



ADAMS COUNTY

COLORADO

BOARD OF COUNTY COMMISSIONERS

Eva J. Henry - District #1
Charles "Chaz" Tedesco - District #2
Erik Hansen - District #3
Steve O'Dorisio - District #4
Jan Pawlowski - District #5

**STUDY SESSION AGENDA
TUESDAY
March 15, 2016**

ALL TIMES LISTED ON THIS AGENDA ARE SUBJECT TO CHANGE.

10:30 A.M.	ATTENDEE(S):	Pamela Mathisen
	ITEM:	Reducing the Adams County Retirement Plan's Unfunded Liability
11:30 A.M.	ATTENDEE(S):	Jeanne Shreve / Kevin Doran
	ITEM:	Legislative Working Group
12:15 P.M.	ATTENDEE(S):	Mike Goins / Sean Braden
	ITEM:	Project Update on Human Services Center
12:45 P.M.	ATTENDEE(S):	Heather Younger
	ITEM:	Customer Experience / Quality of Life Survey
1:30 P.M.	ATTENDEE(S):	Nancy Duncan / Theresa Wilson / Pernell Olson / Raylene Taylor
	ITEM:	4th Quarter 2015 Budget Report
2:00 P.M.	ATTENDEE(S):	Todd Leopold
	ITEM:	Strategic Planning Advance Follow-Up
3:00 P.M.	ATTENDEE(S):	Nick Kittle
	ITEM:	Socrata Presentation
3:30 P.M.	ATTENDEE(S):	Todd Leopold
	ITEM:	Administrative Item Review / Commissioner Communications

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

AGENDA IS SUBJECT TO CHANGE



STUDY SESSION AGENDA ITEM

DATE OF STUDY SESSION: March 15, 2016
SUBJECT: Reducing the Adams County Retirement Plan's Unfunded Liability
FROM: Pamela Mathisen, Executive Director
AGENCY/DEPARTMENT: Adams County Retirement Plan – Board of Retirement
ATTENDEES: Joseph Pacyga, Board Chairman Benjamin Dahlman, Vice Chairman Marlise Bruno, Secretary Brigitte Grimm, Adams County Treasurer Marc Osborne, Member-at- Large Cindy Birley, Davis Graham & Stubbs, LLP Leslie Thompson, Gabriel Roeder Smith Dale Connors, Watershed Investment Consultants Pamela Mathisen, Executive Director – Adams County Retirement Plan Debbie Haines – Senior Benefits Manager – Adams County Retirement Plan Paul Woods, Gabriel Roeder Smith
PURPOSE OF ITEM: Explore options to reduce the Plan's unfunded liability.
STAFF RECOMMENDATION:

BACKGROUND:

The Adams County Board of Retirement would like to explore options with the Board of County Commissioners on potential actions which could reduce the unfunded liability of the Adams County Retirement Plan. This is intended to be a discussion regarding the best options available to increase the funded status of the Retirement Plan which may include both legislative and contribution options.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

Adams County Board of Commissioners & Adams County Board of Retirement

ATTACHED DOCUMENTS:

BoCC Cover Letter Study Session March 15, 2016
Adams County Retirement Plan 2016 Projected Costs/Expenses
Adams County Retirement Plan Projection Study

FISCAL IMPACT:

Either mark X if there is no fiscal impact or provide the following information for the recommended action:

Fund(s):	
Cost center(s):	
Self-generated / dedicated revenues:	\$
Annual operating costs:	\$
Annual net operating (cost) / income:	\$
Capital costs:	\$
Expenditure included in approved operating budget:	\$
Expenditure included in approved capital budget:	\$
New FTEs requested:	

Additional Note:

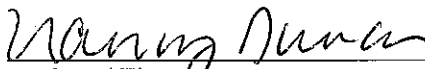
Attached – Adams County Retirement Plan Projection Study

APPROVAL SIGNATURES:

APPROVAL OF FISCAL IMPACT:



Todd Leopold, County Manager



Nancy Duman
Budget / Finance

Raymond H. Gonzales, Deputy County Manager

Ed Finger, Deputy County Manager

Pamela R. Mathisen, CEBS
EXECUTIVE DIRECTOR

Debbie Haines, CEBS
SENIOR BENEFITS MANAGER



Board of Retirement
4430 South Adams County Parkway
3rd Floor, Suite C3406
Brighton, CO 80601-8202
PHONE 720.523.6167
FAX 720.523.6322
www.acretirement.org

March 9, 2016

Adams County Government Center
Board of County Commissioners
4430 S. Adams County Parkway
Brighton, Colorado 80601

Re: Adams County Retirement Plan and related Trust (the "Plan")


Dear Ms. Henry, Mr. Tedesco, Mr. Hansen, Mr. O'Dorisio, and Ms. Pawlowski:

We are providing you with documents for the study session about increasing Adams County's contributions to the Plan to fund the Plan's costs and expenses. We have previously discussed the possibility of Adams County making such contributions to the Plan to improve the funded status.

The Plan's Board continues to evaluate options to improve the funded status of the Plan. As you can see from the enclosed chart (detailing various increased contribution scenarios), increased contributions would restore the Plan's fully funded status more quickly. We have also enclosed a copy of a chart detailing the Plan's projected costs and expenses for your reference.

We would also like to discuss how to allocate the Plan's costs and expenses between Adams County and the Library District.

Sincerely,


Joseph S. Pacyga
Chairman of the Adams County Retirement
Board

Enclosures

cc: Ms. Pamela Mathisen (w/encls.)

**ADAMS COUNTY RETIREMENT PLAN
2016 PROJECTED COSTS/EXPENSES**

Audit Fees	\$34,000 to \$38,000
Investment Manager Fees	\$1,400,000 to \$1,600,000
Investment Consultant Fees	\$92,000 to \$100,000
Trustee Fees	\$40,000 to \$44,000
Legal Counsel Fees	\$80,000 to \$300,000
Actuarial Fees	\$75,000 to \$85,000
Insurance	\$149,000 to \$170,000
Personnel, Salaries and Benefits	\$235,000 to \$255,000
PensionGold	\$263,000 to \$290,000
Computer Equipment/Maintenance/Hardware/Software	\$4,500 to \$5,500
Operating/Office Supplies	\$5,500 to \$7,000
Registrations	\$4,500 to \$5,500
Education/Training	\$4,500 to \$5,500
Membership Dues	\$1,700 to \$2,300
Postage	\$4,500 to \$5,500
Death Audit Search	\$1,000 to \$1,400
Travel/Transportation/Mileage/Business Meetings	\$13,000 to \$14,500
Bank Service Charges	\$7,000 to \$8,500
Other Professional Services	\$850 to \$1,150
Totals	\$2,415,050 to 2,938,850

Adams County Retirement Plan Projection Results - Funded Ratio for Various Additional Contributions						
Valuation as of January 1,	Market Return for Fiscal Year	Baseline	Additional Contributions of \$500,000 at the Beginning of Each Year	Additional Contributions of \$1,000,000 at the Beginning of Each Year	Additional Contributions of \$1,500,000 at the Beginning of Each Year	Additional Contributions of \$2,000,000 at the Beginning of Each Year
(1)	(2)	(3)	(4)	(5)	(6)	(7)
2016	7.50%	54.2%	54.2%	54.2%	54.2%	54.2%
2017	7.50%	54.9%	55.1%	55.2%	55.3%	55.4%
2018	7.50%	55.7%	56.0%	56.2%	56.4%	56.6%
2019	7.50%	56.5%	56.8%	57.2%	57.5%	57.9%
2020	7.50%	57.3%	57.7%	58.2%	58.6%	59.1%
2021	7.50%	58.0%	58.6%	59.2%	59.8%	60.4%
2022	7.50%	58.8%	59.5%	60.2%	60.9%	61.6%
2023	7.50%	59.7%	60.5%	61.3%	62.1%	63.0%
2024	7.50%	60.5%	61.5%	62.4%	63.4%	64.3%
2025	7.50%	61.4%	62.5%	63.6%	64.7%	65.8%
2026	7.50%	62.4%	63.6%	64.9%	66.1%	67.3%
2027	7.50%	63.5%	64.8%	66.2%	67.6%	68.9%
2028	7.50%	64.6%	66.1%	67.6%	69.2%	70.7%
2029	7.50%	65.8%	67.5%	69.2%	70.8%	72.5%
2030	7.50%	67.2%	69.0%	70.8%	72.7%	74.5%
2031	7.50%	68.6%	70.6%	72.6%	74.7%	76.7%
2032	7.50%	70.2%	72.4%	74.6%	76.8%	79.0%
2033	7.50%	72.0%	74.4%	76.7%	79.1%	81.5%
2034	7.50%	73.9%	76.5%	79.1%	81.6%	84.2%
2035	7.50%	76.0%	78.8%	81.6%	84.3%	87.1%
2036	7.50%	78.3%	81.3%	84.3%	87.3%	90.3%
2037	7.50%	80.8%	84.0%	87.2%	90.4%	93.7%
2038	7.50%	83.5%	87.0%	90.4%	93.9%	97.3%
2039	7.50%	86.4%	90.1%	93.8%	97.5%	101.2%
2040	7.50%	89.6%	93.5%	97.5%	101.4%	105.4%
2041	7.50%	93.0%	97.2%	101.4%	105.6%	109.8%
2042	7.50%	96.6%	101.1%	105.6%	110.0%	114.5%
2043	7.50%	100.5%	105.3%	110.0%	114.8%	119.5%
2044	7.50%	104.7%	109.7%	114.7%	119.8%	124.8%
2045	7.50%	109.1%	114.4%	119.7%	125.1%	130.4%
2046	7.50%	113.7%	119.4%	125.0%	130.6%	136.3%
2047	7.50%	118.7%	124.6%	130.5%	136.5%	142.4%

Adams County Retirement Plan												
Projection Results for Various Rates of Return (\$ in '000s)												
Valuation as of January 1, (1)	Baseline - 7.5% Rate of Return - No Addt. Cont.			7.5% Rate of Return - Addt. \$2.0 Million			7.0% Rate of Return - No Addt. Cont.			7.0% Rate of Return - Addt. \$2.0 Million		
	Market Value of Assets (2)	Accrued Liability (3)	Funded Ratio (4)	Market Value of Assets (5)	Accrued Liability (6)	Funded Ratio (7)	Market Value of Assets (8)	Accrued Liability (9)	Funded Ratio (10)	Market Value of Assets (11)	Accrued Liability (12)	Funded Ratio (13)
2016	\$ 225,296	\$ 415,896	54.2%	\$ 225,296	\$ 415,896	54.2%	\$ 225,296	\$ 415,896	54.2%	\$ 225,296	\$ 415,896	54.2%
2017	238,087	433,302	54.9%	240,087	433,302	55.4%	236,971	433,302	54.7%	238,971	433,302	55.2%
2018	251,073	450,589	55.7%	255,223	450,589	56.6%	248,699	450,589	55.2%	252,839	450,589	56.1%
2019	264,198	467,678	56.5%	270,660	467,678	57.9%	260,417	467,678	55.7%	266,847	467,678	57.1%
2020	277,435	484,476	57.3%	286,381	484,476	59.1%	272,084	484,476	56.2%	280,964	484,476	58.0%
2021	290,679	500,837	58.0%	302,296	500,837	60.4%	283,585	500,837	56.6%	295,086	500,837	58.9%
2022	304,092	516,881	58.8%	318,580	516,881	61.6%	295,067	516,881	57.1%	309,374	516,881	59.9%
2023	317,767	532,642	59.7%	335,342	532,642	63.0%	306,613	532,642	57.6%	323,921	532,642	60.8%
2024	331,724	548,077	60.5%	352,616	548,077	64.3%	318,223	548,077	58.1%	338,743	548,077	61.8%
2025	346,086	563,246	61.4%	370,546	563,246	65.8%	330,007	563,246	58.6%	353,963	563,246	62.8%
2026	360,973	578,276	62.4%	389,267	578,276	67.3%	342,065	578,276	59.2%	369,698	578,276	63.9%
2027	376,407	593,025	63.5%	408,824	593,025	68.9%	354,399	593,025	59.8%	385,966	593,025	65.1%
2028	392,443	607,488	64.6%	429,291	607,488	70.7%	367,042	607,488	60.4%	402,819	607,488	66.3%
2029	409,287	621,757	65.8%	450,898	621,757	72.5%	380,176	621,757	61.1%	420,457	621,757	67.6%
2030	427,088	635,905	67.2%	473,819	635,905	74.5%	393,923	635,905	61.9%	439,024	635,905	69.0%
2031	446,096	650,048	68.6%	498,332	650,048	76.7%	408,505	650,048	62.8%	458,763	650,048	70.6%
2032	466,437	664,201	70.2%	524,592	664,201	79.0%	424,017	664,201	63.8%	479,793	664,201	72.2%
2033	488,393	678,513	72.0%	552,909	678,513	81.5%	440,702	678,513	65.0%	502,383	678,513	74.0%
2034	512,232	693,104	73.9%	583,587	693,104	84.2%	458,792	693,104	66.2%	526,790	693,104	76.0%
2035	538,122	707,994	76.0%	616,829	707,994	87.1%	478,410	707,994	67.6%	553,168	707,994	78.1%
2036	566,309	723,255	78.3%	652,918	723,255	90.3%	499,756	723,255	69.1%	581,747	723,255	80.4%
2037	597,106	739,025	80.8%	692,211	739,025	93.7%	523,091	739,025	70.8%	612,821	739,025	82.9%
2038	630,871	755,472	83.5%	735,109	755,472	97.3%	548,716	755,472	72.6%	646,728	755,472	85.6%
2039	667,882	772,652	86.4%	781,938	772,652	101.2%	576,846	772,652	74.7%	683,719	772,652	88.5%
2040	708,396	790,590	89.6%	833,006	790,590	105.4%	607,672	790,590	76.9%	724,025	790,590	91.6%
2041	752,739	809,373	93.0%	888,694	809,373	109.8%	641,443	809,373	79.3%	767,941	809,373	94.9%
2042	801,213	829,034	96.6%	949,365	829,034	114.5%	678,382	829,034	81.8%	815,735	829,034	98.4%
2043	854,212	849,688	100.5%	1,015,476	849,688	119.5%	718,794	849,688	84.6%	867,761	849,688	102.1%
2044	912,174	871,438	104.7%	1,087,532	871,438	124.8%	763,020	871,438	87.6%	924,415	871,438	106.1%
2045	975,422	894,277	109.1%	1,165,933	894,277	130.4%	811,279	894,277	90.7%	985,972	894,277	110.3%
2046	1,044,403	918,281	113.7%	1,251,202	918,281	136.3%	863,903	918,281	94.1%	1,052,824	918,281	114.7%
2047	1,119,570	943,503	118.7%	1,343,879	943,503	142.4%	921,220	943,503	97.6%	1,125,366	943,503	119.3%

MEMO

Date: March 2, 2016

Re: Adams County Projection Analysis

As requested, we have performed actuarial projections and analyses of the effect of additional contributions on the funding of the Adams County Retirement Plan (the "Plan").

