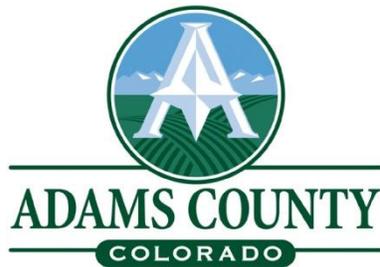


2017

ADAMS COUNTY
ADOPTED BUDGET



ADAMS COUNTY
COLORADO



2017 Adopted Budget For the Fiscal Year Beginning January 1, 2017

Board of County Commissioners

Eva J. Henry, District 1
Charles “Chaz” Tedesco, District 2
Erik Hansen, District 3
Steve O’Dorisio (Chair), District 4
Jan Pawlowski, District 5

County Manager

Todd Leopold

Deputy County Managers

Raymond H. Gonzales – Operations
Bryan Ostler – Administrative Services – Interim

Budget Office

Nancy Duncan – Budget Manager
Mark Kluth – Budget Analyst II
Pernell Olson – Budget Analyst II
Raylene Taylor – Budget Analyst II



The Government Finance Officers Association of the United States and Canada (GFOA) presented a Distinguished Budget Presentation Award to **Adams County, Colorado** for its annual budget for the fiscal year beginning **January 1, 2016**. In order to receive this award, a governmental unit must publish a budget document that meets program criteria as a policy document, as an operations guide, as a financial plan, and as a communication device.

This award is valid for a period of one year only. We believe our current budget continues to conform to program requirements, and we are submitting it to GFOA to determine its eligibility for another award.

Table of Contents

TABLE OF CONTENTS	2
BUDGET MESSAGE.....	4
ORGANIZATIONAL OVERVIEW	8
COUNTY VISION & MISSION STATEMENT, CORE VALUES, AND STRATEGIC PLAN GOALS	8
ORGANIZATIONAL CHART	10
ORGANIZATIONAL STRUCTURE	11
HISTORY OF ADAMS COUNTY	14
DEMOGRAPHICS AND ECONOMIC INDICATORS.....	16
ADAMS COUNTY MAP	17
BUDGET DEVELOPMENT PROCESS AND FUND OVERVIEW	18
BUDGET DEVELOPMENT PROCESS	18
FUND OVERVIEW	25
FISCAL POLICIES.....	28
REVENUE POLICY	28
INVESTMENT POLICY	29
DEBT POLICY	31
FUND BALANCE POLICY.....	31
CAPITAL OUTLAY/INFRASTRUCTURE POLICY.....	35
COUNTY-WIDE BUDGET SUMMARY	36
2017 COUNTY-WIDE REVENUE SUMMARY	37
COUNTY-WIDE EXPENDITURES BY FUNCTION	42
2017 COUNTY-WIDE EXPENDITURE SUMMARY	43
IMPACTS ON FUTURE OPERATING BUDGETS.....	49
2017 ADOPTED BUSINESS CASES	50
2017 ADOPTED 5-YEAR CAPITAL IMPROVEMENT PLAN	53
CHANGE IN FUND BALANCE BY FUND	56
GENERAL FUND	57
FLATROCK FACILITY FUND	58
COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG), HEAD START, COMMUNITY SERVICE BLOCK GRANT (CSBG), AND ADAMS COUNTY WORKFORCE AND BUSINESS CENTER FUNDS.....	59
CONSERVATION TRUST FUND	61
OPEN SPACE SALES TAX FUND.....	62
OPEN SPACE PROJECTS FUND.....	63
SOCIAL SERVICES FUND.....	64
DIA NOISE MITIGATION AND COORDINATING FUND	65
DEVELOPMENTALLY DISABLED FUND.....	66
ROAD & BRIDGE FUND.....	67
WASTE MANAGEMENT FUND	68
CAPITAL FACILITIES FUND	69
GOLF COURSE FUND	70
STORMWATER UTILITY FUND	71
FRONT RANGE AIRPORT FUND	72
WATER AND WASTEWATER FUND.....	73
FLEET MANAGEMENT FUND	74
INSURANCE FUND.....	75
ANIMAL SHELTER & ADOPTION CENTER	77
ASSESSOR'S OFFICE	80
BOARD OF COUNTY COMMISSIONERS.....	85
CLERK & RECORDER'S OFFICE	88
COMMUNITY AND ECONOMIC DEVELOPMENT.....	92



CORONER'S OFFICE.....	97
COUNTY ATTORNEY'S OFFICE	100
COUNTY MANAGER'S OFFICE	105
CUSTOMER EXPERIENCE OPERATIONS.....	109
DEPUTY COUNTY MANAGER – ADMINISTRATIVE SERVICES	113
DISTRICT ATTORNEY'S OFFICE	117
FACILITY PLANNING & OPERATIONS	120
FINANCE.....	125
FLEET MANAGEMENT	129
FRONT RANGE AIRPORT	133
HUMAN RESOURCES	136
HUMAN SERVICES	141
INFORMATION TECHNOLOGY	147
LEGISLATIVE AFFAIRS & INTERGOVERNMENTAL RELATIONS.....	150
OFFICE OF CULTURAL AFFAIRS.....	155
LONG-RANGE STRATEGIC PLANNING DEPARTMENT	158
PARKS & OPEN SPACE	163
PUBLIC TRUSTEE'S OFFICE	167
SHERIFF'S OFFICE.....	170
SURVEYOR'S OFFICE	175
TRANSPORTATION	179
TREASURER'S OFFICE.....	183
TRI-COUNTY HEALTH DEPARTMENT	187
OTHERS	191
GLOSSARY	194
BUDGET RESOLUTIONS.....	208

Budget Message

January 31, 2017

Dear Board of County Commissioners and Adams County Residents:

The County Manager's Office is pleased to present Adams County's 2017 Adopted Budget. This Adopted Budget represents the County's financial plan for the fiscal year beginning January 1, 2017 through December 31, 2017. This budget is balanced, fiscally sound, sustainable, and prepared in accordance with applicable Colorado State Statutes and Adams County budget and fiscal policies.

Moreover, the 2017 Adopted Budget reflects the County's organizational values and the Commissioners' strategic planning goals which are Education and Economic Prosperity, Fiscally Responsible Government, Quality of Life, Safe and Reliable Infrastructure, and Community Enrichment. This budget ensures the continued delivery of all core governmental services provided by the County. The 2017 Adopted Budget:

- **Continues progress** in the Board's strategic focus areas of Economic Development, Fiscal Responsibility, Transportation Infrastructure, and Human Services;
- **Invests in Transportation Infrastructure** to meet the growing needs of the community and address inadequate public infrastructure for our growing community;
- **Values our outstanding workforce** by providing a competitive, market rate compensation structure that minimizes turnover;
- **Allocates staffing resources and necessary funds** to meet the operating and capital public safety needs in the District Attorney's Office, Sheriff's Office and Courthouse; and
- **Ensures the maintenance of critical services** such as our recording of records process.

Economic Overview

Property Values

- Residential – Per the Adams County Assessor's Office, the average single family home price in Adams County was \$266,077 for the sales period of July 1, 2012 through June 30, 2014, used for the 2015 assessment year. This is an increase of 20% over the average single family home price for the sales data period used for the 2013 assessment year. The average condominium/townhome price for the same sales period was \$146,473, which is an increase of 26% over the average price used for the 2013 assessment year. Multiple family and mobile home parks are included under the residential classification. These two property types increased substantially due to the overall housing market where the demand outweighs the supply. Residential properties represent 44% of the County's total taxable property values.
- Commercial – Per the Assessor's Office, there was a total increase of Commercial/Industrial values over the past reappraisal equating to a 7.5% increase overall. Commercial/Industrial values contain both Real and Personal Property values. The real property side grew at a greater rate than the personal property values. The largest increases came from the Warehouse and Retail properties, where rental rates are escalating and vacancy rates are dropping considerably. The growth in residential properties leads to the Commercial growth needed to support new residences and population. Commercial properties represent 37% of the County's total taxable property values.
- New Construction – Of the total value of \$5,540,952,590 (inclusive of tax incremental financing districts), \$185,086,810 is attributed to new construction. The rest of the increase is attributable to the reappraisal process and represents the market value of all properties as of 6/30/2014. New construction increased 315.8% from the previous year.

Economic Output – Gross Domestic Product (GDP) is a common measure of economic output. GDP is defined as the total monetary value of goods and services produced within a government’s borders. Global, national, state, and regional economies are inter-related and inter-dependent to some degree. See table below for a comparison of Colorado and Denver Metro Area GDP data. At both the state and metro area levels, GDP continues to increase at a higher rate in recent years.

Colorado vs. Denver Metro Area Gross Domestic Product (GDP)				
Year	Colorado		Denver-Aurora-Lakewood Metro Area	
	GDP (in millions)	% Change	GDP (in millions)	% Change
2008	\$254,784	-0.06%	\$154,502	4.98%
2009	\$247,270	-2.95%	\$150,091	-2.85%
2010	\$253,374	2.47%	\$155,598	3.67%
2011	\$262,719	3.69%	\$160,968	3.45%
2012	\$272,799	3.84%	\$169,201	5.11%
2013	\$286,751	5.11%	\$177,134	4.69%
2014	\$304,943	6.34%	\$188,174	6.23%
2015	\$313,748	2.89%	\$193,172	2.66%

Data Source: US Bureau of Economic Analysis (all industries, current dollars)

Jobs – Job growth has continued to outpace the population growth in Adams County beginning in 2011 with the opening of the Anschutz Medical Center in Aurora. Adams County continued to experience strong job growth in 2014 and 2015. Adams County was ranked 2nd in job growth nationwide in 2015. This growth was in non-farm related industry. Job growth for 2014 and 2015 is more than double population growth as shown in the table below.

Adams County Population vs. Jobs Growth				
Year	Population	% Change	Total Jobs	% Change
2008	425,138	2.22%	194,097	2.36%
2009	436,323	2.63%	189,739	-2.25%
2010	443,711	1.69%	187,866	-0.99%
2011	451,926	1.85%	200,801	6.89%
2012	460,254	1.84%	206,306	2.74%
2013	469,936	2.10%	215,026	4.23%
2014	480,317	2.21%	225,545	4.89%
2015	491,337	2.29%	246,283	9.19%

Data Sources: Colorado Department of Local Affairs (DOLA) - State Demography Office and US Bureaus of Economic Analysis and Labor Statistic, Federal Reserve Economic Data, and the Denver Post

Unemployment – Per Bureau of Labor Statistics (BLS) data for the Denver-Aurora-Broomfield metropolitan area, the unemployment rate in November 2016 was 3.0% versus 3.2% in November 2015. In fact, the unemployment rate has been trending down for the latter part of 2016. See table below for comparison of 2015 and 2016 unemployment rates by month.

Denver-Aurora-Broomfield Metropolitan Area Unemployment Rates												
Year	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
2015	4.6	4.5	4.4	3.8	3.7	3.9	3.7	3.4	3.1	3.0	3.1	3.1
2016	3.0	3.1	3.3	3.3	3.3	3.8	3.4	3.2	2.9	2.9	2.6	2.6

Data Source: United States Department of Labor, Bureau of Labor Statistics (BLS)

Sales Taxes – Through the third quarter of 2016, sales taxes are 18.1% higher than over the same period of 2015. This trend is anticipated to continue into 2017.

Board of County Commissioners Strategic Plan Goals

The Strategic Plan encompasses five primary goals the Board is committed to addressing. These goals provide a high level framework for the budget development process and are listed below along with key projects and operational items included in the 2017 Adopted Budget. Parenthetical references behind each item detail funding source and whether the item is related to a Business Case or 5-Year CIP item (see the Business Case and 5-Year Capital Improvement Summaries beginning on page 53 of this document for more information).

1. Education and Economic Prosperity

- \$55,000 for community meetings and a neighborhood toolkit in the Long Range Strategic Planning Department (*General Fund, Business Case*).

2. High Performing, Fiscally Sustainable Government

- \$350,000 for the Recording Management Software in the Clerk & Recorder’s Office (*General Fund, CIP*).
- \$923,617 for IT Infrastructure needs (*General Fund, CIP*).
- \$100,000 for a Virtual Permit Center (*General Fund, CIP*).
- \$200,000 for annual software maintenance contract increases (*General Fund, Business Case*).
- \$255,651 for three new FTEs in the District Attorney’s Office (*General Fund, Business Case*).
- \$167,098 for two new FTEs in the Finance Department (*General Fund, Business Case*).

3. Quality of Life

- \$12,000,000 for construction of a new Animal Shelter (*Capital Facilities Fund, CIP*).
- \$555,000 for an upgrade to the jail security system at the Detention Center (*General Fund, CIP*).
- \$2,525,000 for open space projects (*Open Space Projects Fund, CIP*).
- \$430,000 for radiography equipment in the Coroner’s Office (*General Fund, CIP*).
- \$100,000 for a Tornado Warning System (*General Fund, CIP*).
- \$810,208 for fourteen new FTEs in the Sheriff’s Office (*General Fund, Business Case*).
- \$112,800 for County Fair and Special Events (*General Fund, Business Case*).

4. Safe and Reliable Infrastructure

- \$5,352,000 for vehicle and equipment item replacement (*Fleet Management Fund, CIP*).
- \$5,192,776 for road and bridge projects (*Road & Bridge Fund, CIP*).
- \$1,315,000 for drainage improvements (*Stormwater Utility Fund, CIP*).
- \$383,333 for airport operations and maintenance (*Front Range Airport Fund, CIP*).
- \$2,500,000 for remediation of the old Shooting Range (*Waste Management Fund, CIP*).

5. Community Enrichment

- \$3,413,138 for additional human services allocation, which is fully off-set by revenue (*Social Services fund, Business Case*).

2017 Budget Highlights

As improvements to economic conditions continue within the County it is imperative that we ensure wise investments in our community are realized. The 2017 Adopted Budget is \$451.4 million for all funds. This includes an operating portion of \$399.7 million and a capital improvement portion of \$46.2 million. The budget is balanced for all funds. The 2017 General Fund budget is \$176.4 million. This includes an operating portion of \$170.0 million and a capital improvement portion of \$6.4 million. A total of 22.50 new full-time equivalent positions (FTEs) are included in the budget. The property tax mill levy remains unchanged for 2017 at 26.779 mills. In addition to this base mill levy, an abatement levy of 0.276 is included for 2017 for a total of 27.055 mills.

Conclusion

The 2017 Adopted Budget maintains our current service levels, while strategically reinvesting public monies in County infrastructure. This will ensure infrastructure is well maintained and can be used for years to come. The 2017 Adopted Budget includes a robust list of capital improvement projects that will promote the safety of roadways, improve drainage ways, promote regional transportation priorities, and maintain/enhance building assets and open spaces.

Respectfully,



Todd M. Leopold
County Manager

Organizational Overview

County Vision Statement

To provide our community with a safe, healthy environment in which to work, learn, play, raise families and build businesses.

County Mission Statement

To responsibly serve the Adams County community with integrity and innovation.

Core Values

- **Positive Work Environment:** Providing a respectful, professional work environment that will attract, retain, and motivate our workforce.
- **Servant Leadership:** Put the needs of others first and help people develop and perform at as high of a professional level as possible.
- **Excellence:** Strive to create a world class customer service experience by encouraging creativity, a service culture, and embrace continuous improvement in all that we do.
- **Teamwork:** Working together on behalf of the Adams County community.
- **Transparency:** Openly engage and solicit feedback of employees and citizens in the operations of our county government.
- **Credibility:** Demonstrate professional competency through our actions and words.

Strategic Plan Goals

Adams County's Strategic Plan encompasses five primary goals that the Board of County Commissioners is committed to addressing over the next three years that reflect our shared vision and core mission for Adams County:

1. Education and Economic Prosperity
2. High Performing, Fiscally Responsible Government
3. Quality of Life
4. Safe and Reliable Infrastructure
5. Supportive Human Services

Each goal is supported by individual strategic initiatives and action items that will be used to accomplish those core strategic areas. Although the initiatives to accomplish the goals may be refined, changed or completed over time, the vision, mission, and accompanying goals should remain constant, revisited only to reflect significant community wide changes or unanticipated events.

A list of strategic objectives, connected to key tactical initiatives, will help to track progress toward the accomplishment of each goal. Other action items will be developed at the department and division level that align with the organization's strategic goals outlined below. Executive management will track the progress of those initiatives and will report back to the commissioners and public on the performance measures and will be incorporated into department, organization and community-wide publications.

Moreover, the annual budget will serve as the reporting and implementing policy document that will integrate this Strategic Plan into the operational objectives of the County. Other County-wide planning documents such as the Comprehensive Land-use Master Plan, Transportation Master Plan, Open Space Master Plan and other planning documents will support this strategic planning document.

Education and Economic Prosperity – Key Focus Description

Adams County supports economic prosperity by attracting new businesses, retaining existing businesses, and supporting the growth and development of small businesses. We do that by creating programs that facilitate a highly-skilled and well-educated workforce; support a positive image and brand for Adams County, and foster a viable economic environment for our business community.

Strategic Objectives:

- Collaborate with Adams County Economic Development to attract and retain businesses.
- Complete the designation of a Spaceport at Front Range Airport.
- Integrate appropriate zoning and development standards for Transit Oriented Development (TOD) areas.
- Strengthen business partnerships through a small business task force.
- Ways to support small businesses – creating an entrepreneurial environment.

High Performing, Fiscally Sustainable Government – Key Focus Description

A high performing government knows and delivers what its citizens want, is customer centric, has an innovative culture, and uses the best technology. We consider the sustainability of our services and service delivery in all areas of government operations. We have the right people in the right jobs and align our resources with our priorities. We implement best practices and empower our people with collaboration, adaptability, and teamwork.

Strategic Objectives:

- Improve the overall customer service experience.
- Explore and evaluate employee benefit offerings to ensure competitiveness within the job market.
- Digitally archive documents.

Quality of Life – Key Focus Description

Our citizens feel safe and protected within their neighborhoods. Our communities are visually attractive and have outstanding park, recreational, open space, and cultural amenities. Our citizens are actively engaged in their community. Sustainability of development and natural resource preservation are an integral part of our growth and redevelopment.

Strategic Objectives:

- Assess our cultural opportunities through a Cultural Task Force.
- Strengthen Neighborhoods – identify, organize, and engage.
- Revitalize aging neighborhoods.
- Evaluate effective alternative sentencing and community correction services.
- Integrate our open space trail connections to the regional trail system.
- Adopt a 2030 sustainability plan.

Safe, Reliable Infrastructure – Key Focus Description

Adams County will provide an appropriate, sustainable, public infrastructure that supports the quality of life of our citizens and employees, meets the needs of our businesses and supports economic development, and is maintained at the level of service our citizens and employees need.

Strategic Objectives:

- Enhance neighborhood infrastructure and support safe routes to schools – roads, sidewalks, and drainage.
- Fully Integrate Five-Year Capital Improvement Plan into Budget discussion.
- Maximize or replace inadequate County facilities.
- Advocate for and partner in the completion of the North Metro FasTracks line.

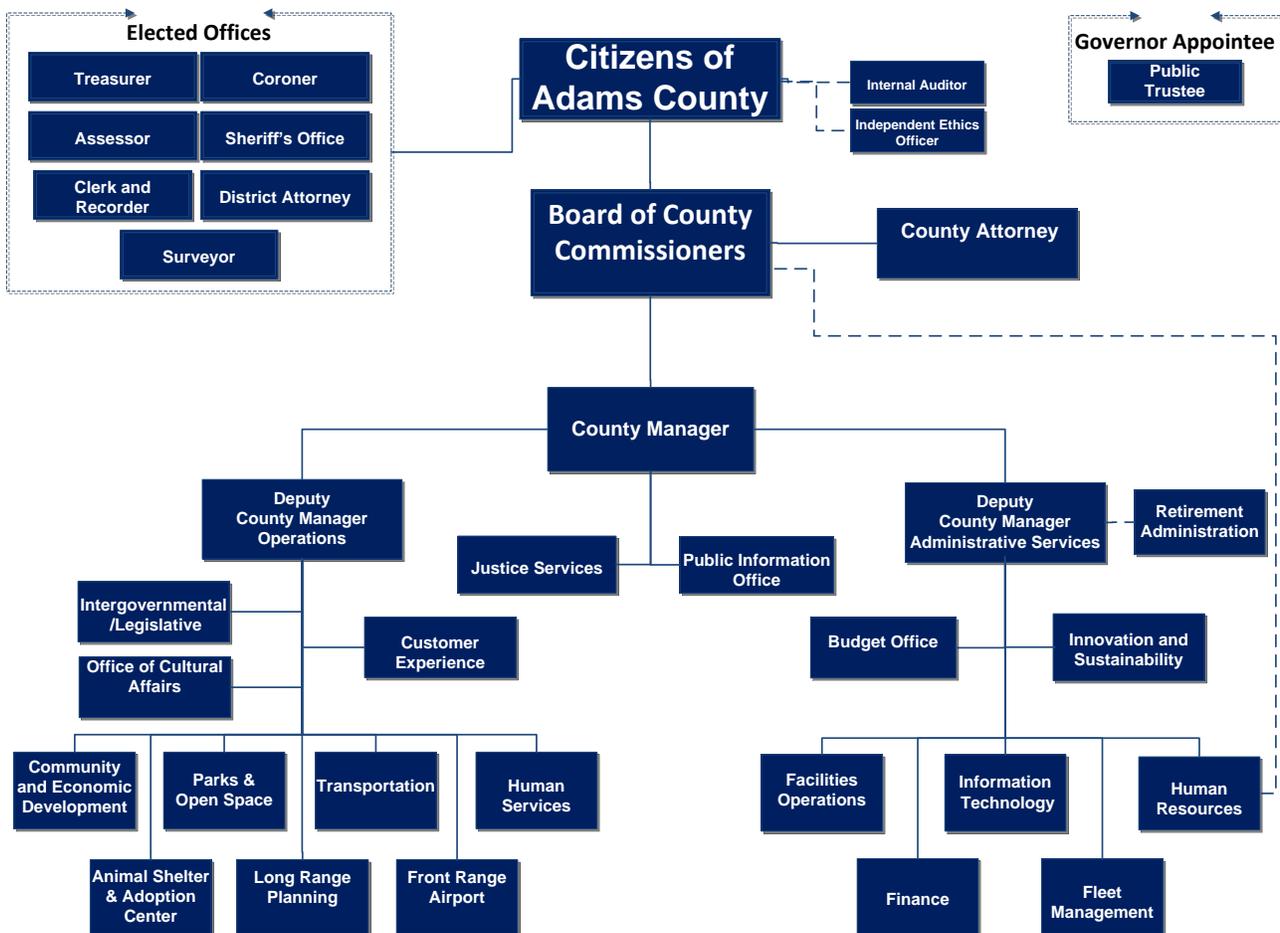
Community Enrichment – Key Focus Description

Adams County provides a human services network that protects the vulnerable in our community. We improve lives through integral community partnerships.

Strategic Objectives:

- Partner with our municipal partners on poverty reduction efforts.
- Streamline human service delivery processes to improve state program standards.
- Increase availability and quality (Qualistar certified) daycare providers.
- Inventory and assess Mental Health provider services.

Organizational Chart



Approved: 09/13/2016

Organizational Structure

Elected Officials

All elected officials serve four-year terms.

Board of County Commissioners

The Board of County Commissioners is comprised of five members. The County commissioners are constitutional officers who act collectively as the governing board. Each commissioner is elected at large to represent the County as a whole, but has a residency requirement within a specified district. The Board generally holds regularly scheduled public hearings once per week. The Board administers all County functions, appoints all boards and commissions, and attends and represents the County as directors of numerous regional and county organizations. In 2016, three of the commissioner seats will be up for election/re-election.



Eva J. Henry
District 1



Charles "Chaz" Tedesco
District 2



Erik Hansen
District 3



Steve O'Dorisio
(Chair)
District 4



Jan Pawlowski
District 5



Patsy Melonakis

Assessor

Responsible for discovering, listing, and valuing all real and taxable property.



Stan Martin

Clerk & Recorder

Responsible for licensing motor vehicles, safekeeping of public documents, and acts as chief election official and Clerk to the Board of County Commissioners.



Monica Broncucia-Jordan

Coroner

Certifies all deaths falling under Adams County's jurisdiction and investigates all unattended deaths or those not occurring from natural causes.



Michael McIntosh

Sheriff

Chief law enforcement officer in the County. Keeps peace in the County, enforces County ordinances, coordinates emergency and rescue services, and operates the County detention facility.



Tim Thoms

Surveyor

Represents the County in boundary disputes and maintains an index of survey plats.



Brigette Grimm

Treasurer

Collects and distributes property taxes levied, conducts all banking activity and provides accountability, and makes investments on behalf of the County.



Dave Young

District Attorney

Prosecutes all criminal actions in the 17th Judicial District which covers Adams County and the City and County of Broomfield.

Appointed by the Governor of the State of Colorado

- *Public Trustee:* Records and processes real estate deeds per the power conferred by the state.

Appointed by the Board of County Commissioners

- *County Manager:* The Purpose of the Adams' County Manager's Office is to provide leadership to the organization in support of Citizens, the Board of County Commissioners, and the Employees of Adams County. The County Manager's primary responsibilities include Board policy implementation, selection and management of all department directors, direction of program and service delivery, and resource management of the organization. The Manager conveys the Board's policy directions to department directors directly or through two Deputy County Managers and coordinates the flow of information and advice from elected officials to the Board. Department directors report directly to the County Manager or one of the two Deputy County Managers – one for external services and one for internal services.
- *County Attorney:* Provides legal services to the commissioners, elected officials, and County departments.

County Functions Reporting Directly to the County Manager

- *Justice Services:* Provides Community Corrections and Criminal Justice Coordinating Committee services.
- *Office of Public Information:* The purpose of the Public Information Office is to be a full-service, in-house public relations agency that serves the internal and external communication needs of the County's departments and elected offices. If you've got information to share with the employees and/or the public, we're your bullhorn! Our team of communication professionals can help you assess your communication needs, identify goals, set objectives, develop and implement solutions, and measure results.

County Function Reporting Directly to the Deputy County Manager of Operations

- *Animal Shelter/Adoption Center:* The Adams County Animal Shelter/Adoption Center provides animals for adoption to the public. Within the shelter's operations, kennel services are provided for the cities of Commerce City, Federal Heights, Northglenn, and Thornton, the Town of Bennett, and unincorporated Adams County.
- *Community and Economic Development:* Provides development and neighborhood services, one-stop customer center services, community development services, and emergency management services.
- *Customer Experience Operations:* Provides services that aim to improve the experience of Adams County's various customers as well as administrative oversight of the County conference center and courier service.
- *Front Range Airport:* The Front Range Airport is a general aviation airport located 19 miles east of Denver, on 3,900 acres of land in Watkins, Colorado. The airport is considered a potential spaceport site that would serve as a hub to aerospace and space tourism industries.
- *Human Services:* Provides children and family, self sufficiency and adult, investigation and recovery, veterans, Head Start, and Workforce & Business Center services. Administers all public assistance and social service programs to the residents of the County.
- *Intergovernmental Relations and Legislative Affairs:* The purpose of the Intergovernmental Relations Office is to build and maintain meaningful and strategic relationships both internally at the County and with local, regional, state and federal organizations, agencies, groups and individuals regarding our core services and programs. Integral to the Office's purpose is overseeing the development of the County's state and federal legislative agenda, advancing our regional transportation initiatives, and working with our Departments and 'other partners' to identify areas of interest where fostering stronger working relationships facilitates key legislative action, and/or advances programs and services for the County.
- *Office of Cultural Affairs:* Oversees activities of and provides support to the Adams County Visual Arts Council and Cultural Affairs Committee.
- *Office of Long-Range Strategic Planning:* Provides long-range planning services to the general public, land developers, County officials, and other governmental agencies.

- *Parks and Open Space:* Maintains and operates County park facilities and oversees Conservation Trust Fund projects such as the construction and maintenance of County recreation trails. Produces the Adams County Fair and Rodeo, directs services provided by the Colorado State University Extension Office and provides administrative support to the Open Space Advisory Board.
- *Transportation:* Maintains dedicated rights-of-way and provides normal routine maintenance and emergency response for roadways located in the County. Plans and provides County road, bridge, drainage, and traffic facilities which ensure public safety and the infrastructure for economic growth.

County Functions Reporting Directly to the Deputy County Manager of Administrative Services

- *Budget Office:* The purpose of the Budget Office is to provide the highest quality financial planning, resource management, and analytical services to support effective decision making and organizational accountability throughout the Adams County Government.
- *Facility Operations:* Provides maintenance, construction, custodial, and security services for County buildings.
- *Finance:* Administers and directs general accounting, expenditures, fiscal analyses, payroll and purchasing.
- *Fleet Management:* Manages the Fleet Operations functions including vehicle and equipment maintenance and replacement.
- *Human Resources:* Develops and interprets personnel policies and procedures; handles recruitment of employees, wage and salary analyses, and employee benefits administration. Human Resources also oversees workers' compensation, property and casualty programs, and programs ensuring County compliance with federal and state equal opportunity action laws.
- *Information Technology:* Provides information systems, application development, and help desk and related services as well as telecommunications functions for the County.
- *Innovation and Sustainability Office:* The purpose of the Office of Performance Innovation and Sustainability is to provide sustainable, practical and innovative solutions through being proactive in engaging our customers, improving processes and providing the resources needed to create measurable and meaningful results across the organization.

History of Adams County

In 1594, Spaniards in search of gold traveled through the open plains of Colorado including an area that would later become Adams County. Santa Fe based traders soon followed, holding regular rendezvous along the South Platte River, bringing with them their culture and heritage still found in the County's Hispanic population.

Major Stephen Long led the first official American expedition to the area in 1820. During the expedition, Major Long's group held the first Fourth of July celebration in Colorado as they camped along the east side of the South Platte River. Major Long is memorialized by the mountain named for him, Longs Peak, which can be clearly seen from Adams County's high plains.

The first permanent settlement in Adams County was established by Colonel Jack Henderson on a large island in the South Platte River about seven miles southwest of Brighton. The "Henderson" area became home to a number of settlers, most of who had come west to strike it rich during the "gold rush". These first residents of the County soon discovered there was more money to be made raising crops and livestock thus supplying prospectors and the new City of Denver, than there was in gold mining. Previously, commodities had to be shipped in from New Mexico or points east. The early farmers of Adams County helped make the growth of Denver possible and established the agricultural economy still seen in the County today. The booming growth of the area brought the railroad, and in 1887, Brighton became the first incorporated town along its tracks.

Forming the County

In 1902, voters approved the creation of Adams County, which, before that time, had been part of a much larger Arapahoe County. The County was named after Alva Adams, a popular governor in office at the time of the 1902 election. The County courthouse was temporarily housed in the residence of Daniel Carmichael, the founder of Brighton. After a fire destroyed the house in January of 1904, the offices relocated to a rented house at the intersection of Third and Bridge Streets. In an election held November 8, 1904, Brighton was chosen as the permanent County seat. As was befitting a new and prosperous County, a courthouse was built at the intersection of Fourth and Bridge Streets in 1906. The City of Brighton currently utilizes this building for its city government offices.

Industry

As agriculture became more specialized, the abundance of vegetable crops quickly led to the growth of a canning industry in the County. Several canneries operated factories here in the early 1900s. One of the most famous of these canneries was “Kuner.” A brand still selling in stores today, now owned by Fairbault Foods. With the addition of commercial dairies and a sugar beet factory, the County became the “bread basket” of the Denver area.

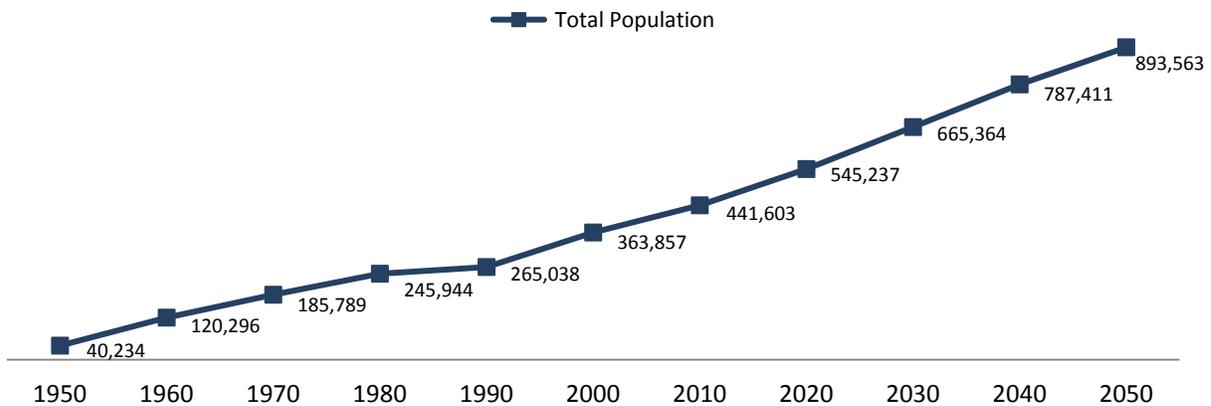
One of the first lasting industries, not directly an offshoot of agriculture, was the Continental Oil Company refinery in Commerce City in the early 1930s. This facility, now owned by Suncor Energy Inc. and others that followed, allowed and encouraged the development of the County’s oil and gas reserves. Even today, the County ranks sixth in the state for oil production, helping the industry to thrive.

Growth

At the end of World War II, only two incorporated towns existed in the County west of the South Platte River; Westminster, which at the time had a population of 2,000, and Federal Heights with a population of only a few hundred. Today, that portion of the County contains all or part of five different municipalities. The first of these new communities was Thornton, incorporated in 1956, followed by Northglenn, incorporated in 1968.

It is difficult to comprehend the scale of growth that has taken place in the County over the last 60 years, though the change in population gives some idea of how enormous it has been. In 1950, the population of the County was estimated at 40,234; in 2013, the population is projected to have increased to approximately 468,688 residents, making it one of the largest counties in Colorado. Though the County has experienced significant growth in the last century the eastern landscape of the County still maintains much of the rural character that once existed throughout.

Adams County Population Growth by Decade



Demographics and Economic Indicators

Community Profile

County Seat	Brighton
Date of Incorporation	1902
Total Square Miles	1,182
Paved Road Miles	1501
Unpaved Road Miles	1683

Data Source: Adams County Transportation Department

Median age	33.4
Median household income	\$63,493

Data Source: US Census Bureau – 2015 American Community Survey Data

Population

Arvada (part)	3,226
Aurora (part)	44,377
Bennett (part)	2,106
Brighton (part)	37,705
Commerce City	53,364
Federal Heights	12,370
Lochbuie (part)	2
Northglenn (part)	39,076
Thornton (part)	132,848
Westminster (part)	68,852
Unincorporated	96,903
Total Adams County	480,317

Colorado Department of Local Affairs (DOLA) – State Demography Office

Climate

Sunny days per year	245
Annual rainfall	14.4 inches
Annual snowfall	45.8 inches
Average July high temp	88.7 ° F
Average January low temp	17.9 ° F
Elevation	5,084 feet

Data Source: Sperlings Best Places (www.bestplaces.net)

Ethnic Origin

White	51.2%
Black or African American	3.0%
American Indian and Alaska Native	0.5%
Asian	3.6%
Native Hawaiian and Other Pacific	0.1%
Some other race	0.2%
Two or more races	2.2%
Hispanic or Latino (of any race)	39.2%

Data Source: US Census Bureau – 2015 American Community Survey Data

Educational Attainment

Less than 12 th grade, no diploma	18.0%
High school graduate	27.6%
Some college (no degree)	23.9%
Associates Degree	7.7%
Bachelor’s Degree	15.7%
Graduate or Professional Degree	7.1%
Percent high school graduate or higher	82.0%

Data Source: US Census Bureau – 2015 American Community Survey Data (population 25 years and over)

Primary Employers

University of Colorado Health	6,550
Children's Hospital Colorado	5,250
United Parcel Service	2,680
Sturgeon Electric	1,270
HealthONE: N Suburban Med Center	900
Alliance Data Systems	840
Shamrock Foods	800
Steven Roberts Original Desserts	790
Centura: St. Anthony North Hospital	790
Platte Valley Medical Center	650

Data Source: Metro Denver Economic Development Corporation; Largest Employers 2016-2017 (Metro Denver and Northern Colorado Counties)

Labor Force

Labor Force	247,537
Employed	236,817
Unemployment Rate	4.3%

Data Source: Metro Denver Economic Development Corporation, Average Annual Labor Force in Metro Denver by County (Historic)

Housing

Total households	159,313
Average household size	3.06
Median home value	\$240,300

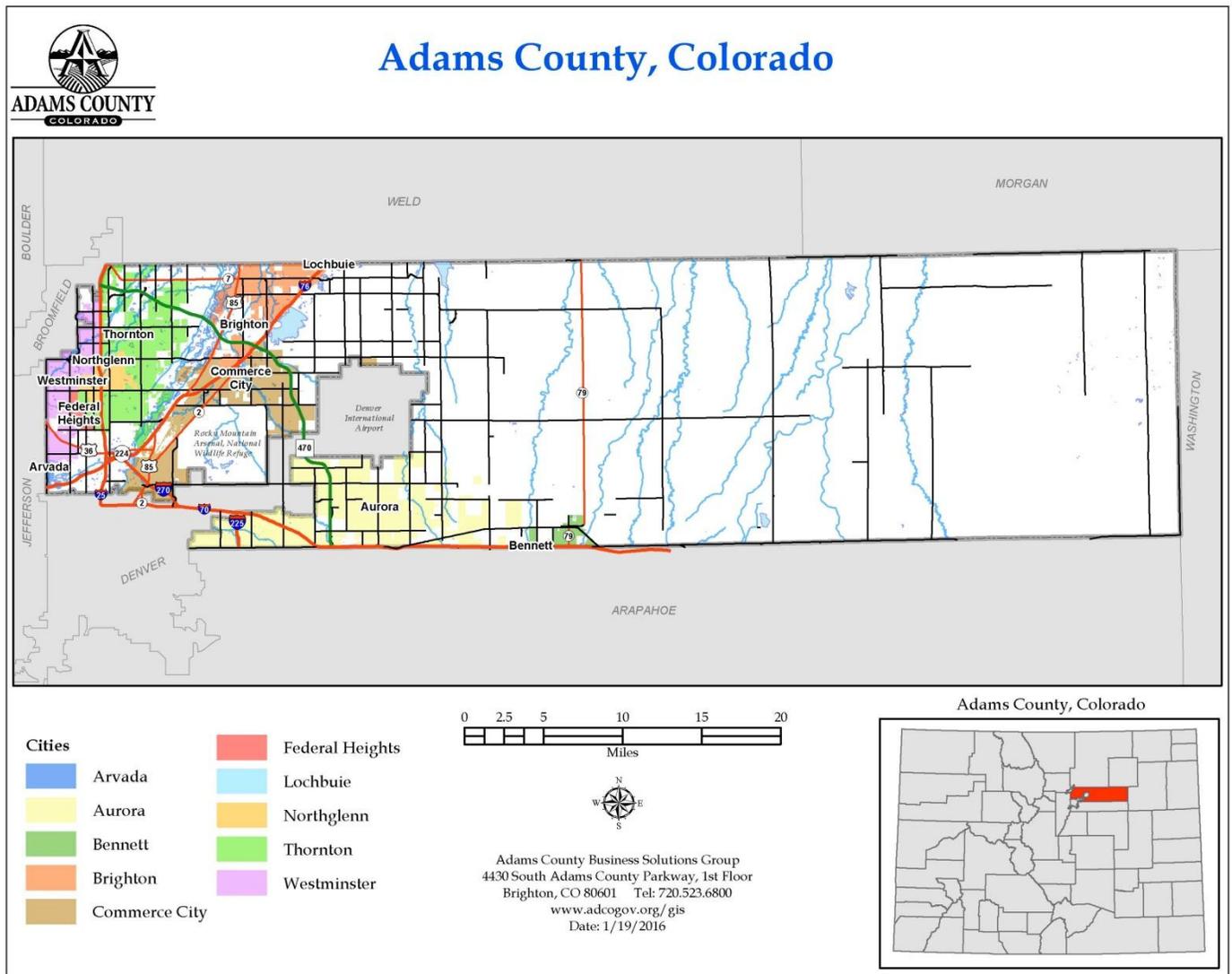
Data Source: US Census Bureau – 2015 American Community Survey Data

Employment by Industry

Agriculture, forestry, fishing, hunting, and mining	2.1%
Construction	12.2%
Manufacturing	8.1%
Wholesale trade	4.4%
Retail trade	11.3%
Transportation/warehousing and utilities	6.9%
Information	2.9%
Finance/insurance, real estate, and rental/leasing	5.4%
Professional, scientific, and management/administrative and waste mgmt services	10.4%
Educational services, healthcare, and social assistance	17.8%
Arts/entertainment/recreation and accommodation/food services	9.5%
Other services, except public	5.2%
Public Administration	3.8%

Data Source: US Census Bureau – 2015 American Community Survey Data

Adams County Map



Budget Development Process and Fund Overview

Budget Development Process

Adams County prepares a budget for each fiscal year as required by Colorado State Statutes (CRS 29-1-103). The process began in April 2016 by reaffirming the County’s vision, mission, values and developing strategic goals and objectives for the budget year. The 2017 Budget Calendar followed by key highlights is detailed below.

Date/Timeline	Activities
April 18, 2016	County Manager, Deputy County Managers, Finance Director, and Budget Staff discuss financial and fund balance policies
April 11-22, 2016	Capital Facilities and IT meetings with Departments and Elected Officials
Late April 2016	County Manager, Deputy County Managers, and Budget Staff define budget policy statement, mission, values, principles, goals, and objectives for 2017 Budget Development Process
April 29, 2016	Capital Facilities and IT project request forms due
May 10 and 17, 2016	Budget planning discussions with Board of County Commissioners (BoCC)
May 2016	Update 5-year revenue and expenditure forecast
	Distribute budget preparation materials
	Revise 5-year CIP projections
	Review, scoring, and prioritization of Capital Facilities and IT project requests
May 24, 2016	Budget entry packet distributed to Elected Officials and Departments (budget memo from County Manager and budget entry instructions and training dates)
July 8, 2016	Capital and Operating Budgets due to Budget Office
August 15-26, 2016	Department and Elected Official Preliminary Budget meetings with County Manager, applicable Deputy County Manager, and Budget Staff
August 21, 2016	Deadline for Assessor to certify assessed valuations
September 7-9, 2016	Review of Preliminary Budget with County Manager, Deputy County Managers, and Budget Staff
September 13, 2016	Review of Preliminary Budget with BoCC, County Manager, Deputy County Managers, and Budget Staff
September 21-23, 2016	10 County Budget Conference
October 11, 2016	Presentation of County Manager’s 2017 Preliminary Budget at Public Hearing
Mid to Late October 2016	Review of Preliminary Budget with BoCC, County Managers and Budget Staff
October 18-22, 2016	Elected Officials meetings with BoCC, if requested
November 2016	Review of 2017 Preliminary Budget with BoCC
December 6, 2016	Public hearing on 2017 Budget
December 13, 2016	Adoption and appropriation of 2017 Budget
	Adoption of fee schedules and mill levies
On or before December 21, 2016	BoCC formally certifies tax levies to County Assessor and Division of Property Taxation
January 31, 2016	Deadline for filing certified budget with the state division of local government

In late May, the Budget Preparation Manual, along with the budget calendar and guidelines were distributed to all County offices and departments. Budget instructions were also sent to external agencies so that funding requests would be presented to the County within the planned timeframe.

The Budget Office compiled and reviewed all 2017 base budget, business case, and 5-year capital improvement proposals. Initial meetings were held with department directors and elected officials and follow-up meetings were

held with the County Manager. These efforts resulted in the County Manager's Preliminary Budget proposed to the BoCC in October. Follow-up study sessions were scheduled with the BoCC to review the preliminary budget.

On or before October 15th, the Budget Office must submit the preliminary budget to the BoCC. A "Notice of Budget" must be published in the County newspaper upon receipt of the preliminary budget.

On or before December 22nd, the BoCC must levy taxes and formally certify levies to the County Assessor and the State's Department of Property Taxation. The County's budget must be adopted on or prior to this date.

A certified copy of the adopted budget must be filed with the Colorado Division of Local Government no later than thirty days following the beginning of the fiscal year of the adopted budget.

2017 Budget Approach

The 2017 budget development process continued to focus on the County's ability to respond to an uncertain economic environment and an approach of "cautious optimism" was exercised. As with most local governments, the County is experiencing improved economic performance with lower unemployment rates and increasing revenues. However, demands for services and the costs of providing those services can outpace revenue growth. Competing demands emphasize the need for strategic decision making.

Departments and offices were directed to submit "flat" base budget requests and to submit any increased operating needs via a business case proposal. Recommended budget proposals for both business cases and 5-year capital improvement projects were prioritized and aligned with the BoCC's strategic plan goals. Prioritization of needs along with continued budgetary restraint was exercised during the 2017 budget process.

Business case analyses focused on gathering the right data and making decisions based on demonstrated need. 5-year capital improvement project proposals were evaluated on demonstrated ability to provide customer service in cost-effective ways, protect citizens and employees, protect County assets and/or comply with federal or state mandates. Projects that improve internal and external partnerships through cost-saving measures and overall productivity were given higher consideration.

The County Manager and BoCC engaged in preliminary budget discussions on how the budget as a whole and specific items included within it relate to the County's vision, mission, and strategic goals during the budget review period.

Strategic considerations influencing budget development are:

- Adopting a budget responsive to the needs of County residents.
- Providing service levels that conform to the public's desires and willingness and ability to pay.
- Achieving a balance between the basic services provided by the County and the resources necessary to pay for those services over a sustained period of time.
- Providing an equitable allocation of resources among the diverse services provided by County offices and departments.

The following considerations provide the foundation for County budget preparation:

- Developing the annual budget in a collaborative and transparent fashion.
- Identifying linkages within the budget between the County's strategic plan and funding objectives.
- Ensuring good stewardship of taxpayer funding and being accountable to the community.
- Providing the best delivery of services possible within available resources.

- Addressing economic realities (recessionary impacts, inflation, etc.).
- Striving to measure performance and promote data-driven decision making.

Revenue and Base (Expenditure) Budget Process

Revenue budget forms are completed by each applicable department/elected office. These forms are used by the Budget Office to accumulate information on revenues anticipated to be collected and/or generated (excluding tax revenues) by the various departments/offices.

Each department/office is responsible for forecasting all potential revenue sources and providing information regarding forecasting assumptions and calculation methods. If a department/office forecasts a significant increase or decrease in revenues, the rationale behind such a forecast should be clear, credible, and defensible.

Base (expenditure) budget forms are also completed by each department/office. Base budgets cannot increase over the previous year. Departments/offices may increase individual line items, but must decrease other line items to off-set any increases. One-time expenditures approved for the previous year are backed out for the subsequent budget year. Budget increases must be requested via business case for operating increases and 5-year Capital Improvement Plan (CIP) for capital needs.

The Budget Office reviews and analyzes all budget submittals and prepares a consolidated preliminary County-wide budget model. Budget scenarios are then developed using various revenue, expenditure, and fund balance assumptions in conjunction with the BoCC's budget policies, goals, and objectives.

Meetings are scheduled for each department head/elected official to present his/her budget to the County Manager. Afterward, budget study sessions are scheduled with the BoCC to review the preliminary budget. The BoCC makes final decisions based on budget recommendations from the County Manager. It is then the responsibility of the Budget Office to incorporate any modifications into the preliminary budget and prepare the final budget for adoption by the BoCC.

Business Case Requests

Any operating budget increases are submitted via business case requests. Such requests can be one-time, on-going or a combination of both.

5-Year Capital Improvement Plan (CIP) Requests

One-time capital equipment purchases, infrastructure/facility projects, or other special projects are submitted via 5-Year CIP requests. All CIP requests and supporting documentation are reviewed and analyzed by the Budget Office and consolidated into a proposed 5-Year CIP document, which is presented to the BoCC for consideration and review.

5-Year CIP requests are reviewed based upon the criteria below and within the context of overall, County-wide revenue and expenditure levels projected for the 5-year planning horizon.

Priority Projects:

- Projects correcting a condition that constitutes a threat to the health and/or safety of residents and/or County employees.
- Projects funded through external sources.
- Projects generating sufficient revenues to be self-supporting.
- Projects resulting in savings of operating costs.
- Projects mandated by state and/or federal law.

- Projects required to maintain an existing level of services.
- Projects resulting in reduced energy consumption.
- Projects improving productivity.
- Projects replacing old, worn-out equipment.
- Projects replacing capital and infrastructure, which have deteriorated to the point of becoming hazardous, are incurring high maintenance costs, are negatively affecting property values, or are no longer functionally serving their intended purpose.
- Projects that are an integral part of a multi-year capital/infrastructure program.

Non-Priority Projects:

- Projects duplicating public and/or private sector services.
- Projects, for a new, non-mandated service.

Long-Range Financial Planning

Adams County's long-range financial planning efforts include the following:

- Projecting fund balances for all 21 of the County's funds via a well designed fund balance tool that captures five years of historical, current calendar year, budget planning year, and four additional out years of budget planning data. This effort provides decision makers with crucial information and helps ensure financially sound decision making.
- Updating the comprehensive transportation plan, which identifies future roadway requirements and financing mechanisms to support the plan. In 2001, the County implemented a traffic impact fee to have development pay for incremental transportation costs related to growth. In addition, in 2006, Adams County voters approved extending an existing 0.2% sales tax dedicated to County road and transportation infrastructure projects until December 31, 2028.
- Developing the County-wide 5-Year CIP, which addresses capital infrastructure and project needs within all applicable departments. Facility Planning & Operations, the Sheriff's Office, Parks & Open Space, Fleet Management, and Transportation are the biggest CIP areas.

These long-range financial planning efforts influence the County's current year budget as well as future budgets.

Balancing the Budget

Once revenues and expenditures have been reviewed and evaluated, the County adopts a balanced budget where total expenditures by fund must be less than or equal to the sum of that fund's revenues, other financing sources, and/or appropriate uses of fund balances. This balancing act sometimes requires the making of difficult decisions whereby some programs or projects could be cut. State law prohibits a local government from adopting a budget with a negative fund balance. For Adams County, operating expenditures will generally equal operating revenues, which can include transfers, but uses of fund balance are directed toward one-time purchases and capital projects.

Basis of Budgeting and Accounting

Measurement focus or basis of budgeting and accounting refers to when a transaction or event is recognized in a fund's budget or operating statement. Adams County's fund structure and measurement focus follow Generally Accepted Accounting Principles (GAAP).

The County's budgeting and financial system is organized on the basis of fund and account groups. Each fund is considered a separate entity. The operations of each fund are accounted for with a separate set of self-balancing accounts that comprise its assets, liabilities, fund equity, revenues, and expenses.

Governmental Funds (General Fund, Special Revenue, Debt Service, Permanent and Capital Project Funds) use the modified accrual basis of budgeting and accounting. Revenues are recognized in the accounting period in which they become available and measurable. "Available" means collectible within the current period or soon enough thereafter to be used to pay liabilities of the current period and "measurable" means the amount of the transaction can be determined. Expenditures are recognized in the accounting period in which the liabilities are incurred. Exceptions to the general rule include expenditures related to: (1) accumulated unpaid vacation and sick pay; (2) principal and interest on general long-term debt, which is recognized when due; and (3) prepaid expenses, which are not recorded.

Proprietary Funds (Enterprise and Internal Service Funds) are budgeted on a modified accrual basis, which does not include depreciation or compensated absences. Each fund's financial statements, which are included in the budget document, are reported on a full accrual basis. Under the accrual basis of accounting, revenues are recognized in the accounting period in which they are earned. Expenses are recognized in the accounting period in which they occur. This is consistent with the Comprehensive Annual Financial Report.

Budget Amendment Process

The adopted budget is a fiscal plan, and as such, modifications are made to the original budget during the year. The two methods available for amending the budget are budget transfers and supplemental appropriations.

1. Budget Transfers

Budget transfers can be made between specific line items, but shall not alter the total budgeted expenditures of the spending agency, except in the case of salary adjustments where budget may be transferred from the Administrative/Organizational Support spending agency to cover approved compensation changes.

The following events pertaining to budget transfers shall require prior written approval from the BoCC:

- Any transfer between line items that will result in a change in any single line item greater than \$100,000. BoCC approval will require a resolution in public hearing.
- Transfer of any amount to or from protected line items (i.e. salaries, fringe benefits, public relations, employee development, etc.).
- Any transfer to or from capital accounts within the guidelines as outlined above that represent a significant deviation from the amounts authorized in the approved budget. For accounting purposes certain transfers may be acceptable without approval if budget for the item needs to be moved to match capitalization or non-capitalization determinations as appropriate.
- Any change in the authorized budget, which would be inconsistent with the mission, values, principles, and objectives established by the BoCC through the budget process.

Items \$100,000 and under may be approved by the County Manager. Items \$50,000 and under may be approved by the County Manager or Deputy County Managers.

