



ADAMS • ARAPAHOE • BOULDER • DOUGLAS • EL PASO  
JEFFERSON • LARIMER • MESA • PUEBLO • WELD

# 2025 Pre-event Survey Results

*presented by*



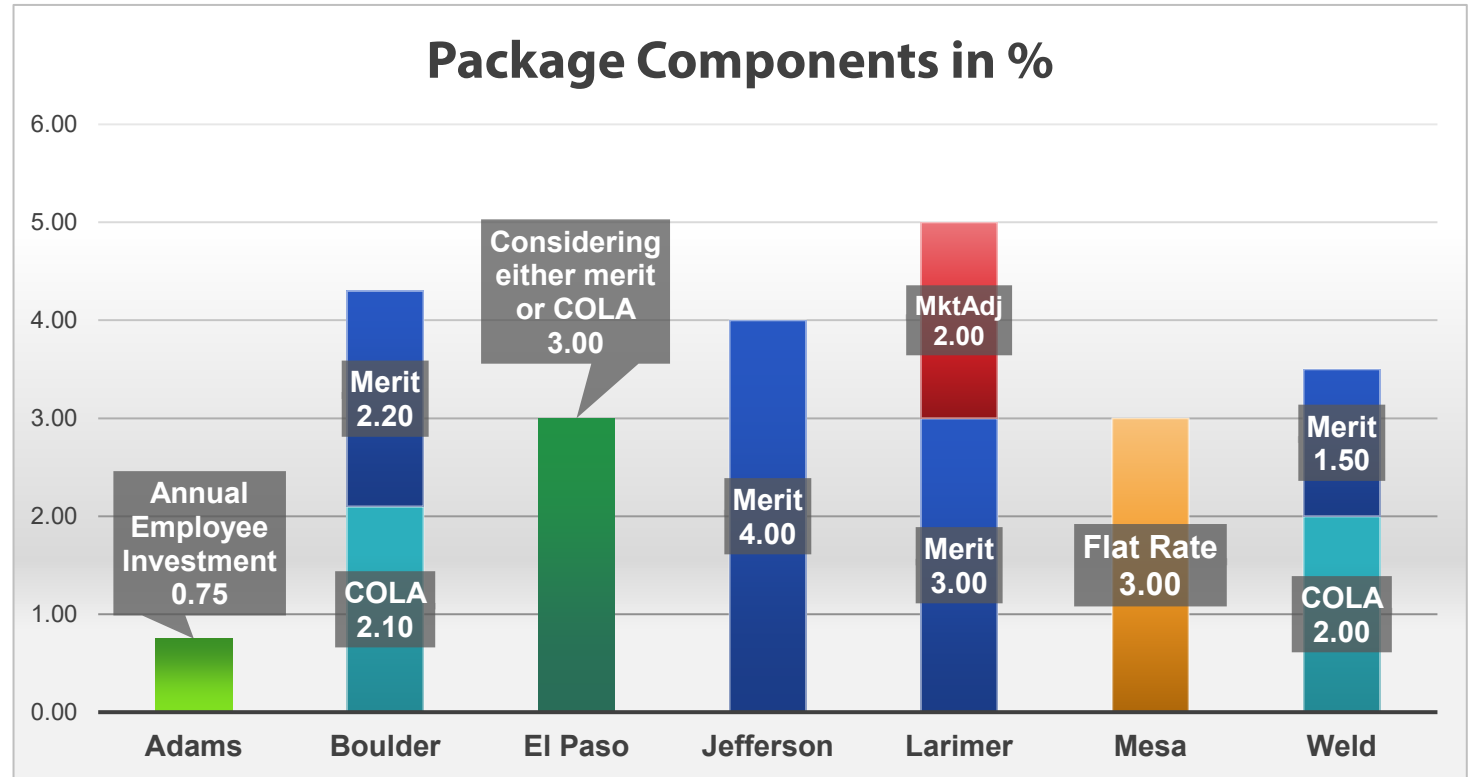


# Compensation Practices



# 1.1 FY2026 Compensation Package

## Additional Notes



**Arapahoe** and **Douglas** are undecided regarding merit increases; Arapahoe waiting for union bargaining outcomes. Neither implements COLAs

