



ADAMS COUNTY

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**STUDY SESSION AGENDA
TUESDAY
December 13, 2016**

ALL TIMES LISTED ON THIS AGENDA ARE SUBJECT TO CHANGE.

11:30 A.M.	ATTENDEE(S):	Aleah Horstman
	ITEM:	Arapahoe House
1:00 P.M.	ATTENDEE(S):	Bryan Ostler / Ben Dahlman
	ITEM:	2016 Internal Audit Report Review
1:30 P.M.	ATTENDEE(S):	Kevin Doran / Jeanne Shreve
	ITEM:	2017 State & Federal Legislative Priorities
2:30 P.M.	ATTENDEE(S):	Todd Leopold
	ITEM:	Administrative Item Review / Commissioner Communications
3:00 P.M.	ATTENDEE(S):	Heidi Miller
	ITEM:	Executive Session Pursuant to C.R.S. 24-6-402(4)(b) and (e) for the Purpose of Receiving Legal Advice and Instructing Negotiators Regarding Monitoring of NSP1

(AND SUCH OTHER MATTERS OF PUBLIC BUSINESS WHICH MAY ARISE)

AGENDA IS SUBJECT TO CHANGE



STUDY SESSION AGENDA ITEM

DATE:	December 13th, 2016
SUBJECT:	Internal Audit Progress Update
FROM:	Benjamin Dahlman
AGENCY/DEPARTMENT:	County Manager's Office
ATTENDEES:	Eide Bailly Representatives: Kim Higgins, Paul Kane, Brent Millsbaugh, Carrie Enders Adams County Representatives: Benjamin Dahlman, Brigitte Grimm, Michael McInstosh and Patsy Melonakis
PURPOSE OF ITEM:	Status Update for Internal Audit
STAFF RECOMMENDATION:	Review 2016 Internal Audit Reports and briefly discuss next steps going into next year which will be presented at a future study session in early 2017

BACKGROUND:

On October 26, 2011, the Adams County Board established an internal audit function for Adams County Government for the purpose of enhancing public accountability and adhering to best practices in government.

The Internal Audit Charter was updated on January 6th, 2015 and Eide Bailly, LLP has been the County's Internal Auditor since February 3, 2015.

The Internal Audit Charter requires that the Internal Auditor, provide among other tasks the following:

- Participate in the development of a flexible annual audit plan in partnership with County Management using an appropriate risk-based methodology and submit that plan to the Board of County Commissioner for review and approval.
- Implement the annual audit plan as approved, including; as appropriate, special tasks or projects requested by County Management and the Board of County Commissioners.

The Internal Auditors will cover reports and activities that have been completed in 2016 and discuss updating the work plan for 2017.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

Treasurer's Office
Sheriff's Office

Finance Department
County Manager's Office

ATTACHED DOCUMENTS:

Summary of Follow-Up Procedures Performed at the Treasurer's Office
Sheriff's Office Cash Handling Report
Evaluation of Payroll Processes
Internal Audit Charter Resolution
Internal Audit Charter

FISCAL IMPACT:

Please check if there is no fiscal impact . If there is fiscal impact, please fully complete the section below.

Fund: 1

Cost Center: 9252

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
Total Revenues:			

	Object Account	Subledger	Amount
Current Budgeted Operating Expenditure:			\$100,000
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:			
Add'l Capital Expenditure not included in Current Budget:			
Total Expenditures:			\$100,000

New FTEs requested: YES NO

Future Amendment Needed: YES NO

Additional Note:

The budget for the Internal Audit function is \$100,000 annually.

APPROVAL SIGNATURES:

APPROVAL OF FISCAL IMPACT:

Todd Leopold, County Manager

Wally Dunn

Budget / Finance

Raymond H. Gonzales, Deputy County Manager

Bryan Ostler

Bryan Ostler, Interim Deputy County Manager



July 20, 2016

Brigitte Grimm, Treasurer
Adams County
4430 South Adams County Parkway
Brighton, CO 80601

Ms. Grimm,

Below is a narrative on our visits with the Treasurer in 2015 and 2016 as well as the outcome of the risk assessments and the follow-up findings.

Summary of Follow-Up Procedures Performed at the Treasurer's Office

Eide Bailly LLP met with the Treasurer and her staff on September 8, 2015, January 27, 2016 and March 16, 2016 to discuss the original risk assessment (see Attachment A for original risk assessment) and revise accordingly and to follow-up on the predecessors findings related to the Treasurer's Office as noted below (see Attachment B for final risk assessment).

The objectives of the meeting on September 8, 2015 were to gain an understanding of the operations of the Office and to evaluate the original risk assessment. As part of evaluating the original risk assessment we determined if there were additional risks that should be considered or any risks that should be removed from the assessment. The two highest risk areas were as follows: risk that funds could be misappropriated from cash drawers and the risk that physical security may not be adequate to protect the staff from harm or funds from potential theft (see Attachment B for final risk assessment). Both of these were discussed in more detail at our next meeting.

The meeting on January 27, 2016 involved determining the final risk assessment analysis and evaluating if there were additional risks that should be considered or risks to be removed. The Treasurer agreed with the final analyses that the high risk areas discussed at the first meeting should be lowered from high to medium and the cash drawer's misappropriation be combined with the potential for embezzlement/misappropriated funds during collection of property tax. We discussed in detail the potential of cash drawer theft on many scenarios and it was agreed there is always a possibility of this happening but given the security cameras, internal policy of counting cash drawers and the heightened security surrounding this area these types of risks are considered a moderate risk.

We toured the Treasurer's Office to determine the adequacy of security within the Office. During our tour, we noted hidden cameras, access to the office is limited to staff with security badges, cash is maintained in a vault that can only be accessed by password, and new cameras have been installed in lobby. We did note that no bullet proof windows have been installed at this time. It was disclosed to us that a Sheriff's Deputy will be on site during the last weeks in February and April as well as the second and third weeks in June to enhance the security of the Office, if needed. Most of the citizens are paying on line or by their mortgage companies instead of dropping off the payment.

Follow-Up Procedures

On July 30, 2014 Colorado Independent Consultants Network, LLC ("CICN") issued an internal audit report over the Treasurer's Office. That report indicated two areas to improve the Office's business processes and controls. The first area related to the ability of personnel to alter transactions after a reconciliation was performed (the ability to adjust errors on a previous periods balance, rather than in the current period). It was noted the official records can be changed in the Tyler tax collection and billing system subsequent to reconciliation (reconciliation procedures are performed in the system). As noted in the CICN report, this appeared to be a configuration error within the Tyler system and was corrected once this was communicated to the Treasurer. Tyler was contacted and made the correction to the system in 2014. The second finding related to approval of disbursements.

Bank Reconciliation

During the meeting on March 16, 2016, we performed the following procedures to determine if the error has been corrected and to ensure there were no other issues noted:

Process: The Senior Accountant runs a general activity report for the general ledger that indicates the bank balance as of March 15, 2016. This report is then compared to Cash Management Specialist bank reconciliation that is performed daily (this is one day in arrears with the Senior Accountant's Report). If the two reports do not balance then an error was made on one of the two reports. The bank reconciliation is a reflection of Sandy's general ledger and in order to complete the reconciliation in the system the two reports have to balance to a zero balance. If she cannot get to zero there is an error with the bank or with the Senior Accountant's general ledger. If this was not corrected the two reports would not balance and would be detected by the Cash Management Specialist. The Cash Management Specialist would investigate the Senior Accountant's general ledger for warrants clearing or not (segregation of duties). We noted the Treasurer also reviews the reconciliations periodically.

Testing: On March 16, 2016, EB selected warrant #688-497 for \$2,246 dated February 19, 2016 to "unredeem" and compared to the Cash Management Specialist's March 16, 2016 bank reconciliation and compared the two reports –"Journal activity from March 15, 2016" to the "March 16, 2016 bank reconciliation" that also has the Journal Activity amount, and they did not balance by \$2,246.

The next step was to "re-redeem" the same warrant noted above on March 15, 2016. With that step the warrant is now shown as redeemed and not outstanding, balancing the two reports (Journal Activity and Bank Reconciliation).

We also obtained the March 17, 2016 bank reconciliation and noted the warrant #688-497 was redeemed and unredeemed on March 16, 2016.

Conclusion: Based on our review of the reconciliation process involving system configurations the recommendation by CICN is considered cleared.

Documentation of Disbursement Approvals

The second finding identified on CICN's internal audit report related to no evidence of outgoing check payment approval. It was noted that the approvals were "verbal" and therefore there no documentation of the outgoing checks being approved before being sent to vendors.

