Resource Services	Payer shall pay Optum an administrative fee equal to 20% of savings, calculated as the difference between charges per the applicable Provider Agreement and the Provider's usual charges for the same services, not to exceed an amount capped at \$30,000 per case for the life of the case. Optum shall issue invoices monthly for each month in which claims are repriced.
Congenital Heart Disease Resource Services	Payer shall pay Optum an administrative fee equal to 15% of savings, calculated as the difference between charges per the applicable Provider Agreement and the Provider's usual charges for the same services, not to exceed \$10,000. Optum shall issue invoices monthly for each month in which claims are repriced.
Kidney Resource Services - ESRD Network Access	Payer shall pay Optum an administrative fee equal to 15% of savings, calculated as the difference between charges per the applicable Provider Agreement and the Provider's usual charges for the same services. The monthly administrative fee will be capped at \$4,500 per Covered Person per calendar month for each Covered Person who receives one or more sessions during the month. Optum shall issue invoices monthly for each month in which claims are repriced.
Specialized Review Services	
Specialized Physician Review Services	For solid organ transplants, bone marrow/stem cell transplants, congenital heart disease procedures, and other procedures and disease states, Payer shall pay Optum an administrative fee equal to \$1,295 for a Comprehensive Review from a single reviewer, or \$1,995 from three reviewers. For Basic Review, Payer shall pay Optum an administrative fee equal to \$495 for a single review or \$1,295 from three reviewers. For an Expedited Review, Payer shall pay Optum an additional fee of \$200 for each physician reviewer.

Volume Based Discount. As set forth in the table below, in the event Distributor's Payers collectively pay Optum the stated

revenues in access fees for transplant services only, during each applicable calendar year of the Term, (the "Discount Threshold"), for the next calendar year, and each calendar year thereafter, provided the Discount Threshold is exceeded during each applicable calendar year, Distributor and its Payers will be eligible to receive a volume-based discount representing the stated discount off the standard transplant services administrative fees. Optum will review the total transplant services access fees received on an annual basis. Any volume-based discounted transplant services access fees will revert to standard transplant services administrative fees in the event the Discount Threshold is not exceeded during each applicable calendar year during the Term. Optum reserves the right to withdraw the discount at any time during the Term in the event Distributor and/or any of Distributor's Payers is in breach of any of the terms of the Agreement.

Discount Percent off Standard Administrative Fees for Transplant Services Only	Revenue (Discount Threshold)
Ten percent (10%)	≥ \$500,000
Five percent (5%)	≥ \$250,000

**SCHEDULE B
BUSINESS ASSOCIATE ADDENDUM**

This Business Associate Addendum ("BAA") is incorporated into and made part of the Payer Access Agreement ("Agreement") by and between **OptumHealth Care Solutions, LLC** on behalf of itself and its Affiliates ("Business Associate") and ___ ("Covered Entity"), that involve the use or disclosure of PHI (as defined below). The parties agree as follows:

1. DEFINITIONS

1.1 All capitalized terms used in this BAA not otherwise defined herein have the meanings established for purposes of the Health Insurance Portability and Accountability Act of 1996 and its implementing regulations, as amended and supplemented (collectively, "HIPAA").

1.2 "Breach" means the acquisition, access, use or disclosure of PHI in a manner not permitted by the Privacy Rule that compromises the security or privacy of the PHI, subject to the exclusions in 45 C.F.R. § 164.402.

1.3 "PHI" means Protected Health Information, as defined in 45 C.F.R. § 160.103, and is limited to the Protected Health Information received from, or received, created, maintained or transmitted on behalf of, Covered Entity.

1.4 "Privacy Rule" means the federal privacy regulations, and "Security Rule" means the federal security regulations, as amended, issued pursuant to HIPAA and codified at 45 C.F.R. Parts 160 and 164 (Subparts A, C & E).

1.5 "Services" means the services provided by Business Associate to Covered Entity to the extent they involve the receipt, creation, maintenance, transmission, use or disclosure of PHI.

2. RESPONSIBILITIES OF BUSINESS ASSOCIATE.

With regard to its use and/or disclosure of PHI, Business Associate agrees to:

2.1 not use and/or further disclose PHI except as necessary to provide the Services, as permitted or required by this BAA and in compliance with the applicable requirements of 45 C.F.R. § 164.504(e), or as Required by Law; provided that, to the extent Business Associate is to carry out Covered Entity's obligations under the Privacy Rule, Business Associate will comply with the requirements of the Privacy Rule that apply to Covered Entity in the performance of those obligations.

2.2 implement and use appropriate administrative, physical and technical safeguards and comply with applicable Security Rule requirements with respect to ePHI, to prevent use or disclosure of PHI other than as provided for by this BAA.

2.3 without unreasonable delay, report to Covered Entity (i) any use or disclosure of PHI not provided for in this BAA and/or (ii) any Security Incident of which Business Associate becomes aware in accordance with 45 C.F.R. § 164.314(a)(2)(i)(C). For the purposes of reporting under this BAA, a reportable "Security Incident" shall not include unsuccessful or inconsequential incidents that do not represent a material threat to confidentiality, integrity or availability of PHI (such as scans, pings, or unsuccessful attempts to penetrate computer networks).

2.4 report to Covered Entity within ten business days: (i) any Breach of Unsecured PHI of which it becomes aware in accordance with 45 C.F.R. § 164.504(e)(2)(ii)(C). Business Associate shall provide to Covered Entity a description of the Breach and a list of Individuals affected (unless Covered Entity is a plan sponsor ineligible to receive PHI). Business Associate shall provide required notifications to Individuals and the Media and Secretary, where appropriate, in accordance with the Privacy Rule and with Covered Entity's approval of the notification text. Business Associate shall pay for the reasonable and actual costs associated with those notifications and with credit monitoring, if appropriate.

2.5 in accordance with 45 C.F.R. § 164.502(e)(1)(ii) and 45 C.F.R. § 164.308(b)(2), ensure that any subcontractors of Business Associate that create, receive, maintain or transmit PHI on behalf of Business Associate agree, in writing, to the same restrictions on the use and/or disclosure of PHI that apply to Business Associate with respect to that PHI, including complying with the applicable Security Rule requirements with respect to ePHI.

2.6 make available its internal practices, books and records relating to the use and disclosure of PHI to the Secretary for purposes of determining Covered Entity's compliance with the Privacy Rule, in accordance with 45 C.F.R. § 164.504(e)(2)(ii)(I).

2.7 within ten business days after receiving a written request from Covered Entity or an Individual, make available to Covered Entity or an Individual

information necessary for an accounting of disclosures of PHI about an Individual, in accordance with 45 C.F.R. § 164.528.

2.8 provide access to Covered Entity or an Individual, within ten business days after receiving a written request from Covered Entity or an Individual, to PHI in a Designated Record Set about an Individual, sufficient for compliance with 45 C.F.R. § 164.524.

2.9 to the extent that the PHI in Business Associate's possession constitutes a Designated Record Set, make available, within ten business days after a written request by Covered Entity or an Individual, PHI for amendment and incorporate any amendments to the PHI as requested in accordance with 45 C.F.R. § 164.526.

3. RESPONSIBILITIES OF COVERED ENTITY.

Covered Entity:

3.1 shall identify the records it furnishes to Business Associate that it considers to be PHI for purposes of the Agreement, and provide to Business Associate only the minimum PHI necessary to accomplish the Services.

3.2 in the event that the Covered Entity honors a request to restrict the use or disclosure of PHI pursuant to 45 C.F.R. § 164.522(a) or makes revisions to its notice of privacy practices of Covered Entity in accordance with 45 C.F.R. § 164.520 that increase the limitations on uses or disclosures of PHI or agrees to a request by an Individual for confidential communications under 45 C.F.R. § 164.522(b), Covered Entity agrees not to provide Business Associate any PHI that is subject to any of those restrictions or limitations, unless Covered Entity notifies Business Associate of the restriction or limitation and Business Associate agrees in writing to honor the restriction or limitation.

3.3 shall be responsible for using administrative, physical and technical safeguards to maintain and ensure the confidentiality, privacy and security of PHI transmitted to Business Associate pursuant to the Agreement, in accordance with the requirements of HIPAA.

3.4 shall obtain any consent or authorization that may be required by applicable federal or state laws prior to furnishing Business Associate the PHI for use and disclosure in accordance with this BAA.

3.5 if Covered Entity is an employer sponsored health plan, Covered Entity represents that to the extent applicable, it has ensured and has received certification from the applicable Plan Sponsor that

the Plan Sponsor has taken the appropriate steps in accordance with 45 C.F.R. § 164.504(f) and 45 C.F.R. § 164.314(b) to enable Business Associate on behalf of Covered Entity to disclose PHI to Plan Sponsor, including but not limited to amending its plan documents to incorporate the requirements set forth in 45 C.F.R. § 164.504(f)(2) and 45 C.F.R. § 164.314(b). Covered Entity shall ensure that only employees authorized under 45 C.F.R. § 164.504(f) shall have access to the PHI disclosed by Business Associate to Plan Sponsor.

4. PERMITTED USES AND DISCLOSURES OF PHI.

Business Associate may:

4.1 use and disclose PHI as necessary to provide the Services to Covered Entity.

4.2 use and disclose PHI for the proper management and administration of Business Associate or to carry out the legal responsibilities of Business Associate, provided that any disclosures are Required by Law or any third party to which Business Associate discloses PHI provides written assurances that: (i) the information will be held confidentially and used or further disclosed only for the purpose for which it was disclosed to the third party or as Required by Law; and (ii) the third party promptly will notify Business Associate of any instances of which it becomes aware in which the confidentiality of the information has been breached, in accordance with 45 C.F.R. § 164.504(e)(4).

4.3 De-identify any PHI received or created by Business Associate under this BAA in accordance with the Privacy Rule.

4.4 provide Data Aggregation services relating to the Health Care Operations of the Covered Entity in accordance with the Privacy Rule.

4.5 use PHI for Research projects conducted by Business Associate, its Affiliates or third parties, in a manner permitted by the Privacy Rule, by obtaining documentation of individual authorizations, an Institutional Review Board, or a privacy board waiver that meets the requirements of 45 C.F.R. § 164.512(i)(1), and providing Covered Entity with copies of such authorizations or waivers upon request.

4.6 make PHI available for reviews preparatory to Research in accordance with the Privacy Rule at 45 C.F.R. § 164.512(i)(1)(ii).

4.7 use the PHI to create a Limited Data Set ("LDS") and use or disclose the LDS for the health

care operations of the Covered Entity or for Research or Public Health purposes as provided in the Privacy Rule.

5. TERMINATION

5.1 Covered Entity may terminate this BAA and the Agreement if Business Associate materially breaches this BAA, Covered Entity provides written notice of the breach to Business Associate, and Business Associate fails to cure the breach within the reasonable time period set by Covered Entity.

5.2 Within thirty (30) days after the expiration or termination for any reason of the Agreement and/or this BAA, Business Associate shall return or destroy all PHI, if feasible to do so, including all PHI in possession of Business Associate's subcontractors. In the event that return or destruction of the PHI is not feasible, Business Associate may retain the PHI

subject to this Section 5.2. Business Associate shall extend any and all protections, limitations and restrictions contained in this BAA to Business Associate's use and/or disclosure of any PHI retained after the expiration or termination of the Agreement and/or this BAA, and shall limit any further uses and/or disclosures solely to the purposes that make return or destruction of the PHI infeasible.

6. MISCELLANEOUS.

The terms of this BAA shall be construed to allow Covered Entity and Business Associate to comply with HIPAA. Nothing in this Addendum shall confer upon any person other than the parties and their respective successors or assigns, any rights, remedies, obligations or liabilities whatsoever. Sections 4 and 5.2 shall survive the expiration or termination of this BAA for any reason.

Voya Financial Health Solutions

Stop Loss Onboarding Questionnaire

Instructions: Please complete ALL sections and return in Word format to your Voya Stop Loss Implementation Manager.

IMPLEMENTATION MANAGER:	Name: Miki Pyle Email: Miki.Pyle@Voya.com
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GENERAL ACCOUNT INFORMATION & CONTACTS

Effective Date:	01/01/2025
Policyholder Legal Name & Address: <i>(street address in situs state required)</i>	Moffat County 1198 W Victory Way, Craig, CO 81625
Policyholder Mailing Address <i>(if different):</i>	--
Policyholder Situs State:	CO
Policyholder Tax ID Number:	84-6000785
Are any associations or separate legal entities to be covered under this plan?	<input type="checkbox"/> Yes (please provide names): <input checked="" type="checkbox"/> No
General Administrative Contact <i>(Typically from Policyholder, only one contact may be listed):</i>	Name/Title: Rachel A. Bower Phone: 970-824-9108 Email: rbower@moffatcounty.net
Annual 5500 Contact: <i>Only one contact may be listed. Required on all policies, even if exempt from ERISA.</i>	Name/Title: Phone: Email:
If Hays will receive on behalf of the client, 5500 Plan Administrator Designation Form is required.	

PREMIUM ACCOUNT STRUCTURE & CONTACTS

Bill Delivery Format:	<input checked="" type="checkbox"/> Online (Secure site, login credentials to be provided) <input type="checkbox"/> NONE (if Premium paid by TPA or GA/broker)	
Premium Remittance Method:	<input checked="" type="checkbox"/> ACH / Wire (Policyholder initiates money transfer) <input type="checkbox"/> EFT (Voya initiates money transfer, EFT Authorization Form required) <input type="checkbox"/> Check	
Who will Remit Premium?	<input type="checkbox"/> Policyholder <input type="checkbox"/> TPA <input type="checkbox"/> GA/Broker	
Billing Contact(s): Catherine Nielsen, Rachel Bower	May list up to 3 – please list in priority order (first contact will be listed as "Primary"). Contacts are typically HR/Benefits team members who will report the covered lives.	
	Please list TPA or GA/Broker contacts responsible for payment if the policyholder is not remitting premium.	
Primary Name/Title: Catherine Nielsen Phone: 970-824-9106 Email: chielsen@moffatcounty.net	Name/Title: Rachel Bower Phone: 970-824-9108 Email: rbower@moffatcounty.net	Name/Title: Phone: Email:
Do you currently have more than one billing account? <i>Example: Separate bills by product, location, or class.</i>	<input type="checkbox"/> Yes (please complete next question) <input checked="" type="checkbox"/> No	
Please list the separate billing accounts: <i>*Only if more than one billing account is needed.</i>	Account/Organization Name(s):	

Voya Financial Health Solutions

Stop Loss Onboarding Questionnaire

CLAIMS ACCOUNT STRUCTURE & CONTACTS

Claims Reimbursement Method: <i>Checks must be made payable to the Policyholder but may be mailed to a TPA.</i>	<input checked="" type="checkbox"/> ACH/Wire (Please complete & sign Direct Deposit Authorization) <input type="checkbox"/> Check (Please provide <u>one</u> contact name and mailing address) Mail check to the attention of (Name): N/A if ACH is selected Check Mailing Address:
Stop Loss Eligibility Contact <i>(Who will confirm general eligibility for each Stop Loss claimant? Typically contacts at the group):</i> <i>If managed by the client, at least two contacts are required, to ensure requests are not missed. We may also copy broker contacts.</i>	Name/Title: Rachel A. Bower HR Director Phone: 970-824-9108 Email: rbower@moffattcounty.net Name/Title: Catherine Nielsen Finance Director Phone: 970-824-9106 Email: cnielsen@moffattcounty.net
Stop Loss Explanation of Reimbursement Contact <i>(Who should be notified when a claim is completed/paid? Sent via secure e-mail, contains claimant PHI. You may list as many contacts as you wish):</i>	Name/Title: Rachel A. Bower HR Director Phone: 970-824-9108 Email: rbower@moffattcounty.net Name/Title: Catherine Nielsen Finance Director Phone: 970-824-9108 Email: cnielsen@moffattcounty.net
Do you currently have more than one claim account? <i>Example: If TPA will report separate claim accounts by product, location, or class.</i>	<input type="checkbox"/> Yes (please complete next question) <input checked="" type="checkbox"/> No
Please list the separate claim accounts: <i>*Only if more than one claim account is needed.</i>	Account/Organization Name(s):
Who will Provide Claims Reporting?	<input checked="" type="checkbox"/> TPA <input type="checkbox"/> GA/Broker <input type="checkbox"/> Reporting Vendor
Medical Claims/Reporting Contact <i>(Who should Voya contact regarding claims? i.e. to confirm a Date of Dialysis or details of an accident. May be TPA, Vendor, or GA/Broker.)</i>	Company: Personify Health (formerly HealthComp) Name/Title: Crystal Edwards Phone: 708-960-2708 Email: cedwards@healthcomp.com
Rx Claims/Reporting Contact – if carve out <i>(Who should Voya contact regarding Rx claims? May be TPA, Vendor, or GA/Broker.)</i> <input checked="" type="checkbox"/> Reporting to be bundled by Med TPA?	Company: Same as above Name/Title: Phone: Email:
Cost Containment / Access Agreements	
Does the Medical TPA provide Cost Containment services? <i>(Transplant Access Agreements, Cell & Gene Therapy, Dialysis, etc.)</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>unknown</i>
If 'No', please have client review and sign the provided agreements. <i>There is no cost to the client for signing the agreements.</i>	In addition to the Access Agreements for transplants and cell & gene therapy, Voya offers a number of claim cost containment programs. Our consultants are happy to discuss these programs with the GA/Broker, TPA, and/or client.

Voya Financial Health Solutions

Stop Loss Onboarding Questionnaire

BROKER CONTACTS

Brokerage Info:	Brokerage Legal Name: Hays Companies Brokerage Tax ID: 59-0691921 <i>(Tax ID must be provided even if net of commissions)</i>
Broker of Record Contact: <i>(to be listed for compensation purposes, required even if net of commissions)</i>	Broker Name/Title: Address: Phone: Email:
<i>Is Broker of Record also the day-to-day servicing contact?</i>	<input type="checkbox"/> Yes <input type="checkbox"/> No
Primary/Account Manager Contact: <i>If applicable/different from broker of record.</i>	Name/Title: Allie McMillan Phone: 720-279-3447 Email: allie.mcmillan@bbrown.com
Additional Authorized Broker Contact(s): <i>Please include any sub-broker/partner contacts, if applicable.</i>	Name/Title: Phone: Email: Name/Title: Phone: Email:
Census & Disclosure Contact(s) at Renewal (from broker)	Name/Title: Phone: Email:

POINT SOLUTIONS

Does this group have any point solutions in place? <i>Do they utilize Medical/Rx specialty care vendors or other savings programs?</i>	<input type="checkbox"/> Yes <i>(please provide vendor names):</i> _____ <input type="checkbox"/> No
Are the charges bundled or will reporting be direct to Voya?	<input type="checkbox"/> Bundled by Med/Rx TPA <input type="checkbox"/> Direct reporting, <i>please provide contacts:</i> _____

RUN-OUT TPA CONTACTS

Will run-out reporting be provided by a different TPA? <i>Did the client change Medical or Rx TPA in advance of the new plan year?</i>	<input type="checkbox"/> Yes <i>(please provide run-out reporting contacts)</i> <input type="checkbox"/> No
Run-out Medical Claims/Reporting Contact:	Company: Name/Title: Phone: Email:
Run-out Rx Claims/Reporting Contact:	Company: Name/Title: Phone: Email:

PREMIUM REFUND AND RESERVE AGREEMENT

ReliaStar Life Insurance Company
250 Marquette Ave, Suite 900
Minneapolis, MN 55401

This **Agreement** is effective on January 1, 2025 by and between Moffat County ("Policyholder"), and ReliaStar Life Insurance Company, Inc., on behalf of itself and its subsidiary ReliaStar Life Insurance Company of New York ("ReliaStar" or the "Company," collectively referred to as "the parties").

WHEREAS, ReliaStar is an insurance company providing Individual Excess Risk Insurance to self-insured group health plans sponsored by employer groups; and

WHEREAS, the Policyholder has purchased an Individual Excess Risk Insurance policy.

Group Name Moffat County Group Number 748218
(the "Policy") issued by ReliaStar; and

WHEREAS, the parties desire to enter into a premium refund arrangement whereby the Company will refund to the Policyholder a portion of the premiums paid to the Company based upon the claims experience of the Policy during the Contract Period in accordance with the terms and conditions set forth in this Agreement.

NOW THEREFORE, in consideration of the covenants contained herein the parties agree as follows:

ARTICLE I

DEFINITIONS

- "Billed Premium" means the amount of premium billed to the Policyholder during the Contract Period.
- "Contract Period" - means the period specified on the Excess Risk Schedule attached to the Policy.
- "Eligible Individual Excess Risk Benefits" - means the total amount of Individual Excess Risk Expenses paid to the Policyholder as Individual Excess risk benefits under the Policy for the Contract Period.
- "Incurred Loss Ratio" means the Eligible Individual Excess Risk Benefits paid by ReliaStar divided by the Billed Premium minus Broker Commission.
- "Policy" - means the Individual Excess Risk Insurance policy issued by ReliaStar to the Policyholder.
- "Surplus" means the Target Loss Ratio less the Incurred Loss Ratio multiplied by the Billed Premium minus Broker Commission.
- "Target Loss Ratio" – means the targeted percentage of losses set forth in Article II of this Agreement determined by the Company.

All capitalized terms not defined above shall have the meaning provided for in the Policy

ARTICLE II

EXPERIENCE REFUND ARRANGEMENT

- Renewal Requirement.** The Policyholder agrees that the payment of any refund of a portion of the premium for any given Contract period shall be subject to renewal of the Policy for the next following Contract Period while this Agreement remains in force. The Policyholder waives any and all rights to any premium refund provided for in this Agreement if the Policyholder terminates the Policy prior to the end of the given Contract Period.
- Final Audit.** The Company will conduct a final audit of all claims submitted under the Policy for the Contract Period beginning on or after one-hundred and eighty (180) days following the last day of the Contract Period. Based upon such audit, the Company will provide payment of any unpaid benefits for submitted and approved Eligible Excess Risk Expenses.

ARTICLE II (Continued)

3. **Target Loss Ratio.** The Target Loss Ratio shall be equal to 68%.
4. **Premium Refund Percentage.** The Premium Refund Percentage shall be equal to 100%.
5. **Maximum Premium Refund Amount.** The Maximum Premium Refund Percentage shall be equal to 18%. The Maximum Premium Refund Amount for any Contract Period shall not exceed the Billed Premium multiplied by the Maximum Premium Refund Percentage.
6. **Calculation of the Premium Refund.** Upon completion of the Final Audit, the Company will determine if the Policyholder is entitled to any premium refund. The amount of any premium refund shall be equal to the Surplus, if any, multiplied by the Premium Refund Percentage, but in no event greater than the Maximum Premium Amount. The amount of any premium refund, if any, shall be paid to the Policyholder
7. **Example for illustrative purposes only:**

a. Billed Premium	\$1,000,000
b. Broker Commission	10%
c. Broker Commission dollars (a x b)	\$100,000
d. Eligible Individual Excess Risk Benefits Paid	\$405,000
e. Target Loss Ratio	68%
f. Incurred Loss Ratio (d / (a - c))	45%
g. Surplus ((e - f) x (a - c))	\$207,000
h. Maximum Premium Amount Percentage	18%
i. Maximum Premium Amount (a x h)	\$162,000
j. Premium Refund Percentage	100%
k. Initial Premium Refund Amount	\$207,000
l. Maximum Premium Amount	\$162,000
m. Calculation of Premium Refund (lesser of k or l)	\$162,000

ARTICLE III

TERMINATION

1. This Agreement shall not be effective unless signed by the Policyholder and delivered to the Company within ninety (90) days of the first day of the initial Contract Period. This agreement will remain in force for subsequent Contract Periods until terminated as agreed upon in 2 and 3 below.
2. This Agreement shall terminate upon the termination of the Policy.
3. This Agreement shall terminate upon one party to this Agreement providing the other party to this Agreement with ninety (90) days written notice of termination of this Agreement.

ARTICLE IV

MISCELLANEOUS

1. **Amendment.** Any amendment, change, modification or waiver of any provision relating to this Agreement must be in writing and signed by an authorized representative of the Policyholder and an authorized representative of ReliaStar.
2. **Waiver or Modification.** Failure of a party to enforce any provision of this Agreement in whole or in part shall not constitute a waiver by said party of any such provision or of any rights under this Agreement. A party's waiver of a breach of any provision of this Agreement shall not be held to constitute a course of conduct or a waiver of a subsequent breach of that or any other provision.
3. **Governing Law and Severability.** The laws of the State of Minnesota shall govern all matters concerning the validity, performance, and interpretation of this Agreement, without regard to Minnesota's conflict of laws provision. In the event that any paragraph, subparagraph or provision of this Agreement shall be determined to be contrary to governing law or otherwise unenforceable, all remaining portions of this Agreement shall be enforced to the maximum extent permitted by law; the unenforceable paragraph, subparagraph or provision shall first be construed or interpreted, if possible, to render it enforceable, and, if that is not possible, then the provision shall be severed and disregarded, and the remainder of this Agreement shall be enforced to the maximum extent permitted by law.

ARTICLE IV (Continued)

4. **Assignment.** Neither this Agreement nor any of the Reserves hereunder may be pledged, assigned or transferred, either in whole or in part, by the

DIRECT DEPOSIT AUTHORIZATION OR STOP LOSS CLAIM PAYMENTS

ReliaStar Life Insurance Company, Minneapolis, MN
ReliaStar Life Insurance Company of New York, Woodbury, NY
Members of the Voya® family of companies
(the "Company")
Stop Loss Claims: 20 Washington Avenue South, Route 5310, Minneapolis, MN 55401
Email: stoploss@voya.com



Use this form for enrollment in direct deposit, cancellation of direct deposit or a change (e.g., the financial institution changed or the account number changed). Send a copy of this form to your Voya Client Representative and retain a copy for your records.

Select one: Enrollment Cancellation Change

Plan Sponsor Name (Legal Entity) Moffat County Tax Identification Number (TIN) 84-6000785

Address 1198 W Victory Way

City Craig State CO ZIP 81625

Contact Name (Provide the name of the person who should be contacted if this form is incomplete or requires additional information.)
Rachel A. Bower Phone (970) 824-9108

Email address where Explanation of Reimbursement (EOR) should be sent. rbower@moffatcounty.net

BANK ACCOUNT INFORMATION

A voided check for the account should accompany this form. A deposit ticket is not acceptable. If you cannot provide a voided check, enter the bank's routing number and the full account number in the appropriate fields. **Your application cannot be processed without this information.**

Routing Number (9 digits) 107002449 Account Number 901526868

Account Name (Plan Sponsor, group or business name as listed on the account.) Moffat County TREASURER

Bank Name BANK of COLORADO Account Type: Checking Savings

Bank Address 250 WEST VICTORY Way

City Craig State CO ZIP 81625

Bank Phone (970) 824-9421

AUTHORIZATION

The Plan Sponsor grants authorization to the Company to initiate credit entries to the checking or savings account at the financial institution named above. This authority is to remain in full effect until the Company has received written notification of a change or cancellation of this authorization.

Plan Sponsor Representative Name (Please print.) Rachel A. Bower

Signature Rachel A. Bower Date 12/5/24

Sample Check

Routing Number (9 digits)

Financial Institution

MEMO _____ Not Negotiable

⑆ 987654321 ⑆ 1234567890123 ⑆ 5678

Account Number

Policyholder without ReliaStar's prior written consent.

5. **Notices.** All notices required hereunder shall be in writing and shall be deemed given to a party (a) upon delivery to the address of such party specified below if delivered personally (*including delivery by courier*) or mailed by registered or certified mail (*return receipt requested*) or (b) upon dispatch if transmitted by telex, telecopy or other means of facsimile, in any case to the parties as follows:

If to ReliaStar:

ReliaStar Life Insurance Company,
20 Washington Avenue South,
Minneapolis, MN 55440

Attention: Claims Vice President

If to Policyholder:

Name Moffat County

Address 1198 W Victory Way City Craig State CO ZIP 81625

Attention _____

Any party hereto may change its address for delivery of notice by giving written notice thereof, as hereinabove prescribed, to the other parties hereto.

6. **Force Majeure.** Performance by a party of any obligation hereunder shall be excused if such failure to perform is caused by any event, contingency or circumstance beyond the reasonable control of such party, which prevents, hinders or makes impractical the performance of services under this Agreement, provided prompt notice thereof is given to the other party. If either party fails to perform an obligation hereunder as a result of an event or circumstances beyond its control, it shall meet such obligation within a reasonable time after the cause of such failure has been removed and the other party shall be obligated to accept such deferred performance. Obligations of the other party, the performance of which are dependent upon the performance of the obligation whose performance was delayed, shall not be considered as performed late to the extent such late performance is caused by the other party's delayed performance hereunder.
7. **Taxes.** Policyholder shall be liable for all applicable federal, state, or local taxes, however designated, which may be levied on Policyholder as a result of any premium refund or the Reserve by ReliaStar pursuant to this Agreement.
8. **Entire Agreement.** This Agreement and any applicable amendments constitute the entire agreement and sole understanding between the Company and the Policyholder. This Agreement supersedes all prior discussions, negotiations, understandings, commitments and agreements with respect to the subject matter hereof.

IN WITNESS WHEREOF, this Agreement is executed as of the date first above written.

RELIASTAR INSURANCE COMPANY

 Signature _____ Date _____

Name _____

Title _____

POLICYHOLDER

 Signature _____ Date _____

Name _____

Title _____

EXCESS RISK SINGLE EMPLOYER APPLICATION (CO)

ReliaStar Life Insurance Company
(ReliaStar Life)
Home Office: Minneapolis, Minnesota 55440
Plan Sponsor hereby applies for the Excess Risk Policy.

PLAN INFORMATION

Name of Plan Sponsor (exact legal name) Moffat County
Address (number and street) 1198 W Victory Way
City Craig State CO Zip 81625

Corporation Partnership Sole Proprietorship Other. Specify: Government

Nature of Plan Sponsor's Business Executive Offices SIC Code 9111

Are subsidiaries, affiliates or other associated entities to be included? Yes No

If "Yes," give Names. _____

Relationship to Plan Sponsor _____

Please provide the number of individuals covered as noted below:

Eligible Individuals	_____	Covered Persons Only	_____	Covered Persons with Dependents	_____
Enrolled Individuals	<u>159</u>	Covered Persons Only	<u>31</u>	Covered Persons with Dependents	<u>128</u>
Individuals Covered Elsewhere	_____	Covered Persons Only	_____	Covered Persons with Dependents	_____

The initial Contract Period is from January 1, 2025 through December 31, 2025

CLAIM ADMINISTRATOR INFORMATION (Claim Administrator for coverages checked below for the Employee Benefit Plan)

Name of Claim Administrator (exact legal name of entity) Personify Health (formerly known as HealthComp)

Address (number and street) N/A
N/A State N/A Zip N/A

* Claim Administrator must be approved by ReliaStar Life prior to acceptance of this Application

INDIVIDUAL EXCESS RISK

Individual Excess Risk: Yes No

Benefits To Be Covered: Medical Other (Please specify) Prescription Drugs

Initial Coverage Period:

Incurred and Paid in 12 months Incurred in 12 months and Paid in 15 months
 Incurred in 15 months and Paid in 12 months Incurred in 24 months and Paid in 12 months
 Paid in 12 months
 Other _____

Individual Excess Risk Deductible \$ 90,000 per Individual

Individuals subject to the Individual Adjusted Deductible as identified in the disclosure process

Claimant 1 - \$ 400,000

Claims for Individuals subject to the Individual Adjusted Deductible that exceed the Individual Excess Risk Deductible amount are excluded under any Aggregate Excess Risk Insurance.

Benefit percentage 100%

ACKNOWLEDGEMENT & SIGNATURES

By signing this Application below, the Plan Sponsor Applicant represents that all statements, answers and information made above in this application and in the Disclosure Agreement are complete and true to the best of its knowledge and belief. Plan Sponsor Applicant further acknowledges and agrees (i) that such statements, answers and information in this Application and in the Disclosure Agreement, together with a copy of the Employee Benefit Plan and other information attached to this application or furnished to ReliaStar Life, are submitted by the Plan Sponsor Applicant as an inducement to, and will be relied upon by, ReliaStar Life, in underwriting this risk and determining whether to accept this application and issue the Excess Risk Policy being applied for; (ii) if such statements, answers and information is/are incomplete or untrue, and such incompleteness or falsity is material to the risk to be insured by ReliaStar Life, any policy issued by ReliaStar Life may be rescinded and/or any benefits that might otherwise be payable thereunder may be denied; and (iii) the Plan Sponsor Applicant has fully read and understands this completed Application and the Disclosure Agreement.

It is unlawful to knowingly provide false, incomplete, or misleading facts or information to an insurance company for the purpose of defrauding or attempting to defraud the company. Penalties may include imprisonment, fines, denial of insurance, and civil damages. Any insurance company or agent of an insurance company who knowingly provides false, incomplete, or misleading facts or information to a policyholder or claimant for the purpose of defrauding or attempting to defraud the policyholder or claimant with regard to a settlement or award payable from insurance proceeds shall be reported to the Colorado Division of Insurance with the Department of Regulatory Agencies.

Plan Sponsor Applicant Moffat County

Name of Signer (Please print) _____ Date Signed _____

 By _____ Title _____

DISCLOSURE AGREEMENT

ReliaStar Life Insurance Company, Minneapolis, MN
A member of the *Voya*® family of companies
(the "Company")



Policy Effective Date January 01, 2025

Plan Sponsor Name Moffat County

INSTRUCTIONS FOR COMPLETION

Please provide the information described in the Disclosure Reports Section below and then have an authorized representative of the Plan Sponsor submit the Disclosure Agreement. Prior to submitting this Disclosure Agreement and Disclosure Reports to the Company, please consult with your current Claim Administrator(s), Utilization Review Firm(s), Case Management, and Pharmacy Benefits Manager(s) (collectively, "Claim Vendors"), and Plan Sponsor's Broker or other insurance advisor. The Disclosure Reports must be provided to the Company no earlier than 90 calendar days prior to the Policy's Effective Date or renewal date, as applicable. Please note the required monthly claim reporting provided on behalf of the Plan Sponsor to Company will suffice for renewal purposes. Should the Company require any additional information, it will notify the Plan Sponsor and/or its designated representative in writing no later than 20 calendar days following receipt of the Disclosure Reports. Any firm quote is void unless accepted by the Plan Sponsor in writing within 30 days from the date quoted by the Company.

DISCLOSURE REPORTS *Plan Sponsor has provided the following reports or data (which include claimant name and primary ICD-10 diagnosis) on the following date(s):* _____

- Any individual with paid claims that has exceeded 50% of the stop loss deductible during the applicable current policy year (minimum 8 months);
- Any individual with denied and/or pended claims that has exceeded \$25,000 during the applicable current policy year (minimum of 8 months);
- Any individual evaluated and/or listed for an organ, stem cell or bone marrow transplant;
- Any individual, including claim amounts for that individual, who is or was in case management or whose condition or diagnosis would be referred to case management during the applicable current policy year (minimum 8 months) by your claims Administrator based upon the ICD-10 codes used by your Claims Administrator for referral to case management;
- Any individual, including claim amounts for that individual, whose condition or diagnosis during the applicable current policy year (minimum 8 months) is represented by any of the ICD-10 codes contained in the attached list.

DISCLOSURE AGREEMENT

The Plan Sponsor represents to the Company, to the best of its knowledge and belief, and after making a diligent and good faith inquiry, that it has fully read and understands this Disclosure Agreement; and as of the date of submitting this Disclosure Agreement there are no known potential catastrophic claims other than those disclosed on the submitted Disclosure Reports.

The Plan Sponsor understands and agrees that the Company will rely on this Disclosure Agreement and the attached Disclosure Reports to:

- underwrite this risk,
- determine whether or not to issue (or renew) a Policy, and
- If the Company agrees to issue or renew a Policy, determine the terms, conditions, limitations and rates of or for such Policy.

The Plan Sponsor further understands and agrees that if there are any undisclosed claimants known to the plan sponsor that are material to the risk to be insured by the Company, any Policy issued or renewed by the Company may be rescinded, any benefits that might otherwise be payable thereunder may be denied, and/or the premium rates, deductibles, terms, conditions and limitations of the Policy may be revised by the Company; and, the requirement to submit any required Disclosure Report may not be waived by the Company without a written representation by the Plan Sponsor that there are no reports or data with respect to any individual required to be included on any of the Disclosure Reports above.

To be eligible for a claim of reimbursement under the Policy, the Plan Sponsor or the Claims Administrator must request payment and provide complete and accurate Proof of Loss, in the form and content acceptable to the Company, to support a claim within 180 days after the end of the Coverage Period of the Policy.

ICD-10 CODES FOR DISCLOSURE NOTIFICATION

The following ICD-10 Codes for Disclosure Notification provide conditions or diagnosis which must be disclosed. Please list all Plan Participants who have been diagnosed with or treated for any of the Codes listed under the following categories during the current Benefit Period. Where a range of Codes is shown, any and all conditions or diagnosis within that range must be disclosed.

A00-B99 Infectious Diseases

B17.1-B17.11 Hepatitis C

C00-D49 Neoplasms

C00-C14 Malignancies of oral cavity and pharynx

C15-C26 Malignant neoplasm of digestive organs

C30-C39 Malignant neoplasm of respiratory

C43-C44 Melanoma

C50-C50 Breast Malignancies

C51-C68 Genitourinary Malignancies

C69-C72 Malignancies of Nervous System

C81-C96 Leukemias, Lymphomas and Myelomas

D50-D89 Hematologic Disorders

D57.1 Sickle Cell Anemia

D61.01 Aplastic Anemia

D66 Hemophilia/Hereditary Factor VIII Deficiency

D81.0 Severe Combined Immune Deficiency (SCID)

D82.1 DiGeorge Syndrome

D83.1 Immune Deficiency T Cells (AIDS)

D84.1 Alpha 1-Antitrypsin

E70-E88 Metabolic Disorders

E75.22 Gaucher's Disease

E84.0 Cystic Fibrosis

G00-G99 Disease of the Nervous System

G12.21 Lou Gehrig's disease (ALS)

G61.0 Guillain-Barre Syndrome

G82.50 Quadriplegia

G91.1 Obstructive Hydrocephalus

I00-I99 Disease of Circulatory System

I27.0 Primary Pulmonary Hypertension

I42.0-I42.9 Cardiomyopathy

I46.9 Cardiac Arrest

I60.9 Subarachnoid Hemorrhage

J00-J99 Disease of Respiratory System

J96.00-J96.92 Respiratory Failure

K00-K95 Disease of Digestive System

K70.0-K74.69 Chronic Liver Disease

K72.00-K72.91 Liver Failure

M86 Diseases of Musculoskeletal System and Connective Tissue

M86 Osteomyelitis

N00-N99 Disease of Genitourinary System

N18.1-N18.9 Chronic Renal Failure

O00-O9A Pregnancy, Childbirth & Puerperium

O30.10--O30.109 Triplet Pregnancy

O30.20-O30.209 Quadruplet Pregnancy

O60.00--O60.14 Preterm Labor

P00-P96 Perinatal Conditions

P07.00-P07.36 Preterm Infant

P22.0 Respiratory Distress Syndrome of Newborn

Q00-Q99 Congenital Malformations

Q20-Q28 Congenital Heart Diseases

Q39.0-Q39.4 Tracheoesophageal Fistula

Q89.7 Multiple Anomalies

S00-T88 Injury, Poisoning and Trauma

S06.0-S06.9 Brain Injuries

S12-S14 Spinal Cord Injuries

S88 Amputations

T07 Multiple Trauma Injuries

T20-T32 Burns

T79 Early Complications of Trauma

T86-Z94 Complications Peculiar to Certain Specified Conditions

T86.00-T86.02 Graft vs. Host Disease

T86.00-T86.09 Graft vs. Host Disease

T86.90-T86.92 Complications of Transplants

T86.90-T89.99 Complications of Transplants

Z94 Transplants

Employee Assistance Program (EAP) Services Agreement

THIS AGREEMENT is made and entered into on *October 21, 2024* by and between *Moffat County*, a Colorado corporation (herein after referred to as Company), located at 1198 W. Victory Way, Suite 111, Craig, CO 81625, and CuraLinc, LLC, otherwise known as CuraLinc Healthcare, an Illinois corporation (herein after referred to as CuraLinc), located at 314 W. Superior St., Suite 601, Chicago, IL 60654. The parties of this Agreement, in consideration of the mutual covenants and stipulations set forth herein, agree as follows:

I. CONTRACT TERM

The Initial Term of this Agreement shall commence on *January 1, 2025* (the “Effective Date”) and continue through *December 31, 2027*. Thereafter, this Agreement shall automatically be renewed for successive one (1) year terms, unless either party has notified the other in writing of its intention not to renew this Agreement at least 90 days prior to the anniversary.

Notwithstanding the foregoing, Company shall have the right to terminate this Agreement at any time prior to *December 31, 2027* (the “Early Termination Option”) provided that on the date that Company delivers written notice of its election to exercise its Early Termination Option, no Event of Default exists, and no condition exists which, with the giving of notice or the passage of time, or both, would constitute an Event of Default. Company will exercise the Early Termination Option by delivering written notice to CuraLinc no less than 90 days prior to the date upon which the early termination shall occur. Failure by Company to deliver such written notice will constitute a failure by Company to exercise its termination option. Further, if Company elects to terminate this Agreement within twelve months of the Effective Date, Company shall pay to CuraLinc an early termination fee in an amount equal to the fees for the first three (3) months of the Program.

II. DEFINITIONS

The following definitions apply to this Agreement:

1. **“Agreement”** means the contents of this document in full, including attachments incorporated herein by reference.
2. **“Allocation Value”** applies to Company’s bank of onsite CISM, Topical Training and Benefit Training hours and refers to a reduction of said hours if a notice to cancel is not provided to CuraLinc within 48 hours of the event.
3. **“Assessment”** refers to an element of the intake into the Program that includes a telephonic evaluation of the CIEBD’s Presenting Issue(s).
4. **“Benefit Training”** consists of an Orientation Meeting(s) to describe the Program to CIEBDs.
5. **“Benefits”** means the services to which CIEBD’s are entitled under the Employee Assistance Program Services Agreement.
6. **“Brown & Brown”** refers to Brown & Brown Inc., including all subsidiaries and affiliates, a Florida corporation that is the broker of record for Company.

7. **“Covered Employee(s)” (“CE”)** refers to benefit-eligible employees of the Company.
8. **“Covered Individuals and Eligible Beneficiaries/Dependents” (“CIEBD”)** refers to benefit-eligible employees of the Company and their family members who are eligible for the services described herein. Eligible Beneficiaries/Dependents include, but are not limited to, spouses, domestic partners and children, up to age 26.
9. **“Covered Services”** means the services described in this Agreement. Any services not explicitly set forth in this Agreement are not included as part of this Agreement.
10. **“Critical Incident(s)”** refers a traumatic event that occurs at the workplace or to a crisis that negatively impacts the workforce.
11. **“Critical Incident Stress Management Services” (“CISM”)** will be provided for Critical Incidents. These services will be handled face-to-face, whenever possible, or telephonically, when a face-to-face appointment cannot be arranged.
12. **“Distance Counseling”** refers to a Short-Term Counseling or Sub-Clinical Coaching approach that takes the best practices of traditional counseling and adapts them for delivery to clients via electronic means in order to maximize the use of technology-assisted counseling techniques.
13. **“EAP Provider”** refers to the licensed mental health professionals employed by, or under contract with, CuraLinc to provide services to CIEBDs.
14. **“Employee Assistance Program” (“EAP” or “Program”)** An EAP is a service for CIEBDs to provide confidential assessments, Short-Term Counseling or Sub-Clinical Coaching and referrals to address their Presenting Issue(s).
15. **“Employee Count”** refers to the number of Covered Employees eligible for EAP services.
16. **“Event of Default”** refers to delinquent or non-payment of the fees outlined in this Agreement.
17. **“Fee for Service”** entails invoicing and payment for non-Agreement services on a mutually agreed upon hourly rate.
18. **“Initial Term”** refers to the first time period covered under this Agreement, at the end of which the Agreement will either terminate or be renewed.
19. **“Limitation”** means the maximum number of sessions available to a CIEBD per separate Presenting Issue brought to the Program.
20. **“Mental Health Navigator”** refers to a web and mobile tool that guides CIEBDs to a personalized set of resources within the Program.
21. **“Plan Implementation”** means the tasks required by the Company and CuraLinc in order to implement the services covered within this Agreement.
22. **“Presenting Issue”** means the problem or concern for the CIEBD to receive assistance through the Program. These include, but are not limited to clinical and sub-clinical issues, such as: family and

marital problems; relationship problems; substance abuse; emotional distress; depression; anxiety; grief and loss; domestic and workplace violence; general emotional fitness; meditation; mindfulness; sleep fitness; and legal and financial concerns.

23. **“Short-Term Counseling”** refers to a series of counseling sessions available under the Program. Short-Term Counseling sessions are intended to be applied to clinical Presenting Issue(s) in which the EAP Provider believes can be reasonably and appropriately resolved within the Program.
24. **“Sub-Clinical Coaching”** refers to a series of emotional fitness coaching sessions available within the Program. Sub-Clinical Coaching sessions are intended to be applied for CIEBDs with Presenting Issue(s) that do not indicate an existing mental health problem or concern.
25. **“SupportLine”** is the brand name for the Employee Assistance Program (EAP) offered by CuraLinc.
26. **“Textcoach®”** refers to a technology-based forum that allows CIEBDs to confidentially and securely exchange text messages, voice notes and resources with an EAP Provider.
27. **“Topical Training”** refers training provided to supervisors, managers and staff of the Company about issues related to the workplace, to include stress management, communication, identification and referral of employee problems.
28. **“Work/Life Services”** refers to information concerning local community and/or professional resources for dependent care (parenting, childcare, aging, eldercare, education, etc.), legal and financial concerns. Work/Life Services do not include Short-Term Counseling or Sub-Clinical Coaching.

III. SERVICES PROVIDED BY CURALINC

CuraLinc hereby agrees to perform or assist in the performance of the following services for Company.

1. Provide on-going consultation for the Company’s EAP, to include the overall design, development, implementation and management of the Program.
2. Provide telephonic access to the Program 24 hours per day, seven days per week, 365 days per year.
3. Provide an intake Assessment including, but not limited to: gathering psychosocial history; identifying Presenting Issue(s), evaluating treatment and substance abuse history; completing a risk profile for the CIEBD; and developing the appropriate care plan.
 - a. If the Presenting Issue(s) can be resolved within the framework of the EAP model, CuraLinc will provide clinical consultation and individual case management to CIEBDs, which will include:
 - i. In-the-moment support and, if necessary, immediate crisis counseling.
 - ii. Short-Term Counseling or Sub-Clinical Coaching.
 1. Referral for up to *eight (8) sessions* per Presenting Issue (the Limitation).

practice law in the forum state for at least ten (10) years; has no public record of non-administrative discipline within the last ten (10) years; carries malpractice insurance; and has not been convicted of any felony or crime involving moral turpitude, been the subject of any non-administrative public discipline in any jurisdiction, or been the subject of a malpractice action or judgment. The attorney shall provide, via telephone and at no cost to the CIEBD, up to thirty minutes of time to answer general questions of law according to the applicable state law.

- ii. **In-Person Legal Consultation:** CuraLinc will provide the CIEBD with one thirty-minute office consultation from an attorney or law firm that: is duly licensed to practice law in the CIEBD's forum state; has a managing or operating partner with a minimum of five (5) years' experience from the date admitted to the bar of the forum state; carries malpractice insurance; and has not been convicted of any felony or crime involving moral turpitude, been the subject of any non-administrative public discipline in any jurisdiction, or been the subject of a malpractice action or judgment.
- b. **Financial Consultation:** Each CIEBD is entitled to consultation with financial counselor or budget specialist who can address questions on all matters of financial management including debt reduction, home buying, budgeting, foreclosure prevention, bankruptcy prevention, financial goal-setting, estate/financial planning, identity theft recovery and credit report review. Brief consultations without an appointment are available any weekday, Monday through Friday, or for up to an hour by appointment. In appropriate circumstances, a referral to non-profit service provider(s) may be suggested to further address the CIEBD's need. Financial content is also available on the Program's web or mobile portals.
 - c. **Child Care Resource and Referral Services** – Each CIEBD is entitled to unlimited access to referral services, mapping and reference library materials including telephonic consultation to assess need, financial ability, geographic limitations, facility/provider credentials and licensure and unlimited access to information materials offered through CuraLinc. It is understood that the selection of a facility/provider is the responsibility of the CIEBD. The delivery of the aforementioned materials is to be provided to CIEBD by CuraLinc and/or available through the Program's web or mobile portals.
 - d. **Elder Care Resource and Referral Services** – Each CIEBD is entitled to unlimited access to referral services, mapping and reference library materials including telephonic consultation to assess need, financial ability, geographic limitations, facility/provider credentials and licensure and unlimited access to information materials offered through CuraLinc. It is understood that the selection of a facility/provider is the responsibility of the CIEBD. The delivery of the aforementioned materials is to be provided to CIEBD by CuraLinc and/or available through the Program's web or mobile portals.
 - e. **Convenience Resource and Referral Services** – Each CIEBD is entitled to unlimited telephone consultation on enhanced services/convenience services that include, but are not limited to, diet and nutrition, smoking cessation, clubs/associations, kennels/pet care, relocation services, home repair, automobile services, etc. Costs associated with membership and retention of services will be the sole responsibility of the CIEBD.
9. Training and Critical Incident Stress Management Services as described below:

- a. **Training** – CuraLinc provides a comprehensive array of customized workshops and personal development modules designed to make employees more effective and to amplify the availability of the Program. CuraLinc will provide onsite or virtual Topical or Benefit Training sessions to CEs, selected from the most current version of CuraLinc’s training catalog.
 - b. **Critical Incident Stress Management** – Incidents such as workplace violence, robbery, a natural disaster, suicide or a workplace accident can leave employees shocked, distracted and unable to perform their job effectively. Even non-violent acts, such as the natural death of an employee, spouse or child, can be temporarily debilitating. CISM services are offered to CEs following these traumatic events.
 - i. **Level I (Referral):** CuraLinc will provide unlimited telephonic consultation to Company and to CEs, as well as distribution of educational materials and program flyers for all impacted CEs. CEs (and, if applicable, family members) have around-the-clock access to the Program for in-the-moment support, if necessary. *Level I responses, which do not include onsite resources, are included on an unlimited basis at no additional cost.*
 - ii. **Level II (Onsite Response):** CuraLinc will provide all services included in a Level I response, plus the coordination and delivery of onsite CISM services in the workplace. The purpose of onsite CISM services is to provide impacted CEs (and, if applicable, family members) with an opportunity to discuss their reactions to the event, to provide education and coping skills for managing reactions, and to assist CIEBDs who need additional services with linkage to the most appropriate resources, including the EAP. Onsite Critical Incident Stress Management may be delivered individually or in a group setting. CuraLinc will provide consultation regarding the most clinically appropriate timing, location and modality of services, based on the nature of the event. A written response plan, which outlines the goals and objectives for the response, as well as the plan for follow-up, is provided for all Level II Onsite Response services.
 - c. *At additional cost to Company and only at Company’s request*, in-person Topical or Benefit Training, or Level II CISM services, are available for \$225.00 per hour.
 - i. Additional fees may apply if a Topical or Benefit Training session is not scheduled with CuraLinc at least 45 days before the event.
 - ii. Company will be responsible for the cost of a Topical or Benefit Training session, or a Level II CISM response, if a notice to cancel is not provided to CuraLinc within 48 hours of the event.
10. *At additional cost to Company and only at Company’s request*, any additional onsite services will be provided for \$225.00 per hour.

IV. WARRANTIES AND REPRESENTATIONS

CuraLinc represents and warrants that: (i) CuraLinc is and will remain a company duly organized,

validly existing and in good standing under the laws of its jurisdiction of organization; (ii) those providing Covered Services on CuraLinc's behalf (including, but not limited to, employees and permitted subcontractors) shall have the proper skill, training and experience to provide Covered Services, and must be subject to binding written confidentiality agreements with CuraLinc under which they shall hold Company's confidential information and CIEBD's Personal Health Information (PHI) in strict confidence; and (iii) CuraLinc will perform all Covered Services with requisite care, skill and diligence, in accordance with all applicable laws, rules, regulations, orders and industry best standards. These warranties are in lieu of all other warranties, including all warranties or merchantability, fitness for particular purpose or other warranties, express or implied.

V. INDEMNIFICATION

Each party shall defend, indemnify and hold the other party harmless from and against any loss or damage (excluding reasonable attorneys' fees) to the extent incurred in connection with any actions or claims made or brought by a third party against the indemnified party alleging: (i) negligence, recklessness or willful misconduct on the part of the indemnifying party; (ii) the failure of the indemnifying party to comply with applicable laws, rules or regulations; or (iii) any breach of this Agreement by the indemnifying party.

The indemnified party shall give prompt written notice of any such claim to the indemnifying party, give the indemnifying party the opportunity to solely control, defend and resolve such claim and provide reasonable information and assistance to the defense and resolution such claim. This section shall survive any expiration or termination of this Agreement.

VI. PAYMENT

In Consideration for the above-mentioned services, Company agrees to pay CuraLinc a sum of *two dollars and seven cents (\$2.07)* per Covered Employee per month. The initial payment will be based on the Employee Count referenced in Appendix A. For subsequent payments, Company will provide CuraLinc with an updated Employee Count on a quarterly basis.

If, at any time, the number of Covered Employees eligible for the Program varies from the Employee Count referenced in Appendix A by twenty percent (20%) or more, CuraLinc reserves the right to adjust the aforementioned price for the Program with thirty (30) days' notice to Company. Notwithstanding the foregoing, *the aforementioned price(s) will be guaranteed to the Company until December 31, 2027.*

The Program will be invoiced on a quarterly basis, thirty (30) days in advance of the first day of the quarter. The fee for the Program shall be calculated based upon the number of Covered Employees designated as eligible as of the start of each period. Payment is due by the first day of the billing period. A finance charge of 2.0% of unpaid invoices will be assessed each month for any amounts that are not the subject of a good faith dispute and are unpaid past the due date. If this Agreement terminates for any reason prior to the expiration of a period for which Company has paid the aforementioned fees, then CuraLinc shall refund to Company that portion of the fees that relate to the unexpired portion of the period.

This Agreement is subject to repricing if Brown & Brown is no longer the broker of record for Company.

VII. ADDITIONAL TERMS AND CONDITIONS

1. **Entire Agreement.** This Agreement constitutes the entire agreement of the Parties with respect to the subject matter of this Agreement and supersedes all prior and contemporaneous understandings, oral or written, with respect to the subject matter of this Agreement. No change, modification, addition or amendment of this Agreement shall be enforceable unless in writing and signed by the party against whom enforcement is sought.
2. **Severability.** To the extent that any one or more of the provisions of this Agreement shall be invalid, illegal or unenforceable in any respect, the validity, legality and enforceability of the remaining provisions contained in this Agreement shall not in any way be affected or impaired thereby.
3. **Headings.** The headings and captions of this Agreement have been included solely for convenience of reference and shall in no way define, limit or describe any of the provisions of this Agreement.
4. **Intellectual Property.** The Covered Services and all other materials provided by CuraLinc hereunder, including, but not limited to, all manuals, reports, records, programs, data and other materials, and all intellectual property rights in each of the foregoing, are the exclusive property of CuraLinc and its suppliers. The trademarks, service marks, logos and product and service names of CuraLinc are trademarks of CuraLinc (the "CuraLinc Marks"). Company agrees not to display or use the CuraLinc Marks in any manner inconsistent with the purpose and intent of this Agreement.
5. **Eligibility.** Company agrees that it will not knowingly permit any ineligible party to use the Covered Services, other than users authorized by CuraLinc.
6. **Jurisdiction and Choice of Law.** This Agreement shall be deemed to have been made in and shall be construed pursuant to the laws of the State of Colorado without regard to conflicts of laws provisions thereof and venue shall be in Moffat County, Colorado, with the parties waiving federal court jurisdiction.
7. **Waiver.** The failure of either party to enforce any provision of this Agreement shall not be construed as a waiver of any such provision, or prevent such party thereafter from enforcing such provision or any other provision of this Agreement.
8. **Notice.** Proper notice to each party as often required by this Agreement means delivery by U.S. mail or by facsimile. Delivery is considered to be made on the date that such correspondence is placed in the postbox and addressed to the party on the address set forth on the first page of this Agreement in the case of U.S. Mail, or as of the date of transmission in the case of facsimile.
9. **No Presumption Against Drafting Party.** This Agreement shall not be construed or interpreted for or against either Party because said Party drafted any of its provisions.
10. **Assignability.** This Agreement may be assigned by CuraLinc with written notice to Company, but in no case shall assignment change the terms of the Agreement. The Agreement shall be binding upon the Company's heirs, successors and assigns.
11. **Confidentiality of Terms.** Company agrees not to disclose the contents of this Agreement to any other person or entity without first receiving express written consent of CuraLinc. This Agreement shall not be filed with any court and shall remain confidential except in an action to enforce or for breach of the Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this agreement between Company and CuraLinc on the day and year first above written.

Moffat County

CuraLinc, LLC (d.b.a. CuraLinc Healthcare)

By: _____

By: _____

Sean Fogarty

Its:

Its: President and Chief Executive Officer

Date

Date

**APPENDIX A
COVERED EMPLOYEE HEADCOUNT**

As of the Effective Date, the number of Covered Employees eligible for the Program (the “Employee Count”) is as follows:

United States: 192

2025



BUDGET



Skies Over Craig, Photographed by Janele Husband

Moffat County... Colorado's Great Northwest

Adopted December 10, 2024



Acknowledgements

Finance

Catherine Nielson
Heather Brumblow
Wendy Buckley
Mindy Newell
Janet Willshire
Sandra Kuhn

Finance Director
Lead/PH Finance Specialist
Human Service Finance Specialist
Finance Specialist
Part-Time Finance Specialist
Finance Specialist

Human Resource

Rachel Bower
Dara Bond
Chloe Villard

Human Resource Director
Human Resource Benefit Admin
Human Resource Specialist

Thank you to all Department Heads, Elected Officials and employees who provided information for the successful compilation of the 2025 Budget.

MOFFAT COUNTY VISION STATEMENT

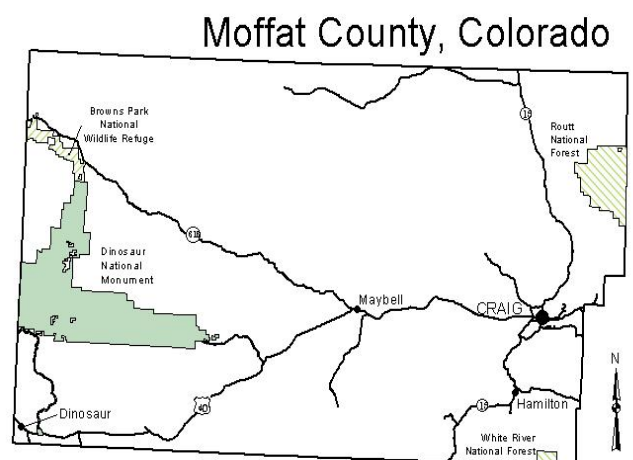
**“Leading the way to excellence
in serving the citizens of Moffat
County”**

MOFFAT COUNTY MISSION STATEMENT

**“To improve the quality of life in
Moffat County by providing
essential services through and
with leadership, teamwork and
integrity”**

**We serve
The people
Of Moffat County**

Our customers are the
people throughout



Moffat County. This includes the employees that serve beside us.

Our service is our only product. Our responsibility is to deliver this product as courteous, responsive and cost effective as we can.

Moffat County provides each of us an equal opportunity and harassment free environment. This environment ensures open communication, the free exchange of ideas, and concepts empowering each of us to contribute to Moffat County to the full extent of our ability.

Moffat County, Colorado

2025 Budget

Elected Officials

Board of County Commissioners	Tony Bohrer Donald Broom Melody Villard
Clerk and Recorder	Stacy Morgan
Treasurer and Public Trustee	Robert Razzano
Assessor	Larona McPherson
Sheriff	KC Hume
District Attorney	Matt Karzen
Coroner	Jesse Arthurs
Surveyor	William Baker

Appointed Officials

County Attorney	Garry Rhoden
Development Services	Neil Binder
Emergency Management	Todd Wheeler
Fairgrounds/Cemetery	Kyler Scott
Finance	Catherine Nielson
Grounds/Parks & Rec/Freeman	Barry Barnes
Housing Authority	Suzanne Hope
Human Resources	Rachel Bower
Human Services	Kristian Grajeda
Information Technology	Mason Siedschlaw
Library	Keisha Bickford
Natural Resources	Jeff Comstock
Pest Management	Jesse Schroeder
Public Health	Sarah Copeland
Road Maintenance	Dan Miller
Veteran's Service Officer	Ronald Epplin
Youth Services	Tara Wojtkiewicz

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Board of Moffat County Commissioners
 Tony Bohrer · Melody Villard · Donald Broom
 District 1 District 2 District 3
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2025 BUDGET MESSAGE

Submitted herein is the Moffat County Budget for 2025. The 2025 Budget is created through a compilation of figures submitted by elected officials, department heads and boards. This budget is balanced as required by Colorado law C.R.S 29-1-103(2). In addition to the Moffat County Budget are the budgets for the component units, where the Moffat County Board of Commissioners either serves as the Board of Directors or appoints the Board of Directors for the entities.

THE INCLUSION OF THE MEMORIAL HOSPITAL BUDGET WITHIN THE COUNTY BUDGET

The Memorial Hospital is a legally separate organization, not operated by the Board of County Commissioners pursuant to CRS 25-3-304. The County Commissioners appoint the Board for The Memorial Hospital and The Memorial Hospital is a component unit of the county so that The Memorial Hospital's budget is included with the County's budget.

BUDGET SUMMARY

The budget document is submitted as a one-year operating plan setting forth the required and discretionary expenditures for public service. In order to balance the budgeted expenditures, the fund balance reserves beyond expected revenues are used from previous years.

The 2025 Moffat County Budget totals \$142,729,381 which is \$13,372,853 or 10.34% more than the 2024 budget of \$129,356,526. The budget is funded with revenue estimates and anticipated fund balances.

The Memorial Hospital, as an enterprise, is the county's largest component unit budget. The 2025 Memorial Hospital Budget totals \$85,402,794 an increase of 10.55% or \$8,149,022 more than their 2024 budget of \$77,253,772. The remaining Moffat County Budget, without the Memorial Hospital component unit, is \$57,326,586 an increase of \$5,223,832 or 10.03% more than the 2024 budget of \$52,102,754. This increase is largely due to Capital Project expenses and a 3% cost of living allowance (COLA).

HISTORIC SPENDING

Below is the historical spending since 2016 for both the Hospital and County.

	Hospital	County	Total
2024 (estimated)	\$78,236,843	\$51,119,683	\$129,356,526
2023 (actual)	\$69,172,815	\$52,882,377	\$122,055,192
2022 (actual)	\$71,972,180	\$38,110,474	\$110,082,654
2021 (actual)	\$70,995,429	\$43,253,388	\$114,248,817
2020 (actual)	\$70,388,305	\$40,339,665	\$110,727,970
2019 (actual)	\$72,247,734	\$33,033,433	\$105,281,167
2018 (actual)	\$63,271,788	\$34,242,956	\$97,514,744
2017 (actual)	\$53,282,337	\$34,732,581	\$88,014,918
2016 (actual)	\$45,154,145	\$38,178,250	\$83,332,395

FACTORS INFLUENCING THE 2025 BUDGET DEVELOPMENT

In order to determine expenditure levels, historic trends and projections have been made while incorporating expenditure management to afford services.

Personnel: As of July, 2024, the Consumer Price index is at 2.90%. With declining revenue forecasts, the Board of Commissioners continues to review the cost of living, as what can be afforded, for 2025 and future budget years. Due to budget constraints, cost of living adjustment to the employees has occurred 5 times since 2015.

Year	County Employee	CPI
2015		1.18%
2016		2.80%
2017	2%	3.40%
2018		2.70%
2019		1.92%
2020	3%	1.95%
2021	1%	3.20%
2022	1%	8.50%
2023**	10%	4.70%
2024*		2.90%
Totals:	17%	33.25%

**Salary Survey Increase was Varied using average
*Half Year Estimate

Operating: Moffat County's budget consists of limited increases in operating expenses mainly due to utility and fuel costs to those budgets affected.

Capital: Moffat County's Capital Improvement Plan (CIP) is based off of scoring mechanisms to identify the highest replacement need from usage. For example: equipment or older vehicles that may have useful life due to low miles or hours may not be in high need of replacement and will stay on the rotation until the equipment or vehicle is scored for highest replacement need. This method ensures that citizens have best use of tax dollars. In addition, projected road improvements and maintenance has been reduced due to lack of funds for those improvement needs.

REVENUE

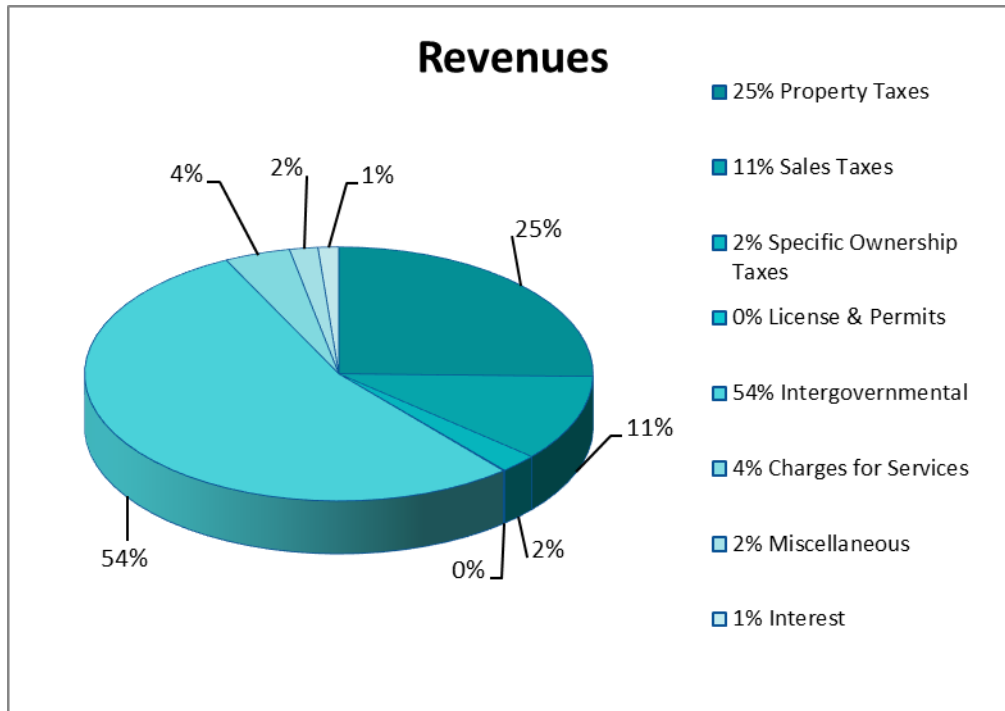
The 2025 budget includes the following decrease projections:

Severance Tax: Oil and Gas severance taxes paid by the state. Due to HB 24-1413 passing the forecast for the 2025 is unknown and the County will continue to budget modestly.

Interest rate: The Federal Reserve lowered interest rates twice for a total of .75% in 2024. We will continue to budget modestly due to the unpredictability of the economy.

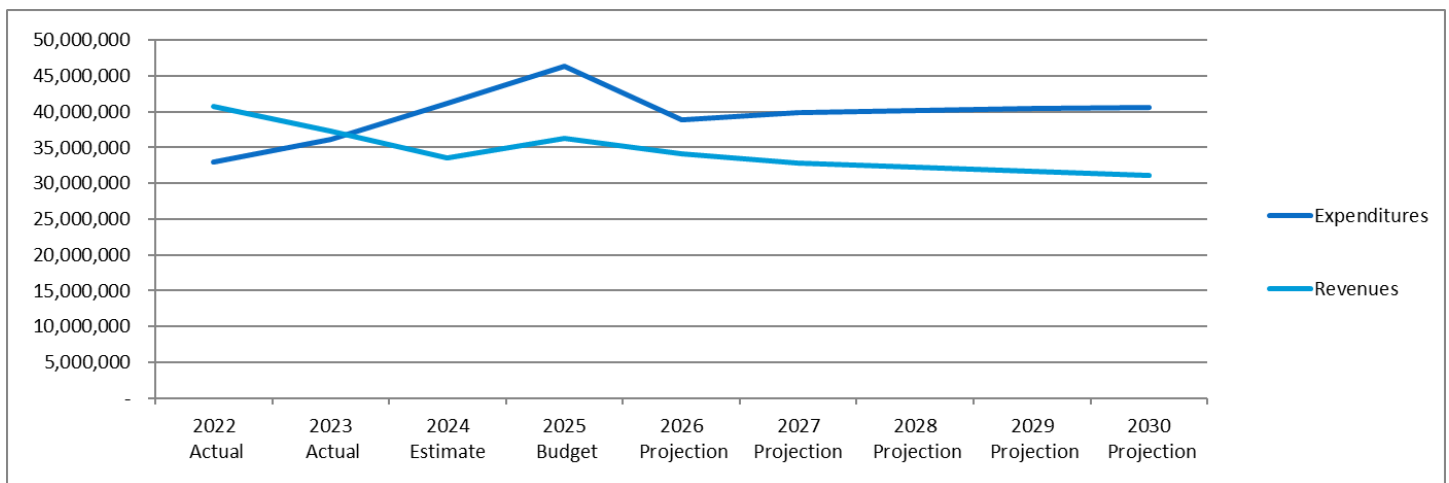
REVENUE TRENDS FOR THE COUNTY (DOES NOT INCLUDE HOSPITAL)

In order to determine the revenues available for the future, **in a natural resource-based economy**, 5-year projections for revenues and budgetary costs have been used beyond the 2025 budget.



Due to the 5-year projections, the funds identified of most concern include: General, Road & Bridge, Airport, Library, Senior Citizens, Jail, Human Services, and Public Health. These funds are highly dependable on property tax, sales, tax and intergovernmental revenue streams. Due to the uncertainty of a natural resource-based economy, these areas may change from one year to the next.

Utilizing 5-year projections, the funds of top concern are realigned through the budget process to keep within the county's policy of 60 days cash on hand to provide services.



The areas of revenue and expense are identified in the chart to follow:

2025 MOFFAT COUNTY FUNDS OF TOP CONCERN

Funds Include: General, Road & Bridge, Airport, Library, Senior Citizens, Jail, Human Services and Public Health.

Long Term Financial Forecasting

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget	2026 Projection	2027 Projection	2028 Projection	2029 Projection	2030 Projection
Property Taxes	8,967,717	8,730,842	8,731,626	8,385,062	7,603,534	6,900,518	6,267,804	5,698,361	5,185,863
Sales Taxes	5,842,041	6,377,762	3,628,975	3,628,975	3,628,975	3,628,975	3,628,975	3,628,975	3,628,975
Specific Ownership Taxes	975,454	980,985	980,985	800,000	800,000	800,000	800,000	800,000	800,000
License & Permits	48,606	90,916	30,458	30,500	30,500	30,500	30,500	30,500	30,500
Intergovernmental	20,121,962	14,558,349	15,407,530	17,838,234	17,601,715	17,025,404	16,972,194	16,919,238	16,866,539
Charges for Services	1,835,812	1,767,943	1,467,558	1,384,500	1,384,500	1,384,500	1,384,500	1,384,500	1,384,500
Miscellaneous	736,744	1,419,943	602,662	597,798	370,674	370,674	370,674	370,674	370,674
Interest	360,935	1,434,615	72,677	436,000	436,000	436,000	436,000	436,000	436,000
Transfers In	1,782,399	1,931,373	2,693,722	3,276,744	2,280,397	2,306,158	2,297,601	2,462,341	2,344,553
Fund Balance Used	25,000	(29,622)	7,784,022	10,499,663	4,837,140	6,771,728	7,797,286	8,541,237	9,403,778
Total Revenue	40,696,669	37,263,106	41,400,215	46,877,476	38,973,434	39,654,457	39,985,535	40,271,827	40,451,383
Personnel Expenditures	15,342,133	15,646,696	18,308,366	20,238,984	20,368,052	20,571,733	20,784,267	20,992,110	21,214,726
Operating Expenditures	12,465,244	12,949,491	14,115,847	13,736,684	13,268,726	14,462,750	14,534,115	14,606,064	14,684,596
Capital Expenditures	2,093,373	4,353,675	4,754,625	7,945,606	1,810,433	1,303,978	1,347,538	1,194,798	1,192,634
Transfers Out	3,040,319	3,192,772	4,056,273	4,538,369	3,570,195	3,591,703	3,589,601	3,753,057	3,637,882
Fund Total Expenditures	32,941,070	36,142,634	41,235,111	46,459,643	39,017,406	39,930,163	40,255,522	40,546,029	40,729,838
Beginning Fund Balance	36,384,570	44,140,166	45,260,639	37,641,722	27,559,893	22,739,482	15,753,355	7,748,004	(1,004,896)
FB Savings	7,755,597	1,120,472	165,104	134,000	314,874	84,110	90,811	87,587	84,335
(FB Used)			(7,784,022)	(10,499,663)	(4,837,140)	(6,771,728)	(7,797,286)	(8,541,237)	(9,403,778)
Ending Fund Balance	44,140,166	45,260,639	37,641,722	27,559,893	22,739,482	15,753,355	7,748,004	(1,004,896)	(10,623,965)
Restricted Reserves	2,203,494	7,369,115	6,792,793	1,557,582	1,575,484	1,025,151	529,392	(500)	(538,921)
Non-spendable	1,869,058	1,528,966	1,528,966	1,528,966	1,250,000	1,250,000	1,250,000	1,250,000	1,250,000
Committed Reserves	5,228,619	5,509,255	6,295,157	6,769,635	6,702,755	7,113,349	7,170,066	7,225,242	4,314,307
Assigned Reserves	11,180,406	9,722,951	6,984,317	3,594,990	115,980	(3,646,182)	(7,571,311)	(11,487,668)	(15,649,349)
Unassigned Reserves	23,658,588	21,130,353	16,040,489	14,108,720	13,095,265	10,011,038	6,369,858	2,008,031	0
% Cash on Hand	144%	127%	90%	72%	59%	38%	17%	-6%	-32%
Days Operating Cash on Hand	526	464	330	263	216	140	62	-23	-115

Moffat County

2025 Budget

BUDGET STRATEGIES

The county continues to take a budget approach of prioritizing available revenues and using them in the most productive way, addressing current or anticipated fiscal constraints and get the best results for the money available within service level demands.

STRATEGIES TO INCREASE REVENUES

Economic and societal challenges effecting Moffat County's future will continue to place increased pressure on the Board of County Commissioners. The following strategies have been developed to address the future for Moffat County:

- ▶ Provide proactive and positive influence for impacts and issues known at both the state and federal level to support Moffat County's natural resources and access to public lands.
- ▶ Cooperation with other governments, districts and entities that have similar needs or vision in order to foster economic development and quality of life in Moffat County.
- ▶ Use restricted revenues, such as Conservation Trust (lottery dollars that must be used on parks and recreation), to enhance recreational opportunities and attract potential residents.
- ▶ Use existing county resources, assets, employees and dollars, to further the economic future of Moffat County while emphasizing and enhancing growth and diversification for our local economy.

POLICIES THAT AFFECT THE BUDGET

The Board of County Commissioners has adopted policies to allow for the cash flow needed to provide services as well as strengthen the county's future through long term forecasting and dedicated reserves. The following policies are included in this budget:

The current budget is adjusted when long term budget forecasting indicates shortfalls.

Align cash flow from reserves to fund services.

- ▶ Reducing most funds to 60 days and realigning the remaining funds for cash reserve, while abiding by statutory requirements and best practice recommendation for the county to keep good bond rating, it allows for more funds available to provide the services to the citizens with declining revenues. The reduction from this adjustment utilizes fund balances and also reduces transfer amounts needed from General Fund that subsidizes the Senior Citizens (bus and meals) and Jail Funds.
- ▶ The remaining reserves have restrictions on use through a budget policy, such as capital reserve and a counter cyclical reserve for those funds that are most affected in an economic downturn for recovery.

The current budget is used to determine future budget needs by applying reasonable expectations of how costs and revenues will change under typical circumstances for long term budget forecasting.

- ▶ Revenues are based off of historical trends.
- ▶ Expenditures are in three categories and are based off of Consumer Price Index and historical trends.
 - Personnel: Wages, longevity, retirement, health, dental, vision, workers compensation, and life insurance benefits.

- Operating: Remaining expenses other than personnel and capital.
- Capital: Capital Improvements or Projects to maintain and rotate equipment needs according to the CIP 10-year plan.

One-time revenues cannot be applied to long term expense.

- ▶ *One-time revenues are revenues received beyond the revenues projected in the budget, as such, should not be used for on-going expenses such as personnel and operating.*
- ▶ *One-time revenues are either committed to the future through the reserves or through one-time expense.*
- ▶ *One-time expenses are programs, services, or capital that is only spent in a particular year and are not on-going in nature.*

Counter cyclical reserve to sustain through unexpected revenue shortfall years.

- ▶ Funds that receive major funding sources such as property tax, sales tax and highway user tax fees will have a counter cyclical reserve. For the 2025 budget, the funds with counter cyclical reserves are General, Road & Bridge and Human Services. The reserve may be utilized under the following conditions:
 - If a major revenue source decreases 5% within a given year, after budget is adopted, the funds can be used to offset revenue declines. Budgets must be adjusted to replenish the reserve within 2 years after use.
 - Continued revenue shortfalls will result in budgetary realignment to compensate for the decline in revenue.

Capital Reserves.

In order to maintain assets and assist with the Capital Improvement Plan the following process is utilized:

- ▶ Sale of assets in a prior year is placed in the capital reserve for future use in the fund that the transaction occurred.
- ▶ Budgetary savings from unspent capital are also placed in capital reserve for future use in the fund that the savings occurred.
- ▶ One-time revenues, outside of one-time expenses designated by the Board of Moffat County Commissioners, are for future capital reserve use in the fund that the one-time revenues occurred.

COUNTY FUNDS

Moffat County's Budget contains 23 funds. Summary figures for each fund can be found in the fund summaries throughout the budget. These summaries contain the revenues, expenditures and the available fund balance.

GENERAL FUND

As the name implies, this is the fund that receives undesignated revenues which can be budgeted for any appropriate county purpose. This fund finances the majority of the traditional services associated with county government. Most of the budget deliberations center around this fund since it provides resource allocation flexibility. This fund supports 40 departments. It is necessary to review each department's situation in some detail to determine what is happening in 2025.

The General Fund has an seen a decrease due to a salary increase, utilities, fuel, and the transfer out to the lease purchase fund for the courthouse bond payment. The yearly payment averages \$1.2 million and is supported through the 1997 voter amended sales tax to utilize .75 of the 2% sales tax collected within Moffat County, the City of Craig, and the Town of Dinosaur to pay for the purpose of acquiring, constructing, equipping, furnishing, and maintain capital projects.

OTHER COUNTY FUNDS

A great many of the county's programs are financed from sources outside of the General Fund. These funds have combined expenditures as well in excess of the General Fund budget. However, the nature of the revenue sources mandate that these monies can only be used for specific activities. Hence, they are budgeted and accounted for in separate funds.

A. ROAD & BRIDGE

The Road & Bridge Fund expenditures have increased due to fuel, utilities, and wages.

B. LANDFILL

The Landfill Fund is in the process of completing a new cell construction in 2024.

C. JAIL

The Jail Fund accounts for the operations of the County Jail and maintenance for the Public Safety Center. Expenditures have increased mainly due to increased utilities, maintenance, and wages.

D. HUMAN SERVICES

The Human Services Fund accounts for services provided to the citizens of Moffat County, which is primarily funded from State and Federal dollars.

E. PUBLIC HEALTH

The Public Health Fund, created pursuant to Colorado Revised Statutes 25-1-511 (2), provides for preventable health by working in collaboration with the Board of Health and Medical Officer. The intent of the department is the utilization of data to inform best practices to impact Social Determinants of Health and the safety and wellness of the residents of Moffat County.

F. CAPITAL PROJECT

The Capital Projects Fund accounts for major capital projects or one-time expenditures, funded by county owned mineral revenue.

G. HEALTH AND WELFARE

The Health and Welfare Fund, an internal service fund, accounts for the county's self-funded health plan and employee benefits. Expenditures remain relatively flat for 2024.

H. LEASE PURCHASE FUND

The Lease Purchase Fund accounts for the payments of the certificate of participation and utility bonds. These payments total \$1,261,625 in 2025 for both the new courthouse project and the solar project.

Each fund has greater detail of the budget changes that affect the beginning and ending fund balances and are referenced throughout this document in each fund's summary pages.

A summary of all budgeted funds is on the following pages.

2024 - 2025 BUDGET COMPARISON

	Expenditures		
	2024 Budget	2025 Budget	Difference
General Fund:	\$ 19,167,534	\$ 24,175,097	\$ 5,007,563
Special Revenue Funds:			
Road & Bridge Fund	\$ 9,509,920	\$ 10,032,839	\$ 522,919
Landfill Fund	1,136,739	1,306,050	\$ 169,311
Airport Fund	438,056	104,593	\$ (333,463)
Emergency 911 Fund	105,550	105,550	\$ -
Conservation Trust Fund	84,450	33,700	\$ (50,750)
Library Fund	414,057	482,850	\$ 68,793
Senior Citizens Fund	246,755	332,260	\$ 85,505
Telecommunications Fund	17,000	14,900	\$ (2,100)
Moffat County Tourism Association	196,740	177,394	\$ (19,346)
Jail Fund	2,989,241	3,432,122	\$ 442,881
Human Services Fund	7,435,554	6,991,664	\$ (443,890)
Public Health Fund	999,439	908,218	\$ (91,221)
Museum Fund	-	-	\$ -
Moffat County Local Marketing Dist.	626,893	292,500	\$ (334,393)
All Crimes Enforcement Teams	84,120	84,120	\$ -
Subtotal Special Revenue Funds:	<u>\$ 24,284,513</u>	<u>\$ 24,298,759</u>	<u>\$ 14,246</u>
Capital Project Funds:			
Capital Projects Fund	\$ 1,843,913	\$ 636,157	\$ (1,207,756)
Subtotal Capital Project Funds:	<u>\$ 1,843,913</u>	<u>\$ 636,157</u>	<u>\$ (1,207,756)</u>
Debt Service Funds:			
Lease-Purchase Fund	\$ 1,256,585	\$ 1,261,625	\$ 5,040
Subtotal Debt Service Funds:	<u>\$ 1,256,585</u>	<u>\$ 1,261,625</u>	<u>\$ 5,040</u>
Internal Service Funds:			
Health & Welfare	\$ 4,504,826	\$ 5,733,343	\$ 1,228,517
Internal Service	12,100	11,100	\$ (1,000)
Subtotal Internal Service Funds:	<u>\$ 4,516,926</u>	<u>\$ 5,744,443</u>	<u>\$ 1,227,517</u>
Enterprise Funds			
Maybell Waste Water Treatment Facility	\$ 50,213	\$ 63,838	\$ 13,625
Subtotal Enterprise Funds:	<u>\$ 50,213</u>	<u>\$ 63,838</u>	<u>\$ 13,625</u>
Component Units:			
Housing Authority	\$ 955,265	\$ 1,118,861	\$ 163,596
The Memorial Hospital	77,253,772	85,402,794	\$ 8,149,022
Shadow Mtn Local Improvement Dist.	27,806	27,806	\$ -
Subtotal Component Units:	<u>\$ 78,236,843</u>	<u>\$ 86,549,461</u>	<u>\$ 8,312,618</u>
Total All Funds	<u>\$ 129,356,526</u>	<u>\$ 142,729,381</u>	<u>\$ 13,372,853</u>
			10.34%

2025 FUNDS AVAILABILITY PROJECTIONS

Moffat County

2025 Budget

	Beginning Fund Balance	Proposed Revenues	Proposed Expenditures	Ending Fund Balance	Fund Balance Designation		
					Nonspendable Restricted	Committed Assigned	Unassigned
General Fund:	\$ 25,423,338	\$ 17,661,770	\$ 24,175,097	\$ 18,910,011	\$ 197,647	\$ 4,603,644	\$ 14,108,720
Special Revenue Funds:							
Road & Bridge Fund	\$ 8,993,675	\$ 6,820,139	\$ 10,032,839	\$ 5,780,975	\$ 1,528,966	\$ 4,252,010	\$ -
Landfill Fund	1,506,297	741,400	1,306,050	941,647	250,000	691,647	-
Airport Fund	335,609	126,093	104,593	357,109	-	357,109	-
Emergency 911 Fund	724,152	110,000	105,550	728,602	728,602	-	-
Conservation Trust Fund	177,217	39,000	33,700	182,517	182,517	-	-
Library Fund	360,879	482,850	482,850	360,879	-	360,879	-
Senior Citizens Fund	160,420	332,260	332,260	160,420	-	160,420	-
Telecommunications Fund	239,543	5,000	14,900	229,643	229,643	-	-
Moffat County Tourism Association Fund	208,335	144,667	177,394	175,607	175,607	-	-
Jail Fund	630,563	3,432,122	3,432,122	630,563	-	630,563	-
Human Services Fund	778,711	6,614,462	6,991,664	401,509	401,509	-	-
Public Health Fund	958,526	908,218	908,218	958,526	958,526	-	-
Museum Fund	-	-	-	-	-	-	-
Moffat County Local Marketing District	602,727	292,500	292,500	602,727	602,727	-	-
All Crimes Enforcement Team	228,924	83,500	84,120	228,304	228,304	-	-
Subtotal Special Revenue Funds:	\$ 15,905,577	\$ 20,132,210	\$ 24,298,759	\$ 11,739,027	\$ 5,286,400	\$ 6,452,628	\$ -
Capital Project Funds:							
Capital Projects Fund	\$ 3,340,189	\$ 288,909	\$ 636,157	\$ 2,992,940	\$ -	\$ 3,340,188	\$ -
Subtotal Capital Project Funds:	\$ 3,340,189	\$ 288,909	\$ 636,157	\$ 2,992,940	\$ -	\$ 3,340,188	\$ -
Debt Service Funds:							
Lease-Purchase Fund	\$ 1,303,193	\$ 1,261,625	\$ 1,261,625	\$ 1,303,193	1,303,193	\$ -	\$ -
Subtotal Debt Service Funds:	\$ 1,303,193	\$ 1,261,625	\$ 1,261,625	\$ 1,303,193	\$ 1,303,193	\$ -	\$ -
Internal Service Funds:							
Health & Welfare	\$ 3,081,020	\$ 4,126,400	\$ 5,733,343	\$ 1,474,077	110,000	\$ 1,364,077	\$ -
Internal Service	94,580	11,100	11,100	94,580	66,637	27,943	-
Subtotal Internal Service Funds:	\$ 3,175,599	\$ 4,137,500	\$ 5,744,443	\$ 1,568,656	\$ 176,637	\$ 1,392,019	\$ -
Enterprise Funds							
Maybell Waste Water Treatment Facility	\$ 481,909	\$ 38,960	\$ 63,838	\$ 457,031	\$ 222,815	\$ 234,216	\$ -
Subtotal Enterprise Funds:	\$ 481,909	\$ 38,960	\$ 63,838	\$ 457,031	\$ 222,815	\$ 234,216	\$ -
Component Units:							
Housing Authority	\$ 2,186,653	\$ 1,011,147	\$ 1,118,861	\$ 2,078,939	20,000	\$ 2,166,653	\$ -
The Memorial Hospital	8,170,077	89,970,849	85,402,794	\$ 12,738,132	-	12,738,132	-
Shadow Mtn Local Improvement District	192,689	31,000	27,806	195,883	195,883	-	-
Subtotal Component Units:	\$ 10,549,420	\$ 91,012,996	\$ 86,549,461	\$ 15,012,955	\$ 215,883	\$ 14,904,785	\$ -
Total All Funds	\$ 60,179,224	\$ 134,533,970	\$ 142,729,381	\$ 51,983,813	\$ 7,402,575	\$ 30,927,481	\$ 14,108,720

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W/O Hospital	52,009,147	44,563,121	57,326,587	39,245,681	7,402,575	18,189,349	14,108,720
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BASIS OF ACCOUNTING & BUDGETING

Basis of accounting refers to the point at which revenues, expenditures, or expenses are recognized in the accounts and reported in the financial statements.

Moffat County uses the modified accrual basis of accounting for all governmental funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual; i.e., both measurable and available. "Available" revenue means collectible within the current period or soon enough thereafter (60 days) to be used to pay liabilities of the current period. Expenditures are generally recognized when the related liability is incurred. The exception to this general rule is that principal and interest on general long-term debt and compensated absences are recorded only when payment is due.

Moffat County uses the accrual basis of accounting for all proprietary and fiduciary funds. Under the full accrual basis, revenues are recognized when earned and expenses are recognized when incurred, regardless of the timing of the related cash flows.

Moffat County adheres to the provisions of the Local Government Budget Law of Colorado as set forth in Colorado Revised Statutes (C.R.S 29-1-101 et seq.) in preparing its budget for the fiscal year which begins January 1 and concludes December 31. The adopted budget is balanced with expenditures not exceeding anticipated revenues and beginning fund balances.



WELCOME TO *Moffat County* **COLORADO**

Moffat County, located in the northwest corner of Colorado, is centrally located between:

- Denver, Colorado
- Salt Lake City, Utah
- Rock Springs, Wyoming
- Grand Junction, Colorado

A low-cost living, agriculture and natural resource community with homegrown talent that offers an abundance of access to public land within the county's 4,751 square miles appealing to a variety of outdoor interests within its spectacular, untamed scenery for the recreation enthusiast. Recreation, agriculture and open lands create a quality-of-life combination for those that work, live and play in Moffat County.

Transportation: Moffat County intersects US Highway 40 and Colorado Highway 13. Craig-Moffat County Airport offers 5,606 ft. x 100 ft. of asphalt runway rated for single wheel gear and dual wheel gear aircraft and helipads.

Recreation: Hiking, fishing, 4-wheeling, rafting, camping, birding, hunting and wildlife viewing are some of the recreation activities within the many treasures within Moffat County.



Our Treasures:

- *Browns Park*
- *Dinosaur Monument*
- *Museums*
- *Ancient Canyons*
- *Pioneer History*
- *Wildlife*
- *Sand Wash Basin Wild Horses*
- *Public Lands*



Community Strengths: Yampa Valley Electric Coop has recently taken on a broadband project within Moffat County. This project offers great benefits not only to the current businesses but to those looking to relocate to the culture that Moffat County has to offer.

Colorado Northwestern Community College offers various associate degrees, job training and hands on learning through automotive, cosmetology, and nursing degrees.

Memorial Regional Health offers a hospital, Rapid Care walk-in clinic, multi-specialty medical clinics, and rehabilitation center.

Business Investments and Opportunities: Business incentives and opportunities for those interested to invest in Moffat County's rural and vast area are available.

Northwest Colorado welcomes relocating businesses and new industries.

In addition to an agriculture background, Moffat County historically has had coal mining supporting their local power plant as part of the local economy.



One of the world's outstanding collections of Western Americana is housed in the Museum of Northwest Colorado. Cowboy gear dating to the early 1800's has been featured in numerous publications.

Settlers moved into the area in the 1800's. Earlier tribes left records of their existence with petroglyphs in various sites. Events that take place during the summer months continue to pass on old west traditions to community members and visitors to Craig.

Newcomers and visitors to Northwest Colorado enjoy western hospitality and a friendly way of life.

Moffat County is a lifetime experience, a place where people can live, work, and play.

MOFFAT COUNTY... COLORADO'S GREAT NORTHWEST.

Financial Policies

PURPOSE

Moffat County takes its responsibility as trustee of public funds very seriously: we believe we must utilize our resources wisely in order to continue to provide quality services to our constituents and to build and maintain infrastructure which will meet present and future needs. This policy is a guide to achieve the financial stability necessary, through short- and long-range planning, to improve the County's financial condition.

AUDITING AND FINANCIAL REPORTING

Moffat County contracts for an independent audit report that is performed annually in accordance with Colorado Law (C.R.S 29-1-603).

The County utilizes, Munis (Tyler Technologies) for its accounting system, in accordance with Colorado Law (C.R.S. 30-11-121)

The County's financial statements are prepared in accordance with Generally Accepted Accounting Principles (GAAP). The Governmental Accounting Standards Board (GASB) is responsible for establishing (GAAP) for state and local governments through its pronouncements (Statements and Interpretations).

County financial reports referencing the revenue and expenditures compared to budget are submitted to the Moffat County Board of Commissioners on monthly and quarterly basis as needed. Variances from adopted budgets within departments will require review by the Moffat County Board of Commissioners.

BASIS OF ACCOUNTING & BUDGETING

Basis of accounting refers to the point at which revenues, expenditures, or expenses are recognized in the accounts and reported in the financial statements.

Moffat County uses the modified accrual basis of accounting for all governmental funds. Under the modified accrual basis of accounting, revenues are recorded when susceptible to accrual; i.e., both measureable and available. "Available" revenue means collectible within the current period or soon enough thereafter (60 days) to be used to pay liabilities of the current period. Expenditures are generally recognized when the related liability is incurred. The exception to this general rule is that principal and interest on general long-term debt and compensated absences are recorded only when payment is due.

Moffat County uses the accrual basis of accounting for all proprietary and fiduciary funds. Under the full accrual basis, revenues are recognized when earned and expenses are recognized when incurred, regardless of the timing of the related cash flows.

Moffat County adheres to the provisions of the Local Government Budget Law of Colorado as set forth in Colorado Revised Statutes (C.R.S 29-1-101 et seq.) in preparing its budget for the fiscal year which begins January 1 and concludes December 31. The adopted budget is balanced with expenditures not exceeding anticipated revenues and beginning fund balances.

FUNDS

The County uses funds to report on its financial position and the results of its operations. Fund accounting is designed to demonstrate legal compliance and to aid financial management by segregating transactions related to certain government functions and activities. A fund is a separate accounting entity with a self-balancing set of accounts. A basic principle of Generally Accepted Accounting Principles (GAAP) is that the actual number of funds used by a governmental entity should be kept at a minimum to avoid the creation of an inefficient financial system. Moffat County's financial transactions are reported in 23 individual funds in order to meet the operational needs and legal restrictions for those funds. Each fund is accounted for by providing a separate set of self-balancing accounts that comprises its assets, liabilities, reserves, fund equity, revenues and expenditures/expenses.

In accordance with Governmental Accounting Standards Board (GASB), the County's governmental fund types are:

General Fund: The *General Fund* is the County's primary operating fund. It accounts for all financial resources of the County, except those required to be accounted for in another fund.

Special Revenue Funds: Funds are used to account for and report the proceeds of specific revenue sources that are restricted or committed to expenditure for specified purposes other than debt service or capital projects. The County's Special Revenue Funds are: Airport, Conservation Trust, Emergency 911, Human Services, Jail, ACET, Landfill, Library, Moffat County Local Marketing District, Moffat County Tourism Association, Public Health, Road & Bridge, Senior Citizens, and Telecommunications.

Capital Project Fund: The *Capital Project Fund* is used to account for and report financial resources that are restricted, committed or assigned to expenditures for capital outlays, including the acquisition or construction of capital facilities and other capital assets. Capital project funds exclude those types of capital-related outflows financed by proprietary funds or for assets that are held in trust for individuals, private organizations, or other governments.

Debt Service Funds: The County's *Lease-Purchase Fund* is used to account for and report financial resources that are restricted, committed, or assigned to expenditure for principal and interest.

Internal Service Funds: Are funds that may be used to account for activities that the governmental entity provides goods or services to other funds or activities of the primary government or its component units on a cost reimbursement basis. The County's Internal Service Funds are: Health & Welfare and Internal Service.

Enterprise Funds: Any funds that may be used to report any activity for which a fee is charged to external users for goods or services. The Maybell Sanitation Waste Water Treatment Fund is accounted for as an Enterprise Fund.

Agency Funds: Are funds used by a governmental entity to report assets that are held in a custodial relationship.

Component Units: Component units are legally separate organizations for which elected officials of the primary government are financially accountable. Financial accountability exists if the primary government appoints a voting majority of a component unit's governing body. The Moffat County Board of County Commissioners either serves as the Board of Directors or appoints the Board of Directors for component units. The County's Component Units are: Housing Authority, The Memorial Hospital, and the Shadow Mountain Local Improvement District.

FUND BALANCE DESIGNATION

In accordance with Governmental Accounting Standards Board (GASB) Statement 54, Moffat County has listed each fund balance with the following classifications depicting the relative strength of the constraints that control how specific amounts can be spent:

- **Non-spendable** fund balance includes amounts that are not in a spendable form (inventory, for example) or are required to be maintained intact (the principal of an endowment fund, for example).
- **Restricted** fund balance includes amounts that can be spent only for the specific purposes stipulated by external resource providers (for example, grant providers), constitutionally, or through enabling legislation (that is, legislation that creates a new revenue source and restricts its use). Effectively, restrictions may be changed or lifted only with the consent of resource providers.
- **Committed** fund balance includes amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority. Commitments may be changed or lifted only by the government taking the same formal action that imposed the constraint originally.

- **Assigned** fund balance comprises amounts *intended* to be used by the government for specific purposes. Intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund.
- **Unassigned** fund balance is the residual classification for the general fund and includes all amounts not contained in the other classifications. Unassigned amounts are technically available for any purpose.

RESERVES

Reserves are set within statutory requirements and best practice recommendations for the County to obtain budget stabilization, maintain good bond rating and align cash flow to provide the services to the citizens. Reserves are designated through the budget process.

- **Emergency Reserve:** The County maintains an emergency reserve of not less than 3% of fiscal year spending pursuant to Article X, Section 20 of the Colorado Constitution. Emergency reserves shall only be accessed when the Board of County Commissioners have declared an emergency by resolution and after the General Fund budgeted contingency is exhausted in accordance with Colorado Revised Statutes (C.R.S. 29-1-111 & 29-1-112). The reserves must be replenished within the next budget year to the required level of 3% per fiscal year.
- **Operating Reserves:** The County will set a 60-day operating reserve (16.67%) of the annual on-going expense, at the County's discretion, to allow for cash flow within these funds to ensure that obligations can be met as they become due.
- **Counter-cyclical Reserves:** In order to bridge unforeseen funding gaps, a Counter-cyclical Reserve will be applied to the funds that are affected by the following major revenues: property tax, sales tax and highway user tax fees. The reserve may be utilized under the following conditions:
 - If major revenue source decreases 5% within a given year after budget is adopted, the funds can be used to offset revenue declines. Budgets must be adjusted to replenish the reserve within 2 years after use.
 - Continued revenue shortfalls will result in budgetary realignment to compensate for the decline in revenue.
- **Capital Reserve:** A Capital Reserve is set aside in order to prepare for the life cycles of facilities, equipment and infrastructure in accordance with the replacement schedule of the Capital Improvement Plan. Capital Reserves are designated in the following funds: General, Road & Bridge and Landfill. The reserve is created through the following methods:
 - Sale of assets in a prior year is placed in the capital reserve for future use in the fund that the transaction occurred.
 - Budgetary savings from unspent capital are also placed in capital reserve for future use in the fund that the savings occurred.
 - One-time revenues, outside of one-time expenses designated by the Board of Moffat County Commissioners, are for future capital reserve use in the fund that the one-time revenues occurred.

General Fund: Due to high dependence on property tax, the General Fund, as the County's primary operating fund, maintains a fund balance of at least 30% per year for cash flow purposes. The 30% reserve is a combination of the reserves listed above.

LONG TERM FINANCIAL PLAN (currently being drafted)

The Long-Term Financial Plan (LTFP) combines financial forecasting with strategizing, that considers future scenarios and helps governments navigate challenges. The yearly budget process is used to achieve the LTFP.

Forecasting of five-year expenditure, revenue and capital needs are used in the LTFP. Strategies are developed to achieve and maintain financial balance within the LTFP. The LTFP will be updated prior to the budget process. Projections are made on such factors as:

- Consumer Price Index
- Population and demographic trends
- Historic financial trends
- On-going and one-time expenses and revenues
- Economic planning

BUDGET

The budget document is a one-year financial plan for the County. In order to maintain financial stability, the current budget is based from 5-year projections for revenues and expenditures as described in the LTFP. Expenditures are projected from historical inflationary experience. Revenues are based on historical trends. When these projections indicate shortfalls, the current budget year is adjusted in anticipation of the shortfalls. The resource alignment tool will be the method to approach any necessary service level adjustments. Through the use of resource alignment, county services and their costs are identified. Utilizing resource alignment allocates the County's resources not just for mandated services but also to services identified as the greatest values to the community. The level of services which are mandated may be adjusted through the resource alignment process which may cause a delay in services.

Expenditures are in three categories. Personnel and Operating expenses are "ongoing" expenses, while capital is a "one-time" expense.

- Personnel: Wages, longevity, retirement, workers compensation, health, dental, vision and life insurance benefits.
- Operating: Remaining expenses other than personnel and capital.
- Capital: Capital Improvements or Projects to maintain and rotate equipment needs according to the CIP 10-year plan.

The County's budget process is in alignment with the following Department of Local Affairs Local Budget Calendar.

LOCAL GOVERNMENT BUDGET CALENDAR

The budget calendar is a general listing of the deadlines for the budget, for an audit and for the property tax certification process. Some deadlines are not statutory, but reflect good budgeting practices. For details on the applicable statutes listed below, please refer to the most current Colorado Revised Statutes ("C.R.S.")

DATE	EVENT / ACTIVITY
1-Jan	Start of Fiscal Year; begin planning for the budget of the next year.
10-Jan	Deadline for assessor to deliver tax warrant to county treasurer (C.R.S 39-5-129.)
31-Jan	A certified copy of the adopted budget must be filed with the Division. (C.R.S 29-1-113(1)). - If a budget is not filed, the county treasurer may be authorized to withhold the local government's tax revenues.
10-Feb	The Division sends notification to local governments whose budgets have not been filed with the Division.
1-Mar	The U.S. Bureau of Labor Statistics releases the Consumer Price Index (the "CPI") for the Denver/Boulder area. This annual percent change is used with "local growth" to calculate "fiscal year spending" and property tax revenue limitations of TABOR. (Article X, Sec. 20, Colo. Const.)
15-Mar	The Division will authorize the county treasurer to withhold tax revenues until a certified copy of the budget is filed with the Division.

31-Mar	Deadline to request exemption from audit. (C.R.S 29-1-604(3)) Contact the Local Government Audit Division, Office of the State Auditor (303)869-2800. The Division notifies local governments of its determination that the entity has exceeded the statutory property tax revenue limit (the "5.5%" limit).
30-Jun	Deadline for auditor to submit audit report to local government governing body. (C.R.S 29-1-606(a)(1))
31-Jul	Deadline for submitting annual audit report to the Office of the State Auditor. (C.R.S 29-1-606(3)) Deadline for request for extension of audit. (C.R.S 29-1-606(4)) - If an audit is required but has not been filed, the county treasurer may be authorized to withhold the local government's tax revenue -
25-Aug	Assessors certify to all taxing entities and to the Division of Local Government the total new assessed and actual values (for real and personal property) used to compute the statutory and TABOR property tax revenue limits. (C.R.S 39-5-121 (2)(b) and 39-5-128.) If applicable, upon receipt of the Certification of Valuation, submit to the Division certifications of service impact from increased mining production and/or from increased valuation due to previously exempt federal property which has become taxable. Certifications of impact are required if the value is to be excluded from the tax revenue limit. If applicable, apply to the Division for authorization to exclude from the limit the assessed valuation attributed to new primary oil or gas production from any producing land or leaseholds.
15-Oct	Budget officer must submit proposed budget to the governing body. (C.R.S. 29-1-105) Governing body must publish "Notice of Budget" upon receiving proposed budget. (C.R.S. 29-1-106(1))
1-Nov	Deadline for submitting applications to the Division for an increased levy pursuant to 29-1-302, C.R.S. and applications for exclusion of assessed valuation attributable to new primary oil or gas production from the 5.5% limit pursuant to (C.R.S. 29-1-301 (1)(b))
10-Dec	Assessors' changes in assessed valuation will be made only once by a single notification (re-certification) to the county commissioners or other body authorized by law to levy property tax, and to the DLG. (C.R.S. 39-1-111(5)).
15-Dec	Deadline for certification of mill levy to county commissioners (C.R.S 39-5-128(1)). Local governments levying property tax must adopt their budgets before certifying the levy to the county. If the budget is not adopted by certification deadline, then 90 percent of the amounts appropriated in the current year for operations and maintenance expenses shall be deemed re- appropriated for the purposes specified in such last appropriation. (C.R.S. 29-1-108(2) and (3))
22-Dec	Deadline for county commissioners to levy taxes and to certify the levies to the assessor. (C.R.S. 39-1-111(1))
31-Dec	Local governments not levying a property tax must adopt the budget on or before this date; governing body must enact a resolution or ordinance to appropriate funds for the ensuing fiscal year. If the budget is not adopted by certification deadline, then 90 percent of the amounts appropriated in the current year for operations and maintenance expenses shall be deemed re- appropriated for the budget year. (C.R.S 29-1-108(4))

REVENUES

- A. One-time Revenues: One-time revenues such as proceeds from asset sales, debt refinancing, one-time grants, revenue spikes, budget savings and similar nonrecurring revenue shall not be used for current or new ongoing expenses. Appropriate uses of one-time revenues include rebuilding reserves, capital expenditures and other nonrecurring expenditures.
- B. Discretionary Revenue: Unless otherwise directed explicitly by the Board of County Commissioners, the County will not normally designate discretionary revenues for specific purposes. Consequently, the Board of County Commissioners will have the flexibility to determine the best use of available revenues to meet changing service requirements.
- C. Fees and Charges for Services:
 - o Enterprise funds shall not be subsidized by the General Fund and shall be wholly supported by the fees and charges generated by the enterprise that includes operating and capital expenses.
 - o Services being provided by the County should be paid for primarily by the users and beneficiaries for the services and not the general public.

- o The County should charge fees and charges for services when it is allowable, when a limited and a specific group of beneficiaries can be identified or when it is feasible to charge beneficiaries for services rendered.
 - o The County will recalculate service costs periodically, and fees will be adjusted accordingly as approved by the Board of County Commissioners.
- D. Grants: The County will seek out, apply for and effectively administer federal, state and other grants as a means of financing a project or one-time expenditure. The Board of County Commissioners may consider grant funding, after staff provides a detailed documentation that addresses the short and long-term costs as well as the benefits to the County. Grants may not offer on-going operational costs and should be discouraged as programs or services may be cancelled if grants are not sustainable. Grants will be differentiated for tracking purposes between Federal, State and Local grant types, in accordance with the County's Grant Policy.

OPERATING EXPENDITURES

- A. As determined by the Board of County Commissioners, services that directly contribute to the Long-Term Financial Plan for the County will receive first priority for funding.
- B. The County maintains a budgetary control system, through its accounting software, to manage adherence to the budget. Reports are available through this system to management, which compare actual revenues and expenditure to budget amounts. In addition, staff will prepare reports on a monthly, quarterly and yearly basis to the Board of County Commissioners that evaluates financial performance.
- C. The Operating Budget will include appropriate contingency funding to meet unexpected requirements, which may arise during the year.
- D. The County will maintain an equipment replacement program to ensure sufficient resources are available annually to replace vehicles and equipment.
- E. All County purchases will be made to ensure that the County is getting the best item or service for the least amount of money and the overall economic impact to the community. This does not mean that the County will always purchase the least expensive item but will weigh the cost against the quality of the item or service.
- F. The County does not allow a department to spend any money that it has not appropriated in the personnel, operating, or capital category within their department. The County requires a budget supplemental to transfer between line items or in the event the department receives unexpected revenue. Supplementals are done three times a year: by the last working day of March, July, and December. In the event of unforeseen circumstances, additional meetings regarding budget amendments can be held as needed. (See Budget Amendments).

DEBT

Debt is a tool for financing capital purchases or projects. The issuance of debt is in accordance with Colorado State Laws.

Debt should not be used to finance current operating expenses. The County will confine long-term borrowing to major capital purchases or projects that cannot be financed from current revenues.

If it is not possible to fund major projects with cash reserves or current revenue, the Board of County Commissioners (BOCC) may authorize the following as stated per the Colorado Constitution, Article 10, Section 20:

1. Debt instruments not requiring voter approval such as lease-purchase contracts or certificates of participation;
2. Revenue bond financing requiring voter approval; or

3. General obligation bond financing requiring voter approval.

The total amount of indebtedness shall not be in excess of 3% of the actual value, as determined by the assessor, of the taxable property in the county in accordance with Colorado Revised Statutes (C.R.S 30-26-301(3)).

All debt issuances shall identify the method of repayment (or have a dedicated revenue source).

COMPENSATION

Salaries and benefits are one of the largest expenditure items for Moffat County. The County takes pride in its ability to recognize the value of employees in delivering a total compensation packet that includes cash compensation, health insurance, retirement benefits and other employee benefits that provide employees with security and opportunity.

- All proposed salary structure adjustments require the approval of the Board of County Commissioners during the annual budget process.
- Staffing shall not exceed the authorized level by the Board of County Commissioners.
- Savings in an adopted budget that result from vacant positions are not to be used as justification for Elected Officials or Department Heads to increase expenses for other personnel, operational or capital expenditure purposes.

INTERNAL CONTROL

Internal control safeguards the County's assets against loss, checks the accuracy and reliability of the accounting data, promotes operational efficiency and encourages adherence to policy.

In order to provide reasonable assurance of internal control the following controls should be met within departments:

- All transactions are properly authorized by management.
- Transactions are recorded as necessary (1) to permit preparation of financial statement in conformance to statutory requirements and GAAP and (2) to maintain accountability for assets.
- Access to assets and records should be permitted only with management's authorization.
- Records should be checked against the assets by someone other than the persons responsible for the records or the assets. Examples of independent verification are monthly bank reconciliations and periodic counts of inventory.
- Elected Officials and Department Heads should separate functional responsibilities. In general, when the work of one employee is checked by another, and when the responsibility for custody of assets is separated from the responsibility for maintaining the records relating to those assets, then there is appropriate segregation of duties.

Each Elected Official and Department Head is responsible to ensure that internal control procedures are followed throughout their department.

BUDGET AMENDMENTS

A budget amendment will increase or decrease budget appropriations adopted by the Board of County Commissioners. Any changes to the adopted budget, through transfer, supplemental appropriation, or revised appropriation, are held on a yearly basis in the months of March, July and December in accordance with Colorado Revised Statutes (C.R.S 29-1-101 et seq.) In the event of unforeseen circumstances, additional meetings regarding budget amendments can be held as needed.

Budget appropriations may be adjusted due to the following:

Transfers: Transfer appropriated moneys between funds or between spending agencies within a fund, as determined by the original appropriation level. This is used when one line item is under budgeted and another line item is over budgeted within a fund. (C.R.S. 29-1-109(1)(a)).

Supplemental: After adoption of the budget, the County receives unanticipated revenues or revenues not assured at the time of the adoption of the budget from any source other than the County's property tax mill levy, the County may authorize the expenditure of such funds. (C.R.S. 29-1-109(1)(b)).

Budgetary Decreases (Revised Appropriation): In the event that revenues are lower than anticipated in the adopted budget, the County may adopt a revised appropriation to reduce the budget. (C.R.S. 29-1-109(1)(c)).

RECESSION PLAN

The recession plan, and classification of the severity of the economic downturn, will be used in conjunction with the importance of maintaining reserves to address economic uncertainties. As any recessionary impact reduces the County's reserves, correction action will increase proportionately. The following is a summary of the phase classifications and the corresponding service level actions to be taken.

1. MINOR: An anticipated net reduction in available reserves or reduction in major revenue source(s) in excess of 5%, but less than 15%. The objective at this level is still to maintain "Same Level" of service where possible. Actions associated with this level would be:

- a. Intensifying the review process for large items such as contract services, consulting services, and capital expenditures including capital improvements.
- b. Consider transferring capital project funds designated for future projects to the affected fund during a "Minor" situation.
- c. Closely scrutinizing hiring for vacant positions, delaying the recruitment process, and using temporary help to fill in where possible.
- d. Reducing services or programs from the affected fund.

2. MODERATE: An anticipated net reduction in available reserves or reduction in major revenue source(s) in excess of 15%, but less than 30%. Actions associated with this level would be:

- a. Requiring greater justification for large expenditures.
- b. Deferring capital expenditures.
- c. Reducing Capital Improvement Plan appropriations from the affected fund.
- d. Hiring to fill vacant positions only with special justification and authorization.
- e. Further reducing services or programs from the affected fund.
- f. Closely monitoring and reducing expenditures for travel, seminars, and retreats.
- g. Preparing for reduction in workforce, such as hiring freeze, reduction in hours and furloughs.