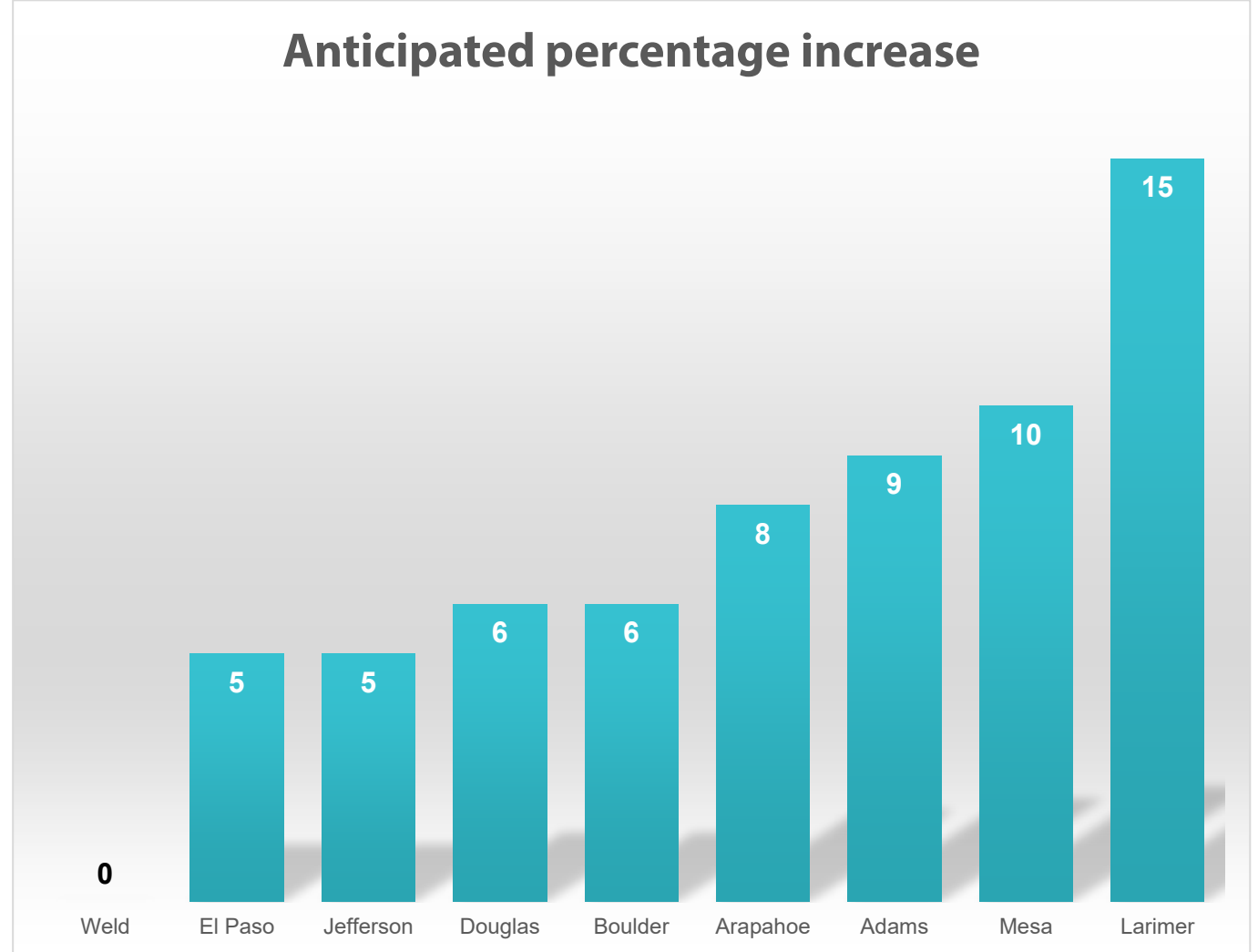
**Boulder** implementing minimum salary at \$52,000; Sheriff's Office will receive 3.0% or 4.0% depending on role.

