



El Paso-Teller 9-1-1 County Authority

2016 Annual Report

Updated September, 2017



2350 Airport Road, Colorado Springs, CO 80910

719.785.1900 | www.elpasoteller911.org

Letter from the Chairman of the Board



Dear El Paso – Teller County Residents,

In 1978, the El Paso County Commissioners established a central answering 9-1-1 center to serve communities in El Paso and neighboring Teller counties. The center served fewer than 300,000 residents and responded to 60,500 calls for service. The governing structure, technology and demands have changed a lot since then.

Today the El Paso Teller County 9-1-1 Authority serves an area with approximately 700,000 residents and in 2016 it provided the critical technology backbone and the training for call takers to receive and respond professionally to 341,000 calls for help.

The proliferation of cellphones has probably been the biggest single technological driver in the number of calls. Before cellphones we had to drive to the nearest phone booth or knock on a door and ask to use the phone in order to report a traffic accident at a busy intersection. Today hundreds of passing motorists may call to report the same accident. Motorola released its first commercially available portable mobile phone in 1983; the price tag was \$4,000. I recently read that the average person picks up and unlocks his or her cellphone 112 times each day and with more and more of us driving cars with hands-free voice-activated cellular telephone controls on the steering column, I predict that even more of us will be calling 9-1-1 to report emergencies.

In 2016, the Authority Information Technology team implemented Text to 9-1-1 in El Paso and Teller Counties, ensuring that the deaf and hard of hearing have equal access to 9-1-1. This team also worked to upgrade call recording systems as well as critical primary and back up telephone infrastructure to ensure resilient, redundant and reliable 9-1-1 service to reach the 9-1-1 centers in El Paso and Teller Counties each and every day. The Information Technology team has improved the connectivity and bandwidth from 1MB to 20MB between the Authority and the seven dispatch centers in the two-county region and is currently developing plans to

implement the next generation of 9-1-1 that will better serve the emergency communication centers and meet the growing expectations of the communities we serve.

The Authority also provides critical training to public safety personnel as well members of our community. In 2016, the Authority offered 68 classes giving 1,376 first responders received additional skills and knowledge. In 2016, the Public Education Team provided a variety of training opportunities throughout the community. Using the 9-1-1 Mobile Classroom, attending career fairs, and presenting at community events, the Public Education Team conducted 211 events in 2016 reaching 20,883 citizens, a 52.8% over the year before.

The Quality Assurance team reviews thousands of 9-1-1 calls to ensure that 9-1-1 call takers in El Paso and Teller Counties are following nationally recognized standards. The number of audits increased from 6,873 in 2015 to 7,808 in 2016, a 13.6% increase. At the same time the quality of the 9-1-1 calls improved from 86.3% compliant in 2015 to 87.0% in 2016.

The Personnel Manual and Bylaws of the Authority Board were updated in 2016 and the Authority provided additional resources to facilitate a smooth consolidation of the City of Fountain emergency dispatch functions into the El Paso County Sheriff's Office emergency communication center.

The dedicated employees of the El Paso-Teller County 9-1-1 Authority, the Authority Board and our public safety partners in the seven dispatch centers we serve throughout in the region are constantly looking for opportunities to improve our technology, our processes, our people and our service.

Sincerely,

Dave Rose

El Paso Teller County 9-1-1 Authority Chairman of the Board El Paso County Chief Public Information Officer

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El Paso-Teller County 9-1-1 Authority History

The El Paso-Teller County 9-1-1 Authority was formed under Article 11 of Title 29 of the Colorado Revised Statutes with the purpose to establish a separate, collaborative legal entity for the El Paso and Teller County governments to provide emergency telephone service to residents and businesses in both counties.

The governing board for the Authority consists of nine Board Members appointed by the municipal governing agencies within the service area. The El Paso-Teller County 9-1-1 Authority is currently authorized to collect \$.70 per month from each telephone line in El Paso and Teller Counties. The funds collected shall be spent solely to pay for the equipment costs, installation costs, and other costs directly related to the continued operation and total implementation of an emergency telephone service and emergency notification service.

In 2016 the Authority Board submitted an application to increase to the rate to the Public Utilities Commission and the increase is currently pending final approval.

El Paso-Teller County 9-1-1 Authority Mission Statement

The El Paso-Teller County 9-1-1 Authority shall provide the public reliable access to public safety agencies by managing high quality, redundant, secure and cost effective 9-1-1 services while providing exceptional customer service to Authority stakeholders.

Adopted May 25, 1999, Revised June 28, 2017

Chief Executive Officer's Letter

Effective emergency communications in El Paso and Teller Counties depends on people helping people utilizing robust and resilient communications systems. The line level 9-1-1 call takers and dispatchers deftly and efficiently process hundreds of thousands of calls each year and communicate those life-saving needs to the first responders who render assistance to the region's travelers and the residents of our communities. The system simply wouldn't work without caring people who help others experiencing their worst days.

The objective of the El Paso-Teller County 9-1-1 Authority is to facilitate the efficient processing of 9-1-1 calls for service by providing robust technical resources and exceptional training to the areas 9-1-1 emergency communication center employees. The El Paso-Teller County 9-1-1 Authority employees work behind the scenes in a variety of roles:

- The Information Technology Team consists of dedicated technicians who work collaboratively with agency personnel to ensure that the telephone and computer dispatching systems function 100% of the time; anything less is unacceptable.
- The Quality Assurance Team works to validate the great work of the dispatch center employees by reinforcing work done well and providing redirection when acceptable quality standards are not met.
- The GIS Team provides data driven mapping and routing information to the dispatch centers and first responders, literally painting a picture of the location of each emergency event.

The El Paso-Teller County 9-1-1 Authority is proud to partner with to the law enforcement, fire suppression and emergency medical responders in El Paso and Teller Counties. The Authority is staffed by a team of enthusiastic and dedicated subject

matter experts, many of whom have served in 9-1-1 emergency communication centers and understand the demands of the work that is conducted in 9-1-1 centers.

After extensive conversations with Authority stakeholders, Board members, Dispatch Managers and Public Safety Partners, three areas of strategic focus have been identified that are paramount to the continuing success of the El Paso-Teller County 9-1-1 Authority, the agencies and the communities that we serve. Each area of focus is managed by subject matter experts who work in collaboration with colleagues from the community's 9-1-1 emergency communication centers and the El Paso-Teller County 9-1-1 Authority Board members. These areas of focus include:

- **Information Technology:** The Chief Information Officer works to ensure that the El Paso-Teller County 9-1-1 Authority has the most resilient, secure, robust and cost-efficient systems in place that will best serve the 9-1-1 emergency communication centers in El Paso and Teller County, so that those agencies can best serve the community members that expect and deserve excellent 9-1-1 customer service.
- **Quality Assurance:** The El Paso-Teller County 9-1-1 Authority Training Manager is working with a team of self-directed Quality Assurance Analysts whose primary work is to assess 9-1-1 calls, compare those calls to published standards and provide timely feedback to the 9-1-1 employees who work in El Paso and Teller Counties. The team evaluates the quality of hundreds of 9-1-1 calls each month and provides timely feedback to the call takers.

The El Paso-Teller County 9-1-1 Quality Assurance Team also provides ongoing call processing training for newly hired and tenured employees from each of the 9-1-1 emergency communication centers in El Paso and Teller Counties. Training provided by the QA Team includes medical triaging 9-1-1 calls, and utilizing standardized police and fire protocols.

- Public Education: The El Paso-Teller County 9-1-1 Authority has provided public education to the communities for more than ten years and the program curriculum improves each year. The Public Education Team educates hundreds of kindergarten through fifth grade students each year and conducts training at schools, businesses, sporting events, job fairs and community fairs.

The El Paso-Teller County 9-1-1 Public Information Officer is charged with working with the media in the two-county jurisdiction and promoting the great stories that each of the 9-1-1 emergency communication center handle.

Thank you to all who provide exceptional emergency communication service to the residents of El Paso and Teller Counties.

Sincerely,

Carl Simpson, MA, ENP

El Paso-Teller County 9-1-1 Authority, Chief Executive Officer

Authority Governing Board

The El Paso-Teller County 9-1-1 Authority (Authority) is governed by a Board of nine members; three are selected by the Colorado Springs City Council and these appointees represent the citizens of Colorado Springs; two are selected by the El Paso County Board of County Commissioners and these two represent El Paso County; and one selected by the Teller County Board of County Commissioners represents the residents of Teller County. Three Board Members are selected by the seated El Paso-Teller 9-1-1 Authority Board Members to represent Cities, Towns, U.S. Military, and Special Districts.

The Board Meetings are conducted in the Board Room at the Authority facility located at 2350 Airport Road, Colorado Springs, CO 80910. Meetings begin at 1:00 P.M. on the fourth Wednesday of each month and are open to the public.