Additional contributions of \$500k, \$1.0 million, \$1.5 million and \$2.0 per year – Page One

The first page presents the projected results assuming that an additional contribution is made at the beginning of each Plan year. The first contribution is assumed to be made at January 1, 2017. Under the baseline scenario, the employer makes a fixed contribution of 9.0 percent. This contribution is projected to be sufficient to produce a funded ratio in excess of 100 percent in the year 2043. If additional contributions are made into the fund, the date at which the Plan becomes fully funded is accelerated. For example, if an additional \$1.5 million (see column 6 on the first page) is deposited into the fund each year going forward, the Plan will achieve a funded ratio of 100 percent by the year 2040, or three years sooner.

Impact of Different Rate of Return on Assets – Page Two

While the Plan is faced with a myriad of risks, investments return is one of the more significant sources of risk since large deviations from the assumed return may quickly result in changes in the funded status. The exhibit on page two demonstrates the impact of a different return on the funded status.

It is currently assumed that the rate of return on assets is 7.50 percent. If the Plan were to experience a consistent period of time in which the actual rate of return varies from the assumptions, the period over which the plan becomes fully funded would change. That is, if the actual rate of return were less than the assumed rate, the plan would reach 100 percent funded at a later date.

The assumptions used were those stated in the Actuarial Valuation as of January 1, 2015. For purposes of these scenarios no assumptions were changed unless specifically stated. This memo is subject to all disclosures contained within the Actuarial Valuation report as of January 1, 2015. All of the projections assume the additional contribution is deposited as a lump sum at the beginning of the year. The projections also assume 0.25 percent population growth and recognize the actual unaudited market value of assets of \$225,295,531 as of January 1, 2016.

Leslie Thompson and Paul Wood are members of the American Academy of Actuaries ("MAAA") and meet the Qualification Standards of the American Academy of Actuaries to render the actuarial opinion herein.

Respectfully submitted,



Leslie L. Thompson, FSA, FCA, MAAA, EA
Senior Consultant



Paul T. Wood, ASA, FCA, MAAA
Consultant



STUDY SESSION AGENDA ITEM

DATE: March 15, 2016
SUBJECT: Human Services Center
FROM: Seán Braden, Project Manager
AGENCY/DEPARTMENT: Facility Planning & Operations
ATTENDEES: Mike Goins, Director, DLR Group, Saunders Construction
PURPOSE OF ITEM: Project Update
STAFF RECOMMENDATION: Informational only

BACKGROUND:

Construction Documents for the Human Services Center are complete and the project is moving into the Construction Stage. The intent of the Study Session is to update the Board on the final design decisions, status with project permitting and schedule, project budget, and next steps.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

County Manager's Office
Human Services Department

ATTACHED DOCUMENTS:

None

FISCAL IMPACT:

Either mark X if there is no fiscal impact or provide the following information for the recommended action:

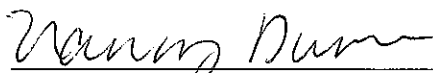
Fund(s):	
Cost center(s):	
Self-generated / dedicated revenues:	\$
Annual operating costs:	\$
Annual net operating (cost) / income:	\$
Capital costs:	\$
Expenditure included in approved operating budget:	\$
Expenditure included in approved capital budget:	\$
New FTEs requested:	

APPROVAL SIGNATURES:

APPROVAL OF FISCAL IMPACT:

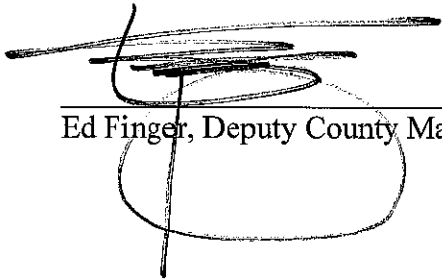


Todd Leopold, County Manager



Budget / Finance

Raymond H. Gonzales, Deputy County Manager



Ed Finger, Deputy County Manager



STUDY SESSION AGENDA ITEM

DATE OF STUDY SESSION: March 15, 2016
SUBJECT: Customer Experience/Quality of Life Survey
FROM: Heather Younger, Customer Experience Manager
AGENCY/DEPARTMENT: Customer Experience Operations
ATTENDEES: Heather Younger, Customer Experience Manager and Chris Kline, Director, Human Services Department, Nick Kittle, Innovation and Sustainability Manager
PURPOSE OF ITEM: Get approval from board on the Adams County Experience and principles and QOL survey questions and dates
STAFF RECOMMENDATION: Approve experience statement and next steps and quality of life questions and date

BACKGROUND:

Currently, Adams County does not have an overarching customer experience framework. The first step of this framework is to decide what type of experience we want those we serve to have. We established a Customer Experience Governance Committee in December of last year and have met a few times to craft a branded customer experience statement for the county. The committee is made up of the senior team, almost all of the directors and a few managers. Through those efforts, we crafted a branded statement and a set of guiding principles that are founded on the county norms. We want to confirm that we are aligned with the Board and your vision of customer service excellence in the county and give you a high level view of next steps.

Additionally, we will need to finalize the RFP for the Quality of Life survey, which is administered every two years. The last one was administered in 2014 in September. The purpose is to gauge citizen perception of our service delivery and look for areas of improvement. We want to make sure that we are aligned on putting out the RFP.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

Customer Experience Operations, Customer experience governance committee, Innovation and Sustainability

ATTACHED DOCUMENTS:

PowerPoint presentation with Adams County Customer Experience statement information.

FISCAL IMPACT:

Either mark X if there is no fiscal impact or provide the following information for the recommended action:

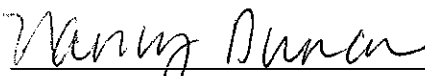
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Capital costs:	\$
Expenditure included in approved operating budget:	\$
Expenditure included in approved capital budget:	\$
New FTEs requested:	

APPROVAL SIGNATURES:

APPROVAL OF FISCAL IMPACT:



Todd Leopold, County Manager



Nancy Duncan
Budget / Finance

Raymond H. Gonzales, Deputy County Manager

Ed Finger, Deputy County Manager

ADAMS COUNTY CUSTOMER EXPERIENCE

The Experience Defined

WHY DO WE NEED TO DEFINE CUSTOMER EXPERIENCE STRATEGY?

- ◉ 6 keys and this one opens the door



GUIDING PRINCIPLES

- ◉ **Support & Encourage**
- ◉ **Demonstrate Respect**
- ◉ **Exhibit Fairness**
- ◉ **Communicate Effectively**
- ◉ **Be Trustworthy**

CX GOVERNANCE CONVERSATION

- ◉ Keep it simple
- ◉ Provide clear direction
- ◉ Get their hearts in it
- ◉ How do we want to treat them?
- ◉ Discussed common vernacular
- ◉ Discussions about branded/marketed JUST internally

AND THE WINNER IS.....

“The Adams County Experience”-
Where everyone we serve feels
cared for, listened to, respected
and important.

CARED FOR:

“feel concern or interest; attach importance to something.”

“look after and provide for the needs of.”

LISTENED TO:

“give one's attention to a need”

“take notice of and act on what someone says; respond to advice or a request.”

“make an effort to hear something; be alert and ready to hear something.”

RESPECTED:

“admire (someone or something) deeply, as a result of their abilities, qualities, or achievements.”

“have due regard for the feelings, wishes, rights, or traditions of.”

“avoid harming or interfering with.”

IMPORTANT:

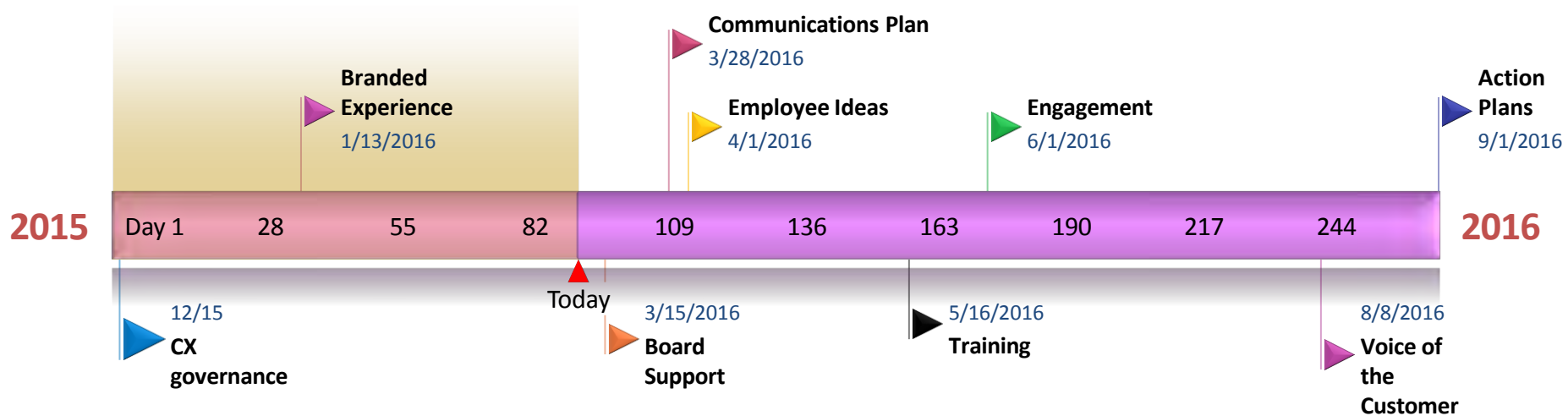
“of great significance or value; likely to have a profound effect on success, survival, or well-being.”

“(of a person) having high rank or status.”

“(of an artist or artistic work) significantly original and influential.”

Customer Experience
Strategy = County
Norms

Accomplishments & Next Steps





STUDY SESSION AGENDA ITEM

DATE: March 15, 2016
SUBJECT: Fourth Quarter Budget Report for 2015
FROM: Nancy Duncan, Budget Manager
AGENCY/DEPARTMENT: Budget Office
ATTENDEES: Budget Office Staff
PURPOSE OF ITEM: Present the Fourth Quarter 2015 Budget Report and answer any questions
STAFF RECOMMENDATION: This is an informational item only - no further action required.

BACKGROUND:

Budget Office staff would like to present the Fourth Quarter Budget Report for 2015 to the BoCC. To promote financial transparency, good fiscal practices, and keep the BoCC fully apprised of the County's financial position, budget vs. actual financial data will be analyzed and reported to the BoCC on a quarterly basis. As a companion piece, a Fourth Quarter Capital Improvement Plan Status Report will also be presented.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

County Manager's Office and Budget Office

ATTACHED DOCUMENTS:

Fourth Quarter Budget Report for 2015
Fourth Quarter CIP Project Status Report

FISCAL IMPACT:

Either mark X if there is no fiscal impact or provide the following information for the recommended action:

Fund(s):	
Cost center(s):	
Self-generated / dedicated revenues:	\$
Annual operating costs:	\$
Annual net operating (cost) / income:	\$
Capital costs:	\$
Expenditure included in approved operating budget:	\$
Expenditure included in approved capital budget:	\$
New FTEs requested:	

There is no fiscal impact. This is an informational item only.

APPROVAL SIGNATURES:

APPROVAL OF FISCAL IMPACT:



Todd Leopold, County Manager



Nancy Brown
Budget / Finance

Raymond H. Gonzales, Deputy County Manager

Ed Finger, Deputy County Manager



MEMORANDUM

DATE: March 15, 2016
TO: Adams County Board of Commissioners
FROM: Todd Leopold, County Manager
SUBJECT: 2015 Fourth Quarter Budget Report

Background

The Board of County Commissioners (BoCC) adopted the 2015 Annual Budget on December 16, 2014. The Annual Budget serves as a policy document, operations guide, financial plan, and communications device. As needs arise, the budget is amended periodically throughout the year. For 2015, the following amendments occurred:

- First amendment adopted on April 7, 2015
- Second amendment adopted on September 15, 2015
- Third amendment adopted on November 24, 2015
- Fourth amendment adopted on February 9, 2016

To promote financial transparency, good fiscal practices, and keep the BoCC apprised of the County's financial position, budget vs. actual financial data is analyzed on a quarterly basis. This is the 2015 Fourth Quarter Budget Report and includes the following information:

- Prior Year Data – Year-to-date actuals as of December 31, 2014.
- Current Year Data – 2015 budget (inclusive of all amendments to the 2015 budget), year-to-date actuals as of December 31, 2015, the percent of budget consumed by those year-to-date actuals, and the dollar variance to 2014 actuals.
- Summary of key findings and discussion points.