On January 27, 2016, we performed the following procedures to determine if there was evidence of approval for the disbursements and to update our understanding of the approval process:

Process: The Treasurer indicated there are two approvals required for paying vendors. A staff member prepares the checks based on overpayments, etc. The checks are then sent to another staff member to review. After this review, this information is sent to the Treasurer electronically along with backup for the checks for review. The Treasurer's approval is performed by responding via email regarding the check run. We examined the January 2016 approval process and noted that the Treasurer approved the disbursements via email for each week's activity. We also reviewed the disbursements made in February 2016 and noted the Treasurer's approvals for all disbursements made during this time frame.

Testing: We obtained the disbursements file made as of January 27, 2016 as of February 29, 2016. We noted this disbursement file included the invoice and the approval of the Treasurer before the disbursements were sent.

Conclusion: Based on our review of the approved invoices the recommendation by CICN is considered cleared.

Sincerely,

Ede Bailly LLP

Attachment A: Original Risk Assessment

Risk	Entity	Financial	Regulatory & Legal	Operational	Reputation	Likelihood of Occurrence	Raw Risk Score	Final Risk Score
Risk that tax payment might be applied to the wrong account or that duplicate payments could be made.	Treasurer	Low	Low	Medium	Medium	Remote	1.50	1.20
Risk that funds could potentially be embezzled/misappropriated during collection of property tax payments.	Treasurer	Low	Low	Medium	Medium	Remote	1.50	1.20
Risk that funds could be misappropriated from cash drawers.	Treasurer	Low	Low	High	High	Potential	4.00	3.08
Risk that physical security may not be adequate to protect staff from physical harm or funds from potential theft.	Treasurer	Low	Low	High	High	Remote	2.00	1.58
Risk that cash might be left unsecured, subjecting funds to potential misappropriation.	Treasurer	Low	Low	Low	Medium	Remote	1.25	1.01
Risk that cash transmitted from other county agencies could be misappropriated during processing.	Treasurer	Low	Low	Low	Medium	Remote	1.25	1.01
Risk that controls may not be adequate to prevent funds from being misappropriated or moved erroneously from one taxpayer account to another.	Treasurer	Low	Low	Medium	Medium	Remote	1.50	1.20
Risk that a false vendor could be created and payments made to that false vendor without detection	Treasurer	Low	Low	Low	Medium	Remote	1.25	1.01
Risk of changing financial institutions.	Treasurer	Low	Low	Low	Low	Remote	1.00	0.83

Attachment B: Final Risk Assessment

Risk	Entity	Financial	Regulatory & Legal	Operational	Reputation	Likelihood of Occurrence	Raw Risk Score	Final Risk Score
Risk that tax payment might be applied to the wrong account or that duplicate payments could be made.	Treasurer	Low	Low	Low	Low	Remote	1.00	0.83
Risk that funds could potentially be embezzled/misappropriated during collection of property tax payments, as well as funds being misappropriated from cash drawers.	Treasurer	Low	Low	Low	Low	Remote	1.00	1.20
The risk that physical harm controls may not be adequate has been lowered as the Office has security cameras. Additionally, Sheriff Deputy will be on site during their busy times of year starting in February 2016.	Treasurer	Low	Low	Medium	Medium	Remote	1.50	1.58
Risk that cash might be left unsecured, subjecting funds to potential misappropriation	Treasurer	Low	Low	Low	Low	Remote	1.00	1.01
Risk that cash transmitted from other county agencies could be misappropriated during processing	Treasurer	Low	Low	Low	Low	Remote	1.00	1.01
Risk that controls may not be adequate to prevent funds from being misappropriated or moved erroneously from one taxpayer account to another	Treasurer	Low	Low	Low	Low	Remote	1.00	1.20
Risk that a false vendor could be created and payments made to that false vendor without detection	Treasurer	Low	Low	Low	Low	Remote	1.00	1.01
Risks of changing financial institutions - per discussion they go out for RFP and based on price and name of organization do not believe this is a risk area. EB suggested they receive a Sox report on internal controls for key vendors to ensure there are no issues.	Treasurer	Low	Low	Low	Low	Remote	1.00	0.83



Sheriff's Office Cash Handling Report
July 29, 2016

Adams County, Colorado

Adams County, Colorado
Sheriff's Office Cash Handling Report
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EXECUTIVE SUMMARY

Eide Bailly LLP performed cash handling procedures of Adams County Sheriff's Office based upon risks the Sheriff requested be addressed as part of the 2015 internal audit risk assessment procedures. Our evaluation included processes and controls over cash handling areas of the Sherriff's office, which include the following: inmate trust fund administration, forfeiture/seizure funds, undercover funds, traffic citations, handgun permits, records requests and petty cash. This internal audit of the cash handling procedures of the Sherriff's Office was performed on the current processes in place at the time of the internal audit, during the period from February 1, 2016 to April 11, 2016.

During the internal audit, it was noted that the Sheriff and his staff were very knowledgeable about their processes and procedures and attentive to any improvements that may be needed. While the Sheriff has only been in his office for 16 months, we learned that a number of other key staff have been in their positions for a number of years, and therefore have extensive knowledge about the Office's operations and cash handling processes.

During our review, we identified one recommendation that would improve the Office's controls over cash handling which is discussed in detail in the Results and Recommendation section below

BACKGROUND

The Adams County Sheriff's Office has various cash handling sites which include the following: inmate trust fund administration, forfeiture/seizure funds, undercover funds, traffic citations, handgun permits, records requests and petty cash. Cash handling sites are located in Brighton, Commerce City and Strasburg, Colorado.

The internal audit encompassed the cash handling procedures surrounding the following accounts/funds/operations:

- Inmate Trust Fund – The Sheriff's Office has custody over the inmate trust funds. The purpose of the trust funds are to provide inmates with funds to pay for medical co-pay (doctor, nurse, dental, eye glasses, etc.) and commissary (chips, drinks, candy bars etc.). The individual trust funds can increase and decrease in various ways. The trust fund is not recognized on the County's books as the funds belong to the inmates, but are presented in the CAFR in the agency fund section.
- Forfeiture/Seizure Funds – The forfeiture/seizure funds include money that has been seized during a raid. Adams County partners with the North Metro Task Force; therefore, the safe can house both Adams County and North Metro Task Force seizure money.
- Undercover Operations – the purpose of these funds is to have the ability to run undercover operations (prostitution busts, drug busts, etc.)
- General Cash Handling and Petty Cash – Any employee of the Sheriff's Office who within the course of their duties come into the possession of cash that is not their property or is outside their defined cash handling duties shall, as soon as reasonably practicable, verify the amount of cash, summon another employee to verify their accounting and process the cash as safekeeping, evidence or found property. Various classification of general cash handling follows:
 - Change Funds – At each cash collection location, the Office maintains change funds that are only used for making change when cash is accepted from the

public, such as for fees and fines to the Sheriff's Office. Petty change funds are maintained by the Administrative Services Division in the Civil and Records Sections and by the Patrol Division in the Traffic Section. These drawers must balance at all times to the imprest balance. No expenditures of any kind shall be authorized from a change fund.

- Petty Cash – The petty cash funds are intended to be used for small or incidental purchases. Petty cash funds are maintained and managed by the Administrative Services Division Commander, Detectives Division Commander, Patrol Division Commander, or by an authorized designee. All funds require the creation and maintenance of an accurate and current transaction ledger. The funds must be kept in a secured location. The funds will be replenished by balancing the receipts and filling out a request form to be sent with the actual receipts through the Sheriff's Office Accounts Payable process. The reimbursement process is completed on an as needed basis per account manager's request.

With the exception of the inmate trust and forfeiture/seizure funds, these cash streams are reflected in the Sheriff's Office budget.

OBJECTIVES AND SCOPE

Eide Bailly LLP performed an internal audit of the processes and controls over cash handling within the Adams County Sheriff's Office based upon the risk assessment performed with the Office in January, 2016. The overall objective of the internal audit was to identify potential opportunities to strengthen internal controls related to safeguarding assets of the County/Office and to increase efficiencies within the Office.

The scope of our procedures included the following:

- Cash handling processes and procedures related to all aspects of cash collections of the Sheriff's Office, which include the following processes that are controlled by the Sheriff:
 - Inmate trust fund administration,
 - forfeiture/seizure funds,
 - undercover funds,
 - general cash handling
 - traffic citations,
 - handgun permits,
 - records requests and
 - petty cash.

Procedures performed during this internal audit included the following:

- Interviews with the Sheriff and his staff to identify key risks within the cash handling areas, identified above
- Review of processes with key staff related to each cash handling area.
- Interviews with key staff to review the responsibilities of the Office related to the identified business objectives of the cash handling processes in place
- Assessment of the key processes over each cash handling area to determine key controls in place.
- Walkthrough of selected transactions within each cash handling process to determine if identified key controls were in place and operating as designed and communicated to us.