2016 Authority Board Members

Michael Dalton, Vince Niski, Pat Rigdon
Representing the Citizens of Colorado Springs

Robert McDonald, Dave Rose
Representing the Citizens of El Paso County

Miles DeYoung
Representing the Citizens of Teller County

Robert Weller, Chris Truty, Ron Reeves
Representing Cities, Towns, U.S. Military, and Special Districts

Authority Board Member Responsibilities

The duties and the responsibilities of the Authority Employees and Board include:

1. Complying with all laws, rules and regulations as propagated by Colorado Revised Statutes, Federal Communications Commission Rules and Orders, and the State of Colorado Public Utilities Commission.
2. Fostering improved intergovernmental communications with all entities, public and private, having interest in the 9-1-1 system.
3. Providing broad-based education on 9-1-1's role in the provision of emergency services and its proper use.
4. Providing information on issues and trends that may affect the 9-1-1 system, Public Safety Answering Points and dispatch centers, making recommendations as appropriate.
5. Identifying, advocating for and supporting innovative technologies for Public Safety Answering Points that are mutually beneficial to the system.
6. Annually estimating the costs of providing 9-1-1 services and creating balanced budgets that maintain and enhance the 9-1-1 system.
7. Providing funding support, when possible, for the implementation of systems, equipment and technology which is of value to the 9-1-1 system.
8. Providing system-wide asset control and management.

El Paso – Teller County 9-1-1 Emergency Communication Centers

The Authority Employees work to support the leadership teams and line-level employees from the seven emergency communication centers located in El Paso and Teller Counties. Our partners include the managers of the seven public safety answer points (PSAPs) more commonly known as 9-1-1 emergency dispatch centers.

El Paso – Teller County 9-1-1 Emergency Communication Center Managers

Kyla Gingrich, El Paso County Sheriff's Office

Renee Henshaw, Colorado Springs Police Department

Cindy Link, Teller County Sheriff's Office

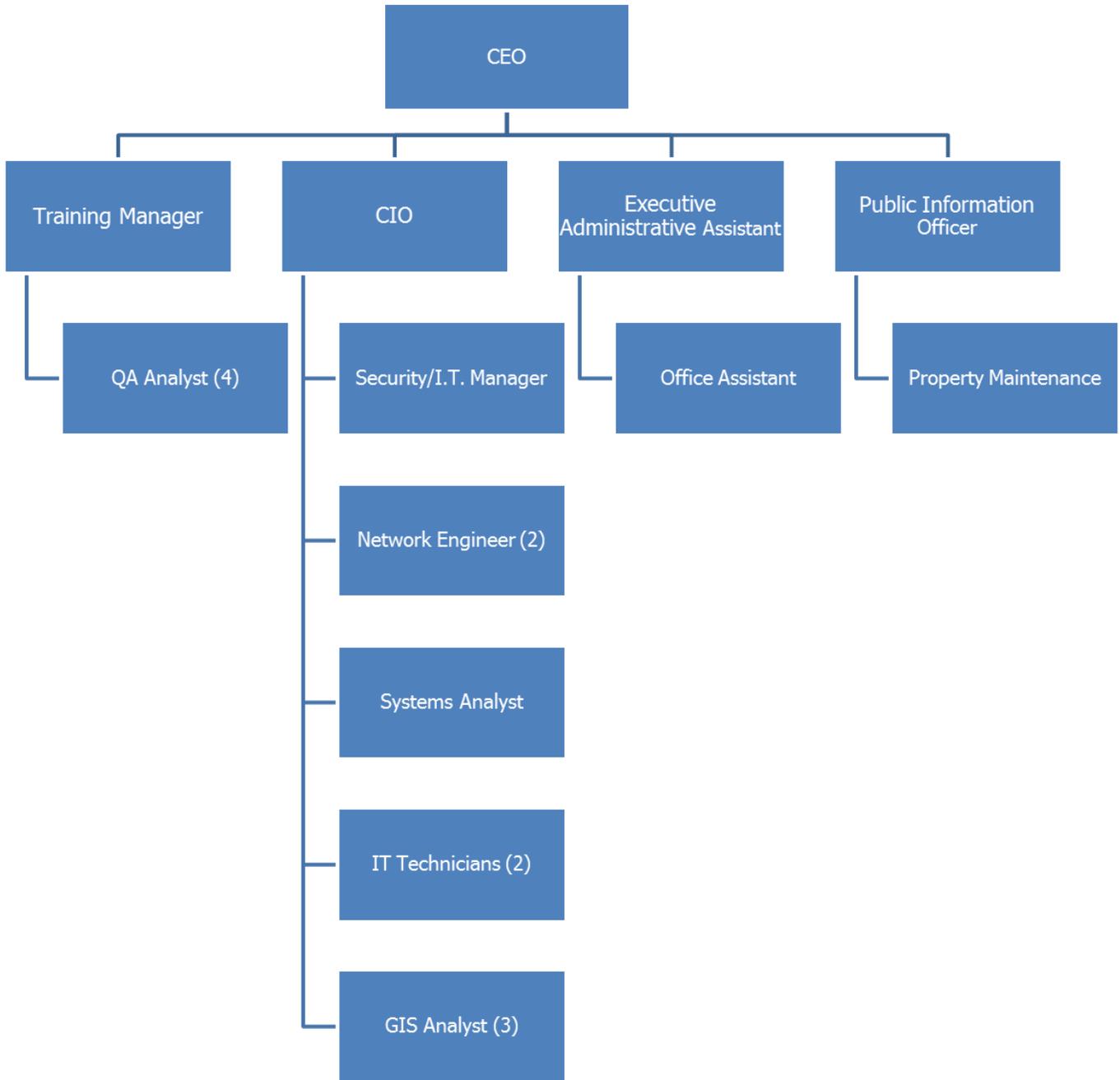
Dawn Lucero, Fort Carson Emergency Communications Center

Daniel Matthies, Peterson Air Force Base

Diann Pritchard, Cripple Creek Police Department

Jennifer Tobias, Woodland Park Police Department

El Paso – Teller County 9-1-1 Authority Organization Chart



Authority Employees

Justin Annan, Geographic Information System Intern

Jenna Armstrong, Quality Assurance Analyst

Ben Bills, Public Information Officer / Public Education Specialist

Justine Boyd, Office Assistant

Connie Chavez, Quality Assurance Analyst

Christy Davis, Executive Administrative Assistant

Jennifer Dvorsky, MS, Geographic Information System Analyst

Benjamin Gairrett, Network Engineer

Ardelle Grima, Quality Assurance Analyst

John Lofgren, Training Manager

Emilio Miller, Information Systems Technician

Jocelyn Niski, Quality Assurance Analyst

Jordan Rowe, Geographic Information System Analyst

Carl Simpson, MA, ENP, CMCP Chief Executive Officer

Adam Smith, Information Systems Technician

Peter Smith, MBA, Chief Information Officer

Matt Towell, Security / Information Technology Manager

Julius Torralba, Systems Analyst

Authority Departments

The Board Members and the Authority employees work to ensure that the citizens of El Paso and Teller Counties are served by an effective and efficient 9-1-1 system.

Services provided by Authority include 9-1-1 Systems Administration; Quality Assurance (QA), on-going and refresher training; Information Technology (I.T.) support; Mapping, Geographic Information Services (GIS); 9-1-1 Public Education Programs; and Facility Management.

Administrative Team

The Administrative Team runs the business of the authority, handles the human resources for the Authority, manages accounts payable and accounts receivable, handles procurement and monitors spending.

Administrative Team Accomplishments

Strategic Plan Developed

The Authority Employees worked with a facilitator to develop the 2016-2019 Authority Strategic Plan using a Strength's Weakness Opportunities and Threats (SWOT) methodology. One-on-one interviews were conducted with Authority Employees, PSAP Managers and Board Members were included in the development of the Plan. As part of the information gathering process during the SWOT, employees were invited to include a future state vision for their respective areas through 2019. It is the intent of the Chief Executive Officer to revisit the Strategic Plan on an annual basis.

Personnel Evaluation System

A Human Resources consultant was contracted to facilitate the development and implementation of an employee evaluation system. The program was created with input from all of the Authority Employees and was fully implemented by the end of 2016. The 2016 employee evaluation system will be reviewed in 2017 in order to further

improve the processes and ensure that the System identifies areas for personal growth and opportunities.

Quality Assurance Team

The Quality Assurance Team provides a variety of services to PSAPs and the community of first responders. The Team reviews thousands of 9-1-1 calls to ensure compliance to nationally accepted standards; participates in the effective on-boarding of newly hired call-takers and dispatchers; and provides standards based training to newly hired and tenured dispatchers.

Quality Assurance Team Accomplishments

The Authority hired a Quality Assurance Analyst (QAA) in January of 2016. Jenna Armstrong came to the Authority from the Colorado Springs Police Department where she worked as a Public Safety Dispatcher for 13 years. Jenna joined the other members of the QA Team, Connie Chavez, Ardelle Grima and Joscelyn Niski.

IAED Instructor of the Year

John Lofgren was promoted from QAA to Training Manager in 2016. John has a vast knowledge of all of the call taking protocols and has experience training 9-1-1 dispatchers around the country. John was selected as the Instructor of the Year by the International Academies of Emergency Dispatch (IAED) at the national conference in Washington, D.C. in April, 2016.

Adherence to Standards

The QA Team is also responsible for reviewing thousands of randomly selected 9-1-1 calls to ensure that 9-1-1 call takers follow standards published by the IAED and provide timely call taker feedback to the PSAP management. In 2016 the QA staff reviewed 7,808 calls, up from 6,873 in 2015.

Updated Medical Call Taking Protocols

The IAED released a significant Emergency Medical Dispatch (EMD) revision that required additional training for all of the PSAP employees. All call takers received updated training by the QA team by the end of the third quarter in 2016.

El Paso County Emergency Communication Center Fire Protocols

The Training Team was instrumental in the implementation of standardized fire protocols, including certification training for the El Paso County PSAP staff and management team.

