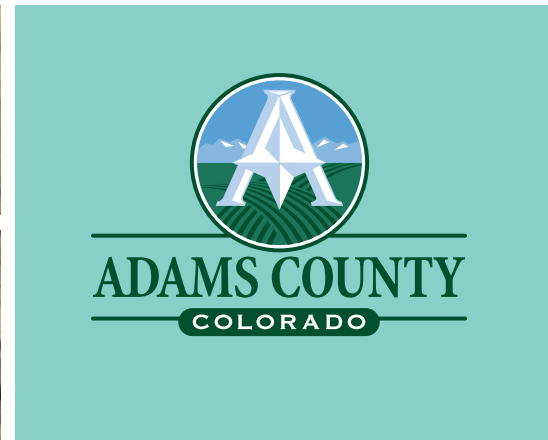
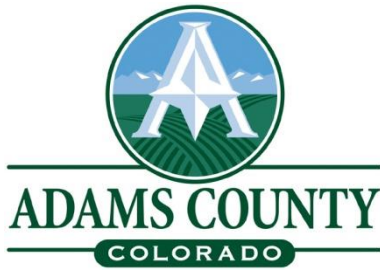




# 2021

PRELIMINARY BUDGET





## **2021 Proposed Budget Fiscal Year Beginning January 1, 2021**

### *Board of County Commissioners*

Eva J. Henry, District 1

Charles “Chaz” Tedesco, District 2

Emma Pinter, District 3

Steve O’Dorisio, District 4

Mary Hodge, District 5

### *Executive Leadership Team*

Raymond H. Gonzales, *County Manager*

Alisha Reis, *Deputy County Manager, Community Infrastructure & Development Services*

Jim Siedlecki, *Deputy County Manager, Community Services & Public Involvement*

Chris Kline, *Deputy County Manager, People & Culture Services & Administrative Operations*

Heidi Miller, *County Attorney*

### *Budget & Performance Measurement Department*

Nancy Duncan, *Budget & Finance Director*

Marc Osborne, *Budget Deputy Director*

Mark Kluth, *Senior CIP Analyst*

Tim Nejedlo, *Senior Budget Analyst*

Pernell Olson, *Senior Budget Analyst*

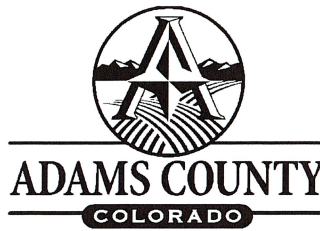
Stacie Snider, *Budget Analyst II*

Nikki Blair, *Administrative Coordinator*

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October 15, 2020

To the Board of County Commissioners:

I am pleased to present the 2021 Proposed Budget for your consideration. The information provided in the following document will outline my recommended funding proposal and initiatives being requested in 2021. The budget recommendation was built with the Board of County Commissioner's strategic goals in mind. Those strategic goals focused on:

- Education and Economic Vitality
- Creating a high performing, fiscally sustainable government
- Improving the overall Quality of Life of our residents
- Maintaining a safe and reliable infrastructure system
- Community Enrichment

The financial and operational strength of the organization was a primary consideration when evaluating the operating and capital requests presented to me for this coming year. Property tax revenue is expected to decrease 1% in 2021 due to the current economic conditions as they relate to the COVID-19 pandemic. Another key revenue source is sales tax revenue. The County's sales tax is expected to remain flat, also due to current economic conditions. Sales tax revenue is projected at just over \$64.0 million in 2021. However, it was imperative that this budget recommendation be built upon an operation and financing plan that is structurally balanced, and appropriately directs needed capital and one-time related projects toward one-time revenue sources.

In comparison to the 2020 Adopted Budget, the 2021 proposed operating budget represents a \$6.0 million decrease, or 1.2%, under the previous year's appropriation. A key budgetary priority for this year's recommendation was to ensure we maintain current service levels to the residents of Adams County while being aware of the current economic trends and obstacles as we continue to respond to the COVID-19 Pandemic.

The proposed capital improvement plan recommends an investment of approximately \$54.1 million in needed capital infrastructure and maintenance projects, while prudently keeping expenditures balanced within the available resource limitations. The 2021 capital budget addresses a variety of infrastructure needs of the organization.

This budget also addresses some key focus areas:

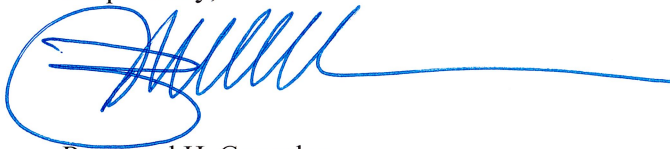
- \$1.7 million in several areas to help our most vulnerable residents, including but not limited to homelessness programs and a scholarship program for deserving students.
- \$19.6 million for transportation and road maintenance projects.