INTERVIEWS CONDUCTED

A key component of our procedures involved interviewing key personnel of the Office and of those that oversee the cash handling areas of the Office. Several interviews were conducted to obtain an understanding of the processes and key risks within each cash handling area. These interviews were important for us to identify the key controls throughout the Office and to identify any opportunities for improvement. The personnel we interviewed were as follows:

- Mike McIntosh – Sheriff
- Harold Lawson – Undersheriff
- Marc Osborne – Finance Manager for Sheriff
- Cindi Miller – Finance Coordinator for Sheriff
- Jennifer Astwood – Accounting Technician II

RESULTS

We evaluated the adequacy of controls and processes related to cash handling processes in place through the following procedures:

Inmate Trust Funds

We randomly selected an inmate (#2016-1548) who was processed on February 2, 2016. At the time of booking, this inmate had \$192.97 in cash. This was verified by observing the booking envelope related to this inmate and agreeing the amount to the Keefe and ILEADS reports. We note the officer's signature on the sealed booking envelope, which verifies the amount of cash retained. Additionally, the inmate's cash balance of \$192.97 was traced to the "Resident Account Summary" in ILEADS, which is the recording of the intake cash. We noted the inmate had \$30 processing fee for a prior booking and another \$30 processing fee for her current booking debited from her remaining balance. This processing fee is charged to each inmate and upon collection is transferred to the County Treasurer's office to be deposited in the County's commissary account. The amount of \$192.97 was also traced to the total cash deposit for the day of \$8,017.95 which matched the deposit ticket for February 2, 2016. The process in place appears to be working as designed and functioning as expected.

Forfeiture/Seizure Funds

We selected two transactions related to a forfeiture. We selected case 15-4096 in the Adams County log book, which indicated \$336.00 was seized on April 30, 2015 by an officer. This envelope was pulled from the safe noting that the same information was documented on the envelope. We also noted the evidence seal was not broken. Additionally, we selected case 15-50222 in the North Metro Task Force log book, which indicated \$1,684 was seized on September 24, 2015 by an officer. We pulled the envelope from the safe noting the same information was documented on the envelope and noted that the evidence seal was not broken. There was an additional set of initials for the count as the amount was over \$1,000, in accordance with policy. The process in place appears to be working as designed and functioning as expected.

Funds Used for Undercover Operations

We selected one transaction related to the Detective Intelligence Petty Cash fund. The petty cash and log book were both locked up in a safe. We noted the last transaction in the log book for a petty cash withdrawal involving a prostitution sting on December 21, 2015 for \$400. The log also indicated the replenishment of these funds. EB performed a count of the petty cash on February 4, 2016 noting a count of \$800. This amount agreed to County records and is the amount that is generally carried for this account. The process in place appears to be working as designed and functioning as expected.

General Cash Handling (traffic citations, handgun permits, and records requests) and Petty Cash

We selected one transaction related to traffic citations paid at the Commerce City Substation. We observed the transaction at the desk of an accounting technician. The accounting technician maintains a \$300 change drawer in order to give change to people who pay their traffic citations in cash. When the accounting technician receives a citation, either in person or in the mail, the citation is reviewed to ensure that charges are correct. The accounting tech then prepares a daily receipt log detailing the deposit with the various denominations and prints the totals on the envelope that accompanied the citation. We noted the JDE report on February 3, 2016 titled "Cash Receipts Deposit" totaled \$2,387. A copy of the spreadsheet was examined noting there were \$835 of online payments, \$430 in cash, and \$1,122 in checks. We also examined a copy of the sealed envelope in the safe totaling \$1,265 in

cash and checks ready to go to the bank. This deposit was from the day prior. We were also provided with the Treasurer's email on February 5, 2016 confirming the deposit was accepted without differences. The process in place appears to be working as designed and functioning as expected.

EVALUATION OF CONTROLS

The following are the business objectives and related control assessments (Satisfactory, Needs Improvement, Unsatisfactory) and a summary of strong and weak controls noted while performing procedures over cash collection areas.

Business Objective	Control Assessment
1. All transactions are properly authorized	Satisfactory
2. All recorded transactions are valid	Satisfactory
3. All valid, authorized transactions are recorded	Satisfactory
4. All transactions are recorded accurately	Satisfactory
5. Assets are safeguarded from loss or theft	Satisfactory
6. Business activities are performed efficiently and effectively	Satisfactory
7. Make timely deposits of daily collections	Satisfactory

INMATE TRUST FUNDS	
Strong Controls	Weak Controls
<ul style="list-style-type: none"> • Upon booking of an inmate, a booking envelope is prepared with inmate information and is sealed with any cash in the inmate's possession. This envelope is sealed and signed by the officer and attached by a custody sheet signed by inmate agreeing amount of cash that was placed in envelope (Obj. 1, 2, 4, 5, 6) • Security cameras are in place to record all transactions surrounding booking of inmates and a safe is used to maintain sealed booking envelopes awaiting pickup by accounting department (Obj. 5) • At the end of each shift and prior to collection by the accounting department, record technicians print a drawer history report from the Keefe System and reconcile amounts on this report to the sealed booking envelopes maintained in the safe (Obj. 3, 6) • Upon collection of booking envelopes, accounting staff enters information from each inmate booking envelope into ILEADS system, which tracks each inmate's trust funds. Once entered, the drawer history report is reconciled in total to the ILEADS system. (Obj. 2, 3, 4, 6) 	<ul style="list-style-type: none"> • None noted

INMATE TRUST FUNDS	
Strong Controls	Weak Controls
<ul style="list-style-type: none"> • During preparation of a deposit, the accounting department will inspect cash collected by running the cash through a cash and coin counter to identify counterfeit coins or cash (Obj. 3, 5) • Prepared deposits are kept in a safe until deposits are taken to bank, usually twice a week. (Obj. 5, 7) • Upon inmate release, generally pre-numbered debit cards are issued. In certain instances, these may be required to be voided. The accounting staff will complete a destruction form and card will be destroyed. (Obj. 5) • Bank accounts are reconciled by accounting staff and reviewed by accounting supervisor (Obj. 1, 2, 3, 4) 	

FORFEITURE/SEIZURE FUNDS	
Strong Controls	Weak Controls
<ul style="list-style-type: none"> • Cash seized during a raid in excess of \$1,000 must be counted by two officers (Obj. 2, 4, 5) • Money will be placed in an envelope and sealed with evidence tape. The outside of the envelope will note the denominations of the cash included and will also be signed by the counting officers. This will be logged in the evidence log book that is maintained with the safe (Obj. 5) • For any evidence tape that is broken, a report must be written to explain the reason for the tape being broken. (Obj. 5) 	<ul style="list-style-type: none"> • None noted

UNDERCOVER OPERATIONS	
Strong Controls	Weak Controls
<ul style="list-style-type: none"> • A ledger of all such transactions is to be maintained by the division commander or an authorized designee and any participant must sign off on the amount of the transaction (Obj. 1, 2, 3, 4) • All transactions must be supported by receipt, invoice, or expense report (Obj. 1, 2) • An audit of these funds should be performed no less that once every six months (Obj. 1, 2, 3, 4, 5, 6) 	<ul style="list-style-type: none"> • None noted

GENERAL CASH HANDLING AND PETTY CASH	
Strong Controls	Weak Controls
<ul style="list-style-type: none"> • Accounting technician collects and recalculates traffic citations, and maintains a change fund drawer that is reconciled to daily receipt log and to daily bank deposit (Obj. 2, 3, 4, 5, 7) • For each petty cash account a transaction register is supported by receipts (Obj. 1, 2, 3, 4) • Deposits are prepared at the end of each day for the revenue collected by cashiers throughout the office and submitted to the Treasurer's Office for review. (Obj. 7) 	<ul style="list-style-type: none"> • None noted

RECOMMENDATIONS

While the procedures performed indicated that controls were operating as designed, we noted one general recommendation, which is presented below.

Observation: Written documentation exists surrounding cash collection procedures over each revenue stream as well as policies and procedures over inmate account audits. These written policies and procedures ensure consistency in the operations of the Office and reinforce management's expectations for the Office. It was noted that updates to the procedures mentioned were completed subsequent to our procedures being performed. For a majority of the written procedures provided, it was noted that an update had not been performed for a number of years.

Risk: While the Sheriff Office's staff have written procedures, failure to update on a consistent basis may begin to cause inconsistency in the operations of the Office as technology and the overall office environment is ever-changing.

Recommendation: Eide Bailly LLP recommends the Office continue to update its written documentation, however, perform these updates annually or at a minimum of every other year.

Management Response: The Adams County Sheriff's Office appreciates Eide Bailly's efforts in completing this internal control audit as part of the internal audit risk assessment. We are pleased with the results that demonstrate the policies and procedures in place are working as expected and that appropriate documentation was found to be in place for every transaction that was tested. Having up to date and effective controls in place for these cash handling processes is important and the Sheriff's Office agrees with the auditors' recommendation to regularly review and update these written policies and procedures.