Process:

- All requests for budget transfers shall be submitted to the Budget Office.
- The Budget Office shall review requests for budget transfers, and prepare a recommendation for final determination.
- If a study session is required to discuss the request with the BoCC, the Budget Office shall schedule the date and time of the meeting and contact all parties involved.
- The budget transfer will be presented in public hearing for approval which may include the consent calendar.

2. Supplemental Appropriations

A supplemental appropriation is required when a spending agency's or a fund's total appropriation is increased or decreased. In addition, a supplemental appropriation is required to account for revenues not assured at the time of budget adoption and to authorize associated expenditures.

A request for supplemental appropriation shall be considered only if any of the following criteria are met:

- A policy, law, statute, or court ruling becomes effective, which mandates expenditures that were neither anticipated nor budgeted.
- The expenditure is necessary to avoid or correct an adverse condition impacting the health, safety, or welfare of County residents and/or employees.
- Revenue is received that is designated for a specific purpose that was neither anticipated nor budgeted.
- Carry-over of uncompleted projects budgeted in the prior year. Carry-over of expenditures shall be considered only if prior communication has taken place with the Budget Office and approved by the BoCC.
- An emergency beyond the control of an office/department, which may result in over-expenditure of the appropriated budget.

Process:

- All supplemental appropriation requests shall be submitted in writing to the Budget Office using the supplemental appropriation request form.
- Office/department shall identify the criteria justifying the supplemental appropriation request.
- An analysis of the entire office/department appropriation shall be conducted to determine if supplemental funding is truly warranted or whether there will be savings in other line items that could meet additional expenditure needs.
- If sufficient savings exists, a request for budget transfer will be processed in lieu of a request for supplemental appropriation.
- The request shall include the expenditure amounts and any offsetting revenues. The request shall also include future anticipated budget impacts.
- The Budget Office shall review all requests for supplemental appropriation and prepare a recommendation as required for submission to the BoCC for final determination.
- If a study session is required to discuss the request with the BoCC, the Budget Office shall schedule the date and time of the meeting and contact all parties involved.

Local Government Budget Law of Colorado

An annual County budget is an economic, social, and political plan of action for delivering services for a given length of time to a constituency, and the proposed means of financing them. In preparing its annual budget, Adams County follows the provisions of the Local Government Budget Law of Colorado. This law requires the adoption of an annual budget by Colorado counties. The following provisions of the budget law are incorporated in the County's budget policy.

- The budget must be balanced. Expenditures cannot be greater than the total anticipated revenues or other means of financing the budget.
- The budget must be separated into funds.
- The budget information for both expenditures and the revenues must be classified by the agency that is authorized to spend money (the spending agency).
- Expenditure data must show the objects of expenditure (what the money is spent on).
- Anticipated revenue data must show its different sources.

- Expenditure and revenue data must be shown for the following:
 - The last completed fiscal year, using audited figures.
 - The current year.
 - The proposed budget year.
- The budget must show a beginning balance, which is entered as anticipated revenue and includes all unexpended surpluses from the prior years, unencumbered ending fund balances, and all investments and deposits.
- The budget document must include a “budget message” which describes the important features of the budget.
- The budget document must include a statement of the budgetary basis of accounting used and a description of the services to be delivered during the budget year.
- On or before October 15, the County Manager must submit the preliminary budget to the BoCC. Upon receipt of the preliminary budget, the BoCC must publish a public notice, one time, in a newspaper having general circulation within the County’s boundaries. The public notice must state:
 - The preliminary budget is open for inspection at a designated place.
 - The preliminary budget will be considered for adoption on a specified time and date.
 - Any elector may inspect the budget and file or register objections at any time prior to the final adoption of the budget.
- On the day of adoption of the budget, the BoCC shall review the preliminary budget and revise, alter, increase, or decrease the items as it deems necessary in view of the needs of the various spending agencies and in view of anticipated revenues.
- If the BoCC increases the total expenditures to be made in the ensuing year, it shall provide for an increased income so that the total means of financing the budget is equal to or greater than the total proposed expenditures.
- On or before December 21st, the BoCC must levy taxes and formally certify the levies to the County Assessor and the State Department of Property Taxation. The County budget must be adopted on or before this date. Otherwise, the budget must be adopted by December 31.
- The adoption of the budget must be formalized and made official by the BoCC through approval of the Appropriation Resolution.
- The Appropriation Resolution must outline the expenditures proposed in the adopted budget, include an expenditure total no greater than the anticipated resources, and include every fund. The amount appropriated for the spending agencies cannot exceed the amounts fixed in the budget.
- The income of the County must be allocated according to the amounts and funds specified in the budget, in order to comply with expenditures authorized by the appropriation resolution.
- No spending agencies may expend, or contract to expend, any money in excess of the amount appropriated in the Appropriation Resolution.
- The County must file a certified copy of its adopted budget, including the budget message, with the Colorado Division of Local Government no later than thirty days following the beginning of the fiscal year of the adopted budget.
- The County may amend the budget during the course of the year through budgetary transfers or supplemental appropriations.

Colorado’s Taxpayer Bill of Rights (TABOR)

In November 1992, the voters of the State of Colorado approved an amendment to Article X, Section 20, of the State Constitution. This amendment is popularly known as Amendment I or the Taxpayer Bill Of Rights (TABOR) Amendment.

This amendment limits growth in both state and local government expenditures and revenues. Annual local government expenditure and revenue increases are limited to inflation in the prior calendar year plus annual local

growth. In order to increase revenues and/or expenditures above the limitations, to increase any taxes, to increase the mill levy, or to increase bonded debt, a local government must first obtain voter approval in an election held for such purposes annually in November.

Adams County's policy is to consider provisions of the TABOR Amendment and develop a budget strategy and procedure that fully complies with the amendment and assures the County is able to continue providing cost-effective delivery of services to County residents. In 2002, the County obtained voter approval to retain and spend all revenues received from current tax rates and other revenues generated by the County beginning in 2003. With this permission, the County no longer has revenue and spending limitations. However, the County still needs to ask for voter approval to increase tax rates and issue bonded debt. The County will continue to maintain a 3% TABOR reserve of fiscal year spending as required by law.

Fund Overview

Adams County's budget is comprised of 21 separate funds for purposes of recording expenditures for County programs administered by the County's various offices and departments, and to record the sources of revenue received by the County used to fund these programs. These funds are grouped into five separate categories: General Fund, Special Revenue Funds, Enterprise Funds, Internal Service Funds, and Capital Project Funds. A brief description and purpose of Adams County's funds can be found below.

General Fund

The General Fund is the County's primary operating fund. This fund is used to account for all financial resources, except those required, or chosen, to be accounted for in another manner.

Special Revenue Funds

- *Federal Grant Funds (4)*: These funds are utilized to account for revenues and expenditures related to federal grant programs and include the Community Development Block Grant (CDBG) Fund, Community Services Block Grant (CSBG) Fund, Workforce & Business Center Fund, and Head Start Fund. Generally these funds do not accumulate fund balances. However, any fund balance accumulated must be utilized on programs for which the funds were intended.
- *Conservation Trust Fund*: The fund balance is generally comprised of lottery funds received from the State of Colorado specifically for development, renovation, and maintenance of the County's parks, trail system, and open space.
- *FLATROCK Facility Fund*: The FLATROCK Facility fund accounts for all activities related to the operation of the training facility. This includes the Sheriff's Office training program and public usage of the facility.
- *Open Space Sales Tax Fund*: This fund, created for the administration and collection of a voter-approved sales tax, began in 2000. The current sales tax rate is 0.25%. Tax revenues plus interest earned are designated for the preservation of open space. After deducting 2% of sales taxes for administrative purposes, 30% of the remaining taxes collected are paid out to the cities within the County and the County in proportion to the ratio at which taxes are collected. The other 70% of remaining funds are distributed as grants approved by the BoCC as recommended by the Open Space Advisory Board.
- *Open Space Projects Fund*: This fund accounts for revenues derived from various sources such as open space grants, contributions, donations, the County's share of the 30% receipts from the open space sales tax and other revenue sources deemed appropriate for the purposes of purchasing conservation easements, any interest in land or other enhancements or properties that the County may determine appropriate for active or passive open space.
- *Social Services Fund*: This fund accounts for programs intended for individuals requiring social services assistance. There are three primary sources of revenue deposited into this fund: County property tax, state funding, and federal funding. The fund balance is considered accumulated unexpended property tax

dollars to be utilized for future specific social service needs; however, there are restrictions for specific social services programs.

- *DIA Noise Mitigation and Coordinating Fund:* This fund was created in 2003 and accounts for revenues and expenditures associated with payments made related to Denver International Airport (DIA) noise mitigation. Revenues received from a settlement with DIA for violations, including interest earned there from, were restricted by the District Court in Jefferson County, which required creating this special fund. The monies in the fund shall be used according to an approved plan to mitigate the impacts of airport noise on eligible County residents.
- *Developmentally Disabled Fund:* This fund accounts for property tax revenue designated for the specific purpose of contributing to developmental disability programs provided by selected service providers in the County.
- *Road & Bridge Fund:* This fund is comprised of property taxes, specific ownership taxes, transportation related sales taxes, traffic impact fees, and other revenues designated for road and bridge construction and rehabilitation related activities.
- *Waste Management Fund:* This fund accounts for fees imposed upon operators of waste disposal sites within the County designated specifically for the purpose of mitigating possible future environmental problems associated with waste disposal activities.

Capital Project Funds

- *Capital Facilities Fund:* This fund was created for the collection of a 0.3% voter approved sales tax (2009-2028) that will be used for capital facilities projects, including the courthouse expansion, government center, and pre-trial holding facility and their related costs. In November 2014, a voter approved ballot measure expanded this use of the voter approved sales tax to all county owned facilities.

Enterprise Funds

- *Golf Course Fund:* This fund was created to provide for the operation of the two County owned 18-hole golf courses.
- *Stormwater Utility Fund:* This fund accounts for stormwater utility fees, expenditure budget for capital drainage projects, and various related operational and maintenance costs including personnel assigned to the fund.
- *Front Range Airport Fund:* The Front Range Airport Fund accounts for activities related to the operation of the County's Airport. Front Range Airport became a County department in 2014 when the Front Range Airport Authority was dissolved.
- *Water and Wastewater Fund:* The Front Range Airport operates a wastewater treatment facility for the benefit of customers and property owners at the Airport.

Internal Service Funds

- *Fleet Management Fund:* This fund accounts for the vehicle depreciation and operating and maintenance rates charged to user departments and offices for the maintenance and future replacement of County owned vehicles and heavy equipment.
- *Insurance Fund:* This fund is designated for existing and future liabilities resulting from unemployment, workers' compensation, and property/casualty insurances. This fund also provides for employee medical and dental insurance activities.

Fund-Department Matrix

Funds/Departments	Animal Shelter	Assessor's Office	Board of County Commissioners	Clerk & Recorder's Office	Community and Economic Development	Coroner's Office	County Attorney's Office	County Manager's Office	Deputy County Manager - Administrative Services	District Attorney's Office	Facility Operations	Finance	Fleet Management	Front Range Airport	Human Resources	Human Services	Information Technology	Office of Long-Range Planning	Parks & Open Space	Public Trustee's Office	Sheriff's Office	Surveyor's Office	Transportation	Treasurer's Office	Tri County Health	Water & Wastewater Treatment	Others
General Fund																											
Special Revenue Funds																											
Community Development Block Grant Fund																											
Community Services Block Grant Fund																											
Workforce & Business Center Fund																											
Head Start Fund																											
Conservation Trust Fund																											
Open Space Sales Tax Fund																											
Open Space Projects Fund																											
Social Services Fund																											
DIA Noise Mitigation and Coordinating Fund																											
Developmentally Disabled Fund																											
Road & Bridge Fund																											
Waste Management Fund																											
Flatrock Facility Fund																											
Enterprise Funds																											
Golf Course Fund																											
Stormwater Utility Fund																											
Front Range Airport Fund																											
Water and Wastewater Fund																											
Capital Project Funds																											
Capital Facilities Fund																											
Internal Service Funds																											
Fleet Management Fund																											
Insurance Fund																											

Fiscal Policies

This section contains information on the following key fiscal policies that apply to budget development:

1. Revenue Policy
2. Investment Policy
3. Debt Policy
4. Fund Balance Policy
5. Capital Outlay/Infrastructure Policy
6. Personnel Budget and Human Resources Policies

Revenue Policy

- The County will aggressively pursue revenue-raising strategies which will help to reduce dependence on property tax revenues.
- In the case of funds supported by property tax revenues (general, road & bridge, social services, and developmentally disabled) the objective will be to maximize all non-property tax revenue sources (intergovernmental, grant, user fees, and other taxes) so that County residents will be burdened with no more than the minimum amount of property taxes required to support County services.
- Property tax revenue will be budgeted at a level equal to forecasted net collections, which considers delinquencies and non-payments.
- The County will maintain a diversified and stable revenue base; to the extent it has the legal authority to do so, to provide protection against short-term fluctuations in any one major revenue source.
- Increased effort will be given to analyze the County's fee structure. Specifically, fees will be evaluated as a means of having users appropriately charged for those "fee for service" types of activities (golf course fees, building permit and inspection fees, and animal sheltering fees) and as a way of further diversifying County revenue.
- The County will follow an aggressive policy of collecting all due and payable revenues.
- All revenue projections will be realistically calculated and budgeted.
- Grant funding is encouraged as a means of financing a project or a one-time expenditure. However, the County discourages the use of intergovernmental grant assistance for routine ongoing operational programs which will require additional local funds to continue providing part or all of the service once the grant assistance is no longer available.
- Programs funded by intergovernmental grant assistance shall generally be reduced or eliminated when such revenue sources are reduced or eliminated. However, offices and departments may request continuation of the program with county funding as part of their annual budget submission.
- Prior to receipt of all grants, an analysis must be performed to define all requirements, which must be adhered to by the County, including funding match requirements. Approval by the Board of County Commissioners (BoCC) is necessary prior to application and acceptance of all grants.
- Revenues from sources with a specific ending date shall not be projected beyond that date.
- Revenue assumptions regarding federal and state entitlement grants will continue at the most recent level of funding unless there is evidence to the contrary.
- User charges for internal services funds will be established at levels that fully support the cost of providing the services, including the cost of capital equipment replacement.
- Indirect costs will be recovered from all grants, contracts, and reimbursements where allowable, appropriate, and when there will be no significant reductions in program service levels.
- The County will periodically review and adjust charges for services, to the extent it has legal authority to do so, to insure such rates are equitable and cover the total cost of service, or a percentage of the total cost deemed appropriate by the County.

- Since fiscal years for grant programs in the various grant funds do not coincide with the County's fiscal year, grant fund revenue budgets will be established based on the estimated grant amounts to be received in the County's calendar year.
- Interest earned will be deposited into the general fund unless otherwise required by law or policy.

Investment Policy

Purpose and Scope

The purpose of Adams County's (the County's) Investment Policy (the Policy) is to establish guidelines for the purchase and sale of securities with County funds. This Policy addresses the methods, procedures, and practices which must be exercised to ensure effective and judicious fiscal and investment management of the County's funds. This policy also serves to organize and formalize the County's investment-related activities, while complying with all applicable statutes governing the investment of public funds. This Policy is effective as of the 1st day of November, 2014, and replaces any previous versions.

Investment Objectives

The County's overall investment program shall be designed and managed with a degree of professionalism worthy of the public trust. The overriding objectives of the program are to preserve principal, provide sufficient liquidity, and manage investment risks, while seeking a market-rate of return. Therefore, the County's primary investment objectives, in order of priority, are safety, liquidity, and yield.

Authorized Investments

All investments shall be denominated in U.S. dollars and made in accordance with the Colorado Revised Statutes as follows: C.R.S. 11-10.5-101, et seq. Public Deposit Protection Act; C.R.S. 24-75-601, et seq. Funds – Legal Investments; C.R.S. 24-75-603, Depositories; and C.R.S. 24-75-702, Local governments – authority to pool surplus funds. Any revisions or extensions of these sections of the statutes will be assumed to be part of this Policy immediately upon being enacted.

This Policy further restricts the investment of County funds to the following types of securities and transactions:

- U.S. Treasury Obligations
- Federal Instrumentality Securities
- Repurchase Agreements
- Corporate or Bank Debt
- Supra-national Debt
- Non-negotiable Certificates of Deposit
- Municipal Obligations
- Local Government Investment Pools

Eligible Securities Dealers

The Treasurer shall maintain a list of broker/dealers approved by the County's Board of Commissioners for investment purposes. It shall be the policy of the County to purchase securities only from those authorized firms.

To be eligible, a firm must meet at least one of the following criteria:

- Be recognized as a primary dealer by the Federal Reserve Bank of New York or have a primary dealer within its holding company structure;
- Report voluntarily to the Federal Reserve Bank of New York; or
- Qualify under Securities and Exchange Commission (SEC) Rule 15c3-1 (Uniform Net Capital Rule).

Broker/dealers will be selected on the basis of their expertise in public cash management and their ability to provide service to the County's account. In the event that an external investment advisor is not used in the process of recommending a particular transaction in the County's portfolio, authorized broker/dealers shall acknowledge receipt of and understanding of the County's investment policy and the requirements of C.R.S. 24-75-601.5 – Liability for sale of unlawful investments to public entities by signing a certification.

The County may purchase commercial paper from direct issuers even though they are not on the approved broker/dealer list as long as the commercial paper meets the criteria outlined in the Section, "Authorized Investments" of this Investment Policy.

Selection of broker/dealers used by an external investment adviser retained by the County will be at the sole discretion of the adviser. Where possible, transactions with broker/dealers shall be selected on a competitive basis and their bid or offering prices shall be recorded. If there is no other readily available competitive offering, the investment adviser shall make their best efforts to document quotations for comparable or alternative securities.

Competitive Bidding

All investment transactions shall be executed competitively with authorized broker/dealers. At least three broker/dealers shall be contacted for each transaction and their bid or offering prices shall be recorded. If the County is offered a security for which there is no other readily available competitive offering, quotations for comparable or alternative securities will be documented.

Safekeeping

To protect against potential losses due to failure of individual securities dealers, and to enhance access to securities, interest payments and maturity proceeds, all cash and securities in the County's portfolio shall be held in safekeeping in the County's name by a third party custodian, acting as agent for the County under the terms of a custody agreement executed by the bank and the County. All investment transactions will require a safekeeping receipt or acknowledgment generated from the trade. A monthly report will be received by the County from the custodian listing all securities held in safekeeping with current market data and other information.

All investment securities, except non-negotiable Certificates of Deposit, Local Government Investment Pools, and Money Market Mutual Funds, purchased by the County will be delivered by either book entry or physical delivery and will be held in third-party safekeeping by the County approved custodian bank, its correspondent bank, the Depository Trust Company (DTC), or at an eligible security dealer.

Investment Advisory Committee

An investment advisory committee of three or more people may be appointed by the Treasurer to advise the Treasurer on the County's investment program. As determined by the Treasurer, the committee may consist of a County Official or other knowledgeable person from inside or outside the County's government. The Committee shall meet periodically to review the County's investment strategies and activities and may address other investment related topics as determined by the Treasurer such as economic outlook, portfolio diversification, maturity structure, portfolio risk, authorized depositories, and portfolio performance.

Authorizations and Conflicts of Interest

Elected officials and County employees involved in the investment process shall refrain from personal business activity that could conflict with proper execution of the County's investment program or that could impair or create the appearance of an impairment of their ability to make impartial investment decisions. Employees shall disclose to the Treasurer any material financial interest they have in financial institutions

that conduct business with the County, and they shall subordinate their personal investment transactions to those of the County.

Reports

On a monthly basis, the portfolio shall be marked-to-market. Then, on at least a quarterly basis, the Treasurer may submit to the Investment Advisory Committee a report listing the investments held by the County. The report shall be submitted within 20 days following the end of each calendar quarter and contain the following information:

- A summary of portfolio characteristics, balances, risk diversification and performance.
- A list of individual securities held at the end of the reporting period by investment descriptions.
- Maturity date and purchase date of all investments held.
- Coupon and yield.
- Par value, amortized book value and market value.
- Percentage of the portfolio represented by each investment category.

Debt Policy

- Debt will not be used to finance current operating expenses.
- The debt period shall not exceed the anticipated useful life of the project or improvement.
- The County will confine long-term borrowing to major capital purchases or projects that cannot be financed from current operating revenues.
- The BoCC is authorized to execute lease agreements on behalf of the County.
- General obligation debt shall not exceed the statutory 1.5% of the assessed valuation of County property. The Finance Department will monitor general obligation debt to ensure compliance with legal debt limitations.
- Only the BoCC may issue general obligation bonds to provide funds for the acquisition, construction, reconstruction, or repair of major capital facilities.
- The registered qualified voters of the County must approve issuance of general obligation debt.
- General obligation debt issues will be limited to twenty years.
- General obligation funds must be registered by the County, bear the County seal and a serial number, and state face value.
- The BoCC may choose to issue revenue bonds to finance major capital expenditures when it is possible to pledge non-tax revenue for debt repayment.
- When appropriate, the County will work in conjunction with the Adams County Building Authority in financing major capital projects or improvements.
- The County will make every effort to obtain the best possible bond rating and to maintain a favorable rating through prudent financial management and adherence to a policy of full disclosure on financial reports.

Fund Balance Policy

As a part of financial policy, local governments should have a formal policy regarding the level of restricted and unrestricted fund balance that they wish to, or must, maintain for contingencies and other purposes. An important reason for developing such a policy is to provide decision makers and taxpayers with an explanation of why financial resources have been set aside and the conditions under which such resources will be expended. Fund balance is the difference between assets and liabilities in a fund.

Adams County Government maintains a specific fund balance policy that is compliant with the Governmental Accounting Standards Board's Statement No. 54 (GASB 54). Adams County further classifies fund balance as

either non-discretionary or discretionary, and also continually evaluates the minimum amount of the discretionary level of the fund balance, which shall be maintained. Adams County considers non-spendable, restricted, and committed to be non-discretionary and assigned and unassigned fund balance to be discretionary. The BoCC sets the policy on the committed level of fund balance.

Non-Discretionary Fund Balance

The County has established 21 individual funds for the purpose of recording financial resources received and expended by the County. All funds excluding the general fund have been established for a specific purpose. The general fund accounts for financial resources not required to be otherwise segregated. Since all funds excluding the general fund have been established for a specific purpose, the fund balances within these funds are all considered non-discretionary. In addition, a portion of the general fund's fund balance is also considered non-discretionary. Each of the 21 funds containing a non-discretionary fund balance is outlined below.

General Fund

A portion of the General Fund's fund balance is considered non-discretionary and includes the following categories:

- Non-Spendable – items such as inventory, long term receivables, or intergovernmental loans, etc. as applicable.
- Restricted – items such as the Tax Payer Bill of Rights (TABOR) reserve, debt reserves, etc., that are constrained to specific purposes by their providers through constitutional provision, enabling legislation, or other externally imposed criteria that qualifies or is required to be classified as restricted.
- Committed – items that are constrained by the government for specific purposes by the government itself, such as the strategic fund balance reserve. The strategic fund balance reserve is set at \$39,747,015 for 2012 through 2016. This amount is 33% of 2013's total property taxes collected by the County for its purposes. The strategic reserve may be used to accommodate expenditures needed in the event of an emergency as declared by the BoCC to continue operations and for economic stabilization, which could be triggered if the County experienced a property tax revenue decline of 10% or more from the previous year. However, the strategic reserve shall maintain a minimum balance of \$7,000,000 for cash flow purposes. If used, the County shall specifically identify use of the strategic fund balance reserve by adopting and/or amending the budget by resolution. The funds must be replaced within 2 years of use. However, if necessary, the strategic reserve replacement period may be extended by resolution in one-year increments. This amount will be re-evaluated during the 2018 budget process.

Special Revenue Funds

- *Federal Grant Funds (4)*: These funds are utilized to account for revenues and expenditures related to federal grant programs and include the Community Development Block Grant (CDBG), Community Services Block Grant (CSBG), Workforce and Business Center, and Head Start. Generally these funds do not accumulate fund balances. However, any fund balance accumulated must be utilized for purposes specifically for which the funds were intended.
- *Conservation Trust Fund*: The fund balance is generally comprised of lottery funds received from the State of Colorado specifically for development, renovation, and maintenance of the County parks, trail system, and open space.
- *Open Space Sales Tax Fund*: This fund, created for the administration and collection of a voter-approved sales tax, began in 2000. The current sales tax rate is 0.25%. Tax revenues plus interest earned are designated for the preservation of open space. After deducting 2% of sales taxes for administrative purposes, 30% of the remaining taxes collected are remitted to the cities within the County and the County in proportion to the ratio at which taxes are collected. The other 70% of remaining funds are distributed as grants approved by the BoCC as recommended by the Open Space Advisory Board.

- *Open Space Projects Fund:* This fund accounts for revenues derived from various sources such as open space grants, contributions, donations, the County's share of the 30% receipts from the open space sales tax, and other revenue sources deemed appropriate for the purposes of purchasing conservation easements, any interest in land or other enhancements or properties that the County may determine appropriate for active or passive open space.
- *Social Services Fund:* Accounts for programs intended for individuals requiring social services assistance. There are three primary sources of revenue deposited into this fund: County property tax, state funding, and federal funding. The fund balance is considered accumulated unexpended property tax dollars to be utilized for future specific social service needs; however, there are several restrictions for specific social services programs.
- *DIA Noise Mitigation and Coordinating Fund:* This fund was created in 2003 and accounts for revenues and expenditures associated with payments made related to noise mitigation. Revenues received from settlement with Denver International Airport (DIA) for violations, including interest earned there from, were restricted by the District Court in Jefferson County, which required the creating of this special fund. The monies in the fund shall be used according to an approved plan to mitigate the impacts of airport noise on eligible County residents.
- *Developmentally Disabled Fund:* This fund accounts for unexpended property tax revenue designated for the specific purpose of contributing to developmental disability programs provided by selected organizations in the County.
- *Road & Bridge Fund:* The entire fund balance is comprised of unexpended property taxes, specific ownership taxes, transportation related sales taxes, traffic impact fees, and other revenues designated for future road and bridge construction and rehabilitation related activities. The County maintains a \$1,000,000 minimum assigned fund balance for emergency road and bridge related repairs or projects. If used, the County shall specifically identify use of the minimum fund balance by adopting and or amending the budget by resolution and the funds must be replaced within two years of use. If necessary, the strategic reserve replacement period may be extended by resolution in one-year increments.
- *Waste Management Fund:* This fund includes unexpended fees imposed upon operators of waste disposal sites within the County designated specifically for the purpose of mitigating possible future environmental problems associated with waste disposal activities.
- *FLATROCK Facility Fund:* The FLATROCK Facility fund accounts for all activities related to the operation of the training facility. This includes the Sheriff's Office training program and public usage of the facility.

Capital Project Funds

- *Capital Facilities Fund:* This fund was created for the collection of a 0.3% voter approved sales tax (2009-2028) that will be used for capital facilities projects, including the courthouse expansion, government center, and pre-trial holding facility and their related costs.

Enterprise Funds

- *Golf Course Fund:* The fund balance is to be used for cash flow purposes, future capital replacement, and future enhancements to the two County owned 18-hole golf courses.
- *Stormwater Utility Fund:* This fund is to be used for the stormwater utility activities. Any accumulated fund balance is to be used for related purposes.
- *Front Range Airport Fund:* This fund is used for the County's general aviation airport.
- *Water and Wastewater Treatment Fund:* This fund covers the operations of the wastewater treatment plant at Front Range Airport.

Internal Service Funds

- *Fleet Management Fund*: The fund balance is entirely designated for future capital replacement of County owned vehicles and heavy equipment.
- *Insurance Fund*: The entire balance in this fund is designated for existing and future liabilities resulting from unemployment, workers' compensation, and property/casualty self funded insurance programs. The fund balance is also designated for costs associated with a possible future natural disaster in which the County's maximum insurance coverage would be exceeded. The County's insurance fund has built up several reserves in the past to handle future contingent events. These reserves were the result of accumulated property tax, which was used to fund insurance activities prior to 1995. At that time, the County accounted for insurance transactions in a special revenue fund. In 1995, GAAP accounting rules caused the County to change the way self-insurance costs were handled and as a result, the County created an internal service fund. The fund balance from the special revenue fund was transferred to the new internal service fund as contributed capital. After GASB 34 changed the way internal service funds are accounted for, the contributed capital balance became net assets.

Discretionary Fund Balance

A portion of the general fund's fund balance is considered discretionary. The discretionary fund balance includes the assigned and unassigned fund balance categories. The term discretionary as used in the County fund balance policy is defined as the balance above the non-discretionary level which may be utilized to fund expenditures which have a minimal impact on future operating costs, such as capital equipment replacement, facility/infrastructure projects, and other special projects. The discretionary fund balance may also provide temporary operational funding of County programs and services during a recessionary period where it is expected to bridge a temporary (generally accepted as one to four years) funding gap or to allow the County to strategically align its budget with lower revenues. The level of the discretionary fund balance will fluctuate with the general health of the economy.

The policy of allowing the fund balance to fluctuate came about as a result of the passage of the TABOR amendment in 1992, which requires voter approval of any tax rate change. The County is unable to increase the mill levy to offset decreases in property values and property tax revenues without such an election. Therefore, the County must rely on the discretionary portion of the fund balance to provide temporary operational support for programs and services until property values increase or until voters approve an increase in the mill levy to offset decreases in property values.

Assigned fund balance includes items set aside by the government itself for use for a specific purpose. These set asides could be for subsequent year expenditures, residual fund balances, or designated purposes. The BoCC has the authority to assign unrestricted fund balance amounts where the County's intent is for those amounts to be used for specific purposes. The County's policy delegates that authority to the County Manager and/or the Finance Director. However, the delegation of authority is for the sole purpose of reporting such amounts in the annual financial statements.

Additionally, the County maintains a minimum level for discretionary fund balance in the unassigned category of fund balance. The level of minimum discretionary fund balance is currently set at \$6,022,275 for 2012 through 2016. The amount is 5% of 2013's total property taxes collected by the County for its purposes of net property tax collections in all funds. The BoCC can adjust the minimum level at its discretion, based upon the general health of the local economy. Use of the minimum fund balance may be used for specific desired projects and such use should be identified specifically in an original adoption or supplemental appropriation resolution as a use of the minimum discretionary fund balance. The funds must be replaced within two years of use. If necessary, the minimum discretionary fund balance replacement period may be extended by resolution in one-year increments. Accumulated discretionary fund balances in excess of the established minimum should not be budgeted for

recurring operating expenditures except as necessary and/or during recessionary periods when the County is experiencing decreasing revenues.

The County's fund balance policy may be adjusted as needed by resolution of the BoCC.

Capital Outlay/Infrastructure Policy

Four possible avenues, used exclusively or in combination, are available to provide funding for the annual capital and infrastructure requirements in the County. These are:

1. Unreserved/non-designated fund balances
2. Pay-as-you-go financing
3. Sales tax financing
4. Financing through certificates of participation or sale-leaseback of County owned properties

While available fund balances were used in previous years to finance significant portions of the capital expenditure budget, the BoCC recognizes that fund balances cannot be used as a perpetual source of financing for the preservation and maintenance of County infrastructure and capital plant equipment. Therefore, a pay-as-you-go financing policy was adopted to properly maintain and preserve County infrastructure.

A pay-as-you-go policy proposes that current revenues pay for the current deterioration of major County infrastructure systems. This policy is based upon the idea that the infrastructure system deteriorates a certain amount each year. In order to preserve the condition of the system, the annual replacement and rehabilitation of the system should be equivalent to this deterioration.

The price to pay in implementing this system is that a certain amount of revenues each year must be dedicated to the program. Since some capital expenditures must be financed through property taxes, this means designating an amount of property taxes or other revenues each year for capital/infrastructure replacement and preservation.

The use of debt financing and sales tax for County capital and infrastructure needs is applicable only when certain circumstances and criteria apply, which are explained in detail in the *Debt Policy* section.

The BoCC will annually evaluate the level of pay-as-you-go financing required to fund County capital, infrastructure, and special project needs. In addition, the BoCC will annually evaluate the use of available fund balances or financing mechanisms as an alternative, or other supplemental funding sources.

Further, the use of financing mechanisms will be restricted because of the passage of the TABOR amendment. Voter approval is required for any new bonded debt, and new or increased tax rates.

County-wide Budget Summary

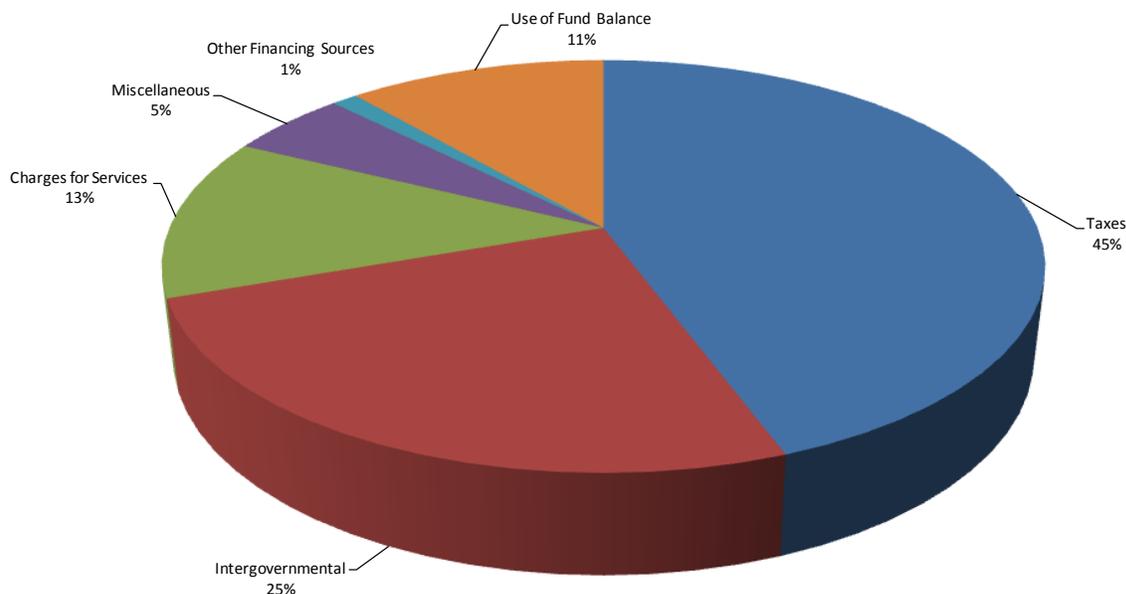
The County-wide Budget Summary provides information regarding revenues, expenditures, and fund balance for the 2017 adopted budget (all 21 funds combined). The table below summarizes the County-wide 2017 adopted budget. The 2017 adopted budget of \$451,404,490 is balanced with a planned net spend down of \$26,354,014, leaving a budgeted ending fund balance of \$314,274,894. Compared to the 2016 adopted budget, 2017 total County revenues are budgeted to decrease by 1.32% and expenditures are budgeted to increase by 3.48%.

All Funds Summary	ACTUAL		ADOPTED		\$		%	
	2014	2015	2016	2017	Variance		Variance	
BEGINNING FUND BALANCE	\$ 240,250,160	\$ 262,250,234	\$ 346,147,083	\$ 340,628,908	\$ (5,518,175)		(1.59%)	
REVENUE								
Property Tax	\$ 123,964,266	\$ 125,418,358	\$ 142,133,572	\$ 144,469,189	\$ 2,335,617		1.64%	
Sales Tax	41,115,244	44,881,487	45,803,060	47,794,055	1,990,995		4.35%	
Other Taxes	18,526,227	20,125,319	20,356,839	21,321,946	965,107		4.74%	
Licenses and Permits	1,771,733	2,751,770	1,940,136	2,395,701	455,565		23.48%	
Intergovernmental	193,050,780	112,792,852	127,060,334	120,011,167	(7,049,167)		(5.55%)	
Charges for Services	52,927,660	51,405,827	59,294,609	59,823,120	528,511		0.89%	
Investment Income	3,182,537	2,364,643	1,535,741	1,521,100	(14,641)		(0.95%)	
Miscellaneous	12,493,587	13,913,544	26,833,998	22,043,446	(4,790,552)		(17.85%)	
G/L on Sale of Assets	306,075	163,960	275,000	250,000	(25,000)		(9.09%)	
Other Finance Sources	31,667,449	193,285,666	5,482,802	5,420,752	(62,050)		(1.13%)	
TOTAL REVENUE	\$ 479,005,557	\$ 567,103,424	\$ 430,716,091	\$ 425,050,476	\$ (5,665,615)		(1.32%)	
EXPENDITURES								
Personnel	\$ 142,305,206	\$ 149,039,988	\$ 164,428,942	\$ 172,496,480	\$ 8,067,538		4.91%	
O&M	13,243,989	12,794,912	15,897,866	19,507,601	3,609,735		22.71%	
Charges for Services	212,274,966	126,738,021	143,293,254	147,198,401	3,905,147		2.73%	
Debt	22,650,360	29,551,303	15,275,581	18,590,156	3,314,575		21.70%	
Government Services	30,893,023	37,197,777	54,073,342	41,954,255	(12,119,087)		(22.41%)	
Other Finance Uses	14,947,449	107,321,301	5,482,802	5,420,752	(62,050)		(1.13%)	
Capital Projects and Equipment	20,690,492	20,563,274	37,782,479	46,236,845	8,454,366		22.38%	
TOTAL EXPENDITURES	\$ 457,005,484	\$ 483,206,575	\$ 436,234,266	\$ 451,404,490	\$ 15,170,223		3.48%	
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 22,000,073	\$ 83,896,849	\$ (5,518,175)	\$ (26,354,014)	\$ (20,835,839)		377.59%	
ENDING FUND BALANCE	\$ 262,250,234	\$ 346,147,083	\$ 340,628,908	\$ 314,274,894	\$ (26,354,014)		(7.74%)	

2017 County-wide Revenue Summary

County-wide revenues for all funds, not including transfers, are budgeted at \$419,629,724 for 2017. This represents a decrease of \$5,603,565, or 1.32%, compared to the 2016 adopted revenue budget of \$425,233,289. The key driver of this decrease is the one-time payment in 2016 from the City and County of Denver associated with the passage of ballot issue 1A regarding the development around DIA. If the 2016 payment was not factored in, County-wide revenues would show an increase of \$6,201,450, attributable to higher property tax, Highway Users Tax, sales tax, specific ownership tax, and miscellaneous revenues estimated for 2017. Below are the 2017 Revenues by Source graph and associated table summarizing the major categories of County-wide revenues expected in 2017, along with variances from 2016. Following the table is more detailed information regarding each major revenue source.

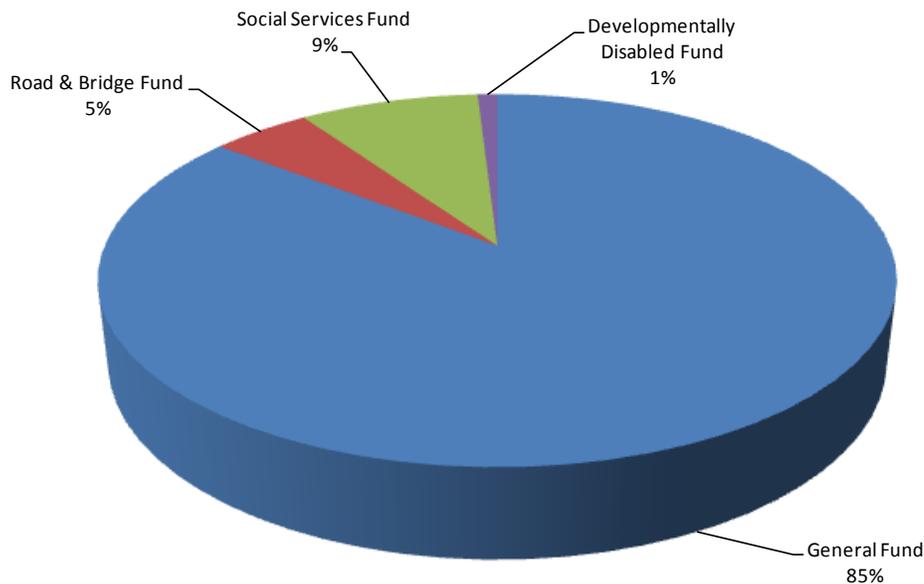
2017 Revenues by Source



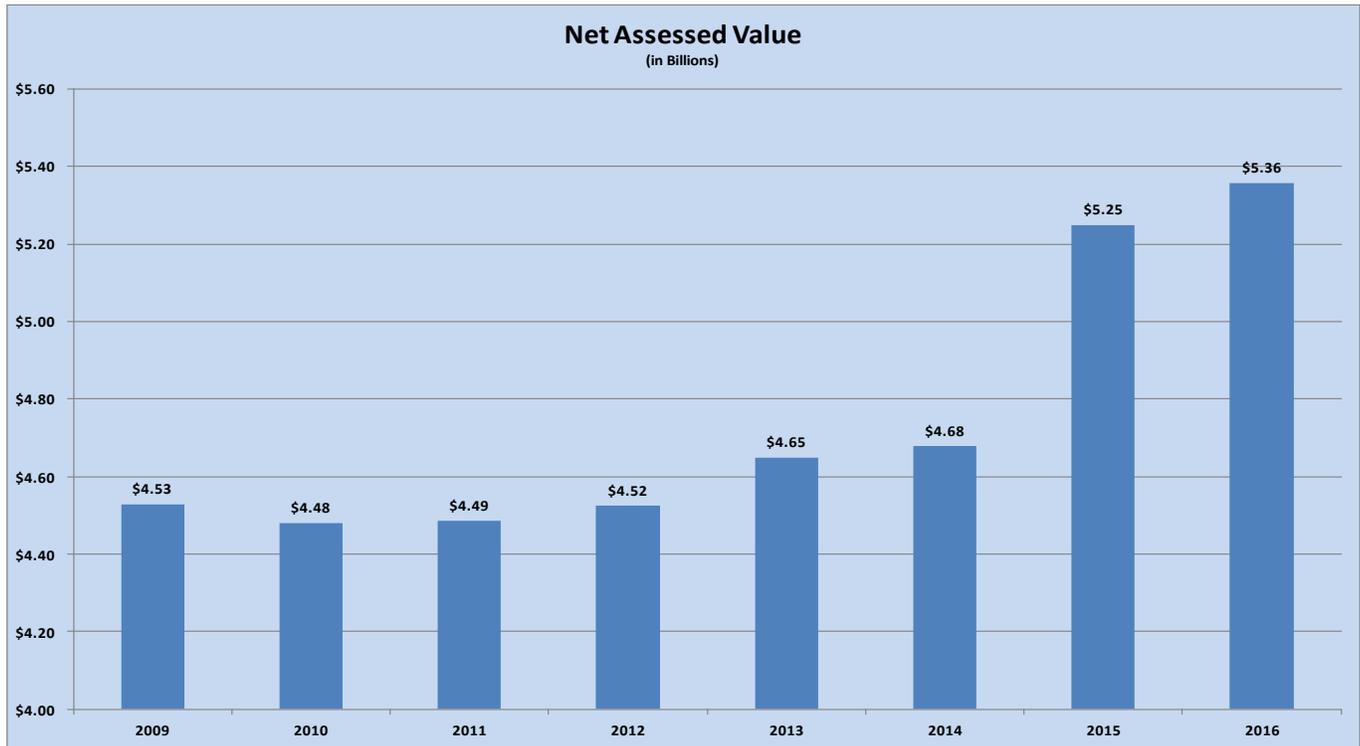
Revenue Source	2016 Adopted Budget	2017 Adopted Budget	Increase/ (Decrease)	Percent Change
Property Tax	\$ 142,133,572	\$ 144,469,189	\$ 2,335,617	1.64%
Sales Tax	45,803,060	47,794,055	1,990,995	4.35%
Highway Users Tax	8,650,000	9,537,148	887,148	10.26%
Specific Ownership Tax	11,706,839	11,784,798	77,959	0.67%
Subtotal Taxes	\$ 208,293,471	\$ 213,585,190	\$ 5,291,719	2.54%
Licenses & Permits	\$ 1,940,136	\$ 2,395,701	\$ 455,565	23.48%
Intergovernmental	127,060,334	120,011,167	(7,049,167)	(5.55%)
Charges for Services	58,089,377	58,622,665	533,288	0.92%
Fines & Forfeitures	1,205,232	1,200,455	(4,777)	(0.40%)
Investment Income	1,535,741	1,521,100	(14,641)	(0.95%)
Miscellaneous	27,108,998	22,293,446	(4,815,552)	(17.76%)
Total Revenues	\$ 425,233,289	\$ 419,629,724	\$ (5,603,565)	(1.32%)
Other Financing Sources (Transfers In)	\$ 5,482,802	\$ 5,420,752	\$ (62,050)	(1.13%)
Total Revenues Including Transfers	\$ 430,716,091	\$ 425,050,476	\$ (5,665,615)	(1.32%)

Property Tax: Property tax revenue, which is derived from the County’s assessed valuation and the mill levy, is the largest single source of revenue to Adams County Government. Assessed value is used to determine the value of a property for the purpose of measuring applicable taxes. Mill levy is the assessed property tax rate used by local governments and other jurisdictions to raise revenue to provide public services. Property taxes are budgeted to increase by \$2,335,617, or 1.64%, in 2017. As 2016 was not a reassessment year, this increase is mainly due to additional new construction within the County. The base mill levy of 26.779 is unchanged for 2017 and includes 22.869 mills for the General Fund, 1.300 mills for the Road & Bridge Fund, 2.353 mills for the Social Services Fund, and 0.257 mills for the Developmentally Disabled Fund. In addition to this, an abatement levy of 0.276 mills is included in the General Fund as allowed by state statute, for a total 2017 mill levy of 27.055. The majority of property taxes are allocated to the County’s General Fund, which receives 85% of property tax revenues. The Social Services Fund receives 9%, the Road & Bridge Fund receives 5%, and the Developmentally Disabled Fund receives 1%. The distribution of property taxes among the four property tax funds is shown in the following graph.

2017 Property Tax Distributed by Fund



2016 Preliminary Assessed Valuation for Taxes Collected in 2017: Based upon the certification of values issued by the County Assessor’s Office dated November 22, 2016, the 2016 assessed valuation for taxes collected in 2017, net of the tax increment finance (TIF) districts located within Adams County, totals \$5,358,588,330, an increase of \$109,125,320, or 2.1%, over the 2015 net assessed valuation of \$5,249,463,010. The Net Assessed Value graph below shows a history of County’s net assessed valuation for 2009 through 2016.



Note: 2015 assessed value determines taxes collected in 2016.

Sales Tax: Sales taxes collected within the County are anticipated to increase by \$1,990,995, or 4.3%, in 2017 compared to the 2016 adopted budget. The County sales tax rate is 0.75 percent and is dedicated to the following purposes:

- 0.3% is dedicated to Capital Facilities – In November 2014, Adams County voters passed a ballot measure to expand the scope for allowable use of this 0.3% tax to all capital facilities effective in January 2015. Prior to this vote, the use of this funding was restricted to the Government Center, the Justice Center expansion, and the pre-trial holding facility.
- 0.25% is dedicated to Open Space – A small portion of the amount generated (2%) is earmarked for administration of the Open Space Sales Tax Program. The remainder is split 70/30, with 70% dedicated to funding a competitive open space grant program and 30% remitted to the County and cities within the County proportionately based upon where the tax was generated geographically.
- 0.2% is dedicated to Transportation Projects, with the amount generated remitted to the County and cities within the County proportionately based upon where the tax was generated geographically.

Marijuana sales tax of \$1,200,000 was also budgeted for 2017. This will be the second full year for this revenue stream.

Highway Users Tax: The Highway Users Tax Fund (HUTF) was statutorily created by the State of Colorado in 1953. The HUTF accounts for state highway revenue, which is distributed to counties and cities via a complex revenue sharing formula. Beginning in 2009 a new fee was implemented by the State of Colorado on all motor vehicle registrations. A portion of the revenue generated from the Funding Advancements for Surface Transportation and Economic Recovery (F.A.S.T.E.R) funds contributed to the HUTF is distributed to counties for transportation projects. HUTF funding is anticipated to increase by 10.3% from \$8,650,000 in the 2016 adopted budget to \$9,537,148 in 2017. This increase is based on a combination of Colorado Counties, Inc. funding projections for Adams County and revenue analysis conducted internally.

Specific Ownership Tax: Specific ownership tax is a property or ad valorem tax levied in addition to sales (or use) taxes on a motor vehicle and is paid annually when a vehicle is registered within the County. Specific ownership tax revenue is anticipated to increase by \$77,959, or 0.7%, in 2017 compared to the 2016 adopted budget. 2016 specific ownership tax revenue is outperforming budget expectations and this trend is expected to continue, only at a slower pace, in 2017.

Licenses & Permits: This revenue category is comprised of fees for issuing ambulance, liquor, marriage, and child care licenses and fees for issuing building, sign, and other development related permits. Licensing and permitting revenue is expected to increase by \$455,565, or 23.5%.

Intergovernmental: This revenue category is comprised of intergovernmental revenue and grant funds received from the federal and state governments and other jurisdictions for designated purposes. Purposes include human services, Head Start, housing and urban development, workforce investment, community corrections, and others. Intergovernmental revenue is expected to decrease by \$7,049,167, or 5.6%, compared to the 2016 adopted budget. The Social Services Fund is anticipating a total increase of \$3.1 million in 2017; however, this increase is offset by expected decreases in the General Fund (\$1.6 million), Road & Bridge Fund (\$6.6 million), and DIA Noise Mitigation and Coordinating Fund (\$10.0 million).

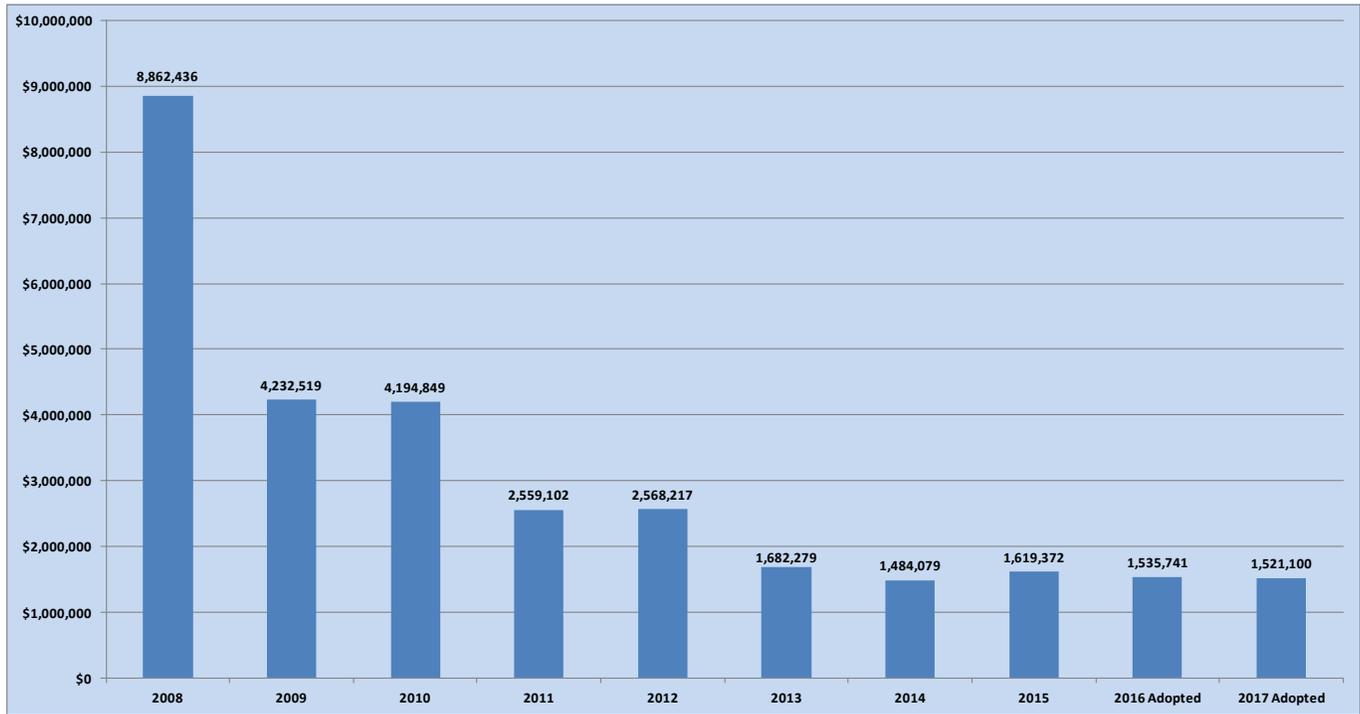
The intergovernmental revenue increase for social services is a result of additional human service funding allocation from the state and federal government. The reductions within the General, Road & Bridge, and DIA Noise Mitigation and Coordinating Fund are related to the following:

- General Fund – intergovernmental revenue decreases in this fund are related to reductions in Community Corrections for the Resident Diversion program.
- Road & Bridge Fund – the final payment from Union Pacific for the Pecos Street grade separation project was made in 2016 and the 2017 adopted budget no longer includes this revenue.
- DIA Noise Mitigation & Coordinating Fund – 2016 included a one-time payment from the City and County of Denver associated with the passage of ballot issue 1A regarding the development around DIA.