**Jefferson** implementing pay grade bumps (\$5,233) to bring employees up to the new range minimum.

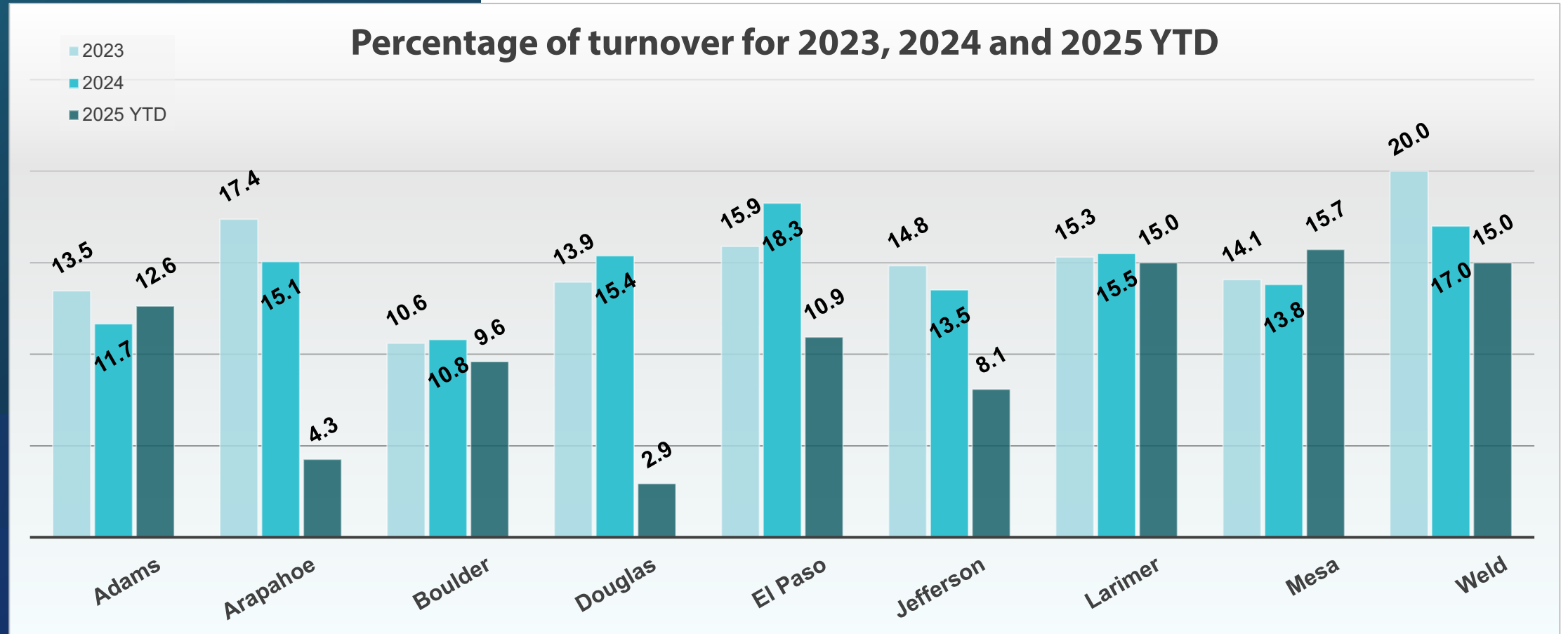
**Weld's** Sheriff's Office implements a 2.5% raise until maximum instead of merit.

*Q: Are you anticipating an increased cost to insurance premiums and if so, by what percentage?*

## 1.2 & 1.3 Insurance premiums



# 1.4 Turnover



## 1.5 Talent attraction & retention strategies

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**Adams:** Promotes an inclusive & innovative culture, above-market pay, wellness & support, flexible work options, career growth, recognition & transparency.

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**Arapahoe:** Implements targeted recruitment, exempt days, hybrid work schedules, and market- & performance-based increases.

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**Boulder:** Provides family-friendly benefits, flexible work schedules, work-life balance and living wage adjustments.