Evaluation of Payroll Processes
August 16, 2016

Adams County, Colorado

Executive Summary

BACKGROUND

Eide Bailly LLP was engaged to evaluate the payroll processes of Adams County, Colorado as identified within our 2015 Executive Summary and Risk Assessment report as a project to be performed in 2016. Our evaluation included the processes and controls over the calculation of pay as well as the adequacy of the current pay cycle in place. This project was performed in conjunction with management's ongoing analysis of the payroll process and their considerations surrounding changing payment cycles and processes. Potential vulnerabilities were also considered within the current process in place and the potential planned timing of making changes to these processes.

OBJECTIVES AND SCOPE

Eide Bailly LLP performed a review of the processes and controls over payroll within Adams County. The overall objective of our review was to identify potential weaknesses and risks related to the process in place as well as identify potential alternatives to the current processes being used by the County.

The scope of our procedures included the following:

- Payroll processes and procedures related to all aspects of payroll of Adams County, which include the following areas that we were asked to evaluate:
 - The County's monthly pay cycle with time being estimated for the last few days of each month.
 - The County's process for calculating the amount paid, which includes a level pay calculation with both salary and hourly employees getting 12 equal payments throughout the year.

Procedures performed during this review included the following:

- Interviews with the Payroll Supervisor and the Finance Director to gain an understanding of the processes in place and identify key risks within the payroll process.
- Assessment and walkthrough of the key processes over payroll.
- Evaluation of risks and vulnerabilities within the current payroll processes in place.
- Identification of other methods to process payroll including frequency and timing.

EVALUATION OF RISKS AND VULNERABILITIES

- The current payroll process requires all employees to have their time entered for the entirety of the month on a set day within the County's payroll calendar. This date is always a few days before the end of the month and as a result, the time entered will be a mix of actual time worked up until this date and then estimated time to be worked for the remainder of the month. There are many risks associated with having employees estimating their time, including the following:
 - Employees are asked to be honest and ethical with updating their estimated timesheets in the following month to account for overtime, vacation, sick days, etc. within the days that were estimated at the end of the previous month. There is room for fraud within this process that is minimized with a system where time is paid in arrears and employees are only paid for time already worked.
 - As overtime is not estimated, updating time sheets for actual overtime worked is the reason for most updates to timesheets and prior month estimates. This overtime is difficult to approve as leave types are approved in a different system and a supervisor has to go back to and look at hours worked less vacation to ensure overtime is valid, which leaves room for errors to occur within overtime being inappropriately calculated and paid.
 - Supervisors review time monthly within the current system at the time that time is due. Over a month may go by between supervisor approvals related to the time that was estimated in the previous month and updated in the current month, relying on the supervisor to be accountable for accuracy of vacation, sick time, overtime, etc. This also adds to a risk for fraud to occur when supervisors are not looking back for an entire month as it is difficult to expect supervisors to be responsible for the accuracy of time that is from weeks prior to the approval of the current time.

- Based upon discussions with the Payroll Supervisor, she noted that this process makes it very difficult to get everyone's time submitted and approved the day it is due. The system is either open for everyone or nobody and they can't close it until all time is in. We discussed an edit report that is run the day after time is due. It was noted that this report has a minimum of twelve pages of unapproved time and at least ten supervisors that haven't gone in and approved their time on average when the edit report is run.
 - A system that is relying on supervisors to approve time a month after it occurs relies on supervisors to be bought into the process. With so many supervisors being late or not approving time at all, the risks for fraud noted above are elevated even higher.
 - Payroll staff are forced to proceed by approving time that is not approved by supervisors by a certain point in time to be able to close the system and get payroll processed in a timely manner. Payroll should not be involved in approving time at all. The system is set up where everyone should have a delegate or two to approve time that is not approved within the department/office of the time being entered.
- Payroll is processed using a module in JDEdwards which relies on a partially customized time entry process built by in house IT to make the process work. If a more standard payroll cycle is used, the standard JDE time entry module might be able to be used, resulting in a more efficient process.
- There are risks related to compliance with federal programs administered by the County, as time charged and estimated could possibly be projected into the wrong programs and not adjusted until the following month. This specific risk resulted in a material weakness (2014-003) in the 2014 single audit for the County.
- The current process results in inefficiencies related to paying terminated employees. As direct deposit has to be submitted two days before the pay day, final checks for terminated employees are always manual checks that are calculated on the pay date to be sure that they are accurate and do not include any estimated time.
- The payroll process results in additional inefficient manual processes that have been created by the Payroll Supervisor to mitigate possible issues that could occur that are unique to the pay frequency and calculations used by the County. The following are examples of these processes:
 - When processing pay for new hires in the first month, they will need to be changed to hourly regardless of their classification to be sure that they are only paid a partial month for the first month and not auto-paid for a full month by the system. Payroll must generate multiple reports each month to monitor and catch instances in which this occurs and an additional manual process is required to correct errors that are found.
 - Various reports have been created to ensure that the wrong pay types are not being used.
- Using a level pay calculation will result in hourly employees being paid for more hours or less hours than actual hours worked each month due to the leveling of hours throughout the year. This causes confusion for some new employees and could also result in too much or too little being paid to employees that were not employed by the County for the full year. Paying based on actual hours worked would eliminate this risk.

OTHER METHODS

The first consideration of the County is which pay frequency is best to use within the payroll process. The four basic payroll frequencies include the following:

1. Weekly
2. Bi-weekly
3. Semi-monthly
4. Monthly

Advantages and disadvantages related to each identified pay frequency option are listed below:

1. Weekly Pay Frequency

- Advantages
 - Overtime paid closer to when earned
 - No look backs for overtime straddling pay periods
 - The employees are paid on the same day each week
- Disadvantages
 - Because there are more payrolls, there is a larger cost to process payroll
 - Taxes must be paid for each payroll, which means there are more tax payments, which is more work for the payroll staff
 - More checks are written/direct deposits being completed which could lead to more paper, ink, and printer usage and/or banking fees
 - Depending on the workload there may need to be more staff to process the extra payrolls

2. Bi-Weekly Pay Frequency

- Advantages
 - The pay periods and days are consistent, they end and start at the same time each week
 - There are no overtime overlaps and overtime calculations are simple and easy for payroll
 - This is a more common pay frequency of which is readily accepted by the majority of employees and payroll staff
 - There are fewer pay periods so processing costs are less than weekly pay frequency
- Disadvantages
 - Accountants sometimes do not like this frequency as it makes their accruals more difficult
 - Processing is still more costly than semi-monthly or monthly payroll frequencies
 - Provides less consistency in personal budgeting, since some months will have three payrolls and others two
 - Different amounts for benefits calculations in some months

3. Semi-Monthly Pay Frequency

- Advantages
 - Decrease operating costs because of fewer payrolls processed
 - This frequency is easier for finance to use because accruals are easier
 - This pay frequency works well with all exempt salaried payrolls
- Disadvantages
 - Because of overlapping work weeks from one payroll to the next, overtime calculation and compliance is difficult. This is a time consuming payroll method for the payroll staff
 - Costs can be more than Bi-weekly because of the time spent on overtime calculations
 - The pay date can be on different days of the week because of the way time cuts off for semi-monthly payroll frequency

4. Monthly Pay Frequency

- Advantages
 - Results are the fewest payrolls processed out of all the frequencies, therefore the processing costs are lower
 - Finance deems this type of payroll frequency easiest, as the accruals are noncomplex and less frequent
 - This pay period frequency works very well for all exempt salaried employees
- Disadvantages
 - Overtime calculations are as cumbersome and time consuming payroll staff as the semi-monthly as the work weeks are not the same and there is overlapping time from one month to the next
 - Employees sometimes do not like this payroll much as there is too much time between payrolls

	Monthly	Semi-Monthly	Bi-Weekly	Weekly
Frequency (per year)	12	24	26 (sometimes 27)	52
Payroll Date	End of the Month	Typically 1 st and 15 th or 15 th and 30 th	Every two weeks usually on a Friday	Every week usually on a Friday
Hours per pay period (for hourly employees)	173.33	86.67	80	40
Payroll Processing Cost	Lowest	Low	Medium-Low	Medium
Implications to Accounting	Lowest	Low	Medium-Low	Medium
Implications to Benefits	Lowest	Low	Medium-Low	Medium
Processing Time	Lowest	Low	Medium-Low	Medium
Salaried Employees	*	*	*	*
Hourly Employees	Lowest Preference	Low Preference	Preferred	Most Preferred

* Salaried employees prefer being paid more frequently but the differences are minor. Most entities pay their salaried employees semi-monthly or biweekly.