More detailed information is presented for the property tax funds (General, Road & Bridge, Social Services, and Developmentally Disabled) and the sales tax funds (Capital Facilities and Open Space Sales Tax). Higher level revenue and expenditure information is presented for all other funds. Please see the following pages for information presented by fund.

Attached to this report is the 2015 Fourth Quarter Capital Improvement Plan (CIP) Summary. This summary contains starting year, 2015 budget, encumbrance, year-to-date actuals as of December 31, 2015, remaining budget, percent of budget completed, and percent of project completed information for each current CIP project.

General Fund

General Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues					
Taxes	\$ 105,896,955	\$ 107,956,312	\$ 107,583,529	100%	\$ 1,686,574
Licenses & Permits	1,659,305	1,767,638	2,563,875	145%	904,570
Intergovernmental	10,579,416	13,873,380	11,269,996	81%	690,581
Charges for Services	23,098,285	23,779,976	24,683,931	104%	1,585,646
Fines & Forfeitures	2,624,077	1,521,000	809,947	53%	(1,814,129)
Interest & Investments	3,087,611	1,430,341	2,201,106	154%	(886,505)
Miscellaneous	4,214,995	3,972,543	5,005,241	126%	790,246
Other Finance Sources	21,749,610	106,446,248	105,925,482	100%	84,175,872
Total Revenues	\$ 172,910,254	\$ 260,747,438	\$ 260,043,107	100%	\$ 87,132,854

Expenditures	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
	Personnel	\$ 92,459,735	\$ 98,676,115	\$ 96,896,116	98%
Operating & Maintenance	5,574,986	7,616,775	6,290,612	83%	715,626
Charges for Services	37,905,193	41,156,494	37,200,951	90%	(704,242)
Debt Service	22,620,768	23,513,451	23,295,339	99%	674,571
Governmental Services	5,003,974	6,838,353	6,599,606	97%	1,595,632
Capital	6,272,836	10,502,455	3,959,681	38%	(2,313,155)
Other Finance Uses	1,002,685	93,864,125	93,603,821	100%	92,601,136
Total Expenditures	\$ 170,840,177	\$ 282,167,768	\$ 267,846,126	95%	\$ 97,005,949

General Fund Summary

1. Revenues

- a. Total General Fund revenues are a net \$87.13 million or 50.39% higher through the fourth quarter of 2015 compared to 2014.
- b. Tax revenue is a net of \$1.69 million or 1.59% higher.
 - i. Current Property Taxes are \$1.66 million or 1.58% higher. Growth within the county is the key driver of this increase. This increase is higher than in the other three property tax funds due to the inclusion of abatement revenue within the General Fund.
 - ii. Delinquent Property Taxes are \$239,920 or 49.11% lower.
 - iii. Marijuana Sales Taxes are a new General Fund revenue source beginning in mid-2015. \$293,875 has been collected, nearly tripling the 2015 budget of \$100,000 for this new revenue.
- c. Licenses & Permits revenues are \$904,570 or 54.51% higher. The bulk of this is due to increased Building Permit and Electrical Inspection revenue, which is \$887,339 or 55.64% higher. Growth within the county is also a key driver of this increase.
- d. Intergovernmental revenue is \$690,581 or 65.28% higher. There is a net increase in intergovernmental grant receipts for 2015. Increases worth noting include Great Outdoors Colorado (GOCO) and Victim Compensation grant funding and Community Corrections program funding.
- e. Charges for Services are a net \$1.59 million or 6.86%.
 - i. Real Estate and Recording Fees are \$696,220 or 25.58% higher.
 - ii. Motor Vehicles Vendor Fee Sales Tax (Cities and State) is \$374,181 or 26.16% higher.
 - iii. Treasurer's Fees are \$71,806 or 3.07% higher.
 - iv. Broomfield revenue for DA's Office services is \$136,486 higher.
 - v. Booking Fee revenue is \$248,844 higher.
- f. Fines & Forfeitures are a net \$1.81 million or 69.13% lower.
 - i. Traffic Fines are \$480,159 or 41.62% lower.
 - ii. Other Fines & Forfeitures are \$1.33 million or 90.72% lower.
- g. Interest & Investments are a net \$886,505 or 28.71% lower. Interest on Deposits are 4.80% higher, however, this is netted against fair market value transactions required to record market to market accruals, which are 53.45% lower.
- h. Miscellaneous revenue is a net \$790,246 or 18.75% higher. The two key areas driving this increase are asset sales and cash receipts.
- i. Other Finance Sources are related to interfund transfers and bond proceeds and are \$84.18 million or 387.02% higher.

- i. Interfund transfers - \$12.71 million for transfers from the Capital Facilities Fund (\$12.36 million) for COP payments and public art, the Golf Course Fund (\$340,000) for reimbursement of a past capital contribution, and the Open Space Projects Fund (\$9,277) for Russian Olive Tree removal.
- ii. Bond proceeds - \$93.22 million in revenue from the 2015 COP refunding related to the Human Services Center.

2. Expenditures

- a. Total General Fund expenditures are a net \$97.01 million or 56.78% higher through the fourth quarter of 2015 compared to 2014.
- b. Personnel expenditures are 4.80% higher. The impact of 5.25 additional FTEs included in the 2015 budget, subsequent mid-year position additions, and the implementation of the 2015 county pay plan account for the higher personnel expenditures.
- c. Operating & Maintenance expenditures are \$715,626 or 12.84% higher. This increase is primarily due to increased expenditures related to special events, software and licensing, and office furniture.
- d. Charges for Services expenditures are \$704,242 or 1.86%. This decrease is due to decreased expenditures related to inmate medical services, building repair and maintenance, gas and electricity, and consultant services.
- e. Governmental Services expenditures are \$1,595,632 or 31.89% higher. This is due to a pass through Great Outdoors Colorado (GOCO) Grant included in the Second Amendment and an increase in the Victim Compensation Grant administered through the District Attorney's Office.
- f. Capital expenditures are \$2.31 million or 36.88% lower. This is due to delayed completion of capital projects.
- g. Other Financing Uses expenditures are related to interfund transfers and bond proceeds and are \$92.60 million or 9,235.32% higher.
 - i. Interfund transfers - \$864,125 for General Fund transfers made to the Front Range Airport Fund (\$560,000) and the Water & Wastewater Treatment Fund (\$304,125).
 - ii. Bond proceeds - \$92.7 million in actuals for the 2009 COP escrow payment related to the 2015 COP refunding.

3. FTE Changes

- a. 6.0 FTEs were added in the General Fund during the fourth quarter of 2015 as part of the Third Amendment to the 2015 Budget adopted in November.

Road & Bridge Fund

Road & Bridge Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues					
Taxes	\$ 27,109,300	\$ 26,907,959	\$ 29,261,382	109%	\$ 2,152,082
Licenses & Permits	112,427	80,000	187,895	235%	75,468
Intergovernmental	11,262,558	12,356,732	12,035,061	97%	772,502
Charges for Services	907,198	756,140	1,545,674	204%	638,476
Fines & Forfeitures	107,507	17,509	17,507	100%	(90,000)
Interest & Investments	903	2,000	2,179	109%	1,276
Miscellaneous	28,604	16,000	61,747	386%	33,143
Total Revenues	\$ 39,528,497	\$ 40,136,340	\$ 43,111,444	107%	\$ 3,582,947

Expenditures	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
	Personnel	\$ 4,795,628	\$ 5,657,500	\$ 4,791,914	85%
Operating & Maintenance	1,161,594	1,293,150	1,265,232	98%	103,638
Charges for Services	10,654,387	16,973,047	10,563,386	62%	(91,001)
Governmental Services	11,578,203	12,429,896	14,302,471	115%	2,724,268
Capital	2,695,550	19,102,498	5,669,840	30%	2,974,290
Other Finance Uses	-	375,000	-	0%	-
Total Expenditures	\$ 30,885,363	\$ 55,831,091	\$ 36,592,844	66%	\$ 5,707,481

Road & Bridge Fund Summary

1. Revenues

- a. Road & Bridge Fund revenues are a net \$3.58 million or 9.06% higher through the fourth quarter of 2015 compared to 2014.
- b. Tax revenue is \$2.15 million or 7.94% higher
 - i. Property Taxes are \$35,635 or 0.60% higher. Growth within the county is the key driver of this increase.
 - ii. Sales Taxes are \$973,592 or 8.88% higher.
 - iii. Specific Ownership Tax revenue is \$1.16 million or 11.43% higher.
- c. Licenses & Permits revenue is \$75,468 or 67.13% higher. This is due to more construction and oversize permit revenue collected in 2015 compared to 2014.
- d. Intergovernmental revenue is \$772,502 or 6.86% higher.
 - i. Highway Users Tax revenue is \$440,996 or 5.26% higher.
 - ii. Federal pass through grant funding is \$112,341 or 52.90% higher.
 - iii. Other grant revenue is \$245,268 or \$183.50% higher.
- e. Charges for Services revenue is \$638,476 or 70.38% higher. This is primarily due to more public infrastructure improvement fee and traffic impact fee revenue collected in 2015 compared to 2014.

2. Expenditures

- a. Road & Bridge Fund expenditures continue to trend higher. This is primarily due the increased pace of transportation project expenditures during 2015.
- b. Other Finance Uses expenditures are related to interfund transfers. The \$375,000 was originally budgeted as a transfer from the Road & Bridge Fund to the Fleet Fund for the purchase of a sewer vacuum truck, however, this purchase is no longer being made and the corresponding transfer will not be made either.

3. FTE Changes

- a. No FTE changes occurred during the fourth quarter of 2015.

Social Services Fund

Social Services Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues					
Taxes	\$ 10,872,773	\$ 10,971,113	\$ 10,909,697	99%	\$ 36,924
Intergovernmental	163,703,314	85,358,060	83,123,306	97%	(80,580,008)
Charges for Services	23	-	-	-	(23)
Miscellaneous	54,010	-	(1,905)	-	(55,915)
Total Revenues	\$ 174,630,121	\$ 96,329,173	\$ 94,031,098	98%	\$ (80,599,022)

Expenditures	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
	Personnel	\$ 34,114,329	\$ 37,785,825	\$ 36,058,283	95%
Operating & Maintenance	1,433,921	2,089,968	1,302,856	62%	(131,065)
Charges for Services	139,307,043	57,401,508	57,564,666	100%	(81,742,376)
Governmental Services	43,750	-	-	-	(43,750)
Capital	137,590	-	56,221	-	(81,369)
Other Finance Uses	-	125,000	-	0%	-
Total Expenditures	\$ 175,036,632	\$ 97,402,301	\$ 94,982,026	98%	\$ (80,054,606)

Social Services Fund Summary

1. Revenues
 - a. Social Services Fund revenues are lower in 2015 compared to 2014 due to Food Assistance. Approximately \$7.0 million per month is not included in 2015 but was included in 2014.
2. Expenditures
 - a. Social Services Fund expenditures are lower in 2015 due to Food Assistance. Approximately \$7.0 million per month is not included in 2015 but was included in 2014.
 - b. Other Finance Uses expenditures are related to interfund transfers. The \$125,000 budgeted is for phase two of the Human Services Assure Project, which was direct billed to the Human Services Fund, so this transfer is no longer required.
3. FTE Changes
 - a. No FTE changes occurred during the fourth quarter of 2015.

Developmentally Disabled Fund

Developmentally Disabled Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues					
Taxes	\$ 1,187,547	\$ 1,200,040	\$ 1,191,576	99%	\$ 4,029
Total Revenues	\$ 1,187,547	\$ 1,200,040	\$ 1,191,576	99%	\$ 4,029
Expenditures					
Charges for Services	\$ 17,812	\$ 18,040	\$ 17,869	99%	\$ 57
Governmental Services	1,128,743	1,160,846	1,160,846	100%	32,103
Total Expenditures	\$ 1,146,555	\$ 1,178,886	\$ 1,178,715	100%	\$ 32,160

Developmentally Disabled Fund Summary

1. Expenditures
 - a. Developmentally Disabled Fund expenditures are 2.8% higher in 2015 compared to 2014. This is due to the contract and payment to North Metro Community Services being increased for 2015.
2. FTE Changes
 - a. No FTE changes occurred during the fourth quarter of 2015.

Capital Facilities Fund

Capital Facilities Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues					
Taxes	\$ 16,317,023	\$ 16,877,356	\$ 17,896,382	106%	\$ 1,579,360
Intergovernmental	8,368	-	-	-	(8,368)
Interest & Investments	14,818	20,000	31,441	157%	16,623
Miscellaneous	207,082	-	233,525	-	26,443
Other Finance Sources	-	86,100,000	85,485,591	99%	85,485,591
Total Revenues	\$ 16,547,291	\$ 102,997,356	\$ 103,646,939	101%	\$ 87,099,649

Expenditures	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
	Operating & Maintenance	80,131	20,000	87,169	436%
Charges for Services	270,607	500,000	551,072	110%	280,466
Capital	10,055,192	79,830,750	3,491,456	4%	(6,563,736)
Other Finance Uses	12,689,610	12,381,248	12,357,734	100%	(331,876)
Total Expenditures	\$ 23,095,540	\$ 92,731,998	\$ 16,487,431	18%	\$ (6,608,109)

Capital Facilities Fund Summary

1. Revenues
 - a. Revenues are 526.36% higher through the fourth quarter of 2015 compared to 2014 due to the refinancing of the 2009 COPs. Actual sales tax revenue also trended higher through 2015.
2. Expenditures
 - a. Capital expenditures are 28.65% lower in 2015 compared to 2014. The 2014 purchase of the Human Services Center (land and building) is the key driver of this increase.
 - b. Other Finance Uses expenditures are related to interfund transfers. The budgeted amount of \$12,381,248 provides for the following:
 - i. \$304,552 for personnel costs associated with 5 FTEs within the General Fund
 - ii. \$11,729,375 for COP lease payments within the General Fund
 - iii. \$206,396 for janitorial costs within the General Fund
 - iv. \$140,925 for Government Center maintenance projects within the General Fund
3. FTE Changes
 - a. No FTE changes occurred during the fourth quarter of 2015.