Emergency Telecommunicator Certification

The Emergency Telecommunicator Certification (ETC) Course is a new Authority training offering that dovetails with the current emergency call taking protocol training. The ETC program is a 40-hour class designed by the IAED to provide newly hired PSAP employees an overview of emergency communication centers, emergency telecommunication technology, interpersonal communications, legal issues and job stress factors. This course serves as the prerequisite to further call taking training offered by the Authority.

Continuing Dispatcher Education Training

The Training Team began to develop video-based continuing dispatcher education (CDE), based on two-minute increments of instruction. We expect that the video format will expand in 2017 and beyond and will be augmented by CDEs provided by the IAED.

CAD Version 5.7 Administration Training

The Authority sponsored computer aided dispatching (CAD) administrator training for all of the PSAPs that utilize Tritech software in El Paso and Teller County. Effective administration of the system files is critical to the efficient operation of CAD systems

and each of the PSAPs utilizing Tritech CAD sent employees who are responsible for the administration of the CAD systems.

The CAD Administration Training class was offered to other Tritech customers in the region which offset 100% of the cost of providing training at the Authority.

Special Communities

A full day of speakers provided insight and training to the PSAP employees. Speakers included representatives from the Independent Center, the National Center for Missing and Exploited Children, and subject matter experts in helping people who have Autism and suffer from Alzheimer's and Dementia.

Training Offered

The Authority hosted 68 classes for 1,376 students a, 100% increase over 2015. Training courses included Emergency Medical Dispatch Protocol (EMD), Emergency Fire Protocol (EFD), Emergency Police Protocol (EPD), Emergency Dispatch Quality Assurance Analyst (ED-Q), Protocol software instruction (ProQA), Emergency Telecommunicator Certification (ETC), Paramedic Refresher Training, and a wide variety of FEMA training classes. The training rooms at the Authority facility were in use 147 days in 2016, an increase of 41 days over 2015.

Personnel Development

Authority employees were trained in the following skills during 2016:

- | | |
|-------------------------|----------------------------------|
| NIMS 100, 200, 700, 800 | Business Ethics |
| Cyber Security | Providing and Receiving Feedback |
| Defensive Driving | Project Management |
| Harassment Prevention | Time Management |

Technology Team

The I.T. Team utilizes industry best practices with a goal to implement resilient, dependable, standardized, and cost-effective technology.

Technology Team Accomplishments

Connectivity Improved at All PSAPs

In 2016 the I.T. Team worked aggressively to improve the connectivity in the current communications infrastructure and enhanced the public safety network firewalls and switchgear.

Computer Server Virtualization

Computer server virtualization allows for easier system deployment, higher performance and more robust failover options for critical emergency computer systems. The Authority I.T. Team completed computer server virtualization projects for the Woodland Park Police Department, Cripple Creek Police Department, and the Teller County Sheriff's Office in 2016. The City of Colorado Springs PSAP, the El Paso County PSAP, and the Fort Carson Emergency Communications Center server virtualizations were completed in 2015.

Text to 9-1-1

The Authority I.T. Team implemented Text to 9-1-1 in El Paso and Teller Counties in 2016, ensuring that the Deaf and Hard of Hearing have equal access to 9-1-1.

Network Firewall Upgrades

The Authority technology system's resiliency was improved with the addition of improved firewalls and intrusion prevention which prevents malicious software from entering the Authority network and prevents networks users from accessing malicious websites.

Network Upgrades

Network upgrades resulted in improved communications between PSAPs via the Authority networks. Increased speed and bandwidth facilitates high speed data replication between the PSAPs and the 9-1-1 Authority for the backing up for data.

Colorado Springs CAD Upgrade

The Colorado Springs Police Department upgraded the Hi-Tech hardware paving the way for the NextGen CAD product.

Woodland Park Server Room Upgrade

In collaboration with the Woodland Park Police Department and the Woodland Park I.T. Department the Authority I.T. helped to improve the server room. The server room now has better security, improved power and grounding and space to expand.

Virtual Training Network

Live streaming and recording capabilities were added to the audio / visual systems at the Authority facilitating the ability for PSAP employees to participate in training sessions when they cannot attend training in person. Sessions can be recorded for playback at a later time.

Information Technology Promotions

Two I.T. technicians were promoted to new positions with higher responsibilities. Ben Gairrett was promoted to Network Engineer and Julius Torralba was promoted to a Systems Analyst. The Authority hired Emilio Miller and Adam Smith as I.T. technicians to fill vacant positions.

Government Association of Information Technology

The I.T. Team presented an overview of "How 9-1-1 Works" to participants of the local Colorado Government Association of Information Technology conference in Colorado Springs.

GIS Team

The GIS team is responsible for the management of the geographic information systems that capture, store, manipulate, analyze, manage and present spatial data or geographic data the systems utilized by PSAPs and first responders in El Paso and Teller

Counties. The work conducted by the GIS team is far more complicated than simply providing maps; the GIS Team manages and utilizes the information systems that integrate, store, edit, analyze, share and display 9-1-1 and jurisdiction-related geographic information.

GIS Team Accomplishments

City of Fountain – El Paso County PSAP Consolidation

The Authority worked with a contractor who facilitated the consolidation of two PSAPs, the City of Fountain and the El Paso County PSAP. The GIS Team worked with both PSAPs to change more than 1,400 road segments to accurately reflect the new response areas with the objective to improve the level of customer service for both communities.

Pikes Peak Geospatial Alliance

The Authority has a collaborative agreement with members of the Pikes Peak Geospatial Alliance (PPGA) with the objective to acquire high resolution aerial photography for agencies in El Paso and Teller Counties at a reduced rate through cost sharing with other agencies. The images were acquired in late spring and are currently being reviewed for accuracy by the PPGA.

Cellular Telephone Tower Realignment

The GIS Team assisted in the realignment of cellular towers in Colorado Springs and El Paso County with the goal to ensure that cellular 9-1-1 callers are routed directly to the closest PSAP. The work resulted in a 20% improvement in cell phone call delivery to the correct PSAP.

GIS Team Personnel Accomplishments

GIS Analyst Jordan Rowe earned his ESRI ArcGIS Desktop associate certification and GIS Analyst Jen Dvorsky presented at the GIS Pro conference offered by the Urban and Regional Information Systems Association (URISA).

Public Information / Public Education Team

An essential function of the Authority is the delivery of exceptional service not only by providing proven technology but also delivering exceptional education about the appropriate use of 9-1-1.

The Public Education Team conducts a variety of training programs that include 9-1-1 classroom presentations to first grade students, 9-1-1 Mobile Classroom presentations to K-3 students, emergency preparedness exercises, safety events, and community meetings.

Public Education Team Accomplishments

Kindergarten through Fifth Grade

In 2016 the Authority delivered lessons in the appropriate use of 9-1-1 to almost 200 groups of adults and children reaching 20,883 residents in El Paso and Teller Counties.

Student Education Events

The Public Education Team visited 66 elementary schools during the 2016 school year and instructed 9,445 first and second grade students in the use of 9-1-1.

Public Education Events

The Public Education team attended a wide variety of public education events in collaboration with other public safety and community partners, including:

2016 Zombie Run

El Paso County Sheriff's Office

City of Colorado Springs Office of
Emergency Management

Sky Sox Stadium

Donald Wescott Open House

Citadel Public Safety Day

Security Fire Department Open House

Teller County Sheriff's Office

City of Fountain Safety Day

Fort Carson National Night Out

Cimarron Hills Fire Department

Tri-County Fire Department

Cascade Fire Department Chili Cook Off

Colorado Center Fire Department

Cripple Creek Police Department

Calhan Fire Department
Woodland Park Woodland Park
Chapel Hills Mall
Stratmoor Hills Fire Department
Woodland Park City Council

Briarfest
Bear Creek Nature Center
Meadows Park Community Center
Cheyenne Mountain Zoo
Alpine Autism Center

Cell Phone Sally

Cell Phone Sally is a nationally recognized 9-1-1 educational mascot that is utilized by the Authority in elementary schools to reinforce the lesson that “9-1-1; Getting Help Is Easy”. Cell Phone Sally educates school age children and participates in school assemblies. The Cell Phone Sally website offers age-appropriate lessons and is updated on a seasonal basis to ensure that the lessons and content is current.



Rebranding of Marketing Materials

All of the 9-1-1 educational materials and literature received a makeover in 2016; new handouts were created for the proper use of 9-1-1, how Text to 9-1-1 works, the features and functionality of the Emergency Notification System (ENS), and 9-1-1 education programs.

To request 9-1-1 literature, or a 9-1-1 Education program at a school or community event please call 719-785-1900.

Media Public Relations

The Public Education Team developed Public Service Announcements that were aired on FOX21 and iHeartMedia with an emphasis on registering to receive ENS alerts. According to FOX, the

commercials encouraging people to register for ENS reached 182,720 adults over the age of 18 with an average frequency of at least eight times, meaning that every person who saw the commercial viewed it a minimum of eight times. The Authority experienced a notable increase in ENS registrations.

Community Notifications

The Authority personnel are responsible to maintain and provide systems that can quickly disseminate mass notifications to community members during neighborhood and wide-spread emergencies. The Authority conducts quality assessment on the data utilized by the system as well as provides training to the PSAP employees who ultimately utilize the notification system.