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**Douglas:** Focuses on workplace culture, competitive salaries, and benefits. Promotes work-life balance, employee feedback, mentorship and innovation.

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## 1.5 Talent attraction & retention strategies

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**El Paso:** Increases pay and benefits, enhances recruitment efforts, and engages employees through surveys and feedback, including recognition.

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**Jefferson:** 4-day work week, benefits, strengthening pay philosophies.

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**Larimer:** Stays at market rate for compensation.

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**Mesa:** Retains staff with COLA, wellness benefits, leadership training, flexible scheduling, recognition, and technology investments.

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**Weld:** Offers competitive pay, flexible work, strong benefits, and professional development opportunities.



# Budget Practices





## 2.1 Primary budgeting approach

County	Approach
Adams Arapahoe Boulder Douglas El Paso Jefferson Weld	Line-item
Larimer	Program-based
Mesa	Priority-based

*Q: How satisfied are you with your current budgeting approach?*

## 2.2 Satisfaction: budgeting approach

County	Satisfaction
Arapahoe	Very satisfied
Boulder El Paso Larimer Mesa	Somewhat satisfied
Adams Douglas Jefferson Weld	Neutral

*Q: How satisfied are you with KPIs' ability to provide data that supports decision making?*

## 2.3 Satisfaction: KPIs

County	Satisfaction
Douglas	Very satisfied
Arapahoe Boulder El Paso Larimer Mesa Weld	Somewhat satisfied
Jefferson	Somewhat dissatisfied
Adams	Varies per department

## 2.4 Transparency & Community Engagement

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**Adams:** Has a transparency portal, online budget book, and posts quarterly updates. Updated website for better public access.

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**Arapahoe:** Provides online revenue and expenditure details. Conducted extensive community outreach for a ballot measure and established a Resident Advisory Committee.

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**Boulder:** Transparency portal showing financial budget vs. actual, public notices for all public budget hearings, and allows public comments via website.

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**Douglas:** Enhances digital communication with weekly email summaries to 8,000+ subscribers (50% open rate) and launched a countywide magazine.

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**El Paso:** Uses website dashboards for Strategic Plan accountability, EPC Citizen Connect for citizen requests, and various transparency tools.

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## 2.4 Transparency & Community Engagement

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**Jefferson:** Public Financial Transparency Portal, Budget Advisory Committee, virtual public town halls, newsletters, and a podcast.

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**Larimer:** Online budget explorer tool and regular community engagement sessions with Commissioners.

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**Mesa:** Publishes detailed budgets, livestreams hearings, and provides online dashboards. Uses community forums and direct outreach.

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**Weld:** Committed to transparency and accessibility through public meetings, online postings, and regular reports. Promotes community engagement via forums, surveys, and social media.

# Budget Priorities



# 3.1

## Top 3 budget priorities in FY2026

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**Adams:** Health and Human Services, Infrastructure and Capital Improvements, Public Safety

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**Arapahoe:** Infrastructure and Capital Improvements, Public Safety, Workforce and Labor Costs, Health and Human Services, Housing and Homelessness

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**Boulder:** Climate Resilience and Sustainability, Housing and Homelessness, Workforce and Labor Costs

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**Douglas:** Technology and Modernization, Public Safety, Infrastructure and Capital Improvements

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**El Paso:** Workforce and Labor Costs, Infrastructure and Capital Improvements

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**Jefferson:** Workforce and Labor Costs, Infrastructure and Capital Improvements, Public Safety

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**Larimer:** Technology and Modernization, Health and Human Services, Workforce and Labor Costs

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**Mesa:** Workforce and Labor Costs, Public Safety, Infrastructure and Capital Improvements

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**Weld:** Infrastructure and Capital Improvements, Health and Human Services, Public Safety

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## 3.2 Biggest challenges

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**Adams:** Uncertainty with federal funding, property tax limitations, major repairs at Detention Facility.

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**Arapahoe:** Strategic use of additional property tax revenue, ARPA funding programs, unfunded mandates.

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**Boulder:** Structural deficit, uncertainty of federal funding.