3. MAJOR: An anticipated net reduction in available reserves or reduction in major revenue source(s) of 30% to 50%. Actions associated with this level would be:

- a. Further reducing capital expenditures.

b. Further reducing service level from affected funds.

c. Implementing a reduction in workforce.

4. CRISIS: An anticipated net reduction in available reserves or reduction in major revenue source(s) of 100% depleted and potential for having a deficit is present. Actions associated with this level would be:

a. Further reduction in workforce.

b. Elimination of services.

c. Elimination of capital expenditures.

LONG-TERM RECESSION PLAN

In the event that an economic uncertainty is expected to last for consecutive years, the cumulative effect of the projected reduction in reserves will be used for determining the appropriate phase and corresponding actions.

RETURNING TO NORMALCY AFTER EXPERIENCING A PHASE OF RECESSION

If major revenues are realized for more than one consecutive year, allowing the reserve levels to maintain at the current operating level, the Board of County Commissioners may consider that the revenues are at a normal receiving pattern. The sustainability of the revenue source will be analyzed to determine if it is a one-time revenue or ongoing before the Board of County Commissioners may consider it a long-time expansion of revenue growth.

Annual Budget Procedures

The budget process begins in June when the Finance Department presents the current year revenue projections and fiscal state of the county. Departments review their current year end estimates and budget year expenditure and revenues. Changes from these expenditure and revenues are due to Finance in August. The Finance Director reviews each budget with the elected officials and department heads over a four-week period. The Finance Department also prepares budget packets for outside agencies in June. These packets contain applications for funds and instructions. Agencies are required to submit information including program description accomplishments, goals, proposed use of funds, approximate number of citizens served and how these programs may positively affect other County expenditures (for example: programs which train and encourage people may lead to less crime and therefore a reduction in law enforcement costs.)

During September each cost center may meet with the County Commissioners and the Finance Director to review their budget requests. Outside agencies must submit their funding requests during August. After reviewing the departmental budget requests, the County Commissioners provide their recommendations to Finance for preparation of the proposed budget.

During October and November, the Board holds budget workshops with Elected Officials, Department heads and other cost center managers to discuss budget recommendations. Late in November and early in December the Finance staff finalizes a balanced budget pursuant to Board direction. By December 15, the budget is adopted, funding is appropriated, and the mill levies are certified by formal resolutions of the Board.

The Finance staff prepares the published budget document and condensed budget during the first quarter of the budget year. The budget document comprehensively covers the financial plan for the year and serves as an operations guide and communication tool. The budget document provides fiscal information for the past three years, as well as a description of each cost center's mission statement, purpose, organization chart and staffing. It contains summaries and detailed fund budgets including a

schedule of the approved staffing levels and the capital expenditure plan. The five-year capital expenditure budget and plan is presented with the amounts for the 2025 budget being legally appropriated funds. Any fiscal reference beyond the 2025 budget year represents no legal spending authority of any County office or department.

Graphs, charts, and schedules have been prepared to more clearly present the operating plan. Information provided by fund is intended to give the reader the detail necessary to understand the overall budget as well as to guide elected officials and department heads in the administration of their programs. This information is an integral part of the financial reporting system of the County.

Budget supplements which will increase a fund's adopted budget, such as to expend unanticipated revenues or to transfer appropriated monies to another fund require Board approval at a duly noticed public meeting. Budget supplements or transfers are generally submitted to the Board three times a year; in March, July and December. All annual appropriations lapse at the end of each fiscal year.

Current Debt and Legal Debt Limits

The Lease-Purchase Fund accumulates for payment for lease purchase agreements through various venues.

The County held an election on November 4, 1997, where the voters approved a measure to reallocate Moffat County's 2% sales tax distribution from the City of Craig and the Town of Dinosaur to Moffat County. The result of the election redistributes Moffat County's 2% sales tax distribution as follows:

- .50% distributed to the County.

- .75% remains with the City of Craig and Town of Dinosaur.

- .75% of the Moffat County 2% Sales Tax collected within the City of Craig and Town of Dinosaur is distributed to the County and utilized for the purpose of acquiring, constructing, equipping, furnishing and maintaining capital projects.

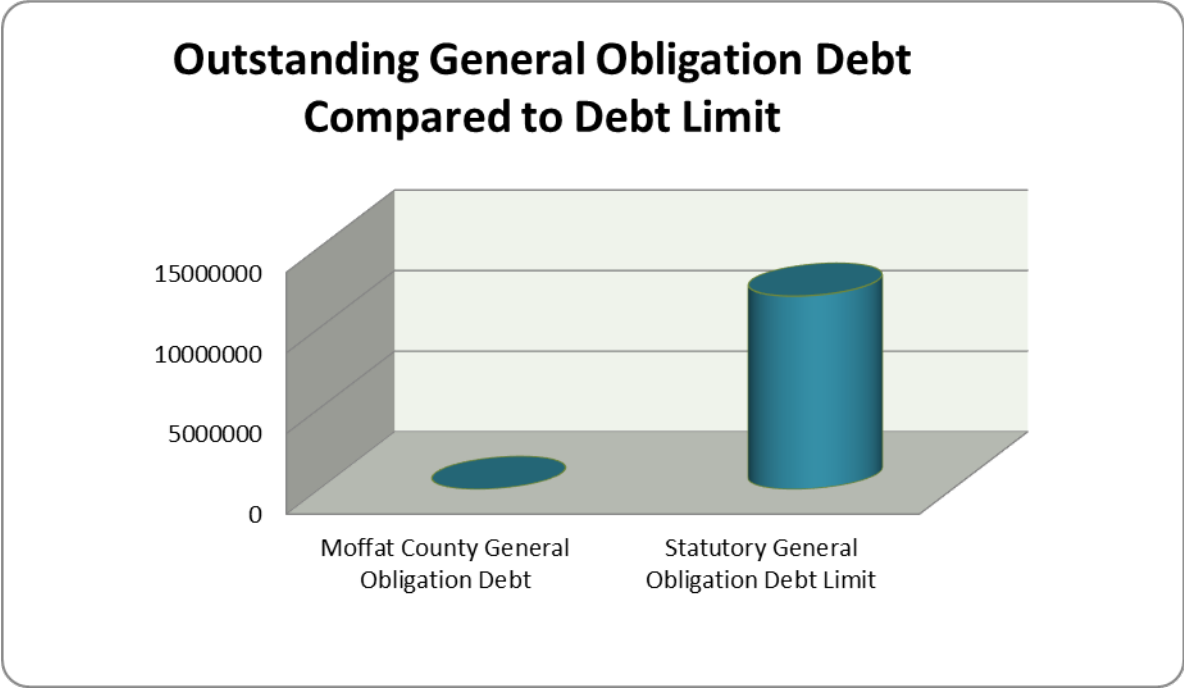
Historically, the Lease-Purchase Fund accounted for the certificates of participation ("COP's) from 1998 series to 2015 series financed by Moffat County and the Moffat County Finance Corporation. These COPs were mainly utilized for the construction of the Moffat County Public Safety Center and were paid with the .75% sales tax for that purpose as referenced above. In 2021, the final payments were made for all series related to these COPs releasing Moffat County and the Moffat County Finance Corporation from further obligation.

In 2020, Moffat County purchased land and a vacant building to remodel into a new County Courthouse and other County offices. In 2021, Moffat County issued certificates to finance the project. The certificates are in \$5,000 denominations, with interest ranging from 2.125% to 5.0%. The above mentioned .75% of Moffat County's 2% Sales Tax is utilized for payments towards the purpose of the 2021 Certificates to remodel the new County Courthouse and other County offices. For 2025, the Lease Purchase payment for the 2021 Certificates is \$1,231,250.

In 2021, Moffat County entered into an equipment lease as an energy savings project. The net proceeds of the lease agreement are being used for the purchase and installation of a solar system at the Moffat County Safety Center. The energy savings from the solar system is to repay the lease agreement for the project. For 2025, the Lease payment for the energy savings project is \$30,375.

The remaining lease payments and total liability, for both lease purchase projects, are documented in the appendix section of the budget under Lease-Purchase Supplemental Schedule as required by C.R.S. (29-1-103(3D)).

While there are not statutory limits on debt incurred for certificates of participation, C.R.S 30-26-301(3) limits the obligation of debt to 3% of assessed valuation. Moffat County's 2024 assessed valuation is \$398,574,697. If the voters authorized general obligation debt through an election as required by the Colorado Constitution, Article X, Section 20, the debt limitation would be \$11,957,241.





Staffing and Population

This chart shows Moffat County staffing levels in relation to the number of taxpayers we serve. Numbers include regular, part-time, and temporary employees. Net changes for 2025 resulted in an increase of 1.48 more FTE than 2024 budget.

Department	Dept #	2021	2022	2023	2024	2025
Commissioners	100	3.67	3.67	3.67	3.67	3.67
Clerk & Recorder	115	6.70	8.10	7.70	6.70	7.20
Treasurer	125	3.75	3.75	3.75	3.75	3.75
Public Trustee	130	0.25	0.25	0.25	0.25	0.25
Assessor	135	4.00	5.00	4.00	4.00	4.00
Facility Maintenance	300	7.60	7.60	8.60	10.00	10.00
Finance	140	4.00	4.20	5.50	5.50	5.50
Natural Resources	500	1.33	1.33	1.33	1.33	1.33
Human Resource	150	3.00	3.00	3.00	3.00	3.00
Information Technology	155	2.00	2.00	2.00	2.00	2.00
Attorney	160	2.00	2.00	2.00	2.00	2.00
Development Services	505	1.50	1.50	1.80	1.80	1.80
Surveyor	165	1.00	1.00	1.00	1.00	1.00
Sheriff	205	17.0	17.0	17.0	17.00	17.00
Coroner	208	1.10	1.10	1.10	1.10	2.00
Emergency Mgt	215	1.00	1.00	1.00	1.00	1.00
Fire Control	220	0.00	0.00	0.00	0.00	0.00
Maybell	515	0.38	0.38	0.38	0.38	0.38
Maybell Ambulance	400	0.25	0.25	0.25	0.25	0.25
Maybell Fire	405	0.00	0.00	0.00	0.00	0.00
Weed & Pest Management	305	1.84	1.84	1.84	1.84	2.10
County Fair	521	0.72	0.72	0.72	0.72	0.72
Extension	525	0.90	0.90	0.90	0.90	0.90
Fairgrounds	310	2.00	2.00	2.00	2.00	2.00
Veteran's Officer	410	0.50	0.50	0.50	0.50	0.50
Cemetery	315	1.00	1.00	1.00	1.00	1.00
Youth Services	415	2.40	2.40	2.40	2.00	2.00
Parks & Recreation	320	2.00	2.00	2.00	2.00	2.00
Sherman Youth Camp	325	0.00	0.00	0.00	0.00	0.00
General Fund Total		71.88	74.48	75.68	75.68	77.35
Road & Bridge	360	48.00	48.00	48.00	48.00	48.00
Landfill	335	4.00	4.00	4.00	4.00	4.00
Airport	340	0.50	0.50	0.50	0.20	0.20
Library	535	5.05	5.05	5.05	5.83	5.83
Maybell Waste Water Treatm	355	0.24	0.00	0.00	0.00	0.00
Senior Citizens	540	3.13	3.13	3.13	3.13	3.13
Moffat County Tourism Assoc	545	1.00	1.00	1.00	1.00	1.00
Jail	235	23.30	23.30	23.30	23.30	22.80
Human Services	425	29.00	28.00	28.00	27.00	27.00
Public Health	430	3.50	7.30	7.30	4.50	3.50
Housing Authority	600/605	4.33	4.33	4.33	4.33	4.33
Grand Total		193.93	199.09	200.29	196.97	197.13
Increase/(Decrease)		1.30	5.16	6.36	(4.40)	0.16
Moffat County Population*		13,283	13,292	13,185	13,177	13,327
FTEs/100 Population		1.46%	1.50%	1.52%	1.49%	1.48%

*<https://www.census.gov/quickfacts/fact/table/US/PST045219>

Personnel Expense

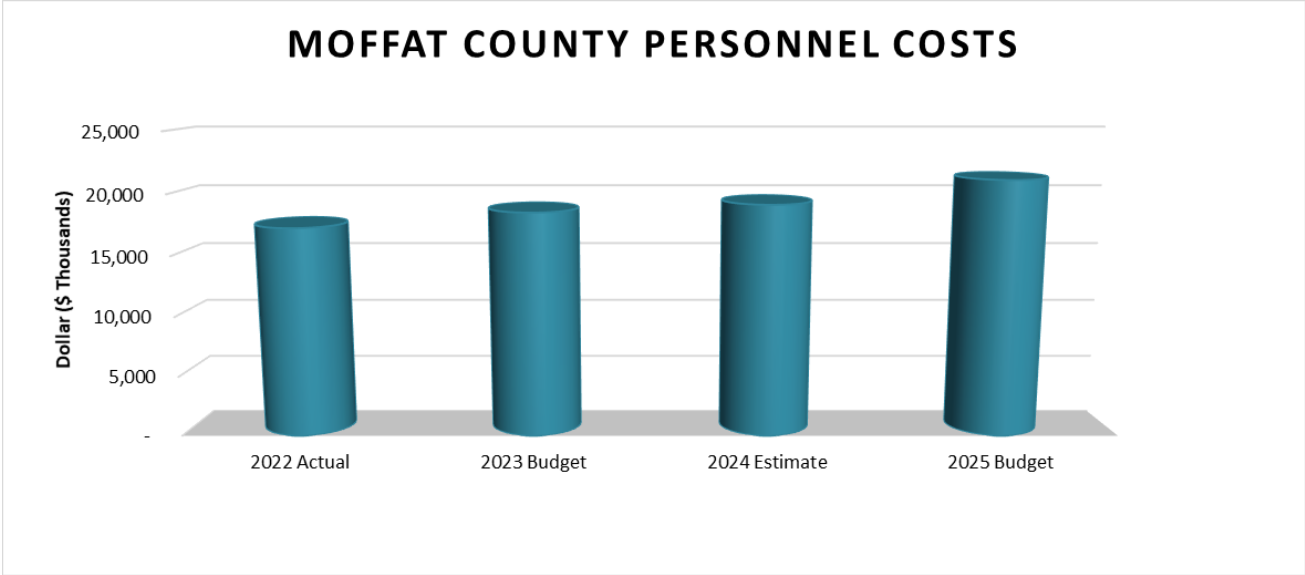
The 197.13 Full Time Equivalent (FTE) positions budgeted for 2025 represent \$21,141,904 in personnel expense. Items budgeted in personnel expense include: salaries and wages for regular and part-time employees, overtime, health insurance, retirement contribution, life insurance, disability, Social Security/Medicare insurance cost, and other pay and benefit costs.

Historically, personnel expense increases annually. The County uses a step system as well as an annual employee compensation chart shifts as the budget allows and is reviewed each year. The step system is based on new hires starting at 80% of the mid-point of the position they are hired for. However, this starting step can vary depending on experience and education. On the employees' 1 year anniversary they receive a 5% increase. This increase continues with adequate performance appraisals through year 5 at the same rate until the employee is at the mid-point of their position. From years 6 thru 15, employees remain at 100% of their mid-point with increases coming from yearly chart shifts only. Due to the nature of governmental budgeting, the employees are not guaranteed step increases from year to year. Step increases are included in the 2025 budget year.

Employees that have completed 16 years receive a \$20.00 per pay period increase up to \$100.00 per pay period at the end of 20 years of service.

The employee compensation chart shift is achieved by an overall increase based on the Consumer Price Index (CPI) for the last half of the prior year and the first half of the current year. Due to the nature of governmental budgeting, the employees are not guaranteed salary increases from year to year; a salary survey was conducted in 2022 to align wages to the rising cost of living. A 3% Cost of living allowance (COLA) has been included in the 2025 budget.

The following chart reflects the budgeted personnel costs for staffing levels from 2022 through 2025:



Throughout the year, several factors influence the average salary, wage and benefit amounts per employee. Some of these factors are:

- Overtime payments can fluctuate depending on such factors as weather (for snow removal) and election or reassessment years.
- Increases in the cost of employee benefits, such as health and dental insurance, increase the average benefit cost of all permanent employees.
- Staffing turnover may cause step entry level or benefit expense changes.
- Reduction in staffing levels from one year to the next.

These influencing factors change personnel costs throughout the current year. The personnel budget is based on actual employees at the time of budgeting each year.

2025 Personnel Expense changes from 2024

Personnel expense includes wages, longevity, retirement, FICA, Medicare, workers compensation, health, dental, vision and life insurance benefits. The 2025 personnel budget has increased 10.33% or \$1,979,542.

	2024	2025	Increase/ (Decrease)
General	\$ 8,176,102	\$ 9,032,861	856,759
Road & Bridge	\$ 4,731,920	\$ 5,171,800	439,880
Landfill	\$ 425,611	\$ 468,100	42,489
Airport	\$ 18,913	\$ 10,950	(7,963)
Conservation Trust	\$ 18,000	\$ 18,000	0
Library	\$ 280,863	\$ 363,920	83,057
Maybell Waste Water Treatment Facility	\$ 16,400	\$ 16,400	0
Senior Citizens	\$ 204,107	\$ 226,500	22,393
MCTA	\$ 85,240	\$ 91,070	5,830
Jail	\$ 1,963,700	\$ 2,239,800	276,100
Human Services	\$ 2,249,383	\$ 2,700,833	451,450
Public Health	\$ 708,823	\$ 492,320	(216,502)
Museum	\$ -	\$ -	0
Sunset Meadows I & II	\$ 283,300	\$ 309,350	26,050
Total Personnel Budget	\$ 19,162,362	\$ 21,141,904	1,979,542

Details of personnel costs are included throughout the budget according to those departments with personnel expense.



Moffat County Funds

Fund Descriptions

Moffat County accounts for its financial operations in twenty-four funds. Each fund and account group is a separate and legal fiscal entity, and the total of all funds is the County Budget.

General Fund: The General Fund is the general operating fund of the County which accounts for all financial resources that is not properly accounted for in other funds.

Road & Bridge Fund: The Road and Bridge Fund records revenues and expenditures associated with the maintenance and capital construction of County roads and bridges.

Landfill Fund: The Landfill Fund records revenues and expenditures associated with the operations of the Landfill.

Airport Fund: The Airport Fund records revenues and expenditures for the Craig-Moffat County Airport.

Emergency 911 Fund: The Emergency 911 Fund is overseen by the Emergency 911 Authority Board which purchases and upgrades Emergency 911 equipment through funds collected from the 911 surcharges.

Conservation Trust Fund: This fund accounts for revenue received from the State of Colorado to be used for the acquisition, development and maintenance of parks, recreational facilities and open space within the County.

Library Fund: The Library Fund records revenues and expenditures for the Craig-Moffat Library, the Maybell Library, and the Dinosaur library to provide current educational, informational and recreational resources in a variety of formats with either in-house collections or through the use of interlibrary loan.

Senior Citizens Fund: The Senior Citizens Fund records revenues and expenditures for transportation and lunch-time meals for the elderly.

Moffat County Tourism Association (MCTA) Fund: The Moffat County Tourism Association Fund promotes tourism in Moffat County with lodging tax revenue received from local rooms and accommodations.

Cemetery Fund: The Cemetery Fund accounts for revenue received from the sale of cemetery plots and expenditures necessary for the upkeep of the facility.

Jail Fund: This fund accounts for the revenues and expenditures associated with providing a safe and secure environment including housing, safekeeping, adequate diet, and necessary medical care for all inmates held at the Public Safety Center.

Human Services Fund: This fund accounts for public welfare programs administered by the County.

Public Health Fund: This fund accounts for public health programs mandated by the state administered by Moffat County Public Health.

Fund Descriptions (continued)

Capital Projects Fund: The Capital Projects Fund provides for continuing capital improvements required by the County.

Telecommunications Fund: This fund accounts for the NC Telecomm prepaid telecommunication services.

Lease-Purchase Fund: This fund accounts for the resources used to make the debt service payments on the certificates of participation for the Public Safety Center.

Health & Welfare Fund: This fund monitors and maintains all financial records concerning the County's benefit plan.

Central Duplicating: This fund accounts for all in-house copy costs and postage expenses.

Maybell Waste Water Treatment Fund: The Maybell Waste Water Treatment Fund is used to account for the operations of the Maybell Water and Sanitation District which operates a sewage treatment plant in unincorporated residential areas.

Moffat County Local Marketing District Fund: The Moffat County Local Marketing District Fund organizes, promotes, markets and manages public events as well as coordinating tourism promotion activities with local marketing tax revenue received from local rooms and accommodations.

All Crimes Enforcement Team Fund: This fund accounts for operations to minimize impacts of narcotics and crime.

The Memorial Hospital Fund: The Memorial Hospital Fund provides health care programs and services to Moffat County.

Housing Authority Fund: The Housing Authority Fund accounts for the operations of two forty-four-unit senior citizens apartment buildings.

Shadow Mountain Local Improvement District Fund: The Shadow Mountain Local Improvement District Fund accounts for the resources used for the improvements to the district area.

Types of Funds

GENERAL FUND—The General Fund is used to account for resources traditionally associated with governments, which are not required legally or by sound financial management to be accounted for in another fund.

SPECIAL REVENUE FUNDS—Special Revenue Funds account for taxes or other earmarked revenue of the County which finance specified activities as required by law or administrative action.

CAPITAL PROJECTS FUNDS—Capital Projects Funds are used to account for the acquisition and construction of major capital equipment and facilities other than those financed by proprietary funds and trust funds.

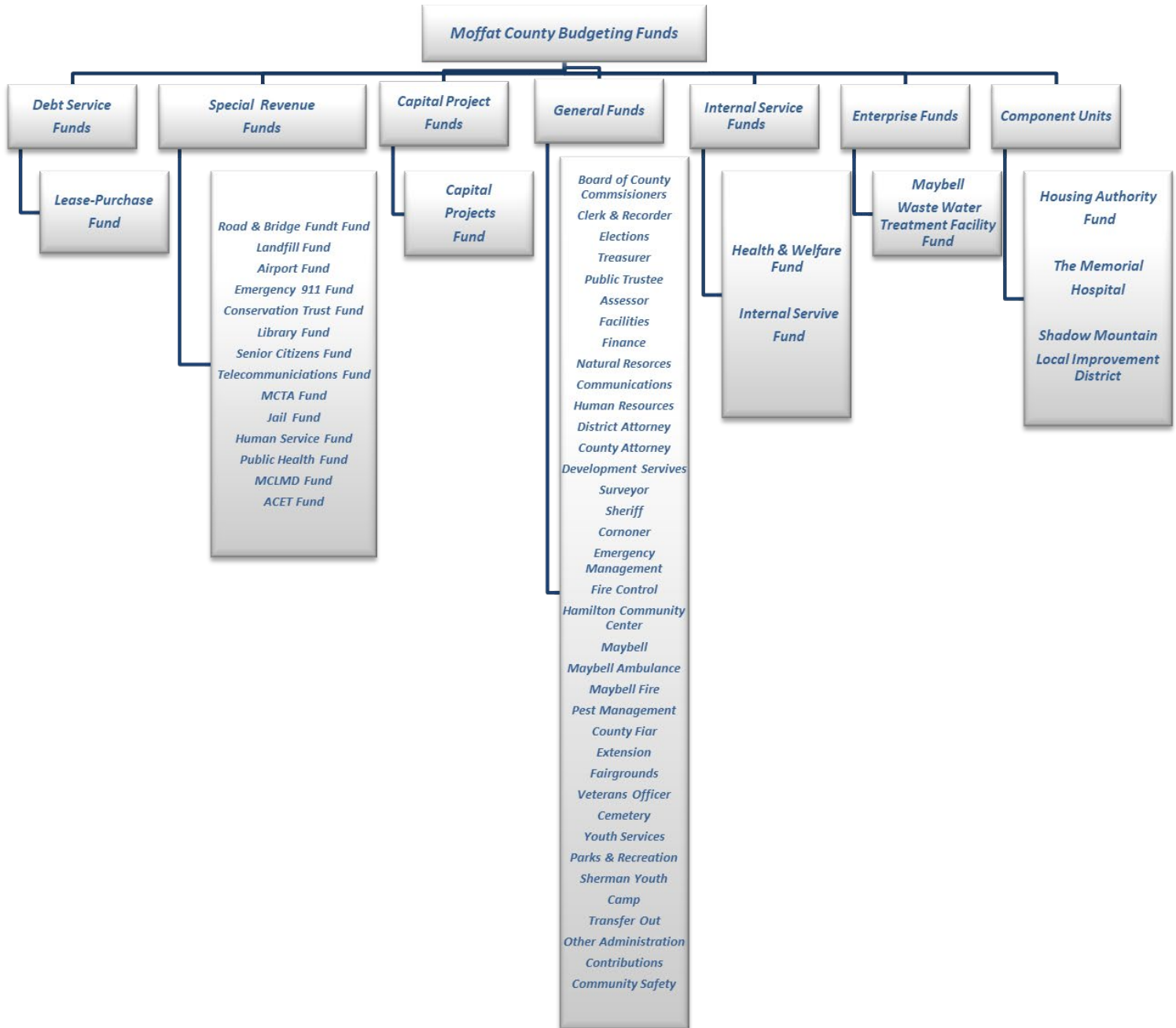
LEASE-PURCHASE FUND—The Debt Service Fund accumulates for payment of the 2014 series and 2015 series certificates of participation (COP's).

PROPRIETARY FUNDS

ENTERPRISE FUNDS—Enterprise Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the government's council is that the costs of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or where the government's council has decided that periodic determination of net income is appropriate for accountability purposes.

INTERNAL SERVICE FUNDS—Internal Service Funds are used to account for the financing of goods or services provided by a department or an agency to other departments or agencies of the government and to other government units, on a cost reimbursement basis.

COMPONENT UNITS—Component Units are legally separate organizations for which the County government is financially accountable. They may also be organizations for which the nature and significance of their relationships with the County government are such that exclusion would cause the County's financial statements to be misleading or incomplete.



Fund Balance Designation

In accordance with Governmental Accounting Standards Board Statement 54 Moffat County has listed each fund balance with the following classifications depicting the relative strength of the constraints that control how specific amounts can be spent:

- **Non-spendable** fund balance includes amounts that are not in a spendable form (inventory, for example) or are required to be maintained intact (the principal of an endowment fund, for example).
- **Restricted** fund balance includes amounts that can be spent only for the specific purposes stipulated by external resource providers (for example, grant providers), constitutionally, or through enabling legislation (that is, legislation that creates a new revenue source and restricts its use). Effectively, restrictions may be changed or lifted only with the consent of resource providers.
- **Committed** fund balance includes amounts that can be used only for the specific purposes determined by a formal action of the government's highest level of decision-making authority. Commitments may be changed or lifted only by the government taking the same formal action that imposed the constraint originally.
- **Assigned** fund balance comprises amounts *intended* to be used by the government for specific purposes. Intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in other governmental funds are, at a minimum, intended to be used for the purpose of that fund.
- **Unassigned** fund balance is the residual classification for the general fund and includes all amounts not contained in the other classifications. Unassigned amounts are technically available for any purpose. If another governmental fund has a fund balance deficit, then it will be reported as a negative amount in the unassigned classification in that fund. Positive unassigned amounts will be reported only in the general fund.

Source: GASB, March 2009

MOFFAT COUNTY 2025 BUDGETING FUNDS

	General Fund	Special Revenue Funds	Capital Projects Fund	Lease-Purchase Fund	Internal Service Funds	Enterprise Funds	Component Units	Total Funds
Property Taxes	7,811,285	573,777	-	-	-	-	1,198,792	9,583,854
Sales Taxes	2,782,475	1,381,667	-	-	-	-	-	4,164,142
Specific Ownership Taxes	-	800,000	-	-	-	-	-	800,000
License & Permits	500	30,000	-	-	-	-	-	30,500
Intergovernmental	5,309,000	12,647,734	-	-	-	-	513,959	18,470,693
Charges for Services	1,201,800	903,700	-	-	3,887,500	36,960	87,178,487	93,208,447
Miscellaneous	306,709	292,489	238,909	-	200,000	-	2,110,608	3,148,715
Interest	250,000	226,000	50,000	-	50,000	2,000	11,150	589,150
Transfers In	-	3,276,744	-	1,261,625	-	-	-	4,538,369
Prior Year Reserves	6,513,328	4,197,898	150,582	-	1,606,943	24,878	107,714	12,601,343
Total Revenue	24,175,098	24,330,008	439,491	1,261,625	5,744,443	63,838	91,120,710	147,135,213
Personnel Expenditures	9,032,861	11,783,293	-	-	-	16,400	40,396,958	61,229,512
Operating Expenditures	4,768,436	9,890,292	-	1,261,625	5,744,443	37,438	45,981,303	67,683,537
Capital Expenditures	5,865,806	2,594,800	636,157	-	-	10,000	171,200	9,277,964
Transfers Out	4,507,994	30,375	-	-	-	-	-	4,538,369
Fund Total Expenditures	24,175,097	24,298,760	636,157	1,261,625	5,744,443	63,838	86,549,461	142,729,382
Beginning Fund Balance	25,423,338	15,905,577	3,340,189	1,303,193	3,175,599	481,909	10,549,420	60,179,224
Ending Fund Balance	18,910,010	11,738,928	3,340,188	1,303,193	1,568,656	457,031	15,120,669	52,438,676
Restricted Reserves	197,647	3,757,335	0	1,303,193	0	0	215,883	5,474,058
Non-spendable	0	1,528,966	0	0	176,637	222,815	0	1,928,418
Committed Reserves	4,370,871	2,533,133	3,340,188	0	0	0	157,975	10,402,167
Assigned Reserves	232,773	3,919,495	0	0	1,392,019	234,216	14,746,810	20,525,314
Unassigned Reserves	14,108,720	0	0	0	0	0	0	14,108,720

Revenues by Category

Below is the revenue by category for both the County and the Hospital for 2025 Budget.

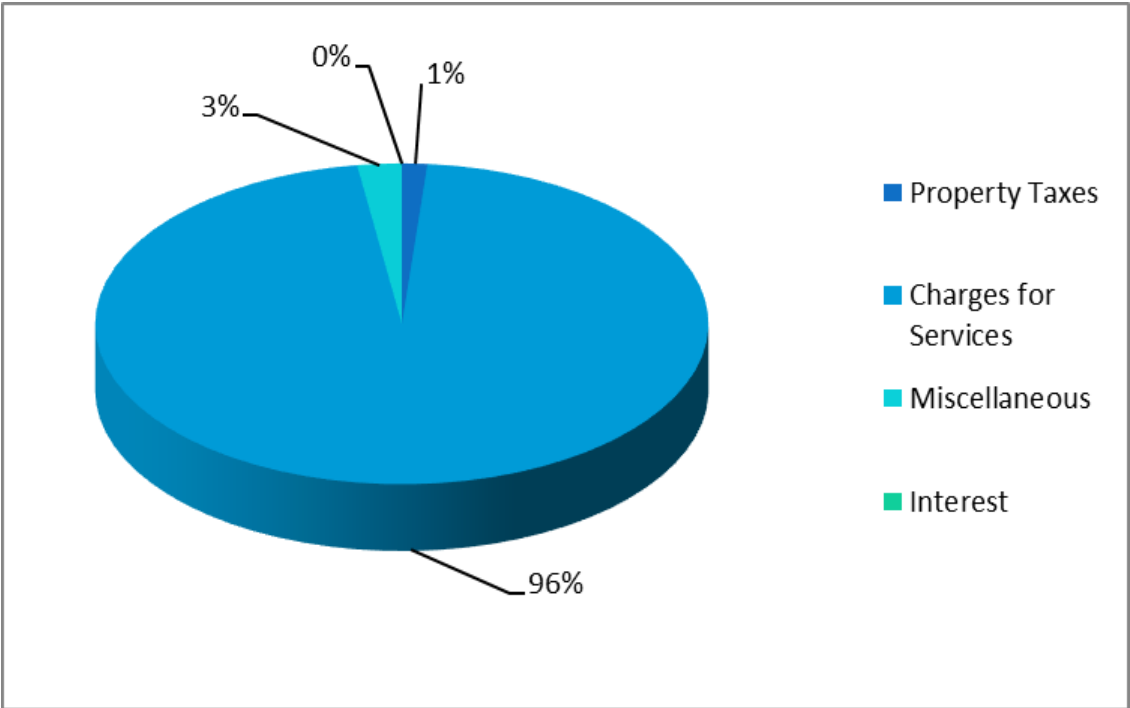
Tax Revenues		County	Hospital*	Total
Property Taxes		8,385,062	1,198,792	9,583,854
Specific Ownership Taxes		800,000	-	800,000
Sales Tax		4,164,142	-	4,164,142
Taxes	Total Taxes	13,349,204	1,198,792	14,547,996

Other Revenues		County	Hospital*	Total
Licenses & Permits		30,500	-	30,500
Intergovernmental		18,470,693	-	18,470,693
Charges for Services		6,502,488	86,668,999	93,171,487
Miscellaneous		1,045,757	2,102,958	3,148,715
Interest		587,050	100	587,150
	Total Other Revenues	26,636,488	88,772,057	115,408,545

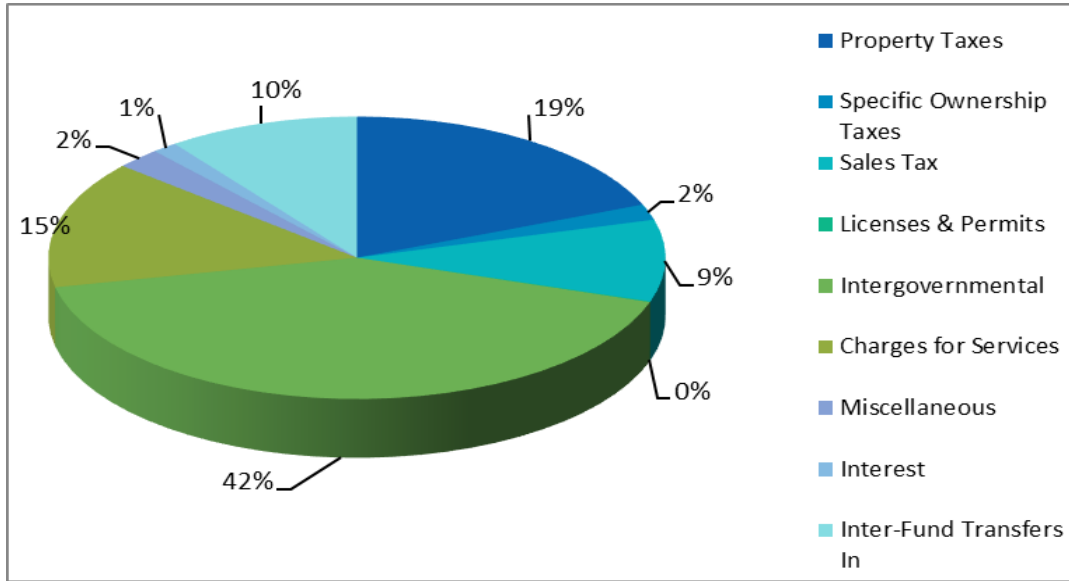
Inter-Fund Transfers In		County	Hospital*	Total
Inter-Fund Transfers In		4,538,369	-	4,538,369
	Total Inter-Fund Transfer In	4,538,369	-	4,538,369
Total Revenue Sources		44,524,061	89,970,849	134,494,910

*The property tax for the Hospital is a **voter dedicated mill levy** from the 2007 election of 3 mills not to exceed \$1,500,000 annually and sunsets in 2046.

The hospital receives 96% of its revenues from charges of services as shown in the chart below:



The County's revenue is more diverse than hospital revenues; receiving 19% from Property tax, 9% from sales tax and 42% from intergovernmental (mainly federal and state) as shown in the chart below.



Sales Tax

Sales tax is composed of sales tax, cigarette tax, severance tax, lodging tax, local marketing district tax, airport excise tax, and 911 taxes.

County Sales Tax

The County has a 2% sales tax. Moffat County's 2% sales tax is collected through the Colorado Department of Revenue. When the County sales tax is collected within the City of Craig and Town of Dinosaur, the Colorado Department of Revenue distributes the revenue as follows:

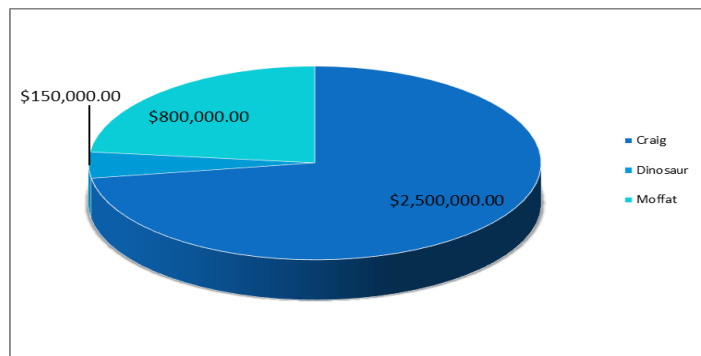
- .50% distributed to the County.

- .75% remains with the City of Craig and Town of Dinosaur.

- .75% of the Moffat County 2% Sales Tax collected within the City of Craig and Town of Dinosaur is distributed to the County and utilized for the purpose of acquiring, constructing, equipping, furnishing and maintaining capital projects.

For the 2025 budget, this portion of the sales tax revenue received by the County is utilized toward the certificates of participation (COP's), other capital maintenance and capital projects within the County.

When the 2% County Sales tax is collected within the unincorporated part of the County it is utilized for County services. The County portion of the sales tax through all collections is projected at \$800,000 which is currently allocated to the General, Airport, Jail and Road Bridge Fund.



The County is projecting to receive \$2,500,000 in total County sales tax collections for 2025 through the distribution mentioned above and shown in the chart to the right.

Property Tax

Property taxes are collected on the assessed values of real, personal and utility property. Revenues from the 2024 assessment are received in the 2025 budget year. Property taxes include current property taxes, delinquent property tax, penalties, and interest. **Total property tax revenue from all sources is anticipated to decrease \$326,192 from 2024 budget.**

Mill Levy

The mill levy increased to 24.021 from 2024 to 2025. This increase was for the Abatement only. The mill levy will be certified to the Assessor by December 22nd.

Fund	Mill Levy	Property Tax
General Fund	19.436	\$ 7,746,698
Human Services Fund	1.120	\$ 446,404
Public Health Fund	0.316	\$ 125,950
SubTotal	20.872	\$ 8,319,052
Hospital	3.000	\$ 1,195,724
Voter Approved Mill Levy Total	23.872	\$ 9,514,776
Abatement	0.149	\$ 59,388
2024 Total	24.021	\$ 9,574,164

Concerns

2023 Top Ten Taxpayers		
Title	Assessed Value	Total Tax Dollars
Tri Sate Gen & Trans	\$ 94,506,800	\$ 6,436,088
Wexpro Company	\$ 31,378,045	\$ 1,972,219
Public Service Co	\$ 20,512,200	\$ 1,391,297
ColoWyo Coal, LP	\$ 16,012,257	\$ 1,009,685
Rockies Express Pipeline, LLC	\$ 13,948,000	\$ 876,604
Pacificorp - Electric Operation	\$ 13,316,000	\$ 907,685
Trapper Mining Inc	\$ 12,542,070	\$ 854,874
Wyoming Interstate Pipe	\$ 9,604,000	\$ 603,650
Salt River Project	\$ 7,741,700	\$ 527,713
Hilcorp Energy Company	\$ 7,406,126	\$ 465,500
Total	\$ 226,967,198	\$ 15,045,315

The largest concern for Moffat County deals with the heavy reliance on property tax revenue. This concern is compounded by 60% of the assessed value being based on the top ten taxpayers, as shown in the chart to the left. These entities are involved in the energy business, which has a tendency to fluctuate. The energy business is undergoing many political changes at the National and State level, which could significantly impact Moffat County. The financial stability of the County has to be balanced against some

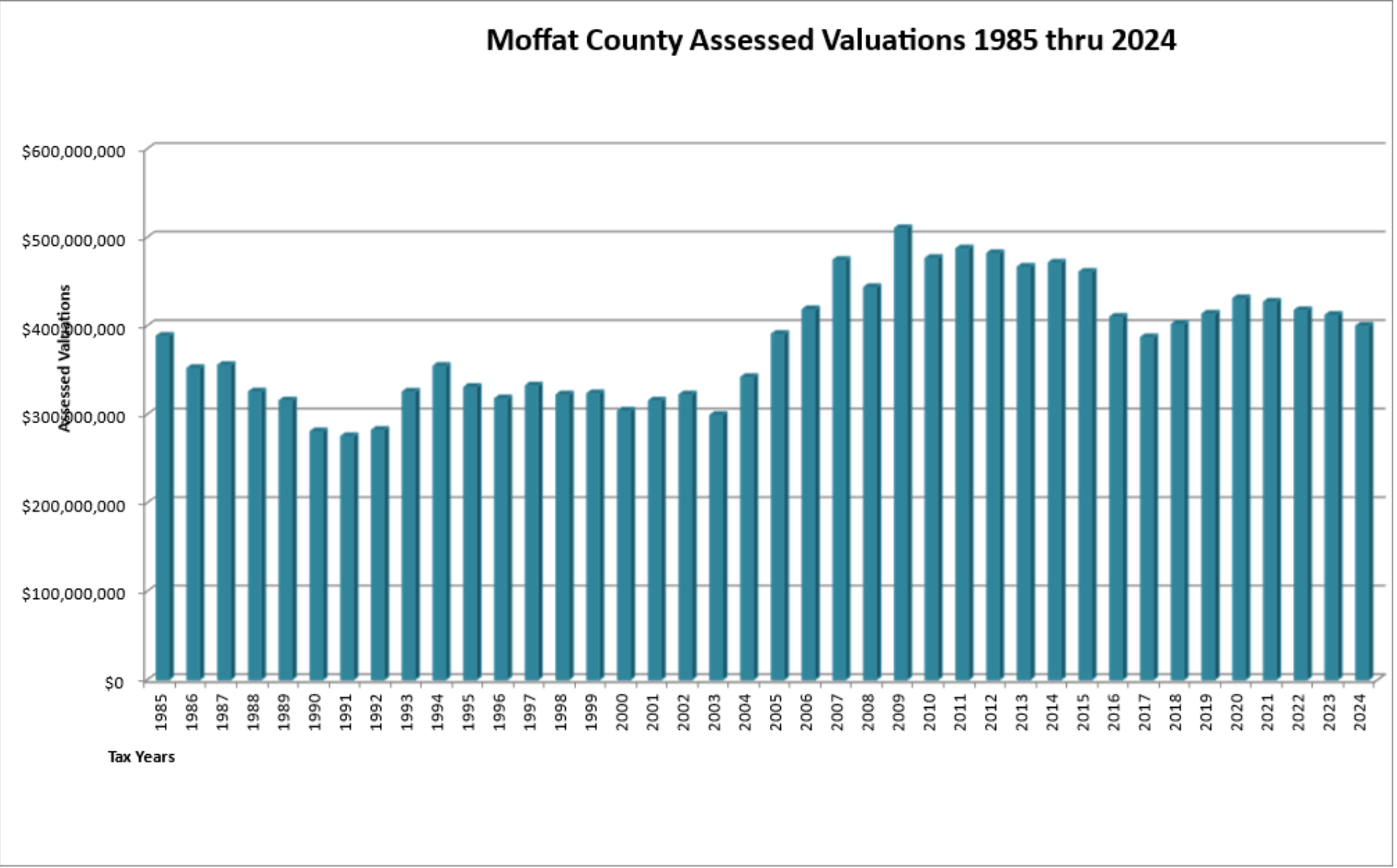
measure of concern for the future. In order to address these issues Moffat County has established reserve policies. These reserves could be used to offset a decrease in revenue along with implementation of the recession/net revenue shortfall plan should we lose a taxpayer.

Assessed Valuation History

Below is the assessed valuation history for Moffat County from 1985 to 2024:

Tax Year	Assessed Valuations	Assessed Valuations + or -	% of Change + or -
1985	\$388,190,810		
1986	\$351,711,530	(\$36,479,280)	-9.40%
1987	\$355,261,930	\$3,550,400	1.01%
1988	\$325,238,180	(\$30,023,750)	-8.45%
1989	\$315,232,980	(\$10,005,200)	-3.08%
1990	\$280,318,210	(\$34,914,770)	-11.08%
1991	\$274,946,710	(\$5,371,500)	-1.92%
1992	\$281,935,320	\$6,988,610	2.54%
1993	\$325,044,415	\$43,109,095	15.29%
1994	\$354,142,457	\$29,098,042	8.95%
1995	\$330,417,300	(\$23,725,157)	-6.70%
1996	\$317,498,533	(\$12,918,767)	-3.91%
1997	\$332,024,037	\$14,525,504	4.57%
1998	\$321,893,587	(\$10,130,450)	-3.05%
1999	\$323,207,446	\$1,313,859	0.41%
2000	\$303,746,080	(\$19,461,366)	-6.02%
2001	\$315,097,823	\$11,351,743	3.74%
2002	\$321,878,318	\$6,780,495	2.15%
2003	\$298,877,332	(\$23,000,986)	-7.15%
2004	\$341,605,397	\$42,728,065	14.30%
2005	\$390,341,691	\$48,736,294	14.27%
2006	\$418,099,178	\$27,757,487	7.11%
2007	\$474,028,790	\$55,929,612	13.38%
2008	\$443,165,070	(\$30,863,720)	-6.51%
2009	\$509,921,669	\$66,756,599	15.06%
2010	\$476,142,793	(\$33,778,876)	-6.62%
2011	\$487,067,917	\$10,925,124	2.29%
2012	\$481,684,492	(\$5,383,425)	-1.11%
2013	\$466,342,922	(\$15,341,570)	-3.18%
2014	\$470,970,972	\$4,628,050	0.99%
2015	\$460,492,933	(\$10,478,039)	-2.22%
2016	\$409,697,812	(\$50,795,121)	-11.03%
2017	\$386,675,512	(\$23,022,300)	-5.62%
2018	\$401,479,680	\$14,804,168	3.83%
2019	\$413,210,307	\$11,730,627	2.92%
2020	\$430,546,789	\$17,336,482	4.20%
2021	\$426,604,795	(\$3,941,994)	-0.92%
2022	\$417,239,516	(\$9,365,279)	-2.20%
2023	\$411,725,505	(\$5,514,011)	-1.32%
2024	\$398,574,697	(\$13,150,808)	-3.19%

Moffat County Assessed Valuations 1985 thru 2024



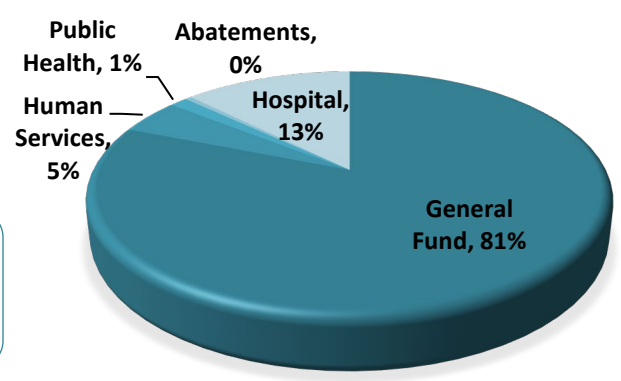
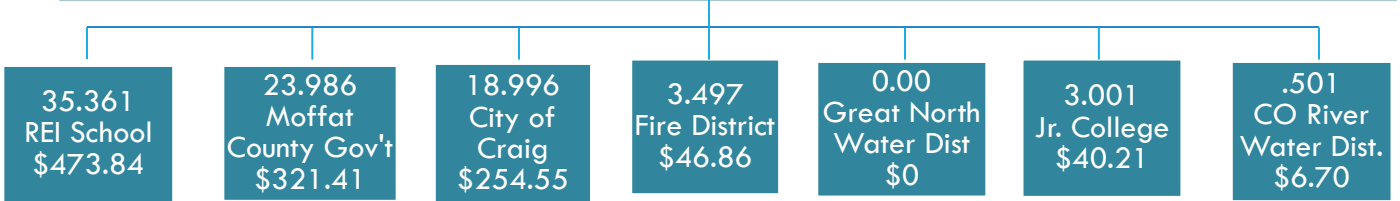
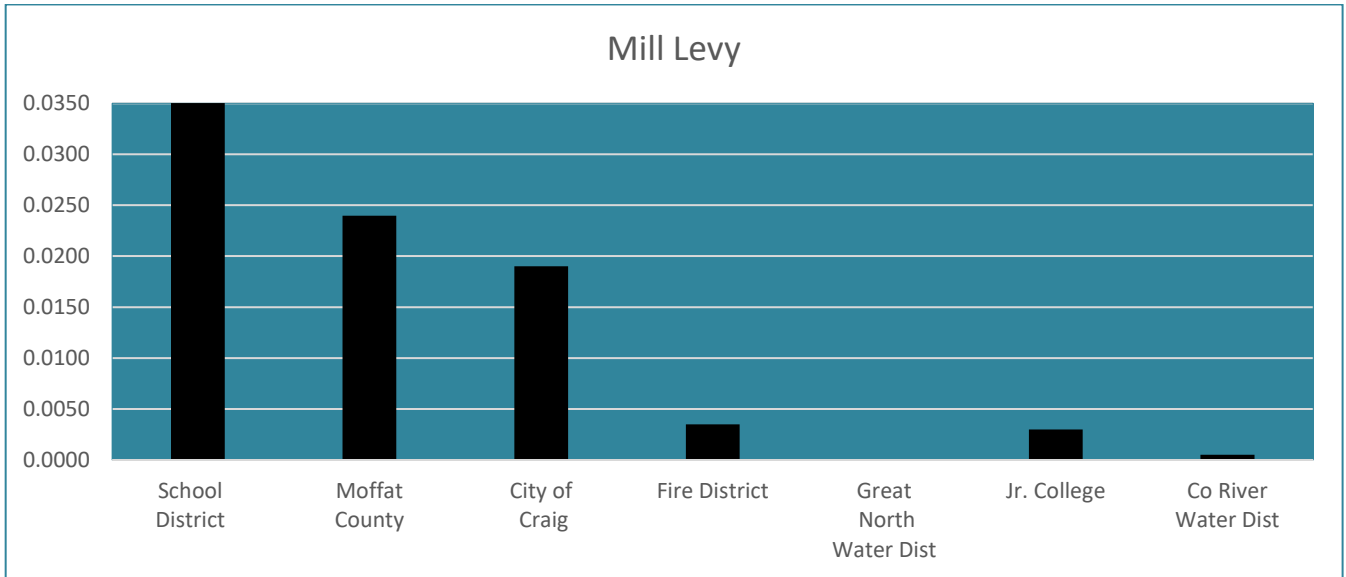
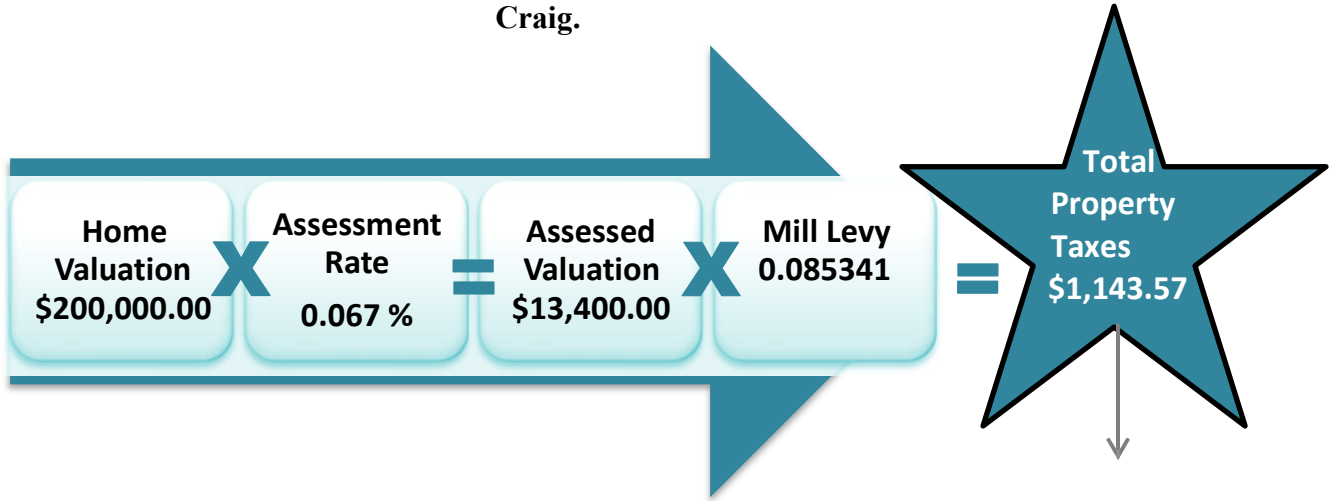
Residential Property Tax

In addition to the 10 top taxpayers, the county receives 13.20% of property tax from residential property tax based on home valuation.

The next pages of graphics depict the property taxes billed for a residential property located within the City of Craig, the county seat of Moffat County, as well as an example in the Town of Dinosaur for the 2023 assessed valuation collected in 2024. The graphics also illustrate the use of the property taxes levied by Moffat County by fund for 2024.

Where Do My Property Taxes Go?

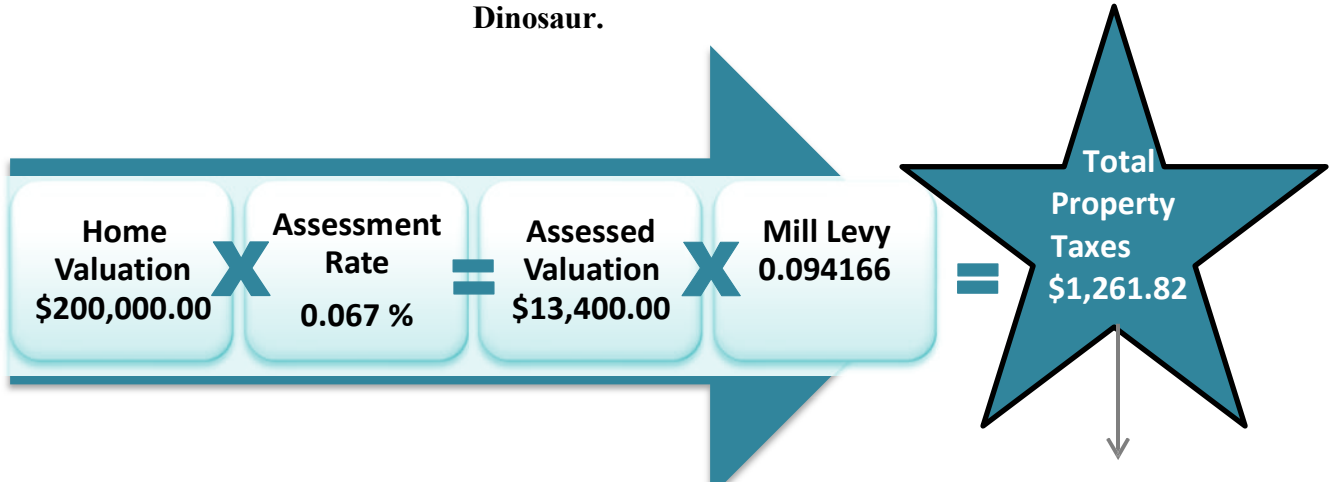
The formula below is an example of the residential property taxes collected by Moffat County, and distributed to taxing entities, for those residents residing within the City of Craig.



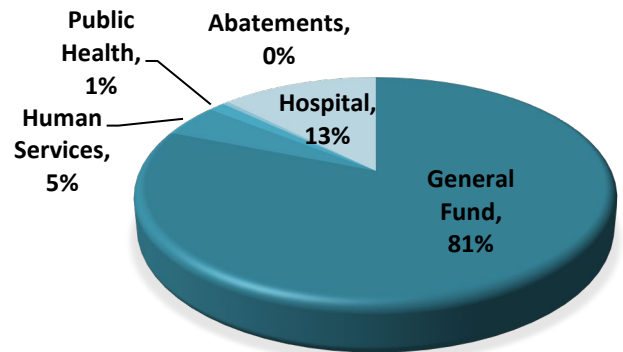
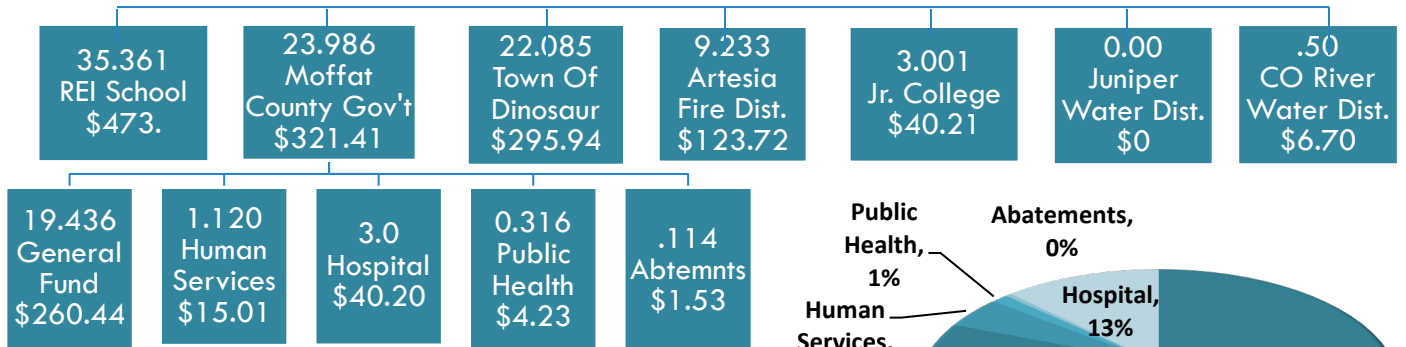
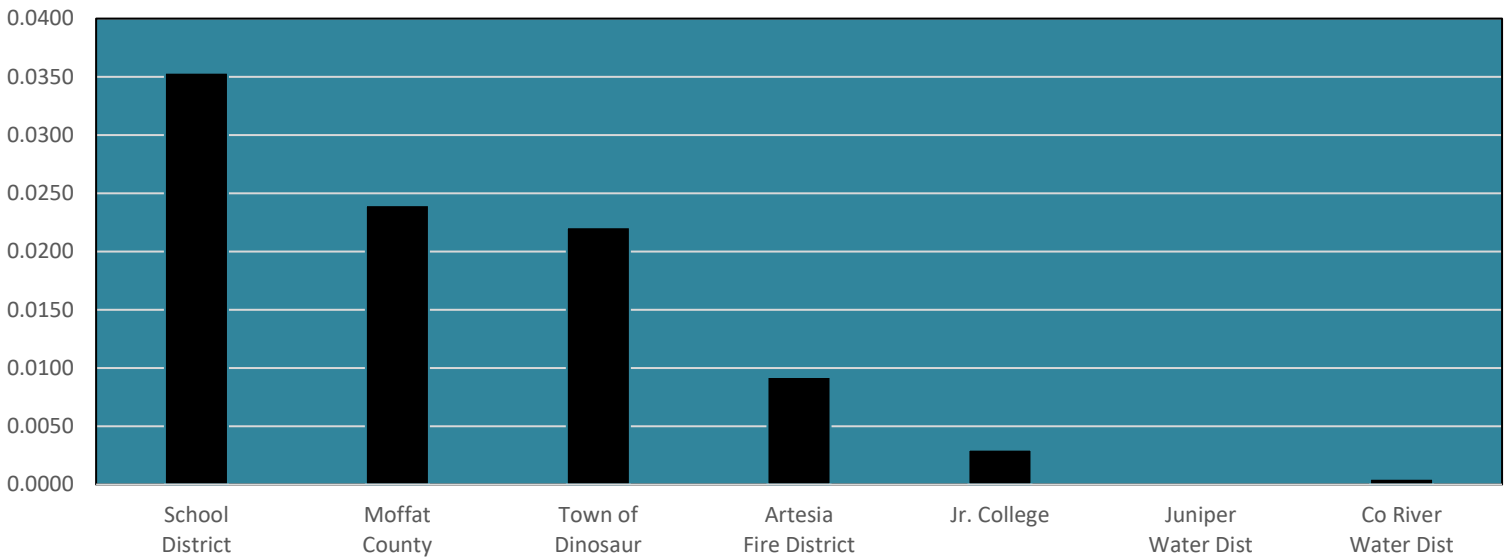
This example highlights a home in the City of Craig which has been valued by the county Assessor at \$200,000. Actual tax bills vary depending on taxing district, valuation and property type.

Where Do My Property Taxes Go?

The formula below is an example of the residential property taxes collected by Moffat County, and distributed to taxing entities, for those residents residing within the Town of Dinosaur.



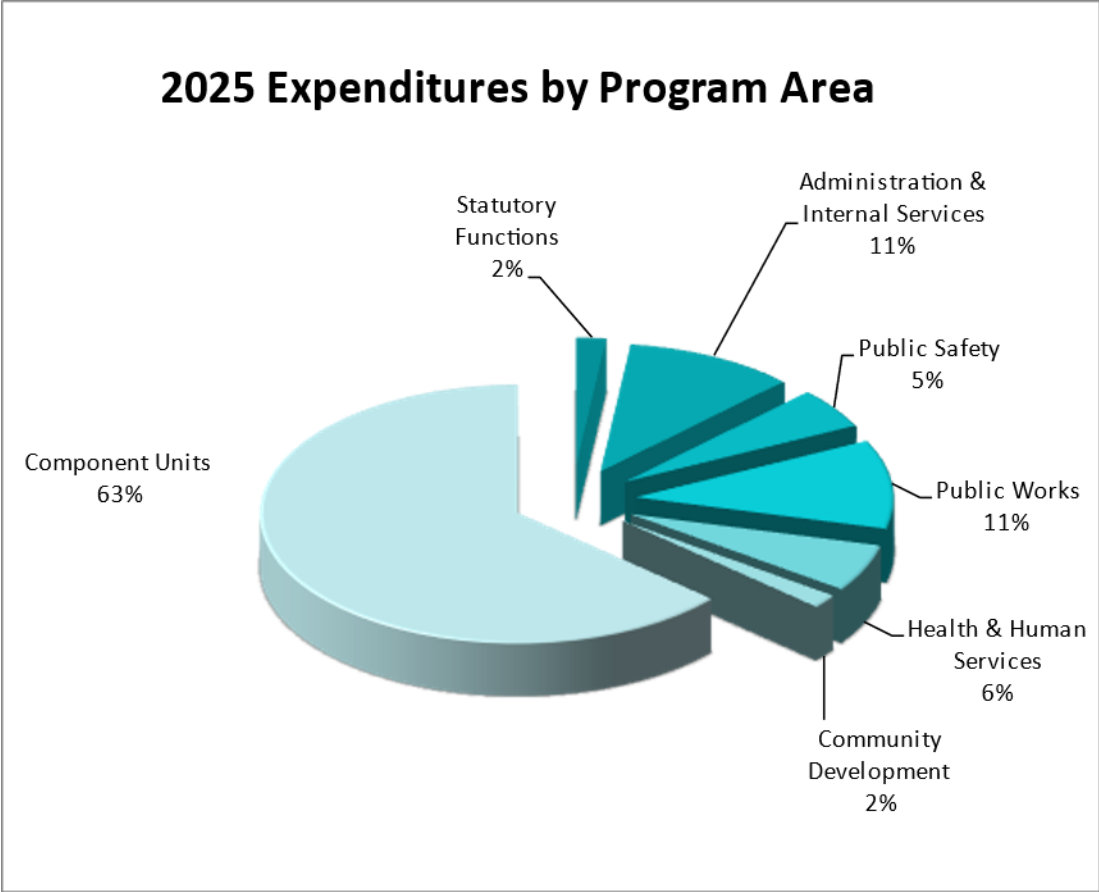
Mill Levy



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

Expenditures by Program Areas

All of Moffat County's major programs' expenditures are summarized on the following pages in program area sections: Statutory Function, Administration & Internal Services, Public Safety, Public Works, Health and Human Services, Community Development, and the Component Units.



Program Areas	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Statutory Functions	\$2,149,568	\$2,092,111	\$2,397,939	\$2,621,095
Administration & Internal Services	11,460,761	10,937,888	13,689,224	15,357,655
Public Safety	5,672,778	5,822,557	6,680,103	7,331,004
Public Works	29,715,906	17,642,334	15,909,628	15,843,043
Health & Human Services	7,967,103	7,581,799	8,820,409	8,271,626
Community Development	1,718,430	1,912,778	2,308,671	2,325,877
Component Units	69,326,942	69,949,265	78,236,843	86,549,461
Program Areas Totals	\$128,011,488	\$115,938,733	\$128,042,817	\$138,299,760

Program Summary

Statutory Functions	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Board of County Commissioners	\$548,158	\$540,658	\$605,502	\$678,493
Clerk & Recorder's Office	607,629	604,850	649,469	734,969
Elections	88,961	58,366	126,800	126,800
Treasurer's Office	386,219	447,765	455,314	472,314
Public Trustee	20,505	20,046	21,120	21,210
Assessor's Office	469,485	413,258	510,853	558,028
Surveyor	28,611	7,167	28,881	29,281
Statutory Functions	\$2,149,568	\$2,092,111	\$2,397,939	\$2,621,095

Administration & Internal Services	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Finance	\$342,086	\$333,076	\$378,026	\$417,577
Communications	\$0	\$0	\$0	\$0
Human Resources	277,296	237,543	287,659	359,270
County Attorney	219,537	233,384	266,171	273,871
Other Administration	1,064,457	1,195,846	2,400,070	2,221,875
Health & Welfare	4,764,521	4,009,102	4,504,826	5,733,343
Internal Services	9,042	8,751	12,100	11,100
Information Technology	501,666	486,070	539,474	556,100
Lease-Purchase	1,257,922	1,261,399	1,256,585	1,261,625
Telecommunications	11,381	8,345	17,000	14,900
Transfer Out	3,012,854	3,164,373	4,027,313	4,507,994
Administration & Internal Services	\$11,460,761	\$10,937,888	\$13,689,224	\$15,357,655

Public Safety	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
District Attorney	\$463,988	\$555,125	\$592,642	\$660,304
Sheriff's Office	1,928,573	2,145,834	2,228,820	2,304,996
Emergency Management	152,727	153,219	164,718	186,500
Emergency Management Ambulance	15,593	10,736	24,400	29,400
Fire Control	193,502	55,627	142,300	161,500
Coroner's Office	134,734	168,298	195,312	264,012
Community Safety	73,349	90,467	93,000	102,500
Emergency 911	86,996	71,151	105,550	105,550
Jail	2,593,317	2,522,343	3,049,241	3,432,122
All Crimes Enforcement Team	29,999	49,758	84,120	84,120
Public Safety	\$5,672,778	\$5,822,557	\$6,680,103	\$7,331,004

Program Summary (continued)

Public Works	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Facilities	\$716,502	\$994,837	\$1,322,249	\$1,369,200
Pest Management	278,953	357,759	400,772	512,550
Fairgrounds	377,117	356,946	467,900	696,220
Cemetery	128,481	135,192	196,870	272,150
Parks & Recreation	201,967	306,655	249,309	606,509
Sherman Youth Camp	13,992	29,909	209,237	209,237
Road & Bridge	7,893,076	9,053,353	9,509,920	10,032,839
Landfill	573,402	708,850	1,136,739	1,306,050
Airport	509,296	217,658	438,056	104,593
Conservation Trust	22,458	9,935	84,450	33,700
Maybell Waste Water Treatment Facility	38,736	29,743	50,213	63,838
Capital Projects	18,961,926	5,441,497	1,843,913	636,157
Public Works	\$29,715,906	\$17,642,334	\$15,909,628	\$15,843,043

Health & Human Services	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Maybell Ambulance	\$54,258	\$45,639	\$63,142	\$69,200
Maybell Volunteer Fire	15,946	32,270	90,975	33,700
Health Allotments	2,000	2,000	2,000	2,000
Veteran's Officer	25,199	23,769	25,550	26,100
Youth Services	162,765	177,340	229,194	240,744
Human Services	7,099,960	6,668,658	7,435,554	6,991,664
Public Health	606,975	632,122	973,994	908,218
Health & Human Services	\$7,967,103	\$7,581,799	\$8,820,409	\$8,271,626

Community Development	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Development Services	\$180,720	\$290,911	\$295,594	\$326,994
Natural Resources	176,692	168,583	194,583	336,487
Hamilton Community Center	3,413	3,624	8,860	10,860
Maybell	50,934	47,108	38,500	60,300
County Fair	217,661	192,116	105,837	116,413
Extension Office	86,232	90,948	103,352	111,619
Contributions	43,942	59,000	77,500	78,200
Library	375,780	382,558	414,057	482,850
Senior Citizens	212,692	259,991	246,755	332,260
Moffat County Tourism Association	152,519	180,937	196,740	177,394
Moffat County Local Marketing District	217,844	237,002	626,893	292,500
Community Development	\$1,718,430	\$1,912,778	\$2,308,671	\$2,325,877

Program Summary (continued)

Component Units	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Memorial Hospital	\$68,519,133	\$69,172,815	\$77,253,772	\$85,402,794
Housing Authority	789,096	757,695	955,265	1,118,861
Shadow Mtn Local Improvement District	18,713	18,755	27,806	27,806
Component Units	\$69,326,942	\$69,949,265	\$78,236,843	\$86,549,461

Total All Programs	\$128,011,486	\$115,938,733	\$128,042,817	\$138,299,760
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**General Fund
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Sources of Funds:				
Property Taxes	\$ 8,320,894	\$ 8,103,953	\$ 8,135,339	\$ 7,811,285
Sales Tax	4,935,351	5,396,804	2,782,475	2,782,475
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	1,663	988	458	500
Intergovernmental	6,723,354	1,655,073	2,199,091	5,309,000
Charges for Services	1,617,850	1,577,059	1,285,058	1,201,800
Miscellaneous	545,975	1,236,512	284,689	306,709
Interest	225,234	960,965	50,000	250,000
Transfer In	-	-	-	-
Fund Balance Used	25,000	(29,622)	4,430,423	6,513,328
Total Sources of Funds	\$ 22,395,321	\$ 18,901,731	\$ 19,167,533	\$ 24,175,098
Uses of Funds:				
Personnel	\$ 6,754,116	\$ 7,144,464	\$ 8,176,102	\$ 9,032,861
Operating	\$ 3,417,019	\$ 3,559,248	\$ 4,752,602	4,768,436
Capital Outlay	\$ 465,980	\$ 2,537,867	\$ 2,211,516	\$ 5,865,806
Transfers Out	\$ 3,012,854	\$ 3,164,373	\$ 4,027,313	\$ 4,507,994
Total Uses of Funds	13,649,969	16,405,952	19,167,534	24,175,097
Annual Net Activity	\$ 8,745,351	\$ 2,495,779	\$ (0)	\$ 0
Cumulative Balance:				
Beginning Fund Balance	\$ 18,612,632	\$ 27,357,983	\$ 29,853,762	\$ 25,423,338
Change in Fund Balance	8,745,351	2,495,779	(4,430,423)	(6,513,328)
Ending Fund Balance	\$ 27,357,983	\$ 29,853,762	\$ 25,423,338	\$ 18,910,010
Fund Balance Designations:				
Restricted				
Natural Resources	\$ 14,632	\$ 14,632	\$ 14,632	\$ 14,632
Clerk & Recorder - Electronic Recording	\$ 175,278	\$ 175,278	\$ 175,258	\$ 164,758
Clerk & Recorder - HB 1140 & HB1193	\$ 48,826	\$ 48,826	\$ 48,826	\$ 11,571
Brown's Park School	\$ 6,686	\$ 6,686	\$ 6,686	\$ 6,686
Federal Grants	\$ -	\$ 4,855,348	\$ 4,810,154	\$ -
Restricted	\$ 245,422	\$ 5,100,770	\$ 5,055,556	\$ 197,647
Committed				
60 Days Operating	\$ 1,695,528	\$ 1,784,309	\$ 2,155,215	\$ 2,300,676
Countercyclical Reserve (5%)	\$ 508,557	\$ 535,186	\$ 646,435	\$ 690,065
Emergency (10% Reserve)	\$ 1,017,114	\$ 1,070,371	\$ 1,292,870	\$ 1,380,130
Assigned				
Capital Reserve	\$ 232,773	\$ 232,773	\$ 232,773	\$ 232,773
Unassigned				
Subsequent Year's Expenditures	\$ 23,658,588	\$ 21,130,353	\$ 16,040,489	\$ 14,108,720

General Fund Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
11000001	40001	PROPERTY TAX	8,312,129	8,094,174	8,130,139	7,806,085
11000001	40003	INTEREST & PENALTY PROP TAX	8,765	9,778	5,200	5,200
Property Taxes:			8,320,894	8,103,953	8,135,339	7,811,285
11000001	41001	SALES TAX	3,912,652	4,333,205	2,679,475	2,679,475
11000001	41002	CIGARETTE TAX	3,351	4,827	3,000	3,000
11000001	41003	SEVERANCE TAX	1,019,348	1,058,772	100,000	100,000
Sales Taxes:			4,935,351	5,396,804	2,782,475	2,782,475
Federal:						
11000001	43001	FEDERAL PILT	380,501	388,682	388,682	225,000
11000001	43004	FEDERAL MINERAL LEASE	743,837	1,017,840	450,000	500,000
11000001	43006	FEDERAL WILDLIFE	11,468	12,549	11,468	11,468
17500001	43008	FEDERAL COST ALLOCATION	44,359	80,965	69,658	43,990
175ARP_1	43030	FEDERAL ARP ACT	2,580,067	0	1,148,266	0
175LATC1	43033	FEDERAL LOCAL ASST. TRIBAL CON	2,681,627	0	0	4,394,025
20500002	43012	FEDERAL VEST GRANT	1,838	3,294	3,000	3,000
21512302	43009	FEDERAL EMERGENCY MNGMNT	21,329	0	0	0
State:						
11000001	43439	AUGMENTATION PLAN	0	22,478	0	0
11500001	43415	STATE ELEC RECORD TECH BOARD	40,159	30,142	27,816	27,816
20500002	43413	STATE FOREST SERVICE GRANT	9,483	10,720	6,000	6,000
20500002	43414	STATE SEARCH & RESCUE	5,000	0	0	0
20500002	43416	STATE FINES	4,992	12,003	1,500	5,000
20500002	43406	STATE EIAF GRANT	61,003	0	0	0
41000004	43412	STATE VETERANS OFFICER	14,400	13,735	14,700	14,700
41500004	43433	STATE JUDICIAL DIVERSION	29,224	21,617	23,582	23,582
415SB944	43409	STATE SB94 CASE MANAGEMENT	33,426	28,284	35,419	35,419
415SB944	43410	STATE SB94 MISCELLANEOUS	6,141	765	7,000	7,000
50000005	43431	STATE GRANT	42,500	0	0	0
Local:						
41500004	43900	CITY OF CRAIG	12,000	12,000	12,000	12,000
Intergovernmental:			6,723,354	1,655,073	2,199,091	5,309,000
11500001	42000	LIQUOR LICENSE	1,663	988	458	500
50500005	42001	BUILDING PERMITS	0	0	0	0
License & Permits:			1,663	988	458	500
11500001	44025	DEPARTMENT FEES	284,098	254,636	266,000	245,000
11500001	44027	ELECTRONIC RECORDING	36,324	60,770	39,000	24,000
11500001	44042	LATE FEES	30,685	36,757	30,000	36,000
12500001	44025	DEPARTMENT FEES	953,723	950,508	750,000	750,000

13000001	44025	DEPARTMENT FEES	17,000	12,750	6,000	6,000
13500001	44025	DEPARTMENT FEES	8,131	8,778	6,000	3,500
17500001	44028	CABLE FRANCHISE FEE	4,358	3,156	4,358	4,000
20500002	44024	PENALTY ASSESSMENT	0	0	8,000	22,000
20500002	44025	DEPARTMENT FEES	45,798	50,947	30,000	30,000
21512312	44019	EMERGENCY MNGMNT AMBULANCI	0	4,054	0	0
30500003	44025	DEPARTMENT FEES	11,568	9,184	15,000	10,000
31000003	44023	CAMPGROUND RENTAL	4,528	4,403	3,000	3,000
31000003	44025	DEPARTMENT FEES	29,335	31,180	22,000	22,000
31000003	44039	RV DUMP FEES	8,908	15,199	8,000	8,000
31500003	44029	CEMETERY OPENINGS	15,600	10,140	15,000	10,000
31500003	44030	CEMETERY SALE OF LOTS	12,905	9,140	8,000	8,000
31500003	44031	CEMETERY VASES FOUNDATION	207	207	200	200
32000003	44020	ICE RINK	65,600	57,389	40,000	1,000
32000003	44023	CAMPGROUND RENTAL	430	0	100	100
32000003	44025	DEPARTMENT FEES	3,850	4,875	5,000	5,000
32000003	44026	CONCESSIONS	442	643	400	0
32500003	44023	CAMPGROUND RENTAL	4,428	0	6,000	0
32500003	44041	DAY USE FEE	105	0	500	0
325FRMN3	44023	CAMPGROUND RENTAL	6,816	5,472	4,000	4,000
325FRMN3	44041	DAY USE FEE	2,292	1,371	1,000	1,000
40000004	44025	DEPARTMENT FEES	3,529	852	5,000	1,000
41500004	44040	SB215 FEES	5,088	4,339	6,000	6,000
50500005	44021	PLANNING FEES	3,400	2,085	2,000	2,000
51500005	44023	CAMPGROUND RENTAL	55,761	35,804	0	0
51500005	44038	SHOWER FEES	1,268	894	0	0
51500005	44039	RV DUMP FEES	1,674	1,525	0	0
52500005	44025	DEPARTMENT FEES	0	0	4,500	0
Charges for Services:			1,617,850	1,577,059	1,285,058	1,201,800
10000001	46004	REIMBURSEMENT	3,429	3,126	0	0
10000001	46015	COMMUNICATION SITE REVENUE	0	0	2,800	2,800
11000001	45001	MISCELLANEOUS	25,133	14,032	0	0
11000001	45022	SALE OF ASSETS	0	513,298	0	0
11500001	46003	COPY REIMBURSEMENT	1,070	588	1,000	600
12000001	46004	REIMBURSEMENT	9,235	15,048	10,000	10,000
12500001	45014	BONUS TAX SALE	7,620	6,710	3,000	3,000
12500001	46005	POSTAGE REIMBURSEMENT	733	778	0	500
14000001	46004	REIMBURSEMENT	1,964	0	0	0
15000001	46004	REIMBURSEMENT	429	0	0	0
15500001	45022	SALE OF ASSETS	1,025	882	500	0
15500001	46004	REIMBURSEMENT	17,112	8,638	8,442	8,000
16000001	46004	REIMBURSEMENT	1,569	1,242	1,000	1,000
16000001	46007	SALARY REIMBURSEMENT	25,625	22,431	17,500	0
17500001	45016	PLATTE RIVER POWER	36,216	36,216	36,216	23,209
17500001	46004	REIMBURSEMENT	0	13,375	0	0
17500001	46006	PAYROLL REIMBURSEMENT	4	0	0	0

20000002	45017	DA BUDGET OVERAGE	24,323	21,917	0	0
20500002	45015	DUI LEAF	4,407	2,762	4,500	4,500
20500002	46001	INSURANCE REIMBURSEMENT	2,995	17,378	0	0
20500002	46002	TRAVEL REIMBURSEMENT	0	2,400	0	0
20500002	46004	REIMBURSEMENT	38,513	2,218	1,000	1,000
20500002	46008	OVERTIME REIMBURSEMENT	0	0	5,000	0
20500002	46009	TRAINING REIMBURSEMENT	2,931	11,685	4,000	15,000
21512302	46004	REIMBURSEMENT	0	5,996	0	0
30000003	45013	BUILDING USE	118,605	162,328	90,000	100,000
30000003	46001	INSURANCE REIMBURSEMENT	293	450	0	0
30000003	46004	REIMBURSEMENT	117,323	79,525	82,631	80,000
30500003	46004	REIMBURSEMENT	0	85	0	0
30500003	46016	WEED & PEST PARTNERSHIP	0	39,896	0	40,000
31000003	45001	MISCELLANEOUS	15	19	0	0
31000003	45008	DONATIONS	0	0	0	0
31000003	46004	REIMBURSEMENT	0	4,000	0	0
31500003	45001	MISCELLANEOUS	1	1	0	0
31500003	46004	REIMBURSEMENT	0	825	0	0
31500003	45008	DONATIONS	40	0	0	0
32000003	45012	HAY LEASE	9,500	9,500	9,500	9,500
32000003	45001	MISCELLANEOUS	2	1	0	0
32000003	46004	REIMBURSEMENT	665	3,710	0	0
32500003	45001	MISCELLANEOUS	21	13	0	0
32500003	46001	INSURANCE REIMBURSEMENT	3,073	156,299	0	0
40000004	46004	REIMBURSEMENT	4,271	3,123	0	0
40000004	45008	DONATIONS	2,675	1,000	0	0
40000004	46001	INSURANCE REIMBURSEMENT	6,809	0	0	0
40500004	45001	MISCELLANEOUS	6,707	3,550	0	0
40500005	46004	REIMBURSEMENT	137	0	0	0
41500004	45001	MISCELLANEOUS	495	150	600	600
41500004	45002	UNITED WAY	257	325	500	500
41500004	46004	REIMBURSEMENT	0	0	500	500
50000005	46004	REIMBURSEMENT	0	232	0	0
50500005	46004	REIMBURSEMENT	99	0	0	0
51000005	46004	REIMBURSEMENT	0	56	0	0
51500005	45008	DONATIONS	560	0	0	0
51500005	46004	REIMBURSEMENT	0	138	0	0
52100005	45008	DONATIONS	68,822	71,839	6,000	6,000
52500005	46004	REIMBURSEMENT	1,272	(1,272)	0	0
Miscellaneous:			545,975	1,236,512	284,689	306,709
11000001	47001	INTEREST EARNED	225,234	960,965	50,000	250,000
Interest:			225,234	960,965	50,000	250,000
Total Revenue:			22,370,321	18,931,353	14,737,110	17,661,770

*Revenue detail is also listed under departments that receive revenue in General Fund to identify specific collections by department.





Moffat County Commissioners: Tony Bohrer, Melody Villard and Donald Broom
Phone: (970) 824-5517
Email: bocc@moffatcounty.net



Mission Statement:

It is the Mission of the Moffat County Commissioners to serve the people of Moffat County.

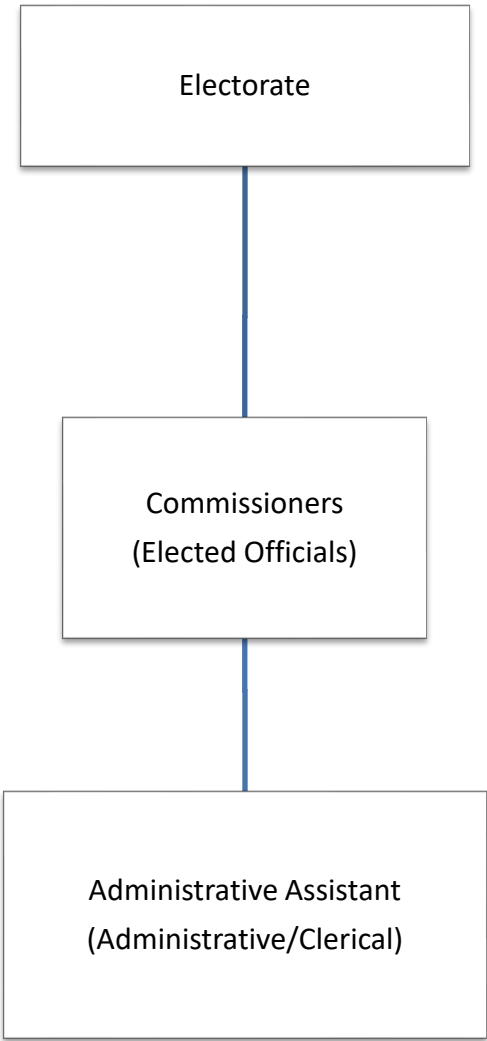
Purpose of Department:

- ✓ Govern responsibly in accordance with the State constitution and on behalf of the legislature in order to represent the interest of, and provide public services to the citizens of Moffat County.
- ✓ Provide a natural and social environment suitable for a variety of commercial, recreational and personal pursuits in which people can live, work, play, grow up and grow old, reasonably safe from crime and other harm.

Board of County Commissioners Personnel Schedule

Position Title	FTE
Commissioner	3.00
BOCC Administrative Assistant	0.67
Total	3.67

Board of County Commissioners Organizational Chart



Board of County Commissioner Revenue

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
10000001	44046	WATER SALES	0	0	0	0
		Charges for Services:	0	0	0	0
10000001	45008	AUGMENTATION DONATIONS	0	0	0	0
10000001	46004	REIMBURSEMENT	3,429	3,126	0	0
10000001	46015	COMMUNICATION SITE REVENUE	0	0	2,800	2,800
		Miscellaneous:	3,429	3,126	2,800	2,800
		Total Revenue:	3,429	3,126	2,800	2,800

Board of County Commissioner Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
10000001	50010	ELECTED OFFICIAL WAGES	249,485	256,827	257,001	290,613
10000001	50025	FULL TIME SHARED WAGES	34,497	39,534	38,860	42,821
10000001	50044	LONGEVITY	302	0	724	1,742
10000001	50060	FRINGE BENEFITS	110,181	111,039	112,500	120,100
10000001	50080	RETIREMENT	16,473	17,782	17,000	20,500
		Personnel Expenditures:	410,937	425,182	426,085	475,776
10000001	51001	AUDIT SERVICES	47,168	46,976	47,500	50,300
10000001	51015	LEGAL SERVICES	28,595	0	10,576	10,576
10000001	52051	DINOSAUR LANDFILL	0	0	0	0
10000001	53002	ADVERTISING/LEGAL NOTICES	7,415	8,295	9,235	9,235
10000001	53009	DUES & MEETINGS	36,036	35,179	37,000	47,000
10000001	53034	SOIL CONSERVATION	12,500	12,500	12,500	15,000
10000001	53042	TELEPHONE	894	967	0	0
10000001	53046	TRAVEL	1,932	1,989	11,724	11,724
10000001	54015	COPIES	585	334	950	950
10000001	54016	COUNTY DEVELOPMENT	0	0	0	5,000
10000001	54038	MISCELLANEOUS	1,834	5,969	3,297	3,297
10000001	54042	OFFICE SUPPLIES	263	774	1,800	1,800
10000001	54049	POSTAGE	0	0	35	35
10000001	54089	COMMUNICATION SITE EXPENSE	0	0	2,800	2,800
10000001	55039	AUGMENTION EXPENDITURES	0	2,493	0	0
		Operating Expenditures:	137,222	115,476	137,417	157,717
10000001	60014	EQUIPMENT VEHICLES	0	0	42,000	45,000
		Capital Expenditures:	0	0	42,000	45,000
		Expenditure Total:	548,158	540,658	605,502	678,493

Moffat County Clerk & Recorder



Moffat County Clerk & Recorder: Stacy Morgan
Phone: 970-824-9116
Email: smorgan@moffatcounty.net

Mission Statement:

Our Team Mission Statement:

“Dedication to the highest quality of customer service delivered with integrity, friendliness, and enthusiasm.”

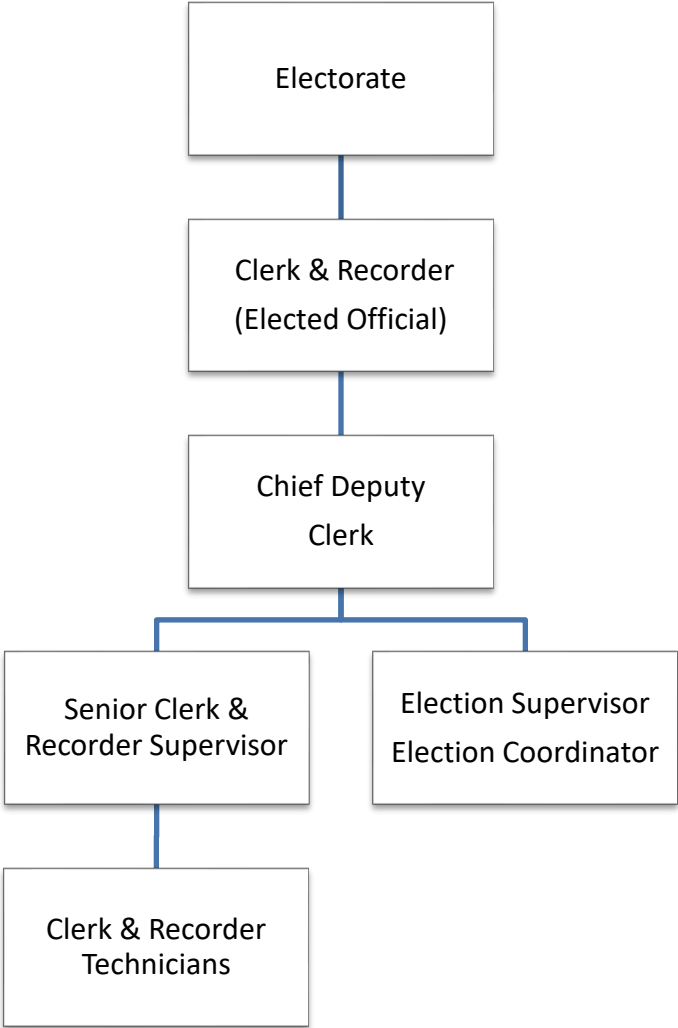
Purpose of Department:

The County Clerk & Recorder’s Office is responsible for administering a number of state statutes in regards to motor vehicles, elections, liquor licensing, and marriage licenses. The Clerk’s Office also serves as clerk to the Board of County Commissioners, and recorder of legal documents.

- ✓ Clerk to the Board: Maintains and preserves the minutes of all meetings including Board of Equalization and Board of Health.
- ✓ Recording Division: Records and indexes all documents which establish legal rights to property. Additionally, this department processes all land surveys, plat maps and military separation records.
- ✓ Election Division: Chief Election Officer of the County is responsible for the registration of voters and administrative functions relative to the conduct of primary, general and special district elections.
- ✓ Motor Vehicle Division: This division is responsible for titling and registering all motor vehicles, issuing license plates and collecting taxes and fees as set by Colorado law and acts as an authorized agent of the Colorado Department of Revenue.

Clerk and Recorder Personnel Schedule	
Position Title	FTE
Clerk & Recorder	1.00
Chief Deputy	1.00
Senior Clerk & Recorder Supervisor	1.00
Clerk & Recorder Technician	2.50
Clerk & Recorder Technician	0.70
Election Coordinator	1.00
Contract Labor	0.00
Total	7.20

Clerk & Recorder Organizational Chart



Clerk and Recorder Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
11500001	43415	STATE ELEC RECORD TECH BOARD	40,159	30,142	27,816	27,816
		Intergovernmental:	40,159	30,142	27,816	27,816
11500001	42000	LIQUOR LICENSE	1,663	988	458	500
		License & Permits:	1,663	988	458	500
11500001	44025	DEPARTMENT FEES	284,098	254,636	266,000	245,000
11500001	44027	ELECTRONIC RECORDING	36,324	60,770	39,000	24,000
11500001	44042	LATE FEES	30,685	36,757	30,000	36,000
		Charges for Services:	351,106	352,163	335,000	305,000
11500001	46003	COPY REIMBURSEMENT	1,070	588	1,000	600
		Miscellaneous:	1,070	588	1,000	600
		Total Revenue:	393,997	383,880	364,274	333,916

Clerk and Recorder Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
11500001	50010	ELECTED OFFICIAL WAGES	80,737	88,080	88,253	88,253
11500001	50020	FULL TIME WAGES	242,847	253,095	270,000	281,000
11500001	50030	PART TIME WAGES	26,945	28,991	31,000	76,000
11500001	50042	OVER TIME	8	0	0	0
11500001	50044	LONGEVITY	2,600	2,600	2,600	2,600
11500001	50046	LEAVE PAID OUT	1,359	1,562	0	0
11500001	50060	FRINGE BENEFITS	174,127	166,262	170,000	196,000
11500001	50080	RETIREMENT	15,590	17,096	22,000	24,100
		Personnel Expenditures:	544,213	557,684	583,853	667,953
11500001	52037	REPAIRS EQUIP/MAINT	0	0	2,000	2,000
11500001	53005	COMPUTER EXPENSE/SERVICES	0	0	1,500	1,500
11500001	53009	DUES & MEETINGS	1,217	92	1,500	1,500
11500001	53046	TRAVEL	2,310	2,482	3,500	3,500
11500001	54023	ELECTRONIC RECORDING	9,878	12,858	10,500	10,500
11500001	54037	MISC EQUIPMENT	4,100	0	1,500	1,500
11500001	54038	MISCELLANEOUS	589	694	1,000	1,000
11500001	54042	OFFICE SUPPLIES	5,073	3,267	4,500	4,500
11500001	54049	POSTAGE	7,861	11,935	11,800	13,200
11500001	56002	ELEC REC TECH BOARD GRANT	32,386	15,838	27,816	27,816
		Operating Expenditures:	63,415	47,166	65,616	67,016
		Expenditure Total:	607,629	604,850	649,469	734,969

Clerk & Recorder Election's Division



Moffat County Clerk & Recorder: Stacy Morgan
Phone: 970-824-9116
Email: smorgan@moffatcounty.net

Mission Statement:

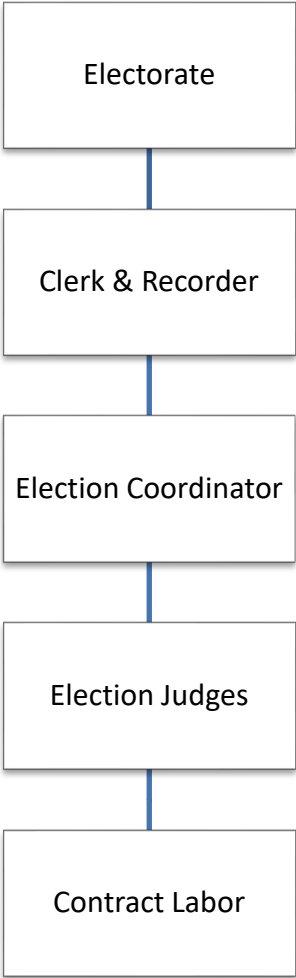
Moffat County is dedicated to the integrity and transparency in the conduct of fair and accurate elections.

Purpose of Department:

- ✓ The election department is responsible for voter registration and the conduct of all primary, general and special county elections, training of election judges, and tabulation and certification of election results.
- ✓ Election conduct is according to state statute and directed by the Secretary of State.
- ✓ The election department also provides election services and assistance to municipalities, school districts and special districts of Moffat County.
- ✓ Encourages voter participation and equality.
- ✓ Provides information and assistance with voting information, candidate campaign finance and voter registration.

Elections Personnel Schedule	
Position Title	FTE
Election Judges	n/a
Contract Labor	n/a
Total	0.00

Elections Organizational Chart



Election Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
12000001	46004	REIMBURSEMENT	9,235	15,048	10,000	10,000
		Miscellaneous:	9,235	15,048	10,000	10,000
		Total Revenue:	9,235	15,048	10,000	10,000

Election Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
12000001	50054	JUDGES	9,441	7,751	9,500	9,500
		Personnel Expenditures:	9,441	7,751	9,500	9,500
12000001	52016	EQUIPMENT RENTAL	34,121	2,545	45,000	45,000
12000001	53002	ADVERTISING/LEGAL NOTICES	457	254	1,000	1,000
12000001	53005	COMPUTER EXPENSE/SERVICES	177	436	1,000	1,000
12000001	53009	DUES & MEETINGS	0	0	2,500	2,500
12000001	53046	TRAVEL	2,341	3,290	4,000	4,000
12000001	54037	MISC EQUIPMENT	220	9,287	2,000	2,000
12000001	54038	MISCELLANEOUS	436	450	1,000	1,000
12000001	54045	OPERATING SUPPLIES	32,595	25,640	41,500	41,500
12000001	54049	POSTAGE	4,553	3,038	12,600	12,600
12000001	58006	EVEN YEAR ELECTION	4,622	5,675	6,700	6,700
		Operating Expenditures:	79,520	50,615	117,300	117,300
		Expenditure Total:	88,961	58,366	126,800	126,800

Moffat County Treasurer



Moffat County Treasurer: Robert Razzano
Phone: 970-824-9111
Email: rrazzano@moffatcounty.net

Mission Statement:

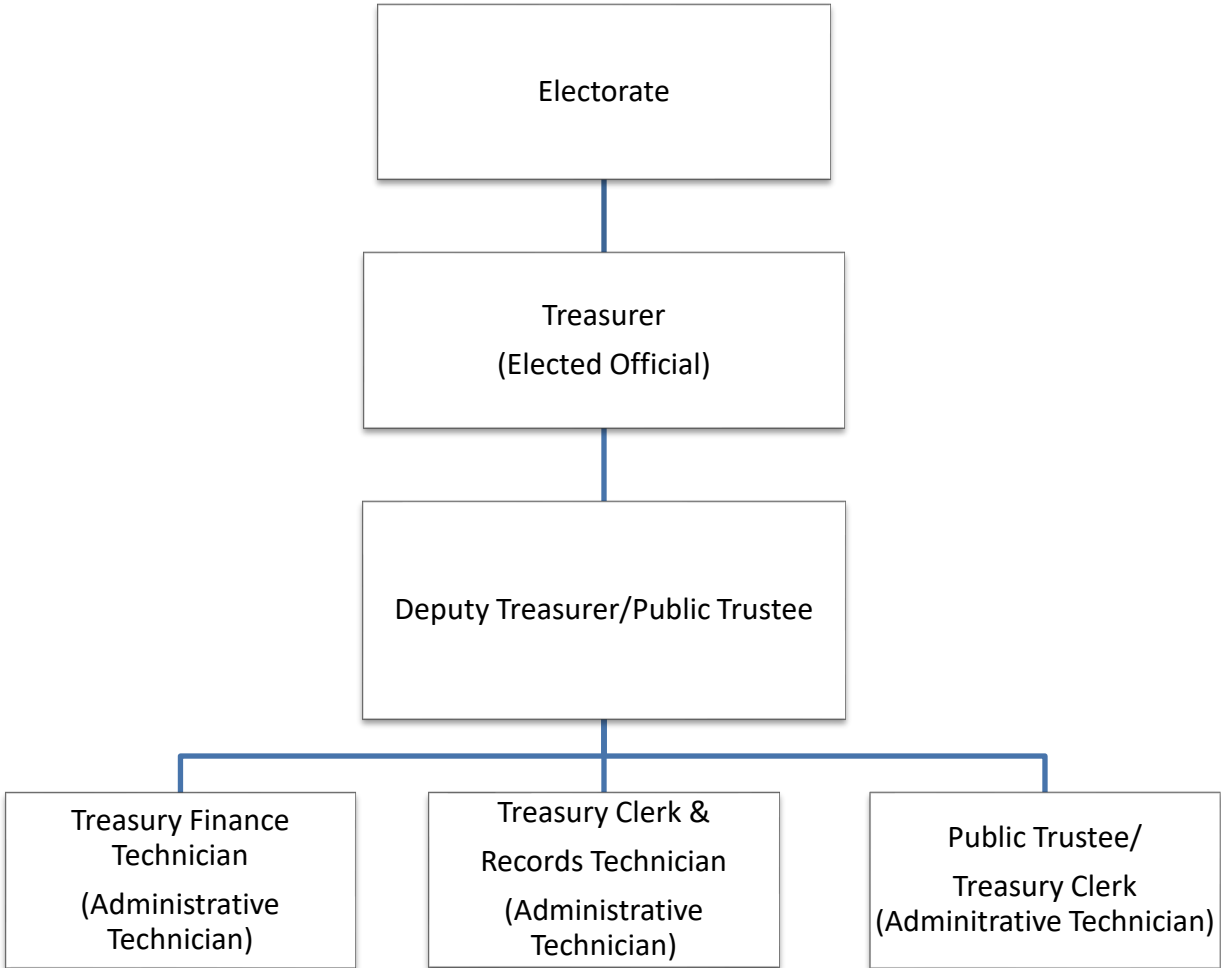
The Moffat County Treasurer is the custodian of all funds for the county. Our mission is to provide collection; receipt and deposit services for all funds due to and received by the county in a courteous, efficient, accurate, accountable and timely manner and provide other support as required of the community and government.

Purpose of Department:

- ✓ The Treasurer is the custodian of all funds for the county.
- ✓ The Treasurer's primary function is the collection and distribution of property taxes in compliance with Colorado Statutes.
- ✓ The Treasurer is responsible for the collection of unpaid property taxes and special assessments.
- ✓ The Treasurer also conducts an annual tax lien sale for unpaid real property and manufactured home taxes.

Treasurer Personnel Schedule	
Position Title	FTE
Treasurer/Public Trustee	0.75
Deputy Treasurer	1.00
Treasury Finance Technician	1.00
Treasury Clerk & Records Technician	1.00
Total	3.75

Elections Organizational Chart



Treasurer Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
12500001	44025	DEPARTMENT FEES	953,723	950,508	750,000	750,000
		Charges for Services:	953,723	950,508	750,000	750,000
12500001	45014	BONUS TAX SALE	7,620	6,710	3,000	3,000
12500001	46005	POSTAGE REIMBURSEMENT	733	778	0	500
		Miscellaneous:	8,353	7,488	3,000	3,500
		Total Revenue:	962,076	957,996	753,000	753,500

Treasurer Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
12500001	50010	ELECTED OFFICIAL WAGES	80,737	88,363	88,253	88,253
12500001	50020	FULL TIME WAGES	141,598	168,534	174,000	180,000
12500001	50044	LONGEVITY	2,600	2,610	2,600	2,600
12500001	50046	LEAVE PAID OUT	0	13,884	0	0
12500001	50060	FRINGE BENEFITS	116,609	120,989	125,000	130,000
12500001	50080	RETIREMENT	13,496	16,404	16,000	22,000
		Personnel Expenditures:	355,040	410,783	405,853	422,853
12500001	52037	REPAIRS EQUIP/MAINT	55	94	234	234
12500001	53002	ADVERTISING/LEGAL NOTICES	13,511	17,334	23,000	23,000
12500001	53004	BONDS	735	340	1,800	1,800
12500001	53009	DUES & MEETINGS	500	700	1,300	1,300
12500001	53046	TRAVEL	1,050	0	2,500	2,500
12500001	53056	EMPLOYEE EDUCATION	0	0	1,000	1,000
12500001	53058	PRINTING	249	675	550	550
12500001	54038	MISCELLANEOUS	64	289	500	500
12500001	54040	OFFICE EQUIPMENT	49	831	650	650
12500001	54042	OFFICE SUPPLIES	3,843	3,950	4,500	4,500
12500001	54049	POSTAGE	11,124	12,770	13,427	13,427
		Operating Expenditures:	31,179	36,983	49,461	49,461
		Expenditure Total:	386,219	447,765	455,314	472,314

Moffat County Public Trustee



Moffat County Treasurer: Robert Razzano
Phone: 970-824-9111
Email: rrazzano@moffatcounty.net

Mission Statement:

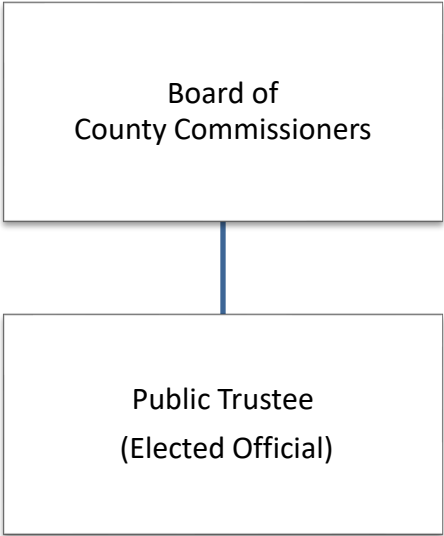
The Office of Public Trustee is committed to processing all releases of deeds of trust in an accurate, timely fashion in accordance with Colorado Law, while protecting the rights of borrowers, lenders and lien holders and also providing service and education regarding the foreclosure proceedings.

Purpose of Department:

- ✓ The Public Trustee provides a system of checks and balances between borrower and lender. To provide a fair opportunity to owners of property, as well as providing the foreclosing party requirements and timelines that must be met.

Public Trustee Personnel Schedule	
Position Title	FTE
Public Trustee	0.25
Total	0.25

Public Trustee Organizational Chart



Public Trustee Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
13000001	44025	DEPARTMENT FEES	17,000	12,750	6,000	6,000
Charges for Services:			17,000	12,750	6,000	6,000
Total Revenue:			17,000	12,750	6,000	6,000

Public Trustee Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
13000001	50010	ELECTED OFFICIAL WAGES	12,500	12,500	12,501	12,501
13000001	50060	FRINGE BENEFITS	4,348	4,028	4,111	4,200
13000001	50080	RETIREMENT	750	750	750	751
Personnel Expenditures:			17,598	17,278	17,362	17,452
13000001	53009	DUES & MEETINGS	475	350	500	500
13000001	53046	TRAVEL	0	0	400	400
13000001	54042	OFFICE SUPPLIES	2,207	2,419	2,683	2,683
13000001	54038	MISCELLANEOUS	225	0	175	175
Operating Expenditures:			2,907	2,769	3,758	3,758
Expenditure Total:			20,505	20,046	21,120	21,210

Moffat County Assessor



Phone: 970-824-9102
Moffat County Assessor: Larona McPherson
Email: lmcperson@moffatcounty.net

Mission Statement:

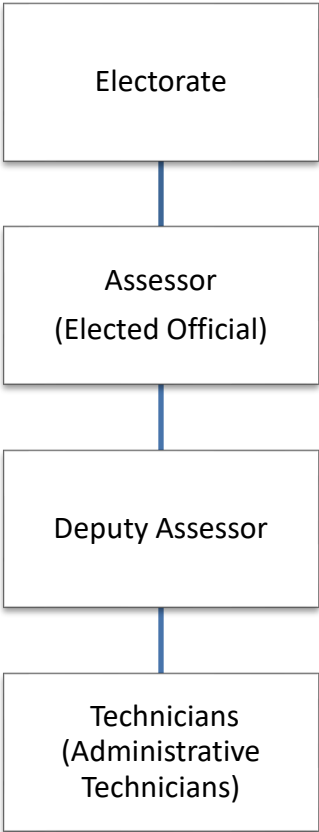
It is the mission of the Moffat County Assessor to generate values for all classifications of property located in Moffat County.

Purpose of Department:

- ✓ To discover, list, classify and value all types of property in Moffat County
- ✓ Preparation of tax roll
- ✓ Process ownership transfers
- ✓ To maintain and update the county mapping records
- ✓ Generate the Abstract of Assessment
- ✓ The certification of valuations to all taxing districts
- ✓ Administer and process Senior Exemptions and Veterans Exemptions

Assessor Personnel Schedule	
Position Title	FTE
Assessor	1.00
Deputy Assessor	1.00
Technicians	2.00
Total	4.00

Assessor Organizational Chart



Assessor Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
13500001	44025	DEPARTMENT FEES	8,131	8,778	6,000	3,500
		Charges for Services:	8,131	8,778	6,000	3,500
		Total Revenue:	8,131	8,778	6,000	3,500

Assessor Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
13500001	50010	ELECTED OFFICIAL WAGES	80,737	88,080	88,253	88,253
13500001	50020	FULL TIME WAGES	170,837	134,484	174,000	184,000
13500001	50042	OVER TIME	571	73	1,250	10,000
13500001	50046	LEAVE PAID OUT	0	1,732	0	0
13500001	50050	CONTRACT LABOR	78,521	80,783	95,500	130,000
13500001	50060	FRINGE BENEFITS	110,025	76,774	106,000	90,100
13500001	50080	RETIREMENT	13,450	12,867	14,000	16,500
		Personnel Expenditures:	454,142	394,793	479,003	518,853
13500001	51018	OTHER PROFESSIONAL SERVICES	0	0	7,000	7,000
13500001	52029	MAINTENANCE CONTRACTS	0	0	0	2,625
13500001	52035	REPAIRS AUTO	38	0	600	600
13500001	52037	REPAIRS EQUIP/MAINT	1,555	727	1,000	1,000
13500001	53002	ADVERTISING/LEGAL NOTICES	37	0	100	100
13500001	53009	DUES & MEETINGS	1,988	2,347	2,500	5,100
13500001	53028	REAPPRAISAL	1,695	2,249	3,750	3,750
13500001	53046	TRAVEL	1,344	1,232	2,000	2,000
13500001	53052	WEB SITE FEE	4,695	3,600	3,600	5,700
13500001	53056	EMPLOYEE EDUCATION	580	140	2,000	2,000
13500001	53058	PRINTING	440	567	1,500	1,500
13500001	54034	MAPS	0	0	100	100
13500001	54038	MISCELLANEOUS	0	175	500	500
13500001	54042	OFFICE SUPPLIES	1,459	1,843	2,000	2,000
13500001	54049	POSTAGE	1,511	5,586	5,200	5,200
		Operating Expenditures:	15,343	18,466	31,850	39,175
		Expenditure Total:	469,485	413,258	510,853	558,028

Finance



Finance Director: Catherine Nielson
Phone: 970-824-9106
Email: cnielson@moffatcounty.net

Mission Statement:

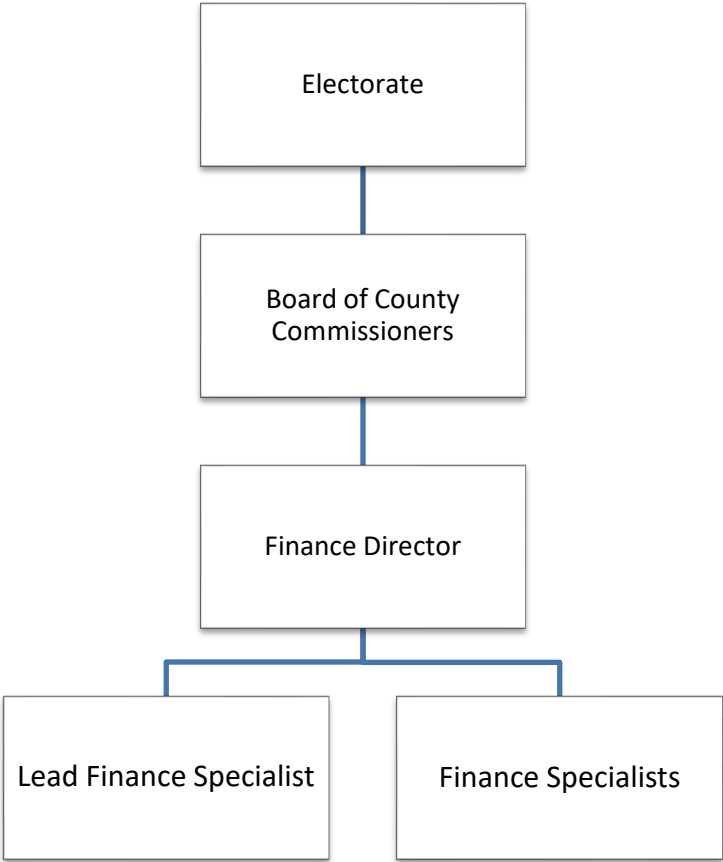
It is the mission of the Moffat County Finance Department to process financial information with confidentiality, integrity and high ethical standards in order to assist County Department Heads and Elected Officials in successfully managing departments, assisting the County to use its resources effectively and efficiently and to serve the citizens of Moffat County by providing accurate and timely information.

Purpose of Department:

- ✓ The Finance Department is responsible for preparing and retaining the County's financial accounting records on a basis that complies with Generally Accepted Accounting Principles (GAAP), General Accounting Standard Board (GASB) and Code of Federal Regulation 2 CFR 200.
- ✓ The main functions of the Finance Department are budget preparation, mill levy certification, accounts payable, payroll process, tax reporting, general ledger entry, accounts receivable, cash reconciliation, monitoring cash flows, sales tax distribution, fixed assets, long-term debt, financial monitoring and coordinating the annual audit.