Emergency Notification System Activity

The Emergency Notification System was activated on 35 occasions in 2016. The ENS was utilized to provide community notifications directing residents to shelter in place; advise residents of law enforcement personnel searching for missing persons; to alert residents to be aware of the potential of flooding in the North and South Douglas Creek areas; to be aware of fire evacuations; and to be aware of a high-profile aircraft crash.

Emergency Notification System Registration

Almost 3,000 people registered for the Authority ENS last year. El Paso and Teller County residents can register to receive alerts by phone, e-mail, and text message by visiting www.elpasoteller911.org.

Facility Improvements

Facility Strengthening

In February of 2016 the Authority conducted a Safeguarding American Families Everyday class for each of the Authority employees and gaps in the security of the building were identified. A task team was formed to address and resolve these concerns with the support of the Authority Board and Simplex Grinnell, a public safety consultant. The facility is more secure and the employees have a better understanding of personal and facility security and situational awareness.

Classroom Upgrade

The Authority's classroom has a stadium-style seating that was revitalized and converted to a 20-position training laboratory in 2016. The lab was upgraded to a virtual environment that not only improves computer system performance, reduces costs but also serves as a pilot project for deploying virtual computer systems in the Authority PSAPs in the coming years.

The lab was utilized for law enforcement and dispatcher applicant testing by multiple agencies, mobile data computer training and ETC, EMD, EFD, EPD and ProQA training during 2016.

Preventative Maintenance

The first phase of the facility is fifteen years old and requires preventative maintenance. Significant repairs were made to the heating / ventilation and air conditioning (HVAC) system to ensure that redundant measures are in place to prevent computer room cooling failures. A project to add controls that monitor HVAC temperatures began in 2016 and will be completed in 2017. Adding controls enables the HVAC system to notify Authority staff before HVAC system problems arise.

Recommended repairs were made to the roof and the result was that the life of the roof has been extended five to seven years before a total replacement may be necessary. The Authority will be conducting annual preventative maintenance inspections of the roof.

Noteworthy Accomplishments

On each day ordinary people accomplish extraordinary feats due to their training, experience, intellect, compassion and gut feelings. These are but a few examples of the excellent work done in the Authority's PSAPs on any given day.

PSAP Accreditations

Accreditation granted by the IAED is an acknowledgment that PSAPs have achieved and maintain internationally accepted performance and quality standards. The QA Team worked

with Cripple Creek Police Department leadership team to earn accreditation, the smallest of 152 accredited PSAPs worldwide.

The Colorado Springs Police Department obtained a medical protocol re-accreditation as well and the El Paso County PSAP will re-accredit in 2017.

Telecommunicator Awards

First Quarter 2016

Jennica Garrick, Woodland Park Police Department

On March 17, 2016 newly hired Jennica answered her very first 9-1-1 call requiring that she instruct the call in CPR. With less than 50 days of call taker experience Jennica answered a 9-1-1 call from a mother that had just returned from the hospital with her son, who had reverted to being unconscious and not breathing.

"... Jennica remained so calm that her trainer was only aware of the severity of the incident due to Jennica raising her hand and snapping her fingers to get attention..."

Second Quarter 2016

Darcy Dittenber, El Paso County Sheriff's Office

On April 22, 2016 Darcy dispatching the fire radio channel at the El Paso County Sheriff's office, was extremely busy dispatching 14 medical and fire calls for service when a missing person investigation report came in. Her colleagues quickly determined that the missing person was likely endangered. Darcy participated in locating background information on the individual and broadcasted the information to the first responders in El Paso County.

"Darcy's actions directly impacted the investigation leading to the suspect's arrest."

Third Quarter 2016

Kim Boyd, Colorado Springs Police Department

On September 16, 2016 Kim was assisting officers who were searching for a subject with a warrant. The subject was contacted by police however he fled the scene in a vehicle that resulted in a vehicle pursuit and then later foot pursuit.

"Due to the effective dispatching and situational awareness of PSD Kim Boyd no officers were harmed and a citizen's life was saved."

Fourth Quarter 2016

Dawne Jacobs, Cripple Creek Police Department

Dawne dispatched paramedics and police officers to the residence of a woman stating she intended to commit suicide. Dawne was able to reassure the patient, and keep her calm her enough to speak to the officers when they arrived.

"The situation was safely resolved without injuries to the patient or officers."

Authority Employee Quarterly Awards

First Quarter 2016

Ardelle Grima

Ardelle had been working at the Authority for just a few short months but two Nominations for the Employee of the Quarter had been submitted for her actions and the quality of her work. Compliments of her creative and friendly, helpful demeanor had been described by the Authority Staff and from the PSAP's she serves.

"...her confidence and ability have made her an excellent addition to the team and the Authority..."

Second Quarter 2016

Bonnie Foster

Bonnie resolved several problems with the updated mapping project for the City of Fountain / El Paso PSAP consolidation. Bonnie consistently responds with a positive, "can do!" attitude and quick response to requests. She consistently delivered projects and handles requests on-time and accurately, her professionalism shines through in what she does and she is a pleasure to work with.

"...not only a wealth of knowledge in her field but she is constantly striving to learn as much as she can..."

Third Quarter 2016

Christy Davis

Christy offers help and insight whenever requests for information are given to her. She has consistently proven to be an excellent team member, works hard to help each member.

"...her wealth of knowledge on Authority matters and history is amazing, and is ALWAYS willing to provide assistance..."

Fourth Quarter 2016

Adam Smith

Adam is always going the extra mile to accomplish tasks given to him. During the course of the 40-hour ETC class he attended, he was optimizing his time by working on his I.T. tickets or other projects on breaks and lunches instead of letting the work pile up.

"...displays an excellent attitude and strong work ethic all the time..."

Acronyms and Abbreviations

CAD	Computer aided dispatching systems - Are also called computer-assisted dispatch and is a computer-based method of emergency services first responders.
CDE	Continuing dispatcher education is a methodology used to develop education programs to assist 9-1-1 call center employees in the maintenance of skills and knowledge.
CEO	The executive with the chief decision-making authority in an organization or business.
CIO	The executive responsible for the information technology and computer systems that support enterprise goals.
CO	The State of Colorado.
CA	The State of California.
DMV	Department of Motor Vehicles.
ED-Q	Emergency Dispatch Quality Improvement Coordinator.
EFD	Emergency Fire Dispatching - Structured call processing for fire-rescue environment.
EMD	Emergency Medical Dispatching - Structured call processing for medical emergencies.
ENS	Emergency Notification System - An automated system for producing neighborhood and community wide messaging.
EPD	Emergency Police Dispatching - Structured call processing for police environment.
ESRI	Environmental Systems Research Institute is an international supplier of geographic information system software.

ESRI ArcGIS	ArcGIS is a software program, used to create, display and analyze geospatial data, developed by Environmental Systems Research Institute (ESRI) of Redlands, California.
ETC	Emergency Telecommunication Certificate.
FEMA	Federal Emergency Management Agency.
GIS	Geographic information systems.
HVAC	Heating, ventilating and air conditioning.
IAED	The International Academies of Emergency Dispatch.
MA	Masters of Arts.
MBA	Masters of Business Administration.
MS	Masters of Science.
MPDS	Medical Priority Dispatch System is the standardized processing of emergency calls for service.
NIMS	National Incident Management System.
ProQA	Software that guides call takers through the process of collecting the vital information from the caller, instructing the caller with medically approved protocols until the dispatched units arrive at the scene.
PSAP(s)	Public safety answering points more commonly known as 9-1-1 emergency dispatch centers.
QA	Quality Assurance.
QAA	Quality Assurance Analyst.

SWOT	SWOT analysis is a process that identifies an organization's strengths, weaknesses, opportunities and threats. Specifically, SWOT is a basic, analytical framework that assesses what an entity can and cannot do, for factors both internal (the strengths and weaknesses) as well as external (the potential opportunities and threats).
Triage	The assignment of degrees of urgency to treat wounds or illnesses.
URISA	Urban Rural Information Systems Association – A non-profit association of GIS professionals.

2016 Auditor's Report

EL PASO - TELLER COUNTY 9-1-1 AUTHORITY

Management's Discussion and Analysis, Financial Statements,

And Supplemental Information for the Year Ended December 31, 2016

And Independent Auditors' Report

EL PASO - TELLER COUNTY 9-1-1 AUTHORITY

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INDEPENDENT AUDITORS' REPORT

To the Board of Directors
El Paso - Teller County 9-1-1 Authority

We have audited the accompanying financial statements of El Paso - Teller County 9-1-1 Authority (the Authority) as of and for the year ended December 31, 2016, and the related notes to the financial statements, as listed in the table of contents, which collectively comprise the Authority's basic financial statements.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with accounting principles generally accepted in the United States of America; this includes the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with auditing standards generally accepted in the United States of America. Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Accordingly, we express no such opinion. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements referred to above present fairly, in all material respects, the financial position of El Paso - Teller County 9-1-1 Authority as of December 31, 2016, and the changes in its financial position and its cash flows for the year then ended in accordance with accounting principles generally accepted in the United States of America.

Report on Required Supplemental Information

Accounting principles generally accepted in the United States of America require that the management's discussion and analysis on pages 3 through 6, the schedule of the Authority's proportionate share of net pension and liability and the schedule of the Authority's pension contributions and related ratios on pages 19 and 20 be presented to supplement the basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board, who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. We have applied certain limited procedures to the required supplemental information in accordance with auditing standards generally accepted in the United States of America, which consisted of inquiries of management about the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We do not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance.

