



COLORADO

Department of Local Affairs

Division of Local Government

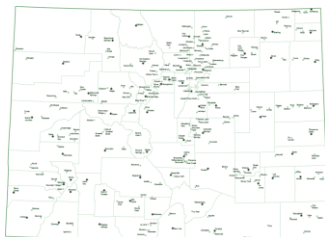
Colorado Fiscal Stability Initiative

Sustainable Government Work Group

Rachel Harlow-Schalk, Deputy Director



Colorado Local Governments



3,733 Active Local Governments

- 62 Counties
- 2 City & Counties
- 270 Municipalities
- 178 School Districts
- 254 Fire Districts
- 270 Water, Sanitation or Water & Sanitation Districts
- 55 Libraries
- 1,571 Metropolitan Districts
- 60 Other District Types



Department of Local Affairs (DOLA)

Strengthening Colorado Communities



Division of Local Government

Provides strategic expertise, advocacy and funding to strengthen Colorado.



Strategic Planning Initiative

Fiscal Stability

- Part of the Department's Strategic Plan
- Intent is to support activities to local who exhibit indicators of instability for a defined period of time (3 years).



Identifying Indicators of Stability

Representatives from:

- Community Development - Land Use and Planning
- Local Government Finance and Budgeting - Public Finance Data
- Financial Assistance - Grant Programs
- State Demography Office - Data!
- Field Services - Reality Check!

FOCUS: Municipalities and Counties



Indicators of Stability-Financial

Indicator	Description	Source	Year	Benchmark
Current Ratio 3 Year Average	Measure of liquidity. 3 year average of ratio of gov't wide cash-like resources to short term liabilities (current assets/current liabilities)	DLG County/Municipal Financial Compendium	2012-2014 counties; 2011-2013 munis	<100%
Debt Per Capita	Measure of debt burden.	DLG County/Municipal Financial Compendium	2014 counties; 2013 municipalities	>\$1,778 municipalities; >\$304 counties. Last quartile.
Intergovernmental Revenue Dependence	Measure of reliance on revenues that are not own source (state and fed rev). 3 year average.	DLG County/Municipal Financial Compendium	2012-2014 counties; 2011-2013 munis	>25% munici; >50% counties
Operating Deficit	Number of years in 3 year span where total general government revenue was less than operating expenditures + debt service. Indicates reliance on reserves for ongoing expenditures.	DLG County/Municipal Financial Compendium	2012-2014 counties; 2011-2013 munis	>=2 years
Property Class Concentration	Concentration of a taxable property class other than commercial or residential (ex O&G, mine, vacant, state assessed utility). Could indicate high reliance on volatile and/or single industry or taxpayer.	Property Tax Annual Report (derived from county assessor abstract of assessment)	2016	>30%