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**Douglas:** Ongoing expenditures outpacing revenues.

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**El Paso:** Economic impacts, TABOR restrictions, retaining employees.

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## 3.2 Biggest challenges

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**Jefferson:** Infrastructure and capital improvement backlog, housing & homelessness, wildfire mitigation, federal funding cuts.

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**Larimer:** Rising health insurance premiums and liability insurance costs, planning for federal and state funding reductions.

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**Mesa:** Rising costs, TABOR restrictions, balancing staff cuts in some areas/shortages in others with services/infrastructure demands and delivery, unfunded mandates diverting resources from core priorities.

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**Weld:** State-determined need for additional courtroom space, reduction in grant funding while workload is unchanged creates strain on existing staff.

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## 3.3

# Underfunded programs and services

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**Adams:** Human Services.

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**Arapahoe:** Underfunded essential services, backlog of capital and deferred maintenance.

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**Boulder:** Human Services.

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**Douglas:** Parks and trails operations and maintenance, County facilities maintenance.

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**El Paso:** Child Welfare/CCCAP/TANF for DHS, Road Infrastructure.

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**Jefferson:** Infrastructure and capital improvement backlog, Housing & Homelessness, social services programs.

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**Larimer:** Human Services.

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**Mesa:** Election operations, appraiser licensing, Senior & Veteran Homestead Exemption, Human services, Clerk & Recorder functions, Public safety staffing, technology, Rural infrastructure.

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**Weld:** Human and Social Services mandates without resources.

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# Fiscal Resilience and Cuts to Federal Funding



*Q: Have recent or anticipated reductions in federal funding impacted your organization's budget planning?*

## 4.1 Impact of reduced federal funding

County	Response
Boulder El Paso Larimer	Yes, significantly
Adams Arapahoe Jefferson Mesa Weld	Yes, somewhat
Douglas	Not sure

## 4.2 Vulnerable programs and services

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**Adams:** Medicaid, TANF, Headstart.

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**Arapahoe:** Programs started with ARPA funds (continue? If so, at what level?)

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**Boulder:** Human Services, non-statutory general fund expenses

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**Douglas:** Human Services.

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**El Paso:** DHS programs, Pikes Peak Workforce Center, Public Health, grants.

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**Jefferson:** Human Services, Public Health.

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**Larimer:** SNAP, Medicaid eligibility and administration.

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**Mesa:** Human services programs, election mandates, public safety communications, IT modernization, wildfire/infrastructure projects.

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**Weld:** Human and Social Services, Health Department, Victim Witness, Office of Emergency Management (funding on hold, tbd).

## 4.3 Mitigation strategies

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**Adams:** Exploring use of reserves to backstop or wind down federal programs.

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**Arapahoe:** Cutting back on contracts, proactively addressing anticipated cuts.

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**Boulder:** Implemented weighted lists, eliminated discretionary programs, outsourced programs to willing partners, reduced out-of-state travel.

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**Douglas:** Unsure of impact; continuing with normal operations.

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**El Paso:** PH-Staffing reduced to pre-pandemic levels, DHS-cost reductions, freeze CCCAP, cost control committee, reduced \$1M contract to \$120K at county admin.

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**Jefferson:** Established federal impacts monitoring taskforce.

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**Larimer:** Making reductions & disallowing increases in 2026 budget to prepare for HS resource needs.

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**Mesa:** Hiring freeze, voluntary staff reductions, 10% departmental cuts, one-time federal dollars for capital projects, efficiency gains through technology and partnerships, advocacy against unfunded mandates; reserves for resiliency.

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**Weld:** Possibly increase PUC charge for E-911 funding, starting fees for hazardous chemical companies to offset EM grants, reducing staff to align with funding needs.