Report on Other Supplemental Information

Our audits were conducted for the purpose of forming an opinion on the financial statements that collectively comprise the Authority's basic financial statements. The supplemental schedule of revenues, expenses and changes in net position – budget and actual (non-GAAP) is presented for purposes of additional analysis and is not a required part of the basic financial statements. The supplemental schedule as listed in the table of contents is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the financial statements. Such information has been subjected to the auditing procedures applied in the audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America. In our opinion, the information is fairly stated in all material respects in relation to the financial statements as a whole.

Stockman Kast Ryan & Co., LLP

August 31, 2017

EL PASO - TELLER COUNTY 9-1-1 AUTHORITY

MANAGEMENT'S DISCUSSION AND ANALYSIS

This section of the Authority's annual financial report presents the highlights of the Authority's financial activities and financial position. The analysis focuses on significant financial issues and major financial activity and the resulting changes in financial position.

OVERVIEW OF THE FINANCIAL STATEMENTS

This annual report consists of the following three parts: Management's Discussion and Analysis, Financial Statements and Supplemental Information. The Financial Statements include notes which explain in detail some of the information included in the financial statements.

REQUIRED FINANCIAL STATEMENTS

The financial statements are designed to provide readers with a broad overview of the Authority's finances in a manner similar to a private-sector business. The statement of net position presents information on all of the Authority's assets, deferred outflows, deferred inflows and liabilities, with the difference between these balances reported as net position. Over time, increases or decreases in net position may serve as a useful indicator of whether the financial position of the Authority is improving or deteriorating. The statement of activities and changes in net position presents information showing how the Authority's net position changed during the most recent fiscal year. All changes in net position are reported as soon as an underlying event giving rise to the change occurs, regardless of the time of related cash flows. A fund is a grouping of related accounts that is used to maintain control over resources that have been segregated for specific activities or objectives. The Authority, like other state and local governments, uses fund accounting to ensure and demonstrate compliance with finance-related legal requirements. The notes provide additional information that is essential to a full understanding of the data provided in the financial statements. The notes to the financial statements can be found on pages 10 to 19 of this report.

FINANCIAL POSITION AND RESULTS FROM OPERATIONS

The Authority's balance sheet is summarized as follows:

	2016	2015
ASSETS AND DEFERRED OUTFLOWS OF RESOURCES		
CURRENT ASSETS		
Cash	\$ 5,967,935	\$ 8,460,997
Accounts receivable	1,071,839	994,735
Prepaid expenses	<u>342,284</u>	<u>343,757</u>
Total current assets	7,382,058	9,799,489
CAPITAL ASSETS, NET	7,348,330	8,856,494
DEFERRED OUTFLOWS OF RESOURCES		
Related to pensions	<u>533,008</u>	<u>352,140</u>
TOTAL	<u>\$ 15,263,396</u>	<u>\$ 19,008,123</u>

	2016	2015
LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION		
LIABILITIES		
Accounts payable and accrued expenses	\$ 562,941	\$ 184,681
Net pension liability	<u>2,552,443</u>	<u>1,760,614</u>
Total liabilities	<u>3,115,384</u>	<u>1,945,295</u>
DEFERRED INFLOWS OF RESOURCES		
Related to pensions	<u>7,381</u>	<u>32,309</u>
NET POSITION		
Net investment in capital assets	7,348,330	8,856,494
Unrestricted board designated	1,500,000	3,000,000
Unrestricted	<u>3,292,301</u>	<u>5,174,025</u>
Total net position	<u>12,140,631</u>	<u>17,030,519</u>
TOTAL	<u>\$ 15,263,396</u>	<u>\$ 19,008,123</u>

The Authority's current assets decreased by \$2,417,431 due in part to decreased cash as a result of expenses exceeding revenues in the current year.

The Authority's total capital assets decreased by \$1,508,164 as of December 31, 2016 largely due to depreciation on the Authority's assets. The Authority purchased capital assets in the amount of \$330,038 including capitalized software, next generation assets and equipment. In addition, the Authority had disposals of \$107,957 and incurred a loss on disposals of \$1,285. The Authority did not receive any capital contributions during 2016.

Current liabilities increased by \$378,260 due to timing of payments.

As noted, net position may, over time serve as a useful indicator of the Authority's financial position. Assets and deferred outflows exceeded liabilities and defined inflows by \$12,140,631 as of December 31, 2016.

STATEMENT OF ACTIVITIES AND CHANGES IN NET POSITION

Operating and non-operating revenue and expenses were as follows:

	2016	2015
OPERATING REVENUE		
Telephone tariff:		
Wireline	\$ 5,355,364	\$ 5,205,998
Wireless	<u>1,035,777</u>	<u>1,125,735</u>
Total operating revenue	<u>6,391,141</u>	<u>6,331,733</u>

2016 AUTHORITY BOARD MEMBERS (continued)

Mr. Robert Weller	Represents small cities and special districts
Mr. John Gomes	Represents Teller County
Mr. Ron Reeves	Represents small cities and special districts
Mr. Christopher Truty	Represents small cities and special districts

ADDITIONAL FINANCIAL INFORMATION

This financial report is designed to provide an overview of the El Paso - Teller County 9-1-1 Authority's finances for all interested parties. Questions concerning any of the information provided in this report, or requests for additional information should be addressed to the Authority at 2350 Airport Road, Colorado Springs, Colorado 80910.

EL PASO - TELLER COUNTY 9-1-1 AUTHORITY

BALANCE SHEET DECEMBER 31, 2016

ASSETS AND DEFERRED OUTFLOWS OF RESOURCES

CURRENT ASSETS

Cash and cash equivalents	\$	5,967,935
Accounts receivable	1,071,839	
Prepaid expenses		<u>342,284</u>
Total current assets	7,382,058	

CAPITAL ASSETS, NET

7,348,330

DEFERRED OUTFLOWS OF RESOURCES

Related to pensions		<u>533,008</u>
---------------------	--	----------------

TOTAL

\$ 15,263,396

LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION

LIABILITIES

CURRENT LIABILITIES

Accounts payable and accrued expenses	\$	562,941
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NET PENSION LIABILITY

2,552,443

Total liabilities

3,115,384

DEFERRED INFLOWS OF RESOURCES

Related to pensions		<u>7,381</u>
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NET POSITION

Net investment in capital assets		7,348,330
----------------------------------	--	-----------

Unrestricted – Board designated (reserve)		1,500,000
---	--	-----------

Unrestricted		<u>3,292,301</u>
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Total net position

12,140,631

TOTAL

\$ 15,263,396

See notes to financial statements.

EL PASO - TELLER COUNTY 9-1-1 AUTHORITY

STATEMENT OF ACTIVITIES AND CHANGES IN NET POSITION FOR THE YEAR ENDED DECEMBER 31, 2016

OPERATING REVENUE

Telephone tariff:		
Wireless	\$ 1,035,777	
Wireline		4,954,779
Prepaid wireless		<u>400,585</u>
Total operating revenue		<u>6,391,141</u>

OPERATING EXPENSES

Administration		5,003,340
Depreciation expense		1,733,245
Personnel		1,593,252
License/maintenance		1,481,769
Communication services		953,233
PSAP expenses		344,409
Contracted services		<u>223,931</u>

Total operating expense 11,333,179

OPERATING LOSS (4,942,038)

NON-OPERATING REVENUE (EXPENSE)

Investment income		32,672
Other income		20,763
Loss on disposal of assets		<u>(1,285)</u>
Total non-operating revenue		<u>52,150</u>

CHANGE IN NET POSITION (4,889,888)

NET POSITION, Beginning of year, 17,030,519

NET POSITION, End of year \$ 12,140,631

See notes to financial statements.

EL PASO - TELLER COUNTY 9-1-1 AUTHORITY

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED DECEMBER 31, 2016

OPERATING ACTIVITIES	
Cash receipts from customers	\$ 6,314,037
Cash payments for goods and services	(6,994,027)
Cash payments to employees for services	<u>(1,533,469)</u>
Net cash used in operating activities	<u>(2,213,459)</u>
CAPITAL AND RELATED FINANCING ACTIVITIES	
Cash used in capital and related financing activities —	
Purchase of capital assets	<u>(333,038)</u>
NON-CAPITAL FINANCING ACTIVITIES	
Cash provided by non-capital financing activities —	
Other income	<u>20,763</u>
INVESTING ACTIVITIES	
Cash provided by investing activities —	
Interest income	<u>32,672</u>
NET DECREASE IN CASH AND CASH EQUIVALENTS	(2,493,062)
CASH AND CASH EQUIVALENTS, Beginning of year	<u>8,460,997</u>
CASH AND CASH EQUIVALENTS, End of year	<u>\$ 5,967,935</u>
RECONCILIATION OF OPERATING LOSS TO NET CASH USED IN OPERATING ACTIVITIES:	
Operating loss	\$ (4,942,038)
Adjustments to reconcile operating loss to net cash used in operating activities:	
Depreciation and amortization	1,733,245
Gifting of capital assets	106,672
Changes in operating assets and liabilities:	
Accounts receivable	(77,104)
Prepaid expenses	1,473
Accounts payable and accrued expenses	378,260
Pension liability and deferred inflows and outflows	<u>586,033</u>
Net cash used in operating activities	<u>\$ (2,213,459)</u>

See notes to financial statements.