Open Space Sales Tax Fund

Open Space Sales Tax Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues					
Taxes	\$ 13,831,749	\$ 14,064,464	\$ 14,751,164	105%	\$ 919,416
Interest & Investments	27,533	30,000	95,184	317%	67,651
Miscellaneous	25,059	-	11,859	-	(13,200)
Total Revenues	\$ 13,884,341	\$ 14,094,464	\$ 14,858,207	105%	\$ 973,867

Expenditures	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
	Personnel	\$ 108,948	\$ 135,811	\$ 134,485	99%
Operating & Maintenance	2,905	6,270	6,439	103%	3,534
Charges for Services	3,045	89,112	10,756	12%	7,711
Governmental Services	10,276,671	16,075,044	10,212,861	64%	(63,810)
Other Finance Uses	870,354	1,861,175	1,019,745	55%	149,391
Total Expenditures	\$ 11,261,924	\$ 18,167,412	\$ 11,384,285	63%	\$ 122,362

Open Space Sales Tax Fund Summary

1. Revenues
 - a. Open Space Sales Tax Fund revenues are higher in 2015 compared to 2014 due to an increase of 6.65% in sales tax collections.
2. Expenditures
 - a. Other Finance Uses expenditures are related to interfund transfers. The budgeted amount of \$1,861,175 provides for the following:
 - i. \$826,990 for transfer of the Adams County portion of the 30% open space sales tax to the Open Space Projects Fund
 - ii. \$675,000 for the 120th Avenue Pedestrian Bridge project within the Open Space Projects Fund
 - iii. \$240,000 for the Clear Creek Trailhead project within the Open Space Projects Fund
 - iv. \$119,185 for project closeouts related to the South Platte Pedestrian Bridge and trailhead kiosk and trailmap fabrication within the Open Space Projects Fund
3. FTE Changes
 - a. No FTE changes occurred during the fourth quarter of 2015.

Other Non-Proprietary Funds

Conservation Trust Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues	\$ 672,755	\$ 700,378	\$ 678,520	97%	\$ 5,765
Expenditures	\$ 948,839	\$ 1,389,334	\$ 978,729	70%	\$ 29,890

Open Space Projects Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues	\$ 1,025,262	\$ 7,283,625	\$ 1,869,123	26%	\$ 843,861
Expenditures	\$ 1,020,390	\$ 7,042,024	\$ 4,729,629	67%	\$ 3,709,239

Waste Management Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues	\$ 731,287	\$ 420,000	\$ 390,665	93%	\$ (340,622)
Expenditures	\$ 237,027	\$ 2,951,492	\$ 2,449,070	83%	\$ 2,212,043

DIA Noise Mitigation Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues	\$ 1,530	\$ 2,000	\$ 2,323	116%	\$ 793
Expenditures	\$ -	\$ 45,000	\$ -	0%	\$ -

Other Non-Proprietary Funds Summary

1. Revenues
 - a. Open Space Projects Fund revenues are higher in 2015 compared to 2014 due to the receipts from Metro Wastewater Reclamation and Urban Drainage and Flood Control.
 - b. Waste Management Fund revenues are lower in 2015 due to fewer hazardous waste disposal fees collected compared to 2014.
2. Expenditures
 - a. Open Space Projects Fund expenditures are higher due to completion of the South Platte Concrete Trail, Pedestrian Bridge, and land improvements along Federal Blvd.
 - b. Waste Management Fund expenditures are higher due to the Clay Street Outfall project.
3. FTE Changes
 - a. No FTE changes occurred during the fourth quarter of 2015.

Grant Funds

Community Development Block Grant (CDBG) Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues	\$ 10,597,778	\$ 5,544,363	\$ 5,193,397	94%	\$ (5,404,380)
Expenditures	\$ 2,960,298	\$ 11,746,518	\$ 11,026,360	94%	\$ 8,066,062

Head Start Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues	\$ 4,446,562	\$ 4,976,036	\$ 4,416,876	89%	\$ (29,686)
Expenditures	\$ 4,140,009	\$ 4,976,036	\$ 4,347,953	87%	\$ 207,944

Community Services Block Grant (CSBG) Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues	\$ 561,215	\$ 459,846	\$ 248,404	54%	\$ (312,812)
Expenditures	\$ 561,215	\$ 459,846	\$ 474,767	103%	\$ (86,448)

Workforce & Business Center Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues	\$ 5,314,338	\$ 7,413,915	\$ 4,651,444	63%	\$ (662,894)
Expenditures	\$ 5,311,229	\$ 7,413,915	\$ 5,473,691	74%	\$ 162,462

Grant Funds Summary

1. Revenues
 - a. CDBG revenues are 51.00% lower through the fourth quarter of 2015 compared to 2014. This is primarily due to loans proceeds recognized in 2014.
 - b. CSBG revenue is 55.74% lower due to the timing of revenue receipts.
 - c. Workforce & Business Center revenues are 12.47% lower due to a delay in revenue receipts. These are expected to be received in March 2016.
2. Expenditures
 - a. CDBG expenditures are 272.47% higher due to the Globeville payment appropriated as part of the Second Amendment to the 2015 Budget.
 - b. CSBG expenditures are 15.4% lower due to fewer grants being processed.
 - c. Workforce and Business Center expenditures are higher due to increased personnel costs and tuition expenses paid in 2015.
3. FTE Changes
 - a. 7.25 FTEs were added in the Head Start Fund during the fourth quarter of 2015 as part of the Third Amendment to the 2015 Budget adopted in November.

Proprietary Funds

Golf Course Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues	\$ 3,674,726	\$ 3,309,000	\$ 2,989,601	90%	\$ (685,125)
Expenditures	\$ 3,208,097	\$ 3,140,501	\$ 3,475,066	111%	\$ 266,969

Fleet Management Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues	\$ 6,549,992	\$ 7,953,371	\$ 6,432,011	81%	\$ (117,982)
Expenditures	\$ 6,136,507	\$ 10,915,083	\$ 5,744,137	53%	\$ (392,370)

Stormwater Utility Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues	\$ 2,234,922	\$ 2,205,400	\$ 2,327,410	106%	\$ 92,488
Expenditures	\$ 259,467	\$ 1,565,452	\$ 717,752	46%	\$ 458,285

Insurance Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues	\$ 17,229,046	\$ 20,273,442	\$ 17,206,674	85%	\$ (22,372)
Expenditures	\$ 19,596,233	\$ 20,913,314	\$ 15,557,513	74%	\$ (4,038,720)

Front Range Airport Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues	\$ 6,911,288	\$ 3,294,483	\$ 2,818,546	86%	\$ (4,092,742)
Expenditures	\$ 4,175,623	\$ 3,674,138	\$ 4,045,423	110%	\$ (130,199)

Water & Wastewater Treatment Fund	2014	2015			
	12/31/14 Actuals	Amended Budget	12/31/15 Actuals	% of Amended Budget	\$ Variance to 2014 Actuals
Revenues	\$ 366,806	\$ 333,525	\$ 325,389	98%	\$ (41,418)
Expenditures	\$ 210,100	\$ 358,124	\$ 173,637	48%	\$ (36,462)

Proprietary Funds Summary

1. Revenues

- Golf Course Fund revenues are 18.64% lower through the fourth quarter of 2015 compared to 2014 due to insurance claims received in 2014 for the 2013 floods.
- Stormwater Utility Fund revenues are 4.14% higher due to Stormwater Utility billing.
- Insurance Fund revenues are 0.13% lower primarily due to decreased premium payments for the United Healthcare EPO Medical Plan. As a result of the premium increase for the UHC Plan, some participants have shifted over to the Kaiser Plan.
- Front Range Airport Fund revenues are 59.22% lower. This is primarily due to a Conoco Philips royalty payment made in 2014 for a three year renewal (2014-2016) – the royalty payment is received in year one of the renewal, then drops off for years two and three.

2. Expenditures

- Golf Course Fund expenditures are 8.32% higher in 2015 compared to 2014 due to expenses related to Brantner Gulch construction.
- Fleet Fund expenditures are 6.39% lower. This is primarily due to the timing and quantity of vehicle replacements.
- Stormwater Fund expenditures are 176.63% higher. This is due to the additional \$310,000 payment made to the Urban Drainage and Flood Control District in 2015 for completion of the design and construction of a replacement structure for Brantner Gulch along with increased professional services expenditures related to Third Creek and other drainage items.

- d. Insurance Fund expenditures are 20.61% lower. This is due to the reduction in claims costs for the UHC Plan along with lower medical insurance costs for retirees and lower property/casualty insurance costs experienced thus far in 2015.
 - e. Front Range Airport Fund expenditures are 3.12% lower. This is primarily related to runway related expenditures that occurred in 2014 that are not being repeated in 2015.
 - f. Water & Wastewater Treatment Fund expenditures are 17.36% lower. This is largely the result of employee benefits savings related to the outsourcing of treatment plant operations services.
- 3. FTE Changes
 - a. No FTE changes occurred during the fourth quarter of 2015.



2015 Fourth Quarter Capital Improvement Plan Summary

ongoing
2016 or later
project complete

General Fund								
Department	Projects	Starting Year	2015					Anticipated Completion Date
			Budget	Encumbrances	12/31/15 Actuals	Remaining Budget	% of Budget Completed	
Office of Cultural Affairs	Horse Project (Complete)/Rotella Park(10/15/16)	2015	247,344	-	60,000	187,344	24%	10/15/2016
C&R -Motor Vehicle	Lobby Management System for MV	2014	211,500	-	193,428	18,072	91%	6/30/2016
District Attorney	Training Room Technology	2015	40,000	-	-	40,000	0%	Complete
IT GIS	GIS Application Development	2015	75,000	7,051	17,473	57,527	23%	Complete
IT Help Desk & Servers	Infrastructure	2015	452,000	-	387,885	64,115	86%	12/31/2016
IT Application Support	Microsoft Office 2010 Upgrade	2015	245,100	-	-	245,100	0%	3/25/2016
IT Network/Telecom	Cisco VOIP rollout	2015	741,716	-	66,271	675,445	9%	12/31/2016
IT Network/Telecom	Fiber	2015	427,165	-	205,200	221,965	48%	8/30/2016
FO - Human Service Building	Update HVAC Server	2015	13,200	-	7,800	5,400	59%	Complete
FO - Honnen/Plan&Devel/MV Ware	Upgrade PW HVAC control system	2015	18,500	-	15,500	3,000	84%	Complete
FO-Justice Center	Storage Mezzanine	2014	63,290	-	62,772	518	99%	Complete
FO-Justice Center	Courtroom Carpet and paint	2015	137,350	-	139,855	(2,505)	102%	Complete
FO-Admin Bldg	Strasburg Sanitary Sewer	2014	351,310	-	201,631	149,680	57%	Complete
FO-Adams County Service Center	Substation Workroom	2013	2,790	-	-	2,790	0%	Complete
FO - Government Center	Auxiliary tractor equipment	2015	16,925	18,330	18,330	(1,405)	108%	Complete
FO - District Attorney Bldg.	Carpet Replacement	2015	362,650	-	354,546	8,104	98%	Complete
FO - Sheriff Maintenance	FlatRock Drainage Project (formerly elevator project)	2015	65,000	-	-	65,000	0%	2/29/2016
SHF- MIS Unit	Server Virtualization	2015	117,000	-	117,000	-	100%	Complete
SHF- MIS Unit	Digital Photo Manager Capture	2015	18,579	-	19,258	(679)	104%	Complete
SHF- Patrol Division	Multi-Use K9 Replacement	2015	9,000	-	7,500	1,500	83%	Complete
SHF- Detention Facility	Digital Video Recording Equip	2015	486,000	-	-	486,000	0%	4/1/2016
SHF- Justice Center	Security Screening Equipment	2015	100,100	-	96,800	3,300	97%	Complete
Transportation	Clay St Community Trail	2012	2,917,271	-	1,280,876	1,636,395	44%	6/30/2016
Parks & Open Space	Regional Park WiFi System	2014	58,100	-	54,530	3,570	94%	8/1/2016
Parks & Open Space	Lift Station Rehabilitation	2014	743,299	-	680,787	62,512	92%	Complete
Parks & Open Space	RP Campus Electrical Upgrades	2014	-	-	-	-	0%	Combined w/ Project Below
Parks & Open Space	Phase 3 Electrical Upgrades	2015	271,686	-	249,022	22,664	92%	Complete
Parks & Open Space	Recondition South Parking Lot	2015	87,528	16,290	4,880	82,648	6%	10/30/2016
Parks & Open Space	Clean fill Debetz pit	2009	161,772	-	12,181	149,591	8%	Ongoing
Parks & Open Space	Hot Water Pressure Washer	2015	8,000	-	8,000	-	100%	Complete
Non-Departmental	2013 Flood	2013	1,496,322	222,168	1,135,094	361,228	76%	Ongoing
CMC- Administration	Community Corrections Database	2015	300,000	-	3,005	296,995	1%	6/30/2017
Subtotal			10,245,497	263,839	5,399,623	4,845,874	53%	