Charges for Services: This revenue category is comprised of revenue generated from services the County provides to residents and other entities. Services that are charged for include: motor vehicle registrations, document recording, golf, insurance, Bennett Police Services, Sheriff Academy, the County Fair, and Broomfield Coroner and District Attorney Services. Charges for Services are expected to increase \$533,288, or 0.9%, in 2017.

Fines & Forfeitures: This revenue category is comprised of fines received from traffic violations and other miscellaneous traffic administration fines and forfeitures. Fines & forfeitures are expected to decrease by \$4,777, or 0.4%, in 2017.

Investment Income: This revenue category is comprised of interest earned on cash deposits and other investments. Investment income is expected to decrease by \$14,641, or 1.0%, in 2017. Interest rates continue to be at historic lows and as older investments become liquid they are being invested at lower interest rates. Below is a graph of the last eight years of interest earnings showing the high of \$8.9 million in 2008 and downward trend in subsequent years.

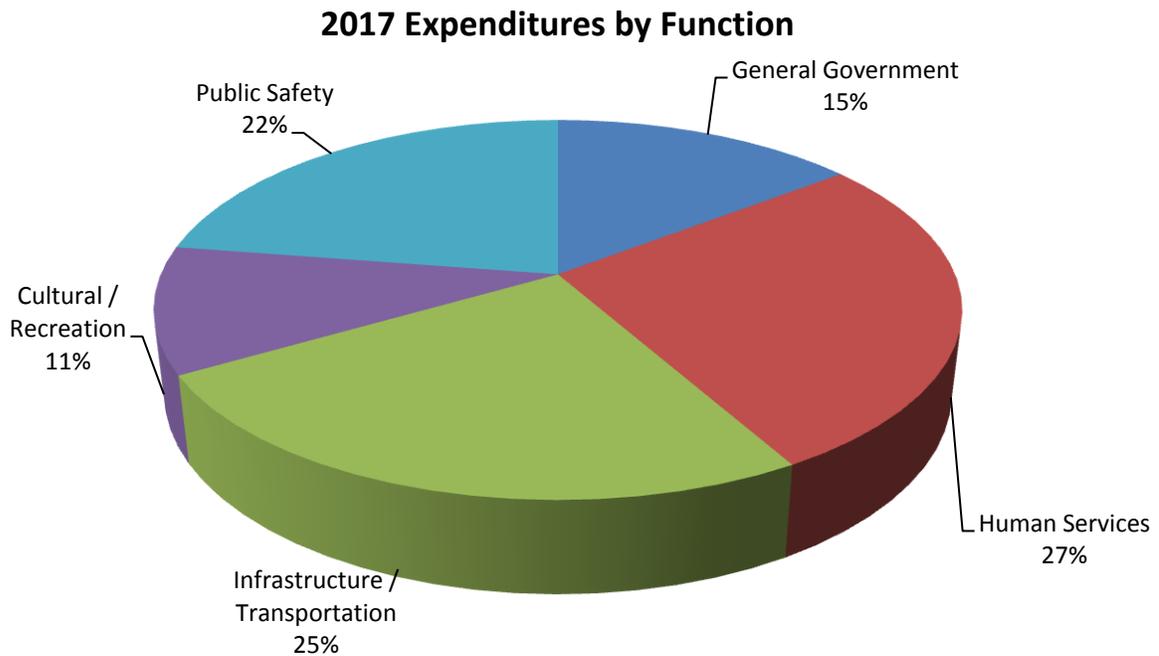


Miscellaneous: This revenue category is comprised of items that do not easily fit into one of the other defined revenue categories. Items included within this category are: insurance recovery of losses, bank charges, contributions and donations, rents received for use of County buildings, telecomm reimbursements, gain/loss on sale of investments, and proceeds from sale of assets. Miscellaneous revenue is expected to increase by \$4.8 million, or 26.9%, in 2017. This is due to expected sale of County buildings which will be vacated once the new Human Services building opens in mid 2017. There is also an expected increase in funding in the Community Development Block Grant Fund.

County-wide Expenditures by Function

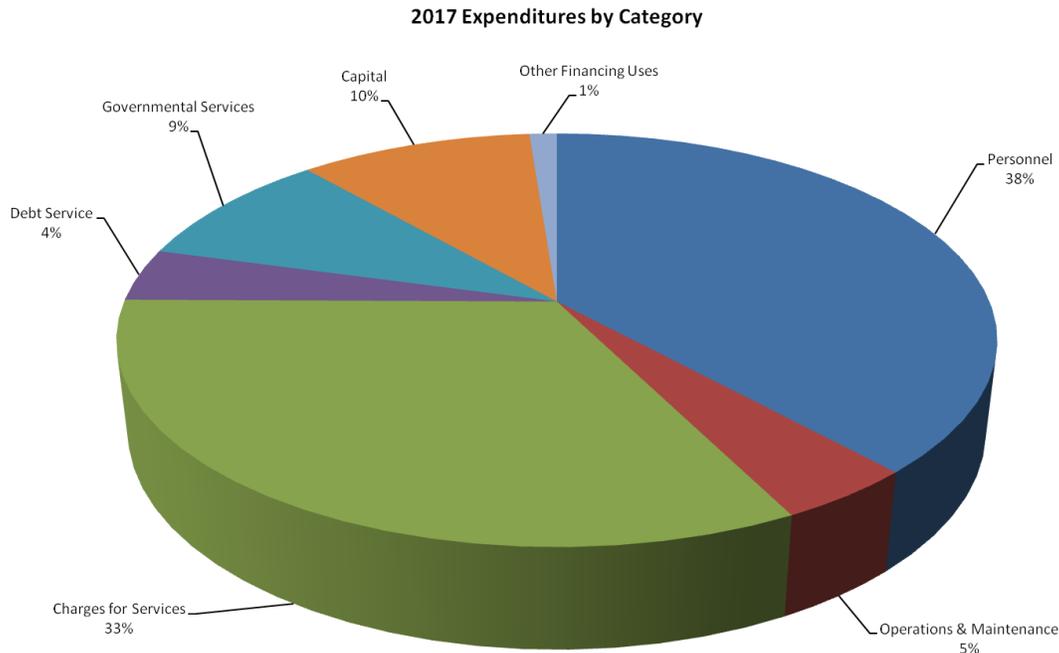
The 2017 adopted budget totals \$451,404,490 including interfund transfers (other financing uses), which is an increase of \$15,170,223, or 3.5%, from the 2016 adopted budget. The increase is primarily attributable to the increase of capital expenditures in the 2017 adopted budget.

Adams County's services, for budget purposes, are divided into five functional categories: General Government, Human Services, Infrastructure/Transportation, Cultural/Recreation, and Public Safety. These five functions are accounted for in 21 separate funds. Several County departments have budgets that extend beyond a single fund and/or one functional service area. The graph below illustrates the distribution of expenditures among the five functional service areas.



2017 County-wide Expenditure Summary

County-wide expenditures for all funds, not including transfers, are \$445,983,738 for 2017. This represents an increase of \$15,232,273, or 3.5%, compared to the 2016 adopted budget. Below are the 2017 Expenditures by Category graph and associated table summarizing the major categories of County-wide expenditures planned for 2017 along with variances from 2016. Following the table is more detailed information regarding each major expenditure category.



Expenditure Type	2016 Adopted Budget	2017 Adopted Budget	Increase/ (Decrease)	Percent Change
Personnel	\$ 164,428,942	\$ 172,496,480	\$ 8,067,538	4.91%
Operations & Maintenance	15,897,866	19,507,601	3,609,735	22.71%
Charges for Services	143,293,254	147,198,401	3,905,147	2.73%
Debt Service	15,275,581	18,590,156	3,314,575	21.70%
Governmental Services	54,073,342	41,954,255	(12,119,087)	(22.41%)
Capital	37,782,479	46,236,845	8,454,366	22.38%
Total Expenditures	\$ 430,751,464	\$ 445,983,738	\$ 15,232,273	3.54%
Other Financing Uses (Transfers Out)	\$ 5,482,802	\$ 5,420,752	\$ (62,050)	(1.13%)
Total Expenditures Including Transfers	\$ 436,234,266	\$ 451,404,490	\$ 15,170,223	3.48%

Personnel: This expenditure category provides for salaries and benefits of all Adams County employees. Personnel expenditures are expected to increase \$8,067,538 or 4.9%. Included in this increase are 22.5 new FTEs and the proposed 2017 total compensation plan. As a service organization, Adams County’s largest expenditure area is personnel, representing 38.2% of total expenditures for the 2017 adopted budget.

Included within the 2017 adopted budget are the following market increases by job family: Administrative – 1.0%, Executive - 0.5%, Management – 1.0%, and Sheriff - 1.9%. A merit pool of 3% was also included in the 2017 adopted budget.

In 2016, the County added 38.0 new full-time equivalent positions (FTEs) mid-year. The 2017 adopted budget includes the associated expenditure increase related to these positions, which are summarized below:

- 1st Amendment to the 2016 Budget
 - Facilities Operations – 1.0 FTE
 - Finance – 1.0 FTE
 - Parks & Open Space – 1.0 FTE
 - Human Services Department – 5.0 FTE
- 2nd Amendment to the 2016 Budget
 - Human Services Department – 20.0 FTE
- 3rd Amendment to the 2016 Budget
 - Assessor’s Office – 1.0 FTE
 - Clerk & Recorder’s Office – 2.0 FTE
 - Community & Economic Development Office – 2.0 FTE
- 4th Amendment to the 2016 Budget
 - Transportation Operations – 5.0 FTE

The 2017 Adopted Budget includes a recommended increase of 22.5 additional FTEs, which are listed below.

Department	Position Title	FTE	2017 Adopted
Finance	Sr Compliance Grants Analyst	1.00	\$ 73,296
Finance	Sr Accountant	1.00	93,799
District Attorney	Deputy District Attorney	1.00	96,171
District Attorney	Investigator II	1.00	91,242
District Attorney	HT Victim Witness Advocate	1.00	68,238
Information Technology	Network Administrator I	1.00	80,340
Facilities	Building Maintenance Tech II	1.00	70,311
Emergency Management	Permit Technician	0.50	37,006
Sheriff's Office	Deputy	10.00	508,750
Sheriff's Office	Record Technician	2.00	125,466
Sheriff's Office	Deputy - Courthouse Security	2.00	175,992
Human Services	Federal Funding Specialist IV	1.00	62,170
Total Additional Positions		22.50	\$ 1,482,781

Following is a complete Position Summary Schedule, detailing FTEs authorized for 2015, 2016, and 2017.

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Animal Shelter & Adoption Center	21.50	27.00	-	-	27.00
Assessor's Office	45.00	45.00	1.00	-	46.00
Board of County Commissioners	7.00	7.00	-	-	7.00
Budget	4.00	4.00	-	-	4.00
Clerk & Recorder's Office	88.75	95.50	2.00	-	97.50
Community & Economic Development	37.60	42.50	(0.50)	0.50	42.50
Community Development Block Grant	8.00	8.00	-	-	8.00
Community Services Block Grant	3.00	4.00	-	-	4.00
Coroner's Office	14.00	14.00	-	-	14.00
County Attorney's Office	26.00	27.00	-	-	27.00
County Manager's Office	14.50	15.00	(2.00)	-	13.00
Customer Experience Operations	8.00	9.00	-	-	9.00
District Attorney's Office	168.00	171.50	-	3.00	174.50
Facilities Planning & Operations	50.00	53.00	1.00	1.00	55.00
Finance	24.00	25.00	(1.00)	2.00	26.00
Fleet Management	15.00	16.00	-	-	16.00
Front Range Airport	18.50	18.50	-	-	18.50
Head Start Fund	71.00	71.00	-	-	71.00
Human Resources	18.00	19.00	-	-	19.00
Human Services	548.00	573.00	25.00	1.00	599.00
Information Technology	27.00	29.00	-	1.00	30.00
Intergovernmental/Legislative Affairs	-	-	2.00	-	2.00
Justice Services	3.00	3.00	-	-	3.00
Office of Cultural Affairs	-	1.00	-	-	1.00
Office of Long-Range Strategic Planning	5.40	3.00	1.00	-	4.00
Parks & Open Space	38.00	38.00	1.00	-	39.00
Performance, Innovation & Sustainability	6.00	6.00	2.00	-	8.00
Public Trustee	9.00	4.50	(0.50)	-	4.00
Retirement	-	-	2.00	-	2.00
Sheriff's Office - Administrative Services Division	56.75	58.00	(9.00)	-	49.00
Sheriff's Office - Corrections Division	300.50	307.50	-	14.00	321.50
Sheriff's Office - Detectives Division	42.00	43.00	-	-	43.00
Sheriff's Office - Patrol Division	123.50	123.50	(1.00)	-	122.50
Sheriff's Office - Professional Standards Division	7.00	10.00	10.00	-	20.00
Surveyor's Office	1.00	1.00	-	-	1.00
Transportation - Engineering Services	11.70	8.00	-	-	8.00
Transportation - Financial Management & Administration	5.00	5.00	-	-	5.00
Transportation - Infrastructure Management	6.00	8.00	-	-	8.00
Transportation - Stormwater Utility	3.30	4.00	-	-	4.00
Transportation - Transportation Operations	65.00	66.00	5.00	-	71.00
Treasurer's Office	11.00	11.00	-	-	11.00
Wastewater Treatment Plant	1.00	-	-	-	-
Workforce & Business Center	64.50	64.50	-	-	64.50
Total FTEs	1,976.50	2,039.00	38.00	22.50	2,099.50

* The 2016 +/- column includes transfers of FTEs between different departments/divisions in addition to new FTEs that were added during the year.
 * 2015 and 2016 Authorized numbers are adjusted from the 2016 budget book due to double counting of FTEs whose labor was shared between multiple business units.

Operations & Maintenance: This expenditure category provides for the day-to-day operating and maintenance costs of a government. Items included within operations & maintenance are: utility expenses (gas, electricity, water, and telephone), operating and office supplies, employee training and education, computers and software licensing, and minor equipment. Operations & maintenance expenditures are expected to increase by \$3,608,235 or 22.7%. This increase is primarily due to increased need for gravel & recycled material for the transportation department and increased software and licensing costs across the County. These increases are offset by expected decreases in computers, communication equipment and minor equipment.

Charges for Services: This expenditure category provides for various contracted services. Items included within charges for services are: contracted services for professional consulting, auditing, advertising, legal, printing, security, delivery, vehicle repair and maintenance, and building rental. Charges for services expenditures are anticipated to increase by \$3,906,647 or 2.7%. Human Services increased expenditures within this category by \$2.0 million due to an anticipated funding allocation increase; however, this is netted against decreases in infrastructure repair and maintenance, other professional services, and consultant services.

Debt Service: This expenditure category provides for principal and interest payments related to any of the County's COP or other debt related financial transaction obligations. Debt service expenditures are expected to increase \$3,314,575 or 21.7%. This increase is due to a repayment to Housing and Urban Development in 2017. Below is a summary of Adams County's COP payments.

Year	2008 COP	2010 COP	2014 COP	2015 COP	Total
	Total Payment	Total Payment	Total Payment	Total Payment	
2008	\$ 612,659.79	\$ -	\$ -	\$ -	\$ 612,659.79
2009	4,289,100.06	-	-	-	11,469,542.37
2010	4,287,973.30	399,796.67	-	-	12,013,708.73
2011	4,286,802.23	1,167,200.00	-	-	12,778,690.99
2012	4,285,582.69	1,165,576.00	-	-	12,777,497.45
2013	4,284,317.91	1,163,104.00	-	-	12,778,160.67
2014	4,283,000.89	1,164,784.00	-	-	12,780,523.65
2015	4,281,632.46	1,165,404.00	1,065,963.40	-	12,795,338.62
2016	4,280,208.70	1,164,964.00	1,066,874.00	8,502,520.00	15,014,566.70
2017	4,278,730.69	1,163,464.00	1,068,140.50	8,652,600.00	15,162,935.19
2018	4,277,190.00	1,165,904.00	1,068,993.00	8,650,200.00	15,162,287.00
2019	-	1,167,072.00	1,069,431.50	12,930,200.00	15,166,703.50
2020	-	1,166,968.00	1,069,456.00	12,931,200.00	15,167,624.00
2021	-	1,165,592.00	1,074,066.50	12,928,950.00	15,168,608.50
2022	-	1,162,944.00	1,078,159.50	12,930,950.00	15,172,053.50
2023	-	1,164,024.00	1,071,735.00	12,931,200.00	15,166,959.00
2024	-	1,163,620.00	-	12,933,950.00	14,097,570.00
2025	-	1,166,732.00	-	12,933,200.00	14,099,932.00
2026	-	1,163,148.00	-	12,933,200.00	14,096,348.00
2027	-	1,163,080.00	-	12,928,000.00	14,091,080.00
2028	-	1,166,316.00	-	12,934,400.00	14,100,716.00
2029	-	1,162,644.00	-	6,801,400.00	7,964,044.00
2030	-	1,162,276.00	-	6,798,350.00	7,960,626.00
2031	-	-	-	6,801,600.00	6,801,600.00
2032	-	-	-	6,800,850.00	6,800,850.00
2033	-	-	-	6,799,100.00	6,799,100.00
2034	-	-	-	6,797,850.00	6,797,850.00
2035	-	-	-	6,801,600.00	6,801,600.00
2036	-	-	-	6,801,200.00	6,801,200.00
2037	-	-	-	6,797,400.00	6,797,400.00
2038	-	-	-	6,801,400.00	6,801,400.00
2039	-	-	-	6,797,600.00	6,797,600.00
2040	-	-	-	6,801,000.00	6,801,000.00
2041	-	-	-	6,801,000.00	6,801,000.00
2042	-	-	-	6,802,400.00	6,802,400.00
2043	-	-	-	6,799,800.00	6,799,800.00
2044	-	-	-	6,798,000.00	6,798,000.00
2045	-	-	-	6,801,600.00	6,801,600.00
Total	\$ 43,447,198.72	\$ 23,694,612.67	\$ 9,632,819.40	\$ 270,722,720.00	\$ 397,600,575.66

\$15,162,935.19 is budgeted for debt service payments (principal and interest) associated with 2017 capital lease payments for four leaseback agreements between the County and its lessors. The four leaseback agreements the County has are:

1. The Adams County Public Facilities sale-leaseback transaction, which includes the Western Service Center, District Attorney Building, Sheriff HQ/Coroner Building, and the Development Building. This agreement has a 10 year term with an average interest rate of 4.01%.
2. The Adams County Public Facilities lease-leaseback transaction, which includes a portion of the Justice Center for collateral. The interest rate associated with this agreement is 4.24% for the life of the transaction.
3. The Adams County Public Facilities lease-leaseback transaction, which includes a second portion of the Justice Center for collateral. The interest rate associated with this agreement is 2.21% for the life of the transaction.
4. The Adams County Human Services and Detention Center lease-leaseback transaction, which includes the Human Services Center and refunding of the 2009 Detention Center. The agreement has a 30 year term with an average interest rate of 3.43%.

Governmental Services: This expenditure category provides for grants made to other institutions, economic incentives, and sales tax share back payments to cities. Governmental services expenditures are anticipated to decrease 12,119,087 or 22.4%. This decrease is due to a variety of factors. The 2016 budget included the one-time payment totaling \$6.8 million to cities related to the DIA agreement and passage of ballot issue 1A. The estimate of payments related to Open Space projects is decreasing by \$3.8 million compared to 2016. A payment of \$3.0 million related to I-25 Sound Walls was budgeted in 2016 and is not part of the 2017 budget. Other governmental infrastructure is also expected to decrease by approximately \$1.5 million County-wide.

Capital: This expenditure category provides for capital asset acquisition and capital improvement project related expenditures. Items included within capital are: land and land improvements, buildings and building improvements, communications and computer equipment, heavy equipment and machinery, and vehicles and equipment. Capital expenditures are anticipated to increase \$8,454,366 or 22.4%. This increase is due to the first phase of the new animal shelter construction, continuation of the community corrections building construction, several road and bridge products, and the old shooting range remediation.

Business Cases

Departments and offices were asked to submit Business Case requests for any additional operating budget needs beyond their existing base budget. A total of \$13,365,945 is recommended for Business Cases in the 2017 adopted budget. This includes \$6,639,844 in one-time costs (expected for 2017 only) and \$6,726,101 in on-going costs (expected on an annual basis beginning in 2017 and for each year thereafter). The on-going costs include \$1,482,781 in personnel costs for the new 22.5 FTE approved for 2017. Please see the 2017 Business Cases Summary beginning on page 50 for more detail.

5-Year Capital Improvement Plan (CIP)

Departments and offices were asked to submit 5-Year CIP requests for the 2017-2021 planning horizon. A total of \$46,236,845 was approved for 5-Year capital projects in the 2017 adopted budget. Please see the 2017 5-Year CIP Summary beginning on page 53 for more detail.

Interfund Transfers (Other Financing Sources/Uses)

Interfund transfers are internal transactions only and do not necessarily represent actual cash outflow from the County. Instead, they represent one fund sending cash to another fund. Transfers-in offset transfers-out. Interfund transfers budgeted for 2017 total \$5,420,752, which is a slight decrease from the 2016 amount of \$5,482,802. This difference is made up of an additional \$2,400,000 in sales tax transfers related to project completions, an additional \$1,100,000 for debt service payments out of capital facilities, an additional \$321,000 for the establishment of Flatrock Facility Fund, a decrease of \$3,127,500 for the DIA Noise Mitigation and Coordinating Fund, a decrease of \$656,191 related to UHC insurance buy down in 2016, and a decrease of \$100,000 related to Front Range Airport. See the 2017 Budget Transfers Schedule below for a summary of interfund transfers planned for 2017.

2017 Budgeted Transfers

In - Front Range Airport Fund	\$ 400,000	As needed to balance fund-at year end
Out: General Fund	\$ 400,000	
In - Water and Wastewater Treatment Fund	\$ 329,752	As needed to balance fund-at year end
Out: General Fund	\$ 329,752	
In - General Fund	\$ 1,100,000	Debt Service Payment
Out - Capital Facilities Fund	\$ 1,100,000	
In - Open Space Sales Tax Fund	\$ 3,270,000	30% of voter approved sales tax +
Out - Open Space Sales Project Fund	\$ 3,270,000	
In - Flatrock Facility Fund	\$ 321,000	Establishment of fund
Out: General Fund	\$ 321,000	
County-wide Total Transfers	\$ 5,420,752	

Impacts on Future Operating Budgets

Frequently, budget decisions for the purchase of capital equipment or investment in additional infrastructure and public facilities affect operational costs. Forecasting future operating impacts, options for major repairs, replacements, acquisition, and construction are thoroughly evaluated as priorities for projects are established.

Investment in new infrastructure, such as storm drainage systems, roads, and bridges, are approved based upon a positive future economic gain, service demands, and future cost avoidance. Many of these projects, while initially increasing the operating costs associated with maintenance, also stimulate economic growth translating into additional revenue for the County and better service provision to residents.

Another factor considered in capital purchases is future cost avoidance, which occurs as more efficient operations are implemented. An example is a technology project that eliminates or reduces labor-intensive processes. While initial implementation costs can be high, savings is realized in later years when additional personnel are not needed to maintain service levels, even as demand for services increase. It is important to analyze initial costs as well as future costs and benefits so that good service provision and fiscally prudent decisions are made. There are multiple projects included in the 2017 budget that could have an impact on the County's operating budget beginning in 2017 and beyond. A sampling of projects is listed below.

- New Animal Shelter – \$12,000,000 is budgeted for the design and construction of the new building. Construction will also include new water infrastructure to the facility as it is not currently available at the selected site. There will be additional on-going costs associated with this new building although they are not yet known.
- New Community Corrections Building – \$5,500,000 is budgeted for the capital cost of building out the community corrections building.
- York Street Construction - \$3,000,000 is budgeted for 2017 for the construction phase from Hwy 224 to 78th Ave. Construction is scheduled to continue through 2018. This project is a result of the work being done at the RTD station at 88th & Welby Rd.
- Old Shooting Range Remediation - \$2,500,000 is budgeted for the remediation of all hazardous material or possible capping of the entire site per state requirements.
- Dahlia Street Improvements – \$2,100,000 is budgeted for sidewalks, curb and gutter, drainage, and bicycle lanes improvements along this stretch of road.
- Mann Lakes Master Plan Phase I - \$2,000,000 in 2017 is budgeted for land improvements, concrete trails, and roads & streets in accordance with the Adams County Regional Park South and Northeast Areas Master Plan.
- Open Space Acquisitions – \$2,000,000 is budgeted for potential open space purchases in 2017. Occasionally land becomes available for the County to purchase as open space and when the County purchases open space land, the land needs to be operated and maintained. Potential future operating and maintenance costs include: reclamation, weed control, trailhead development and maintenance of access roads and trails.

2017 Adopted Business Cases

2017 Adopted Business Cases					
Department - Division	Description	One-Time	Ongoing	FTE	Total
Finance	Items related to Grants FTE	\$ 1,200	\$ -	-	\$ 1,200
Finance	Sr. Compliance Grants Analyst	-	73,296	1.00	73,296
Finance	Sr. Accountant	-	93,799	1.00	93,799
Finance	Items related to Sr. Accountant	1,200	-	-	1,200
Human Resources - Admin	Halogen Software	-	19,525	-	19,525
Human Resources - Admin	Advertising/Recruitment	-	12,500	-	12,500
Customer Experience Operations	Temporary Labor	4,000	-	-	4,000
CLK - Elections	2017 Election	383,804	-	-	383,804
County Assessor	Re-Appraisal Postage, Printing	-	40,000	-	40,000
District Attorney	Replacement laptops	141,600	-	-	141,600
District Attorney	MS Office Update	-	61,088	-	61,088
District Attorney	Deputy District Attorney	-	96,171	1.00	96,171
District Attorney	Investigator II	-	91,242	1.00	91,242
District Attorney	HT Victim Witness Advocate	-	68,238	1.00	68,238
Justice Services	Federal Query Portal	42,500	-	-	42,500
IT Help Desk & Servers	Office 365 Training	18,000	-	-	18,000
IT Application Support	Maintenance Contracts Increase	-	200,000	-	200,000
IT Application Support	Application Consulting	20,000	-	-	20,000
IT Application Support	Accela Mobile Licenses	20,000	-	-	20,000
IT Application Support	Network Administrator I	-	80,340	1.00	80,340
FO - Justice Center	Re-finish Judges Benches Ph1	90,000	-	-	90,000
FO - Government Center	South elevator room HVAC	6,000	-	-	6,000
FO - Government Center	Building Maintenance Tech II	-	70,311	1.00	70,311
Long Range Strategic Planning	Color Printer	-	3,000	-	3,000
Long Range Strategic Planning	Neighborhood Toolkit Funding	50,000	-	-	50,000
Long Range Strategic Planning	Community Meetings	-	5,000	-	5,000
Long Range Strategic Planning	Meeting Equipment	2,180	-	-	2,180
Long Range Strategic Planning	External Printing	7,500	-	-	7,500
Long Range Strategic Planning	Membership Dues	-	500	-	500
Long Range Strategic Planning	Education and Training	-	500	-	500
Long Range Strategic Planning	Travel and Transportation	-	1,000	-	1,000
Emergency Management	Increase Permit Technician	-	37,006	0.50	37,006
Parks Facilities	Insulation replacement	100,000	-	-	100,000
Parks Facilities	Utility Location Survey	100,000	-	-	100,000
FO - District Attorney Bldg.	Tree Replacement	15,000	-	-	15,000
FO - Sheriff Maintenance	PWT-Medical, Booking	105,000	-	-	105,000
FO - Sheriff Maintenance	Ground shop sand/oil separator	25,000	-	-	25,000
FO - Sheriff Maintenance	DF-Fire sprinkler system	21,500	-	-	21,500
FO - Sheriff Maintenance	Roof pipe insulation rplcmnt	25,000	-	-	25,000
FO - Sheriff Maintenance	Exterior stucco repairs	-	20,000	-	20,000
FO - Sheriff Maintenance	Gutter repairs	65,000	-	-	65,000
FO - Sheriff Maintenance	Engineering costs A-E showers	25,000	-	-	25,000
FO - Sheriff Maintenance	DF- tree replacement	25,000	-	-	25,000
FO - Sheriff Maintenance	Kitchen scrap screen install	25,000	-	-	25,000
FO - Sheriff Maintenance	A-E Roof coating	550,000	-	-	550,000
FO - Sheriff Maintenance	VAV re-heat valves	15,225	-	-	15,225
SHF - MIS Unit	Social Media Intelligence	-	15,000	-	15,000
SHF - MIS Unit	Upgrading ArcMap License	-	16,000	-	16,000

2017 Adopted Business Cases					
Department - Division	Description	One-Time	Ongoing	FTE	Total
SHF - MIS Unit	Replace eTicketing Equipment	24,500	-	-	24,500
SHF - MIS Unit	Digitize/Maintain HR Files	28,141	-	-	28,141
SHF - MIS Unit	The Beast Site License	21,564	5,000	-	26,564
SHF - MIS Unit	Arcserve System for Trittech	11,395	-	-	11,395
SHF - Admin Services Division	Office 365	-	77,000	-	77,000
SHF - Admin Services Division	Deputies	-	508,750	10.00	508,750
SHF - Admin Services Division	Record Technicians	-	125,466	2.00	125,466
SHF - Admin Services Division	Deputies-Courthouse Security	-	175,992	2.00	175,992
SHF - Patrol Division	LINK	-	9,000	-	9,000
SHF - Patrol Division	Patrol Bicycles	17,500	-	-	17,500
County Coroner	Replace autopsy surgical light	10,000	-	-	10,000
County Coroner	temporary labor	-	10,000	-	10,000
County Coroner	operating supplies	-	4,125	-	4,125
County Coroner	minor equipment	10,000	-	-	10,000
County Coroner	medical services	-	10,000	-	10,000
ANS - Kennel Operations	2053 Kennel Operating Supplies	-	25,000	-	25,000
SHF - Detention Facility	Inmate Medical	-	73,056	-	73,056
SHF - Detention Facility	Mental Health - Contractors	-	60,000	-	60,000
SHF - Justice Center	Security Services	-	10,741	-	10,741
SHF - Commissary Fund	Law Kiosk Replacements	64,000	-	-	64,000
PKS - Fair & Special Events	Operating Supplies	-	22,000	-	22,000
PKS - Fair & Special Events	Special Events	-	49,000	-	49,000
PKS - Fair & Special Events	Equipment Rental	-	9,500	-	9,500
PKS - Fair & Special Events	External Printing	-	14,900	-	14,900
PKS - Fair & Special Events	General Fair Expenses	-	53,000	-	53,000
PKS - Administration	Volunteer Programs	29,000	-	-	29,000
PKS - Grounds Maintenance	Temporary Labor - 5015	10,000	-	-	10,000
Conference Center	Overtime for Coordinator	4,000	-	-	4,000
GF - Admin/Org Support	Adams County Scholarship Fund	517,000	-	-	517,000
Office of Cultural Affairs	Transformer Cabinet Murals	20,000	-	-	20,000
General Fund Admin Org	Market Salary Adjustment	-	889,743	-	889,743
Total - General Fund		\$ 2,651,809	\$ 3,136,789	21.50	\$ 5,788,598
Golf Course - Pro Shop	Contract Labor Increase	\$ -	\$ 16,748	-	\$ 16,748
Golf Course - Pro Shop	Contract Labor Increase	-	20,550	-	20,550
Total - Golf Course Fund		\$ -	\$ 37,298	-	\$ 37,298
Transportation Fleet Admin/Org	Market Salary Adjustment	\$ -	\$ 1,452	-	\$ 1,452
Total - Fleet Mgmt Fund		\$ -	\$ 1,452	-	\$ 1,452
Stormwater Administration	Market Salary Adjustment	\$ -	\$ 386	-	\$ 386
Total - Storm Water Utility Fund		\$ -	\$ 386	-	\$ 386
Transportation Ops & Maint	Gravel Road Maintenance	\$ -	\$ 2,830,000	-	\$ 2,830,000
Transportation Ops & Maint	Gas & Electric	-	400,000	-	400,000
Transportation CIP	64th Ave Washington West	281,000	-	-	281,000
Transportation CIP	I-76 & SH 7 Interchange Study	75,000	-	-	75,000
Transportation CIP	120th Extension to 144th	25,000	-	-	25,000
Transportation Administration	Market Salary Adjustment	-	5,012	-	5,012
Total - Road & Bridge Fund		\$ 381,000	\$ 3,235,012	-	\$ 3,616,012

2017 Adopted Business Cases					
<i>Department - Division</i>	<i>Description</i>	<i>One-Time</i>	<i>Ongoing</i>	<i>FTE</i>	<i>Total</i>
Social Services Non-Recurring	Federal Funding Specialist IV	\$ -	\$ 62,170	1.0	\$ 62,170
Social Services Non-Recurring	2017 Allocation	3,413,138	-		3,413,138
Social Services Non-Recurring	Market Salary Adjustment	-	115,180		115,180
Total - Social Services Fund		\$ 3,413,138	\$ 177,350	1.00	\$ 3,590,488
Insurance - Unemployment Claims	Unemployment Claims Mgmt	\$ -	\$ 9,000	-	\$ 9,000
Risk Management	Market Salary Adjustment	-	1,021	-	1,021
Total - Insurance Fund		\$ -	\$ 10,021	-	\$ 10,021
Developmentally Disabled	North Metro Vans	\$ 115,248	\$ -	-	\$ 115,248
Developmentally Disabled	Contract adjustment	32,649	-	-	32,649
Total - Developmentally Disabled Fund		\$ 147,897	\$ -	-	\$ 147,897
Open Space Projects	Russian olive removal (2017)	\$ 16,000	\$ -	-	\$ 16,000
Total - Open Space Projects Fund		\$ 16,000	\$ -	-	\$ 16,000
Administrative Cost Pool	Market Salary Adjustment	\$ -	\$ 969	-	\$ 969
Total - Comm Dev Block Grant Fund		\$ -	\$ 969	-	\$ 969
Headstart Operations	Market Salary Adjustment	\$ -	\$ 11,545	-	\$ 11,545
Total - Headstart Fund		\$ -	\$ 11,545	-	\$ 11,545
Administrative Cost Pool	Additional Grants Spending	\$ -	\$ 104,825	-	\$ 104,825
Total - Comm Services Blk Grant Fund		\$ -	\$ 104,825	-	\$ 104,825
All Locations Overhead Pool	Market Salary Adjustment	\$ -	\$ 3,079	-	\$ 3,079
Total - Workforce & Business Center Fund (00035)		\$ -	\$ 3,079	-	\$ 3,079
Airport Administration	Market Salary Adjustment	\$ -	\$ 2,875	-	\$ 2,875
Total - Front Range Airport		\$ -	\$ 2,875	-	\$ 2,875
FO - Flatrock Training Facility	Storm Water Control	\$ 30,000	\$ -	-	\$ 30,000
Sheriff Flatrock LE Training	Overtime - FLATROCK	-	4,500	-	4,500
Total - Flatrock Facility Fund		\$ 30,000	\$ 4,500	-	\$ 34,500
2017 Adopted Business Cases Total		\$ 6,639,844	\$ 6,726,101	22.50	\$ 13,365,945

2017 Adopted 5-Year Capital Improvement Plan

2017 Adopted Capital Improvement Plan							
Department - Division	Description	2017	2018	2019	2020	2021	Total
CLK - Recording	Digitization of Historical Data	\$ 250,000	\$ -	\$ -	\$ -	\$ -	\$ 250,000
CLK - Recording	Recording Management Software	350,000	-	-	-	-	350,000
CLK - Elections	Ballot sorter additional pocket	16,500	-	-	-	-	16,500
IT Help Desk & Servers	Infrastructure	923,617	416,718	245,719	243,720	149,721	1,979,495
IT Network/Telecom	Fiber Optic Installation	-	550,000	-	-	-	550,000
IT Network/Telecom	Network & VoIP Projects	250,000	-	-	-	-	250,000
FO - Government Center	Bioswale In Employee Parking	-	125,000	-	-	-	125,000
FO - Government Center	Maintenance Shop Mezzanine	-	60,000	-	-	-	60,000
FO - Government Center	Cooling tower for data center	-	300,000	-	-	-	300,000
Park Facilities	Sale Barn Ventilation	75,000	-	-	-	-	75,000
One-Stop Customer Service Center	Virtual Permit Center	100,000	-	-	-	-	100,000
FO - Sheriff Maintenance	John Deere Tractor-Mowers	58,000	-	-	-	-	58,000
FO - Sheriff Maintenance	Genie S60 boom lift	-	52,000	-	-	-	52,000
FO - Sheriff Maintenance	DF-I/T data aire unit	-	85,000	-	-	-	85,000
FO - Sheriff Maintenance	A warehouse RTU	-	-	125,000	-	-	125,000
FO - Sheriff Maintenance	A mechanical room water heater	-	165,000	-	-	-	165,000
FO - Sheriff Maintenance	B mechanical room water heater	-	-	165,000	-	-	165,000
FO - Sheriff Maintenance	D water heater replacement	-	-	-	-	165,000	165,000
FO - Sheriff Maintenance	A module sink/shower PWT	-	-	395,000	-	-	395,000
FO - Sheriff Maintenance	B module sink/shower PWT	-	-	-	395,000	-	395,000
SHF - MIS Unit	Virtual Server Upgrade	84,000	-	-	-	-	84,000
SHF - MIS Unit	Replace Livescan Equipment	39,624	-	-	-	-	39,624
SHF - Admin Services Division	Add Office Space at HQ	-	78,000	-	-	-	78,000
SHF - Admin Services Division	Radio Replacement	643,127	1,154,317	1,154,317	-	-	2,951,761
SHF - Detective Division	Interview Rooms	70,909	-	-	-	-	70,909
SHF - Detective Division	Remodel Property Evidence	-	40,000	-	-	-	40,000
SHF - Detective Division	Crown Forklift	40,000	-	-	-	-	40,000
SHF - Patrol Division	K-9 Replacements	18,000	-	-	-	-	18,000
SHF - Records/Warrants Section	Add Office Space for Records	-	-	100,000	-	-	100,000
County Coroner	Replace Radiography Equipment	430,000	-	-	-	-	430,000
Emerg - Mgmt-Administration	Tornado Warning System	100,000	-	-	-	-	100,000
SHF - Detention Facility	HMI/PLC Upgrade Jail Security	555,000	-	-	-	-	555,000
SHF - Detention Facility	Booking Remodel	-	81,500	-	-	-	81,500
SHF - Detention Facility	Jail Courtroom B Remodel	-	225,000	-	-	-	225,000
PKS - Regional Complex	Update Sign US 85 /124th Ave	60,000	-	-	-	-	60,000
PKS - Regional Complex	Potable Water Tank Refinish	-	100,000	-	-	-	100,000
PKS - Regional Complex	Replace 2007 Case Forklift	-	-	140,000	-	-	140,000
PKS - Grounds Maintenance	12' (WA) Wing Mower Replacement	-	85,000	-	-	-	85,000
PKS - Grounds Maintenance	Decommission Sewer Lagoon @ RP	-	120,000	-	-	-	120,000
PKS - Grounds Maintenance	Replace Reg. Park Playground	-	-	500,000	-	-	500,000
PKS - Brantner Mine Lake Restrnr	Phase I of the Mann Lakes Mast	2,000,000	1,500,000	-	-	-	3,500,000
CMG-Admin/Org	Ralston House	320,000	-	-	-	-	320,000
Total - General Fund		\$ 6,383,777	\$ 5,137,535	\$ 2,825,036	\$ 638,720	\$ 314,721	\$ 15,299,789
Animal Shelter	New Animal Shelter	\$ 12,000,000	\$ 2,000,000	\$ -	\$ -	\$ -	\$ 14,000,000
Community Corrections Facility	Comm Corr Construction	5,500,000	-	-	-	-	5,500,000
Community Corrections Facility	Comm Corr FF&E	150,000	-	-	-	-	150,000
Cap Facilities-Fleet	New Fleet Facility	-	4,000,000	8,000,000	-	-	12,000,000
Total - Capital Facilities Fund		\$ 17,650,000	\$ 6,000,000	\$ 8,000,000	\$ -	\$ -	\$ 31,650,000
Facilities Club House Maint.	Carpet Replacement	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Golf Course - CIP	Cart Path - Additions/Repairs	30,000	-	-	-	-	30,000
Golf Course - CIP	Contour Rough Mower	69,000	-	-	-	-	69,000
Golf Course - CIP	Fairway Mowers	112,800	-	-	-	-	112,800
Golf Course - CIP	Range Ball Machine	6,500	-	-	-	-	6,500
Golf Course - CIP	Beverage Cart	15,000	-	-	-	-	15,000
Golf Course - CIP	Brantner Ditch Gate & Repairs	-	90,000	-	-	-	90,000
Golf Course - CIP	Dunes Irrigation Design Bid	-	70,000	-	-	-	70,000
Golf Course - CIP	Equipment Rotation	-	160,000	-	-	-	160,000
Golf Course - CIP	Dunes Pump Station/Water Line	-	-	1,000,000	-	-	1,000,000
Golf Course - CIP	Equipment Rotation	-	-	160,000	-	-	160,000
Golf Course - CIP	Dunes Irrigation - Phase 2	-	-	-	2,500,000	-	2,500,000
Golf Course - CIP	Equipment Rotation	-	-	-	160,000	-	160,000
Golf Course - CIP	Equipment Rotation	-	-	-	-	160,000	160,000
Golf Course - CIP	New Tee & Directional Signage	-	-	-	-	25,000	25,000
Total - Golf Course Fund		\$ 283,300	\$ 320,000	\$ 1,160,000	\$ 2,660,000	\$ 185,000	\$ 4,608,300

2017 Adopted Capital Improvement Plan							
Department - Division	Description	2017	2018	2019	2020	2021	Total
Fleet Mgmt.	Animal Shelter - Truck	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ 55,000
Fleet Mgmt.	Assessor Office Sedan/SUV	96,000	-	-	-	-	96,000
Fleet Mgmt.	CED - Chev Impala	25,000	-	-	-	-	25,000
Fleet Mgmt.	CED - 4 1/2 Ton 4x4	100,000	-	-	-	-	100,000
Fleet Mgmt.	C&R - GMC Savana	39,000	-	-	-	-	39,000
Fleet Mgmt.	Coroner - Expedition	50,000	-	-	-	-	50,000
Fleet Mgmt.	District Atty - Sedan	22,500	-	-	-	-	22,500
Fleet Mgmt.	Facilities - SO Van	39,000	-	-	-	-	39,000
Fleet Mgmt.	Facilities - Honnen 3/4 Ton	39,000	-	-	-	-	39,000
Fleet Mgmt.	Facilities - Honnen add Plow	5,500	-	-	-	-	5,500
Fleet Mgmt.	Fleet - Comm City Forklift	60,000	-	-	-	-	60,000
Fleet Mgmt.	Fleet - Strasburg 1/2 Ton 4x4	35,000	-	-	-	-	35,000
Fleet Mgmt.	Head Start - Large Sedan	22,500	-	-	-	-	22,500
Fleet Mgmt.	Head Start - 2 1/2 Tons	60,000	-	-	-	-	60,000
Fleet Mgmt.	Head Start - 7 pass Caravan	30,000	-	-	-	-	30,000
Fleet Mgmt.	Parks - Weed & Pest 1 Ton 4x4	40,000	-	-	-	-	40,000
Fleet Mgmt.	Parks - Weed & Pest Sprayer	25,000	-	-	-	-	25,000
Fleet Mgmt.	Parks - Reg Com 3/4 ton 4x4	40,000	-	-	-	-	40,000
Fleet Mgmt.	Transportation GF 2 F150s	72,000	-	-	-	-	72,000
Fleet Mgmt.	R&B - 3 & 3 Plow Trucks	720,000	-	-	-	-	720,000
Fleet Mgmt.	R&B - 5 Snow Plows and Sanders	1,000,000	-	-	-	-	1,000,000
Fleet Mgmt.	R&B - 3 Motor Graders	930,000	-	-	-	-	930,000
Fleet Mgmt.	R&B - Lowboy Trailers	300,000	-	-	-	-	300,000
Fleet Mgmt.	R&B - 1/2 Ton Truck	30,000	-	-	-	-	30,000
Fleet Mgmt.	R&B - 3 1/2 Ton 4x4	108,000	-	-	-	-	108,000
Fleet Mgmt.	SO - Admin 2 Explorers	80,000	-	-	-	-	80,000
Fleet Mgmt.	SO - Detective Explorer	40,000	-	-	-	-	40,000
Fleet Mgmt.	SO - Detective 2 Impalas	60,000	-	-	-	-	60,000
Fleet Mgmt.	SO - Detective CSI Suburban	75,000	-	-	-	-	75,000
Fleet Mgmt.	SO - Detention Transport Bus	245,000	-	-	-	-	245,000
Fleet Mgmt.	SO - Detention 2 Impalas	60,000	-	-	-	-	60,000
Fleet Mgmt.	SO - Patrol 6 Utility Patrol	240,000	-	-	-	-	240,000
Fleet Mgmt.	SO - Patrol 4 Utility Patrol	160,000	-	-	-	-	160,000
Fleet Mgmt.	Parks - Backhoe	145,000	-	-	-	-	145,000
Fleet Mgmt.	Parks - Tractor	85,000	-	-	-	-	85,000
Fleet Mgmt.	2018-2021 Projections	-	3,036,277	3,174,333	2,684,334	2,964,981	11,859,925
Fleet Mgmt.	Facilities - Administration	39,000	-	-	-	-	39,000
Fleet Mgmt.	C&R Motor Vehicle Sedan	25,000	-	-	-	-	25,000
Fleet Mgmt.	SO Admin Svc Utility Truck	55,000	-	-	-	-	55,000
Fleet Mgmt.	Work Release Sedan SO	30,000	-	-	-	-	30,000
Fleet Mgmt.	Stormwater Inp P/U truck	35,000	-	-	-	-	35,000
Fleet Mgmt.	Trans Inspector PU Truck	35,000	-	-	-	-	35,000
Total - Fleet Mgmt. Fund		\$ 5,352,500	\$ 3,036,277	\$ 3,174,333	\$ 2,684,334	\$ 2,964,981	\$ 17,212,425
Stormwater CIP	Hoffman Drainage Way	\$ 1,315,935	\$ -	\$ -	\$ -	\$ -	1,315,935
Stormwater CIP	Kalcevik	-	-	1,828,506	2,418,569	2,121,437	6,368,512
Total - Stormwater Utility Fund		\$ 1,315,935	\$ -	\$ 1,828,506	\$ 2,418,569	\$ 2,121,437	\$ 7,684,447
Transportation - CIP	York Street Hwy 224 to 78th	3,000,000	3,000,000	-	-	-	6,000,000
Transportation - CIP	York Street 78th to 88th	-	500,000	2,000,000	4,000,000	4,000,000	10,500,000
Transportation - CIP	York Street 58th to Hwy 224	-	300,000	5,000,000	3,000,000	3,000,000	11,300,000
Transportation - CIP	Steele Street/Welby Rd	1,700,000	-	-	-	-	1,700,000
Transportation - CIP	Dahlia St Hwy 224 to I-76	2,100,000	-	-	-	-	2,100,000
Transportation - CIP	Dahlia St Hwy 224 to 70th Ave	-	-	300,000	100,000	1,000,000	1,400,000
Transportation - CIP	Pecos St 52nd Ave to 58th Ave	-	300,000	1,000,000	4,000,000	-	5,300,000
Transportation - CIP	58th Ave Washington to York	1,000,000	4,000,000	3,000,000	-	-	8,000,000
Transportation - CIP	ADA Transition Implementation	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	5,000,000
Transportation - CIP	60th and US 85 Intersection	-	500,000	500,000	-	-	1,000,000
Transportation - CIP	104th Widening Project	-	1,000,000	1,000,000	-	-	2,000,000
Total - Road & Bridge Fund		\$ 8,800,000	\$ 10,600,000	\$ 13,800,000	\$ 12,100,000	\$ 9,000,000	\$ 54,300,000
CT - Trails-Plan/Design Const	Utility Vehicle - Weed & Pest	\$ 18,000	\$ -	\$ -	\$ -	\$ -	18,000
CT - Trails-Plan/Design Const	54" Commercial Mower	10,000	-	-	-	-	10,000
CT - Trails-Plan/Design Const	Striping Machine	15,000	-	-	-	-	15,000
Total - Conservation Trust Fund		\$ 43,000	\$ -	\$ -	\$ -	\$ -	\$ 43,000
Solid Waste Operations	Old Shooting Range Remediation	\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	2,500,000
Total - Waste Management Fund		\$ 2,500,000	\$ -	\$ -	\$ -	\$ -	\$ 2,500,000

2017 Adopted Capital Improvement Plan							
Department - Division	Description	2017	2018	2019	2020	2021	Total
Open Space Projects	Trail Wayfinding Signage	\$ 25,000	\$ -	\$ -	\$ -	\$ -	\$ 25,000
Open Space Projects	Twin Lakes Park Improvements	1,500,000	-	-	-	-	1,500,000
Open Space Projects	Open Space Projects	2,000,000	2,000,000	2,000,000	2,000,000	2,000,000	10,000,000
Open Space Projects	Clear Creek Trail Access	-	1,500,000	-	-	-	1,500,000
Open Space Projects	Jim Baker Res Renovations	-	-	1,000,000	-	-	1,000,000
Open Space Projects	Riverdale Bluffs Park Dev.	-	-	-	750,000	-	750,000
Total - Open Space Projects Fund		\$ 3,525,000	\$ 3,500,000	\$ 3,000,000	\$ 2,750,000	\$ 2,000,000	\$ 14,775,000
Airport Operations/Maintenance	Purchase Snow Blower	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ 50,000
Airport Operations/Maintenance	Rehab Taxi Way A7	333,333	-	-	-	-	333,333
Total - Front Range Airport Fund		\$ 383,333	\$ -	\$ -	\$ -	\$ -	\$ 383,333
2017 Adopted CIP Total		\$ 46,236,845	\$ 28,593,812	\$ 33,787,875	\$ 23,251,623	\$ 16,586,139	\$ 148,456,294

Change in Fund Balance by Fund

The change in fund balance for each of the County's 21 individual funds is detailed on the following pages. Below, the County-wide consolidated view includes an expenditure increase for 2017 from the 2016 adopted budget, mainly due to increased salaries & benefits and capital project expenditures. This expenditure increase is offset by decreases in government services due to one-time payments related to DIA litigation, reduced open space project grant payments, and other governmental infrastructure expenditures being lower County-wide. The consolidated ending fund balance is expected to be \$314.3 million.

All Funds Summary	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 240,250,160	\$ 262,250,234	\$ 346,147,083	\$ 340,628,908	\$ (5,518,175)	(1.59%)
REVENUE						
Property Tax	\$ 123,964,266	\$ 125,418,358	\$ 142,133,572	\$ 144,469,189	\$ 2,335,617	1.64%
Sales Tax	41,115,244	44,881,487	45,803,060	47,794,055	1,990,995	4.35%
Other Taxes	18,526,227	20,125,319	20,356,839	21,321,946	965,107	4.74%
Licenses and Permits	1,771,733	2,751,770	1,940,136	2,395,701	455,565	23.48%
Intergovernmental	193,050,780	112,792,852	127,060,334	120,011,167	(7,049,167)	(5.55%)
Charges for Services	52,927,660	51,405,827	59,294,609	59,823,120	528,511	0.89%
Investment Income	3,182,537	2,364,643	1,535,741	1,521,100	(14,641)	(0.95%)
Miscellaneous	12,493,587	13,913,544	26,833,998	22,043,446	(4,790,552)	(17.85%)
G/L on Sale of Assets	306,075	163,960	275,000	250,000	(25,000)	(9.09%)
Other Finance Sources	31,667,449	193,285,666	5,482,802	5,420,752	(62,050)	(1.13%)
TOTAL REVENUE	\$ 479,005,557	\$ 567,103,424	\$ 430,716,091	\$ 425,050,476	\$ (5,665,615)	(1.32%)
EXPENDITURES						
Personnel	\$ 142,305,206	\$ 149,039,988	\$ 164,428,942	\$ 172,496,480	\$ 8,067,538	4.91%
O&M	13,243,989	12,794,912	15,897,866	19,507,601	3,609,735	22.71%
Charges for Services	212,274,966	126,738,021	143,293,254	147,198,401	3,905,147	2.73%
Debt	22,650,360	29,551,303	15,275,581	18,590,156	3,314,575	21.70%
Government Services	30,893,023	37,197,777	54,073,342	41,954,255	(12,119,087)	(22.41%)
Other Finance Uses	14,947,449	107,321,301	5,482,802	5,420,752	(62,050)	(1.13%)
Capital Projects and Equipment	20,690,492	20,563,274	37,782,479	46,236,845	8,454,366	22.38%
TOTAL EXPENDITURES	\$ 457,005,484	\$ 483,206,575	\$ 436,234,266	\$ 451,404,490	\$ 15,170,223	3.48%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 22,000,073	\$ 83,896,849	\$ (5,518,175)	\$ (26,354,014)	\$ (20,835,839)	377.59%
ENDING FUND BALANCE	\$ 262,250,234	\$ 346,147,083	\$ 340,628,908	\$ 314,274,894	\$ (26,354,014)	(7.74%)

General Fund

The 2017 adopted budget includes a decrease in General Fund balance of \$6.4 million. Property tax revenue is expected to increase by \$1.9 million, or 1.6%, mainly due to new construction in Adams County. Sales tax in the General Fund is new as of 2016. This is for the marijuana sales tax measure that was passed by voters in 2014. This tax is expected to increase 20% in 2017. Licenses and Permits revenue is expected to increase in 2017 due to the turnaround in the economy and growth in the County. The reduction in Other Financing Sources is due to a onetime payment made in 2016 from the DIA Noise Mitigation and Coordinating Fund related to the DIA litigation. Salaries and Benefits increased this year relative to increasing health care costs and the implementation of the pay plan, along with the addition of 21.5 FTEs. Operations and Maintenance increased this year due to one-time maintenance projects, particularly in the Sheriff's Office. The projected ending fund balance of \$101.7 million is comprised of assigned and unassigned reserve funds.