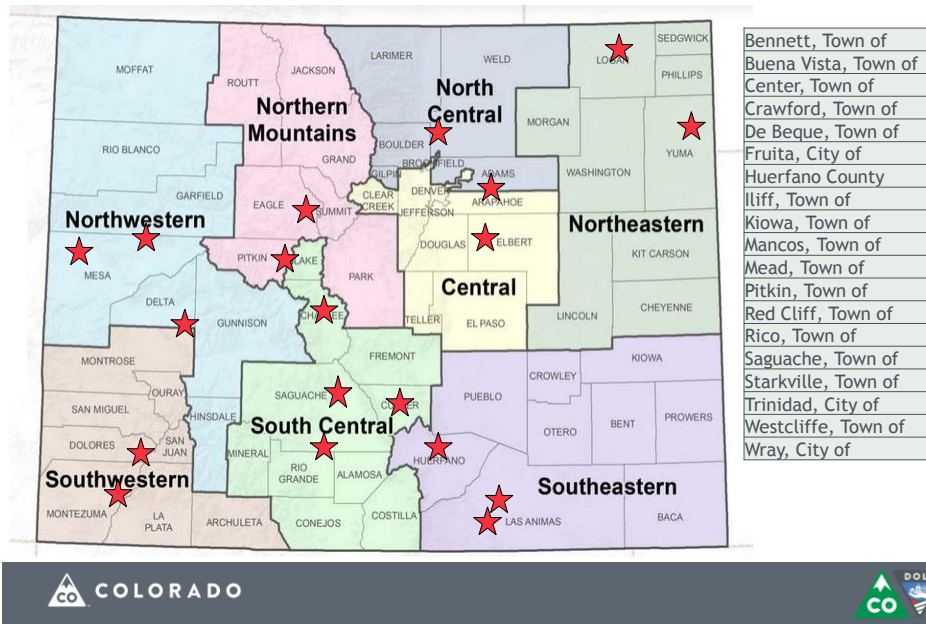


Indicators of Stability-Demographic

Indicator	Description	Source	Year	Benchmark
Combined Poverty and 65+	Percent of population in poverty + percent of population over 65 years.	Demography Office and Dept of Labor	2015	Over 35%
Percent Bachelor's	Percent of population with bachelor's degree or higher.	Census Bureau American Community Survey	2011-2015	Less than 20%
Household Population Change Risk	Percent change in number of households. Indicates loss of households.	Demography Office	2015	< 0% change
Household Labor Force Age Risk	Population growth of age 25-44. Indicates loss of prime working age population.	Demography Office		<0% growth
Single Large Employer	Concentration of jobs from single employer.	Bureau of Labor Statistics QCEW		>10%
Local Government Share	Percent of jobs in local government (school district, county, etc).	Demography Office		>25%
Employment Growth	Growth in employment.	Demography Office	2002-2014	<0%

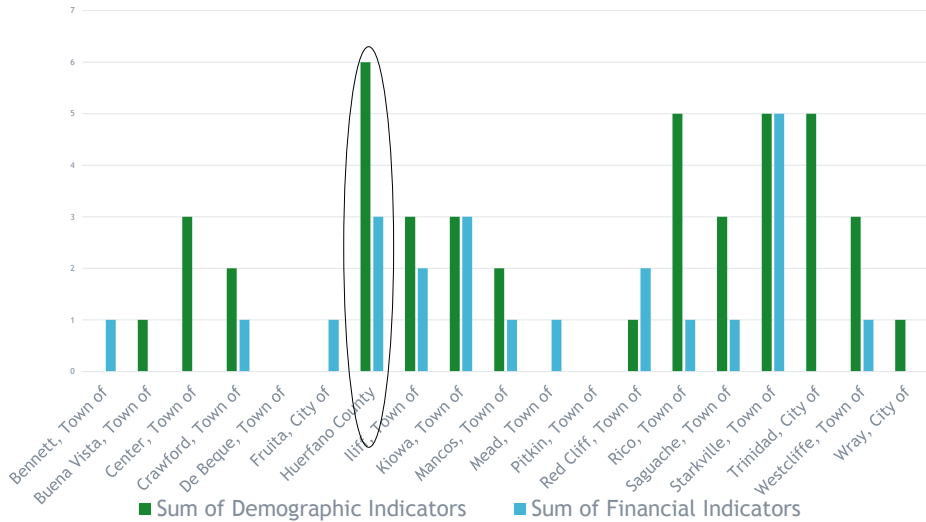


Participating Communities



Participating Communities

Participating Community Indicators of Stability - Baseline



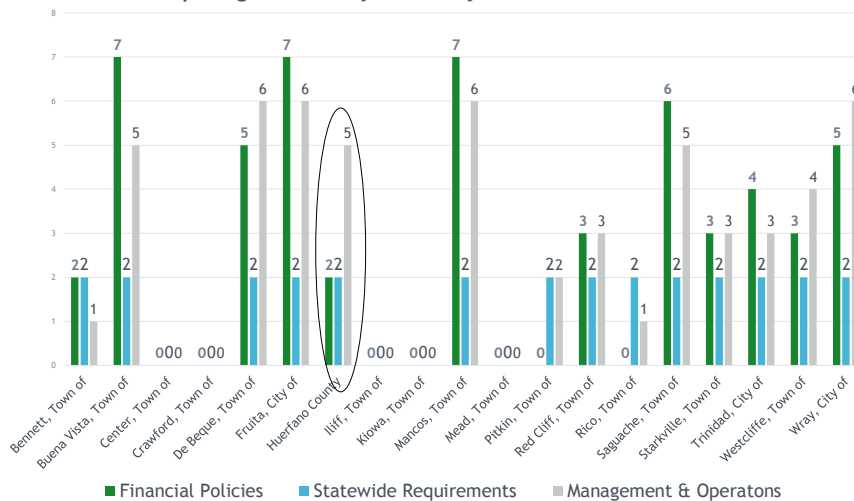
15 Best Management Practices

Financial Policies	Budget Policy
	Capital Improvement Policy
	Debt Policy
	Expenditure Policy
	Investment Policy
	Reserve Policy
	Revenue Policy
Statewide Requirement	Annual Adopted Budget
	Compliance with Statewide Budget Requirements
Management & Operations	Implement System(s) to Monitor, Measure, Evaluate Performance (e.g. budget-to-actual, financial condition, program performance)
	Asset Inventory
	Capital Improvement Plan
	Dedicated Finance Staff
	Professional Manager or Town Administrator
	Define and Implement Budget Process



Participating Communities

Participating Community Inventory of Best Practices - Baseline



Strengthening Colorado Communities

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