2015 Fourth Quarter Capital Improvement Plan Summary



ongoing
2016 or later
project complete

Road & Bridge Fund								
Department	Projects	Starting Year	2015					Anticipated Completion Date
			Budget	Encumbrances	12/31/15 Actuals	Remaining Budget	% of Budget Completed	
Transportation Opers & Maint	Salt & Sand Dome	2013	99,100	7,120	50,298	48,802	51%	Complete
Transportation Bridges	CBC Construction	2015	400,000	-	-	400,000	0%	Project Cancelled
Transportation CIP	Creekside Dr	2014	1,811,190	-	1,811,190	-	100%	Complete
Transportation CIP	Lowell Blvd Clear Crk to 62nd	2012	3,600,000	30,000	32,365	3,567,635	1%	ROW & Construction: 12/31/16
Transportation CIP	Welby Rd Ext. (Steele St)	2013	1,400,000	-	96,101	1,303,899	7%	ROW & Construction: 12/31/16
Transportation CIP	York Street Hwy 224 to 88th Av	2015	500,000	-	170,905	329,095	34%	Complete
Transportation CIP	Huron Intersection at W62nd Av	2015	455,000	-	-	455,000	0%	Project Cancelled
Transportation CIP	Carol Way, E 77th Ave & Locust	2015	786,495	152,137	654,479	132,016	83%	Complete
Transportation CIP	W 60th Ave-Realignment	2013	3,000,000	12,540	638,171	2,361,829	21%	ROW & Construction: 12/31/16
Transportation CIP	56th Ave Federal to Zuni	2013	2,400,000	-	5,683	2,394,317	0%	12/31/2016
Transportation CIP	Kenwood-Dahlia Outfall	2015	494,101	-	-	494,101	0%	12/31/2016
Transportation CIP	Pecos St. - I-76 to 52nd Ave.	2015	276,858	-	1,279	275,579	0%	1/1/2017
Transportation CIP	Washington St.Phase IV Design	2015	40,000	1,482	10,969	29,031	27%	Complete
Transportation CIP	Washington St.Phase IV Constr.	2014	3,839,754	39,996	3,558,221	281,533	93%	Complete
Subtotal			19,102,498	243,275	7,029,660	12,072,838	37%	

Capital Facilities Fund								
Department	Projects	Starting Year	2015					Anticipated Completion Date
			Budget	Encumbrances	12/31/15 Actuals	Remaining Budget	% of Budget Completed	
Facilities	General (including Fitness Center and Health Clinic)	2015	4,100,000	5,439	542,130	3,557,870	13%	Ongoing
Facilities	Phase II Build Out A&E-Justice Center	2015	543,750	-	97,673	446,077	18%	Ongoing
Facilities	Park 1200-HS	2014	75,187,000	3,200	2,898,598	72,288,402	4%	Ongoing
Subtotal			79,830,750	8,639	3,538,401	76,292,349	4%	

Conservation Trust Fund								
Department	Projects	Starting Year	2015					Anticipated Completion Date
			Budget	Encumbrances	12/31/15 Actuals	Remaining Budget	% of Budget Completed	
CT- Trails- Plan/Design Const	Rotella Shelters & Parking Lot	2010	433,769	-	355,741	78,028	82%	7/1/2016
CT- Trails- Plan/Design Const	Twin Lakes Park Renovations	2013	250,000	-	-	250,000	0%	8/30/2017
CT- Trails- Plan/Design Const	Asset Management software	2015	40,000	-	2,296	37,704	6%	Complete
CT- Trails- Plan/Design Const	Solar Lake Aeration Device	2015	60,000	-	56,837	3,163	95%	Complete
CT- Trails- Plan/Design Const	Two 72" 4WD Mower Replacements	2015	85,000	-	84,038	962	99%	Complete
CT- Trails- Plan/Design Const	Self Contained Spray Unit	2015	85,000	16,434	49,039	35,961	58%	4/1/2016
Subtotal			953,769	16,434	547,953	405,816	57%	



2015 Fourth Quarter Capital Improvement Plan Summary

ongoing
2016 or later
project complete

Waste Management Fund

Department	Projects	Starting Year	2015					Anticipated Completion Date
			Budget	Encumbrances	12/31/15 Actuals	Remaining Budget	% of Budget Completed	
Solid Waste Operations	Clay Street Outfall	2013	2,269,348	-	1,898,278	371,070	84%	Complete
Subtotal			2,269,348	-	1,898,278	371,070	84%	

Open Space Projects Fund

Department	Projects	Starting Year	2015					Anticipated Completion Date
			Budget	Encumbrances	12/31/15 Actuals	Remaining Budget	% of Budget Completed	
Open Space Projects	Open Space Projects	Ongoing	1,000,000	-	-	1,000,000	0%	Ongoing
Open Space Projects	120th Ave Pedestrian Bridge	2009	1,779,224	840	1,553,217	226,007	87%	7/1/2016
Open Space Projects	88th Ave OS Restoration	2013	3,100,000	-	2,800,000	300,000	90%	12/31/2017
Open Space Projects	Clear Creek Trailhead (Welby)	2015	400,000	-	-	400,000	0%	TBD
Open Space Projects	Active Rec Component Reg. Park	2015	200,000	-	13,822	186,178	7%	Ongoing
Subtotal			6,479,224	840	4,367,039	2,112,185	67%	

Golf Course Fund

Department	Projects	Starting Year	2015					Anticipated Completion Date
			Budget	Encumbrances	12/31/15 Actuals	Remaining Budget	% of Budget Completed	
Golf Course- CIP	Phase 1 Sprinkler Heads	2012	16,060	-	13,483	2,577	84%	Complete
Golf Course- CIP	Repair Tie Wall #15	2013	29,630	-	28,433	1,197	96%	Complete
Golf Course- CIP	Range Tractor	2015	13,000	-	6,883	6,117	53%	Complete
Golf Course- CIP	Cart Barn HVAC	2015	18,000	-	10,685	7,315	59%	Complete
Golf Course- CIP	Bunker Renovation - Phase 1	2015	20,000	-	6,239	13,762	31%	Ongoing
Subtotal			96,690	-	65,723	30,967	68%	

2015 Fourth Quarter Capital Improvement Plan Summary



ongoing
2016 or later
project complete

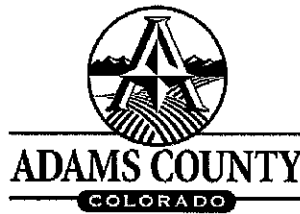
Fleet Fund								
Department	Projects	Starting Year	2015					Anticipated Completion Date
			Budget	Encumbrances	12/31/15 Actuals	Remaining Budget	% of Budget Completed	
Transportation Fleet- Admin	Tandem Axle Dump Trucks	2014	1,526,121	-	1,526,121	-	100%	Complete
Transportation Fleet- Admin	Parks and Trails 1/2 ton	2014	30,689	-	-	30,689	0%	Deferred to 2016
Transportation Fleet- Admin	Asphalt Patch Truck Replace	2014	165,961	-	165,961	-	100%	Complete
Transportation Fleet- Admin	Animal Shelter	2015	100,000	-	92,141	7,859	92%	Complete
Transportation Fleet- Admin	Assessor	2015	25,000	-	17,269	7,731	69%	Complete
Transportation Fleet- Admin	Coroner	2015	100,000	-	-	100,000	0%	Deferred to 2016
Transportation Fleet- Admin	District Attorney	2015	100,000	-	69,076	30,924	69%	Complete
Transportation Fleet- Admin	Facilities Management	2015	50,000	-	37,921	12,079	76%	Complete
Transportation Fleet- Admin	Management Information Service	2015	27,000	-	21,241	5,759	79%	Complete
Transportation Fleet- Admin	NS-Code Compliance	2015	25,000	-	17,269	7,731	69%	Complete
Transportation Fleet- Admin	Parks Regional Utilities	2015	37,000	-	32,377	4,623	88%	Complete
Transportation Fleet- Admin	Parks Regional Utilities	2015	150,000	-	-	150,000	0%	Deferred to 2016
Transportation Fleet- Admin	Transportation Engineering	2015	25,000	-	17,269	7,731	69%	Complete
Transportation Fleet- Admin	Transportation Engineering	2015	35,000	-	31,283	3,717	89%	Complete
Transportation Fleet- Admin	Transportation Road & Bridge	2015	105,000	-	32,183	72,817	31%	1 received 6/24/15; defer 2 to 2016
Transportation Fleet- Admin	Transportation Road & Bridge	2015	865,400	-	-	865,400	0%	7/1/2016
Transportation Fleet- Admin	Transportation Road & Bridge	2015	280,000	-	271,985	8,015	97%	Complete
Transportation Fleet- Admin	Transportation Road & Bridge	2015	150,000	-	-	150,000	0%	Deferred to 2016
Transportation Fleet- Admin	Transportation Road & Bridge	2015	60,000	-	-	60,000	0%	Deferred to 2016
Transportation Fleet- Admin	Transportation Traffic	2015	120,000	-	-	120,000	0%	Deferred to 2016
Transportation Fleet- Admin	SO Administration	2015	120,000	1,771	103,031	16,969	86%	Complete
Transportation Fleet- Admin	SO Investigation	2015	192,000	-	146,010	45,990	76%	Complete
Transportation Fleet- Admin	SO Jail	2015	52,000	-	48,904	3,096	94%	Complete
Transportation Fleet- Admin	SO Jail	2015	32,000	-	24,577	7,423	77%	Complete
Transportation Fleet- Admin	SO Patrol Sedan	2015	400,000	3,118	361,176	38,824	90%	Complete
Transportation Fleet- Admin	SO Patrol SUV	2015	495,000	-	366,960	128,040	74%	Complete
Transportation Fleet- Admin	Fleet Services	2015	10,000	1	5,906	4,095	59%	Complete
Transportation Fleet- Admin	NS Truck	2015	32,000	-	27,975	4,025	87%	Complete
Transportation Fleet- Admin	NS Trailer with Pressure Washer	2015	20,000	-	11,595	8,405	58%	Complete
Transportation Fleet- Admin	Aqueous Parts Washer	2015	10,000	-	-	10,000	0%	Deferred to 2016
Transportation Fleet- Admin	Vacuum Truck	2015	375,000	-	-	375,000	0%	Not purchasing, renting as needed
Transportation Fleet- Admin	Fleet Facility Design and Eng	2015	750,000	-	-	750,000	0%	TBD
Subtotal			6,465,171	4,890	3,428,230	3,036,941	53%	

2015 Fourth Quarter Capital Improvement Plan Summary



ongoing
2016 or later
project complete

Stormwater Utility Fund								
Department	Projects	Starting Year	2015					Anticipated Completion Date
			Budget	Encumbrances	12/31/15 Actuals	Remaining Budget	% of Budget Completed	
Stormwater CIP	Little Dry Creek Flood Control	2015	-	-	-	-	0%	Moved to General Fund
Stormwater CIP	Kenwood-Dahlia Outfall	2015	524,615	-	-	524,615	0%	9/30/2016
Subtotal			524,615	-	-	524,615	0%	
Front Range Airport Fund								
Department	Projects	Starting Year	2015					Anticipated Completion Date
			Budget	Encumbrances	12/31/15 Actuals	Remaining Budget	% of Budget Completed	
Airport Operations/Maintenance	Replace snow equipment bldg ro	2015	80,000	-	9,982	70,018	12%	Complete
Airport Operations/Maintenance	Replace Battery backup at ATCT	2015	14,000	-	2,055	11,945	15%	Complete
Subtotal			94,000	-	12,037	81,963	13%	
TOTAL			126,061,562	537,916	26,286,943	99,774,619	21%	



STUDY SESSION AGENDA ITEM

DATE OF STUDY SESSION: March 15, 2016
SUBJECT: Leadership Advance Report Follow-up
FROM: Todd Leopold, County Manager
AGENCY/DEPARTMENT: County Manager's Office
ATTENDEES: Todd Leopold, Ray Gonzales, and Ed Finger
PURPOSE OF ITEM: Provide a recap of the Advance outcomes and organizational initiatives for the 2016 year.
STAFF RECOMMENDATION: Support the initiatives outlined in the Leadership Advance Report

BACKGROUND:

The Board of County Commissioners, Executive Management and Department Leadership met February 3rd-5th, 2016 to discuss organizational strategy moving forward into FY2016. The information provided in the Leadership Advance Report outlines the key focus areas discussed during that Advance.

In addition, the County Manager was asked at the Advance to readdress the Rules of Engagement document at a future date. Included in the materials provided is the Rules of Engagement document. This serves as the governing principles that the organization aspires to adhere to when dealing with internal and external individuals and entities.

AGENCIES, DEPARTMENTS OR OTHER OFFICES INVOLVED:

County Manager's Office

ATTACHED DOCUMENTS:

Leadership Advance Report
Rules of Engagement Document

FISCAL IMPACT:

Either mark X if there is no fiscal impact or provide the following information for the recommended action:

Fund(s):	
Cost center(s):	
Self-generated / dedicated revenues:	\$
Annual operating costs:	\$
Annual net operating (cost) / income:	\$
Capital costs:	\$
Expenditure included in approved operating budget:	\$
Expenditure included in approved capital budget:	\$
New FTEs requested:	

Additional Note:


No additional information.