EL PASO - TELLER COUNTY 9-1-1 AUTHORITY

NOTES TO FINANCIAL STATEMENTS

1. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Reporting Entity — El Paso - Teller County 9-1-1 Authority (the Authority) provides a primary means for the public safety agencies in times of emergency and supports the efficient and accurate provision of emergency services within El Paso and Teller County. The Authority was formed in 1990 under Article 11 of Title 29 of the Colorado State Statutes. The purpose was to establish a separate legal entity for the El Paso and Teller County governments to provide emergency telephone service. The governing board for the Authority consists of nine members appointed by various governments within the area. The Authority is authorized to collect \$0.70 per month per phone line within the service area for which emergency telephone service is provided. The funds collected shall be spent solely to pay for the equipment costs, installation costs and other costs directly related to the continued operation and total implementation of an emergency telephone service and emergency notification service.

For financial reporting purposes, the Authority includes all funds for which it is financially accountable. The Authority does not exercise any power over any other entity and is considered a sole reporting entity. The Authority has no component units as defined by the Governmental Accounting Standards Board (GASB).

Basis of Accounting — The financial statements of the Authority have been prepared in accordance with accounting principles generally accepted in the United States of America, including all applicable statements of GASB. The financial statements have been prepared on the accrual basis of accounting using the economic resource measurement focus. An enterprise fund is used to account for operations that are financed and operated in a similar manner to a private business enterprise: (a) where the intent of the governing body is that the costs (expenses, including depreciation) of providing goods or services to the general public on a continuing basis be financed or recovered primarily through user charges; or (b) where the governing body has decided that periodic determination of revenue earned, expenses incurred and/or net income is appropriate for capital maintenance, public policy, management control, accountability or other purposes.

Net Position — The Authority's net position is classified in the following three components:

- Net Investment in Capital Assets — This component consists of capital assets, net of accumulated depreciation.
- Restricted — This component consists of restricted assets reduced by liabilities and deferred inflows of resources related to those assets. Restricted assets are assets which have restrictions placed on the use of the assets through external constraints imposed by creditors (such as through debt covenants), contributors, or laws or regulations of other governments or constraints imposed by law through constitutional provisions or enabling legislation. Generally, a liability relates to restricted assets if the asset results from a resource flow that also results in the recognition of a liability or if the liability will be liquidated with the restricted assets reported.
- Unrestricted — This component consists of the net amount of assets, deferred outflows of resources, liabilities and deferred inflows of resources that are not included in the determination of net investment in capital assets or the restricted component of net position.

Budgets — In the fall, the Budget officer is required to submit to the Board of Directors a budget for the fiscal year commencing the following January 1. The operating budget includes proposed expenditures and the means of financing them. A public hearing is conducted by the Authority to obtain public comments on the budget. Prior to December 31, the budget is officially adopted by the Board. The Authority is authorized to transfer budgeted amounts between line items of the budget; however, any revisions that increase the total expenditures of the Authority must be approved by the Board of Directors.

Cash and Cash Equivalents — All short-term liquid investments are considered cash equivalents. Cash equivalents are readily convertible to known amounts of cash and, at the day of purchase, they have a maturity date no longer than three months.

Capital Assets — Capital assets are recorded at cost and capitalized if over \$5,000 and have a useful life of one year or more and are depreciated using the straight-line method over estimated useful lives from three to 39 years.

Accounts Receivable — The Authority's accounts receivable consists primarily of amounts due from phone companies for emergency telephone service charges. Management has determined all receivables are considered collectible and no allowance for doubtful account is deemed necessary.

Operating Revenue and Expenses — Operating revenue and expenses are those that result from providing services and producing and delivering goods and services. It also includes all revenue and expenses not related to capital and related financing, noncapital financing, or investing activities. All revenue and expenses not meeting this definition are reported as non-operating revenue and expenses.

Use of Estimates — The preparation of financial statements in conformity with accounting principles generally accepted in the United States of America requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Subsequent Events — The Authority has evaluated subsequent events for recognition or disclosure through the date of the Independent Auditors' Report, which is the date the financial statements were available for issuance.

Adoption of Accounting Pronouncement — In February 2015, the Governmental Accounting Standards Board (GASB) issued Statement No. 72, *Fair Value Measurement and Application*. The objective of Statement No. 72 is to improve financial reporting by clarifying the definition of fair value for financial reporting purposes, establishing general principles for measuring fair value, providing additional fair value application guidance, and enhancing disclosures about fair value measurements. The Authority adopted the provisions of Statement No.72 during the year ended December 31, 2016. There were no restatements of reported values of the Authority's assets or liabilities resulting from the implementation of Statement No. 72. See Note 2 for the expanded disclosures regarding fair value measurements.

2. DEPOSITS

The Colorado Public Deposit Protection Act (PDPA) requires all units of local government to deposit cash in eligible public depositories. Eligibility is determined by state regulators. Amounts on deposit in excess of federal insurance levels must be collateralized by eligible collateral as determined by PDPA. PDPA allows the financial institution to create a single collateral pool for uninsured public deposits as a group. The market value of the collateral must be at least equal to 102% of the uninsured deposits.

At December 31, 2016, the Authority's deposits had a bank balance of \$3,467,422, of which \$250,000 was covered by federal depository insurance. The remainder of the bank balance of \$3,217,422 at December 31, 2016 was collateralized with securities held by the pledging financial institutions and covered by eligible collateral as determined by PDPA.

Colorado Government Liquid Asset Trust (COLOTRUST) is an investment vehicle established for local government entities in Colorado to pool surplus funds for investment purposes by state statutes. At December 31, 2016, the Authority had deposits with COLOTRUST of \$2,834,361. COLOTRUST operates similarly to a money market fund and each share is equal in value to \$1.00. Designated custodial banks provide safekeeping and depository services to COLOTRUST in connection with the direct investment and withdrawal functions of COLOTRUST. All securities owned by COLOTRUST are held by the Federal Reserve Bank in the account maintained for the custodial bank. The custodian's internal records identify the investment owned by COLOTRUST. Investments of COLOTRUST consist of U.S. Treasury bills, notes and note strips and repurchase agreements collateralized by U.S. Treasury notes.

Fair Value Measurements — The District categorizes its fair value measurements within the fair value hierarchy established by generally accepted accounting principles.

The hierarchy is based on the valuation inputs used to measure the fair value of the asset and give the highest level to unadjusted quoted prices in active markets for identical assets or liabilities (level 1 measurements) and the lowest level to unobservable inputs (level 3) as follows:

Level 1: Unadjusted quoted prices for identical instruments in active markets. Level 2: Observable inputs other than quoted market prices.

Level 3: Valuation derived from valuation techniques in which significant inputs are unobservable.

Investments that are measured at fair value using the net asset value (NAV) per share (or its equivalent) as a practical expedient are not classified in the fair value hierarchy. COLOTRUST deposits are measured at NAV.

3. CAPITAL ASSETS

Capital asset activity for the year ended December 31, 2016 is as follows:

2016	Balance at January 1,	Increase	Decrease	Balance at December 31, 2016
Building and building additions	\$ 6,346,796			\$ 6,346,796
Next generation assets	1,553,870			1,553,870
Capitalized software	2,042,806			2,042,806
Equipment and vehicles	<u>7,669,922</u>	<u>\$ 333,038</u>	<u>\$ (322,440)</u>	<u>7,680,520</u>
Total	17,613,394	333,038	(322,440)	17,623,992
Less accumulated depreciation	<u>(8,756,900)</u>	<u>(1,733,245)</u>	<u>214,483</u>	<u>(10,275,662)</u>
Net capital assets	<u>\$ 8,856,494</u>	<u>\$ (1,400,207)</u>	<u>\$ (107,957)</u>	<u>\$ 7,348,330</u>

4. RISK MANAGEMENT

The Authority is exposed to various risks of loss related to: torts; theft of, damage to and destruction of assets; errors and omissions and natural disasters for which it carries commercial insurance. There have been no significant reductions in coverage from the prior year, and settlements have not exceeded coverage in the past six years.

5. DEFINED BENEFIT PENSION PLAN

The Authority contributes to the Local Government Division Trust Fund (LGDTF), a cost-sharing multiple-employer defined benefit pension plan administered by the Colorado Public Employees' Retirement Association PERA. In accordance with GASB 68, the net pension liability, deferred outflows of resources and deferred inflows of resources related to pensions, pension expense, information about the fiduciary net position and additions to/deductions from the fiduciary net position of the Authority have been determined using the same basis as they are reported by LGDTF which uses the economic resources measurement focus and the accrual basis of accounting. For this purpose, benefit payments (including refunds of employee contributions) are recognized when due and payable in accordance with the benefit terms. Investments are reported at fair value.

Plan Description — The LGDTF provides retirement and disability, post-retirement annual increases, and death benefits for members or their beneficiaries. All employees of the Authority are members of the LGDTF. PERA issues a publicly available Comprehensive Annual Financial Report that includes financial statements and required supplemental information for the LGDTF. That report may be obtained online at www.copera.org, by writing to Colorado PERA, 1301 Pennsylvania Street, Denver, Colorado 80203, or by calling PERA at 303-832-9550 or 1-800-759-PERA (7372).

Benefits Provided — The LGDTF provides retirement, disability, and survivor benefits. Retirement benefits are determined by the amount of service credit earned and/or purchased, highest average salary, the benefit structure(s) under which the member retires, the benefit option selected at retirement, and age at retirement. Retirement eligibility is specified in tables set forth at C.R.S. § 24- 51-602, 604, 1713 and 1714.