The second consideration of the County is related to the timing of pay date versus the pay period within the payroll process. The timing options are as follows:

1. Pay in arrears
2. Pay in advance (current process)

Advantages and disadvantages related to each identified pay timing option are listed below:

1. Pay in arrears
 - Advantages
 - Fewer overpayments for terminated employees
 - Eliminates the need to estimate time
 - Fewer adjustments required to be made by the payroll staff
 - Process time shortened
 - Better controls for time entry
 - Overtime and regular time paid closer to when earned
 - Lowers time and cost of maintaining and upgrading system
 - Reduces the risk of errors in relation to cost accounting
 - Improved management oversight
 - Disadvantages
 - Difficult for employees to switch from current process due to wages being affected upfront
2. Pay in advance
 - Advantages
 - Better for your current employees who do not want change
 - Employees are paid for work that they just completed
 - Disadvantages
 - Less efficient
 - Requires many manual adjustments and reconciliations within the process
 - Process time lengthened
 - Increases risk of overpayment (including to terminated employees) and fraud
 - Increased opportunity for errors to occur
 - Inconsistent, difficult to understand

CONCLUSION

Based on the information that we obtained and the risks that we identified, we believe that the current payroll process should be further evaluated for its vulnerability to fraud as well as efficiencies. Based on the "Report to the Nations – 2016 Global Fraud Study" by the Association of Certified Fraud Examiners, Inc., Governments and Public Administration is the #2 industry where fraud is occurring in the Nation today. A typical organization loses 5% of annual revenue to fraud, with an annual median loss of \$109,000 for governments. Common fraud schemes noted include theft of non-cash items, including leave time, which is a significant risk within the current system in place. This type of fraud is more difficult to detect than to prevent or mitigate. From the advantages and disadvantages noted, the lowest risk choice would be switching to a system that includes paying in arrears, which would help mitigate many of the risks that were noted through our review of the County's processes. While we acknowledge that a change of this magnitude is difficult, we believe that the benefits related to risk reduction far outweigh the costs of implementing such change.

Additionally, several inefficiencies were found within the current process. Switching to a process that better utilizes the systems as they are designed and reduces the number of manual processes in place saves time and reduces cost for the department as well as the County. We identified several methods for the County to consider regarding frequency of pay and listed several advantages and disadvantages to each. Balancing the cost benefit of making changes while minimizing the effects on the current employees is difficult but a worthwhile endeavor to pursue. We recommend the County analyze the noted options and determine the best balance between employee satisfaction and increased efficiencies in the processing of payroll, while reducing risks.

BOARD OF COUNTY COMMISSIONERS FOR
ADAMS COUNTY, STATE OF COLORADO

RESOLUTION APPROVING INTERNAL AUDIT CHARTER FOR ADAMS COUNTY

Resolution 2015-013

WHEREAS, on October 26, 2011, the Adams County Board of County Commissioners established an internal audit function for Adams County government for the purpose of enhancing public accountability and adhering to best practices in government; and,

WHEREAS, pursuant to the professional standards of the audit profession, it is recommended that an organization have an Internal Audit Charter setting forth the mission and scope of the audit and the responsibilities and authority of the internal auditor; and,

WHEREAS, on October 29, 2012, the Adams County Board of County Commissioners approved an Internal Audit Charter; and,

WHEREAS, the Internal Audit Charter approved on October 29, 2012 is hereby presented with amendments to better clarify the role of the internal auditor.

NOW, THEREFORE, BE IT RESOLVED by the Board of County Commissioners, County of Adams, State of Colorado, that the Internal Audit Charter for Adams County, Colorado, a copy of which is attached hereto and incorporated herein by this reference, be approved.

BE IT FURTHER RESOLVED that the Chairman of the Board of County Commissioners be authorized to execute said Internal Audit Charter on behalf of the County of Adams, State of Colorado.

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

Henry _____ Aye
Tedesco _____ Aye
Hansen _____ Aye
Commissioners

STATE OF COLORADO)
County of Adams)

I, Karen Long, 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.

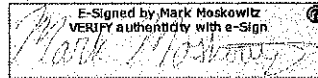
IN WITNESS WHEREOF, I have hereunto set my hand and affixed the seal of said County, at Brighton, Colorado this 6th day of January, A.D. 2015.

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

Karen Long:



By:



Deputy

**ADAMS COUNTY
INTERNAL AUDIT CHARTER
UPDATED: JANUARY 6, 2015**

MISSION AND SCOPE OF WORK

The mission of the internal audit function is provide independent, objective assurance and consulting services designed to institute best practices in government and provide transparency to the citizens of the County. It helps the organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of business processes, internal controls, and risk management.

The scope of work of the internal audit function is to determine whether the County's business processes, internal controls, and risk management, as designed and represented by management, is adequate and functioning in a manner to ensure:

- Risks are appropriately identified and managed.
- Significant financial, managerial, and operating information is accurate, reliable, and timely.
- County offices and departments are operating in compliance with policies, standards, procedures, and applicable laws and regulations.
- Resources are acquired economically, used efficiently, and protected adequately.
- Programs, plans, and objectives are achieved.
- Quality and continuous improvement are fostered in the organization's control process.

Opportunities for improvement identified during audits will be communicated to the appropriate level of management, the Board of County Commissioners, and the general public.

ACCOUNTABILITY

The Internal Auditor, whether an individual, or a firm or other entity, in the discharge of their duties, shall be accountable, to the extent assigned, to County Management and the Board of County Commissioners to:

- Provide assessments on the adequacy and effectiveness of the County's business processes and risk management in the areas set forth under the mission and scope of work in connection with audits undertaken for the audit plan.
- Report significant areas of concern related to the County's business processes, including potential improvements to those processes.
- Periodically provide information on the status and results of the annual audit plan.

INDEPENDENCE

To provide for the independence of the internal audit function, the Internal Auditor reports administratively to the County Manager, or designee, and functionally to the Board of County Commissioners in a manner outlined in the above section on Accountability.

RESPONSIBILITY

The Internal Auditor has responsibility to:

- Participate in the development of a flexible annual audit plan, in partnership with County Management, using appropriate risk-based methodology, and submit that plan to the Board of County Commissioners for review and approval.
- Implement the annual audit plan as approved, including, as appropriate, any special tasks or projects requested by County Management and the Board of County Commissioners.
- Maintain a professional audit staff with sufficient knowledge, skills, experience, and professional certifications to meet the requirements of this charter.
- Establish a quality assurance program by which the Internal Auditor assures the operation of internal audit activities.
- Perform other services, as assigned, to assist management in meeting its objectives. Examples may include facilitation, process design, training, and advisory services.
- Evaluate and assess significant merging/consolidating functions and new or changing services, processes, operations, and controls coincident with their development, implementation, and/or expansion, as assigned.
- Provide draft reports to affected management and elected officials prior to presentation of final reports to the Board of County Commissioners or publication of such reports, and incorporate management and elected official comments into the final reports.
- Issue periodic reports to the Board of County Commissioners and management summarizing results of audit activities.
- Notify County Management and the Board of County Commissioners of any suspected fraudulent activities within the County and participate in investigations, as assigned.
- Consider the scope of work of the external auditors and regulators, as appropriate, for the purpose of providing optimal audit coverage to the County at a reasonable overall cost.

AUTHORITY

The Internal Auditor is authorized to:

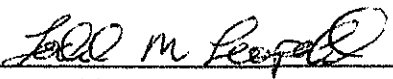
- Have access to all functions, records, property, and personnel, to the extent needed to audit or evaluate processes which have been approved as part of the annual audit plan, or are otherwise directed by the Board of County Commissioners or County Management, unless otherwise prohibited by law.
- Have direct access to the Board of County Commissioners for the purpose of reporting.
- Allocate resources, and apply the techniques required to accomplish audit objectives.
- Obtain the necessary assistance of County personnel.

The Internal Auditor and staff of the internal audit department are not authorized to:

- Perform any operational duties for the County.
- Initiate or approve accounting transactions for the County.
- Direct the activities of any County employee except to the extent such employees have been appropriately assigned by County Management to assist the Internal Auditor.

STANDARDS OF AUDIT PRACTICE


The internal audit program is designed to comply with The Institute of Internal Auditor’s (IIA) *International Professional Practices Framework*, which includes the *Definition of Internal Auditing*, the *Code of Ethics* and the *International Standards for the Professional Practice of Internal Auditing*).



County Manager



Board of County Commissioners Chair



Dated



STUDY SESSION AGENDA ITEM

DATE: December 13, 2016
SUBJECT: 2017 Legislative Agenda
FROM: Kevin Doran
AGENCY/DEPARTMENT: Intergovernmental Relations Office/County Manager's Office
ATTENDEES: Kevin Doran & Jeanne Shreve
PURPOSE OF ITEM: Review and discussion of Commissioners' 2017 Legislative Priorities
STAFF RECOMMENDATION: Discussion regarding a 2017 Legislative Agenda

BACKGROUND:

In order to be more prepared for the 2017 legislative session on both the state and federal level, the Intergovernmental Relations Office (IRO) set up meetings with the Commissioners, on an individual basis, to ascertain their state and federal priorities for 2017. From those meetings, the IRO gathered all the all legislative items and priorities the Commissioners mentioned, and compiled them into the following presentation. During this study session the Board will have the opportunity to rank each issue in terms of their individual priorities. Once the entire list of legislative items has been ranked, the results from this exercise will be presented to the Board in order to help facilitate a discussion on what the County's 2017 state and federal agendas should be.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

Intergovernmental Relations Office & County Manager's Office

ATTACHED DOCUMENTS:

Comprehensive 2017 state and federal priorities presentation.