Finance Personnel Schedule	
Position Title	FTE
Finance Director	1.00
Finance Specialist	2.50
Lead Finance Specialist	0.50
PH Finance Specialist	0.50
DHS Finance Specialist	1.00
Total	5.50

Finance Organizational Chart



Finance Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
14000001	46004	REIMBURSEMENT	1,964	0	0	0
		Miscellaneous:	1,964	0	0	0
		Total Revenue:	1,964	0	0	0

Finance Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
14000001	50020	FULL TIME WAGES	161,823	177,692	196,000	215,000
14000001	50025	FULL TIME SHARED WAGES	25,150	24,810	27,500	36,000
14000001	50030	PART TIME WAGES	28,783	39,052	40,500	44,000
14000001	50042	OVER TIME	1,615	100	2,000	2,000
14000001	50044	LONGEVITY	800	0	0	0
14000001	50050	CONTRACT LABOR	38,000	0	0	0
14000001	50060	FRINGE BENEFITS	65,040	74,000	86,050	91,500
14000001	50080	RETIREMENT	13,606	9,618	14,050	15,500
		Personnel Expenditures:	334,816	325,273	366,100	404,000
14000001	53002	ADVERTISING/LEGAL NOTICES	50	0	580	580
14000001	53009	DUES & MEETINGS	1,584	739	1,600	1,861
14000001	53042	TELEPHONE	1,158	484	600	600
14000001	53046	TRAVEL	414	655	3,500	4,700
14000001	54038	MISCELLANEOUS	69	20	200	200
14000001	54042	OFFICE SUPPLIES	3,405	5,562	4,905	4,905
14000001	54048	PAPER SUPPLIES	590	344	530	720
14000001	54049	POSTAGE	0	0	11	11
		Operating Expenditures:	7,270	7,803	11,926	13,577
			0	0	0	0
		Capital Expenditures:	0	0	0	0
		Expenditure Total:	342,086	333,076	378,026	417,577

Human Resources



Human Resources Director: Rachel Bower

Phone: 970-824-9108

Email: rbower@moffatcounty.net

Mission Statement:

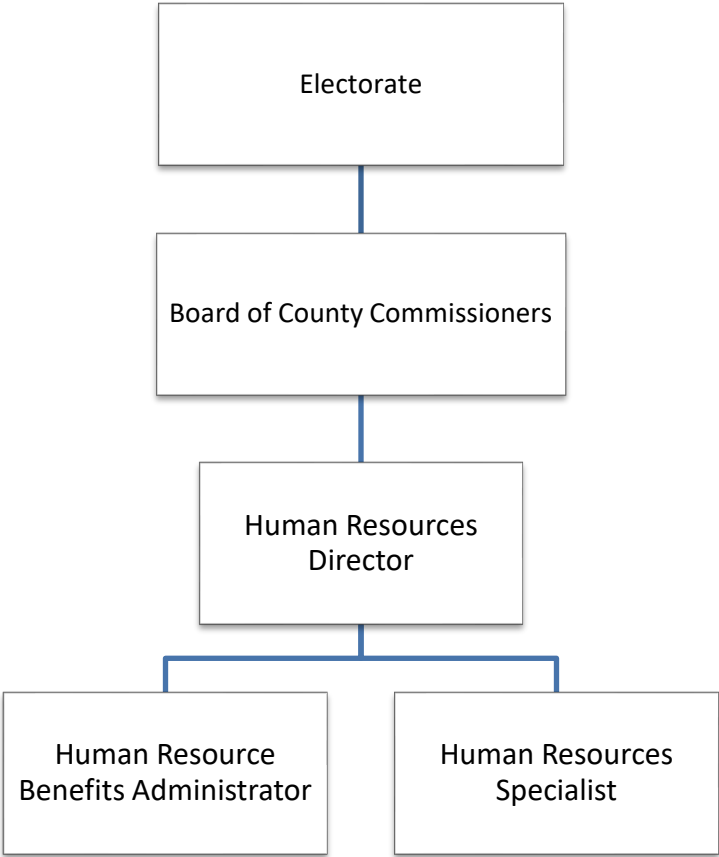
To conduct all aspects of the Human Resources function in such a manner as to improve the recruitment and retention of qualified employees and to minimize risk through compliance with all local, state, and national laws and regulations.

Purpose of Department:

The Human Resources Department provides centralized support to Moffat County employees, department heads, elected officials, and boards in the areas of labor and employee relations, staff recruitment, selection and retention, classification and compensation, benefits, and employee training and professional development so they can continue efficient agency operations.

Human Resources Personnel Schedule	
Position Title	FTE
Human Resources Director	1.00
Human Resource Benefits Administrator	1.00
Human Resources Specialist	1.00
Total	3.00

Human Resources Organizational Chart



Human Resources Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
15000001	46004	REIMBURSEMENT	429	0	0	0
Miscellaneous:			429	0	0	0
Total Revenue:			429	0	0	0

Human Resources Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
15000001	50020	FULL TIME WAGES	150,570	156,273	178,500	215,000
15000001	50030	PART TIME WAGES	0	9,069	5,000	0
15000001	50042	OVER TIME	646	0	0	0
15000001	50044	LONGEVITY	1,050	0	0	0
15000001	50046	LEAVE PAID OUT	22,270	1,233	0	0
15000001	50060	FRINGE BENEFITS	74,882	43,517	50,100	84,500
15000001	50080	RETIREMENT	6,252	2,965	11,100	13,000
Personnel Expenditures:			255,669	213,057	244,700	312,500
15000001	53002	ADVERTISING/LEGAL NOTICES	900	244	4,000	4,000
15000001	53005	COMPUTER EXPENSE/SERVICES	-242	244	2,712	2,712
15000001	53009	DUES & MEETINGS	9,744	7,100	7,300	7,550
15000001	53011	OTHER EDUCATION & TRAVEL	0	0	0	0
15000001	53018	INSURANCE	2,937	3,157	2,837	3,250
15000001	53031	RETIREMENT BOARD	0	0	3,000	3,000
15000001	53042	TELEPHONE	1,668	1,320	500	500
15000001	53046	TRAVEL	55	0	3,080	3,500
15000001	53056	EMPLOYEE EDUCATION	3,111	1,245	7,152	8,500
15000001	54038	MISCELLANEOUS	482	117	500	500
15000001	54042	OFFICE SUPPLIES	1,680	1,221	1,158	1,158
15000001	54049	POSTAGE	0	0	100	100
15000001	54059	SAFETY INCENTIVE	0	0	2,000	2,000
15000001	58003	EMPLOYEE APPRECIATION	1,290	9,837	8,620	10,000
Operating Expenditures:			21,627	24,485	42,959	46,770
Capital Expenditures:			0	0	0	0
Expenditure Total:			277,296	237,543	287,659	359,270



Information Technology Director: Mason Siedschlaw
Phone: 970-826-3403
Email: msiedschlaw@moffatcounty.net

Mission Statement:

It is the mission of the Moffat County Information Technology Department to provide timely, quality services to all of the departments within Moffat County, by prudent utilization of available resources for the purposes of:

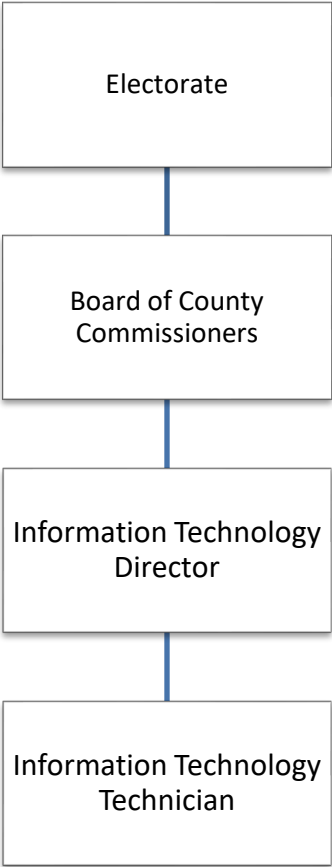
- Providing for access while protecting the security and integrity of our networks, applications, and data
- Pursuing new technologies and new horizons
- Remaining responsive to the evolving needs of Moffat County

Purpose of Department:

- ✓ Information Technology provides the implementation and maintenance to network services that Moffat County uses in its organization. Specific tasks may include the coordination of requests for services between users and operating or applications systems. Confer with users or review requests for services or other information to identify requirements for information services; coordinate with departments, contractors or vendors as needed to provide required services or support. Maintain an inventory of information services equipment, supplies, and materials; review technical publications and other information to identify new technology and improvements in hardware or software, make recommendations concerning new purchases, changes in contracts or other actions, prepare and coordinate purchase orders, contracts and other documents as required. Aid in training or assist users with various system applications, respond to various problems and coordinate with staff to affect solutions or enhance systems performance.

Information Technology Personnel Schedule	
Position Title	FTE
Information Technology Director	1.00
Information Technology Technician	1.00
Total	2.00

Information Technology Organizational Chart



Information Technology Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
15500001	45022	SALE OF ASSETS	1,025	882	500	0
15500001	46004	REIMBURSEMENT	17,112	8,638	8,442	8,000
Miscellaneous:			18,137	9,520	8,942	8,000
Total Revenue:			18,137	9,520	8,942	8,000

Information Technology Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
15500001	50020	FULL TIME WAGES	135,739	173,169	162,000	178,000
15500001	50044	LONGEVITY	1,220	1,710	1,400	2,600
15500001	50060	FRINGE BENEFITS	52,456	66,087	65,000	68,000
15500001	50080	RETIREMENT	8,218	8,440	8,100	11,000
Personnel Expenditures:			197,633	249,405	236,500	259,600
15500001	52029	MAINTENANCE CONTRACTS	278,273	209,368	260,824	259,800
15500001	53005	COMPUTER EXPENSE/SERVICES	5,235	5,628	7,400	6,000
15500001	53042	TELEPHONE	6,038	2,122	8,850	4,000
15500001	53046	TRAVEL	0	0	300	300
15500001	54042	OFFICE SUPPLIES	871	804	850	850
15500001	54045	OPERATING SUPPLIES	3,333	1,717	2,550	2,550
15500001	54049	POSTAGE	0	24	200	200
Operating Expenditures:			293,750	219,663	280,974	273,700
15500001	60005	CAPITAL OUTLAY	10,283	17,001	22,000	22,800
Capital Expenditures:			10,283	17,001	22,000	22,800
Expenditure Total:			501,666	486,070	539,474	556,100

Moffat County Attorney



Moffat County Attorney: Garry J. Rhoden, Esq.
Phone: 970-826-3404
Email: grhoden@moffatcounty.net

Mission Statement:

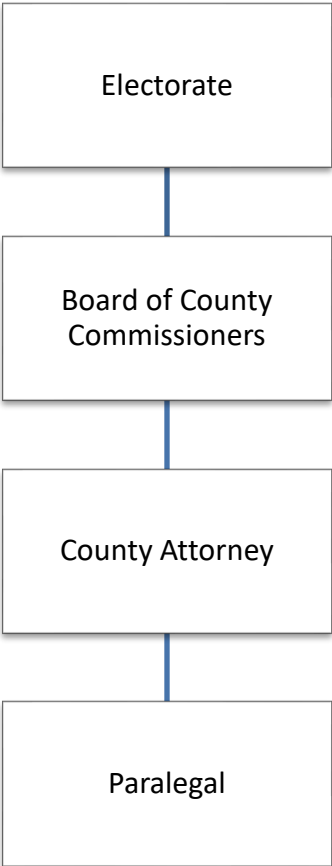
To provide quality legal advice and representation of Moffat County Government includes Moffat County Board of County Commissioners, County Boards and Departments, and Elected Officials thereby enabling these entities to provide better services and leadership to the Moffat County community.

Purpose of Department:

- ✓ The County Attorney's Office provides legal counsel to the Board of County Commissioners, and Elected Officials and County Departments and Boards. The office represents Moffat County in connection with litigation, administrative proceedings, settlement discussions, negotiations and similar proceedings except insured claims, and provides contract management services, including negotiation, preparation and enforcement of leases and contracts to which Moffat County is a party.
- ✓ The County Attorney supervises County Attorney staff.
- ✓ The County Attorney identifies, researches and prepares advisements for the Board and all departments and divisions of county government on legal issues relevant to the general operation of county offices, including employment/personnel, special districts, land use, land transfers, prescriptive rights, and premises liability, and researches laws, regulations, policies and precedent decisions and interprets the law and its applications to county legal issues.
- ✓ The Paralegal in the County Attorney's Office assists the County Attorney in providing the above services and oversees Colorado Open Record Act requests as Custodian of Public Records.

County Attorney Personnel Schedule	
Position Title	FTE
County Attorney	1.00
Paralegal	1.00
Total	2.00

County Attorney Organizational Chart



County Attorney Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
16000001	46004	REIMBURSEMENT	1,569	1,242	1,000	1,000
16000001	46007	SALARY REIMBURSEMENT	25,625	22,431	17,500	0
		Miscellaneous:	27,194	23,673	18,500	1,000
		Total Revenue:	27,194	23,673	18,500	1,000

County Attorney Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
16000001	50020	FULL TIME WAGES	151,467	170,555	169,000	174,200
16000001	50060	FRINGE BENEFITS	45,679	47,091	48,000	56,000
16000001	50080	RETIREMENT	9,088	10,233	10,500	10,800
		Personnel Expenditures:	206,233	227,880	227,500	241,000
16000001	51006	CIVIL SERVICES	392	331	650	150
16000001	51018	OTHER PROFESSIONAL SERVICES	6,975	0	25,000	17,500
16000001	52029	MAINTENANCE CONTRACTS	1,690	1,957	4,850	4,850
16000001	53002	ADVERTISING/LEGAL NOTICES	0	263	750	750
16000001	53009	DUES & MEETINGS	1,602	967	2,000	2,900
16000001	53046	TRAVEL	615	391	2,871	4,171
16000001	54007	BOOKS	114	198	350	350
16000001	54037	MISC EQUIPMENT	1,233	600	1,000	1,000
16000001	54038	MISCELLANEOUS	0	0	200	200
16000001	54042	OFFICE SUPPLIES	683	795	1,000	1,000
		Operating Expenditures:	13,303	5,503	38,671	32,871
			0	0	0	0
		Capital Expenditures:	0	0	0	0
		Expenditure Total:	219,537	233,384	266,171	273,871

County Surveyor



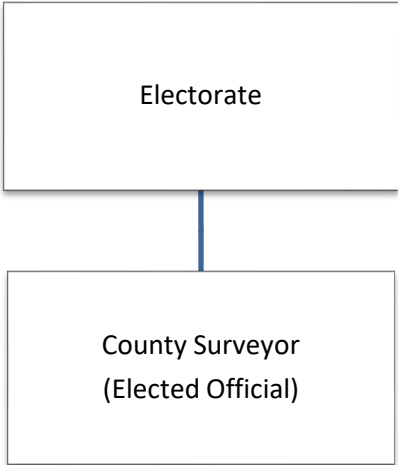
County Surveyor: Bill Baker
Phone:

Mission Statement:

- ✓ To represent the County in boundary disputes pursuant to C.R.S. sections 30-6-110 and 30-10-906.
- ✓ To notify the County attorney of any unsettled boundary disputes or boundary discrepancies within the county which may come to their attention.
- ✓ To file in the office of the county clerk and recorder all surveys, field notes, calculations, maps, and any other records pertaining to work authorized and financed by the board of county commissioners.
- ✓ Conduct surveys to establish the boundaries of county property, including road rights-of-way, or any other surveys necessary to the county.
- ✓ Accept filing maps of surveys that establish monuments and keep a current record of all survey monuments within the county.
- ✓ Examine all survey maps and plats before they are recorded by the county clerk and recorder to insure proper content and form.
- ✓ Conduct geodetic control surveys, vertical control surveys, or any surveys for the purpose of geographic information systems.
- ✓ Conduct or supervise construction surveys necessary to the County.
- ✓ Provide reference monuments for the remuneration or monument upgrades of public land survey.

County Surveyor Personnel Schedule	
Position Title	FTE
County Surveyor	1.00
Total	1.00

County Surveyor Organizational Chart



Surveyor Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
16500001	50010	ELECTED OFFICIAL WAGES	4,554	4,968	4,978	4,978
16500001	50060	FRINGE BENEFITS	23,784	1,293	500	700
16500001	50080	RETIREMENT	273	6	300	500
Personnel Expenditures:			28,611	6,267	5,778	6,178
16500001	54045	OPERATING SUPPLIES	0	900	23,103	23,103
Operating Expenditures:			0	900	23,103	23,103
Capital Expenditures:			0	0	0	0
Expenditure Total:			28,611	7,167	28,881	29,281

Other Administration

Finance Director: Cathy Nielson
Phone: 970-824-9106
Email: cnielson@moffatcounty.net

Purpose of Department

This department contains several expenditure items that are for the benefit of the entire General Fund. Expenditures in this department include:

- ✓ Human Service Cost Allocation
- ✓ Postage
- ✓ Board of County Commissioners' Vehicles
- ✓ Platte River Authority
- ✓ Treasurer's Fees
- ✓ Road and Bridge Projects
- ✓ Employee Vacation and Sick Leave
- ✓ Contingency
- ✓ Professional Services
- ✓ County Development

Transfer Out Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
17000001	59001	TRANSFER OUT AIRPORT	51,509	49,348	278,084	50,047
17000001	59010	TRANSFER OUT LEASE PURCHASE	1,230,456	1,233,000	1,227,625	1,231,250
17000001	59011	TRANSFER OUT LIBRARY	360,857	345,857	370,977	450,900
17000001	59015	TRANSFER OUT PSC-JAIL	1,215,900	1,367,767	1,909,990	2,465,524
17000001	59016	TRANSFER OUT PUBLIC HEALTH	0	0	0	0
17000001	59018	TRANSFER OUT SENIOR CITIZENS	154,133	168,401	240,637	250,173
17000001	59019	TRANSFER OUT SHADOW MTN LID	0	0	0	0
17000001	59023	TRANSFER OUT MUSEUM	0	0	0	0
17000001	59020	TRANSFER OUT TO HUMAN SERVICE	0	0	0	0
Transfer Out:			3,012,854	3,164,373	4,027,313	4,447,894
Expenditure Total:			3,012,854	3,164,373	4,027,313	4,447,894

Other Admin Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
17500001	43008	FEDERAL COST ALLOCATION	44,359	80,965	69,658	43,990
		Intergovernmental:	44,359	80,965	69,658	43,990
17500001	44028	CABLE FRANCHISE FEE	4,358	3,156	4,358	4,000
		Charges for Services:	4,358	3,156	4,358	4,000
17500001	45016	PLATTE RIVER POWER	36,216	36,216	36,216	23,209
17500001	46004	REIMBURSEMENT	0	13,375	0	0
17500001	46006	PAYROLL REIMBURSEMENT	4	0	0	0
		Miscellaneous:	36,220	49,591	36,216	23,209
		Total Revenue:	84,937	133,713	110,232	71,199

Other Admin Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
17500001	50055	EMPLOYEE BONUS	0	0	0	0
17500001	50042	OVER TIME	0	0	0	0
17500001	50046	LEAVE PAID OUT	0	0	60,000	60,000
17500001	50060	FRINGE BENEFITS	0	(14,485)	36,000	40,000
17500001	50080	RETIREMENT	0	0	4,000	4,000
		Personnel Expenditures:	0	(14,485)	100,000	104,000
17500001	51009	DHS COST ALLOCATION	5,735	5,950	5,735	5,735
17500001	51018	OTHER PROFESSIONAL SERVICES	11,791	11,528	62,000	62,000
17500001	52002	BROWN'S PARK SCHOOL	0	0	0	0
17500001	52035	REPAIRS AUTO	395	394	2,000	2,000
17500001	52039	ROAD & BRIDGE PROJECTS	0	0	4,500	4,500
17500001	53002	ADVERTISING/LEGAL NOTICES	0	0	0	0
17500001	53018	INSURANCE	349,920	493,211	835,195	650,000
17500001	53026	PLATTE RIVER AUTHORITY	0	0	25,640	25,640
17500001	53048	UNEMPLOYMENT	0	0	0	0
17500001	54013	CONTINGENCY	0	5,000	625,000	625,000
17500001	54016	COUNTY DEVELOPMENT	18,000	5,000	53,000	53,000
17500001	54038	MISCELLANEOUS	0	0	5,000	5,000
17500001	54049	POSTAGE	15,000	10,000	12,000	15,000
17500001	54077	TREASURER FEES	663,617	679,249	670,000	670,000
17500001	58016	FEE REFUND	0	0	0	0
		Operating Expenditures:	1,064,457	1,210,332	2,300,070	2,117,875
		Capital Expenditures:	0	0	0	0
		Expenditure Total:	1,064,457	1,195,846	2,400,070	2,221,875

American Rescue Plan Act Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
175ARP_1	43030	FEDERAL ARP ACT	2,580,067	0	1,148,266	0
Intergovernmental:			2,580,067	0	1,148,266	0
Total Revenue:			2,580,067	0	1,148,266	0

American Rescue Plan Act Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
175ARP 1	50055	EMPLOYEE BONUS	177,268	0	0	0
175ARP 1	50060	FRINGE BENEFITS	18,228	0	0	0
175ARP 1	53065	VFW CONTRIBUTION	0	0	25,000	0
175ARP 1	53066	AMERICAN LEGION CONTRIBUTION	0	0	25,000	0
175ARP 1	53067	CITY DIVERSION PARK	0	150,000	0	0
175ARP 1	53068	AUGMENTATION PLAN	0	69,956	15,044	0
175ARP 1	53017	HUMAN RESOURCE COUNCIL	0	20,000	20,000	0
Operating Expenditures:			195,496	239,956	85,044	0
175ARP 1	60021	LOUDY SIMPSON IMPROVEMENT	0	0	300,167	35,595
175ARP 1	60032	LIBRARY BUILDINGS	0	0	53,000	0
175ARP 1	60045	FAIRGROUNDS IMPROVEMENTS	118,253	56,325	77,481	0
175ARP 1	60046	SECURITY UPGRADE	0	2,692	100,000	0
175ARP 1	60047	GOLF COURSE IMPROVEMENT	0	351,644	138,135	0
175ARP 1	60048	MAYBELL WASTEWATER TF	31,232	97,634	72,146	0
175ARP 1	60049	MAYBELL PARK IMPROVEMENT	13,600	351,713	85,975	0
175ARP 1	60051	ASSESSOR ARCA SEARCH	14,055	16,728	4,217	0
175ARP 1	60052	ASSESSOR GIS	7,429	19,189	54,708	0
175ARP 1	60059	AIRPORT IMPROVEMENT	3,200	63,446	177,394	0
Capital Expenditures:			187,769	959,371	1,063,222	35,595
Expenditure Total:			383,265	1,199,327	1,148,266	35,595

Local Assistance and Tribal Consistency Revenue

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
175LATC1	43033	FEDERAL LOCAL ASST. TRIBAL CON	2,681,627	0	0	4,394,025
		Intergovernmental:	2,681,627	0	0	4,394,025
		Total Revenue:	2,681,627	0	0	4,394,025

Local Assistance and Tribal Consistency Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
175LATC1	60007	COURTHOUSE BLDG	0	969,229	0	0
175LATC1	60045	FAIRGROUNDS IMPROVEMENTS	0	1,080	0	4,194,025
175LATC1	60063	TRS SOFTWARE UPGRADE	0	0	200,000	200,000
		Capital Expenditures:	0	970,309	200,000	4,394,025
		Expenditure Total:	0	970,309	200,000	4,394,025

District Attorney

DISTRICT ATTORNEY'S OFFICE



SERVING GRAND, ROUTT AND MOFFAT COUNTIES

District Attorney: Matt Karzen
Phone: 970-824-7041

Mission Statement:

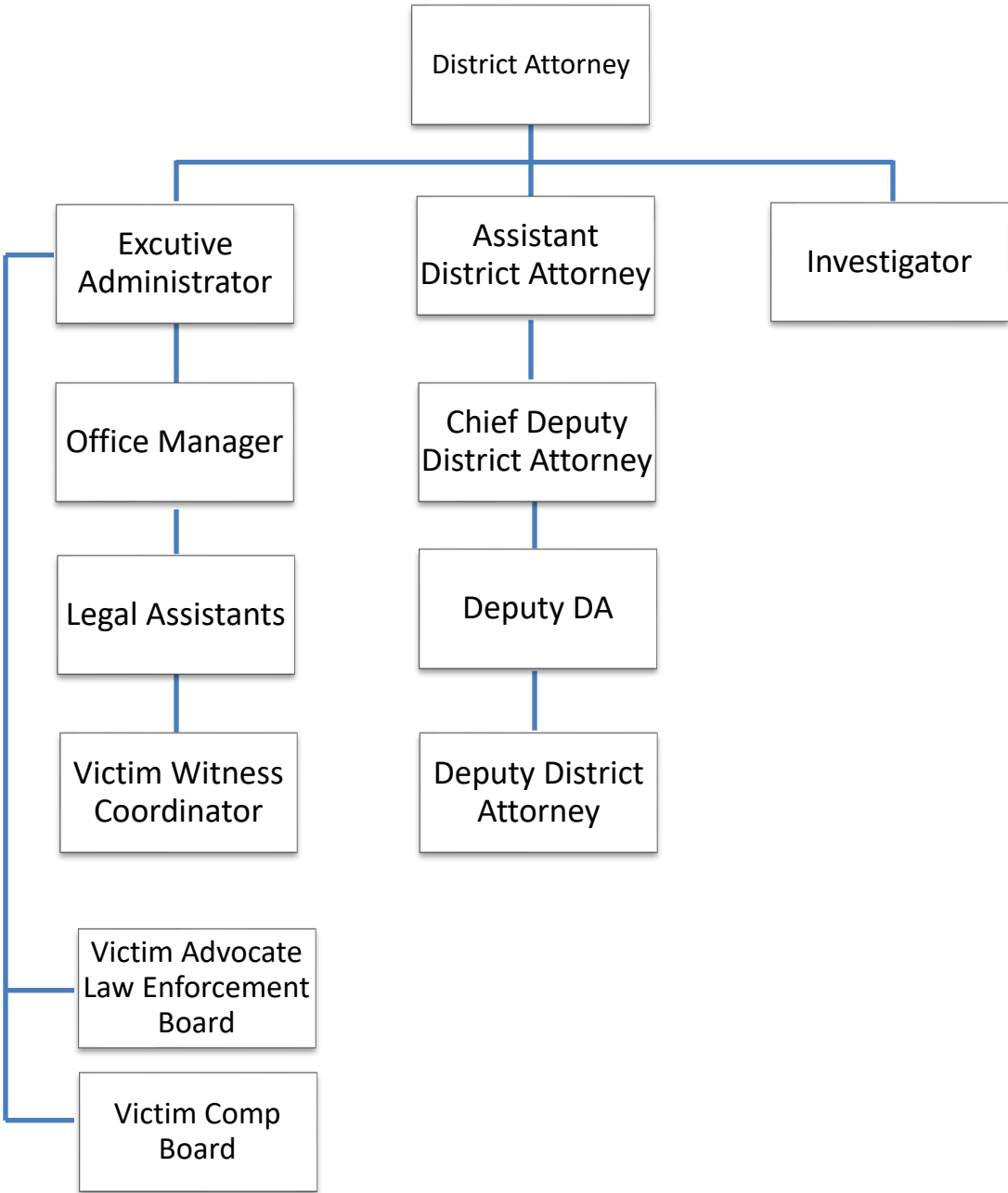
The District Attorney's Office is dedicated to providing members of our community with a safe place to live by pursuing justice through the fair and ethical prosecution of criminal offenders. We shall seek truth and justice in a professional manner and ensure crime victims are treated with fairness, dignity and respect.

Purpose of Department:

- ✓ The primary function of the District Attorney's Office is to assist in the investigation and undertake prosecution of those persons alleged to have committed crimes within the Fourteenth Judicial District of Colorado. Duties include advising laws enforcement officers on legal issues, reviewing search and arrest warrants and preparing and filing criminal complaints. It is the responsibility of our office to maintain contact with and explain the criminal justice process to victims and witnesses. Our office represents the People of the State of Colorado in various proceedings in arraignments, trials, sentencing hearings and post-conviction proceedings.
- ✓ The District Attorney's Office also prosecutes delinquency actions in which juveniles are charged with commissions of offenses. There are other ancillary proceedings also handled by our office, including civil forfeiture actions, Department of Motor Vehicles suspensions, revocations appeals and some county ordinance violation actions.

District Attorney Personnel Schedule	
Position Title	FTE
District Attorney	n/a
Total	0.00

District Attorney Organizational Chart



District Attorney Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
20000002	45017	DA BUDGET OVERAGE	24,323	21,917	0	0
		Miscellaneous:	24,323	21,917	0	0
		Total Revenue:	24,323	21,917	0	0

District Attorney Expenditures

ORG	OBJ	DESCRIPTION DISTRICT ATTORNEY	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
		WAGES	329,277	370,494	392,910	446,634
		FRINGE BENEFITS	127,295	163,606	174,140	188,137
		STATE FUNDS REIMB DA SALARY	(31,152)	(31,823)	(31,383)	(30,688)
20000002	50500	Personnel Expenditures:	425,420	502,277	535,667	604,083
		CONTRACT/PART TIME WAGES	600	600	600	0
		ACCOUNTING & AUDIT SERVICES	4,000	4,000	3,924	3,924
		OFFICE SUPPLIES	4,000	4,000	4,000	4,000
		OFFICE EQUIPMENT, MAINT & REPAIR	3,000	3,000	3,000	3,000
		OFFICE & CELLULAR PHONE	2,500	2,500	3,600	2,500
		COMPUTER SOFTWARE, EQUIP & SUPPORT	1,200	1,200	1,200	3,280
		PRINTING	1,000	1,000	500	500
		POSTAGE	2,700	2,700	2,700	1,500
		BOOKS PUBLICATIONS & CD ROM	500	500	500	500
		INVESTIGATOR SUPPLIES	500	500	500	500
		PHOTOGRAPHY & GRAPHICS	200	200	200	200
		TRAVEL	6,500	6,500	6,500	6,500
		WITNESS EXPENSES	4,000	4,000	4,000	4,000
		MISC. TRIAL EXPENSES	4,000	4,000	4,000	4,000
		TRANSCRIPTS	500	500	500	500
		VEHICLE MAINT. & REPAIR	800	800	1,200	1,200
		CDAC ASSESSMENT	4,100	4,100	4,100	4,100
		PROFESSIONAL DUES	1,300	1,300	1,300	1,300
		TRAINING TUITION	2,000	2,000	2,250	2,250
		TRAINING ROOM & BOARD	2,200	2,200	2,200	2,200
		INDENDENT IT SERVICES	0	15,809	16,748	16,748
		CAPITAL EXPENSE	9,120	9,500	9,600	9,120
		VALE GRANT/ADMIN	(8,640)	(10,000)	(9,600)	(9,600)
		MISC. REIMBURSEMENT	(500)	(500)	(500)	(500)
		TRIAL REIMBURSEMENT	(7,012)	(7,561)	(6,047)	(5,501)
20000002	50510	Operating Expenditures:	38,568	52,848	56,975	56,221
		Expenditure Total:	463,988	555,125	592,642	660,304

Moffat County Sheriff



Moffat County Sheriff: KC Hume
Phone: 970-824-4495
Email: khume@sheriff.moffat.co.us

Mission Statement:

To develop strong community partnerships while collaborating with our fellow public safety colleagues to provide superior public safety to all individuals.

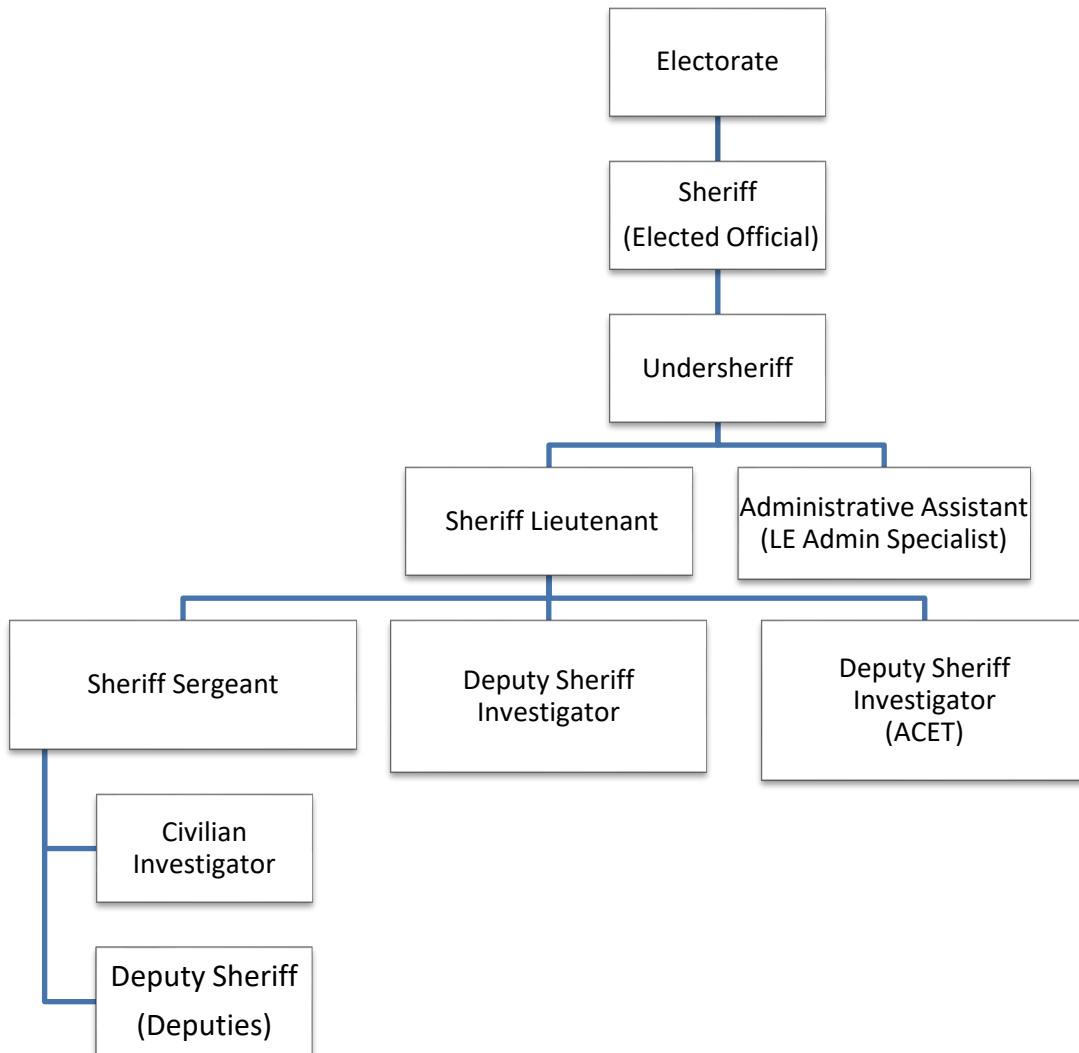
Purpose of Department:

- ✓ The function of the Sheriff's Office is to provide law enforcement to the unincorporated areas of Moffat County. Sheriff's deputies patrol 4,734 square miles, responding to calls for service, investigating crimes against persons and property, serving civil process, organizing command functions for Search and Rescue and wildland fire. Deterring violations of law, through proactive patrolling and enforcing applicable State laws and County resolutions is also an important function of the Sheriff's Office. The Sheriff's deputies also assist on transportation services for inmates and actively assist with wildland fire suppression operations.

Sheriff Personnel Schedule

Position Title	FTE
Sheriff	1.00
Undersheriff	1.00
Sheriff Lieutenant	1.00
Administrative Assistant	1.00
Sheriff Sergeant	2.00
Investigator/GRAMNET	1.00
Investigator Sargent	1.00
Civilian Investigator	1.00
Deputy Sheriff	8.00
Total	17.00

Moffat County Sheriff Organizational Chart



Sheriff Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
		Federal:				
20500002	43012	FEDERAL VEST GRANT	1,838	3,294	3,000	3,000
		State:				
20500002	43413	STATE FOREST SERVICE GRANT	9,483	10,720	6,000	6,000
20500002	43414	STATE SEARCH & RESCUE	5,000	0	0	0
20500002	43416	STATE FINES	4,992	12,003	1,500	5,000
20500002	43406	STATE EIAF GRANT	61,003	0	0	0
		Intergovernmental:	82,316	26,016	10,500	14,000
20500002	44024	PENALTY ASSESSMENT	0	0	8,000	22,000
20500002	44025	DEPARTMENT FEES	45,798	50,947	30,000	30,000
		Charges for Services:	45,798	50,947	38,000	52,000
20500002	45015	DUI LEAF	4,407	2,762	4,500	4,500
20500002	46001	INSURANCE REIMBURSEMENT	2,995	17,378	0	0
20500002	46002	TRAVEL REIMBURSEMENT	0	2,400	0	0
20500002	46004	REIMBURSEMENT	38,513	2,218	1,000	1,000
20500002	46008	OVERTIME REIMBURSEMENT	0	0	5,000	0
20500002	46009	TRAINING REIMBURSEMENT	2,931	11,685	4,000	15,000
		Miscellaneous:	48,846	36,443	14,500	20,500
		Total Revenue:	176,961	113,407	63,000	86,500

Sheriff Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
30000003	50020	FULL TIME WAGES	275,594	315,631	530,000	575,000
30000003	50030	PART TIME WAGES	3,637	0	0	0
30000003	50042	OVER TIME	0	0	1,000	1,000
30000003	50046	LEAVE PAID OUT	529	21,964	0	0
30000003	50044	LONGEVITY	2,600	1,250	0	0
30000003	50060	FRINGE BENEFITS	139,674	165,370	300,000	320,000
30000003	50080	RETIREMENT	10,601	14,550	20,000	35,000
Personnel Expenditures:			432,636	518,765	851,000	931,000
30000003	52010	DINOSAUR SHERIFF	12	0	0	0
30000003	52013	ELEVATOR MAINTENANCE	2,110	1,082	1,300	1,200
30000003	52016	EQUIPMENT RENTAL	2,048	773	5,000	5,000
30000003	52029	MAINTENANCE CONTRACTS	44,085	107,926	0	0
30000003	52036	REPAIRS BUILDING	3,299	10,935	10,000	11,000
30000003	52037	REPAIRS EQUIP/MAINT	6,478	9,269	10,000	10,000
30000003	52042	UTILITIES STREET LIGHTS	0	8,056	0	0
30000003	52043	UTILITIES	172,605	201,846	182,070	205,000
30000003	52045	UTILITIES NORTH ANNEX	2,483	1,152	3,000	3,000
30000003	53042	TELEPHONE	1,278	361	1,862	500
30000003	53046	TRAVEL	0	0	238	500
30000003	54019	DINOSAUR WELCOME CENTER	10,694	18,400	10,000	20,000
30000003	54030	GAS & OIL	30	3,027	3,252	3,000
30000003	54033	MAINTENANCE SUPPLIES	2,112	13,317	15,327	19,000
30000003	54037	MISC EQUIPMENT	6,140	4,559	7,200	6,000
30000003	54038	MISCELLANEOUS	0	1,940	6,000	2,500
30000003	54045	OPERATING SUPPLIES	30,174	36,039	30,000	30,000
30000003	54058	RUGS	0	598	600	0
30000003	54078	UNIFORMS	319	500	1,000	1,500
Operating Expenditures:			283,866	419,778	286,849	318,200
30000003	60007	COURTHOUSE BLDG	0	17,850	50,000	50,000
30000003	60014	EQUIPMENT VEHICLES	0	38,444	134,400	70,000
30000003	60033	PUB SAFETY CENTER BUILDINGS	0	0	0	0
Capital Expenditures:			0	56,294	184,400	120,000
Expenditure Total:			716,502	994,837	1,322,249	1,369,200

Moffat County Coroner



Moffat County Coroner: Jesse Joe Arthurs
Phone: 970-326-3095
Email: coroner@moffatcounty.net

Mission Statement:

To serve the people of Moffat County in a responsible and compassionate manner.

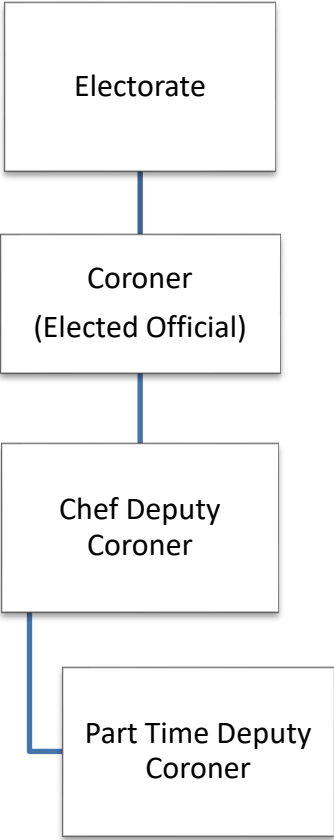
To Investigate all reportable deaths within the jurisdiction in a thorough manner in accordance with accepted standards in use today in this field while keeping in mind available resources of the County.

Purpose of Department:

- ✓ This is a statutory office pursuant to C.R.S. 30-10-518 and 30-10-601 through 30-10-621. The Coroner is elected to serve for a four-year term. The Coroner is authorized to appoint Deputies to serve in his absence.

Coroner Personnel Schedule	
Position Title	FTE
Coroner	1.00
Chef Deputy Coroner	0.50
Part Time Deputy Coroner	0.50
Total	2.00

Moffat County Coroner Organizational Chart



Coroner Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
20800002	46004	REIMBURSEMENT	0	0	0	0
		Miscellaneous:	0	0	0	0
		Total Revenue:	0	0	0	0

Coroner Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
20800002	50010	ELECTED OFFICIAL WAGES	45,682	75,349	76,050	76,050
20800002	50030	PART TIME WAGES	9,284	10,472	28,500	40,000
20800002	50040	CALL OUT WAGES	0	0	8,500	58,500
20800002	50060	FRINGE BENEFITS	28,039	30,515	33,000	35,200
20800002	50080	RETIREMENT	2,741	4,521	4,600	4,600
		Personnel Expenditures:	85,747	120,857	150,650	214,350
20800002	51002	AUTOPSIES	42,545	35,090	30,000	30,000
20800002	51013	INIDIGENT BURIAL	859	0	1,500	1,500
20800002	51014	INVESTIGATOR FEES	0	0	0	0
20800002	52018	FACILITY RENTAL	0	0	0	0
20800002	52019	FACILITY USE FEE	0	0	0	0
20800002	52035	REPAIRS AUTO	417	0	500	500
20800002	53009	DUES & MEETINGS	1,355	1,587	1,587	1,587
20800002	53042	TELEPHONE	367	484	650	650
20800002	53045	TOXICOLOGY	0	0	0	0
20800002	53046	TRAVEL	339	665	600	600
20800002	53047	TRANSPORTATION	250	5,750	6,000	6,000
20800002	53056	EMPLOYEE EDUCATION	462	0	475	475
20800002	54015	COPIES	0	240	350	350
20800002	54038	MISCELLANEOUS	1,174	1,682	1,500	1,500
20800002	54045	OPERATING SUPPLIES	1,220	1,943	1,500	6,500
		Operating Expenditures:	48,987	47,441	44,662	49,662
			0	0	0	0
		Capital Expenditures:	0	0	0	0
		Expenditure Total:	134,734	168,298	195,312	264,012

Office of Emergency Management



Emergency Services Coordinator: Todd Wheeler
Phone: 970-826-2308

Mission Statement:

To enhance the safety of the residents of Moffat County and minimize the effects of natural and manmade disasters through coordinated planning and preparedness efforts conducted before, during, and after disasters.

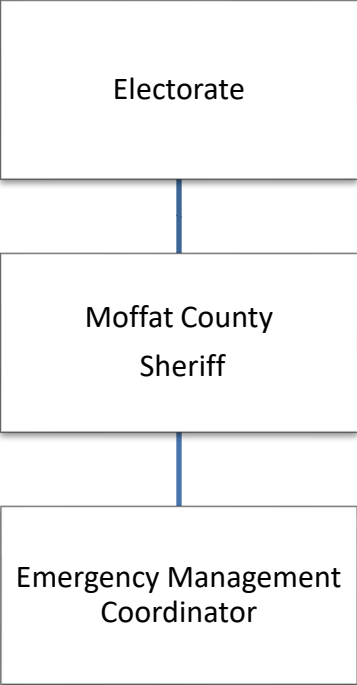
To assist all emergency response agencies in the county in fulfilling their mission through coordinated exercises.

Purpose of Department:

- ✓ Emergency management works to protect lives and property in Moffat County through effective emergency management practices and procedures. The office coordinates with local response agencies and elected officials to prevent, prepare for, mitigate, respond and recover from natural or human caused emergency situations. The emergency management coordinator remains active within the region and the state to ensure lines of communication and cooperation are maintained.
- ✓ Emergency management ensures that the county fulfills its statutorily required obligations to its citizens as it relates to disaster preparedness ensuring that emergency operations plan is updated as required. Funding for up to fifty percent of the costs for the emergency management program is eligible for reimbursement from the state. To ensure compliance with the grant guidance and ensure maximum reimbursement some special considerations are required.

Emergency Management Personnel Schedule	
Position Title	FTE
Emergency Management Coordinator	1.00
Total	1.00

Office of Emergency Management Organizational Chart



Emergency Management Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
21512302	43009	FEDERAL EMERGENCY MNGMNT	21,329	0	0	0
		Intergovernmental:	21,329	0	0	0
		Total Revenue:	21,329	0	0	0

Emergency Management Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
21512302	50020	FULL TIME WAGES	69,352	66,498	74,318	78,900
21512302	50042	OVER TIME	3,550	7,164	0	0
21512302	50044	LONGEVITY	2,600	2,600	2,600	2,600
21512302	50060	FRINGE BENEFITS	34,520	33,579	36,000	37,800
21512302	50080	RETIREMENT	4,530	4,576	4,600	5,000
		Personnel Expenditures:	114,551	114,417	117,518	124,300
21512302	52035	REPAIRS AUTO	0	352	500	500
21512302	53009	DUES & MEETINGS	0	20	600	600
21512302	53042	TELEPHONE	2,248	1,704	1,900	1,900
21512302	53046	TRAVEL	35	226	2,500	2,500
21512302	54030	GAS & OIL	0	0	1,000	1,000
21512302	54037	MISC EQUIPMENT	1,049	1,264	3,000	3,000
21512302	54042	OFFICE SUPPLIES	142	82	1,000	1,000
21512302	54045	OPERATING SUPPLIES	305	155	1,700	1,700
		Operating Expenditures:	3,779	3,803	12,200	12,200
21512302	60011	EQUIPMENT MISCELLANEOUS	34,396	35,000	35,000	50,000
		Capital Expenditures:	34,396	35,000	35,000	50,000
		Expenditure Total:	152,727	153,219	164,718	186,500

Emergency Management Ambulance Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
21512312	44019	EMERGENCY MNGMNT AMBULANCE	0	4,054	0	0
		Charges for Services:	0	4,054	0	0
		Total Revenue:	0	4,054	0	0

Emergency Management Ambulance Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
21512312	50050	CONTRACT LABOR	593	0	500	500
21512312	50040	CALL OUT WAGES	0	0	0	5,000
		Personnel Expenditures:	593	0	500	5,500
21512312	52029	MAINTENANCE CONTRACTS	1,676	0	2,000	2,000
21512312	53009	DUES & MEETINGS	0	250	1,000	1,000
21512312	53046	TRAVEL	39	45	4,000	4,000
21512312	54030	GAS & OIL	68	0	2,400	2,400
21512312	54037	MISC EQUIPMENT	9,636	9,100	10,000	10,000
21512312	54042	OFFICE SUPPLIES	133	52	500	500
21512312	54045	OPERATING SUPPLIES	3,448	1,289	4,000	4,000
		Operating Expenditures:	15,000	10,736	23,900	23,900
21512312	60011	EQUIPMENT MISCELLANEOUS	0	0	0	0
		Capital Expenditures:	0	0	0	0
		Expenditure Total:	15,593	10,736	24,400	29,400

Fire Control



Moffat County Sheriff: KC Hume
Phone: 970-824-4495
Email: khume@sheriff.moffat.co.us

Mission Statement:

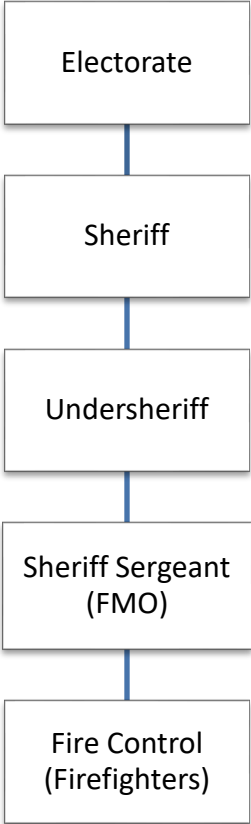
To provide for the public's safety and well-being as ordered by state statute. With financial assistance, have the ability to control and suppress wild-land fires on private and state owned property. With the assistance of the land owner, use fire as a resource to lower the number of fires that the Moffat County Sheriff's Office needs to respond to in the future. Help the citizens of Moffat County get a better understanding of the natural use of wild-land fires and the use of the 'Fire Wise Program' on their property. Maintain the equipment for a quick and reliable response to wild-land fires.

Purpose of Department:

Maintain current equipment and crew numbers in order to provide for protection of private and state lands. To suppress or control wild-land fires on private and state owned property in Moffat County. Assist the Bureau of Land Management, the National Park Service, National Wildlife Service and local Fire Districts with fire suppression on private, public and state lands.

Fire Control Personnel Schedule	
Position Title	FTE
Fire Control	0.00
Total	0.00

Fire Control Organizational Chart



Fire Control Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
22000002	43413	STATE FOREST SERVICE GRANT	0	0	0	0
22000002	43430	STATE FIRE RELIEF FUND	0	0	0	0
Intergovernmental:			0	0	0	0
Total Revenue:			0	0	0	0

Fire Control Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
22000002	50040	CALL OUT WAGES	9,403	16,436	20,000	30,000
22000002	50042	OVER TIME	3,830	4,088	1,500	5,000
22000002	50060	FRINGE BENEFITS	5,162	8,174	10,000	15,000
22000002	50080	RETIREMENT	445	892	1,000	1,000
Personnel Expenditures:			18,840	29,589	32,500	51,000
22000002	52015	EMERGENCY FIRE FUND	163,506	7,201	100,000	100,000
22000002	52027	LEASING	410	400	400	400
22000002	53038	STATE FIRE FUND	7,702	14,281	8,000	8,000
22000002	54027	FOOD & MEALS	444	679	400	600
22000002	54030	GAS & OIL	0	0	0	0
22000002	54045	OPERATING SUPPLIES	2,600	3,478	1,000	1,500
Operating Expenditures:			174,662	26,038	109,800	110,500
CAPITAL OUTLAY			0	0	0	0
Capital Expenditures:			0	0	0	0
Expenditure Total:			193,502	55,627	142,300	161,500

Community Safety

Finance Director: Catherine Nielson

Phone: 970-824-9106

Email: cnielson@moffatcounty.net

Purpose of Department

- ✓ Animal Control - This is for the care and disposal of animals taken to the animal shelter.

- ✓ Colorado State Patrol - The Colorado State Patrol provides emergency dispatch services to the residents of Moffat County. The purpose of this request is to pay for personnel services and operating costs for Moffat County's portion of the dispatch fee schedule.

- ✓ Moffat County Hazmat - Per the 1999 Intergovernmental Agreement between Moffat County, the City of Craig, and the Craig Rural Fire Protection District, in the event of any cash shortfall the County and City will each contribute one-half of these amounts to balance the Hazmat Team's Budget

Community Safety Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2024 Budget
22500002	51023	STATE PATROL	58,683	80,467	80,500	90,000
22500002	52001	ANIMAL CONTROL	2,500	2,500	5,000	5,000
22500002	52049	COMMUNITY SERVICE	0	0	0	0
22500002	53014	HAZMAT	12,166	7,500	7,500	7,500
Operating Expenditures:			73,349	90,467	93,000	102,500
Expenditure Total:			73,349	90,467	93,000	102,500

Facility Maintenance



Facilities Director: Barry Barnes
Phone: 970-824-9107
Email: bbarnes@moffatcounty.net

Mission Statement:

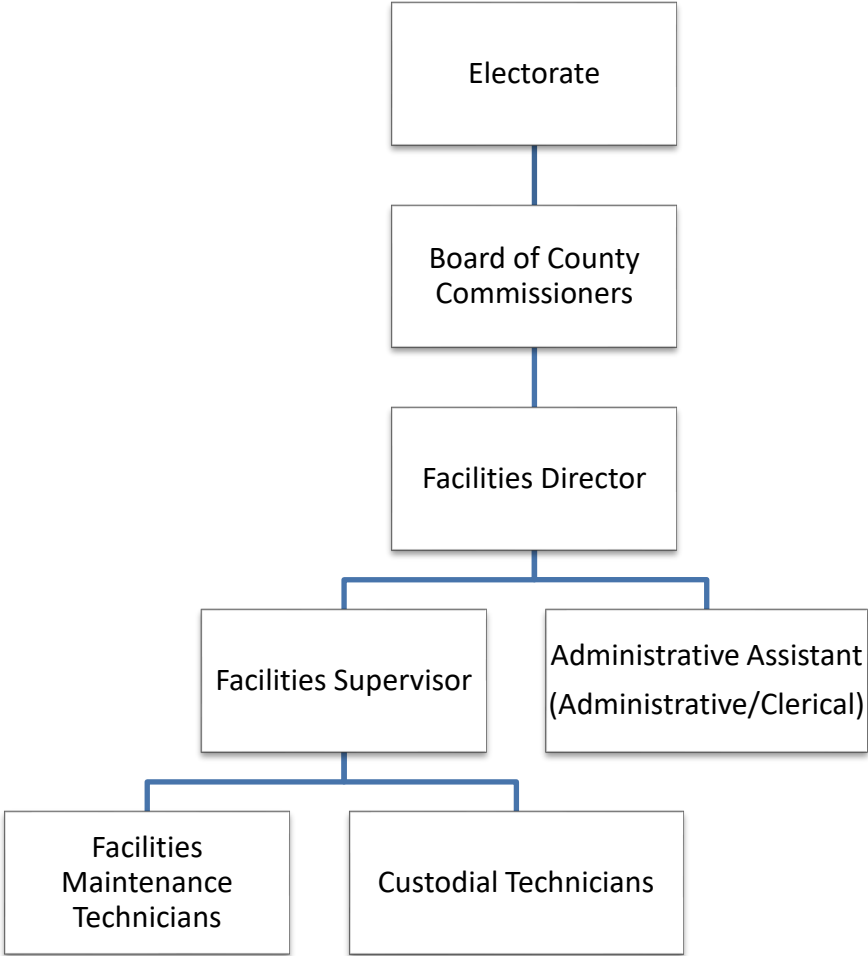
To provide a comfortable, safe and esthetically pleasing environment for staff and the citizens of Moffat County

Purpose of Department:

- ✓ This department is responsible for the repair and upkeep of the Courthouse, CSU Annex, Public Safety Center, Craig, Maybell and Dinosaur Libraries, Social Service buildings, Employee clinic and Dinosaur welcome center. Specific services provided include repair, replacement, and preventative maintenance of all mechanical, electrical and pneumatic equipment, oversee outside annual inspections (elevators, water black flow valves). We perform repairs on plumbing, HVAC, and general building repair. In addition, we maintain the grounds (lawns, flowerbeds, planters, sidewalks, parking lots) in a clean and professional manner.

Facilities Personnel Schedule	
Position Title	FTE
Facilities Director	1.00
Grounds & Building Supervisor	1.00
Grounds/Facility Maintenance Technician	4.00
Administrative Assistant	1.00
Custodial Technician	3.00
Total	10.00

Facilities Organizational Chart



Facility Maintenance Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
30000003	45013	BUILDING USE	118,605	162,328	90,000	100,000
30000003	46001	INSURANCE REIMBURSEMENT	293	450	0	0
30000003	46004	REIMBURSEMENT	117,323	79,525	82,631	80,000
Miscellaneous:			236,221	242,302	172,631	180,000
Total Revenue:			236,221	242,302	172,631	180,000

Facility Maintenance Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
30000003	50020	FULL TIME WAGES	275,594	315,631	530,000	575,000
30000003	50030	PART TIME WAGES	3,637	0	0	0
30000003	50042	OVER TIME	0	0	1,000	1,000
30000003	50046	LEAVE PAID OUT	529	21,964	0	0
30000003	50044	LONGEVITY	2,600	1,250	0	0
30000003	50060	FRINGE BENEFITS	139,674	165,370	300,000	320,000
30000003	50080	RETIREMENT	10,601	14,550	20,000	35,000
Personnel Expenditures:			432,636	518,765	851,000	931,000
30000003	52013	ELEVATOR MAINTENANCE	2,110	1,082	1,300	1,200
30000003	52016	EQUIPMENT RENTAL	2,048	773	5,000	5,000
30000003	52029	MAINTENANCE CONTRACTS	44,085	107,926	0	0
30000003	52036	REPAIRS BUILDING	3,299	10,935	10,000	11,000
30000003	52037	REPAIRS EQUIP/MAINT	6,478	9,269	10,000	10,000
30000003	52042	UTILITIES STREET LIGHTS	0	8,056	0	0
30000003	52043	UTILITIES	172,605	201,846	182,070	205,000
30000003	52045	UTILITIES NORTH ANNEX	2,483	1,152	3,000	3,000
30000003	53042	TELEPHONE	1,278	361	1,862	500
30000003	53046	TRAVEL	0	0	238	500
30000003	54019	DINOSAUR WELCOME CENTER	10,694	18,400	10,000	20,000
30000003	54030	GAS & OIL	30	3,027	3,252	3,000
30000003	54033	MAINTENANCE SUPPLIES	2,112	13,317	15,327	19,000
30000003	54037	MISC EQUIPMENT	6,140	4,559	7,200	6,000
30000003	54038	MISCELLANEOUS	0	1,940	6,000	2,500
30000003	54045	OPERATING SUPPLIES	30,174	36,039	30,000	30,000
30000003	54058	RUGS	0	598	600	0
30000003	54078	UNIFORMS	319	500	1,000	1,500
Operating Expenditures:			283,866	419,778	286,849	318,200
30000003	60007	COURTHOUSE BLDG	0	17,850	50,000	50,000
30000003	60014	EQUIPMENT VEHICLES	0	38,444	134,400	70,000
Capital Expenditures:			0	56,294	184,400	120,000
Expenditure Total:			716,502	994,837	1,322,249	1,369,200

Weed & Pest Management



Weed & Pest Management Manager: Jesse Schroeder
Phone: 970-824-9184
Email: jschroeder@moffatcounty.net

Mission Statement:

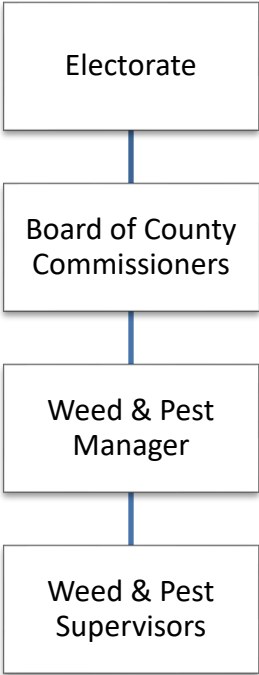
Work cooperatively with private individuals, State and Federal Agencies to implement a broad, efficient pest management program.

Purpose of Department:

- ✓ The Weed & Pest Management Department implements the State and County Undesirable Plant Management Plan including recommendations, physical assistance and herbicide applications. It directs broad based integrated plant management plans as part of the area's Coordinated Resource Management and other similar cooperative agreements. It assists cooperators in development and implementation of partnership agreements.
- ✓ It does mosquito abatement through a comprehensive integrated management plan with the focus being on larval control of mosquitoes in the Craig and Maybell recreational, residential, and surrounding areas. Including the trapping of adult mosquitoes and testing for vector borne diseases.
- ✓ Weed & Pest Management treats Mormon Crickets and Grasshopper infestations for members of the Pest District on a complaint basis.

Weed & Pest Management Personnel Schedule	
Position Title	FTE
Weed & Pest Manager	1.00
Weed & Pest Supervisors	1.00
Administrative Supervisor	0.05
Staff Assistant	0.05
Contract Labor	0.00
Total	2.10

Weed & Pest Management Organizational Chart



Weed & Pest Management Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
30500003	44025	DEPARTMENT FEES	11,568	9,184	15,000	10,000
Charges for Services:			11,568	9,184	15,000	10,000
30500003	46004	REIMBURSEMENT	0	85	0	0
30500003	46016	WEED & PEST PARTNERSHIP	0	39,896	0	40,000
Miscellaneous:			0	39,981	0	40,000
Total Revenue:			11,568	49,166	15,000	50,000

Weed & Pest Management Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
30500003	50020	FULL TIME WAGES	60,064	69,409	69,500	72,700
30500003	50025	FULL TIME SHARED WAGES	2,449	2,878	2,700	3,000
30500003	50030	PART TIME WAGES	20,615	22,550	38,800	60,000
30500003	50035	PART TIME SHARED WAGES	730	1,074	1,200	1,400
30500003	50042	OVER TIME	107	0	0	0
30500003	50044	LONGEVITY	113	0	130	130
30500003	50050	CONTRACT LABOR	31,963	33,906	49,000	69,000
30500003	50060	FRINGE BENEFITS	20,582	21,710	26,500	35,000
30500003	50080	RETIREMENT	3,767	4,337	4,400	5,000
Personnel Expenditures:			140,390	155,865	192,230	246,230
30500003	52001	ANIMAL CONTROL	10,000	10,000	10,000	10,000
30500003	52036	REPAIRS BUILDING	487	160	1,000	1,000
30500003	52037	REPAIRS EQUIP/MAINT	7,200	2,838	10,000	10,000
30500003	52043	UTILITIES	5,514	6,403	5,722	6,500
30500003	53009	DUES & MEETINGS	888	1,473	1,500	1,500
30500003	53010	EDUCATION	718	439	2,500	2,500
30500003	53036	SPRAYING	17,323	18,750	16,000	26,000
30500003	53042	TELEPHONE	0	0	1,500	1,500
30500003	53046	TRAVEL	512	0	2,500	2,500
30500003	53060	RANGELAND PEST	4,725	10,188	5,000	20,000
30500003	54037	MISC EQUIPMENT	6,258	1,030	5,000	5,000
30500003	54038	MISCELLANEOUS	564	121	5,000	5,000
30500003	54039	MOSQUITO SUPPLIES	28,102	34,139	42,320	42,320
30500003	54042	OFFICE SUPPLIES	0	77	1,500	1,500
30500003	54045	OPERATING SUPPLIES	41,635	32,730	33,000	33,000
30500003	54091	PARTNERSHIP EXPENSE	0	39,896	0	0
Operating Expenditures:			123,925	158,242	142,542	168,320
30500003	60011	EQUIPMENT MISCELLANEOUS	14,637	43,652	10,000	28,000
30500003	60014	EQUIPMENT VEHICLES	0	0	56,000	70,000
Capital Expenditures:			14,637	43,652	66,000	98,000
Expenditure Total:			278,953	357,759	400,772	512,550

Moffat County Fairgrounds



Fairgrounds / Cemetery Director: Kyler Scott
Phone: (970) 824-5708
Email: mocofair@moffatcounty.net

Mission Statement:

To maintain, operate and improve a safe high-quality facility for numerous uses by the general public and private sector.

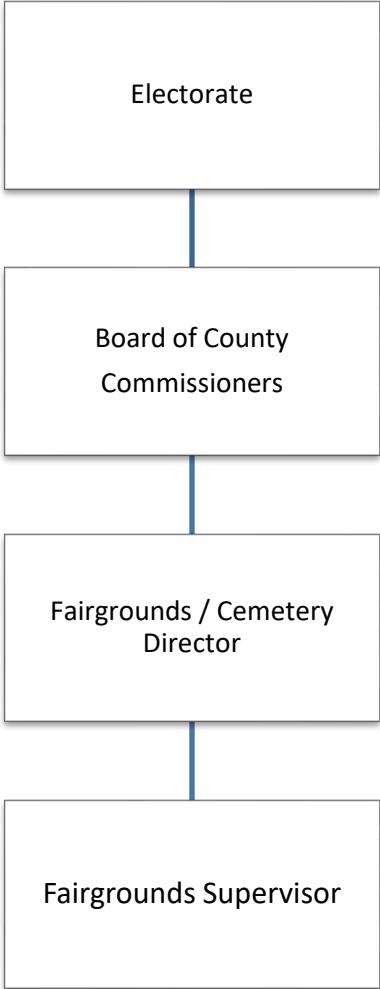
Purpose of Department:

The Moffat County Fairgrounds provides multiple areas for a variety of activities. A facility for livestock work and recreation, rodeos, roping, barrel racing, horse and livestock shows, horse racing, auctions, and the county fair. A pavilion with a full kitchen is used for many functions such as family gatherings, parties, dances, theater performances, concessions, etc. There is a large area under the grandstands, which contains a concession area facing the arenas. The center area of the grandstand building is used for meetings, wagering area in conjunction with the horse races, dances, dog classes, and public auctions. There is a large restroom in this building which is used during most arena activities. The indoor barn area is 240' X 100' has a heated office area and restrooms. The covered horse stall area is 120 12' x 12' that are used mostly in conjunction with scheduled events and overnight travelers. The covered picnic shelter area is 60' x 60 that is landscaped and has 4 Smoking Joe BBQ grills and 24 – 8' picnic tables. The picnic shelter provides a nice place for activities during the county fair and is also used for family gatherings and picnics. Along with the picnic shelter there is a restroom / shower house that provides added restrooms and showers for scheduled events, and picnics. RV hookups and a playground and have recently been added.

- ✓ Building cleaning / repair
- ✓ Arena ground preparation
- ✓ Trash pickup and removal
- ✓ Irrigation, mowing, and landscaping
- ✓ Cleanup and removal of manure
- ✓ Painting and repair of fences
- ✓ Planning and implementing improvement projects

Fairgrounds Personnel Schedule	
Position Title	FTE
Fairgrounds Cemetery Director	1.00
Fairgrounds Supervisor	1.00
Contract Labor	0.00
Total	2.00

Fairgrounds Organizational Chart



Fairgrounds Revenues

ORG	OBJ	DESCRIPTION	2022	2023	2024	2025
			Actual	Actual	Estimated	Budget
31000003	44023	CAMPGROUND RENTAL	4,528	4,403	3,000	3,000
31000003	44025	DEPARTMENT FEES	29,335	31,180	22,000	22,000
31000003	44039	RV DUMP FEES	8,908	15,199	8,000	8,000
Charges for Services:			42,771	50,782	33,000	33,000
31000003	45001	MISCELLANEOUS	15	19	0	0
31000003	46004	REIMBURSEMENT	0	4,000	0	0
Miscellaneous:			15	4,019	0	0
Total Revenue:			42,785	54,801	33,000	33,000

Fairgrounds Expenditures

ORG	OBJ	DESCRIPTION	2022	2023	2024	2025
			Actual	Actual	Estimate	Budget
31000003	50020	FULL TIME WAGES	96,285	140,771	150,500	206,100
31000003	50042	OVER TIME	1,378	3,070	3,500	3,500
31000003	50044	LONGEVITY	2,600	2,600	2,600	0
31000003	50046	LEAVE PAID OUT	3,557	0	22,000	0
31000003	50050	CONTRACT LABOR	33,005	49,617	53,000	73,000
31000003	50060	FRINGE BENEFITS	43,569	51,152	70,000	111,000
31000003	50080	RETIREMENT	6,099	8,786	9,000	12,720
Personnel Expenditures:			186,493	255,997	310,600	406,320
31000003	52020	UTILITIES MACHINE HIRE	1,978	1,910	1,800	2,500
31000003	52025	FAIRGROUNDS JANITORIAL	0	0	0	6,000
31000003	52029	MAINTENANCE CONTRACTS	4,472	4,837	5,600	6,000
31000003	52036	REPAIRS BUILDING	452	691	1,500	7,500
31000003	52037	REPAIRS EQUIP/MAINT	6,484	10,904	7,500	15,000
31000003	52043	UTILITIES	53,551	59,293	67,000	67,000
31000003	53042	TELEPHONE	1,821	1,453	2,500	2,500
31000003	54030	GAS & OIL	197	223	400	400
31000003	54033	MAINTENANCE SUPPLIES	9,624	9,664	11,000	8,000
31000003	54038	MISCELLANEOUS	2,075	225	0	0
Operating Expenditures:			80,654	89,200	97,300	114,900
31000003	60011	EQUIPMENT MISCELLANEOUS	77,063	150	0	20,000
31000003	60014	EQUIPMENT VEHICLES	0	0	60,000	0
31000003	60016	FAIRGROUNDS BLDG	32,908	11,600	0	155,000
Capital Expenditures:			109,971	11,750	60,000	175,000
Expenditure Total:			377,117	356,946	467,900	696,220

Cemetery



Cemetery/Fairgrounds Director: Kyler Scott
Phone: 970-824-5708
Email: mocofair@moffatcounty.net

Mission Statement:

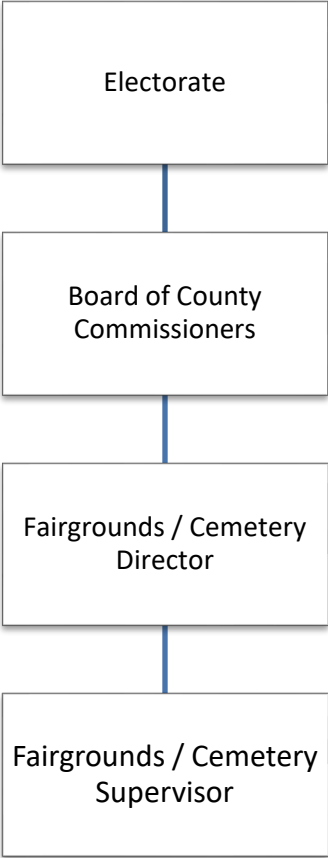
It is the mission of the Moffat County Cemetery to maintain burial records, the collection of monies from the sale of burial spaces, openings and maintain the cemetery grounds.

Purpose of Department:

- ✓ To operate and maintain the Cemetery Grounds
- ✓ Plan and implement future development projects
- ✓ Maintain burial records and collect fees from the sale of burial spaces and openings

Cemetery Personnel Schedule	
Position Title	FTE
Fairgrounds / Cemetery Supervisor	1.00
Total	1.00

Cemetery Organizational Chart



Cemetery Revenues

ORG	OBJ	DESCRIPTION	2022	2023	2024	2025
			Actual	Actual	Estimated	Budget
31500003	44029	CEMETERY OPENINGS	15,600	10,140	15,000	10,000
31500003	44030	CEMETERY SALE OF LOTS	12,905	9,140	8,000	8,000
31500003	44031	CEMETERY VASES FOUNDATION	207	207	200	200
Charges for Services:			28,712	19,487	23,200	18,200
31500003	45001	MISCELLANEOUS	1	1	0	0
31500003	46004	REIMBURSEMENT	0	825	0	0
31500003	45008	DONATIONS	40	0	0	0
Miscellaneous:			41	826	0	0
Total Revenue:			28,752	20,312	23,200	18,200

Cemetery Expenditures

ORG	OBJ	DESCRIPTION	2022	2023	2024	2025
			Actual	Actual	Estimate	Budget
31500003	50020	FULL TIME WAGES	44,353	51,926	52,000	64,000
31500003	50042	OVER TIME	766	313	0	0
31500003	50060	FRINGE BENEFITS	28,066	28,902	30,000	33,000
31500003	50080	RETIREMENT	2,707	3,134	3,120	3,900
Personnel Expenditures:			75,893	84,275	85,120	100,900
31500003	52020	UTILITIES GARBAGE REMOVAL	840	250	850	850
31500003	52036	REPAIRS BUILDING	0	0	0	1,000
31500003	52037	REPAIRS EQUIP/MAINT	1,714	1,639	2,500	5,000
31500003	52043	UTILITIES	34,402	38,583	40,500	40,500
31500003	54030	GAS & OIL	0	431	400	400
31500003	54038	MISCELLANEOUS	0	0	0	0
31500003	54045	OPERATING SUPPLIES	4,805	10,014	7,500	7,500
Operating Expenditures:			41,760	50,918	51,750	55,250
31500003	60011	EQUIPMENT MISCELLANEOUS	10,828	0	0	56,000
31500003	60014	EQUIPMENT VEHICLES	0	0	60,000	60,000
Capital Expenditures:			10,828	0	60,000	116,000
Expenditure Total:			128,481	135,192	196,870	272,150

Parks & Recreation



Facilities Director: Barry Barnes
Phone: 970-824-9107
Email: bbarnes@moffatcounty.net

The Mission of Moffat County Parks and Recreation Department provide clean and well-maintained recreational facilities for the residents of Moffat County and visitors.

Purpose of Department:

The Moffat County Parks and Recreation is currently managed by the Moffat County Facilities Department. The costs included in the Moffat County Parks and Recreation budget include park specific expenses.

Parks & Recreation Facilities include:

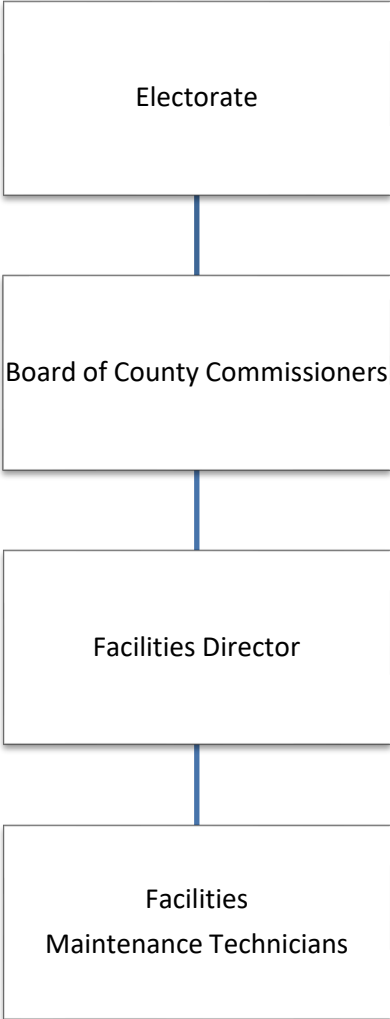
- ✓ Four-field Softball Complex
- ✓ Ice Arena; mid-October through March
- ✓ Roller Blade Field House and Community Building: used throughout the Summer
- ✓ Soccer Field
- ✓ 2 -Community Picnic Shelters, Picnic Area; with tables and playground equipment and restroom.
- ✓ There is also a Kiwanis Trail and other hiking trails, canoe launch area with picnic area, lakefront with handicapped access dock and fishing area with picnic tables, and a Disc Golf Course.
- ✓ Community stage and electrical system upgrade in surrounding field.

Events during the year include:

- ✓ 6-9 Softball and Baseball Tournaments
- ✓ Hockey Tournaments
- ✓ Several large Company Picnics
- ✓ Scouting Functions
- ✓ Mud Volleyball Games and other events
- ✓ There are many scheduled uses of the facilities such as family and business picnics, wedding receptions, graduation parties, class reunions, high school cross country practices and meets and some camping by permit.
- ✓ Whittle of the Woods and misc. festivals

Parks & Recreation Personnel Schedule	
Position Title	FTE
Grounds/Facility Maintenance Technician	2.00
Total	2.00

Parks & Recreation Organizational Chart



Parks & Recreation Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
32000003	44020	ICE RINK	65,600	57,389	40,000	1,000
32000003	44023	CAMPGROUND RENTAL	430	0	100	100
32000003	44025	DEPARTMENT FEES	3,850	4,875	5,000	5,000
32000003	44026	CONCESSIONS	442	643	400	0
Charges for Services:			70,322	62,907	45,500	6,100
32000003	45012	HAY LEASE	9,500	9,500	9,500	9,500
32000003	45001	MISCELLANEOUS	2	1	0	0
32000003	46004	REIMBURSEMENT	665	3,710	0	0
Miscellaneous:			10,168	13,212	9,500	9,500
Total Revenue:			80,490	76,119	55,000	15,600

Parks & Recreation Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
32000003	50020	FULL TIME WAGES	77,726	91,078	97,000	107,200
32000003	50042	OVER TIME	0	46	500	500
32000003	50060	FRINGE BENEFITS	25,247	28,329	35,000	39,000
32000003	50080	RETIREMENT	1,723	5,327	7,000	7,000
Personnel Expenditures:			104,696	124,780	139,500	153,700
32000003	52023	ICE ARENA COMPRESSOR	7,391	8,000	8,000	0
32000003	52036	REPAIRS BUILDING	5,457	3,137	3,517	3,517
32000003	52037	REPAIRS EQUIP/MAINT	3,383	3,639	5,682	5,682
32000003	52043	UTILITIES	43,866	44,034	60,000	60,000
32000003	53006	DEEP CUT DITCH	544	544	545	545
32000003	53042	TELEPHONE	415	419	440	440
32000003	54012	CONCESSIONS	987	183	1,500	0
32000003	54030	GAS & OIL	0	0	6,396	6,396
32000003	54037	MISC EQUIPMENT	2,805	0	3,162	3,162
32000003	54038	MISCELLANEOUS	525	1,725	2,222	2,222
32000003	54045	OPERATING SUPPLIES	17,179	13,687	17,345	17,345
32000003	54078	UNIFORMS	215	462	1,000	500
Operating Expenditures:			82,767	75,830	109,809	99,809
32000003	60014	EQUIPMENT VEHICLES	0	0	0	70,000
32000003	60004	CAPITAL IMPROVEMENT	0	5,445	0	255,000
32000003	60011	EQUIPMENT MISCELLANEOUS	14,505	100,600	0	28,000
Capital Expenditures:			14,505	106,045	0	353,000
Expenditure Total:			201,967	306,655	249,309	606,509

Sherman Youth Camp



Facilities Director: Barry Barnes
Phone: 970-824-9107
Email: bbarnes@moffatcounty.net

Purpose of Department:

The Sherman Youth Camp is currently managed by the Moffat County Facilities Department. The major use of camping facilities at Sherman Youth Camp occurs at the end of May through middle of November.

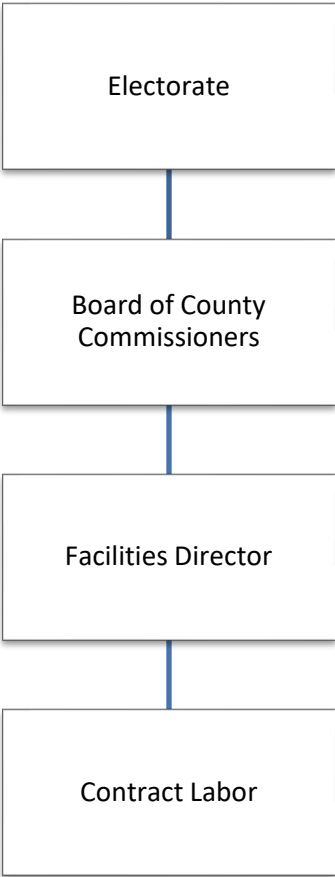
The Services at Sherman Youth Camp are provided for Youth Groups; Boy and Girl Scouts, School Groups, 4-H Groups, family camping and other groups.

Services Include:

- ✓ Camp sites with drinking water, pavilion with stove, refrigerators, sinks, tables, some utensils for cooking meals, and another room that can be used for meetings, games and/or sleeping.
- ✓ There is a playground area with volleyball court, horseshoe pits, hiking trails, and campfire area and restroom facilities. A generator is on site for electrical service and well water pump operation. The County also maintains Freeman Reservoir.

Sherman Youth Camp Personnel Schedule	
Contract Labor	FTE
Sherman Youth Camp	0.00
Total	0.00

Sherman Youth Camp Organizational Chart



Sherman Youth Camp Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
32500003	44023	CAMPGROUND RENTAL	4,428	0	6,000	0
32500003	44041	DAY USE FEE	105	0	500	0
325FRMN3	44023	CAMPGROUND RENTAL	6,816	5,472	4,000	4,000
325FRMN3	44041	DAY USE FEE	2,292	1,371	1,000	1,000
Charges for Services:			13,640	6,843	11,500	5,000
32500003	45001	MISCELLANEOUS	21	13	0	0
32500003	46001	INSURANCE REIMBURSEMENT	3,073	156,299	0	0
Miscellaneous:			3,094	156,311	0	0
Total Revenue:			16,734	163,155	11,500	5,000

Sherman Youth Camp Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
32500003	50050	CONTRACT LABOR	9,267	7,976	13,710	13,710
Personnel Expenditures:			9,267	7,976	13,710	13,710
32500003	52017	FACILITY EXPENSE	130	127	0	0
32500003	52036	REPAIRS BUILDING	0	0	186	186
32500003	52037	REPAIRS EQUIP/MAINT	167	0	588	588
32500003	54045	OPERATING SUPPLIES	3,954	1,195	4,466	4,466
32500003	54038	MISCELLANEOUS	0	0	450	450
325FRMN3	54045	OPERATING SUPPLIES	474	1,021	650	650
Operating Expenditures:			4,725	2,343	6,340	6,340
32500003	60004	CAPITAL IMPROVEMENTS	0	0	0	0
32500003	60040	SYC LODGE	0	19,590	189,187	189,187
Capital Expenditures:			0	19,590	189,187	189,187
Expenditure Total:			13,992	29,909	209,237	209,237

Maybell Ambulance



Mission Statement:

To provide exemplary EMTB pre-hospital care to all in need of ambulance services within the MVA district as outlined by the Moffat County Board of County Commissioners

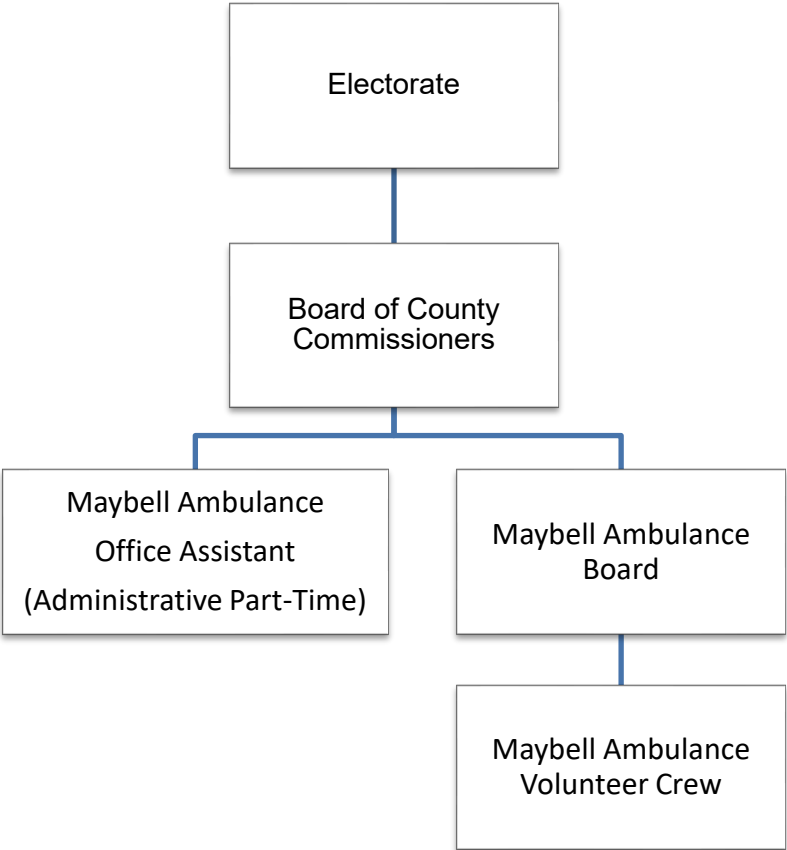
Purpose of Department:

Maybell Ambulance Provides to its community:

- ✓ 2 Full service ambulances (licensed)
- ✓ 7 EMT Basics
- ✓ Assistance available from Maybell Volunteer Fire Department, TMH Ambulance ALS services, and other agencies

Maybell Ambulance Personnel Schedule	
Position Title	FTE
Maybell Ambulance Office Assistant	0.25
Maybell Ambulance Call-Out	n/a
Total	0.25

Maybell Ambulance Organizational Chart



Maybell Ambulance Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
40000004	44025	DEPARTMENT FEES	3,529	852	5,000	1,000
		Charges for Services:	3,529	852	5,000	1,000
40000004	46004	REIMBURSEMENT	4,271	3,123	0	0
40000004	45008	DONATIONS	2,675	1,000	0	0
40000004	46001	INSURANCE REIMBURSEMENT	6,809	0	0	0
		Miscellaneous:	13,755	4,123	0	0
		Total Revenue:	17,284	4,975	5,000	1,000

Maybell Ambulance Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
40000004	50030	PART TIME WAGES	7,935	8,542	8,542	17,200
40000004	50040	CALL OUT WAGES	10,950	9,950	10,000	10,000
40000004	50060	FRINGE BENEFITS	4,029	3,525	4,600	6,300
		Personnel Expenditures:	22,914	22,016	23,142	33,500
40000004	52029	MAINTENANCE CONTRACTS	0	217	1,500	1,500
40000004	52035	REPAIRS AUTO	7,087	4,519	5,000	5,000
40000004	52036	REPAIRS BUILDING	604	0	0	0
40000004	52038	RADIO REPAIR/MAINTENANCE	0	0	0	0
40000004	52043	UTILITIES	3,950	5,530	15,000	10,000
40000004	53042	TELEPHONE	1,730	1,370	1,500	1,500
40000004	53046	TRAVEL	85	831	1,000	1,000
40000004	53056	EMPLOYEE EDUCATION	4,624	3,887	2,500	2,500
40000004	54030	GAS & OIL	1,775	2,118	1,500	2,200
40000004	54037	MISC EQUIPMENT	6,624	106	5,000	5,000
40000004	54038	MISCELLANEOUS	1,095	722	1,000	1,000
40000004	54042	OFFICE SUPPLIES	597	508	500	500
40000004	54045	OPERATING SUPPLIES	3,007	3,813	4,500	4,500
40000004	58008	FEES	166	0	1,000	1,000
		Operating Expenditures:	31,345	23,622	40,000	35,700
40000004	60014	EQUIPMENT VEHICLES	0	0	0	0
		Capital Expenditures:	0	0	0	0
		Expenditure Total:	54,258	45,639	63,142	69,200

Maybell Volunteer Fire



Maybell Volunteer Fire Department Board
Maybell Volunteer Department Garage Address:
121 Fellows
Maybell, CO 81640

Mission Statement:

To ensure prompt, safe and secure coverage of all structure and wild land fires in and around Maybell as directed in our by-laws. Also, to provide assistance to Maybell volunteer ambulance through our rescue truck and extrication operations

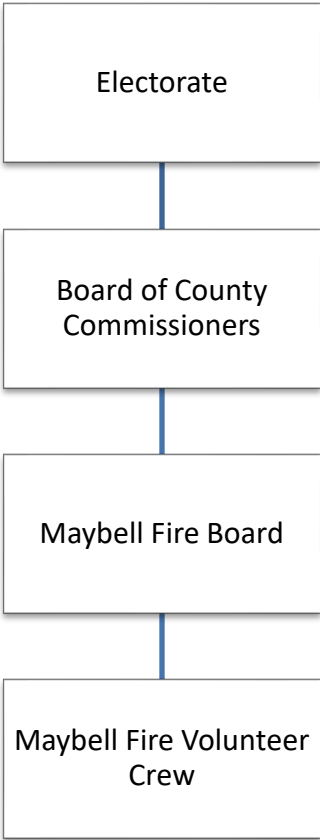
Purpose of Department:

To provide emergency services on a volunteer basis to the Maybell area with:

- ✓ One Rescue Truck
- ✓ One Brush Truck
- ✓ One 3,000 Gallon Fire Tender
- ✓ One FWD Fire Truck (to be replaced)
- ✓ Twelve Volunteer Fire Fighters
- ✓ Approximately twenty other fire department members volunteer (support services)
- ✓ One five-member fire board appointed by Moffat County BOCC
- ✓ Volunteers trained on equipment, CPR, extrication, medical assistance and first strike wild land and structure fire assistance.

Maybell Fire Department Personnel Schedule	
Position Title	FTE
Maybell Fire Call-Out	n/a
Total	0.00

Maybell Fire Organizational Chart



Maybell Fire Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
40500004	45001	MISCELLANEOUS	6,707	3,550	0	0
40500005	46004	REIMBURSEMENT	137	0	0	0
Miscellaneous:			6,844	3,550	0	0
Total Revenue:			6,844	3,550	0	0

Maybell Fire Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
40500004	50030	PART TIME WAGES	0	484	500	500
40500004	50040	CALL OUT WAGES	3,425	7,954	7,000	8,000
40500004	50042	OVER TIME	2,139	0	0	0
40500004	50060	FRINGE BENEFITS	1,864	3,261	2,900	4,625
40500004	50080	RETIREMENT	69	152	125	125
Personnel Expenditures:			7,497	11,851	10,525	13,250
40500004	52035	REPAIRS AUTO	2,434	5,034	2,500	2,500
40500004	52038	RADIO REPAIR/MAINTENANCE	0	193	0	0
40500004	52043	UTILITIES	3,395	4,737	7,650	7,650
40500004	53009	DUES & MEETINGS	0	37	0	0
40500004	53056	EMPLOYEE EDUCATION	190	0	0	0
40500004	54030	GAS & OIL	653	496	600	600
40500004	54037	MISC EQUIPMENT	756	4,920	0	0
40500004	54038	MISCELLANEOUS	625	795	700	700
40500004	54045	OPERATING SUPPLIES	396	4,208	9,000	9,000
Operating Expenditures:			8,448	20,419	20,450	20,450
40500004	60014	EQUIPMENT VEHICLES	0	0	60,000	0
Capital Expenditures:			0	0	60,000	0
Expenditure Total:			15,946	32,270	90,975	33,700

Veteran's Officer



Veteran's Officer: Ron Eplin
Phone: 970-824-0384
Email: veterans@moffatcounty.net

Mission Statement:

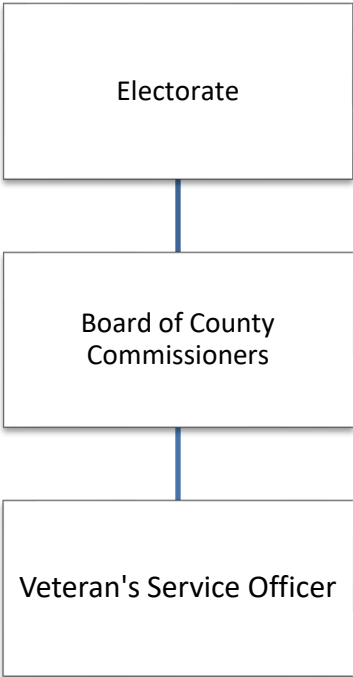
To Put the Veteran First" Offering veterans, their families and dependents in the State of Colorado, especially residents of Moffat and surrounding counties, support and assistance in filing claims they may be entitled and offering transportation to and from veteran medical facilities.

Purpose of Department:

- ✓ It is the duty of the Veteran's Service Officer and assistant to assist residents of the State of Colorado, especially residents of Moffat and surrounding counties, who served honorably in the United States Armed Services or Merchant Marines and their surviving spouses and dependents, administrators, executors, guardians, conservators, and or heirs of any such veteran: or any other person who may have proper claim, by assisting and filing claims for insurance, health care enrollment, pensions, disability compensations, hospitalization (including transport to local or Veteran Medical Facilities: employment and vocational rehabilitation i.e. educational, burial, home loans, etc.) or any other benefits that they may be entitled.

Veteran's Officer Personnel Schedule	
Position Title	FTE
Veteran's Service Officer	0.50
Total	0.50

Veteran's Officer Organizational Chart



Veteran's Officer Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
41000004	43412	STATE VETERANS OFFICER	14,400	13,735	14,700	14,700
		Intergovernmental:	14,400	13,735	14,700	14,700
		Total Revenue:	14,400	13,735	14,700	14,700

Veteran's Officer Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
41000004	50030	PART TIME WAGES	19,137	18,355	19,500	20,000
41000004	50060	FRINGE BENEFITS	1,485	1,423	1,600	1,650
		Personnel Expenditures:	20,622	19,778	21,100	21,650
41000004	52027	LEASING	2,432	2,432	0	0
41000004	52035	REPAIRS AUTO	0	413	1,000	1,000
41000004	53002	ADVERTISING/LEGAL NOTICES	0	0	500	500
41000004	53042	TELEPHONE	1,324	418	800	800
41000004	53046	TRAVEL	0	272	1,000	1,000
41000004	54042	OFFICE SUPPLIES	821	457	1,000	1,000
41000004	54049	POSTAGE	0	0	150	150
		Operating Expenditures:	4,577	3,991	4,450	4,450
			0	0	0	0
		Capital Expenditures:	0	0	0	0
		Expenditure Total:	25,199	23,769	25,550	26,100

Youth Services



Positive Youth Development Restorative Justice



Fairness & Equity

Public Safety

Youth Services Director/Colorado Youth Detention Continuum (CYDC) Case Manager

Tara Wojtkiewicz

Phone: 970-824-9150

Email: diversion@moffatcounty.net

Mission Statement

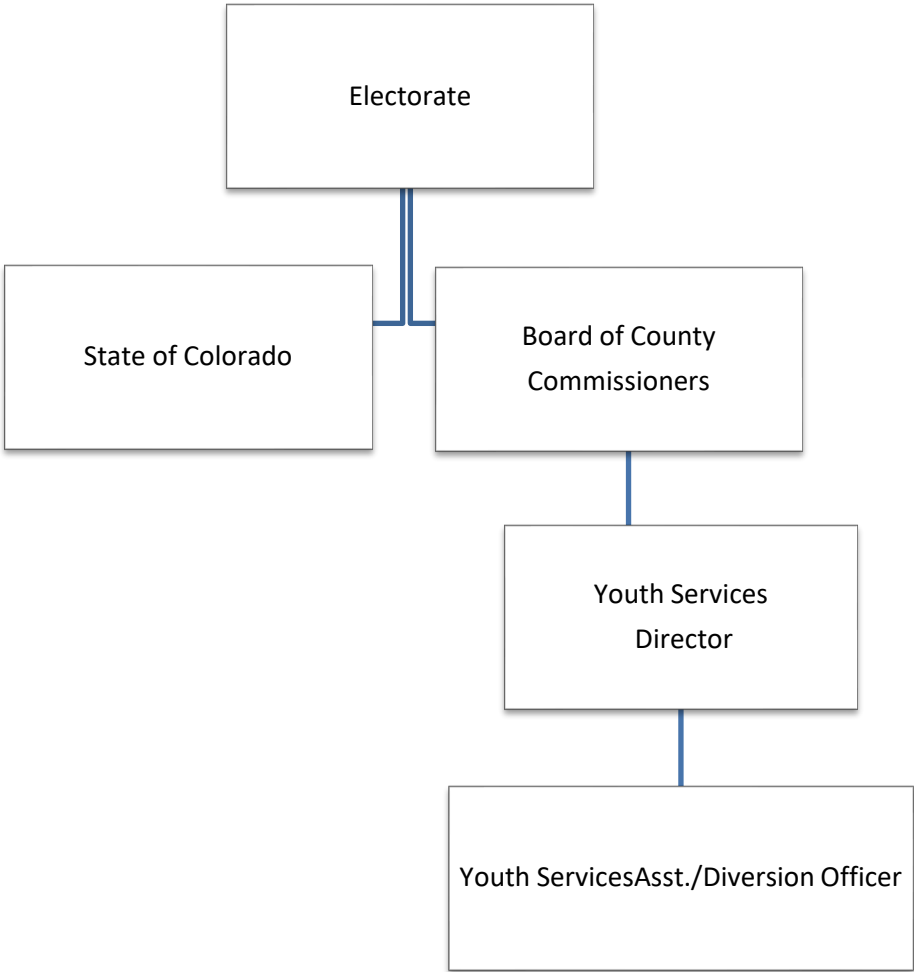
The mission of the Youth Services Department is to collaboratively design, implement, and uniformly monitor a continuum of care for youth in crisis in the Juvenile Justice System.

Purpose of Department

- ✓ The Youth Services Department (YSD) is a unique department that serves the youth of Moffat County. Programs that comprise the department include; CYDC Juvenile Screenings; CYDC Pre-Adjudicated Release Supervision; Juvenile Diversion Program; and the Crisis Intervention Team.
- ✓ These programs cover a wide range of services: screening youth who have allegedly committed a delinquent act as guided by State mandate; from providing mediation services to youth in conflict; to monitoring youth that are participating in the Diversion Program or being supervised on a Pre-Adjudicated Release Plan (PRP); or helping to find resources within our community to prevent youth from being homeless or a runaway.
- ✓ Seventy-four (74) youth were provided services through the YSD in 2024. An estimate of one hundred and fifty (150) to two hundred (200) youth will be provided services in 2025.

Youth Services Personnel Schedule	
Position Title	FTE
Youth Services Director	0.50
Youth Services Director	0.50
Youth Services Asst./Div Officer	1.00
Total	2.00

Youth Services Organizational Chart



Youth Services Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
41500004	43433	STATE JUDICIAL DIVERSION	29,224	21,617	23,582	23,582
415SB944	43409	STATE SB94 CASE MANAGEMENT	33,426	28,284	35,419	35,419
415SB944	43410	STATE SB94 MISCELLANEOUS	6,141	765	7,000	7,000
41500004	43900	CITY OF CRAIG	12,000	12,000	12,000	12,000
Intergovernmental:			80,792	62,666	78,001	78,001
41500004	44040	SB215 FEES	5,088	4,339	6,000	6,000
Charges for Services:			5,088	4,339	6,000	6,000
41500004	45001	MISCELLANEOUS	495	150	600	600
41500004	45002	UNITED WAY	257	325	500	500
41500004	46004	REIMBURSEMENT	0	0	500	500
Miscellaneous:			752	475	1,600	1,600
Total Revenue:			86,633	67,480	85,601	85,601

Youth Services Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
41500004	50025	FULL TIME SHARED WAGES	30,017	55,557	37,000	38,200
415SB944	50025	FULL TIME SHARED WAGES	30,018	31,047	37,000	38,200
41500004	50020	FULL TIME WAGES	0	0	51,000	53,600
41500005	50060	PART TIME WAGES	53,438	38,984	0	0
41500004	50040	ON CALL WAGES	0	0	29,250	29,500
41500004	50042	OVERTIME	51	0	0	0
41500004	50055	EMPLOYEE BONUS	1,000	0	0	0
415SB944	50055	EMPLOYEE BONUS	1,000	0	0	0
41500004	50060	FRINGE BENEFITS	19,669	28,838	43,000	48,000
415SB944	50060	FRINGE BENEFITS	14,712	14,718	16,000	16,600
41500004	50080	RETIREMENT	1,861	1,863	5,200	5,600
415SB944	50080	RETIREMENT	1,861	1,863	2,100	2,400
Personnel Expenditures:			153,627	172,870	220,550	232,100
41500004	51018	OTHER PROFESSIONAL SERVICES	145	145	0	0
41500004	53046	TRAVEL	7,038	883	2,394	2,394
41500004	53054	WRAPAROUND SERVICES	972	1,292	4,500	4,500
41500004	54042	OFFICE SUPPLIES	983	2,151	1,250	1,250
41500004	54070	SUBSTANCE CLASS FEES	0	0	500	500
Operating Expenditures:			9,138	4,471	8,644	8,644
Expenditure Total:			162,765	177,340	229,194	240,744

Health Allotments

Finance Director: Catherine Nielson
Phone: 970-824-9106
Email: cnielson@moffatcounty.net

Purpose of Department

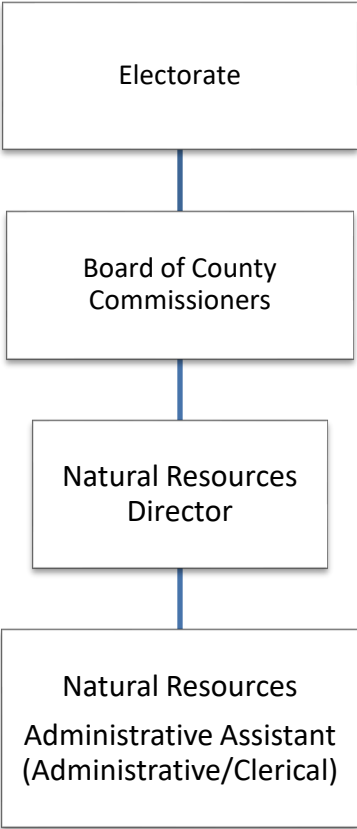
- ✓ **Medical Director**
Medical Director to help guide Ambulance services.

Health Allotment Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
42000004	51008	DETOX	0	0	0	0
42000004	51017	NW COLORADO HEALTH	0	0	0	0
42000004	51028	MEDICAL DIRECTOR	2,000	2,000	2,000	2,000
Operating Expenditures:			2,000	2,000	2,000	2,000
Expenditure Total:			2,000	2,000	2,000	2,000

Natural Resources Personnel Schedule	
Position Title	FTE
Natural Resources Director	1.00
Natural Resources Administrative Assistant	0.33
Total	1.33

Natural Resources Organizational Chart



Natural Resources Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
50000005	43431	STATE GRANT	42,500	0	0	0
		Intergovernmental:	42,500	0	0	0
50000005	46004	REIMBURSEMENT	0	232	0	0
		Miscellaneous:	0	232	0	0
		Total Revenue:	42,500	232	0	0

Natural Resources Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
50000005	50020	FULL TIME WAGES	88,600	92,534	100,000	106,000
50000005	50025	FULL TIME SHARED WAGES	16,991	19,472	19,140	21,000
50000005	50044	LONGEVITY	2,749	2,600	2,956	3,500
50000005	50060	FRINGE BENEFITS	38,905	39,384	41,000	46,500
50000005	50080	RETIREMENT	6,501	6,876	7,000	8,000
		Personnel Expenditures:	153,746	160,866	170,096	185,000
50000005	51015	LEGAL SERVICES	12,392	710	10,000	110,000
50000005	51021	RANGELAND/WATER ISSUES	5,591	0	3,000	30,000
50000005	53002	ADVERTISING/LEGAL NOTICES	0	86	150	150
50000005	53009	DUES & MEETINGS	2,725	3,813	3,400	3,400
50000005	53016	GIS MAPPING	30	0	2,000	2,000
50000005	53046	TRAVEL	1,963	2,002	5,037	5,037
50000005	54042	OFFICE SUPPLIES	142	935	650	650
50000005	54038	MISCELLANEOUS	103	122	150	150
50000005	54049	POSTAGE	0	49	100	100
		Operating Expenditures:	22,946	7,717	24,487	151,487
			0	0	0	0
		Capital Expenditures:	0	0	0	0
		Expenditure Total:	176,692	168,583	194,583	336,487

Development Services



Development Services Director: Neil Binder
Phone: 970-824-9160
Email: nbinder@moffatcounty.net

Mission Statement:

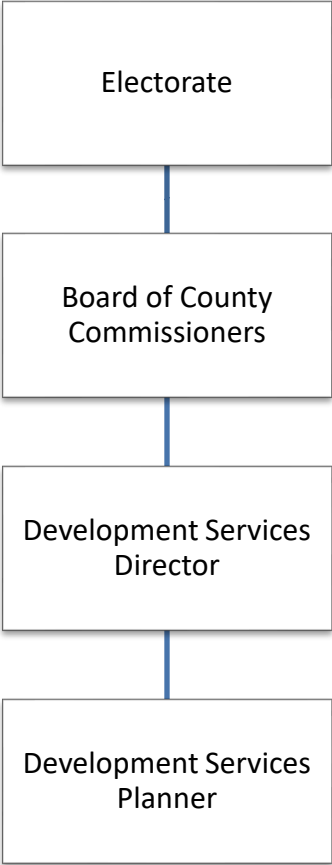
To provide solution oriented services to the citizens of Moffat County through the application of professional skills, adopted plans, standards, and building codes which facilitate the growth of the local economy, enhance the quality of life and preserve the natural environment for current and future generations

Purpose of Department:

- ✓ Development Services encompasses project management of capital projects, procurement of capital assets, grant writing and administration, and the Planning Department.

Development Services Personnel Schedule	
Position Title	FTE
Development Services Director	1.00
Development Services Planner	0.80
Total	1.80

Development Services Organizational Chart



Development Services Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
50500005	44021	PLANNING FEES	3,400	2,085	2,000	2,000
		Charges for Services:	3,400	2,085	2,000	2,000
50500005	46004	REIMBURSEMENT	99	0	0	0
		Miscellaneous:	99	0	0	0
		Total Revenue:	3,499	2,085	2,000	2,000

Development Services Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
50500005	50020	FULL TIME WAGES	77,261	88,954	83,000	95,300
50500005	50025	FULL TIME SHARED WAGES	35,477	46,981	56,000	64,500
50500005	50044	LONGEVITY	1,125	0	0	0
50500005	50046	LEAVE PAID OUT	2,243	10,236	0	0
50500005	50060	FRINGE BENEFITS	51,453	61,415	63,000	68,200
50500005	50080	RETIREMENT	6,488	5,582	5,100	10,500
		Personnel Expenditures:	174,047	213,169	207,100	238,500
50500005	51018	OTHER PROFESSIONAL SERVICES	0	73,772	80,000	80,000
50500005	52035	REPAIRS AUTO	53	0	1,000	1,000
50500005	53002	ADVERTISING/LEGAL NOTICES	869	1,454	2,200	2,200
50500005	53009	DUES & MEETINGS	0	0	310	310
50500005	53042	TELEPHONE	830	1,207	337	337
50500005	53046	TRAVEL	0	0	2,604	2,604
50500005	53048	UNEMPLOYMENT	0	0	0	0
50500005	54037	MISC EQUIPMENT	237	130	582	582
50500005	54042	OFFICE SUPPLIES	4,607	1,179	1,396	1,396
50500005	54049	POSTAGE	77	0	65	65
		Operating Expenditures:	6,673	77,742	88,494	88,494
			0	0	0	0
		Capital Expenditures:	0	0	0	0
		Expenditure Total:	180,720	290,911	295,594	326,994

Hamilton Community



Hamilton Community Center

Mission Statement:

This mission of the Hamilton Community Center is to provide the public with a meeting place for functions, activities and meetings. It is used by clubs, groups and organizations as well as individuals for meetings, dinners, parties, and get-togethers.

Purpose of Department:

- ✓ The Hamilton Community Center exists to provide the public with a place to meet. (See mission statement). Approximately 100 people use the building monthly and approximately 400 people have used it in the last budget year for Christmas parties, receptions, DOW information meetings, fund-raisers, outfitters organizational meetings and other parties. Approximately 95% of those attending functions at the Hamilton Community Center are Moffat County residents. The age groups range from children in the local 4-H club to recreational associations, community and family groups for get-togethers, local governmental informational meetings including DOW and trash dumpster meetings, political caucuses, etc. The center is also a voting precinct.
- ✓ The Hamilton Community Center has no regular revenue. We encourage donations by the users of the Center and have had excellent cooperation from those using the building. In addition, we continue to use memorial funds given in memory of long time board/community member Ethel Jordan. We have been able to use some of those funds for special needs and projects for the Center. The daily needs of the building, i.e. paper supplies and cleaning supplies is totally provided through donations. Since donations are difficult to project, we must continue to budget for needed items; however, if donated monies are available, we have been able to purchase larger items with those donated funds, allowing budgeted monies to stay with the County. Since donations help defray the costs of both supplies and larger items, the cost of maintaining the building is kept to a minimum. Usage of this building can also take the pressure off meeting places in Craig.

Hamilton Community Center Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
51000005	46004	REIMBURSEMENT	0	56	0	0
		Miscellaneous:	0	56	0	0
		Total Revenue:	0	56	0	0

Hamilton Community Center Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
51000005	52028	MAINTENANCE	1,275	2,294	1,000	3,000
51000005	52043	UTILITIES	2,139	1,329	5,100	5,100
51000005	54038	MISCELLANEOUS	0	0	2,760	2,760
		Operating Expenditures:	3,413	3,624	8,860	10,860
51000005	60004	CAPITAL IMPROVEMENTS	0	0	0	0
		Capital Expenditures:	0	0	0	0
		Expenditure Total:	3,413	3,624	8,860	10,860

Maybell



Maybell Community Center:

The purpose of the Maybell Community Center is to provide a clean, well-lighted, environmentally sound meeting place for the community organizational, social, and educational activities and events.

Maybell Senior Citizens Bus:

This bus provides weekly transportation to Craig for doctor and dentist appointments, grocery shopping and picking up medications. The bus is also used for organized senior outings. This bus is handicapped accessible.

Maybell Park:

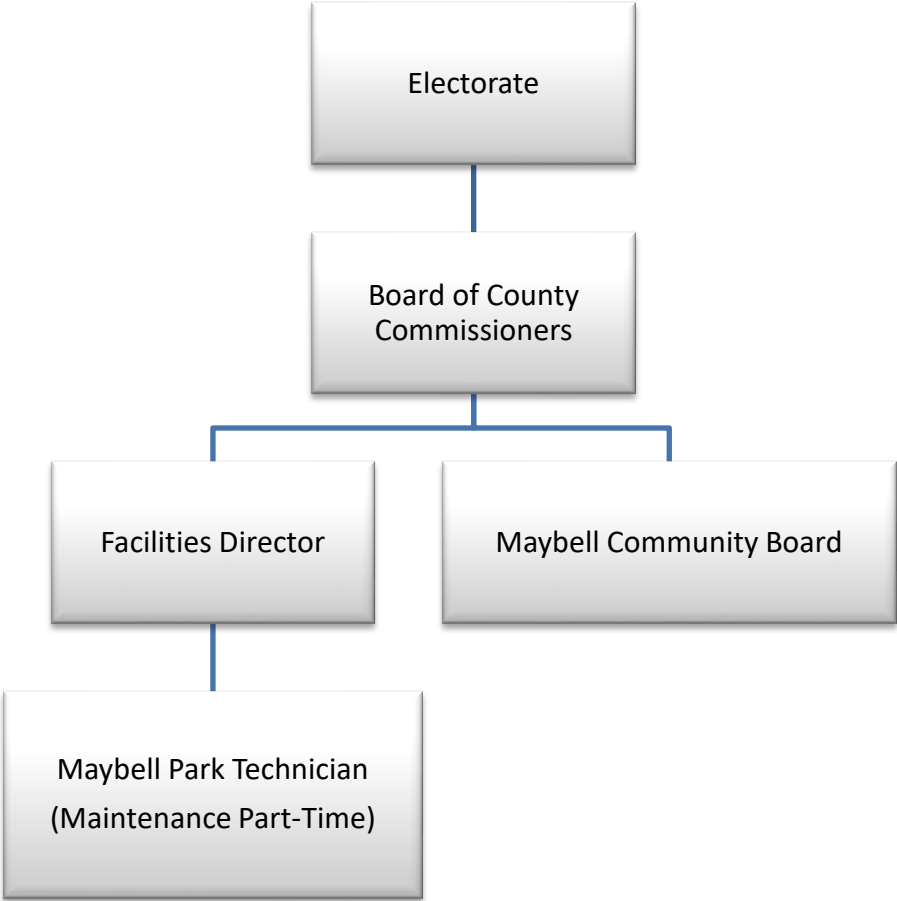
The Park has multiple uses from Family Reunions to Weddings. The main focus is camping, for visitors to Brown's Park, Sand Wash, rafters, school groups, Boy Scouts, Fire Crews, and of course, hunters. It provides travelers with a clean rest stop and playground for children. The Park partners with Maybell Women's Club for improvements such as a shared mower and new fencing.

Maybell Women's Club:

The main purpose of the Maybell Women's Club is to promote citizenship and community pride through the club's involvement with the Maybell Library, "Adopt a Highway Program," publishing of the Maybell Gazette. It furnishes meals for funerals when needed and assists in fund-raisers for the ill and/or needy in the community. The club also owns and maintains the Maybell Cemetery by mowing, watering, spraying for noxious weeds, repairs fences and gates, planting and maintaining new vegetation, and arranging for new burials. Maybell Women's Club partners with the Maybell Park, and has purchased 6 Metal Picnic Tables and continues to contribute to the replacement of trees as needed.