General Fund	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 112,522,612	\$ 114,592,689	\$ 106,789,671	\$ 108,178,699	\$ 1,389,028	1.30%
REVENUE						
Property Tax	\$ 105,896,955	\$ 107,289,654	\$ 121,655,988	\$ 123,590,441	\$ 1,934,453	1.59%
Sales Tax	-	293,875	1,000,000	1,200,000	200,000	20.00%
Licenses and Permits	1,659,305	2,563,875	1,840,136	2,185,701	345,565	18.78%
Intergovernmental	10,579,416	11,269,996	9,923,787	9,536,625	(387,162)	(3.90%)
Charges for Services	25,722,362	25,493,878	28,035,788	26,729,565	(1,306,223)	(4.66%)
Investment Income	3,087,611	2,201,106	1,429,941	1,430,000	59	0.00%
Miscellaneous	4,214,995	5,005,241	4,256,550	4,206,648	(49,902)	(1.17%)
Other Finance Sources	21,749,610	105,925,482	3,127,500	1,100,000	(2,027,500)	(64.83%)
TOTAL REVENUE	\$ 172,910,254	\$ 260,043,107	\$ 171,269,690	\$ 169,978,980	\$ (1,290,710)	(0.75%)
EXPENDITURES						
Personnel	\$ 92,459,735	\$ 96,896,116	\$ 105,865,761	\$ 110,477,549	\$ 4,611,788	4.36%
O&M	5,574,986	6,290,612	7,512,655	8,189,925	677,270	9.02%
Charges for Services	37,905,193	37,200,951	41,978,502	42,187,311	208,809	0.50%
Debt	22,620,768	23,295,339	-	1,068,141	1,068,141	
Government Services	5,003,974	6,599,606	6,119,172	7,056,746	937,574	15.32%
Other Finance Uses	1,002,685	93,603,821	1,485,943	1,050,752	(435,191)	(29.29%)
Capital Projects and Equipment	6,272,836	3,959,681	6,918,629	6,382,277	(536,352)	(7.75%)
TOTAL EXPENDITURES	\$ 170,840,177	\$ 267,846,126	\$ 169,880,662	\$ 176,412,701	\$ 6,532,039	3.85%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 2,070,077	\$ (7,803,019)	\$ 1,389,028	\$ (6,433,721)	\$ (7,822,749)	(563.18%)
ENDING FUND BALANCE	\$ 114,592,689	\$ 106,789,671	\$ 108,178,699	\$ 101,744,978	\$ (6,433,721)	(5.95%)

FLATROCK Facility Fund

This fund was newly created for the 2017 adopted budget to account for all of the revenues and expenditures related to the FLATROCK Training Facility. The ending fund balance is projected to be \$371,561.

Flatrock	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE			\$ -	\$ -	\$ -	
REVENUE						
Miscellaneous			\$ -	\$ 330,350	\$ 330,350	
Other Finance Sources			-	321,000	321,000	
TOTAL REVENUE			\$ -	\$ 651,350	\$ 651,350	
EXPENDITURES						
Charges for Services			\$ -	\$ 279,789	\$ 279,789	
TOTAL EXPENDITURES			\$ -	\$ 279,789	\$ 279,789	
NET EXCESS / (DEFICIENCY) OF FUNDS			\$ -	\$ 371,561	\$ 371,561	
ENDING FUND BALANCE			\$ -	\$ 371,561	\$ 371,561	

Community Development Block Grant (CDBG), Head Start, Community Service Block Grant (CSBG), and Adams County Workforce and Business Center Funds

These special revenue funds, created to account for federal grants, do not as a rule, accumulate fund balances. Therefore, year-end excess/(deficiency) is generally budgeted at or near \$0.

Community Development Block Grant Fund	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 3,194,745	\$ 10,832,225	\$ 4,999,263	\$ 4,719,684	\$ (279,579)	(5.59%)
REVENUE						
Intergovernmental	\$ 1,727,439	\$ 3,820,800	\$ 2,191,295	\$ 3,064,754	\$ 873,459	39.86%
Investment Income	40,016	19,078	50,000	20,000	(30,000)	(60.00%)
Miscellaneous	830,324	1,353,519	3,100,000	4,400,000	1,300,000	41.94%
Other Finance Sources	8,000,000	-	-	-	-	-
TOTAL REVENUE	\$ 10,597,778	\$ 5,193,397	\$ 5,341,295	\$ 7,484,754	\$ 2,143,459	40.13%
EXPENDITURES						
Personnel	\$ 390,669	\$ 401,960	\$ 396,709	\$ 327,034	\$ (69,675)	(17.56%)
O&M	10,414	9,853	36,269	19,500	(16,769)	(46.24%)
Charges for Services	33,844	77,485	81,142	59,961	(21,181)	(26.10%)
Debt	8,419	6,240,486	50,000	3,216,000	3,166,000	6,332.00%
Government Services	2,516,951	4,296,576	5,056,754	3,594,600	(1,462,154)	(28.91%)
TOTAL EXPENDITURES	\$ 2,960,298	\$ 11,026,360	\$ 5,620,874	\$ 7,217,095	\$ 1,596,221	28.40%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 7,637,480	\$ (5,832,962)	\$ (279,579)	\$ 267,659	\$ 547,238	(195.74%)
ENDING FUND BALANCE	\$ 10,832,225	\$ 4,999,263	\$ 4,719,684	\$ 4,987,343	\$ 267,659	5.67%

Headstart Fund	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 89,743	\$ 396,296	\$ 465,219	\$ 388,583	\$ (76,636)	(16.47%)
REVENUE						
Intergovernmental	\$ 4,418,699	\$ 4,391,375	\$ 4,889,534	\$ 4,894,757	\$ 5,223	0.11%
Miscellaneous	27,863	25,501	-	-	-	-
TOTAL REVENUE	\$ 4,446,562	\$ 4,416,876	\$ 4,889,534	\$ 4,894,757	\$ 5,223	0.11%
EXPENDITURES						
Personnel	\$ 3,163,876	\$ 3,339,937	\$ 3,729,005	\$ 3,979,620	\$ 250,615	6.72%
O&M	488,935	465,094	388,488	321,739	(66,749)	(17.18%)
Charges for Services	487,199	542,922	522,007	552,365	30,358	5.82%
Government Services	-	-	326,670	271,481	(55,189)	(16.89%)
TOTAL EXPENDITURES	\$ 4,140,009	\$ 4,347,953	\$ 4,966,170	\$ 5,125,205	\$ 159,035	3.20%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 306,553	\$ 68,923	\$ (76,636)	\$ (230,448)	\$ (153,812)	200.70%
ENDING FUND BALANCE	\$ 396,296	\$ 465,219	\$ 388,583	\$ 158,135	\$ (230,448)	(59.30%)

Community Services Block Grant Fund	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 2,652	\$ 2,652	\$ (223,711)	\$ 165,478	\$ 389,189	(173.97%)
REVENUE						
Intergovernmental	\$ 561,215	\$ 248,404	\$ 827,260	\$ 487,774	\$ (339,486)	(41.04%)
TOTAL REVENUE	\$ 561,215	\$ 248,404	\$ 827,260	\$ 487,774	\$ (339,486)	(41.04%)
EXPENDITURES						
Personnel	\$ 168,539	\$ 129,433	\$ 201,220	\$ 144,648	\$ (56,572)	(28.11%)
O&M	11,855	5,328	6,550	8,000	1,450	22.14%
Charges for Services	36,091	24,588	12,301	12,301	-	
Government Services	344,730	315,417	218,000	322,825	104,825	48.08%
TOTAL EXPENDITURES	\$ 561,215	\$ 474,767	\$ 438,071	\$ 487,774	\$ 49,703	11.35%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ -	\$ (226,363)	\$ 389,189	\$ 0	\$ (389,189)	(100.00%)
ENDING FUND BALANCE	\$ 2,652	\$ (223,711)	\$ 165,478	\$ 165,478	\$ 0	0.00%

Workforce & Business Center Fund	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 243,590	\$ 246,699	\$ 95,120	\$ 70,396	\$ (24,724)	(25.99%)
REVENUE						
Intergovernmental	\$ 5,312,495	\$ 5,317,508	\$ 7,229,775	\$ 7,599,002	\$ 369,227	5.11%
Miscellaneous	1,843	4,605	-	-	-	
TOTAL REVENUE	\$ 5,314,338	\$ 5,322,113	\$ 7,229,775	\$ 7,599,002	\$ 369,227	5.11%
EXPENDITURES						
Personnel	\$ 3,809,484	\$ 3,867,321	\$ 3,875,717	\$ 4,097,477	\$ 221,760	5.72%
O&M	172,996	207,271	219,457	353,388	133,931	61.03%
Charges for Services	1,328,750	1,399,099	1,630,569	1,487,639	(142,930)	(8.77%)
Government Services	-	-	1,528,756	1,660,498	131,742	8.62%
TOTAL EXPENDITURES	\$ 5,311,229	\$ 5,473,691	\$ 7,254,499	\$ 7,599,002	\$ 344,503	4.75%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 3,109	\$ (151,579)	\$ (24,724)	\$ 0	\$ 24,724	(100.00%)
ENDING FUND BALANCE	\$ 246,699	\$ 95,120	\$ 70,396	\$ 70,396	\$ 0	0.00%

Conservation Trust Fund

County policy is that only prior year lottery proceeds (primary funding source) can be spent. The remaining fund balance will be used in the future to construct, maintain, and improve park facilities and trail systems within the County or to purchase land. This fund is projected to end 2017 with a fund balance of \$1.9 million.

Conservation Trust	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 2,168,802	\$ 1,892,719	\$ 1,592,511	\$ 1,732,746	\$ 140,235	8.81%
REVENUE						
Intergovernmental	\$ 670,555	\$ 675,886	\$ 715,661	\$ 722,818	\$ 7,157	1.00%
Investment Income	2,200	2,635	-	4,000	4,000	
TOTAL REVENUE	\$ 672,755	\$ 678,520	\$ 715,661	\$ 726,818	\$ 11,157	1.56%
EXPENDITURES						
Personnel	\$ 357,826	\$ 379,279	\$ 399,326	\$ 422,460	\$ 23,134	5.79%
O&M	15,551	21,858	23,500	22,500	(1,000)	(4.26%)
Charges for Services	25,710	31,935	42,600	42,600	-	
Capital Projects and Equipment	549,751	545,656	110,000	43,000	(67,000)	(60.91%)
TOTAL EXPENDITURES	\$ 948,839	\$ 978,729	\$ 575,426	\$ 530,560	\$ (44,866)	(7.80%)
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ (276,083)	\$ (300,208)	\$ 140,235	\$ 196,258	\$ 56,023	39.95%
ENDING FUND BALANCE	\$ 1,892,719	\$ 1,592,511	\$ 1,732,746	\$ 1,929,004	\$ 196,258	11.33%

Open Space Sales Tax Fund

This fund receives sales tax revenues and provides for revenue share back to municipalities within Adams County. Appropriations may be budgeted higher than planned revenue due to the timing of grants, which are applied for and awarded when projects start, but not paid out until projects are complete. The remaining fund balance at the end of 2017 is projected to be \$27.4 million.

Open Space Sales Tax Fund	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 29,460,023	\$ 32,082,440	\$ 35,556,361	\$ 30,113,836	\$ (5,442,525)	(15.31%)
REVENUE						
Sales Tax	\$ 13,831,749	\$ 14,751,164	\$ 14,785,010	\$ 15,376,038	\$ 591,028	4.00%
Investment Income	27,533	95,184	30,000	30,000	-	
Miscellaneous	25,059	11,859	-	-	-	
TOTAL REVENUE	\$ 13,884,341	\$ 14,858,207	\$ 14,815,010	\$ 15,406,038	\$ 591,028	3.99%
EXPENDITURES						
Personnel	\$ 108,948	\$ 134,485	\$ 145,001	\$ 151,797	\$ 6,796	4.69%
O&M	2,905	6,439	9,800	8,950	(850)	(8.67%)
Charges for Services	3,045	10,756	86,582	86,432	(150)	(0.17%)
Government Services	10,276,671	10,212,861	19,146,793	14,616,444	(4,530,349)	(23.66%)
Other Finance Uses	870,354	1,019,745	869,359	3,270,000	2,400,641	276.14%
TOTAL EXPENDITURES	\$ 11,261,924	\$ 11,384,285	\$ 20,257,535	\$ 18,133,623	\$ (2,123,912)	(10.48%)
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 2,622,417	\$ 3,473,922	\$ (5,442,525)	\$ (2,727,585)	\$ 2,714,940	(49.88%)
ENDING FUND BALANCE	\$ 32,082,440	\$ 35,556,361	\$ 30,113,836	\$ 27,386,251	\$ (2,727,585)	(9.06%)

Open Space Projects Fund

This fund is used for open space projects and purchases using the County's 30% distribution of open space sales tax dollars. A use of \$301,300 of fund balance is budgeted in 2017. Starting in 2017, Other Financing Sources revenue was increased to better align projects expected to be completed in 2017. Fund balance at the end of 2017 is projected to be \$(32,257). The 2016 Adopted Budget does not show the amendments done throughout the year, reflecting a negative fund balance. If amendments were shown, the fund balance would show a positive fund balance.

Open Space Projects Fund	ACTUAL	ACTUAL	ADOPTED	ADOPTED	\$	%
	2014	2015	2016	2017	Variance	Variance
BEGINNING FUND BALANCE	\$ 5,368,118	\$ 5,372,990	\$ 2,512,484	\$ 269,043	\$ (2,243,441)	(89.29%)
REVENUE						
Intergovernmental	\$ -	\$ 726,796	\$ -	\$ -	\$ -	
Investment Income	6,208	9,029	-	5,000	5,000	
Miscellaneous	148,699	122,830	-	27,500	27,500	
Other Finance Sources	870,354	1,010,468	869,359	3,270,000	2,400,641	276.14%
TOTAL REVENUE	\$ 1,025,262	\$ 1,869,123	\$ 869,359	\$ 3,302,500	\$ 2,433,141	279.88%
EXPENDITURES						
O&M	\$ 5,000	\$ 5,905	\$ 6,000	\$ 6,000	\$ -	
Charges for Services	35,818	152,653	156,800	72,800	(84,000)	(53.57%)
Capital Projects and Equipment	979,572	4,571,071	2,950,000	3,525,000	575,000	19.49%
TOTAL EXPENDITURES	\$ 1,020,390	\$ 4,729,629	\$ 3,112,800	\$ 3,603,800	\$ 491,000	15.77%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 4,872	\$ (2,860,506)	\$ (2,243,441)	\$ (301,300)	\$ 1,942,141	(86.57%)
ENDING FUND BALANCE	\$ 5,372,990	\$ 2,512,484	\$ 269,043	\$ (32,257)	\$ (301,300)	(111.99%)

Social Services Fund

An additional 25.0 FTE were added in 2016 resulting in an increase in the Salaries and Benefits expenses in 2017. The increase in Charges for Services is partially offset by grant revenue. The Social Services Fund includes assigned funds and unassigned funds as part of the total fund balance. Ending fund balance is projected to be \$8.6 million.

Social Services	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 11,537,069	\$ 11,130,557	\$ 10,179,629	\$ 9,825,663	\$ (353,966)	(3.48%)
REVENUE						
Property Tax	\$ 10,872,773	\$ 10,909,697	\$ 12,320,874	\$ 12,564,628	\$ 243,754	1.98%
Intergovernmental	163,703,314	83,123,306	89,667,016	93,395,333	3,728,317	4.16%
Charges for Services	23	-	-	-	-	-
Miscellaneous	54,010	(1,905)	-	-	-	-
TOTAL REVENUE	\$ 174,630,121	\$ 94,031,098	\$ 101,987,890	\$ 105,959,961	\$ 3,972,071	3.89%
EXPENDITURES						
Personnel	\$ 34,114,329	\$ 36,058,283	\$ 40,582,882	\$ 43,111,554	\$ 2,528,672	6.23%
O&M	1,433,921	1,302,856	1,920,175	2,115,018	194,843	10.15%
Charges for Services	139,307,043	57,564,666	59,838,799	61,924,193	2,085,394	3.49%
Government Services	43,750	-	-	-	-	-
Capital Projects and Equipment	137,590	56,221	-	-	-	-
TOTAL EXPENDITURES	\$ 175,036,632	\$ 94,982,026	\$ 102,341,856	\$ 107,150,765	\$ 4,808,909	4.70%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ (406,512)	\$ (950,927)	\$ (353,966)	\$ (1,190,804)	\$ (836,838)	236.42%
ENDING FUND BALANCE	\$ 11,130,557	\$ 10,179,629	\$ 9,825,663	\$ 8,634,859	\$ (1,190,804)	(12.12%)

DIA Noise Mitigation and Coordinating Fund

The 2016 adopted budget included a \$10.0 million payment from the City and County of Denver for the Amendatory Intergovernmental Agreement regarding development around the Denver International Airport (DIA). Subsequent payments to municipalities within Adams County were also included in the budgeted expenditures for 2016. Remaining funds are used to mitigate noise impacts from DIA on County residents. The expenditure budget of \$45,000 in the 2017 adopted budget is included to ensure there is a reasonable amount of appropriation available for noise mitigation payments to residents. Ending fund balance is projected to be \$1.3 million.

DIA Noise Mitigation and Coordinating Fund	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 1,349,716	\$ 1,351,246	\$ 1,353,569	\$ 1,310,169	\$ (43,400)	(3.21%)
REVENUE						
Intergovernmental	\$ -	\$ -	\$ 10,000,000	\$ -	\$ (10,000,000)	(100.00%)
Investment Income	1,530	2,323	1,600	1,600	-	
TOTAL REVENUE	\$ 1,530	\$ 2,323	\$ 10,001,600	\$ 1,600	\$ (10,000,000)	(99.98%)
EXPENDITURES						
Charges for Services	\$ -	\$ -	\$ 45,000	\$ 45,000	\$ -	
Government Services	-	-	6,872,500	-	(6,872,500)	(100.00%)
Other Finance Uses	-	-	3,127,500	-	(3,127,500)	(100.00%)
TOTAL EXPENDITURES	\$ -	\$ -	\$ 10,045,000	\$ 45,000	\$ (10,000,000)	(99.55%)
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 1,530	\$ 2,323	\$ (43,400)	\$ (43,400)	\$ -	
ENDING FUND BALANCE	\$ 1,351,246	\$ 1,353,569	\$ 1,310,169	\$ 1,266,769	\$ (43,400)	(3.31%)

Developmentally Disabled Fund

In 2017, \$1.3 million will go toward supporting North Metro Community Services. The change in fund balance from 2016 to 2017 is due to the increase in property taxes expected to be received in 2017. The 2017 adopted budget shows a year-end fund balance of \$346,565.

Developmentally Disabled Fund	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 160,807	\$ 201,798	\$ 214,659	\$ 341,703	\$ 127,044	59.18%
REVENUE						
Property Tax	\$ 1,187,547	\$ 1,191,576	\$ 1,346,622	\$ 1,372,337	\$ 25,715	1.91%
TOTAL REVENUE	\$ 1,187,547	\$ 1,191,576	\$ 1,346,622	\$ 1,372,337	\$ 25,715	1.91%
EXPENDITURES						
Charges for Services	\$ 17,812	\$ 17,869	\$ 18,040	\$ 18,040	\$ -	
Government Services	1,128,743	1,160,846	1,201,538	1,349,435	147,897	12.31%
TOTAL EXPENDITURES	\$ 1,146,555	\$ 1,178,715	\$ 1,219,578	\$ 1,367,475	\$ 147,897	12.13%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 40,992	\$ 12,861	\$ 127,044	\$ 4,862	\$ (122,182)	(96.17%)
ENDING FUND BALANCE	\$ 201,798	\$ 214,659	\$ 341,703	\$ 346,565	\$ 4,862	1.42%

Road & Bridge Fund

This fund receives revenues primarily from property taxes, sales taxes, specific ownership taxes, and the Highway Users Tax Fund. Enhancing traffic volume capacity, intersection safety, and improved curb and gutter drainage are the main drivers for the increase in the capital project expenditures. The 2017 adopted budget includes regular maintenance of County roads, streets and bridges. Changes in fund balance from year to year in this fund are impacted by funding requirements for capital improvement projects; the 2017 adopted budget includes an ending fund balance of \$46.8 million.

Road & Bridge	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 31,056,356	\$ 39,699,491	\$ 46,218,091	\$ 50,391,553	\$ 4,173,462	9.03%
REVENUE						
Property Tax	\$ 6,007,036	\$ 6,027,431	\$ 6,810,088	\$ 6,941,783	\$ 131,695	1.93%
Sales Tax	10,966,472	11,940,065	12,096,826	12,580,395	483,569	4.00%
Other Taxes	18,526,227	20,125,319	20,356,839	21,321,946	965,107	4.74%
Licenses and Permits	112,427	187,895	100,000	210,000	110,000	110.00%
Intergovernmental	2,872,123	3,203,629	1,616,006	-	(1,616,006)	(100.00%)
Charges for Services	1,014,704	1,563,181	1,633,343	1,779,367	146,024	8.94%
Investment Income	903	2,179	1,200	2,000	800	66.67%
Miscellaneous	28,604	61,747	16,000	7,045	(8,955)	(55.97%)
TOTAL REVENUE	\$ 39,528,497	\$ 43,111,444	\$ 42,630,302	\$ 42,842,536	\$ 212,234	0.50%
EXPENDITURES						
Personnel	\$ 4,795,628	\$ 4,791,914	\$ 5,848,914	\$ 6,251,770	\$ 402,856	6.89%
O&M	1,161,594	1,265,232	1,294,325	4,009,550	2,715,225	209.78%
Charges for Services	10,654,387	10,563,386	13,710,442	14,319,998	609,556	4.45%
Government Services	11,578,203	14,302,471	13,603,159	13,082,226	(520,933)	(3.83%)
Capital Projects and Equipment	2,695,550	5,669,840	4,000,000	8,800,000	4,800,000	120.00%
TOTAL EXPENDITURES	\$ 30,885,363	\$ 36,592,844	\$ 38,456,840	\$ 46,463,544	\$ 8,006,704	20.82%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 8,643,134	\$ 6,518,601	\$ 4,173,462	\$ (3,621,008)	\$ (7,794,470)	(186.76%)
ENDING FUND BALANCE	\$ 39,699,491	\$ 46,218,091	\$ 50,391,553	\$ 46,770,545	\$ (3,621,008)	(7.19%)

Waste Management Fund

The 2017 budgeted increase in capital expenditures is related to the remediation of the old shooting range. The 2017 ending fund balance of \$1.9 million will be used to monitor various waste sites located in the County.

Waste Management	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 5,773,533	\$ 6,267,793	\$ 4,209,389	\$ 4,233,134	\$ 23,745	0.56%
REVENUE						
Charges for Services	\$ 731,287	\$ 390,665	\$ 400,000	\$ 555,000	\$ 155,000	38.75%
TOTAL REVENUE	\$ 731,287	\$ 390,665	\$ 400,000	\$ 555,000	\$ 155,000	38.75%
EXPENDITURES						
Personnel	\$ 69,532	\$ -	\$ -	\$ -	\$ -	
O&M	-	-	-	480	480	
Charges for Services	167,495	179,722	376,255	375,775	(480)	(0.13%)
Capital Projects and Equipment	-	2,269,348	-	2,500,000	2,500,000	
TOTAL EXPENDITURES	\$ 237,027	\$ 2,449,070	\$ 376,255	\$ 2,876,255	\$ 2,500,000	664.44%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 494,261	\$ (2,058,404)	\$ 23,745	\$ (2,321,255)	\$ (2,345,000)	(9,875.76%)
ENDING FUND BALANCE	\$ 6,267,793	\$ 4,209,389	\$ 4,233,134	\$ 1,911,879	\$ (2,321,255)	(54.84%)

Capital Facilities Fund

The 0.3% sales tax approved for the construction of capital facilities is deposited into this fund. 2017 capital expenditures in this fund are \$12.0 million for a new animal shelter and \$5.5 million for the remodel of the Community Corrections facility. The 2017 adopted budget includes an ending fund balance of \$88.2 million.

Capital Facilities	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 16,995,878	\$ 10,447,629	\$ 97,607,137	\$ 96,334,813	\$ (1,272,324)	(1.30%)
REVENUE						
Sales Tax	\$ 16,317,023	\$ 17,896,382	\$ 17,921,224	\$ 18,637,622	\$ 716,398	4.00%
Intergovernmental	8,368	-	-	-	-	-
Investment Income	14,818	31,441	20,000	25,000	5,000	25.00%
Miscellaneous	207,082	233,525	10,000,000	6,000,000	(4,000,000)	(40.00%)
Other Finance Sources	-	85,485,591	-	-	-	-
TOTAL REVENUE	\$ 16,547,291	\$ 103,646,939	\$ 27,941,224	\$ 24,662,622	\$ (3,278,602)	(11.73%)
EXPENDITURES						
O&M	\$ 80,131	\$ 87,169	\$ 189,132	\$ -	\$ (189,132)	(100.00%)
Charges for Services	270,607	551,072	-	-	-	-
Debt	-	-	15,014,566	14,095,000	(919,566)	(6.12%)
Other Finance Uses	12,689,610	12,357,734	-	1,100,000	1,100,000	-
Capital Projects and Equipment	10,055,192	3,491,456	14,009,850	17,650,000	3,640,150	25.98%
TOTAL EXPENDITURES	\$ 23,095,540	\$ 16,487,431	\$ 29,213,548	\$ 32,845,000	\$ 3,631,452	12.43%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ (6,548,250)	\$ 87,159,508	\$ (1,272,324)	\$ (8,182,378)	\$ (6,910,054)	543.10%
ENDING FUND BALANCE	\$ 10,447,629	\$ 97,607,137	\$ 96,334,813	\$ 88,152,435	\$ (8,182,378)	(8.49%)

Golf Course Fund

For 2017, the Golf Course Fund has a projected ending fund balance of \$2.1 million; this is an increase of \$396,091 from the 2016 adopted budget.

Golf Course	ACTUAL		ADOPTED		\$	%
	2014	2015	2016	2017	Variance	Variance
BEGINNING FUND BALANCE	\$ 237,106	\$ 1,138,489	\$ 1,327,135	\$ 1,707,324	\$ 380,189	28.65%
REVENUE						
Intergovernmental	\$ 48,990	\$ -	\$ -	\$ -	\$ -	
Charges for Services	2,773,050	2,727,205	2,843,500	2,863,500	20,000	0.70%
Investment Income	1,709	1,669	3,000	3,500	500	16.67%
Miscellaneous	775,644	260,727	200,000	220,000	20,000	10.00%
G/L on Sale of Assets	75,333	-	-	-	-	
TOTAL REVENUE	\$ 3,674,726	\$ 2,989,601	\$ 3,046,500	\$ 3,087,000	\$ 40,500	1.33%
EXPENDITURES						
O&M	\$ 561,628	\$ 387,141	\$ 446,775	\$ 449,039	\$ 2,264	0.51%
Charges for Services	1,871,715	2,073,813	1,925,536	1,958,570	33,034	1.72%
Other Finance Uses	340,000	340,000	-	-	-	
SUBTOTAL OPERATING	2,773,343	2,800,955	2,372,311	2,407,609	35,298	1.49%
Capital Projects and Equipment	-	(0)	294,000	283,300	(10,700)	(3.64%)
TOTAL EXPENDITURES	\$ 2,773,343	\$ 2,800,955	\$ 2,666,311	\$ 2,690,909	\$ 24,598	0.92%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 901,383	\$ 188,646	\$ 380,189	\$ 396,091	\$ 15,902	4.18%
ENDING FUND BALANCE	\$ 1,138,489	\$ 1,327,135	\$ 1,707,324	\$ 2,103,415	\$ 396,091	23.20%

Stormwater Utility Fund

In 2012 the Adams County Board of County Commissioners approved the creation of the Stormwater Utility Fund. All expenditures in this fund are related to planned drainage projects and support costs. The capital budget for 2017 is \$1.3 million which is related to the master drainage plan design for the Hoffman Drainageway. Ending fund balance is expected to be \$3.7 million in 2017. This is an increase of \$351,204 from the 2016 adopted budget.

Stormwater Utility	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 1,003,298	\$ 2,978,754	\$ 4,588,412	\$ 3,321,422	\$ (1,266,990)	(27.61%)
REVENUE						
Property Tax	\$ (45)	\$ -	\$ -	\$ -	\$ -	
Charges for Services	2,250,281	2,315,284	2,215,200	2,215,250	50	0.00%
Miscellaneous	(15,314)	12,126	-	-	-	
TOTAL REVENUE	\$ 2,234,922	\$ 2,327,410	\$ 2,215,200	\$ 2,215,250	\$ 50	0.00%
EXPENDITURES						
Personnel	\$ 211,583	\$ 220,559	\$ 307,450	\$ 305,791	\$ (1,659)	(0.54%)
O&M	16,197	5,879	9,750	6,950	(2,800)	(28.72%)
Charges for Services	31,687	181,313	231,990	235,370	3,380	1.46%
Government Services	-	310,000	-	-	-	
Capital Projects and Equipment	-	-	2,933,000	1,315,935	(1,617,065)	(55.13%)
TOTAL EXPENDITURES	\$ 259,467	\$ 717,752	\$ 3,482,190	\$ 1,864,046	\$ (1,618,144)	(46.47%)
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 1,975,456	\$ 1,609,658	\$ (1,266,990)	\$ 351,204	\$ 1,618,194	(127.72%)
ENDING FUND BALANCE	\$ 2,978,754	\$ 4,588,412	\$ 3,321,422	\$ 3,672,626	\$ 351,204	10.57%

Front Range Airport Fund

One of two funds related to the Front Range Airport, the Front Range Airport Fund is reserved for the operations of the general aviation airport, which was inherited from the former Front Range Airport Authority. The 2017 adopted budget includes increased revenue related to additional fuel sales and purchases, and increased expenditures due to the rehab of Taxi Way A7. Ending fund balance is expected to be \$2.1 million.

Front Range Airport Fund	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ (2,283,354)	\$ 2,072,211	\$ 2,445,446	\$ 2,121,956	\$ (323,490)	(13.23%)
REVENUE						
Intergovernmental	\$ 3,148,166	\$ 15,152	\$ -	\$ 310,104	\$ 310,104	
Charges for Services	3,201,255	2,218,431	2,096,682	2,713,978	617,296	29.44%
Investment Income	9	-	-	-	-	
Miscellaneous	23,978	24,964	5,000	5,000	-	
G/L on Sale of Assets	(160,680)	-	-	-	-	
Other Finance Sources	698,560	560,000	500,000	400,000	(100,000)	(20.00%)
TOTAL REVENUE	\$ 6,911,288	\$ 2,818,546	\$ 2,601,682	\$ 3,429,082	\$ 827,400	31.80%
EXPENDITURES						
Personnel	\$ 895,585	\$ 1,037,014	\$ 1,122,193	\$ 1,168,441	\$ 46,248	4.12%
O&M	1,104,929	842,708	934,718	1,158,220	223,502	23.91%
Charges for Services	\$510,409	565,589	748,261	711,574	(36,687)	(4.90%)
Other Finance Uses	44,800	-	-	-	-	
Capital Projects and Equipment	-	0	120,000	383,333	263,333	219.44%
TOTAL EXPENDITURES	\$ 2,555,723	\$ 2,445,311	\$ 2,925,172	\$ 3,421,568	\$ 496,396	16.97%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 4,355,565	\$ 373,235	\$ (323,490)	\$ 7,514	\$ 331,004	(102.32%)
ENDING FUND BALANCE	\$ 2,072,211	\$ 2,445,446	\$ 2,121,956	\$ 2,129,470	\$ 7,514	0.35%

Water and Wastewater Fund

The Water and Wastewater Fund is reserved for the operation of the wastewater treatment plant at the Front Range Airport. The wastewater plant serves customers and tenants of the Front Range Airport. This fund is the second of two airport related funds in-sourced from the former Front Range Airport Authority in 2013. The fund is projected to end 2017 with \$250,784 in fund balance.

Waste Water Treatment Fund	ACTUAL	ACTUAL	ADOPTED	ADOPTED	\$	%
	2014	2015	2016	2017	Variance	Variance
BEGINNING FUND BALANCE	\$ (173,106)	\$ 36,767	\$ 241,685	\$ 253,572	\$ 11,887	4.92%
REVENUE						
Charges for Services	\$ 17,881	\$ 21,264	\$ 20,500	\$ 17,000	\$ (3,500)	(17.07%)
Other Finance Sources	348,925	304,125	329,752	329,752	-	
TOTAL REVENUE	\$ 366,806	\$ 325,389	\$ 350,252	\$ 346,752	\$ (3,500)	(1.00%)
EXPENDITURES						
Personnel	\$ 79,322	\$ 15,688	\$ -	\$ -	\$ -	
O&M	5,465	3,703	9,600	20,100	10,500	109.38%
Charges for Services	\$50,973	85,602	117,750	118,425	675	0.57%
Debt	21,173	15,478	211,015	211,015	-	
SUBTOTAL OPERATING	156,933	120,471	338,365	349,540	11,175	3.30%
TOTAL EXPENDITURES	\$ 156,933	\$ 120,471	\$ 338,365	\$ 349,540	\$ 11,175	3.30%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 209,873	\$ 204,918	\$ 11,887	\$ (2,788)	\$ (14,675)	(123.45%)
ENDING FUND BALANCE	\$ 36,767	\$ 241,685	\$ 253,572	\$ 250,784	\$ (2,788)	(1.10%)

Fleet Management Fund

Fund balance is designated for the future replacement of the County's fleet. Revenues coming into the fund are designed to cover the cost of maintaining and replacing equipment over time. Transfers in from the General fund and Road & Bridge fund are used to offset non-recovered inflation costs of replacement vehicles. Fluctuation from budget to actual expenditures can be significant as factors influencing the decision to replace vehicles can change mid-year. Replacing vehicles with less costly and more fuel efficient vehicles is a goal of the County. The 2017 ending fund balance is projected to be \$14.4 million, a decrease of \$2.8 million from the 2016 adopted budget.

Fleet Mgmt	Actual 2014	Actual 2015	Adopted 2016	Adopted 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 17,536,304	\$ 17,949,789	\$ 18,637,662	\$ 17,167,044	\$ (1,470,618)	(7.89%)
REVENUE						
Miscellaneous	6,158,572	6,268,051	9,256,448	6,846,903	(2,409,545)	(26.03%)
G/L on Sale of Assets	391,421	163,960	275,000	250,000	(25,000)	(9.09%)
TOTAL REVENUE	\$ 6,549,992	\$ 6,432,011	\$ 9,531,448	\$ 7,096,903	\$ (2,434,545)	(25.54%)
EXPENDITURES						
Personnel	\$ 1,320,383	\$ 1,359,489	\$ 1,458,822	\$ 1,543,617	\$ 84,795	5.81%
O&M	2,593,097	1,853,516	2,805,000	2,730,584	(74,416)	(2.65%)
Charges for Services	2,223,027	2,531,133	291,244	265,249	(25,995)	(8.93%)
Capital Projects and Equipment	-	-	6,447,000	5,352,500	(1,094,500)	(16.98%)
TOTAL EXPENDITURES	\$ 6,136,507	\$ 5,744,137	\$ 11,002,066	\$ 9,891,950	\$ (1,110,116)	(10.09%)
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ 413,485	\$ 687,873	\$ (1,470,618)	\$ (2,795,047)	\$ (1,324,429)	90.06%
ENDING FUND BALANCE	\$ 17,949,789	\$ 18,637,662	\$ 17,167,044	\$ 14,371,997	\$ (2,795,047)	(16.28%)

Insurance Fund

In the Insurance Fund, year-end balance is reserved for liabilities resulting from health, unemployment, workers' compensation, and property or casualty insurance claims. The fund has an estimated ending fund balance of \$5.8 million.

Insurance Fund	ACTUAL 2014	ACTUAL 2015	ADOPTED 2016	ADOPTED 2017	\$ Variance	% Variance
BEGINNING FUND BALANCE	\$ 5,924,187	\$ 3,557,000	\$ 5,206,160	\$ 5,850,899	\$ 644,739	12.38%
REVENUE						
Charges for Services	\$ 17,216,817	\$ 16,675,918	\$ 22,049,596	\$ 22,949,460	\$ 899,864	4.08%
Miscellaneous	12,229	530,755	-	-	-	
Other Finance Sources	-	-	656,191	-	(656,191)	(100.00%)
TOTAL REVENUE	\$ 17,229,046	\$ 17,206,674	\$ 22,705,787	\$ 22,949,460	\$ 243,673	1.07%
EXPENDITURES						
Personnel	\$ 359,767	\$ 408,510	\$ 495,942	\$ 514,722	\$ 18,780	3.79%
O&M	4,385	34,348	85,672	87,658	1,986	2.32%
Charges for Services	19,232,081	15,114,655	21,479,434	22,446,509	967,075	4.50%
TOTAL EXPENDITURES	\$ 19,596,233	\$ 15,557,513	\$ 22,061,048	\$ 23,048,889	\$ 987,841	4.48%
NET EXCESS / (DEFICIENCY) OF FUNDS	\$ (2,367,187)	\$ 1,649,161	\$ 644,739	\$ (99,429)	\$ (744,168)	(115.42%)
ENDING FUND BALANCE	\$ 3,557,000	\$ 5,206,160	\$ 5,850,899	\$ 5,751,470	\$ (99,429)	(1.70%)

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Animal Shelter & Adoption Center



Animal Shelter & Adoption Center - Purpose Statement

The Adams County Animal Shelter/Adoption Center is committed to advocating and promoting the cause of animal welfare within our community. We provide compassionate, humane care and shelter to each and every animal in our trust. We strive to find responsible and loving homes for all of our adoptable pets, and to support the safety of pets and people in our greater community.

Animal Shelter & Adoption Center - Primary Services

- Adoptions.
- Lost and Found Support.
- Low-cost vaccinations and microchips.
- End-of Life Services.
- Dog Licensing for Unincorporated Adams County.
- Animal Impound (Court Hold, Stray, Quarantine and Protective Custody) Services for Cities of Commerce City, Federal Heights, Northglenn, Thornton, and the Towns of Bennett and Lochbuie.
- Provide Animal Welfare related referrals for the community.

Animal Shelter & Adoption Center - Current Year Objectives

- Continuous improvement in providing excellence in customer care and service delivery.
- Continue to expand bilingual accessible services to citizens.
- Continuous improvement in daily care and medical care for all animals in our trust.
- Continuous improvement in behavior interventions and training for all animals in our trust.
- Continuous efforts to decrease length of stay and increase overall save rate.
- Ensure data supported, community-focused and best practice driven programming and design for new shelter.
- Increase stakeholder feedback and community engagement, to include strong ACO and veterinary community relationships.
- Double the amount of donations, grants and corporate giving to support the shelter.
- Increase humane education and student involvement through work study and internships.
- Continue to increase and develop strong and active volunteer base.
- Actively engage shelter employees in embodying County norms and values.
- Ensure employee engagement in on-going training and growth opportunities.
- Ensure ongoing safety and well-being for all shelter employees, patrons and volunteers.
- Work with PIO to develop new and effective shelter website.

Animal Shelter & Adoption Center - Budget Summary

Animal Shelter & Adoption Ctr Budget Summary

Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	612,563	613,129	748,706	645,700
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	62,830	30,270	50,000	256,300
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ 675,392	\$ 643,399	\$ 798,706	\$ 902,000

Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 1,406,826	\$ 1,471,706	\$ 1,792,645	\$ 1,983,033
Total Expenditures	\$ 1,406,826	\$ 1,471,706	\$ 1,792,645	\$ 1,983,033

Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Animal Shelter	\$ 1,406,826	\$ 1,471,706	\$ 1,792,645	\$ 1,983,033
Total Expenditures	\$ 1,406,826	\$ 1,471,706	\$ 1,792,645	\$ 1,983,033

Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 1,123,015	\$ 1,145,703	\$ 1,540,042	\$ 1,701,708
Operations & Maintenance	237,542	285,874	202,050	217,970
Charges for Services	46,269	40,128	50,553	63,355
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	-	-	-	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 1,406,826	\$ 1,471,706	\$ 1,792,645	\$ 1,983,033

Animal Shelter & Adoption Center - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Animal Shelter	21.50	27.00	-	-	27.00
Total FTEs	21.50	27.00	-	-	27.00

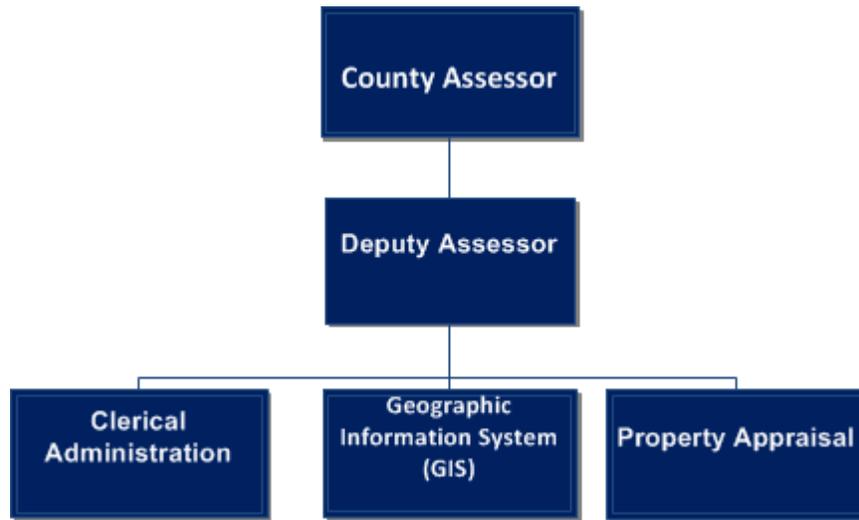
Animal Shelter & Adoption Center - 2016 Budget Highlights

- Establishment of charitable 501(c)(3) foundation in 2017 to collect and disburse donations and grants.
- Increased revenue from additional vaccination clinics for dogs and cats.
- \$25,000 for additional kennel supplies.

Animal Shelter & Adoption Center - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Increasing Bilingual Staff	1	1	3	3
Increasing Donations from public	30,000	30,199	40,000	60,000
Increasing Adoptions	1,800	2,109	2,196	2,450

Assessor’s Office



Assessor’s Office - Purpose Statement

To administer the Adams County Assessor’s Office in a manner that assures public confidence in our accuracy, productivity, and fairness to provide just and equalized valuations of all real and personal property.

Assessor’s Office - Primary Services

The County Assessor is a constitutional officer elected for a four-year term. The primary duty of the Assessor is to discover, classify, list and value all real and taxable personal property located in Adams County, pursuant to Article X, Section 3, of the Colorado Constitution and general laws enacted there under, and to, thereafter, determine the valuation for assessment purposes of all such property. Article X, Section 3, establishes four classes of property for assessment purposes and, in general terms, prescribes the manner in which their actual, as well as valuation for assessment, is to be determined.

- Clerical Administration – data processing of all property information, provide customer service to the citizens of Adams County. Process all Property Assessment Appeals at the various levels of occurrence (Assessor, County Board of Equalization, Board of Assessment, Court of Appeals, and Colorado Supreme Court levels).
- Geographic Information System – creation of layers of GIS data, creation of all maps for multiple jurisdiction entities and municipalities, process all GIS data requests from private and governmental sectors.
- Property Appraisal - property assessment of residential property, commercial, industrial, mobile home, personal property, agricultural, natural minerals, vacant land, possessory interest, oil & gas and severed mineral interest property. Compile an abstract of assessed values for all taxing entities, process and compile all tax exempt properties, damage assessment for emergency response for entire County, process and compile all senior property tax exemption property, process all property data requests from private and governmental sectors, compile inventory of all tax exempt buildings, compile and archive jurisdictional boundary maps of all taxing entities.

Assessor's Office - Current Year Objectives

- New in 2017, all properties receiving a Notice of Valuation will now be able to appeal through an On-line process in addition to the U.S. Postal Service, E-Mail, Facsimile or in Person.
- Provide fair and equitable values for all real and personal property through an automated valuation and administration system.
- Integration of the GIS, new construction permitting, abstract of assessment, tax authorities, levies, and other similar systems or program applications to operate and function as a single unit through the Computer Assisted Mass Appraisal System (CAMA) and the administrative system in the Assessor's Office.
- Provide assessment information through the CAMA and Administrative system on an efficient and routine basis to taxpayers, private businesses, County officials, County departments, state officials, state departments, federal departments and other interested or concerned citizens.
- Continue training for damage assessment responsibilities in the event of a natural or man-made disaster.

Assessor's Office - Budget Summary

County Assessor Budget Summary

Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	77,964	79,891	75,000	76,000
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	-	-	-	-
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ 77,964	\$ 79,891	\$ 75,000	\$ 76,000

Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 4,017,430	\$ 4,059,194	\$ 4,450,591	\$ 4,540,241
Total Expenditures	\$ 4,017,430	\$ 4,059,194	\$ 4,450,591	\$ 4,540,241

Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Assessor GIS	\$ 60	\$ 436,079	\$ 499,267	\$ 525,431
County Assessor	4,017,370	3,623,115	3,951,324	4,014,810
Total Expenditures	\$ 4,017,430	\$ 4,059,194	\$ 4,450,591	\$ 4,540,241

Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 3,454,770	\$ 3,525,079	\$ 3,963,421	\$ 3,990,030
Operations & Maintenance	82,842	66,590	87,400	87,400
Charges for Services	479,818	467,525	399,770	462,811
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	-	-	-	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 4,017,430	\$ 4,059,194	\$ 4,450,591	\$ 4,540,241

Assessor's Office - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Assessor GIS	6.00	6.00	1.00	-	7.00
County Assessor	39.00	39.00	-	-	39.00
Total FTEs	45.00	45.00	1.00	-	46.00

Assessor's Office - 2017 Budget Highlights

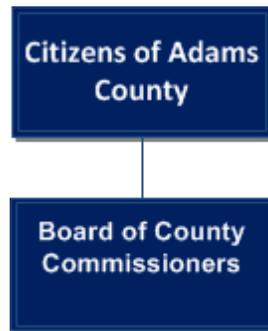
- \$40,000 for re-appraisal postage and printing.

Assessor's Office - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
County Assessor				
Number of Parcels Assessed	182,401	183,684	185,079	187,000
Number of Taxable Parcels Assessed	177,530	178,736	177,504	181,000
Taxpayers Protests	760	3,432	570	4,000
Protests/Taxable Parcel Assessed	760	3,432	769	5,000
Oil & Gas Production Wells	932	1,075	1,046	1,050
County Board of Equalization Cases	223	1,043	171	300
Parcels Assessed/FTE	4,395	4,271	4,207	4,250

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Board of County Commissioners



Board of County Commissioners - Purpose Statement

Adams County is committed to being a leader and a partner in enhancing and protecting the quality of life and the future of our community.

Board of County Commissioners - Primary Services

- The Commissioners' Office is the governing body of Adams County, according to Colorado statutes. As the chief elected officials for the County, the commissioners establish policy and serve as the ultimate authority on matters of County appointments, vacancies in County offices, certification of mill levies, public hearings, and adoption of the annual budget.
- In addition to general governance responsibilities, the Board of County Commissioners guides the operations of the County Manager.
- The Board also holds public hearings at which official County business is conducted, considers applications for funding from community agencies, County departments, and elected officials, represents the people of Adams County on other boards and governing bodies, and establishes personnel policies.

Board of County Commissioners - Governing Principles

- Consistently provide quality public services that are cost-efficient and demonstrate a high level of productivity.
- Create a safe and healthy workplace environment that demonstrates the County's commitment to valuing and respecting employees.
- Promote economic vitality, improved access to employment opportunities and a high quality of life for all citizens.
- Ensure a safe, peaceful community.
- Preserve and protect County natural resources.
- Encourage participation in County government through regional and neighborhood partnerships, inclusionary decision-making and easily accessible services.
- Pursue revenue strategies to assure equitable taxation and provide a stable and diversified revenue base for addressing long-term capital, infrastructure and operational needs.

Board of County Commissioners - Budget Summary

Board of County Commissioners Budget Summary

Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	17,988	23,598	25,000	25,000
Intergovernmental	-	-	-	-
Charges for Services	12	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	-	-	-	-
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ 18,000	\$ 23,598	\$ 25,000	\$ 25,000

Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 715,838	\$ 917,990	\$ 957,629	\$ 1,036,639
Total Expenditures	\$ 715,838	\$ 917,990	\$ 957,629	\$ 1,036,639

Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Board of County Commissioners	\$ 715,838	\$ 917,990	\$ 957,629	\$ 1,036,639
Total Expenditures	\$ 715,838	\$ 917,990	\$ 957,629	\$ 1,036,639

Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 531,651	\$ 733,054	\$ 743,829	\$ 831,402
Operations & Maintenance	103,429	139,549	168,500	168,500
Charges for Services	80,758	45,387	45,300	36,737
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	-	-	-	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 715,838	\$ 917,990	\$ 957,629	\$ 1,036,639

Board of County Commissioners - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Board of County Commissioners	7.00	7.00	-	-	7.00
Total FTEs	7.00	7.00	-	-	7.00

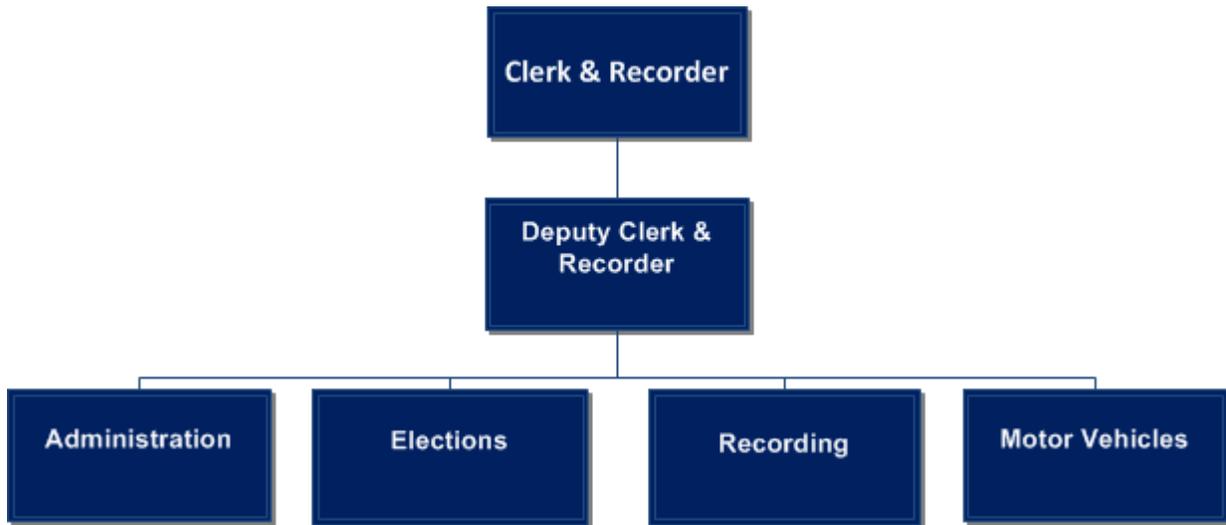
Board of County Commissioners - 2017 Budget Highlights

- Elected Officials elected in 2016 received a salary increase per state statute effective in 2017.

Board of County Commissioners - Performance Measures

- See Performance Measures contained within all operating departments.

Clerk & Recorder's Office



Clerk & Recorder's Office - Purpose Statement

The Clerk & Recorder, an elected official of Adams County, serves the public as set forth in Colorado State Statutes. Through offices located across the County, the Clerk & Recorder's Office records documents, files maps, issues marriage licenses, registers voters, conducts elections, and prepares and issues motor vehicle titles and license plates.

Clerk & Recorder's Office - Primary Services

Administration

- Administration – This area encompasses the leadership, administration and management of the Clerk & Recorder's Office.