APPROVAL SIGNATURES:

APPROVAL OF FISCAL IMPACT:



Todd Leopold, County Manager



Nancy Duncan
Budget / Finance

Raymond H. Gonzales, Deputy County Manager

Ed Finger, Deputy County Manager



ADAMS COUNTY

COLORADO

Leadership Advance Report

February 12, 2016

Prepared by



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Headlines Exercise

- > AC rated #1 in economic growth (T=22, B=6, G=13, R=3)
- > AC best to work in America (T=20, B=2, Y=11, G=6, R=1)
- > River trails connect urban area (T=17, B=4, G=13)
- > Aerotropolis pays dividends (T=14, B=4, Y=4, G=4, R=2)
- > AC best county for families (T=13, Y=2, G=8, R=3)
- > S3 Spaceport Virgin Galactic (T=11, B=4, Y=1, G=3, R=3)
- > Rolls out all electric fleet (T=11, G=9, R=2)
- > HC serves as the model (T=11, B=3, Y=2, G=6)
- > Best VA services in the USA (T=8, B=3, R=5)
- > Attainable housing grows on sale or initiative (T=8, B=3, G=2, R=3)
- > Innovation is paying off (T=8, B=2, G=4, R=2)
- > Mobile APP for every department (T=7, Y=2, G=5)
- > Arts explosion (T=4, Y=1, R=3)
- > AC most bilingual county in the State (T=3, R=3)
- > VA hospital opens successfully (T=2, G=2)
- > AC creates award winning CIP process (T=2, G=2)
- > AC steals Denver's top 10 employer (T=2, B=2)
- > Wellness program leads nation (T=1, G=1)
- > AC recognized for community corrections strategy (T=1, Y=1)
- > AC takes bureaucracy out of government (T=1, G=1)
- > AC just completed best 4 years ever (0)
- > Innovative service delivery (0)

Key: Voting Dot Codes

- > Commissioners = Blue (5)
- > Senior Leaders= Yellow (4)
- > Directors = Green (15)
- > Managers = Red (4)

Alignment (between department business plans and headlines)

Pros

- > Progress in Spaceport and Front Range Airport
- > Long-range planning and growing economy
- > Good integration long-range connecting CIP and infrastructure
- > Departments breaking down silos

Cons

- > Don't have a permit yet
- > Reauthorization of the FAA funding
- > Finance and infrastructure
- > Neighborhood buy-in to long range plan
- > Process for prioritizing and message to citizens
- > Need to have want vs. need conversation in community

Values Grade

Value

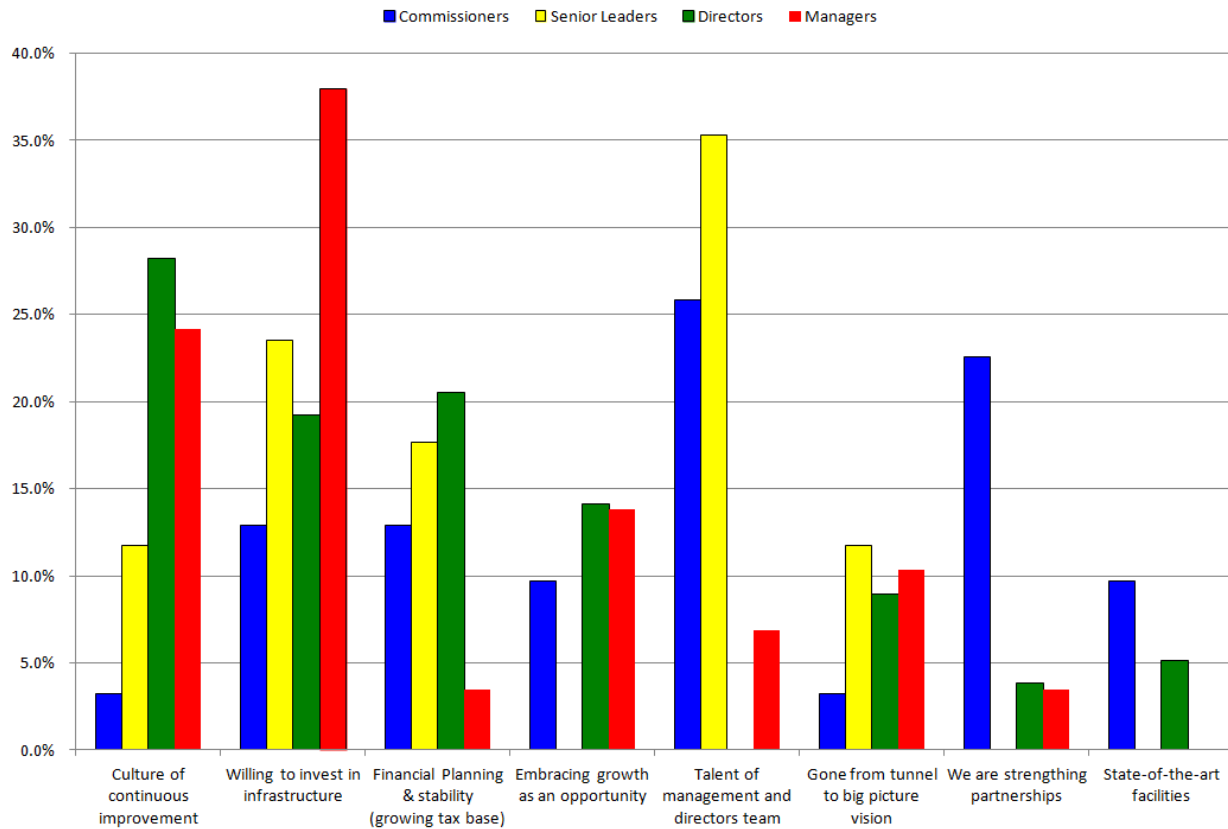
- > Positive work environment
- > Servant Leadership
- > Excellence
- > Teamwork
- > Transparency
- > Credibility

Grade

- B, B (upward trend)
- B+, A
- B+, C (upward trend)
- B+, B+ (upward trend)
- B, A-
- B+, B (upward trend)

SWOT Analysis

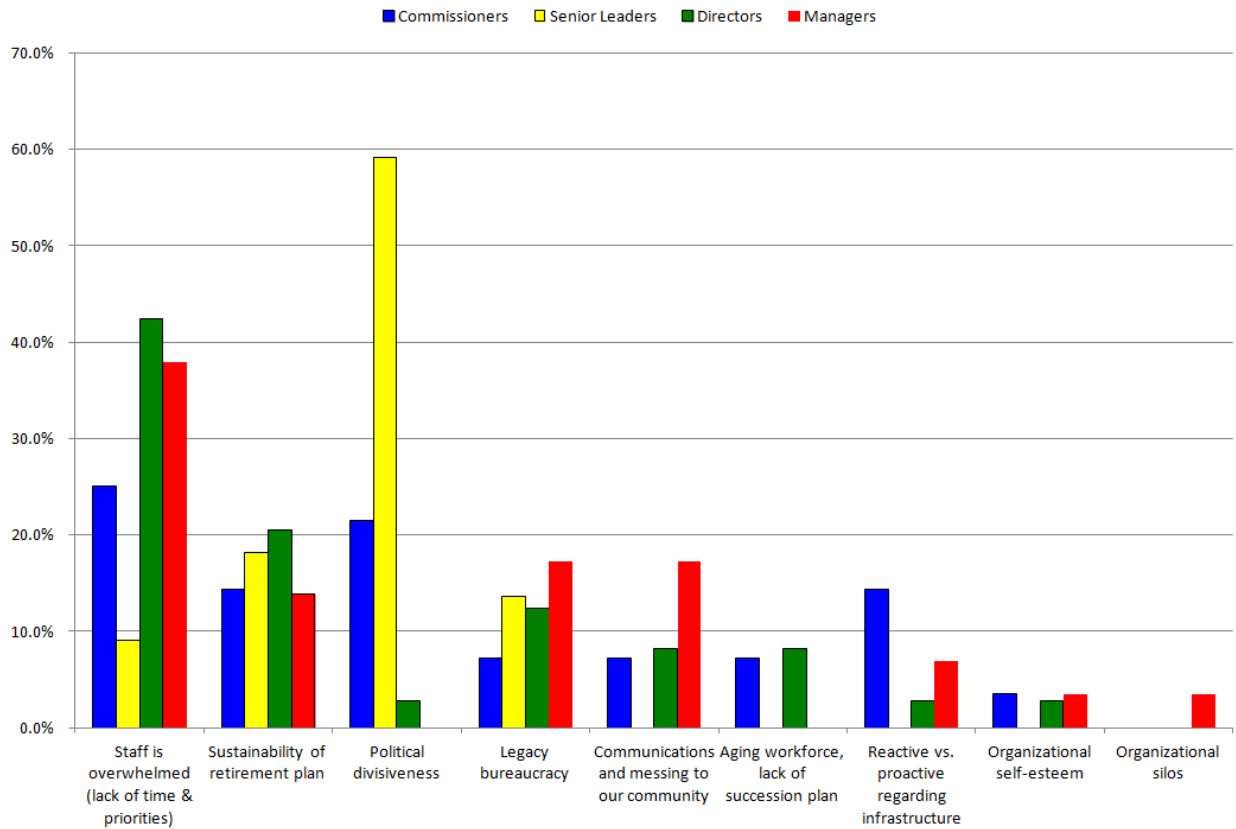
Strengths



Strengths

- > Culture of continuous improvement (T=39, B=1, Y=9, G=22, R=7)
- > Willing to invest in infrastructure (T=34, B=4, Y=4, G=15, R=11)
- > Financial Planning & stability (growing tax base) (T=24, B=4, Y=3, G=16, R=1)
- > Embracing growth as an opportunity (T=18, B=3, Y=0, G=11, R=4)
- > Talent of management and directors team (T=16, B=8, Y=6, G=0, R=2)
- > Gone from tunnel to big picture vision (T=13, B=1, Y=2, G=7, R=3)
- > We are strengthening partnerships (T=11, B=7, Y=0, G=3, R=1)
- > State-of-the-art facilities (T=7, B=3, Y=0, G=4, R=0)

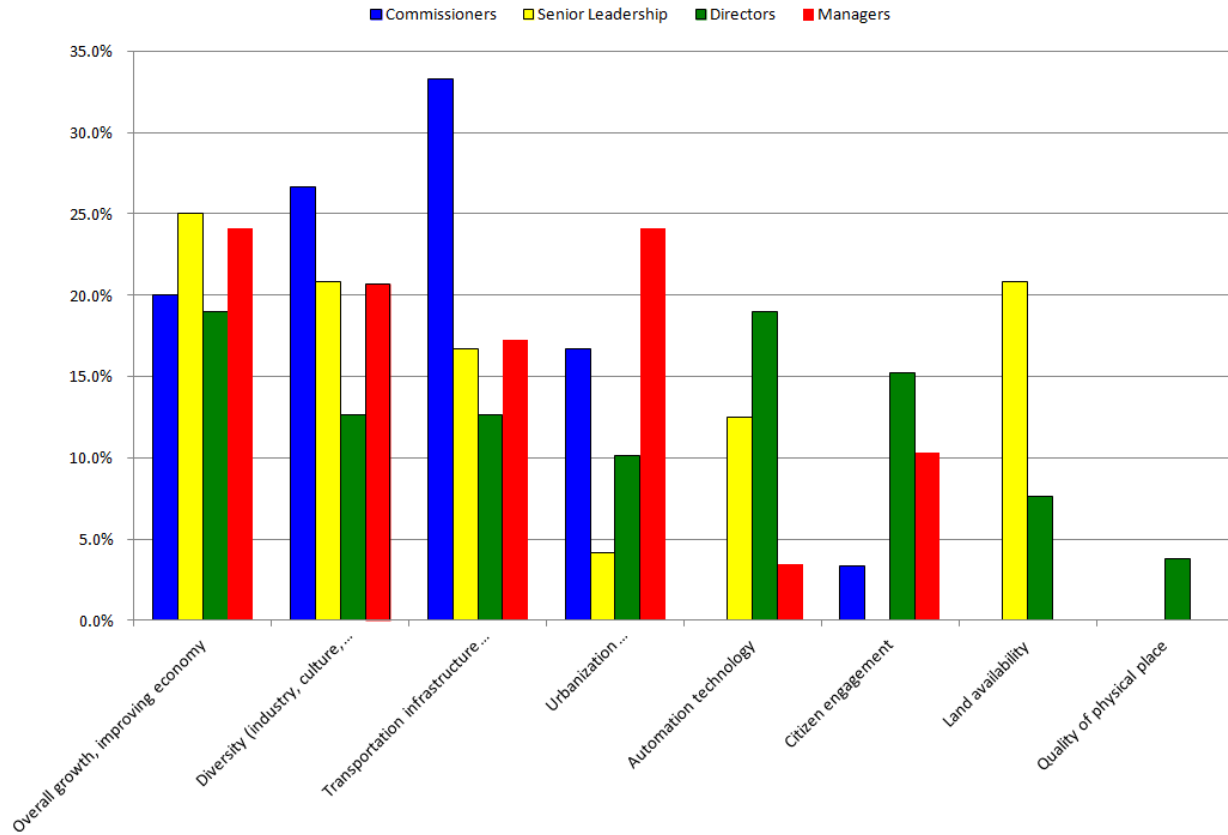
Weaknesses



Weaknesses

- > Staff is overwhelmed (lack of time & priorities) (T=55, B=7, Y=2, G=31, R=11)
- > Sustainability of retirement plan (T=27, B=4, Y=4, G=15, R=4)
- > Political divisiveness (T=21, B=6, Y=13, G=2, R=0)
- > Legacy bureaucracy (T=19, B=2, Y=3, G=9, R=5)
- > Communications and messaging to our community (T=13, B=2, Y=0, G=6, R=5)
- > Aging workforce, lack of a succession plan (T=8, B=2, Y=0, G=6, R=0)
- > Reactive vs. proactive regarding infrastructure (T=8, B=4, Y=0, G=2, R=2)
- > Organizational self-esteem (T=4, B=1, Y=0, G=2, R=1)
- > Organizational silos (T=1, B=0, Y=0, G=0, R=1)