Maybell Personnel Schedule	
Position Title	FTE
Maybell Park Technician	0.38
Total	0.38

Maybell Organizational Chart



Maybell Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
51500005	44023	CAMPGROUND RENTAL	55,761	35,804	0	0
51500005	44038	SHOWER FEES	1,268	894	0	0
51500005	44039	RV DUMP FEES	1,674	1,525	0	0
Charges for Services:			58,703	38,223	0	0
51500005	45008	DONATIONS	560	0	0	0
51500005	46004	REIMBURSEMENT	0	138	0	0
Miscellaneous:			560	138	0	0
Total Revenue:			59,262	38,361	0	0

Maybell Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
51500005	50030	PART TIME WAGES	8,406	9,253	13,100	20,500
51500005	50060	FRINGE BENEFITS	833	948	1,700	1,800
Personnel Expenditures:			9,239	10,201	14,800	22,300
51500005	52008	COMMUNITY CENTER	2,851	2,495	2,500	3,000
51500005	52029	MAINTENANCE CONTRACTS	0	0	0	0
51500005	52032	PARK	18,966	15,582	5,700	16,000
51500005	52043	UTILITIES	13,432	14,712	12,000	15,000
51500005	52047	WOMEN'S CLUB	0	0	3,500	4,000
51500005	53009	DUES & MEETINGS	0	0	0	0
51500005	54033	MAINTENANCE SUPPLIES	473	293	0	0
51500005	54045	OPERATING SUPPLIES	0	0	0	0
51500005	54074	TAXES	5,974	3,824	0	0
Operating Expenditures:			41,696	36,906	23,700	38,000
51500005	60004	CAPITAL IMPROVEMENTS	0	0	0	0
Capital Expenditures:			0	0	0	0
Expenditure Total:			50,934	47,108	38,500	60,300

Moffat County Fair



Administrative Supervisor: Jackie Goodnow

Phone: 970-824-9180

Email: jgoodnow@moffatcounty.net

Mission Statement:

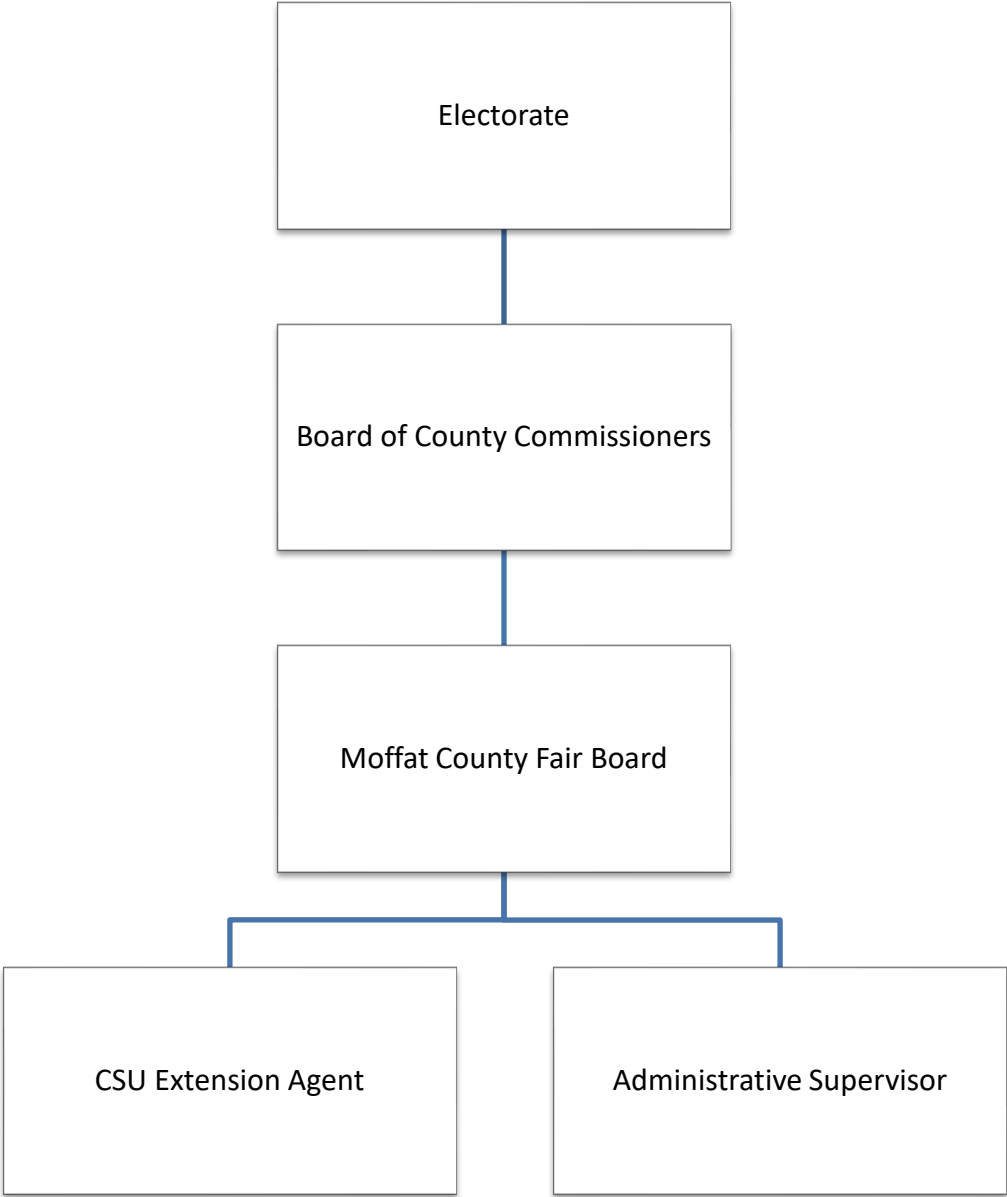
The Moffat County Fair provides an opportunity for all residents of Moffat County to exhibit, encourage and promote their agricultural heritage as well as skills and accomplishments in the mechanical, industrial, horticulture, home economics and livestock industries in the County. This follows statute CRS 35-65-111. The County Fair also provides the opportunity and means for all 4-H and FFA projects to be completed, exhibited and judged for the youth in Moffat County.

Purpose of Department:

- ✓ Livestock and Horse Shows
- ✓ Indoor Projects - Horticulture, Garden, Hobby, Mechanical, Family & Consumer Sciences
- ✓ Entertainment – Variety that provides for all audiences
- ✓ Hall of Education – An event for all educational and non-profit organizations to showcase functions and benefits for Moffat County Resident
- ✓ Events for Community and Families of Moffat County and surrounding counties to participate and enjoy the celebration of Moffat County and its heritage.

County Fair Personnel Schedule	
Position Title	FTE
Administrative Supervisor	0.48
Staff Assistant	0.25
Total	0.72

County Fair Organizational Chart



County Fair Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
52100005	45008	DONATIONS	68,822	71,839	6,000	6,000
		Miscellaneous:	68,822	71,839	6,000	6,000
		Total Revenue:	68,822	71,839	6,000	6,000

County Fair Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
52100005	50025	FULL TIME SHARED WAGES	23,268	27,345	25,650	28,000
52100005	50035	PART TIME SHARED WAGES	5,111	7,520	8,313	8,500
52100005	50040	CALL OUT WAGES	5,000	4,500	5,500	7,500
52100005	50042	OVER TIME	3,750	3,633	5,000	5,000
52100005	50044	LONGEVITY	1,069	0	1,235	1,235
52100005	50050	CONTRACT LABOR	1,623	1,739	1,762	1,762
52100005	50054	JUDGES	9,905	10,526	7,062	7,062
52100005	50060	FRINGE BENEFITS	15,368	16,177	15,548	21,200
52100005	50080	RETIREMENT	1,591	1,859	1,613	2,000
		Personnel Expenditures:	66,685	73,298	71,683	82,259
52100005	51026	ENTERTAINMENT	73,525	81,341	10,907	10,907
52100005	53002	ADVERTISING/LEGAL NOTICES	10,064	5,107	2,562	2,562
52100005	53027	PREMIUMS	2,323	2,323	2,323	2,323
52100005	53032	SECURITY	3,600	3,700	600	600
52100005	53058	PRINTING	558	327	400	400
52100005	54005	AWARDS & RIBBONS	10,089	9,927	6,062	6,062
52100005	54015	COPIES	125	466	500	500
52100005	54024	FAIR BOOK	2,934	4,277	4,000	4,000
52100005	54025	FAIR QUEEN EXPENSE	395	628	0	0
52100005	54038	MISCELLANEOUS	6,952	4,862	3,000	3,000
52100005	54042	OFFICE SUPPLIES	654	843	900	900
52100005	54044	OPEN HORSE SHOW	1,024	2,199	1,000	1,000
52100005	54045	OPERATING SUPPLIES	2,049	2,666	1,500	1,500
52100005	54049	POSTAGE	576	151	400	400
52100005	56007	COUNTY FAIR STIMULUS GRAND	36,109	0	0	0
		Operating Expenditures:	150,976	118,819	34,154	34,154
		Expenditure Total:	217,661	192,116	105,837	116,413

Colorado State University Extension



CSU Extension Agent: Megan Stetson
Phone: 970-826-3402
Email: megan.stetson@colostate.edu

Mission Statement:

The Mission of Colorado State University Extension is:

“To provide information and education, and encourage the application of research-based knowledge in response to local, state and national issues affecting individuals, youth, families, agricultural enterprises and communities of Colorado.”

Our vision is to:

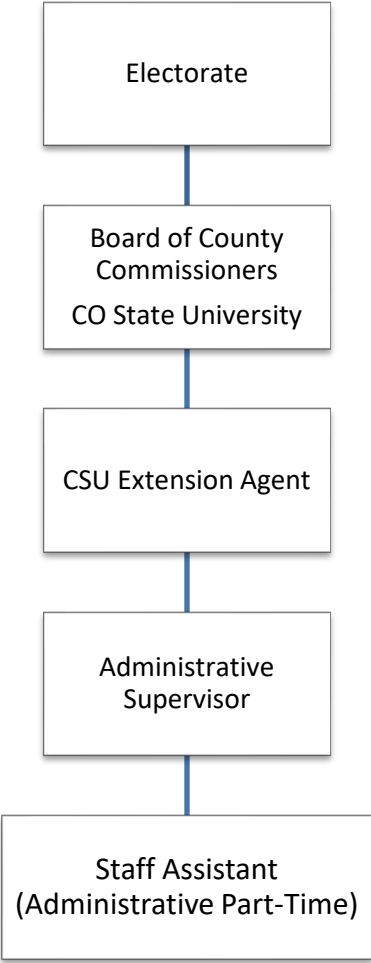
“Lead the University in helping the people of Colorado put knowledge to work.”

Purpose of Department:

As the major off-campus educational arm of Colorado State University, Extension is a partnership of Colorado State University, Moffat County, and the United States Department of Agriculture. Extension is the informal, non-credit educational system that links education and research with the needs of Moffat County citizens. The office provides unbiased, research-based information and encourages the application of this information in response to local, state and national issues affecting individuals, youth, ***families and agriculture enterprises in Moffat County.***

Extension Personnel Schedule	
Position Title	FTE
CSU Extension Agent	0.00
Administrative Supervisor	0.48
Staff Assistant	0.42
Total	0.90

Extension Organizational Chart



Extension Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimated	2025 Budget
52500005	44025	DEPARTMENT FEES	0	0	4,500	0
		Charges for Services:	0	0	4,500	0
52500005	46004	REIMBURSEMENT	1,272	(1,272)	0	0
		Miscellaneous:	1,272	(1,272)	0	0
		Total Revenue:	1,272	(1,272)	4,500	0

Extension Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
52500005	50025	FULL TIME SHARED WAGES	23,268	27,345	25,650	28,000
52500005	50035	PART TIME SHARED WAGES	8,762	12,891	17,000	19,000
52500005	50042	OVER TIME	0	0	0	0
52500005	50044	LONGEVITY	1,069	0	1,240	1,240
52500005	50052	CSU AGENT	14,700	15,000	15,575	16,350
52500005	50060	FRINGE BENEFITS	15,357	15,351	16,008	19,000
52500005	50080	RETIREMENT	1,551	1,641	1,550	1,700
		Personnel Expenditures:	64,707	72,228	77,023	85,290
52500005	52037	REPAIRS EQUIP/MAINT	0	240	300	300
52500005	53009	DUES & MEETINGS	469	230	1,000	1,000
52500005	53042	TELEPHONE	1,200	1,200	1,200	1,200
52500005	53046	TRAVEL	2,510	2,200	3,565	3,565
52500005	54015	COPIES	5,004	4,494	5,500	5,500
52500005	54038	MISCELLANEOUS	1,274	745	1,614	1,614
52500005	54042	OFFICE SUPPLIES	1,455	1,798	2,150	2,150
52500005	54049	POSTAGE	818	312	1,000	1,000
52500005	54055	REFERENCE & PROGRAM SUPPORT	8,795	7,501	10,000	10,000
		Operating Expenditures:	21,525	18,720	26,329	26,329
52500005	60014	EQUIPMENT VEHICLES	0	0	0	0
		Capital Expenditures:	0	0	0	0
		Expenditure Total:	86,232	90,948	103,352	111,619



Road & Bridge



Road & Bridge Director: Dan Miller
Phone: 970-824-3211 x 1015
Email: dmiller@moffatcounty.net

Mission Statement:

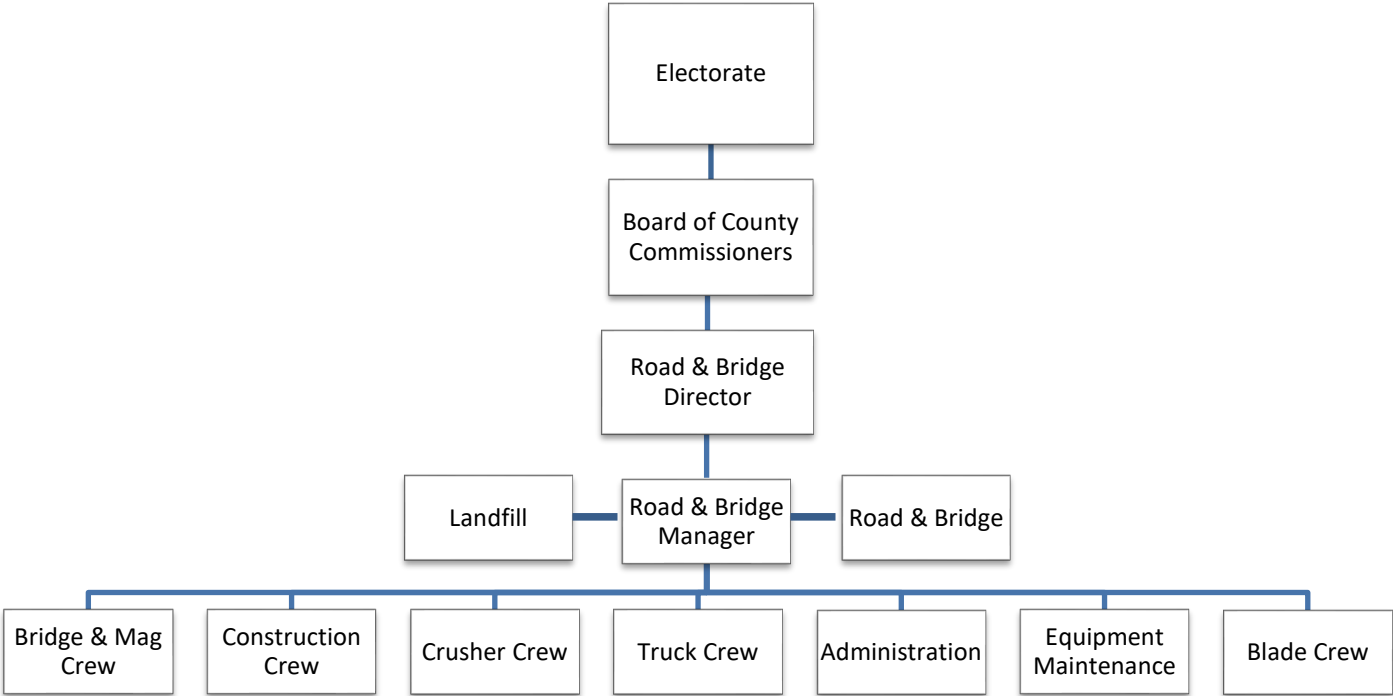
To provide a safe and well maintained road and bridge system for the traveling public as effectively and efficiently as possible

Purpose of Department:

- ✓ The Moffat County Road & Bridge Department maintains approximately 1,700 miles of county roads and 57 bridges covering 4,734 square miles.
- ✓ The maintenance of roads includes plowing of snow in the wintertime; blading and graveling roads; cleaning, repairing and replacing approximately 480 cattle guards, culverts and bridges; repairing and replacing signs and the maintenance of asphalt. The maintenance of equipment and buildings includes maintaining approximately 450 pieces of equipment and seven county shops.

Road & Bridge Personnel Schedule	
Position Title	FTE
Road & Bridge Director	1.00
Road & Bridge Manager	1.00
Road & Bridge Supervisor	5.00
Heavy Equipment Operators	31.00
Equipment Maintenance Supervisor	1.00
Senior Mechanic	1.00
Mechanic	4.00
Accounting Technician	2.00
Safety Coordinator	1.00
Parts Technician	1.00
Total	48.00

Road and Bridge Organizational Chart



Road and Bridge Fund Summary

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Sources of Funds:				
Property Taxes	\$ 85	\$ -	\$ -	\$ -
Sales Tax	440,000	476,803	476,803	440,000
Specific Ownership Taxes	975,454	980,985	980,985	800,000
Licenses & Permits	46,943	89,929	30,000	30,000
Intergovernmental	5,140,931	5,199,778	4,952,347	5,155,000
Charges for Services	26,270	33,150	40,000	30,000
Miscellaneous	158,307	127,616	295,373	265,139
Interest	109,647	366,631	18,285	100,000
Transfer In	-	-	-	-
Fund Balance Used	-	-	2,716,127	3,212,699
Total Sources of Funds	\$ 6,897,638	\$ 7,274,891	\$ 9,509,920	\$ 10,032,838
Uses of Funds:				
Personnel	\$ 3,959,802	\$ 4,501,666	\$ 4,731,920	\$ 5,171,800
Operating	2,964,786	2,960,710	\$ 2,958,921	3,260,039
Capital Outlay	968,488	1,590,978	\$ 1,819,079	1,601,000
Transfers Out	-	-	\$ -	\$ -
Total Uses of Funds	\$ 7,893,076	\$ 9,053,353	\$ 9,509,920	\$ 10,032,839
Annual Net Activity	\$ (995,438)	\$ (1,778,461)	\$ -	\$ (0.00)
Cumulative Balance:				
Beginning Fund Balance	\$ 14,520,505	\$ 13,525,066	\$ 11,746,605	\$ 9,030,478
Change in Fund Balance	(995,438)	(1,778,461)	(2,716,127)	(3,212,699)
Ending Fund Balance	\$ 13,525,066	\$ 11,746,605	\$ 9,030,478	\$ 5,817,779
Fund Balance Designations:				
Nonspendable				
Inventory	\$ 1,869,058	\$ 1,528,966	\$ 1,528,966	\$ 1,528,966
Committed				
60 Days Operating*	\$ 1,154,329	\$ 1,243,978	\$ 1,282,063	\$ 1,405,587
Countercyclical Reserve	\$ 300,000	\$ 300,000	\$ 300,000	\$ 300,000
Assigned				
Capital Reserve	\$ 2,458,645	\$ 2,458,645	\$ 1,654,553	\$ 75,000
Subsequent Year's Expendi	\$ 7,743,033	\$ 6,215,017	\$ 4,264,897	\$ 2,508,226

Road & Bridge Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Actual	2025 Budget
36000003	40001	PROPERTY TAX	85	0	0	0
		Property Taxes:	85	0	0	0
					0	0
36000003	41500	SPECIFIC OWNERSHIP TAX	975,454	980,985	980,985	800,000
		Specific Ownership Taxes:	975,454	980,985	980,985	800,000
36000003	41001	SALES TAX	440,000	476,803	440,000	440,000
36000003	41003	SEVERANCE TAX	0	0	0	0
		Sales Taxes:	440,000	476,803	440,000	440,000
36000003	43001	FEDERAL PILT	600,000	600,000	600,000	600,000
36000003	43004	FEDERAL MINERAL LEASE	0	0	0	0
36000003	43005	FEDERAL FOREST SERVICE	40,116	41,024	10,000	20,000
36000003	43011	FEDERAL MAINTENACE CONTRACT	19,412	35,585	15,000	20,000
36000003	43021	FEDERAL MISCELLANEOUS	0	0	0	0
36000003	43402	STATE MV REGISTRATION FEES	37,525	27,621	30,000	10,000
36000003	43408	STATE MISCELLANEOUS	9,550	11,291	5,000	5,000
36000003	43430	STATE FIRE RELIEF FUND	0	0	0	0
36000003	43437	STATE HWY USERS FUND	4,434,328	4,483,516	4,291,847	4,500,000
36000003	43900	CITY OF CRAIG	0	741	500	0
		Intergovernmental:	5,140,931	5,199,778	4,952,347	5,155,000
36000003	42202	ROAD PERMITS	44,549	55,478	30,000	30,000
36000003	42203	UTILITY PERMITS	2,395	31,701	0	0
36000003	42204	ROAD MAINTENANCE PERMITS	0	2,750	0	0
		License & Permits:	46,943	89,929	30,000	30,000
36000003	44043	OTHER COUNTY DEPARTMENTS	26,270	29,743	40,000	30,000
36000003	44047	CATTLE GUARDS	0	3,406	0	0
		Charges for Services:	26,270	33,150	40,000	30,000
36000003	45022	SALE OF ASSETS	0	0	0	0
36000003	45004	TAXABLE SALES	6	0	15	0
36000003	45001	MISCELLANEOUS	46,160	8,976	5,000	5,000
36000003	46004	REIMBURSEMENT	0	2,448	0	0
36000003	46010	LANDFILL REIMBURSEMENT	30,188	104,975	288,358	260,139
36000003	46001	INSURANCE REIMBURSEMENT	72,622	9,878	0	0
36000003	46011	FEDERAL REIMBURSEMENT	0	0	2,000	0
36000003	46012	MISC SALES REIMBURSEMENT	3,882	1,339	0	0
36000003	45013	BUILDING USE	5,450	0	0	0
		Miscellaneous:	158,307	127,616	295,373	265,139
36000003	47001	INTEREST EARNED	109,647	366,631	18,285	100,000
		Interest:	109,647	366,631	18,285	100,000
		Revenue Total:	6,897,638	7,274,892	6,756,990	6,820,139

Road & Bridge Maintenance Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
36036103	50020	FULL TIME WAGES	1,956,936	2,341,202	2,433,720	2,440,000
36036103	50042	OVER TIME	39,418	95,166	50,000	70,000
36036103	50044	LONGEVITY	23,230	22,630	23,000	25,000
36036103	50046	LEAVE PAID OUT	28,440	50,014	19,000	20,000
36036103	50050	CONTRACT LABOR	0	5,257	5,000	25,000
36036103	50060	FRINGE BENEFITS	1,023,322	1,011,394	1,125,000	1,400,000
36036103	50080	RETIREMENT	115,645	132,783	148,000	149,000
Personnel Expenditures:			3,186,992	3,658,446	3,803,720	4,129,000
36036103	51018	OTHER PROFESSIONAL SERVICES	19,623	23,866	22,000	22,000
36036103	51020	PHYSICALS	2,826	2,888	3,000	3,000
36036103	52016	EQUIPMENT RENTAL	9,696	12,485	15,000	15,000
36036103	52021	GRAVEL LEASE	5,525	2,111	7,000	7,000
36036103	52022	HIGHWAY PAINT	48,909	73,962	100,000	100,000
36036103	54002	ASPHALT	6,011	2,432	15,000	15,000
36036103	54008	BRIDGE REPAIR	715	3,598	40,000	40,000
36036103	54009	CATTLEGAURDS	(8,612)	(22,650)	0	0
36036103	54017	CRACK SEALER	0	19,177	22,000	22,000
36036103	54018	CULVERTS	21,865	12,916	25,000	50,000
36036103	54021	DUST CONTROL	563,076	500,933	500,000	500,000
36036103	54026	FENCING	0	0	100	100
36036103	54038	MISCELLANEOUS	2,320	3,243	4,000	4,000
36036103	54060	SAFETY SUPPLIES	3,826	3,490	4,000	4,000
36036103	54061	SAND & GRAVEL	450,265	323,245	70,000	70,000
36036103	54066	SIGNS	4,695	3,056	10,000	10,000
36036103	54071	STEEL & IRON	33,250	34,430	50,000	50,000
36036103	54082	WOOD	0	0	500	500
36036103	55022	OTHER SUPPLIES	10,521	16,182	15,000	15,000
36036103	58015	PERMITS	9,250	10,169	15,500	15,500
Operating Expenditures:			1,183,762	1,025,535	918,100	943,100
Expenditure Total:			4,370,754	4,683,981	4,721,820	5,072,100

Road & Bridge Equipment Maintenance Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
36036203	50020	FULL TIME WAGES	317,492	335,040	385,000	406,000
36036203	50042	OVER TIME	1,165	8,541	3,000	10,000
36036203	50044	LONGEVITY	2,600	1,350	2,600	2,600
36036203	50046	LEAVE PAID OUT	1,389	28,031	0	0
36036203	50050	CONTRACT LABOR	0	232	0	0
36036203	50060	FRINGE BENEFITS	160,894	159,640	180,000	227,500
36036203	50080	RETIREMENT	14,094	16,331	24,000	25,000
Personnel Expenditures:			497,634	549,165	594,600	671,100
36036203	52020	UTILITIES GARBAGE REMOVAL	535	726	650	650
36036203	52036	REPAIRS BUILDING	6,721	17,169	25,000	25,000
36036203	52038	RADIO REPAIR/MAINTENANCE	749	3,257	4,500	4,500
36036203	52043	UTILITIES	50,777	123,103	53,000	175,000
36036203	54029	GAS & DIESEL	703,793	742,450	700,000	800,000
36036203	54031	GRADER BLADES	61,845	69,954	100,000	100,000
36036203	54038	MISCELLANEOUS	10,236	0	100	100
36036203	54043	OIL & ANTIFREEZE	68,984	67,673	45,000	60,000
36036203	54053	PROPANE	55,230	785	54,950	2,950
36036203	54056	REPAIR PARTS	358,418	364,863	400,000	475,000
36036203	54063	SHOP SUPPLIES	53,382	63,031	65,000	65,000
36036203	54064	SHOP TOOLS	5,337	6,994	7,000	7,000
36036203	54075	TIRES & TUBES	83,631	82,862	100,000	100,000
Operating Expenditures:			1,459,637	1,542,866	1,555,200	1,815,200
36036203	60063	SOFTWARE UPGRADE	0	0	0	33,000
Capital Expenditures:			0	0	0	33,000
Expenditure Total:			1,957,271	2,092,031	2,149,800	2,519,300

Road & Bridge Capital Outlay Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
36036303	60010	EQUIPMENT LOADER/BACKHOE	0	449,978	449,978	0
36036303	60011	EQUIPMENT MISCELLANEOUS	44,370	0	0	588,000
36036303	60012	EQUIPMENT MOTOR GRADERS	270,724	0	0	0
36036303	60013	EQUIPMENT TRACTOR TRUCKS	115,399	372,768	534,601	0
36036303	60014	EQUIPMENT VEHICLES	0	474,697	499,500	325,000
36036303	60025	ROAD & BRIDGE BUILDINGS	57	0	0	0
36036303	60034	RADIOS	0	0	35,000	0
36036303	60035	EQUIPMENT CRUSHER	537,937	0	0	155,000
36036303	60044	EQUIPMENT TRAILERS	0	0	0	0
Capital Expenditures:			968,488	1,297,443	1,519,079	1,068,000
Expenditure Total:			968,488	1,297,443	1,519,079	1,068,000

Road & Bridge Administration Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
36036403	50020	FULL TIME WAGES	178,495	198,688	205,000	222,000
36036403	50042	OVER TIME	992	145	2,000	2,000
36036403	50044	LONGEVITY	2,620	2,600	2,600	2,600
36036403	50046	LEAVE PAID OUT	12,326	0	0	0
36036403	50060	FRINGE BENEFITS	71,181	84,374	114,000	131,100
36036403	50080	RETIREMENT	9,563	8,248	10,000	14,000
Personnel Expenditures:			275,177	294,055	333,600	371,700
36036403	52029	MAINTENANCE CONTRACTS	6,238	6,708	11,800	3,786
36036403	53002	ADVERTISING/LEGAL NOTICES	306	251	800	800
36036403	53009	DUES & MEETINGS	90	90	300	300
36036403	53018	INSURANCE	164,783	222,346	239,041	263,173
36036403	53042	TELEPHONE	10,236	8,999	9,500	9,500
36036403	53046	TRAVEL	934	956	4,780	4,780
36036403	53048	UNEMPLOYMENT	0	0	0	0
36036403	53058	PRINTING	795	599	700	700
36036403	54034	MAPS	0	30	300	300
36036403	54037	MISC EQUIPMENT	199	0	2,000	2,000
36036403	54038	MISCELLANEOUS	212	20,539	400	400
36036403	54042	OFFICE SUPPLIES	4,429	2,989	2,500	2,500
36036403	54049	POSTAGE	229	71	400	400
		FEDERAL FOREST SERVICE-SCHOOL	20,058	0		
Operating Expenditures:			208,508	263,578	272,521	288,639
Expenditure Total:			483,685	557,634	606,121	660,339

Road & Bridge Fee Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
36036503	54077	TREASURER FEES	44,041	44,863	40,000	40,000
Operating Expenditures:			44,041	44,863	40,000	40,000
Expenditure Total:			44,041	44,863	40,000	40,000

Road & Bridge Capital Projects Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
36036603	54038	MISCELLANEOUS	0	0	0	0
36036603	60024	PAVING	0	293,535	300,000	500,000
36036603	60039	FUEL PUMPS	0	0	0	0
36036603	60027	BRIDGE	0	0	0	0
Capital Expenditures:			-	293,535	300,000	500,000
Expenditure Total:			-	293,535	300,000	500,000

Road & Bridge Other Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
36036703	53042	TELEPHONE	0	0	100	100
36036703	54021	DUST CONTROL	8,344	5,000	5,000	5,000
36036703	54029	GAS & DIESEL	44,450	37,764	140,000	140,000
36036703	54043	OIL & ANTIFREEZE	1,048	14,407	10,000	10,000
36036703	54056	REPAIR PARTS	14,994	26,696	18,000	18,000
Operating Expenditures:			68,837	83,868	173,100	173,100
Expenditure Total:			68,837	83,868	173,100	173,100

Landfill



Road & Bridge Director: Dan Miller
Phone: 970-824-3211 x 1015
Email: dmiller@moffatcounty.net

Mission Statement:

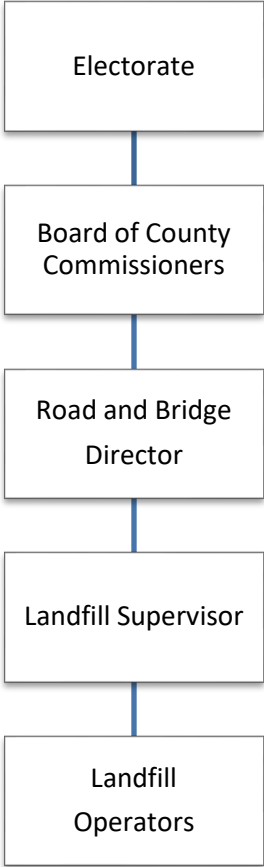
To provide a safe and sanitary landfill meeting state requirements for the public as effectively and efficiently as possible.

Purpose of Department:

- ✓ The Moffat County Landfill operates a 40-acre sanitary landfill serving approximately 13,000 residents of Moffat County. The Landfill accepts approximately 13,000 tons of solid waste and 5,000 tires per year.
- ✓ The Moffat County Landfill is regulated by the State of Colorado Department of Public Health and Environment and is inspected yearly to ensure compliance

Landfill Personnel Schedule	
Position Title	FTE
Landfill Supervisor	1.00
Landfill Operator	3.00
Total	4.00

Landfill Organizational Chart



**Landfill
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Sources of Funds:				
Property Taxes	\$ 0	\$ 0	\$ -	\$ -
Sales Tax	-	-	-	-
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	852,196	905,633	616,500	720,000
Miscellaneous	2,645	2,277	1,400	1,400
Interest	12,818	52,697	1,506	20,000
Transfer In	-	-	-	-
Fund Balance Used	-	-	517,333	564,650
Total Sources of Funds	\$ 867,659	\$ 960,607	\$ 1,136,739	\$ 1,306,050
Uses of Funds:				
Personnel	\$ 370,842	\$ 416,056	\$ 425,611	\$ 468,100
Operating	\$ 202,560	\$ 292,794	\$ 294,853	\$ 337,950
Capital Outlay	\$ -	\$ -	\$ 416,275	\$ 500,000
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 573,402	\$ 708,850	\$ 1,136,739	\$ 1,306,050
Annual Net Activity	\$ 294,257	\$ 251,757	\$ -	\$ -
Cumulative Balance:				
Beginning Fund Balance	\$ 1,477,616	\$ 1,771,873	\$ 2,023,630	\$ 1,506,297
Change in Fund Balance	294,257	251,757	(517,333)	(564,650)
Ending Fund Balance	\$ 1,771,873	\$ 2,023,630	\$ 1,506,297	\$ 941,647
Fund Balance Designations:				
Restricted				
Closure	\$ 218,000	\$ 218,000	\$ 218,000	\$ 218,000
New Cell Reserve	\$ 16,000	\$ 29,248	\$ 29,248	\$ 32,000
Committed				
60 Days Operating*	\$ 95,586	\$ 118,165	\$ 120,101	\$ 134,369
Assigned				
Tire Disposal	\$ -	\$ -	\$ -	\$ -
Capital Reserve	\$ 304,217	\$ 304,217	\$ 304,217	\$ 304,217
Subsequent Year's Expenditures	\$ 1,138,070	\$ 1,353,999	\$ 834,730	\$ 253,061

Landfill Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
33500003	44002	USER FEES	842,844	891,214	615,000	715,000
33500003	44003	TIRES	9,352	14,419	1,500	5,000
Charges for Services:			852,196	905,633	616,500	720,000
33500003	47001	INTEREST EARNED	12,818	52,697	1,506	20,000
Interest:			12,818	52,697	1,506	20,000
33500003	45001	MISCELLANEOUS	1,645	0	200	200
33500003	45003	SALES & LEASES	1,000	2,191	1,200	1,200
33500003	46004	REIMBURSEMENT	0	86	0	0
Miscellaneous:			2,645	2,277	1,400	1,400
Total Revenue:			867,660	960,607	619,406	741,400

Landfill Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
33500003	50020	FULL TIME WAGES	213,530	261,460	260,000	281,000
33500003	50042	OVER TIME	5,328	3,323	10,000	10,000
33500003	50044	LONGEVITY	1,690	2,210	2,220	2,600
33500003	50046	LEAVE PAID OUT	7,829	0	0	0
33500003	50050	CONTRACT LABOR	0	0	0	0
33500003	50060	FRINGE BENEFITS	131,589	133,555	137,658	157,500
33500003	50080	RETIREMENT	10,875	15,509	15,733	17,000
Personnel Expenditures:			370,842	416,056	425,611	468,100
33500003	51018	OTHER PROFESSIONAL SERVICES	54,109	37,432	43,600	43,600
33500003	52020	UTILITIES GARBAGE REMOVAL	0	2,800	8,300	8,300
33500003	52028	MAINTENANCE	31,419	104,975	45,000	45,000
33500003	52036	REPAIRS BUILDING	0	0	700	700
33500003	52043	UTILITIES	3,224	3,522	3,500	3,500
33500003	53018	INSURANCE	7,881	11,845	12,903	14,000
33500003	53029	RECYCLING FEE	7,526	17,880	15,000	15,000
33500003	53042	TELEPHONE	445	445	500	500
33500003	53044	TOWN OF DINOSAUR	12,000	12,000	0	12,000
33500003	53046	TRAVEL	731	0	2,000	2,000
33500003	53048	UNEMPLOYMENT	0	0	0	0
33500003	54021	DUST CONTROL	5,151	0	5,500	5,500
33500003	54029	GAS & DIESEL	30,946	31,117	72,000	72,000
33500003	54031	GRADER BLADES	2,013	0	2,000	2,000
33500003	54037	MISC EQUIPMENT	120	0	600	600
33500003	54038	MISCELLANEOUS	772	3,535	1,400	1,400
33500003	54042	OFFICE SUPPLIES	594	703	800	800
33500003	54043	OIL & ANTIFREEZE	7,500	8,288	7,040	7,040
33500003	54053	PROPANE	0	0	4,710	4,710
33500003	54056	REPAIR PARTS	11,820	35,032	15,000	15,000
33500003	54061	SAND & GRAVEL	0	0	500	500
33500003	54063	SHOP SUPPLIES	442	510	1,000	1,000
33500003	54071	STEEL & IRON	0	0	800	800
33500003	54075	TIRES & TUBES	168	881	5,000	5,000
33500003	54077	TREASURER FEES	8,828	9,127	5,800	5,800
33500003	54090	MULCH	0	0	0	30,000
33500003	55022	OTHER SUPPLIES	1,029	7,173	1,000	1,000
33500003	58001	BAD DEPT	0	0	200	200
33500003	58008	FEES	15,843	5,530	40,000	40,000
Operating Expenditures:			202,560	292,794	294,853	337,950
33500003	60011	EQUIPMENT MISCELLANEOUS	0	0	0	500,000
33500003	60028	CONSTRUCTION	0	0	416,275	0
Capital Expenditures:			0	0	416,275	500,000
Total Expenditures:			573,402	708,850	1,136,739	1,306,050



Airport

Craig-Moffat County Airport



Airport Manager: Candace Miller
Phone: 970-824-9148
Email: cmiller@moffatcounty.net

Mission Statement:

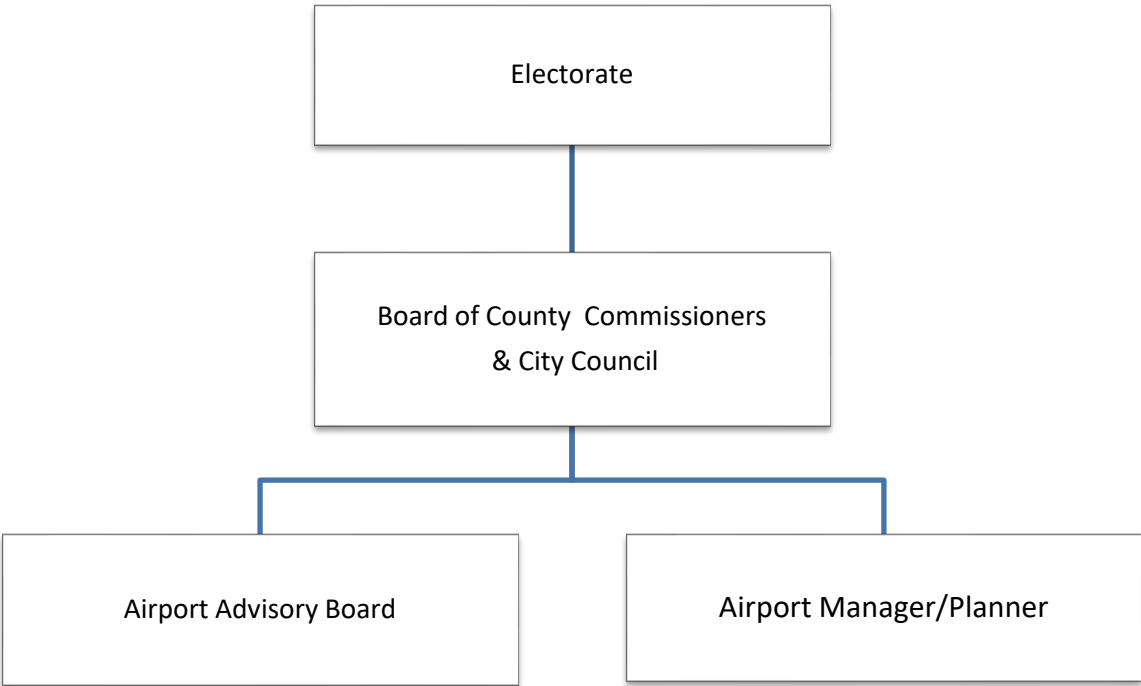
The mission of the Craig-Moffat County Airport is to plan, direct and provide high quality aviation services and facilities for Craig and Moffat County in a safe, secure and efficient manner.

Purpose of Department:

- ✓ Provide for aircraft landings and takeoffs.
- ✓ Provide an upgraded terminal building with phone and internet access.
- ✓ Work with the Bureau of Land Management and National Forest Service to provide facilities for the fire season.
- ✓ Provide rental land for the building of hangars for storage of small aircraft.

Airport Personnel Schedule	
Position Title	FTE
Development Services Airport Manager	0.20
Total	0.20

Airport Organizational Chart



Airport Fund Summary

	2022 Actual	2023 Actual	2024 Budget	2025 Budget
Sources of Funds:				
Property Taxes	\$ -	\$ -	\$ -	\$ -
Sales Tax	11,116	16,762	6,500	6,500
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	450,113	148,459	278,084	50,047
Charges for Services	17,223	16,847	17,000	17,000
Miscellaneous	128	2,231	-	-
Interest	2,527	9,005	284	2,500
Transfer In	51,509	49,348	202,118	50,047
Fund Balance Used	-	-	-	-
Total Sources of Funds	\$ 532,616	\$ 242,652	\$ 503,986	\$ 126,093
Uses of Funds:				
Personnel	\$ 57,917	18,821.00	\$ 18,913	\$ 10,950
Operating	\$ 38,118	80,577.40	\$ 89,143	\$ 89,643
Capital Outlay	\$ 413,263	\$ 118,259	\$ 330,000	\$ 4,000
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 509,296	\$ 217,658	\$ 438,056	\$ 104,593
Annual Net Activity	\$ 23,318	\$ 24,995	\$ 65,930	\$ 21,500
Cumulative Balance:				
Beginning Fund Balance	\$ 221,366	\$ 244,684	\$ 269,679	\$ 335,609
Change in Fund Balance	23,318	24,995	65,930	21,500
Ending Fund Balance	\$ 244,684	\$ 269,679	\$ 335,609	\$ 357,109
Fund Balance Designations:				
Committed				
60 Days Operating	\$ 16,009	\$ 16,570	\$ 18,013	\$ 16,769
Assigned				
Subsequent Year's Expenditures	\$ 228,675	\$ 253,109	\$ 317,596	\$ 340,340

Airport Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
34000003	41001	SALES TAX	4,120	7,032	1,500	1,500
34000003	41007	EXCISE TAX	6,996	9,730	5,000	5,000
Sales Taxes:			11,116	16,762	6,500	6,500
34000003	43023	FEDERAL BUREAU OF LAND MANGMN	0	0	0	0
34000003	43024	FEDERAL FAA	386,890	81,959	0	0
34000003	43432	STATE CO DEPT OF TRANSPORT	11,714	17,152	0	0
34000003	43900	CITY OF CRAIG	51,509	49,348	278,084	50,047
Intergovernmental:			450,113	148,459	278,084	50,047
34000003	44037	RENTS	17,223	16,847	17,000	17,000
Charges for Services:			17,223	16,847	17,000	17,000
34000003	45001	MISCELLANEOUS	100	0	0	0
34000003	45022	SALE OF ASSETS	0	0	0	0
34000003	46001	INSURANCE REIMBURSEMENT	0	1,157	0	0
34000003	46004	REIMBURSEMENT	28	1,074	0	0
Miscellaneous:			128	2,231	0	0
34000003	47001	INTEREST EARNED	2,527	9,005	284	2,500
Interest:			2,527	9,005	284	2,500
34000003	48110	TRANSFER IN FROM GENERAL	51,509	49,348	202,118	50,047
Transfer In:			51,509	49,348	202,118	50,047
Total Revenue:			532,616	242,652	503,986	126,093

Airport Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
34000003	50025	FULL TIME SHARED WAGES	35,477	12,155	11,820	7,000
34000003	50044	LONGEVITY	1,125	0	0	0
34000003	50046	LEAVE PAID OUT	2,243	0	0	0
34000003	50060	FRINGE BENEFITS	17,220	6,483	6,384	3,500
34000003	50080	RETIREMENT	1,852	184	709	450
Personnel Expenditures:			57,917	18,821	18,913	10,950
34000003	51018	OTHER PROFESSIONAL SERVICES	19,271	66,137	33,000	33,000
34000003	52029	MAINTENANCE CONTRACTS	1,800	0	36,000	36,000
34000003	52037	REPAIRS EQUIP/MAINT	1,564	454	2,000	2,000
34000003	52043	UTILITIES	7,054	7,047	6,763	6,763
34000003	53018	INSURANCE	1,780	1,780	1,780	1,780
34000003	53036	SPRAYING	2,500	2,500	2,500	2,500
34000003	53042	TELEPHONE	496	0	0	0
34000003	54038	MISCELLANEOUS	298	28	300	300
34000003	54045	OPERATING SUPPLIES	34	957	1,000	1,500
34000003	54077	TREASURER FEES	3,073	1,675	5,800	5,800
34000003	58017	RENT REFUND	248	0	0	0
Operating Expenditures:			38,118	80,577	89,143	89,643
34000003	60004	CAPITAL IMPROVEMENTS	413,263	118,259	330,000	4,000
Capital Expenditures:			413,263	118,259	330,000	4,000
Total Expenditures:			509,298	217,658	438,056	104,593



Emergency 911



Regional Coordinator: Elaine Moe
Phone: 970-824-6501
Email: elaine.moe@state.co.us

Mission Statement:

As the communications agent for Moffat County Public Safety, the Craig Regional Communication Center (CRCC) will provide the citizens of Moffat County with effective emergency telephone service for the purpose of implementing rapid emergency services response for public protection and safety.

Purpose of Department:

- ✓ The Craig Regional Communications Center (CRCC) provides public safety communications for the law enforcement, fire and emergency medical service (EMS) agencies within Moffat County. CRCC serves as the Public Safety Answering Point (PSAP...the 911 answer point) for Moffat County. The staff members of CRCC are trained extensively and hold numerous certifications for access to criminal justice records and Emergency Medical Dispatch (EMD). On average, CRCC receives 4000 911 calls annually with 98% answered within ten seconds.
- ✓ While CRCC provides 911 services for Moffat County alone, the center is responsible for communication services for numerous state and federal agencies in the following counties: Routt, Grand, Jackson, Summit, Lake, Eagle, Pitkin, Garfield, and Rio Blanco. On average, CRCC records 120,000 calls for service annually. CRCC also serves as the custodian of all computer aided dispatch(CAD) and audio (telephone and radio) records associated with the operational service area; supervisory staff members provide material for an average of 450 requests annually.

Emergency 911 Fund Summary

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Sources of Funds:				
Property Taxes	\$ -	\$ -	\$ -	\$ -
Sales Tax	171,067	134,986	100,000	100,000
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Miscellaneous	7,560	45,565	-	-
Interest	5,160	20,635	6,000	10,000
Transfer In	-	-	-	-
Fund Balance Used	-	-	-	-
Total Sources of Funds	\$ 183,786	\$ 201,187	\$ 106,000	\$ 110,000
Uses of Funds:				
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	\$ 86,996	\$ 71,151	\$ 105,550	105,550
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 86,996	\$ 71,151	\$ 105,550	\$ 105,550
Annual Net Activity	\$ 96,791	\$ 130,036	\$ 450	\$ 4,450
Cumulative Balance:				
Beginning Fund Balance	\$ 496,876	\$ 593,667	\$ 723,702	\$ 724,152
Change in Fund Balance	96,791	130,036	450	4,450
Ending Fund Balance	\$ 593,667	\$ 723,702	\$ 724,152	\$ 728,602
Fund Balance Designations:				
Restricted				
911 Services	\$ 593,667	\$ 723,702	\$ 724,152	\$ 728,602

E911 Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
23000002	41004	EMERGENCY 911 TAX	171,067	134,986	100,000	100,000
		Sales Taxes:	171,067	134,986	100,000	100,000
23000002	43436	STATE E911 GRANT	7,560	45,524	0	0
23000002	45001	MISCELLANEOUS	0	0	0	0
23000002	46004	REIMBURSEMENT	0	41	0	0
		Miscellaneous:	7,560	45,565	0	0
23000002	47001	INTEREST EARNED	5,160	20,635	6,000	10,000
		Interest:	5,160	20,635	6,000	10,000
		Total Revenue:	183,787	201,186	106,000	110,000

E911 Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
23000002	52043	UTILITIES	661	834	550	550
23000002	53010	EDUCATION	3,725	2,306	8,000	8,000
23000002	53042	TELEPHONE	7,414	1,615	10,000	10,000
23000002	54045	OPERATING SUPPLIES	5,976	4,682	12,000	12,000
23000002	54068	SPECIAL PROJECTS	69,221	61,714	75,000	75,000
		Operating Expenditures:	86,996	71,151	105,550	105,550
		Total Expenditure:	86,996	71,151	105,550	105,550



Capital Projects



Finance Director: Catherine Nielson
Phone: 970-824-9106
Email: cnielson@moffatcounty.net

Purpose of Department:

This fund is used to account for major capital projects, which are funded, by an assigned revenue source, i.e. County owned mineral revenue. The County owned mineral revenue is being designated as follows per Resolution 2006-137 Designation of Revenue in Capital Projects Fund:

- ✓ 15% of the revenue for Courthouse Expansion/Major Renovations
- ✓ 15% of the revenue for Senior Housing Improvements/Addition
- ✓ 25% of the revenue for a multiuse building at the Fairgrounds
- ✓ 45% of the revenue for yet to be determined capital improvements

**Capital Projects
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
<u>Sources of Funds:</u>				
Property Taxes	\$ -	\$ -	\$ -	\$ -
Sales Tax	-	-	-	-
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	4,571,054	78,946	-	-
Charges for Services	-	-	-	-
Miscellaneous	56,434	48,206	50,000	238,909
Interest	124,376	293,426	3,280	50,000
Transfer In	-	-	-	-
Fund Balance Used	-	-	1,790,633	150,582
Total Sources of Funds	\$ 4,751,861	\$ 420,579	\$ 1,843,913	\$ 439,491
<u>Uses of Funds:</u>				
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	-	-	-	0
Capital Outlay	\$ 18,961,927	\$ 5,441,498	\$ 1,843,913	\$ 636,157
Transfers Out	-	-	-	-
Total Uses of Funds	\$ 18,961,926	\$ 5,441,497	\$ 1,843,913	\$ 636,157
Annual Net Activity	\$ (14,210,065)	\$ (5,020,918)	\$ -	\$ (196,666)
<u>Other Financing Sources:</u>				
Bonds	\$ 24,890,862.91	\$ -	\$ -	\$ 196,666
Transfers (out)	-	-	-	-
Total Other Financing Sources	\$ 24,890,862.91	\$ -	\$ -	\$ 196,666
<u>Cumulative Balance:</u>				
Beginning Fund Balance	\$ 24,361,806	\$ 10,151,742	\$ 5,130,822	\$ 3,340,189
Change in Fund Balance	(14,210,065)	(5,020,918)	(1,790,633)	(0)
Ending Fund Balance	\$ 10,151,741	\$ 5,130,822	\$ 3,340,189	\$ 3,340,188
<u>Fund Balance Designations:</u>				
Committed				
				-
Courthouse Improvements	\$ 1,522,761	\$ 769,623	\$ 501,028	\$ 501,028
Fairground Improvements	\$ 2,537,935	\$ 1,282,705	\$ 835,047	\$ 835,047
Senior Housing Improvements	\$ 1,522,761	\$ 769,623	\$ 501,028	\$ 501,028
County-wide Improvements	\$ 4,568,283	\$ 2,308,870	\$ 1,503,085	\$ 1,503,085

Capital Projects Courthouse Revenue

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
345CTLS3	47003	INTEREST INCOME ACCRUED	108,564	127,397	0	0
		Interest:	108,564	127,397	0	0
345CTLS3	45030	LEASE PROCEEDS	0	0	0	0
345CTLS3	46004	REIMBURSEMENT	2,821	17,651	0	0
		Miscellaneous:	2,821	17,651	0	0
		Total Revenue:	111,385	145,048	0	0

Capital Projects Courthouse Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
		COURTHOUSE				
345CTLS3	58011	INTEREST ON BONDS	0	0	0	0
345CTLS3	58019	PRINCIPAL ON BOND	0	0	0	0
345CTLS3	58014	PAYING AGENTS FEE	0	0	0	0
		SOLAR				
345JLSR3	58011	INTEREST ON BONDS	0	0	0	0
345JLSR3	58019	PRINCIPAL ON BOND	0	0	0	0
345JLSR3	58021	BOND RENTAL PAYMENT	0	4,310	0	0
17000000	59010	TRANSFER TO LEASE PURCHASE	0	0	0	0
		Capital Expenditures:	0	4,310	0	0
		Total Expenditures:	0	4,310	0	0

Other Sources of Funding

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
		CAPITAL PURCHASE COURTHOUSE 2021 ISSUANCE				
345CTLS3	45028	BOND PROCEEDS	21,635,000	0	0	0
345CTLS3	48000	PREMIUM ON BONDS	2,916,522	0	0	0
345CTLS3	45029	LEASE PROCEEDS	314,864	0	0	0
345CTLS3		BOND ISSUANCE COST	0	0	0	0
345CTLS3		PROCEEDS FROM CAPITAL LEASE	0	0	0	0
		CAPITAL PURCHASE UTILITY PUBLIC SAFETY CENTER SOLAR				
345JLSR	60041	SOLAR	24,477	0	0	0
		Total Other Financing Sources	24,890,863	0	0	0
		Capital Expenditures:	48,119	4,530,424	1,616,413	196,666

Capital Projects Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
34500003	45006	MISC GRANT	0	0	0	0
34500003	45003	SALES & LEASES	14,159	18,100	50,000	15,000
34500003	45001	MISCELLANEOUS	39,454	12,455	0	0
345USDA3	43032	FEDERAL USDA	4,571,054	78,946	0	223,909
Miscellaneous:			4,624,667	109,502	50,000	238,909
34500003	43408	STATE MISCELLANEOUS	0	0	0	0
Intergovernmental:			0	0	0	0
34500003	47001	INTEREST EARNED	15,812	166,029	3,280	50,000
Interest:			15,812	166,029	3,280	50,000
Total Revenue			4,640,478	275,531	53,280	288,909

Capital Projects Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
34500003	60005	CAPITAL OUTLAY	2,162,950	27,498	200,000	200,000
34500003	60007	COURTHOUSE BLDG	16,725,642	36,835	0	0
34500003	60016	FAIRGROUNDS BLDG	8,207	0	0	0
34500003	60017	HUMAN SERVICES BLD	0	0	0	0
34500003	60021	LOUDY SIMPSON	0	0	7,500	15,582
34500003	60025	ROAD & BRIDGE BLDG	0	0	0	0
34500003	60026	WEED & PEST BLDG	0	0	0	0
34500003	60033	PUB SAFETY CENTER BLDG	0	0	0	0
34500003	60036	CEMETERY	17,008	0	20,000	0
34500003	60038	SENIORS KITCHEN	0	0	0	0
345USDA3	60007	USDA COURTHOUSE	0	842,431	0	223,909
Capital Expenditures:			18,913,807	906,764	227,500	439,491
Total Expenditures:			18,913,807	906,764	227,500	439,491
Expenditure Total:			18,913,807	906,764	227,500	439,491

Conservation Trust



Facilities Director: Barry Barnes
Phone: 970-824-9107
Email: bbarnes@moffatcounty.net

Purpose of Department:

- ✓ To use the Conservation Trust to improve Loudy Simpson Park, Maybell Park and Sherman Youth Camp.
- ✓ The Conservation Trust Fund was established in conjunction with the Colorado State Lottery.
- ✓ The County received a share back of lottery proceeds, which is based on a per capita formula that is established by the state. The funds may be expended for the acquisition, development and maintenance of new conservation sites for capital improvements or maintenance for recreational purposes on any public site.

**Conservation Trust
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
<u>Sources of Funds:</u>				
Property Taxes	\$ -	\$ -	\$ -	\$ -
Sales Tax	-	-	-	-
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	51,069	55,864	36,000	36,000
Charges for Services	-	-	-	-
Miscellaneous	-	-	-	-
Interest	1,435	6,379	186	3,000
Transfer In	-	-	-	-
Fund Balance Used	-	-	48,264	-
Total Sources of Funds	\$ 52,504	\$ 62,243	\$ 84,450	\$ 39,000
<u>Uses of Funds:</u>				
Personnel	\$ 8,639	\$ 9,314	\$ 18,000	\$ 18,000
Operating	\$ 524	\$ 621	\$ 450	\$ 700
Capital Outlay	\$ 13,295	\$ -	\$ 66,000	\$ 15,000
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 22,458	\$ 9,935	\$ 84,450	\$ 33,700
Annual Net Activity	\$ 30,044	\$ 52,308	\$ -	\$ 5,300
<u>Cumulative Balance:</u>				
Beginning Fund Balance	\$ 143,129	\$ 173,173	\$ 225,481	\$ 177,217
Change in Fund Balance	30,044	52,308	(48,264)	5,300
Ending Fund Balance	\$ 173,173	\$ 225,481	\$ 177,217	\$ 182,517
<u>Fund Balance Designations:</u>				
Restricted				
Outdoor Recreational Improvements	\$ 173,173	\$ 225,481	\$ 177,217	\$ 182,517

Conservation Trust Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
35000003	43401	STATE LOTTERY CONSERV TRUST	51,069	55,864	36,000	36,000
		Intergovernmental:	51,069	55,864	36,000	36,000
35000003	45001	MISCELLANEOUS	0	0	0	0
		Miscellaneous:	0	0	0	0
35000003	47001	INTEREST EARNED	1,435	6,379	186	3,000
		Interest :	1,435	6,379	186	3,000
		Total Revenue:	52,504	62,243	36,186	39,000

Conservation Trust Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
35000003	50050	CONTRACT LABOR	8,639	9,314	18,000	18,000
		Personnel Expenditures:	8,639	9,314	18,000	18,000
35000003	54077	TREASURER FEES	525	622	450	700
		Operating Expenditures:	525	622	450	700
35000003	60005	CAPITAL OUTLAY	13,295	0	66,000	15,000
		Capital Expenditures:	13,295	0	66,000	15,000
		Total Expenditures:	22,458	9,935	84,450	33,700



Moffat County Library



Library Director: Keisha Bickford
Phone: 970-824-7550 x 404
Email: kbickford@moffat.lib.co.us

Mission Statement:

To provide an environment where patrons can meet their educational, informational and recreational needs.

Vision Statement:

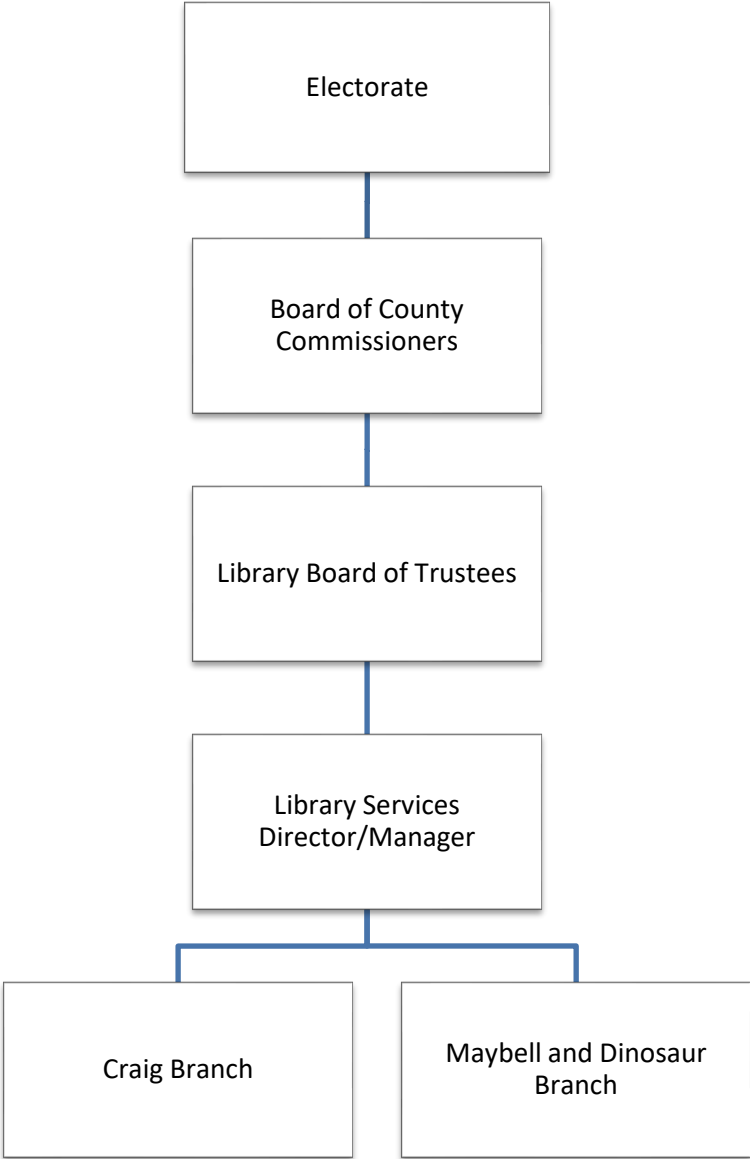
To provide an environment where lifelong habits of learning, self-improvement and self-expression are encouraged.

Purpose of Department:

- ✓ The purpose of the public library is to ensure access to information through various formats for all. Libraries provide free public computer and Internet access. Other services may include a variety of programs to encourage early literacy free of charge.
- ✓ The public library will continue to provide outreach services for the community with the intention of developing literacy skills.
- ✓ *"The best reading, for the largest number, at the least cost." - American Library Association*

Library Personnel Schedule	
Position Title	FTE
Library Manager	1.00
Library Supervisor	0.70
Library Technician	1.00
Library Assistant I	1.63
Library Assistant II	1.00
Custodial Technician	0.50
Total	5.83

Moffat County Library Organizational Chart



**Library
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Sources of Funds:				
Property Taxes	\$ 69	\$ -	\$ -	\$ -
Sales Tax	-	-	-	-
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	13,311	6,286	5,000	5,000
Charges for Services	3,490	3,342	5,500	3,000
Miscellaneous	20,722	21,168	19,400	18,950
Interest	3,546	14,267	557	5,000
Transfer In	360,857	345,857	340,977	450,900
Fund Balance Used	-	-	42,623	-
Total Sources of Funds	\$ 401,995	\$ 390,920	\$ 414,057	\$ 482,850
Uses of Funds:				
Personnel	\$ 255,343	286,141	\$ 280,863	\$ 363,920
Operating	\$ 87,933	96,417	\$ 106,165	108,930
Capital Outlay	\$ 32,504	\$ -	\$ 27,029	\$ 10,000
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 375,780	\$ 382,558	\$ 414,057	\$ 482,850
Annual Net Activity	\$ 26,215	\$ 8,362	\$ (0)	\$ -
Cumulative Balance:				
Beginning Fund Balance	\$ 368,925	\$ 395,140	\$ 403,502	\$ 360,879
Change in Fund Balance	26,215	8,361	(42,623)	-
Ending Fund Balance	\$ 395,140	\$ 403,502	\$ 360,879	\$ 360,879
Fund Balance Designations:				
Committed				
Memorial Funds	\$ 52,205	\$ 53,753	\$ 52,607	\$ 52,607
60 Days Operating	\$ 57,224	\$ 63,772	\$ 64,518	\$ 78,824
Assigned				
Subsequent Year's Expenditures	\$ 285,711	\$ 285,976	\$ 243,754	\$ 229,448

Library Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
53500005	40001	PROPERTY TAX	66	0	0	0
53500005	40003	INTEREST & PENALTY PROP TAX	3	0	0	0
		Property Taxes:	69	0	0	0
53500005	43403	STATE LIBRARY GRANT	13,311	6,286	5,000	5,000
		Intergovernmental:	13,311	6,286	5,000	5,000
53500005	44011	FINES AND COLLECTIONS	3,490	3,342	5,500	3,000
		Charges for Services:	3,490	3,342	5,500	3,000
53500005	43901	TOWN OF DINOSAUR	15,000	15,000	15,000	15,000
53500005	45001	MISCELLANEOUS	9	6	500	50
53500005	45003	SALES & LEASES	2,400	2,400	2,400	2,400
53500005	45004	TAXABLE SALES	1,622	1,779	1,500	1,500
53500005	45005	MEMORIAL FUND	402	1,146	0	0
53500005	45022	SALE OF ASSETS	0	0	0	0
53500005	46001	INSURANCE REIMBURSEMENT	1,288	0	0	0
53500005	46004	REIMBURSEMENT	0	836	0	0
		Miscellaneous:	20,722	21,168	19,400	18,950
53500005	47001	INTEREST EARNED	3,546	14,267	557	5,000
		Interest:	3,546	14,267	557	5,000
53500005	48110	TRANSFER IN FROM GENERAL	360,857	345,857	340,977	450,900
		Transfer In:	360,857	345,857	340,977	450,900
		Total Revenue:	401,995	390,920	371,434	482,850

Library Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
53500005	50020	FULL TIME WAGES	56,347	60,026	80,100	113,200
53500005	50030	PART TIME WAGES	86,292	107,713	99,200	123,000
53500005	50044	LONGEVITY	0	0	0	0
53500005	50046	LEAVE PAID OUT	0	0	0	0
53500005	50060	FRINGE BENEFITS	38,292	38,535	46,545	75,500
53500005	50080	RETIREMENT	3,381	3,601	4,806	7,000
53501805	50030	PART TIME WAGES-DINOSAUR	17,369	20,517	21,400	22,000
53501805	50060	FRINGE BENEFITS-DINOSAUR	1,348	1,590	1,660	1,710
53501705	50030	PART TIME WAGES-MAYBELL	37,161	38,784	19,400	20,000
53501705	50060	FRINGE BENEFITS-MAYBELL	12,924	13,047	6,588	1,510
53501706	50080	RETIREMENT-MAYBELL	2,230	2,327	1,164	0
Personnel Expenditures:			255,343	286,141	280,863	363,920
53500005	52027	LEASING	1,009	1,146	1,800	1,800
53500005	52031	OUTSIDE BLDG MAINTENANCE	126	110	2,000	2,000
53500005	52036	REPAIRS BUILDING	3,905	2,172	2,000	2,000
53500005	52037	REPAIRS EQUIP/MAINT	994	580	1,200	1,200
53500005	52043	UTILITIES	12,563	16,420	10,200	15,000
53500005	52052	SPECIAL PROGRAMS	1,443	1,599	1,500	3,000
53500005	53018	INSURANCE	6,300	20,530	21,975	20,740
53500005	53042	TELEPHONE	1,327	1,089	3,700	1,500
53500005	53046	TRAVEL	40	79	2,600	500
53500005	53048	UNEMPLOYMENT	0	0	0	0
53500005	53050	VEHICLE MAINT & REPAIR	0	0	0	0
53500005	54003	AUDIO	4,767	2,825	3,500	1,000
53500005	54004	AUTOMATION	1,237	1,426	1,500	3,000
53500005	54006	BOARD EXPENSE	2,837	1,223	2,000	2,000
53500005	54007	BOOKS	25,266	26,271	25,000	29,000
53500005	54042	OFFICE SUPPLIES	2,452	3,303	1,500	3,000
53500005	54049	POSTAGE	942	0	0	0
53500005	54069	SUBSCRIPTIONS	3,774	2,166	4,000	1,500
53500005	54077	TREASURER FEES	560	434	300	300
53500005	54083	E MATERIALS	4,510	4,510	4,500	4,500
53500005	58601	INTER LIBRARY LOAN	0	556	1,000	1,000
53501705	52043	UTILITIES - MAYBELL	6,758	4,523	7,090	7,090
53501705	53042	TELEPHONE - MAYBELL	706	819	1,000	1,000
53501805	52043	UTILITIES - DINOSAUR	3,924	1,834	5,100	5,100
53501805	53042	TELEPHONE - DINOSAUR	2,495	2,802	2,700	2,700
Operating Expenditures:			87,933	96,417	106,165	108,930
53500005	60032	LIBRARY BUILDINGS	0	0	0	10,000
53500005	60004	CAPITAL IMPROVEMENTS	13,741	0	0	0
53500005	60005	CAPITAL OUTLAY	18,764	0	27,029	0
Capital Expenditures:			32,504	0	27,029	10,000
Total Expenditures:			375,780	382,558	414,057	482,850



Maybell Waste Water Treatment Facility



Maybell Waste Water Treatment Facility
475 County Road 19
Maybell, CO 81640

Mission Statement:

Maybell Waste Water Treatment Facility serving the community of Maybell, Colorado.

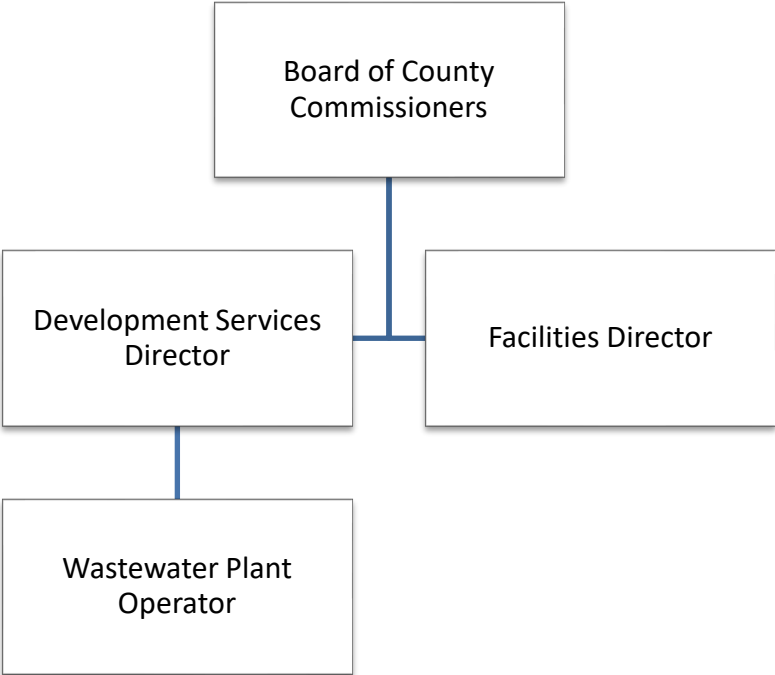
Purpose of Department:

This Department oversees the operation and maintenance of the Maybell Waste Water Treatment Facility.

Maybell Waste Water Treatment Facility Personnel Schedule

Position Title	FTE
Contract Labor (Wastewater Plant Operator)	0.00
Total	0.00

Maybell Waste Water Treatment Facility Organizational Chart



**Maybell Waste Water Treatment Facility
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Sources of Funds:				
Property Taxes	\$ -	\$ -	\$ -	\$ -
Sales Tax	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	40,140	34,053	36,960	36,960
Miscellaneous	-	346	-	-
Interest	1,146	4,653	142	2,000
Transfer In	-	127,204	-	-
Fund Balance Used			13,111	24,878
Total Sources of Funds	\$ 41,286	\$ 166,256	\$ 50,213	\$ 63,838
Uses of Funds:				
Personnel	\$ 9,621	\$ 5,996	\$ 16,400	\$ 16,400
Operating	\$ 29,116	\$ 23,748	\$ 33,813	\$ 37,438
Capital Outlay	\$ -	\$ -	\$ -	\$ 10,000
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 38,736	\$ 29,743	\$ 50,213	\$ 63,838
Annual Net Activity	\$ 2,549	\$ 136,511	\$ (0)	\$ (0)
Cumulative Balance:				
Beginning Fund Balance	\$ 355,960	\$ 358,509	\$ 495,020	\$ 481,909
Change in Fund Balance	2,549	136,511	(13,111)	(24,878)
Ending Fund Balance	\$ 358,509	\$ 495,020	\$ 481,909	\$ 457,031
Fund Balance Designations:				
Nonspendable				
Property, Plant, & Equipment	257,769	257,769	240,274	222,815
Assigned				
Subsequent Year's Expenditures	100,740	237,251	241,635	234,216

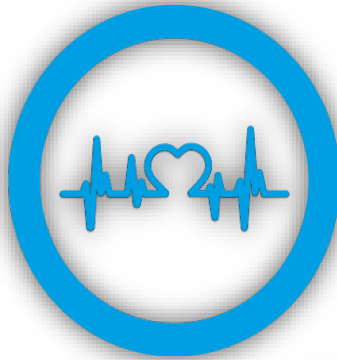
Maybell Waste Water Treatment Facility Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
35500003	44002	USER FEES	40,140	34,053	36,960	36,960
		Charges for Services:	40,140	34,053	36,960	36,960
35500003	45001	MISCELLANEOUS	0	0	0	0
35500003	45022	SALE OF ASSETS	0	0	0	0
35500003	46004	REIMBURSEMENT	0	346	0	0
		Miscellaneous:	-	346	0	0
35500003	47001	INTEREST EARNED	1,146	4,653	142	2,000
		Interest:	1,146	4,653	142	2,000
		CAPITAL CONTRIBUTIONS	0	127,204	0	0
			0	127,204	0	0
		Total Revenue:	41,286	166,256	37,102	38,960

Maybell Waste Water Treatment Facility Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
35500003	50030	PART TIME WAGES	15	0	0	0
35500003	50050	CONTRACT LABOR	9,600	6,000	16,400	16,400
35500003	50042	OVER TIME	0	0	0	0
35500003	50060	FRINGE BENEFITS	5	(4)	0	0
		Personnel Expenditures:	9,621	5,996	16,400	16,400
35500003	51018	OTHER PROFESSIONAL SERVICES	4,000	2,400	0	0
35500003	52037	REPAIRS EQUIP/MAINT	1,281	7,766	6,500	10,000
35500003	52043	UTILITIES	889	3,624	4,004	4,004
35500003	53043	TESTING	0	0	1,200	1,200
35500003	54030	GAS & OIL	0	0	64	64
35500003	54038	MISCELLANEOUS	0	0	0	0
35500003	54077	TREASURER FEES	440	427	275	400
35500003	58002	DEPRECIATION	20,953	8,506	20,161	20,161
35500003	58009	FILING FEES	555	26	609	609
35500003	58015	PERMITS	999	999	1,000	1,000
		Operating Expenditures:	29,116	23,748	33,813	37,438
35500003	60004	CAPITAL IMPROVEMENTS	0	0	0	10,000
		Capital Expenditures:	0	0	0	10,000
		Total Expenditures:	38,736	29,744	50,213	63,838

Health & Welfare



Health benefits

Human Resources Director: Rachel Bower
Phone: 970-824-9108
Email: rbower@moffatcounty.net

Mission Statement:

The Health & Welfare Board will continue to work towards minimal changes in benefits while offering the best benefits possible for our employees at an equitable cost to Moffat County and at a minimal cost to our employees. Offering our on-site Employee Health & Wellness Center to our employees and their eligible dependents is a means of offering prevention and wellness based healthcare to control our healthcare costs. Our goal is to focus on prevention and wellness in hopes of catching illness in the early stages in order to prevent the cost of higher claims in the future.

Purpose of Department:

- Monitors and maintains all financial records concerning the County's benefit plans. The plan includes major medical, dental, vision, life, and COBRA. Each department contributes to this fund and the monies are paid out as required. This fund is guided and monitored by the Moffat County Health and Welfare Board.
- Oversees and assists in the successful operation of the Employee Health & Wellness Center.
- Moffat County currently is self-funded, which gives the Health and Welfare Board more control over our plan. The benefits of being self-insured include paying only claims that are incurred rather than anticipated claims, keeping the savings of lower-than-expected claims instead of forfeiting it to the insurance company, only paying up to our stop-loss limit of \$85,000 per claim or \$2,500,000 total per year if claims are higher than expected, and having greater flexibility in determining which benefits to offer.

Health and Welfare Fund Summary

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Sources of Funds:				
Property Taxes	\$ -	\$ -	\$ -	\$ -
Sales Tax	-	-	-	-
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	3,900,973	4,027,874	3,823,924	3,876,400
Miscellaneous	799,224	179,487	220,000	200,000
Interest	54,885	28,056	4,048	50,000
Transfer In	-	-	-	-
Fund Balance Used	-	-	456,854	1,606,943
Total Sources of Funds	\$ 4,755,082	\$ 4,235,417	\$ 4,504,826	\$ 5,733,343
Uses of Funds:				
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	\$ 4,712,529	\$ 4,005,774	\$ 4,504,826	5,733,343
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ 25,000	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 4,737,529	\$ 4,005,774	\$ 4,504,826	\$ 5,733,343
Annual Net Activity	\$ 17,552	\$ 229,645	\$ 0.00	\$ -
Cumulative Balance:				
Beginning Fund Balance	\$ 3,290,676	\$ 3,308,228	\$ 3,537,874	\$ 3,081,020
Change in Fund Balance	17,552	229,645	(456,854)	(1,606,943)
Ending Fund Balance*	\$ 3,308,228	\$ 3,537,874	\$ 3,081,020	\$ 1,474,077
Fund Balance Designations:				
Restricted	110,000	110,000	110,000	110,000
Assigned				
Subsequent Year's Expenditures	3,198,228	3,427,874	2,971,020	1,364,077

Health & Welfare Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
18000001	44012	PREMIUMS/MEDICAL COUNTY	2,020,390	3,532,072	3,400,685	1,860,000
18000001	44013	PREMIUMS/MEDICAL COBRA	76,335	207,360	8,000	20,000
18000001	44014	PREMIUMS/DENTAL COUNTY	71,982	63,826	131,190	65,000
18000001	44015	PREMIUMS/VISON COUNTY	40,723	42,561	47,856	43,600
18000001	44016	PREMIUMS/LIFE	16,609	20,616	13,990	21,100
18000001	44017	PREMIUMS LONG TERM DISABILITY	36,590	33,438	37,595	33,700
18000001	44018	EMPLOYEE CONTRIBUTIONS	1,630,678	128,000	184,608	1,833,000
Charges for Services:			3,893,306	4,027,874	3,823,924	3,876,400
<hr/>						
18000001	45001	MISCELLANEOUS	54,885	26,017	20,000	0
18000001	45007	INSURANCE CAP PROCEEDS	475,039	153,470	200,000	200,000
Miscellaneous:			529,924	179,487	220,000	200,000
<hr/>						
18000001	47001	INTEREST EARNED	30,321	113,859	4,048	50,000
18000001	47002	INTEREST OTHER	0	2,947	0	0
		SALE OF ASSETS	0	(88,750)	0	0
Interest:			30,321	28,056	4,048	50,000
<hr/>						
Total Revenue:			4,453,551	4,235,417	4,047,972	4,126,400

Health & Welfare Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
EMPLOYEE BENEFIT PLANS						
18000001	51010	EMPLOYEE HEALTH & WELLNESS CTR	0	0	0	0
18000001	52043	UTILITIES	0	0	0	0
18000001	53007	DENTAL ADMIN FEE	10,990	12,552	11,973	15,000
18000001	53008	DENTAL CLAIMS	107,673	102,808	137,616	130,000
18000001	53022	LIFE INS PREMIUM	115,822	276,274	38,891	355,000
18000001	53023	LONG TERM DISABILITY PREMIUM	27,914	24,826	36,766	32,500
18000001	53024	MEDICAL ADMIN FEE	243,343	161,081	130,954	215,000
18000001	53040	STOP LOSS	568,944	593,176	496,633	637,000
18000001	53042	TELEPHONE	0	0	0	0
18000001	53051	VISION PREMIUM	41,537	42,863	46,075	46,000
18000001	53053	WELLNESS	0	0	5,000	5,000
18000001	53061	TRANS REINSURANCE	889	984	820	1,200
18000001	53062	MEDICAL CLAIMS	2,304,565	1,510,681	2,497,269	2,742,335
18000001	54038	MISCELLANEOUS	0	193	0	200
18000001	54045	OPERATING SUPPLIES	0	0	0	0
18000001	54046	OTHER ADMIN EXPENSE	0	24,000	36,100	36,100
18000001	54050	PRESCRIPTIONS	699,302	650,926	497,048	902,000
18000001	58002	DEPRECIATION	3,328	3,329	0	0
EMPLOYEE BENEFIT PLANS Subtotal			4,124,306	3,403,694	3,935,145	5,117,335
EMPLOYEE HEALTH & WELLNESS CLINIC						
180EHC151010		CONTRACT	414,637	482,821	391,652	431,640
180EHC151029		LAB CLAIMS	98,569	62,715	117,000	117,000
180EHC152017		FACILITY EXPENSE	973	1,149	200	6,300
180EHC152043		UTILITIES	4,510	3,007	3,403	0
180EHC153042		TELEPHONE	595	616	758	800
180EHC154038		MISCELLANEOUS	32,321	0	0	600
180EHC154045		OPERATING SUPPLIES	1,375	1,375	2,000	2,000
180EHC154050		PRESCRIPTIONS	65,563	50,396	52,000	55,000
180EHC158002		DEPRECIATION	(3,329)	3,329	2,668	2,668
EMPLOYEE HEALTH & WELLNESS CLINIC Subtotal			615,215	605,408	569,681	616,008
Operating Expenditures:			4,739,521	4,009,102	4,504,826	5,733,343
18000001	59005	TRANSFER OUT GENERAL	25,000	0	0	0
Transfer Expenditures:			25,000	0	0	0
Total Expenditures:			4,764,521	4,009,102	4,504,826	5,733,343

Moffat County Senior Citizens



Housing Authority Director: Suzanne Hope
Phone: 970-824-3660 x 5
Email: shope@moffatcounty.net

Mission Statement

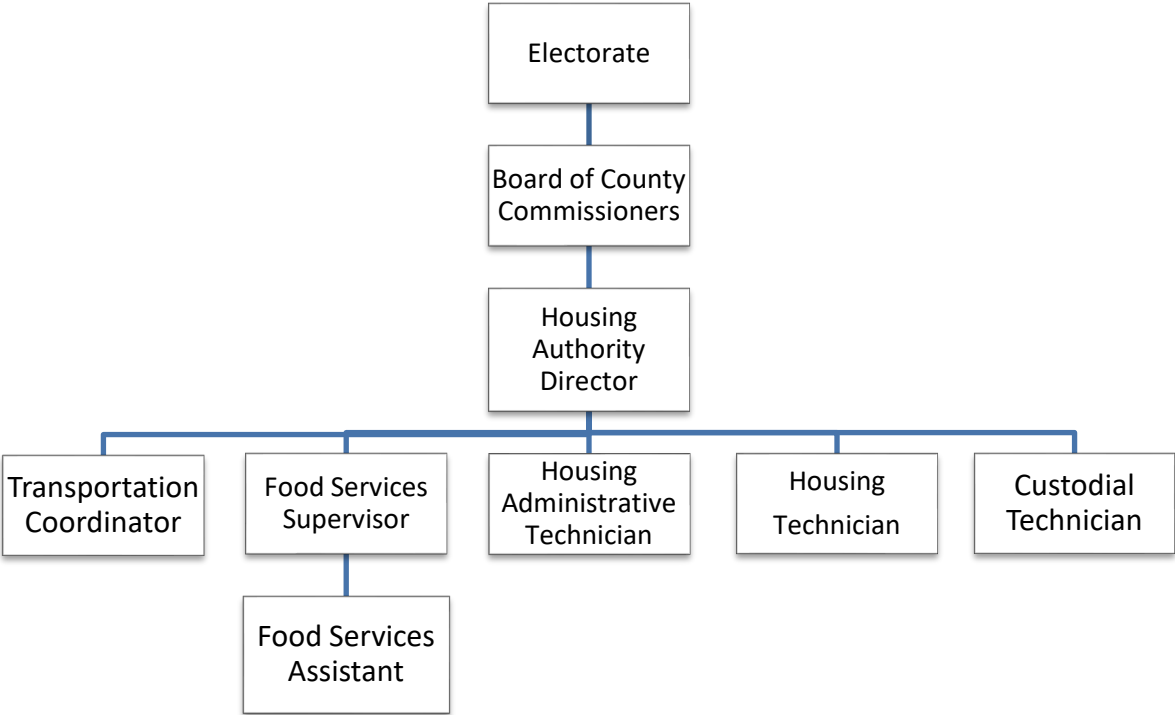
The mission of the Craig Senior Citizens Department is to enable Moffat County Senior Citizens to remain actively involved in our community and to support their independence by providing them with nutritious lunch-time meals and safe transportation.

Purpose of Department

- ✓ The Senior Citizens Department provides congregate lunch-time meals and Meals-on-Wheels for senior citizens in our community.
- ✓ The Department also provides safe transportation for senior citizens in the Craig, Maybell and Dinosaur areas.

Senior Citizens Personnel Schedule	
Position Title	FTE
Housing Authority Director	0.25
Housing Administrative Technician	0.08
Transportation Coordinator	1.00
Food Services Supervisor	1.00
Food Services Assistant	0.70
Housing Technician	0.07
Custodial Technician	0.03
Assistant Night Manager	n/a
Total	3.13

Senior Citizens Organizational Chart



Senior Citizen Fund Summary

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
<u>Sources of Funds:</u>				
Property Taxes	\$ -	\$ -	\$ -	\$ -
Sales Tax	-	-	-	-
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	40,514	50,549	42,054	36,587
Charges for Services	34,118	38,801	35,000	37,000
Miscellaneous	1,334	7,507	1,200	5,000
Interest	1,189	5,165	100	3,500
Transfer In	154,133	168,401	240,637	250,173
Fund Balance Used	-	-	-	-
Total Sources of Funds	\$ 231,288	\$ 270,422	\$ 318,991	\$ 332,260
<u>Uses of Funds:</u>				
Personnel	\$ 176,572	\$ 222,637	\$ 204,107	\$ 226,500
Operating	\$ 36,120	\$ 37,354	\$ 42,648	60,760
Capital Outlay	\$ -	\$ -	\$ -	\$ 45,000
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 212,692	\$ 259,991	\$ 246,755	\$ 332,260
Annual Net Activity	\$ 18,596	\$ 10,432	\$ 72,236	\$ -
<u>Cumulative Balance:</u>				
Beginning Fund Balance	\$ 59,155	\$ 77,751	\$ 88,183	\$ 88,183
Change in Fund Balance	18,596	10,432	-	-
Ending Fund Balance	\$ 77,751	\$ 88,183	\$ 88,183	\$ 88,183
<u>Fund Balance Designations:</u>				
Committed				
60 Days Operating	\$ 35,456	\$ 43,340	\$ 41,134	\$ 47,886
Assigned				
Subsequent Year's Expenditures	\$ 42,295	\$ 44,843	\$ 47,049	\$ 40,297

Senior Citizens Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
54000005	43404	STATE AREA AGENCY AGING GRANT	40,514	50,549	42,054	36,587
		Intergovernmental:	40,514	50,549	42,054	36,587
54000005	44036	MEAL PROGRAM	34,118	38,801	35,000	37,000
		Charges for Services:	34,118	38,801	35,000	37,000
54000005	45008	DONATIONS	1,334	7,507	1,200	5,000
		Miscellaneous:	1,334	7,507	1,200	5,000
54000005	45022	SALE OF ASSETS	0	0	0	0
		Miscellaneous:	0	0	0	0
54000005	47001	INTEREST EARNED	1,189	5,165	100	3,500
		Interest:	1,189	5,165	100	3,500
54000005	48110	TRANSFER IN FROM GENERAL	154,133	168,401	240,637	250,173
		Transfer In:	154,133	168,401	240,637	250,173
		Total Revenue	231,289	270,424	318,991	332,260

Senior Citizen Admin Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
54054105	50025	FULL TIME SHARED WAGES	9,643	10,424	10,425	11,500
54054105	50035	PART TIME SHARED WAGES	0	0	0	0
54054105	50042	OVERTIME	0	0	0	0
54054105	50060	FRINGE BENEFITS	4,272	7,991	4,369	5,500
54054105	50080	RETIREMENT	579	625	626	700
Personnel Expenditures:			14,494	19,040	15,419	17,700
54054105	54037	MISC EQUIPMENT	0	0	50	0
54054105	53046	TRAVEL	0	0	100	50
Operating Expenditures:			0	0	150	50
Expenditure Total:			14,494	19,040	15,569	17,750

Senior Citizen Bus Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
54054205	50020	FULL TIME WAGES	35,721	42,796	36,816	38,000
54054205	50025	FULL TIME SHARED WAGES	3,214	3,475	5,771	6,500
54054205	50030	PART TIME WAGES	2,556	5,694	0	0
54054205	50035	PART TIME SHARED WAGES	117	1,433	3,750	13,000
54054205	50042	OVERTIME	0	40	0	0
54054205	50046	LEAVE PAID OUT	0	0	0	0
54054205	50060	FRINGE BENEFITS	32,527	38,289	34,098	23,000
54054205	50080	RETIREMENT	2,336	2,606	2,555	2,700
Personnel Expenditures:			76,472	94,334	82,990	83,200
54054205	52037	REPAIRS EQUIP/MAINT	1,043	1,236	2,000	13,000
54054205	53018	INSURANCE	1,745	1,845	1,963	2,580
54054205	53042	TELEPHONE	282	265	250	370
54054205	53046	TRAVEL	0	0	200	0
54054205	54042	OFFICE SUPPLIES	92	222	100	150
54054205	54049	POSTAGE	15	42	60	60
54054205	54038	MISCELLANEOUS	0	0	0	0
54054205	54084	DINOSAUR	40	0	500	0
54054205	54085	MAYBELL	1,622	316	1,000	3,500
Operating Expenditures:			4,839	3,926	6,073	19,660
54054205	60005	CAPITAL OUTLAY	0	0	0	0
Capital Expenditures:			0	0	0	0
Expenditure Total:			81,310	98,259	89,063	102,860

Senior Citizen Meal Program Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
54054305	50020	FULL TIME WAGES	36,858	45,423	38,200	49,500
54054305	50025	FULL TIME SHARED WAGES	8,480	12,006	16,809	18,000
54054305	50035	PART TIME SHARED WAGES	534	6,528	4,100	5,000
54054305	50042	OVER TIME	0	0	0	0
54054305	50046	LEAVE PAID OUT	0	0	0	0
54054305	50060	FRINGE BENEFITS	37,015	41,859	43,537	49,000
54054305	50080	RETIREMENT	2,720	3,446	3,051	4,100
Personnel Expenditures:			85,606	109,263	105,697	125,600
54054305	52037	REPAIRS EQUIP/MAINT	1,051	10,419	2,000	2,000
54054305	52043	UTILITIES	8,592	1,164	6,500	9,800
54054305	53042	TELEPHONE	768	597	650	600
54054305	53048	UNEMPLOYMENT	0	0	0	0
54054305	54027	FOOD & MEALS	12,277	13,210	17,500	17,500
54054305	54035	MEALS ON WHEELS SUPPLIES	2,625	2,359	3,475	3,800
54054305	54036	MEAT	4,511	4,941	5,200	6,200
54054305	54042	OFFICE SUPPLIES	137	115	100	150
54054305	54045	OPERATING SUPPLIES	1,320	624	1,000	1,000
Operating Expenditures:			31,281	33,428	36,425	41,050
54054305	60014	EQUIPMENT VEHICLES	0	0	0	45,000
54054305	60038	SENIORS KITCHEN	0	0	0	0
Capital Expenditures:			0	0	0	45,000
Expenditure Total:			116,887	142,691	142,122	332,260

Internal Services

Finance Director: Catherine Nielson
Phone: 970-824-9106
Email: cnielson@moffatcounty.net

Purpose of Department:

This department saves county money by bulk purchasing options and reducing individual budgets. Expense paid out of this department is replenished by the other departments utilizing bulk purchases such as paper, telephone, maps, and copies depending on actual use. This department is an internal service fund.

**Internal Service
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
<u>Sources of Funds:</u>				
Property Taxes	\$ -	\$ -	\$ -	\$ -
Sales Tax	-	-	-	-
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	11,630	10,012	10,350	11,100
Miscellaneous	-	-	-	-
Interest	-	-	-	-
Transfer In	-	-	-	-
Fund Balance Used			1,750	
Total Sources of Funds	\$ 11,630	\$ 10,012	\$ 12,100	\$ 11,100
<u>Uses of Funds:</u>				
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	\$ 9,042	\$ 8,751	\$ 12,100	11,100
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 9,042	\$ 8,751	\$ 12,100	\$ 11,100
Annual Net Activity	\$ 2,589	\$ 1,261	\$ -	\$ -
<u>Cumulative Balance:</u>				
Beginning Fund Balance	\$ 92,480	\$ 95,069	\$ 96,330	\$ 94,580
Change in Fund Balance	2,589	1,261	(1,750)	-
Ending Fund Balance	\$ 95,069	\$ 96,330	\$ 94,580	\$ 94,580
<u>Fund Balance Designations:</u>				
Nonspendable				
Inventory	\$ 66,637	\$ 66,637	\$ 66,637	\$ 66,637
Assigned				
Subsequent Year's Expenditures	\$ 28,432	\$ 29,693	\$ 27,943	\$ 27,943

Internal Service Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
18500001	44032	PLAT MAPS	1,520	595	100	1,500
18500001	44033	OPEN RECORDS	330	0	0	0
18500001	44034	WAREHOUSE	1,430	1,168	2,150	1,200
18500001	44035	TELEPHONE REIMBURSEMENT	8,350	8,249	8,100	8,400
18500001	46003	COPY REIMBURSEMENT	0	1	0	0
Charges for Services:			11,630	10,012	10,350	11,100
Total Revenue:			11,630	10,012	10,350	11,100

Internal Service Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
18500001	52029	MAINTENANCE CONTRACTS	0	0	0	0
18500001	53059	PSC PHONE & REIMB	6,933	6,832	8,100	7,100
18500001	54073	SUPPLIES	2,108	1,919	4,000	4,000
18500001	54045	OPERATING SUPPLIES	0	0	0	0
Operating Expenditures:			9,042	8,751	12,100	11,100
Total Expenditures:			9,042	8,751	12,100	11,100



Lease Purchase

Finance Director: Catherine Nielson
Phone: 970-824-9106
Email: cnielson@moffatcounty.net

Purpose of Fund:

This fund accounts for the resources used to make the lease-purchase payments on the certificates of participation for the Public Safety Center:

- ✓ Complete all transactions required to make necessary payments
- ✓ Reconciliation of Certificate of Participation monthly statements

**Lease Purchase
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Sources of Funds:				
Property Taxes	\$ -	\$ -	\$ -	\$ -
Sales Tax	-	-	-	-
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Miscellaneous	-	-	-	-
Interest	12,748	57,409	-	-
Transfer In	1,257,921	1,261,399	1,256,585	1,261,625
Fund Balance Used				-
Total Sources of Funds	\$ 1,270,668	\$ 1,318,808	\$ 1,256,585	\$ 1,261,625
Uses of Funds:				
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	\$ 1,257,922	\$ 1,261,399	\$ 1,256,585	1,261,625
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 1,257,922	\$ 1,261,399	\$ 1,256,585	\$ 1,261,625
Annual Net Activity	\$ 12,748	\$ 57,409	\$ -	\$ -
Cumulative Balance:				
Beginning Fund Balance	\$ 1,233,036	\$ 1,245,784	\$ 1,303,193	\$ 1,303,193
Change in Fund Balance	12,748	57,409	-	-
Ending Fund Balance	\$ 1,245,784	\$ 1,303,193	\$ 1,303,193	\$ 1,303,193
Fund Balance Designations:				
Restricted				
Certificates of Participation	\$ 1,245,784	\$ 1,303,193	\$ 1,303,193	\$ 1,303,193

Lease Purchase Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
19000001	47003	INTEREST INCOME ACCRUED	0	0	0	0
190CTLS1	47003	INTEREST INCOME ACCRUED	12,748	57,409	0	0
		Interest:	12,748	57,409	0	0
190CTLS1	45028	PROCEEDS FROM BONDS	0	0	0	0
190JLSR1	45028	PROCEEDS FROM BONDS	0	0	0	0
		Miscellaneous:	0	0	0	0
19000001	48110	TRANSFER IN FROM GENERAL	1,230,456	1,233,000	1,227,625	1,231,250
19000001	48510	TRANSFER IN CAPITAL PROJECTS	0	0	0	0
19000001	48210	TRANSFER IN FROM JAIL	27,465	28,399	28,960	30,375
		Transfer In:	1,257,921	1,261,399	1,256,585	1,261,625
		Total Revenue:	1,270,668	1,318,808	1,256,585	1,261,625

Lease Purchase Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
LEASE PURCHASE PUBLIC SAFETY CENTER 2014 & 2015 ISSUANCE						
19000001	58011	INTEREST BONDS	0	0	0	0
19000001	58014	PAYING AGENT FEES	0	0	0	0
19000001	58019	PRINCIPAL ON BOND	0	0	0	0
LEASE PURCHASE COURTHOUSE 2021 ISSUANCE						
190CTLS1	58011	INTEREST BONDS	1,069,206	833,000	812,625	791,250
190CTLS1	58014	PAYING AGENT FEES	0	0	0	0
190CTLS1	58019	PRINCIPAL ON BOND	160,000	400,000	415,000	440,000
190CTLS1	58021	BOND RENTAL PAYMENT	1,250	0		
LEASE PURCHASE UTILITY PUBLIC SAFETY CENTER SOLAR						
190JLSR1	58011	INTEREST BONDS	7,070	6,611	6,122	5,609
190JLSR1	58019	PRINCIPAL ON BOND	20,396	21,788	22,838	24,766
190JLSR1	58021	BOND RENTAL PAYMENT	0	0	0	0
		Operating Expenditures:	1,257,922	1,261,399	1,256,585	1,261,625
		Total Expenditures:	1,257,922	1,261,399	1,256,585	1,261,625



Telecommunications

IT Director: Mason Siedschlaw
Phone: 970-826-3403
Email: msiedschlaw@moffatcounty.net

Purpose of Fund:

This fund accounts for the Networks prepaid services.

**Telecommunications
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Sources of Funds:				
Property Taxes	\$ -	\$ -	\$ -	\$ -
Sales Tax	-	-	-	-
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Miscellaneous	-	-	-	-
Interest	2,404	8,281	-	5,000
Transfer In	-	-	-	-
Fund Balance Used			17,000	9,900
Total Sources of Funds	\$ 2,405	\$ 8,281	\$ 17,000	\$ 14,900
Uses of Funds:				
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	\$ 11,381	\$ 8,345	\$ 17,000	14,900
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 11,381	\$ 8,345	\$ 17,000	\$ 14,900
Annual Net Activity	\$ (8,978)	\$ (64)	\$ -	\$ -
Cumulative Balance:				
Beginning Fund Balance	\$ 265,585	\$ 256,607	\$ 256,543	\$ 239,543
Change in Fund Balance	(8,978)	(64)	(17,000)	(9,900)
Ending Fund Balance	\$ 256,607	\$ 256,543	\$ 239,543	\$ 229,643
Fund Balance Designations:				
Restricted				
Telecommunications	\$ 256,607	\$ 256,543	\$ 239,543	\$ 229,643

Telecommunications Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
19500001	47001	INTEREST EARNED	4	10	0	0
19500001	47002	INTEREST OTHER	2,400	8,271	0	5,000
		Interest:	2,404	8,281	0	5,000
		Total Revenue:	2,404	8,281	0	5,000

Telecommunications Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
19500001	53019	INTERNET	11,381	8,345	17,000	14,900
		Operating Expenditures:	11,381	8,345	17,000	14,900
		Total Expenditures:	11,381	8,345	17,000	14,900



Moffat County Tourism Association



MCTA Director: Tom Kleinschnitz
Phone: 970-824-2335
Email: mcta@moffatcounty.net

Mission Statement:

The Moffat County Tourism Association enhances and markets tourism in an effort to enrich the lives of the visitors and the residents of Moffat County.

Vision Statement:

Moffat County is a premier tourism destination for people to live, work, and play in Colorado's Great Northwest.

Purpose of Department

The Moffat County Tourism Association's duties and service to the public includes:

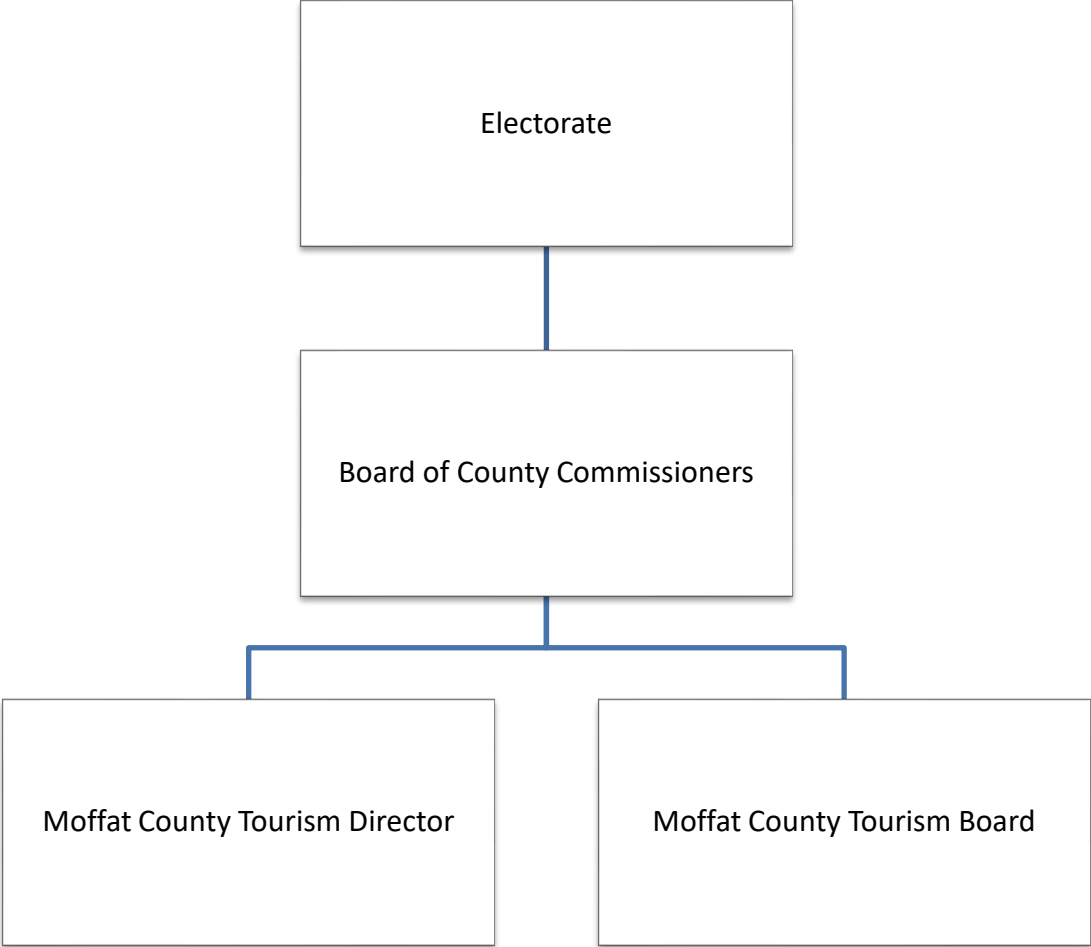
- Development and distribution of tourism-related materials
- Maintenance of website geared toward getting meaningful information to the visiting public
- Promotion of Moffat County at regional, state and national events
- Advertising through a variety of formats and venues to effectively disseminate information on the tourism related businesses in Moffat County and well as its natural wonders
- Marketing of Moffat County events that draw visitor activity
- Interacting with visitors to engage them to extend their stay in Moffat County

The purpose of the Moffat County Tourism Association is to market, promote and enhance countywide tourism.



Moffat County Tourism Association Personnel Schedule	
Position Title	FTE
MCTA Director	1.00
Total	1.00

Moffat County Tourism Organizational Chart



**Moffat County Tourism Association
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Sources of Funds:				
Property Taxes	\$ -	\$ -	\$ -	\$ -
Sales Tax	133,685	235,968	144,502	142,667
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	-	15,000	-	-
Charges for Services	-	-	-	-
Miscellaneous	-	5,050	-	-
Interest	1,369	5,745	165	2,000
Transfer In	-	-	-	-
Fund Balance Used	-	-	52,073	32,727
Total Sources of Funds	\$ 135,054	\$ 261,763	\$ 196,740	\$ 177,394
Uses of Funds:				
Personnel	\$ 83,251	\$ 85,021	\$ 85,240	\$ 91,070
Operating	\$ 69,269	\$ 95,916	\$ 111,500	\$ 86,324
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 152,519	\$ 180,937	\$ 196,740	\$ 177,394
Annual Net Activity	\$ (17,465)	\$ 80,826	\$ -	\$ -
Cumulative Balance:				
Beginning Fund Balance	\$ 197,047	\$ 179,582	\$ 260,408	\$ 208,335
Change in Fund Balance	(17,465)	80,826	(52,073)	(32,727)
Ending Fund Balance	\$ 179,582	\$ 260,408	\$ 208,335	\$ 175,608
Fund Balance Designations:				
Restricted				
Tourism Promotion	\$ 179,582	\$ 260,408	\$ 208,335	\$ 175,608

Moffat County Tourism Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
54500005	41005	LODGING TAX	133,685	235,968	144,502	142,667
Sales Taxes:			133,685	235,968	144,502	142,667
54500005	43407	STATE ECONOMIC ASST GRANT	0	15,000	0	0
54500005	43902	LMD FUNDING	0	0	0	0
Intergovernmental:			0	15,000	0	0
54500005	45008	DONATIONS	0	5,000	0	0
54500005	45001	MISCELLANEOUS	0	50	0	0
Miscellaneous:			0	5,050	0	0
54500005	47001	INTEREST EARNED	1,369	5,745	165	2,000
Interest:			1,369	5,745	165	2,000
Total Revenue:			135,053	261,763	144,667	144,667

Moffat County Tourism Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
54500005	50020	FULL TIME WAGES	52,841	53,989	54,000	55,620
54500005	50042	OVER TIME	0	0	0	0
54500005	50060	FRINGE BENEFITS	27,239	27,793	28,000	32,050
54500005	50080	RETIREMENT	3,171	3,239	3,240	3,400
Personnel Expenditures:			83,251	85,021	85,240	91,070
54500005	51025	WEB PAGE MAINTENANCE	1,939	1,440	3,000	3,000
54500005	52034	RENT	6,000	6,000	6,000	6,000
54500005	53002	ADVERTISING/LEGAL NOTICES	39,835	37,801	61,250	43,074
54500005	53009	DUES & MEETINGS	610	1,111	2,000	2,000
54500005	53042	TELEPHONE	920	816	2,000	2,000
54500005	53046	TRAVEL	987	2,635	3,000	3,000
54500005	53056	EMPLOYEE EDUCATION	0	150	0	0
54500005	54006	BOARD EXPENSE	134	239	250	250
54500005	54013	CONTINGENCY	0	0	5,000	5,000
54500005	54042	OFFICE SUPPLIES	1,195	1,411	3,000	2,000
54500005	54045	OPERATING SUPPLIES	0	0	0	0
54500005	54049	POSTAGE	7,898	13,562	15,000	10,000
54500005	54051	PROJECTS & DEVELOPMENT	9,449	4,752	5,000	5,000
54500005	54052	PROMOTIONAL MATERIAL	303	26,000	6,000	5,000
54500005	56001	ECONOMIC ASST GRANT	0	0	0	0
54500005	56005	LMD FUNDING EXPENSE	0	0	0	0
54500005	58007	EVENT FUNDING	0	0	0	0
Operating Expenditures:			69,269	95,916	111,500	86,324
00-6220	CAP OUTLAY OFFICE EQUI		0	0	0	0
Capital Expenditures:			0	0	0	0
Expenditure Total:			152,520	180,937	196,740	177,394



Public Safety Center (Moffat County Jail)



Moffat County Public Safety Center

Jail Administrator: Tim Jantz
Phone: 970-824-4495
Email: timjantz@sheriff.moffat.co.us

Mission:

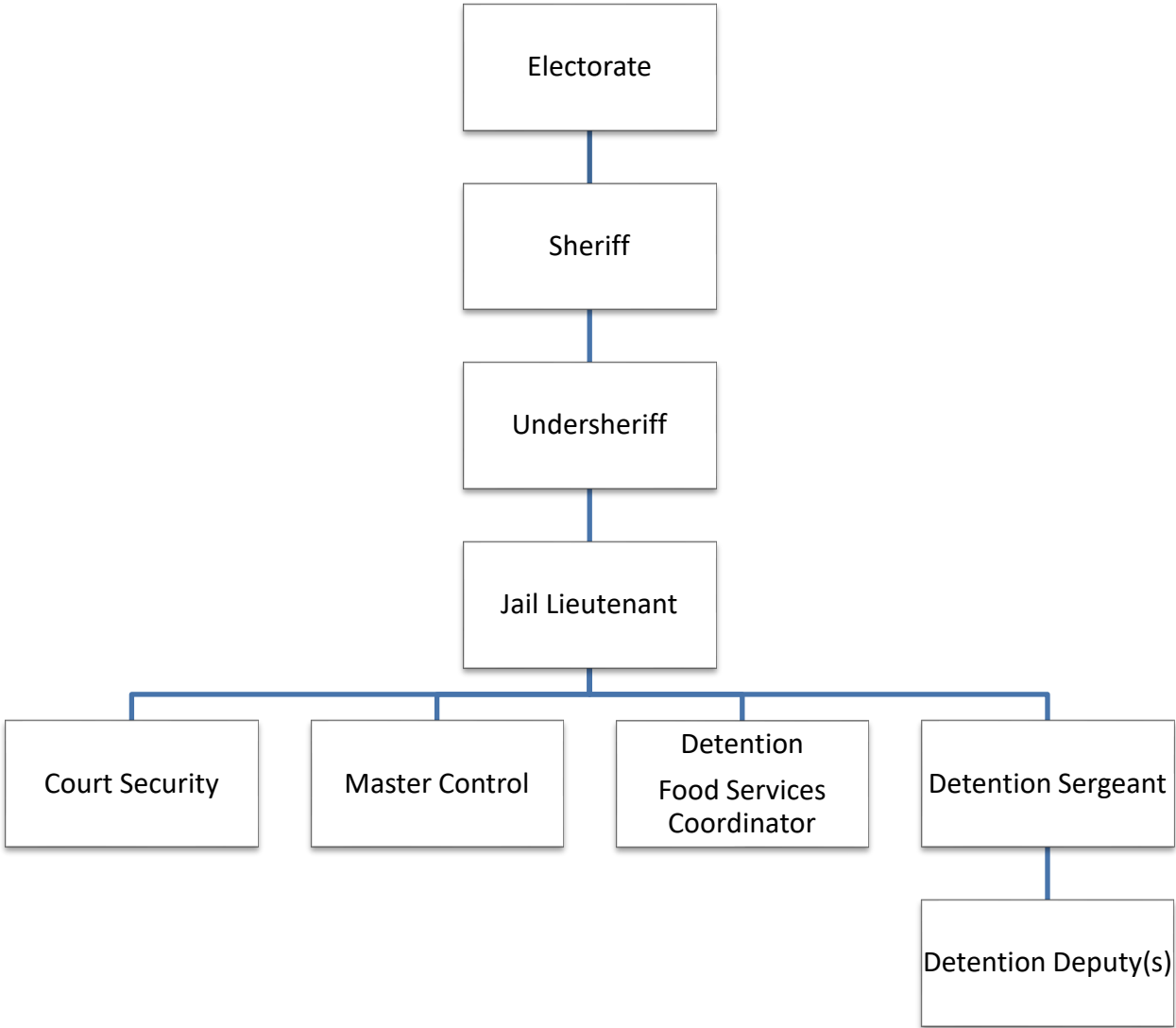
To develop strong community partnerships while collaborating with our fellow public safety colleagues to provide superior public safety to all individuals.

Purpose of Department:

The function of the Moffat County Detention Facility is to provide a safe, wholesome and secure environment to inmates detained at the facility. This includes housing, safekeeping, adequate diet and necessary medical care for all inmates held at the Moffat County Detention Facility. The Moffat County Detention Facility is also responsible for temporary housing of juvenile offenders, transporting inmates to and from other facilities, and providing court security to the Moffat County District and County Courts and their staff.