Real Estate and Recording

- Recording of documents and over the counter services for the citizens and businesses of Adams County. Recording services include imaging and consistent indexing of various hardcopy and electronic documents. Over the counter services include recording requests, copy requests, public record searches, issuance of marriage licenses and civil union licenses and general inquiries.
- Provide Internet access to document indexes.
- Provide intranet access to document indexes and images for other Adams County departments.
- Provide images of recorded maps to the Assessor and Planning & Development departments.
- Remote on-line access to document indexes and images for commercial users.
- Provide recorded information to Colorado State Archives.
- Provide recorded marriage license information to the Colorado Department of Vital Statistics.

Elections

- Maintain the voter registration database.
- Manage the conduct of elections.
- Provide election related information.

Motor Vehicle

- Act as agent of the Colorado Department of Revenue for all motor vehicle transactions.
- Assure taxpayer compliance with all motor vehicle titling, lien filing and registration statutes, rules and regulations including enforcement of emissions, insurance, Secure and Verifiable ID and E-470 toll violations.
- Verify qualifications and issue disability parking placards.

- Maintain and assure the confidentiality of all motor vehicle records.
- Collect and distribute fees and taxes for Adams County and other governmental entities.
- Establish and maintain a County-wide street locator system for taxing jurisdictions with Adams County.
- Issue marriage licenses and register eligible individuals to vote.

Clerk & Recorder's Office - Current Year Objectives

Real Estate and Recording

- Work with Aptitude Solutions to meet goal of credit card acceptance.
- Implement archiving project.
- Continue to record, index, scan and return recorded documents to customers within three to five days of receipt.

Elections

- Key and proof all registration documents into the Statewide Colorado Registration and Election (SCORE) System within legal timeframes.
- Track productivity and accuracy achievements of each Specialist against set benchmark standards.
- Document all processes related to the conduct of the Primary and General Elections.
- Prepare internal calendars defining responsibilities.
- Cultivate top tier staff and election judges, ensuring two staff members fully trained in each election process and election judges attend mandatory training and pass on-line knowledge testing.
- Encourage student participation in the election process through voter registration and serving as an election judge.
- Maintain an accurate website with timely election related information added to and removed as necessary.
- Expand outreach programs to high schools and health care facilities.
- Ensure the Administrator completes Election Center class work and becomes a Certified Elections/Registration Administrator and the Operations Manager and Warehouse Coordinator attend the required conference toward their certification.
- Increase public education of the election processes, including registration and voting through outreach programs.

Motor Vehicle

- Prompt completion of title transactions received in our offices from dealers and financial institutions.
- Conduct regular staff meetings to support continued training.
- Increase customer participation in the Online Voter Registration Renewal program.
- Conduct regular staff meetings to support continued training.
- Quality checks of processed title transactions.
- Begin enforcement of E-470 toll violations.
- Begin issuance of three additional new license plates, bringing the total number of license plate types in the County to 161, the majority with special requirements.
- Continued participation on the Colorado State Title and Registration System (CSTARS) and CSTARS Advisory Review Sub-Committee (CARS) committees.

Clerk & Recorder's Office - Budget Summary

County Clerk and Recorder Budget Summary

Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	18,193	16,667	16,136	14,701
Intergovernmental	32,675	-	-	-
Charges for Services	9,450,450	10,710,677	11,653,289	11,136,970
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	88,823	106,913	183,200	100,000
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ 9,590,141	\$ 10,834,257	\$ 11,852,625	\$ 11,251,671

Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 6,987,378	\$ 7,375,319	\$ 10,249,406	\$ 8,608,783
Total Expenditures	\$ 6,987,378	\$ 7,375,319	\$ 10,249,406	\$ 8,608,783

Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
CLK Administration	\$ 14	\$ 242,318	\$ 381,188	\$ 317,194
CLK Elections	2,246,030	1,655,508	3,922,437	1,701,075
CLK Motor Vehicle	3,960,804	4,726,193	4,928,135	5,077,144
CLK Recording	780,530	751,300	1,017,646	1,513,370
Total Expenditures	\$ 6,987,378	\$ 7,375,319	\$ 10,249,406	\$ 8,608,783

Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 5,655,612	\$ 5,786,601	\$ 7,158,466	\$ 6,644,410
Operations & Maintenance	306,777	401,520	399,579	444,378
Charges for Services	973,413	943,299	1,605,940	904,995
Debt	-	-	-	-
Governmental Services	32,605	70	-	-
Capital	18,971	243,829	1,085,421	615,000
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 6,987,378	\$ 7,375,319	\$ 10,249,406	\$ 8,608,783

Clerk & Recorder's Office - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
C&R Administration	2.50	2.50	(0.50)	-	2.00
Elections	15.00	15.00	-	-	15.00
Motor Vehicle	63.25	70.00	-	-	70.00
Recording	8.00	8.00	2.50	-	10.50
Total FTEs	88.75	95.50	2.00	-	97.50

Clerk & Recorder's Office - 2017 Budget Highlights

- \$1,282,580 less in expenditures in 2017 due to Presidential Election held in 2016.
- \$615,000 in capital costs in 2017 for the Recording division document upgrades.

Clerk & Recorder's Office - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Recording				
Documents & Marriage Licenses Recorded	94,702	85,814	98,464	103,000
Marriage Licenses Issued	2,648	2,432	2,154	2,100
Walk-In Recording Customers Served	21,819	23,335	20,587	17,000
Recording Customer Calls Received	19,538	17,501	17,652	6,500
Elections				
Total Registered Voters	263,095	246,259	270,000	257,000
Total Active Voters	207,035	203,530	230,000	215,000
Total In-Active Voters	56,060	42,729	50,000	50,000
Motor Vehicles				
Motor Vehicle Transaction Statistics	768,787	771,798	810,387	790,000
Customers Served	449,151	480,591	505,620	520,000
Telephone Calls Answered	70,607	74,556	78,283	80,000
Online Vehicle Registration Renewals	51,453	55,168	57,926	66,000

Community and Economic Development



Community and Economic Development - Purpose Statement

To build partnerships, deliver services, and foster change in a matter that continually improves the quality of life in Adams County.

Community and Economic Development - Primary Services

- The Development Services division supports residents, businesses, builders, and developers in their effort to deliver new improvements in the community in accordance with our development standards and regulations. The division strives to deliver courteous service that provides clear communication of our processes, consistent performance, and reliable results.
- The Neighborhood Services division provides direct services designed to enhance the quality of life experienced by our citizens. The Code Compliance group ensures that properties are well-maintained and used in accordance to our zoning ordinance. The Animal Management group provides protective and rescue services to our animal population. The Graffiti program delivers immediate cleanup to all instances of vandalism found throughout the community.
- The Community Development division provides funding and support to a broad range of services that assist our special needs and low-to-moderate income population. The division administers grant funding from local, state, and federal sources that is used to build new infrastructure and housing, remediate environmental contamination, repair homes, provide assistance to first-time homebuyers, and bolster other support services for our prioritized populations.
- The One-Stop Customer Center assists residents, developers, and builders with their needs related to permitting, fee payments, and development review. Designed as the “face of the department,” this group creates a welcoming environment for regular clients and newcomers alike, helping them navigate our many processes and experiences that lead to successful development in the County.
- Economic Development within Adams County is a coordinated effort between internal and external partners, including the staff within the Community & Economic Development Department, Adams County Economic Development, Regional Economic Advancement Partnership, several regional and local chambers of commerce, the Small Business Development Center, and several other partners. The purpose of economic development is to improve the economic prosperity of the community through creating and sustaining jobs, supporting or growing incomes, and increasing the tax base. The collaborative nature of economic development services in Adams County extends the reach of these efforts across a variety of audiences; however, it also presents challenges to developing effective performance metrics. The performance measures below are a starting point, and may be continually adjusted throughout the upcoming year.

Community and Economic Development - Current Year Objectives

- Develop and fulfill a new customer service initiative with targeted goals and outcomes over a six-month and twelve-month horizon.
- Develop and fulfill a new process improvement initiative with targeted goals and outcomes over a twelve-month horizon.
- Design and administer a new performance platform for monitoring and achieving our Department's KPIs.
- Contribute to the successful implementation of Community Enrichment Areas—a cohesive, interdepartmental strategy for aligning resources to improve target areas for greater quality of life and economic wellbeing.
- Implement a “Safe Routes to Transit” program that identifies and funds new sidewalks to transit center through various funding resources, including, but not limited to, the CDBG program.
- Design and propose a formal escalation program for repeat offender cases in Neighborhood Services
- Maintain our land development regulations by evaluating and recommending amendments to the BOCC on an annual basis.
- Develop new commercial design standards for future development
- Development strategy to attract additional transit oriented development through regulatory changes and/or other strategic investments.
- Achieve a fully cross-trained, well-coordinated staff to serve the One Stop Customer Center.
- Achieve “timeliness” status for the CDBG program.
- Establish a new Neighborhood Services Officer program for improved service in high-need areas of the County.
- Deploy an over-the-counter development review service for small projects
- Explore an Affordable Housing/Inclusionary Housing Policy or other regulatory means to create more affordable housing in the County.

Community and Economic Development - Budget Summary

Community and Economic Develop Budget Summary

Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	1,600,645	2,463,971	1,795,000	2,139,000
Intergovernmental	1,881,040	3,873,531	12,393,108	3,231,420
Charges for Services	903,891	731,536	1,240,000	957,201
Fines & Forfeitures	4,009	3,052	-	10,000
Investment Income	41,545	21,401	51,600	21,600
Miscellaneous	877,746	1,396,250	3,100,000	4,400,000
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	8,000,000	-	-	-
Total Revenue	\$ 13,308,875	\$ 8,489,741	\$ 18,579,708	\$ 10,759,221

Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 3,170,902	\$ 3,861,762	\$ 5,513,712	\$ 5,762,875
Waste Management Fund	237,027	2,449,070	376,255	2,876,255
Community Development Block Grant Fund	2,959,598	11,026,360	5,620,874	7,217,095
Total Expenditures	\$ 6,367,527	\$ 17,337,191	\$ 21,555,841	\$ 15,901,225

Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Community & Economic Dev	\$ 192,548	\$ 351,220	\$ 484,355	\$ 417,606
Community Development	2,959,598	11,026,360	5,620,874	7,217,095
DIA Noise Mitigation	-	-	10,045,000	45,000
CED Services	399,167	1,159,351	2,200,141	2,001,242
Economic Development Center	565,268	808,262	1,004,162	931,120
Economic Incentives	141,865	110,894	300,000	590,000
Emergency Management	318,459	390,099	477,249	269,488
Neighborhood Services Admin.	1,553,596	1,007,673	1,047,805	1,024,914
One-Stop Customer Center	-	34,263	-	528,505
Waste Management	237,027	2,449,070	376,255	2,876,255
Total Expenditures	\$ 6,367,527	\$ 17,337,191	\$ 21,555,841	\$ 15,901,225

Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 2,510,867	\$ 2,994,262	\$ 4,223,837	\$ 3,895,760
Operations & Maintenance	103,401	166,653	191,261	144,625
Charges for Services	521,455	633,505	1,073,425	1,099,676
Debt	8,419	6,240,486	50,000	3,216,000
Governmental Services	3,223,384	5,032,937	12,889,818	4,845,164
Capital	-	2,269,348	-	2,700,000
Other Finance Uses	-	-	3,127,500	-
Total Expenditures	\$ 6,367,527	\$ 17,337,191	\$ 21,555,841	\$ 15,901,225

Community and Economic Development - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Community & Economic Development	2.00	3.00	-	-	3.00
Community Development Block Grant	8.00	8.00	(1.00)	-	7.00
Economic Development Center	2.00	2.00	(0.50)	-	1.50
Emergency Management	3.00	3.50	(1.50)	-	2.00
Neighborhood Services Admin.	16.00	11.00	-	-	11.00
One-Stop Customer Center	-	-	4.50	0.50	5.00
Services	14.00	23.00	(3.00)	-	20.00
Waste Management	0.60	-	-	-	-
Total FTEs	45.60	50.50	(1.50)	0.50	49.50

Community and Economic Development - 2017 Budget Highlights

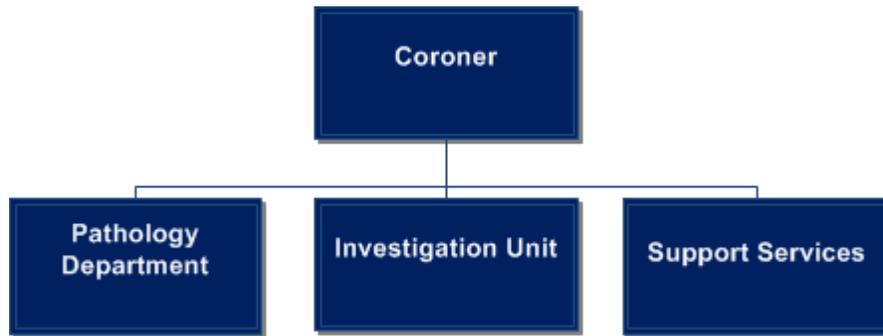
- \$100,000 for Virtual Permit Center.
- \$100,000 for Tornado Warning System.
- Decrease in DIA Noise Mitigation due to one-time payments made in 2016.

Community and Economic Development – Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Objective	2017 Estimated
Community and Economic Development				
Amount of annual grant funding invested in the community	NA	\$2,400,000	\$2,400,000	\$2,200,000
Number of affordable housing units (breakdown by jurisdiction)	NA	6,500	6,500	6,500
Total attainable housing units (rental)	NA	6,500	6,500	6,500
Total attainable housing units (SHU)	NA	NA	NA	NA
Investment ratio for funds (year-to-year timeliness)	NA	1.00	1.00	1.00
One-Stop Customer Center				
Customer satisfaction rating	NA	90%	91%	90%
Development Services				
Total building permits by quarter	NA	1,000	1,034	1,000
Total building inspections by quarter	NA	3,400	3,433	3,400
Average review time per building permit application (days)	NA	19.50	10.5	10
Total building inspections per inspector	NA	2,510.25	3,180	3,000
Revenue of division	NA	\$2,242,756	\$3,300,000	\$2,500,000
Percentage of building permits reviewed within 10 days	NA	NA	88%	90%
Percentage of land use cases sent to referral within 14 days	NA	NA	100%	100%
Percentage of temporary use cases that were reviewed/completed within 30 days	NA	NA	100%	100%
Percentage of land use cases that are reviewed and full comments provided within 35 days from submittal	NA	NA	85%	90%
Conceptual review applications - % of cases where comments provided to applicant within 14 days of submittal	NA	NA	85%	90%
Development review process timeliness	NA	NA	91.6%	90%

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Community Development				
Number of business retention visits by ACED (100 is goal)	100	100	95	100
Capital investment by primary employers (ACED) in millions	\$241.6	\$262.2	\$168.7	-
Incentive (business personal property tax rebates) per year	\$671,715	\$378,549	\$292,055	\$300,000
Number of primary jobs created	786	1,367	1,982	-
SBDC hours of business counseling	1,843	1,870	2,201	2,500
Neighborhood Services				
Number of violations escalated to trial	NA	NA	315	250
Number of blight cases that are abated	NA	60	60	60
Total blight cases	NA	824	850	600
Total zoning cases	NA	1,309	1,411	1,000
Number of resolved graffiti cases	NA	855	400	400
Percentage of graffiti cases resolved in 24 hours	NA	855	400	400

Coroner's Office



Coroner's Office - Purpose Statement

Accurately determine the manner and cause of death of individuals that die within the statutory jurisdiction of the office; through a fair, ethical, and competent investigation of the death; performed by qualified and trained individuals, in accordance with the accepted medico legal death investigation professional standards; ensuring the integrity of the investigation. Assist the bereaved in the loss of a loved one. Establish and maintain a professional partnership with community members and organizations. Earn and hold the trust and respect of the citizens that we are privileged and honored to serve.

Coroner's Office - Primary Services

- The Office of the Coroner is mandated by Colorado Revised Statute (state law) with a primary obligation of establishing the cause and manner of death of individuals that die within the statutory jurisdiction of the Office. The Office of the Coroner is also responsible for positively identifying the deceased and notifying the deceased's legal next-of-kin that the death has occurred. Additionally, the Office of the Coroner works to improve the life and longevity of citizens by providing the community with information on death trends, and deaths related to safety issues, institutional errors or abuse, and communicable diseases. The office also acts as a monitor of care for at risk populations, such as children, the elderly, and the disabled.

Coroner's Office - Current Year Objectives

- Ensure continued compliance with national and international accepted forensic standards of practice.
- Seek office accreditation from recognized accrediting forensic organizations.

Coroner's Office - Budget Summary

County Coroner Budget Summary				
Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	277,349	331,610	275,150	337,750
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	-	-	-	-
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ 277,349	\$ 331,610	\$ 275,150	\$ 337,750
Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
General Fund	\$ 1,830,624	\$ 1,984,973	\$ 2,166,267	\$ 2,561,514
Total Expenditures	\$ 1,830,624	\$ 1,984,973	\$ 2,166,267	\$ 2,561,514
Expenditures by Division	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
County Coroner	\$ 1,830,624	\$ 1,984,973	\$ 2,166,267	\$ 2,561,514
Total Expenditures	\$ 1,830,624	\$ 1,984,973	\$ 2,166,267	\$ 2,561,514
Expenditures by Category	2014 Actual	2015 Actual	2016 Amended Budget	2017 Adopted Budget
Personnel	\$ 956,017	\$ 1,052,035	\$ 1,219,839	\$ 1,217,753
Operations & Maintenance	135,527	94,608	159,920	107,445
Charges for Services	739,080	838,330	786,508	806,316
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	-	-	-	430,000
Other Finance Uses	-	-	-	-

Coroner's Office - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
County Coroner	14.00	14.00	-	-	14.00
Total FTEs	14.00	14.00	-	-	14.00

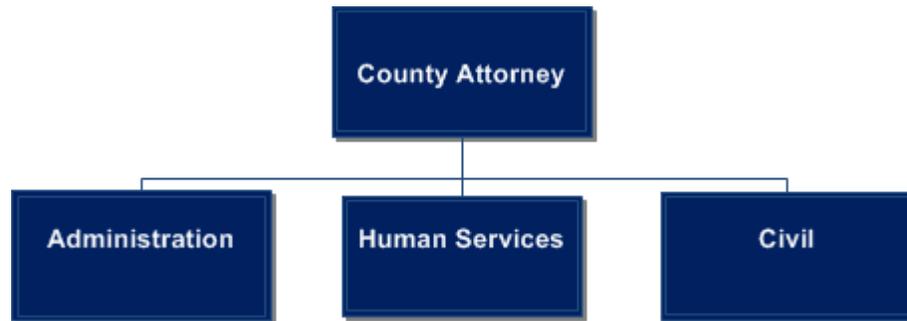
Coroner's Office - 2017 Budget Highlights

- \$430,000 replace radiography equipment.

Coroner's Office - Performance Measures

Performance Measures	2014 Actual	2015 Actual	2016 Objective	2017 Estimated
Coroner's Office				
Number of Reported Deaths	3,389	3,478	3,361	3,637
Number of Autopsies	523	558	564	531

County Attorney's Office



County Attorney's Office - Purpose Statement

The Adams County Attorney's Office is committed to providing the Board of County Commissioners, the elected officials of Adams County, the other Adams County boards and commissions, and the County departments with competent and professional legal services. The County Attorney's Office, through constructive dialogue, shall encourage new ideas, be progressive and foresighted, and always analyze the legal, social, fiscal, and political consequences of our opinions and actions. We shall treat every person with kindness, fairness, and respect. We shall work together as a team to serve and assist the County and our clients in achieving their goals.

County Attorney's Office - Primary Services

- Administration - This aspect of the office provides administrative oversight for the County Attorney's Office, including management, personnel matters, financial transactions, record keeping, etc.
- Human Services - This aspect of the office provides legal services to the Department of Human Services in multiple areas, including: collection of child support and enforcement of child support orders through court action; legal services to the Fraud Recovery Unit to assist with collections; and legal representation for dependency and neglect, adoption, mental health commitments, alcohol commitments, adult guardianships, and truancy through court actions.
- Civil Office - This aspect of the office provides legal services to Adams County's Board of County Commissioners, Elected Officials, Departments, and various boards and commissions. Legal services include: day-to-day advice on legal matters; review and drafting of contracts, resolutions, policies, and other legal documents; representation in public hearings, trials, administrative hearings, and other legal proceedings; review and drafting of legislation; advice regarding employment matters; and defense of civil litigation. This office also enforces the County's development standards and regulations through civil actions, oversees implementation of the American's with Disabilities Act, provides oversight and staffing for the County's Board of Equalization process, and oversees responses to public records requests. This office also provides training to County employees regarding legal compliance and liability issues.

County Attorney's Office - Current Year Objectives

- Provide competent and professional legal services to all County clients.
- Perform all statutorily required functions of the County Attorney's Office, including representation of the Board of County Commissioners, representation of the Department of Human Services, and timely response/handling of notices of claims, litigation filed against the County, and open records requests in a competent and professional manner.
- Perform other required legal services, including representation of other boards and commissions, representation of the Adams County elected officials, and representation of County departments and personnel in a competent and professional manner.
- Protect the County from liabilities and potential litigation through proactive legal advice.

- Competently and professionally represent the County, Board of County Commissioners, elected offices, other boards/commissions, and employees in litigation, including the hiring of outside counsel where necessary.
- Have all office locations fully staffed and properly equipped to facilitate the provision of professional legal services.
- Hire and retain competent and professional attorneys and legal staff.
- Procure and maintain equipment necessary to perform competent and professional legal services.
- Maintain legal competencies through continued legal education and collaboration with peers through attendance at seminars and conferences.
- Maintain staff competencies through continued education.
- Provide resources for collaboration by attorneys and staff to facilitate constructive dialogue resulting in better work product.
- Provide resources for attorneys to increase awareness of their available services by increasing the visibility of the County Attorney's Office.
- Provide resources for attorneys to provide proactive training to clients.

County Attorney's Office - Budget Summary

County Attorney Budget Summary

Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	1,534,664	1,441,869	1,889,171	1,912,070
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	994	-	-	-
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ 1,535,659	\$ 1,441,869	\$ 1,889,171	\$ 1,912,070

Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 3,143,190	\$ 3,330,904	\$ 3,743,373	\$ 3,774,577
Total Expenditures	\$ 3,143,190	\$ 3,330,904	\$ 3,743,373	\$ 3,774,577

Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
CA- SS Dependency/Neglect	\$ 1,181,763	\$ 1,180,441	\$ 1,379,115	\$ 1,370,864
CA-Social Services IV-D	352,087	454,107	509,856	474,502
County Attorney	1,609,340	1,696,357	1,854,402	1,929,211
Total Expenditures	\$ 3,143,190	\$ 3,330,904	\$ 3,743,373	\$ 3,774,577

Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 2,839,505	\$ 2,994,173	\$ 3,281,450	\$ 3,320,122
Operations & Maintenance	146,134	132,695	162,672	167,191
Charges for Services	157,551	204,036	299,251	287,264
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	-	-	-	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 3,143,190	\$ 3,330,904	\$ 3,743,373	\$ 3,774,577

County Attorney's Office - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
County Attorney	13.00	12.00	-	-	12.00
Social Services IV-D	3.50	4.00	-	-	4.00
SS Dependency/Neglect	9.50	11.00	-	-	11.00
Total FTEs	26.00	27.00	-	-	27.00

County Attorney's Office - 2017 Budget Highlights

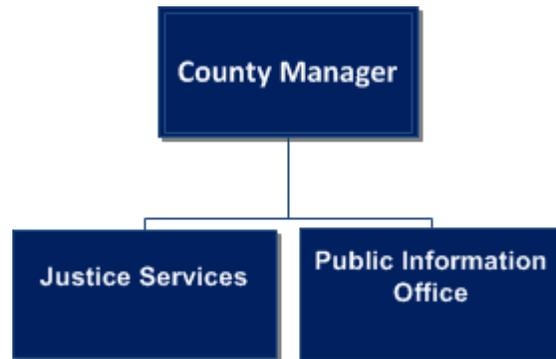
- \$36,000 additional revenue due to Human Services cases.

County Attorney's Office - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Actual	2017 Objective
County Attorney's Office				
Number of CORA requests	NA	264	272	375
Number of fraud recovery hearings	229	157	175	210
Number of administrative hearings	33	19	26	26
Number of child support enforcement cases filed	2,357	2,939	3,010	3010
Number of zoning violation cases closed	69	188	240	425
Number of mental health filings	126	92	118	118
Number of adult protective services hearings	24	9	24	20
Number of dependency & neglect filings	317	329	335	335

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County Manager's Office



County Manager's Office - Purpose Statement

The purpose of the County Manager's Office is to provide strategic and innovative leadership to the organization, support the organization's human capital and implement the Board of County Commissioners' vision and goals in a professional, cost effective, and sustainable manner.

County Manager's Office - Primary Services

- Public Information Office – to be a full-service, in-house public relations agency that serves the internal and external communication needs of the county's departments and elected offices. If you've got information to share with the employees and/or the public, we're your bullhorn! Our team of communication professionals can help you assess your communication needs, identify goals, set objectives.
- Justice Services Community Corrections Administration – supports and guides the strategic goals of the Community Corrections Board and conducts all related business. Currently within the 17th Judicial District, Community Corrections programming is provided by contracted service providers. These programs provide alternative sentencing options for individuals who may otherwise be incarcerated in prison or conversely, in a less structured supervision than the individual may need. They also serve as a reentry program for clients transitioning from prison to the community.
- Justice Services Criminal Justice Planning – provides professional expertise, guidance and support to the CJCC and its subcommittees to address complex and multidimensional systemic issues facing the justice system related to the jurisdiction.

County Manager's Office - Current Year Objectives

- Develop long range facility and asset management plan.
- Continue to strengthen legislative and intergovernmental relations.
- Continue to develop health and wellness programs.
- Integrate operational expenditures with CIP program.
- Implement diversity and inclusion programs.
- Complete construction of Community Corrections Facility and enhance service delivery.

County Manager's Office - Budget Summary

County Manager's Office Budget Summary				
Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	6,156,392	6,747,474	6,821,808	5,846,835
Charges for Services	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	5,750	4,872	-	-
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ 6,162,142	\$ 6,752,346	\$ 6,821,808	\$ 5,846,835
Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 7,979,099	\$ 7,639,638	\$ 8,931,271	\$ 8,065,425
Total Expenditures	\$ 7,979,099	\$ 7,639,638	\$ 8,931,271	\$ 8,065,425
Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
County Manager	\$ 733,372	\$ 1,022,455	\$ 1,085,447	\$ 1,160,320
Public Information Office	754,420	763,062	902,104	827,165
Community Corrections Planning	116,631	109,847	125,842	178,030
Criminal Justice Planning	6,374,676	5,744,274	6,817,878	5,899,910
Total Expenditures	\$ 7,979,099	\$ 7,639,638	\$ 8,931,271	\$ 8,065,425
Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 1,477,271	\$ 1,904,907	\$ 2,023,418	\$ 2,085,805
Operations & Maintenance	203,836	142,217	162,675	166,175
Charges for Services	6,297,993	5,589,513	6,745,178	5,813,445
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	-	3,000	-	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 7,979,099	\$ 7,639,638	\$ 8,931,271	\$ 8,065,425

County Manager's Office - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Community Corrections Planning	3.00	3.00	-	-	3.00
County Manager	6.00	7.00	(2.00)	-	5.00
Criminal Justice Planning	1.50	1.00	-	-	1.00
Public Information Office	7.00	7.00	-	-	7.00
Total FTEs	17.50	18.00	(2.00)	-	16.00

County Manager's Office - 2017 Budget Highlights

- \$42,500 for Federal Query Portal in Justice Services.

County Manager's Office - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Public Information Office				
Percentage of work completed within the requested timeline	NA	NA	NA	NA
Percentage of customer satisfaction ratings of very good or excellent	NA	NA	NA	NA
Number of requests completed	NA	NA	NA	NA
Number of social media followers (Facebook plus Twitter)	NA	NA	NA	NA
Number of unique website visitors	NA	NA	NA	NA
Number of average requests per day on myAdams (intranet)	NA	NA	NA	NA
Number of town hall participants	NA	NA	NA	NA
Number of town halls	NA	NA	NA	NA
Community Corrections				
Percent of community corrections clients employed while in the program	NA	84%	79%	79%
Cost avoidance to taxpayers per day based on average daily populations compared to the cost of incarceration (Average prison cost is \$98.34 per day while average Community Corrections cost is \$51.60)	14,076	14,595	14,623	14,623
Amount of court costs and restitution paid by Community Corrections clients to the court and victims	\$300,000	\$403,563	\$343,560	\$343,560
Number of referrals processed for Community Corrections review	2,200	1,349	1,500	1,500
Number of program audits/trainings/incidents or complaints addressed	NA	31	15	15
Average daily population of residential clients served by Community Corrections program	360	312	350	350
Percent of clients participating in treatment	NA	83%	85%	85%
Criminal Justice Planning				
Number of CJCC and subcommittee meetings supported	NA	NA	25	25
Opportunities for CJCC and subcommittee members to participated in meetings via the Internet	NA	NA	25	25
Number of sponsored public forums examining justice and social determinants (mental illness, substance use disorders, homelessness, poverty, public health, education, etc.) supported	NA	NA	1	1

Note: Community Corrections performance impacted by closure of 189 bed program in July 2015.

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Customer Experience Operations



Customer Experience Operations - Purpose Statement

To create a consistently great customer experience for Adams County citizens that fosters loyalty and trust, utilizing the strengths of our people, systems and improved processes.

Customer Experience Operations - Primary Services

- Conference Center – coordinates conference center room reservations and handles room preparation and clean up for all events in the conference center.
- Customer Experience Operations – collaborates with County leaders to assess and improve the County’s customer experience through employee training and engagement activities and citizen listening posts, engagement and improvements. This service area also provides courier, receiving dock and telephone switchboard services for the County.

Customer Experience Operations - Current Year Objectives

- Continue to train internal service departments and customer-facing employees on customer service.
- Analyze and disseminate feedback trends and begin to work with departments on action planning for improvements based upon feedback from employee engagement and Quality of Life Survey.
- Evaluate whether County will pursue a CRM system to track customer communications.
- Work cross-functionally to make process improvements based upon survey feedback.
- Collaborate to create dashboards related to survey feedback.

Customer Experience Operations - Budget Summary

Customer Experience Operations Budget Summary

Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	-	118,486	100,000	103,200
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ -	\$ 118,486	\$ 100,000	\$ 103,200

Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 98,796	\$ 693,645	\$ 833,279	\$ 861,353
Total Expenditures	\$ 98,796	\$ 693,645	\$ 833,279	\$ 861,353

Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Customer Experience Operations	\$ -	\$ 611,305	\$ 762,441	\$ 783,973
Government Conference Center	98,796	82,340	70,838	77,380
Total Expenditures	\$ 98,796	\$ 693,645	\$ 833,279	\$ 861,353

Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 66,342	\$ 464,331	\$ 594,728	\$ 624,812
Operations & Maintenance	2,211	20,867	10,000	11,200
Charges for Services	2,998	208,447	228,551	225,341
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	27,245	-	-	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 98,796	\$ 693,645	\$ 833,279	\$ 861,353

Customer Experience Operations - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Customer Experience Operations	7.00	8.00	-	-	8.00
Government Conference Center	1.00	1.00	-	-	1.00
Total FTEs	8.00	9.00	-	-	9.00

Customer Experience Operations - 2017 Budget Highlights

- There are no significant budget highlights for 2017.

Customer Experience Operations - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Customer Experience Operations				
Customer service ratings	NA	NA	3.8 of 5	4 of 5
Satisfied with quality of service (from Quality of Life Report)	NA	NA	NA	NA

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Deputy County Manager – Administrative Services



Deputy County Manager – Administrative Services - Purpose Statement

As part of the County Manager’s Office, the Deputy County Manager's Office is to provide strategic and innovative leadership to the organization, support the organization’s human capital and implement the Board of County Commissioners’ vision and goals in a professional, cost effective, and sustainable manner.

Deputy County Manager – Administrative Services - Primary Services

- Budget Office – to provide the highest quality financial planning, resource management, and analytical services to support effective decision making and organizational accountability throughout the Adams County Government.
- Innovation & Sustainability Office – to provide sustainable, practical and innovative solutions through being proactive in engaging our customers, improving processes and providing the resources needed to create measurable and meaningful results across the organization.

Deputy County Manager – Administrative Services - Current Year Objectives

- Continue to develop 5 year CIP.
- Continue to recruit, develop and train Innovation Academy 2.0.
- Continue Cartegraph and Accela implementation.
- Continue to enhance the budget process and budget reporting to the BoCC and residents.

Deputy County Manager – Administrative Services - Budget Summary

Deputy County Manager - Administrative Services Budget Summary

Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	4,310	-	80,000
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	865	10	-	-
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ 865	\$ 4,320	\$ -	\$ 80,000

Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 319,562	\$ 1,047,975	\$ 1,162,894	\$ 1,440,670
Total Expenditures	\$ 319,562	\$ 1,047,975	\$ 1,162,894	\$ 1,440,670

Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Budget Office	\$ 232,343	\$ 402,126	\$ 443,095	\$ 428,978
Innovation & Sustainability	87,219	645,849	719,799	1,011,692
Retirement Administration	-	-	-	-
Total Expenditures	\$ 319,562	\$ 1,047,975	\$ 1,162,894	\$ 1,440,670

Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 286,317	\$ 905,591	\$ 991,244	\$ 1,479,477
Operations & Maintenance	23,175	123,139	81,300	125,600
Charges for Services	10,070	19,245	90,350	(164,407)
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	-	-	-	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 319,562	\$ 1,047,975	\$ 1,162,894	\$ 1,440,670

Deputy County Manager – Administrative Services - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Budget Office	4.00	4.00	-	-	4.00
Performance, Innovation & Sustainability	6.00	6.00	2.00	-	8.00
Retirement Admin.	-	-	2.00	-	2.00
Total FTEs	10.00	10.00	4.00	-	14.00

Deputy County Manager – Administrative Services - 2017 Budget Highlights

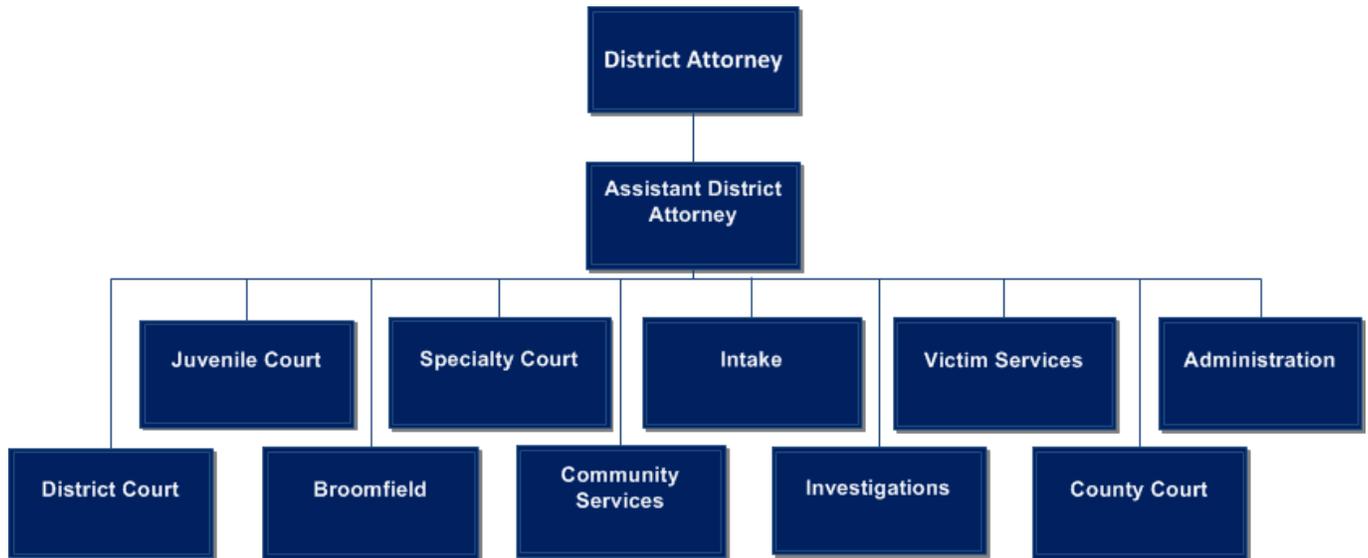
- No significant budget highlights for 2017.

Deputy County Manager – Administrative Services - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Budget Office				
Budget submitted to state in timely manner	Yes	Yes	Yes	Yes
Innovation & Sustainability Office				
Number of attendees in training classes provided by Business Solutions Group	281	199	114	100
Business Solutions Group survey results with a satisfaction rating of above average	93%	93%	93%	95%
Number of completed Business Solutions Group work tasks in Cartegraph	5,623	22,388	20,110	20,000
Percentage of departments reporting on organizational performance metrics within 30 days of end of quarter	NA	89%	92%	97%
County waste diversion rate	NA	14%	16%	22%
Hazardous materials collected through Tri-County Health/Adams County events in Adams County	191,390	261,000	432,000	430,000

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District Attorney's Office



District Attorney's Office - Purpose Statement

To pursue justice through the fair and ethical prosecution of criminal offenders; to seek justice for victims of crime; and to create a safer community through positive partnerships with law enforcement and other community members, and to earn and hold the trust and respect of the citizens that we are privileged and honored to serve.

District Attorney's Office - Primary Services

- Prosecutions – prosecutes state criminal law violations that are committed in the 17th Judicial District (Adams and Broomfield Counties), acts as a legal advisor for every law enforcement agency that investigates crimes in the Judicial District, and assists in the investigations of alleged crimes.
- Victim Witness Services Unit – provides information, support and assistance to victims and witnesses of crimes in compliance with the Colorado Victim Bill of Rights, §24-4.1-301, C.R.S. and ensures that they are afforded their mandatory rights pursuant to state statute.
- Diversion Program – is an alternative to a District Court prosecution that provides early intervention supervision, case management, and structure for first-time felony offenders and second-time misdemeanor offenders who would otherwise be the object of charges filed in the court.

District Attorney's Office - Current Year Objectives

- Expand Economic Crime Unit to increase awareness of financial exploitation, common scams, identity theft, and prosecution of financial crimes.
- Collaborate with law enforcement agencies in the investigation and prosecution of human trafficking and cyber crimes.
- Conduct a fourth District Attorney Citizens Academy.
- Expand utilization of electronic criminal case files throughout the office.
- Provide assistance and leadership to other districts as they implement the Integrated Colorado Courts e-Filing System (ICCES).
- Replace and update existing software and hardware infrastructure to meet current technology demands.
- Work in partnership with law enforcement agencies to incorporate electronic report sharing.
- Pilot statewide initiative to utilize electronic discovery to improve efficiency and response time.

District Attorney's Office - Budget Summary

District Attorney Budget Summary				
Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	1,770,660	2,120,064	1,479,672	1,941,073
Charges for Services	1,627,978	1,749,276	1,928,221	1,866,221
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	240	-	500	500
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ 3,398,879	\$ 3,869,340	\$ 3,408,393	\$ 3,807,794
Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 15,729,726	\$ 17,004,554	\$ 17,653,177	\$ 19,238,125
Total Expenditures	\$ 15,729,726	\$ 17,004,554	\$ 17,653,177	\$ 19,238,125
Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
District Attorney's Office	\$ 13,958,983	\$ 14,817,601	\$ 15,988,132	\$ 16,963,905
Victim Compensation	700,000	1,125,000	500,000	1,000,000
Diversion Program	1,070,744	1,061,953	1,165,045	1,274,220
Total Expenditures	\$ 15,729,726	\$ 17,004,554	\$ 17,653,177	\$ 19,238,125
Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 13,926,285	\$ 14,834,025	\$ 15,796,920	\$ 16,711,918
Operations & Maintenance	264,545	301,620	395,123	518,070
Charges for Services	742,717	703,828	924,314	934,863
Debt	-	-	-	-
Governmental Services	700,000	1,127,500	502,500	1,073,274
Capital	96,180	37,582	34,320	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 15,729,726	\$ 17,004,554	\$ 17,653,177	\$ 19,238,125

District Attorney's Office - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
District Attorney's Office	154.00	157.50	-	3.00	160.50
Diversion Program	14.00	14.00	-	-	14.00
Total FTEs	168.00	171.50	-	3.00	174.50

District Attorney's Office - 2017 Budget Highlights

- \$96,909 for 1.0 FTE Deputy District Attorney.
- \$91,955 for 1.0 FTE Investigator II.
- \$110,618 for 1.0 FTE Human Trafficking Victim Witness Advocate.
- \$202,688 for approved business cases related to replacement laptops and software upgrades.
- \$500,000 for Victim Compensation Grant revenues and expenditures.

District Attorney's Office - Performance Measures

Performance Measures	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
District Attorney's Office				
Jury Trials	106	102	125	115
Felony Filings	4,016	4,006	4,000	4,132
Traffic and Misdemeanor Cases	32,451	32,000	32,000	32,000
Juvenile Filings	550	576	560	560
Domestic Violence Filings	1,339	1,345	1,350	1350
Traffic Cases	16,255	16,128	16,000	19,680
DUI/DWAI	3,029	3,064	3,100	3,000

Facility Planning & Operations



Facility Planning & Operations - Purpose Statement

Our objective is to provide safe, comfortable and well-maintained County facilities that fulfill the needs of our customers. The Facility Operations Department provides a full range of facility and property management services in a reliable, efficient, and cost conscious manner.

Facility Operations Department empowers a well trained, experienced and self-directed team that employs advanced technology and innovative thinking.

Facility Planning & Operations - Primary Services

Maintenance Services Division

- The Maintenance Services Division is responsible for the day to day maintenance and successful operation of all Adams County facilities. The division is a highly-skilled team of individuals committed to excellence and customer satisfaction. The division has certified employees in numerous crafts and specialty trades including construction, HVAC, electrical, plumbing, life safety and fire safety.

Facility Operations Management Division

- The Facility Operations Management Division is comprised of 8 employees who provide services such as budgeting, accounting, financial reporting, customer service, and procurement for the department. This group has the task of providing stewardship for an operating budget of approximately \$ 12 million for the operations and maintenance of County facilities. Facility Operations Management Division also has the oversight of capital improvement projects that varies from year to year depending upon the projects approved by the Board of County Commissioners.

Security Services Division

- The Security Services Division manages, maintains, and controls all the card access system and security cameras for all facilities.

Construction Management Division

- The Construction Management Division provides comprehensive project management and technical services for the planning, construction and renovation of County facilities projects. Projects can range in value from \$1,000 to over \$100 million and includes construction of new County facilities such as the government center, human services buildings, court houses, and sheriff facilities, as well as infrastructure, building renovations, and additions.

Custodial Services Division

- The Custodial Services Division is responsible for providing a safe, healthy clean environment for all employees and customers at all County facilities. The division is also responsible for recycling and waste management.

Facility Planning & Operations - Current Year Objectives

- New Animal Shelter: Begin building/infrastructure design and construction of a new animal shelter located at the Adams County Regional Park. Construction is expected to begin in 2017 and continue in 2018.
- Community Corrections Building: Complete remodel of the old Phoenix Center. Construction, including furniture, fixtures, and equipment needed for the operations of the Community Corrections Facility, is expected to be complete in October 2017.

Facility Planning & Operations - Budget Summary

Facility Planning and Ops Budget Summary

Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ 16,317,023	\$ 17,896,382	\$ 17,921,224	\$ 18,637,622
Licenses & Permits	-	-	-	-
Intergovernmental	8,368	-	-	-
Charges for Services	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	14,818	31,441	20,000	25,000
Miscellaneous	226,266	274,571	10,000,000	6,000,000
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	85,485,591	-	-
Total Revenue	\$ 16,566,475	\$ 103,687,985	\$ 27,941,224	\$ 24,662,622

Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 10,148,763	\$ 9,856,556	\$ 13,795,399	\$ 13,960,286
Capital Facilities Fund	23,095,540	16,487,431	29,213,548	32,845,000
Total Expenditures	\$ 33,244,303	\$ 26,343,987	\$ 43,008,947	\$ 46,805,286

Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Facilities	\$ 33,244,303	\$ 26,343,987	\$ 43,008,947	\$ 46,805,286
Total Expenditures	\$ 33,244,303	\$ 26,343,987	\$ 43,008,947	\$ 46,805,286

Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 3,004,521	\$ 3,214,772	\$ 3,543,708	\$ 4,046,003
Operations & Maintenance	816,632	889,970	1,293,347	961,176
Charges for Services	5,989,750	6,113,057	7,968,676	8,820,107
Debt	-	-	15,014,566	14,095,000
Governmental Services	-	-	-	-
Capital	10,743,789	3,768,453	15,188,650	17,783,000
Other Finance Uses	12,689,610	12,357,734	-	1,100,000
Total Expenditures	\$ 33,244,303	\$ 26,343,987	\$ 43,008,947	\$ 46,805,286

Facility Planning & Operations - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Facilities	50.00	53.00	1.00	1.00	55.00
Total FTEs	50.00	53.00	1.00	1.00	55.00

Facility Planning & Operations - 2017 Budget Highlights

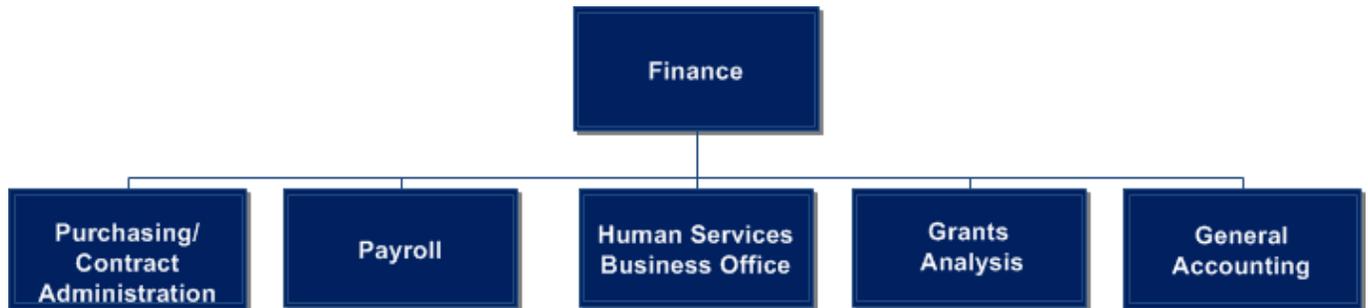
- \$12,000,000 for the first phase of construction of a new Animal Shelter building.
- \$5,500,000 for continuation of construction of the Community Corrections building.
- \$90,000 to re-finish Judges Benches in the Justice Center.
- \$105,000 to install Programmed Water Technology in the Booking Unit at the Detention Facility.
- \$550,000 to apply roof coating to the Detention Facility.

Facility Planning & Operations - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Maintenance Services				
Inmate hours worked	NA	3,500	7,342	8,000
Average annual energy cost per square foot of County facilities	NA	\$1.70	\$1.66	\$1.70
Number of work orders issued	NA	25,445	26,481	26,000
Number of work orders completed	NA	25,445	26,194	26,000
Work order completion rate (goal of 95% or greater)	NA	100	98.91	100
Number of preventative maintenance work orders issued	NA	4,713	48,71	5,500
Number of preventative maintenance work orders completed	NA	4,713	47,64	5,500
Total kWh of County facilities	NA	17,016,406	15,636,890	16,000,000
Total gallons of water used in County facilities	NA	48,860,310	56,894,750	52,000,000
Total therms of gas used in County facilities	NA	528,821	404,710	450,000

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Finance



Finance - Purpose Statement

To provide transparent and accountable information and support to the County with excellent customer service that is useful, timely, and accurate, and presented in a professional manner.

Finance - Primary Services

- Purchasing/Contract Administration – Manages the purchasing and contract administration activity of the County. Works with County operations and recommends, manages and ensures that the procurement policies, processes and procedures are followed to minimize risk and maximize value.
- Payroll – responsible for paying employees monthly.
- Human Services Business Office – Manages the finances for human services including; accounting, reporting and processing financial transactions in the County and state systems. The Division is also responsible for managing the accounting, budgeting, reporting and fiscal compliance with grants received by the County for Head Start and the Workforce and Business Center (WBC). This Division helps makes sure that the County spends entitlements and grant monies appropriately and draws down funds for qualified services and that program grant reports tie to the County’s general ledger.
- General Accounting – Manages the County’s accounting and payroll teams. Provides financial reporting and is responsible for managing the annual audit.
- Administration – This area encompasses the remaining areas of the Finance Department operations including; leadership, administration and management, debt management, accounts receivable and cash handling. This area also includes Applications, which works with our ERP system (JD Edwards) and the tools needed to extract and analyze data and focus on process improvements.

Finance - Current Year Objectives

- Pay Cycle Project: This project is intended to implement a pay cycle change subject to BOCC approval.
- Contracts Database: Continue filling out and completing the County’s contract database to prevent the expiration of contracts without the Purchasing Division and the customer departments and offices knowing ahead of time. The continuing project will include communications with departments and offices on their contracts and updating contracts in a centralized database as they are issued.
- Complete 2016 financial and single audit by June 30, 2017 and receive an unmodified opinion.
- Receive the Government Finance Officers Association Certificate of Achievement for Excellence in Financial Reporting.
- Implement expense management in JDE to automate key expenditure processes.
- Prepare data for transparency project.
- Produce public hearing agenda items for purchasing contracts with a greater than 95% accuracy.
- Prepare for alternative payments that meet the needs for the people we serve.
- Improve access to training materials to better use countywide systems.

Finance - Budget Summary

Finance Budget Summary				
Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	211,321	218,958	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	93,889	101,854	102,000	104,000
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ 305,210	\$ 320,812	\$ 102,000	\$ 104,000
Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 2,754,221	\$ 2,399,268	\$ 2,750,717	\$ 2,672,400
Total Expenditures	\$ 2,754,221	\$ 2,399,268	\$ 2,750,717	\$ 2,672,400
Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Finance General Accounting	\$ -	\$ 687,793	\$ 822,932	\$ 940,745
Finance	2,754,221	1,092,647	1,222,545	940,199
Finance Purchasing	-	618,827	705,240	791,456
Total Expenditures	\$ 2,754,221	\$ 2,399,268	\$ 2,750,717	\$ 2,672,400
Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 2,309,075	\$ 2,087,419	\$ 2,362,127	\$ 2,471,695
Operations & Maintenance	84,970	60,279	67,250	70,650
Charges for Services	308,938	251,571	321,340	130,055
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	51,239	-	-	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 2,754,221	\$ 2,399,268	\$ 2,750,717	\$ 2,672,400

Finance - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Finance	8.00	8.00	(2.00)	1.00	7.00
General Accounting	9.00	10.00	-	1.00	11.00
Purchasing	7.00	7.00	1.00	-	8.00
Total FTEs	24.00	25.00	(1.00)	2.00	26.00

Finance - 2017 Budget Highlights

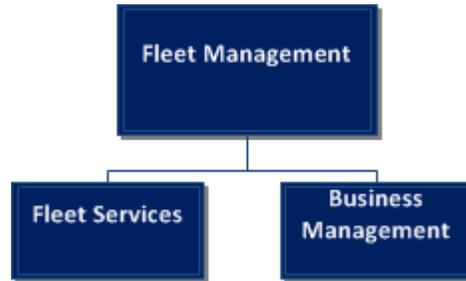
- \$93,799 for 1.0 FTE, Senior Accountant.
- \$73,296 for 1.0 FTE, Senior Compliance Grants Analyst.
- Computer software maintenance contracts were consolidated into the IT Department, allowing the Finance Department to reduce its Charges for Services budget.

Finance - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
General Accounting				
Bond rating on Series 2015 COPs (S&P)	NA	AA	NA	NA
Bond Rating on Series 2015 COPs (Moody's)		Aa2		
Bond rating for Adams County	NA	Aa1	NA	NA
Total purchasing card spend	\$8.3 M	\$8.2 M	\$8.1 M	\$8.5 M
Total purchase order spend	\$47.6 M	\$53.6 M	\$48.7 M	\$50.0 M
Total voucher spend	\$24.5 M	\$22.3 M	\$22.0 M	\$21.0 M
Percentage of purchasing card spend to total accounts payable spend	10.32%	9.73%	11.5%	12.0%
Percentage of purchase order spend to total accounts payable spend	59.18%	63.70%	69.19%	75.00%
Percentage of voucher spend to total accounts payable spend	30.49%	26.57%	19.29%	18.50%
Number of accounts payable checks	23,432	22,937	22,038	22,000
Total accounts payable spend	\$92.3 M	\$109.1 M	\$111.7 M	\$112.0M
Number of ACH transactions	346	397	484	500
Total ACH spend	\$52.3 M	\$66.1 M	\$103.7 M	\$105.0 M
Capital investment in infrastructure - total (broken out by Transportation, Parks, Stormwater, IT and Facilities)	NA	\$21.4 M	\$59.5 M	\$46.2 M
Payroll				
Number of payroll direct deposit	21,955	22,702	23,830	24,000
Number of payroll paychecks	2,746	2,130	2,375	2,400
Purchasing				
Number of formal solicitations posted (RMEPs)	109	96	114	125
Number of Public Hearing Agenda Items	NA	65	132	150
Number of Public Hearing Agenda Items that were accurate	NA	63	132	143+

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Fleet Management



Fleet Management - Purpose Statement

Adams County Fleet Management provides a comprehensive vehicle management program, following the guidelines of Sustainable Adams 2030 Plan. Fleet Management strategically acquires, maintains and disposes of County vehicles, while providing a high level of customer service. Transparency and accountability supported by a dedicated and certified fleet staff, assure safe and reliable vehicles for Adams County employees.