FISCAL IMPACT:

Please check if there is no fiscal impact . If there is fiscal impact, please fully complete the section below.

Fund: _____

Cost Center: _____

	Object Account	Subledger	Amount
Current Budgeted Revenue:			
Additional Revenue not included in Current Budget:			
Total Revenues:			_____

	Object Account	Subledger	Amount
Current Budgeted Operating Expenditure:			
Add'l Operating Expenditure not included in Current Budget:			
Current Budgeted Capital Expenditure:			
Add'l Capital Expenditure not included in Current Budget:			
Total Expenditures:			_____


New FTEs requested: YES NO

Future Amendment Needed: YES NO

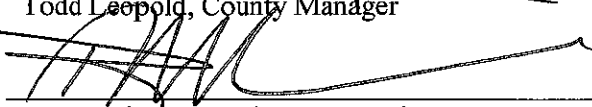
Additional Note:

APPROVAL SIGNATURES:

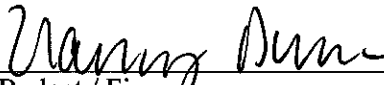
APPROVAL OF FISCAL IMPACT:



Todd Leopold, County Manager



Raymond H. Gonzales, Deputy County Manager



Waring Dume
Budget / Finance

Bryan Ostler, Interim Deputy County Manager

2017 Legislative priorities/issues Study Session

Kevin Doran

December 13, 2016



Introduction

Based on the June 21, 2016 Study Session:

- The Intergovernmental Relations Office (IRO) set up meetings with the Commissioners, on an individual basis to ascertain their preliminary state and federal legislative priorities in order to be more prepared for the 2017 legislative sessions.
- Using these preliminary priorities, IRO will conduct an electronic survey to start to identify the order of priorities.
 - *Are there any additional priorities the Board would like to include in the survey?*
- Once the entire list of legislative items has been ranked, the results from this exercise will be presented.

Post-Study Session

- After this Study Session, the IRO will digest all the Commissioners' rankings, comments, concerns, ideas, etc., as well as send the results of this exercise to the County's state and federal lobbyists for their analysis and comments.
 - The purpose of that will be to see what issues, ideas, or concerns the County's lobbyists might have in order to better understand the likelihood of passage or failure, how hard or easy, or how short or long term each of these priorities might be to achieve.
- Once the Board's and lobbyists' feedback is compiled, the IRO will present that information in a future Study Session to continue the discussion regarding a 2017 legislative agenda.

State-Specific Legislative Authorities

Legislation granting State-wide
authority; prescriptive legislation for
Counties to adhere to

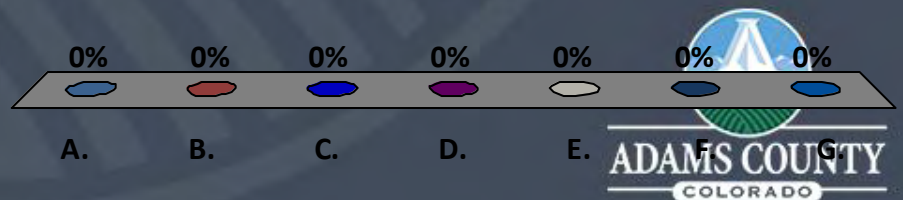
Affordable Housing



ADAMS COUNTY
COLORADO

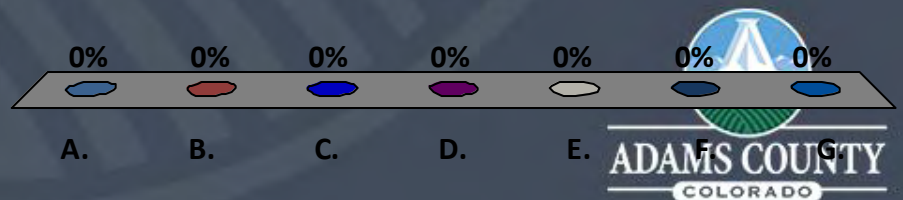
Construction Defects (compromise bill)

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



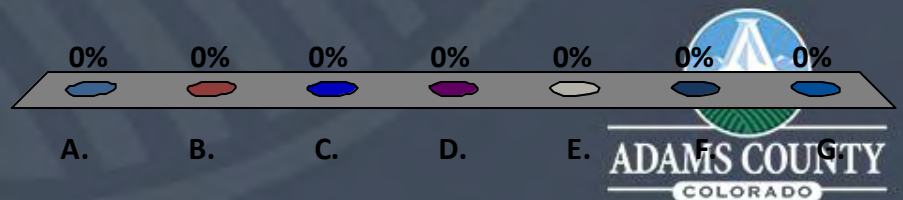
Legislation allowing the State the ability to define manufactured homes and tiny homes as real property if they have a foundation

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



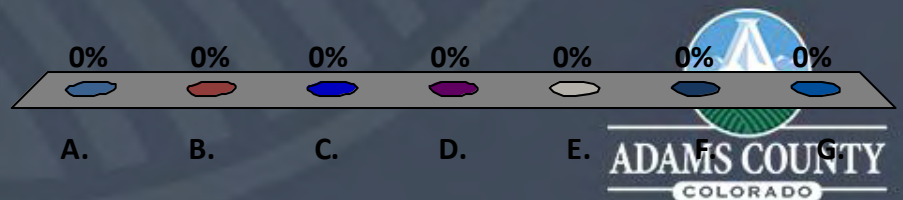
Legislation requiring all liens on manufactured/mobile homes be vacated prior to sale.

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



Legislation requiring a longer notification requirement period for mobile home park residents (for park sales, closures, etc.)

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



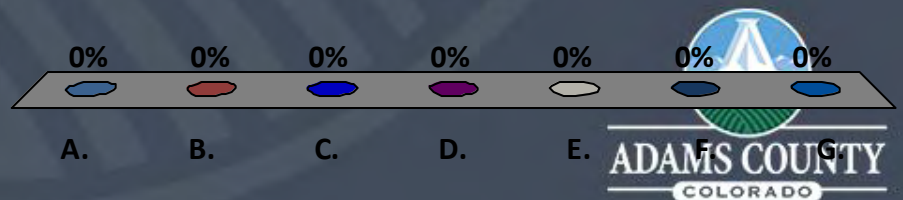
Transportation Infrastructure



ADAMS COUNTY
COLORADO

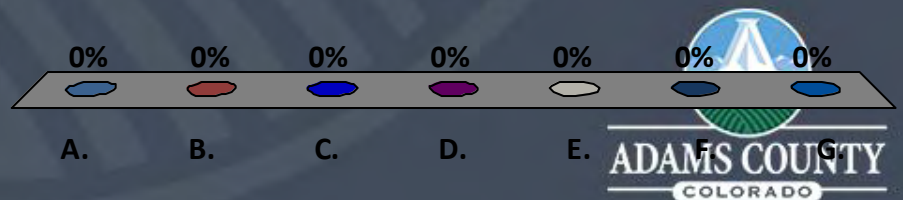
State transportation infrastructure bill (TRANS Bonds) with funding for AdCo projects

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



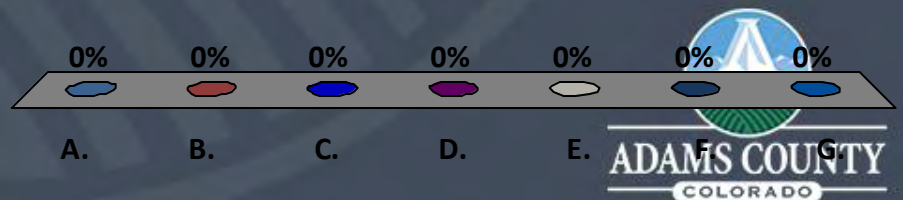
Legislation changing the Hospital Provider Fee to an Enterprise

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



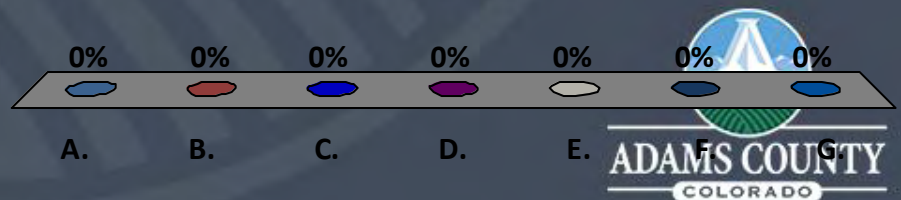
Transportation Value Capture Legislation (Broomfield still deciding whether to take the lead)