Public Safety Center (Jail) Personnel Schedule	
Position Title	FTE
Jail Lieutenant	1.00
JBBS MH Clinician/Prog Admin	1.00
Administrative Assistant	1.00
Non-Certified Detention Sergeant	2.00
Detention Food Services Supervisor	1.00
Post Certified Detention Deputy	2.00
Non-Certified Detention Deputy	10.00
Court Security	2.00
Master Control Operator	2.80
Total	22.80

Public Safety Center (Jail) Organizational Chart



**Public Safety Center - Jail
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Sources of Funds:				
Property Taxes	\$ -	\$ -	\$ -	\$ -
Sales Tax	455,574	487,392	400,000	400,000
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	456,240	577,318	651,800	418,798
Charges for Services	136,861	98,744	85,000	76,700
Miscellaneous	7,934	9,017	1,000	1,000
Interest	5,247	31,197	1,451	10,000
Transfer In	1,215,900	1,367,767	1,909,990	2,525,624
Fund Balance Used	-	-	-	-
Total Sources of Funds	\$ 2,277,756	\$ 2,571,435	\$ 3,049,241	\$ 3,432,122
Uses of Funds:				
Personnel	\$ 1,772,941	\$ 1,804,679	\$ 1,963,700	\$ 2,239,800
Operating	579,774	582,694	689,581	742,147
Capital Outlay	213,138	106,571	367,000	419,800
Transfers Out	27,465	28,399	28,960	30,375
Total Uses of Funds	\$ 2,593,317	\$ 2,522,343	\$ 3,049,241	\$ 3,432,122
Annual Net Activity	\$ (315,562)	\$ 49,093	\$ 0	\$ -
Cumulative Balance:				
Beginning Fund Balance	\$ 897,032	\$ 581,470	\$ 630,563	\$ 630,563
Change in Fund Balance	(315,562)	49,093	0	-
Ending Fund Balance	\$ 581,470	\$ 630,563	\$ 630,563	\$ 630,563
Fund Balance Designations:				
Committed				
60 Days Operating	\$ 392,197	\$ 397,975	\$ 442,302	\$ 497,091
Assigned				
Subsequent Year's Expenditures	\$ 189,274	\$ 232,588	\$ 188,262	\$ 133,473

Public Safety Center- Jail Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
23500002	41001	SALES TAX	455,574	487,392	400,000	400,000
Sales Tax:			455,574	487,392	400,000	400,000
23500002	43002	FEDERAL PSC-JAIL INS	239	589	1,000	0
23500002	43007	FEDERAL BUREAU OF INDIAN AFRS	160,435	112,909	160,000	0
23500002	43013	FEDERAL JBBS & MAT GRANT	231,076	267,597	364,000	269,515
23500002	43014	FEDERAL DEPT OF JUSTICE GRANT	64,490	196,224	126,800	149,283
Intergovernmental:			456,240	577,318	651,800	418,798
235RIOB2	43903	COST OF CARE OTHER COUNTY	62,272	44,847	35,000	35,000
23500002	44001	WORK RELEASE	0	0	5,000	0
23500002	44009	JAIL FEES	13,108	11,686	15,000	11,700
23500002	44010	COST OF CARE/COUNTY INMATE	53,572	34,084	30,000	30,000
24000002	44037	FACILITY RENTS	7,908	8,127	0	0
Charges for Services:			136,861	98,744	85,000	76,700
23500002	45001	MISCELLANEOUS	2,956	2,369	1,000	1,000
23500002	46004	REIMBURSEMENT	0	0	0	0
24000002	46004	FACILITY REIMBURSEMENT	4,978	6,648	0	0
23500002	46008	OVERTIME REIMBURSEMENT	0	0	0	0
Miscellaneous:			7,934	9,017	1,000	1,000
23500002	47001	INTEREST EARNED	5,247	31,197	1,451	10,000
Interest:			5,247	31,197	1,451	10,000
23500002	48110	TRANSFER IN FROM GENERAL	1,215,900	1,367,767	1,909,990	2,525,624
Transfer In:			1,215,900	1,367,767	1,909,990	2,525,624
Total Revenue:			2,277,756	2,571,435	3,049,241	3,432,122

Public Safety Center- Jail Expenses

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
23500002	50020	FULL TIME WAGES	1,070,297	1,095,381	1,165,000	1,242,000
23500002	50030	PART TIME WAGES	118,773	121,507	160,000	142,000
23500002	50042	OVER TIME	33,539	38,645	35,000	40,000
23500002	50044	LONGEVITY	1,240	2,280	3,700	2,600
23500002	50046	LEAVE PAID OUT	19,397	5,937	0	0
23500002	50060	FRINGE BENEFITS	492,463	487,773	530,000	738,200
23500002	50080	RETIREMENT	37,231	53,156	70,000	75,000
Personnel Expenditures:			1,772,941	1,804,679	1,963,700	2,239,800
23500002	51016	MENTAL HEALTH SERVICES	6,875	2,150	10,000	10,000
23500002	51018	OTHER PROFESSIONAL SERVICES	117,627	94,289	133,600	133,600
23500002	51030	EFORCE RMS LICENSING	6,359	6,205	7,490	7,490
23500002	51031	LEXIPOL POLICY MANAGEMENT	10,689	11,544	12,194	12,237
23500002	52029	MAINTENANCE CONTRACTS	0	9,561	12,000	12,000
23500002	52035	REPAIRS AUTO	2,778	0	2,000	2,000
23500002	53005	COMPUTER EXPENSE/SERVICES	10,362	1,440	6,000	6,000
23500002	53018	INSURANCE	0	0	800	800
23500002	53042	TELEPHONE	1,234	1,244	3,000	3,000
23500002	53046	TRAVEL	6,097	9,772	5,500	10,000
23500002	53056	EMPLOYEE EDUCATION	3,510	3,085	5,000	5,000
23500002	53064	BODY CAMERA	1,592	2,239	3,520	3,520
23500002	54027	FOOD & MEALS	101,509	67,059	90,000	70,000
23500002	54030	GAS & OIL	1,539	1,032	8,000	8,000
23500002	54037	MISC EQUIPMENT	3,494	5,620	6,000	6,000
23500002	54038	MISCELLANEOUS	1,044	534	3,000	3,000
23500002	54042	OFFICE SUPPLIES	1,970	2,190	2,800	2,800
23500002	54045	OPERATING SUPPLIES	32,386	15,930	35,000	35,000
23500002	54049	POSTAGE	0	16	700	700
23500002	54078	UNIFORMS	11,820	6,687	5,000	6,000
23500002	56003	JAIL BASED BEHAVIORAL SERVICES	25,486	82,964	28,000	85,000
Operating Expenditures:			346,371	323,561	379,604	422,147
23500002	60014	EQUIPMENT VEHICLES	0	0	60,000	15,800
Capital Expenditures:			0	0	60,000	15,800
Expenditure Total:			2,119,311	2,128,239	2,403,304	2,677,747

Public Safety Center- Jail Transfer Out Expenses

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
23500002	59010	TRANSFER OUT LEASE PURCHASE	27,465	28,399	28,960	30,375
Transfer Out:			27,465	28,399	28,960	30,375
Expenditure Total:			27,465	28,399	28,960	30,375

Public Safety Center- Jail Maintenance Expenses

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
24000002	52017	FACILITY EXPENSE	33,722	21,508	30,000	30,000
24000002	52029	MAINTENANCE CONTRACT	10,200	11,636	0	0
24000002	52037	REPAIRS EQUIP/MAINT	8,331	10,457	5,250	11,000
24000002	52043	UTILITIES	84,013	90,062	130,154	130,000
24000002	53018	INSURANCE	72,277	99,625	107,073	108,000
24000002	54045	OPERATING SUPPLIES	24,860	25,846	37,500	41,000
Operating Expenditures:			233,403	259,133	309,977	320,000
24000002	60033	PUB SAFETY CENTER BUILDINGS	68,937	86,544	184,000	159,000
24000002	60046	SECURITY UPGRADE	139,000	0	0	0
24000002	60005	CAPITAL OUTLAY	5,201	20,027	123,000	245,000
Capital Expenditures:			213,138	106,571	307,000	404,000
Expenditure Total:			446,541	365,704	616,977	724,000

Moffat County Department of Human Services



Director: Kristin Grajeda
Phone: 970-824-8282 ex 2027
Email: Kristin.Grajeda@state.co.us

Mission Statement:

Partner with community organizations to collaborate and offer services, tools and resources to Moffat County residents that encourage stability through social, emotional and financial health.

Vision:

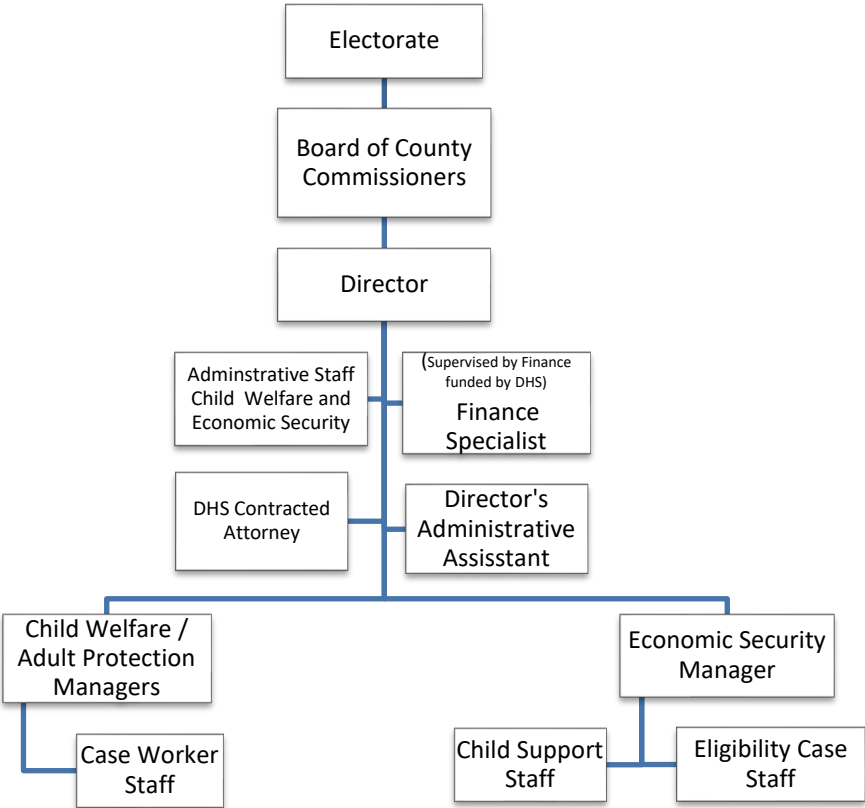
Providing excellence in customer service by promoting stability to the residents of Moffat County.

Purpose of Department:

- ✓ Our commitment is to maximize and leverage funding and services to assist individuals and families in reaching goals.
- ✓ Our services promote safety and self-sufficiency by strengthening family functions and encouraging personal growth to build a stronger community.

Human Services Personnel Schedule	
Position Title	FTE
Human Services Director	1.00
Child Welfare / Adult Protection Manager	1.00
Economic Security Manager	1.00
Lead Caseworker	2.00
Administrative Assistant	4.00
Finance Specialist	1.00
Case Worker Aide	2.00
Case Worker I - III	4.00
Lead Child Support Case manager	1.00
Lead Eligibility Case Manager	1.00
Child Support Case Manager	2.00
Senior Eligibility Case Manager	2.00
Child Care Case Manager	0.50
Eligibility Case Manager	3.00
Special County Attorney (Contracted)	1.00
Total	26.5

Human Services Organizational Chart



**Human Services
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Sources of Funds:				
Property Taxes	\$ 479,665	\$ 464,974	\$ 466,187	\$ 447,404
Sales Tax	-	-	-	-
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	6,652,239	6,270,357	6,408,322	6,101,058
Charges for Services	-	-	-	-
Miscellaneous	(4,377)	2,879	1,000	1,000
Interest	13,545	47,385	2,000	65,000
Transfer In	-	-	-	-
Fund Balance Used	-	-	558,046	\$ 377,202
Total Sources of Funds	\$ 7,141,070	\$ 6,785,595	\$ 7,435,555	\$ 6,991,664
Uses of Funds:				
Personnel	\$ 1,951,646	\$ 1,327,496	\$ 2,249,383	\$ 2,700,833
Operating	\$ 5,148,315	\$ 5,341,160	\$ 5,186,171	4,290,831
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 7,099,960	\$ 6,668,658	\$ 7,435,554	\$ 6,991,664
Annual Net Activity	\$ 41,109	\$ 116,937	\$ 0	\$ (0)
Cumulative Balance:				
Beginning Fund Balance	\$ 1,178,710	\$ 1,219,819	\$ 1,336,756	\$ 778,711
Change in Fund Balance	41,109	116,937	(558,046)	(377,202)
Ending Fund Balance	\$ 1,219,819	\$ 1,336,756	\$ 778,711	\$ 401,509
Fund Balance Designations:				
Restricted				
Incentives	\$ 771,278	\$ 771,278	\$ 455,810	\$ -
60 Days Operating*	\$ 236,713	\$ 222,333	\$ 247,901	\$ 233,102
Countercyclical Reserve	\$ 75,000	\$ 75,000	\$ 75,000	\$ 75,000
Subsequent Year's Expenditures	\$ 211,829	\$ 343,146	\$ 74,999	\$ 168,406

Human Service Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
42500004	40001	PROPERTY TAX	479,109	464,015	465,587	446,404
42500004	40002	DELIQUENT PROPERTY TAX	57	495	100	500
42500004	40003	INTEREST & PENALTY PROP TAX	499	465	500	500
Property Taxes:			479,665	464,974	466,187	447,404
42500004	43912	RIO BLANCO COUNTY	50,259	0	0	0
42500004	45023	CLAIM INTEREST	313	0	0	0
42500004	43800	STATE DEPT OF HUMAN SERVICES	0	18,491	0	0
42512104	43800	CHILD WELFARE	806,992	761,019	605,431	935,113
42512104	43801	EBT CHILD WELFARE	0	208,130	255,000	210,000
42512504	43801	SUB-ADOPT	0	140,813	130,500	108,000
42515054	43800	CW EDUCATION STABILITY	0	0	9,616	0
42515784	43800	CHILD WELFARE	0	71,577	58,513	66,969
42518884	43800	CORE SERVICES	87,459	9,471	97,059	119,427
42518884	43801	CORE EBT REVENUE	0	130,032	110,000	110,000
42523004	43800	CHILD CARE	140,818	49,270	631,649	307,244
42523004	43801	CHILD CARE EBT	0	135,270	59,645	232,596
42540504	43800	OLD AGE PENSION	160,980	14,169	17,600	16,200
42540504	43801	EBT OLD AGE PENSION	0	137,688	130,000	130,000
42542004	43800	COLORADO WORKS	174,375	90,870	210,950	156,047
42542004	43801	COLORADO WORKS-EBT	0	122,884	79,626	120,000
42542004	43802	COLORADO WORK-OFS	0	272	275	2,500
42542004	43803	EBT-TANF COLLECTIONS	0	(1,087)	0	0
42542504	43801	EBT-ARPA	0	15,009	0	0
42543404	43801	EBT-MEDICAID	0	(641)	0	0
42544004	43800	FRAUD INCENTIVES	5,321	194	132	600
42546804	43801	SSI HCA	0	5,245	4,061	2,850
42548754	43801	EBT-AID TO THE NEEDY DISABLED	29,098	25,029	32,000	20,000
42550004	43800	LOW INCOME ENERGY ASST (LEAP)	0	1,770	0	2,111
42550004	43801	EBT - LOW INCOME ENERGY ASST	137,236	206,869	225,000	225,000
42560004	43801	FOOD STAMPS	4,342,372	3,337,693	3,082,227	2,500,000
42570004	43800	REGULAR ADMIN	513,334	254,548	403,210	507,894
42580004	43800	CHILD SUPPORT	129,103	137,784	168,766	244,351
42580204	43800	IVD FEDERAL INCENTIVES	23,091	0	0	0
42580304	43800	IVD STATE INCENTIVES	2,521	32,890	8,000	10,000
42585004	43801	AFDC RTND-CO PORTION	2,709	(7,975)	2,300	10,000
42585004	43802	OTHER FINANCIAL SOURCES	0	1,994	0	2,500
42594500	43800	STATE DEPT OF HUMAN SERVICES	0	5	0	0
42594504	43800	ER MISC ST INC	0	730	0	0
425CALL4	43801	FEDERAL COST ALLOCATION	304	72,518	0	0
425CALL4	43913	COST ALLC PASSTHRU CO SHRE F	0	168,462	0	0
425M2164	43800	HCPF PHE ENHANCED MEDICAID	355	0	0	0
425X2604	43800	ADULT PROTECTIVE SERVICES	45,599	119,364	74,267	61,656
425X2624	43800	ELDER JUSTICE	0	10,000	12,495	0
Intergovernmental:			6,652,239	6,270,357	6,408,322	6,101,058

Human Services Revenue Continued

42500004	45003 SALES & LEASES	798	741	1,000	1,000
42500004	45009 PRIOR PERIOD ADJ	(5,176)	0	0	0
42500004	45001 MISCELLANEOUS	0	2,138	0	0
Miscellaneous:		(4,377)	2,879	1,000	1,000
42500004	47001 INTEREST EARNED	13,545	47,385	2,000	65,000
Interest:		13,545	47,385	2,000	65,000
Total Revenue:		7,141,070	6,785,595	6,877,509	6,614,462

Human Service Expenses

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
42500014		MISCELLANEOUS	(101,279)	-	-	-
42512104		CHILD WELFARE	1,038,672	1,131,354	1,334,074	1,425,251
42512204		CHILD WELFARE	0	85,744	65,014	66,969
42512504		SUB-ADOPT	0	156,899	145,000	132,000
42515054		CW EDUCATION STABILITY	0	(12,260)	12,020	0
42518454		MENTAL HEALTH & SUB ABUSE	71,690	0	0	0
42518880		CORE SERVICES	16,965	146,981	222,593	229,427
42523004		CHILD CARE	186,586	243,792	741,669	603,044
42540504		OAP	172,706	147,726	147,600	146,200
42542004		COLORADO WORKS	208,053	257,715	340,950	323,902
42548754		AID TO THE NEEDY DISABLED	35,589	31,421	40,000	30,000
42550004		LEAP	145,767	208,073	225,000	227,111
42560004		FOOD STAMPS	4,342,362	3,337,693	3,082,227	2,500,000
42546804		SSI HCA	0	0	4,275	3,225
42570004		REGULAR ADMIN	649,518	600,200	721,025	842,586
42580004		CHILD SUPPORT	208,861	219,605	245,403	390,229
42580304		IVD STATE INCENTIVES	12,928	0	0	0
42585004		AFDC RTND-CO PORTION	(13,442)	(7,975)	0	(8,000)
42599004		GENERAL ASSISTANCE	2,627	968	3,375	2,650
425RIOB4		RIO BLANCO	34,096	0	0	0
425X2604		ADULT PROTECTIVE SERVICES	88,261	120,722	92,834	77,070
425X2624		EDLER JUSTICE	0	0	12,495	0
Expenditure Total:			7,099,960	6,668,658	7,435,554	6,991,664



Public Health



Public Health Director – Sarah (Becky) Copeland, BSN, RN
Phone: 970-291-8742
Email: sarahcopeland@moffatcounty.net

Mission Statement

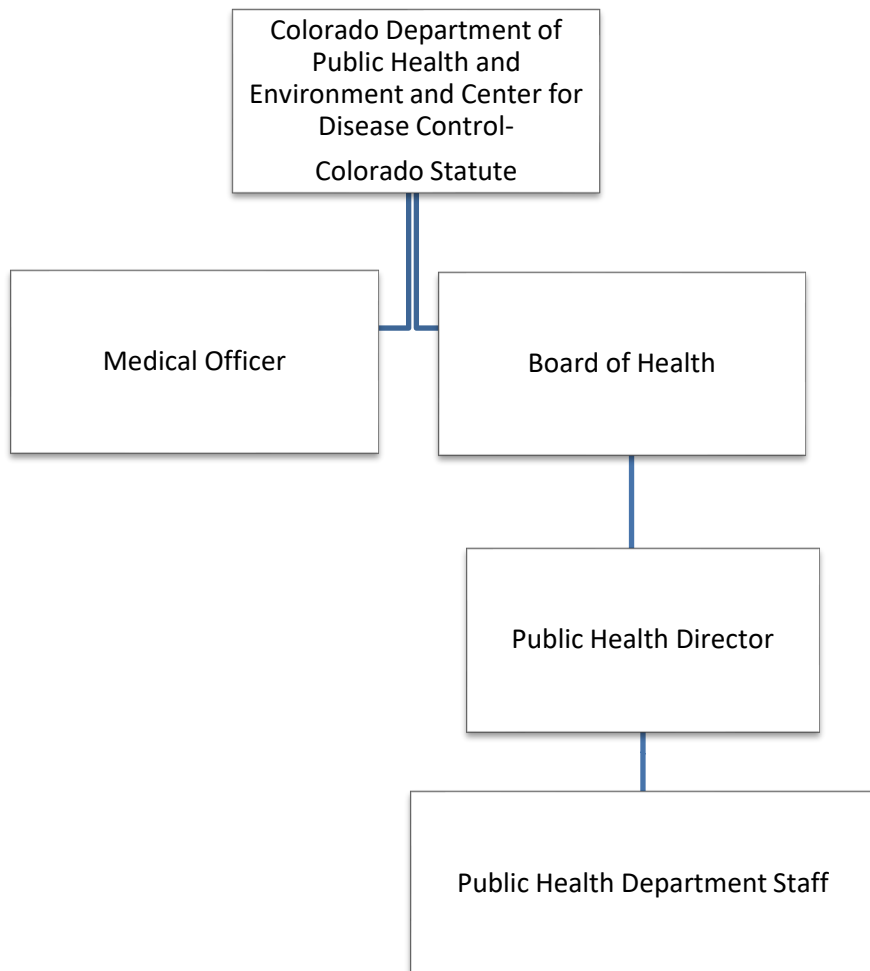
Maintain and improve health of Moffat County residents through the assessment of community health status, policy development to support effective programs, and assurance of high-quality effective education and services in compliance with Colorado Revised Statutes of the Department of Public Health and Environment 2017 Title 25.

Purpose of Department

- ✓ The Moffat County Public Health Department is a unique department that serves the residents of Moffat County. Programs that comprise the Health Department include: Communicable Disease Surveillance and Prevention, Maternal Child Health, Emergency Preparedness for Medical and Health Services, Child Fatality Reviews, Community Health Assessment Planning, Birth and Death Record Issuance and Immunizations.
- ✓ The Health Department work is prevention, not healthcare. In collaboration with the Board of Health and Medical Officer, the intent of the department is the utilization of data to inform best practices to impact Social Determinants of Health and the safety and wellness of the residents of Moffat County.

Public Health Personnel Schedule	
Position Title	FTE
Public Health Director	1.00
Public Health Nurse	1.00
Public Health Finance Specialist	0.50
Public Health Admin Assistant	1.00
Total	3.50

Public Health Organizational Chart



**Public Health
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
<u>Sources of Funds:</u>				
Property Taxes	\$ 167,003	\$ 161,915	\$ 130,100	\$ 126,373
Sales Tax	-	-	-	-
Specific Ownership Taxes	\$ -	-	-	-
Licenses & Permits	\$ -	-	-	-
Intergovernmental	\$ 645,258	\$ 650,529	\$ 870,832	\$ 762,745
Charges for Services	\$ -	-	-	19,000
Miscellaneous	\$ 6,721	\$ 13,014	\$ -	\$ -
Interest	\$ -	-	-	-
Transfer In	\$ -	-	-	-
Fund Balance Used	\$ -	-	-	100
Total Sources of Funds	\$ 818,983	\$ 825,458	\$ 1,000,932	\$ 908,218
<u>Uses of Funds:</u>				
Personnel	\$ 413,796	\$ 340,792	\$ 683,378	\$ 492,320
Operating	\$ 193,180	\$ 291,331	\$ 290,616	\$ 415,899
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 606,975	\$ 632,122	\$ 973,994	\$ 908,218
Annual Net Activity	212,007	193,336	26,938	(0)
<u>Cumulative Balance:</u>				
Beginning Fund Balance	\$ 526,245	\$ 738,252	\$ 931,588	\$ 958,526
Change in Fund Balance	212,007	193,336	26,938	(100)
Ending Fund Balance	\$ 738,252	\$ 931,588	\$ 958,526	\$ 958,426
<u>Fund Balance Designations:</u>				
Restricted				
60 Days Operating	\$ 101,183	\$ 105,375	\$ 162,365	\$ 151,400
Public Health	\$ 637,069	\$ 826,213	\$ 796,162	\$ 807,026

Public Health Revenues

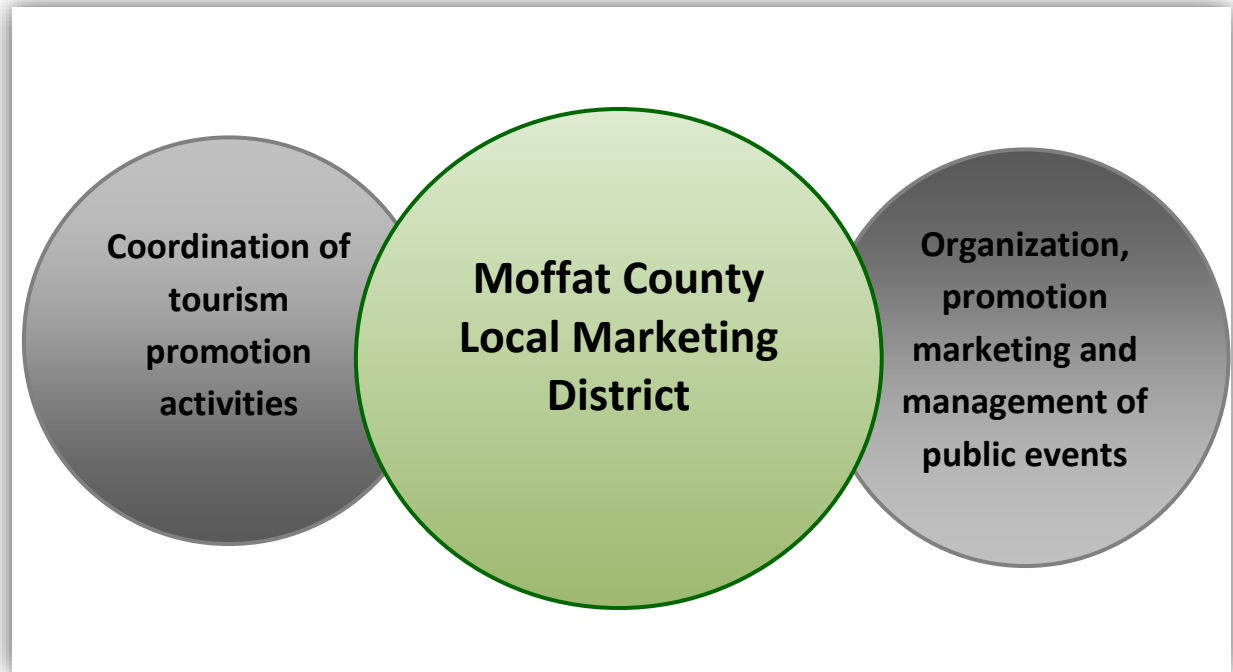
ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
43000004	40001	PROPERTY TAX	166,828	161,718	130,000	126,273
43000004	40003	INTEREST & PENALTY PROP TAX	175	197	100	100
Property Taxes:			167,003	161,915	130,100	126,373
430ELC14	43026	FEDERAL-ELC & EPI 2.1	0	107,121	0	0
430ELC_4	43026	FEDERAL-ELC & EPI	208,618	0	0	0
430ELC24	43026	FEDERAL-ELC & EPI R2	79,315	221,204	500,000	0
430IMCV4	43016	IMMUN COVID19	30,189	0	0	0
430IMN34	43016	FEDERAL PUBLIC HEALTH & ENVIRN	49,635	19,133	58,000	0
430IMN44	43016	FEDERAL PUBLIC HEALTH & ENVIRN	0	0	34,442	30,000
430IMMN4	43016	FEDERAL PUBLIC HEALTH & ENVIRN	43,437	10,097	31,166	28,262
430LEPR4	43017	FED EMRGNCY PREPARED&RESPONS	19,092	22,923	43,622	44,385
430LPHA4	43015	FEDERAL STATE PUBLIC HEALTH	44,272	131,965	69,151	148,818
430LPHC4	43015	FEDERAL STATE PUBLIC HEALTH	3,568	2,889	3,500	3,250
430LPHM4	43015	FEDERAL STATE PUBLIC HEALTH	17,531	10,200	15,180	15,180
430PBG_4	43016	FEDERAL STATE PUBLIC HEALTH	0	9,000	0	0
430NACV4	43029	FEDERAL NACCHO VACCINE	18,488	0	0	0
430GVP_4	43016	FEDERAL STATE PUBLIC HEALTH	0	10,000	0	0
430GVP24	43016	FEDERAL STATE PUBLIC HEALTH	0	40,000	0	0
430ARP_4	43030	FEDERAL ARP ACT	44,055	0	0	0
430WKFE4	43031	FEDERAL STATE PUBLIC HEALTH	33,770	65,240	64,500	0
430INFS4	43035	CDC INFRASTRUCTURE	0	758	51,271	200,000
430SAMH4	43036	SUBSTANCE ABUSE MENTAL HEALTH	0	0	0	196,350
430LDP24	43016	FEDERAL STATE PUBLIC HEALTH	783	0	0	0
430SCIP4	43037	FEDERAL CRIMINAL JUSTICE	0	0	0	96,500
430CBAF4	43800	STATE DEPT OF HUMAN SERVICES	52,507	0	0	0
Intergovernmental:			645,258	650,529	870,832	762,745
43000004	45001	MISCELLANEOUS	0	0	0	0
43000004	46004	REIMBURSEMENT	812	3,945	0	0
430RROE4	46004	RURAL RESPONSE OPIOID EPEDEMIC	5,909	9,069	0	0
Miscellaneous:			6,721	13,014	0	0
43000004	44048	PH VITAL STATISTICS	0	1,082	0	19,000
Charges For Services			0	1,082	0	19,000
Total Revenue:			818,983	826,540	1,000,932	908,118

Public Health Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
43000004		PUBLIC HEALTH	16,453	15,560	52,600	152,755
43000014		MISCELLANEOUS	(6,081)	8,571	0	0
430ELC14		ELC & EPI 2.1	0	93,761	36,135	0
430CBAF4		COLORADO BABIES AND FAMILIES	52,507	0	0	0
430ELC_4		ELC & EPI	184,828	0	0	0
430ELC24		ELC & EPI #2	69,940	190,922	375,271	0
430IMCV4		IMMUN COVID19	26,863	0	0	0
430IMN34		IMMUNIZATIONS #3	46,214	17,659	59,398	0
430IMN44		IMMUNIZATIONS #4	0	0	34,442	30,000
430IMMN4		IMMUNIZATIONS	43,437	10,097	41,308	28,262
430LEPR4		EMERGENCY PREPARDNESS	16,900	22,466	26,572	44,385
430LPHA4		LOCAL PLANNING	44,272	131,969	145,946	148,818
430LPHC4		CHILD FATALITY	3,568	2,889	3,379	3,250
430LPHM4		MATERNAL CHILD HEALTH	17,531	10,202	17,211	15,180
430PBG_4		PREVENTIVE BLOCK GRANT	0	9,000	0	0
430NACV4		NACCHO VACCINE	16,475	0	0	0
430ARP_4		FEDERAL ARP ACT	38,441	0	0	0
430RROE4		RURAL RESPONSE OPIOID EPEDEMIC	5,341	8,359	8,162	0
430GVP_4		GUN VIOLANCE PROGRAM	0	10,000	10,000	0
430GVP24		GUN VIOLANCE PROGRAM R2	0	40,000	40,000	0
430WKFE4		OPHP WORKFORCE	29,607	59,975	130,023	0
430LDP24		LEAD PHASE 2	680	0	0	0
430INFS4		CDC INFRASTRUCTURE	0	692	0	200,000
430SAMH4		SUBSTANCE ABUSE MENTAL HEALTH	0	0	0	189,068
430SCIP4		PH STATE CRISIS INTERVENTION	0	0	0	96,500
430VULN4		VULNERABLE POPULATIONS	0	0	0	0
Expenditure Total:			606,974	632,122	980,448	908,218



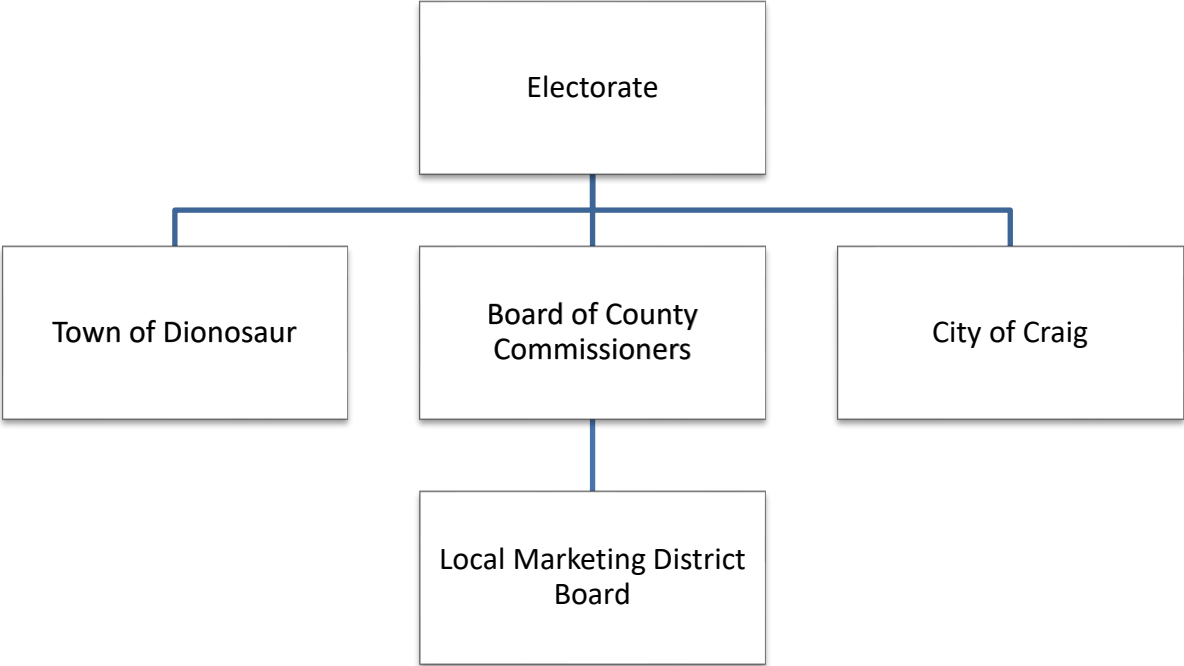
Moffat County Local Marketing District



Purpose of Department:

- The Moffat County Local Marketing District (MCLMD) is a combination district consisting of City of Craig, Town of Dinosaur and Moffat County and will be authorized but not limited to:
 - ✓ Coordination of tourism promotion activities
 - ✓ Coordination and support of activities in support of business recruitment, management and development
 - ✓ Organization, promotion, marketing and management of public events
 - ✓ Overseeing collection and disbursement of four percent marketing and promotion tax for rooms and accommodations sold in the City of Craig, Town of Dinosaur and Moffat County.

Moffat County Local Marketing District Organizational Chart





RESOLUTION 2024-99

A RESOLUTION APPROVING THE 2025 STRATEGIC PLAN AND BUDGET FROM THE MOFFAT COUNTY LOCAL MARKETING DISTRICT (“MCLMD”) AS ITS OPERATING PLAN FOR THE YEAR 2025

WHEREAS, pursuant to C.R.S. §29-25-110, an Operating Plan for the Moffat County Local Marketing District (henceforth called “MCLMD”) is required to be delivered at an annual meeting with the Board of Directors, which has to be held no later than September 30th. The final document must be approved or disapproved no later than December 5, 2024 for the next fiscal year, which is the year commencing January 1, 2025 and ending on December 31, 2025; and

WHEREAS, the current Board of Directors of the MCLMD has been appointed pursuant to C.R.S. §29-25-108 (1)(b), and also pursuant to Resolutions passed by the City Council of Craig, the Board of County Commissioners of Moffat County, and the Town Council of Dinosaur; and

WHEREAS, the Board of Directors of the MCLMD has filed a document called “2025 Strategic Plan”, setting forth its operating plan and proposed budget for the next fiscal year with the clerks of the three entities consisting of the City Council of Craig, the Board of County Commissioners of Moffat County, and the Town Council of Dinosaur as required by C.R.S. §29-25-110; and

WHEREAS, the Operating Plan of the MCLMD for 2024, must be approved or disapproved by the governing bodies of the City of Craig, the Town of Dinosaur and by Moffat County within thirty (30) days after receipt of such operating plan and all requested documentation relating thereto, and

WHEREAS, the Board of County Commissioners of Moffat County is acting as a member of the combination of local governments required to approve or disapprove the Operating Plan and proposed budget of the MCLMD for 2025.

NOW, THEREFORE, BE IT RESOLVED BY THE MOFFAT COUNTY BOARD OF COUNTY COMMISSIONERS, MOFFAT COUNTY, COLORADO:

The Operating Plan and proposed budget of the Moffat County Local Marketing District for 2025 as presented by the Moffat County Local Marketing District on September 17, 2024, and delivered electronically in final format on September 17, 2024 is hereby APPROVED and ADOPTED.

READ and APPROVED this 24th day of September, 2024, by the Moffat County Board of County Commissioners, Moffat County, Colorado.

MOFFAT COUNTY BOARD OF COUNTY COMMISSIONERS





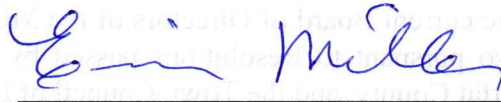
Tony Bohrer, Chair

STATE OF COLORADO)
)ss.
COUNTY OF MOFFAT)

I, Erin Miller, Ex-Officio to the Board of County Commissioners, do hereby certify that the above and forgoing is a true and complete copy of the Resolution as adopted by the Board of County Commissioners on the date stated.

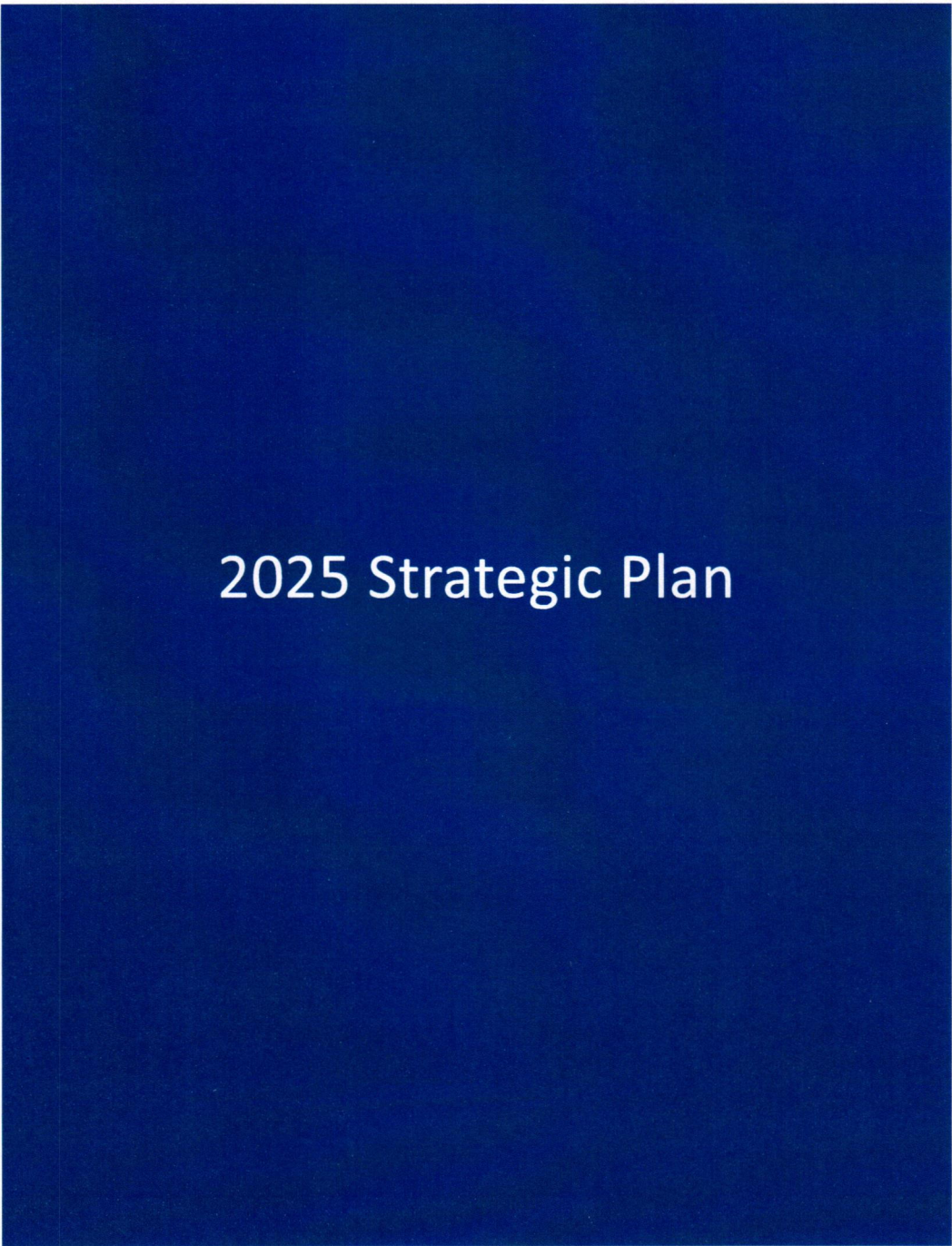
Witness my hand and seal of the County this 24th day of September, 2024





Erin Miller, Ex-Officio to the Board of County
Commissioners, Moffat County, State of Colorado

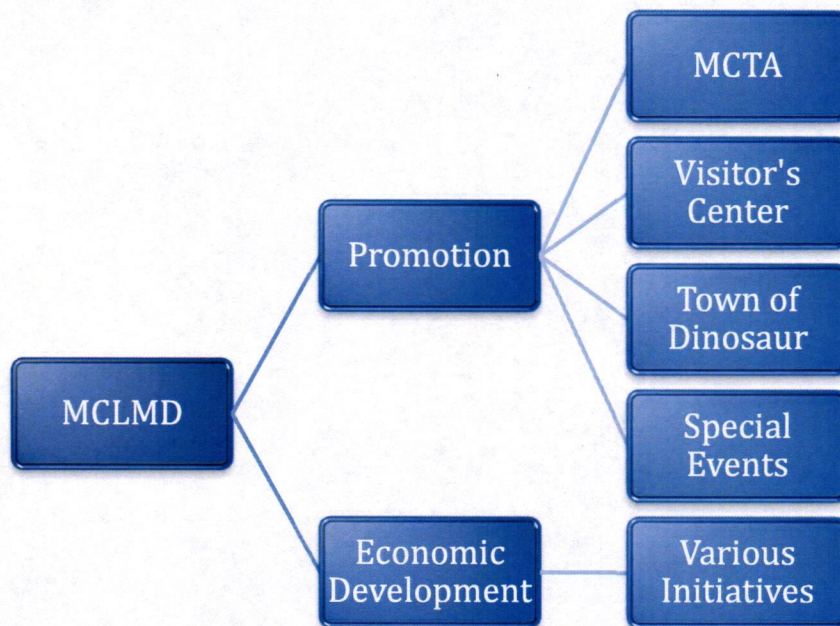
©BOCC Local Marketing District 18-10-21 Resolution adopting 2019 LMD Operating Plan.doc



2025 Strategic Plan

Mission

The Moffat County Local Marketing District (MCLMD) will support, enhance and encourage initiatives that create economic diversification, development, and stability for Moffat County as it transitions from a coal reliant community. This will include, but is not limited to, the promotion of Moffat County as a premier recreation and tourism destination.



Background

The MCLMD board continues to maintain our key stakeholder partnerships with Moffat County Tourism Association (MCTA), Craig Chamber of Commerce, City of Craig, Moffat County, and the Town of Dinosaur.

All of these entities are vested in the future success of Moffat County. With the reality of a significant reduction in coal generated electricity and mining activities less than three years away; it is imperative that all stakeholders recognize the urgency of creating and sustaining a diverse economy and expedite efforts to achieve this paradigm shift. As MCLMD plans for 2025, it must also recognize the impending sunset of the current ballot initiative scheduled for the end of 2025. With the scheduled closing of one of the power plant units also

scheduled for 2025; the MCLMD and Moffat County's voting population must decide if the lodging tax revenue should be considered a viable source of funds for Moffat County for its aggressive pursuit of strategies and initiatives that will strengthen and diversify our economy and tourism industry.

For 2024, the YTD revenue through August 31, 2024, is \$210,189.68. Using a four-year average for the months of September through December, the projected revenue for 2024 is \$341,276.34. If this projection holds true, yearend revenue will be down 14% year-over-year 2023 v. 2024. While the projected revenue for 2024 is \$342,000, the MCLMD is using a conservative estimate of budgeted revenue of \$292,500 for our 2025 budget year or roughly 10% lower than the \$325,000 used for 2024. This conservative estimate reflects possible reduction in hunting season traffic due to the winter kill experienced during the 2022/23 winter with hunters who visited in 2023 not returning in 2024. The estimate also reflects possible future recessionary conditions in 2025.

If historic averages are correct, the yearend lodging tax revenue should be at or above the 2024 budget of \$325,000. For 2024, MCLMD allocated a significant portion of its budget, \$191,500, to existing events in Moffat County. These events ranged from summer events such as the Yampa River Roots Reggae Festival, Whittle the Wood, Balloon Festival, and Moffat County Fair. Other events included the Colorado High School Rodeo finals, Coal Mountain Skijoring, Dinosaur Stone Age Stampede, and festivals orchestrated by the Downtown Business Association.

MCLMD continues to be limited in how tax revenue can be used to further our strategic plan. This limitation illustrates the need for all municipal entities working together to steward economic development into projects that are tangible and deliverable to the citizens of Moffat County.

2025 Strategic Plan

The 2025 Strategic Plan will focus on our Cornerstone Projects while continuing to assist with funding events to draw tourists to Moffat County. The MCLMD will continue to uphold the will of the voters to implement a plan to diversify and develop the Moffat County economy, and to effectively promote its physical attributes. We expect that the Ex Officio Board be constructive and critical in its review of this plan. The MCLMD will use this feedback to evaluate the strengths and weaknesses of this plan.

For 2025, the MCLMD strategic plan will be focused on four areas. Those areas include, 1.) Economic Development; 2.) Community Marketing / Promotion; 3.) Cornerstone Projects;

and 4.) Event Support. This plan will be governed by C.R.S. 29-25-101. This plan will also be governed by collaboration between MCLMD, MCTA, and the Visitor's Center (both Craig and Dinosaur) and other governmental entities as necessary. Input will also be solicited from the Craig Chamber of Commerce, Downtown Business Association, and concerned community members to collaborate on other projects that will promote Moffat County and develop its economy.

Economic Development

1. Moffat County faces the reality that three major employers will have shut down operations or significantly scaled back their operations by the end of 2028. MCLMD will support any efforts to identify alternative uses for our natural resources or industries that can capitalize on the infrastructure already created by such entities. Economic development also includes, but is not limited to, the expansion of existing businesses and programs to develop and encourage start-up businesses. MCLMD will also assist in other strategies designed to diversify and stabilize our local economy. Strengthening the economy also includes community development. The MCLMD will be an active participant in the discussion of community housing, regional transportation, and the Just Transition initiatives.

Community Marketing

1. MCLMD sees the need for an effective promotion of Moffat County, not only for recreation but also to attract businesses. The opportunity to promote various economic opportunity zones and development projects is time sensitive and MCLMD wants to assist in any way possible to expedite a prospectus for investors. With the construction of the river park and redevelopment of the courthouse site, MCLMD could entertain any partnership opportunities to promote the use of these assets.
2. *(Holdover Goal from 2023 and 2024 Plan)* MCLMD will begin a campaign to gain recognition for the contributions we make to economic expansion and diversification; support for local events; and other programs promoting tourism and our community. This includes but is not limited to 'Big Check' presentations for project supports; creating an Annual Report; quarterly ads (either print or on social media); consistent updates to stakeholder partners; and overall marketing. MCLMD receives its funding from visitors to our community, this revenue source is set to sunset in 2025. If the community wants to continue to reinvest after 2025, MCLMD needs to showcase its accomplishments to gain community awareness.

3. MCLMD will allocate funds to support community events. Funds will also be allocated to events, initiatives, and organizations that capitalize on the natural resources existing in Moffat County. These funds will be allocated with stipulations that each event, initiative, and organization will be evaluated based on its role in community development, number of visitors attracted, depth of business plan, financial viability, and how the event correlates to Moffat County's future vision. Special events should enhance community development. These events should also utilize data to evaluate their event's ability to draw outside visitors and how to determine how to increase participation through focused marketing efforts.
4. Provide financial support to the Moffat County Visitor's Center subject to a review of a detailed and complete financial information regarding operating expenses and revenues.
5. Provide a consistent and predictable funding process for event funding. This entails having one grant request session for existing events. The deadline for funding requests will be December 31, 2024. MCLMD will entertain requests for new events as they are received.

Cornerstone Projects for 2025

1. **Economic Development** – Provide financial support for economic development initiatives as presented by various local organizations and community individuals focused on looking forward to the economic diversification of Moffat County. These initiatives may include, but are not limited to, start-up businesses, business plan competitions, expansion of existing businesses, and resources for usability analysis of Moffat County resources. Also, providing resources and tools for those seeking funding to properly develop viable business plans and budgets to create sustainable local business.
2. **Community Marketing / Attraction**– Financially support efforts to advertise key partners, events, initiatives, and organizations.
3. **Town of Dinosaur Project Development and Strategic Support** – Consider resource requests from the Town of Dinosaur to further its promotion and economic development with initiatives that align with the 2025 MCLMD strategic plan.

4. **Annual Report** – MCLMD will provide an annual report to key partners and the community highlighting board accomplishments through the utilization of Lodging Tax Revenue.
5. **Support of Recreational Opportunities** – Place an emphasis on events, initiatives, and organizations that capitalize on Moffat County’s natural resources.

2025 Budget Strategy

Based on the 2025 strategic plan and objectives listed above, the LMD Board proposes to amend the budget to reflect the following allocation strategy.

- Estimated 2025 Lodging Tax Revenue: \$292,500 (*\$325M in 2024*)
- Financial Support for up to \$100,000 for projects and initiatives which align with our Cornerstone projects. (*\$100M in 2024*)
- Financial support up to \$72,500 for existing events (*\$100M in 2024*)
- Financial support up to \$10,000 for MCLMD operational expenses (*\$15M in 2024*)
- Financial support up to \$15,000 for new events (*\$15M in 2024*)
- Financial support up to \$20,000 for Colorado High School Finals Rodeo (*\$20M in 2024*)
- Financial support up to \$75,000 for Strategic Partners (*\$75M in 2024*)
- MCLMD earmarks \$223,000 of historical, present, and future revenue for cornerstone projects, and new / emerging initiatives and/or projects emerging in 2025 and requesting MCLMD funds, subject to MCLMD’s statutory funding guidelines (*this total is based on current unencumbered cash on hand of \$232,000 based on August 31, 2024 financials; less \$135,080 and \$3,300 awarded to MRH and the Museum of Northwest Colorado (respectively) during the September 12, 2024 meeting, and \$130,000 of estimated 2024 revenue for Sept – Dec. based on historical 4-yr average*)
- This creates total possible budget expenditures of \$515,500 (*\$223,000 identified above plus the \$292,500 estimated 2025 budget*).

**Moffat County Local Marketing District
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
<u>Sources of Funds:</u>				
Property Taxes	\$ -	\$ -	\$ -	\$ -
Sales Tax	293,556	481,971	306,000	292,500
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Miscellaneous	-	-	-	-
Interest	-	-	-	-
Transfer In	-	-	-	-
Fund Balance Used	-	-	320,893	-
Total Sources of Funds	\$ 293,556	\$ 481,971	\$ 626,893	\$ 292,500
<u>Uses of Funds:</u>				
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	\$ 217,844	\$ 237,002	\$ 626,893	292,500
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 217,844	\$ 237,002	\$ 626,893	\$ 292,500
Annual Net Activity	\$ 75,712	\$ 244,970	\$ 0	\$ 0.00
<u>Cumulative Balance:</u>				
Beginning Fund Balance	\$ 602,938	\$ 678,650	\$ 923,620	\$ 602,727
Change in Fund Balance	75,712	244,970	(320,893)	-
Ending Fund Balance	\$ 678,650	\$ 923,620	\$ 602,727	\$ 602,727
<u>Fund Balance Designations:</u>				
Restricted				
Marketing Promotion	\$ 678,650	\$ 923,620	\$ 602,727	\$ 602,727

Moffat County Local Marketing District Revenues

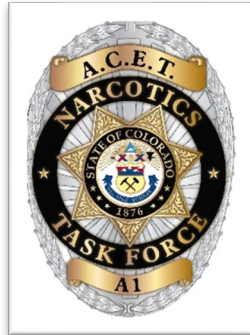
ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
55500005	41006	LOCAL MARKETING DISTRICT TAX	293,556	481,971	306,000	292,500
		Sales Taxes:	293,556	481,971	306,000	292,500
55500005	45001	MISCELLANEOUS	0	0	0	0
		Miscellaneous:	0	0	0	0
		Total Revenue:	293,556	481,971	306,000	292,500

Moffat County Local Marketing Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Budget	2025 Budget
55500005	50050	CONTRACT LABOR	0	0	0	0
		Personnel Expenditures:	0	0	0	0
			0	0	0	0
55500005	51015	LEGAL SERVICES	0	0	0	0
55500005	54042	OFFICE SUPPLIES	0	0	0	0
55500005	54049	POSTAGE	0	0	0	0
55500005	54045	OPERATING SUPPLIES	0	794	0	0
55500005	53046	TRAVEL	0	0	0	0
55500005	53018	INSURANCE	1,889	1,893	1,893	1,893
55500005	54051	PROJECTS & DEVELOPMENT	49,786	1,256	75,000	75,000
55500005	51018	OTHER PROFESSIONAL SERVICES	0	150	0	0
55500005	51027	MARKETING	4,080	0	0	6,000
55500005	58007	EVENT FUNDING	92,489	117,848	135,000	107,500
55500005	54038	MISCELLANEOUS	0	1,000	15,000	2,107
55500005	54022	ECON DEVLOP/DIVERSE PROJECT:	69,600	114,061	400,000	100,000
		Operating Expenditures:	217,844	237,002	626,893	292,500
		Expenditure Total:	217,844	237,002	626,893	292,500

ACET

All Crimes Enforcement Team



Moffat County Sheriff: KC Hume

Phone: 970-824-4495

Email: khume@sheriff.moffat.co.us

All Crimes Enforcement Team, Board of Executive Directors

- Moffat County Sheriff
- Routt County Sheriff
- Steamboat Springs Police Chief
- Craig Police Chief
- Hayden Police Chief
- 14th Judicial District Attorney

Mission Statement:

ACET will work collaboratively with agencies across our area of operation in an effort to minimize and impacts of narcotics and crime on the citizens we serve.

Purpose of Department:

The multi-jurisdictional team, ACET, was formed to combat the availability of street level narcotics across Moffat and Routt county. Investigators assigned to ACET commit themselves to identifying and dismantling drug trafficking organizations as well as identifying street level distributors. ACET will assist the participating agencies by providing them with intelligence concerning drug trafficking as well as secondary crimes that are commonly associated with drug use.

**All Crimes Enforcement Teams
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Sources of Funds:				
Property Taxes	\$ -	\$ -	\$ -	\$ -
Sales Tax	-	-	-	-
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	82,500	82,500	82,500	82,500
Charges for Services	1,419	964	300	1,000
Miscellaneous	651	-	-	-
Interest	-	-	400	-
Transfer In	-	-	-	-
Fund Balance Used	-	-	920	620
Total Sources of Funds	\$ 84,569	\$ 83,464	\$ 84,120	\$ 84,120
Uses of Funds:				
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	\$ 29,107	\$ 49,373	\$ 84,120	\$ 84,120
Capital Outlay	\$ 892	\$ 385	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 29,999	\$ 49,758	\$ 84,120	\$ 84,120
Annual Net Activity	\$ 54,571	\$ 33,707	0	0
Cumulative Balance:				
Beginning Fund Balance*	\$ 141,567	\$ 196,138	\$ 229,844	\$ 228,924
Change in Fund Balance	54,571	33,707	(920)	(620)
Ending Fund Balance	\$ 196,138	\$ 229,844	\$ 228,924	\$ 228,304
Fund Balance Designations:				
Restricted	\$ 196,138	\$ 229,844	\$ 228,924	\$ 228,304

*Fund Balance forwarded from current fiscal agent to County as fiscal agent for ACET Board.

All Crime Enforcement Teams Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
24500002	43900	CITY OF CRAIG	0	0	0	0
24500002	43904	MOFFAT CO DISTRICT ATTORNY	8,000	8,000	8,000	8,000
24500002	43905	ROUTT COUNTY	8,000	8,000	8,000	8,000
24500002	43906	HAYDEN POLICE DEPT	2,500	2,500	2,500	2,500
24500002	43907	STEAMBOAT SPGS POLICE DEPT	16,000	16,000	16,000	16,000
24500002	43908	CRAIG POLICE DEPT	16,000	16,000	16,000	16,000
24500002	43909	MOFFAT CO SHERIFF OFFICE	16,000	16,000	16,000	16,000
24500002	43910	ROUTT CO SHERIFF OFFICE	16,000	16,000	16,000	16,000
Intergovernmental:			82,500	82,500	82,500	82,500
Sales Taxes:			0	0	0	0
24500002	44011	FINES AND COLLECTIONS	1,419	964	300	1,000
Charges for Services:			1,419	964	300	1,000
24500002	45001	MISCELLANEOUS	651	0	0	0
Miscellaneous:			651	0	0	0
24500002	47001	INTEREST EARNED	0	0	400	0
Interest:			0	0	400	0
Total Revenue:			84,569	83,464	83,200	83,500

All Crime Enforcement Team Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
55500005	50050	CONTRACT LABOR	0	0	0	0
Personnel Expenditures:			0	0	0	0
24500002	51018	OTHER PROFESSIONAL SERVICES	0	0	1,080	1,080
24500002	52027	LEASING	2,268	10,125	12,000	12,000
24500002	52035	REPAIRS AUTO	1,000	88	1,500	2,500
24500002	52037	REPAIRS EQUIP/MAINT	0	406	3,500	3,500
24500002	52043	UTILITIES	806	720	2,340	2,340
24500002	53009	DUES & MEETINGS	0	3,416	8,000	8,000
24500002	53010	EDUCATION	3,447	1,697	7,500	7,500
24500002	53042	TELEPHONE	4,937	5,069	5,700	5,700
24500002	53046	TRAVEL	5,839	17,282	25,000	9,000
24500002	54037	MISC EQUIPMENT	6,383	8,508	10,000	15,000
24500002	54042	OFFICE SUPPLIES	1,044	360	2,000	2,000
24500002	54045	OPERATING SUPPLIES	3,138	1,428	5,000	15,000
24500002	54049	POSTAGE	246	274	500	500
Operating Expenditures:			29,107	49,373	84,120	84,120
24500002	60011	EQUIPMENT MISCELLANEOUS	340	385	0	0
24500002	60014	EQUIPMENT VEHICLES	552	0	0	0
Capital Expenditures:			892	385	0	0
Expenditure Total:			29,999	49,758	84,120	84,120



Capital Improvement Program

The Capital Improvement Program (CIP) is a multi-year planning tool to identify and implement the County's short-term and long-term capital needs.

The CIP is the result of significant collaboration between the following departments: Development Services, Facility Maintenance, Fairgrounds, Landfill, Parks & Recreation, Road and Bridge, Weed & Pest, Information Technology Department and the Finance Department and also reflects input from other County departments. The commendable work of all parties is reflected in the CIP.

2025 Capital Improvement Plan

The 2025 CIP includes improvements in six categories of projects:

- Equipment/Vehicle Replacement \$2,443,499
- Facility Improvements \$10,067,597
- Airport Maintenance \$4,000
- Road Maintenance \$500,000
- Technology Improvements \$22,800
- Landfill Maintenance \$30,000

The County's 2025 CIP includes a total of \$13,067,896 million. This amount is an increase of \$8,963,695 from the 2024 budget figure of \$4,104,201. This increase is mainly for a Fairgrounds Capital Project of \$8,194,025.

Category	2024 Rollover	2025	2026-2027	2028-2029
EQUIPMENT/VEHICLE REPLACEMENT	\$ 144,000	\$ 2,299,499	\$ 3,595,749	\$ 3,013,999
FACILITY IMPROVEMENTS	\$ 5,308,698	\$ 4,758,899	\$ 507,600	\$ 392,600
AIRPORT MAINTENANCE	\$ -	\$ 4,000	\$ -	\$ -
LANDFILL MAINTENANCE	\$ -	\$ 30,000	\$ -	\$ -
ROAD MAINTENANCE	\$ -	\$ -	\$ -	\$ -
Preventative Maintenance	\$ -	\$ -	\$ -	\$ -
Asphalt Projects	\$ -	\$ 500,000	\$ -	\$ -
Asphalt Reconstruction	\$ -	\$ -	\$ -	\$ -
Bridge Repair/Replacement	\$ -	\$ -	\$ -	\$ -
TOTAL ROAD MAINTENANCE	\$ -	\$ 500,000	\$ -	\$ -
TECHNOLOGY IMPROVEMENTS	\$ -	\$ -	\$ -	\$ -
Computer Rotation	\$ -	\$ 22,800	\$ 22,800	\$ 22,800
TOTAL TECHNOLOGY IMPROVEMENTS	\$ -	\$ 22,800	\$ 22,800	\$ 22,800
GRAND TOTALS	\$ 5,452,698	\$ 7,615,198	\$ 4,126,149	\$ 3,429,399

2025 includes costs for specific projects, while future years only reflect estimated costs. Actual costs in future years are based on CIP projections according to current asset costs.

Road Maintenance

The objective of the Road and Bridge Department is to provide and maintain a safe and adequate road system for the unincorporated areas of Moffat County. In addition to general maintenance, this budget includes the cost of engineering, construction, and maintenance of the 1,700 miles of the County Road system. The Department's activities include: street overlays, replacement of signs, culverts and cattle guards, road surface maintenance, chip seals, patching, shoulder repairs, removal of roadside debris, storm patrol, storm cleanup, and providing requested service to other County departments.

Overview of the 2025 CIP

The County's Capital Improvement Program (CIP) is a multi-year planning tool to identify and implement short-term and long-term capital needs. Capital projects included in the CIP include acquisitions, additions, improvements, and non-routine maintenance to County-owned facilities, and roads that generally equal or exceed \$25,000 and have a useful life of at least five years. In addition, the plan also includes capital equipment and vehicle replacements that equal or exceed \$5,000 and have a useful life of at least two years.

In order to maintain assets at a level adequate to protect the county's capital investment and to minimize future maintenance and replacement costs, the CIP plan provides guidance in the capital replacement rotation and capital improvement needs according to 10-year projections and will be updated and adopted on an annual basis.

Facility Improvements Projects

These capital investments help ensure safe and appropriate facilities for County employees and the public. These facilities include the Courthouse, Public Safety Center, Road and Bridge Offices and Shops, Libraries, Community Centers, and parks and open space facilities. The 2025 CIP shows funding for facilities from county funds or from Conservation Trust Funds. The County owned mineral revenue is being designated as follows per Resolution 2006-137 Designation of Revenue in Capital Projects Fund:

- 15% of the revenue for Courthouse Expansion/Major Renovations
- 15% of the revenue for Senior Housing Improvements/Addition
- 25% of the revenue for a multiuse building at the Fairgrounds
- 45% of the revenue for yet to be determined capital improvements
-

As of the end of 2024 these categories have the following estimated balances:

- Courthouse Expansion/Major Renovations \$1,315,873
- Senior Housing Improvements/Addition \$493,882
- Multiuse Building at Fairgrounds \$775,957
- Yet to be Determined Capital Improvements \$58,430

Equipment/Vehicle Replacement

Equipment/Vehicle Replacement

It is Moffat County's goal to continue to maintain our equipment and vehicles to ensure employee safety as well as improved efficiency. The replacement schedule for equipment and vehicles varies by department, types of equipment, and the usage. Developmental Services also works with Departments to research best value for Equipment Purchases and, if needed, prepares the bid process.

Fleet Management Program

Moffat County is implementing a partnership with Enterprise to lease vehicles. This program is not your standard lease option like a consumer lease. Moffat County is still purchasing the vehicles and at the end of the 5-year term we own them. Moffat County is also able to utilize the buying power of Enterprise which affords us the ability to order the vehicle to our specs. The Enterprise team is also managing our fleet by analyzing the value of each vehicle at any given time and if there is a high resale for our vehicle, we have the option to have it sold and all profits from the vehicle will go towards the vehicle that replaces it which in turn will lessen the price of the next vehicle. Approximately \$30,000 will be saved per year.

Due to the struggles with revenue shortfalls and capital improvement needs, a 10-year Capital Improvement Plan (CIP) has been developed to address vehicle and equipment rotation along with building improvements. Typically, a CIP is built on a rotation basis such as vehicles rotate every 5 years or 100,000 miles. The CIP for Moffat County is based off of scoring mechanisms to identify the highest replacement need from usage. For example: an older vehicle that may have low miles due to in town use may not be a high need of replacement and will stay on the rotation until the mileage and condition of the vehicle is scored for highest replacement need.

Summary of Proposed Equipment/Vehicle Replacements

Equipment /Vehicle Description	2024 Rollover	2025	2026-2027	2028-2029
Airport Utility Vehicle	\$	\$	\$ 9,900	\$
Airport Fund Sub-Total	\$ -	\$ -	\$ 9,900	\$ -
Cemetery Mower	\$	\$ 31,000	\$	\$
Cemetery Pickups	\$ 60,000	\$	\$	\$ 36,300
Cemetery Utility Vehicles	\$	\$ 10,000	\$	\$
Cemetery Skid Steer	\$	\$ 15,000	\$	\$
Commissioners Vehicles	\$	\$ 45,000	\$ 47,500	\$ 83,000
Coroner Vehicles	\$	\$	\$	\$ 36,300
Development Services Vehicles	\$	\$	\$ 43,500	\$
Emergency Management Radios	\$	\$ 50,000	\$	\$
Emergency Management Vehicle	\$	\$	\$ 15,000	\$
Extension Vehicle	\$	\$ 72,500	\$	\$
Fairgrounds Pickups	\$	\$	\$	\$ 36,300
Fairgrounds Skid steer Loader	\$ 20,000	\$	\$	\$
Fairgrounds Tool cats	\$	\$	\$ 53,000	\$
Fairgrounds Tractors	\$	\$	\$ 37,000	\$
Facilities Pickups	\$	\$ 60,000	\$ 55,500	\$ 117,100
Facilities Miscellaneous Equip	\$	\$ 10,000	\$ 10,000	\$
Facilities Trailers	\$	\$	\$	\$ 10,000
Maybell Ambulance Wheeled Coach Replacemen	\$	\$	\$ 93,500	\$
Maybell Ambulance	\$	\$	\$ 93,500	\$
Maybell Park Vehicle	\$	\$	\$ 36,300	\$
Parks & Rec Mower	\$	\$	\$ 76,000	\$
Parks & Rec Pickup	\$	\$ 70,000	\$	\$
Parks & Rec Trailers	\$	\$ 12,000	\$	\$
Parks & Rec Striper / Groomer	\$	\$	\$ 10,000	\$
Parks & Rec Utility Vehicle	\$	\$ 16,000	\$ 64,000	\$
Pest Management Foggers	\$	\$	\$	\$ 20,000
Pest Management ATVs	\$	\$	\$ 10,000	\$
Pest Management Mixing/Loading Equip	\$	\$	\$	\$
Pest Management Pickups	\$	\$ 70,000	\$ 181,500	\$ 108,900
Pest Management Sprayers	\$	\$	\$ 12,000	\$
Pest Management Utility Vehicles	\$	\$ 16,000	\$	\$
Pest Management Tracks for Argo	\$	\$	\$	\$ 28,000
Pest Management Trailers	\$	\$ 12,000	\$	\$
Sheriff Vehicles	\$	\$ 168,000	\$ 336,000	\$ 504,000
Sheriff BodyCam & Hardware	\$	\$ 30,199	\$ 30,199	\$ 30,199
General Fund Sub-Total	\$ 80,000	\$ 687,699	\$ 1,204,499	\$ 1,010,099
Pickups and Vans	\$ 50,000	\$ 275,000	\$ 435,600	\$
Tractor Trucks	\$	\$	\$ 200,000	\$ 800,000
Motor Graders	\$	\$	\$ 730,000	\$
Loaders & Backhoes	\$	\$	\$ 500,000	\$ 200,000
Water Trucks	\$	\$	\$ 160,000	\$
Trailers	\$	\$	\$ 100,000	\$
Dozers	\$	\$ 300,000	\$	\$
Misc. Equipment	\$	\$ 321,000	\$ 70,000	\$ 220,000
Crusher Equipment	\$	\$ 155,000	\$	\$ 545,000
Road & Bridge Fund Sub-Total	\$ 50,000	\$ 1,051,000	\$ 2,195,600	\$ 1,765,000

Summary of Proposed Equipment/Vehicle Replacements (Continued)

Equipment /Vehicle Description	2024 Rollover	2025	2026-2027	2028-2029
Landfill Pickup(s)	\$ -	\$	\$	\$ 72,600
Landfill Slow grinder	\$ -	\$ 500,000	\$	\$
Landfill Fund Sub-Total	\$ -	\$ 500,000	\$ -	\$ 72,600
Passenger Van / SUV	\$	\$ 45,000	\$ 100,000	\$
Seniors Fund Sub-Total	\$ -	\$ 45,000	\$ 100,000	\$ -
Transport Vehicle	\$ -	\$ 15,800	\$ 40,000	\$ 76,500
Jail Fund Sub-Total	\$ -	\$ 15,800	\$ 40,000	\$ 76,500
Vehicle(s) Replacement	\$ 14,000	\$	\$ 45,750	\$ 89,800
Human Service Fund Sub-Total	\$ 14,000	\$ -	\$ 45,750	\$ 89,800
	144,000	2,299,499	3,595,749	3,013,999

Facility Improvements

FACILITY IMPROVEMENTS

The County Grounds & Building Department is responsible for all building and space maintenance for County buildings. In total, the department maintains 39,625 sq. ft. of buildings. The Development Services Department examines facilities throughout the county, determines requirements for improvements, and makes recommendations to Department Heads and Commissioners for upcoming needs. Funding in future fiscal years is indicated for planning purposes only and subject to available funding and approval by the Board of County Commissioners.

Summary of Proposed Facility Improvements

Facility Improvement Description	2024 Rollover	2025	2026-2027	2028-2029
Craig-Moffat Airport Improvements	\$	\$ 4,000	\$	\$
Airport Fund Sub-Total	\$ -	\$ 4,000	\$ -	\$ -
Facility Contingency	\$	\$ 50,000	\$ 100,000	\$ 100,000
County Fairgrounds Improvements	\$ 64,814	\$ 90,186	\$	\$
Sherman Youth Camp Generator	\$ 9,000	\$	\$	\$
Sherman Youth Camp Building	\$ 180,187	\$	\$	\$
Loudy Simpson Ballfield Improvements	\$	\$ 200,000	\$	\$
Loudy Simpson Irrigation Zones	\$	\$ 55,000	\$ 300,000	\$
General Fund Sub-Total	\$ 254,001	\$ 395,186	\$ 100,000	\$ 100,000

Summary of Proposed Facility Improvements (Continued)

	\$	\$	\$	\$	\$
Landfill Mulch			30,000		30,000
Landfill New Cell					416,275
Landfill Sub-Total	\$	-	\$	30,000	\$
	\$				446,275
Courthouse Improvements	\$	237,385	\$		\$
Fairgrounds Improvements	\$	4,194,025	\$	4,000,000	\$
Fairground Bathhouse Restroom Remodel	\$		\$	100,000	\$
Treasurer Software upgrade	\$	200,000	\$		\$
Finance Accounting System Upgrade	\$	193,287	\$	6,713	\$
Loudy Simpson Caretaker House	\$		\$	200,000	\$
	\$		\$		\$
Capital Fund Sub-Total	\$	4,824,697	\$	4,006,713	\$
	\$		\$	300,000	\$
	\$		\$		200,000
Loudy Simpson Tree Replacement	\$	15,000	\$		\$
	\$		\$	15,000	\$
Conservation Trust Fund Sub-Total	\$	15,000	\$	-	\$
	\$		\$	15,000	\$
	\$		\$		-
Craig Library Roof	\$		\$	10,000	\$
	\$		\$		\$
Library Fund Sub-Total	\$	-	\$	10,000	\$
	\$		\$	-	\$
	\$		\$		-
MWWTF Improvements	\$		\$	20,000	\$
	\$		\$		20,000
Maybell Waste Water Treatment Fund Sub-T	\$	-	\$	-	\$
	\$		\$	20,000	\$
	\$		\$		20,000
Fencing	\$	90,000	\$	90,000	\$
Interior Locks Replacement	\$	20,000	\$		\$
Parking Lot Repair	\$	65,000	\$		\$
Paint	\$	40,000	\$	8,000	\$
Carpet Replacement	\$		\$	25,000	\$
Roof Top Units	\$		\$	36,000	\$
Pod Valves and Improvments	\$		\$	72,600	\$
	\$		\$		72,600
Jail Fund Sub-Total	\$	215,000	\$	189,000	\$
	\$		\$	72,600	\$
	\$		\$		72,600
Component Unit Various Projects	\$		\$		\$
	\$		\$	158,000	\$
Component Unit Sub-Total	\$	-	\$	158,000	\$
	\$		\$	-	\$
	\$		\$		\$
		5,308,698		4,758,899	
				507,600	
					392,600



Memorial Regional Health



Memorial Regional Health
Memorial Regional Health Board of Trustees
750 Hospital Loop
Craig, CO 81625
970-824-9411
info@memorialrh.org

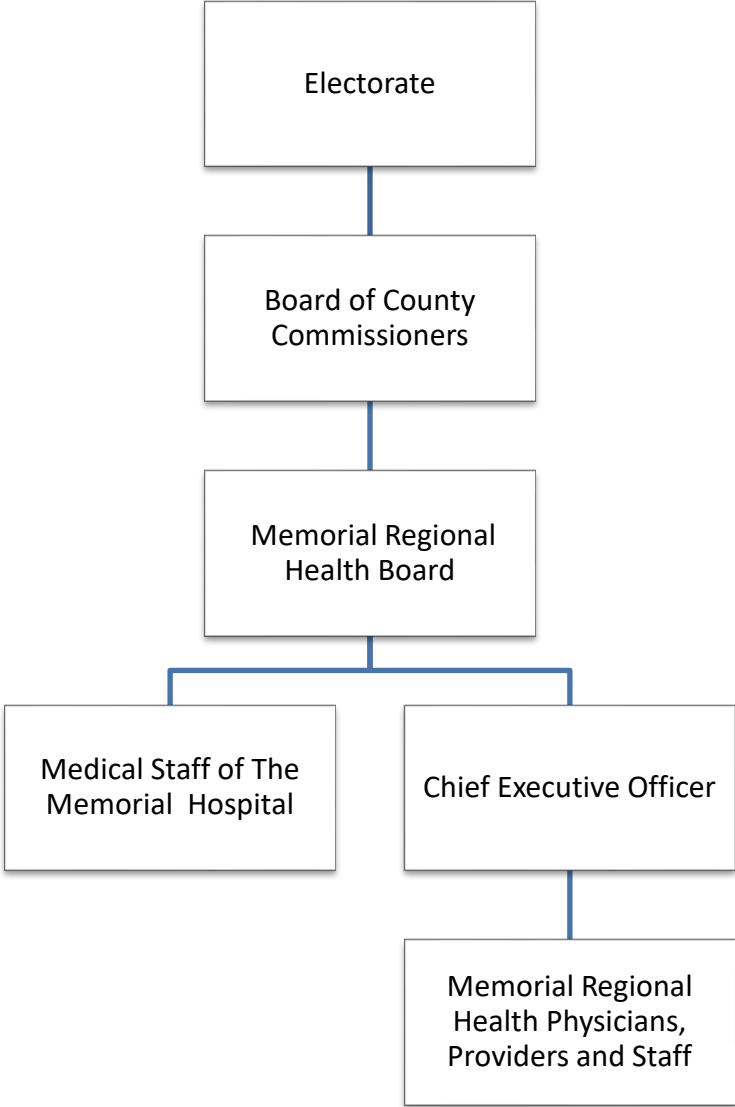
Purpose of Department:

Memorial Regional Health includes a 25-bed hospital, multi-specialty medical clinics located in Craig and Steamboat and a rehabilitation center located in and focused on caring for the residents of Northwest Colorado.

Following a vote of the people to support a new hospital, MRH opened a new 25-bed hospital in 2009. In September of 2019, MRH consolidated most of the medical practices, providers and services into the newly constructed medical office building located adjacent to the hospital.

At MRH, we pride ourselves in taking care of you like family. Many of you know our staff not only as healthcare experts, but as friends and neighbors as well. We are dedicated to helping you, personally, reach optimum health, and to increasing the health of our community as a whole. Together, we're stronger. When you choose MRH, you choose Craig.

The Memorial Regional Health Organizational Chart



**The Memorial Hospital
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
<u>Sources of Funds:</u>				
Property Taxes	\$ 1,279,814	\$ 1,256,303	\$ 1,247,107	\$ 1,198,792
Sales Tax	-	-	-	-
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	65,759,400	67,123,348	74,488,736	86,668,999
Miscellaneous	1,321,025	2,493,454	2,252,657	2,102,958
Interest	-	(12,379)	400	100
Transfer In	-	-	-	-
Fund Balance Used				
Total Sources of Funds	\$ 68,360,239	\$ 70,860,726	\$ 77,988,900	\$ 89,970,849
<u>Uses of Funds:</u>				
Personnel	\$ 31,473,936	\$ 31,441,384	\$ 36,070,999	\$ 40,087,608
Operating	\$ 37,045,197	\$ 37,731,431	\$ 41,182,773	45,315,186
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 68,519,133	\$ 69,172,815	\$ 77,253,772	\$ 85,402,794
Annual Net Activity	\$ (158,894)	\$ 1,687,911	\$ 735,128	\$ 4,568,055
<u>Cumulative Balance:</u>				
Beginning Fund Balance	\$ 5,905,932	\$ 5,747,038	\$ 7,434,949	\$ 8,170,077
Change in Fund Balance	(158,894)	1,687,911	735,128	4,568,055
Ending Fund Balance	\$ 5,747,038	\$ 7,434,949	\$ 8,170,077	\$ 12,738,132
<u>Fund Balance Designations:</u>				
Assigned				
County Hospital	5,747,038	7,434,949	8,170,077	12,738,132

The Memorial Hospital Revenues

Account Number & Title	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
TAXES CURRENT PROPERTY	1,279,814	1,256,303	1,247,107	1,198,792
Property Taxes:	1,279,814	1,256,303	1,247,107	1,198,792
COUNTY SALES & LEASE			-	-
Intergovernmental:	-	-	-	-
CHARGES - PATIENT DEDUCTIONS	126,012,600 (60,253,200)	127,821,273 (60,697,925)	140,629,192 (66,140,456)	166,231,512 (79,562,513)
Charges for Services:	65,759,400	67,123,348	74,488,736	86,668,999
OTHER FEDERAL GRANTS	-	-	-	-
OTHER CONTRIBUTIONS	1,321,025	2,464,941	2,232,657	2,087,958
ADJUST INVESTMENTS TO MARKET	-	28,513	20,000	15,000
Miscellaneous:	1,321,025	2,493,454	2,252,657	2,102,958
INTEREST	-	(12,379)	400	100
Interest:	-	(12,379)	400	100
Total Revenue:	68,360,239	70,860,726	77,988,900	89,970,849

The Memorial Hospital Expenditures

Account Number & Title	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
SALARIES & FRINGE	31,473,936	31,441,384	36,070,999	40,087,608
Personnel Expenditures:	31,473,936	31,441,384	36,070,999	40,087,608
OPERATING INTEREST & AMORITZATION	29,510,436	29,551,176	34,271,309	41,684,148
DEPRECIATION	1,951,000	1,638,207	1,810,050	1,765,122
LOSS ON INVESTMENT	3,913,900	4,306,686	4,464,621	929,908
COST OF ISSUANCE	1,669,861	2,235,362	636,793	936,008
Operating Expenditures:	37,045,197	37,731,431	41,182,773	45,315,186
CAPITAL OUTLAY	0	0	0	0
Capital Expenditures:	0	0	0	0
Expenditure Total:	68,519,133	69,172,815	77,253,772	85,402,794

Housing Authority



Sunset Meadows I

Sunset Meadows II



Housing Authority
The Housing Authority Board
Sunset Meadows I
633 Ledford Street
Phone: 970-824-3660
Craig, CO 81625

Mission Statement:

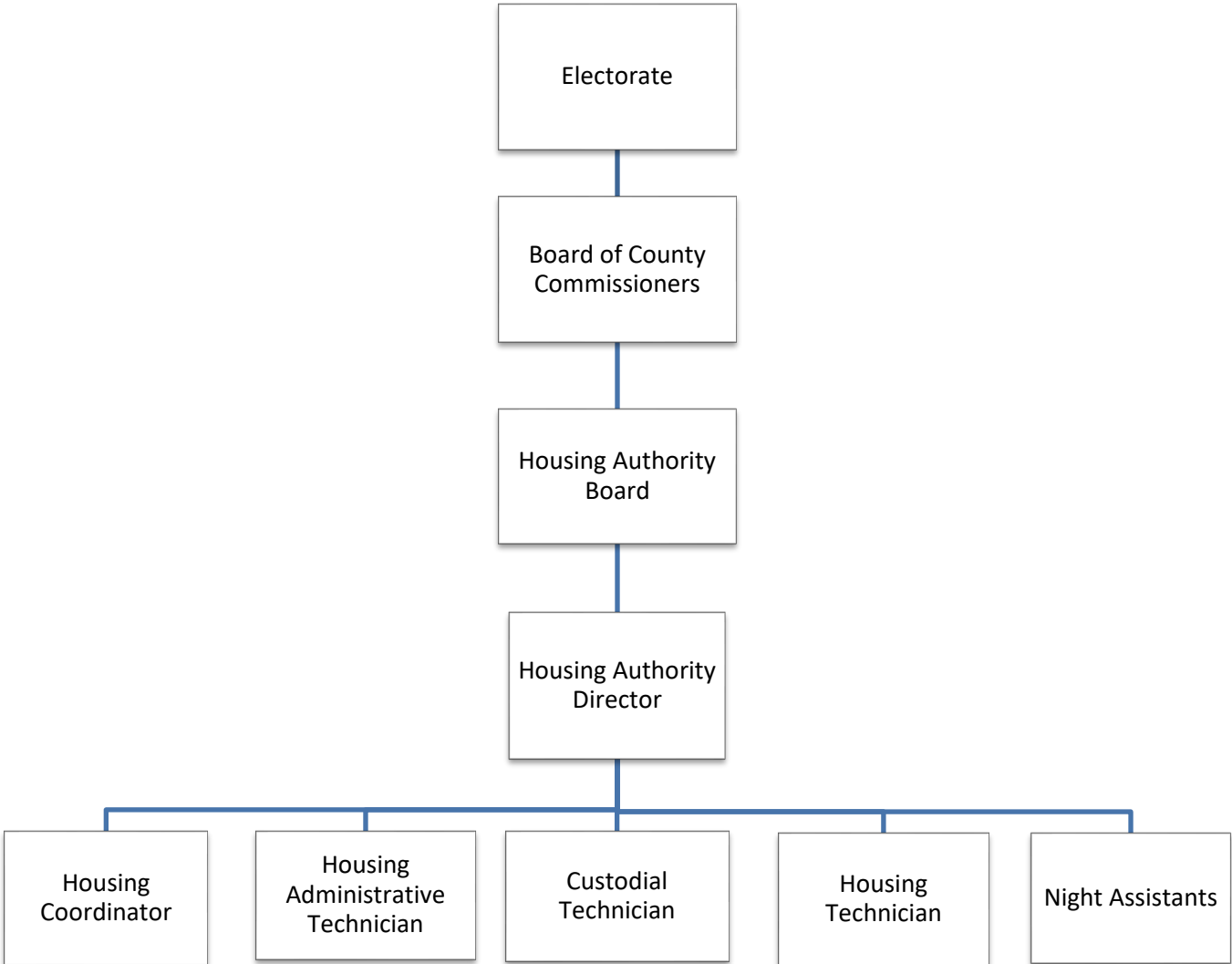
It is the mission of the Moffat County Housing Authority and its staff to provide a safe, clean, well-maintained, comfortable and pleasant environment in which senior citizens may actively live while providing quick and conscientious response to tenant needs.

Purpose of Department:

The function of the Moffat County Housing Authority is to provide safe, decent and sanitary rental housing for primarily low-income senior citizens. In addition, Sunset Meadows serves as a senior center and meeting place for all of Moffat County's senior citizens. Many structured in-house and community activities take place at Sunset Meadows; numerous aimed at enhancing the lives of senior citizens. Additional services include a handicapped accessible bus that provides transportation for seniors in our community. This service is an important link for seniors to vital services such as doctors, hospitals and grocery stores. Sunset Meadows also provides noon meals for seniors and Meals-on-Wheels for homebound seniors in the community.

Housing Authority Personnel Schedule	
Position Title	FTE
Housing Authority Director	0.75
Housing Administrative Coordinator	1.00
Housing Administrative Technician	0.62
Housing Technician	0.63
Custodial Technician	0.97
Assistant Night Manager	0.36
Total	4.33

Housing Authority Organizational Chart



Housing Authority Fund Summary

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Sources of Funds:				
Property Taxes	\$ -	\$ -	\$ -	\$ -
Sales Tax	-	-	-	-
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	510,535	486,165	512,477	513,959
Charges for Services	383,949	436,000	449,778	478,488
Miscellaneous	5,582	21,157	5,850	7,650
Interest	8,816	33,187	1,068	11,050
Transfer In	-	-	-	-
Fund Balance Used				107,714
Total Sources of Funds	\$ 908,883	\$ 976,508	\$ 969,173	\$ 1,118,861
Uses of Funds:				
Personnel	\$ 204,520	\$ 213,023	\$ 283,301	\$ 309,350
Operating	575,078	539,158	621,964	638,311
Capital Outlay	9,499	5,514	50,000	171,200
Transfers Out	-	-	-	-
Total Uses of Funds	\$ 789,096	\$ 757,695	\$ 955,265	\$ 1,118,861
Annual Net Activity	\$ 119,787	\$ 218,813	\$ 13,908	\$ -
Cumulative Balance:				
Beginning Fund Balance	\$ 1,278,787	\$ 1,953,933	\$ 2,172,746	\$ 2,186,653
Change in Fund Balance	675,146	218,813	13,908	-
Ending Fund Balance	\$ 1,953,933	\$ 2,172,746	\$ 2,186,653	\$ 2,186,653
Fund Balance Designations:				
Restricted				
Emergency	-	-	20,000	20,000
Committed				
60 Days Operating*	300,385	302,900	150,908	157,975
Assigned				
Subsequent Year's Expenditures	1,653,548	1,869,845	2,015,746	2,008,678

Sunset Meadows I Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
60000006	43018	FED HUD TENANT ASSIST PAYMENTS	215,757	213,779	222,624	224,106
60000006	43019	FED CAPITAL/INCENT PERFORMANCE	55,711	3,492	20,000	20,000
Intergovernmental:			271,468	217,271	242,624	244,106
60000006	44004	TENANT RENT	240,875	247,214	224,005	252,715
60000006	44005	VACANCIES	(51,030)	(22,390)	0	0
60000006	44006	TENANT AIR CONDITIONER	2,549	2,721	2,800	2,800
60000006	44007	TENANT CABLE	6,282	6,491	6,800	6,800
60000006	44008	BEAUTY SHOP RENT	1,200	3,600	3,600	3,600
Charges for Services:			199,876	237,636	237,205	265,915
60000006	45001	MISCELLANEOUS	1,592	0	200	0
60000006	45010	UNCATEGORIZED INCOME	1,531	1,989	2,000	2,000
60000006	46004	REIMBURSEMENT	0	2,517	0	2,000
60000006	46013	DAMAGE REIMBURSEMENT	(193)	11,490	300	300
Miscellaneous:			2,931	15,996	2,500	4,300
60000006	47001	INTEREST EARNED	6,570	23,977	700	10,000
60000006	47005	INTEREST EDWARD JONES	258	1,032	8	500
60000006	47006	INTEREST LPL FINANCIAL	64	256	10	200
Interest:			6,893	25,265	718	10,700
Total Revenue			481,168	496,167	483,047	525,021

Sunset Meadows I Admin Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
60061006	50025	FULL TIME SHARED WAGES	40,401	44,340	49,500	51,000
60061006	50035	PART TIME SHARED WAGES	0	0	0	0
60061006	50042	OVER TIME	0	0	0	0
60061006	50046	LEAVE PAID OUT	0	0	0	0
60061006	50060	FRINGE BENEFITS	21,415	21,707	25,000	29,500
60061006	50080	RETIREMENT	2,415	2,668	2,700	3,100
Personnel Expenditures:			64,231	68,715	77,200	83,600
60061006	51001	AUDIT SERVICES	4,171	4,400	4,650	4,955
60061006	52009	COPIER LEASE	1,418	1,485	1,630	2,475
60061006	53001	ADVERTISING	2,720	7,818	10,000	6,000
60061006	53003	BACKGROUND CHECKS	1,500	846	1,250	1,325
60061006	53005	COMPUTER EXPENSE/SERVICES	4,479	4,145	4,500	5,000
60061006	53009	DUES & MEETINGS	564	552	600	600
60061006	53018	INSURANCE	14,777	17,061	21,326	23,828
60061006	53042	TELEPHONE	1,089	1,082	1,100	1,100
60061006	53057	CONTINUING EDUCATION	358	579	3,000	3,000
60061006	54001	ACTIVITIES	1,307	539	1,500	1,500
60061006	54006	BOARD EXPENSE	0	16	100	100
60061006	54038	MISCELLANEOUS	1,616	0	200	200
60061006	54042	OFFICE SUPPLIES	729	897	1,100	1,100
60061006	54046	OTHER ADMIN EXPENSE	821	6,533	2,000	2,000
60061006	54049	POSTAGE	44	51	100	100
60061006	57005	INTEREST	252	378	10	10
60061006	58017	RENT REFUND	267	101	300	300
Operating Expenditures:			36,114	46,481	53,366	53,593
Expenditure Total:			100,345	115,196	130,566	137,193

Sunset Meadows I Utilities Expenditure

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
60062006	52011	UTILITIES ELECTRIC	35,279	24,932	35,000	35,000
60062006	52030	UTILITIES NATURAL GAS	9,503	11,541	17,000	17,000
60062006	52040	UTILITIES SEWER	16,892	17,400	17,500	17,500
60062006	52046	UTILITIES WATER	20,078	19,272	19,000	19,000
Operating Expenditures:			81,751	73,145	88,500	88,500
Expenditure Total:			81,751	73,145	88,500	88,500

Sunset Meadows I Operating & Maintenance Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
60063006	50025	FULL TIME SHARED WAGES	13,257	12,853	27,000	20,000
60063006	50035	PART TIME SHARED WAGES	3,366	3,647	5,200	6,000
60063006	50046	LEAVE PAID OUT	0	0	0	0
60063006	50060	FRINGE BENEFITS	12,952	11,784	23,000	26,000
60063006	50080	RETIREMENT	795	768	800	1,700
Personnel Expenditures:			30,369	29,052	56,000	53,700
60063006	51011	EXTERMINATING	1,075	750	2,000	2,000
60063006	52004	CABLE TV TENANT	11,480	13,533	14,500	14,500
60063006	52007	CLEANING SERVICES	605	3,295	1,500	1,500
60063006	52012	ELECTRICAL REPAIR	742	0	1,500	1,500
60063006	52013	ELEVATOR MAINTENANCE	2,643	4,521	4,500	4,500
60063006	52014	ELEVATOR PHONE	1,089	1,418	1,350	1,350
60063006	52017	FACILITY EXPENSE	33,730	10,984	23,500	23,500
60063006	52020	UTILITIES GARBAGE REMOVAL	1,906	1,906	2,000	2,000
60063006	52037	REPAIRS EQUIP/MAINT	18,711	14,478	18,000	18,000
60063006	53032	SECURITY	1,473	1,125	2,000	2,000
60063006	54010	CLEANING SUPPLIES	1,164	1,183	1,750	1,750
60063006	54028	FURNISHINGS	0	0	300	300
60063006	54047	PAINT	0	0	5,000	5,000
60063006	54072	STOVES & REFRIDGERATOR	696	699	750	750
60063006	54080	WASHER/DRYER	2,647	0	1,000	1,000
60063006	54081	WINDOW COVERINGS	0	0	300	300
Operating Expenditures:			77,962	53,894	79,950	79,950
60063006	60001	AIR CONDITIONERS	1,481	2,689	3,500	3,500
60063006	60005	CAPITAL OUTLAY	0	0	0	68,000
60063006	60006	CARPET REPLACEMENT	4,210	0	0	0
60063006	60018	INTERIOR BLDG IMPROVEMENT	0	0	16,800	0
60063006	60020	LINOLEUM REPLACEMENT	0	0	0	0
60063006	60023	PARKING LOT REPLACE/OVERLAY	0	0	100	100
60063006	60046	SECURITY UPGRADE	0	0	0	0
Capital Expenditures:			5,691	2,689	20,400	71,600
Expenditure Total:			114,022	85,635	156,350	205,250

Sunset Meadows I Financial Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
60064006	58002	DEPRECIATION	62,397	64,159	62,750	62,750
Operating Expenditures:			62,397	64,159	62,750	62,750
Expenditure Total:			62,397	64,159	62,750	62,750

Sunset Meadows II Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
60500006	43020	FED CHFA TENANT ASST PAYMENTS	239,067	250,933	269,853	269,853
60500006	43406	STATE EIAF GRANT	0	17,961	0	0
Intergovernmental:			239,067	268,894	269,853	269,853
60500006	44004	TENANT RENT	218,885	221,976	203,573	203,573
60500006	44005	VACANCIES	(43,693)	(32,511)	0	0
60500006	44006	TENANT AIR CONDITIONER	2,356	2,423	2,500	2,500
60500006	44007	TENANT CABLE	6,524	6,477	6,500	6,500
Charges for Services:			184,073	198,364	212,573	212,573
60500006	45001	MISCELLANEOUS	125	11	100	100
60500006	45010	UNCATEGORIZED INCOME	1,847	1,835	1,800	1,800
60500006	46004	REIMBURSEMENT	0	2,431	1,200	1,200
60500006	46013	DAMAGE REIMBURSEMENT	679	884	250	250
Miscellaneous:			2,652	5,161	3,350	3,350
60500006	45025	REPLACEMENT RESERVE	0	0	0	0
60500006	47001	INTEREST EARNED	1,923	7,922	350	350
Interest:			1,923	7,922	350	350
Total Revenue			427,715	480,341	486,126	486,126

Sunset Meadows II Admin Expenditures

ORG	OBJ	DESCRIPTION	2022	2023	2024	2025
			Actual	Actual	Estimate	Budget
60561006	50025	FULL TIME SHARED WAGES	48,718	53,674	60,000	70,000
60561006	50030	PART TIME SHARED WAGES	0	0	0	0
60561006	50042	OVER TIME	0	0	0	0
60561006	50046	LEAVE PAID OUT	0	0	0	0
60561006	50060	FRINGE BENEFITS	26,781	27,149	31,000	36,000
60561006	50080	RETIREMENT	2,899	3,220	3,300	4,000
Personnel Expenditures:			78,399	84,043	94,301	110,000
60561006	51001	AUDIT SERVICES	7,747	8,480	8,905	8,905
60561006	52009	COPIER LEASE	1,418	1,485	1,630	1,630
60561006	53001	ADVERTISING	2,720	7,818	10,000	10,000
60561006	53003	BACKGROUND CHECKS	1,146	893	1,000	1,000
60561006	53005	COMPUTER EXPENSE/SERVICES	4,479	4,145	4,500	4,500
60561006	53009	DUES & MEETINGS	564	552	600	600
60561006	53018	INSURANCE	15,981	18,848	22,000	24,845
60561006	53042	TELEPHONE	1,802	1,777	1,900	1,900
60561006	53057	CONTINUING EDUCATION	350	579	3,000	3,000
60561006	54001	ACTIVITIES	1,409	489	1,500	1,500
60561006	54006	BOARD EXPENSE	0	16	100	100
60561006	54042	OFFICE SUPPLIES	604	961	1,100	1,100
60561006	54046	OTHER ADMIN EXPENSE	5,217	6,493	2,000	2,000
60561006	54049	POSTAGE	59	42	100	100
60561006	57005	INTEREST	258	336	10	10
60561006	58017	RENT REFUND	48	133	100	100
Operating Expenditures:			43,802	53,048	58,445	61,290
Expenditure Total:			122,201	137,091	152,746	171,290

Sunset Meadows II Utilities Expenditure

ORG	OBJ	DESCRIPTION	2022	2023	2024	2025
			Actual	Actual	Estimate	Budget
60562006	52011	UTILITIES ELECTRIC	23,650	17,299	24,875	24,875
60562006	52030	UTILITIES NATURAL GAS	8,465	10,370	9,000	17,000
60562006	52040	UTILITIES SEWER	18,427	17,400	18,500	18,500
60562006	52046	UTILITIES WATER	22,105	25,969	19,725	25,000
Operating Expenditures:			72,647	71,038	72,100	85,375
Expenditure Total:			72,647	71,038	72,100	85,375

Sunset Meadows II Operating & Maintenance Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
60563006	50025	FULL TIME SHARED WAGES	13,257	13,647	26,500	28,500
60563006	50035	PART TIME SHARED WAGES	4,419	4,895	5,500	6,000
60563006	50060	FRINGE BENEFITS	13,050	11,902	23,000	25,550
60563006	50080	RETIREMENT	795	768	800	2,000
Personnel Expenditures:			31,521	31,212	55,800	62,050
60563006	51011	EXTERMINATING	760	165	2,000	2,000
60563006	52004	CABLE TV TENANT	11,944	14,626	16,000	16,000
60563006	52007	CLEANING SERVICES	3,090	2,210	3,000	3,000
60563006	52012	ELECTRICAL REPAIR	0	0	2,000	2,000
60563006	52013	ELEVATOR MAINTENANCE	3,198	3,561	4,000	4,000
60563006	52014	ELEVATOR PHONE	1,049	1,434	1,500	1,500
60563006	52017	FACILITY EXPENSE	27,791	13,518	22,000	22,000
60563006	52020	UTILITIES GARBAGE REMOVAL	2,079	1,906	2,250	2,250
60563006	52037	REPAIRS EQUIP/MAINT	18,109	26,518	20,000	20,000
60563006	53012	HAZARD INSURANCE	9,102	14,537	0	0
60563006	53032	SECURITY	1,879	975	2,000	2,000
60563006	54010	CLEANING SUPPLIES	1,164	1,183	2,000	2,000
60563006	54028	FURNISHINGS	0	0	2,000	2,000
60563006	54047	PAINT	0	1,392	3,000	3,000
60563006	54072	STOVES & REFRIDGERATOR	0	747	750	750
60563006	54080	WASHER/DRYER	1,478	0	1,000	1,000
60563006	54081	WINDOW COVERINGS	0	0	300	300
Operating Expenditures:			81,645	82,772	83,800	83,800
60563006	60001	AIR CONDITIONERS	1,100	2,825	3,500	3,500
60563006	60006	CARPET REPLACEMENT	1,762	0	4,500	4,500
60563006	60018	INTERIOR BLDG IMPROVEMENT	0	0	0	90,000
60563006	60020	LINOLEUM REPLACEMENT	946	0	1,500	1,500
60563006	60023	PARKING LOT REPLACE/OVERLAY	0	0	100	100
60563006	60046	SECURITY UPGRADE	0	0	20,000	0
Capital Expenditures:			3,807	2,825	29,600	99,600
Expenditure Total:			116,973	116,809	169,200	245,450

Sunset Meadows II Financial Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
60564006	57001	CASH SURPLUS TO OWNER	11,089	2,017	4,000	4,000
60564006	57002	INCENTIVE PERFMORANCE FEE	27,177	12,935	13,000	13,000
60564006	57003	INT MORTGAGE RESTRUCTURE NOTE	4,971	8,422	10,000	10,000
60564006	57004	INT ON CONTIGENT MORTGAGES	1,490	0	1,490	1,490
60564006	57007	MORTGAGE PAYMENT	7,798	8,133	25,750	25,750
60564006	57008	SURPLUS/RESIDUAL RECEIPTS	0	0	18,500	18,500
60564006	58002	DEPRECIATION	66,234	63,115	50,313	50,313
Operating Expenditures:			118,761	94,621	123,053	123,053
Expenditure Total:			118,761	94,621	123,053	123,053



Shadow Mountain Local Improvement District

Neil Binder, Development Services Director

Phone: 970-824-9160

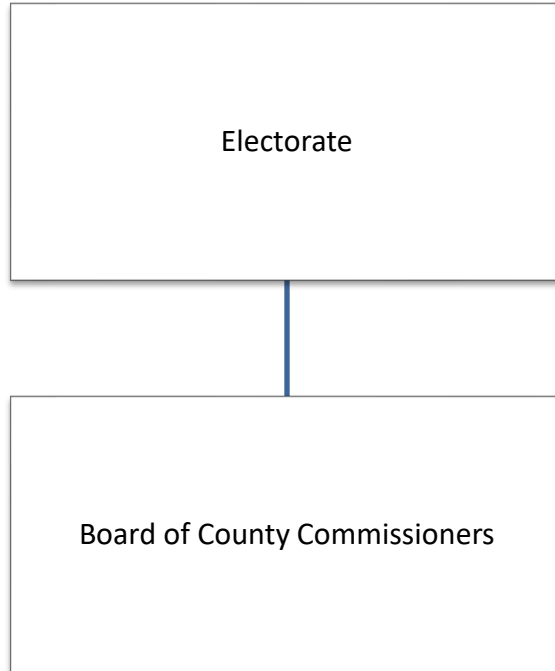
Email: nbinder@moffatcounty.net



Purpose of Department:

- The Shadow Mountain Village Local Improvement District (SMVLID) was approved by the voters within the district area on November 4, 2013 election to apply for loans and grants for water and sewer development. SMVLID obtained and administers a loan through the Water Pollution Control Revolving Fund for the installation of sewer service lines to each resident in the subdivision. The redevelopment project consisted of new water and sewer mains; new water and sewer service lines to homes; and reconstruction of the streets and sidewalks. The project started June 2014 and was completed in December 2016. Both Moffat County and the City of Craig contributed funds towards the project.

Shadow Mountain Local Improvement District Chart



**Shadow Mountain Local Improvement District
Fund Summary**

	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
Sources of Funds:				
Property Taxes	\$ -	\$ -	\$ -	\$ -
Sales Tax	-	-	-	-
Specific Ownership Taxes	-	-	-	-
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	23,190	26,507	31,000	31,000
Miscellaneous	-	-	-	-
Interest	-	-	-	-
Transfer In	-	-	-	-
Fund Balance Used				
Total Sources of Funds	\$ 23,190	\$ 26,507	\$ 31,000	\$ 31,000
Uses of Funds:				
Personnel	\$ -	\$ -	\$ -	\$ -
Operating	\$ 18,713	\$ 18,755	\$ 27,806	\$ 27,806
Capital Outlay	\$ -	\$ -	\$ -	\$ -
Transfers Out	\$ -	\$ -	\$ -	\$ -
Total Uses of Funds	\$ 18,713	\$ 18,755	\$ 27,806	\$ 27,806
Annual Net Activity	\$ 4,477	\$ 7,752	\$ 3,194	\$ 3,194
Cumulative Balance:				
Beginning Fund Balance	\$ 177,266	\$ 181,743	\$ 189,495	\$ 192,689
Change in Fund Balance	4,477	7,752	3,194	3,194
Ending Fund Balance	\$ 181,743	\$ 189,495	\$ 192,689	\$ 195,883
Fund Balance Designations:				
Restricted				
Shadow Mountain LID	181,743	189,495	192,689	195,883

Shadow Mountain Local Improvement District Revenues

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
61000006	44002	USER FEES	23,190	26,507	31,000	31,000
		Charges for Services:	23,190	26,507	31,000	31,000
61000006	45001	MISCELLANEOUS	0	0	0	0
		Miscellaneous:	0	0	0	0
61000006	48110	TRANSFER IN FROM GENERAL	0	0	0	0
		Transfer In:	0	0	0	0
		Total Revenue:	23,190	26,507	31,000	31,000

Shadow Mountain Local Improvement District Expenditures

ORG	OBJ	DESCRIPTION	2022 Actual	2023 Actual	2024 Estimate	2025 Budget
61000006	53002	ADVERTISING/LEGAL NOTICES	10	13	0	0
61000006	58009	FILING FEES	104	143	1,223	1,223
61000006	58013	INTEREST PAYMENT	2,303	2,139	3,793	3,793
61000006	58018	WPCRF PRINCIPAL	16,296	16,460	22,790	22,790
		Operating Expenditures:	18,713	18,755	27,806	27,806
61000006	52044	UTILITIES CONTSTRUCTION	0	0	0	0
61000006	52053	SEWER SERVICE LINES	0	0	0	0
		Capital Expenditures:	0	0	0	0
		Total Expenditures:	18,713	18,755	27,806	27,806

Appendix

**LEASE-PURCHASE SUPPLEMENTAL SCHEDULE TO THE ADOPTED BUDGET
(C.R.S. (29-1-103(3)(D)))**

Budget Year 2025

The Supplemental Schedule must present information **separately** for all lease-purchase agreements involving real property and all lease-purchase agreements for non-real property.

1. REAL PROPERTY LEASE-PURCHASE AGREEMENTS:

Description of Real Property Lease-Purchase(s):

In 2020, Moffat County purchased a vacant building to remodel into a new County Courthouse and other County offices. In 2021, Moffat County issued certificates to finance the project. The net proceeds of the 2021 certificates are being used to remodel the property for the County Courthouse project through the 2021 lease purchase agreement.

Date of Lease-Purchase Agreement(s):

	<u>Year</u>	<u>Amount</u>
Total amount to be expected for all Real Property Lease-Purchase Agreements in Budget Year:	2025	\$1,231,250
Total maximum payment liability for all Real Property Lease-Purchase Agreements over the entire terms of all such agreements, including all optional renewal terms:		\$35,667,963

2. ALL LEASE-PURCHASE AGREEMENTS NOT INVOLVING REAL PROPERTY:

Description of Lease-Purchase Agreement(s):

In 2021, Moffat County entered into an equipment lease as an energy savings project. The net proceeds of the lease agreement are being used for the purchase and installation of a solar system at the Moffat County Safety Center. The energy savings from the solar system is to repay the lease agreement for the project.

	<u>Year</u>	<u>Amount</u>
Total amount to be expected for all Real Property Lease-Purchase Agreements in Budget Year:	2025	\$30,375
Total maximum payment liability for all Real Property Lease-Purchase Agreements over the entire terms of all such agreements, including all optional renewal terms:		\$336,359

MOFFAT COUNTY LEASE AGREEMENTS FOR THE YEAR 2024

LEASES	BALANCE 12/31/2022	MATURITY	2023	2024	2025	2026	2027
REAL PROPERTY							
2021 COPS ISSUE		3/1/2051					
Principal	21,475,000		400,000	415,000	440,000	460,000	485,000
Interest	14,192,963		833,000	812,625	791,250	768,750	745,125
2021 COPS ISSUE TOTAL	<u>35,667,963</u>		<u>1,233,000</u>	<u>1,227,625</u>	<u>1,231,250</u>	<u>1,228,750</u>	<u>1,230,125</u>
NON REAL PROPERTY							
EQUIPMENT LEASE							
		4/8/2033					
Principal	294,468		21,788	22,838	24,766	25,930	27,131
Interest	41,891		6,611	6,122	5,609	5,053	4,471
EQUIPMENT LEASE TOTAL	<u>336,359</u>		<u>28,399</u>	<u>28,960</u>	<u>30,375</u>	<u>30,983</u>	<u>31,602</u>
TOTAL	36,004,322		1,261,399	1,256,585	1,261,625	1,259,733	1,261,727

Glossary

Adopted Budget-Refers to the budget amounts originally approved by the Board of County Commissioners at the beginning of the year and the budget document which consolidates all beginning-of-the-year operating appropriations and new capital project appropriations.

Agency-A governmental or community-based unit outside County Government receiving County funding (e.g. mental health agencies, Council on Aging, etc.).

Appropriation-The legal authorization made by the Board of County Commissioners to the departments, offices and agencies of the County which approves their budgets and allows them to make expenditures and incur obligations for specific purposes within the amounts approved.

Assessed Valuation-The total value of all real and personal property in the County which is based for levying taxes. Tax-exempt property is excluded from the assessable base.

Bond-An interest-bearing note issued to borrow monies on a long-term basis.

Budget-The financial plan for the operation of a program or organization for the year.

Budget Preparation Manual-The set of instructions and forms sent by the Finance Department to the departments and agencies of the County for preparation of their budget requests.

Capital Expenditure or Outlay-The use of resources to acquire or construct a capital asset.

Capital Improvements or Equipment-Public facilities and infrastructure (buildings, bridges, roads) and major shared equipment resources (computer systems, telephone systems).

Colorado Revised Statutes or C.R.S.-A body of laws governing conduct within the State of Colorado.

Conservation Trust Fund-State of Colorado lottery funds remitted to the County for Parks and Recreation use.

Debt Service-The annual payment of principal and interest on the County's indebtedness.

Emergency Supplemental Appropriation-The governing body of a local government may authorize the expenditures of funds in excess of the budget. An "emergency" is defined as an act of God or public enemy or something which could not have been reasonably foreseen at the time of the adoption of the budget.

Encumbrance-An amount of money committed and set aside, but not yet expended, for the purchase of a specific good or service.

Expenditure-An actual payment made by the County warrant (check) or by inter fund transfer.

Fees-Any charge levied by government associated with providing a service or imposing a fine or penalty. Major types of fees include planning fees, user charges, building permits, and vehicle registrations.

Fiscal Policy-The County Government's policies with respect to taxes, spending, and debt management as these relate to government services, programs, and capital investment. Fiscal policy provides a consistent set of principles for planning and programming government budgets.

Full-time Equivalent (FTE)-The conversion of staff time into the decimal equivalent. One full-time position (1.0 FTE) is defined as containing 2,080 work hours; a half-time position (.50 FTE) requires 1,040 work hours, and etc.

Fund Balance (Budget Basis)-The year-end cash balance of a fund less outstanding encumbrances. The unencumbered balance at year-end in a fund together with the estimated revenues for the upcoming year determines the maximum amount available for the appropriation in the following year's budget.

GAAP-Generally Accepted Accounting Principles

Goal-A long-range desirable development attained by time-phased objectives designed to implement a strategy.

Infrastructure-Public domain fixed assets such as roads, bridges, curbs, gutters, streets, sidewalk drainage systems, lighting, and similar immovable assets.

Intergovernmental Agreement (IGA)-A concord between two or more governmental units to jointly identify, plan, and/or implement a task for their mutual benefit.

Intergovernmental Revenues-Revenue from other governments, primarily Federal and State grants, but also other local governments.

Internal Service Charges-These account for goods or services provided to other departments of agencies on a cost-reimbursement basis. They are generally referred to as "charge-back" agencies and include funds for medical benefits.

Net Budget-The net budget eliminates double-counting in the budget, such as fund transfers and internal service "charge-backs," thus represents the true level of programmed spending in the budget.

Objective-The planned attainment of a certain condition or specific accomplishment, which is an integral part or phase of a strategy that contributes to accomplishing a goal. An objective should be stated in terms of results, not processes or activities, and should reflect a reasonable estimate of what is practical.

Operating Equipment Capital-Equipment items typically costing less than \$1,000 or being used to repair or maintain existing operating equipment.

Operating Expense-These costs, other than capital improvements and debt service, are necessary to support the primary services of the organization.

Operating Budget-A comprehensive plan, expressed in financial terms, by which an operating program is funded for a single fiscal year. It includes estimates of a) the services, activities and sub-activities comprising the County's operation; b) the resultant expenditure requirement; and c) the resources available for their support.

Operating Fund-A Fund which supports normal County operations and has regular operating expenditures (payroll, supplies, etc.). Included are the: General, Road and Bridge, Social Services, Landfill and Airport funds.

PILT-Payment In Lieu of Taxes.

Personal Services-The cost of wages and benefits for elected officials and county employees, as well as the cost for labor acquired by contract.

Policy-The County's official position relative to a specific need, problem, or issue.

Program-A specific set of activities directed at attaining specific objectives. The means through which a long-range strategy is achieved.

Resolution-A special order issued by the Board of County Commissioners.

Revenue-Income received by the County Government in support of the government's programs of services to the community. It includes such items as property taxes, fees, user charges, grants and fines.

Strategy-The approach or method for implementing policy.

Statutory Property Tax Revenue Limit-The statutes prohibit the levying of a greater amount of property tax revenue than was levied in the preceding year plus 5.5%. Exempt from this limit are property tax revenues generated from new construction and that are used for certain expenditures: a) bonds and interest, b) contractual obligations approved at election, and c) one-time capital expenditures approved by the Board of Commissioners at a publicized public meeting.

Supplemental Appropriation-An act by the County Commissioners to transfer budgeted and appropriated moneys from one spending agency to another, whether the agencies are in the same or different fund. Also, if the County receives revenues that were not anticipated or assured at the time of budget adoption, those revenues can be used in the current fiscal year only after being approved for use via supplemental appropriation.

Supplies-The cost of goods acquired for consumption or resale.

Tabor Amendment-An amendment to the Constitution of the State of Colorado which basically limits annual increases in revenues and expenditures and requires voter approval for any tax rate increase or multi-year debt or financial obligation. The increase in spending and revenue is limited to an index based on the regional consumer price index plus a local growth factor determined by percentage change in actual value of all real property.

TANF-Temporary Aid to Needy Families program.

Transfers-The movement of monies from one fund to another. The monies are considered a revenue source for receiving fund and a revenue for the originating fund.

User Charges-The amount the government receives for the provision of services and commodities or the performance of specific services benefiting the person charged. Citizens only pay user charges when a specific service is received.