Fleet Management - Primary Services

- Fleet Services – provides scheduled maintenance, repair, parts supply, fuel supply and auto body repair for approximately 450 vehicles and pieces of equipment, at two service locations.
- Business Management – working with business partners, acquires vehicles and equipment, provides reporting, training/certification, depreciation and rental rate schedules.

Fleet Management - Current Year Objectives

- Develop partnerships that support continuous improvement, customer service and employee satisfaction.
- Obtain tools, equipment and technology that allows employees to perform their job assignments at the highest level.
- Encourage and promote employee training and development.
- Recognize positive contributions by employees and emphasize accountability from all employees.
- Develop the framework for the future Fleet Management facility with full employee involvement.
- Maintain an up-to-date and safe work environment for all employees.
- Embrace best fleet service practices regarding the work shop as well as the front office.
- Manage fuel use through idle reduction and an efficient replacement fleet that helps to support the guidelines of the Sustainable Adams 2030 Plan.

Fleet Management - Budget Summary

Fleet Management Budget Summary				
Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	6,158,572	6,268,051	9,256,448	6,846,903
Gain/(Loss) on Sale of Assets	391,421	163,960	275,000	250,000
Other Finance Sources	-	-	-	-
Total Revenue	\$ 6,549,992	\$ 6,432,011	\$ 9,531,448	\$ 7,096,903
Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Fleet Management Fund	6,136,507	5,744,137	11,002,066	9,891,950
Total Expenditures	\$ 6,136,507	\$ 5,744,137	\$ 11,002,066	\$ 9,891,950
Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Fleet Management	\$ 6,136,507	\$ 5,744,137	\$ 11,002,066	\$ 9,891,950
Total Expenditures	\$ 6,136,507	\$ 5,744,137	\$ 11,002,066	\$ 9,891,950
Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 1,320,383	\$ 1,359,489	\$ 1,458,822	\$ 1,543,617
Operations & Maintenance	2,593,097	1,853,516	2,805,000	2,730,584
Charges for Services	2,223,027	2,531,133	291,244	265,249
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	-	-	6,447,000	5,352,500
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 6,136,507	\$ 5,744,137	\$ 11,002,066	\$ 9,891,950

Fleet Management - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Fleet Management	15.00	16.00	-	-	16.00
Total FTEs	15.00	16.00	-	-	16.00

Fleet Management - 2017 Budget Highlights

- \$5,352,500 for vehicle/equipment replacement purchases.

Fleet Management - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Objective	2017 Estimated
Fleet Services				
Percentage of County vehicles requiring unscheduled repairs	2.5%	3.9%	15.39%	12%
Fuel efficiency of light duty County vehicles (MPG)	14.7	14.3	14.5	15
Percentage of service requests completed within 3 days	84.03%	50.14%	61.44%	>70%
Number of fuel gallons used	510,020	504,484	544,491	<525,000

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Front Range Airport



Front Range Airport - Purpose Statement

Front Range Airport (FTG) exists to provide outstanding aircraft support, General Aviation airport services, business and hangar development opportunities, and easy access to the Denver Metropolitan Area and DIA to the airport tenants, visitors, and the community members who use the airport. Spaceport Colorado will add access to space, commercial space industries, and aerospace businesses to the development mix for FTG and bring this access to the hundreds of commercial space and aerospace businesses and educational institutions located in the Denver Metro Area and all along the Front Range.

The Water and Wastewater Fund is reserved for the operation of the wastewater treatment plant at the Front Range Airport. The wastewater plant serves customers and tenants of the Front Range Airport and is an integral part of the airport operation.

Front Range Airport - Primary Services

- Provide an economic engine for Adams County and surrounding areas, providing jobs, revenue, and viable aviation services for a growing market.
- Serve as a model airport for aircraft operations, efficiency, and safety.
- Provide its tenants, users, business community and travelers a professional experience.
- Provide outstanding aviation and business facilities and infrastructure to airport users and aviation related businesses.

Water and Waste Water Treatment - Primary Services

- Provide sanitary water and wastewater services to the Front Range Airport and its customers.

Front Range Airport - Current Year Objectives

- Complete Airport Master Plan.
- Restriping of all Taxi lanes.
- Completion of the Space Port Licensing process.
- Rehabilitate Taxiway A7.
- Complete business development for New Deal Deicing Company.
- Complete business development for CEC Solar Farm.
- Continue growth of Engine Testing Site line of business.
- Continuously improve customer service and employee satisfaction.
- Obtain the necessary tools, equipment and technology for employees to be able to perform their job assignments.

Front Range Airport and Water & Wastewater Treatment Plant - Budget Summary

Front Range Airport and Water & Wastewater Treatment Plant Budget Summary

Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	3,148,166	15,152	-	310,104
Charges for Services	3,219,136	2,239,694	2,117,182	2,730,978
Fines & Forfeitures	-	-	-	-
Investment Income	9	-	-	-
Miscellaneous	23,978	24,964	5,000	5,000
Gain/(Loss) on Sale of Assets	(160,680)	-	-	-
Other Finance Sources	1,047,485	864,125	829,752	729,752
Total Revenue	\$ 7,278,094	\$ 3,143,935	\$ 2,951,934	\$ 3,775,834

Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Front Range Airport Fund	4,175,623	4,045,423	2,925,172	3,421,568
Water and Wastewater Fund	210,100	173,637	338,365	349,540
Total Expenditures	\$ 4,385,723	\$ 4,219,061	\$ 3,263,537	\$ 3,771,108

Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Airport Operations	\$ 4,175,623	\$ 4,045,423	\$ 2,925,172	\$ 3,421,568
Water & Wastewater Treatment	210,100	173,637	338,365	349,540
Total Expenditures	\$ 4,385,723	\$ 4,219,061	\$ 3,263,537	\$ 3,771,108

Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 974,907	\$ 1,052,702	\$ 1,122,193	\$ 1,168,441
Operations & Maintenance	1,110,394	846,411	944,318	1,178,320
Charges for Services	2,234,449	2,304,470	866,011	829,999
Debt	21,173	15,478	211,015	211,015
Governmental Services	-	-	-	-
Capital	-	0	120,000	383,333
Other Finance Uses	44,800	-	-	-
Total Expenditures	\$ 4,385,723	\$ 4,219,061	\$ 3,263,537	\$ 3,771,108

Front Range Airport - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Airport Operations	18.50	18.50	-	-	18.50
Water & Wastewater Treatment	1.00	-	-	-	-
Total FTEs	19.50	18.50	-	-	18.50

Front Range Airport - 2017 Budget Highlights

- \$344,986 for increased fuel revenue.
- \$300,000 for increased in Federal Grant revenue.
- \$333,333 for capital projects related to runways.

Front Range Airport - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Front Range Airport				
Takeoffs/Landings	53,947	65,234	82,315	90,546
Fuel Sales in Gallons	320,244	358,514	391,463	400,253
Fuel Sales Revenue	\$1,256,207	\$1,024,910	\$1,120,959	\$1,355,680
Ground Lease Revenue	\$370,747	\$580,283	\$367,532	\$410,358

Human Resources



Human Resources - Purpose Statement

Mission: Creating trusted partnerships through guidance and service.

Vision: To be an integral partner serving with character and competence.

Human Resources - Primary Services

Develops and interprets personnel policies and procedures, handles recruitment of employees, wage and salary analyses, and employee benefits administration. Human Resources also administers the workers' compensation, property and casualty programs, and programs ensuring county compliance with federal and state equal opportunity action laws.

Each year, the county analyzes pay plan needs, conducts pay surveys, and implements strategies aimed at staff recruitment, recognition, and retention. See the Consolidated Budget section for pay plan information specific to the current budget year.

In addition to annual pay plan practices, the following general personnel policies have been adopted by the Board of County Commissioners to promote equity and responsible human resources administration.

- Lump sum payments or bonuses outside of the pay plan must be submitted through Human Resources and approved by the Adams County Executive Team.
- Requests to upgrade or downgrade a vacant position shall be submitted to Human Resources and approved by the Adams County Executive Team.
- Requests for leave without pay (LWOP) must be approved by the employee's department director or elected official.
- All departments and elected offices will use NEOGOV for the recruitment of all positions including temps and volunteers.
- The practice of over-hiring vacant positions is not allowed unless approved as part of the annual budget by the Board of County Commissioners. The need to over-hire for position that will soon be vacant can be approved on a case-by-case basis by Human Resources and Budget.
- Reclassifications will be considered by the Adams County Executive Team annually as part of the annual budget process. All requests from departments and elected offices must be submitted on May 1 of any year and if approved will be effective in July of the same year.
- Merit increases must be supported by a performance appraisal for salary change processing to occur by the Human Resources Department.
- Departments and elected offices shall not exceed authorized staffing levels.
- Use of "vacancy savings" for non-personnel expenditures is not authorized.

- Departments and elected offices shall follow policies and procedures regarding employee time entry, including the use of the county's automated time entry system.

Human Resources - Current Year Objectives

- Implement onsite employee fitness/wellness center at Human Services.
- Implement onsite employee health clinic at Human Services.
- Recruitment Advertising Campaigns.
- Unemployment Management Services Implementation.
- Reduce the county's risk for liability and property costs through data analytics, increased training and effective prevention measures.
- Reduce the health plans cost trend through data analytics, employee health and wellness programs and employee health clinics.

Human Resources - Budget Summary

Human Resources Budget Summary				
Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	17,566,735	17,026,300	22,254,224	23,074,088
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	12,229	530,755	-	-
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	656,191	-
Total Revenue	\$ 17,578,963	\$ 17,557,055	\$ 22,910,415	\$ 23,074,088
Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 1,648,433	\$ 1,878,887	\$ 2,093,885	\$ 2,097,726
Insurance Fund	19,596,233	15,557,513	22,061,048	23,048,889
Total Expenditures	\$ 21,244,666	\$ 17,436,400	\$ 24,154,933	\$ 25,146,615
Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Benefits and Insurance	\$ 19,596,233	\$ 15,557,513	\$ 22,061,048	\$ 23,048,889
Human Resources	1,648,433	1,878,887	2,093,885	2,097,726
Total Expenditures	\$ 21,244,666	\$ 17,436,400	\$ 24,154,933	\$ 25,146,615
Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 1,505,888	\$ 1,602,858	\$ 1,915,290	\$ 1,961,988
Operations & Maintenance	53,064	303,430	159,399	284,985
Charges for Services	19,685,713	15,530,112	22,080,244	22,899,642
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	-	-	-	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 21,244,666	\$ 17,436,400	\$ 24,154,933	\$ 25,146,615

Human Resources - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Benefits and Insurance	4.00	5.00	-	-	5.00
Human Resources	14.00	14.00	-	-	14.00
Total FTEs	18.00	19.00	-	-	19.00

Human Resources - 2017 Budget Highlights

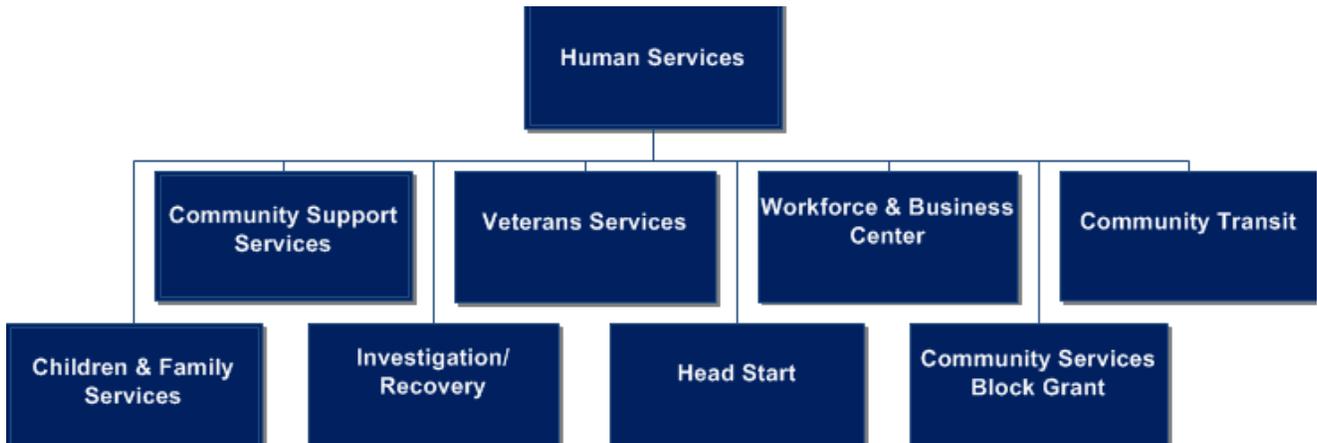
- \$19,525 for Halogen software upgrade.
- \$12,500 for Advertising/Recruitment expenses.

Human Resources - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Human Resources				
Percentage of employees in benchmarked positions	69.20%	66.65%	72.75%	75%
Turnover rate: overall	14.40%	14.97%	15.17%	15.50%
Turnover rate: voluntary	8.26%	10.03%	10.94%	11.50%
Average time to fill a position in days	16.67 days	16.06 days	16.13 days	16.25 days

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Human Services



Human Services - Purpose Statement

Deliver high-quality, cost-effective Human Services that enhance the quality of life and promote safety for the community.

Human Services - Primary Services

- Child Support Services – assures that all children receive financial and medical support from each parent.
- Veterans Services – assists residents who served in the U.S. Armed Forces, widows of Veterans and Veterans dependents to obtain any and all Veterans Administration benefits for which they may be eligible.
- Workforce & Business Center – create opportunities for success by connecting businesses to a quality workforce.
- Children & Family Services – to keep Adams County children and youth safe by partnering with families to build protective capacities; providing quality services to promote stability and opportunities for building communities of support to promote well-being; and finding safe, permanent homes for children/youth who cannot safely remain with or return to their families.
- Investigations and Recovery – to enhance public benefit program integrity through investigations and recovery of fraudulent or erroneous benefit payments.
- Head Start – every child enrolled in Head Start will enter kindergarten with the competencies necessary to succeed in school and that caregivers are empowered to be their child’s most important teacher.
- Community Support Services – to help Adams County residents move toward economic security and self-sufficiency by providing access to food, medical and cash public assistance programs and community resources.

Human Services - Current Year Objectives

- Plan and prepare for building relocation anticipated in July/August 2017. This is a comprehensive project that includes user representation on the project team and planning and executing the relocation and all related efforts.
- Facilitate and convene the Community Enrichment Plan to address community poverty.
- Continuously improve performance by meeting or exceeding 80% of the department key performance indicators.
- Manage financial resources within budget/allocations.
- Promote a workplace culture that enhances the quality of life for employees through demonstrated achievement of the five cultural competencies.

Human Services - Budget Summary

Human Services Budget Summary				
Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ 10,872,773	\$ 10,909,697	\$ 12,320,874	\$ 12,564,628
Licenses & Permits	-	-	-	-
Intergovernmental	174,434,427	93,527,754	103,185,947	106,919,228
Charges for Services	23	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	83,716	28,201	-	-
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ 185,390,940	\$ 104,465,652	\$ 115,506,821	\$ 119,483,856
Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 586,597	\$ 581,221	\$ 780,826	\$ 732,940
Social Services Fund	175,036,778	94,982,026	102,341,856	107,150,765
Head Start Fund	4,140,009	4,347,953	4,966,170	5,125,205
Community Services Block Grant Fund	561,215	474,767	438,071	487,774
Workforce & Business Center Fund	5,311,229	5,473,691	7,254,499	7,599,002
Total Expenditures	\$ 185,635,829	\$ 105,859,658	\$ 115,781,422	\$ 121,095,686
Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Community Transit	\$ 516,240	\$ 536,515	\$ 644,600	\$ 614,600
Community Services Fund	561,215	474,767	438,071	487,774
Human Services Business Office	1,297,611	1,214,159	1,364,713	878,622
HS Child Welfare	35,956,119	36,241,815	38,815,672	40,780,100
HS Investigation and Recovery	747,269	752,627	774,246	812,159
HS Self Sufficiency	134,451,032	53,309,727	55,808,828	61,208,906
Head Start Fund	4,140,009	4,347,953	4,966,170	5,125,205
Human Services	1,376,774	2,274,867	4,174,011	1,875,107
HS IT and Mail	1,207,972	1,188,831	1,404,386	1,595,871
Veterans Service Office	70,357	44,706	136,226	118,340
Workforce and Business Center	5,311,229	5,473,691	7,254,499	7,599,002
Total Expenditures	\$ 185,635,829	\$ 105,859,658	\$ 115,781,422	\$ 121,095,686
Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 41,322,141	\$ 43,437,292	\$ 48,518,510	\$ 51,448,089
Operations & Maintenance	2,110,748	1,982,747	2,539,810	2,801,445
Charges for Services	141,676,871	60,067,981	62,619,676	64,591,348
Debt	-	-	-	-
Governmental Services	388,480	315,417	2,073,426	2,254,804
Capital	137,590	56,221	30,000	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 185,635,829	\$ 105,859,658	\$ 115,781,422	\$ 121,095,686

Human Services - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Business Office	18.00	16.00	1.00	1.00	18.00
Child Welfare	222.00	233.00	18.00	-	251.00
Community Services Block Grant	3.00	4.00	-	-	4.00
Head Start Fund	71.00	71.00	-	-	71.00
Human Services	5.00	5.00	-	-	5.00
Investigation and Recovery	9.00	9.00	-	-	9.00
IT and Mail	10.00	10.00	-	-	10.00
Self Sufficiency	283.00	298.00	6.00	-	304.00
Veterans Service Office	1.00	2.00	-	-	2.00
Workforce & Business Center	64.50	64.50	-	-	64.50
Total FTEs	686.50	712.50	25.00	1.00	738.50

Human Services - 2017 Budget Highlights

- \$2,751,694 for additional expenditures in various Self Sufficiency cost centers offset by additional grant revenue.
- \$62,170 for 1.0 FTE Federal Funding Specialist partially offset by additional grant revenue.

Human Services - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Actual	2017 Objective
Child Support Services				
Percentage of children with paternity established	96.10%	94.90%	94.4%	90%
Percentage of Iv-D cases with an arrears payment in the month	NA	45.90%	44.8%	44.8%
Percentage of Iv-D cases with support orders	91.80%	92.10%	91.7%	80%
Percentage of current support paid on Iv-D cases	63.50%	64.30%	65.0%	66.0%
Percentage of Iv-D arrears cases with a payment on arrears (YTD)	63.00%	NA	71.6%	71.4%
Children & Family Services				
Absence of A/N recurrence	95.40%	94.90%	95.8%	94.3%
Absence of new A/N during case involvement - closed cases	75.30%	74.26%	76.2%	80%
Case re-involvement	93.50%	92.32%	92.5%	90%
Timely assessment closure	NA	NA	87.3%	90%
Timeliness of initial response	85.00%	85.50%	92.6%	90%
Timeliness of reunification	85.80%	81.26%	81.0%	75.2%
Median level of service for reunifications	5.5	NA	5.9	<5.4
Absence of re-entry into out-of-home	86.90%	NA	85.2%	90.1%
Discharges to permanent placement for legally freed children	95.30%	87.88%	98.6%	98%
Decrease congregate care placement	14.00%	14.13%	7.6%	<6.1%
Community Support Services				
Colorado works application timeliness	96.70%	100.00%	98.8%	95%
Colorado Works redetermination timeliness	66.10%	86.20%	91.2%	95%
Colorado Works accuracy rate	94.50%	NA	93.5%	93%
Food assistance regular application timeliness	71.70%	96.20%	97.7%	95%

Performance Measure	2014 Actual	2015 Actual	2016 Actual	2017 Objective
Food assistance expedited application timeliness	62.10%	88.80%	94.5%	95%
Food assistance redetermination timeliness	43.90%	94.60%	95.2%	95%
Food assistance application processing accuracy rate	93.70%	NA	92.8%	97%
Medical assistance application timeliness	87.80%	96.10%	96.6%	95%
Medical assistance redetermination timeliness	97.90%	97.60%	97.7%	95%
Medical assistance accuracy rate	94.90%	NA	93.2%	93%
Adult financial application timeliness	86.70%	91.40%	98.2%	95%
Adult financial redetermination timeliness	56.50%	83.70%	83.3%	95%
Adult program accuracy rate	95.40%	NA	93.8%	93%
Adult protection timeliness of initial response to new reports	96.20%	NA	99.2%	98%
LEAP application timeliness	99.30%	98.40%	99.7%	95%
LEAP technician accuracy rate	96.00%	96.00%	99.1%	95%
Number of people on food assistance	NA	NA	NA	

Head Start

Three and four year old children will show progress in all developmental areas including physical, emotional, cognitive, language and mathematics	NA	NA	96.00%	90%
Follow up on absences and offer support to families to reach 85% attendance in program	NA	85.67%	83.00%	85%
Maintain full enrollment every month	100.00%	99.00%	100%	100%
Receive/complete sensory treatments by the end of the program year (enrolled children)	NA	NA	92.00%	80%
Receive/complete dental treatment by the end of the program year (enrolled children)	NA	NA	82.00%	62%

Investigation & Recovery

Annual collection of recovery payments	NA	\$3,239,649	\$2,264,567	\$2,500,000
Complete investigation within sixty days	96.00%	NA	100.00%	98%
Verified appropriate investigation documentation through random sampling	100.00%	NA	100.00%	100%

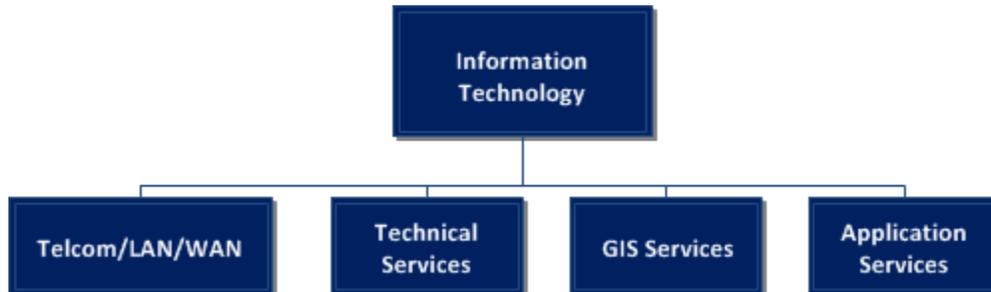
Workforce & Business Center

Overall work participation rate	37.80%	39.50%	33.1%	40%
SSI placement success rate	NA	18.60%	61.2%	15%
Employment placement success rate (for "work ready" TANF participants)	43.80%	NA	70.1%	14%
Percentage of increase in household income for Choices Training program participants over an 18 month period	77.60%	NA	81.2%	70%
Percentage of JSP clients who at program exit: maintained employment, earned an income increase, or improved employment while in the program	90.30%	NA	80.1%	75%
Penetration rate with businesses in Adams County	NA	NA	8.0%	8.0%
WIA Adult Program entered employment rate	NA	88.89%	75.68%	51.00%
WIA Adult Program retention rate	NA	92.00%	92.21%	66.30%
WIA Adult Program average earnings	NA	\$24,125	\$29,022	83.51%
WIA Adult Program participants served	NA	355	302	285
WIA Dislocated Worker Program entered employment rate	NA	86.79%	84.31%	66.50%
WIA Dislocated Worker Program retention rate	NA	97.14%	90.20%	84.31%
WIA Dislocated Worker Program average earnings	NA	\$21,732	\$20,893	\$18,002
WIA Dislocated Worker Program participants served	NA	NA	311	249
Youth Placement Rate	NA	NA	69.77%	69.77%

Performance Measure	2014 Actual	2015 Actual	2016 Actual	2017 Objective
Youth Program Attainment Rate	NA	NA	54.05%	54.05%
Youth Program Participants Served	NA	207	282	297
Wagner-Peyser Program entered employment rate	NA	60.83%	68.10%	48.00%
Wagner-Peyser Program retention rate	NA	82.36%	81.94 %	74.00%
Wagner-Peyser Program average earnings	NA	\$15,990	\$16,255	\$14,250
Wagner-Peyser Program referred to support services	NA	584	775	575
Veterans entered employment rate	NA	NA	66.40%	54.46%
Veterans employment retention rate	NA	NA	83.61%	82.30%
Veterans average earnings	NA	NA	\$19,476	\$18,765
Disabled veterans entered employment rate	NA	NA	61.04%	47.57%
Disabled veterans retention rate	NA	NA	81.31%	78.76%
Disabled veterans average earnings	NA	NA	\$19,312	\$19,423
Employment First enhanced funding earned	\$81,317	\$96,251	\$166,727	\$100,000
WIA Adult/Dislocated Worker participants who obtain employment in an occupation related to training received	87.00%	82.86%	79.63%	70%

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Information Technology



Information Technology - Purpose Statement

The purpose of Information Technology (IT) is to deliver exceptional value and quality of life through the deployment and support of innovative technologies.

Information Technology - Primary Services

- The Network and Telecommunications division of Information Technology is responsible for building, supporting, and maintaining the network and telecommunications infrastructure and equipment for Adams County.
- The Technical and Security Services division of Information Technology maintains a consistent, secure, and reliable computing infrastructure. This division functions to provide effective and timely customer service while maintaining the County's computers and servers. All County employees using a computer are valued customers of this division, and we understand that the work of the County's employees is of extreme value to the County's overall goals.
- The Geographic Information System division of Information Technology manages and supports the Geographic Information Systems (GIS) software and infrastructure for Adams County and its citizens.
- The Application Services division of Information Technology manages the procurement, installation, administration, maintenance, development, and the upgrades required of core County business software applications. In addition, Applications Services provides high level customer service through training and second tier help desk support.

Information Technology - Current Year Objectives

- Install Voice over Internet Protocol (VOIP) telephone system at the District Attorney building.
- Upgrade paperless routing within Workforce and Business Center.
- Build out IT infrastructure for the new Human Services Center.
- Online paperless permit submissions.
- Deployment of Microsoft O365.
- Repeat 2016 survey results for being #1 in Customer Service.
- Pay cycle changes.
- New Parks reservation application.
- Assessor NOV's online and comparables.
- Clerk & Recording new application.
- Upgrade to ArcGIS 10.4.
- GIS street centerline.

Information Technology - Budget Summary

Information Technology Budget Summary				
Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	202,961	86,969	85,000	60,924
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ 202,961	\$ 86,969	\$ 85,000	\$ 60,924
Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 6,787,574	\$ 5,316,584	\$ 6,574,029	\$ 7,937,500
Total Expenditures	\$ 6,787,574	\$ 5,316,584	\$ 6,574,029	\$ 7,937,500
Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Application Services	\$ 2,922,093	\$ 1,790,528	\$ 1,985,175	\$ 2,319,634
GIS Services	-	655,256	817,462	521,452
Technical Services	1,160	1,268,598	1,727,235	3,119,758
Telecommunications	1,520,358	1,184,722	1,426,780	1,420,532
Administration	2,343,963	417,481	617,377	556,124
Total Expenditures	\$ 6,787,574	\$ 5,316,584	\$ 6,574,029	\$ 7,937,500
Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 2,680,571	\$ 2,645,029	\$ 2,961,523	\$ 3,314,189
Operations & Maintenance	302,177	377,065	372,875	1,132,703
Charges for Services	2,076,290	1,835,596	2,463,631	2,316,991
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	1,728,535	458,894	776,000	1,173,617
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 6,787,574	\$ 5,316,584	\$ 6,574,029	\$ 7,937,500

Information Technology - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Application Services	10.00	12.00	-	-	12.00
GIS Services	3.00	3.00	-	-	3.00
IT Administration	5.00	5.00	(1.00)	-	4.00
Technical Services	6.00	7.00	-	-	7.00
Telecommunications	3.00	2.00	1.00	1.00	4.00
Total FTEs	27.00	29.00	-	1.00	30.00

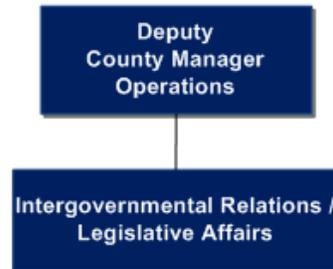
Information Technology - 2016 Budget Highlights

- \$80,340 for 1.0 FTE Network Administrator.
- \$250,000 for network & VOIP capital projects.

Information Technology - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Objective	2017 Estimated
Application Services				
Number of people trained in IT classroom	180	106	72	150
Technical Services				
Total calls and emails to the Help Desk (not including HS)	10,972	14,219	13,530	14,500

Legislative Affairs & Intergovernmental Relations



Legislative Affairs - Purpose Statement

As part of the County's Intergovernmental Relations Office (IRO), Legislative Affairs (through the Legislative Liaison position) is responsible for overseeing the development and implementation of the County's state and federal legislative agenda and lobbying strategies.

Legislative Affairs - Primary Services

- Assist in the development and directly coordinate the County's legislative affairs strategy, working directly with the management team and the Board of Commissioners.
- Monitor the County's proactive development of and response to legislation, regulations or policy changes that may have an impact on the County specifically or County government in general.
- Manage County's legislative activities and lobbying efforts including analysis and review of pending legislation, priorities, and issues and the potential impact on the County via management of an internal cross functional team (the Legislative Working Group); recommending strategies and policy initiatives to the Board, and articulating the County's legislative agenda to state and federal elected officials.
- Establish and maintain contact and interaction with legislators, legislative committees, elected officials, and various intergovernmental associations.
- Communicate the outcome of legislative activities to other County elected officials and management team.
- Work to advance the credibility of the County in federal, state, and regional arenas through participation and involvement in federal, state, and regional projects and issues.

Legislative Affairs - Current Year Objectives

- Work with the County's state and federal lobbyists and appropriate elected officials to carry out the County's 2017 legislative agendas.
- Monitor all legislation and policies of consequence to the County, and work with internal Departments and external partners (including elected officials) to identify common areas of interest in order to facilitate legislative action and advance the County's policy agenda and goals.
- Develop legislative portion of the IRO Business Plan to be used as introductory materials for new staff, board members, agency and elected officials.
 - The plan will outline the specific services (both internally and externally) of the Legislative Liaison, the County's policy agendas and approaches to outreach, and contain examples of work products that the Legislative Liaison develops in conjunction with the Intergovernmental Relations Manager.
- Develop Policy/Legislative Agenda booklet for 2017.
 - The booklet will tie together, as appropriate, the County's strategic plan goals, budget priorities, and legislative agenda needing support from our state and federal legislators.
 - The County's state and federal legislative agendas and priorities are governed by the policy principles developed by the many County departments and agencies which serve to

guide the Board of County Commissioners and the Intergovernmental Relations Office as they navigate the state and federal legislative process and consider legislative positions.

- Guided by the policy principles above, the County’s state and federal legislative priorities reflect the County’s legislative agenda, and assist the Board of County Commissioners and the Intergovernmental Relations Office in determining what specific state and federal legislation and policies the County will take an active role in.

Intergovernmental Relations - Purpose Statement

The purpose of the Intergovernmental Relations Office (IRO) is to build and maintain meaningful and strategic relationships both internally and with local, regional, state and federal organizations and agencies that directly impact core County services and programs. Integral to IRO’s purpose is overseeing the development of the County’s state and federal legislative agenda, managing the County’s regional transportation initiatives, and working with our external departments to more fully integrate their programs and services into the County’s strategic plan. IRO also acts as a conduit between internal departments and other jurisdictions with key local, state, regional and federal agencies to address cross-jurisdictional issues and advance the County’s regional initiatives.

Intergovernmental Relations - Primary Services

- Oversee County’s legislative program.
- Provide coordination services to help advance the County’s regional initiatives, such as the VA Hospital, and Spaceport.
- Manage regional transportation initiatives.
- Foster working relationships with County-funded outside agencies and external departments that are integral to providing core services and programs to our citizens and business.

Intergovernmental Relations - Current Year Objectives

- Oversee legislative affairs.
- Complete IRO Business Plan.
- Manage the re-evaluation of the County’s strategic regional transportation initiatives.
- Continue integration of external departments (Tri-County Health and Housing Authority) into County’s strategic plan.

Legislative Affairs & Intergovernmental Relations - Budget Summary

Legislative Affairs & Intergovernmental Relations Budget Summary

Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	-	-	-	-
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ -	\$ -	\$ -	\$ -

Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ -	\$ -	\$ -	\$ 207,815
Total Expenditures	\$ -	\$ -	\$ -	\$ 207,815

Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Intergov/Legislative	\$ -	\$ -	\$ -	\$ 207,815
Total Expenditures	\$ -	\$ -	\$ -	\$ 207,815

Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ -	\$ -	\$ -	\$ 202,815
Operations & Maintenance	-	-	-	5,000
Charges for Services	-	-	-	-
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	-	-	-	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ -	\$ -	\$ -	\$ 207,815

Legislative Affairs & Intergovernmental Relations - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Legislative Affairs	-	-	1.00	-	1.00
Intergovernmental Relations	-	-	1.00	-	1.00
Total FTEs	-	-	2.00	-	2.00

Legislative Affairs & Intergovernmental Relations - 2017 Budget Highlights

- There are no significant budget highlights for 2017.

Legislative Affairs & Intergovernmental Relations - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Legislative Affairs				
Monitor individual pieces of state legislation impacting Adams County	NA	NA	72	75
Brief BoCC on impactful legislation and recommended actions	NA	NA	19	20
Successfully lobby in favor of/against specific bills	NA	NA	17/32 (53%)	21/35 (60%)
Intergovernmental Relations				
Continue integration of external departments into County processes, including more formal interaction with BoCC	NA	NA	25%	50%
Complete re-evaluation of priority transportation projects	NA	NA	0%	60%
Complete IRO business plan	NA	NA	25%	50%

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Office of Cultural Affairs



Office of Cultural
Affairs

Office of Cultural Affairs - Purpose Statement

The Adams County Office of Cultural Affairs is responsible for increasing awareness and promoting arts, cultural and scientific opportunities in Adams County.

Office of Cultural Affairs - Primary Services

- Responsible for managing, planning, developing and implementing the programs and activities of the Cultural Affairs Office.
- Provides administrative and management support for two Board of County Commissioner appointed advisory boards:
 - The Adams County Cultural Council (ACCC) was established by resolution by the Board of County Commissioners and is responsible for submitting a plan to the Scientific & Cultural Facilities District (SCFD) for disbursement of funds to support arts, cultural and scientific opportunities in Adams County.
 - The Adams County Visual Arts Commission (ACVAC) mission is the promotion of public art, cultural, historical and scientific activities in Adams County.
- Responsible for ensuring that Resolution 2016-244 is being fully executed (one half of one percent of the total cost of construction on any new County owned building) in coordination ACVAC and the Office of Cultural Affairs.

Office of Cultural Affairs - Current Year Objectives

- Hire a consultant to work with the Office of Cultural Affairs in establishing an arts and culture master plan for Adams County.
- Develop and manage the implementation of a master plan for arts and culture in Adams County.
- Convene a regular standing stakeholder meeting with the various Adams County arts organizations.
- Serve as a liaison to the County's various art organizations.
- Develop and manage the planning of culture/arts at the County level.
- Enhance the Cultural Corner publication, a quarterly newsletter
- Complete and install two public art sculptures at new Human Services Center.
- Complete and install public art wraps on transformer boxes in Unincorporated Adams County.
- Host Artfully Adams art exhibit show in the Government Center and Human Services Center.
- Complete and install public art at new Animal Shelter.
- Integrate cultural awareness activities across Adams County facilities.

Office of Cultural Affairs - Budget Summary

Cultural Affairs Budget Summary

Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	56,893	-	20,000
Charges for Services	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	-	-	-	-
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ -	\$ 56,893	\$ -	\$ 20,000

Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 64,178	\$ 70,002	\$ 94,216	\$ 131,487
Total Expenditures	\$ 64,178	\$ 70,002	\$ 94,216	\$ 131,487

Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Office of Cultural Affairs	\$ 64,178	\$ 70,002	\$ 94,216	\$ 131,487
Total Expenditures	\$ 64,178	\$ 70,002	\$ 94,216	\$ 131,487

Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ -	\$ -	\$ 89,216	\$ 96,487
Operations & Maintenance	656	7,314	5,000	35,000
Charges for Services	3,522	2,688	-	-
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	60,000	60,000	-	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 64,178	\$ 70,002	\$ 94,216	\$ 131,487

Office of Cultural Affairs - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Office of Cultural Affairs	-	1.00	-	-	1.00
Total FTEs	-	1.00	-	-	1.00

Office of Cultural Affairs - 2017 Budget Highlights

- \$20,000 for transformer cabinet murals that are frequently covered in graffiti.

Office of Cultural Affairs - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Office of Cultural Affairs				
Funding distributed from SCFD to support local arts & culture programs in Adams County	\$964,834	\$1,142,212	\$1,135,868	\$1,150,000
Number of visits by Adams County residents to Tier I, II and III arts/culture organizations	859,870	NA	NA	NA
Number of Tier II and III organizations in Adams County	17	18	19	19

Long-Range Strategic Planning Department



Office of Long-
Range Strategic
Planning

Long-Range Strategic Planning Department - Purpose Statement

Long-Range Strategic Planning assists the County in making deliberative and disciplined approaches to producing fundamental decisions through facilitated capital improvement planning and actions that shape and guide the direction of Adams County locally. This is achieved at the neighborhood level and throughout the region through informed decision-making that will protect and enhance the physical, social, economic, and environmental integrity of the County.

Long-Range Strategic Planning Department- Primary Services

- Regional and Long-Range Planning Services - Facilitates the development of visions, goals and objectives, and implementation actions relating to the County's Strategic Plan initiatives.
- Neighborhood Liaison and Planning Services - Research and recommend cutting edge strategies for healthy and sustainable development in neighborhoods and neighborhood capacity building and support.
- Facilitation of Long Range Strategic Implementation and Capital Improvement Process - Strategic thinking, acting, and learning to promote systematic information gathering about the County's internal and external environment, development and growth trends, and adopt strategies to effectively manage the County's resources and plan implementations.

Long-Range Strategic Planning Department - Current Year Objectives

- Plan and program/project implementation through a strategic view of the capital improvement budgeting process.
- Welby Neighborhood Plan - The County will continue to implement the plan subject to available resources and funds and neighborhood needs.
- Making Connections: Southwest Adams County Planning and Implementation Plan – Build better and healthier multi-modal connections to produce a high quality of life for all residents and businesses as well as have positive social and economic impacts for the region as a whole. Plan implementation, including a creative financing study and the development of complete streets standards and a complete streets policy, and other implementation actions, will begin in early 2017.
- Agricultural Innovation Planning-- The District Plan for Adams County and City of Brighton – Adopted in 2016 by both the City of Brighton and Adams County, the District Plan addresses land use, transportation, natural resource conservation, sustainability (including but not limited to economic, environment, and social elements), open space, parks, and farmland preservation, corridor or area specific planning, public health, economic development, future growth and development, recreation and tourism, historic and cultural preservation, and capital improvements. Plan implementation will continue in 2017, including the establishment of a new zoning district, District Plan Mixed Use, a joint city/County implementation commission, and work to implement the plan's three-dozen action items.
- I-70 Corridor - Collaborate with the Regional Economic Advancement Partnership (REAP) and Arapahoe County on an I-70 Corridor Trails Plan.
- Economic Development/Neighborhood and Business Associations - New initiative to encourage and support the formation of business associations.
- DIA - Continue coordination and cooperation with the City and County of Denver and other jurisdictions to coordinate the Colorado Aerotropolis project following the release of the Colorado Aerotropolis Study

in 2016; work collaboratively on study-identified next steps, including amendments to the Adams County Comprehensive Plan, *Imagine Adams County (2012)*.

- Federal Blvd. Corridor Planning and Environmental Linkages Study (PEL) 30% Design- this work product will allow for a continuous streetscape design to effectively move multi-modal traffic safely and promote health and economic development.
- Continue collaborative work with partners the City of Westminster, Regis University, Mile High Connects, and Tri-County Health Department on the jointly awarded Invest Health to address health disparities and promote healthy equity in southwest Adams County. Develop an actionable pipeline of projects and align investment with the Invest Health Team for the Federal Blvd. Corridor with partnerships including ULI, the Reinvestment Fund, hospitals and others.
- Coordinate Land Use, Transportation, Trails and Economic Development updates to the City's Blue Print Denver Comprehensive Plan.
- Coordinate Land Use, Transportation, Trails and Economic Development updates to the City of Aurora's Comprehensive Plan.
- Work across departments and with community organizations to create comprehensive reports that highlight community needs, successes, and overall information in preparation for Town Hall Meetings for the Board of County Commissioners.
- Work with CU Capstone graduate students to create interactive, historic story maps of Brighton and SW Adams County. Enable residents to share their stories and identify with the historic aspects of their community.
- Work with Anythink Libraries on a variety of neighborhood "pop up" events. During these social events residents can provide input items such as "I want to see__ in my community" and answer questions like "Community means..." These events will allow additional partnerships with community organizations and Neighborhood Services to collectively engage with the public.
- Focus on engaging youth. This includes working with ACYI and community partners to strengthen cradle to career initiatives, fostering conversations and convenings that provide to unify collaborative goals and values, and finding ways to work together with community organizations committed to these goals. This may led into a pilot youth leadership program in partnership with the University of Denver, Regis University and the Latino Leadership Institute.
- Develop a neighborhood support program, which may include mini grants to assist with neighborhood clean ups, block parties, pop up events and more. These events are aimed at supporting initiatives that promote engagement opportunities and community pride.
- Continue work to develop and then implement a Neighborhood Needs Analysis.
- Continue to support the Adams County Healthy Living Pilot Program to connect County employees with affordable, local, community supported agriculture (CSA). Explore options to continue and expand the program.

Long-Range Strategic Planning Department - Budget Summary

Long-Range Strategic Planning Budget Summary

Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	21,770	48,870	-	-
Intergovernmental	-	-	-	-
Charges for Services	152,453	86,570	60,200	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	3,183	20,643	-	-
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ 177,406	\$ 156,083	\$ 60,200	\$ -

Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 539,022	\$ 543,021	\$ 382,202	\$ 535,969
Total Expenditures	\$ 539,022	\$ 543,021	\$ 382,202	\$ 535,969

Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Long-Range Strategic Planning	\$ 539,022	\$ 543,021	\$ 382,202	\$ 535,969
Total Expenditures	\$ 539,022	\$ 543,021	\$ 382,202	\$ 535,969

Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 486,752	\$ 442,563	\$ 326,534	\$ 419,162
Operations & Maintenance	21,649	20,627	29,360	37,540
Charges for Services	30,621	79,831	26,308	79,267
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	-	-	-	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 539,022	\$ 543,021	\$ 382,202	\$ 535,969

Long-Range Strategic Planning Department - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Long-Range Strategic Planning	5.40	3.00	1.00	-	4.00
Total FTEs	5.40	3.00	1.00	-	4.00

Office of Long-Range Strategic Planning - 2017 Budget Highlights

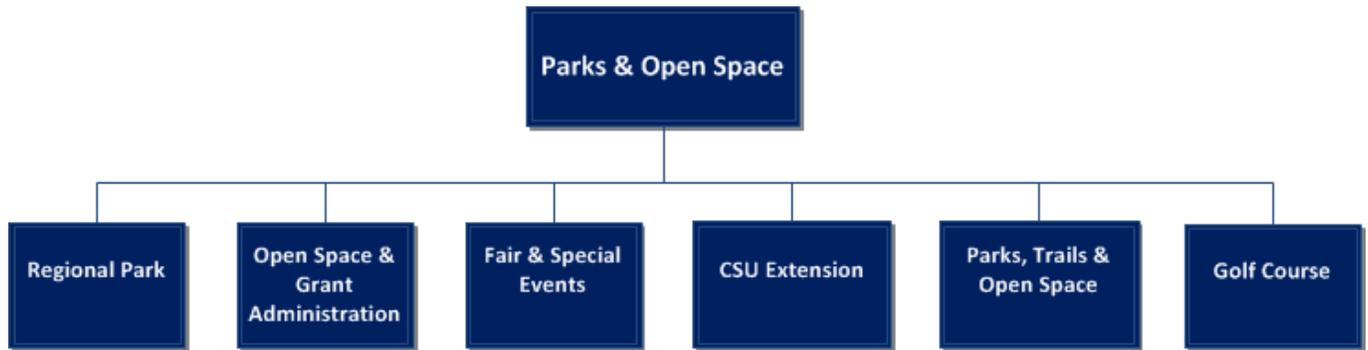
- \$50,000 for neighborhood toolkit funding.
- \$5,000 for community meetings.

Long-Range Strategic Planning Department - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Office of Long-Range Strategic Planning				
Number of community meetings/open houses organized	NA	NA	57	55
Number of neighborhood organizations formed/strengthened/supported	NA	NA	4	5
Percentage of comprehensive plan/sub-area plan action items implemented	NA	NA	30%	35%
Number of neighborhood meetings and other outreach meetings attended by Planning staff	NA	21	100	100
Number of DRCOG meetings attended	NA	6	21	15
Number of Regional Economic Advancement Partnership (REAP) meetings attended	NA	2	10	6

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Parks & Open Space



Parks & Open Space - Purpose Statement

To Enhance the quality of life for residents by providing recreational, educational and cultural opportunities through our system of parks, trails, open spaces, and facilities; and to preserve and protect the natural and cultural resources of the County for present and future generations.

Parks & Open Space - Primary Services

- Regional Park – The Regional Park division oversees the day to day operations and maintenance of the regional park as well as the management of capital construction projects within the regional park.
- Open Space Sales Tax – The Open Space Sales Tax division is responsible for the overall management and oversight of the voter approved Open Space Sales Tax program. The sales tax was approved in 1999 and generates more than 10 million annually that is dedicated to improvements to parks, recreational facilities and open space projects Countywide.
- Fair and Special Events – The Fair and Rodeo division is responsible for marketing, management and logistical coordination for County sponsored and private special events held at County parks and open space properties.
- CSU Extension – Adams County Extension provides information and education, and encourages the application of research-based knowledge in response to local, state and national issues affecting individuals, youth, families, agricultural enterprises and communities of Adams County.
- Natural Resources – The Natural Resources division is responsible for the day to day management and maintenance as well as the management of capital construction projects at all satellite parks and open space properties (approx. 1500 acres), and all regional trails (35 miles), that are outside of the Regional Park.
- Golf Course – Provides for operation of the County’s two Riverdale golf courses, the Dunes and the Knolls.

Parks & Open Space - Current Year Objectives

- Willow Bay Open Space Acquisition.
- Conclude Clear Creek Corridor Master Plan Process.
- Begin Restoration Project for Twin Lakes Park including design, permitting and grant applications.
- Finish Regional Park Master Plan Process.
- 88th Avenue Restoration Project – Includes design, permitting and construction commencing in later 2017
- Increase awareness of the Open Space Sales Tax Program positive impact on the community among residents.
- Leveraging social media to increase awareness and participation in CSU programming.
- Continued implementation of Mann Lakes Water Storage Project.
- Decommissioning of Regional Park Sewer Lagoons.

Parks & Open Space - Budget Summary

Parks and Open Space Budget Summary				
Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ 13,831,749	\$ 14,751,164	\$ 14,785,010	\$ 15,376,038
Licenses & Permits	-	-	-	-
Intergovernmental	762,553	1,402,682	720,661	727,818
Charges for Services	3,640,913	3,710,422	3,993,710	4,237,710
Fines & Forfeitures	-	-	-	-
Investment Income	37,651	108,517	33,000	42,500
Miscellaneous	994,317	446,740	291,000	338,500
Gain/(Loss) on Sale of Assets	75,333	-	-	-
Other Finance Sources	870,354	1,010,468	869,359	3,270,000
Total Revenue	\$ 20,212,870	\$ 21,429,992	\$ 20,692,740	\$ 23,992,566
Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 4,964,427	\$ 6,459,537	\$ 5,423,331	\$ 7,670,607
Golf Course Fund	3,208,097	3,475,066	2,666,311	2,690,909
Conservation Trust Fund	948,839	978,729	575,426	530,560
Open Space Projects Fund	1,020,390	4,729,629	3,112,800	3,603,800
Open Space Sales Tax Fund	11,261,924	11,384,285	20,257,535	18,133,623
Total Expenditures	\$ 21,403,676	\$ 27,027,246	\$ 32,035,403	\$ 32,629,499
Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Soil Conservation	\$ 72,871	\$ 76,442	\$ 84,516	\$ 87,523
CSU Extension	576,290	445,645	566,717	571,613
Conservation Trust	948,839	978,729	575,426	530,560
Fair & Rodeo	752,224	1,236,455	1,484,446	1,481,000
Golf Course	3,208,097	3,475,066	2,666,311	2,690,909
Open Space & Grants Admin.	11,261,924	11,384,285	20,257,535	18,133,623
Park, Trails and Open Space	1,020,390	4,729,629	3,112,800	3,603,800
Regional Park	3,563,041	4,700,995	3,287,652	5,530,471
Total Expenditures	\$ 21,403,676	\$ 27,027,246	\$ 32,035,403	\$ 32,629,499
Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 3,033,376	\$ 3,191,186	\$ 3,569,094	\$ 3,794,220
Operations & Maintenance	1,096,372	1,175,099	1,395,617	1,370,951
Charges for Services	3,801,954	4,189,383	3,536,540	3,666,584
Debt	-	-	-	-
Governmental Services	10,276,671	10,212,861	19,146,793	14,616,444
Capital	1,984,949	6,898,972	3,518,000	5,911,300
Other Finance Uses	1,210,354	1,359,745	869,359	3,270,000
Total Expenditures	\$ 21,403,676	\$ 27,027,246	\$ 32,035,403	\$ 32,629,499

Parks & Open Space - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Conservation Trust	5.00	5.00	-	-	5.00
CSU Extension	5.00	4.00	-	-	4.00
Fair & Rodeo	2.60	3.60	0.40	-	4.00
Open Space & Grants Admin.	1.50	1.50	-	-	1.50
Regional Park	22.90	22.90	0.60	-	23.50
Soil Conservation	1.00	1.00	-	-	1.00
Total FTEs	38.00	38.00	1.00	-	39.00

Parks & Open Space - 2017 Budget Highlights

- \$148,400 for general fair expenditures.
- \$2,000,000 in open space projects.
- \$1,500,000 for Twin Lake improvements

Parks & Open Space - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Regional Park				
Gallons of water used at Regional Park	44,746,790	4,713,118	4,713,118	5,000,000
Total revenue generate through rentals	\$391,309	\$397,733	\$537,889	\$600,000
Number of total events held at the Regional Park and Fairgrounds	3,275	3,236	2,620	2,700
Savings to General Fund by using trustees as laborers	\$15,360	\$39,360	\$39,360	\$41,600
Total number of visits to the Regional Park and Fairgrounds	NA	364,607	389,006	400,000
Open Space & Grant Administration				
Percentage of grant project costs provided by applicants/partners	62.29%	64%	68.2%	70.00%
Total open space sales tax collected	\$13.7M	\$14.9M	\$15.2M	\$15.4M
Total number of grant applications processed	45	42	31	40
Total awarded in open space grants	\$11,072,763	\$9,658,895	\$9,658,895	\$10,547,962
Percentage of projects completed within two years	64.30%	60.00%	60.00%	60.00%
Total amount awarded through competitive grants	\$5,740,901	\$80,000	\$6,225,500	\$1,675,000
Percentage of project costs leveraged by grants	70.00%	68.20%	68.20%	
Fair & Special Events				
Percentage of Adams County Fair funded by revenue	72%	59%	59%	75.00%
Adams County Fair attendees	70,000	70,000	70,000	70,000
Adams County Fair - cost per attendee	\$2.23	\$3.59	\$3.59	\$3.50

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
CSU Extension				
Total number of website hits for Adams County Extension Office	1,272,594	1,322,222	442,455	500,000
Number of events where Adams County Extension services are provided	455	707	628	650
Total number of clients served in Agriculture, Horticulture, Administration and Small Acreage Programs	28,747	22,817	30,915	31,000
Total number of volunteer hours donated by Adams County Master Gardeners and Community Collaborative Rain, Hail and Snow Network Volunteers	3,095	5,490	5331	5350
Total number of trees and plants distributed in Adams County with the help of CSU Extension	13,401	11,877	14,745	14,500
Percent increase of Adams County wheat production based on following CSU Extension recommendations via survey instrument	7.00%	10.00%	11.00%	11.00%
Percent of above average or excellent ratings from program evaluations	80.00%	96.00%	95.00%	96.00%
Total number of volunteer hours donated by 4-H and Family and Consumer Science volunteers	3,548	3,714	2,666	3,700
Total number of Life Skill Training hours performed by 4-H and Family and Consumer Science Staff	1,954	1,629	1,284	1,700
Total number of clients served in Family and Consumer Science and 4H Youth	79,087	49,595	34,639	34,650
Parks, Trails & Open Space				
Revenues from agricultural leases	\$70,015	\$70,015	\$81,518	\$78,000
Revenues from oil and gas leases	\$54,158	\$26,760	\$20,000	\$18,000
Revenues from residential leases	\$25,200	\$25,275	\$17,350	\$15,600
Acres of open space maintained	800	1800	800	970
Conservation easements monitored	28	35	35	40
Acres of open space preserved (Total, fee + CE)	8,545	8,545	8,606	8,810
Total trail miles maintained	38	38	40	40
Total number of South Platte River Trail users	145,000	148,887	148,887	160,000
Number of information kiosks, restrooms, playground equipment maintained	19	19	19	19
Number of pedestrian bridges maintained	33	33	35	35
Total dollars of capital projects managed	NA	\$5,500,000	\$5,500,000	\$1,975,000
Acres of irrigated turf grass maintained	30	68	68	68
Number of trail miles connected to Platte River/Clear Creek network	NA	NA	NA	NA
Miles of County roads inspected/treated for noxious weeds	1,500	1,500	1,500	1,500
Number of citizen contacts regarding technical assistance for noxious weed control	47	52	52	55
Golf Course				
Riverdale Golf Course – Gross revenues	\$3,674,726	\$2,989,601	\$2,974,183	\$3,087,000
Riverdale Golf Course – Expenditures (not incl. Capital)	\$2,868,097	\$3,135,066	\$2,595,967	\$2,407,609
Riverdale Golf Course - rounds of golf per year	72,269	67,535	67,731	72,000

Public Trustee's Office



Public Trustee

Public Trustee's Office - Purpose Statement

The Adams County Public Trustee's Office will provide accurate, prompt, and courteous service to the residents and businesses of Adams County.