The lifetime retirement benefit for all eligible retiring employees under the LGDTF Benefit Structure is the greater of the:

- Highest average salary multiplied by 2.5% and then multiplied by years of service credit.
- The value of the retiring employee's member contribution account plus a 100% match on eligible amounts as of the retirement date. This amount is then annualized into a monthly benefit based on life expectancy and other actuarial factors.

The service retirement benefit is limited to 100% of highest average salary and also cannot exceed the maximum benefit allowed by the Internal Revenue Code.

Members may elect to withdraw their member contribution accounts upon termination of employment with all PERA employers; waiving rights to any lifetime retirement benefits earned. If eligible, the member may receive a match of either 50% or 100% on eligible amounts depending on when contributions were remitted to PERA, the date employment was terminated, whether five years of service credit has been obtained and the benefit structure under which contributions were made.

Benefit recipients who elect to receive a lifetime retirement benefit are generally eligible to receive post-retirement cost-of-living adjustments (COLAs), referred to as annual increases in the C.R.S. Benefit recipients under the PERA Benefit Structure who began eligible employment before January 1, 2007 receive an annual increase of 2%, unless PERA has a negative investment year, in which case the annual increase for the next three years is the lesser of 2% or the average of the Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) for the prior calendar year. Benefit recipients under the LGDTF benefit structure who began eligible employment after January 1, 2007 receive an annual increase of the lesser of 2% or the average CPI-W for the prior calendar year, not to exceed 10% of PERA's Annual Increase Reserve for the LGDTF Division.

Disability benefits are available for eligible employees once they reach five years of earned service credit and are determined to meet the definition of disability. The disability benefit amount is based on the retirement benefit formula shown above considering a minimum 20 years of service credit, if deemed disabled.

Survivor benefits are determined by several factors, which include the amount of earned service credit, highest average salary of the deceased, the benefit structure(s) under which service credit was obtained, and the qualified survivor(s) who will receive the benefits.

Contributions — Eligible employees and the Authority are required to contribute to the LGDTF Division at a rate set by Colorado statute. The contribution requirements are established under C.R.S. § 24-51-401, *et seq.* Eligible employees are required to contribute 8% of their PERA-includable salary.

The employer contribution requirements are summarized in the table below for the year ended December 31, 2016:

Employer contribution rate ¹	10.00 %
Amount of employer contribution apportioned to the LGDTF HCTF as specified in C.R.S. § 24-51-208(1)(f) ¹	<u>1.02</u>
Amount apportioned to the LGDTF	8.98
Amortization Equalization Disbursement (AED) as specified in C.R.S. § 24-51-411 ¹	2.20
Supplemental Amortization Equalization Disbursement (SAED) as specified in C.R.S. § 24-51-411 ¹	<u>1.50</u>
Total employer contribution rate to the LGDTF division	<u>12.68 %</u>

¹ Rates are expressed as a percentage of salary as defined in C.R.S. § 24-51-101(42).

Employer contributions are recognized by the LGDTF Division in the period in which the compensation becomes payable to the member and the Authority is statutorily committed to pay the contributions to the LGDTF Division. Employer contributions recognized by the LGDTF Division from the Authority were \$115,095 for the year ended December 31, 2016.

Pension Liabilities, Pension Expense, Deferred Outflows of Resources and Deferred Inflows of Resources Related to Pensions

At December 31, 2016, the Authority reported a liability of \$2,552,443 for its proportionate share of the collective net pension liability. The net pension liability was measured as of December 31, 2016 and the total pension liability used to calculate the net pension liability was determined as of December 31, 2016 using standard roll-forward techniques based upon the December 31, 2015 actuarial valuation. The Authority's proportion of the net pension liability was based on the Authority's contributions to LGDTF Division for the calendar year 2016 relative to the total contributions of participating employers to the LGDTF Division. The Authority has no legal obligation to fund this shortfall nor does it have any ability to affect funding, benefit, or annual required contribution decisions made by PERA.

At December 31, 2016, the Authority's proportion was .19% which was an increase of .03% from its proportion measured as of December 31, 2015.

For the year ended December 31, 2016, the Authority's recognized pension expense was \$586,033. At December 31, 2016, the Authority's reported deferred outflows of resources and deferred inflows of resources related to pensions from the following sources:

	Deferred Outflows of Resources	Deferred Inflows of Resources
Difference between expected and actual experience	\$ 45,422	
Net difference between projected and actual earnings on pension plan investments	306,537	
Changes in assumption or other inputs	<u>181,049</u>	<u>\$ 7,381</u>
Total	<u>\$ 533,008</u>	<u>\$ 7,381</u>

Actuarial Assumptions — The total pension liability in the December 31, 2016 actuarial valuation was determined using the following actuarial assumptions and other inputs:

Price inflation	2.40 %
Real wage growth	1.10 %
Wage inflation	3.50 %
Salary increases, including wage inflation	3.50 – 10.45 %
Long-term investment rate of return, net of pension plan investment expenses, including price inflation	7.25 %
Future post-retirement benefit increases; PERA Benefit Structure hired prior to January 1, 2007; and LGDTF Benefit Structure (automatic)	2.00 %
PERA Benefit Structure hired after December 31, 2006 (ad hoc, substantively automatic)	Financed by the annual increase reserve

Annual Increase Reserve — Mortality rates were based on the RP-2000 Combined Mortality Table for Males or Females, as appropriate, with adjustments for mortality improvements based on a projection of Scale AA to 2020 with males set back one year and females set back two years.

The actuarial assumptions used in the December 31, 2015 valuation were based on the results of an actuarial experience study for the period January 1, 2008 through December 31, 2011, adopted by PERA's board on November 13, 2012 and an economic assumptions study, adopted by PERA's board of November 15, 2013 and January 17, 2014.

The LGDTF Division's long-term expected rate of return on pension plan investments was determined using a log-normal distribution analysis in which best estimate ranges of expected future real rates of return (expected return, net of investment expense and inflation) were developed for each major asset class. These ranges were combined to produce the long-term expected rate of return by weighting the expected future real rates of return by the target asset allocation percentage and then adding expected future real rates of return by the target asset allocation percentage and then adding expected inflation.

As of the most recent analysis of the long-term expected rate of return, presented to the PERA board on November 18, 2016, the target allocation and best estimates of geometric real rates of return for each major asset class are summarized in the following table:

Target Allocations		30 Year Expected Geometric Real Rate of Return
U.S. Equity – Large Cap	21.20%	4.30%
U.S. Equity – Small Cap	7.42	4.80
Non U.S. Equity – Developed	18.55	5.20
Non U.S. Equity – Emerging	5.83	5.40
Core Fixed Income	19.32	1.20
High Yield	1.38	4.30
Non U.S. Fixed Income - Developed	1.84	0.60
Emerging Market Bonds	0.46	3.90
Core Real Estate	8.50	4.90
Opportunity Fund	6.00	3.80
Private Equity	8.50	6.60
Cash		1.00
Total		<u>100.00 %</u>

In setting the long-term expected rate of return, projections employed to model future returns provide a range of expected long-term returns that, including expected inflation, ultimately support a long-term expected rate of return assumption of 7.25%.

Discount Rate — The discount rate used to measure the total pension liability was 7.25%. The projection of cash flows used to determine the discount rate assumed that employee contributions will be made at the current contribution rate and that employer contributions will be made at rates equal to the fixed statutory rates specified in law. Based on those assumptions, the LGDTF Division's fiduciary net position was projected to be available to make all projected future benefit payments of current members. Therefore, the long-term expected rate of return on pension plan investments was applied to all periods of projected benefit payments to determine the total pension liability. The discount rate determination does not use the Municipal Bond Index Rate. There was no change in the discount rate from the prior measurement date.

Sensitivity of the Authority's Proportionate Share of the Net Pension Liability to Changes in the Discount Rate — The following presents the proportionate share of the net pension liability calculated using the discount rate of 7.25%, as well as what the proportionate share of the net pension liability would be if it were calculated using a discount rate that is one-percentage-point lower (6.25%) of one-percentage-point higher (8.25%) than the current rate:

	1%	Current	1%
	Decrease	Discount Rate	Increase
	6.25%	7.25%	8.25%
Proportionate share of the net pension liability	\$ 3,763,460	\$ 2,552,443	\$ 1,549,588

Pension Plan Fiduciary Net Position — Detailed information about the LGDTF Division's fiduciary net position is available in PERA's comprehensive annual financial report which can be obtained at www.copera.org/investments/pera-financial-reports.

The Authority is required to contribute member and employer contributions to PERA at a rate set by statute. The contribution requirements for the Authority are established under Part 4, Title 24, Article 51 of the CRS, as amended. The contribution rate for members is 8%, and for the Authority it is 10% of covered salary. A portion of the Authority's contribution (1.02% of covered salary) is allocated to the Health Care Trust Fund (see Note 7). The Authority is also required to pay an amortization equalization disbursement (AED) equal to 2.20% of the total payroll for the calendar years 2016 and 2015. Additionally, the Authority is required to pay a supplemental amortization equalization disbursement (SAED) equal to 1.50% of the total payroll for the calendar years 2016 and 2015. If the Authority rehires a PERA retiree as an employee or under any other work arrangement, it is required to report and pay the employer contribution rate, the AED and SAED on the amounts paid for the retiree; however, no member contributions are required. For the years ending December 31, 2016 and 2015 the employer contribution to the LGDTF was \$156,962 and \$130,552, equal to their required contributions for each year, respectively.