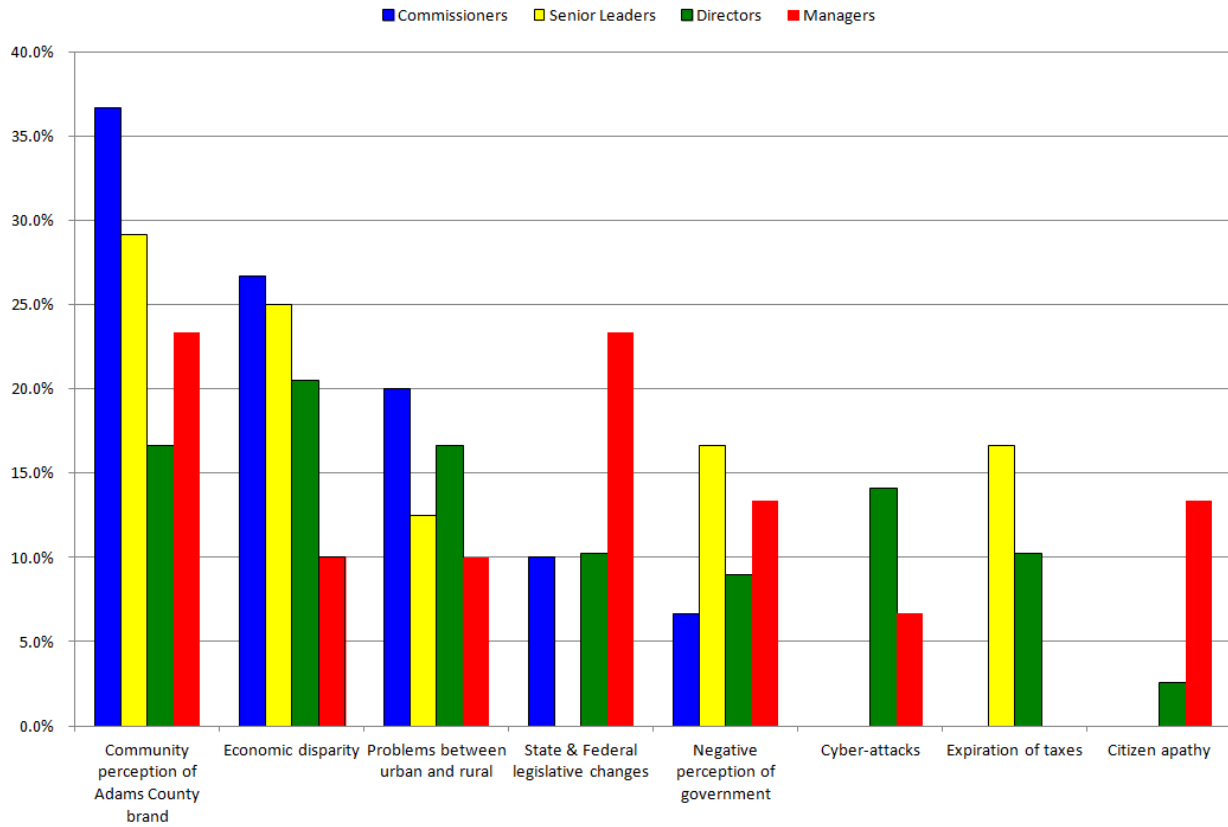
Opportunities



Opportunities

- > Overall growth, improving economy (T=35, B=6, Y=6, G=15, R=7)
- > Diversity (industry, culture, economic) (T=29, B=8, Y=5, G=10, R=6)
- > Transportation infrastructure connectivity (T=29, B=10, Y=4, G=10, R=5)
- > Urbanization (geography/proximity) (T=21, B=5, Y=1, G=8, R=7)
- > Automation technology (T=19, B=0, Y=3, G=15, R=1)
- > Citizen engagement (T=16, B=1, Y=0, G=12, R=3)
- > Land availability (T=11, B=0, Y=5, G=6, R=0)
- > Quality of physical place (T=3, B=0, Y=0, G=3, R=0)

Threats



Threats

- > Community perception of Adams County brand (T=38, B=11, Y=7, G=13, R=7)
- > Economic disparity (T=33, B=8, Y=6, G=16, R=3)
- > Problems between urban and rural (T=25, B=6, Y=3, G=13, R=3)
- > State & Federal legislative changes (T=18, B=3, Y=0, G=8, R=7)
- > Negative perception of government (T=17, B=2, Y=4, G=7, R=4)
- > Cyber-attacks (T=13, B=0, Y=0, G=11, R=2)
- > Expiration of taxes (T=12, B=0, Y=4, G=8, R=0)
- > Citizen apathy (T=6, B=0, Y=0, G=2, R=4)

Goal 1: Education and Economic Prosperity

Initiatives and Actions

I-1 Small business development symposium (36)

A-1 Identify, notify and engage target audience – February – CMO, CEDD, ACED (3)

A-2 Develop program based on feedback – April – CMO, CEDD, ACED (33)

I-2 Formalize Brownfield redevelopment program (15)

A-1 Select consultant to complete assessment of properties – March – CEDD (3)

A-2 Solicit community input – August – CEDD (2)

I-3 Brand and rollout scholarship program (4)

A-1 Brand program – May – CMO, PIO, School district & ACEC (1)

A-2 Determine structure and management of program – March – CMO (4)

I-4 Connect underserved populations to jobs (27)

A-1 Task WBC with identifying most underserved – July – FRESC (10)

I-5 Complete a balanced housing study (32)

A-1 Complete study to identify inventory and housing gaps – July – ACHA, CHDO, CEDD and municipalities (34)

A-2 Determine strategy for balanced housing – October – CEDD and municipalities (9)

Measures:

- > % of scholarship fund utilization
- > # of affordable housing units
- > WP entered employment rate
- > Veterans employment rate
- > WP retention rate
- > WIA adult training
- > # of primary jobs created
- > Total commercial assessed value

Goal 2: High Performing, Fiscally Responsible Government

New Objective

- > Sustainable allocation of fiscal resources

Initiatives and Actions

I-1 Evaluate strategizing to help improve the funded status of the retirement plan (34)

A-1 Evaluate alternative plan options – December – Ben Dahlman (33)

A-2 Lobby for changes at State level – 2017 (0)

I-2 Create and implement a training program that supports a service culture (23)

A-1 Develop mandatory baseline required training – August – Heather Younger (18)

A-2 Develop structured training program with varying levels tailored to organizational needs – August – Heather Younger (0)

A-3 Incentivize participation with graduating levels of reward – August – Heather Younger (2)

I-3 Design a website that improves engagement, provides efficiencies and is easy to navigate (29)

A-1 Create centralized e-commerce function, ensure robust search functionality and redundant services listings – June – Jim Siedlecki (18)

I-4 Structure the County's budget to align with established priorities, sustainably (20)

A-1 Prioritize County goals, programs and services and CIP – March – Nancy Duncan (24)

A-2 Evaluate sustainability of allocations to priorities – December – Nancy Duncan (0)

A-3 Allocate funding to priorities – December – Nancy Duncan (4)

I-5 Support efforts to reduce the manual storage and retrieval of digital documents (5)

A-1 Reinvigorate use and imaging of E-docs – December 2017 – Kevin Beach (0)

A-2 Create internal and external focus groups to Beta-Test new website (1)

A-3 Measure E-commerce, search and other website analytics (0)

Measures:

- > Fuel efficiency of light duty vehicles
- > Average time to fill a position (in days)
- > Overall turnover rate
- > Increase funded status of retirement plan
- > Quality of life survey indicates “satisfied” rating or better for quality of service
- > Customer service ratings
- > # of online transactions completed
- > Average annual energy cost per sqft of all County facilities
- > Meeting reserve policy
- > Bond rating
- > Capital investment in facility infrastructure aligns with facility master plan
- > # of County EE’s trained on E-docs
- > User satisfaction rating of E-docs

Goal 3: Quality of Life

New Objectives

- > Promote public safety practices to protect the community.
- > Identify opportunities to expand cultural programs in Adams County.
- > Acquisition, preservation and development of open spaces, parks and trail systems.

Initiatives and Actions

I-1 Integration of the CIP and Comprehensive plans (11)

A-1 Integrate a multi-disciplinary team to evaluate CIP projects – March, ongoing – Nancy Duncan (7)

I-2 Integrate our aging neighborhoods and improve our overall walkability and livability (33)

A-1 Identify neighborhood needs by using a neighborhood liaison – February 2017 – Abel Montoya (38)

I-3 Improve trails and transportation corridors that need integrations with existing trails (17)

A-1 Complete S. Platte train system – August – Nathan Moseley (22)



A-2 Complete Clear Creek Corridor master plan – February 2017 – Nathan Moseley (3)

I-4 Update fairgrounds and regional park master plan (25)

A-1 Complete fairgrounds and regional parks master plan, and identify funding priorities – August 2017 – Nathan Moseley (17)

I-5 Identify alternative sanctioning opportunities to improve collaboration and program outcomes (3)

A-1 Consider recommendations from CJCC alternative sanctioning committee – July – EO & Todd Leopold (6)

I-6 Continue to address community engagement through community meetings and telephone town halls (8)

A-1 Improve community communications with development of an electronic newsletter – Ongoing – Jim (12)

A-2 Conduct regular neighborhood bi-lingual outreach– Ongoing – Abel Montoya & Jim Siedlecki (2)

I-7 Create culture and arts master plan (10)

A-1 Complete cultural and arts master plan – February 2017 – Gabe Rodriguez & Ray Gonzales (6)

A-2 Conduct regular neighborhood bi-lingual outreach– Ongoing – Abel Montoya & Jim Siedlecki (2)

Measures:

- > Acres of open space preserved
- > # of graffiti cases resolved
- > Pounds of trash/debris removed during neighborhood cleanup events
- > Hazardous materials collected through tri-city health/Adams events in Adams County
- > # of trail miles maintained
- > # of miles of trails connect3ed to Platte/Clear Creek network
- > # of dual language community outreaches
- > # of attendees at community outreach events
- > # of SLFD Tier 11 & 111 and cultural organizations in the County

Goal 4: Safe, Reliable Infrastructure

Initiatives and Actions

I-1 Develop a complete streets program that incorporates neighborhood connectivity and proximity to transit facilities and activity centers (complete streets to include both above and below ground) (55)

A-1 Revise County roadway cross sections to incorporate above and below ground level features including bus facilities – 2016 – Dev & Rev? (54)

I-2 Work with RTD and any other government agencies to develop funding and financed mechanisms for the completion of FasTracks (18)

A-1 Develop a cost estimate/phasing plan for the North Metro Line – 2017 – IR/Transportation/Finance (8)

I-3 Work with our local, regional, State and federal partners to develop funding and financing mechanisms for projects that will have regional benefit (20)

A-1 Work with RTD to develop strategies for affordable transit fares – 2017 – IR/Transportation/Finance (25)

A-2 Develop funding plan for I-25 improvements up to State Hwy 7 – 2017 – IR/Transportation/Finance (4)

I-4 Identify infrastructure improvements necessary to accommodate anticipated growth outlined in the Front Range Airport master plan (16)

A-1 Finalize master plan to identify critical funding milestones – 2016 – FRA/IR Dave R) (7)

I-5 Implement approved facilities plans and work to develop a new facilities master plan to address future operational needs of the County (17)

A-1 Complete projects contained in the 2002 facilities master plan – 2018 – ? (22)

A-2 Evaluate the need for a new facilities master plan – 2019 – Facilities (0)

Measures:

- > Incorporate measures one through six of last year's strategic plan
- > % of population within a half mile of major transit stations (bus, rail, activity centers)
- > Linear feet of concrete installed (curb, gutter, sidewalks, bus stops)

Goal 5: Community Enrichment

Initiatives and Actions

I-1 transition Head Start to full-time classrooms (19)

A-1 Study session to present program options – March – Chris Kline (11)

I-2 Design a plan to increase support for foster parents and kinship families (20)

A-1 Present four-point plan to BOCC – April – Chris Kline (23)

I-3 Create veterans advisory Commission (24)

A-1 Present Commission framework to BOCC – April – Chris Kline (34)

I-4 Facilitate the creation of a community based poverty reduction plan (13)

A-1 Reconvene community partners for plan development – March 18, 2016 – Task group (9)

I-5 Re-establish general assistance fund (11)

A-1 Submit budget amendment for BOCC approval – April 5, 2016 – Chris Kline (36)

I-6 Identify opportunities to further streamline and simplify Human Services programs delivery (23)

A-1 Convene teams to evaluate solutions – March and ongoing – Kevin & Chris (5)

A-2 Monitor and improve department performance – Ongoing – Chris Kline

I-7 EBT scanners for farmers' markets (9)

A-1 Roll out scanners – April – Ray (5)

Measures:

- > Total annual number of foster parents

Rules of Engagement

- > Commissions meet with senior leadership team to identify issues and resolutions
- > Confusion between a commissioner making a request for information or just as conversation
- > Commissioner request to staff creates work that gets shot down in a study session... so wasted time
- > When individual commissioners go directly to staff it creates confusion.
- > Commission actions and conversations in terms of their intent, are not always clearly defined.
- > Not adhering to the “rules” creates both operational and relationship problems

Evaluation

Pros

- > Director business plan presentation
- > Being all together in a room again
- > More engagement from directors this year
- > Wasn't a lot of political conversation
- > Good facilitation

Cons

- > Terms and definitions are critical to define
- > Not standardized in terms to teams' work
- > Some future projects, some already in-process
- > Recommend edits from staff before retreat
- > Be more conversational and less tactical
- > No need to do the measures
- > Progress report and activities for each goal in advance
- > Lack of major budget areas, e.g. Sheriff's office

Parking Lot



- > Holistic approach to digital archiving
- > Operational planning vs. planning in goal 4
- > Internal infrastructure is under represented in goal 4 (IT, facilities, fleet)
- > The initiative and actions revision/development process exposed two things:
1) Miss-alignment, 2) Some objectives now irrelevant or need re-doing
- > Goal teams should reverse engineer their strategic objectives
- > Should the overall * facilities master plan be done after the intensive 2-year building cycle? * parks and FRA master plans are in this cycle
- > Develop a terms and definitions glossary
- > Point of symposium and small business engagement – need appropriate measures
- > Don't forget the priorities in-progress that weren't called out on Post-Its
- > Todd will champion the "rules of engagement" conversation and resolution



RULES OF ENGAGEMENT

Governing Principles for Adams County, Colorado

Introduction:

These Rules of Engagement are the protocol for the Board of County Commissioners' ("BoCC") interactions and communications with proscribed individuals and categories of people with whom they direct, interact with, and serve. These rules are not intended to discourage free discussion and communication with the Board of County Commissioners or individual members thereof. Rather they establish a code of decorum intended to facilitate and enhance the effectiveness of those communications, and to ensure that the policies and directives of the Board of County Commissioners are carried out timely, accurately and efficiently.