Public Trustee's Office - Primary Services

- County Public Trustees for the ten largest counties in Colorado are appointed by the Governor of Colorado and perform public service duties as prescribed in Colorado Revised Statutes Title 38, Articles 37, 38 and 39. Documents processed by the Adams County Public Trustee's Office include releases and partial releases of deeds of trust (when mortgages are paid or partially paid off) and foreclosures. In foreclosure processing, the Public Trustee serves as a neutral third party to assure that foreclosures are processed according to Colorado law. The Public Trustee's records are considered public records and, as such, are available for inspection by the general public and copies are available for purchase by the general public. The Adams County Public Trustee's office is a "fee funded" office and is not supported by County general funds.

Public Trustee's Office - Budget Summary

Public Trustee Budget Summary				
Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	573,514	592,105	364,757	225,000
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	-	-	-	-
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ 573,514	\$ 592,105	\$ 364,757	\$ 225,000
Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 337,143	\$ 299,997	\$ 635,448	\$ 400,157
Total Expenditures	\$ 337,143	\$ 299,997	\$ 635,448	\$ 400,157
Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Public Trustee	\$ 337,143	\$ 299,997	\$ 635,448	\$ 400,157
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
-	-	-	-	-
Total Expenditures	\$ 337,143	\$ 299,997	\$ 635,448	\$ 400,157
Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 336,927	\$ 303,609	\$ 577,267	\$ 333,631
Operations & Maintenance	343,925	299,109	9,130	11,515
Charges for Services	(343,709)	(302,721)	49,051	55,011
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	-	-	-	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 337,143	\$ 299,997	\$ 635,448	\$ 400,157

Public Trustee’s Office - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Public Trustee	9.00	4.50	(0.50)	-	4.00
Total FTEs	9.00	4.50	(0.50)	-	4.00

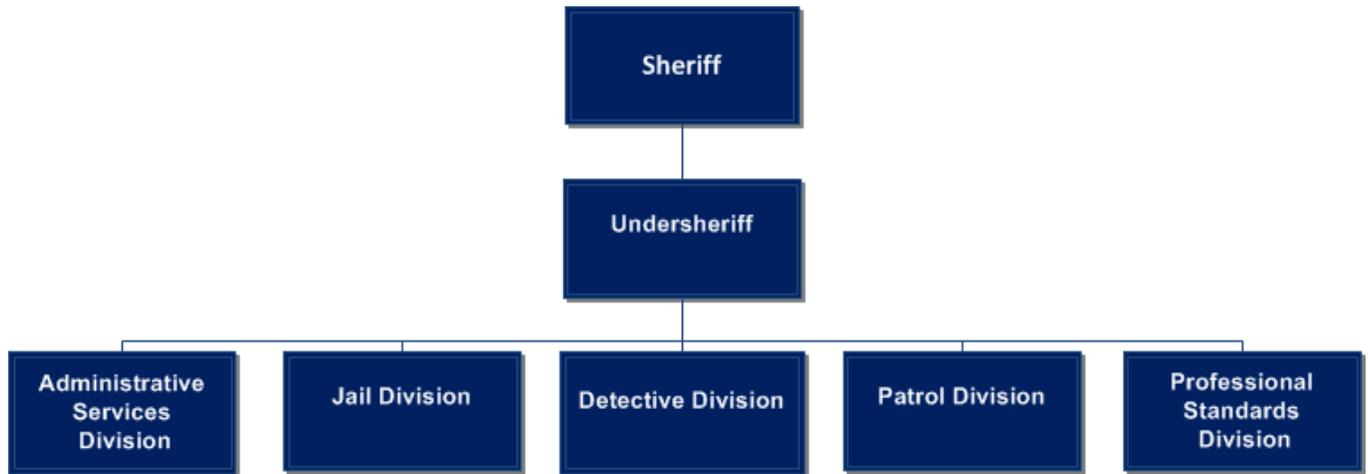
Public Trustee’s Office - 2017 Budget Highlights

- \$266,854 less revenue due to fewer foreclosures in Adams County.

Public Trustee’s Office - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Public Trustee’s Office				
Released deeds of trust	19,992	28,777	26,400	26,400
Number of foreclosures	1,200	762	725	725

Sheriff's Office



Sheriff's Office - Purpose Statement

The Adams County Detention Facility shall be operated in accordance with applicable federal and state laws governing the custody of prisoners. Operate in accordance with legal based and professional best practices and the National Commission on Correctional Health Care (NCCHC) standards for adult local detention facilities as a model for the operations of the facility to ensure a safe and secure environment.

Sheriff's Office - Primary Services

The Adams County Sheriff's Office acts on behalf of and alongside of the community to create partnerships with citizens by responding to stated and anticipated needs; and through enforcement of county, state and federal laws. These needs are met by providing leadership, equal opportunity employment, training, service of civil documents, extradition of suspected criminals, records retention, processing of evidence, response to, and investigation of criminal incidents and by detaining and incarcerating suspected and convicted criminal offenders. Volunteer services such as those provided by Reserve deputies, Sheriff's Posse deputies, Chaplains, Victim Advocates and Explorers, provide opportunities for citizens to become directly involved in the law enforcement activities within their communities. County law enforcement services are organized into the following sections:

- The Administrative Services Division provides administrative support and expertise in the areas of Finance, Human Resources, Information Technology and Records Management to the other divisions of the Sheriff's Office. In addition, the division is responsible for Agency-wide Communications and Concealed Handgun Permits.
- The Jail Division is responsible for providing a safe and humane environment for persons incarcerated at the Adams County Detention Facility. Jail personnel manage the movement, behavior, and transportation of inmates.
- The Detective Division investigates, apprehends, and prosecution of criminal offenders for the Adams County Sheriff's Office.
- The Patrol Division provides law enforcement services, community policing, and traffic safety to the communities of unincorporated Adams County.
- The Professional Standards Division is responsible for the Adams County Sheriff's Academy, Internal Training, FLATROCK Training Center, the Explorers, and the Honor Guard. This division is also responsible for policy and procedure development and maintenance.

Sheriff's Office - Current Year Objectives

Administrative Services Division

- Attract and retain qualified paid and volunteer staff to meet authorized personnel allocations as approved by the Sheriff.
- Continue the development of an equitable classification and compensation plan within budget allocations.
- Continue a leadership/career development program to assist employees in preparing for the future and develop leaders for the Sheriff's Office.

Jail Division

- Maintain adequate staffing levels for both certified commissioned and non-certified support positions in accordance with the volume of work and number of open housing units.
- Provide a safe and secure environment for citizens, professionals and visitors to the facility.
- Provide a safe, secure and humane environment for inmates; maintain a clean and sanitary environment.

Detective Division

- Provide up-to-date training, technology and equipment to enhance services.
- Expand the Special Investigation Section to investigate unsolved Cold murder investigations.
- Continue participation in the Rocky Mountain Regional Computer Forensic Laboratory.

Patrol Division

- Continue to increase deputy visibility and further the Problem Oriented Policing philosophy through citizen involvement in neighborhood problems.
- To reduce the fear of crime and preserve the rights and enjoyment of its citizens by a law enforcement presence and its enforcement authority.
- Strive to assure the safety and security of employees and citizens through comprehensive crime control and law enforcement services.

Professional Standards Division

- To continually provide the highest-quality training at the Adams County Sheriff's Office POST academy.
- Continue to offer high-quality firearm training for the citizens of Adams County at our Regional Training Center.
- Continue to seek ways to expand services to the law enforcement community through the expansion of the FLATROCK Regional Training Center.
- Connect with the community by hosting events at the FLATROCK Regional Training Center.

Sheriff's Office - Budget Summary

County Sheriff Budget Summary

Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	559,956	722,251	293,132	414,689
Charges for Services	4,129,651	4,216,039	4,342,164	4,065,391
Fines & Forfeitures	1,333,282	801,393	1,185,223	1,154,455
Investment Income	-	-	-	-
Miscellaneous	101,703	128,678	92,980	346,894
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	321,000
Total Revenue	\$ 6,124,591	\$ 5,868,361	\$ 5,913,499	\$ 6,302,429

Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 57,885,024	\$ 59,465,538	\$ 70,341,845	\$ 71,147,661
FLATROCK Facility Fund	-	-	-	279,789
Total Expenditures	\$ 57,885,024	\$ 59,465,538	\$ 70,341,845	\$ 71,427,450

Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
SO-Administrative Services	\$ 8,487,633	\$ 8,860,552	\$ 8,789,488	\$ 8,047,548
SO-Corrections	32,935,687	33,259,379	40,315,357	40,174,705
SO-Detectives	3,875,891	4,264,332	5,087,941	6,418,601
SO-FLATROCK Facility	-	-	-	279,789
SO-Patrol	11,608,630	11,792,900	14,461,732	13,896,839
SO-Professional Standards	977,183	1,288,374	1,687,327	2,609,968
Total Expenditures	\$ 57,885,024	\$ 59,465,538	\$ 70,341,845	\$ 71,427,450

Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 43,566,677	\$ 45,294,122	\$ 49,982,447	\$ 53,135,311
Operations & Maintenance	1,836,026	1,792,286	2,951,405	2,638,268
Charges for Services	12,116,639	12,053,751	13,757,905	14,203,211
Debt	-	-	-	-
Governmental Services	3,337	48,121	-	-
Capital	362,345	277,258	3,650,088	1,450,660
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 57,885,024	\$ 59,465,538	\$ 70,341,845	\$ 71,427,450

Sheriff's Office - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Administrative Services Division	56.75	58.00	(9.00)	-	49.00
Corrections Division	300.50	307.50	-	14.00	321.50
Detectives Division	42.00	43.00	-	-	43.00
Patrol Division	123.50	123.50	(1.00)	-	122.50
Professional Standards Division	7.00	10.00	10.00	-	20.00
Total FTEs	529.75	542.00	-	14.00	556.00

Sheriff's Office - 2017 Budget Highlights

- \$508,750 for 10 new deputy sheriff FTEs to staff mental health unit opening in July 2017.
- \$643,000 for radio replacements.
- \$555,000 for jail security panel upgrade.
- \$64,000 for law kiosk replacements.

Sheriff's Office - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Office of the Sheriff				
Internal Affairs investigations	41	35	35	45
Jail Division				
On Site Visitors Processed	NA	6,430	5,515	5,515
Off Site Video Visits	NA	8,455	8,430	8,430
Professional Visits	NA	8,635	9,568	9,568
Total for all Inmate Visits	NA	23,520	23,513	23,513
Bonds Processed	NA	9,996	11,450	11,450
Inmate Phone Calls	NA	346,471	407,247	407,247
Total Off Site Medical Transports	NA		575	575
Total Booking Received	NA	16,447	18,395	18,395
Total Booking Released	NA	16,727	18,288	18,288
Total Processed Booking & Receiving	NA	33,174	36,683	36,683
Medical Unit Admissions	NA	397	294	294
Off Site Inpatient Security Assignments	NA		271	271
Mental Health Visits	NA	12,723	12,825	12,825
Video Advisals	NA	9,791	10,708	10,708
Pretrial Screening Assessments	NA	12,585	11,712	11,712
Inmate Meals	NA	1,015,112	1,017,872	1,017,872
Detective Division				
Total assigned cases	5,474	5,520	5,779	5,896
Average case load per detective, monthly	28	29	28	28
Sex offenders registered	1,033	1,100	956	953
Crimes reported	18,650	18,730	21,207	22,086
Pawn slips received	50,618	32,333	29,498	26,663

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Patrol Division				
ADCOM/citizen CFS/officer initiated events	104,979	103,094	NA	NA
Field contact cards	NA	NA	5,677	NA
Criminal summons	20,263	11,349	13,800	NA
Juvenile arrests	370	312	323	NA
Adult arrests	5,587	4,957	5,509	NA
Administrative Services				
Employment applications/hired				
New concealed handgun permit applications	1,836	1,884	2,863	4,466
Renewal concealed handgun permit applications	1,238	891	754	460
New concealed handgun permits issued	1,900	1,702	2,449	2,944
Renewal concealed handgun permits issued	1,259	756	485	403
Total combined concealed handgun permits issued	3,159	2,458	2,934	2,641
Number of permits denied (including renewals)	55	38	42	36
Number of permits suspended or revoked	25	41	41	49
Number of permits replaced or duplicated	29	39	27	28

Surveyor's Office



Surveyor

Surveyor's Office - Purpose Statement

To maintain a detailed view of the County's land and help settle boundary disputes.

Surveyor's Office - Primary Services

- According to §38-51-101, C.R.S., the County Surveyor, an elected official of the County, shall maintain an index system for the plats. The Adams County Surveyor settles and resolves any boundary disputes, and reviews subdivisions and survey plats. The traditional surveyor duties of measuring, mapping, and determining boundaries are largely aided by technology.

Surveyor's Office - Current Year Objectives

- There are no current year objectives to report for the Surveyor's Office.

Surveyor's Office - Budget Summary

County Surveyor Budget Summary				
Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	-	-	-	-
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ -	\$ -	\$ -	\$ -
Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 17,476	\$ 18,125	\$ 20,285	\$ 20,315
Total Expenditures	\$ 17,476	\$ 18,125	\$ 20,285	\$ 20,315
Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
County Surveyor	\$ 17,476	\$ 18,125	\$ 20,285	\$ 20,315
Total Expenditures	\$ 17,476	\$ 18,125	\$ 20,285	\$ 20,315
Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 17,476	\$ 18,125	\$ 20,285	\$ 20,315
Operations & Maintenance	-	-	-	-
Charges for Services	-	-	-	-
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	-	-	-	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 17,476	\$ 18,125	\$ 20,285	\$ 20,315

Surveyor’s Office - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
County Surveyor	1.00	1.00	-	-	1.00
Total FTEs	1.00	1.00	-	-	1.00

Surveyor’s Office - 2017 Budget Highlights

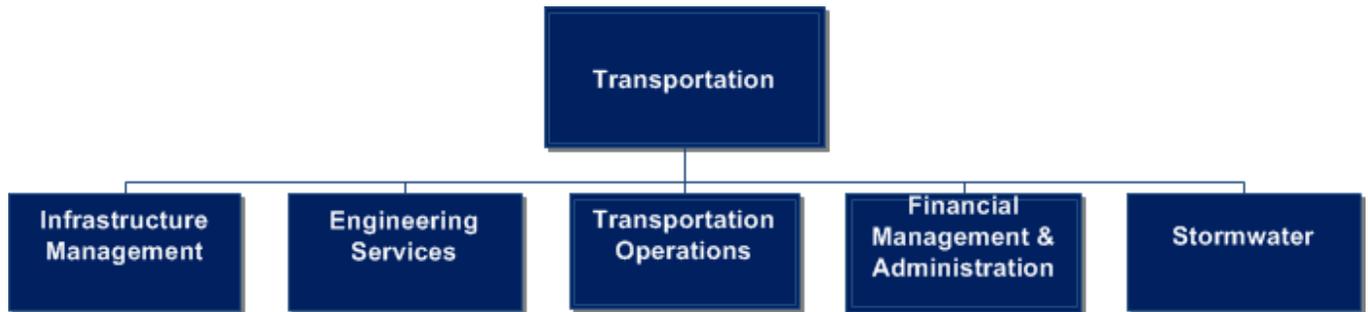
- There are no significant budget highlights for 2017.

Surveyor’s Office - Performance Measures

- There are no performance measures to report for the Surveyor’s Office.

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Transportation



Transportation - Purpose Statement

To protect the health, safety and welfare of the citizens of Adams County through superior engineering, maintenance, operations and administrative services related to roads and drainage facilities.

Transportation - Primary Services

- The Infrastructure Management Division ensures transportation related infrastructure is constructed and maintained in general conformance with all applicable County specifications, plans, contract documents, rules, guidelines and directives.
- The Engineering Division oversees Capital Improvement Program (CIP) projects within the County's Right-of-Way (ROW). Successful CIP and associated ROW acquisition improves the County's transportation network one project at a time.
- The Transportation Operations Division has two (2) sections; Traffic and Highways. Each section is responsible for routine, programmed and emergency maintenance of public ROW infrastructure.
- The Financial Management & Administration Division oversees and monitors budgeting and financial matters for the Department.
- The Stormwater Division provides residents with storm sewer drainage services that are high quality, environmentally sensitive and cost effective.

Transportation - Current Year Objectives

- York Street Improvements – Hwy 224 to 78th Street.
- Steele Street Improvements – Extension from 86th to 88th.
- Welby Road Intersection Improvements.
- Dahlia Street sidewalks, curb and gutter, and drainage improvements – Hwy 224 to I-76.
- 58th Avenue improvements – Washington to York.
- Implementation of ADA Transition Plan.
- Gravel Road Maintenance.
- Hoffman Drainage improvements.

Transportation - Budget Summary

Transportation Budget Summary				
Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ 27,109,255	\$ 29,261,382	\$ 30,613,753	\$ 31,306,976
Licenses & Permits	112,427	187,895	100,000	210,000
Intergovernmental	11,262,558	12,035,061	10,266,006	9,537,148
Charges for Services	3,157,530	3,860,959	3,831,134	3,961,117
Fines & Forfeitures	107,507	17,507	17,509	33,500
Investment Income	903	2,179	1,200	2,000
Miscellaneous	13,395	73,937	16,000	7,045
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ 41,763,576	\$ 45,438,919	\$ 44,845,602	\$ 45,057,786
Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 4,022,944	\$ 2,898,439	\$ 3,443,515	\$ 2,973,353
Stormwater Utility Fund	259,467	717,752	3,482,190	1,864,046
Road & Bridge Fund	30,885,363	36,592,844	38,456,840	46,463,544
Total Expenditures	\$ 35,167,774	\$ 40,209,034	\$ 45,382,545	\$ 51,300,943
Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Stormwater - General Fund	\$ -	\$ 35	\$ 1,500,000	\$ 1,482,728
Stormwater Utility	259,467	717,752	3,482,190	1,864,046
Engineering Services	1,239,088	1,307,757	1,943,515	1,490,625
Financial Management & Adminis	11,694,605	12,458,226	13,243,073	13,600,309
Infrastructure Management	12,723,938	16,737,598	15,106,068	19,685,768
Transportation Operations	9,250,676	8,987,667	10,107,699	13,177,467
Total Expenditures	\$ 35,167,774	\$ 40,209,034	\$ 45,382,545	\$ 51,300,943
Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 6,144,299	\$ 6,086,127	\$ 7,080,978	\$ 7,675,583
Operations & Maintenance	1,193,182	1,274,189	1,323,775	4,043,210
Charges for Services	10,772,440	10,828,919	15,485,022	15,927,378
Debt	-	-	-	-
Governmental Services	11,578,203	15,530,082	14,559,770	13,538,837
Capital	5,479,649	6,489,717	6,933,000	10,115,935
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 35,167,774	\$ 40,209,034	\$ 45,382,545	\$ 51,300,943

Transportation - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
Engineering Services	11.70	8.00	-	-	8.00
Financial Management & Administration	5.00	5.00	-	-	5.00
Infrastructure Management	6.00	8.00	-	-	8.00
Stormwater General Fund	-	-	2.00	-	2.00
Stormwater Utility	3.30	4.00	-	-	4.00
Transportation Operations	65.00	66.00	5.00	-	71.00
Total FTEs	91.00	91.00	7.00	-	98.00

Transportation - 2017 Budget Highlights

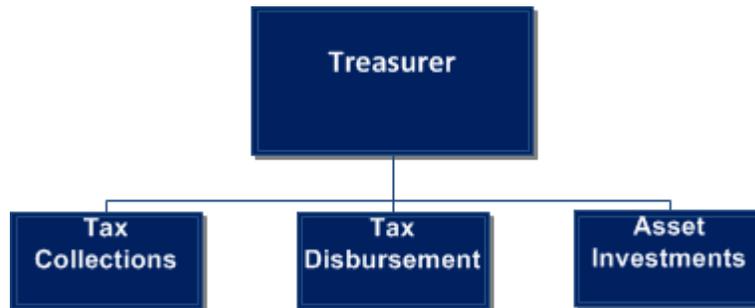
- \$3,000,000 for York St. construction from Hwy 224 to 78th.
- \$1,700,000 for Steele St. extension from 86th to 88th Ave and Welby Road intersection improvements.
- \$2,100,000 for Dahlia St. sidewalks, curb and gutter, and drainage improvements from Hwy 224 to I-76.
- \$2,830,000 for gravel road maintenance.
- \$1,315,935 for Hoffman Drainage improvements.

Transportation - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Engineering Services				
Miles of new bike lanes and multi-use paths created within the public rights-of-way	1	0	0	1
Bridge safety rating (reported by CDOT)	NA	82%	82%	82%
Infrastructure Management				
Roadway lane miles resurfaced (includes slurry seal, chip seal, overlay, mill and overlay, portion and full reconstruction)	60	40	40	40
Linear feet of concrete installed (curb/gutter/sidewalk)	NA	3,418	11,818	12,000
Stormwater				
Number of education events regarding stormwater issues	NA	17	17	17
Number of stormwater quality permits issued	NA	14	17	25
Percentage of projected stormwater fee revenue collected	NA	87.2%	94%	95%
Number of illicit discharge inspections	NA	38	76	80
Number of enforcement actions for construction violations	NA	6	18	20
Number of storm drain markers placed	NA	30	38	40
Transportation Operations				
Percentage of priority 1 snow routes receiving snow and ice control within 24 hours of each category 3 Event (4-6 inches)	NA	100%	100%	100%
Percentage of potholes addressed within 1 week of request	NA	88%	81%	90%
Number of potholes filled	NA	2,852	3,757	3750
Pavement quality rating (excellent, good, fair, poor)	NA	Good	Good	Good
Percent of primary gravel roads treated	NA	5.0%	6.8%	10%
Level of service for all unincorporated Adams County roads	NA	A	A	A
Level of service for select incorporated Adams County roads	NA	NA	NA	NA
Percent of population within 1/4 mile of transit (bus, rail)	NA	NA	NA	NA
Pounds of trash/debris removed during neighborhood cleanups	NA	298	374	375

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Treasurer's Office



Treasurer's Office - Purpose Statement

Serve to fulfill the statutory requirements of the County Treasurer's office with professional, ethical and transparent practices. Create process and policy that aligns with the needs of our citizens through innovative solutions.

Treasurer's Office - Primary Services

The Adams County Treasurer's office collects property taxes, distributes proceeds to the proper underlying authorities, and invests County assets that meet the statutory objectives of safety, liquidity, and yield.

- The Tax Collections Division prepares, mails, and collects current and delinquent tax notices.
- The Tax Disbursement Division disburses monies to proper authorities.
- The Asset Investments Division invests idle County funds.

Treasurer's Office - Current Year Objectives

- Work with vendor to offer affordable electronic payment options.
- Implement kiosk tax payment stations at various locations in the community.
- Maintain an accurate and innovative "self serve" website.
- Continue archiving solutions to meet document retention requirements.
- Implement survey tools to measure customer satisfaction.
- Finalize internal policy and procedure manual.
- Facilitate additional locations (satellite offices) during deadline weeks to receive tax payments.
- Improve professional development of staff through continued education and training seminars.
- Continue efforts to reduce the use of paper reporting.
- Continue partnering with local agencies to educate new homeowners and business owners on property tax assessments.

Treasurer's Office - Budget Summary

County Treasurer Budget Summary

Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	710	10,770	4,000	7,000
Intergovernmental	-	-	-	-
Charges for Services	2,775,441	2,837,421	3,136,469	3,136,469
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	251,084	216,743	165,000	165,000
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ 3,027,235	\$ 3,064,933	\$ 3,305,469	\$ 3,308,469

Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 1,016,389	\$ 1,083,360	\$ 1,277,438	\$ 1,137,977
Total Expenditures	\$ 1,016,389	\$ 1,083,360	\$ 1,277,438	\$ 1,137,977

Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
County Treasurer	\$ 1,016,389	\$ 1,083,360	\$ 1,277,438	\$ 1,137,977
Total Expenditures	\$ 1,016,389	\$ 1,083,360	\$ 1,277,438	\$ 1,137,977

Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 729,381	\$ 724,883	\$ 828,238	\$ 695,388
Operations & Maintenance	15,271	26,124	28,700	28,700
Charges for Services	271,737	332,354	420,500	413,889
Debt	-	-	-	-
Governmental Services	-	-	-	-
Capital	-	-	-	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 1,016,389	\$ 1,083,360	\$ 1,277,438	\$ 1,137,977

Treasurer’s Office - Full-time Equivalent Positions (FTEs) Summary

Full-Time Equivalent Positions (FTEs)	2015 Authorized	2016 Authorized	2016 +/-	2017 Requested	2017 Authorized
County Treasurer	11.00	11.00	-	-	11.00
Total FTEs	11.00	11.00	-	-	11.00

Treasurer’s Office – 2017 Budget Highlights

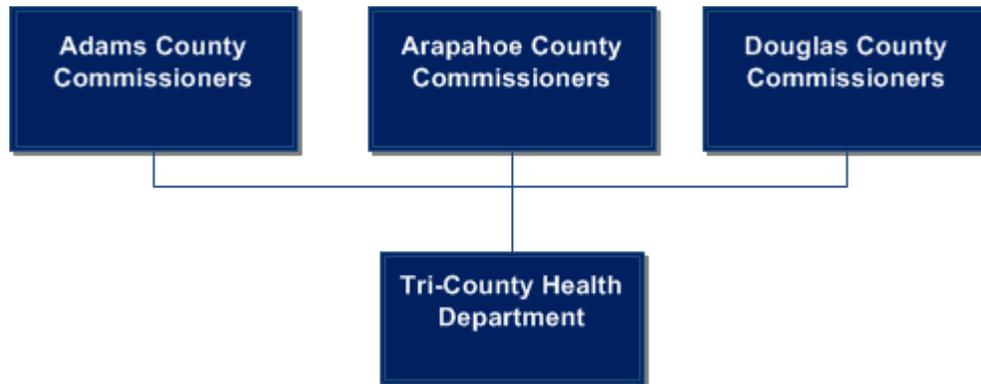
- There are no significant budget highlights for 2017.

Treasurer’s Office - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Objective	2017 Estimated
Treasurer’s Office				
Number of Electronic Tax Statements	667	1,461	2,208	3,500
Number of Electronic Tax Payments	6,494	7,820	8,530	11,000

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Tri-County Health Department



Tri-County Health Department- Purpose Statement

To promote, protect and improve the lifelong health of individuals and communities in Adams, Arapahoe and Douglas Counties through the effective use of data, evidence-based prevention strategies, leadership, advocacy, partnerships and the pursuit of health equity.

Tri-County Health Department- Primary Services

- Tri-County Health Department serves approximately 1.5 million people in Adams, Arapahoe and Douglas Counties, and offers over 60 programs/services ranging from birth certificates, immunizations and health care referrals to restaurant inspections and infectious disease investigations, from 11 offices in this 3,000 square mile area. The agency's jurisdiction includes 26 municipalities and 3 unincorporated counties, 15 school districts with more than 360 public schools, 13 acute care hospitals, 4 Federally Qualified Healthcare Centers with multiple facilities, 3 community mental health service providers and one Regional Collaborative Care Organization (Colorado Access).
- The Board of Health is the policy-making body for the Tri-County Health Department and is comprised of nine members: three each from Adams County, Arapahoe County and Douglas County. The Board of Health is responsible for hiring and evaluating the Public Health Director and for adopting and revising rules and regulations relating to the administration of public health laws within the District. Board members are appointed by their respective County Commissioners and serve five-year terms.
- Tri-County Health Department provides the following primary services:

Nurse Home Visitation
Chronic Disease Prevention
Emergency Preparedness & Response
Access to Care Services
Health Inspections (restaurants, child care, pools)
Healthy Aging Programs
Immunizations

Worksite Wellness
Infections Disease Prevention
Maternal and Child Health
Women, Infants, and Children
Birth and Death Certificates
Tobacco/Substance Abuse Prevention

Tri-County Health Department - Current Year Objectives

- Reduce the health burden of obesity and chronic disease.
- Reduce the health burden of tobacco /substance abuse
- Enhance public health interactions with the health care delivery system.
- Enhance efforts to promote healthy human environments.
- Reduce the health burden of mental health issues and mental health stigma.

Tri-County Health Department - Budget Summary

Tri County Health Department Budget Summary

Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ -	\$ -	\$ -	\$ -
Licenses & Permits	-	-	-	-
Intergovernmental	-	-	-	-
Charges for Services	-	-	-	-
Fines & Forfeitures	-	-	-	-
Investment Income	-	-	-	-
Miscellaneous	-	-	-	-
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	-	-	-	-
Total Revenue	\$ -	\$ -	\$ -	\$ -

Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 3,263,208	\$ 3,298,946	\$ 3,244,297	\$ 3,622,628
Total Expenditures	\$ 3,263,208	\$ 3,298,946	\$ 3,244,297	\$ 3,622,628

Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Technical Services	\$ 3,037,210	\$ 3,092,077	\$ 3,244,297	\$ 3,408,628
West Nile Mosquito Mitigation	225,998	206,869	-	214,000
Total Expenditures	\$ 3,263,208	\$ 3,298,946	\$ 3,244,297	\$ 3,622,628

Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ -	\$ -	\$ -	\$ -
Operations & Maintenance	-	-	-	-
Charges for Services	225,998	206,869	-	214,000
Debt	-	-	-	-
Governmental Services	3,037,210	3,092,077	3,244,297	3,408,628
Capital	-	-	-	-
Other Finance Uses	-	-	-	-
Total Expenditures	\$ 3,263,208	\$ 3,298,946	\$ 3,244,297	\$ 3,622,628

Tri-County Health Department - 2017 Budget Highlights

- Adams County’s 2017 contribution to the Tri-County Health Department is \$3,408,628 and is based on \$6.66 per capita.

Tri-County Health Department - Full-time Equivalent Positions (FTEs) Summary

- There are no County FTEs to report for Tri-County Health. Tri-County Health directly funds personnel and services based upon contributions received from Adams, Arapahoe, and Douglas Counties.

Tri-County Health Department - Performance Measures

Performance Measure	2014 Actual	2015 Actual	2016 Estimated	2017 Objective
Tri-County Health				
Adams County’s Contribution to Tri-County Health	\$3.0M	\$3.1M	\$3.2M	\$3.4M
Per capita contribution to Tri-County Health	\$6.3828	\$6.574	\$6.51	\$6.66
Restaurant inspections	3,201	2,859	3,028	3,088
Women Infant Children Programs caseload	12,872	12,817	12,271	12,500
Children’s Immunizations Program clients	2,564	2,393	2,376	2,500
Child Health Plan Plus (CHP+) and Medicaid applications	NA	934	1,659	1,500
Family Planning Program clients	2,680	2,644	2,075	2,700

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Others

Administrative /
Organizational
Support

Developmentally
Disabled Fund

Others - Purpose Statement

“Others” consolidates miscellaneous funding areas that do not naturally fit into a County department. This includes Administrative/Organizational Support and Developmentally Disabled Fund services.

Others - Primary Services

- Administrative/Organizational Support – The General Fund’s Administrative/Organizational Support function accounts for various expenditures of a general or miscellaneous nature for which it is neither appropriate nor practical to budget for in various other operating budgets. Expenditures include termination pay, County-wide memberships, general liability insurance premiums, and debt service payments.
- Developmentally Disabled Fund – Colorado Revised Statute 27-10.5-104 authorizes counties to set a mill levy for the purpose of providing matching funding for the acquisition of services on behalf of developmentally disabled residents of the County. Adams County established a fund to receive the property tax revenue that meets the required 5% local match of state and federal funding with the 2017 mill levy of 0.257 mills.

Others - Current Year Objectives

- There are no current year objectives for “Others”.

Others - Budget Summary

Other Budget Summary				
Revenues				
Revenues by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Taxes	\$ 107,084,501	\$ 108,775,105	\$ 124,002,610	\$ 126,162,778
Licenses & Permits	-	-	-	-
Intergovernmental	1,408,916	1,123,423	550,000	600,000
Charges for Services	284,489	127,607	180,000	180,000
Fines & Forfeitures	1,286,786	5,503	2,500	2,500
Investment Income	3,087,611	2,201,106	1,429,941	1,430,000
Miscellaneous	3,291,046	4,054,638	3,386,870	3,309,180
Gain/(Loss) on Sale of Assets	-	-	-	-
Other Finance Sources	21,749,610	105,925,482	3,127,500	1,100,000
Total Revenue	\$ 138,192,960	\$ 222,212,862	\$ 132,679,421	\$ 132,784,458
Expenditures				
Expenditures by Fund	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
General Fund	\$ 30,433,925	\$ 124,288,987	\$ 1,635,585	\$ 3,657,791
Developmentally Disabled Fund	1,146,555	1,178,715	1,219,578	1,367,475
Total Expenditures	\$ 31,580,480	\$ 125,467,702	\$ 2,855,163	\$ 5,025,266
Expenditures by Division	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Admin/Organizational	\$ 30,433,925	\$ 124,288,987	\$ 1,635,585	\$ 3,657,791
Developmentally Disabled	\$ 1,146,555	\$ 1,178,715	\$ 1,219,578	\$ 1,367,475
Total Expenditures	\$ 31,580,480	\$ 125,467,702	\$ 2,855,163	\$ 5,025,266
Expenditures by Category	2014 Actual	2015 Actual	2016 Adopted Budget	2017 Adopted Budget
Personnel	\$ 1,138,412	\$ 1,240,052	\$ (1,449,484)	\$ (2,130,836)
Operations & Maintenance	12,107	11,416	19,000	19,000
Charges for Services	5,154,075	5,478,363	1,142,966	2,316,774
Debt	22,620,768	23,295,339	-	1,068,141
Governmental Services	1,652,433	1,838,712	1,656,738	2,381,435
Capital	-	-	-	320,000
Other Finance Uses	1,002,685	93,603,821	1,485,943	1,050,752
Total Expenditures	\$ 31,580,480	\$ 125,467,702	\$ 2,855,163	\$ 5,025,266

Others - Full-time Equivalent Positions (FTEs) Summary

- There are no FTEs to report for “Others”.

Administrative/Organizational Support - 2017 Budget Highlights

- \$3,859,731 for general liability and other insurance premiums paid to the County’s Insurance Fund.
- \$600,000 for various professional services (bond counsel, financial advisory services, etc.) on an as needed basis.
- \$352,003 for County-wide membership dues.
- \$130,000 for the County’s external financial audit.

Developmentally Disabled Fund - 2017 Budget Highlights

- \$1,088,288 for North Metro Community Services to fund programs for the developmentally disabled.
- \$113,250 for Children’s Outreach Project to cover increased enrollment and additional therapist hours.

Others - Performance Measures

- There are no performance measures to report for “Others”.

Glossary

A

Abatement	A term referring to the refund of previously paid property taxes due to over valuation of property.
Accounting Period	A period at the end of which and for which financial statements are prepared (typically a month or a year).
Accrual	An accounting method that reports income when earned and expenses when incurred.
Accrual Basis	The basis of accounting under which revenues are recorded when earned and expenditures are recorded as soon as they result in liabilities for benefits received, not withstanding that the receipt of revenue or the payment of the expenditure may take place, in whole or in part, in another accounting period.
Activity	A specific service performed by one or more units of government.
Adopted Budget	Refers to the budget amounts originally approved by the Board of County Commissioners at the beginning of the budget year and the budget document, which consolidates all beginning-of-the-year operating appropriations.
Agency	A governmental or quasi-governmental unit which provides services to residents of the county but is not part of the county government, per se. An agency may be linked to county government by an intergovernmental agreement or may be formed pursuant to an intergovernmental agreement.
Allocations	A part of a lump-sum appropriation which is designated for expenditure by specific organization units and/or for special purposes, activities or objects.
Amended Budget	Budget which includes changes to the Adopted Budget that are approved by the Board of County Commissioners and transfers within the authority of management.
Appropriated Budget	The expenditure authority created by the Appropriation Ordinance and related estimated revenues. The Appropriated Budget would include all reserves, transfers, allocations, and other legally authorized legislative changes.
Appropriated Reserves	The amount of fund balance used to supplement revenues required to fund appropriated expenditures.
Appropriation	The legal authorization granted by the Board of County Commissioners which allows the departments, offices and agencies of the county to make expenditures and to incur obligations for specific purposes. An appropriation is usually limited in amount and as to the time when it may be expended.

Appropriation Resolution	The appropriation resolution is the means whereby the Board of County Commissioners enacts the appropriation, making it legal. The act of adopting the budget does not include legal authority to spend. In order to spend an appropriation resolution must also be approved outlining the expenditures proposed in the adopted budget.
Assess	To establish an official property value for taxation.
Assessed Valuation	A valuation set upon real estate and/or other property as a basis for levying taxes.
Assessment Rate	The rate established by the State legislature which, when applied to the actual value of real and personal property, determines the assessed value of property. Residential assessment rates change every reappraisal (odd) year to keep the residential property taxes generated statewide to 45% of all property taxes.
Asset	A resource owned or controlled by the county, which has monetary value. An asset is either current or fixed. A current asset is typically consumed within one year, such as cash, accounts receivable, and inventories. A fixed asset provides benefit for more than one year, such as equipment, buildings, and open space properties.
Assigned Fund Balance	Amounts a government intends to use for a specific purpose; intent can be expressed by the governing body or by an official or body to which the governing body delegates the authority.
Audit	A methodical examination conducted by a private accounting firm, of the utilization of the county's resources. An audit tests the accounting system to determine the extent to which internal accounting controls are both available and being used. The audit concludes with a written report of findings called the Auditor's Opinion.
Authorized Position	A position (job, FTE) authorized by the Board of County Commissioners as part of the annual adopted budget.

B

Balanced Budget	A budget where current operating expenditures do not exceed current operating revenues plus unreserved and available fund balance for each individual fund subject to appropriation. Per state statute, the county is required to adopt a balanced budget each year.
Base Budget	An estimate of funding to continue existing programs at current levels of service prepared by each department or office during the budget development process.
Basis of Accounting	A term used to refer to when revenues, expenditures, and transfers (and the related assets and liabilities) are recognized in the accounts and reported in the financial statements.
Benchmarking	Comparing desired performance and results against a relative standard.

Board of County Commissioners (BoCC)	In Adams County, the board is composed of a five-member group of publicly elected officials. They are the main policy makers and financial stewards of the county.
Bond	An instrument used to obtain long-term financing for capital projects. A bond is a promise to repay borrowed money (principal amount) at a future specified date (maturity date) plus interest.
Bond Rating	A grade given to bonds that indicates their credit quality; the credit worthiness of the county as evaluated by independent agencies.
Bonded Debt	The portion of indebtedness represented by outstanding bonds.
Budget	An annual policy document, financial plan, operations guide, and communications device, containing estimated revenues and expenditures. The budget, once adopted by the Board of County Commissioners, is the legal basis for expenditures in the budget year.
Budget Calendar	A timetable showing when particular tasks must be completed in order for the Board of County Commissioners to adopt the annual budget before the beginning of the next fiscal year.
Budget Development Process	The annual cycle in which the county prepares the annual budget for adoption.
Budget Message	The County Manger's written overview of the budget addressed to the Board of County Commissioners. The budget message contains an explanation of principal budget items, significant changes from the previous fiscal year, summaries of major issues impacting the budget, and challenges facing the county.
Budgetary Basis	The basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: generally accepted accounting principles (GAAP), cash, or modified accrual.
Budgetary Control	The control or management of a government in accordance with an approved budget to monitor and control expenditures within the limitations of approved appropriations and available revenues.
Business Case	A request for additional operating budget needs beyond an existing base budget.

C

Capital Budget	A plan of proposed capital expenditures for buildings, drainage, parks, streets, trails, etc. and their funding sources. The capital budget is enacted as part of the county's annual budget and is based on the first year of the Capital Improvement Plan (CIP). Remaining project balances are carried over into future years, if needed, until project completion.
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Capital Expenditures	Expenditures resulting in the acquisition of or addition to the county’s fixed asset inventory.
Capital Improvement Plan (CIP)	An annually updated schedule of capital project expenditures, containing estimated project costs, funding sources, and anticipated timelines, for a five-year period. The first year of the CIP services as the basis for the annual capital budget.
Capital Lease	An agreement that conveys the right to use property, plant, or equipment, usually for a stated period of time.
Capital Outlay	Those purchases of \$2,500 or more, which become a new fixed asset of the county.
Capital Project	A major capital construction project, such as those related to buildings, drainage, streets, trails, etc., included in the CIP. Capital projects tend to have significant costs and have useful lives of many years.
Capital Project Fund	A fund created to account for the revenues and expenditures related to capital projects.
Certificate of Participation	A financing instrument representing a share in a pledged revenue stream, usually lease payments made by the issuer (county) that are subject to annual appropriation. The certificate entitles the holder to receive a share, or participation, in the lease payments relating to the acquisition or construction of specific equipment, land, or facilities.
Charges for Services Expenditures	One of six major categories of expenditures used in the Adams County budgetary system. Charges for services include various contracted services (professional consulting, auditing, advertising, legal, printing, security, delivery, vehicle repair and maintenance, and building rental).
Charges for Services Revenue	A revenue category comprised of revenue generated from services the county provides to residents and other entities. Services that are charged for include motor vehicle registrations, document recording, golf, insurance, Bennett Police Services, Sheriff Academy, the County Fair, and Broomfield Coroner and District Attorney Services.
Chart of Accounts	A chart detailing the system (numbered and descriptive) of general ledger accounts used by Adams County to designate funds, expenditure accounts, revenue accounts, and balance sheet accounts.
Colorado Local Government Budget Law	In preparing an annual budget, all Colorado counties must follow the provisions of Title 29, Article 1, Part 1 of the Colorado Revised Statutes, which defines the legal requirements for budget format, content, and cover; budget hearing and adoption; appropriation resolution/ordinance; filing the budget; and changing the budget.
Colorado Revised Statutes (CRS)	A body of laws governing conduct within the State of Colorado.

Committed Fund Balance	Amounts constrained to specific purposes by a government itself, using its highest level of decision-making authority; to be reported as committed, amounts cannot be used for any other purpose unless the government takes the same highest-level action to remove or change the constraint.
Community Development Block Grant (CDBG)	A U.S. Department of Housing and Urban Development grant program. The program was first enacted in 1974 to provide funds to state and local agencies to support housing, economic development, health and human services, and planning and administration.
Community Services Block Grant (CSBG)	A U.S. Department of Health and Human Services grant program. The program was first enacted in 1981 to provide funds to state and local agencies to support efforts that reduce poverty, revitalize low-income communities, and lead to self-sufficiency among low-income families and individuals.
Comprehensive Annual Financial Report (CAFR)	An annual financial report issued by state and local governments. The CAFR has three parts: an introductory section, a financial section, and a statistical section. CAFR requirements are largely shaped by the Governmental Accounting Standards Board (GASB), which is the authoritative source for governmental Generally Accepted Accounting Principles (GAAP).
Conservation Trust	State of Colorado lottery funds remitted to the County for parks and recreation use.
Consumer Price Index (CPI)	The Consumer Price Index, computed by the U.S Bureau of Labor Standards, produces monthly data on changes in the prices paid by urban consumers for a representative basket of goods and services. Adams County uses the Denver-Boulder-Greeley Metropolitan Statistical Area Index for its calculations.
Contingency	A possible future event or condition arising from causes unknown or at present indeterminable. / An appropriation of funds to cover unforeseen events or emergencies that may occur during the year. TABOR requires this fund to have an amount equal to 3 percent of non-Federal expenditures.
Cost Allocation Plan	Identification, accumulation and distribution of costs relative to the provision of those services, along with the methods used.
Cost Center	A responsibility center within the government organization.

D

Debt	An obligation resulting from the borrowing of money or from the purchase of goods and services. A government's debts can include bonds, leases, and notes. Debt instruments are used to finance projects with high capital costs and long useful lives.
Debt Service Expenditures	One of six major categories of expenditures used in the Adams County budgetary system. Debt service includes the annual payment of principal and interest on the county's indebtedness.

Deficit	The excess of expenditures and other financing uses over revenues and other financing sources during an accounting period.
Department	An organizational unit within the county government that is under the direction of non-elected county management staff.
Depreciation	A financial mechanism to allocate the cost of a capital item over its service life. A decrease in an asset's value due to wear and tear, decay, or decline in price. Through this process, the entire cost on an asset is ultimately charged off as an expense over its service life.
Designated Fund Balance (Reserves)	Portions of fund balance that are set aside for a specific purpose and which are, therefore, not available for future appropriation (except for that specific purpose).
Division	A functional sub-unit of a department.

E

Earmarked Funds	Funds dedicated for a specific program or purpose, such as state or federal grants earmarked for particular types of projects or programs.
Elected Official	An official elected by Adams County voters to manage an elected county office.
Emergency	An emergency is defined as 1) an act of God, 2) public enemy, or 3) something which could not have been reasonably foreseen at the time of the adoption in the budget. For the purpose of TABOR, this is further restricted to exclude economic conditions, or revenue shortfalls.
Encumbrance	Obligations in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation and for which a part of the appropriation is reserved. They cease to be encumbrances when paid or when the actual liability is set up.
Enterprise Fund (EF)	A fund to account for operations financed and operated in a manner similar to private business enterprises, where the intent is to recover all or part of the costs of providing goods or services from those that use the goods or services, through user charges; e.g., Golf Course Fund and Front Range Airport Fund. As in private business, the emphasis is on net income determination.
Expenditure	A decrease in net financial resources due to payments made by the county for goods or services, such as personnel, supplies, and equipment.

F

FASTER Funds	Funding Advancement for Surface Transportation & Economic Recovery funds used for Road & Bridge safety projects.
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Fees	Any charge levied by government associated with providing a service or imposing a fine or penalty. Major types of fees include zoning/platting fees, user charges, building permits and vehicle registrations.
Fiduciary Fund	A fund consisting of resources received and held by the county as trustee or as an agent for other governmental units, private organizations, or individuals, to be expended or invested in accordance with the conditions of the trust.
Fiscal Policy	The County Government's policies with respect to taxes, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides an agreed-upon set of principles for the planning and programming of government budgets and their funding.
Fiscal Year	A period of any 12 consecutive months to which the budget applies. Adams County's fiscal year is January 1 through December 31.
Fixed Asset	As required by the State of Colorado, all items that are in use more than one year and valued at a level approved by a local government (at Adams County the amount is \$2,500) should be recorded as a fixed asset of the entity.
Full Time Equivalent (FTE)	Numeric equivalent of one person occupying one employment position for one year (equivalent of 2,080 hours or 52 forty-hour weeks).
Fund	An independent fiscal and accounting entity with a self-balancing set of accounts recording cash and/or other resources together with all related liabilities, obligations, reserves and equities, which are segregated for the purpose of carrying on specific activities or attaining certain objectives in accordance with special regulations, restrictions or limitations.
Fund Balance	The excess of assets over liabilities. Fund balance is accumulated when revenues exceed expenditures and is decreased when revenues are less than expenditures.
Fund Type	Any one of seven categories into which all funds are classified in governmental accounting. The seven fund types are general, special revenue, debt service, capital projects, enterprise, internal service, and trust and agency.

G

Gallagher Amendment	A Colorado constitutional amendment adopted by Colorado voters in 1982, which limits the residential share of property taxes. The State Legislature adjusts the residential assessment rate each reappraisal year, although the rate has remained at its current 7.96% level since 2004.
General Fund	A fund used to account for all transactions of a governmental unit which are not accounted for in another fund. The General Fund is used to account for the ordinary operations of a governmental unit which are financed from taxes and other general revenues.

General Improvement District	Prior to certain amendments to the law in 1999, the County Public Improvement District law was used to create General Improvement Districts. The process was similar to the Public Improvement District process. The GID was a taxing unit created for the purpose of installing and maintaining certain public improvements that were identified in the statute.
General Obligation (GO) Debt	A municipal bond secured by the pledge of the issuer's full faith, credit and taxing power.
Generally Accepted Accounting Principles (GAAP)	Uniform minimum standards and guidelines for financial accounting and reporting. GAAP encompasses the conventions, rules, and procedures necessary to define accepted accounting practice at a particular time.
Geographical Information System (GIS)	A computerized data base of all land attributes within the County. The "base map" contains the least amount of common data which is supplemented by attribute overlays.
Governmental Accounting Standards Board (GASB)	The authoritative accounting and financial reporting standard-setting body for governmental entities.
Governmental Accounting, Auditing, and Financial Reporting (GAAFR)	The "blue book" published by the Government Finance Officers Association to provide detailed guidance for the application of accounting principles for governments.
Governmental Funds	Funds generally used to account for tax-supported activities. Examples of governmental funds are the general fund and capital projects fund.
Governmental Services Expenditures	One of six major categories of expenditures used in the Adams County budgetary system. Governmental services include grants made to other institutions, economic incentives, and sales tax share back payments to cities.
Grant	A contribution of assets (usually cash) by one government unit or other organization to another. The contribution is usually made to aid in the support of a specific function (for example, education), but it is sometimes also for general purposes.
Gross Property Tax	Total amount of property tax derived by multiplying the mill levy by the assessed valuation. This does not provide for any non-collection amount.

H

Highway Users Tax Fund (HUTF) Revenue	Revenue that is derived from the state gasoline tax among other revenues. This revenue can only be used for road and bridge activities.
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I

Inflation	As defined by TABOR, it is the percentage change in the United States Bureau of Labor Statistics' consumer price index for all items, all urban consumers, or its successor index.
Infrastructure	Public domain fixed assets such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, lighting systems, and similar assets that are immovable.
Intergovernmental Agreement (IGA)	A signed agreement between two or more governmental units, and approved by their governing bodies, that provides for the exchange of goods or services between the governments.
Intergovernmental Expenditures	Grants, entitlements and cost reimbursements from the county to other local governments, entities, authorities, or organizations.
Intergovernmental Revenue	A revenue category comprised of intergovernmental and grant funds received from federal and state governments and other jurisdictions for designated purposes.
Internal Service Fund (ISF)	A fund to account for financing of goods or services provided by one department or agency to other departments or agencies within the county on a cost-reimbursement basis.
Investments	Securities and real estate purchased and held for the production of income in the form of interest, dividends, rentals or lease payments.

L

Lease-Purchase Agreements	Contractual agreements which are termed "leases," but which in substance amount to purchase contracts for equipment, land or buildings.
Level of Service	Used generally to define existing or current services, programs, activities and/or facilities provided by a government to its citizens. Level of service in any given department or office may be increased, decreased, or remain constant, depending upon needs, alternatives, productivity, and available resources. To continue a given level of service into future years assumes that objectives, goals, quantity and quality of the service will remain unchanged.
Levy	To impose taxes, special assessments, or user fees for the support of governmental activities (verb). The total amount of taxes, special assessments, or user fees imposed by a government (noun).
Liability	A debt or other legal obligation arising out of a transaction in the past which must be liquidated, renewed, or refunded at some future date.

Local Growth	A TABOR definition for a non-school district where a net percentage change in actual value of all real property in a district from construction of taxable real property improvements, minus destruction of similar improvements and additions to, minus deletions from taxable real property. This is also referred to as net new construction.
Local Improvement District (LID)	An administrative subdivision of the County that exists primarily to assess the cost of public improvements to those who benefit from the improvements.

M

Mandated Services	Services that the state or federal governments require the county to perform for which no revenue or partial revenue is provided to the county.
Merit Pay	Performance related employee pay based on a set of criteria by the employer.
Mill Levy	The rate of property taxation. A mill is one-tenth of a cent (\$.001). A mill levy is expressed as one dollar per one thousand dollars of assessed valuation.
Miscellaneous Revenue	A revenue category comprised of items that do not easily fit into one of the other defined revenue categories. Miscellaneous revenue includes insurance recovery of losses, bank charges, contributions and donations, rents received for use of county buildings, telecomm reimbursements, gain/loss on sale of investments, and proceeds from sale of assets.
Modified Accrual Basis	A method of accounting in which revenues are recognized when they become both measurable and available and expenditures are recognized when liabilities are incurred.