6. POST-RETIREMENT HEALTHCARE BENEFITS

Plan Description — The Authority contributes to the Health Care Trust Fund (HCTF), a cost-sharing multiple-employer healthcare trust administered by PERA. The HCTF provides a health care premium subsidy to PERA participating benefit recipients and their eligible beneficiaries. Title 24, Article 51 of the CRS, as amended, assigns the authority to establish the HCTF benefit provisions to the State Legislature. PERA issues a publicly available Comprehensive Annual Financial Report that includes financial statements and required supplementary information for the HCTF. That report may be obtained as described previously.

Funding Policy — The Authority is required to contribute at a rate of 1.02% of covered salary for all PERA members as set by statute. No member contributions are required. The contribution requirements for the Authority are established under Part 4, Title 24, Article 51 of the CRS, as amended. The apportionment of the contribution to the HCTF from the defined benefit plan employer contribution (see Note 5) is established under Title 24, Article 51, Section 208 of the CRS, as amended. For the year ending December 31, 2016 and 2015 the Authority's employer contribution to the HCTF was \$31,200 and \$26,900 equal to their required contributions for each year, respectively.

7. DEFINED CONTRIBUTION PENSION PLAN

Plan Description — Employees of the Authority who are members of the LGDTF (see Note 6) may voluntarily contribute to the Voluntary Investment Program (401(k) Plan), an Internal Revenue Code Section 401(k) defined contribution plan administered by PERA. Plan participation is voluntary, and contributions are separate from others made to PERA. Part 14, Title 24, Article 51 of the CRS, as amended, assigns the Authority to establish the 401(k) Plan provisions to the State Legislature. PERA issues a publicly available annual report for Colorado PERA's 401(k) and Defined Contribution Plans. That report may be obtained online at www.copera.org, by writing to Colorado PERA, 1301 Pennsylvania Street, Denver, Colorado 80203, or by calling PERA at 303-832-9550 or 1-800-759- PERA (7372).

Funding Policy — The 401(k) Plan is funded by voluntary member contributions of up to a maximum limit set by the IRS (\$18,000 for the years 2016 and 2015). In addition, catch-up contributions, up to \$6,000 for the years 2016 and 2015 were allowed for participants who had attained age 50 before the close of the plan year, subject to the limitations of IRC §414(v). The contributions requirements for the Authority are established under Title 24, Article 51, Section 1402 of the CRS, as amended.

8. AMENDMENT TO COLORADO CONSTITUTION

In November 1992, the voters of Colorado approved Amendment I, commonly known as the Taxpayer Bill of Rights (TABOR), which adds a new Section 20 to Article X of the Colorado Constitution. TABOR contains tax spending, revenue and debt limitation that apply to the State of Colorado and all local governments. The Authority's financial activity for 1992 provides the basis for calculation of future limitations adjusted for allowable increases tied to inflation and local growth.

TABOR excludes enterprise governments from its provisions. Enterprise governments, defined as governmental-owned businesses that are authorized to issue revenue bonds and receive less than 10% of their annual revenue in grants from all state and local governments combined are excluded from the provisions of TABOR. The Authority is of the opinion that the enterprise operations qualify for the exclusion. The amendment is complex and subject to judicial interpretation. The Authority believes it is in compliance with the requirements of the amendment.

9. USE OF FUNDS

The Authority believes it has complied with current CRS regarding use of funds associated with revenue resulting from emergency telephone service charges. The excess funds collected will be used for future funding of the transition to NG 911, capital outlays set forth in the Authority's five year capital expenditure plan, maintaining Authority operations, maintenance and Authority and PSAP staffing.

EL PASO - TELLER COUNTY 9-1-1 AUTHORITY

SUPPLEMENTAL SCHEDULES AND
NOTES TO SUPPLEMENTAL SCHEDULE

EL PASO - TELLER COUNTY 9-1-1 AUTHORITY

SCHEDULE OF PROPORTIONATE SHARE OF NET PENSION LIABILITY
 FOR THE YEARS ENDED DECEMBER 31.

	2016	2015	2014
Authority's proportion of the net pension liability	.19%	0.16%	0.17%
Authority's proportionate share of the net pension liability	\$ 2,552,443	\$ 1,760,614	\$ 1,499,241
Authority's covered-employee payroll	\$ 1,145,711	\$ 907,688	\$ 916,553
Authority's proportionate share of the net pension liability as a percentage of its covered-employee payroll	222.78%	193.97%	163.57%
Authority's plan fiduciary net position as a percentage of the total pension liability	73.6%	76.90 %	80.70%

Note: Information is not available prior to 2014. In future reports, additional years will be added until 10 years of historical data are presented.

EL PASO - TELLER COUNTY 9-1-1 AUTHORITY

SCHEDULE OF PENSION CONTRIBUTIONS AND RELATED RATIOS
 FOR THE YEARS ENDED DECEMBER 31.

	2016	2015	2014
Contractually required contribution	\$ 145,276	\$ 115,095	\$ 116,219
Contributions in relation to the contractually required contribution	<u>145,276</u>	<u>115,095</u>	<u>116,219</u>
Contribution deficiency (excess)	<u>\$ —</u>	<u>\$ —</u>	<u>\$ —</u>
Authority covered-employee payroll	<u>\$ 1,145,711</u>	<u>\$ 907,688</u>	<u>\$ 916,553</u>
Contributions as a percentage of covered-employee payroll	12.68%	12.68%	12.68%

Note: Information is not available prior to 2014. In future reports, additional years will be added until 10 years of historical data are presented.

EL PASO - TELLER COUNTY 9-1-1 AUTHORITY

SUPPLEMENTAL SCHEDULE OF REVENUES, EXPENSES AND CHANGES IN NET POSITION — BUDGET AND ACTUAL (NON-GAAP) FOR THE YEAR ENDED DECEMBER 31, 2016

Original and Final Budgeted Amounts		Actual	Variance Favorable (Unfavorable)
<u>Beginning net position</u>	<u>\$ 10,032,622</u>	<u>\$ 17,030,519</u>	<u>\$ 6,997,897</u>
Revenue			
Wireline tariff	1,190,000	1,035,777	(154,223)
Wireless tariff	4,800,000	4,954,779	154,779
Prepaid wireless	375,000	400,585	25,585
Interest income	9,500	32,672	23,172
Miscellaneous income (expense)	15,000	20,763	5,763
<u>Total revenue</u>	<u>6,389,500</u>	<u>6,444,576</u>	<u>55,076</u>
Expense (including capital asset expenditures)			
Personnel	1,677,815	1,593,252	84,563
Administration	10,009,964	5,003,340	5,006,598
Contracted professional services	384,000	223,931	160,069
Communications	769,368	953,233	(183,865)
Licenses and maintenance contracts	1,633,883	1,481,769	152,114
PSAP expenses:			
Colorado Springs	21,250	18,788	2,462
Cripple Creek	223,594	46,907	176,687
Fountain	386,210	150,252	235,958
Woodland Park	2,250	3,809	(1,559)
El Paso County	239,947	82,673	157,274
Teller County	55,720	12,134	43,586
Peterson Air Force Base			
Fort Carson	250,500	29,846	220,654
Stratmoor Hills			
Capital outlay		333,038	(333,038)
<u>Total expense</u>	<u>15,654,501</u>	<u>9,932,972</u>	<u>5,721,503</u>
Increase (decrease) in net assets	(9,265,001)	(3,488,396)	5,776,579
<u>Ending fund balance</u>	<u>\$ 767,621</u>	<u>13,542,123</u>	<u>\$ 12,774,476</u>

RECONCILIATION OF REVENUE AND EXPENSES - GAAP BASIS

Depreciation	(1,733,245)
Loss on disposal of assets	(1,285)
Capital asset outlay	333,037
Deficiency of revenue over expenditures	(1,401,493)
<u>Ending net position</u>	<u>\$ 12,140,630</u>

EL PASO - TELLER COUNTY 9-1-1 AUTHORITY

NOTES TO SUPPLEMENTAL SCHEDULES

1. BUDGET AND BUDGETARY ACCOUNTING

Procedures followed by the Authority in establishing its budget:

1. Prior to October 15, the Authority mandatorily submits to the Board a proposed operating budget for the fiscal year commencing the following January 1. The operating budget includes proposed expenditures and the means for financing them.
2. Public hearings are conducted to obtain taxpayer comments.
3. Prior to December 31, the budget is legally enacted through a Board resolution.
4. The Authority is authorized to transfer budgeting amounts between line items.
5. The budget for the Authority is adopted on a basis that is not consistent with accounting principles generally accepted in the United States of America (GAAP). As permitted by Colorado Local Government Budget law, the budget for the Authority is prepared on a cash basis.
6. All annual appropriations lapse at year-end.

2. SCHEDULE OF BUDGET AND ACTUAL (NON-GAAP BASIS)

The schedule of budget and actual (non-GAAP basis) is presented on a basis of accounting other than accounting principles generally accepted in the United States of America. As permitted by Colorado government Budget law, the budget for the Authority is prepared on a cash basis rather than accrual (GAAP) basis. The budget is prepared including capital expenditures and principal payments on expense for GAAP purposes but is not treated as an expense (or expenditure) for budgetary purposes and, for budgetary purposes, the Authority treats the ending cash balance as being available for budgetary purposes rather than the entire accrual basis fund balance as being available. We did a reconciliation from the non-GAAP basis to the GAAP basis at the bottom of page 22.