Working Capital-The amount of fund balance required at year-end to meet cash flow needs until tax revenues are received. This generally equates to the largest cumulative cash flow deficit incurred (usually by April) by an operating fund which is heavily property tax dependent.

Resolutions



Vermillion Canyon, Photographed by Colt Hoffman

Thank you, Moffat County Employees, for all you do.

RESOLUTION 2024-128
APPOINTMENT OF BUDGET OFFICER

WHEREAS, the Board of County Commissioners of the County of Moffat and State of Colorado is required by Colorado Revised Statutes §29-1-104 to “designate or appoint a person to prepare the budget and submit the same to the governing body”.

WHEREAS, the Board of County Commissioners is appointing the Finance Director to prepare the 2025 budget and submit the same to the governing body.

NOW, THEREFORE BE IT RESOLVED by the Board of County Commissioners of Moffat County, Colorado that Catherine Nielson, Finance Director, is appointed as the Budget Officer pursuant to §29-1-104, C.R.S. for the 2025 Budget.

ADOPTED this 10th day of December, 2024.

MOFFAT COUNTY BOARD OF COUNTY
COMMISSIONERS

Tony Bohrer
Chairman, Board of County Commissioners

STATE OF COLORADO)
)§
COUNTY OF MOFFAT)

I, Erin Miller, Deputy County Clerk and Ex-officio to the Board of Commissioners, do hereby certify that the above and foregoing is a true and complete copy of the resolution as adopted by the Board of County Commissioners on the date stated.

Witness my hand and the seal of said County this 10th day of December 2024.

Erin Miller, Deputy Clerk and Ex-officio to the County
Commissioners of Moffat County, State of Colorado

Resolution 2024-129

Amending Resolution 2023-131

Distribution of Sales Tax

WHEREAS, the Board of County Commissioners have reviewed the budget for 2025 and find it necessary to amend resolution 2023-131

WHEREAS, \$440,000 of the Sales Tax Revenue shall be designated for the Road and Bridge Fund and the remaining Sales Tax Revenue shall be designated for the General Fund;

NOW THEREFORE BE IT RESOLVED, the above changes shall go into effect with the January 2025 Sales Tax distribution and carry through the December 2025 Sales tax distribution.

Adopted this 10th day of December 2024

Tony Bohrer
Chairman, Board of County Commissioners

State of Colorado)
)§
County of Moffat)

I, Erin Miller, Deputy Clerk and Ex-officio to the Board of Commissioners, do hereby certify that the above and foregoing is a true and complete copy of the resolution as adopted by the Board of County Commissioners on the date stated.

Witness my hand and the seal of said County this 10th day of December 2024.

Erin Miller, Deputy Clerk and Ex-officio to the County
Commissioners of Moffat County, State of Colorado

RESOLUTION 2024-130

RESOLUTION TO ADOPT 2025 BUDGET

A RESOLUTION SUMMARIZING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET FOR MOFFAT COUNTY, COLORADO, FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY 2025, AND ENDING ON THE LAST DAY OF DECEMBER 2025.

WHEREAS, the Board of Commissioners of Moffat County has appointed Catherine Nielson to prepare and submit a proposed budget to said governing body at the proper time; and

WHEREAS, Catherine Nielson has submitted a proposed budget to this governing body on October 8th, 2024, for its consideration; and

WHEREAS, upon due and proper notice, published in accordance with the law, said proposed budget was open for inspection by the public at a designated place, a public hearing was held on October 8th, 2024, and interested taxpayers were given the opportunity to file or register any objections to said proposed budget; and

WHEREAS, whatever increases may have been made in the expenditures, like increases were added to the revenues so that the budget remains in balance, as required by law.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF MOFFAT COUNTY, COLORADO:

Section 1. That estimated expenditures for each fund are as listed on the summary sheet of the attached budget.

Section 2. That estimated revenues for each fund are as listed on the summary sheets of the attached budget.

Section 3. That the budget as submitted, amended, and hereinabove summarized by fund, hereby is approved and adopted as the budget of Moffat County for the year stated above.

Section 4. That the budget hereby approved and adopted shall be signed by the Commissioners and made a part of the public records of the County.

ADOPTED this 10th day of December, A.D., 2024.

Tony Bohrer
Chair, Board of County Commissioners

State of Colorado)
)§
County of Moffat)

RESOLUTION 2024-131
RESOLUTION TO APPROPRIATE SUMS OF MONEY

A RESOLUTION APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS AND SPENDING AGENCIES IN THE AMOUNT AND FOR THE PURPOSES AS SET FORTH BELOW FOR MOFFAT COUNTY, COLORADO FOR THE 2025 BUDGET YEAR.

WHEREAS, the Board of Commissioners has adopted the annual budget in accordance with the local Government Budget Law on December 10, 2024, and;

WHEREAS, the Board of Commissioners has made provision therein for revenues in an amount equal to or greater than the total proposed expenditures as set forth in said budget, and;

WHEREAS, it is not only required by law, but also necessary to appropriate the revenues provided in the budget to and for the purposes described below, so as not to impair the operations of the County.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF MOFFAT COUNTY, COLORADO:

Section 1. That the following sums are hereby appropriated from the revenue of each fund, to each fund:

General Fund	24,175,097
Road & Bridge Fund	10,032,839
Landfill Fund	1,306,050
Airport Fund	104,593
Emergency 911 Fund	105,550
Capital Projects Fund	636,157
Conservation Trust Fund	33,700
Library Fund	482,850
Maybell Waste Water Treatment Facility Fund	63,838
Health & Welfare Fund	5,733,343
Senior Citizens Fund	332,260
Internal Service Fund	11,100
Lease-Purchase Fund	1,261,625
Telecommunications Fund	14,900
Moffat County Tourism Association	177,394
Jail Fund	3,432,122
Human Services Fund	6,991,664
Public Health Fund	908,218
Moffat County Local Marketing Dist Fund	292,500
All Crimes Enforcement Team Fund	84,120
The Memorial Hospital Fund	85,402,794
Housing Authority Fund	1,118,861
Shadow Mtn Local Improvement Dist Fund	27,806
TOTAL	\$ 142,729,381

Section 2. That the total appropriations for the General Fund is further designated to the various departments of that fund as itemized on the expenditure department summary in the attached General Fund budget.

ADOPTED THIS 10TH DAY OF DECEMBER, A.D., 2024.

Tony Bohrer
Chair, Board of County Commissioners

State of Colorado)
)§
County of Moffat)

I, Erin Miller, Deputy County Clerk and Ex-officio to the Board of Commissioners, do hereby certify that the above and foregoing is a true and complete copy of the resolution as adopted by the Board of County Commissioners on the date stated.

Witness my hand and the seal of said County this 10th day of December 2024.

(Deputy) Clerk and Ex-officio to
County Commissioners, Moffat County
State of Colorado; Erin Miller

RESOLUTION 2024-132
RESOLUTION TO SET MILL LEVIES

RESOLUTION LEVYING GENERAL PROPERTY TAXES FOR THE YEAR 2024, TO HELP DEFRAY THE COSTS OF GOVERNMENT FOR MOFFAT COUNTY, COLORADO, FOR THE 2025 BUDGET YEAR.

WHEREAS, the Board of Commissioners of Moffat County has adopted the annual budget in accordance with the Local Government Budget Law, on December 10, 2024 and

WHEREAS, the amount of money necessary to balance the budget for general operating expenses is \$8,378,440 and;

WHEREAS, the amount of money necessary to balance the budget for general operating expenses is itemized by funds as follows:

General Fund	\$7,746,698
Human Service Fund	\$446,404
Public Health Fund	\$125,950
Abatement	<u>\$59,388</u>
Total	\$8,378,440

WHEREAS, the amount of money necessary to balance the budget for the County Hospital operating and capital expenses is \$1,195,724 and;

WHEREAS, the amount of money necessary to balance the budget for Capital Expenditure is NONE, and;

WHEREAS, the amount of money necessary to balance the budget for bonds and interest is NONE, and;

WHEREAS, the 2024 valuation for assessment for Moffat County as certified by the County Assessor is \$398,574,697.

NOW THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF MOFFAT COUNTY, COLORADO:

Section 1. That for the purpose of meeting all general operating expenses of Moffat County during the 2025 budget year, there is hereby levied a gross tax of 24.021 mills upon each dollar of the total valuation for assessment of all taxable property within the County for the year 2024.

Section 2. That for the purpose of meeting all general operating expenses of Moffat County during the 2025 budget, the above listed tax levy is hereby allocated among the various funds as follows:

General Fund	19.436 mills
Human Services Fund	1.120 mills
Public Health Fund	.316 mills
Hospital Fund	3.000 mills
Abatement – General Fund	<u>.149 mills</u>
Total Levy	24.021 mills

Section 3. That Catherine Nielson, Finance Director is hereby authorized and directed to immediately certify to the Property Tax Administrator, the mill levies for Moffat County as herein above determined and set.

Adopted this 10th day of December, A.D. 2024.

Tony Bohrer
Chair, Board of County Commissioners

State of Colorado)
)§
County of Moffat)

I, Erin Miller, (Deputy) County Clerk and Ex-officio to the Board of Commissioners, do hereby certify that the above and foregoing is a true and complete copy of the resolution as adopted by the Board of County Commissioners on the date stated.

Witness my hand and the seal of said County this 10th day of December 2024.

(Deputy) Clerk and Ex-officio to
County Commissioners, Moffat County
State of Colorado; Erin Miller

RESOLUTION 2024-126

ADOPTING THE CODE OF CONDUCT, CONFLICT(S) OF INTEREST POLICY, AND *EX PARTE* CONTACT POLICIES FOR BOARDS, COUNCILS, AND COMMISSIONS APPOINTED BY THE MOFFAT COUNTY BOARD OF COUNTY COMMISSIONERS OR ADVISING AND/OR REPORTING TO THE MOFFAT COUNTY BOARD OF COUNTY COMMISSIONERS

WHEREAS, the Board of County Commissioners of Moffat County, State of Colorado, is authorized to act on behalf of Moffat County pursuant to Article XIV, Section 1 of the Colorado Constitution and Colorado Revised Statutes § 30-11-101, § 30-11-103, and § 30-11-107; and

WHEREAS, the Board of County Commissioners believes it to be in the best interest of Moffat County to adopt the Code of Conduct, Conflict(s) of Interest Policy, and *Ex Parte* Contact Policies for boards, councils, or commissions appointed by the Moffat County Board of County Commissioners or advising and/or reporting to the Moffat County Board of County Commissioners; and

WHEREAS, the attached policy has been reviewed and approved by the Moffat County Attorney and Board of County Commissioners of Moffat County; and

NOW THEREFORE BE IT RESOLVED, that the Moffat County Board of County Commissioners by Motion made this date and has approved the Code of Conduct, Conflict(s) of Interest Policy, and *Ex Parte* Contact Policies (the "Policy") for boards, councils, or commissions appointed by the Moffat County Board of County Commissioners or advising and/or reporting to the Moffat County Board of County Commissioners.

BE IT FURTHER RESOLVED, that at the first meeting of each calendar year, each respective board, council, or commission will set as an agenda item the task to discuss and review its bylaws in their entirety and update them, if necessary and also send a copy of its bylaws the Moffat County Attorney's Office within seven (7) days of that meeting, along with a list of all new members and whenever any new bylaws are adopted by each respective board, council, or commissions, each one will send a copy of the new bylaws to the Moffat County Attorney's Office within seven (7) days of adoption.

BE IT FURTHER RESOLVED, that the following boards, councils, and commissions shall have each member, council member, commission member or trustee read, complete, and sign the Policy to the Moffat County Board of County Commissioners Office and the Moffat County Attorney's Office along with a roster of their membership and shall submit signed Policy forms for each new member appointed every term thereafter appointed:

14th Judicial District Community Corrections Board
Craig-Moffat County Airport Advisory Board
Area Agency on Aging Council
Cemetery Board
EMS Council
Moffat County Fair Board
Hamilton Community Center Board
Memorial Hospital Board of Trustees

Moffat County Housing Authority Board
Moffat County Land Use Board
Moffat County Library Board of Trustees
Local Marketing District
Maybell Community Board
Maybell Volunteer Fire Department Advisory Board
Moffat County Tourism Association Board
Moffat County Planning Commission

ADOPTED and APPROVED this 10th day of December, 2024.

MOFFAT COUNTY BOARD OF COUNTY
COMMISSIONERS

By: _____
Tony Bohrer, Chair

STATE OF COLORADO)
) ss.
COUNTY OF MOFFAT)

I, Erin Miller, Deputy County Clerk and Ex-Officio to the Board of County Commissioners, do hereby certify that the above and foregoing is a true and complete copy of the resolution as adopted by the Moffat County Board of County Commissioners on the date stated.

By: _____
Erin Miller, Deputy Clerk and Ex-Officio to the Moffat
County Board of County Commissioners, Moffat County,
State of Colorado



**CODE OF CONDUCT, CONFLICT(S) OF INTEREST
POLICY, AND *EX PARTE* CONTACT POLICIES**



Requirements of Professional Performance:

Every Board, Council, Commission member, or Trustee of the _____
("Board") shall abide by the following requirements of professional performance:

A Board member shall:

- a. Avoid any impropriety in the Board member's activities pertaining to the Board.
- b. Avoid the appearance of impropriety in the Board member's activities pertaining to the Board.
- c. At all times, respect and comply with the law and conduct himself or herself at all times in a manner that promotes public confidence in the integrity and impartiality of the Board.
- d. Be faithful to the law and maintain professional competence in the rules and law governing the Board. A Board member shall be un-swayed by partisan interest, public clamor, or fear of criticism.
- e. Shall maintain order and decorum in proceedings before him or her.
- f. Be patient, dignified, and courteous to applicants, members of the public, consultants, lawyers, representatives, County employees, and others with whom a Board member interacts in his or her official capacity.
- g. Perform the duties of his or her office impartially and diligently.

A Board member shall not:

- a. Allow family, social, or other relationships to influence the Board member's quasi-judicial conduct or independent judgment.
- b. Perform an official act affecting a business or other undertaking in which a member or member's family member has a financial interest in a competing firm or undertaking.
- c. Lend the prestige of his or her office to advance the private interests of others; nor shall a Board member convey or permit others to convey the impression that they are in a special position to influence him or her.
- d. Participate where unable to professionally perform. In the event that a Board member finds himself or herself unable to perform in accordance with the requirements of this Section, the member shall disclose such inability and the general reasons therefore immediately following the Chairperson's announcement of the opening or



**CODE OF CONDUCT, CONFLICT(S) OF INTEREST
POLICY, AND *EX PARTE* CONTACT POLICIES**



commencement of consideration of the matter and the member shall recuse himself or herself from any official action regarding such matter and not participate as a Board member.

- e. No member of a Board has the authority to speak for or commit the Board to a particular course of action unless this authority has been granted to the member by a vote of the Board.

Conflict(s) of Interest

Definition of conflict of interest: Board members have the right and the obligation to vote on all questions before the Board and to participate in the business of the Board, except when a conflict of interest as defined in applicable sections of C.R.S. § 24- 18-103 through 105 and 109 *et seq.*, as amended, exists, if an inability to participate in the decision exists as otherwise provided by law, or if that Board member has a direct or indirect financial interest in any area of oversight, advice, consultation, or supervision of the Board.

Responsibility for Notification of Potential Conflict: Whenever a Board member is considering a matter which raises a question of conflict of interest for a particular Board member, the Board member is responsible for contacting the Department Head of the _____ prior to the meeting, if possible, to alert the staff to their situation. If, in the staff's opinion, there is a potential conflict of interest, the County Attorney shall be asked for an official opinion which shall be provided to the Board member prior to the meeting. In addition, whenever a Board member is considering a matter which raises a question of conflict of interest in the opinion of any member of the Board of County Commissioners, the County Attorney, or the Department Head who has jurisdiction over the matter on which the Board's work relates, any of those individuals shall ask the County Attorney for an official opinion which shall be provided to the Board member prior to the meeting. In either case, if the County Attorney determines that a Conflict of Interest is present, then that Board member shall not be permitted to vote on the issue or issues outlined in the County Attorney's official opinion. The County Attorney's official opinion shall be provided to the Board prior to the meeting.

Conduct at Meetings for a Board Member Having a Conflict of Interest: If a Board member is deemed to have a conflict of interest on a particular item, that Board member shall explain the nature of the conflict to the board or commission and the public in attendance and shall leave the room. The Board member may return to the room when the agenda item giving rise to the conflict has been disposed of. The abstaining Board member shall not attempt to influence the decisions of the other members of the Board and shall not participate in either the discussion or voting on the item.

Later Discovered Conflicts of Interest. If it comes to the attention of any member of the Board of County Commissioners, the County Attorney, or the Department Head who has jurisdiction over the matter on which the Board's work relates, after the fact, that a Board member has voted on a question before the Board, and that Board member is deemed to have a conflict of interest, as determined by the County Attorney in an official opinion, then that Board Member will be removed for cause from that particular Board and a the action or vote taken by the Board will be deemed void and a revote will be convened as soon as practicable.



**CODE OF CONDUCT, CONFLICT(S) OF INTEREST
POLICY, AND *EX PARTE* CONTACT POLICIES**



***Ex Parte* Contacts**

Ex parte contacts are contacts between individuals seeking to influence the decisions of a Board or an individual Board member outside the meeting forum. Such contacts include visits to sites proposed for development by one or more Board members and the proponent of the development; meetings with project proponents separate from Board meetings; or telephone calls or written communications which attempt to influence a Board or Board member’s opinion on a project which will be subject to the Board’s vote.


Board members shall refrain from *ex parte* conversations and communication concerning applications before a Board. Board members shall inform any party in interest initiating such a conversation or communication of this restriction and shall disclose the content of any such attempted contact or communication at the public hearing on the relevant application. Should any such *ex parte* contacts occur where relevant information is obtained and considered by a Board member, the *ex parte* contact and information shall be disclosed at the meetings so that participants at the hearing may be confronted with all the facts that influence the disposition of the case and have an opportunity to respond. A decision on whether a recusal is necessary due to *ex parte* contacts shall be by a majority vote of the Board members present.

By Laws and New Members

At the first meeting of each calendar year, the Board will set as an agenda item the task to discuss and review its bylaws in their entirety and update them, if necessary. The Board will send a copy of its bylaws the Moffat County Attorney’s Office within seven (7) days of that meeting, along with a list of all new members of the Board. Whenever any new bylaws are adopted by the Board, the Board will send a copy of the new bylaws to the Moffat County Attorney’s Office within seven (7) days of adoption.

Date: _____

- _____
- Board Member
 - Council Member
 - Commission Member
 - Trustee Member



Potential Socioeconomic Impacts of the Craig-Hayden Pumped Storage Project

DECEMBER 4, 2024

PREPARED FOR
Moffat County, Colorado

PREPARED BY
SWCA Environmental Consultants

POTENTIAL SOCIOECONOMIC IMPACTS OF THE CRAIG-HAYDEN PUMPED STORAGE PROJECT

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ABBREVIATIONS

ACS	American Community Survey
BLM	Bureau of Land Management
BUG	backup generation unit
CDLE	Colorado Department of Labor and Employment
CDNR	Colorado Department of Natural Resources
cfs	cubic feet per second
CO ₂ e	carbon dioxide equivalents
CPW	Colorado Parks and Wildlife
DAU	Data Analysis Unit
DOE	U.S. Department of Energy
EIS	environmental impact statement
EO	Executive Order
EPA	U.S. Environmental Protection Agency
ESA	Endangered Species Act
FERC	Federal Energy Regulatory Commission
FIWG	Federal Interagency Working Group on Environmental Justice and NEPA Committee
GDP	gross domestic product
GMU	Game Management Unit
IMPLAN	Impact Analysis for Planning Model
MW	megawatt
NACO	National Association of Counties
NEPA	National Environmental Policy Act
OJT	Colorado Office of Just Transition
Project	Craig-Hayden pumped storage hydropower project
rPlus	rPlus Hydro, LLLP
RV	recreational vehicle
SWCA	SWCA Environmental Consultants
USCB	U.S. Census Bureau
USEIA	U.S. Energy Information Administration
USGS	U.S. Geological Survey

EXECUTIVE SUMMARY

The coal industry has been an important part of the economy and culture of Northwest Colorado since the mid-1800s. The region is undergoing a shift away from coal-fired energy generation to renewable energy as a result of U.S. and State of Colorado climate change policies. Two coal-fired generating stations and two coal mines in Northwest Colorado are scheduled to close within the next 5 years. All else remaining equal, this is anticipated to cost the region a significant number of jobs as well as reductions in income, economic output, and tax revenue. The potential effects on the local economy and social systems have been described as “staggering.”

While the region is suitable for solar and wind energy development, challenges exist in storing renewable energy, which is needed because the timing of peak production for solar and wind does not align with the timing of peak energy demand. rPlus Hydro, LLLP (rPlus), has proposed the Craig-Hayden Pumped Storage Project (the Project) in Northwest Colorado to address this need. The Project would function as a battery, storing energy from renewable sources during times when energy production exceeds demand, and then releasing energy to the grid during periods when energy demand exceeds production.

rPlus is preparing a Pre-Application Document to file with the Federal Energy Regulatory Commission (FERC) and chose to partner with Moffat County, Colorado to contract SWCA Environmental Consultants (SWCA) to conduct a socioeconomic study of the Project’s potential effects on Northwest Colorado. This study provides information useful for the Pre-Application Document and answers additional questions posed by Moffat County. This section summarizes the contents and key information from each section.

Section 1 summarizes the Project, the Project area, and the socioeconomic study area. The study area for this assessment includes Moffat, Routt, and Rio Blanco Counties, Colorado. This study area was selected because it includes the area within which: a material amount of project workers are expected to reside; non-local workers are likely to temporarily relocate, draw on public services, and/or spend a significant portion of their pay; and physical impacts of the Project related to noise, dust, lighting, water use/quality, and/or visual alteration are likely to affect residents, tourists, and/or recreational participants. The study area is also the same as the area previously included in studies of the coal-based economy (e.g., Perry 2020, NACO 2024).

Section 2 outlines methods and key data sources.

Section 3 presents the analysis. Sections 3.1 through 3.4 focus on socioeconomic considerations including general socioeconomic conditions; specific industries affected by the closure of the four coal facilities and/or the Project, and environmental justice. Sections 3.1 through 3.4 use methods and provide a level of detail consistent with National Environmental Policy Act (NEPA) analyses led by FERC. Sections 3.5 through 3.7 answer additional questions posed by Moffat County.

Section 3.1 provides an overview of existing socioeconomic conditions. These existing conditions form a baseline and provide context for understanding the socioeconomic changes presented in Sections 3.2 through 3.4. According to Census Bureau data, there are sufficient available housing units within the three-county area to house Project construction workers. However, November 2024 conversations with local officials including the Moffat County Director of Natural Resources, the Moffat County Land Use Board, and the Moffat County Board of Commissioners, revealed that the housing market, particularly in Craig and Steamboat Springs, is much tighter than indicated by the Census Bureau data. Housing studies commissioned by Moffat County in 2021 (Urban Rural Continuum et al.) found that the effective vacancy rate is closer to 2%, implying only 26 homes are available for rent at any one time. Indeed, at the time of

writing, Zillow.com listed only five houses for rent within the City of Craig along with four apartment units.

Section 3.2 provides an overview of future socioeconomic conditions after the closure of the four coal-related facilities (Craig and Hayden stations, Trapper mine, and Colowyo mine), focusing on economic indicators such as employment, income, and economic output. Losses were estimated with the Impact Analysis for Planning (IMPLAN) Model. Estimated losses to the study area from closure of the two generating stations and two mines include a loss of approximately 758 jobs, \$77 million in employee income, \$370 million in gross domestic product (GDP), and \$726 million in output (analogous to revenue across the study area’s economy). In addition, the combined closure of the four coal facilities is estimated to reduce county and local taxes and government revenues by approximately \$33 million, a reduction of approximately 21%. The civilian labor force in the three-county study area is approximately 24,000 workers. A reduction of 758 jobs represents an approximately 80% increase of the number of unemployed persons (from 947 to 1,705) and the unemployment rate (from 4.0% to 7.2%).

Section 3.3 presents a workforce analysis, which seeks to identify what percentage of the local workforce, including those laid off by closure of the coal facilities, might be used during construction of the Project. It considers the number and comparability of skills for the laid off coal workers compared to the skills needed for construction of the Project and the number of construction workers available within the study area. SWCA estimates that between 25% and 75% of the construction workforce could be hired from within the study area. The midpoint of this range (50%) is used in the analyses in Section 3.4. The section also discusses training programs that are available at regional universities, which could help to further align the skills of local workers with the needs of Project construction.

Section 3.4 discusses the potential beneficial and adverse impacts of the Project on general socioeconomic conditions, specific industries, and public services. Economic indicators are compared to those for both existing conditions and future conditions without the Project. The ability of housing, public services, and other conditions to accommodate the Project are also discussed.

Table E.1 Comparison of Economic Indicators in the Study Area (Annual)

Estimated Total Impact	Existing Conditions	Future without Project	Future with Project (Construction Years)	Future with Project (Operational Years)
Employment	22,829 ^a	22,071	22,631	22,098
Unemployment	947 ^a	1,705	1,145	1,678
Unemployment Rate	4.0% ^a	7.2%	4.8%	7.1%
Income	\$1,052,827,822 ^b	\$975,515,121	\$1,004,327,057	\$979,107,236
Value Added (Regional GDP)	\$975,515,121	\$3,158,754,119	\$3,220,433,100	\$3,168,263,018
Total Output	\$3,158,754,119	\$5,936,564,059	\$6,024,448,803	\$5,947,395,706
State Government Taxes and Revenues	n/d ^c	n/d ^c	n/d ^c	n/d ^c
Taxes from local Project spending	n/a ^d	n/a ^d	\$2,338,445	\$582,318
Taxes from non-local Project spending	n/a ^d	n/a ^d	\$6,800,000	\$84,000
County / Local Government Taxes and Revenue	\$156,823,807	\$123,733,610	\$130,678,418	\$125,960,349
Taxes from local Project spending	n/a ^d	n/a ^d	\$2,244,808	\$768,739

Estimated Total Impact	Existing Conditions	Future without Project	Future with Project (Construction Years)	Future with Project (Operational Years)
Taxes from non-local Project spending	n/a ^d	n/a ^d	\$4,700,000	\$58,000
Ad valorem property taxes on Project	n/a ^d	n/a ^d	\$0	\$1,400,000

Note: except as noted, all data comes from or is estimated using IMPLAN.

^a From Section 3.1.

^b Income for existing conditions is calculated from data in Section 3.1 as: income = population × income per capita.

^c Data not collected or estimated.

^d Not applicable.

The results suggest that during the 6 years of construction, the economic benefits of the Project could offset a meaningful proportion of the adverse impacts from closing the four coal facilities. IMPLAN model estimates local expenditures in Moffat County will be \$171,772,620, local expenditures in Routt County will be \$81,513,624, and local expenditures in Rio Blanco County will be \$34,934,410 during construction of the Project. During operational years, the Project provides economic benefits, but not at the level that offsets a meaningful proportion of the coal facility closures. Our findings suggest that construction of the Project, which could begin as early as 2029 (the year after the coal facilities fully close in 2028), could provide a temporary stopgap to the unemployment and other economic losses that would be experienced after closure of the four coal facilities. During the construction period, the overall region would be transitioning from coal-based energy to natural gas and renewable energy; during the 6 years of Project construction, it is likely that one or more renewable energy Projects in the study area would begin construction and/or be operational by the time the Project is online.

Section 3.4 discusses the ability of housing and lodging to accommodate Project workers. The section concludes that, while there is likely insufficient housing and lodging in the overall study area to accommodate Project workers during construction and operation; there could be shortages in Craig and Hayden, the two closest cities or towns to the Project area. Whether such shortages occur depend, in part, on whether other large construction projects such as development of solar arrays overlap the timing of Project construction. Any adverse impacts on other public services and infrastructure such as emergency and medical services, transportation, water, wastewater, and solid waste are generally expected to be negligible to minor.

- On average over the 6-year construction period, 250 workers are expected to be drawn from among fulltime residents of the study area.¹ The workers are estimated to come from the three counties within the study area as follows: 50% from Moffat County, 35% from Routt County, and 15% from Rio Blanco County. The wages of these workers are captured in the labor income portion of the model results and the spending of these workers is captured in the induced impacts of the model results.
- On average over the 6-year construction period, 250 workers are expected to relocate from their permanent residences to temporary accommodations located within the study area.² Although the income of these relocating workers would not be spent within the study area in the same manner

¹ Due to the large number of workers with the relevant skillsets that are predicted to be available in the study area after the closure of the power generation plants and associated mines, the workforce assessment estimates that between 50% and 66% of the construction workforce would come from the local population. The assumption in this economic impact study is that 50% of the Project workers would be local to the area, which yields an estimated 250 local workers (500 × 50% = 250 workers).

² The skillsets required over the 6-year construction period will vary and so most individual construction workers will not be employed on the Project for the entire construction period. The temporary nature of the employment will likely lead many workers to seek temporary living arrangements such as hotels and motels, RV parks, or a worker camp, and a high proportion of non-local workers are expected to be unaccompanied by family members. This analysis assumes 250 rooms will be occupied by construction workers 5 days per week.

as long-term residents, these workers would spend money on temporary accommodations, food, and other miscellaneous items within the study area.

- Relocating workers are estimated to stay in temporary lodging five nights per week³ for a total of 260 nights per year, leading to an estimated 1,560 total nights per average worker (calculated as 6 years × 260 nights per year) which is equivalent to 331,500 worker nights in Moffat County, 39,000 worker nights in Routt County, and 19,500 worker nights in Rio Blanco County over the 6-year construction period.⁴

Section 3.4 also discusses how the Project would prevent certain energy infrastructure from becoming stranded, and how the Project would fit into to the overall future energy growth in the study area.

Section 3.5 presents a water use assessment, which focuses on the need for water rights to support the Project and potential sources of water rights in the region. Key findings include: a) the water rights needed to support the Project are relatively low compared to other water uses in the region; and b) that the retirement of water rights from the Craig and Hayden stations could provide more than enough water to support the Project.

Section 3.6 discusses the alignment and integration of the Project with various local, state, and federal priorities and policies. The Project is found to be consistent with these.

Section 3.7 discusses the impacts of the Project on recreation and land use. Construction and operations and maintenance of Project will mainly impact private land. However, minor permanent impacts such as a change in viewshed or temporary impacts such as noise from construction are anticipated due to the Project. No access impacts are anticipated for the federally or state-owned lands located within the Project vicinity. Further, no changes to Moffat or Routt County planning or zoning classifications are anticipated.

1 INTRODUCTION

The coal industry has been an important part of the economy and culture of Northwest Colorado since the mid-1800s (Associated Governments of Northwest Colorado 2022). An economic contribution study performed by researchers at Colorado Mesa University (Perry 2020) estimated that coal mining and coal-fired energy generation contributed 21.7% of the GDP of Northwest Colorado (where Northwest Colorado is defined as Moffat, Routt, and Rio Blanco Counties) and 8.2% of the jobs in the three counties.

Some of these coal industry jobs are in jeopardy, as Colorado state law requires that statewide carbon emissions be reduced by 90% from 2005 levels by 2030 (Berg 2024). As a result, six coal-fired electrical generating stations in Colorado, including two in Northwest Colorado, have plans to close (Berg 2024). The two stations with plans to close in Northwest Colorado are located in the city of Craig (Moffat County) and the town of Hayden (Routt County). In addition, two coal mines that supply the generating stations (the Trapper and Colowyo mines, both in Moffat County) are planning to close (Perry undated). The closures will be staged over 4 to 6 years, and the four facilities will be closed by the end of 2028.

³ Although relocated workers may stay in the study area on off days, this study conservatively (tending to understate economic stimulus in the area) assumes workers “go home” on off days.

⁴ It is assumed that Moffat County would accommodate an average of 212.5 of the 250 relocating workers, Routt County would accommodate an average of 25 relocating workers, and Rio Blanco would accommodate an average of 12.5 relocating workers over the 6-year construction period.

The anticipated impacts of the closures and a general shift away from coal in the region were characterized as “staggering” in a 2024 Economic Diversification Plan for the region (National Association of Counties [NACO] 2024). One element of the economic diversification strategy the plan identified for the region is the development of clean energy technologies in Northwest Colorado, potentially including wind, solar, hydropower, geothermal, and advanced nuclear technologies (NACO 2024).

Consistent with that plan, rPlus Hydro, LLLP (rPlus), has proposed a pumped hydropower energy storage project called the Craig-Hayden Pumped Storage Project (the Project) to be built in Moffat County, Colorado (rPlus 2024). SWCA Environmental Consultants (SWCA) was contracted by Moffat County, Colorado, to evaluate the impacts of the Project on the social conditions and economies of Moffat County and Northwest Colorado.

This evaluation is designed to satisfy the requirements of Federal Energy Regulatory Commission (FERC) filings required for the Project, particularly the Pre-Application Document, and to answer specific questions posed by Moffat County. SWCA worked with Moffat County and rPlus to frame the analysis and identify data/information sources relevant to the Project.

The evaluation consists of four primary tasks:

1. Characterize the current and anticipated future socioeconomic conditions, including those that will result from the closure of the existing Craig and Hayden generating stations as well as the Trapper and Colowyo mines.
2. Assess the positive, negative, direct, indirect, and induced impacts of the Project on a variety of social and economic indicators, including changes in employment, wages, taxes, housing, public services, water and land use, impacts on outdoor recreation, and the interplay between the Project and anticipated trends in energy generation and transmission.
3. Assess the alignment and integration of the Project with local, state, and federal priorities.
4. Assess the local workforce to determine to what extent the knowledge, skills, and abilities, education, and experience level of the current and future labor supply can meet the Project’s needs during construction and operation. Concepts for providing training or certification to increase the utilization of the local and regional workforce are also provided.

1.1 Summary of the Craig-Hayden Pumped Storage Project

Pumped storage projects use electricity obtained when demand for electricity is low to pump water upward into an upper reservoir. Then, when electricity demand is high, water is released from the upper reservoir and, as it flows downhill into a lower reservoir, the water turns an electricity generating turbine. That electricity is supplied to the electrical grid to ensure that demand is met and brownouts or blackouts are avoided.

It is anticipated that the Craig-Hayden Pumped Storage Project would be built primarily on private land. However, the Project may include land owned by the Colorado State Land Board. rPlus would acquire the land for the necessary infrastructure through lease and purchase agreements.

At this time in development, there are four alternatives for the location of lower reservoirs. For the analysis in this document, a single preferred alternative was selected based on a recently completed Reconnaissance Engineering Report (Geosyntec Consultants, Inc. 2024). The single preferred alternative

was used to establish the Project area for this study,⁵ which consists of the area within a 2-mile buffer from the preferred alternative's dams, conveyances, and powerhouse surge chamber points, and within a 250-foot buffer from the Yampa water diversion line and conceptual generation tie line associated with the Project (Figure 1.1-1). The Project area is approximately 18,267 acres.

Project construction could begin as early as 2029, depending on the time required to complete the engineering and permitting process. Construction is expected to take 6 years. The operational timeframe is expected to be 100 years.

⁵ Note that the term "Project area" as defined here applies specifically and only for this study. It does not necessarily correspond to any definitions that might be required in other filings.

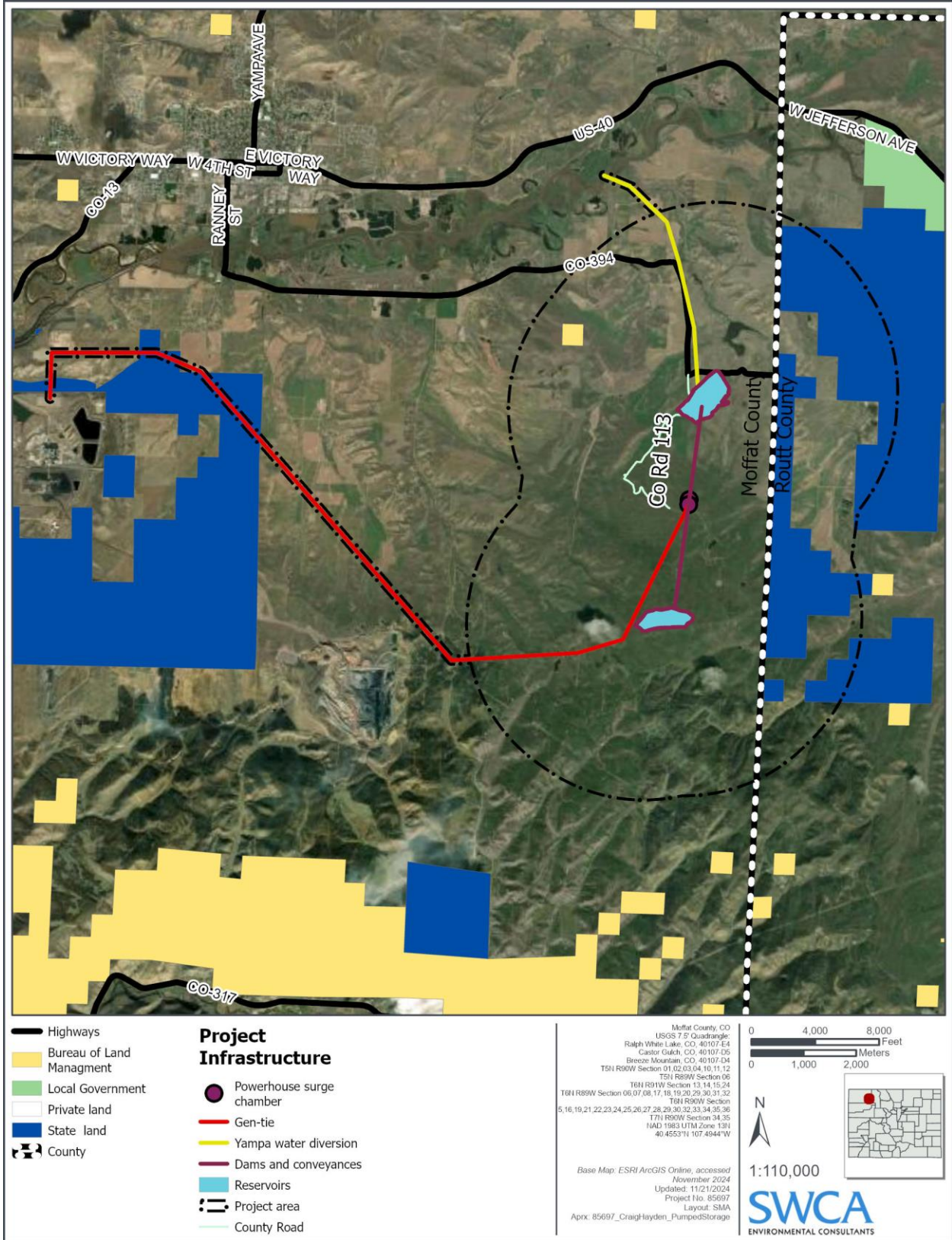


Figure 1.1-1. Project location and land ownership.

1.2 Study Area

Socioeconomic and environmental justice assessments evaluate the interaction between a proposed action and the social and economic characteristics of communities that could be affected. The study area for this assessment includes Moffat, Routt, and Rio Blanco Counties, Colorado. This study area was selected because it includes the area within which: a material amount of project workers are expected to reside; non-local workers are likely to temporarily relocate, draw on public services, and/or spend a significant portion of their pay; and physical impacts of the Project related to noise, dust, lighting, water use/quality, and/or visual alteration are likely to affect residents, tourists, and/or recreational participants. The study area is also the same as the area previously included in studies of the coal-based economy (e.g., Perry 2020, NACO 2024).

The population within the study area is concentrated within cities and towns, of which there are eight located 6.8 to 84.0 miles from the Project area (Table 1.2-1; Figure 1.2-1). All else being equal, Project workers are more likely to reside in cities or towns that are closer to the study area. No Tribal lands or other indigenous areas were identified within the study area.⁶

Table 1.2-1. Cities or Towns Included in the Study Area

City or Town (census category)	County	Approximate Straight-Line Distance from Project Area to City or Town (miles)	Approximate Driving Distance from Project Area to City or Town (miles)
Craig (city)	Moffat	6.8	12.6
Dinosaur (town)	Moffat	84.0	99.5
Hayden (town)	Routt	10.0	14.0
Oak Creek (town)	Routt	28.7	43.1
Steamboat Springs (city)	Routt	32.3	39.5
Yampa (town)	Routt	35.3	52.5
Meeker (town)	Rio Blanco	38.1	59.5
Rangely (town)	Rio Blanco	76.2	105.0

Source: Google Earth (2024); Google Maps (2024); U.S. Census Bureau (2024).

⁶ Specifically, no Tribal lands or indigenous areas were identified using the U.S. Department of Environmental Protection's (EPA's) Environmental Justice Screening and Mapping tool (EPA 2024).

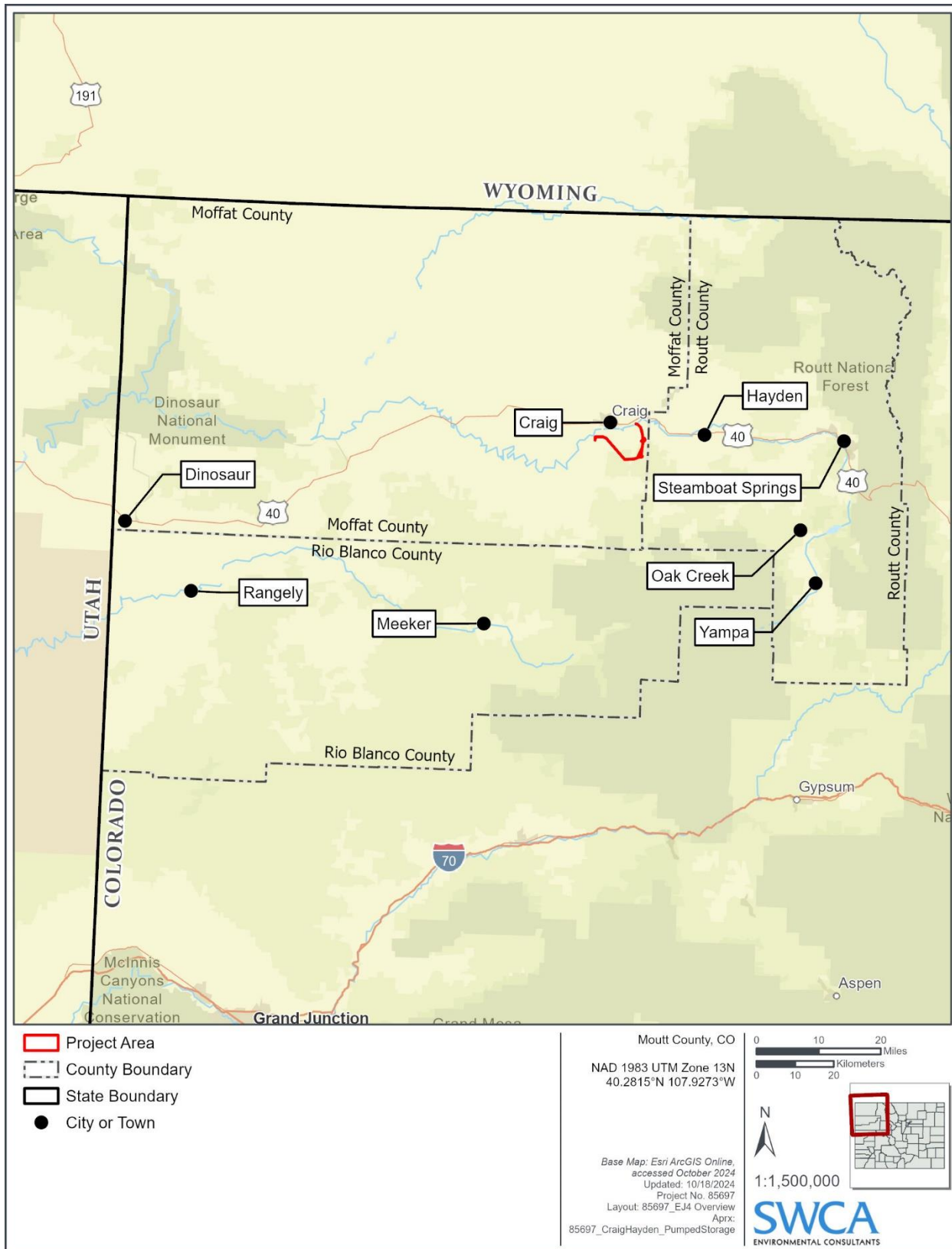


Figure 1.2-1. Socioeconomic study area.

2 METHODS AND KEY DATA SOURCES

2.1 Existing Socioeconomic Conditions

This section was developed following standard practice for FERC-led environmental impact statement (EIS) documents. A suite of socioeconomic indicators is used to characterize current social and economic conditions within the study area and to provide context for any Project-related changes. For each indicator, a) the geographical scale (e.g., county, census block group) is customized to assure technical relevance and b) study area data are supplemented with data from an appropriate reference area (either a region or Colorado as a whole). Data for this task were primarily obtained through online sources such as the U.S. Census Bureau (USCB) website. Online information was supplemented with data obtained from Moffat County and State of Colorado officials. Each of the indicators is summarized in the following bullets:

- Population indicators include current population levels and density, population trends, demographic composition, and age distribution.
- Economic indicators include labor force, employment (both total and by industry), labor income, and unemployment rates.
- The identification of potential environmental justice communities relies on methods and statistics consistent with current FERC requirements.
- Housing and lodging indicators include the housing stock, number of vacant housing units, and number of units available for rent, as well as the number and potential vacancy rates of short-term lodging, such as hotels/motels, recreational vehicle (RV) parks, and campgrounds.
- Public service indicators include the location and availability of local and regional services, including police, fire protection, medical services, and schools. Relevant transportation infrastructure was identified and discussed as appropriate.
- Taxes and other government revenue sources are presented for each county in the study area.
- A summary of electricity supply and transmission resiliency is included in the characterization of existing socioeconomic conditions. This information focuses on factors driving the national trend toward decarbonization in electric generation and the importance of incorporating energy storage as a part of that transition to ensure grid reliability.
- Trends and conditions related to mining in the study area are summarized.
- The study area's construction workforce is summarized.

2.2 Future Socioeconomic Conditions (without Project)

Similar to the No Action Alternative in an EIS, this section focuses on potential economic impacts arising from the closure of four facilities and does not consider the potentially offsetting impacts of the Project. The four facilities that are expected to close are the Craig and Hayden generating stations and the Trapper and Colowyo coal mines. All are scheduled to close by the end of 2028.

The economic impacts of the facilities' closures were estimated using the commercial software Impact Analysis for Planning Model (IMPLAN),⁷ which is a standard method for estimating the economic

⁷ See Section 2.8 for more information on IMPLAN modeling.

impacts brought about by a facility's construction, operation, or closure. Specifically, IMPLAN was used to estimate the changes in employment, income, and economic output as a result of the closures.

An estimate of the fiscal impacts (i.e., changes in taxes and other government revenues) likely to result from the facilities' closure was taken from a study conducted by Colorado Mesa University (Perry undated). IMPLAN was also used to estimate the change in taxes, which includes a broader suite of taxes such as reduced sales taxes resulting from reduced demand for goods and services purchased in the local and regional economy.

2.3 Workforce Assessment and Training Needs

To effectively assess the local workforce utilization and training needs for the Craig-Hayden Pumped Hydroelectric Storage Project, our methodology integrated detailed demographic, employment, and industry-specific data sources into a crosswalk analytical framework.

Primary data sources include:

- **Employment Data from Coal Facilities:** Gathered from state and federal energy and labor reports, providing current and historical employment figures.
- **rPlus Project Projections:** Details on the workforce needed for the Project, specifying the number of workers by trade over the Project duration.
- **Colorado Office of Just Transition (OJT) Reports:** Offering insights into the shifts within the coal industry, including potential job role transitions suitable for the construction and operation of the Project.
- **Local Unemployment and Employment Data:** From U.S. Bureau of Labor Statistics and USCB, highlighting broader labor market conditions within the three counties.

In order to estimate the number of workers who could be transitioned from the four closing coal facilities to the Project, we implemented the following detailed steps:

- The current employment figures at the Craig Station, Hayden Station, Trapper Mine, and Colowyo Mine were assessed to establish a baseline of potentially available workers for the Project.
- Based on the requirements provided by rPlus, the labor needs for the Project across various trades during the 6-year construction period were determined.
- The detailed job roles and skills of workers at the coal facilities, based on data from the OJT, were analyzed to determine which trades are potentially transferable to the Project. This step involved aligning the available worker skills from the coal facilities with the job requirements of the Project. We calculated the proportion of the project's workforce that could potentially be staffed by these workers, identifying both matches and gaps.

Where skill gaps are identified, a summary of available training resources to improve worker compatibility from coal to the Project is included. This evaluation considers local colleges and certification programs necessary for transitioning workers from coal-related jobs to roles in the Project. These training programs may help to ensure the workforce meets the technical requirements of new roles and adapts to changes in the employment landscape effectively.

Last, additional labor resources within the three-county study area to supplement the workforce as needed were explored through the following steps:

-
- The overall labor market statistics in the study area, focusing on the unemployed and those in the construction industry, were examined. This analysis helps identify additional potential workers who could fill roles, especially where significant shortfalls are identified in the initial workforce alignment.
 - By incorporating these additional labor resources, the directly transferable coal workforce can be supplemented, particularly targeting trades with the largest gaps, such as general labor, to ensure sufficient staffing levels for the Project.

2.4 Economic Benefits and Adverse Impacts of the Project

The estimation of potential beneficial and adverse impacts of the Project on socioeconomic conditions within the study area follows standard practices used in FERC-led EIS analyses. Changes are estimated relative to the future without Project scenario. This section includes the following components:

- Changes in socioeconomic indicators are estimated and discussed. General socioeconomic conditions include population, employment, and other indicators throughout the study area. Employment and other indicators are presented for industries that would be affected by the Project, including the energy, mining, and construction industries. Finally, certain indicators are used to identify potential environmental justice populations.
- Local and regional capabilities to meet Project demands are discussed. This focuses on housing and lodging, public services, and public infrastructure.
- Economic impacts of the Project, relative to the future without Project scenario, are estimated using IMPLAN.
- Fiscal impacts are estimated based on published tax rates and a spreadsheet published by the State of Colorado Department of Local Affairs Division of Property Taxation.
- Cumulative socioeconomic impacts of the Project, stranded asset utilization, and future energy growth are also discussed.

SWCA worked with rPlus to develop estimated construction and operational workforces, as well as expected labor and non-labor expenditures during construction and operations of the Project. These metrics are inputs to IMPLAN and other analyses in this section. Other data came from readily available information.

2.5 Water Use Assessment

SWCA worked with rPlus to estimate the initial fill requirements for the Project as well as the annual evaporate water losses based on a combination of literature and input from Project engineers. These Project needs are contextualized by a) determining whether the water rights currently associated with the Craig and Hayden Stations would be sufficient to satisfy Project needs and b) comparing Project water needs with withdrawals and water depletion (consumption) associated other industrial water users as described in the U.S. Geological Survey (USGS) Water Use Data for the Nation database.

2.6 Alignment and Integration of the Project with Local, State, and Federal Priorities

This section evaluates and describes how the Project fits in with the context of key local, state, and federal priorities, as documented in public policy and planning documents as well as local and regional initiatives.

2.7 Impacts to Recreation and Land Use

SWCA worked with rPlus to develop a Project area and reviewed publicly available data to evaluate potential impacts to recreation, public lands, and current land use during construction and operations of the Project. This section includes the following components:

- Identification of current surface ownership within the Project area and estimated permanent and temporary impacts to recreation on federal and state lands that fall within the Project area.
- Identification of current county zoning and land use within the Project area and estimated permanent and temporary impacts to land use. Primary data sources included:
 - The State of Colorado Moffat County Website
 - Moffat and Routt County Planning and Zoning Documents
 - USGS Protected Areas Database
 - Colorado State Land Board
 - Colorado Parks and Wildlife

While the methods used to develop this assessment are similar to those used in FERC-led EIS analyses, due to limited data and scope, this assessment is not intended to replace those sections in an EIS.

2.8 IMPLAN Methodology

This study utilizes a regional input-output model (IMPLAN) to develop estimates of the future economic conditions in the study area following the closures of the Craig and Hayden generating stations as well as the Trapper and Colowyo mines. IMPLAN is also used to estimate the changes to those future economic conditions that construction and operation of the Project would bring about.

“IMPLAN is a regional economic analysis software application that is designed to estimate the ripple effects of a given economic activity within a specific geographic area. This is done using IMPLAN’s Input-Output model” (IMPLAN Group, LLC 2024^a). The IMPLAN model uses information on the spending patterns of industries and business and the relationships between industries and businesses in the economy to simulate the potential changes associated with different events. The study area for the model is specified to include Moffat, Routt, and Rio Blanco Counties, and the existing industry spending patterns and interlinkages between industries used in the analysis are specific to the three counties. This study uses a contribution analysis within the IMPLAN model to determine the current levels of economic activity in the study area generated by the area’s existing coal industries and uses an impact analysis within the IMPLAN model to determine the proposed Project’s potential economic impact by estimating the type and size of the economic ripples set in motion by the Project-related expenditures during construction and operation.

For example, the contribution analysis looks at current contributions to the local economy from the coal mines and generating stations. To do this, the model accounts for the economic activity directly created

by the facilities, such as the employment of their workers, the production of coal, and the production of electricity, but also accounts for other purchases the facilities make from local supplier businesses within the study area, such as when they purchase fuel or equipment. These purchases are considered indirect contributions. Additionally, the model accounts for purchases made by their employees within the study area as they spend their wages on housing, food, childcare, or other household expenses. These expenditures are considered induced contributions. Similarly, in the impact analysis that looks at the proposed Project's impacts during construction and operation, in addition to the direct employment and revenue generated in the construction and hydropower generation industries, the model accounts for the indirect impacts in supplier businesses and the induced impacts from the spending of employees.

Both the contribution analysis (i.e., the estimation of the existing industries' contribution to the local economy) and the impact analysis (i.e., the estimation of the changes likely to be brought about by Project construction and operation) utilize a Multi-Regional Input-Output model which sets each of the three counties in the study area as individual regions of analysis. Using multiple regions in the model enables the dynamics between neighboring economies to be captured and it allows the specific impacts for each of the counties to be reported separately.

2.8.1 Future Conditions

To determine the total economic activity that would be lost by the closure of the Craig and Hayden generating stations as well as the Trapper and Colowyo mines, a contribution analysis is used to examine the current industry contributions in the study area.

Current economic data are then used as model inputs. IMPLAN specifies linkages between industries to estimate the type and magnitude of economic ripples that will be brought about by those spending changes. The IMPLAN model also accounts for the fact that some intermediate products and services are provided by entities outside of the study area and so those products do not set off any economic ripples in the local economy. Similarly, the model allows for business profits to leak out of the study area (for instance, to a corporate headquarters).

2.8.2 Benefits of the Craig-Hayden Pumped Storage Project

Estimates of construction expenditures for the proposed Craig-Hayden Pumped Storage Project were adopted from the Reconnaissance Engineering Study (Geosyntec Consultants, Inc. 2024). These construction expenditures were input into the IMPLAN model for the study area to determine the likely impacts that would be created, given the existing industry spending patterns and interlinkages within the economies of the three counties. In an effort to avoid overestimating the impacts felt locally, portions of the direct Project spending that are estimated to occur outside the local area were not included in the model.

Because the hydropower generation industry is not established in the study area, the local IMPLAN model for the three counties would not capture operational impacts. To estimate the operational impacts of the Project, a nationwide spending pattern for the industry was imported into the existing local industry patterns within the local IMPLAN model and estimated operational expenditures were entered into the newly created industry.

With any attempt to model future conditions in a free market economy, assumptions must be made.⁸ The IMPLAN model uses information on existing industries in a given region and historical industry spending to estimate the types of industries that will be impacted and the general magnitude of those impacts. The injection (or loss) of money in an existing economy may or may not inspire entrepreneurs to open new businesses or cause existing business owners to change their service offerings. These types of impacts could further change the local economy. However, predicting the potential actions of individuals is overly speculative and beyond the scope of this report.

3 ANALYSIS

3.1 Existing Socioeconomic Conditions

This section uses publicly available information to characterize existing socioeconomic conditions within the study area. It is intended to provide context and a baseline against which Project-related impacts, both adverse and beneficial, are evaluated. Information provided in this section is derived from publicly available sources including:

- The American Community Survey (ACS) data from the USCB;⁹
- The U.S. Department of Environmental Protection (EPA) EJScreen tool (EPA 2024); and
- Headwaters Economics Socioeconomic Profiles (Headwaters Economics 2024).

A suite of socioeconomic indicators is used to characterize current socioeconomic conditions within the study area.

With the exception of the environmental justice assessment, which is conducted at the census block group level,¹⁰ the socioeconomic impacts assessment relies on county-level data because Project-related changes to socioeconomic indicators such as tax revenue, population levels, demand for housing, and demand for public services are likely to be distributed across the county. Data at the state level are provided for comparison purposes. Because population centers are important to a socioeconomic analysis, population and housing indicators are also presented for the eight cities or towns located within the three-county study area.

3.1.1 General Socioeconomic Conditions

3.1.1.1 POPULATION AND DEMOGRAPHICS

Table 3.1-1 reports the total population (number of residents) and population density (number of residents per square mile) within the study area. Approximately 67% of the 2022 population in the study area resides within eight cities and towns.

⁸ Because the model's linkages reflect conditions that existed in previous years, the following assumptions are implicit: constant returns to scale (the same quantity of inputs is needed per unit of output, regardless of the level of production); no supply constraints (there are assumed to be sufficient inputs to produce an unlimited amount of product); fixed input structure (there is no input substitution, and firms will maintain the same mix of commodities for production); industry technology assumption (industries will use the same technology and therefore the same mix of inputs for each of their products); constant byproducts coefficients; (an industry will produce the same mix of products regardless of the level of production); and the model is static (there are no price changes, and underlying data and linkages are not affected by the model input values).

⁹ Individual tables of ACS data are referenced below.

¹⁰ The census block group is the smallest demographic unit for which the USCB reports the data needed to assess demography and income. Between 600 and 3,000 individuals typically reside in a block group.

Table 3.1-1. Population and Population Density

Geographic Area	2012 Population	2022 Population	2022 Population Density (persons per square mile)	Population Change (2012 to 2022)
Colorado	5,042,853	5,770,790	55.7	14.4%
<i>Moffat County</i>	13,547	13,232	2.8	-2.3%
Craig	9,301	9,013	1,777.7	-3.1%
Dinosaur	360	495	532.3	37.5%
<i>Rio Blanco County</i>	6,728	6,511	2.0	-3.2%
Meeker	2,482	2,500	55.7	0.7%
Rangely	2,172	2,382	1,777.7	9.7%
<i>Routt County</i>	23,385	24,944	10.6	6.7%
Hayden	1,968	2,057	627.5	4.5%
Oak Creek	826	681	2,270.0	-17.6%
Steamboat Springs	12,036	13,251	1,339.8	10.1%
Yampa	388	424	2,120.0	9.3%
Study Area Total	43,660	44,687	627.5	2.4%
Cities and Towns Total	29,533	30,803	2,270.0	4.3%

Sources: USCB (2012, 2023a).

Note: Due to rounding differences in the dataset, the totals may not reflect the sum of the addends.

Table 3.1-2 presents the race/ethnicity of residents within the study area, as reported in Table B03002 of the USCB American Communities Survey (ACS) 5-year estimates from 2018 to 2022 (USCB 2023a). The populations of the three counties are majority white alone (not Hispanic or Latino), with Hispanic or Latino making up the largest percentage of minority residents, followed by residents who self-identified as two or more races.

Table 3.1-2. Race/Ethnicity within the Study Area (2018-2022 Five-Year Estimates)

State/County	Total Population	White Alone (not Hispanic or Latino)	Black or African American	American Indian and Alaska Native	Asian	Native Hawaiian and Other Pacific Islander	Some other race	Two or more races	Hispanic or Latino	Total Racial Minority ^a
Colorado	5,770,790	66.2%	3.8%	0.4%	3.1%	0.1%	0.4%	3.8%	22.1%	33.8%
Moffat County	13,232	78.4%	0.2%	0.8%	0.3%	0.0%	0.6%	3.1%	16.5%	21.6%
Rio Blanco County	6,511	82.4%	0.3%	1.1%	0.1%	0.0%	0.0%	5.1%	11.1%	17.6%
Routt County	24,944	83.5%	0.2%	0.5%	1.1%	0.2%	0.2%	7.1%	7.2%	16.5%

Sources: USCB 2023a.

^a "Minority" refers to people who reported their ethnicity and race as something other than White Alone (not Hispanic or Latino).

Table 3.1-3 reports the age distribution of individuals living in study area counties. These distributions generally follow that of Colorado as a whole. The proportion of working-aged residents (i.e., individuals age 15 to 64 years) in the three counties is between 63% and 69%.

Table 3.1-3. Age Distribution within the Study Area (2018-2022 Five-Year Estimates)

State/County	Under 5 years	5 to 9 years	10 to 14 years	15 to 19 years	20 to 24 years	25 to 34 years	35 to 44 years	45 to 54 years	55 to 59 years	60 to 64 years	65 to 74 years	75 to 84 years	85 years and over	Median age (years)
Colorado	5.5%	5.9%	6.3%	6.5%	6.8%	15.6%	14.2%	12.3%	6.2%	6.0%	9.2%	4.0%	1.6%	37.3
Moffat County	6.1%	6.4%	8.5%	6.2%	4.8%	14.9%	12.3%	11.1%	8.4%	6.1%	9.5%	4.6%	1.1%	37.1
Rio Blanco County	6.4%	6.4%	7.8%	6.6%	6.2%	10.7%	15.3%	8.9%	9.1%	6.8%	9.8%	4.6%	1.6%	39.2
Routt County	4.1%	5.7%	4.6%	5.4%	5.1%	14.1%	14.7%	14.1%	7.2%	8.0%	12.0%	3.6%	1.3%	41.9

Source: USCB (2023b).

3.1.1.2 EMPLOYMENT AND INCOME

Table 3.1-4 presents labor force, income and poverty information for Colorado as well as the three counties in the study area. While the unemployment rate in the study area is slightly less than the statewide unemployment rate, both the median household income and the proportion of individuals living below the poverty threshold exceed the statewide average.

Table 3.1-4. Labor Force, Income, and Poverty (2018-2022 Five-Year Estimates)

State/County	Civilian Labor Force	Employed	Unemployed	Average Annual Unemployment Rate (%)	Median Household Income	Per Capita Income	Below Poverty Threshold
Colorado	3,165,225	3,021,742	143,483	4.5%	\$87,598	\$47,346	9.6%
Moffat County	6,459	6,110	349	5.4%	\$63,983	\$33,019	14.8%
Rio Blanco County	3,088	2,900	188	6.1%	\$69,882	\$30,140	12.9%
Routt County	14,229	13,819	410	2.9%	\$95,144	\$58,304	8.0%
Study Area Total	23,776	22,829	947	4.0%	\$82,236	\$46,118	10.7%

Source: USCB (2023c, 2023d, 2023e).

Table 3.1-5 reports employment by economic sector (USCB 2023f). Consistent with the state of Colorado, the educational services, and health care and social assistance sector employs the greatest fraction of the civilian workforce in each study area county.

- Moffat County’s next largest employment sectors were 1) agriculture, forestry, fishing and hunting, and mining; 2) construction; and 3) retail trade.
- Routt County’s next largest employment sectors were 1) arts, entertainment, and recreation, and accommodation and food services; 2) construction; and 3) professional, scientific, and management, and administrative and waste management services.
- Rio Blanco County’s next largest employment sectors were 1) agriculture, forestry, fishing and hunting, and mining; 2) retail trade; and 3) public administration.

In all study area counties, the proportion of the workforce engaged in the agriculture, forestry, fishing and hunting, and mining sector is materially greater than the Colorado state average.

3.1.1.3 HOUSING AND LODGING

Table 3.1-6 summarizes housing in the study area based on U.S. Census Bureau data. Cities and towns that have less than 1,000 residents (Dinosaur, Oak Creek, and Yampa) and/or are located more than 90 driving miles from the Project area (Dinosaur and Rangely) are excluded, as Project workers are not likely to utilize these areas for temporary housing. Hotels, motels, RV parks, and campgrounds are concentrated in cities and towns, most notably in Steamboat Springs and Craig. According to these data, there are sufficient available housing units within the three-county area to house Project construction workers. However, November 2024 conversations with local officials including the Moffat County Director of Natural Resources, the Moffat County Land Use Board, and the Moffat County Board of Commissioners, revealed that the housing market, particularly in Craig and Steamboat Springs, is much tighter than indicated by the Census Bureau data. Housing studies commissioned by Moffat County in 2021 (Urban Rural Continuum et al.) found that the effective vacancy rate is closer to 2%, implying only 26 homes are available for rent at any one time. Indeed, at the time of writing, Zillow.com listed only five houses for rent within the City of Craig along with four apartment units. The study also found that 70-75 new homes would have to be constructed in order to keep with demand, and the lack of available housing is preventing businesses from attracting workers to the area.

With respect to hotels, conversations with local officials and calls to several establishments revealed that hotels and motels are mostly booked during the summer with construction workers and are mostly booked in the winter with hunters. According to county commissioners, several years ago (before COVID-19), Craig was able to accommodate 600-800 non-local workers for maintenance of the Craig station. However, since that time, several hotels/motels have been converted into apartments. The general feeling of local officials is that there is relatively little availability in Craig.

Although Routt County has the highest number of available temporary housing units, the median gross rent according to the U.S. Census Bureau (2023g) is \$1,721, which is approximately twice that of rental units in Moffat and Rio Blanco Counties (\$974 and \$893, respectively). However, estimates of median rental prices vary according to different sources. For example, according to Zillow Group, Inc. (2024), the median rent for all bedrooms and property types in Moffat County is \$1,200 and according to U.S. Population.org (2024), the median rent for a property in Routt County is \$1,448. Additionally, it is likely that the availability of temporary housing units reported by USCB for the study area, specifically for Routt County and Steamboat Springs, does not reflect seasonal trends. For example, an estimated 153,022 room nights were sold in Steamboat Springs during the 2010-2011 ski season (Steamboat Pilot and Today 2012). Therefore, due to the prevalence of tourism in the area, it is reasonable to assume that the actual number of temporary housing units available to rent is significantly reduced for some portion of the year.

Table 3.1-5. Percent of Employed Civilian Labor Force by Economic Sector (2018-2022 Five-Year Estimates)

State/County	Agriculture, forestry, fishing and hunting, and mining	Construction	Manufacturing	Wholesale trade	Retail trade	Transportation and warehousing, and utilities	Information	Finance and insurance, and real estate rental and leasing	Professional, scientific, and management, and administrative and waste management services	Educational services, and health care and social assistance	Arts, entertainment, and recreation, and accommodation and food services	Other services, except public administration	Public administration
Colorado	2.0%	8.0%	7.0%	2.3%	10.5%	5.1%	2.7%	7.2%	14.9%	21.5%	9.5%	4.8%	4.5%
Moffat County	12.7%	11.2%	3.4%	0.9%	10.1%	7.6%	0.6%	2.6%	5.6%	23.5%	9.9%	5.5%	6.3%
Rio Blanco County	12.0%	8.4%	2.6%	0.0%	11.3%	8.1%	1.6%	2.0%	8.4%	21.9%	8.8%	5.0%	9.8%
Routt County	4.1%	13.3%	3.7%	1.5%	11.0%	4.0%	0.6%	8.7%	11.8%	16.8%	16.7%	4.6%	3.3%

Source: USCB (2023f).

Table 3.1-6. Housing and Lodging Characteristics

Geographical Area	Total Housing Units, 2022	Vacant Units	Vacancy Rate (%) ¹	Vacant Units for Rent	Rental Vacancy Rate (%) ¹	Vacant Units for Migrant Workers	Vacant Units for Seasonal, Recreational, or Occasional Use	Number of Hotels or Motels	Number of RV Parks or Campgrounds
Colorado	2,500,095	222,051	8.9%	42,035	5.2%	617	104,985	NR	NR
Moffat County	6,096	909	14.9%	165	8.8%	30	268	14	10
Routt County	16,642	6,363	38.2%	974	28.7%	13	4,829	103	28
Rio Blanco County	3,274	761	23.2%	150	21.8%	0	352	13	11
Craig	4,271	465	10.9%	147	8.6%	0	70	12	1
Hayden	890	111	12.5%	23	11.7%	0	15	0	2
Steamboat Springs	10,202	4,464	43.8%	936	35.8%	0	3,339	90	4
Meeker	1,313	249	19.0%	57	15.6%	0	102	5	2

Note: NR = not reported.

Sources: Google Maps (2024); USCB (2023g, 2023h, 2023i, 2023j).

¹ Calculated values; calculations performed prior to rounding.

3.1.1.4 PUBLIC SERVICES AND TRANSPORTATION

One important function of local government is the provision of public services related to health and well-being. Information characterizing public service providers, in conjunction with workforce estimates, can be helpful in evaluating the ability of local public service providers to accommodate any Project-related increase in the demand for medical and public services.

Table 3.1-7 presents the number of emergency service providers and public schools in the counties within the study area. The study area has fire and public safety departments commensurate with the population and industrial activity in each county. The fire station nearest to the Project is the Craig Fire Station (2.4 miles to the nearest Project component [the transmission line] and 6.5 miles to the powerhouse surge chamber). The law enforcement department nearest to the Project is the Craig Police Department (1.8 miles to the nearest Project component [the transmission line] and 6.4 miles to the powerhouse surge chamber). The nearest hospital is The Memorial Hospital (2.5 miles to the nearest Project component [the transmission line] and 8.1 miles to the powerhouse surge chamber). The nearest K-12 school system is in Craig.

Table 3.1-7. Number of Key Public Service Providers

Public Service Provider Type	Moffat County	Routt County	Rio Blanco County
Fire stations	2	8	2
Police departments	3	4	3
Hospitals and urgent care	4	5	2
Public schools	7	14	5

Source: EPA (2024); Google Maps (2024); USACOPS (2023).

Another function of government is to construct and maintain transportation corridors. Much of the Project is located relatively close to U.S. Highway 40 West; at its nearest point, U.S. Highway 40 West lies approximately 0.6 mile to the northwest of the Project area. The Project area is accessible from the east and west via a network of state and county roads. Access routes include State Highway 394, Moffat County Roads 33, 113, and 120, and Routt County Road 65. A railroad track runs parallel to U.S. Highway 40, a branch of which terminates near Power Source Services and Trapper Mining. It's important to note that State Highway 394 and Routt County Road 65 are currently not equipped to handle the anticipated increase in traffic from construction activities. Considering the expected volume and weight of construction traffic, road widening or upgrades may be necessary to accommodate the project's needs effectively.

3.1.1.5 GOVERNMENT TAXES AND REVENUE

Taxes and other sources of government revenue provide funding for government entities to provide public services. Existing tax and revenue data provide context for the taxes and fees that would be paid by the Project.

Table 3.1-8 presents a summary of taxes and revenues for Moffat, Routt, and Rio Blanco Counties. Although the reported data are based on adopted or proposed county budgets that do not necessarily equate to actual revenues, county budgets tend to be comparable to actual revenues and serve as useful references. The total budget revenue for Moffat, Routt, and Rio Blanco Counties was approximately \$41 million (estimated fiscal year 2024), \$80 million (fiscal year 2023), and \$36 million (fiscal year 2023), respectively.

Table 3.1-8. County Taxes and Revenues

Revenue	Moffat County	Routt County	Rio Blanco County	Study Area Total
Total revenue	\$40,943,392	\$80,288,000	\$35,592,415	\$156,823,807
Tax revenue*	\$13,160,601	\$37,630,000	\$15,347,916	\$66,138,517
Property tax	\$8,731,626	\$23,640,000	\$7,896,980	\$40,268,606
Specific ownership tax	\$800,000	\$1,558,000	\$301,431	\$2,659,431
Sales and use tax	\$3,628,975	\$12,432,000	\$4,007,000	\$20,067,975
Non-tax revenue**	\$27,782,791	\$42,658,000	\$20,244,499	\$90,685,290

Sources: Moffat County (2023); Rio Blanco County (2023); Routt County (2022).

Note: Taxes and government revenues earmarked for the school districts are not included in this table.

* Other types of taxes, such as the cigarette tax and highway use tax, are not reported in this table. Therefore, tax revenue may not be equal to the sum of property tax, specific ownership tax, and sale and use tax as reported.

** Non-tax revenue includes licenses and permits, intergovernmental revenues, charges for services, miscellaneous revenues, and interest.

Table 3.1-9 reports county-specific sales and occupancy tax rates for the study area.

Table 3.1-9. Sales, Income, and Occupancy Tax Rates for the Socioeconomic Study Area for Fiscal Year 2022

County	Sales Tax Rate ^a			County Income Tax Rate	Occupancy Tax Rate		
	County	State	Total		County	State ^e	Total
Moffat County	2.00%	2.90%	4.90%	n/a	4.0% ^b	0.0%	4.0%
Routt County	1.00%	2.90%	3.90%	n/a	0.0% ^c	0.0%	0.0%
Rio Blanco County	3.60%	2.90%	6.50%	n/a	2.0% ^d	0.0%	2.0%

Note: n/a = not applicable

^a Sales Tax Handbook (2024).

^b Moffat County (2024).

^c Most hotels in Routt County are located within the city of Steamboat Springs, which collects a 1.0–3.0% accommodations tax (City of Steamboat Springs Sales Tax Department 2018).

^d Rio Blanco County Sales and Use Tax Department (2024).

^e Lodging is subject to the Colorado sales tax rate (Colorado Department of Revenue 2023).

3.1.2 Specific Industries

3.1.2.1 ELECTRICITY GENERATION AND TRANSMISSION

The electricity grid is an interconnected system of generation facilities, high-voltage transmission lines, substations, and reduced-voltage distribution lines. Generation refers to the process of converting energy from fossil fuels (coal, oil, and natural gas); nuclear reactions (fission); or renewable sources (such as solar, wind, geothermal and hydroelectric power) into electricity. Transmission refers to transporting electricity, typically over long distances, from the place where the electricity is created to the areas where it is needed. Substations are the link between transmission and distribution lines, where voltage is stepped up or down. Distribution is the process of transferring electricity over the relatively short distance from the substation to an end user (Resources for the Future 2022).

Demand for electricity varies by month, by day, and by hour; if supply and demand are not in balance, blackouts or brownouts will occur. Grid managers, who are responsible for continuously balancing supply and demand, often rely on dispatchable sources to ramp up electricity generation when demand is high relative to supply, and then decrease generation when demand is low. Historically, dispatchable sources have taken the form of fossil fuel-fired plants and generators.

Nationally, the share of electricity generated from renewable sources has increased from approximately 14% in 1990 to 30% in 2023, whereas electricity generated from coal has declined from 42% to 15% over the same period (U.S. Energy Information Administration [USEIA] 2024). Multiple factors are driving this national trend toward reducing the carbon intensity of electricity, including the declining cost of wind and solar generation, federal financial incentives to build renewable capacity, federal air emission regulations, and state-specific goals and requirements. One challenge this trend poses for grid managers is a reduction in the proportion of electricity that is dispatchable. A solution to this challenge is to increase energy storage capacity, generally in the form of batteries or pumped storage.

At a local level, there are three electricity generation facilities within Moffat, Routt, and Rio Blanco Counties.

1. The three coal-burning generation units in Craig, representing 1,285 megawatts (MW) of generating capacity.
2. The two coal-fired generating units in Hayden, representing 465 MW of generating capacity.
3. The Taylor Draw Hydroelectric Facility in Rio Blanco County, representing 2 MW of generating capacity (Synapse Energy Economics 2021).

Electricity generated in Craig and Hayden ties into the Tri-State Generation and Transmission Association, Inc. (Tri-State), transmission system (Tri-State 2024a). Specifically, electricity from these units is delivered to the Craig Junction substation, from which electricity can be transmitted along multiple high-voltage transmission lines that are part of the high-voltage transmission network that serves the western United States.

The coal-fired plants in both Craig and Hayden are scheduled to retire by 2028, driven in part by Colorado's emissions goals such as *The Roadmap to 100% Renewable Energy by 2040 and Bold Climate Action* (Colorado Energy Office 2019). Multiple renewable generation facilities have been approved or proposed in the region, including Axial Basin Solar¹¹ (145 MW), the Trapper Solar Project (250 MW), the Yampa Valley Regional Solar Garden (4 MW), and Xcel Energy's proposed biomass power plant (19 MW) and solar facility (200 MW). However, these approved or proposed facilities would not fully compensate for the generation capacity lost when the coal-burning facilities in Craig and Hayden retire and most of these facilities would not produce dispatchable electricity.

3.1.2.2 MINING

3.1.2.2.1 Moffat County

Coal mining played a central role in the development of Moffat County. In the early 1900s, David Moffat funded the construction of a railroad in an attempt to access the northwestern corner of Colorado and its undeveloped coal (Colorado Encyclopedia 2024a). Coal extraction peaked between 1943 and 1951. Although coal production has declined, particularly over the past two decades, the county has seen a notable increase in oil and natural gas extraction.

¹¹ Construction of Axial Basin Solar is scheduled to be complete in the fourth quarter of 2024.

Coal mining continues to play a role in Moffat County's economy. As of 2024, two of Colorado's seven remaining operational coal mines are located in Moffat County: the Trapper Mine and the Colowyo Coal Mine. Together, these mines produced 3.77 million tons of coal in 2021 and employed 278 workers. In addition, Moffat County is home to one of the six remaining coal-fueled electrical power plants in Colorado, the Craig Station, which employs 153 individuals (Colorado Department of Labor and Employment [CDLE] 2024). The financial impact of the mining and energy sectors on Moffat County's tax revenue is substantial. Craig Station contributes 37% of the county's total tax revenue, while the two coal mines provide an additional 7%. Combined, these sectors account for 44.9% of the total property taxes in the county (Perry 2020). Based on data presented in Section 3.2, employment at coal facilities in Moffat County has been declining, reflecting a gradual phasing out at some facilities has already been occurring over the last few years.

Employment in Moffat County's mining sector has experienced wide fluctuations over the decades. Mining employment peaked in 1985 at 1,004 workers, then declined until 2001, followed by an increase until 2008, reaching 754 workers. Since then, mining employment has steadily declined, reaching 425 workers in 2022, or 5.9% of workers in the county. This trend reflects broader economic shifts and the declining demand for coal. During the period from 1970 to 2000, other sectors in Moffat County saw steady growth. Government employment, along with jobs in services, retail, and health care, increased significantly. By 2022, these sectors had become the top employment industries in the county, with mining falling from the third largest employment sector in 2008 to the eighth largest by 2022. The leading employment sectors now include government, retail trade, health care and social assistance, farming, accommodation and food services, and construction (Headwaters Economics 2024).

Earnings trends in Moffat County's mining industry also illustrate its changing role in the local economy. Mining earnings peaked in 1985 and remained the top industry for earnings until 1997, when government sector earnings saw a steep increase and took over as the top earner. Although mining earnings increased again from 2001 to 2008, they have steadily declined since. Despite this decline, mining remains the second-largest earnings industry in the county, accounting for \$55.3 million, or 14.2% of all earnings, behind government and slightly above health care and social assistance, retail trade, and construction.

These trends highlight the evolving economic landscape of Moffat County, where traditional industries like mining are gradually being overtaken by more stable and growing sectors such as government, retail, and health care. The county's efforts to diversify its economy and adapt to changing market conditions will be necessary for its future economic stability and growth.

The coal mining industry faces challenges including market volatility, fluctuating demand, and increasing environmental regulations aimed at reducing carbon emissions. These factors have led to declines in production and employment. The planned closure of the Craig Station by 2028 is a reflection of the region's transition away from coal. Efforts to diversify the local economy and invest in alternative energy sources, such as natural gas and renewables and various aspects of nuclear and geothermal energy, are critical for ensuring a sustainable economic future for Moffat County as it navigates the decline of its traditional coal industry (Colorado Encyclopedia 2024a).

3.1.2.2.2 Rio Blanco County

Rio Blanco County has a long history of mining and extraction dating to the early 1900s. Although the county has large deposits of oil, coal, and natural gas, unfavorable market conditions and radioactivity have hindered development of many of the resources (Colorado Encyclopedia 2024b). Despite the challenges, the mining industry employs a significant portion of the county's workforce. Rio Blanco County's mining sector, specifically centered around the Deserado Mine—the only active coal mine in the region—produced 2.71 million tons of coal in 2021 and employed 153 workers. Despite possessing large

deposits of oil, coal, and natural gas, development has been constrained by market conditions and geological challenges (CDLE 2024).

The county experienced its peak mining employment in 1981 with 1,894 workers. However, a dramatic drop-off ensued, and by 2000, employment had stabilized around 500. A brief resurgence occurred, peaking again at 1,096 workers in 2008, but by 2022, numbers had settled back to around 591, accounting for 13% of the workforce in the county. The primary sectors for employment now include government, mining, and farming—the latter seeing steady growth since 2000.

Earnings within the mining sector have seen considerable fluctuation over the years. The sector dominated the county's earnings from 1970 until 2000, saw a resurgence in 2008, but then experienced a rapid fall until 2016. Recently, there has been a slow recovery, though mining still competes with construction and government sectors for top earnings, with government consistently outperforming others since 2015. Mining now accounts for \$79.8 million of earnings, or 32% of all labor earnings in the county.

Rio Blanco County, despite a downturn in mining and production, continues to address environmental challenges linked to industrial activities. The Deserado Mine, for instance, emits approximately 23,000 tons of methane each year, contributing to high regional levels of air pollution. This was highlighted in 2013, when ozone levels in Rangely surpassed federal limits by 40%. The economic landscape has also shifted, highlighted by ExxonMobil's 2016 decision to relinquish its local lease due to an excess of natural gas globally and better oil reserves in other states. Despite these challenges, the county strives to maintain a balance between economic growth and environmental sustainability.

3.1.2.2.3 Routt County

Mining in Routt County traces its roots back to 1873 when major coal deposits were discovered, although initial interest was more focused on gold until the advent of the Union Pacific Railroad in Steamboat Springs. This development allowed coal to be shipped across the state and nation, encouraging more intensive mining operations. By 1892, the USGS confirmed the coal deposits, leading to the establishment of several small mines. As the rail network expanded, larger corporate operations replaced smaller ventures, shifting from traditional shaft mining to strip mining by the 1960s.

Today, Routt County is home to one operational coal mine, the Foidel Creek Mine (Twentymile Coal), which produced 1.74 million tons of coal in 2021 and employed 168 workers (CDLE 2024). Additionally, the Hayden Station, a coal-fueled power plant in the county, significantly contributes to the local economy, accounting for 14.8% of the county's property taxes. Despite the enduring presence of these industries, the economic landscape of Routt County has evolved, with mining now employing only 338 of the 25,356 workers in the county, representing a mere 1.3% of total employment. The peak of mining employment was in 1980 with 945 employees, but since then, the industry has experienced a steady decline. This marks a significant shift, with mining now ranked 14th in employment sectors as the region diversifies into tourism-related industries like real estate, accommodation, food services, and retail, which have seen growth due to expanding tourism infrastructure.

Similarly, mining earnings peaked in 1979 at \$150.7 million but have since fluctuated. By 2022, mining's contribution to county earnings had diminished to just 2%, amounting to \$30.1 million. This positions mining 13th among county industries in terms of earnings, with government and construction as the major contributors. The decline in mining's economic dominance coincides with Routt County's increased focus on tourism and service-oriented industries, which now drive the local economy.

Table 3.1-10 presents statistics on the mining industry in the study area. Mining is one of the most important non-service industries in the study area and employs a higher proportion of the workforce than it does in Colorado as a whole.

Table 3.1-10. Mineral and Oil Extraction Statistics, Expressed in 2022 Dollars

Statistic	Moffat County	Rio Blanco County	Routt County	Colorado
Employment (2022)	375	542	231	20,666
Percent of total employment (2022)	8.3%	19.0%	1.5%	0.7%
Average annual wages per person (2022)	\$104,864	\$101,245	\$97,910	\$159,445

Source: Headwaters Economics (2024).

Note: These data originate from the Bureau of Labor Statistics and differ from those shown in certain tables above, which report USCB ACS 5-year estimates. Despite the discrepancies, data from both sources are useful for identifying regional trends.

3.1.2.3 CONSTRUCTION

Table 3.1-11 reports the number of construction workers associated with the counties, cities, and towns in the study area. In total, 66.4% of the 2,770 construction workers in the study area live in Routt County; more than half of them (989) reside within Steamboat Springs. Moffat County has 687 construction workers, of which 65.6% reside in Craig.

Table 3.1-11. Number of Construction Workers within the Study Area

Geographic Area	Number of Employed Construction Workers
<i>Moffat County</i>	687
Craig	451
Dinosaur	83
<i>Rio Blanco County</i>	244
Meeker	85
Rangely	118
<i>Routt County</i>	1,839
Hayden	217
Oak Creek	107
Steamboat Springs	989
Yampa	17
Study Area Total	2,770

Source: UCSB (2023f).

3.1.3 Environmental Justice

Executive Order (EO) 12898, *Federal Actions to Address Environmental Justice in Minority Populations and Low-Income Populations*, requires federal agencies to consider environmental justice to be part of their mission. Its intent is to promote fair treatment of people of all races and income levels so no person or group of people bears a disproportionate share of the negative effects from the country's domestic and foreign programs (*Federal Register* 59:7629, 16 February 1994). The order requires that proposed projects be evaluated for "disproportionately high adverse human health and environmental effects on

minority populations and low-income populations.” The fundamental principles of environmental justice require federal agencies to do the following:

- Avoid, minimize, or mitigate disproportionately high and adverse human health and environmental effects, including social and economic effects, on minority populations and low-income populations.
- Ensure the full and fair participation by all potentially affected communities in the decision-making process.
- Prevent the denial of, reduction in, or significant delay in the receipt of benefits of the project by minority and low-income populations.

In 2021, EO 13990, *Protecting Public Health and the Environment and Restoring Science to Tackle the Climate Crisis*, broadly reaffirmed the importance of environmental justice, and EO 14008, *Tackling the Climate Crisis at Home and Abroad*, updated elements of the environmental justice assessment process. EO 14008 also introduced the Justice40 initiative, under which the federal government established a goal that 40% of the overall benefits of certain federal investments flow to disadvantaged communities that are marginalized, underserved, and overburdened by pollution. In 2023, EO 14096, *Revitalizing Our Nation’s Commitment to Environmental Justice for All*, encouraged a “whole of government approach” to ensure environmental justice.

However, none of the recent EOs fundamentally changes the way environmental justice assessments are performed. The primary guidance for implementing environmental justice assessments at the federal level is Council on Environmental Quality (1997), which was prepared in response to EO 12898 and outlines principles for environmental justice analysis; this guidance is supplemented by the U.S. Department of Energy (DOE) (2004). The Federal Interagency Working Group on Environmental Justice and NEPA Committee (FIWG) provides additional guidance on how to identify minority populations under these two standards (FIWG 2016) and identifies and discusses a range of potential approaches for assessing environmental justice (FIWG 2019).

Pursuant to Council on Environmental Quality (1997) guidance, the following criteria were used to identify block groups for inclusion in the environmental justice evaluation:

- Minority populations are present in a block group if the proportion of persons who identify as something other than “white alone, non-Hispanic” is either a) greater than 50%; or b) equal to or greater than 110% of the corresponding county-level proportion.
- Low-income populations are present in a block group if the proportion of persons whose income is equal to or less than the federal poverty level is either a) greater than 50%; or b) equal to or greater than the corresponding county-level proportion.

Any block group with minority and/or low-income populations is identified as an environmental justice block group.

Table 3.1-12 and Figures 3.1-1 through 3.1-3 summarize the environmental justice status of the block groups in the study area. Table 3.1-13 identifies each block group, reports the minimum distance between the block group and the Project area, and applies the criteria above to identify potential environmental justice populations. The table also presents the proportion of persons in each block group who have limited English proficiency. The latter can be used to inform public outreach efforts and engagement opportunities.

Table 3.1-12. Summary of Environmental Justice and Limited English Proficiency Status Among Block Groups in the Study Area

Environmental Justice Characteristic	Moffat County (block groups)	Rio Blanco County (block groups)	Routt County (block groups)
Total Block Groups	15	7	24
Environmental Justice Communities	11	6	12
Minority	5	1	1
Low-Income	3	3	5
Minority and Low-Income	3	2	6
Limited English Proficiency	8	2	6

^a Minority block groups are defined as those in which the percentage of the block group's population self-identifying as something other than "white-alone not Hispanic" exceeds 50% OR if the percentage of the block group's population self-identifying as something other than "white-alone not Hispanic" exceeds 110% of the same measure for the county in which the block group is located.

^b Low-income block groups are defined as those in which 50% of the households are defined as low income, OR the proportion of low-income households exceeds the same measure for the county within which the block group is located.

^c A person with limited English proficiency is defined as a person, aged 5 or older, reported in Table B16004 of the 2023 ACS 5-year estimates as speaking English "less than very well."

Most groups that meet one or more criteria for identifying a potential environmental justice population are located in population centers such as Craig, Hayden, and Steamboat Springs. The Project area intersects two block groups in Moffat County: Census Tract 3, Block Group 1 and Census Tract 6, Block Group 2. Neither of these block groups meet any criteria for an environmental justice population. In addition, fewer than 5% of persons in these two block groups meet the criteria for limited English proficiency. The block group containing most of central and western Moffat County is 49% people who identify as Hispanic, which is more than the county-wide average of 26%; this qualifies this block group as a minority population according to the regulatory criterion.

Table 3.1-13. Identification of Minority, Low-Income, and Limited English Proficiency within the Study Area

Block Group ID Number	Geographic Area	Minimum Distance to Project (miles)	Population	Proportion Minority (%)	Proportion Low-Income (%)	Environmental Justice Population*	Proportion Limited English Proficiency (%)
	Colorado		5,770,790	33.8%	9.6%	N/A	5.5%
	Moffat County		13,232	21.6%	15.9%	N/A	4.0%
1	Block Group 1, Census Tract 3	0.0	1,018	8.2%	9.8%	No	1.6%
2	Block Group 2, Census Tract 3	2.3	2,229	4.6%	20.2%	Yes	0.0%
3	Block Group 1, Census Tract 4	1.8	698	46.6%	7.7%	Yes	13.6%
4	Block Group 2, Census Tract 4	2.8	769	31.3%	20.5%	Yes	6.2%
5	Block Group 3, Census Tract 4	2.8	857	27.9%	18.6%	Yes	7.9%
6	Block Group 4, Census Tract 4	2.0	1,062	15.5%	31.0%	Yes	0.0%
7	Block Group 5, Census Tract 4	2.0	1,001	34.2%	14.2%	Yes	6.5%
8	Block Group 1, Census Tract 5	2.5	864	12.6%	12.8%	No	4.2%
9	Block Group 2, Census Tract 5	2.6	440	20.5%	11.7%	No	7.4%
10	Block Group 3, Census Tract 5	3.1	897	30.2%	9.6%	Yes	5.0%
11	Block Group 4, Census Tract 5	2.7	1,156	27.7%	13.5%	Yes	11.8%
12	Block Group 5, Census Tract 5	1.5	602	8.3%	17.2%	Yes	0.0%
13	Block Group 6, Census Tract 5	2.2	302	30.1%	21.1%	Yes	0.0%
14	Block Group 1, Census Tract 6	13.8	769	49.2%	10.0%	Yes	0.0%
15	Block Group 2, Census Tract 6	0.0	568	8.6%	9.4%	No	0.0%
	Rio Blanco County		6,511	17.6%	11.8%	N/A	2.5%
16	Block Group 1, Census Tract 9511	14.4	535	14.6%	15.3%	Yes	8.6%
17	Block Group 2, Census Tract 9511	20.7	894	5.5%	16.8%	Yes	0.0%
18	Block Group 3, Census Tract 9511	34.1	629	33.2%	21.1%	Yes	12.9%
19	Block Group 4, Census Tract 9511	33.3	1,827	23.4%	3.5%	Yes	1.1%
20	Block Group 1, Census Tract 9512	37.3	584	11.6%	5.3%	No	0.0%

Block Group ID Number	Geographic Area	Minimum Distance to Project (miles)	Population	Proportion Minority (%)	Proportion Low-Income (%)	Environmental Justice Population*	Proportion Limited English Proficiency (%)
21	Block Group 2, Census Tract 9512	69.3	641	0.8%	16.4%	Yes	0.0%
22	Block Group 3, Census Tract 9512	68.0	1,401	22.2%	16.0%	Yes	1.6%
	Routt County		24,944	16.5%	8.5%	N/A	1.7%
23	Block Group 1, Census Tract 1	28.0	941	11.1%	20.8%	Yes	0.0%
24	Block Group 2, Census Tract 1	2.0	954	9.5%	6.6%	No	0.0%
25	Block Group 1, Census Tract 2	6.6	979	24.0%	10.7%	Yes	4.1%
26	Block Group 2, Census Tract 2	7.2	1,203	8.6%	8.6%	Yes	2.9%
27	Block Group 1, Census Tract 3	0.5	1,308	9.6%	1.5%	No	0.9%
28	Block Group 2, Census Tract 3	24.4	1,122	7.8%	6.6%	No	0.0%
29	Block Group 1, Census Tract 4	22.4	707	12.4%	0.0%	No	0.0%
30	Block Group 2, Census Tract 4	27.3	1,633	19.2%	8.6%	Yes	2.1%
31	Block Group 3, Census Tract 4	29.5	1,317	51.8%	18.2%	Yes	6.4%
32	Block Group 1, Census Tract 5	31.4	973	23.1%	19.5%	Yes	0.0%
33	Block Group 2, Census Tract 5	31.5	419	4.5%	4.2%	No	0.0%
34	Block Group 3, Census Tract 5	31.9	1,385	10.2%	5.1%	No	0.0%
35	Block Group 4, Census Tract 5	25.6	1,557	24.0%	10.3%	Yes	8.1%
36	Block Group 1, Census Tract 6	32.2	716	2.2%	2.2%	No	0.0%
37	Block Group 2, Census Tract 6	32.1	1,563	12.9%	7.9%	No	1.6%
38	Block Group 3, Census Tract 6	31.9	661	1.8%	18.0%	Yes	0.6%
39	Block Group 1, Census Tract 7.01	32.9	1,169	17.9%	14.3%	Yes	0.0%
40	Block Group 2, Census Tract 7.01	32.3	1,104	11.2%	0.0%	No	2.9%
41	Block Group 1, Census Tract 7.02	33.4	782	15.6%	0.0%	No	0.8%
42	Block Group 2, Census Tract 7.02	33.3	605	38.8%	0.7%	Yes	2.8%
43	Block Group 1, Census Tract 7.03	33.3	961	22.2%	22.4%	Yes	0.9%

Block Group ID Number	Geographic Area	Minimum Distance to Project (miles)	Population	Proportion Minority (%)	Proportion Low-Income (%)	Environmental Justice Population*	Proportion Limited English Proficiency (%)
44	Block Group 2, Census Tract 7.03	32.9	592	13.2%	10.5%	Yes	0.0%
45	Block Group 1, Census Tract 8	26.1	582	16.0%	6.3%	No	0.0%
46	Block Group 2, Census Tract 8	29.5	1,711	12.8%	2.1%	No	0.0%

Sources: USCB (2023a, 2023k, 2023l).

Note: Blue shading indicates block group data meet one or more criteria for an environmental justice population. Orange highlighting indicates block groups with a proportion of persons with limited English proficiency greater than 5%.

* "Yes" implies that block group meets criteria for any combination of minority and low-income.

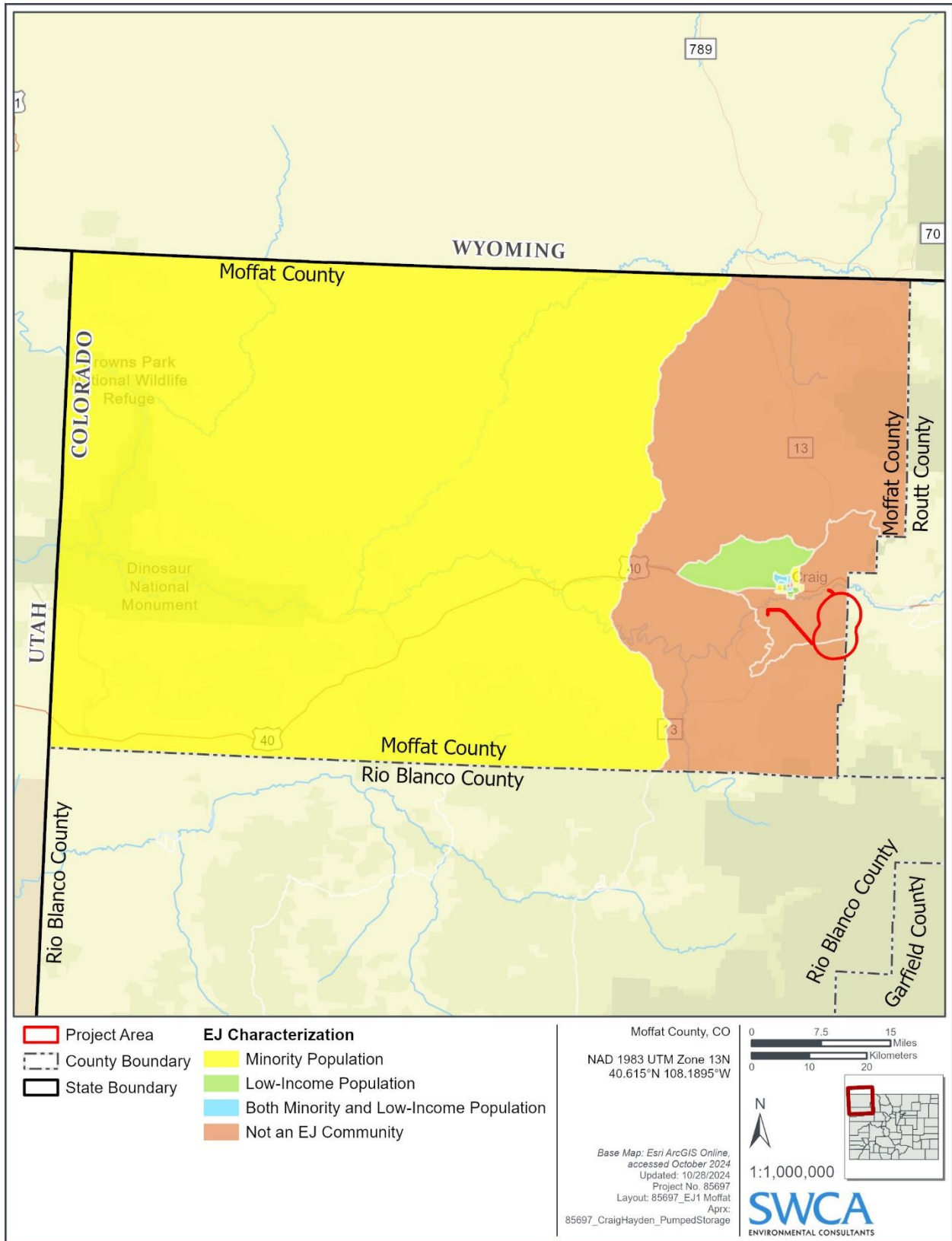


Figure 3.1-1. Location of environmental justice populations in Moffat County.

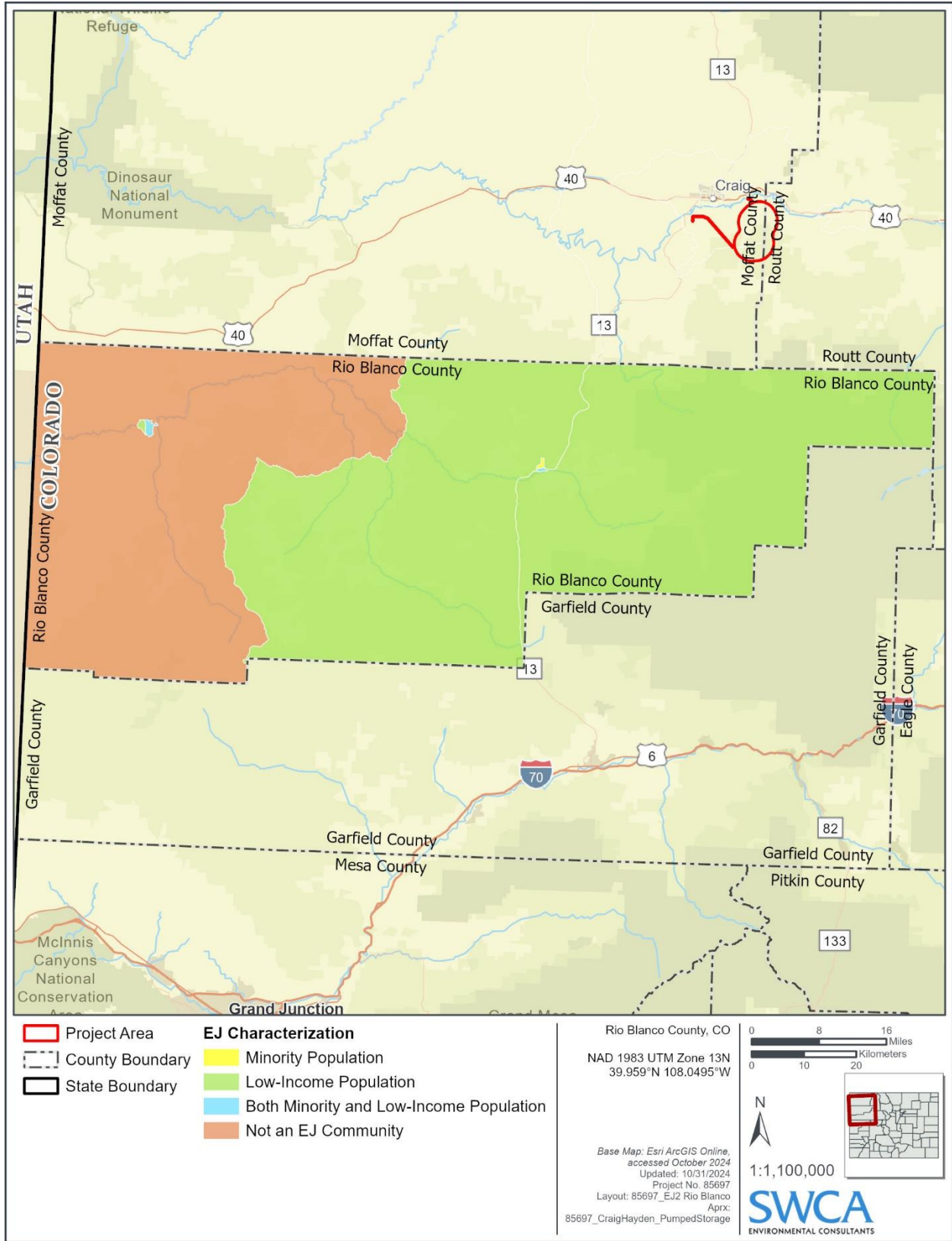


Figure 3.1-2. Location of environmental justice populations in Rio Blanco County.

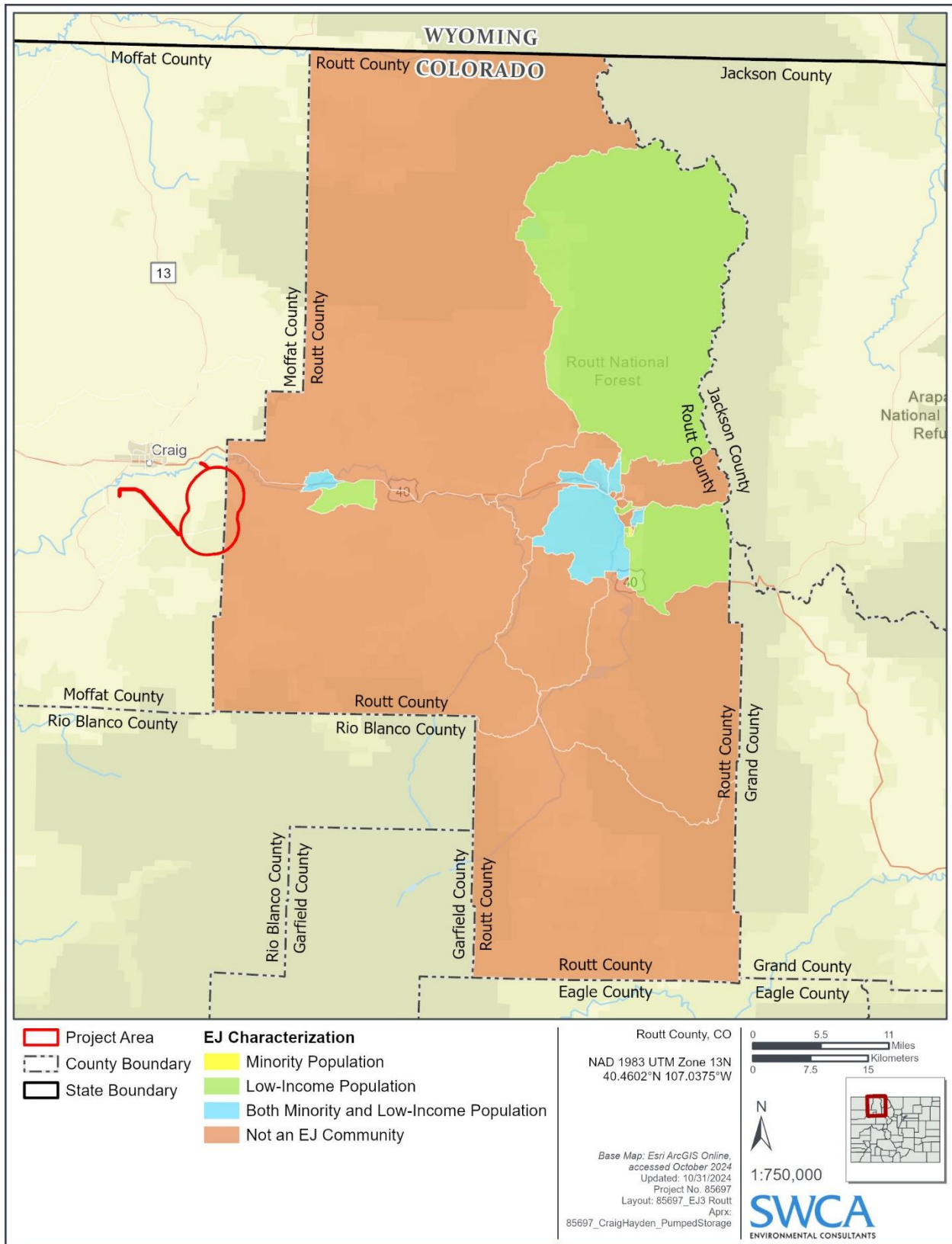


Figure 3.1-3. Location of environmental justice populations in Routt County.

3.2 Future Socioeconomic Conditions (without Project)

The coal industry is important within the study area. Perry (2020) estimated the following contribution of coal to the economy of the study area (Table 3.2-1). Perry included three sources of contribution: industry contribution, severance and Federal mineral lease taxes, and ad valorem taxes. While the taxes are important, the direct industry contribution is by far the largest contributor, accounting for 89.0% of the jobs and more than 90.0% of labor income, regional GDP, and output.

Table 3.2-1. Economic Contribution of Coal to the Study Area

Source	Employment	Labor Income	Regional GDP	Output
Direct Industry Contribution	2,549	\$212,979,143	\$601,711,713	\$1,121,168,302
Severance and Federal Mineral Lease Taxes	49	\$2,850,016	\$3,651,569	\$5,105,132
Ad valorem taxes	265	\$12,584,725.57	\$16,133,543	\$20,832,076
Total	2,863	\$228,413,885	\$621,496,825	\$1,147,105,510
Proportion from Direct Industry Contribution	89.0%	93.2%	96.8%	97.7%

Source: Perry (2020).

The remainder of this section focuses on the economic changes to the assessment area associated with the planned closures of the Craig and Hayden generating stations and their two associated mines (Trapper Mine and Colowyo Mine, respectively). Such changes were studied by Perry (2020) using pre-COVID economic data. The results, summarized in Table 3.2-2, have been widely cited.

Table 3.2-2. Previously Estimated Economic Contribution of the Craig and Hayden Generating Stations and the Trapper and Colowyo Mines

County	Employment	Labor Income	Regional GDP	Output
Moffat	1,372.14	\$108,788,088	\$318,357,751	\$622,773,045
Rio Blanco	141.52	\$12,296,892	\$36,435,606	\$58,051,884
Routt	387.09	\$31,117,582	\$55,134,712	\$120,500,669
Total	1,900.75	\$152,202,562	\$409,928,069	\$801,325,598

Source: Perry (2020).

Note: Based on 2018 data.

In this study, SWCA updates the estimated contribution of the two generating stations and two mines using the most recent available data. This includes more recent data on the numbers of workers employed in potentially affected industries and more recent data on the economy (that should incorporate any changes due to COVID-19 or other factors) as embodied in IMPLAN.

Section 3.2.1 presents an overview of the assessment methods, using IMPLAN, an industry standard approach. Section 3.2.2 discusses the expected changes in employment, income, regional GDP, and total economic output in the assessment area. Section 3.2.3 discusses estimated changes in government taxes and revenues in the assessment area, estimated using a combination of IMPLAN and other sources.

Craig Station and the Trapper and Colowyo mines are located in Moffat County and Hayden Station is located in Routt County. The generating stations are currently scheduled for closure by the end of 2028,

and the two mines are likely to follow similar closure schedules (CDLE 2024). Together the generating stations and mines directly employ 505 workers, including 395 in Moffat County, 74 in Routt County, and 36 in Rio Blanco County (see Table 3.2-3 and Table 3.2-4). The current total is 29% less than the 712 workers in Perry’s (undated) study using pre-COVID data, indicating that the workforce has already undergone changes in the last several years.

Table 3.2-3. Power Stations Scheduled for Closure

Power Station	County	Workers	Capacity	Net Generation in 2022 (megawatt hours)
Craig Station	Moffat County	153	1,285 MW	7,507,807
Hayden Station	Routt County	74	441 MW	2,945,081

Source: CDLE (2024); USEIA (2022a).

Table 3.2-4. Mines Scheduled for Closure

Mine	County	Workers (2022)	Production (2021)	Power Station Supplied
Trapper Mine	Moffat County	105	1.57 million tons	Craig Station
Colowyo Mine	Moffat County	173 ¹	2.2 million tons	Hayden Station

Source: CDLE (2024).

¹ The Colowyo Mine is located on the border of Moffat and Rio Blanco counties and an estimated 21% of the workers live in Rio Blanco County.

3.2.1 Assessment Approach

This study uses the same general approach used in the Colorado Mesa University study (Perry undated). The approach uses the software package IMPLAN, which is discussed in Section 2.8. To estimate future economic conditions in the study area after the closure of the Craig and Hayden generating stations and the Trapper and Colowyo mines, the approach in this analysis is to determine what share of current economic conditions in the assessment area is created by the facilities, which is then an indication of the share of current economic conditions that would be lost in the absence of the facilities. Within the IMPLAN model, an Industry Contribution Analysis¹² is conducted to capture the current economic activity of the power plants and the mines.

Of the three categories estimated by Perry (2020), only the direct industry contribution could be estimated using the data available to SWCA. As noted above, this approach is expected to capture at least 90% of the potential economic contribution. The corresponding IMPLAN industries used in the analysis include:

- Coal Mining (IMPLAN industry 21);
- Electric Power Generation – Fossil Fuel (IMPLAN industry 40); and
- Electric Power Transmission and Distribution (IMPLAN industry 47).

3.2.2 Employment, Income, Regional GDP, and Economic Output

Impacts from the loss of direct employment and spending associated with the generating stations and mines would ripple through the local economy as the worker wages that were once spent in the

¹² Industry Contribution Analysis (ICA) is “a method used to estimate the value of an Industry or group of Industries in a region, at their current levels of production. While the focus of the analysis still looks at backward linkages, the purpose of this analysis differs from the standard economic impact analysis. ICA shows the relative extent and magnitude of the industry, event, or policy in the study area” (Lucas 2019).

community on rent and housing, healthcare, groceries, and recreation and entertainment would no longer be available to support those industries. Local spending by the generating stations and mines would no longer flow to local supplier businesses providing services, materials, and equipment. This analysis uses the IMPLAN model to estimate the extent to which the employment and operational spending of these facilities currently contribute to the local economy.