N

Net Property Tax	The gross amount of property tax minus the budgeted non-collection amount. The anticipated received amount is the working amount of property tax revenue used in the budgeting process.
Net Working Capital	Current assets less current liabilities. At Adams County, net working capital amounts exclude inventory to present available funds at a given point in time.
Non-Departmental	A category established to account for expenses not associated with any specific department, but all departments or many, within a fund. In Adams County, such expenses are captured under Administrative/Organizational Support.

O

Object Account	As used in expenditure classification, this term applies to the article purchased or the service obtained (as distinguished from the results obtained from expenditures).
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Office	A unit of Adams County government. Offices are generally managed by elected county officials. However, the term is also used to designate some non-elected units of county government.
Operating Budget	Budget that accounts for the costs of carrying on activities that do not meet the criteria for capitalization.
Operating Capital	Vehicle, equipment or furniture costing more than \$5,000 but less than \$50,000 with a life of more than one year.
Operations & Maintenance (O&M) Expenditures	One of six major categories of expenditures used in the Adams County budgetary system. O&M expenditures include utility expenses (gas, electricity, water, and telephone), operating and office supplies, employee training and education, computers and software licensing, and minor equipment.
Other Financing Sources	Financial resource increases not typically classified as revenues in compliance with GAAP to avoid the distortion of revenue trends, but are other resources used to fund government purchases and services. Resources such as the issuance of debt, lease proceeds, interfund transfers, proceeds from the sale of assets, insurance proceeds and payments on demand bonds reported as fund liabilities are coded to a separate area of the financial statements.
Other Financing Uses	Financial outlays not typically classified as expenditures for GAAP purposes, but represent decreases in current financial resources to fund certain activities such as issuance discounts on long-term debt, refunding transactions, interfund transfers and the reclassification so demand bonds as a fund liability. These transactions are reported on a separate area of the financial statements to avoid distorting expenditure trends.

P

Performance Measure	Specific information which, alone or in combination with other data, permits the systematic assessment of how well services are being delivered. Efficiency and effectiveness indicators are performance measures.
Personnel Expenditures	One of six major categories of expenditures used in the Adams County budgetary system. Personnel expenditures include all direct (salaries and wages) and indirect (fringe benefits) costs for full-time, part-time, and temporary employees of the county.
Preliminary Budget	The recommended county budget annually submitted by the County Manager to the Board of County Commissioners by October 15th.
Program	Specific (or like group) activities or organizational units directed at attaining specific purposes or objectives.
Program Based Budget	A budget wherein expenditures are based primarily on programs of work and secondarily on character and object.

Property Tax	An annual tax levied on all real and personal property, based on assessed valuation and the mill levy, in compliance with state and local statutes. An Adams County resident's total property taxes paid are comprised of county, municipal, school district, and other special district portions.
Proposed Budget	A budget recommended by the County Manager to the Board of County Commissioners.
Public Hearing	A meeting to which Adams County residents are invited for purposes of providing input and comments.
Public Improvement District (PID)	A taxing unit created by the County for the purpose of constructing, installing, acquiring, operating or maintaining any public improvement or for the purpose of providing any service so long as the County is authorized to perform such service. The PID is initiated by a petition which identifies the name of the proposed district and a general description of the boundaries. The Board of County Commissioners, as the governing body of the County, is the ex officio Board of Directors of the district.

R

Reimbursement	Cash or other assets received as a repayment of the cost of work or services performed or of other expenditures made for or on behalf of another governmental unit or department or for an individual, firm or corporation.
Requested Budget	A budget submitted by each department or agency which identifies needs or desires for the following year.
Resolution	A special or temporary order of the Board of County Commissioners usually requiring more legal formality than an ordinance or statute.
Restricted Fund Balance	Amounts constrained to specific purposes by their providers (such as grantors, bondholders, and higher levels of government), through constitutional provisions, or by enabling legislation.
Revenue	An item or source of income, such as income from taxes, fees, grants, and interest earnings.
Revenue Bond	A bond on which the debt service is payable solely from the revenue generated from the operation of the project being financed or a category of facilities, or from other non-tax sources.

S

Sales Tax	A tax based on the sales price of retail goods and services. The buyer pays the tax at the time of the sale, and the outlet remits it to the state or other taxing authority. Total sales tax paid by a buyer represents shares that are remitted to the State of Colorado, the county, any applicable municipality, and other special districts, such as the Regional Transportation District (RTD) and Scientific and Cultural Facilities District (SCFD). Adams County's share of the total sales tax paid represents 0.75%.
Special District	An independent unit of local government organized to perform a single or related number of governmental functions. Special districts usually have the power to incur debt and to levy taxes. Special districts include recreation districts, fire protection districts, local improvement districts, water and sanitation districts, etc.
Special Revenue Fund (SRF)	A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditure for specified purposes.
Specific Ownership Taxes	Specific ownership tax is a property or ad valorem tax levied in addition to sales (or use) taxes on a motor vehicle and is paid annually when a vehicle is registered within the county.
Statutory Property Tax Revenue Limit	Found in Section 29-1-301 of the Colorado Revised Statutes. Property tax increases are limited to 5.5% from one tax year to the next. An adjustment for a growth factor is allowed for new construction. The exemptions to this restriction are payment of bonds, payment of other contractual obligations approved by voters, and capital expenditures allowed by "Truth in Taxation" legislation. Adams County was exempted from the 5.5% exemption as of January 1st, 2003.
Structurally Balanced Budget	A structurally balanced budget is one in which current ongoing expenditures do not exceed current ongoing revenues.
Supplemental Appropriation	Whenever a government receives unanticipated revenues, or revenues not assured at the time of the adoption of the budget, other than property tax revenue from the current year's mill levy and recurring expenditures which can be funded with fund balance, a supplemental appropriation must be enacted to authorize expenditure of those additional revenues.

T

TABOR Reserve	Term applied to a restriction which is required by the TABOR Amendment. Starting in 1995 this reserve is 3% of "Fiscal Year Spending" excluding bonded debt service. This reserve is for use in declared emergencies only.
Taxes	Compulsory charges levied by a government for the purpose of financing services performed for the common benefit.
Taxpayer Bill of Rights (TABOR)	An amendment to the Colorado Constitution that establishes limits on revenue growth for State political subdivisions.

Transfers

- 1) Interfund transfers: are internal transactions only and do not represent actual outflow from the county. They represent one fund sending cash to another fund. Interfund transfers done without regard to repayment or an equivalent exchange of value.
- 2) Interdepartmental Transfers: are transfers between departments. If within the same fund, they are intrafund transfers and eliminated for financial reporting, but not budgetary reporting.

U

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| Unassigned Fund Balance | Amounts that are available for any purpose; these amounts are reported only in the general fund. |
| Unincorporated Adams County | Those portions of the county that are not part of an incorporated municipality. |

V

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| Vacancy Savings | Vacancy savings in budgeted personnel costs occurs when a budgeted position becomes vacant during the year due to turnover, dismissal, early retirement, etc., or when a vacant position is filled at a salary lower than the budgeted salary. |
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W

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| Working Capital | Also known as net working capital, is a financial measurement that shows the operating liquidity available to a business. It is calculated as current assets minus current liabilities. |
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Budget Resolutions

Legal confirmation of the budget process consists of preparing and adopting budget resolutions in accordance with Colorado Revised Statutes 29-1-106 through 112. All resolutions are presented to the Adams County Board of County Commissioners and made official by the board formally adopting the resolutions (approval by a majority vote). The resolutions, which must be adopted, are:

- Adoption of the Budget – The Adams County Board of Commissioners holds a public hearing to consider the adoption of the preliminary budget, at which time any objections to the County’s budget will be considered. Adoption of the preliminary budget will be effective only upon an affirmative vote by a majority of the commissioners.
- Appropriation of the Budget – After the resolution adopting the budget is approved, an appropriation resolution is required setting a legal spending limit authorizing those expenditures as set forth in the budget. The amounts appropriated for spending agencies shall not exceed the amounts established during budget adoption.
- Adoption of the Fee Schedule – The Adams County Board of Commissioners also adopts a fee schedule for fees collected by the County. These include but are not limited to building permits, animal adoption fees, conference center rental fees, golf course fees, etc.
- Mill Levy Certification – In order to levy a property tax, a resolution to certify the mill levy must be adopted. The mill levy is the rate or level of tax imposed upon the County’s assessed value in order to collect taxes.

The following pages contain copies of the adopted resolutions in the order discussed.

BOARD OF COUNTY COMMISSIONERS FOR
ADAMS COUNTY, STATE OF COLORADO

RESOLUTION APPROVING EXPENDITURES AND REVENUES FOR EACH FUND AND ADOPTING A BUDGET FOR ADAMS COUNTY,
STATE OF COLORADO, FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY 2017 AND ENDING ON THE LAST
DAY OF DECEMBER 2017

Resolution 2016-602

WHEREAS, the Board of County Commissioners of Adams County (“Board”) has appointed Todd Leopold, County Manager, to prepare and submit a proposed budget to said Board at the proper time; and,

WHEREAS, Todd Leopold, County Manager, has submitted a proposed budget to the Board on October 11, 2016, for its consideration; and,

WHEREAS, upon due and proper notice, in accordance with the law, said proposed budget was open for inspection by the public at a designated place, a public hearing was held on December 6, 2016, and interested taxpayers were given the opportunity to file or register any comments regarding said proposed budget.

NOW, THEREFORE, BE IT RESOLVED, by the Board of County Commissioners, County of Adams, State of Colorado, that the budget as submitted and summarized by fund on the attached Exhibit “A”, is approved and adopted as the budget of the County of Adams, subject to the Adams County Colorado Annual Budget provisions on Fiscal Policy and Budget Process, and Adams County Purchasing Policy and Procedures Manual, adopted by previous resolution, for the year 2017 and, hereby incorporated into and made part of this resolution.

Upon motion duly made and seconded the foregoing resolution was adopted by the following vote:

O’Doriso _____	Aye
Henry _____	Aye
Tedesco _____	Aye
Hansen _____	Nay
Pawlowski _____	Aye

Commissioners

STATE OF COLORADO)
County of Adams)

I, Stan Martin, County Clerk and ex-officio Clerk of the Board of County Commissioners in and for the County and State aforesaid do hereby certify that the annexed and foregoing Order is truly copied from the Records of the Proceedings of the Board of County Commissioners for said Adams County, now in my office.

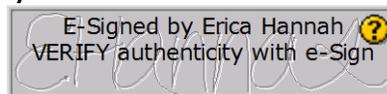
IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said County, at Brighton, Colorado this 13th day of December, A.D. 2016.

County Clerk and ex-officio Clerk of the Board of County Commissioners

Stan Martin:



By:



Deputy

EXHIBIT "A"

2017 Annual Budget for the Calendar Year Beginning on the First Day of January 2017 and Ending on the Last Day of December 2017

Section 1. Adopted Expenditures and Transfers-Out for Each Fund:

General Fund	\$176,412,701
Capital Facilities Fund	32,845,000
Golf Course Fund	2,690,909
Fleet Management Fund	9,891,950
Stormwater Utility Fund	1,864,046
Road & Bridge Fund	46,463,544
Social Services Fund	107,150,765
Insurance Fund	23,048,889
Developmentally Disabled Fund	1,367,475
Conservation Trust Fund	530,560
Waste Management Fund	2,876,255
Open Space Projects Fund	3,603,800
Open Space Sales Tax Fund	18,133,623
DIA Noise Mitigation & Coordinating Fund	45,000
Community Development Block Grant Fund	7,217,095
Head Start Fund	5,125,205
Community Services Block Grant Fund	487,774
Workforce & Business Center Fund	7,599,002
Front Range Airport Fund	3,421,568
Water & Wastewater Fund	349,540
FlatRock Facility Fund	279,789
TOTAL ESTIMATED EXPENDITURES	\$451,404,490

Section 2. Adopted Revenues and Transfers-In For Each Fund:

GENERAL FUND

From Unappropriated Fund Balance	\$	6,433,721
From Sources other than General Property Tax		45,288,539
From General Property Tax Levy		123,590,441
Transfers In		1,100,000
TOTAL GENERAL FUND	\$	176,412,701

CAPITAL FACILITIES FUND

From Unappropriated Fund Balance	\$	8,182,378
From Sources other than General Property Tax		24,662,622
From General Property Tax Levy		-
Transfers In		-
TOTAL CAPITAL FACILITIES FUND	\$	32,845,000

GOLF COURSE FUND

From Unappropriated Fund Balance	\$	-
From Sources other than General Property Tax		2,690,909
From General Property Tax Levy		-
Transfers In		-
TOTAL GOLF COURSE FUND	\$	2,690,909

FLEET MANAGEMENT FUND

From Unappropriated Fund Balance	\$	2,795,047
From Sources other than General Property Tax		7,096,903
From General Property Tax Levy		-
Transfers In		-
TOTAL EQUIPMENT SERVICE FUND	\$	9,891,950

STORMWATER UTILITY FUND

From Unappropriated Fund Balance	\$	-
From Sources other than General Property Tax		1,864,046
From General Property Tax Levy		-
Transfers In		-
TOTAL STORMWATER UTILITY FUND	\$	1,864,046

ROAD & BRIDGE FUND

From Unappropriated Fund Balance	\$	3,621,008
From Sources other than General Property Tax		35,900,753
From General Property Tax Levy		6,941,783
Transfers In		-
TOTAL ROAD & BRIDGE FUND	\$	46,463,544

SOCIAL SERVICES FUND

From Unappropriated Fund Balance	\$	1,190,804
From Sources other than General Property Tax		93,395,333
From General Property Tax Levy		12,564,628
Transfers In		-
TOTAL SOCIAL SERVICES FUND	\$	107,150,765

INSURANCE FUND:

From Unappropriated Fund Balance	\$	99,429
From Sources other than General Property Tax		22,949,460
From General Property Tax Levy		-
Transfers In		-
TOTAL INSURANCE FUND	\$	23,048,889

DEVELOPMENTALLY DISABLED FUND

From Unappropriated Fund Balance	\$	-
From Sources other than General Property Tax		-
From General Property Tax Levy		1,367,475
Transfers In		-
TOTAL DEVELOPMENTALLY DISABLED FUND	\$	1,367,475

CONSERVATION TRUST FUND

From Unappropriated Fund Balance	\$	-
From Sources other than General Property Tax		530,560
From General Property Tax Levy		-
Transfers In		-
TOTAL CONSERVATION TRUST FUND	\$	530,560

WASTE MANAGEMENT FUND

From Unappropriated Fund Balance	\$	2,321,255
From Sources other than General Property Tax		555,000
From General Property Tax Levy		-
Transfers In		-
TOTAL WASTE MANAGEMENT FUND	\$	2,876,255

OPEN SPACE PROJECTS FUND

From Unappropriated Fund Balance	\$	301,300
From Sources other than General Property Tax		32,500
From General Property Tax Levy		-
Transfers In		3,270,000
TOTAL OPEN SPACE PROJECTS FUND	\$	3,603,800

OPEN SPACE SALES TAX FUND

From Unappropriated Fund Balance	\$	2,727,585
From Sources other than General Property Tax		15,406,038
From General Property Tax Levy		-
Transfers In		-
TOTAL OPEN SPACE SALES TAX FUND	\$	18,133,623

DIA NOISE MITIGATION & COORDINATING FUND

From Unappropriated Fund Balance	\$	43,400
From Sources other than General Property Tax		1,600
From General Property Tax Levy		-
Transfers In		-
TOTAL DIA NOISE MITIGATION & COORDINATING FUND:	\$	45,000

COMMUNITY DEVELOPMENT BLOCK GRANT FUND

From Unappropriated Fund Balance	\$	-
From Sources other than General Property Tax		7,217,095
From General Property Tax Levy		-
Transfers In		-
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT FUND	\$	7,217,095

HEAD START FUND

From Unappropriated Fund Balance	\$	230,448
From Sources other than General Property Tax		4,894,757
From General Property Tax Levy		-
Transfers In		-
TOTAL HEAD START FUND	\$	5,125,205

COMMUNITY SERVICES BLOCK GRANT FUND

From Unappropriated Fund Balance	\$	-
From Sources other than General Property Tax		487,774
From General Property Tax Levy		-
Transfers In		-
TOTAL COMMUNITY SERVICES BLOCK GRANT FUND	\$	487,774

WORKFORCE & BUSINESS CENTER FUND

From Unappropriated Fund Balance	\$	-
From Sources other than General Property Tax		7,599,002
From General Property Tax Levy		-
Transfers In		-
TOTAL WORKFORCE & BUSINESS CENTER FUND	\$	7,599,002

FRONT RANGE AIRPORT FUND

From Unappropriated Fund Balance	\$	-
From Sources other than General Property Tax		3,021,568
From General Property Tax Levy		-
Transfers In		400,000
		400,000
TOTAL FRONT RANGE AIRPORT FUND	\$	3,421,568

WATER & WASTEWATER FUND

From Unappropriated Fund Balance	\$	2,788
From Sources other than General Property Tax		17,000
From General Property Tax Levy		-
Transfers In		329,752
		329,752
TOTAL WASTE WATER TREATMENT FUND	\$	349,540

FLATROCK FACILITY FUND

From Unappropriated Fund Balance	\$	-
From Sources other than General Property Tax		279,789
From General Property Tax Levy		-
Transfers In		-
		-
TOTAL FLATROCK FACILITY FUND	\$	279,789

BOARD OF COUNTY COMMISSIONERS FOR
ADAMS COUNTY, STATE OF COLORADO

RESOLUTION APPROPRIATING SUMS OF MONEY TO THE VARIOUS FUNDS AND SPENDING AGENCIES IN THE AMOUNTS AND FOR THE PURPOSES AS SET FORTH BELOW, FOR THE COUNTY OF ADAMS, STATE OF COLORADO FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY 2017 AND ENDING ON THE LAST DAY OF DECEMBER 2017

Resolution 2016-603

WHEREAS, the Board of County Commissioners, County of Adams, State of Colorado, has adopted the annual budget in accordance with the Local Government Budget Law, on the 13th day of December, 2016; and,

WHEREAS, the Board of County Commissioners, has made provision therein for the revenues in an amount equal to or greater than the total proposed expenditure as set forth in said budget; and,

WHEREAS, it is not only required by law, but also necessary to appropriate the revenues provided in the budget to and for the purposes described in the attached Exhibit "A", so as not to impair the operations of the County.

NOW, THEREFORE BE IT RESOLVED, by the Board of County Commissioners, County of Adams, State of Colorado, that the revenues provided in the budget to and for the purposes described in the attached Exhibit "A", are hereby approved and appropriated.

Upon motion duly made and seconded the foregoing resolution was adopted by the following vote:

O'Doriso _____	Aye
Henry _____	Aye
Tedesco _____	Aye
Hansen _____	Nay
Pawlowski _____	Aye

Commissioners

STATE OF COLORADO)
County of Adams)

I, Stan Martin, County Clerk and ex-officio Clerk of the Board of County Commissioners in and for the County and State aforesaid do hereby certify that the annexed and foregoing Order is truly copied from the Records of the Proceedings of the Board of County Commissioners for said Adams County, now in my office.

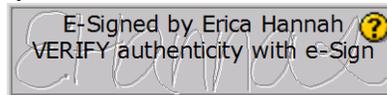
IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said County, at Brighton, Colorado this 13th day of December, A.D. 2016.

County Clerk and ex-officio Clerk of the Board of County Commissioners

Stan Martin:



By:



Deputy

EXHIBIT "A"

2017 Annual Budget for the Calendar Year Beginning on the First Day of January 2017 and Ending on the Last Day of December 2017

Section 1. That The Following Sums Are Hereby Appropriated From the Revenue of Each Fund, to Each Fund, for Purposes Stated:

GENERAL FUND:

Current Operating Expenses	\$168,978,172
Capital Outlay	\$6,383,777
Transfers Out	\$1,050,752
TOTAL GENERAL FUND	\$176,412,701

CAPITAL FACILITIES FUND:

Current Operating Expenses	\$14,095,000
Capital Outlay	\$17,650,000
Transfers Out	\$1,100,000
TOTAL CAPITAL FACILITIES FUND	\$32,845,000

GOLF COURSE FUND:

Current Operating Expenses	\$2,407,609
Capital Outlay	\$283,300
Transfers Out	\$0
TOTAL GOLF COURSE FUND	\$2,690,909

FLEET MANAGEMENT FUND:

Current Operating Expenses	\$4,539,450
Capital Outlay	\$5,352,500
Transfers Out	\$0
TOTAL FLEET MANAGEMENT FUND	\$9,891,950

STORMWATER UTILITY FUND

Current Operating Expenses	\$548,111
Capital Outlay	\$1,315,935
Transfers Out	\$0
TOTAL STORMWATER UTILITY FUND	\$1,864,046

ROAD & BRIDGE FUND:

Current Operating Expenses	\$37,663,544
Capital Outlay	\$8,800,000
Transfers Out	\$0
TOTAL ROAD & BRIDGE FUND	\$46,463,544

SOCIAL SERVICES FUND:

Current Operating Expenses	\$107,150,765
Capital Outlay	\$0
Transfers Out	\$0
TOTAL SOCIAL SERVICES FUND	\$107,150,765

INSURANCE FUND:

Current Operating Expenses	\$23,048,889
Capital Outlay	\$0
Transfers Out	\$0
TOTAL INSURANCE FUND	\$23,048,889

DEVELOPMENTALLY DISABLED FUND:

Current Operating Expenses	\$1,367,475
Capital Outlay	\$0
Transfers Out	\$0
TOTAL DEVELOPMENTALLY DISABLED FUND	\$1,367,475

CONSERVATION TRUST FUND:

Current Operating Expenses	\$487,560
Capital Outlay	\$43,000
Transfers Out	\$0
TOTAL CONSERVATION TRUST FUND	\$530,560

WASTE MANAGEMENT FUND:

Current Operating Expenses	\$376,255
Capital Outlay	\$2,500,000
Transfers Out	\$0
TOTAL WASTE MANAGEMENT FUND	\$2,876,255

OPEN SPACE PROJECTS FUND

Current Operating Expenses	\$78,800
Capital Outlay	\$3,525,000
Transfers Out	\$0
TOTAL OPEN SPACE PROJECTS FUND	\$3,603,800

OPEN SPACE SALES TAX FUND:

Current Operating Expenses	\$14,863,623
Capital Outlay	\$0
Transfers Out	\$3,270,000
TOTAL OPEN SPACE SALES TAX FUND	\$18,133,623

DIA NOISE MITIGATION & COORDINATING FUND

Current Operating Expenses	\$45,000
Capital Outlay	\$0
Transfers Out	\$0
TOTAL DIA NOISE MITIGATION & COORDINATING FUND	\$45,000

COMMUNITY DEVELOPMENT BLOCK GRANT FUND:

Current Operating Expenses	\$7,217,095
Capital Outlay	\$0
Transfers Out	\$0
TOTAL COMMUNITY DEVELOPMENT BLOCK GRANT FUND	\$7,217,095

HEAD START FUND:

Current Operating Expenses	\$5,125,205
Capital Outlay	\$0
Transfers Out	\$0
TOTAL HEAD START FUND	\$5,125,205

COMMUNITY SERVICES BLOCK GRANT FUND:

Current Operating Expenses	\$487,774
Capital Outlay	\$0
Transfers Out	\$0
TOTAL COMMUNITY SERVICES BLOCK GRANT FUND	\$487,774

WORKFORCE & BUSINESS CENTER FUND

Current Operating Expenses	\$7,599,002
Capital Outlay	\$0
Transfers Out	\$0
TOTAL WORKFORCE & BUSINESS CENTER FUND	\$7,599,002

FRONT RANGE AIRPORT FUND

Current Operating Expenses	\$3,038,235
Capital Outlay	\$383,333
Transfers Out	\$0
TOTAL FRONT RANGE AIRPORT FUND	\$3,421,568

WATER & WASTEWATER FUND

Current Operating Expenses	\$349,540
Capital Outlay	\$0
Transfers Out	\$0
WATER & WASTEWATER FUND	\$349,540

FLATROCK FACILITY FUND

Current Operating Expenses	\$279,789
Capital Outlay	\$0
Transfers Out	\$0
WATER & WASTEWATER FUND	\$279,789

BOARD OF COUNTY COMMISSIONERS FOR
ADAMS COUNTY, STATE OF COLORADO

RESOLUTION APPROVING ADAMS COUNTY 2017 FEE SCHEDULE FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF JANUARY 2017 AND ENDING ON THE LAST DAY OF DECEMBER 2017

Resolution 2016-604

WHEREAS, the Board of County Commissioners, County of Adams, State of Colorado, has determined that it is prudent to create a Fee Schedule to provide efficiency, economy, and uniformity in establishing and adjusting fees charged by Adams County into one abbreviated schedule; and,

WHEREAS, the fees set forth in the Fee Schedule are reasonably calculated to compensate Adams County for services provided to individuals paying said fees; and,

WHEREAS, fees set forth in the Fee Schedule may be added to or amended periodically by adoption of a resolution; and,

WHEREAS, the Board of County Commissioners, County of Adams, State of Colorado, shall review the Fee Schedule on at least an annual basis for the purposes of adjusting and updating fees charged by Adams County, and any amendments or additions thereto may be made by resolution.

NOW, THEREFORE, BE IT RESOLVED, by the Board of County Commissioners, County of Adams, State of Colorado, that the 2017 Fee Schedule as defined in the attached Exhibit "A" is hereby approved.

Upon motion duly made and seconded the foregoing resolution was adopted by the following vote:

O'Doriso _____	Aye
Henry _____	Aye
Tedesco _____	Aye
Hansen _____	Nay
Pawlowski _____	Aye

Commissioners

STATE OF COLORADO)
County of Adams)

I, Stan Martin, County Clerk and ex-officio Clerk of the Board of County Commissioners in and for the County and State aforesaid do hereby certify that the annexed and foregoing Order is truly copied from the Records of the Proceedings of the Board of County Commissioners for said Adams County, now in my office.

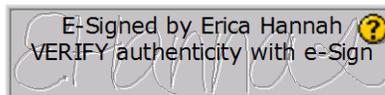
IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said County, at Brighton, Colorado this 13th day of December, A.D. 2016.

County Clerk and ex-officio Clerk of the Board of County Commissioners

Stan Martin:



By:



Deputy

Exhibit "A"

Section 1: Building, Electrical, Plumbing, and Mechanical Permit Fees

VALUATION	PERMIT FEE	PLAN REVIEW	VALUATION	PERMIT FEE	PLAN REVIEW	VALUATION	PERMIT FEE	PLAN REVIEW
\$1-\$500	\$24.00	\$16.00	\$26,000	\$333.00	\$216.00	\$65,000	\$712.00	\$463.00
\$600	\$27.00	\$18.00	\$27,000	\$344.00	\$224.00	\$66,000	\$721.00	\$469.00
\$700	\$30.00	\$20.00	\$28,000	\$355.00	\$231.00	\$67,000	\$730.00	\$475.00
\$800	\$33.00	\$21.00	\$29,000	\$366.00	\$238.00	\$68,000	\$739.00	\$480.00
\$900	\$36.00	\$23.00	\$30,000	\$377.00	\$245.00	\$69,000	\$748.00	\$486.00
\$1,000	\$39.00	\$25.00	\$31,000	\$388.00	\$252.00	\$70,000	\$757.00	\$492.00
\$1,100	\$42.00	\$27.00	\$32,000	\$399.00	\$259.00	\$71,000	\$766.00	\$498.00
\$1,200	\$45.00	\$29.00	\$33,000	\$410.00	\$267.00	\$72,000	\$775.00	\$504.00
\$1,300	\$48.00	\$31.00	\$34,000	\$421.00	\$274.00	\$73,000	\$784.00	\$510.00
\$1,400	\$51.00	\$33.00	\$35,000	\$432.00	\$281.00	\$74,000	\$793.00	\$515.00
\$1,500	\$54.00	\$35.00	\$36,000	\$443.00	\$288.00	\$75,000	\$802.00	\$521.00
\$1,600	\$57.00	\$37.00	\$37,000	\$454.00	\$295.00	\$76,000	\$811.00	\$527.00
\$1,700	\$60.00	\$39.00	\$38,000	\$465.00	\$302.00	\$77,000	\$820.00	\$533.00
\$1,800	\$63.00	\$41.00	\$39,000	\$476.00	\$309.00	\$78,000	\$829.00	\$539.00
\$1,900	\$66.00	\$43.00	\$40,000	\$487.00	\$317.00	\$79,000	\$838.00	\$545.00
\$2,000	\$69.00	\$45.00	\$41,000	\$496.00	\$322.00	\$80,000	\$847.00	\$551.00
\$3,000	\$80.00	\$52.00	\$42,000	\$505.00	\$328.00	\$81,000	\$856.00	\$556.00
\$4,000	\$91.00	\$59.00	\$43,000	\$514.00	\$334.00	\$82,000	\$865.00	\$562.00
\$5,000	\$102.00	\$66.00	\$44,000	\$523.00	\$340.00	\$83,000	\$874.00	\$568.00
\$6,000	\$113.00	\$73.00	\$45,000	\$532.00	\$346.00	\$84,000	\$883.00	\$574.00
\$7,000	\$124.00	\$81.00	\$46,000	\$541.00	\$352.00	\$85,000	\$892.00	\$580.00
\$8,000	\$135.00	\$88.00	\$47,000	\$550.00	\$358.00	\$86,000	\$901.00	\$586.00
\$9,000	\$146.00	\$95.00	\$48,000	\$559.00	\$363.00	\$87,000	\$910.00	\$592.00
\$10,000	\$157.00	\$102.00	\$49,000	\$568.00	\$369.00	\$88,000	\$919.00	\$597.00
\$11,000	\$168.00	\$109.00	\$50,000	\$577.00	\$375.00	\$89,000	\$928.00	\$603.00
\$12,000	\$179.00	\$116.00	\$51,000	\$586.00	\$381.00	\$90,000	\$937.00	\$609.00
\$13,000	\$190.00	\$124.00	\$52,000	\$595.00	\$387.00	\$91,000	\$946.00	\$615.00
\$14,000	\$201.00	\$131.00	\$53,000	\$604.00	\$393.00	\$92,000	\$955.00	\$621.00
\$15,000	\$212.00	\$138.00	\$54,000	\$613.00	\$398.00	\$93,000	\$964.00	\$627.00
\$16,000	\$223.00	\$145.00	\$55,000	\$622.00	\$404.00	\$94,000	\$973.00	\$632.00
\$17,000	\$234.00	\$152.00	\$56,000	\$631.00	\$410.00	\$95,000	\$982.00	\$638.00
\$18,000	\$245.00	\$159.00	\$57,000	\$640.00	\$416.00	\$96,000	\$991.00	\$644.00
\$19,000	\$256.00	\$166.00	\$58,000	\$649.00	\$422.00	\$97,000	\$1,000.00	\$650.00
\$20,000	\$267.00	\$174.00	\$59,000	\$658.00	\$428.00	\$98,000	\$1,009.00	\$656.00
\$21,000	\$278.00	\$181.00	\$60,000	\$667.00	\$434.00	\$99,000	\$1,018.00	\$662.00
\$22,000	\$289.00	\$188.00	\$61,000	\$676.00	\$439.00	\$100,000	\$1,027.00	\$668.00
\$23,000	\$300.00	\$195.00	\$62,000	\$685.00	\$445.00			
\$24,000	\$311.00	\$202.00	\$63,000	\$694.00	\$451.00			
\$25,000	\$322.00	\$209.00	\$64,000	\$703.00	\$457.00			

For fees \$100,001 and over see below

Total Valuation	Fee
\$100,001 to \$500,000	\$1,027 for the first \$100,000; plus \$7.00 for each additional \$1,000 or fraction thereof, to and including \$500,000, plus 65% of permit fee for plan review
\$500,001 to 1,000,000	\$3,827 for the first \$500,000; plus \$5.00 for each additional \$1,000 or fraction thereof, to and including \$1,000,000, plus 65% of permit fee for plan review
\$1,000,001 to 5,000,000	\$6,327 for the first \$1,000,000; plus \$3.00 for each additional \$1,000 or fraction thereof, to and including \$5,000,000, plus 65% of permit fee for plan review
\$5,000,001 and over	\$18,327 for the first \$5,000,000; plus \$1.00 for each additional \$1,000 or fraction thereof, plus 65% of permit fee for plan review

OTHER FEES

Inspections outside of normal business hours = \$100 per hour¹, with a minimum two-hour charge

Re-inspection fees = \$75.00⁵

Inspection for which no fee is specifically indicated = \$100 per hour¹

Additional plan review required by changes, additions or revisions to plans = \$100 per hour¹

For use of outside consultants for plan checking and inspections, or both = actual cost²

Plan review fee, residential = see below³

Plan review fee, commercial = see below⁴

¹ Or the total hourly cost to the jurisdiction, whichever is greater. The cost shall include supervision, overhead, equipment, hourly wages and fringe benefits of the employees involved.

² Actual costs include administrative and overhead costs.

³ R108.6 Plan review fee. When submittal documents are required by section 106.1, a plan review fee equal to 65

⁴ 108.5.1 Plan review fee. When documents are required by Section 106.1, a plan review fee shall be charged on all

⁵ Re-inspection fee may apply under the following conditions;

a. Inspections rescheduled or cancelled after inspection cut off day or time.

b. Inspections scheduled and the work is not complete or ready for inspection.

Section 2: Stormwater Fees

Residential: Total site square footage of impervious area X 0.02004, or \$83.00, whichever is less

Commercial: Total site square footage of impervious area X 0.02004, or \$746.00, whichever is less

Exempt: Total site square footage of impervious area X 0.02004, or \$446.00, whichever is less

Industrial: Total site square footage of impervious area X 0.02004, or \$886.00, whichever is less

Agricultural: Total site square footage of impervious area X 0.02004, or \$131.00, whichever is less

State-Assessed: Total site square footage of impervious area X 0.02004, or \$886.00, whichever is less

Mine: Total site square footage of impervious area X 0.02004, or \$68.00, whichever is less

Minimum Fee: All developed properties with at least 500 sq ft and up to up to 1,000 sq ft of billable impervious surface area are charged a minimum fee of \$20.04 per year. There is no fee for properties with less than 500 sq ft of impervious area.

Section 3: Parks Fees

Waymire Events Complex

<u>Peak Season (April-October)</u>		Kitchen	Deposits/ attendees	
Monday-Thursday	\$1,600.00	\$255.00	1-300	\$300.00
Friday	\$2,400.00	\$400.00	301-600	\$500.00
Saturday Full Day	\$2,850.00	\$500.00	601-1000	\$700.00
Sunday Full Day	\$2,000.00	\$340.00		

Off-Peak Season (November-March)

Monday-Thursday	\$1,280.00	\$200.00
Friday	\$2,250.00	\$350.00
Saturday Full Day	\$2,500.00	\$400.00
Sunday Full Day	\$1,800.00	\$300.00

Meeting Room Facilities (When Dome is not in use)

Full Meeting Room	\$300.00	Per Section	\$100.00
Exhibit Hall (south end only)	\$1,315.00	Per Add'l Hr	\$20.00
North End of Exhibit Hall - 6 hours	\$135.00		
Al Lesser	\$565.00		
Red Cross (non-profit)	\$25.00		

Picnics

Attendees	Deposits: ACRP & Rotella		Attendees	Rental Fees:			Rotella Resident	Rotella Non-Res/Comm
	Private	Non-Res/Comm		ACRP Private	ACRP Non-Res/Comm	50 ppl per shelter		
1-099	\$75.00	\$100.00	1-200	\$100.00	\$150.00	\$50.00	\$75.00	
100-199	\$100.00	\$150.00	201-400	\$200.00	\$300.00			
200-499	\$200.00	\$350.00	401-600	\$300.00	\$450.00			
500-999	\$350.00	\$500.00	601-800	\$400.00	\$600.00			
1500+	\$700.00	\$850.00	800-1000	\$500.00	\$750.00			

ADULT NON-PROFIT RENTAL RATES*

	Mo-Th	Fr-Su
Waymire Events Complex	\$540.00	\$770.00
Kitchen	\$170.00	\$205.00
Meeting Room Facility		
Entire Facility	\$150.00	\$170.00
Per Section	\$50.00	\$56.00
Exhibit Hall	\$385.00	\$740.00
Al Lesser	\$145.00	\$230.00
Indoor Arena	\$230.00	\$480.00
Arena Grandstands	\$200.00	\$330.00
Sale Barn	\$200.00	\$300.00
4H Arena	\$175.00	\$175.00

YOUTH NON-PROFIT RENTAL RATES*

	Mo-Th	Fr-Su
Waymire Events Complex	\$240.00	\$620.00
Kitchen	\$95.00	\$160.00
Meeting Room Facility		
Entire Facility	\$150.00	\$170.00
Per Section	\$50.00	\$56.00
Exhibit Hall	\$230.00	\$615.00
Al Lesser	\$100.00	\$195.00
Indoor Arena	\$170.00	\$440.00
Arena Grandstands	\$105.00	\$190.00
Sale Barn	\$115.00	\$180.00
4H Arena	\$100.00	\$100.00

*To qualify for a non-profit rate, the organization must be registered with the Secretary of State's Office as a non-profit organization

MEETING/SEMINAR HALF DAY RENTAL RATES

	Mo-Th Only
Exhibit Hall	\$650.00
Al Lesser	\$280.00

OTHER FACILITIES AND RATES

	Mo-Th Only
Arena Grandstands Daytime Fee	\$775.00
Arena Grandstands Nighttime Fee	\$910.00
Hourly Rate	\$120.00
Indoor Arena	\$750.00
4H Horse Arena	\$250.00 w/ \$100 refundable deposit
Sale Barn	\$565.00
North Parking Lot	\$825.00
South Dome Parking Lot	\$350.00
Arena, swine barn	\$120.00
Stalls (each)	\$15.00
Show rate	\$15.00
Multi-Day rate	\$15.00
Rough stock pens	\$55.00
Concession area, indoor arena	\$175.00
Concession area, outdoor arena	\$175.00
Vendor's Permit (1 day permit)	\$50.00
Camper hook-up, complete	\$20.00
Overnight vehicle permit (without Event)	\$10.00
Overnight vehicle permit (with Event)	\$5.00
Dirt Unpaved west of Indoor Arena	\$585.00
Unpaved South Parking Lot (Office Bldg)	\$350.00
Parking Lot South of Sale Barn	\$150.00
Additional Chairs (based on availability from other bldgs)	\$0.50
Conference Room	\$100.00
Labor per man hour	\$50.00
Facility Admission Surcharge	Call for pricing

EQUIPMENT (hourly rate)

Skid Steer Loader	\$50.00
Backhoe	\$75.00
1.5 cubic yard loader	\$75.00
Forklift	\$50.00
Scissors lift	\$50.00
Water Truck	\$150.00
Portable Announcers Booth	\$50.00

CANCELLATIONS

Written Notice	
90+ days	1/2 deposit & all rental fees
89-60 days	1/2 deposit & 1/2 rental fees
<59 days	1/2 deposit & no fees

Section 4: Golf Course Fees

Dunes Weekday Resident Rate	\$36.00		
Dunes Weekday Non Resident Rate	\$39.00		
Dunes Weekend Resident Rate	\$46.00		
Dunes Weekend Non Resident Rate	\$49.00		
Dunes Twi-Lite Rate	\$31.00		
Dunes 9 Hole Rate	\$23.00		
Knolls Weekday Rate	\$27.00		
Knolls Weekend Rate	\$30.00		
Knolls 9 Hole Rate	\$16.00		
18 Golf Cart Fees	\$30	\$15.00	Per Rider
Twi-Lite Cart Fees	\$24	\$12.00	Per Rider

Section 5: Conference Center Fees

Conference Center rental prices

Room	Seating	Set-up	Half Day	Whole Day
Platte River A	56	Classroom seating / Projector/Screen	\$200	\$400
Platte River B	48	Classroom seating / Projector/Screen	\$200	\$400
Platte River C	48	Classroom seating / Projector/Screen	\$200	\$400
Platte River D	40	Classroom seating / Projector/Screen	\$200	\$400
Brantner Gulch A	32	Classroom seating / Projector/Screen	\$100	\$200
Brantner Gulch C	24	Classroom seating / Projector/Screen	\$100	\$200
Clear Creek F	26	U shape seating/Projector/Screen	\$100	\$200
Clear Creek E	20	U shape seating/Projector/Screen	\$100	\$200
Platte River B/C	96	Classroom seating	\$400	\$800
Platte River C/D	48	Classroom seating	\$400	\$800
Platte River B/C/D	144	Classroom seating	\$600	\$1,200
Platte River A/B/C/D	200	Classroom seating	\$800	\$1,600

Kitchen	Microwave/Coffee maker/Fridge	\$30	\$50
	50% off on Non-Profit		

Damage Deposit \$300 Refundable after Event review
--

Section 6: Animal Shelter Fees

DOGS	
Over 6 months old	\$100-250
6 months old and younger	\$200-250+
CATS	
Over 6 months old	\$50-150
6 months old and younger	\$100-150+
OTHER PETS	
\$8-150 based on species, breed and age	

Section 7: Sheriff's Fees

Concealed Handgun Permit
 New - \$100
 Renewal - \$50, + \$15 if >180 days after expiration date
 Lost / Destroyed Permit Replacement - \$15

FLATROCK Training Center

Range 1
 \$200.00 for 4 hours
 \$400.00 for 8 hours

Range 2
 \$200.00 for 4 hours
 \$400.00 for 8 hours

Highway Course
 \$200.00 for 4 hours
 \$400.00 all 8 hours

Force Option Simulator
 \$100.00 for 4 hours
 \$200.00 for 8 hours

Defensive Tactics Room
 \$200.00 for 4 hours
 \$400.00 for 8 hours

Classroom
 \$100.00 for 4 hours
 \$200.00 for 8 hours

Skills Pad
 \$200.00 for 4 hours
 \$400.00 for 8 hours

Section 8: Traffic Impact Fees

Impact Fee Schedule		
Land Use Types	Development Unit	Impact Fee Charged
Residential		
	Enter Number of Dwellings/Spaces/Rooms	
Single-Family Detached	1	\$1,599.07
Multi-Family	1	\$983.13
Mobile Home park - per space	1	\$888.37
Hotel/Motel - per room	1	\$1,018.67
Retail Commercial		
	Enter Building Square Footage	
Shop Ctr/Gen Retail, less than 100,000 sf	1000	\$5,460.52
Shop Ctr/Gen Retail, 100,000 - 499,999 sf	1000	\$4,264.18
Shop Ctr/Gen Retail, 500,000 - 1 million sf	1000	\$3,648.24
Shop Ctr/Gen Retail, 1 million sf or more	1000	\$3,245.52
Auto Sales/Repair	1000	\$3,979.90
Bank	1000	\$13,100.51
Bldg Materials/Hardware/Nursery	1000	\$5,744.80
Convenience Store	1000	\$7,592.61
Discount Store	1000	\$5,436.83
Furniture Store	1000	\$639.63
Restaurant, Fast Food w/ Drive-Through Window (834)	1000	\$15,351.05
Restaurant, Fast Food w/o Drive-Through Window (833)	1000	\$10,938.82
Local/Neighborhood Carryout/Takeout Restaurant	1000	\$7,740.40
High Quality Restaurant/or Turnover =<1 HR (831)	1000	\$3,990.67
Restaurant, Sit-Down Chain/or Turnover is > 1 HR	1000	\$10,660.45
Office Institutional		
	Enter Building Square Footage	
Office, General	1000	\$2,357.14
Office, Medical	1000	\$5,792.18
Hospital	1000	\$1,456.93
Nursing home	1000	\$568.56
Church/Synagogue	1000	\$1,042.36
Day Care Center	1000	\$5,010.41
Elementary/Secondary School	1000	\$888.37
Junior/Community College (540)	1000	\$2,628.48
Industrial		
	Enter Building Square Footage	
General Light Industrial	1000	\$1,551.69
Warehouse	1000	\$805.46
Mini-Warehouse	1000	\$414.57
Single Occupant Office (715)	1000	\$2,711.36
Drinking Place (836) (Includes Gentleman's Clubs)	1000	\$4,416.32
New Car Sales (841)	1000	\$1,308.32
Carwash (847) <i>per Stall</i>	1	\$2,284.00
Truck Terminal (130) (<i>per acre</i>)	1	\$10,348.00
Truck Terminal (130) (1000 SF)	1000	\$1,296.00
Wrecker Sales and Service Repair	1000	\$663.87
Small, Auto Paint Contractors	1000	\$337.20
Motorcycle Kit Shops	1000	\$486.85
*Vet Clinic	1000	\$2,479.67
Bowling Alley	1000	\$5,588.48
Agricultural Commercial (Weld Cty)	1000	\$1,018.00

Section 9: Development Services Fees

Community and Economic Development Department (Development Services Fee Schedule)		
<i>Make checks payable to Adams County</i>		
Project Type	Description	Amount
Conceptual Review Meeting	Residential	\$300
	Non-Residential	\$500
Temporary Use Permit		\$1,000
Special Use Permits	Residential	\$500
	Non-Residential	\$700
Conditional Use Permits	Residential	\$1,000 +300 per additional request
	Non-Residential	\$1,000 +500 per additional request
	Minor Amendments	\$500
Rezoning		\$1,500
Comprehensive Plan Amendment		\$1,500
Development Code Text Amendment		\$1,000
Subdivision Plats	Exemption Plat	\$650 +\$50 per additional lot (max of \$800)
	Major Subdivision Plat (Prelim)	\$1,300
	Major Subdivision (Final)	\$1,500
	Minor Subdivision (Final Plat)	\$500+ \$50 per any additional lot
	Plat Correction (Residential)	\$750+ \$100 per any additional lot
	Plat Correction (Non-residential)	\$500
	Waiver from Subdivision	
Subdivision Improvement Agreements (SIA)	Initial Review	\$500
	Amendments to Approved SIA	\$500
Development Agreements		\$500
Request for Release of Collateral		\$175
Planned Unit Development	Overall Development Plan	\$2,200
	Preliminary Development Plan	\$2,200
	Final Development Plan	\$2,200
	Minor Amendments	\$1,100
Planning Building Permit Review	Residential	\$40
	Non-Residential	\$130
Appeal of Administrative Decision		\$500

Areas and Activities of State Interest		\$5,000+mailing cost
Certificate of Designation	Major Amendment Minor Amendment	\$4,320+ \$0.10 per cubic yard/year to a max of \$8,000 \$2,000 \$1,000
Landscape	Inspection Review of landscaping bond/collateral	\$60 \$150
Variances	Residential Non-Residential	\$500 + \$100 for each additional request \$700 + \$100 for each additional request
Zoning Verification Letter		\$150
Gas Wells		
Admin Use by Special Review (USR)		\$2,000
Amendments to USR		\$2,000
Gas and Oil Well Facilities Production		\$200
Right-of-Way Reviews		
Culvert Permit	Culvert Permit only Culvert Permit + Street Access	\$40 \$40+\$30
Oversized Load Permit	Oversize Load Permit Annual Permit	\$100 \$500
Utility Permit	Utility Permit (UT) UT+ Street Access Pot Hole	\$40 \$70 \$10 + 20 for any additional pot hole
Trenching (per linear feet)	Gravel Paved	\$0.20 \$0.40
Roadway Vacation		\$600
Engineering Review		
Floodplain Use Permit	Residential Non-Residential	\$200 \$500
Drainage Report /On-site Grading Plans		\$1,000
	Drainage Report Only	\$500
Street Construction Plans		\$100
Traffic Impact Study/Traffic Impact Analysis		\$600
Erosion and Sediment Control		\$500
Subdivision Engineering Review	<5 acres 5-25 acres >25 acres	\$1,000 \$2,500 \$7,500

Miscellaneous Fees		
Conservation Plan Permit		\$150
Bio-Solids Permit		\$300
Landfill Inspections		\$150
Gravel Mine Inspections		\$150
Land Survey Plat Deposit		\$10/per page
Seismic Study		\$40 +\$20 per vibration spot
Marijuana Licensing Fees		
Marijuana Establishment	Initial Application	\$15,000
	Renewal of Establishment	\$15,000
	Building Permit	
Building Permit Fees		Building Permit fees are based on the value of the improvements being constructed. Please contact the One-Stop Customer Center for more information

Section 10: Transportation Department Fees

Above Ground Utilities (linear footage)	\$70 + 0.20/lf
Above Ground Utilities	\$70
Driveway Access/Culvert (plus 2nd or 3rd acc)	\$70
Gas & Oil Facilities Production	\$200
Gas & Oil Moving & Culvert (one-time)	\$500
Memorial Sign Program	\$100
Oversize Load - Single Trip	\$100
Oversize Load - Annual Permit	\$500
Permit Reinstatement	\$100
Permit Renewal	\$100
Permit Transfer	\$100
Work Without Permit	Double Fee
Pot Holing (for line locates) (proposed)	1st Pothole \$50/each additional hole \$20
Reinspection Fee	\$100
Request for off hours inspection	Overtime hourly rate (3 hr minimum)
Traffic Control Plans	\$40
Street Construction Permit	
1. Gravel or unimproved surface	\$70 + 0.20/lf
2. Paved or improved surface	\$70 + 0.40/lf
3. Boring	\$70 + 0.40/lf
Underground Utilities	\$70

BOARD OF COUNTY COMMISSIONERS FOR
ADAMS COUNTY, STATE OF COLORADO

RESOLUTION APPROVING THE CERTIFICATION OF MILL LEVIES FOR THE CALENDAR YEAR BEGINNING ON THE FIRST DAY OF
JANUARY 2017 AND ENDING ON THE LAST DAY OF DECEMBER 2017

Resolution 2016-605

WHEREAS, the Board of County Commissioners is required to levy against the valuation of all taxable property existing on the assessment date within the various taxing districts; and,

WHEREAS, the various taxing authorities submit certifications requesting the Board of County Commissioners to levy the requisite taxes for all purposes required by law in the amount set forth in the respective resolution; and,

WHEREAS, the Board of County Commissioners has received the requests to levy taxes of the various taxing districts within the County of Adams; and,

WHEREAS, the County itself desires to levy a tax of 27.055 mills, which includes an abatement levy of 0.276 mills, upon each dollar of the total assessed valuation of all taxable property within the county; and,

WHEREAS, the County desires to establish the following separate funds for mill levy purposes and its corresponding mill levy for the calendar year commencing January 1, 2017:

County General Fund	23.145
Road & Bridge Fund	1.300
Social Services Fund	2.353
Developmentally Disabled Fund	0.257
Total	27.055

NOW, THEREFORE, BE IT RESOLVED, by the Board of County Commissioners, County of Adams, State of Colorado, that the above named funds and their corresponding mill levies are approved and established for the calendar year 2017.

BE IT FURTHER RESOLVED, that the levies and revenues for each fund as set forth in the County Commissioners' Certificate of Levies and Revenue, Adams County, Colorado for the year 2017 be and hereby are approved and a copy of Commissioners' Certification of Levies and Revenue is made a part hereof by reference and attached hereto and said taxes so levied and certified by the Board of County Commissioners and hereby and herewith certified to the County Assessor.

BE IT FURTHER RESOLVED, that the mill levies and revenue for the various taxing districts located within the County of Adams, State of Colorado, as set forth in the County Commissioners' Certification of Levies and Revenue, Adams County, Colorado, for the year 2017 a copy of which is hereby and herewith made a part hereof by reference, be and hereby is adopted and that a levy against the valuation of all taxable properties existing on the assessment date within the respective various taxing districts be and hereby is made and the same is certified to the County Assessor.

BE IT FURTHER RESOLVED, that the Board of County Commissioners of Adams County in certifying the mill levies of the above noted taxing districts is performing a ministerial and non-discretionary act to comply with the requirements of Sections 39-1-111 and 39-5-128, C.R.S.; that the Board of County Commissioners has no authority to modify the mill levies so certified to it; and therefore, that the Board of County Commissioners assumes no liability or responsibility associated with any levy of any of the above noted taxing districts.

BE IT FURTHER RESOLVED that a copy of the County Commissioners' Certification of Levies and Revenue, certified to the Assessor, be mailed to the Division of Property Taxation, Division of Local Government, and Department of Education.

Upon motion duly made and seconded the foregoing resolution was adopted by the following vote:

O'Doriso _____	Aye
Henry _____	Aye
Tedesco _____	Aye
Hansen _____	Nay
Pawlowski _____	Aye

Commissioners

STATE OF COLORADO)
County of Adams)

I, Stan Martin, County Clerk and ex-officio Clerk of the Board of County Commissioners in and for the County and State aforesaid do hereby certify that the annexed and foregoing Order is truly copied from the Records of the Proceedings of the Board of County Commissioners for said Adams County, now in my office.

IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said County, at Brighton, Colorado this 13th day of December, A.D. 2016.

County Clerk and ex-officio Clerk of the Board of County Commissioners

Stan Martin:



By:

E-Signed by Erica Hannah 
 VERIFY authenticity with e-Sign

Deputy