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



Legislation terminating the use of FASTER fee revenue for transit

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



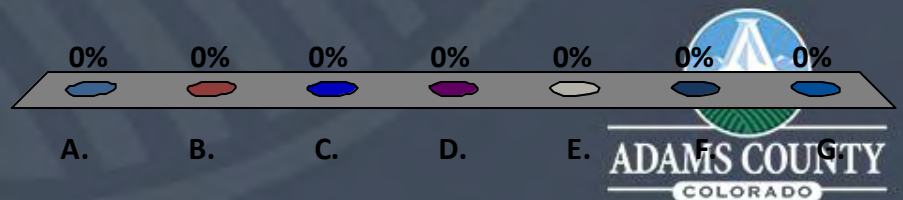
Women's / Children's Issues



ADAMS COUNTY
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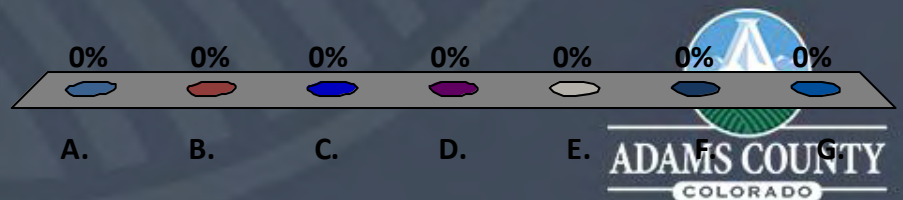
Legislation expanding the minimum duration of family leave laws (12 weeks of unpaid leave/year)

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



Legislation to fund affordable education and daycare

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



County-Specific Legislative Authorities

Legislation granting County authority;
permissive legislation for Counties –
enabling authority/tools in the toolbox

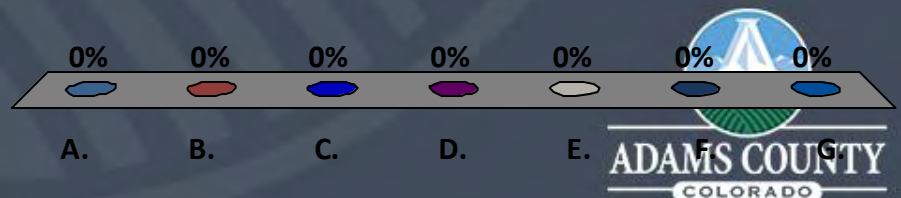
Affordable Housing



ADAMS COUNTY
COLORADO

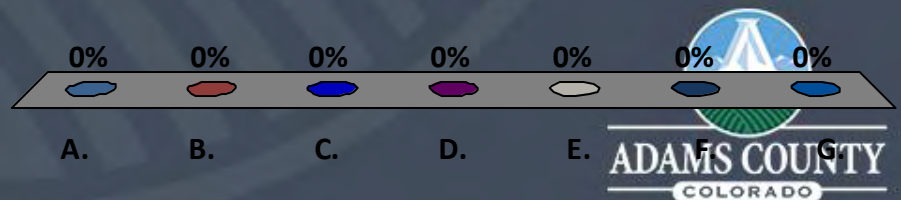
Inclusionary Zoning Legislation (giving Counties the authority to require inclusionary zoning in new developments)

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



Legislation giving County the authority to classify manufactured homes and tiny homes as real property and not chattel (an item of property other than real property)

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



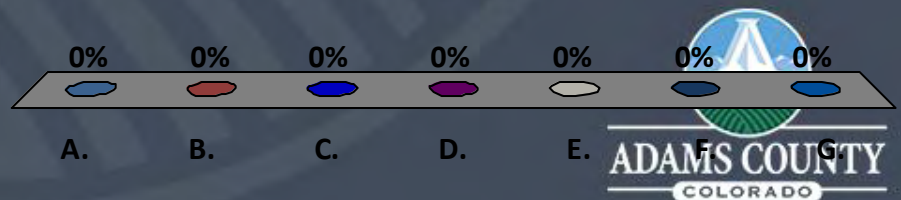
County Governance



ADAMS COUNTY
COLORADO

Pension Reform Legislation (granting Counties authority to use County funds to support pension programs- pending results of Gallagher Study)

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



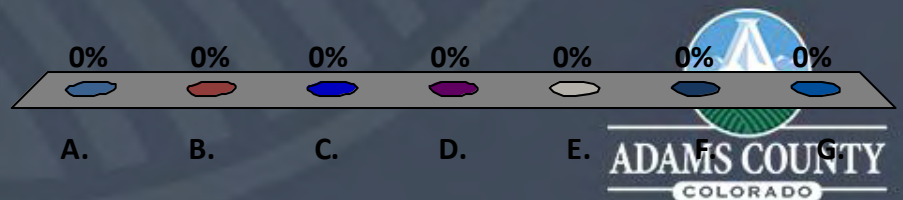
Environment



ADAMS COUNTY
COLORADO

Legislation authorizing County's the ability to inspect flood control and source run-off

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



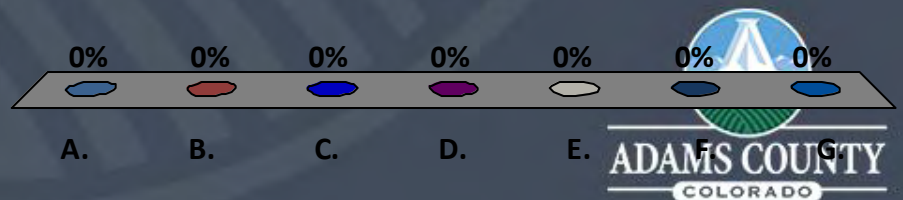
Marijuana



ADAMS COUNTY
COLORADO

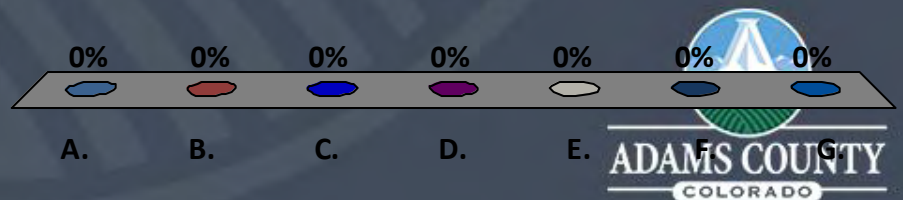
Legislation Authorizing a Retail Marijuana Special Event Permit (Moreno Bill from 2016; C4 likely to re-run a version of this bill in 2017)

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



Legislation requiring intergovernmental agreement in order for a County to collect Marijuana sales tax in incorporated portions of the County (Baumgardner/Northglenn Marijuana Sales Tax Bill from 2016; Northglenn likely to re-run a version of their bill in 2017)

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



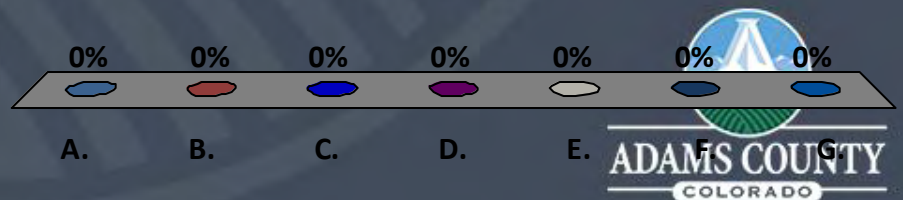
Oil & Gas



ADAMS COUNTY
COLORADO

Legislation increasing local control over Oil & Gas siting authority (especially in urban areas)

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



Federal Legislation & Policies

Legislation granting federal authority;
County advocacy items and federal
funding for County

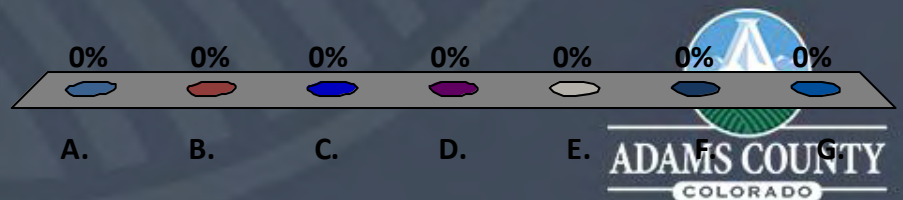
Economic Development



ADAMS COUNTY
COLORADO

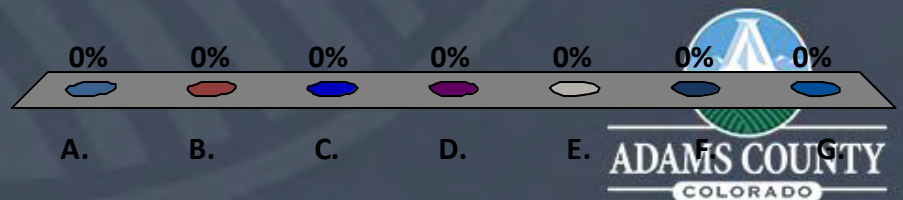
Advocate for the approval of the Spaceport Colorado license