3.2.2.1 EMPLOYMENT

The contribution of the Craig and Hayden generating stations and the Trapper and Colowyo mines to employment in the study area is summarized in Table 3.2-5. Direct employment contributions come from jobs in the specified industries (Coal Mining, Electric Power Generation – Fossil Fuel, and Electric Power Transmission and Distribution). All else remaining equal, the jobs in Table 3.2-5 would be lost once the coal facilities close. The IMPLAN data for existing conditions estimates a total employment of 33,535 jobs, which is more than the approximately 22,829 presented in Section 0, which was derived from USCB data. The percent change in employment estimated by IMPLAN is -3.3%.¹³ Applying this percent change to the 22,829 existing jobs yields a loss of 758 jobs. This is considered our best point estimate of the change in jobs from closure of the facilities.

Table 3.2-5. Employment (number of jobs)

County	Direct	Indirect	Induced	Total
Moffat County	401.2	288.7	234.1	923.9
Rio Blanco County	36.3	2.5	13.0	51.8
Routt County	74.2	34.8	66.7	175.7
Total	511.7	326.0	313.8	1,151.4

Source: IMPLAN estimates.

Note: The numbers of workers estimated by IMPLAN differs slightly from those reported in the tables above.

3.2.2.2 INCOME

Employee compensation includes all wages and benefits paid to employees or otherwise provided by their employer. The contribution of the Craig and Hayden generating stations and the Trapper and Colowyo mines to employee compensation in the study area is summarized in Table 3.2-6. The IMPLAN data for existing conditions has income of approximately \$1.6 million, which is more than the approximately \$1.1 million calculated from USCB data in Section 3.1.1.2. The percent change in employee income estimated by IMPLAN is -7.3%.¹⁴ Applying this percent change to the existing income of \$1.1 million yields a loss in employee income of \$77.3 million. This is considered our best point estimate of the change in employee income from closure of the facilities.

Table 3.2-6. Employee Compensation

County	Direct	Indirect	Induced	Total
Moffat County	\$71,031,784	\$16,452,197	\$8,728,189	\$96,212,171
Rio Blanco County	\$5,518,000	\$242,996	\$332,251	\$6,093,247
Routt County	\$12,353,770	\$1,926,628	\$2,912,723	\$17,193,120

¹³ $(33,535 - 1151) \div 33,535 - 1 = -0.033$.

¹⁴ $(\$1,627,305,523 - \$119,498,538) \div 1,627,305,523 - 1 = -7.3\%$.

County	Direct	Indirect	Induced	Total
Total	\$88,903,554	\$18,621,822	\$11,973,163	\$119,498,538

Source: IMPLAN estimates.

3.2.2.3 REGIONAL GDP

The IMPLAN model includes the estimated Value Added to the local economy, which is an equivalent measure of the local GDP. Table 3.2-7 summarizes the contribution of the generating stations and mines to the regional GDP as reported in IMPLAN's Value Added.

Table 3.2-7. Regional GDP

County	Direct	Indirect	Induced	Total
Moffat County	\$231,709,324	\$50,077,314	\$23,040,614	\$304,827,251
Rio Blanco County	\$5,518,000	\$726,660	\$1,182,275	\$7,426,934
Routt County	\$48,115,116	\$3,619,603	\$7,202,624	\$58,937,342
Total	\$285,342,439	\$54,423,576	\$31,425,512	\$371,191,528

Source: IMPLAN estimates.

3.2.2.4 TOTAL ECONOMIC OUTPUT

The total economic output is the total value of the industry production and in most industries is the equivalent of the total sales or total revenue. Table 3.2-8 summarizes the contribution of the generating stations and mines to the total economic output in the study area.

Table 3.2-8. Total Output

County	Direct	Indirect	Induced	Total
Moffat County	\$426,698,608	\$118,503,339	\$40,162,987	\$585,364,934
Rio Blanco County	\$5,518,000	\$1,864,632	\$2,108,074	\$9,490,706
Routt County	\$111,693,407	\$7,199,080	\$11,834,677	\$130,727,164
Total	\$543,910,016	\$127,567,050	\$54,105,737	\$725,582,803

Source: IMPLAN estimates.

3.2.3 Government Taxes and Revenues

The IMPLAN model also produces an estimate of the tax revenues currently generated by the economic activity linked to the generating stations and the mines (Table 3.2-9); however, these estimates are generated by broad assumptions regarding the economic contributions and transactions in the current economy and do not include specific information on the taxes associated with coal extraction or the property value changes of the facilities.

Table 3.2-9. IMPLAN's Estimated Tax Impacts

Jurisdiction	Direct	Indirect	Induced	Total
Federal	\$26,665,878	\$6,103,490	\$3,625,804	\$36,395,172

Jurisdiction	Direct	Indirect	Induced	Total
State	\$16,966,607	\$3,323,198	\$1,703,270	\$21,993,075
County/Local	\$25,843,940	\$4,734,621	\$2,511,636	\$33,090,197
Total	\$69,476,424	\$14,161,310	\$7,840,709	\$91,478,443

Source: IMPLAN estimates.

For the purposes of this study, the county and local taxes and government revenues are more important than federal and state taxes. Perry (2020) provides a detailed breakdown of taxes and government revenues from coal mining and coal-fired generation in the study area. Ad valorem taxes from coal mining and generation total \$19.7 million in the study area, and distributions from severance and Federal mineral lease taxes total \$2.4 million. Ad valorem taxes for the two generating stations and two mines considered in this study total approximately \$17.5 million (Table 3.2-10). Distributions to school districts and county and local governments from the two stations and two mines are estimated to be \$2.1 million.

Table 3.2-10. Estimated Ad Valorem Taxes

County	Craig Station	Hayden Station	Trapper Mine	Colowyo Mine	Total
Moffat	\$9,970,574	n/a	\$991,925	\$1,162,391	\$12,124,890
Rio Blanco	n/a	n/a	n/a	\$135,717	\$135,717
Routt	n/a	\$5,203,532	n/a	n/a	\$5,203,532
Total	\$9,970,574	\$5,203,532	\$991,925	\$1,298,108	\$17,464,139

Source: Perry (2020).

Note: 2018 data.

3.2.4 Tri-State Electric Resource Plan Settlement

Tri-State is a not-for-profit cooperative power supplier (Tri-State 2024b). Tri-State is a part-owner and the operator of the Craig Station. As part of its Electric Resource Plan and Settlement filed in December 2023 and approved by state regulators in August 2024, Tri-State has committed to providing \$22 million in direct benefits to the communities of Northwest Colorado over several years (Tri-State 2024c, 2024d). It is unknown at this time how the money would be distributed, but local elected officials have indicated it would be placed in an economic development fund, where interest earned would be distributed and principal maintained, with distribution criteria yet to be established. However, none of it is earmarked for development of the Craig-Hayden Pumped Storage Project and the benefits are not a direct replacement for government taxes and revenues lost because of reductions in coal mining and electricity generation (personal communication with Jeff Comstock, 7 September 2024). This report does not further consider or attempt to model the economic impacts of the Tri-State Settlement; however, it should be noted that the impacts to communities would be somewhat less than those estimated herein because of the Settlement.

3.2.5 Future Conditions in Context

The economic modeling above shows that the closure of the four coal facilities will have significant impacts on the economy of the study area, all else remaining equal (see Table 3.2-11). Estimated losses include approximately 760 jobs, \$77 million in employee income, \$371 million in GDP, and \$726 million in output (analogous to revenue across the study area's economy). In addition, closure of the four coal facilities is estimated to reduce county and local taxes and government revenues by approximately \$33 million, a reduction of approximately 21%. The civilian labor force in the study area is approximately

24,000 workers. A reduction of 760 jobs represents an 80% increase of the number of unemployed persons (from 947 to 1,705) and the unemployment rate (from 4.0% to 7.2%).

Table 3.2-11. Comparison of Economic Indicators in the Study Area (Annual)

Estimated Total Impact	Existing Conditions	Future without Project	Difference (Future without Project – Existing Conditions)
Employment	22,829 ^a	22,071	-758
Unemployment	947 ^a	1,705	758
Unemployment Rate	4.0% ^a	7.2%	3.2%
Income	\$1,052,827,822 ^b	\$975,515,121	-\$77,312,701
Regional GDP	\$3,529,945,646.92	\$3,158,754,119	-\$371,191,528
Output	\$6,662,146,862.16	\$5,936,564,059	-\$725,582,803
County / Local Government Taxes and Revenue	\$233,444,834 ^a	\$200,354,637	-\$33,090,197

Note: except as noted, all data comes from or is estimated using IMPLAN.

^a From Section 3.1.

^b Income for existing conditions is calculated from data in Section 3.1 as: income = population × income per capita.

The large percentage increase in unemployment is important because in addition to the economic consequences, unemployed persons are more likely to suffer physical and mental health problems and are more likely to need government assistance of various kinds (Nelson 2022; Society For the Psychological Study of Social Issues 2024). In addition, the entire community can face negative impacts, not just those who lose their jobs; higher rates of crime, alcohol and drug abuse, and domestic violence are associated with higher employment rates (Soliman 2005).

Another important finding is the large reduction in the tax base. This reduces the ability of county and local governments to provide public services, maintain infrastructure, and perform other functions of government. Like unemployment, the reduction in the tax base can therefore negatively impact the entire community. Tri-State, which operates the Craig Station, supports the community in other ways, particularly through charitable donations (Post Independent 2022). The potential loss of these donations further exacerbates the negative impacts. The reduction in taxes and charitable donations is likely to disproportionately impact the more vulnerable members of the community, as they are more likely to receive government or charitable assistance.

In summary, the above analysis lines up with previous studies of the closure of coal facilities in Northwest Colorado, which have found impacts characterized as “staggering” (NACO 2024). The following two sections consider the potential of the Project to offset some of these negative impacts.

3.3 Workforce Assessment and Training Needs

As the Craig and Hayden generating stations, along with the Trapper and Colowyo mines, close in the coming years, some of their employees, along with other displaced coal workers, may seek local employment opportunities; the Project may offer one such opportunity. This workforce and training needs assessment characterizes the trades and skills of local workers that may become available as Colorado works to reduce carbon emissions and compares those to the trades and skills of the workforce needs associated with the Project. The purpose of this comparison is twofold. The first goal is to evaluate the potential for workers currently employed in coal-mining-related industries and who lose their job as Colorado transitions to a low carbon economy, to be employed by the Project. The second goal is to

identify training that, if offered to current employees of coal-related industries, would increase their suitability for employment by the Project.

3.3.1 Existing Workforce and Future Workforce Availability in the Study Area

Section 3.1.1.2 of this report uses USCB data to characterize the size of the civilian workforce (23,776 persons), their distribution across economic sectors (mining and construction are important in Moffat, Routt and Rio Blanco Counties), and per capita income (ranging from \$64,000 to \$95,000). Section 3.1.1.2 also reports approximately 947 unemployed persons currently in the region. In 2023, the Craig and Hayden Stations along with the Trapper and Colowyo mines were estimated to employ a total of 505 workers; this was down from 712 in 2018. As these facilities close, some of the 505 employees may retire, migrate out of the area, and/or find employment in the area. However, some will likely be seeking area employment.

The OJT provided projections characterizing the expected change in employment opportunities in coal-related industries between 2023 and 2030. They estimate a net reduction of 277 coal industry employees in Moffat, Routt, and Rio Blanco Counties (Table 3.3-1) (CDLE 2024).

Table 3.3-2, also provided by the OJT, reports the affected occupations. The geographic area for this assessment includes Moffat, Routt, and Rio Blanco Counties as well as Montrose County. Of note, this OJT analysis predicts a general increase in regional employment opportunities except in occupations related to mining, electrical engineers, industrial/heavy equipment mechanics, and power plant operation (CDLE 2024).

Table 3.3-1. Expected Declines through 2030

Description	2023 Jobs	2030 Jobs	Change	Percent Change	Current Wages, Salaries, & Proprietor Earnings	Current Supplements
Surface Coal Mining	366	260	-106	-29%	\$116,803	\$20,937
Underground Coal Mining	354	231	-124	-35%	\$112,634	\$20,248
Support Activities for Coal Mining	28	32	+4	14%	70,632	\$9,113
Fossil Fuel Electric Power Generation	130	80	-50	-39%	\$148,745	\$51,009
Totals	879	603	-277	-31%		

Source: CDLE (2024).

Table 3.3-2. Affected Occupations – Moffat, Montrose, Routt, and Rio Blanco Counties, Colorado

Occupation	2024 Jobs	2028 Jobs	Change	Percent Change	Median Annual Earnings	Median Hourly Earnings
Managers, All Other	125	130	+5	4.1%	\$113,626	\$54.63
Electrical Engineers	34	33	-1	-2.4%	\$98,729	\$47.47
Mining and Geological Engineers, Including Mining Safety Engineers	20	16	-4	-20.3%	\$117,661	\$56.57
First-Line Supervisors of Construction Trades and Extraction Workers	489	510	+21	4.2%	\$72,049	\$34.64
Operating Engineers and Other Construction Equipment Operators	515	519	+4	0.7%	\$53,646	\$25.79
Electricians	353	382	+29	8.0%	\$61,720	\$29.67
Excavating and Loading Machine and Dragline Operators, Surface Mining	119	101	-18	-15.1%	\$82,106	\$39.47
Continuous Mining Machine Operators	41	35	-6	-14.3%	\$77,610	\$37.31
Roof Bolters, Mining	22	20	-3	-11.3%	\$84,622	\$40.68
Loading and Moving Machine Operators, Underground Mining	39	33	-6	-14.9%	\$68,261	\$32.82
Underground Mining Machine Operators, All Other	14	12	-2	-16.4%	\$71,190	\$34.23
Helpers--Extraction Workers	17	14	-3	-19.9%	\$72,527	\$34.87
First-Line Supervisors of Mechanics, Installers, and Repairers	252	255	+3	0%	\$73,676	\$35.42
Mobile Heavy Equipment Mechanics, Except Engines	117	113	-4	-3.2%	\$71,236	\$34.25
Industrial Machinery Mechanics	103	101	-2	-1.7%	\$76,466	\$36.76
Electrical Power-Line Installers and Repairers	100	101	+1	1.2%	\$102,898	\$49.47
Power Plant Operators	64	53	-11	-17.3%	\$109,582	\$52.68
Heavy and Tractor-Trailer Truck Drivers	50	52	+2	4%	\$50,394	\$24.23
Laborers and Freight, Stock, and Material Movers, Hand	356	395	+40	11.2%	\$40,354	\$19.40
Totals	3,287	3,347	+60	1.8%		

Source: CDLE (2024).

3.3.2 Project Workforce Needs

rPlus provided the information characterizing the expected number of workers, by trade category, for construction of a similar project (Table 3.3-3). The average number of construction workers over the construction period was 498.

Table 3.3-3. Schedule of Construction Labor Requirements

Trade Category	Employee Distribution
General Labor	31.7%
Rodman	3.2%
Carpenter	14.9%
Teamster	7.6%
Operating Engineer	18.5%
Pipe Fitter	3.2%
Other Mechanical	3.2%
Electrical	6.8%
Supervisory and Support	10.8%

3.3.3 Utilization Analysis

This section evaluates the extent to which the local workforce, specifically coal workers potentially available as a result of coal facility closures, could be utilized in the construction of the Project.

This evaluation requires an alignment of the Project’s construction needs (reported in Table 3.3-3) and the skillsets the available coal workers are likely to possess. The alignment and resulting estimates were accomplished via a four-step process.

1. Each of the 11 *trade categories* in Table 3.3-3 was associated with OJT *occupations* reported in Table 3.3-2. For example, it was determined that the general laborer trade category will likely include workers in the following two occupations: a) Helpers - Extraction Workers and b) Laborers and Freight, Stock and Material Movers. Table 3.3-3 indicates that, in the year 2028, there are likely to be 409 workers in these occupations. When this step is completed for all 11 trade categories, the total number of workers is 5,320. The results of this step are reported in Columns 3 and 4 of Table 3.3-4.
2. In Column 5 of Table 3.3-4, each of trade category is assigned a “workforce share.” For example, the workforce share for general laborers was estimated to be 7.7% (calculated as 409 workers in the Helpers - Extraction Workers and Laborers and Freight, Stock and Material Movers occupations ÷ 5,320 total workers).
3. Assuming the available coal-industry worker’s occupations mirror those of the workforce as characterized in Column 5 of Table 3.3-4, the number of workers likely to be available and suited to each trade category was estimated as a range. Results of this calculation are reported in Columns 6 and 7 of Table 3.3-4.

-
- a. If, as OJT projects in Table 3.3-1, only 277 former coal workers are available, the number of workers suitable to fill the Project's general laborer roles is calculated as the product of a) the workforce share assigned to the specified trade category and b) 277 available workers. For example, the lower bound number of workers available to satisfy the Project's need for general laborers was estimated to be 21 (calculated as 277 workers \times 7.7% workforce share for general laborers).
 - b. If all 505 workers currently employed at the Craig Station, Hayden Station, Trapper mine or Colowyo mine were available to work on the Project, the number of workers suitable to fill the Project's general laborer roles is calculated as the product of a) the workforce share assigned to the specified trade category and b) 505 available workers. For example, the upper bound number of workers available to satisfy the Project's need for general laborers was estimated to be 39 (calculated as 505 workers \times 7.7% workforce share for general laborers).
4. The number of positions that could be filled by available coal workers is estimated as a range that considers both a) the number of Project workers needed by trade category and b) the number of suitably skilled coal workers likely to be available. This is reported in Column 8 of Table 3.3-4.

It is estimated that between 231 and 330 former coal workers could be utilized during Project construction. Those trade categories where demand for labor would exceed supply include General Labor, Carpenter, and Operating Engineer.

Table 3.3-4. Combining data to Estimate Potential Local Workforce Percentage

1. Trade Category (from Table 3.3-3)	2. Anticipated workers needed (annual average from Table 3.3-3)	3. Affected Job Categories (from Table 3.3-2)	4. 2028 Affected Coal Industry Employment by Trade (counts of workers employed in those categories from Table 3.3-3)	5. Proportion of Available Jobs ^a	6. Available Workers Based on Table 3.3-2 Worker Availability Projections ^b	7. Available Workers Based on 505 Lost Positions ^c	8. Jobs Potentially Filled ^d
General Labor	158	Helpers, Extraction Workers; Laborers and Material Movers, Hand	409	7.7%	21	39	21–39
Rodman	16	Construction & Extraction Workers; First Line Supervisors, Mechanics, Installers, and Repairers	765	14.4%	40	73	16
Carpenter*	74	N/A	519	9.8%	27	49	27–49
Teamster	38	Heavy-Duty Tractor-Trailer Drivers	525	9.9%	27	50	27–38
Operating Engineer	92	Operating Engineers & Other Construction and Equipment Operators; Excavating & Loading Machine Operators; Continuous Mining Machine Operators; Roof bolters, Mining; Loading and Moving Machine Operators; Underground mining machine operators	720	13.5%	37	68	37–68
Pipe Fitter	16	First-Line Supervisors, Construction & Extraction Workers; First-Line Supervisors, Mechanics, Installers, and Repairers	765	14.4%	40	73	16
Other Mechanical	16	Mobile Heavy Equipment Mechanics; Industrial Machinery Mechanics; Power Plant Operators	267	5.0%	14	25	16
Electrical	34	Electrical Engineers; Electrician; Power Line Installers and Repairers; Power Plant Operators	569	10.7%	30	54	30–34
Supervisory and Support	54	First Line Supervisors, Construction & Extraction Workers; First-Line Supervisors, Mechanics, Installers, and Repairers; Mining and Geological Engineers	781	14.7%	41	74	41–54
Total	498		5,320	100.0%	277	505	231–330

^a The proportion each trade represents out of the total 2028 Affected Coal Industry Employment by Trade.

^b Calculated as 277 potentially available workers x proportion of available jobs.

^c Calculated as 505 potentially available workers x proportion of available jobs.

^d Jobs potentially filled is the lesser of: number needed or number available, for each trade; presented as a range when the lesser is both values from the available jobs columns.

3.3.3.1 ESTIMATION OF LOCAL WORKFORCE ENGAGEMENT

rPlus has provided valuable data from two similar construction projects, indicating that typically between 5% and 20% of the construction workforce was sourced locally. For the Craig-Hayden project, due to the availability of a significant number of workers previously employed by the local coal facilities, local workforce engagement is anticipated to be considerably higher. Additionally, the data suggest that unemployed individuals and current construction industry workers could address some of the labor shortfalls. Given the existing workforce availability and regional employment dynamics, a reasonable starting projection for local workforce engagement is between 50% and 66%. When considering other factors, such as potential retirement, other projects that might hire workers, and potential incentives that the county might create in an attempt to have more local workers hired, this range expands to 25% to 75%. The impact analyses in Section 3.4 below uses the middle of this range (50%).

3.3.4 *Potential Training Needs and Programs*

Workers transitioning from the coal industry bring a wealth of experience and a variety of valuable skills. However, as they look to move into roles within the Project, it's likely that not all skills will align perfectly with new job requirements. Training and certification programs can adapt and enhance existing skills, or even prepare workers for entirely different roles within the Project, depending on individual career aspirations. As discussed in Section 3.3.3.1 and presented in Table 3.3-4, we face potential labor shortfalls in General Labor, Carpentry, and Operating Engineering roles, potentially necessitating the use of non-local labor. To make the most of existing local labor, redirecting training efforts from other trade categories with a surplus may be effective. For example, general laborers from the coal sector might require specific training in construction safety and advanced skill sets such as welding to meet the demands of their new roles effectively. Individuals looking to transition into carpentry roles to fill existing gaps can take advantage of the variety of carpentry training programs available, which provide both foundational and advanced carpentry skills. Similarly, those aiming for operating engineering positions can benefit from specialized training in heavy equipment operation, as well as safety technician and construction programs. In the region, a variety of local training providers offer a range of programs to support the workforce transition, from certificate courses to master's degrees, encompassing relevant fields such as energy systems technology, welding, computer and information systems, and business administration and management (Table 3.3-5).

Training initiatives can play an important role by providing skill enhancement for workers navigating job transitions in a time of industry uncertainty. These programs not only equip workers with the necessary competencies to contribute effectively to the Craig-Hayden Pumped Storage Project but also offer them alternative career pathways as the region shifts away from coal. By stabilizing the workforce and preparing them for a variety of possible renewable energy project futures, training ensures that the local community can sustainably benefit from this transition. This approach serves as a model demonstrating how regions dependent on traditional energy sources can effectively pivot to cleaner alternatives through focused workforce development.

The analysis in Section 3.3.3 identifies those trade categories where Project demand for labor would exceed supply as General Labor, Carpenter, and Operating Engineer. This suggests that providing transitioning workers training in both construction and civil engineering could increase their local marketability.

Table 3.3-5. Regional Training Institutions and Programs

Name of Institution	City	Number of Certificates Offered by Institution	Time Required to Obtain Certificate (Academic Years)					
			Less Than 1	More Than 1 But Less Than 2	Associate Degree: 2 Years	More Than 2 But Less Than 4	Bachelor's Degree: 4 years	Master's Degree: 6 years
Western Colorado University	Gunnison	19	19	Not Offered	Not Offered	Not Offered	358	177
Technical College of the Rockies	Delta	300	242	58	Not Offered	Not Offered	Not Offered	Not Offered
Fort Lewis College	Durango	65	46	19	Not Offered	Not Offered	521	42
Colorado Northwestern Community College	Rangely (Craig campus available)	93	42	46	117	5	Not Offered	Not Offered
Colorado Mountain College	Glenwood Springs (Steamboat Springs campus available)	838	780	58	469	Not Offered	121	Not Offered

3.4 Economic Benefits and Adverse Impacts of the Craig-Hayden Pumped Storage Project to the Region

3.4.1 General Socioeconomic Conditions

The number of non-local workers (i.e., those who reside outside of the study area) that would commute into or temporarily relocate into the study area is one of the largest factors influencing general socioeconomic conditions. Given the size of the three-county study area, this study assumes that no non-local workers would commute into the study area; all are assumed to relocate during their employment for Project construction.

3.4.1.1 POPULATION AND DEMOGRAPHICS

3.4.1.1.1 Construction

The construction workforce is estimated to average approximately 500 workers over the 6-year construction period, with a peak construction workforce of 1,000 workers. Of these, it is assumed that 50%¹⁵ (250 on average and 500 at the peak) would be local workers and the remaining 50% would be non-local. Thus, an average of 250 workers and a peak of 500 workers are expected to temporarily relocate into the study area during the 6 years of Project construction.

Workers would be employed for various time frames as different skills are needed at different times during construction. For workers who would be employed for longer periods of time, family members may also relocate to the study area. This study assumes that 25% of in-migrating workers would be accompanied by an average of two family members. This implies that the total number of persons that might relocate into the study area is 375 on average over the 6 years of construction, with as many as 750 in-migrants during the peak construction.¹⁶

The current population of the study area is approximately 45,000 (see Table 3.1-1). The influx of non-local workers from outside of the study area would therefore represent up to a 1.7% increase in the study area population.¹⁷ This is considered a minor direct change in population that is neither beneficial nor adverse in and of itself.

However, the indirect impacts of additional population can be both beneficial and adverse. Potential adverse impacts include increases in congestion and traffic, as well as demand for public services and infrastructure. Potential beneficial impacts include stimulatory economic impacts resulting from increased local spending. Potential beneficial and adverse impacts are discussed further in following sections.

3.4.1.1.2 Operation

The operational workforce is expected to be 30 to 35 persons. Even if all operational workers were hired from outside of the study area, which is not likely, 30 to 35 persons represents a negligible direct increase in the population of the study area that is neither beneficial nor adverse in and of itself. The potential indirect beneficial and adverse impacts during operations are discussed further in the following sections.

¹⁵ The estimated percentage of construction workforce that would be local workers is between 25% to 75%, with 50% chosen for this assessment as a middle ground.

¹⁶ On average, 250 workers + 250 × 0.25 bringing family members × 2 family members on average = 375 total persons. This calculation is doubled for the peak workforce, which yields 750 total persons.

¹⁷ 750 ÷ 45,000 × 100 = 1.7%.

3.4.1.2 EMPLOYMENT, INCOME, AND ECONOMIC OUTPUT

3.4.1.2.1 Construction

During construction the Project will inject money into the economy of the study area when rPlus and its contractors purchase goods and services, pay workers employed for Project construction, and pay sales and property taxes.

Direct Expenditures

Project expenditure estimates provided by rPlus are reported in Table 3.4-1. Project component costs were allocated into industry codes as shown in the table under the “Estimated Total Cost” column. To assure that Project-related spending in the local economy is not overstated, only the portion of construction spending that is estimated to occur within the study area is included in the model. Local purchase percentages were estimated using information in the workforce assessment in Section 3.3 and information on similar projects in rural areas. The percentage of the estimated total Project costs that would be from labor expenses is determined using the ratio of the employee compensation to total output for the assigned industries within the study area. According to the workforce assessment, local workers are expected to make up between 25% and 75% of the Project workforce. For simplicity, 50% of the workforce is assumed to come from the local population for all construction activity in this analysis. An estimated 5% of materials and equipment expenditures for general construction activities would occur within the study area, and 50% of materials and equipment expenditures for road construction spending is estimated to occur within the study area. All major purchases of machinery and specialized equipment are assumed to be made outside the study area.

Using the assumptions laid out in Table 3.4-1 yields total estimated local spending for each of the Project components as shown in Table 3.4-2. Local material and equipment expenditures are assumed to be made in Moffat County while local workers are assumed to come from all three counties. It is assumed that 50% of the local workers would come from Moffat County, 35% of the local workers would come from Routt County, and 15% of the local workers would come from Rio Blanco County. The resulting distribution of the expenditures is shown in Table 3.4-2.¹⁸

¹⁸ Labor income change events were specified to adjust IMPLAN’s calculated in-commuting rates (the proportion of workers that come from outside of the study area) to match Project-specific expectations, because local purchase percentage adjustments are made prior to entering the events in IMPLAN.

Table 3.4-1. Estimated Direct Expenditures in the Study Area During Construction

Project Component	Estimated Total Cost	Assigned IMPLAN Industry Code	Assigned IMPLAN Industry Description	Proportion of Estimated Total Cost Attributable to Labor Costs ¹	Estimated Local Labor Percentage	Estimated Local Equipment and Material Purchase Percentage
General Site Development	\$110,293,948	52	Construction of new power and communication structures	33.6%	50%	5%
	\$6,160,000	54	Construction of new highways and streets	26.3%	50%	50%
Conveyance Waterways and Powerhouse	\$121,072,000	51	Construction of new manufacturing structures	29.3%	50%	5%
	\$277,240,000	56	Construction of other new nonresidential structures	30.3%	50%	5%
Upper Reservoir	\$750,937,500	56	Construction of other new nonresidential structures	30.3%	50%	5%
Lower Reservoir	\$103,185,000	56	Construction of other new nonresidential structures	30.3%	50%	5%
Mechanical and Electrical	\$126,100,000	281	Turbine and turbine generator set units manufacturing	N/A ²	0%	0%
	\$29,400,000	283	Mechanical power transmission equipment manufacturing	N/A ²	0%	0%
	\$126,100,000	285	Pump and pumping equipment manufacturing	N/A ²	0%	0%
	\$64,250,000	329	Power, distribution, and specialty transformer manufacturing	N/A ²	0%	0%
Unlisted Items	\$162,534,450	56	Construction of other new nonresidential structures	30.3%	50%	5%
Total	\$1,877,272,898					

¹ The proportion of estimated total cost attributable to labor costs is calculated using the industry's current employee compensation divided by the industry's total output.

² Industries 281, 283, 285, and 329 did not exist in the study area in the 2022 data and are assumed to have no local labor or expenditures during construction of the Project.

Table 3.4-2. IMPLAN Model Inputs by Project Construction Component and County

Project Component	Assigned IMPLAN Industry Code	Assigned IMPLAN Industry Description	Estimated Local Expenditures in Moffat County	Estimated Local Expenditures in Routt County	Estimated Local Expenditures in Rio Blanco County
General Site Development	52	Construction of new power and communication structures	\$12,916,480	\$6,476,560	\$2,775,669
General Site Development	54	Construction of new highways and streets	\$2,675,027	\$283,481	\$121,492
Conveyance Waterways and Powerhouse	51	Construction of new manufacturing structures	\$13,137,790	\$6,198,667	\$2,656,571
Conveyance Waterways and Powerhouse	56	Construction of other new nonresidential structures	\$30,649,528	\$14,689,087	\$6,295,323
Upper Reservoir	56	Construction of other new nonresidential structures	\$83,017,891	\$39,787,139	\$17,051,631
Lower Reservoir	56	Construction of other new nonresidential structures	\$11,407,342	\$5,467,081	\$2,343,035
Mechanical and Electrical	281	Turbine and turbine generator set units manufacturing	\$0	\$0	\$0
Mechanical and Electrical	283	Mechanical power transmission equipment manufacturing	\$0	\$0	\$0
Mechanical and Electrical	285	Pump and pumping equipment manufacturing	\$0	\$0	\$0
Mechanical and Electrical	329	Power, distribution, and specialty transformer manufacturing	\$0	\$0	\$0
Unlisted Items	56	Construction of other new nonresidential structures	\$17,968,562	\$8,611,610	\$3,690,690
Total			\$171,772,620	\$81,513,624	\$34,934,410

Project Employee Spending

For purposes of this study, the construction workforce includes: a) Project workers who live permanently in the study area and b) Project workers who will temporarily reside in the study area during the construction period.

The assumption in this study is that 50% of the Project workers would be local to the area, which means 50% of the Project workers would temporarily relocate to the study area during construction. This means that of the 500 average daily workers, 250 would be temporarily staying in the study area. Due to the limited availability of temporary housing options in the Project vicinity it is assumed that accommodations would be provided, likely in the form of temporary worker housing (i.e., worker camp) in Moffat County. With the addition of a worker camp, most workers (85%) are estimated to stay in Moffat County, with an additional 10% staying in Routt County, and 5% staying in Rio Blanco County.

To summarize the estimated worker numbers, due to the considerable number of local workers that are expected to be available in the study area, the following assumptions are made.

- On average over the 6-year construction period, 250 workers are expected to be drawn from among fulltime residents of the study area.¹⁹ The workers are estimated to come from the three counties within the study area as follows: 50% from Moffat County, 35% from Routt County, and 15% from Rio Blanco County. The wages of these workers are captured in the labor income portion of the model results and the spending of these workers is captured in the induced impacts of the model results.
- On average over the 6-year construction period, 250 workers are expected to relocate from their permanent residences to temporary accommodations located within the study area.²⁰ Although the income of these relocating workers would not be spent within the study area in the same manner as long-term residents, these workers would spend money on temporary accommodations, food, and other miscellaneous items within the study area.
 - Relocating workers are estimated to stay in temporary lodging five nights per week²¹ for a total of 260 nights per year, leading to an estimated 1,560 total nights per average worker (calculated as 6 years × 260 nights per year) which is equivalent to 331,500 worker nights in Moffat County, 39,000 worker nights in Routt County, and 19,500 worker nights in Rio Blanco County over the 6-year construction period.²²
 - Spending per day among relocating workers is modeled separately from construction expenditures²³ and is estimated to follow the U.S. General Service Administration's (2024)

¹⁹ Due to the large number of workers with the relevant skillsets that are predicted to be available in the study area after the closure of the power generation plants and associated mines, the workforce assessment estimates that between 50% and 66% of the construction workforce would come from the local population. The assumption in this economic impact study is that 50% of the Project workers would be local to the area, which yields an estimated 250 local workers (500 × 50% = 250 workers).

²⁰ The skillsets required over the 6-year construction period will vary and so most individual construction workers will not be employed on the Project for the entire construction period. The temporary nature of the employment will likely lead many workers to seek temporary living arrangements such as hotels and motels, RV parks, or a worker camp, and a high proportion of non-local workers are expected to be unaccompanied by family members. This analysis assumes 250 rooms will be occupied by construction workers 5 days per week.

²¹ Although relocated workers may stay in the study area on off days, this study conservatively (tending to understate economic stimulus in the area) assumes workers “go home” on off days.

²² Routt County has the largest number of lodging options and is assumed to accommodate an average of 183 of the 250 workers, while Moffat and Rio Blanco Counties would house an average of 33.5 workers each over the 6-year construction period.

²³ Non-local worker spending is not captured in the construction expenditure modeling because only the portion of spending estimated to occur locally is entered into the model.

per diem rates. Rates for Moffat County and Rio Blanco County follow the standard rate for the State of Colorado of \$178, which includes a daily expenditure of \$110 on lodging, \$63 on meals, and \$5 on incidentals. Due to tourism seasons in Steamboat Springs, rates are specified for Routt County and average \$290, which includes a daily expenditure of \$198 on lodging, \$87 on meals, and \$5 on incidentals.

- Due to the size of the study area, no workers are expected to commute daily from their homes or temporary housing outside the study area.

Non-local worker spending in the three counties in the study area is summarized in Table 3.4-3.

Table 3.4-3. IMPLAN Model Inputs by Non-local Worker Spending Category and by County

Spending Category	Assigned IMPLAN Industry Code	Assigned IMPLAN Industry Description	Non-local Worker Expenditures in Moffat County	Non-local Worker Expenditures in Routt County	Non-local Worker Expenditures in Rio Blanco County
Lodging	507	Hotels and motels, including casino hotels	\$36,465,000	\$7,722,000	\$2,145,000
Meals	406	Retail - Food and beverage stores	\$6,961,500	\$1,131,000	\$409,500
Meals	509	Full-service restaurants	\$6,961,500	\$1,131,000	\$409,500
Meals	510	Limited-service restaurants	\$6,961,500	\$1,131,000	\$409,500
Incidentals	408	Retail - Gasoline stores	\$828,750	\$97,500	\$48,750
Incidentals	411	Retail - General merchandise stores	\$828,750	\$97,500	\$48,750

Economic Modeling Results

This section describes four measures of the Project’s economic impact during construction: 1) change in employment, 2) change in employee compensation, 3) change in value added (GDP), and 4) change in total industry output.

The remainder of this section defines each of these measures and provides detailed estimates. For each measure, direct impacts are associated with Project-related activity during construction of the Project (i.e., direct expenditures on wages and materials and non-local worker expenses); indirect impacts occur when local businesses restock their shelves; and induced impacts occur when local workers and supply chain employees spend their wages in the study area.

EMPLOYMENT

IMPLAN estimates employment impacts based on estimated local employee compensation and increases in industry output that are derived from the personal spending of Project construction workers, and other construction spending in the region on equipment and materials.

The employment number reported by IMPLAN includes total full-time, part-time, and seasonal jobs, which are not necessarily full-time equivalent positions. Table 3.4-4 reports the estimated effect of the Project on annual employment in the Study Area.

Table 3.4-4. Change in Average Annual Employment (number of jobs) in the Study Area During Construction

County	Direct	Indirect	Induced	Total
Moffat County	406.8	31.9	68.3	507.0
Rio Blanco County	103.0	0.7	12.7	116.4
Routt County	214.9	2.4	38.5	255.8
Total	724.7	35.0	119.4	879.2

EMPLOYEE COMPENSATION

Employee compensation includes wage and salary income and benefits paid to employees. Employee compensation is derived from three sources: 1) direct Project construction expenditures; 2) expenses paid by non-local workers staying in the study area; and 3) employee compensation estimated by the IMPLAN model based on estimated indirect and induced spending attributable to the Project.

Table 3.4-5 reports the estimated average annual change in employee compensation for each of the counties in the study area.

Table 3.4-5. Change in Average Annual Employee Compensation in the Study Area During Construction

County	Direct	Indirect	Induced	Total
Moffat County	\$22,005,702	\$1,170,497	\$2,557,840	\$25,734,039
Rio Blanco County	\$5,965,672	\$23,947	\$323,898	\$6,313,517
Routt County	\$14,215,142	\$110,278	\$1,689,655	\$16,015,075
Total	\$42,186,516	\$1,304,722	\$4,571,393	\$48,062,631

VALUE ADDED (GDP)

Value added is defined as total business sales minus intermediate inputs;²⁴ value added is often referred to as a GDP equivalent for the study area.

Table 3.4-6 reports the change in annual average value added during construction of the Project for each county in the study area.

Table 3.4-6. Average Annual Change in Value Added in the Study Area During Construction

County	Direct	Indirect	Induced	Total
Moffat County	\$25,692,357	\$2,592,145	\$6,763,719	\$35,048,221
Rio Blanco County	\$6,144,710	\$47,628	\$1,152,561	\$7,344,899
Routt County	\$14,871,850	\$217,349	\$4,196,662	\$19,285,861
Total	\$46,708,917	\$2,857,122	\$12,112,941	\$61,678,981

²⁴ Intermediate Inputs are purchases of non-durable goods and services such as energy, materials, and purchased services that are used for the production of other goods and services, rather than for final consumption. They do not include any capital-account purchases or labor.

TOTAL INDUSTRY OUTPUT

Total industry output is the total production value of an industry. For service industries other than wholesale and retail, production equals revenue or sales; for wholesale and retail service industries, production is equal to gross margin rather than gross sales; and in other non-service industries production is equal to sales plus/minus the change in inventory.

Table 3.4-7 reports the Project-related change in total industry output within the study area broken down by county.

Table 3.4-7. Average Annual Change in Total Industry Output in the Study Area During Construction

County	Direct	Indirect	Induced	Total
Moffat County	\$38,463,270	\$6,194,205	\$11,815,756	\$56,473,232
Rio Blanco County	\$6,400,902	\$116,208	\$2,055,085	\$8,572,194
Routt County	\$15,470,604	\$441,473	\$6,927,241	\$22,839,318
Total	\$60,334,776	\$6,751,886	\$20,798,082	\$87,884,744

3.4.1.2.2 Operation

Based on estimates for similar projects, rPlus expects operational expenditures would include approximately \$5,300,000 in annual labor costs and \$3,000,000 in annual materials and services costs. rPlus has estimated that 85% of its labor expenditures would be spent on compensation for employees residing in the study area and that the percentage of local materials purchased would be similar to the 5% local purchase percentage used for construction purchases. The estimated annual operations expenditures are a conservative estimate and do not include periodic major maintenance projects that would occur more frequently as the facilities age. Expenditures for these periodic maintenance projects would likely total hundreds of millions of dollars over the Project's lifetime and would include additional local spending and benefits.

An IMPLAN model is used to estimate the economic impacts of operational spending on the economies within the study area. The closest related IMPLAN industry code to pumped storage hydropower is assumed to be IMPLAN industry 39, Electric Power Generation – Hydropower. Since the industry does not currently exist in the study area, a customized region is created for Moffat County which includes the national per worker industry spending pattern for Electric Power Generation – Hydropower. Within this customized region, a detailed industry impact analysis event is modeled for the estimated labor and intermediate inputs. The IMPLAN model includes an estimated in-commuting rate of 17.4% in Moffat County, which means the model estimates that 17.4% of the employee compensation leaves the study area due to workers that live outside the study area. This is in line with the estimate provided by rPlus, so the full \$5,300,000 in labor costs are included in the model. Five percent of the estimated material and services purchases equates to \$150,000 in intermediate inputs that are included in the model.

Results of the IMPLAN model of impacts in the study area during operation of the Project are summarized in Table 3.4-8.

Table 3.4-8. Average Annual Change in Economic Indicators in the Study Area During Operation

Impact	Employment	Labor Income	GDP	Output
Direct	26.9	\$5,300,000	\$7,997,609	\$8,147,609
Indirect	1.3	\$89,572	\$170,520	\$348,703
Induced	13.5	\$602,614	\$1,340,770	\$2,335,335
Total	41.6	\$5,992,186	\$9,508,899	\$10,831,647

3.4.1.3 GOVERNMENT TAXES AND REVENUE

3.4.1.3.1 Construction

Taxes on Local Project Spending

The IMPLAN model estimates that Project construction would generate approximately \$16 million in annual tax revenue within the study area resulting from various federal, state, and county/local taxes on local Project spending (Table 3.4-9). The largest portion of the tax revenues would be at the federal level and come from social security insurance and income taxes on the employee compensation of local workers. At the state level the primary tax revenue would be from sales taxes and income tax. County level taxes would include sales tax and property tax.

Table 3.4-9. IMPLAN's Estimated Annual Tax Impacts During Construction

Jurisdiction	Direct	Indirect	Induced	Total
Federal	\$9,371,341	\$383,522	\$1,369,093	\$11,123,955
State	\$1,553,715	\$176,459	\$608,271	\$2,338,445
County/Local	\$1,017,930	\$240,766	\$986,111	\$2,244,808
Total	\$11,942,985	\$800,748	\$2,963,475	\$15,707,208

Because the inputs for the IMPLAN model reflect the fact that a significant portion of spending would occur outside the study area, the model does not capture sales tax revenues that would be owed on goods purchased from suppliers outside the study area with a final destination at the Project site.

Sales Tax on Non-Local Project Spending

Colorado sales tax is based on a “destination sourcing”, meaning that taxes are assessed where the purchaser takes possession of the purchased property (Colorado Department of Revenue 2024). Assuming the contractors would take possession of building and construction materials and equipment near the Project location in Moffat County, but outside of the City of Craig, county and state sales tax would apply. As described in Section 3.1.1.5, the Colorado state sales tax rate is 2.9% and the Moffat County sales tax rate is 2.0%. Expenditures on non-local materials and equipment total approximately \$1.4 billion during the six years of construction. This would result in sales taxes of approximately \$41 million at the state level and \$28 million at the county level (over the six years of construction). This equates to approximately \$6.8 million in state sales taxes per year and \$4.7 million in county sales taxes per year during construction.

Total Taxes

Table 3.4-11 adds the taxes estimated by IMPLAN and additional sales taxes on purchases of non-local materials to yield total taxes during construction.

Table 3.4-10. Estimated Total Tax Impacts During Construction (Annual)

Jurisdiction	Direct	Indirect	Induced	Total
Federal	\$9,371,341	\$383,522	\$1,369,093	\$11,123,955
State	\$8,353,715	\$176,459	\$608,271	\$9,138,445
County/Local	\$5,717,930	\$240,766	\$986,111	\$6,944,808
Total	\$23,442,985	\$800,748	\$2,963,475	\$27,207,208

3.4.1.3.2 Operation

Taxes on Local Spending

During Project operation, the largest tax revenues captured in the IMPLAN model would come at the federal level from taxes on compensation paid to local employees (Table 3.4-11).

Table 3.4-11. IMPLAN's Estimated Annual Tax Impacts During Operation

Jurisdiction	Direct	Indirect	Induced	Total
Federal	\$1,239,881	\$21,548	\$156,744	\$1,418,172
State	\$496,607	\$6,937	\$78,774	\$582,318
County/Local	\$652,099	\$8,223	\$108,417	\$768,739
Total	\$2,388,588	\$36,708	\$343,934	\$2,769,230

Sales Tax on non-Local Project Spending

Expenditures on non-local goods would be approximately \$2.9 million. Applying the state sales tax rate of 2.9% and the county tax of 2.0% to this yields state sales tax of approximately \$84,000 and \$58,000, respectively.

Ad valorem property taxes

Ad valorem property taxes are one of the largest components of direct taxes paid by the Project during operation. Because energy storage projects are taxed differently than fossil fuel generation, it is likely that IMPLAN does not capture these ad valorem taxes.²⁵ The project qualifies as an “energy storage system” under C.R.S. 39-4-101(2.6) and a “clean energy resource” under C.R.S. 40-2-125.5(2)(b). C.R.S. 39-4-102(e) states that “The administrator shall determine the actual value of an energy storage system or clean energy resource in a manner similar to the method used for a small or low impact hydroelectric energy facility, a wind energy facility, a geothermal energy facility, a biomass energy facility, or a solar energy facility...” The Colorado Department of Local Affairs, Division of Property Taxation provides a spreadsheet that can be used to estimate the property taxes associated with energy storage projects that would be in service on or after January 1, 2021 (Colorado Department of Local Affairs 2024; personal

²⁵ IMPLAN uses pre-existing relationships in the economy to estimate taxes, so a new type of project may not be captured.

communication with Ruth Dane on October 17, 2024; personal communication with Michael Kruger on November 21, 2024). Using this spreadsheet, the property taxes payable to Moffat County equal approximately \$1.4 million per year.^{26,27}

Total Taxes During Operation

Total taxes during operation are the sum of the taxes estimated by IMPLAN and two types of taxes that are not captured by IMPLAN: sales taxes on non-local purchases of materials and ad valorem property taxes. Table 3.4-12 presents the total taxes during operation.

Table 3.4-12. Total Tax Impacts During Operation (Annual)

Jurisdiction	Direct	Indirect	Induced	Total
Federal	\$1,239,881	\$21,548	\$156,744	\$1,418,172
State	\$580,607	\$6,937	\$78,774	\$666,318
County/Local	\$2,110,099	\$8,223	\$108,417	\$2,226,739
Total	\$3,930,587	\$36,708	\$343,935	\$4,311,229

3.4.1.4 CHANGES IN KEY ECONOMIC INDICATORS WITH AND WITHOUT THE PROJECT

Table 3.4-13 presents a summary of key economic indicators for four scenarios: existing conditions, the future without the Project, and the future with the Project during both construction and operational years. Recall that the future without Project scenario involves closure of four coal facilities. Comparing the future with Project columns to the existing conditions and future without Project column, the results suggest that during the 6 years of construction, the economic benefits of the Project could offset a meaningful proportion of the adverse impacts from closing the four coal facilities. During operational years, the Project provides economic benefits, but not at the level that offsets a meaningful proportion of the coal facility closures.

Table 3.4-13.13 Comparison of Economic Indicators in the Study Area (Annual)

Estimated Total Impact	Existing Conditions	Future without Project	Future with Project (Construction Years)	Future with Project (Operational Years)
Employment	22,829 ^a	22,071	22,631	22,098
Unemployment	947 ^a	1,705	1,145	1,678
Unemployment Rate	4.0% ^a	7.2%	4.8%	7.1%
Income	\$1,052,827,822 ^b	\$975,515,121	\$1,004,327,057	\$979,107,236
Value Added (Regional GDP)	\$975,515,121	\$3,158,754,119	\$3,220,433,100	\$3,168,263,018
Total Output	\$3,158,754,119	\$5,936,564,059	\$6,024,448,803	\$5,947,395,706

²⁶ These estimates are based on a depreciating cost basis. There are two inputs for this estimate: 1) the 600 MW nameplate capacity (Geosyntec Consultants, Inc. 2024); and 2) a mill levy of 0.0671, calculated from Tri-State’s reported assessed value and taxes paid to Moffat County (Moffat County 2022).

²⁷ The state is developing a spreadsheet to use specifically for energy storage projects, but it will not be available until several months after this document was prepared (personal communication with Michael Kruger on November 21, 2024).

Estimated Total Impact	Existing Conditions	Future without Project	Future with Project (Construction Years)	Future with Project (Operational Years)
State Government Taxes and Revenues	n/d ^c	n/d ^c	n/d ^c	n/d ^c
Taxes from local Project spending	n/a ^d	n/a ^d	\$2,338,445	\$582,318
Taxes from non-local Project spending	n/a ^d	n/a ^d	\$6,800,000	\$84,000
County / Local Government Taxes and Revenue	\$156,823,807	\$123,733,610	\$130,678,418	\$125,960,349
Taxes from local Project spending	n/a ^d	n/a ^d	\$2,244,808	\$768,739
Taxes from non-local Project spending	n/a ^d	n/a ^d	\$4,700,000	\$58,000
Ad valorem property taxes on Project	n/a ^d	n/a ^d	\$0	\$1,400,000

Note: except as noted, all data comes from or is estimated using IMPLAN.

^a From Section 3.1.

^b Income for existing conditions is calculated from data in Section 3.1 as: income = population × income per capita.

^c Data not collected or estimated.

^d Not applicable.

Our findings suggest that construction of the Project, which could begin as early as 2029 (the year after the coal facilities fully close in 2028), could provide a temporary stopgap to the unemployment and other economic losses that would be experienced after closure of the four coal facilities. During the construction period, the overall region would be transitioning from coal-based energy to natural gas and renewable energy; during the 6 years of Project construction, it is likely that one or more renewable energy projects in the study area would begin construction and/or be operational by the time the Project would be online.

3.4.2 Local and Regional Capabilities to Meet Project Needs

3.4.2.1 HOUSING AND LODGING

3.4.2.1.1 Construction

As discussed in Section 3.4.1.1, an average of 250 non-local workers are expected to temporarily relocate into the study area during construction. At its peak, the non-local construction workforce would be 500 workers. As discussed in Section 3.1.1.3, temporary housing is limited throughout the study area, especially within typical commuting distance from the Project. This would likely lead to housing shortages if this was the only large construction project in the area. However, other projects are ongoing. It is possible that the demand from other construction projects may wind down by the time the Project begins, thereby relieving some of the strain on the housing market (personal communication with Tom Kleinschnitz, director of tourism for Moffat County, on October 16, 2024). However, as discussed in cumulative impacts (Section 3.4.5), there are also other large construction projects that may occur within the same timeframe as construction of the Project.

Although it is impossible to predict with certainty at this time, it appears that a shortage of temporary housing in Craig, Hayden, and Steamboat Springs is likely during Project construction. Temporary housing options such as worker camps, or other types of new housing construction, will likely be needed. Each large project in the area may need to develop a housing plan as part of NEPA or other permitting processes.

The potential increase in demand for housing and lodging have both beneficial and adverse impacts. Beneficial impacts would accrue to housing and lodging owners, who would benefit from full rooms. Governments would benefit from taxes associated with the rooms as well. However, adverse impacts could occur to other tourists or travelers who would have to compete for rooms. This could also adversely impact other local businesses, especially those that depend on tourism. The potential adverse impacts would likely be severe during the 6-year construction period, if no mitigating actions are taken.

3.4.2.1.2 Operation

The operational workforce is expected to be 30 to 35 workers. Even if all workers relocate into the study area, which is unlikely, this would have a negligible impact on the availability of housing and housing prices within the overall study area. However, it may be difficult to find permanent housing in Craig, close to the Project, unless new housing stock is constructed. Operational workers may have to find permanent housing in other locations, such as Steamboat Springs.

3.4.2.2 PUBLIC SERVICES AND INFRASTRUCTURE

This section considers the potential impacts to public services such as police, fire, medical, and schools. Public infrastructure, specifically roads, are also considered. Other types of public infrastructure (e.g., water, wastewater, and solid waste) are not anticipated to be affected by construction or operation of the Project, based on currently available information.

3.4.2.2.1 Construction

As discussed in Section 3.4.1.1, the in-migration of Project workers and their families could increase the population within the study area by up to 1.7%. The in-migration is expected to result in a corresponding increase in the need for public services during the 6-year construction period. This is characterized as a minor short-term adverse impact.

This type of project typically requires improvements to existing roads and/or new access roads for Project construction. The current Project design has not identified such road improvements, so these are considered in generality only. The permitting process typically requires a traffic study that would assess the potential impacts to roadway safety and traffic, and would suggest best management practices or other measures to mitigate potential impacts. Developers typically enter into agreements with state and local departments of transportation to ensure that roadways are maintained and that traffic patterns are not unreasonably disturbed. We assume that these processes will be effective in mitigating potential adverse impacts to traffic, and therefore conclude that any adverse impacts to transportation and traffic would be minor.

3.4.2.2.2 Operation

As discussed in Section 3.4.1.1, the in-migration of Project workers and their families could increase the population within the study area by up to 30 to 35 families. This is expected to result in a corresponding increase in the need for public services during the 100-year operational period. This is characterized as a negligible long-term impact.

Potential adverse impacts on transportation infrastructure, particularly roadways, and traffic would be significantly less during operation than during construction, due to a much lower number of workers. As with construction, developers would enter into agreements to ensure that roadways are maintained in a safe condition. We anticipate the operational impacts to transportation infrastructure and traffic would be negligible.

3.4.3 Specific Industries

3.4.3.1 ELECTRICITY GENERATION AND TRANSMISSION

3.4.3.1.1 Construction

During its construction, the Craig-Hayden Pumped Storage Project is expected to have a negligible impact on the electricity generation and transmission industry.

3.4.3.1.2 Operation

The operation of pumped storage hydropower projects addresses the grid management challenges posed by the simultaneous retirement of fossil fuel electricity generation and the integration of utility-scale solar and wind generation onto the grid by a) providing a source of electricity demand when supply would otherwise exceed demand b) creating electricity when electricity demand would otherwise exceed supply and c) providing a source of grid inertia. Each of these benefits is described in the following paragraphs.

One of the challenges associated with the transition from fossil fuel generation to lower carbon (i.e. renewable) electricity generation is that renewables often depend on variable natural resources like wind and sun. Thus, many renewable facilities cannot quickly increase or decrease generation in response to changes in the demand for electricity. This presents challenges for grid operators who are responsible for balancing electricity supply with electricity demand, thereby avoiding system failure.

The primary grid management challenge associated with utility-scale solar generation is encapsulated in the “Duck Curve” (DOE 2017). The Duck Curve is a graphical representation of demand for electricity at times when the supply of renewably generated electricity is high and the grid-wide demand for electricity is relatively low (Figure 3.4-1). The curve highlights two challenges.

1. While the sun is shining, solar-generated electricity floods the market. On some grids at midday, more electricity is generated than can safely be put onto the grid; this is called over-generation. When this occurs, solar generators must curtail production, which reduces the economic viability of utility-scale solar generation.
2. As many residents return home between 5 PM and 7 PM, electricity demand peaks; this often occurs at the same time the sun is dropping, and solar generation decreases. Thus, the grid increasingly requires electricity generators that can quickly ramp up energy production in the evening (these are referred to as dispatchable sources of electricity). If enough electricity cannot be brought online in the afternoon and early evening, brownouts occur.

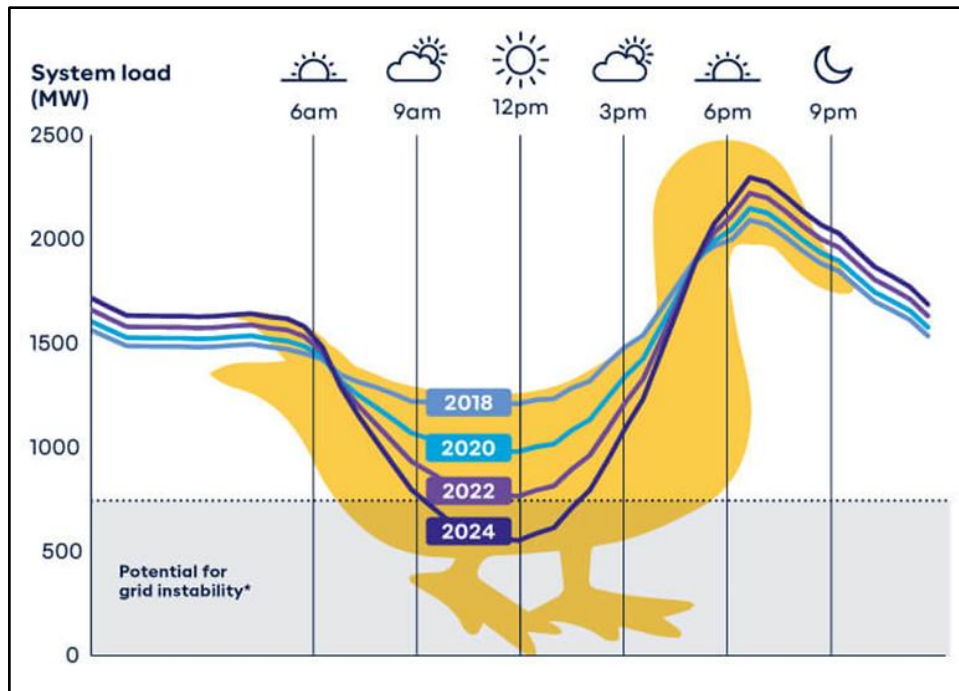


Figure 3.4-1. A typical Duck Curve as illustrated by Synergy (2024).

There are two primary grid management challenges associated with utility-scale wind generation: seasonality and intermittency.

1. From a seasonality perspective, the USEIA (2022b) reports that the amount of electricity a wind plant generates, relative to its maximum generation potential, depends almost entirely on the availability of wind resources. These resources vary seasonally with the least wind, and so the lowest generating capacity, occurring in the summer, which is when electricity demand tends to peak (). This mismatch means that generating and/or transmission capacity that would otherwise not be necessary must remain available to cover seasonal variation in wind generation.
2. With respect to intermittency, if the wind does not blow, utility-scale wind projects do not generate electricity. On a day-to-day basis, intermittent wind resources require the maintenance of dispatchable electricity which reduces the economic viability of the wind generating resources.

Pumped storage hydropower projects can address the grid management challenges posed by the retirement of fossil fuel generation along with the integration of utility-scale solar and wind onto the grid. Essentially, pumped storage hydropower uses excess electricity when it is available to create potential energy by pumping water uphill; the storage system then turns the kinetic energy of falling water into electricity when the grid needs more electricity. Indeed, the DOE wrote that one significant hurdle standing between the United States and its goal of 100% carbon-free electricity by 2035 and a net-zero energy economy by 2050 is a lack of clean energy storage. The good news is solutions are already available—chief among them pumped storage hydropower (DOE 2021).

In addition, pumped storage increases grid reliability by providing grid inertia. The National Renewable Energy Laboratory writes:

Inertia in power systems refers to the energy stored in large rotating generators and some industrial motors, which gives them the tendency to remain rotating. This stored energy can be

particularly valuable when a large power plant fails, as it can temporarily make up for the power lost from the failed generator. This temporary response—which is typically available for a few seconds—allows the mechanical systems that control most power plants time to detect and respond to the failure.... Historically, on the U.S. power grid, inertia from conventional fossil, nuclear, and hydropower generators was abundant—and thus taken for granted in the planning and operations of the system. (National Renewable Energy Laboratory 2020)

As the grid changes with increasing penetrations of renewable and inverter-based resources such as wind, solar photovoltaics, and battery storage, grid wide inertia is being reduced. Because pumped storage technology uses large rotating generators, its use acts to supplement grid-wide inertia.

When grid operators cannot balance supply and demand, blackouts and brownouts occur. These events impose both financial and greenhouse-gas-related costs on society as outlined in the following bullets.

- Hussain (2019) reports that, in industrial and manufacturing operations, even small power flickers can impose significant social costs because manufacturers are especially vulnerable to equipment damage during outages and the electrical surges that may occur when power is restored. Ericson and Lisell (2020) refer to these sorts of impacts (e.g., damage to machinery and process interruptions resulting in failed output) as “fixed costs” associated with electricity outages and estimate that, regardless of duration, medium-sized manufacturing operations can incur costs of up to \$30,000 per outage, with smaller operations incurring losses in the hundreds of dollars.
- Customers often react to electrical outages by dispatching backup generation. Moss and Bilich (2022) evaluated the greenhouse gas implications of citizens responding to power interruptions by installing and using backup generation units (BUGs). They report that, in response to recent reductions in the reliability of California’s grid, the Bay Area and South Coast—generating capacity of BUGs increased rapidly such that, in 2022, BUGs in these two areas alone could generate about 15% of the electricity carried across the entire California grid. Further, almost 90% of BUGs are diesel-fired and release greenhouse gases at rates of approximately 1.5 tons of carbon dioxide equivalents (CO₂e) per megawatt-hour, which is estimated to impose a social cost of more than \$50 per ton (U.S. Interagency Working Group on Social Cost of Greenhouse Gases 2021).
- When the power goes out, residences and commercial operations often lose refrigeration. The risk of spoilage causes homes and commercial operations to dispose of food that would otherwise be eaten. The EPA (2021) reports that, for every pound of food wasted in the United States, between 1 and 2 pounds of CO₂e are unnecessarily emitted into the atmosphere as part of the production process needed to replace that food. In addition, when placed into landfills, a pound of food waste will generate about 5 pounds of CO₂e during decomposition (Brown et al. 2008). While approximately half of those greenhouse gases will be captured (Landfill Gas Expert 2019), the remaining 2.5 pounds of CO₂e are released. Thus, between the two sources of CO₂e, each pound of food wasted because of an electrical outage results in approximately 4 pounds of CO₂e being released unnecessarily into the atmosphere.

Operation of the Project would reduce the probability that society would incur the grid-failure-related costs outlined in the preceding bullets. Operation of the Project may also increase the probability of non-dispatchable generation projects (for example, wind and solar) to be built at locations where they can send electricity to the Project during periods when electricity supply exceeds electricity demand, as doing so would effectively increase the expected profitability of the wind or solar project.

As discussed elsewhere in this assessment, adverse impacts arising from operation are generally not expected.

3.4.3.2 MINING INDUSTRY

Operation of the Project is expected to impart negligible impacts on the mining industry within the study area. If any material for the Project is sourced from mines within the study area, which is unknown at this time, then there could be positive impacts of the project on the mining industry within the study area during construction. However, this cannot be evaluated based on the available information.

3.4.3.3 CONSTRUCTION INDUSTRY

This section discusses the potential impacts of the Project on the construction industry.

3.4.3.3.1 Construction

The Project's impact on the construction industry will be largely dependent upon the number of local workers utilized for Project construction.

- The Project's average construction workforce is expected to be approximately 500 workers, while the peak workforce is expected to be approximately 1,000 workers. Construction is expected to last for 6 years.
- There are approximately 2,800 construction workers who reside within the study area (Table 3.1-11). There would likely be 270 to 500 local workers available from the coal mining and electric generation industries who could be utilized during Project construction, depending on the availability of suitable training and skillsets (see Section 3.3). Given these facts, SWCA estimates that local sources could likely supply approximately 50% of the Project's construction workforce (see Section 3.3). This would result in a minor increase in demand for local construction workers and would put upward pressure on their salary.

The Project would also likely represent a modest increase in demand for the services provided by local construction firms.

While the potential for adverse impacts to the construction industry to arise in the form of competition for raw materials or equipment, cannot be eliminated, the potential for such impacts appears limited at this time.

3.4.3.3.2 Operation

The Project's operation is not expected to materially impact the construction industry.

3.4.4 Environmental Justice

The environmental justice analysis considers whether members of environmental justice communities would be disproportionately and adversely affected by the Project.

When conducting this environmental justice assessment, the full range of Project-related changes that could affect humans (e.g., changes in air quality, changes in water quality, degradation of cultural resources, socioeconomic alterations, etc.) was considered to the extent practicable based on current information. The analysis considered whether minority and low-income populations comprise a higher proportion of the population within the areas of adverse impacts and/or would have different ways, relative to the general population, of being adversely affected by the Project. Four specific questions were posed, and both direct and indirect Project impacts were considered when answering these questions:

-
1. Do members of environmental justice communities comprise a higher proportion of persons who would be exposed to adverse impacts?
 2. Are members of environmental justice communities likely to be disproportionately and adversely affected because they are more sensitive to a given level of exposure due to pre-existing medical conditions and/or reduced access to health care and/or because they are exposed to higher baseline concentrations of health stressors such as PM_{2.5}?
 3. Are members residents of environmental justice communities likely to be disproportionately and adversely affected due to lifestyle approaches, such as subsistence fishing, and/or because they have different cultural, community, or religious practices or values?
 4. Are members of environmental justice communities likely to be disproportionately and adversely affected because their economic status or language barriers prevent them from taking mitigating actions that general members of the public might readily adopt?

3.4.4.1.1 Construction

There are few residences within or adjacent to the Project area and the Project would be constructed in block groups that do not meet the criteria for potential environmental justice populations. Therefore, relatively few households are expected to be exposed to adverse impacts resulting from disturbance-related impacts such as noise, dust, and changes in visual resources.²⁸

The in-migration of non-local workers and associated family members (see Section 3.4.1.1) for the 6-year construction period may increase traffic, increase demand for temporary accommodations, and/or increase demand for public services. While some residents will benefit from such increase, members of environmental justice communities may be disproportionately and adversely impacted because income constraints limit their ability to adopt mitigating actions others may readily adopt.

In addition, there are potential beneficial economic impacts to the study area such as increases in employment, income, and government revenues. Some of these beneficial impacts would accrue to members of environmental justice communities, especially those who would lose employment once the generating stations and mines close, as well as those employed in the construction industry.

3.4.4.1.2 Operation

As the operational workforce would only be 30 to 35 persons, the potential adverse environmental justice impacts associated with the in-migration of non-local workers is expected to be much smaller than those associated with Project construction. In addition, potential disturbances such as noise or dust would be much less during operation than construction.

3.4.4.1.3 Environmental Justice Conclusion

The currently available information does not suggest members of environmental justice communities are likely to be materially, adversely, and disproportionately affected by either construction or operation of the Project. This is largely because a) there are no environmental justice communities located close enough to the Project location to be affected by Project-related disturbances such as noise, dust, and viewshed alterations, b) the in-migration of non-local workers during construction is expected to be modest relative to the existing population, and c) Project operations are expected to contribute to a

²⁸ This finding should be revisited when potential noise, visual, and other disturbance-related impacts can be assessed in more detail based on refined Project engineering specifications.

reduction in greenhouse gas emissions compared to existing conditions, and so climate-related environmental justice concerns are not anticipated.

However, environmental justice should be revisited as additional Project details are established, as schedules related to other large construction projects become available, and to incorporate the results of any appropriate community outreach.

3.4.5 Cumulative Impacts

Cumulative impacts are defined as “the impact on the environment which results from the incremental impact of the action when added to other past, present, and reasonably foreseeable future actions regardless of what agency (federal or non-federal) or person undertakes such other actions” (40 Code of Federal Regulations 1508.7). As such, an assessment of cumulative impacts requires identification of ongoing or reasonably foreseeable future actions with impacts that are likely to overlap, in space and time, with the Project’s impacts.

The analyses in Sections 3.4.1 through 3.4.4 already identify the closures of the Craig generating station, the Hayden generating station, the Trapper coal mine, and the Colowyo coal mine, along with the Tri-State Electric Resource Plan Settlement. Additional reasonably foreseeable actions include the following.

1. In 2023 Xcel Energy announced preliminary plans to construct a plant that would utilize forest waste products to generate 19 MW of power at the site that currently hosts the Hayden coal-fired generating station. If built, the plan is to begin construction in 2025 and complete construction by 2028; the plant would employ 26 full time workers once operational. If a biomass plant is not built, Xcel has indicated they may develop a 200-MW solar farm in the Hayden area (Anderson and Farquhar 2023).
2. The City of Craig, Moffat County, and multiple partners are implementing the Yampa River Corridor Project which is intended to create a cohesive park system along the Yampa River on the south side of Craig. This includes: a) a new concrete boat ramp, access road and parking area at Loudy Simpson Park; b) an in-channel recreational water feature to be constructed near Craig's municipal water intake structure; c) two small amphitheater structures and associated eddy/swimming/wading areas; and d) a gravel access road, parking areas, walking trails and river access for anglers and small watercraft. This project is to be completed prior to 2026 (City of Craig 2024).
3. Axial Basin Solar is a 145-MW solar project located in Moffat County near the Colowyo Mine. The project is currently under construction and is slated to come online in 2025. Tri-State Generation and Transmission Association, a rural co-op, will rely on the Project to provide power for its members (Romig 2023). Once operational, utility-scale solar projects typically employ a small number (fewer than 12) of full-time employees.
4. The Colorado Department of Transportation and other partners have initiated preliminary investigations into the possibility of repurposing train lines that currently deliver coal into passenger service. The purpose would be to ease the commute for workers who commute to the front range, allow for rail service from Yampa Valley Regional Airport directly into Steamboat, and create an opportunity to connect ski resorts to Denver (Hesse 2023).
5. Multiple renewable generation facilities have been approved or proposed, including the Trapper Solar Project (250 MW), the Yampa Valley Regional Solar Garden (4 MW), and Xcel Energy’s proposed 200 MW solar facility.

Along with the Project, the actions identified in items 1 through 5 above would likely increase economic activity in the study area during both their construction and subsequent operation. Considering the generating and mining closures the area will experience in the coming 6 years, this economic stimulus is likely to be viewed as beneficial by area residents.

Socioeconomic concerns often associated with cumulative impacts, such as housing shortages and/or strain on public service provision, are often centered on the potential that the construction and/or operation of multiple projects could overwhelm local housing markets or public service providers. However, it is highly unlikely that the Project would begin construction before Actions 1, 2, and 3 (above) were completed. While activities related to rail-based passenger service could overlap in space and time with the Project, there are no definitive plans associated with passenger rail in the area and so any concerns related to the cumulative impact of the Project and passenger rail are highly speculative.

As discussed in Section 3.4.2, when the schedule for Project construction as well as any other large construction projects are formalized, it will be prudent to re-evaluate the potential for material increases in the demand for housing and public services that could arise if multiple large construction projects were underway at once.

3.4.6 Stranded Asset Utilization

The Craig-Hayden Pumped Storage Project would be tied into a portion of the electricity transmission grid that is simultaneously experiencing the retirement of dispatchable fossil fuel generating facilities (i.e., facilities that can rapidly increase or decrease the amount of electricity they generate in response to demand) and the addition of utility-scale wind and solar projects, which are generally not dispatchable.

- The three coal-burning generation units in Craig, representing 1,285 MW of generating capacity, are scheduled for retirement between 2025 and 2028. These units currently tie into the transmission system and contribute to stability across the Western Interconnection. Specifically, electricity from the units is delivered to the Craig Junction substation, from which electricity can be transmitted along multiple high-voltage transmission lines, including the Bonanza to Craig 345-kilovolt Transmission Line and a 230-kilovolt transmission line that delivers energy to Colorado's front range, that are part of the high-voltage transmission network that serves the western United States. The Bonanza to Craig 345-kilovolt Transmission Line is specifically identified because it connects to the 499-MW Bonanza coal-fired generating station which is also scheduled to close by 2030.
- The two coal-fired generating units in Hayden, representing 465 MW of generating capacity, are scheduled for retirement in the same time frame as the Craig units. The electricity generated at Hayden can be transmitted to the Craig Junction substation along with several other lines in the regional transmission system.
- Tri-State plans to purchase 1,280 MW of energy from solar, wind, and hybrid projects (The Colorado Sun 2024). PacifiCorp's 2023 Integrated Resource Plan (PacifiCorp 2023) predicts delivery of more than 20,000 MW of wind and solar energy by 2032. This would represent a tripling of the wind and solar capacity in the system.

In this setting, the Craig-Hayden Pumped Storage Project represents an opportunity to use existing transmission infrastructure that might otherwise go underutilized in the future. Specifically, when demand for electricity is low relative to supply, renewably generated electricity would be transmitted along an existing transmission corridor to the Pumped Storage facility where it is stored as potential energy. When demand for electricity is high relative to supply, this potential energy is converted to electricity that is delivered to existing transmission infrastructure.

Because of this unique setting, the Craig-Hayden Pumped Storage Project represents an opportunity to utilize infrastructure that could otherwise become stranded assets.

3.4.7 Future Energy Growth

As outlined in the following bullets, the existence of both transmission capacity and electricity storage infrastructure may attract future electricity generation projects to the region.

- Access to a reliable source of electricity demand will make the region more attractive to developers of potential generation projects whose business models require that the electricity they generate be able to consistently reach markets without interruption. The Craig-Hayden Pumped Storage Project (which would represent a reliable customer when demand is otherwise low) in combination with transmission capacity linked to western markets would represent a reliable demand scenario.
- As discussed in Section 3.4.3.1, facilities that rely on wind and solar to generate electricity are generally not dispatchable and are prone to generate electricity at times when demand is low relative to supply. Regions with access to high storage capacity projects like Craig-Hayden Pumped Storage Project will be more attractive to wind and solar developers, who, because they are able to sell electricity to the pumped storage facility when demand is low, would face a reduced risk of being forced to curtail generation.
- Efficient electricity generation and transmission systems have the potential to provide electricity to their customers at below-average rates and with above-average reliability. All else being equal, lower electricity rates and increased reliability would make the region more attractive to industries and businesses who rely on electricity. This would, in turn, increase demand for electricity in the region, which may translate into the development of additional transmission and generation capacity.

For additional detail, Twitchell et al. (2023) provide a detailed discussion of the interrelationship between energy storage and electricity generation that relies on solar or wind. Yurter et al. (2024) analyze the economic efficiency of various renewable energy systems when integrated with pumped storage.

3.5 Water Use Assessment

This section discusses the anticipated water use of the Project, compares expected water consumption of the Project to that of other industries, and provides a discussion of water rights potentially available for use for the Project.

3.5.1 Water Requirements of the Craig-Hayden Pumped Storage Project

The Project's process of generating electricity does not directly consume water; however, the applicant would need to obtain water rights for the initial reservoir fills and, because storing water in reservoirs results in evaporative loss, on an ongoing basis. The estimated initial fill requirements and annual evaporate losses for the Project are provided in Table 3.5-1. It is assumed that both reservoirs would never be full at the same time and that a maximum of 4,800 acre-feet would flow between the two. The initial fill and surface area estimates were provided by rPlus engineers. Three estimated evaporative losses for three different scenarios (lower reservoir full, upper reservoir full, and lower and upper reservoirs half full) were calculated by using an assumed pan evaporation rate for the Project of approximately 4

feet/year (Geosyntec Consultants, Inc. 2024) and then calculating the exposed surface area between the upper and lower reservoirs, as described in the follow equation:

$$Evaporative\ loss\ \left(\frac{acre\ -\ feet}{year}\right) = PanEvap\ \left(\frac{ft}{year}\right) * Maximum\ Surface\ Area\ (acres) .$$

Table 3.5-1. Estimated Water Use Requirements for the Craig-Hayden Pumped Storage Project

Scenario	Maximum Initial Fill (acre-feet)	Maximum Surface Area (acres)	Pan Evaporation (feet/year)	Estimated Evaporative Loss (acre-feet/year)
Lower Reservoir Full	4,800	110	4	440
Upper Reservoir Full	4,800	60	4	240
Lower and Upper Reservoirs Half Full	4,800	85	4	340

The Colorado Geological Survey estimated the average annual lake evaporation in Moffat County is 2.5 to 3 feet per year (Barkmann 2020). The estimated evaporative losses used for the Project are conservative (i.e., tend to overstate potential loss) compared to the Colorado Geological Survey data and ensure that enough water rights are acquired for the actual annual evaporative losses expected to occur. The water requirements of this Project include the initial fill (4,800 acre-feet) into the reservoirs, and then following the initial fill, an estimated annual recharge of 240 to 440 acre-feet/year for evaporative losses (see Table 3.5-1). The estimated annual recharge will vary based on the quantity of water within each reservoir throughout the year, with the lowest evaporative loss occurring in the upper reservoir and the most occurring in the lower. To ensure enough water rights are acquired for the Project, it is assumed there will be an estimated evaporative loss of 440 acre-feet/year.

3.5.2 Comparison to Other Industries

As previously discussed, the water use for pumped storage hydroelectricity water use is primarily for the initial filling of the reservoirs and the associated evaporative losses. Water is recycled within the system, so overall water consumption is relatively low. The most recent water use data for Moffat County was downloaded from USGS’s National Water Use Dataset (Table 3.5-2) (USGS 2015). Crop irrigation has the highest water use, with withdrawals totaling 135,325 acre-feet/year, constituting 86.52% of the County’s total water use. This sector also had a significant consumptive use of 20,221 acre-feet/year. The second highest use was the thermoelectric power sector that accounted for 12,554 acre-feet/year, or 7.97% of the County’s total water use, with its withdrawals matching its consumptive use, indicating that all water withdrawn is not returned to the source. Other water use within Moffat County is relatively minimal in comparison; the public supply and domestic use together account for 2.26%. Other sectors like mining, industrial, livestock, and golf course irrigation each account for less than 1% of total withdrawals. No hydroelectric power use was identified, which could be due to measurement challenges, minimal impact in this region, or because there are no established hydroelectric power projects.

The Project would be expected to use 4,800 acre-feet for the initial fill, which would be an estimated 3.1% of the total water use in Moffat County (see Table 3.5-2). The initial fill is less than half of the water use of thermoelectric power (approximately 40%), but more than the domestic and public supply combined within Moffat County (see Table 3.5-2). After the initial fill, the consumptive use for the Project is an estimated annual evaporative loss of 440 acre-feet/year, representing 1.3% of current estimated consumptive uses in Moffat County. The Project is a relatively low-impact water user in terms

of ongoing annual consumption, aligning more closely with smaller sectors like golf course irrigation and livestock (505 acre-feet/year each) within Moffat County.

Table 3.5-2. Water Use Data for Moffat County (2015) and Comparison to Project Water Withdrawal and Consumptive Uses

Water User	Total Withdrawals			Consumptive Use		
	(Mgal/day)	(acre feet/ year)	%	(Mgal/day)	(acre feet/ year)	%
Aquaculture	2.82	3,159	2.0	NA	NA	NA
Domestic	1.41	1,579	1.0	NA	NA	NA
Hydroelectric Power	NA	NA	NA	NA	NA	NA
Industrial	0.01	11	0.01	NA	NA	NA
Irrigation, Crop	120.73	135235	86.5	18.04	20,207	61.3
Irrigation, Golf Courses	0.45	504	0.3	0.19	213	1.7
Livestock	0.45	504	0.3	NA	NA	NA
Mining	0.81	907	0.6	NA	NA	NA
Public Supply	1.74	1949	1.3	NA	NA	NA
Total Thermoelectric Power	11.12	12456	8.0	11.12	12,456	38.1
Total	139.54	156,305	100	29.35	32,876	100
Craig-Hayden Pumped Storage Project	4.29	4,800	3.1%	0.39	440	1.3

Source: USGS (2015).

Note: NA = data not available.

3.5.3 Water Rights held by Craig and Hayden Generating Stations and Associated Mines

The Craig and Hayden Generating Stations are a collection of coal-fired generating units located near Craig, Colorado. The Craig Station is located approximately 4 miles south of Craig, Colorado, and the generation facilities consist of three units that are operated by Tri-State and jointly owned by Tri-State and four other non-affiliated entities (the Salt River Project, PacificCorp, the Platte River Power Authority, and Xcel Energy). Most of the water rights for the Craig Station are jointly owned by Tri-State and the Yampa Participants, with a total maximum decreed rate of 1,080.58 cubic feet per second (cfs) diverted from the Yampa River (Table 3.5-3). Additionally, Tri-State and the Yampa Participants have rights to a volumetric limit of 33,119 acre-feet/year from Elkhead Creek (of that, Tri-State only has 2,500 acre-feet); however, these rights can only be used when there is a “call on” of water (Light 2024). A “call on” is when a senior water rights holder places a claim on water during a shortage, requiring junior water rights holders upstream to reduce or stop using water to allow the senior right holder to receive their full entitlement (Colorado Department of Natural Resources [CDNR] 2020). These “call on” periods are not common in Moffatt County and typically occur during periods of extreme drought (Light 2024); therefore Craig Station, which is a junior water right holder, rarely uses the water rights associated with Elkhead Creek.

The Hayden Station is located approximately 3.8 miles west of Hayden, Colorado, and the generation facilities consist of two units that are operated by Xcel Energy and co-owned by PacificCorp and the Salt River Project. The water rights for the Hayden Station are owned by Hayden Partners with a total

maximum decreed rate of 1,085 cfs from the Yampa River (see Table 3.5-3). Combined, the Craig and Hayden Stations have a total max decreed rate of 2,165 cfs from the Yampa River.

Table 3.5-3. Water Rights held by Craig and Hayden Generating Stations

WDID	Structure Name	Water Source	Owner	Max Annual Decreed Rate (CFS)	Total Annual Volumetric Limit (AF)	Decreed Uses
4400522	CRAIG STATION DITCH AND PIPELINE NO1	Yampa River	Tri-State Generation and Transmission Association / Yampa Participants	26.84	–	Industrial, Domestic, Augmentation
				910.89	–	Irrigation, Municipal, Industrial, Recreation, Domestic, Power Generation, All Beneficial Uses
				82.85	–	Irrigation, Municipal, Industrial, Recreation, Fishery, Domestic, Stock, Power Generation
				60	–	Irrigation, Municipal, Commercial, Industrial, Recreation, Domestic, Power Generation, All Beneficial Uses
4403902*	ELKHEAD CREEK RESERVOIR	Elkhead Creek	Yampa Participants	–	8,310	Irrigation, Municipal, Industrial, Recreation, Domestic, Stock, Power Generation
			Yampa Participants	–	13,699	Irrigation, Municipal, Industrial, Recreation, Domestic, Stock, Power Generation
			Yampa Participants	–	8,310	Irrigation, Municipal, Industrial, Recreation
			Tri-State Generation and Transmission Association	–	2,500	Irrigation, Municipal, Commercial, Industrial, Recreation, Fishery, Domestic, Stock, Augmentation, Power Generation
5700512	COLORADO UTILITES DITCH AND PIPELINE AP	Yampa River	Hayden Partners	915	–	Irrigation, Municipal, Industrial, Recreation, Domestic, Power Generation, All Beneficial Uses,
				120	–	Municipal, Industrial, Recreation, Fishery, Domestic, Stock
				50	–	Irrigation, Industrial, Recreation, Domestic
Total				2,165.58	49,708	

Source: CDNR (2024).

Notes: Decreed Use = Beneficial Uses of Water right.

WDID = DWR unique structure identifier

Max Decreed Rate (cfs) = The maximum annual decreed rate (cfs) allotted to the water right.

Total Volumetric Limit (acre-feet) = The maximum annual decreed volumetric limit (acre-feet) allotted to the water right.

*Water rights associated with WID 4403902 for the Craig Station can only be used when there is a call-on.

The total withdrawals from the water rights associated with the Craig and Hayden Stations is provided in Table 3.5-4 and more accurately represents the amount of water the max annual decreed rate (cfs) amounts to in acre-feet/year. Both the Craig and Hayden Stations have announced plans to retire their coal-fired generation units between the years of 2027 to 2030 (Tri-State 2020; Xcel Energy 2021). This leaves approximately 8,500 acre-feet from the Craig Station and 4,000 acre-feet from the Hayden Station available for other uses once these generating stations retire. This is 62% more water than would be needed for the initial fill of the Project (4,800 acre-feet) and 96% more water than would be needed to make up for annual evaporative loss.

Table 3.5-4. 2023 Annual Withdrawals from WDID 4400522 and 5700512

WDID	Structure Name	Water Source	Owner	Annual withdrawals (acre-feet/year)
4400522	CRAIG STATION DITCH AND PIPELINE NO1	Yampa River	Tri-State Generation and Transmission Association / Yampa Participants	8,442.73
5700512	COLORADO UTILITIES DITCH AND PIPELINE AP	Yampa River	Hayden Partners	4,079.00
Total				12,491.73

3.5.4 Water Rights Considerations

Water rights in Colorado are governed by the “Prior Appropriation System,” a system of water allocation and control that specifies who has a right to use water, how much water, the types of uses allowed, and when specific rights can be used. The Colorado Division of Water Resources developed a *Beginners Guide to Colorado Water Rights* that explains the water rights system (CDNR 2020). For this Project the most important considerations are as follows:

- Decreed Use:** The water right used for the Project must have the beneficial use of Industrial, Power Generation, or All Beneficial Uses. For example, the City of Craig has a total volumetric limit of 5,389 acre-feet in Elkhead Creek with decreed uses of recreation, fishery, and wildlife. Thus, this water right would not be able to be used for power generation. If the applicant would want to pursue this water right, a change in water rights decree would be required. A change of water rights decree is a water court decree that allows a different use, different point of diversion, different amount of diversion or different place of use, while retaining the senior priority of the original water right (Colorado State University 2024).
- Right of Appropriation:** The right to store water of a natural stream for later application to beneficial use (i.e., a reservoir) is recognized as a right of appropriation (Colorado Revised Statutes 37-87-101). The Project may not be operated in a manner that affects senior water rights of others. As discussed in Section 1.1.3, water rights held by the Craig and Hayden generating stations are considered junior water rights, and during times of shortage the senior water rights holders exercise their rights to water and can place a “call-on” on the river or stream. The junior water rights holders upstream must stop diverting water to allow the senior rights holder to receive the water they are entitled to. If the Project acquires rights from the Yampa River there may be years where the Project cannot replace the water in the reservoirs from evaporative loss due to a “call-on.” The Project may want to look at acquiring backup water rights, such as to Elkhead Creek, during these periods.
- Change in Water Rights:** Water rights are considered private property and can be transferred using similar formalities as real estate. However, any change in water rights must be approved by a water court to ensure it doesn’t harm other water rights. The process involves: 1) Filing a

change application, 2) Review and Approval, and 3) Decree modification. Additional resources can be found on Colorado’s Division of Water Resources – Water Rights [website](#).

3.6 Alignment and Integration of the Project with Local, State, and Federal Priorities

3.6.1 *Moffat County Vision 2025 Transition Plan: A Road Map to the Future of Moffat County*

The *Moffat County Vision 2025 Transition Plan: A Road Map to the Future of Moffat County* (the Plan) is a strategic initiative aimed at guiding growth in Moffat County, Colorado, through tourism, workforce development, infrastructure improvements, and new and existing industry growth to ensure a sustainable and prosperous future for the county. The Plan seeks to transition Moffat County away from its coal-centered economy towards a more diversified economy. The Plan specifically identifies growing the county’s power generation identity using renewable energy sources as a priority area goal (Keystone Policy Center and El Pomar Northwest Regional Council 2020). The DOE (2024b) indicates that pumped storage hydropower is important for bringing more renewable energy sources onto the grid. Additionally, the DOE (2024c) indicates that pumped storage hydropower is more helpful than short-duration storage for getting more renewable energy onto the grid and replacing power generation from fossil fuels in the long run. Given this, the Project, being a pumped storage hydropower project, aligns with the Plan’s priority goal of growing Moffat County’s power generation identity using renewable energy sources.

As indicated in Section 3.4 of this document, the Project would create jobs and stimulate economic growth within Moffat County through worker expenditures on things like food, fuel, and housing. The Project creating jobs in Moffat County aligns with the Plan’s priority area goal of facilitating opportunities for affected coal workers to remain in the community. The Craig Station in Moffat County and associated Colowyo and Trapper coal mines directly employ approximately 600 workers in Moffat County (Keystone Policy Center and El Pomar Northwest Regional Council 2020). The Project would create jobs that could potentially be filled by the closure of the coal-fired electrical generating stations and coal mines, allowing some affected workers to remain in the community.

Furthermore, the Project could offer a pathway towards economic diversification by attracting investment in renewable energies and further infrastructure improvements and modernization, which could then bring about more job opportunities. The Project could store renewable energy, which would support the County's goal of leveraging the power generation identity of the region by utilizing renewable energy sources. By storing excess energy from renewable sources, the Project could ensure a reliable electric supply and reduced reliance on fossil fuels, such as coal.

3.6.2 *Governor Polis’ Roadmap to 100% Renewable Energy by 2040 and Bold Climate Action*

Governor Polis’ Roadmap to 100% Renewable Energy by 2040 and Bold Climate Action is a strategic plan aimed at transitioning Colorado to a fully renewable energy grid by 2040, reducing greenhouse gas emissions by at least 50% by 2030, and enhancing climate resilience while promoting economic growth and social equity (Colorado Energy Office 2019). The roadmap outlines comprehensive policies and initiatives to increase renewable energy adoption, improve energy efficiency, and support the electrification of transportation and heating (Colorado Energy Office 2019). Renewable energy is the cornerstone of Governor Polis’ Roadmap, and one of the primary challenges of transitioning to a renewable energy-dominated grid is the intermittency of renewable energy sources like wind and solar.

The Project could support renewable energy storage and grid reliability by storing excess energy generated during periods of high renewable energy output and releasing it during times of low production or high demand. This capability can afford a stable and continuous power supply, effectively offering grid resilience and enabling the large-scale integration of renewable energy sources into the Moffat County energy grid.

In addition to enhancing grid stability, the Project could ultimately allow for reduced reliance on greenhouse gas-emitting, fossil fuel-based power plants, which is a target of the roadmap. The Project would also create jobs and stimulate economic growth within the clean energy sector. This aligns with Governor Polis' roadmap, which mentions creating jobs in the green energy economy.

3.6.3 *The Long-term Strategy of the United States Pathways to Net-Zero Greenhouse Gas Emissions by 2050*

The United States' long-term strategy to achieve net-zero greenhouse gas emissions by 2050, as outlined in *The Long-term Strategy of the United States Pathways to Net-Zero Greenhouse Gas Emissions by 2050*, emphasizes the critical role of renewable energy and energy storage technologies in transforming the nation's energy infrastructure (U.S. Department of State and U.S. Executive Office of the President 2021). This document envisions a comprehensive transition to a clean energy economy, utilizing a mix of renewable energy sources, advanced energy storage solutions, and grid modernization efforts (U.S. Department of State and U.S. Executive Office of the President 2021). Pumped storage projects, like the Project, align with the United States' long-term strategy to achieve net-zero greenhouse gas emissions by 2050 by facilitating the integration of renewable energy, reducing dependence on fossil fuels, and ensuring grid reliability and efficiency. As detailed above in section 3.6.2, the Project would support energy storage, provide grid reliability, and stimulate economic growth through construction, maintenance, and operations.

3.6.4 *The Energy Storage Grand Challenge*

The Energy Storage Grand Challenge, begun by the DOE in January 2020, aims to accelerate the development, commercialization, and utilization of next-generation energy storage technologies to enhance grid reliability, resilience, and flexibility (DOE 2020). This initiative seeks to position the United States as a global leader in energy storage and has a goal to develop and domestically manufacture energy storage technologies that can meet all U.S. market demands by 2030 (DOE 2020).

Pumped hydro storage projects, such as the Project, support the Energy Storage Grand Challenge as these projects are a well-established technology that provide large-scale energy storage capacity. The Energy Storage Grand Challenge has noted that pumped hydro storage is one of the most cost-effective large-scale energy storage technologies available, and with continued advances in technologies, it is anticipated that we will see future improvements in performance and cost (DOE 2020).

3.6.5 *The Infrastructure Investment and Jobs Act*

The Infrastructure Investment and Jobs Act (H.R. 3684 2021) is a comprehensive federal initiative aimed at modernizing and upgrading the United States' infrastructure, including transportation, broadband, and energy systems, with a significant investment of \$1.2 trillion (U.S. Department of Transportation 2023). This act focuses on enhancing economic growth, job creation, and sustainability by improving critical infrastructure and supporting clean energy projects (The White House 2021). The Project would support the Infrastructure Investment and Jobs Act by enhancing the reliability and resilience of the electricity grid, which is a key focus of the Act's investment in modernizing energy infrastructure. Overall, it would

also support the integration of renewable energy sources, reduce reliance on fossil fuels, and create jobs, thereby stimulating economic growth and supporting the Act's goals of sustainability and job creation.

3.7 Impacts to Recreation and Land Use

The following sections discuss the Project's potential impacts to recreation and land use.

As stated in Section 1.1, the Project area consists of the area within a 2-mile buffer from the preferred alternative's dams, conveyances, and powerhouse surge chamber points, and within a 250-foot buffer from the Yampa water diversion line and conceptual generation tie line associated with the Project (see Figure 1.1-1). The socioeconomic assessment above considered impacts across a three-county study area, as socioeconomic impacts are expected at the county level. However, the recreation and land use sections generally limit analysis of impacts to the Project area, where the majority of impacts to land use and recreation are expected to occur.

3.7.1 Recreation

Recreation is important to physical and mental wellness and provides people and communities with the opportunity to engage with the environment. Recreation activities occurring throughout Moffat County range from dispersed and casual to organized, permitted group uses within designated recreation areas. Outdoor recreational activities in Moffat County include water skiing, fishing, swimming, picnicking, hiking, biking, camping, snow skiing, ice-skating, and snow shoeing (State of Colorado 2024). Elkhead Reservoir, approximately 4 miles northeast of the Project area, is a favorite destination for water activities (e.g., fishing, swimming, etc.) in Moffat County (State of Colorado 2024).

Opportunities for recreation in the Project area were identified using online sources, such as online mapping services and government websites. Recreational activities were reviewed to consider possible temporary impacts from construction, such as noise, visibility, and traffic or access changes. Activities were also analyzed for potential permanent impacts during operation and maintenance of the Project over the term of a new license that may reduce the quality, access to, or opportunities for recreation.

The Project is anticipated to be primarily built on private land, and rPlus will be acquiring the land for the necessary infrastructure through lease and purchase agreements. The Project area consists of approximately 15,586 acres (85%) of private land, approximately 2,641 acres (14%) of state land, and approximately 41 acres (<1%) of federal land, for a total of 18,267 acres (Figure 3.7-1). Public lands within the Project area consist of Bureau of Land Management (BLM) National Public Lands (approximately 41 acres [<1%]), Colorado State Land Board state resource management area (approximately 1,567 acres [9%]), Twenty Miles State Trust Lands (approximately 925 acres [5%]), and Yampa River State Trust Lands (approximately 150 acres [<1%]) (USGS 2022). No other federally managed public or conservation lands, including national historic landmarks, national forests, national parks, national recreational trails, National Wild and Scenic Rivers, National Wildlife Refuges, Indian Lands, or wilderness areas, are within the Project area.

One BLM public access site, managed by the Little Snake Field Office, is located within the Project area (see Figure 1.1-1 and Figure 3.7-1) (USGS 2024). The approximately 150 acres of land owned by CPW, consisting of the Yampa River State Land Trust, and the 1,567 acres of land owned by the Colorado State Land Board located within the Project area, would not be crossed by Project infrastructure (see Figure 1.1-1) (USGS 2024). While these sites would not be directly impacted by the Project, there is potential they may experience indirect impacts such as change in viewshed and noise during construction. The Project is not anticipated to impact access to these sites.

The Colorado State Land Board leases approximately 2,531 acres of land for recreation use within Routt County to Wilton Earle & Sons and 108 acres of land for recreation use within Moffat County to Jake Timmer (Colorado State Land Board 2024). The Routt County lands are within the Project area but are not crossed by the Project infrastructure. The Moffat County lands are within the Project area and will be crossed by the Project infrastructure (gen-tie transmission line). Both areas are closed to public access, so public access to the sites will not be impacted. Temporary noise impacts from construction and permanent changes in viewshed are anticipated to impact these Colorado State Land Board parcels.

The Project area is within CPW Game Management Unit (GMU) 13 and Deer Data Analysis Unit (DAU) D-7, Elk DAU E-6, Antelope DAU A-9, Moose DAU M-6 (non-hunted GMU), Bear DAU B-10, and Lion DAU L-NW (CPW 2024). GMU 13 encompasses approximately 231,770 acres in Moffat County and Routt County, and the Project area crosses approximately 18,267 acres (7.9% of the total GMU). However, because the Project is primarily located on private land, public access for hunting is restricted. During the construction phase of the Project, activities including land clearing for reservoir development, increased noise from construction equipment, and the presence of workers have the potential to disrupt local wildlife habitats, potentially displacing game species and altering their behavior and distribution. This disruption can reduce hunting opportunities as animals move away from traditional hunting grounds that may be located within the Project area. Temporary and long-term access restrictions to ensure safety around construction zones and operational areas can also limit hunters' access to certain regions.

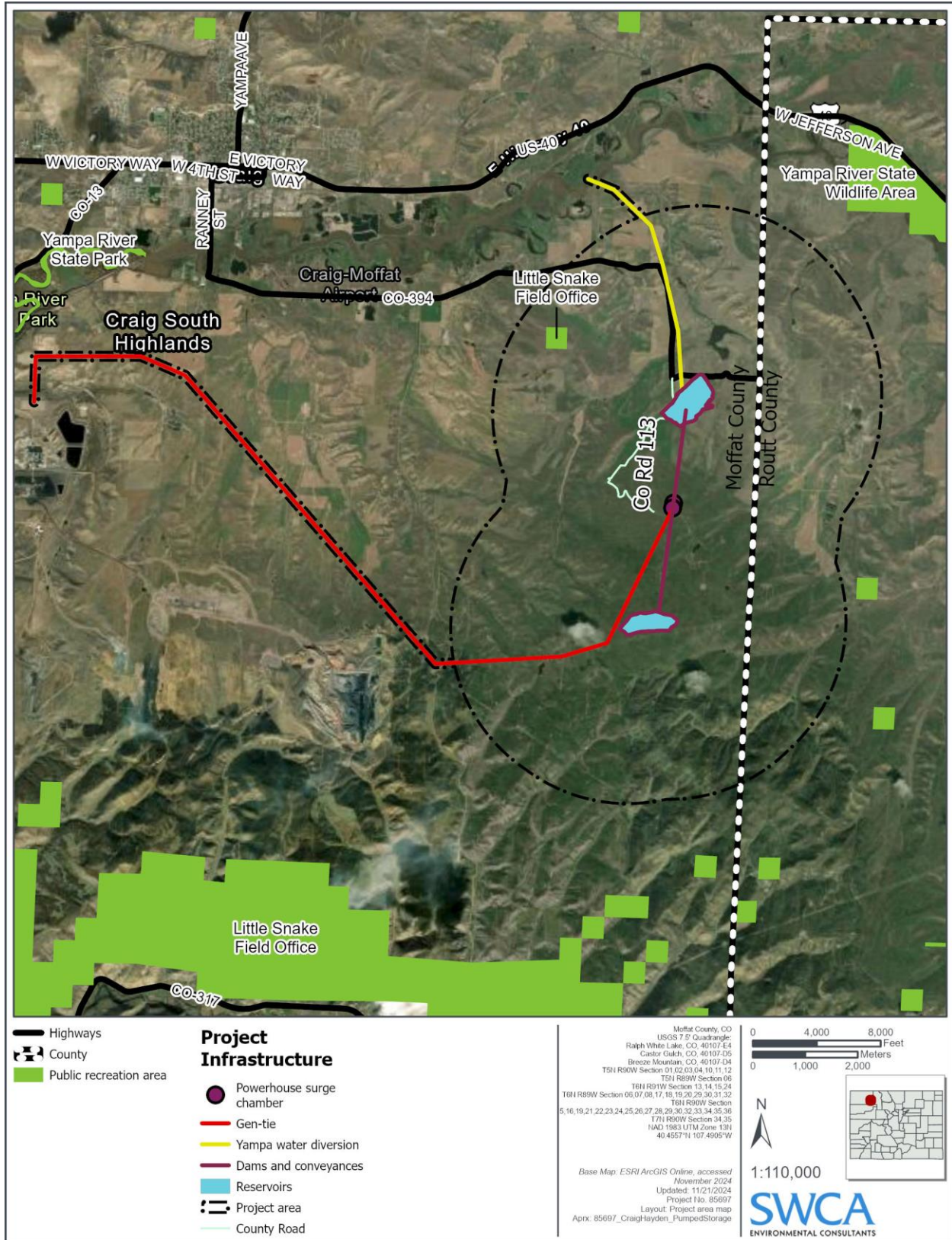


Figure 3.7-1. BLM public access sites within the Project area.

3.7.2 Land Use and Cover

The term “land use” refers to how land is developed for various human uses or preserved for natural purposes. This section describes the current land use conditions and potential changes or impacts in the Project area.

Land use information within the Project area was identified by using Moffat and Routt County plans and documents including the zoning ordinances for each county, the Moffat County Zoning Map, the Routt County GIS web mapper, and aerial photographs. Local land use plans and policies and development regulations were evaluated to assess consistency with the Project and the degree of probable adverse impact.

The Project area is located in Moffat and Routt Counties, Colorado. The preferred alternative is located entirely within Moffat County. The Project area is located on land zoned as Agricultural District in Moffat County and as Agriculture and Forestry in Routt County (Moffat County 1983; Routt County 1972). Based on the current understanding of the Project, it is expected that the proponent would apply for a permit to use the land for the Project, which would not require a modification or change in the county zoning resolutions. The proponent will work with the counties to make this determination.

Existing land cover, as defined by USGS LANDFIRE data, within the Project area consist primarily of open land of shrubland, crop, and aspen forest and woodland, with some smaller areas of grassland, hay/pasture, and riparian and wetland (Table 3.7-1; Figure 3.7-2) (USGS 2023).

Table 3.7-1. Land Cover Type within the Project Area

Land Cover Type	Acres of Project Area	Percentage of Project Area
Rocky Mountain Gambel Oak-Mixed Montane Shrubland	5102	28%
Western Cool Temperate Close Grown Crop	2673	15%
Inter-Mountain Basins Big Sagebrush Shrubland	2634	14%
Rocky Mountain Aspen Forest and Woodland	2213	12%
Inter-Mountain Basins Montane Sagebrush Steppe	910	5%
Interior Western North American Temperate Ruderal Grassland	602	3%
Western Cool Temperate Fallow/Idle Cropland	566	3%
Interior Western North American Temperate Ruderal Shrubland	538	3%
Colorado Plateau Pinyon-Juniper Woodland	531	3%
Great Basin & Intermountain Introduced Perennial Grassland and Forbland	319	2%
Western Cool Temperate Pasture and Hayland	294	2%
Rocky Mountain Lower Montane-Foothill Riparian Shrubland	269	1%
Southern Rocky Mountain Ponderosa Pine Woodland	267	1%
Inter-Mountain Basins Semi-Desert Grassland	191	1%
Great Basin & Intermountain Introduced Annual Grassland	181	1%
Southern Rocky Mountain Dry-Mesic Montane Mixed Conifer Forest and Woodland	174	1%
Rocky Mountain Lower Montane-Foothill Shrubland	138	1%
Inter-Mountain Basins Semi-Desert Shrub-Steppe	105	1%
Western North American Ruderal Wet Meadow & Marsh	88	0%

Land Cover Type	Acres of Project Area	Percentage of Project Area
Inter-Mountain Basins Big Sagebrush Steppe	87	0%
Rocky Mountain Lower Montane-Foothill Riparian Woodland	79	0%
Open Water	56	0%
North American Arid West Emergent Marsh	54	0%
Southern Rocky Mountain Montane-Subalpine Grassland	41	0%
Great Basin & Intermountain Ruderal Shrubland	31	0%
Rocky Mountain Subalpine-Montane Mesic Meadow	21	0%
Western Cool Temperate Wheat	21	0%
Rocky Mountain Alpine-Montane Wet Meadow	18	0%
Developed-Roads	12	0%
Western Cool Temperate Urban Shrubland	11	0%
Great Basin & Intermountain Introduced Annual and Biennial Forbland	8	0%
Inter-Mountain Basins Greasewood Flat	6	0%
Quarries-Strip Mines-Gravel Pits-Well and Wind Pads	5	0%
Western Cool Temperate Row Crop - Close Grown Crop	4	0%
Developed-Low Intensity	4	0%
Developed-Medium Intensity	4	0%
Inter-Mountain Basins Mixed Salt Desert Scrub	4	0%
Inter-Mountain Basins Curl-leaf Mountain Mahogany Woodland	3	0%
Inter-Mountain Basins Curl-leaf Mountain Mahogany Shrubland	3	0%
Southern Rocky Mountain Ponderosa Pine Savanna	2	0%
Rocky Mountain Subalpine Dry-Mesic Spruce-Fir Forest and Woodland	2	0%
Rocky Mountain Cliff Canyon and Massive Bedrock	2	0%
Western Cool Temperate Urban Herbaceous	2	0%
Western Cool Temperate Developed Shrubland	1	0%
Rocky Mountain Foothill Limber Pine-Juniper Woodland	1	0%
Developed-High Intensity	1	0%
Western Cool Temperate Developed Herbaceous	1	0%
Wyoming Basins Dwarf Sagebrush Shrubland and Steppe	1	0%
Southern Rocky Mountain Mesic Montane Mixed Conifer Forest and Woodland	1	0%
Rocky Mountain Lodgepole Pine Forest	1	0%
Western Cool Temperate Developed Evergreen Forest	0	0%
Inter-Mountain Basins Cliff and Canyon	0	0%
Western Cool Temperate Row Crop	0	0%
Western Cool Temperate Urban Mixed Forest	0	0%
Western Cool Temperate Urban Deciduous Forest	0	0%
Colorado Plateau Mixed Bedrock Canyon and Tableland	0	0%
Total	18,283*	100%

*Due to the minimum binding polygon for the USGS LANDFIRE data, the acreage total does not match the total acreage of the Project area.
Source: USGS 2023.

The Project encompasses approximately 207 acres for reservoir development, and approximately 11,288 linear feet for dam construction, 15,496 linear feet for the Yampa Water Diversion construction, and 56,678 linear feet for a gen-tie transmission line would be impacted (permanently and temporarily) by construction and operations and maintenance of the Project. The Project is anticipated to utilize a combination of buried pipe and tunnel, with an underground powerhouse to connect the upper and lower reservoir. Because these pipes and tunnels will exist below the ground surface, there would be no surface impacts during construction. Limited surface disturbance is anticipated along the conveyance system except in areas of temporary workspaces such as staging areas, laydown yards, storage areas, or temporary roads.

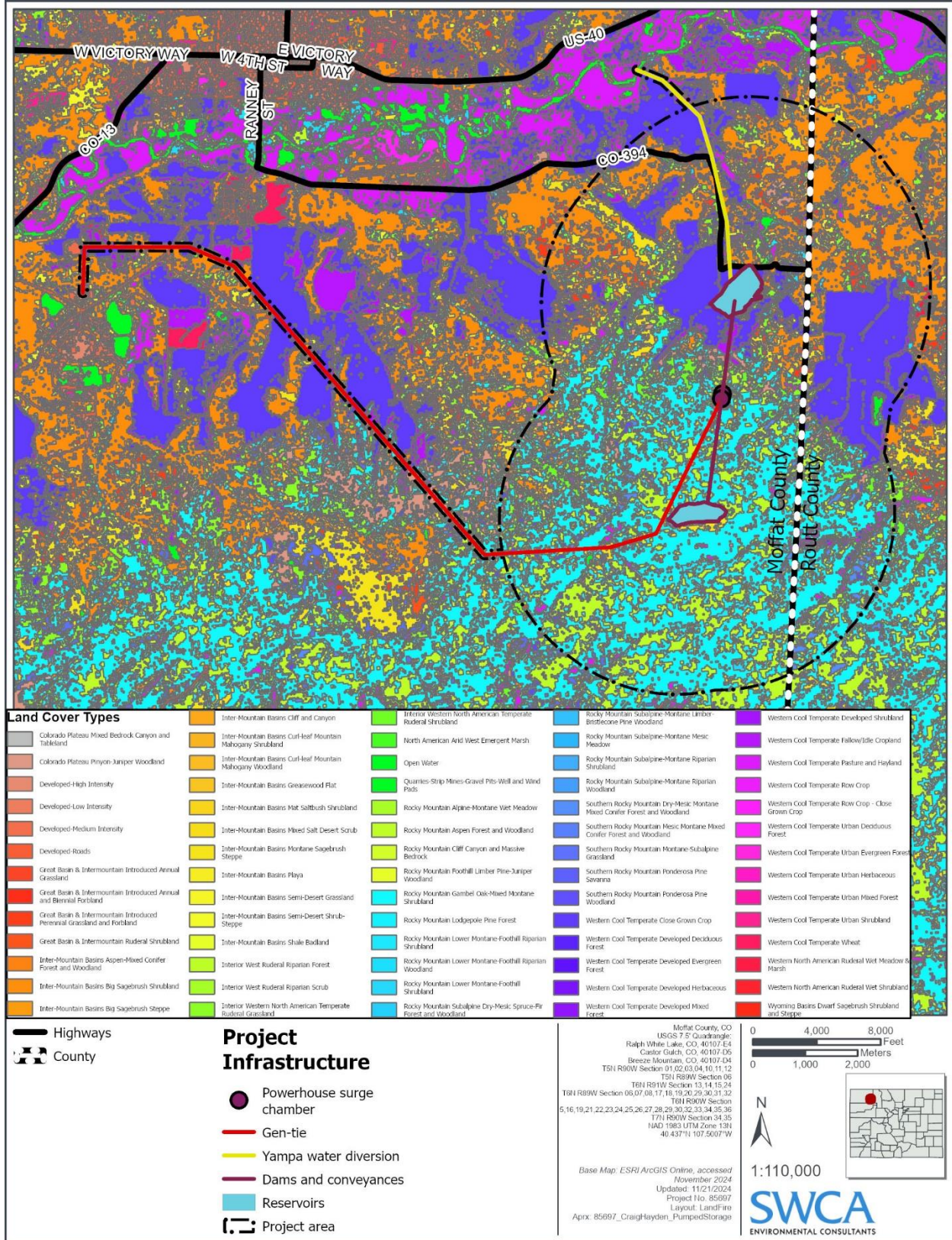


Figure 3.7-2. Land cover types within the Project area.

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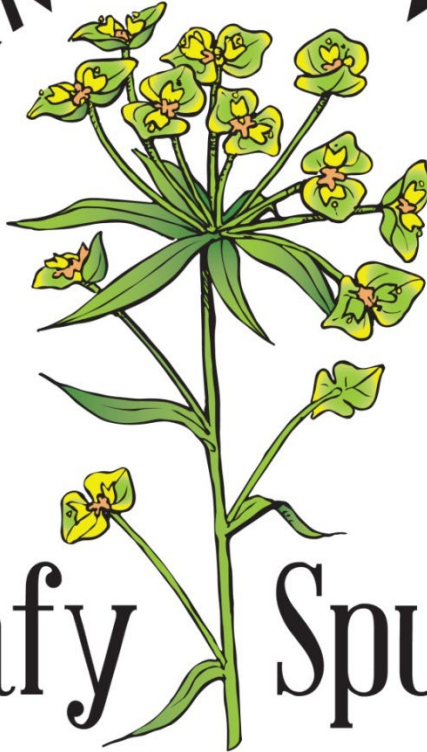
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YAMPA RIVER



Leafy Spurge

— P R O J E C T —

**MOFFAT COUNTY
BOARD OF
COUNTY
COMMISSIONERS**

**DECEMBER 10,
2024**

www.yampariverleafyspurgeproject.com

MISSION:

The Yampa River Leafy Spurge Project engages landowners, agencies, educators and organizations—Working together to establish effective programs of integrated management for invasive leafy spurge.