I. Board of County Commissioners

Guiding Principles of Communication:

The Board of County Commissioners shall adhere to high levels of professionalism and ethical standards, both individually and as a Board, in all its communications and interactions both formal and informal within their official capacities. These communications will be guided by the following general principles:

- The Board of County Commissioners commits to treat all individuals who appear before them or do business with or on behalf of the County with respect, courtesy, honesty, and integrity.
- The Board of County Commissioners shall strictly adhere to and abide by the requirements of the Colorado Open Meetings Laws and strive for complete transparency and accountability in its decision making and conduct of day-to-day County business.
- Direction and decision-making by the Board of County Commissioners shall occur as a board. Individual members of the Board shall not attempt to exercise independent authority over the County Manager, director, official, or employee thereof.

Role of the Board of County Commissioners:

- The job of the Board of County Commissioners is to lead Adams County Government towards an appointed vision and set of goals. The vision and goals shall be set by the BoCC. The BoCC's vision and goals shall reflect the needs of the citizens and taxpayers as they relate to Adams County's activities and scope of influence. The BoCC is the linkage between Adams County Government and the citizens and taxpayers of Adams County.
- The Board of County Commissioners connects its authority and accountability to the citizens and taxpayers of Adams County, and sees its task as servant-leaders to and from them.
- The role of the Board of County Commissioners is separate and distinct from the role of the County Manager, Deputy County Managers, Department Directors, and staff insofar as the BoCC's vision and goals are derived by looking outwardly to the needs and interests of Adams County citizens and taxpayers, while implementation of the BoCC's vision and goals are the responsibility of the County Manager.
- The Board of County Commissioners acknowledges the roles and statutory responsibilities of the county's other Elected and Appointed Officials, as well as the BoCC's duty to provide funding and organizational support necessary for them to carry out their statutory duties.
- The Board of County Commissioners will appoint/hire, review and hold accountable the County Manager and the County Attorney's performance.

Communications By and Between Commissioners:

- The Board of County Commissioners holds itself to the highest standards of honesty and integrity and commits to abide by both the spirit and the letter of the Adams County Code of Ethics. The BoCC recognizes that the actions of one Commissioner can affect the reputation and integrity of the BoCC as a whole. If a Commissioner suspects a violation of BoCC policy or applicable law by another Commissioner, s/he shall bring the matter to the attention of the individual Commissioner and the BoCC, and work to resolve the matter expeditiously.
- If an interpersonal conflict or problem develops amongst individual members of the BoCC, such members shall work with only the people involved and strive to settle the conflict or problem in a constructive manner.
- Full disclosure and communication amongst BoCC members is necessary to enable the BoCC to work together to advance the interests of Adams County citizens, taxpayers, and government. To insure that all Commissioners are informed, the BoCC commits to promptly communicate with one another when issues affecting the integrity, interests,

and/or operation of Adams County government are discussed outside the presence of the full BoCC.

- Citizen trust in government is critically important, and the Board of County Commissioners recognizes that a key to building and maintaining that trust is to place a high value on respecting other BoCC members and those with whom the BoCC works and serves. To that end, the BoCC agrees to communicate openly with one another, to take others' concerns seriously, to work together as a team, and to make an effort not just to listen but to try and understand the points of views of others.
- Members of the Board of County Commissioners must represent unconflicted loyalty and accountability to the interests of all citizens of Adams County. This accountability supersedes any competing interests, including loyalty to political parties, other elected officials, members of appointed boards, as well as when any Commissioner is acting as an individual consumer of the County government's services. Commissioners will respect and support the legitimacy and authority of all BoCC decisions, regardless of any Commissioner's personal position on a matter.

II. County Manager

Role of County Manager:

The BoCC's official connection to county organizational operations shall be through the County Manager. As the policy-making body of the county, the BoCC is responsible for visionary policies and goals. The BoCC must clearly communicate its vision, goals, and related objectives to the County Manager. Implementation of operational policies and ancillary decision making, consistent with the BoCC's vision and goals, is then the responsibility of the County Manager to implement as effectively and efficiently as possible.

Duties of County Manager:

The BoCC's job is generally confined to establish the broadest vision and policies.

Implementation and subsidiary decision making is delegated to the County Manager.

- Management of County Organizational Structure—this includes annual evaluation of departmental structure and duties throughout the county and recommendations to BoCC for more efficient and/or cost-effective ways to provide county services. The County Manager also provides the selection and management of all department directors under the Board's responsibility.
- Operational Policies—the County Manager shall be responsible for delivering, implementing, and enforcing written operational policies consistent with the BoCC's vision and objectives including but not limited to: Purchasing Policies, Employment Policies, Ethics Policy, Emergency Preparedness & Communications Policy, Performance

Measures Policy, a Customer Service Policy, and any other such written policies as directed by the Board of County Commissioners.

- Financial—it is the County Manager’s duty to annually produce and present a fiscally responsible balanced budget recommendation to the BoCC. The County Manager’s budget recommendation must be consistent with the BoCC’s stated priorities in allocating amongst competing budget needs, meet statutory requirements, be based on credible projections of revenues and expenses, include contingency planning, and provisions for annual auditing and adequate fund reserves.
- Communication—The County Manager is responsible for communicating the BoCC’s visionary policies and goals to the elected officials, department directors, employees, and citizens pursuant to an adopted communications plan. Information that impacts the county’s ability to effectively implement BoCC visionary policies and goals must likewise be communicated by the County Manager to the BoCC in a timely manner.

Ethical Responsibilities of County Manager:

Within the scope of authority delegated to him/her by the BoCC, the County Manager shall not cause nor allow any policy, activity, or organizational action that is unlawful, imprudent, or in violation of commonly accepted business or professional ethics. Furthermore, to the extent of his/her ability, the County Manager shall not cause or allow any condition or action by a Commissioner, director, employee, or board member that is dishonest, disrespectful, or unprincipled. When the County Manager becomes aware of imprudent or unprincipled policies, behaviors, or conditions, s/he is responsible for remedying such matters to the extent possible and communicating the same to the BoCC. The County Manager shall not participate in Adams County politics or otherwise support in any way campaigns of Adams County elected officials or candidates.

Deputy County Manager(s):

To protect the BoCC and County from sudden loss of the County Manager services, and to assist the County Manager in the performance of his/her duties, the County Manager shall hire an appropriate number of Deputy County Managers to most effectively manage the operations of the County. It is the responsibility of the County Manager to keep the Deputy County Manager(s) fully advised of the BoCC and County Manager issues and processes so as to enable the Deputy County Manager(s) to effectively step in on a temporary or interim basis, as necessary.

Relationship with BoCC:

The BoCC’s interaction with the County Manager must recognize and be respectful of the authority that must necessarily be vested in the County Manager to enable him/her to perform

the functions and duties of that position. The County Manager is accountable only to the BoCC as a whole, and not to individual Commissioners. Therefore, no individual member of the Board of County Commissioners has authority over the County Manager. Information may be requested by individual Board members, but if such requests, in the County Manager's judgment, requires a material amount of resources or is detrimental to other necessities, the County Manager may ask for majority Board action on such requests. Except for the purpose of inquiry, the Board and its members shall deal with day-to-day administrative functions of all departments, under the Board's responsibility, solely through the County Manager and neither the Board nor any member thereof shall give orders or direction to any of the subordinates of the County Manager or County Attorney.

With the exception of the County Attorney, the County Manager shall have general authority over all county departments and Department Directors under the Board of County Commissioners. This authority shall include supervision and oversight of structural, budgetary, and day to day functions and management decisions required to carry out the objectives of the BoCC. It is the role of the County Manager to evaluate the performance of Department Directors, and to promptly address any performance concerns or disciplinary matters. When he/she concludes it is in the best interest of the County, the County Manager is also authorized to negotiate severance or transition agreements for any employee. The compensatory value of any such agreement shall not exceed six (6) months compensation, in addition to those benefits authorized for all separating employees. The County Manager must receive Board approval for any exceptions to this provision.

III. COUNTY ATTORNEY

Role of County Attorney:

The County Attorney is the legal representative of and advisor to the Board of County Commissioners in matters relating to the BoCC's official duties and functions as county officers. To assist in the performance of this duty, the County Attorney shall maintain and direct an office of licensed and experienced attorneys who shall also provide general legal services to other county elected officials, department directors, and appointed boards as authorized by the Board of County Commissioners. The County Attorney has a duty to keep the Board of County Commissioners fully advised of legal matters that affect or could potentially affect the BoCC or the operation of county government.

Limitations on Role:

The County Attorney is accountable to the BoCC acting as a body, and not to any individual Commissioner or the County Manager. The County Attorney shall not advise Commissioners,

elected officials, directors, or staff on individual personal or political matters, or matters outside the scope of that person's official duties.

Ethical Duties:

The County Attorney has an ethical duty to provide sound and well-researched legal advice that is guided and dictated by the County Attorney's independent and genuine view of what is in the best legal interests of the county. The County Attorney has a duty to communicate and deliver such advice irrespective of any real or perceived personal or political interests of any individual commissioner. As an officer of the legal system, the County Attorney shall abide by the Colorado Rules of Professional Conduct for attorneys, as adopted and amended by the Colorado Supreme Court. When the County Attorney or any members of the County Attorney's Office are acting in their capacities as prosecutors, they must maintain all control over prosecutorial discretion consistent with the Rules of Professional Conduct for prosecutors. The County Attorney shall not participate in Adams County politics or otherwise support in any way campaigns of Adams County elected officials or candidates.

Conflicts of Interest:

The County Attorney's principal duty is to provide legal advice and representation to the Board of County Commissioners. The County Attorney and members of his/her office are also responsible for providing general legal services to the elected officials, department directors and appointed boards of the County. In the event the interests of the BoCC and the interests of an elected officer, department director, or appointed board are in conflict, the allegiance of the County Attorney is to the Board of County Commissioners.

Attorney-Client Confidentiality:

Legal advice of the County Attorney given to the BoCC in executive session or otherwise is protected by the attorney-client privilege and must be kept confidential and private. The attorney-client privilege is held by the Board of County Commissioners and disclosure of confidential legal matters to third parties without consent of the BoCC majority shall be prohibited.

Authority of County Attorney:

The County Attorney does not exercise line authority over the County Manager or Department Directors. However, the County Attorney is responsible and accountable for ensuring that all department directors act consistent with legal policies and procedures recommended by the County Attorney's Office and adopted by the Board of County Commissioners. Such policies may include but not be limited to employment policies and procedures, procedures for

compliance with the Colorado Open Records Act, and Finance Department purchasing policies and procedures. It is also the responsibility of the County Attorney to maintain written policies that provide for the timely review of county contracts, policies, legislation, litigation, employment issues, and other matters requiring legal representation, review, direction, or consideration by the County Attorney's Office. These policies and procedures shall be adhered to by all department directors and all elected and appointed officials that utilize County Attorney's Office services.

IV. Adams County Employees

The Board of County Commissioners recognizes the critical role county employees have in carrying out the mission and vision set by the BoCC. Communication between the BoCC and county employees can facilitate the trust, understanding, and loyalty necessary for employees to provide the highest level of service to county taxpayers and citizens.

Forums of Communication Between BoCC and Employees:

There shall be two channels of direct communication of ideas between the Board of County Commissioners and Adams County employees: formal, and informal. Formal communication shall be facilitated through regular organized employee communication programs developed by the Director of Human Resources or by authorized county employee committees. Informal communications between members of the BoCC and county employees are also encouraged. While the BoCC does not provide individual direction to county employees, the BoCC does commit to listening and considering the feedback it receives from its employees, and to communicate all constructive or worthwhile ideas or concerns expressed by employees to the rest of the BoCC for consideration.

Chain of Command:

The Board of County Commissioners recognizes the importance of respecting the chain of command inherent in the county government structure. The BoCC will not undermine or disrupt the authority of department directors, elected officials, or other designated managers in handling employee relations issues.

County Intranet:

The County's intranet site will be the primary communication tool for the BoCC, Elected Officials, and County Manager to communicate important issues, programs, activities, and messages that affect county employees. Other forms of communication may be utilized as necessary to ensure employees are informed in a timely manner issues that impact the organization or their specific job duties.

V. Citizens and Taxpayers of Adams County

The BOCC's primary responsibilities are to represent the citizens and taxpayers of Adams County with vision and purpose and to establish an organization that achieves this mission within its statutory duties in a fiscally responsible manner. The BoCC, as a single entity and individually, is accountable to the citizens of Adams County. To remain accountable, the BoCC must create mechanisms for constant transparent communication with this most important stakeholder group.

Duties to Citizens:

- An essential step in achieving linkages to the citizens is to assess Adams County's community needs. The needs assessment and information gathering may occur in many forms; including, but not limited to:
 - direct personal communication by a taxpayer/citizen with a BoCC member;
 - neighborhood meetings;
 - town hall gatherings;
 - advisory boards;
 - surveys;
 - electronic submittals from the county's website, social media; and,
 - other standard forms of communication.

The BoCC will then strive to identify the greatest needs of the citizens, taxpayers, and patrons of the County in their scope of influence, and shall articulate these needs into a vision, purpose, and overarching governing principles.

- Opportunity for citizen communication will be a part of the agenda in the BoCC's weekly public hearings.
- Study session meetings are open to the public. The County will continue to ensure accessibility and transparency in the conducting of those meetings.
- Information provided to the BoCC such as staff reports, draft contracts, RFPs etc. for study sessions and the public hearing process will be made available to the general public via the county website and/or through other media and in the public hearing room prior to the occurrence of such meeting.
- Contracts, RFPs, bid awards and other records of decision will be noticed on the county's website in a timely manner.