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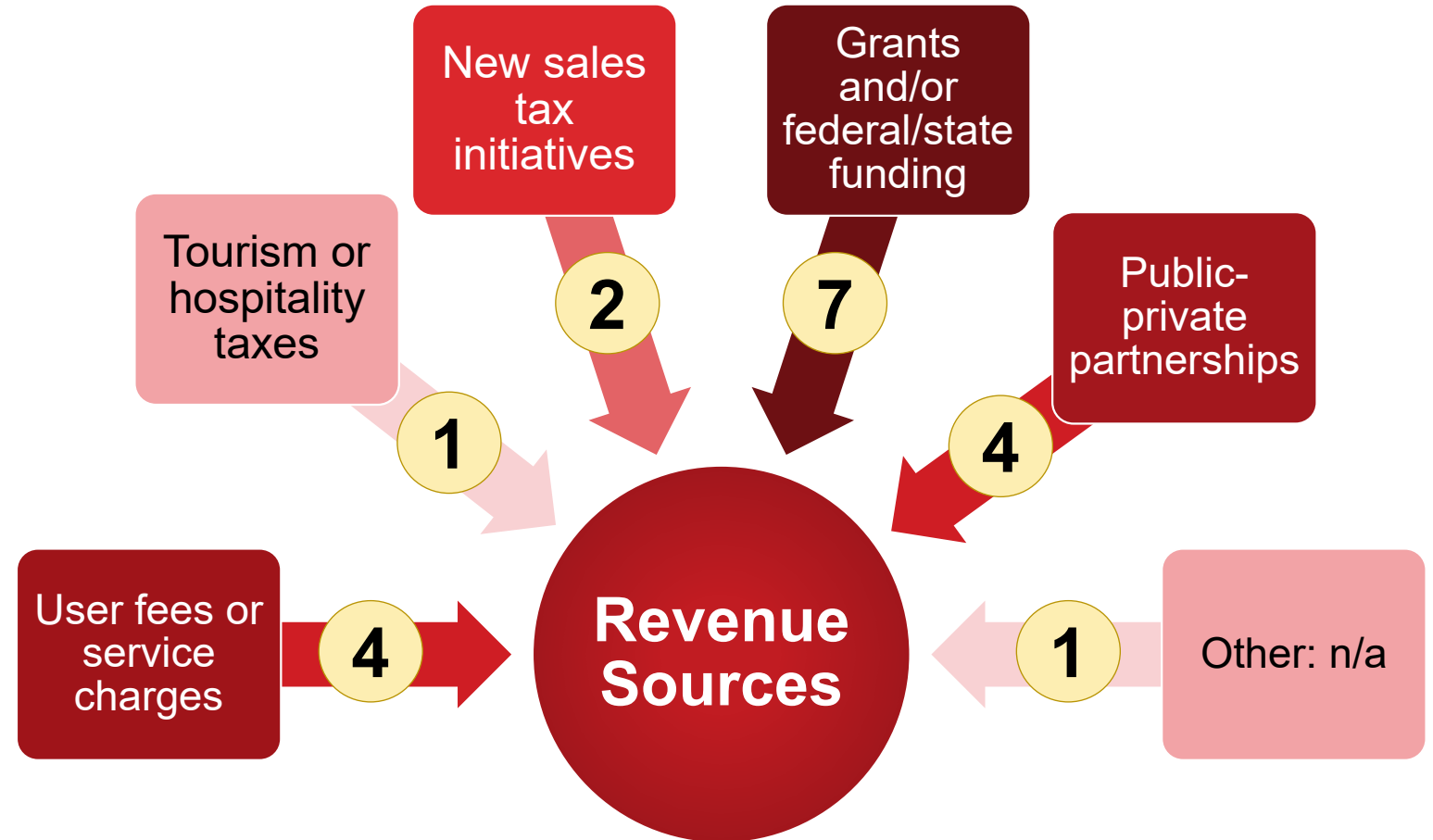


# Revenues



*Counties exploring  
any particular  
option.*

## 5.1 Alternative revenue sources



Q: Is your general fund facing a structural deficit, and/or is your organization implementing internal cuts?

5.2 General fund deficit/internal cuts

County	Approach
Boulder Douglas Larimer Mesa	Yes to both
Jefferson	Yes, we face a structural deficit
Weld	Yes, we are implementing internal cuts
Adams Arapahoe El Paso	Neither

# Thank You!