YRLSP Established 2015

- Leafy Spurge Mapping Hayden to Maybell
- Education and Outreach
 - YRLSP Website and Video
 - yampariverleafyspurgeproject.com
 - Stakeholder Meetings
 - YRLSP Brochure
 - Show Me Floats
 - Youth Outreach
- Dinosaur NM Spurge Pulling
- Research – University of Wyoming
- Spurge Beetles – collect, release, monitor

YRLSP Funding and Operations

- **Grants**

- Colorado Department of Agriculture Weed Fund
 - 2016 - \$30,000
 - 2017 - \$10,000
 - 2018 - \$16,000
- CWCB Water Supply Reserve Funds
 - 2019 - \$89,000

- **Contributions**

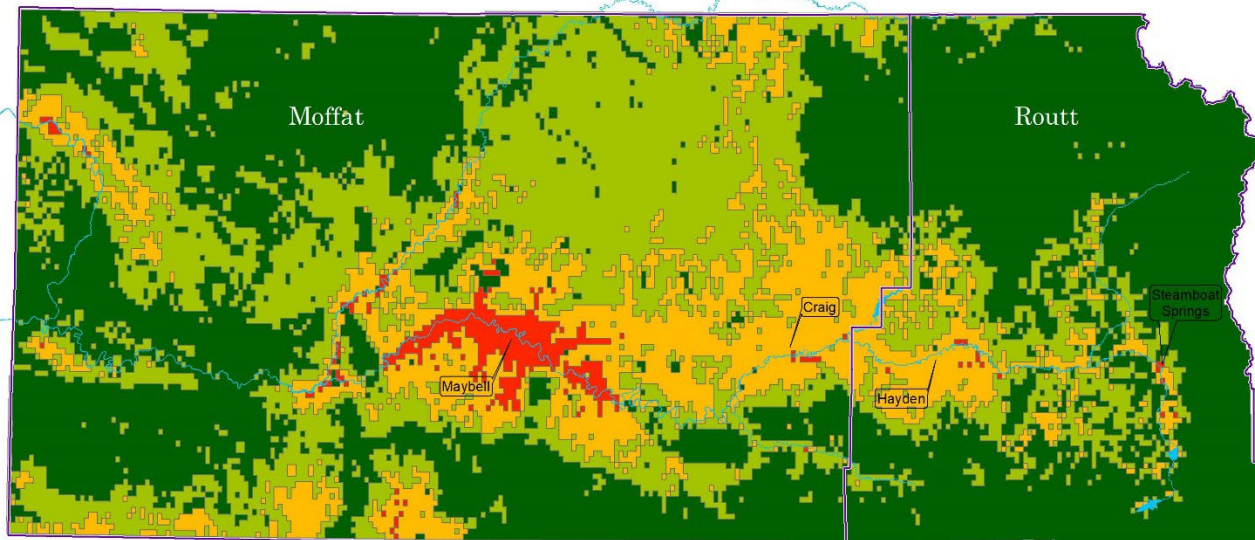
- Moffat County
- Routt County
- Private Donors
- Volunteers and Partners – In Kind

- **Fiscal Agents**

- Colorado First Conservation District
- Friends of the Yampa

YRLSP PARTNERS 2024

- Moffat County Board of County Commissioners
- Routt County Board of County Commissioners
- Moffat County Weed and Pest Management
- Routt County Weed Program
- Colorado Parks and Wildlife
- Colorado Department of Agriculture
- Bureau of Land Management
- Dinosaur National Monument
- Friends of the Yampa
- Yampa River State Park
- CO State Land Board
- NRCS: Steamboat
- NRCS: Craig
- Moffat County CSU Extension
- Routt County CSU Extension
- Yampatika



Yampa River Leafy Spurge Project
Leafy Spurge Invasion Risk Modeling
Moffat and Routt Counties

- Lowest Suitability
- Low Suitability
- High Suitability
- Highest Suitability

Leafy spurge is capable of aggressively invading most habitats in Moffat and Routt counties. Note that these regional-scale categories cannot represent local habitat variability, such as the presence of environments better suited to leafy spurge in small drainage bottoms. Further, a specific vector for the introduction of seed or root stock will also facilitate invasion even in the least suitable areas.

A scenic landscape featuring a river flowing through a valley. The foreground is dominated by a dense field of bright yellow wildflowers and green grasses. In the middle ground, a calm river reflects the clear blue sky. The background consists of a large, rocky hillside with sparse green vegetation. The overall scene is bright and clear, suggesting a sunny day.

INTRODUCTIONS

Yampa River Leafy Spurge Project 2024 Story

- Dinosaur National Monument Received a \$539,174 Inundative Biological Control Strategy Grant
- YRLSP Integral Part of IBCS Grant
- Friends of the Yampa assumes a larger role in the YRLSP and the IBCS Grant
- Idaho Biocontrol Collection Trip

Dinosaur National Monument Received Inundative Biological Control Grant (1)

Leaders of this Important Initiative for the Future of Leafy Spurge Management in the Yampa River Watershed:

Emily Spencer, Natural Resource Specialist, Dinosaur National Monument

Tamara Naumann, Ecologist, Volunteer YRLSP

Pete Williams, Developer of the YRLSP website, Volunteer YRLSP

Lindsey Marlow, Executive Director, Friends of the Yampa

Emily Burke, Conservation Program Manager, Friends of the Yampa

Shane Talvacchio, Colorado Parks and Wildlife

Dinosaur National Monument Received Inundative Biological Control Grant (2)

Goals:

1. To place as many predatory insects as possible on leafy spurge and Russian knapweed in the Yampa Watershed (**Inundate**)
2. Annual release of 50-100K insects includes leafy spurge and Russian knapweed beetles
3. Establish insectaries in NW CO/NE UT for collections/distributions.

Total Project Budget: \$539,174 (Ecological Systems Restoration part of the 2021 Bipartisan Infrastructure Law)

Implementation: 2024 through September 30, 2030.

Important Partners Receiving Funds:

Dinosaur National Monument: Includes 2 seasonal employees for the Yampa River Watershed

Colorado Department of Ag Palisade Nursery : Supply biocontrol agents through 2030

Friends of the Yampa: Includes some overhead and administrative expenses through 2030.

Yampa River Leafy Spurge Project

An Integral Part of IBCS Grant

Project Deliverables relying on the experiences of the Yampa River Leafy Spurge Project Partners and Volunteers.

These Grant Deliverables are an Important Part of the Grant In-Kind-Donations:

- Collection and Release of Biocontrol Agents
- Monitoring of Release Sites to Increase Scientific Knowledge
- Website Updates and Development: yampariverleafyspurgeproject.com
- Youth Engagement
- Public and Media Communications
- Public Orientation: Show Me Floats
- Public Meetings
- Updates and Coordination with Elected Officials and Public Agencies

Friends of the Yampa assumes a larger role in the YRLSP and IBCS Grant

- FOTY assumes the responsibility as Fiscal Agent for the YRLSP and the IBCS Grant
- FOTY adds New Staff Position, Emily Burke, Conservation Program Manager with these Responsibilities:
 1. Communication, Organization and Administration for the YRLSP
 2. Expense Accounting for the YRLSP and the IBCS Grant

Idaho Biological Collection Trip

- On July 6th 14 volunteers met in Ashton, Idaho for the collection of leafy spurge beetles
- In Ashton they were met by Kim Ragotzkie who the YRLSP had made contact with in 2023 as a source of leafy spurge beetles
- Over two days these volunteers, lead by Emily Spencer, Tamara Naumann, Pete Williams and Kim, collected with canvas butterfly-like-nets, locally designed collection towers, and sorted using aspirators, 87,500 black and brown Apthona beetles and 2,450 Oberea beetles.
- What was learned: Almost 89,950 beetles were collected from a 2-acre parcel. The Yampa Valley needs a beetle “Nursery” where our landowners can collect leafy spurge beetles for release on their property.

SWEEPING FOR BEETLES



Tamara Naumann's Collection Towers



Volunteers Sorting Beetles



2024 Releases of Biocontrol From Idaho, Colo Dept of Ag and Montana

Of the 89,950 beetles collected by volunteers in Idaho 72,550 were released in the Yampa River Watershed

- 37,250 In Little Yampa Canyon, Moffat County
- 10,000 Skidmore Ranch, Sunbeam, Moffat County
- 25,300 East Cross Mountain Ranch, Moffat County

CDA released 10,100 beetles from Idaho at two Park sites on the Front Range

DNM released 7,300 beetles from Idaho in DNM in Utah

32,050 beetles from CDA Palisade were released in the Yampa River Watershed

5,000 on Show Me Float (Duzik and Camilletti Ranches), Moffat County

2,000 J Quarter Circle Ranch, Routt County

10,050 State Wildlife Area (SWA), Routt County

15,000 Green-Yampa River Confluence, Moffat County

2,820 beetles released on SWA (Routt County) were purchased by CPW from Montana

3,000 beetles released by RC Weed Program were purchased from CDA

TOTAL YRLSP PARTNER LEAFY SPURGE BEETLE RELEASES IN 2024: 110,420

Continue in 2025 the Mission of the YRLSP and the IBCS Grant

- Collect or Purchase and Release 50,000 to 100,000 Biocontrol Agents in the Yampa River Watershed
- Plan an Ashton Idaho Biocontrol Collection Trip for late June 2025
- Continue to work with Partners and Interested Landowners for the Management of Leafy Spurge and Russian Knapweed
- Continue to Monitor Past Release Sites to Collect the Data Necessary to make Informed Scientific Biocontrol Management Decisions. Important 2024 Findings:
 - 1. Monitoring results suggest that biocontrol insect populations have established successfully on multiple sites and we continue to see damaged spurge in many areas**
 - 2. Monitored another legacy site north of Hayden this year, where insects have been established for at least a decade**
- Continue to Monitor Release Sites in order to choose a viable Nursery Site
- Continue Public Outreach and Elected Officials and Public Agency Updates

MOFFAT COUNTY CONTRIBUTIONS

- 2018 - \$7,500
- 2019 - \$7,500
- 2020 - \$6,000
- 2021 - \$1,500
- 2022 - \$1,500
- 2023 - \$1,500
- 2024 - \$1,500

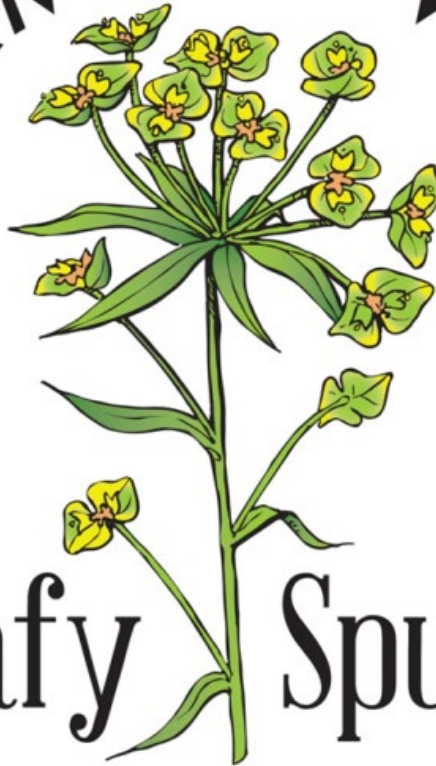
**TOTAL MOFFAT
COUNTY FUNDING
2016 THROUGH
2024: \$27,000**

A dense field of bright yellow flowers, likely a species of Euphorbia, with green stems and leaves. The flowers are small and numerous, creating a vibrant yellow sea. The background is filled with more of the same plants, extending to the horizon.

THANK YOU

Any Questions?

YAMPA RIVER



Leafy Spurge

— P R O J E C T —

www.yampariverleafyspurgeproject.com

ROUTT COUNTY CONTRIBUTIONS

- 2016 RC Weed Program In-Kind-Match for \$30,000 CDA Weed Fund Grant, \$5,362
- 2017 RC Weed Advisory Board RC Taylor Grazing Act Funds as Match for \$30,000 CDA Weed Fund Grant , \$2,000
- 2018 RC Weed Program contracted to treat 115 +/- acre west of Hayden with Funds from the RC Weed Advisory Board (2017 funds), \$10,000
- 2019 RC Weed Advisory Board for Landowner Informational Letter, \$500
- 2019 RC Weed Program contracted for 2nd treatment on 115 +/- acre west of Hayden with funds from the RC Weed Advisory Board (2018 funds), \$10,000
- 2019 RC contributed First-Half of Matching Funds for CWCB Grant through the Yampa White Green Basin Roundtable of \$89,000 2-year grant, \$7,500
- 2020 RC contributed Second-Half of Matching Funds for CWCB Grant, \$7,500
- 2022 RCBCCC contributed for biocontrol for the CWCB Grant, \$500
- 2022 RCBCCC contributed for education for the CWCB Grant, \$500
- 2023 RC Weed Program budgeted a contribution, \$2,000
- 2024 RC Weed Program budgeted a contribution of, \$2,000

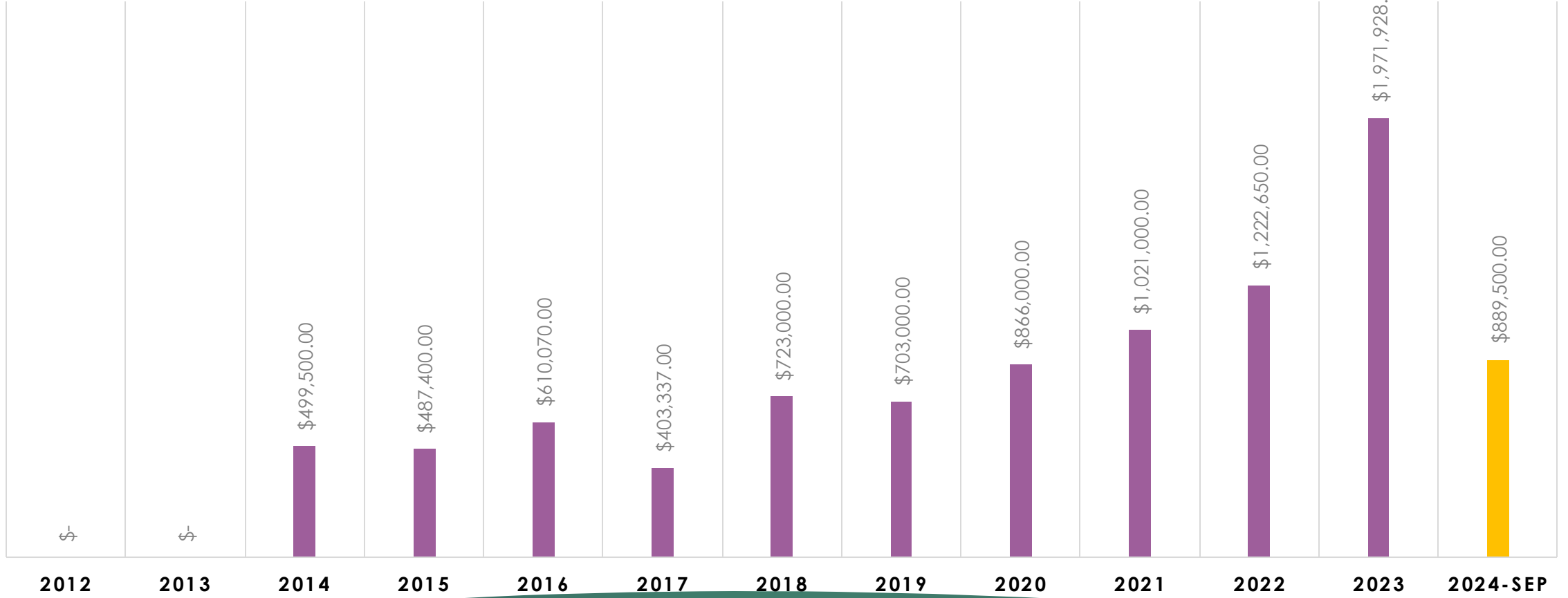
TOTAL ROUTT COUNTY FUNDING 2016 THROUGH 2024: \$47,862



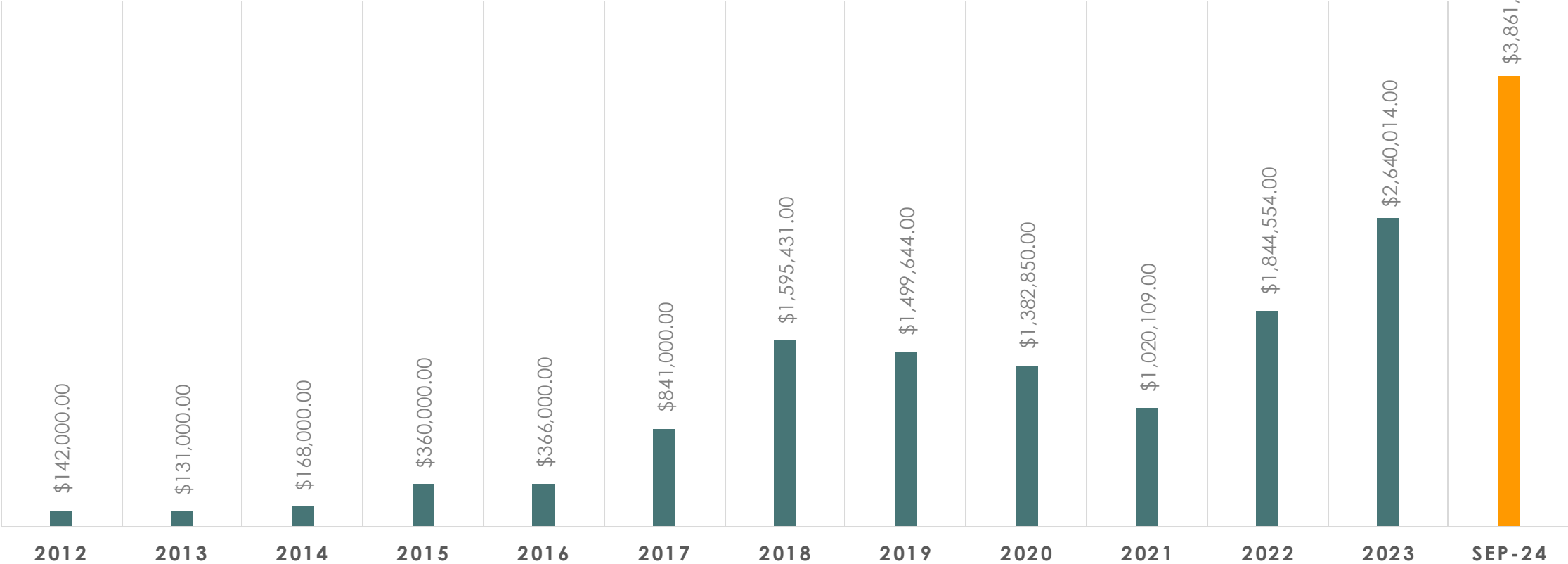
The Northwest Loan Fund

Performance Indicators through 2024 Q3

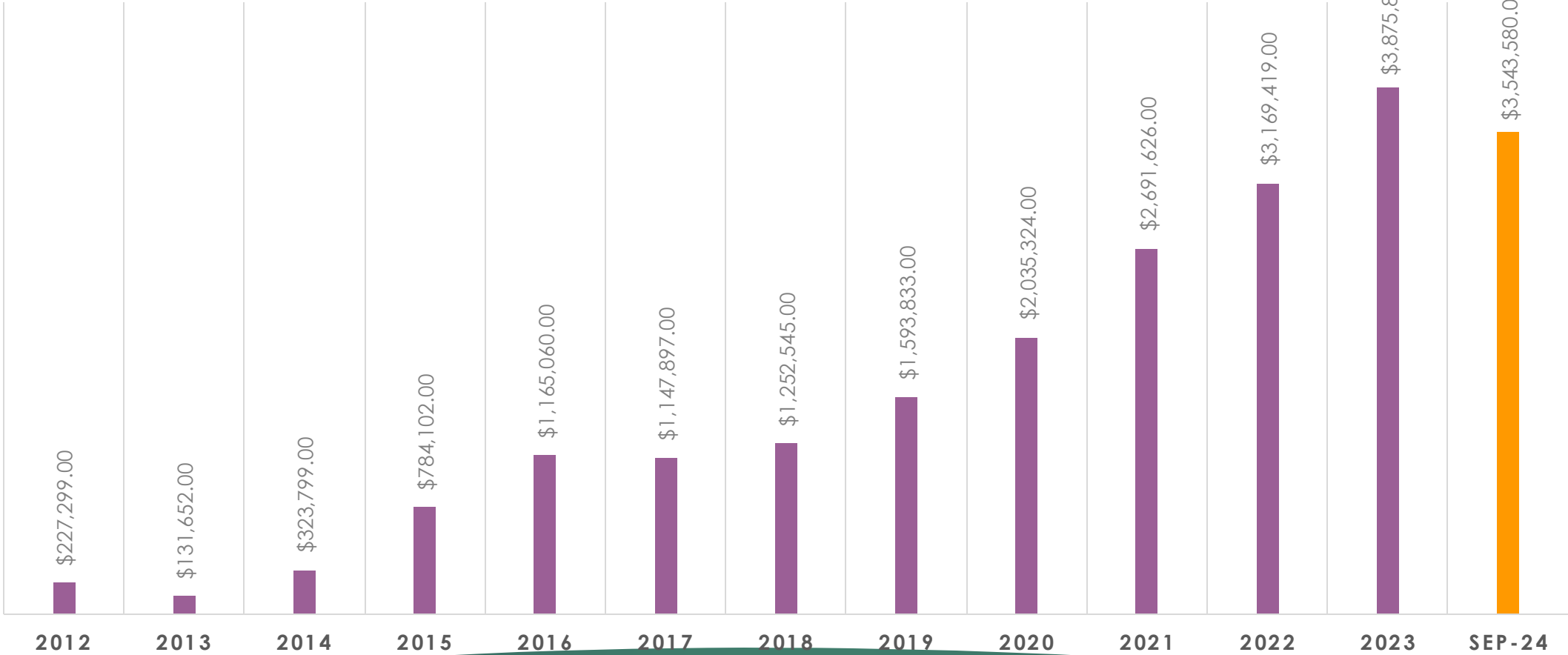
LOANS BY YEAR V TIME



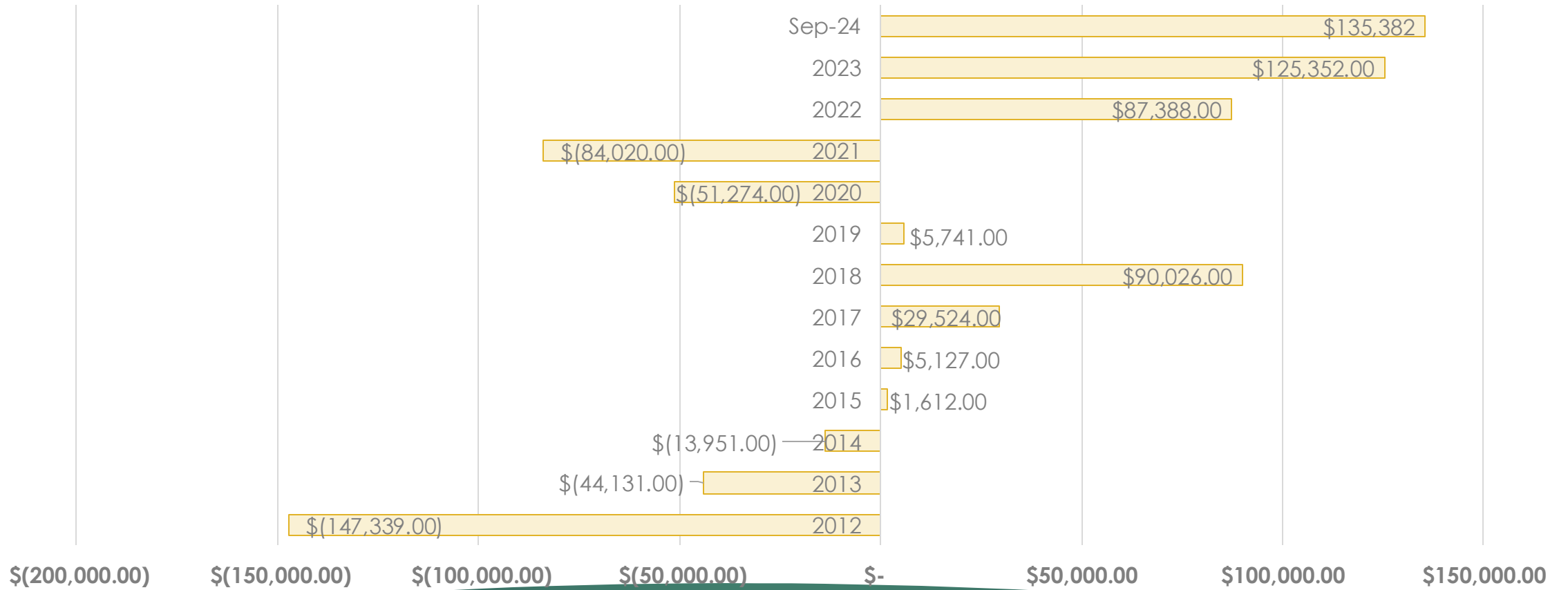
CASH V TIME



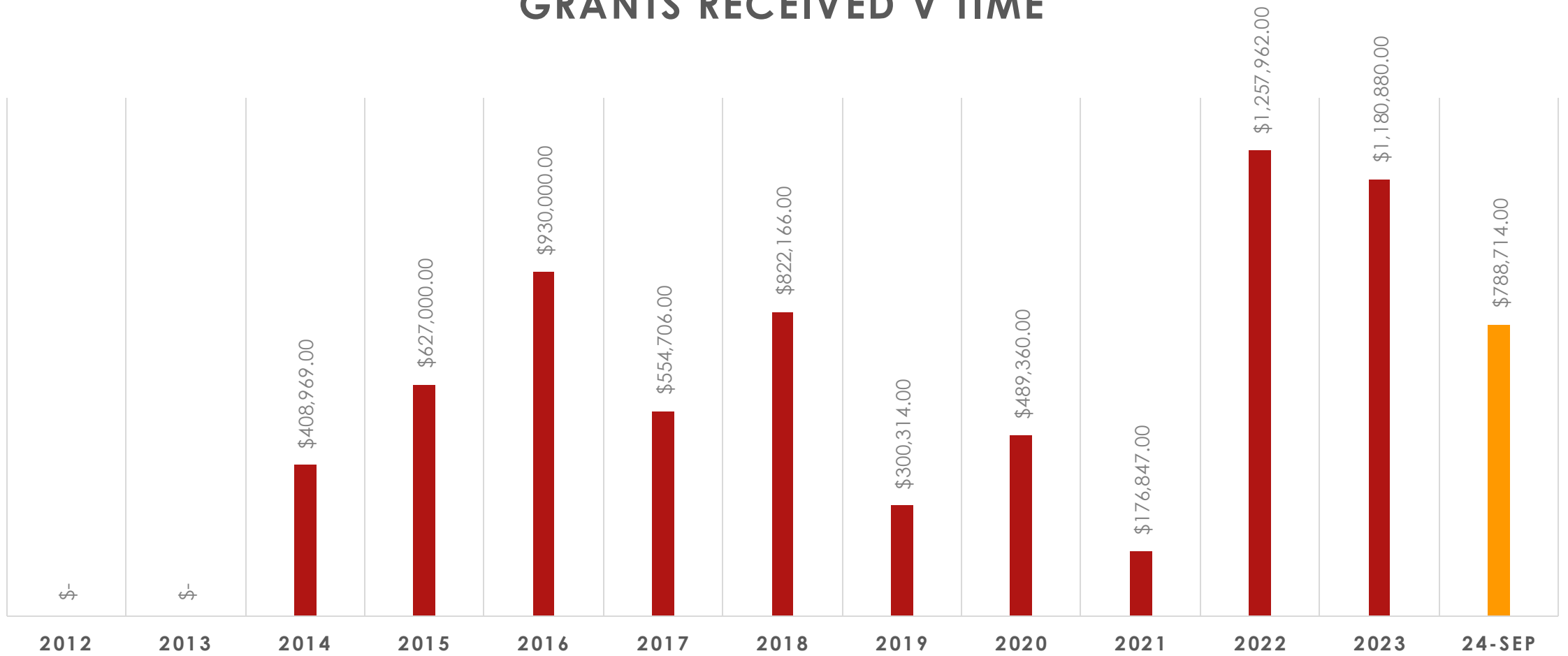
LOANS RECEIVABLE V TIME



Net Income v Time



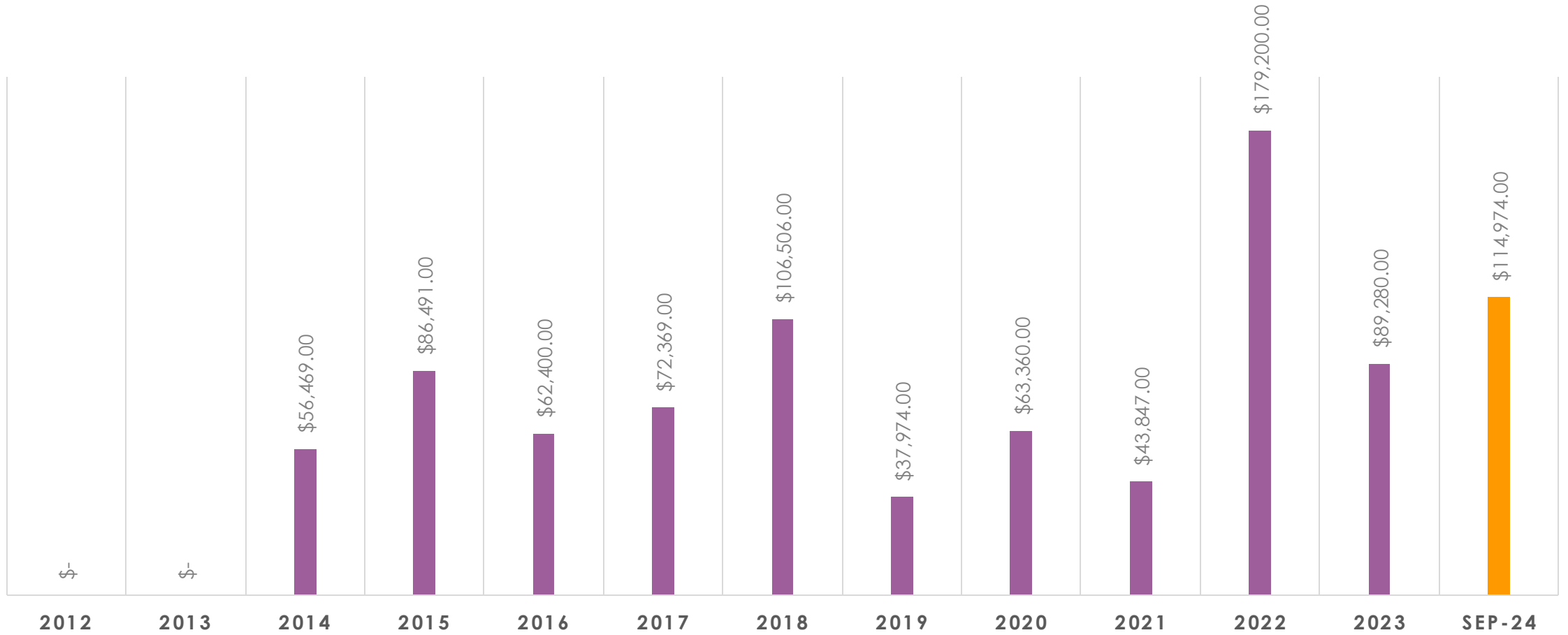
GRANTS RECEIVED V TIME



Admin is included in the Grants Received



ADMIN RECEIVED V TIME

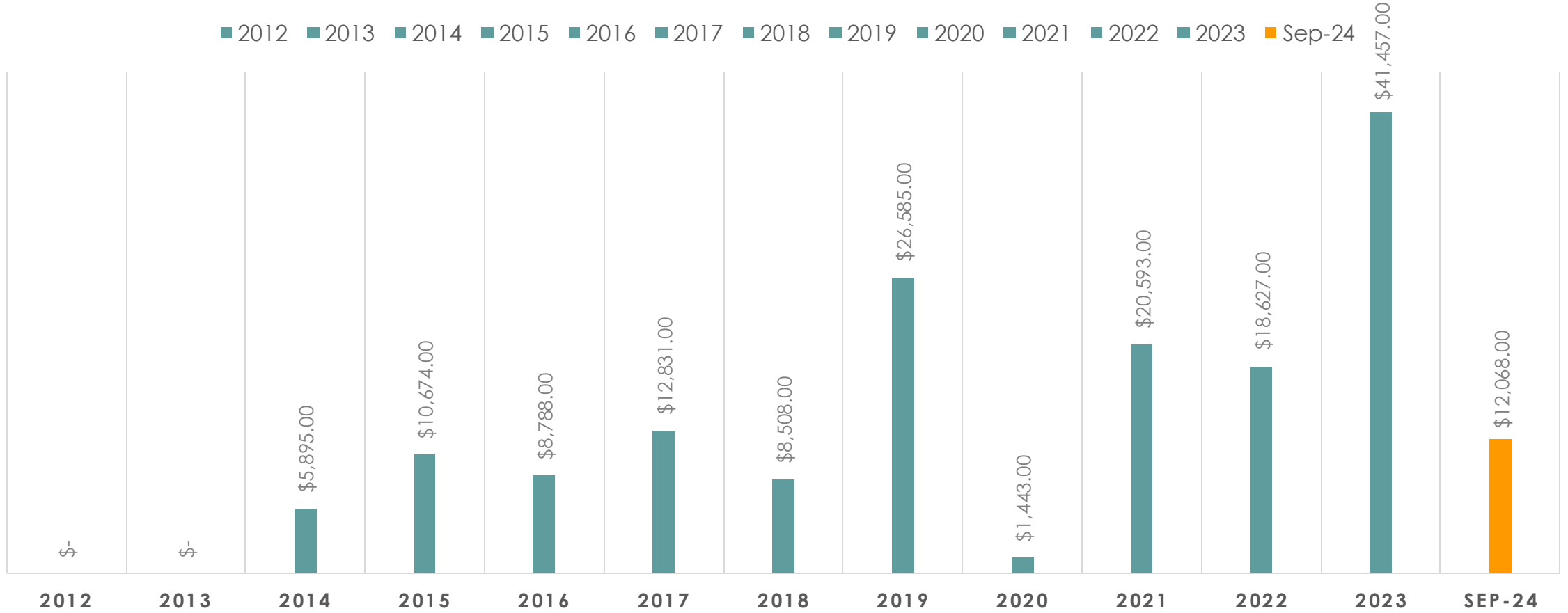


Admin is included in the Grants Received



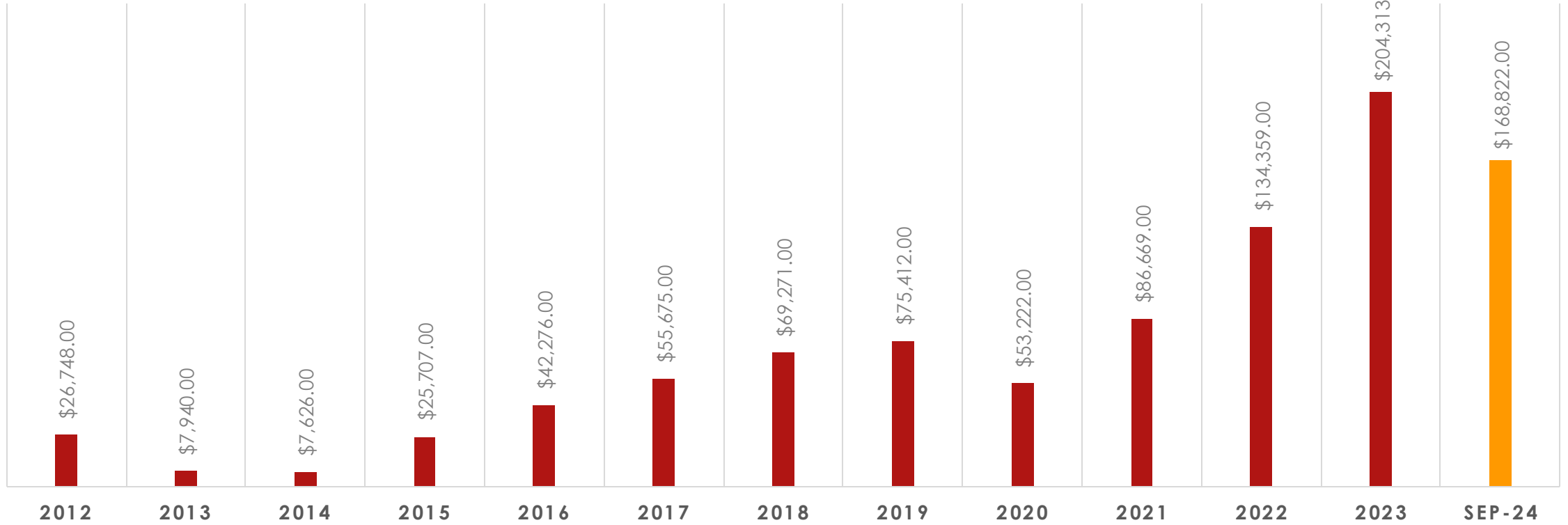
LOAN FEE INCOME V TIME

■ 2012 ■ 2013 ■ 2014 ■ 2015 ■ 2016 ■ 2017 ■ 2018 ■ 2019 ■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ Sep-24



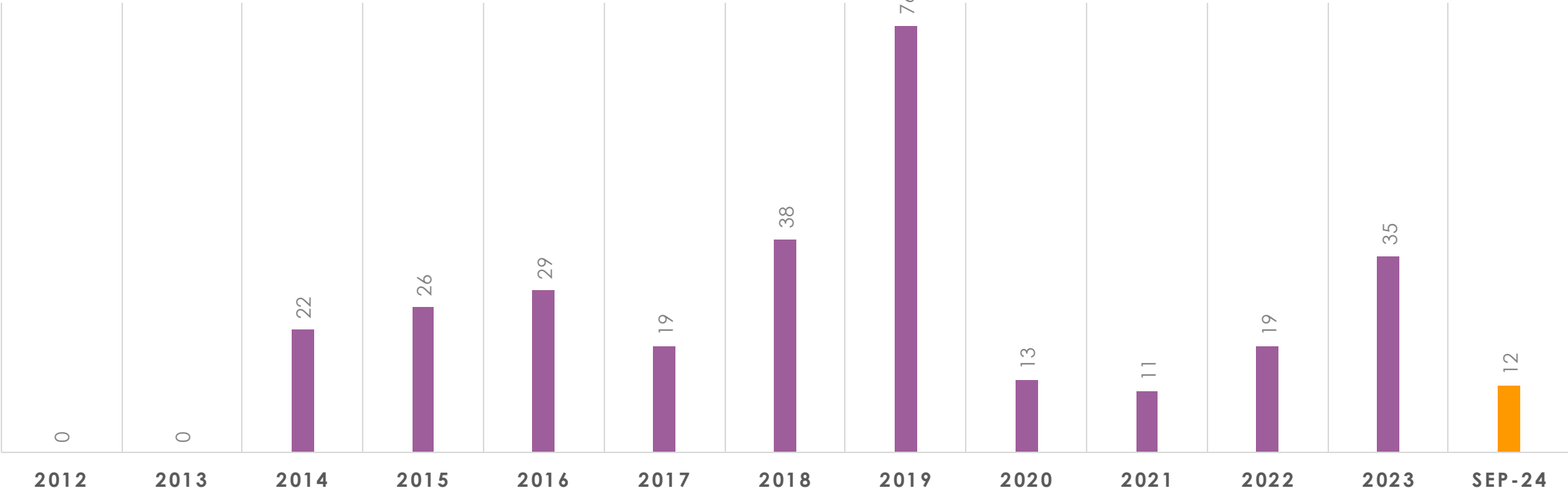
LOAN INTEREST INCOME

■ 2012 ■ 2013 ■ 2014 ■ 2015 ■ 2016 ■ 2017 ■ 2018 ■ 2019 ■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ Sep-24



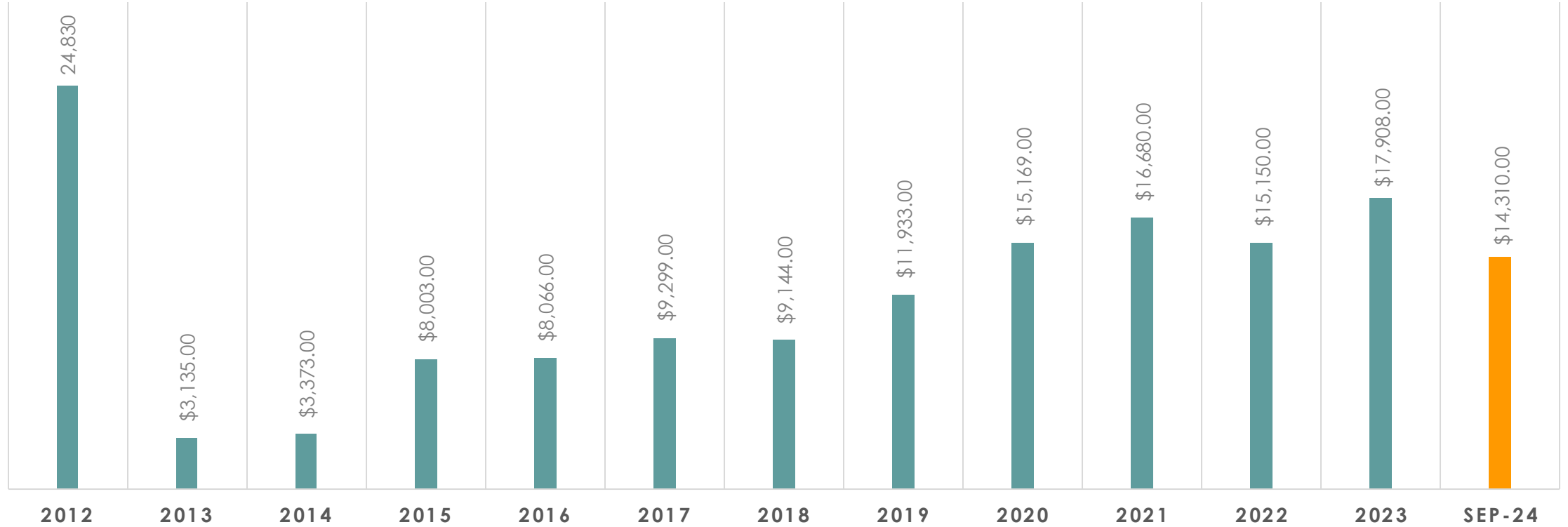
JOBS CREATED V TIME

■ 2012 ■ 2013 ■ 2014 ■ 2015 ■ 2016 ■ 2017 ■ 2018 ■ 2019 ■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ Sep-24

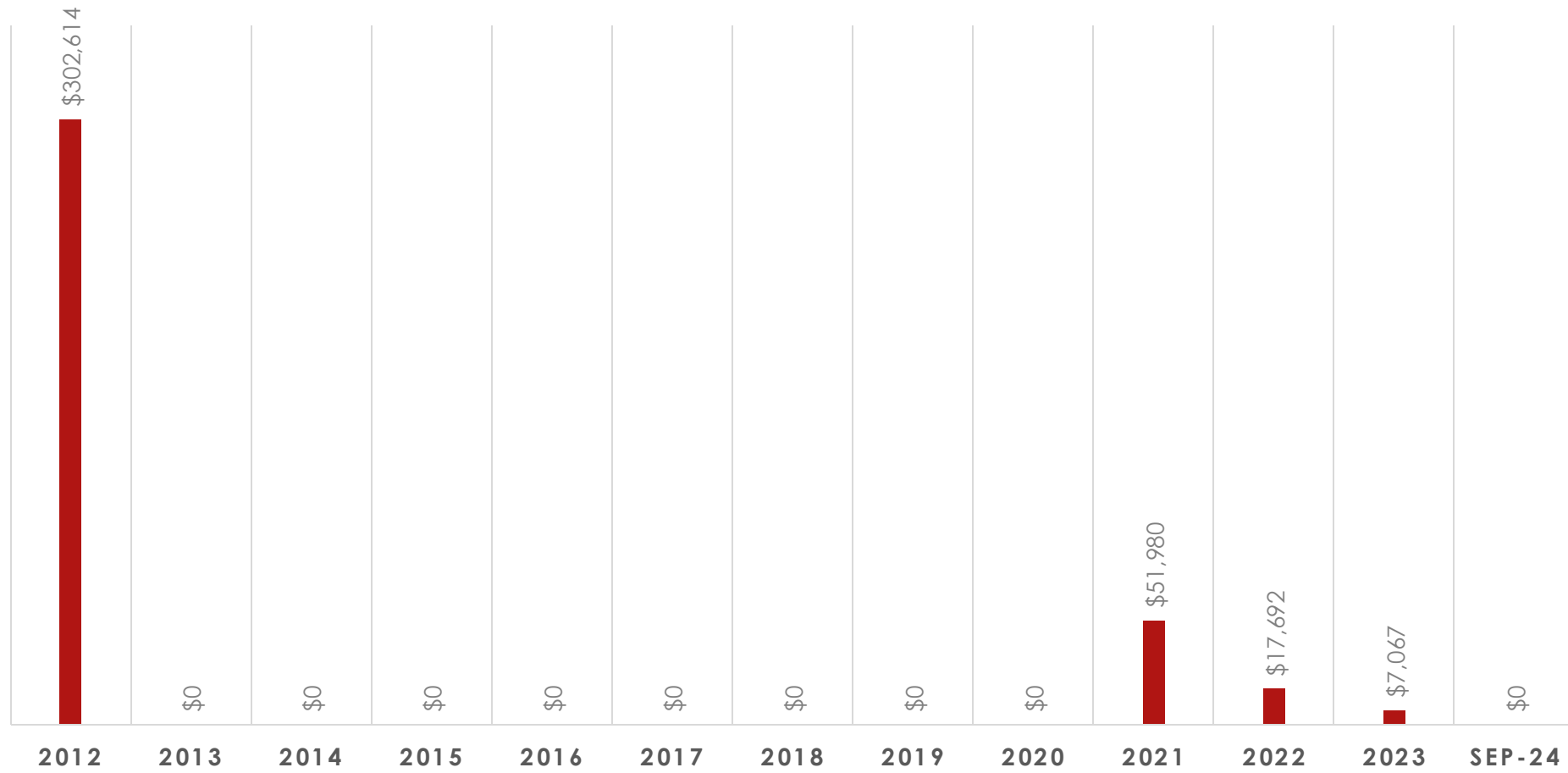


INDIRECT EXPENSE V TIME

■ 2012 ■ 2013 ■ 2014 ■ 2015 ■ 2016 ■ 2017 ■ 2018 ■ 2019 ■ 2020 ■ 2021 ■ 2022 ■ 2023 ■ Sep-24



FUNDS WRITTEN OFF V TIME



*Anita Started May 1, 2013





LOAN POLICY

Revision Date: April 2022

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Northwest Loan Fund Loan Policy

DEFINITIONS

Board shall refer to the Region 12 Revolving Loan Fund Corporation (R12 RLFC) dba Northwest Loan Fund (NLF) Board of Directors which is one and the same with the Northwest Colorado Council of Governments (NWCCOG) Council.

Approve(d) shall mean:

- (a) approve loans and loan structure for submission for approval of Community Development Block Grant (CDBG) Manager or Federal Review Committee (FRC) under the Open Grant Contract and,
- (b) approve loans and loan structure of loans made with State OEDIT or Revolved Funds.

Open Contract shall refer to funds directly from the CDBG and its Micro-Enterprise Program (MEP).

Revolved Funds shall refer to funds that have been repaid from a CDBG Open Contract.

NLF Director shall refer to the only staff member of the 501c6 doing business as Northwest Loan Fund. The NLF Director has the education and experience to recommend loan approvals.

OBJECTIVES

The main objectives of the NLF are to:

- Improve the economic base of and/or bring new wealth into the nine Northwest Colorado Counties by providing loans to businesses that will create or retain jobs (CDBG – at least 51% of the jobs are to be persons from low to moderate family income households (LMI)).
- Provide access to capital for business acquisition, expansion, or start-up
- Bring a value-added product or fill a niche in the local economy not currently being filled.
- Bring revenue from outside the 9 Northwest counties.
- Encourage financial and economic self-sufficiency of business clients toward eventual move to traditional sources.

SOURCES OF FUNDING

The NLF is funded by the following sources:

- Community Development Block Grant (CDBG)
- Community Development Block Grant (CDBG)-Micro-Enterprise Loan Program – Loans \$100,000 or under (MEP)
- State of Colorado OEDIT Funds
- Revolved Funds (Funds repaid)
- Other Funds, as appropriate (example: U.S.D.A.)

Northwest Loan Fund Loan Policy

LOAN FUNDS MAY BE USED FOR THE FOLLOWING PURPOSES:

- Business assets
 - Equipment/machinery/other fixed assets
 - Furniture & Fixtures
 - Inventory
 - Raw materials
 - Purchase of existing business
 - Business occupied building purchase
 - Construction of new facility
- Working Capital
 - Payroll
 - Accounts Receivable financing
- Equity Participation in exchange for business shares or royalty payments

LOAN FUNDS MAY NOT BE USED FOR:

- Pyramid or Networking Sales Enterprises
- Gambling or gaming operations
- Real Estate development
- Land purchase
- Franchises (with funds procured through CDBG)
- Production agriculture
- Marijuana related businesses until Federally legalized

LOAN COMMITTEE (LC)

LC Duties

The Loan Committee (LC) shall review loan package and recommendations as presented by the NLF Director and approve, modify structure or decline such loans. Approved loans may require further approval of the CDBG Manager, FRC or State OEDIT Funds Manager.

LC Composition

The Loan Committee (LC) includes, as available, one representative from each of the nine participating counties in addition to the NWCCOG Executive Director, who shall serve as an Ex-Officio Member. Of the nine county representatives, it is preferred that at least two members have a background in business, at least one member have experience in making business loans and at least one member have an accounting or legal background. If a member with one of these qualifications cannot be recruited from a County, it is

Northwest Loan Fund Loan Policy

acceptable to recruit from a neighboring County. The NLF LC members shall be approved by the NLF Board and shall serve in an advisory capacity in accordance with the operating guidelines, bylaws, and Loan Policy as approved by the NLF Board.

LC Term

It is preferable that all LC members serve at least a one-year term, noting there is no limit to the number of terms a committee person may serve. The LC committee shall appoint a chair and vice-chair from among the members.

LC Meetings and Attendance

Meetings may be attended in person or by telephone or video conferencing. Meetings will be scheduled for one time per month and additional meetings may be convened as needed. Scheduled meetings will be conducted by the Chairperson or may be convened with non-simultaneous email votes.

All LC packets, recommendations and attachments shall be sent via confidential email; with the intent of being received one week prior to the meeting; however, given the unpredictable nature of loans, the time frame for review may be more or less in any given month. It is the intent that minutes be distributed, to members not in attendance, as soon as possible after a meeting; members in attendance have requested not to receive minutes. All LC members should participate in at least 50% of meetings with votes cast via email constituting attendance.

LC Quorum

A quorum shall consist of a simple majority of the members of the LC.

Votes must be documented in LC meeting minutes, specifically denoting whether a vote has been made in person or via email. All records of email mail votes must be maintained in an electronic file.

If any loan receives two or more objections by LC members, the loan will have to be reintroduced on a future meeting agenda.

CONFLICT OF INTEREST

Definition

A conflict of interest may arise if a LC member has advised, approved, recommended or otherwise participated in the business decisions of the loan recipient. This could include engaging in such roles as agents, advisors, consultants, attorneys, accountants or shareholders.

Disclosure

A verbal disclosure is required of any conflict of interest with a borrower, guarantor or other party to the transaction and such conflicts must be reported to the NLF Board. Once the conflict has been recognized, the LC member is prohibited from voting, making a motion or taking any other form of action with regard to the loan in question.

LOAN APPROVAL

Loans under \$30,000.00 may be approved by the LC member in the county in which the business is located as well as two additional members. All other loans, upon recommendation of the NLF Director, require a quorum (as defined within this policy). All votes will be documented by roll call or emails of LC

Northwest Loan Fund Loan Policy

members. All votes made by email must be forwarded to the LC Chairperson. Once a loan has been approved it will be reported to the Board/NWCCOG Council at regularly scheduled meeting via the Portfolio Report.

Emergency/Disaster circumstances:

In the event of an unforeseen act within the county, state, or nation, such as a natural disaster, strike, terrorist attack or any other circumstances beyond the control of the NLF, which may make it difficult to adhere to the requirements as outlined in this policy, the NLF Director may undertake the following discretionary actions:

- Adjust loan interest rates, for clients, to between zero and two percent with the consent of three LC members, temporarily for up to 12 months. .
- Request changes to the NLF policy in which Board action will be taken by non-simultaneous email votes.
- Conduct site visits via online video conferencing or any other means necessary to appropriately evaluate a business when an actual site visit is not feasible given the circumstances.

LOAN UNDERWRITING GUIDELINES

1. The minimum loan amount is \$5,000.00.
2. The term may vary based on use of funds and collateral but not to exceed 10 years.
3. Interest rates and fees will vary based on loan size and risk.
4. Costs related to closing will be paid by the borrower.
5. All loans will be collateralized by all business assets.
6. Personal guarantees, of individuals with 20% or more ownership, will be required.
7. The NLF Director will make a site visit prior to presenting the loan to LC (any exceptions will be documented and noted by LC). In the event of a county, state or national disaster, site visits will be at the discretion of the NLF Director. Upon the decision, by the NLF Director, to present the loan for LC approval, LC members are encouraged to make a group site visit. In particular the member from the county in which the prospect is located, is encouraged to make a site visit. Should the LC Member from the county be unable to do a site visit, it is permissible for a LC Member from another county to do the site visit.
8. Monthly payments of principal and interest are the norm; adjustments will be made for seasonal businesses.

THE FIVE C's – Character, Capacity, Collateral, Capital & Credit

It is intended that NLF loan analysis be more reliant on Character, Capacity and Collateral, than on Credit.

Northwest Loan Fund Loan Policy

The following CHECKLIST is revised from time to time and posted at www.NorthwestLoanFund.org

NORTHWEST LOAN FUND LOAN APPLICATION PACKAGE CHECKLIST

1	<ul style="list-style-type: none"> • NLF Application Summary
2	<ul style="list-style-type: none"> • Business Plan (include: History, Company Description, Products and Services, Marketing Plan & Competition, Management of key functions & Resumes, Suppliers & Terms) – Please send in a Word document.
3	<ul style="list-style-type: none"> • Projections: (Resources and helpful links) <ul style="list-style-type: none"> • Cash Flow projections, with explanation of assumptions, by month for 1st year, then by quarter • Profit/Loss projections, with explanation of assumptions, by month for 1st year, then by quarter • Breakeven (Sales required to cover costs) • Estimate your payment- Interest Rate is: Prime + 2%
4	<ul style="list-style-type: none"> • Business Financial Statements* (BFS) Balance Sheets & Profit and Loss Statements including most recent month end
5	<ul style="list-style-type: none"> • Business Tax Returns * (BTR) April or after, include prior year end
6	<ul style="list-style-type: none"> • List of Business collateral: <ul style="list-style-type: none"> • Equipment (Description, Age, Condition, Value) • Equipment to be purchased – contracts or bids • Inventory (Description, Value) • Accounts Receivable (Customer, Invoice Date)
7	<ul style="list-style-type: none"> • Personal financial statement (PFS) (current within 60 days) for any owner of 20% or more. Include all schedules & K-1's. (Sample)
8	<ul style="list-style-type: none"> • Personal Tax Returns* (PTR) for ownership of 20% or more
9	<ul style="list-style-type: none"> • Articles of Formation or Incorporation, by-laws, trade name affidavit or franchise agreement
10	<ul style="list-style-type: none"> • Copy of Lease
11	<ul style="list-style-type: none"> • For Real Estate collateral (business or home): Copy of Owners Title Policy or Warranty Deed, Appraisal if available, Environmental review if available
12	<ul style="list-style-type: none"> • Copy of commitment letters from other financing sources
13	<ul style="list-style-type: none"> • For Business Acquisitions – Contract detailing what is being purchased at what price
14	<ul style="list-style-type: none"> • Other information as requested

Note from Director - Business Lending:

- Please send all items on the checklist at **one time** and send any attachments **in the same order** as denoted in the checklist.

*Three years PTR, BTR, BFS, all signed and dated unless business life is less than 3 years.

Northwest Loan Fund Loan Policy

CONFIDENTIALITY

Confidentiality is of the utmost importance. Any breach of confidentiality could result in legal action. All financial information received, with regards to the business entity and its owners, will be kept confidential and packets distributed to the LC will be sent via confidential email. LC members, COG Staff and other individuals privy to the names of businesses, amounts of loans, status of loans etc. will sign a Confidentiality/Conflict of Interest Agreement. Borrowers will be informed of this with the initial loan package. Upon approval of both the NLF Director and the client, once a story has been published, **only** the information in the story is public. Other than in recommendations to the 9 voting LC Members, the CDBG Manager or COG staff assisting in loan disbursements, names of the businesses and owners are never connected to the amounts; the names and number of the jobs are never connected and amounts by county are never published. Due to the confidential nature of NLF information, publication of any kind (stories, emails, marketing, etc) and any general information about the loan fund must receive final approval of the NLF Director before being disseminated. In the case that no one holds the position of NLF Director, the CDBG Manager shall have final approval.

A Telecommuting agreement signed by Anita Cameron provides for security of confidential information during travel/off site work. Secure print will be used to protect confidential documents. Security for laptop and smartphone are set on 'high'.

Laptop and smartphone access will be protected by Passwords and Log Off and such Passwords will be changed at least quarterly. For NLF Director Internet access, a mobile hot spot is used. Public wifi is never used. Moreover, Social Security numbers will be blacked unless it is essential for the recipient to see such information.

CLOSING DOCUMENTATION

The closing documentation checklist (Exhibit B) will be utilized at the loan closing. The NLF Director shall confirm that each item on the checklist is either available by initialing the "have" column or needed by marking the "need" column. When available, an additional person will also review all items listed on the checklist and confirm documentation by initialing the "have" or "need" columns as well.

LOAN SERVICING

It is the goal of the NLF to maintain contact with each loanee, preferably via an in-person site visit. Updates on clients per phone conversations or visits as presented to LC will become part of LC Minutes.

DEFAULT PROCEDURES

Loans delinquent 30 days or more are generally reported to the LC on a monthly basis and the Board on a bi-monthly basis via Portfolio Report with comments or collection actions.

The Director is authorized to offer a Loan Modification/Extension agreement as needed to keep the business operating and to avoid costly legal action. Modifications/Deferrals will be reported to the LC and Board. Where possible, accrued interest will be collected extending any loan payments.

Northwest Loan Fund Loan Policy

After period of appropriate collection activities, a recommendation may be made to place a loan on non-accrual or to write off the balance. , may be made by the NLF The checklist should be Director or LC, and acknowledged by the Board.

ALLOWANCE FOR LOAN LOSS RESERVE

The NLF will maintain an Allowance for Loan Loss (ALL) as an estimate of potential loan losses as a footnote to NLF Loans Receivable. A Colorado Housing and Finance Authority (CHFA) Credit Reserve (CCR) Account may be used as ALL and reported as a footnote to NLF Loans Receivable.

Each loan will be graded and a percentage allowance set aside for each risk class. Loan grading will be updated semi-annually with loan grades reported to the Board via Risk Rating Report.

Loan Grades and percentage reserve:

LOAN GRADE	GUIDING DESCRIPTION	% OF LOAN BALANCE IN ALLOWANCE FOR LOAN LOSS
Satisfactory	Performing As Agreed and well secured	1%
Watch	New Loans - Non Real Estate secured	10%
Substandard	Issue with performance	30%
Doubtful	Concern for full collection	60%
Foreclosure	Foreclosure	80%
Probable Loss	Probable Loss-keep on reports until Charge-Off	100%

Exhibit A:

The NLF serves all communities in Eagle, Garfield, Grand, Jackson, Moffat, Pitkin, Rio Blanco, Routt and Summit Counties

Exhibit B

Loan Policy includes Exhibit B Documentation Checklist 2019 Electronic Version. See page 7 above.



2024 CDBG Business Loan Fund (BLF) Application

Local Government/Organization:

Status:?

Filed On:

Filed By:

Reviewed On:

Reviewed By:

Reviewer Notes:

Application Overview

The project is to provide Community Development Block Grants for the purpose of the recapitalization of an existing Business Loan Fund for small business job creation, retention, and/or expansion. The project is eligible under HUD section 105 (a)(15) economic development.

Applicant Eligibility

Rural Colorado Counties either individually or jointly with a lead county designated. HUD entitlement areas are not eligible. Colorado Counties may sub-grant to approve small business loan funds in their region.

Applications will be considered on an on-going basis if funds are available. For multi-jurisdictional applications, a copy of the application must be available for public review in each participating jurisdiction as required by HUD.

PLEASE NOTE: In Section 'A' The Principal Representative MUST be a different person than the Responsible Administrator and they MUST have different email addresses in order for the application to be accepted.

A. APPLICANT/CONTACT INFORMATION

1. Local Government/Organization: Eagle County

In the case of a multi-jurisdictional application, select the other participating eligible organizations:
Garfield, Grand, Jackson, Moffat, Pitkin, Rio Blanco, Routt and Summit Counties

2. Principal Representative:

(In the case of a multi-jurisdictional application, principal representative of the lead organization.)

Jill Klosterman, Eagle County Chief Financial Officer

Honorific:

First Name: Jill

Middle Name:

Last Name: Klosterman

Suffix:

Role: Eagle County Chief Financial Officer

Mailing Address: P O Box 850/ 500 Broadway

Address 2:

City: Eagle

State: CO

Zip Code: 81631

Phone#: 970-328-8600

Email Address: jill.klosterman@eaglecounty.us

3. Responsible Administrator (will receive all mailings) for the Application:

Honorific:

First Name: Anita

Middle Name:

Last Name: Cameron

Suffix:

Role: Northwest Loan Fund Director

Mailing Address: P O Box 2308

Address 2:

City: Silverthorne

State: CO

Zip Code: 80498

Phone#: 970-406-0025

Email Address: anita@NorthwestLoanFund.org

B. RECENT PERFORMANCE/FINANCIAL INFORMATION

Please provide the requested information based on your most recent contract period (typically 4 years)

1. Total Amount of recent CDBG Contract
\$5,159,898.00

a) Total amount of loan funds drawn.

\$3,514,166.00

b) Total amount of administrative funds drawn

\$487,554.20

c) De-obligation Amount (if applicable)

To Be Determined at 3-31-2025

2. Number of loans made

24

3. Number of jobs created/retained

Please provide number of jobs created vs. retained

87

4. Number of LMI jobs created/retained

Please provide number of jobs created vs. retained

45

5. Unrestricted funds available

6. Number of loan defaults

If there were any loans defaulted, please provide information on the borrower, the amount of the default the the circumstances contributing to the default. If loans defaulted proceed in answering a - c below. If no defaults, proceed to question 7.

Zero

a) Amount of CDBG Funds Lost

\$0.00

b) Loss as a % of Total Assistance

c) Loss as a % of \$ Value of Loans Made

7. Ratio of leveraged funds to CDBG funds

Amount of Leveraged Funds \$7,871,113.00

Ratio of Leveraged Funds 2.6 x Loans

C. PAST PERFORMANCE

Please provide BLF "historical" performance/financial information (since first DOLA/CDBG contract)

1. Total amount of CDBG business assistance dollars previously received.

(50 character limit)

2016-602. \$2,014,000.00

2013-589. \$ 893,140.00

2. Total amount of CDBG administration dollars previously received.

(50 character limit)

2016-602. \$310,640.00

2013-589. \$142,891.00

3. Historical number of loans made during previous CDBG contracts

(50 character limit)

(50 character limit)

4. Historical number of jobs created/retained through past CDBG program contracts.

2016-602. 124 jobs

2013-589. 32

5. Historical number of LMI jobs created/retained through past CDBG program contracts.

2016-602. 108 LMI

2013-589 22 LMI

6. Historical number of loans defaulted through past CDBG program contracts.

(50 character limit)

2016-602. Two loans

2013-589 One loan

a) Historical total amount of loans defaulted through past CDBG program contracts.

(50 character limit)

2016-602 \$51,980.00

2013-589 \$17,692.00

7. Historical ratio of leveraged funds to CDBG funds through past CDBG program contracts.

Minimum leveraging is 2:1 (other funds : CDBG)

(50 character limit)

2013-589 and 16-602. \$6,745,400.00

D. PROGRAM AND BUDGET

1. Total amount of CDBG grant funds requested including admin

Please use numbers only. No dollar signs, commas or periods. Do not use cents.

580000**2. Project Description**

The Northwest Loan Fund provides Business Assistance loans in nine counties (Eagle, Garfield, Grand, Jackson, Moffat, Pitkin, Rio Blanco, Routt and Summit). Loan proceeds can be used for:

Equipment

Furniture & Fixtures

Inventory

Raw materials

Working Capital

Business occupied building purchase of existing building

Other fixed assets

Equity participation in exchange for business shares or royalty payments

Construction of new facilities and renovation of interiors and exteriors (discouraged due to David-Bacon Wage and other Federal Requirements)

Collateral Coverage is required. In all cases will take a security agreement on all business assets.

When possible, the NLF will pay directly for equipment being purchased to create a priority Purchase Money Lien. When possible, NLF will take the next available lien position on equipment, buildings, and real estate financed with NLF funds. If the borrower owns property in the local area, NLF will generally take the next available deed of trust position on the real estate along with the above mentioned business assets, unless other collateral is agreed upon. Personal guaranties of all principals with 20% ownership will be required on all loans. Co-signers will be required when requested by the loan committee. All security interests will be perfected to adequately protect the NLF security interest.

3. Upload your CDBG project budget.

Budget must include CDBG business assistance requested, other leveraged business assistance funds, CDBG administration requested, other leveraged administration funds.

Download the CDBG budget template here - <https://dlg.colorado.gov/CDBG-ED>

, the document can be found in the application documents drop done. Upload the completed budget document in the box below.

4. Jobs that will be created/retained through this CDBG project.**25****5. Unique Entity Identifier (UEI) number:****GDB1EPFH8JR9**

1. Geographic area served by County.

(500 character limit)

Eagle, Garfield, Grand, Jackson, Moffat, Pitkinn, Rio Blanco, Routt and Summit Counties**2. Eligible Business types.**

List all business types that will be eligible to receive these funds. (1000 character limit)

For Profit and Not for Profit businesses are eligible

List the minimum loan amounts for this project. (250 character limit)

\$5,000.00

List the maximum loan amounts for this project. (250 character limit)

3. Minimum loan amounts**\$5,000.00****4. Maximum loan amounts****\$1,000,000.00****5. Rate, Term & Loan fee**

Prime plus 2 and 2% Origination Fee (additional fees may be charged when they are passed through to a third party)

List the maximum interest rate, term limit and loan fee that will be applied to loans for this program. (500 character limit)

Prime plus 2 and 2% Origination Fee (additional fees may be charged when they are passed through to a third party)

Maximum term ten years

6. Use of loan proceeds

Describe eligible uses of loan funds. (1000 character limit)

Loan proceeds can be used for:

Equipment

Furniture & Fixtures

Inventory

Raw materials

Working Capital

Business occupied building purchase of existing building

Other fixed assets

Equity participation in exchange for business shares or royalty payments

Construction of new facilities and renovation of interiors and exteriors (discouraged due to David-Bacon Wage and other Federal Requirements)

7. Upload a copy of your loan policy[Download](#)

1. Proposed Administrative Structure.

Specify who is responsible for completed defined tasks. Include name, title and responsibilities. (1500 character limit)

Anita Cameron, Director is responsible for all tasks except:

Payroll - NWCCOG Finance Director

DBG Reports - NWCCOG Accountant

Financial Analysis - FOS Consulting (Contractor) and Chris Lind (Contractor)

Payment Posting - Becky Walter (Contractor) and Greg Ociepka (Contractor)

List your current loan committee members and their organizations. Please include the loan committee's relationship to the loan fund's governing board. (2500 character limit)

2. Proposed Loan Committee Structure.

Jill Klosterman, Eagle County Government

Nicole Christianson, B:Side Capital

Mark Krieg, Krieg Accounting and Tax

Melanie Leaverton, Timberline Builders Supply (sold business in 2024)

Catherine Blevins, Yampa Valley Bank

Bill Johnson, Aspen Public House Owner

Tawny Halandras, Mountain Valley Bank

Willis Wodnik, Colorado Event Rentals and CER Linen Owner

Peter Ammons, Alpine Bank

The Loan Committee has no relationship to the Board. The Board mirrors the NWCCOG Council.

Describe the relationship between the BLF and the unit of local government which is sponsoring this application. (2500 character limit)

Eagle County, as the lead county is the NWCCOG's largest member. The Northwest Loan Fund is a 501c6 that offices with and utilizes services (accounting and payroll) of the NWCCOG. The NWCCOG is the sub-grantee on the CDBG Grant Application.

3. BLF and Local Government Relationship.

The NLF makes presentations to the Commissioners in the nine counties upon request and at least every five years.

G. PROGRAM MARKETING PLAN**1. Describe how your organization intends to obtain new loans for this program**

(4000 character limit)

Having managed the NLF for 11 years, Anita Cameron has established strategic relationships in each of the counties. Those provide referrals. The website is attractive and provides most of the leads. The NLF is on the OEDIT website.

2. Upload loan pipeline

Include the type of project, loan amount and status.

Download the CDBG loan pipeline template here <https://dlg.colorado.gov/CDBG-ED>, the document can be found in the application documents drop down. Upload the completed pipeline document in the box below.

Download

H. REQUIRED DOCUMENTATION**1. Upload Statement of Assurances and Certifications**

In the case of a multi-jurisdictional application, all directly participating jurisdictions are required to sign this form.

Download

2. Upload Citizen Participation Plan

One signed original copy by the chief elected official. In the case of a multi-jurisdictional application, all directly participating jurisdictions are required to have a Citizen Participation Plan submitted here.

Download

3. Upload Public Hearing affidavit

Upload original publisher's affidavit with an attached copy of the public notice. At least one public hearing must be held prior to the submission of this application.

Download

4. Upload Residential Anti-displacement and Relocation Assistance Plan

In the case of a multi-jurisdictional application, all directly participating jurisdictions are required to have a Residential Anti-displacement and relocation assistance plan submitted here.

Download

5. Upload Intergovernmental Agreement

Required only in the case of a multi-jurisdictional application.

Download

6. Upload Acknowledgement and chief elected official certification document

Required to ensure that participating jurisdictions are in agreement that all information submitted in this application is accurate and a true representation of the intended program.

Download

7. Upload CENST Environmental Review for Activity form

Application Response

Download the CDBG environmental review for activity form here <https://dlg.colorado.gov/CDBG-ED>, the form can be found in the application documents dropdown. Upload the completed form in the document below.

Download

**ACKNOWLEDGEMENT AND CHIEF ELECTED OFFICIAL
CERTIFICATION DOCUMENT
for the Community Development Block Grant (CDBG) Program**

To the best of my knowledge and belief, statements and data in this application are true and correct and their submission has been duly authorized by the governing body of all participating jurisdictions.

Signature, Chief Elected Official

Chair, Eagle County BOCC
Title and Jurisdiction (Typed or Printed)

Date

Signature, Chief Elected Official**

Chair, Grand County BOCC
Title and Jurisdiction (Typed or Printed)

Date

Signature, Chief Elected Official**

Chair, Moffat County BOCC
Title and Jurisdiction (Typed or Printed)

Date

Signature, Chief Elected Official**

Chair, Rio Blanco County BOCC
Title and Jurisdiction (Typed or Printed)

Date

Signature, Chief Elected Official**

Chair, Garfield County BOCC
Title and Jurisdiction (Typed or Printed)

Date

Signature, Chief Elected Official**

Chair, Jackson County BOCC
Title and Jurisdiction (Typed or Printed)

Date

Signature, Chief Elected Official**

Chair, Pitkin County BOCC
Title and Jurisdiction (Typed or Printed)

Date

Signature, Chief Elected Official**

Chair, Routt County BOCC
Title and Jurisdiction (Typed or Printed)

Date

Signature, Chief Elected Official**
Chair, Summit County BOCC
Title and Jurisdiction (Typed or Printed)

Date

** Additional signatures are required only in the case of "multi-jurisdictional" applications. If this is a multi-jurisdictional application, the Chief Elected Official of each municipality and/or county participating in the application must sign.

EXHIBIT I-B
Community Development Block Grant Program

APPLICANT STATEMENT OF ASSURANCES AND CERTIFICATIONS

The applicant hereby assures and certifies that:

(a) It possesses:

(1) Legal authority to apply for the grant and to execute the proposed project, and its governing body has duly adopted or passed as an official act a resolution, motion or similar action authorizing the filing of the application, including all understandings and assurances contained therein, and directing and authorizing the applicant's chief executive officer and/or other designated official representatives to act in connection with the application and to provide such additional information as may be required; and

(2) Has developed its application, including its projected use of funds, so as to give maximum feasible priority to activities that will benefit low and moderate income persons or aid in the prevention or elimination of slums or blight. (The requirement for this certification will not preclude the State from approving an application where the applicant certifies and the State determines, that all or part of the proposed project activities are designed to meet other community development needs that have arisen during the preceding twelve-month period and have particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community and where other financial resources are not available to meet such needs.) Furthermore:

(A) With respect to activities it claims benefit low and moderate income persons, it has determined and documented that not less than fifty-one percent (51%) of the beneficiaries of the activity are low and moderate income persons; and

(B) With respect to activities it claims aid in the elimination of slums or blight, it has determined and documented:

(i) For activities to address slums or blight on an area basis:

(I) The area meets a definition of a slum, blighted, deteriorated or deteriorating area under State or local law;

(II) Throughout the area, at least twenty-five percent (25%) of the buildings are in a state of deterioration or two or more types of public improvements are in a state of deterioration;

(III) Documentation is being maintained on the boundaries of the area and the condition which qualified the area at the time of its designation; and

(IV) The assisted activity addresses one or more of the conditions which contributed to the deterioration of the area.

(V) Rehabilitation will only be undertaken on residential structures which are not occupied by low and moderate income persons if such structures are substandard under local definition, and provided that all deficiencies making such structure substandard must be corrected before less critical work on the structure may be undertaken;

(ii) For activities to address slum or blight on a spot basis, the activities must be designed to eliminate specific conditions of blight or physical decay and must be limited to acquisition, clearance, relocation, historic preservation and rehabilitation of buildings, but only to the extent necessary to eliminate specific conditions detrimental to public health and safety.

(b) It is following a detailed citizen participation plan which:

(1) Provides for and encourages citizen participation with particular emphasis on participation by persons of low and moderate income who are residents of slum and blight areas and of areas in which Community Development Block Grant (CDBG) funds are proposed to be used;

(2) Provides citizens with reasonable and timely access to local meetings, information, and records relating to its proposed and actual use of CDBG funds;

(3) Provides for technical assistance to groups representative of persons of low and moderate income that request such assistance in developing proposals with the level and type of assistance to be determined by the applicant;

(4) Provides for public hearings to obtain citizen views and to respond to proposals and questions at all stages of the community development program, including at least the development of needs, the review of proposed activities, and review of program performance, which hearings shall be held after adequate notice at times and locations convenient to potential or actual beneficiaries, and with accommodation for the handicapped;

(5) Provides for a timely written answer to written complaints and grievances, within 15 working days where practicable; and

(6) Identifies how the needs of non-English speaking residents will be met in the case of public hearings where a significant number of non-English speaking residents can be reasonably expected to participate.

(c) It has provided for and encouraged citizen participation, with particular emphasis on participation by persons of low and moderate income who are residents of slum and blight areas and of areas in which CDBG funds are proposed to be used, by:

(1) Furnishing citizens information concerning the amount of funds available for proposed community development and housing activities and the range of activities that may be undertaken, including the estimated amount proposed to be used for activities that will benefit persons of low and moderate income and its plans for minimizing displacement of persons as a result of activities assisted with CDBG funds and to assist persons actually displaced as a result of such activities;

(2) Publishing a proposed project plan/application in such a manner to afford citizens an opportunity to examine its content and to submit comments on the proposed project plan/application and on the community development performance of the jurisdiction(s);

(3) Holding two or more public hearings, as indicated below, to obtain citizen views and to respond to proposals and questions related to community development and housing needs, proposed activities and past CDBG performance. All hearings were held no sooner than five days after notice, at times and locations convenient to potential or actual beneficiaries, and with accommodation for the handicapped and for the needs of non-English speaking residents where a significant number of such residents could have been reasonably expected to participate.

<u>Applicant/Participant*</u>	<u>Date</u>	<u>Time</u>	<u>Location</u>
Eagle County_____	_____	_____	_____
Garfield County_____	_____	_____	_____
Grand County_____	_____	_____	_____
Jackson County_____	_____	_____	_____
Moffat County_____	_____	_____	_____
Pitkin County_____	_____	_____	_____
Rio Blanco County_____	_____	_____	_____
Routt County_____	_____	_____	_____
Summit County_____	_____	_____	_____

* In the case of a "multi-jurisdictional" application, each participating municipality and county must hold at least one public hearing.

(4) As applicable, providing citizens with reasonable and timely access to local meetings, information and records regarding its proposed and past use of CDBG funds;

(5) In preparing its project plan/application, considering any such comments and views and, if deemed appropriate, modifying the proposed project plan/application;

- (6) Making the final project plan/application available to the public;
 - (7) Identifying its community development and housing needs, including the needs of low and moderate income persons, and the activities to be undertaken to meet such needs.
- (d) In the event it is awarded CDBG funds by the State it will:
- (1) Follow a residential anti-displacement and relocation assistance plan which shall:
 - (A) In the event of such displacement, provide that:
 - (i) Governmental agencies or private developers shall provide within the same community comparable replacement dwellings for the same number of occupants as could have been housed in the occupied and vacant occupiable low and moderate income dwelling units demolished or converted to use other than for housing for low and moderate income persons, and provide that such replacement housing may include existing housing assisted with project based assistance provided under Section 8 of the United States Housing Act of 1937;
 - (ii) Such comparable replacement dwellings shall be designed to remain affordable to persons of low and moderate income for 10 years from the time of initial occupancy;
 - (iii) Relocation benefits shall be provided for all low or moderate income persons who occupied housing demolished or converted to a use other than for low or moderate income housing, including reimbursement for actual and reasonable moving expenses, security deposits, credit checks, and other moving-related expenses, including any interim living costs; and, in the case of displaced persons of low and moderate income, provide either:
 - (I) compensation sufficient to ensure that, for a 5-year period, the displaced families shall not bear, after relocation, a ratio of shelter costs to income that exceeds 30 percent; or,
 - (II) if elected by a family, a lump-sum payment equal to the capitalized value of the benefits available under sub clause (I) to permit the household to secure participation in a housing cooperative or mutual housing association.
 - (iv) Persons displaced shall be relocated into comparable replacement housing that is:
 - (I) decent, safe, and sanitary;
 - (II) adequate in size to accommodate the occupants;

- (III) functionally equivalent; and,
 - (IV) in an area not subject to unreasonably adverse environmental conditions;
 - (B) persons displaced shall have the right to elect, as an alternative to the benefits under this subsection to receive benefits under the Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970 if such persons determine that it is in their best interest to do so; and,
 - (C) where a claim for assistance under subparagraph (A)(iv) is denied by grantee, the claimant may appeal to the State, and that the decision of the State shall be final unless a court determines the decision was arbitrary and capricious.
 - (2) Comply with the provisions of the above paragraph (1) except that paragraphs (A)(i) and (A)(ii) shall not apply in any case in which the Secretary of the U.S. Department of Housing and Urban Development finds, on the basis of objective data, that there is available in the area an adequate supply of habitable affordable housing for low and moderate income persons. A determination under this paragraph is final and not reviewable.
 - (3) Provide citizens with reasonable notice of, and opportunity to comment on, any substantial change proposed to be made in the use of CDBG funds from one eligible activity to another by following the same procedures required in paragraph (c) for the preparation and submission of the final project plan/application.
- (e) It will:
- (1) Minimize displacement of persons as a result of activities assisted with CDBG funds and provide for reasonable benefits to any person involuntarily and permanently displaced as a result of the use of CDBG funds to acquire or substantially rehabilitate property;
 - (2) Affirmatively further fair housing in addition to conducting and administering its project in conformity with Public Law 88-352 and Public Law 90-284 as certified in paragraph (h) hereinafter;
 - (3) Not attempt to recover any capital costs of public improvements assisted in whole or part with CDBG funds by assessing any amount against properties owned and occupied by persons of low and moderate income, including any fee charged or assessment made as a condition of obtaining access to such public improvements, unless:
 - (A) CDBG funds are used to pay the proportion of such fee or assessment that relates to the capital costs of such public improvements that are financed from revenue sources other than the CDBG program, or

- (B) for purposes of assessing any amount against properties owned and occupied by persons of moderate income who are not persons of low income, it certifies that it lacks sufficient CDBG funds to comply with the requirements of subparagraph (A);
- (f) Its chief executive officer or other officer of the applicant approved by the State:
 - (1) Consents to assume the status of responsible Federal official under the National Environmental Policy Act of 1969 (NEPA) and other provisions of Federal law, as specified in 24 CFR Part 58, which further the purposes of NEPA, insofar as the provisions of such Federal law apply to the Colorado Community Development Block Grant (CDBG) Program;
 - (2) Is authorized and consents on behalf of the applicant and himself/herself to accept the jurisdiction of the Federal courts for the purpose of enforcement of his/her responsibilities as such an official.
- (g) It will comply with the financial management regulations, policies, guidelines and requirements set forth in the CDBG Public Facilities and/or Housing Guidebook.
- (h) It will comply with:
 - (1) **Section 110 of the Housing and Community Development Act of 1974**, as amended, and any State regulations regarding the administration and enforcement of labor standards;
 - (2) **Davis-Bacon Fair Labor Standards Act (40 USC 276a - 276a-5)** requiring that, on all prime contracts which exceed \$2,000 for federally-assisted construction, alteration or rehabilitation, laborers and mechanics employed by contractors or subcontractors shall be paid wages at rates not less than those prevailing on similar construction in the locality as determined by the Secretary of Labor. (This requirement applies to the rehabilitation of residential property only if such property is designed for use of eight or more families.)
 - (3) **Contract Work Hours and Safety Standards Act of 1962 (40 USC 327 et seq.)** requiring that mechanics and laborers employed on federally-assisted contracts which exceed \$2,000 be paid wages of not less than one and one-half times their basic wage rates for all hours worked in excess of forty in a work week.
 - (4) **Copeland "Anti-Kickback" Act of 1934 (40 USC 276 (c))** prohibiting and prescribing penalties for "kickbacks" of wages in federally- financed or assisted construction activities.
- (i) It will comply with:
 - (1) **Title VI of the Civil Rights Act of 1964 (Pub. L. 88-352; 42 USC 2000 (d))** prohibiting discrimination on the basis of race, color, religion or religious affiliation, or national origin in any program or activity receiving federal financial assistance.

- (2) **The Fair Housing Act (42 USC 3601-20 and 24 CFR 100-115)**, as amended, prohibiting housing discrimination on the basis of race, color, religion, sex, national origin, handicap, and familial status.
- (3) **Section 109 of the Housing and Community Development Act of 1974 (42 USC 5309)**, as amended, providing that no person shall be excluded from participation (including employment), denied program benefits or subjected to discrimination on the basis of race, color, national origin or sex under any program or activity funded in whole or in part under Title I (Community Development) of the Housing and Community Development Act.
- (4) **Executive Order 11063 (1962)**, as amended by Executive Order 12259 and 12892, requiring equal opportunity in housing by prohibiting discrimination on the basis of race, color, religion, sex or national origin in the sale or rental of housing built with federal assistance.
- (5) **Executive Order 11246 (1965)**, as amended by Executive Orders 11375, prohibiting discrimination on the basis of race, color, religion, sex or national origin in any phase of employment during the performance of federal or federally-assisted contracts in excess of \$2,000.
- (6) **Section 3 of the Housing and Community Development Act of 1968 (12 USC 1701 (u), 24 CFR 570.487, and 24 CFR Part 75)**, as amended, providing that, to the greatest extent feasible, opportunities for training and employment that arise through HUD-financed projects, will be given to lower-income persons in the unit of the project area, and that contracts be awarded to businesses located in the project area or to businesses owned, in substantial part, by residents of the project area.
- (7) **Section 504 of the Rehabilitation Act of 1973 (29 USC 793)**, as amended, providing that no otherwise qualified individual shall, solely by reason of a handicap, be excluded from participation (including employment), denied program benefits or subjected to discrimination under any program or activity receiving federal funds. Effective communication with persons of all types of disabilities must be ensured.
- (8) **Age Discrimination Acts of 1968 and 1975, (42 USC 6101-6107)**, as amended, providing that no person shall be excluded from participation, denied program benefits or subjected to discrimination on the basis of age under any program or activity receiving federal funds.
- (9) **The Architectural Barriers Act (ABA) of 1968 (42 USC § 4151 et seq.)**, as amended, stipulates that all buildings which are (1) financed with Federal funds, and (2) intended for use by the public, or which may result in employment or residence therein of physically handicapped persons, be designed and constructed in accordance with standards prescribed by the ABA to ensure that such buildings are fully accessible to and usable by handicapped individuals.

(j) It will comply with:

- (1) **Section 104(d) of the Housing and Community Development Act of 1974, as amended (42 USC 5301)**, known as the "**Barney Frank Amendment**," and the HUD implementing regulations at **29 CFR Part 570**, requiring that

local grantees follow a residential anti-displacement and relocation assistance plan which provides for the replacement of all low/moderate-income dwelling units that are demolished or converted to another use as a direct result of the use of CDBG funds, and which provides for relocation assistance for all low/moderate-income households so displaced.

- (2) **Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended -- Title III, Real Property Acquisition (Pub. L. 91-646 and HUD implementing regulations at 49 CFR Part 24 and 24 CFR Part 42)**, providing for uniform and equitable treatment of persons displaced from their homes, businesses, or farms by Federal or Federally- assisted programs and establishing uniform and equitable land acquisition policies for federal assisted programs. Requirements include bona fide land appraisals as a basis for land acquisition, specific procedures for selecting contract appraisers and contract negotiations, furnishing to owners of property to be acquired a written summary statement of the acquisition price offer based on the fair market price, and specified procedures connected with condemnation.
 - (3) **Uniform Relocation Assistance and Real Property Acquisition Policies Act of 1970, as amended -- Title II, Uniform Relocation Assistance (Pub. L. 91-646 and HUD implementing regulations at 49 CFR Part 24)**, providing for fair and equitable treatment of all persons displaced as a result of any federal or federally-assisted program. Relocation payments and assistance, last-resort housing replacement by displacing agency, and grievance procedures are covered under the Act. Payments and assistance will be made pursuant to state or local law, or the grant recipient must adopt a written policy available to the public describing the relocation payments and assistance that will be provided. Moving expenses and up to \$22,500 or more for each qualified homeowner or up to \$5,250 or more for each tenant are potential costs.
- (k) It will comply with:
- (1) **National Environmental Policy Act of 1969 (42 USC 4321 et seq.)**, as amended, and the implementing regulations of HUD (24 CFR Part 58) and of the Council on Environmental Quality (40 CFR Parts 1500 - 1508) providing for establishment of national policy, goals, and procedures for protecting, restoring and enhancing environmental quality.
 - (2) **National Historic Preservation Act of 1966 (16 USC 470 et seq.)**, as amended, requiring consideration of the effect of a project on any district, site, building, structure or object that is included in or eligible for inclusion in the National Register of Historic Places.
 - (3) **Executive Order 11593, Protection and Enhancement of the Cultural Environment, May 13, 1971 (36 FR 8921 et seq.)** requiring that federally-funded projects contribute to the preservation and enhancement of sites, structures and objects of historical, architectural or archaeological significance.
 - (4) **The Archaeological and Historical Data Preservation Act of 1974, amending the Reservoir Salvage Act of 1960 (16 USC 469 et seq.)**,

providing for the preservation of historic and archaeological data that would be lost due to federally-funded development and construction activities.

- (5) **Executive Order 11988, Floodplain Management, May 24, 1977 (42 FR 26951 et seq.)** prohibits undertaking certain activities in flood plains unless it has been determined that there is no practical alternative, in which case notice of the action must be provided and the action must be designed or modified to minimize potential damage.
 - (6) **Executive Order 11990, Protection of Wetlands, May 24, 1977 (42 FR 26961 et seq.)** requiring review of all actions proposed to be located in or appreciably affecting a wetland. Undertaking or assisting new construction located in wetlands must be avoided unless it is determined that there is no practical alternative to such construction and that the proposed action includes all practical measures to minimize potential damage.
 - (7) **Safe Drinking Water Act of 1974 (42 USC 201, 300 f et seq., 7401 et seq.)**, as amended, prohibiting the commitment of federal financial assistance for any project which the Environmental Protection Agency determines may contaminate an aquifer which is the sole or principal drinking water source for an area.
 - (8) **The Endangered Species Act of 1973 (16 USC 1531 et seq.)**, as amended, requiring that actions authorized, funded, or carried out by the federal government do not jeopardize the continued existence of endangered and threatened species or result in the destruction or modification of the habitat of such species which is determined by the Department of the Interior, after consultation with the State, to be critical.
 - (9) **The Wild and Scenic Rivers Act of 1968 (16 USC 1271 et seq.)**, as amended, prohibiting federal assistance in the construction of any water resources project that would have a direct and adverse affect on any river included in or designated for study or inclusion in the National Wild and Scenic Rivers System.
 - (10) **The Clean Air Act of 1970 (42 USC 1857 et seq.)**, as amended, requiring that federal assistance will not be given and that license or permit will not be issued to any activity not conforming to the State implementation plan for national primary and secondary ambient air quality standards.
 - (11) **HUD Environmental Criteria and Standards (24 CFR Part 51)** providing national standards for noise abatement and control, acceptable separation distances from explosive or fire prone substances, and suitable land uses for airport runway clear zones.
- (l) It will:
- (1) Comply with **The Lead-Based Paint Poisoning Prevention Act -- Title IV (42 USC 4831)** prohibiting the use of lead-based paint in residential structures constructed or rehabilitated with federal assistance, and requiring notification to purchasers and tenants of such housing of the hazards of lead-based paint and of the symptoms and treatment of lead-based paint poisoning.

- (2) Comply with the **Armstrong/Walker "Excessive Force" Amendment, (P.L. 101-144) & Section 906 of Cranston-Gonzalez Affordable Housing Act of 1990**, which requires that a recipient of HUD funds must certify that they have adopted or will adopt and enforce a policy prohibiting the use of excessive force by law enforcement agencies within their jurisdiction against individuals engaged in nonviolent civil rights demonstrations; or fails to adopt and enforce a policy of enforcing applicable state and local laws against physically barring entrance to or exit from a facility or location which is the subject of such non-violent civil rights demonstration within its jurisdiction.
- (3) Comply with the **"Government-wide Restriction on Lobbying, (P.L. 101-121)**, which prohibits spending CDBG funds to influence or attempt to influence federal officials; which requires the filing of a disclosure form when non-CDBG funds are used for such purposes; which requires certification of compliance by the state; and which requires the state to include the certification language in grant awards it makes to units of general local government at all tiers and that all subrecipients shall certify accordingly as imposed by Section 1352, Title 31, U.S. Code. Any person who fails to file the required certification shall be subject to civil penalty of not less than \$10,000 and not more than \$100,000 for each failure.
- (4) Comply with the **Department of Housing and Urban Development Reform Act of 1989 (24 CFR part 12)** requiring applicants for assistance for a specific project or activity from HUD, to make a number of disclosures if the applicant meets a dollar threshold for the receipt of covered assistance during the fiscal year in which an application is submitted. An applicant must also make the disclosures if it is requesting assistance from HUD for a specific housing project that involves assistance from other governmental sources.
- (5) Give the State, the U.S. Department of Housing and Urban Development (HUD), and any authorized representatives access to and the rights to examine all records, books, papers or documents related to the application and grant; and
- (m) It will comply with all parts of Title 1 of the Housing and Community Development Act of 1974, as amended, which have not been cited previously as well as with other applicable laws and regulations.

EAGLE COUNTY

(Lead Party)

By

Chair, Eagle County BOCC

GARFIELD COUNTY

By

Chair, Garfield County BOCC

GRAND COUNTY

By _____

Chair, Grand County BOCC

JACKSON COUNTY

By _____

Chair, Jackson County BOCC

MOFFAT COUNTY

By _____

Chair, Moffat County BOCC

PITKIN COUNTY

By _____

Chair, Pitkin County BOCC

RIO BLANCO

By _____

Chair, Rio Blanco County BOCC

ROUTT COUNTY

By _____

Chair, Routt County BOCC

SUMMIT COUNTY

By _____

Chair, Summit County BOCC

** Additional signatures are required only in the case of "multi-jurisdictional" applications. If this is a multi-jurisdictional application, the Chief Elected Official of each municipality and/or county participating in the application must sign.

Exhibit I-C
(SUGGESTED FORMAT)
CITIZEN PARTICIPATION PLAN
for the Community Development Block Grant (CDBG) Program

Pursuant to Section 104(a)(3) of the Housing and Community Development Act of 1974, as amended, this Citizen Participation Plan is hereby adopted to ensure that the citizens of Moffat County, particularly persons of low and moderate income residing in slum and blight areas and in areas in which CDBG funds are proposed to be used, are provided the opportunity and encouraged to participate in the planning and implementation of CDBG-funded activities.

PUBLIC HEARING

Public hearings will be the primary means of obtaining citizen views and responding to proposals and questions related to community development and housing needs, proposed CDBG activities and past CDBG performance.

Prior to submitting a CDBG application to the State, Moffat County will conduct at least one public hearing to identify community development and housing needs, including the needs of low and moderate income persons, as well as other needs in the community that might be addressed through the CDBG program, and to review proposed CDBG activities and the past performance of Moffat County in carrying out its CDBG responsibilities. In the event CDBG funds are granted by the State, Moffat County will conduct at least one additional public hearing to allow citizens to review and comment on its performance in carrying out its CDBG program.

A formal public notice will be published in a newspaper of general circulation in the area at least five (5) days prior to such public hearings. A public notice will also be posted in the Moffat County building and in other places frequented by the public, especially low and moderate income persons and persons benefiting from or affected by proposed CDBG activities. As circumstances warrant and as Moffat County determines necessary or appropriate, participation may additionally be specifically solicited from persons of low and moderate income, those benefiting from or affected by CDBG activities and/or representatives of such persons. Hearings will be held at times and locations convenient to potential and actual beneficiaries, and with accommodation for the handicapped. In the case of public hearings where a significant number of non-English speaking residents can be reasonably expected to participate, arrangements will be made to have an interpreter present.

PUBLIC INFORMATION AND RECORDS

Information and records regarding the proposed and past use of CDBG funds will be available at Northwest Colorado Council of Governments, 249 Warren Ave., Silverthorne, CO 80498 during regular office hours. The public will be so informed by public notice. Special communication aids can be made available to persons upon request.

TECHNICAL ASSISTANCE

Moffat County will provide technical assistance to groups representative of persons of low and moderate income that request assistance in developing CDBG proposals. The level and type of assistance appropriate will be determined by Moffat County based on its ability to provide or arrange for such assistance, the cost of providing such assistance and other relevant factors.

WRITTEN COMMENTS AND RESPONSES

Moffat County will respond to written complaints and grievances in writing in a timely manner. When practicable, such written responses shall be made within fifteen (15) working days.

Signature of Chief Elected Official

Date

NOTE 1: EACH MUNICIPALITY AND COUNTY DIRECTLY PARTICIPATING IN A MULTI-JURISDICTIONAL APPLICATION IS REQUIRED TO HAVE A CITIZEN PARTICIPATION (CP) PLAN.

NOTE 2: CITIZEN ADVISORY COMMITTEES ARE NOT REQUIRED. IF ONE IS PROPOSED, HOWEVER, ITS ROLE AND COMPOSITION SHOULD BE INCLUDED IN THIS CP PLAN.

EXHIBIT I-D

“Excessive Force” Amendment to the 1990 HUD Appropriation Legislation

The Armstrong/Walker “Excessive Force” Amendment, (P.L. 101-144) & Section 906 of Cranston-Gonzalez Affordable Housing Act of 1990 requires that a recipient of HUD funds:

1. Adopt and enforce a policy prohibiting the use of excessive force by law enforcement agencies within their jurisdiction against individuals engaged in nonviolent civil rights demonstrations; and
2. Adopt and enforce a policy of enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location that is the subject of such non-violent civil rights demonstration within its jurisdiction.

The policy may be adopted by:

1. a local legislative act, such as in ordinance; or
2. a local administrative act, such as a written statement of policy by the local chief executive; or
3. an executive order;

If a municipality or county currently has and is enforcing such a policy, it need not adopt a new policy, however, a copy of this policy must be provided to the Colorado Department of Local Affairs prior to receiving CDBG funds. In the case of multi-jurisdictional projects involving two or more municipalities or counties, each directly participating municipality and county must adopt and enforce such a policy.

We recommend that grantees keep a copy of their agency’s “Excessive Force” policy in their CDBG project files. A *Sample Resolution* follows this explanatory information that may be utilized by grantees which need to have their governing body adopt an “Excessive Force” policy.

EXHIBIT I-D

EXCESSIVE FORCE

RESOLUTION NO. 2024-134

WHEREAS, Moffat County, Colorado, has made application for Community Development Block Grant (CDBG) Funds from the State of Colorado; and

WHEREAS, in accordance with Section 519 of Public Law 101-144 (the HUD Appropriations Act) certain statements of assurances and certifications are required;

WHEREAS, The Armstrong/Walker "Excessive Force" Amendment, (P.L. 101-144) & Section 906 of Cranston-Gonzalez Affordable Housing Act of 1990 requires that a recipient of HUD funds adopt and enforce a policy prohibiting the use of excessive force by law enforcement agencies within their jurisdiction against individuals engaged in nonviolent civil rights demonstrations; and

WHEREAS, The Armstrong/Walker "Excessive Force" Amendment, (P.L. 101-144) & Section 906 of Cranston-Gonzalez Affordable Housing Act of 1990 requires that a recipient of HUD funds adopt and enforce a policy enforcing applicable State and local laws against physically barring entrance to or exit from a facility or location that is the subject of such non-violent civil rights demonstration within its jurisdiction.

NOW, THEREFORE, BE IT RESOLVED by Board of County Commissioners that pursuant to Moffat County being granted CDBG funds by the State; the Board of County Commissioners, Moffat County by administrative act, does hereby adopt a statement of policy prohibiting the use of excessive force by law enforcement agencies within its jurisdiction against any individuals engaged in non-violent civil rights demonstrations and against physically barring entrance to or exit from a facility or location that is the subject of such non-violent civil rights demonstration within its jurisdiction.

Read and adopted this 10th day of December, 2024.

By: _____
Moffat County BOCC Chair

Attested By: _____
County Clerk

EXHIBIT I-E
SUGGESTED FORMAT
(for initial public hearing)

PUBLIC NOTICE AND NOTICE OF PUBLIC HEARING

Eagle County plans to submit a Community Development Block Grant (CDBG) application to the State of Colorado, Department of Local Affairs. CDBG funds are intended to provide decent housing, suitable living environments and economic opportunities, principally for low and moderate-income persons through rehabilitation and preservation, economic/job development and public facilities improvements.

The application being considered would request \$ 580,000.00 * for Business Assistance and Administration*. It is estimated that approximately 60 *% of the funds would benefit low and moderate-income persons. Permanent involuntary displacement of neighborhood persons or businesses is not anticipated. Should it later become necessary to consider such displacement, alternatives will be examined to minimize the displacement. If no feasible alternatives exist, required/reasonable benefits will be provided to those displaced to mitigate adverse effects and hardships. Any low- and moderate-income housing which is demolished or converted will be replaced. In compliance with the Americans with Disabilities Act, individuals needing special accommodations (including auxiliary communicative aids and services) during these hearings should notify Anita Cameron at Northwest Loan Fund, P O Box 2308, Silverthorne, CO 80401 a minimum of 3 days in advance so that appropriate aids can be made available.

A public hearing will be held at 10 a.m. on Tuesday, December 17, 2024 at the EAGLE COUNTY, 500 Broadway, Eagle, CO 801631 or watch the meeting at www.ecgtv.com to obtain citizen views and to respond to proposals and questions related to:

- **The proposed CDBG application for this project; and**
- **Community development and housing needs, including the needs of low- and moderate-income persons, as well as other needs in the community that might be addressed through the CDBG program; and**
- **The performance of the EAGLE COUNTY in carrying out its community development responsibilities.**
- **Potential historical effects.**

A copy of the application(s) as submitted to the State will be available for public review at NWCCOG, 249 Warren Ave., Silverthorne, CO 80498

Written comments are also welcome and must be received by January 1, 2025 at NWCCOG, 249 Warren Ave., Silverthorne, CO 80498 anita@NorthwestLoanFund.org

Oral and written comments will be considered in deciding whether to submit an application for the proposed project. Written summary information will be available at NWCCOG, 249 Warren Ave., Silverthorne, CO 80498 ** on January 5, 2025 until January 31, 2025 on any CDBG application(s) the EAGLE COUNTY intends to submit to the State.

Information and records regarding the EAGLE COUNTY proposed and past use of CDBG funds are available at NWCCOG, 249 Warren Ave., Silverthorne, CO 80498 during regular office hours.

NOTE 1: THIS NOTICE MUST BE PUBLISHED IN A NEWSPAPER OF GENERAL CIRCULATION IN THE AREA AT LEAST FIVE (5) DAYS PRIOR TO THE PUBLIC HEARING. It should also be posted in the city/town hall or county courthouse and in other places frequented by the public, ESPECIALLY LOW- AND MODERATE-INCOME PERSONS BENEFITING FROM OR AFFECTED BY PROPOSED CDBG ACTIVITIES.

NOTE 2: EACH MUNICIPALITY AND COUNTY PARTICIPATING DIRECTLY IN A MULTI-JURISDICTIONAL PROJECT IS REQUIRED TO CONDUCT A PRE-APPLICATION PUBLIC HEARING AND TO PROVIDE PUBLIC NOTICES. AS APPROPRIATE, THE NOTICES MAY BE COMBINED AND THE HEARINGS MAY BE HELD JOINTLY.

* For projects with more than one activity, provide estimated amount for each activity and estimated percentages by which each activity will benefit low- and moderate-income persons.

** For multi-jurisdictional applications, written summary information and a copy of the application must be available for public review in each participating jurisdiction, as required by HUD.

EXHIBIT I-F

SUGGESTED FORMAT

RESIDENTIAL ANTIDISPLACEMENT AND RELOCATION ASSISTANCE PLAN for the Community Development Block Grant (CDBG) Program

Moffat County will replace all occupied and vacant occupiable low/moderate income dwelling units demolished or converted to a use other than as low/moderate income housing as a direct result of activities assisted with CDBG funds, as required by Section 104(d) of the Housing and Community Development Act of 1974, as amended (the Act), and implementing regulations at 24 CFR 570, 24 CFR Part 42, 49 CFR Part 24, and 42 U.S.C. Ch. 61.

All replacement housing will be provided within three years of the commencement of the demolition or rehabilitation relating to conversion. Before obligating or expending funds that will directly result in such demolition or conversion, the Moffat County will make public and submit to the State the following information in writing:

1. Description of the proposed assisted activity;
2. The general location on a map and approximate number of dwelling units by size (number of bedrooms) that will be demolished or converted to a use other than as low/moderate dwelling units as a direct result of the assisted activity;
3. A time schedule for the commencement and completion of the demolition or conversion;
4. The general location on a map and approximate number of dwelling units by size (number of bedrooms) that will be provided as replacement dwelling units;
5. The source of funding and a time schedule for the provision of replacement dwelling units; and,
6. The basis for concluding that each replacement dwelling unit will remain a low/moderate income dwelling unit for at least 10 years from the date of initial occupancy.

Moffat County will provide relocation assistance, as described in 570.496a(b)(2), to each low/moderate income household displaced by the demolition of housing or by the conversion of a low/moderate income dwelling to another use as a direct result of assisted activities.

Consistent with the goals and objectives of activities assisted under the Act, Moffat County will take the steps indicated below to minimize the displacement of persons from their homes.*

* **The following are examples of steps to minimize displacement. The first two are required. The others are optional. Only check those which are appropriate for the project and local circumstances. Add other steps as necessary or appropriate.**

- Consider all practical alternatives to any proposed project that may result in residential displacement. Alternatives to be considered include other sites for the proposed

facilities/project. Also to be considered are the costs and benefits, both financial and nonfinancial, of each alternative.

X Provide counseling and referral services to assist displacees find alternative housing in the community.

X Work with area landlords and real estate brokers to locate vacancies for households facing displacement.

— Stage rehabilitation of assisted housing to allow tenants to remain during and after rehabilitation, working with empty buildings or groups of empty units first so they can be rehabilitated first and tenants moved in before rehab on occupied units or buildings is begun.

— Establish temporary relocation facilities in order to house families whose displacement will be of short duration, so they can move back to their neighborhoods after rehabilitation or new construction.

— Evaluate housing codes and rehabilitation standards in reinvestment areas to prevent their placing undue financial burden on long-established owners or on tenants of multi-family buildings.

— Develop displacement watch systems in cooperation with neighborhood organizations to continuously review neighborhood development trends, identify displacement problems, and identify individuals facing displacement who need assistance.

Moffat County _____

Signature of Chief Elected Official

Date

NOTE: EACH MUNICIPALITY AND COUNTY DIRECTLY PARTICIPATING IN A MULTI-JURISDICTIONAL APPLICATION IS REQUIRED TO HAVE A RESIDENTIAL ANTIDISPLACEMENT AND RELOCATION ASSISTANCE PLAN.

EXHIBIT I-G

(SUGGESTED FORMAT)

INTERGOVERNMENTAL AGREEMENT FOR COMMUNITY DEVELOPMENT BLOCK GRANT PROJECT

THIS AGREEMENT, made this _____ day of _____, 20___, by and among the following:

1. Eagle County Colorado _____
2. Garfield County, Colorado _____
3. Grand County Colorado _____
4. Jackson County, Colorado _____
5. Moffat County Colorado _____
6. Pitkin County, Colorado _____
7. Rio Blanco County, Colorado _____
8. Routt County, Colorado _____
9. Summit County, Colorado _____

WHEREAS, the parties to this Agreement have the authority pursuant to Article XIV, Section 18 of the Colorado Constitution and Section 29-1-201, et. seq., Colorado Revised Statutes, to enter into intergovernmental agreements for the purpose of providing any service or performing any function which they can perform individually.

WHEREAS, the parties to this Agreement desire to cooperate in developing and carrying out a Community Development Block Grant (CDBG) project, the purpose of which is to:

Recapitalize the Northwest (Business) Loan Fund for small business job creation, retention, and or expansion.

Loan proceeds can be used for:

Equipment

Furniture & Fixtures

Inventory

Raw materials

Working Capital

Business occupied building purchase of existing building

Other fixed assets

NOW THEREFORE, the parties hereby mutually agree as follows:

1. Designation of Lead Party. EAGLE COUNTY shall act as the lead party in developing and carrying out said proposed CDBG project.
2. Responsibilities of Lead Party. In its capacity of lead party, EAGLE COUNTY shall be the lead jurisdiction in making application to the State Department of Local Affairs (State) for CDBG funds and shall be the grantee of the State for such funds, if awarded. As

EXHIBIT I-G

the grantee of the State, it shall be fully and solely responsible to the other parties to this Agreement for compliance with all financial management, environmental review, labor standards, civil rights, record-keeping, reporting and other requirements of the CDBG program contained in the Applicant Statement of Assurances and Certifications, and in the grant contract with the state, except those specified in Paragraph 3 hereinafter.

3. Responsibilities of All Parties. Each party to this Agreement shall be individually responsible for compliance with the following requirements of the CDBG program:
- a) adopting a required Citizen Participation Plan, and providing to its citizens information and opportunities to comment as required by the State in developing an application and substantially changing project activities;
 - b) identifying its community development and housing needs, including the needs of low and moderate income persons, and the activities to be undertaken to meet such needs; and
 - c) adopting a required Antidisplacement and Relocation Assistance Plan which calls for replacement of demolished or converted low/moderate income housing units and provision of necessary relocation assistance; and,
 - d) taking actions to affirmatively further fair housing.

Furthermore, each party shall provide documentation to EAGLE COUNTY demonstrating its compliance with the requirements specified in the Paragraph 3 and EAGLE COUNTY shall retain such documentation and other required records and documents for the period of time specified by the State.

4. Contracting. EAGLE COUNTY shall contract with or, with other eligible individuals or entities to carry out all or any portion of the responsibilities assumed by EAGLE COUNTY under this Agreement and its grant contract with the State.
5. Term of Agreement. This Agreement shall remain in full force and effect for so long as the parties to this Agreement are pursuing CDBG funding for said proposed project or, if awarded, carrying out such project activities. Any party to this Agreement may, however, terminate its participation in this Agreement six months after providing written notice of such termination to the other parties of this Agreement. This Agreement may be terminated at any time by agreement of all parties to this Agreement unless a grant contract is in effect with the State. In this case, the State must approve such termination and arrangements for completing the project.
6. Modification and Changes. The terms of this Agreement may be modified or changed at any time by agreement of all parties to this Agreement.

EXHIBIT I-G

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the day first above written.

EAGLE COUNTY
(Lead Party)

By _____

Chair, Eagle County BOCC

GARFIELD COUNTY
(Party)

By _____

Chair, Garfield County BOCC

GRAND COUNTY
(Party)**

By _____

Chair, Grand County BOCC

JACKSON COUNTY
(Party)**

By _____

Chair, Jackson County BOCC

MOFFAT COUNTY
(Party)**

By _____

Chair, Moffat County BOCC

PITKIN COUNTY
(Party)**

By _____

Chair, Pitkin County BOCC

(Party)**
RIO BLANCO
By _____

Chair, Rio Blanco County BOCC

(Party)**
ROUTT COUNTY
By _____

Chair, Routt County BOCC

(Party)**
SUMMIT COUNTY
By _____

Chair, Summit County BOCC

** Additional signatures are required only in the case of "multi-jurisdictional" applications. If this is a multi-jurisdictional application, the Chief Elected Official of each party participating in the

EXHIBIT I-G

application must sign.

Exhibit IV-F.1: CDBG Economic Development Business Loans – Exempt/CENST

Environmental Review for Activities Exempt or Categorically Excluded Not Subject to 24 C.F.R. Part 58.5,
Pursuant to 24 C.F.R. Part 58.35(b),

1 Project/Activity Information:

Contract Name & Number: _____

Business Name: _____

Business Owner: _____

Business Address: _____

Detail of business loan activities (including project location/address):

2 Classification of Activity: (Check All that Apply)

- 24 CFR Part 58.34(a): Exempt activities include:
 - Administration
 - Management
 - Purchase of tools
 - Engineering and design costs
 - Technical assistance and training

- 24 CFR Part 58.35(b)(3): Operating costs, including:
 - Maintenance
 - Security
 - Operation
 - Utilities
 - Furnishings
 - Equipment
 - Supplies
 - Staff training/recruitment
 - Other incidental costs

- 24 CFR Part 58.35(b)(4): Economic development activities including but not limited to:
 - Inventory Financing
 - Operating Expenses
 - Equipment Purchase
 - Supplies

Is your project within 15,000 feet of a military airport or 2,500 feet of a civilian airport?

- Yes If checked, please contact DOLA's Environmental Compliance Officer prior to submission
- No If checked, the activity is exempt or converts to exempt

Business Loan Fund Regional Contact - printed or typed:

Environmental Preparer's Name: _____ Title: _____

Environmental Preparer's signature: _____ Date: _____

DOLA Representative's Information - Responsible Entity, - printed or typed:

Name: _____ Title: _____ Phone: _____

Representative's signature: _____

8800 - Northwest Loan Fund

ACCT #		2025 BUDGET
	REVOLVED FUNDS - BEGINING	1,275,895
4100	CDBG FEDERAL CONTRACT	350,000
4251	FEDERAL CONTRACT - ADMIN	56,000
4200	STATE CONTRACTS	200,000
4250	STATE CONTRACTS - ADMIN	10,000
4520	OTHER LOCAL FUNDING	100,000
4535	MEETING REGISTRATION	-
4720	LOAN INTEREST REVENUE	246,170
4820	BANKING INTEREST EARNINGS	21,000
4730	FEE INCOME	17,480
	TOTAL REVENUES	\$ 1,000,650
58000	* Less CONTRACT LOAN DISBURSEMENTS	650,000
	NET REVENUES	\$ 350,650
6112	SALARIES - Program Director	121,417
6121	SALARIES - Program Staff	
6210	TAXES & BENEFITS	25,248
6410	CONTRACT STAFF	3,000
6510	OUTSIDE CONTRACT SERVICES	10,000
6420	FISCAL SERVICES	
	SUBTOTAL - SALARIES & BENEFITS	\$ 159,665
6130	MEETING EXPENSE	3,500
6610	OFFICE SUPPLIES	1,000
6615	LOAN LOSS RESERVE	
6620	BANK CHARGES	170
6640	POSTAGE	1,000
6650	PRINTING & PUBLICATIONS	
6655	PROGRAM EXPENSE	5,000
6660	ADVERTISING	1,000
6680	DUES & SUBSCRIPTIONS	6,000
6730	TELEPHONE EXPENSE	1,800
6811	VEHICLE GAS/OIL/SUPPLIES	3,000
6930	BAD DEBTS WRITTEN OFF	-
7110	PROGRAM SUPPLIES	1,000
7130	TRAVEL & MEETINGS	9,000
7320	PASS THROUGH	110,810
	SUBTOTAL - PROGRAM EXPENSES	\$ 143,280
6720	RENT & UTILITIES	3,497
7910	INDIRECT COSTS APPLIED	20,034
	SUBTOTAL - OTHER EXPENSES	\$ 23,531
	TOTAL EXPENSES	\$ 326,476
	REVENUES OVER EXPENDITURES	\$ 24,175
	REVOLVED FUND LOAN DISBURSEMENTS	400,000
	Disbursed from Revolving NLF Fund Balance	
	REVOLVED FUNDS - ENDING	900,069