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



Pursue Brownfields funding

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



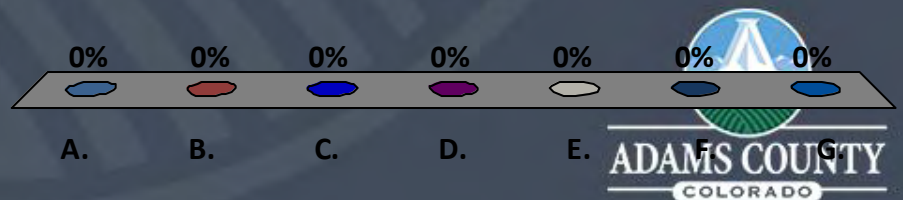
Environment



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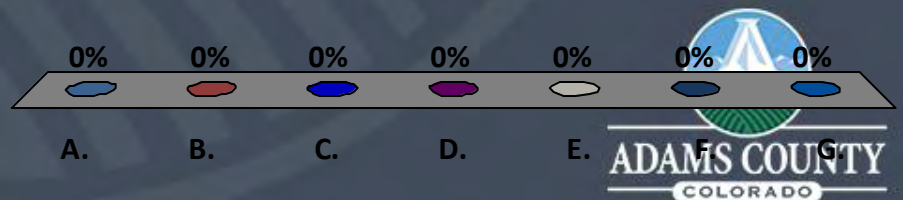
Pursue Storm Water Fee resiliency funding under FEMA

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



Advocate for the repeal of Waters of the US

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



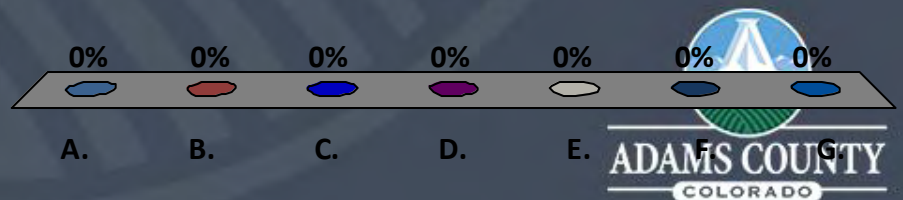
Federal Lands



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Become more actively involved in federal lands issues (Our County residents utilize federal lands, so it can be argued that AdCo has a vested interest in them)

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



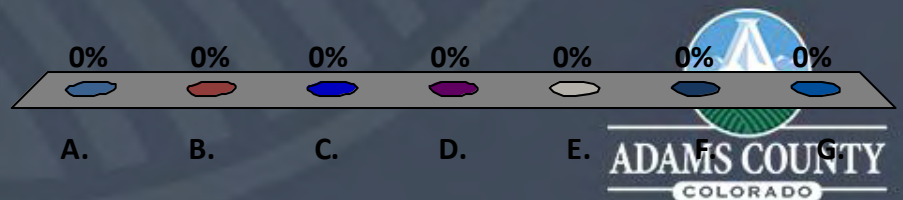
Healthcare



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Pursue programs/funding to assist with the development/expansion of enhanced rural medical services (e.g. telehealth/telemedicine)

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



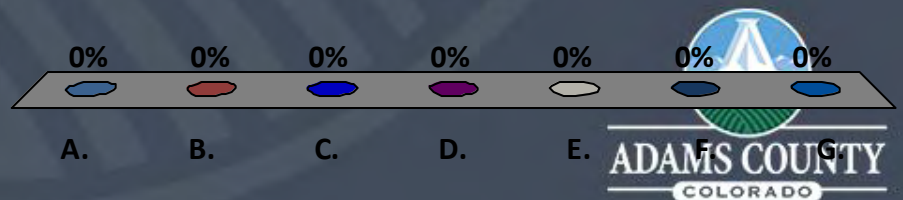
Infrastructure



ADAMS COUNTY
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Federal Infrastructure Bill with funding for AdCo priorities (transportation, broadband, water/sewer, etc.)

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



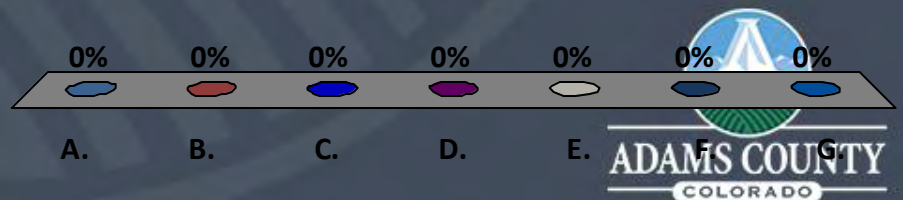
Veterans Affairs



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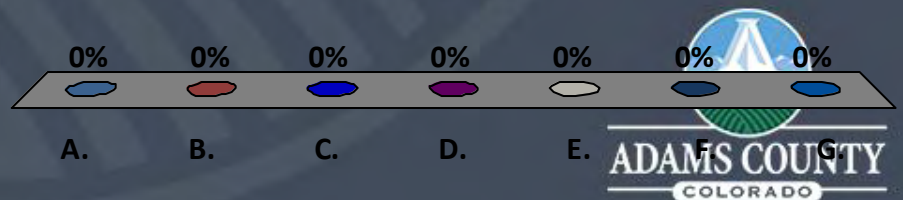
Legislation de-coupling Veterans services from the VA (Allow non-VA entities like DRCOG, the Area Agency on Aging, private hospitals, etc. to assist Veterans in a variety of ways including assistance programs, medical care (physical and psychological), housing, etc.)

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



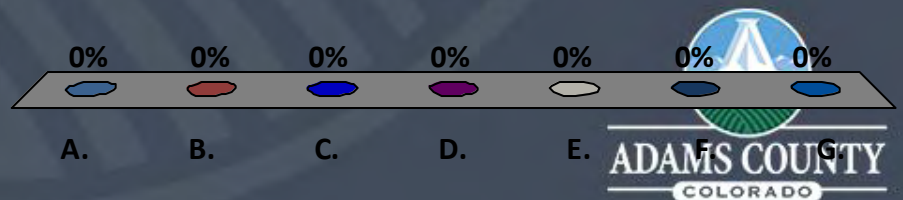
Legislation permitting the VA to use medical marijuana/alternative treatments for Veterans, or for the VA to allow for alternative treatments to be provided to Veterans from non-VA providers

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



Advocate for the completion of the VA Medical Center/PTSD Facility

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



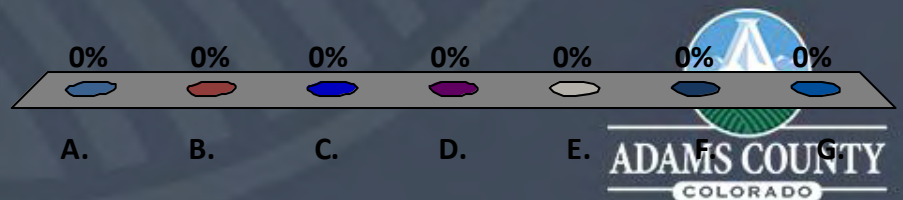
Women's/Children's issues



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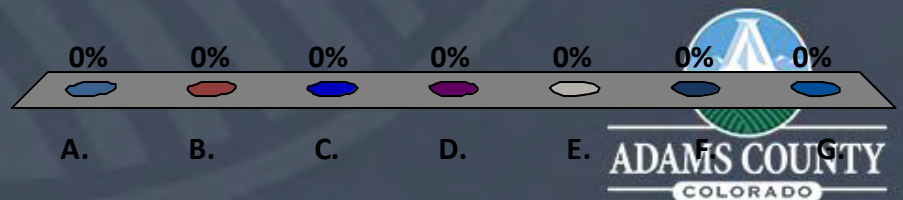
Legislation expanding the minimum duration of family leave laws (12 weeks of unpaid leave/year)

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



Legislation to fund affordable education and daycare

- A. Introduce
- B. Actively Support
- C. Support
- D. Monitor
- E. Oppose
- F. Actively Oppose
- G. Indifferent



Thank You!



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Next Steps

- Goal: Approval of the initial state and federal legislative agenda by end of January/early February.
- Review results with the Board in order to help facilitate a discussion on what the County's 2017 state and federal agendas should be.
- IRO to digest Commissioner rankings, comments, concerns, ideas, etc., and send results of this exercise to the County's state and federal lobbyists for their analysis and comments.
- IRO to compile Board and lobbyist feedback and present that information in a future Study Session to continue the discussion regarding a 2017 legislative agenda.