- \$1.5 million in new and ongoing stormwater infrastructure projects
- \$2.9 million in new and replacement fleet needs throughout the county, including public safety and highway equipment
- \$22.9 million in facility projects including continuing construction on the fleet and public works building.
- \$3.6 million in Open Space projects including acquisitions to enhance an already robust Parks & Open Space system.

The preliminary budget does not propose any changes to the current mill levy structure. As such, the proposed mill levy is recommended to remain unchanged at 26.779 mills, with an abatement levy of 0.139 for a total of 26.918 mills for 2021.

Finally, I would like to thank each of the elected officials, department directors, and the County's budget staff for their cooperation and strategic vision they have brought forth with their requests for this year. Also, I would like to thank the Commissioners for their guidance in outlining their goals and objectives for this coming year, especially as staff worked to prepare a budget that I believe meets those objectives and the needs of the organization at this time. Leading up to the adoption of the budget in December, there will be continued dialogue as we refine projections and continually assess operational and capital needs for the coming year. I also encourage public input into the review of this preliminary budget proposal and recommend any comments be provided to the County's budget office for distribution to the Board of County Commissioners for consideration leading up to the budget adoption.

Respectfully,

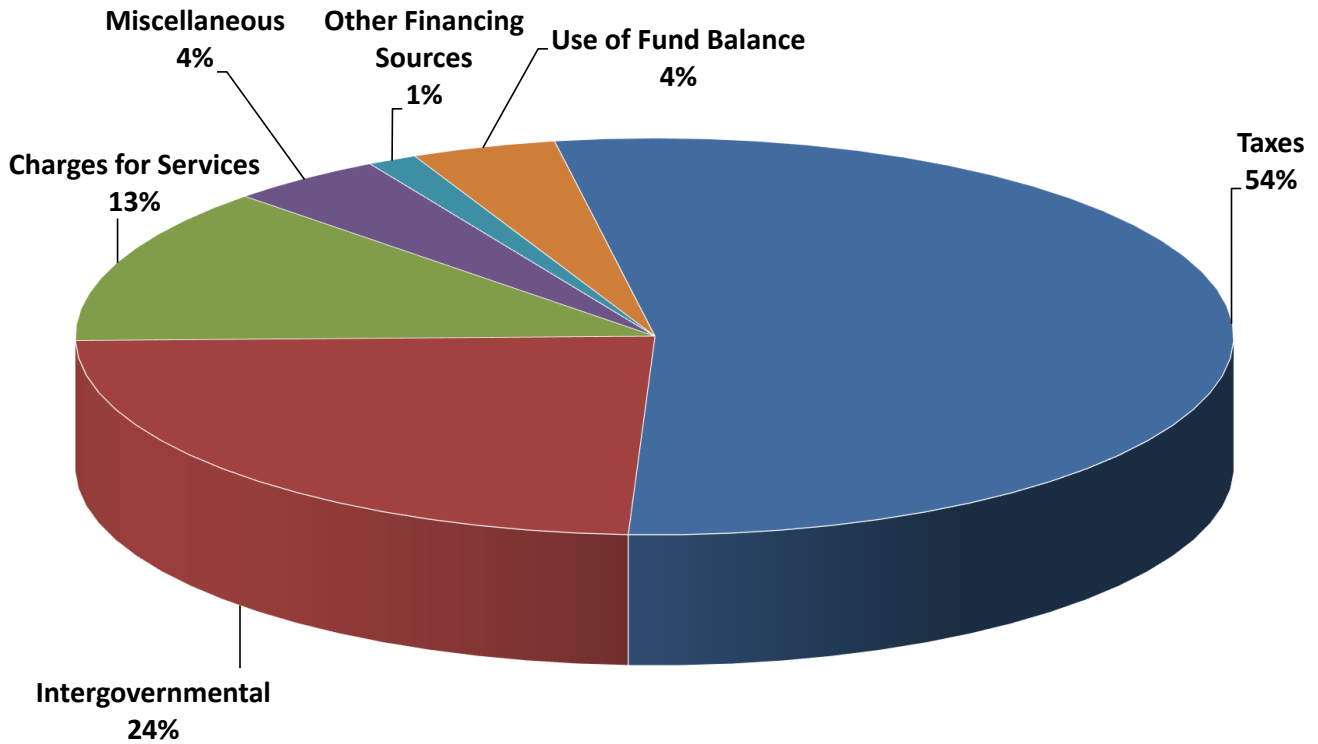


Raymond H. Gonzales  
County Manager

## 2021 Budget Calendar

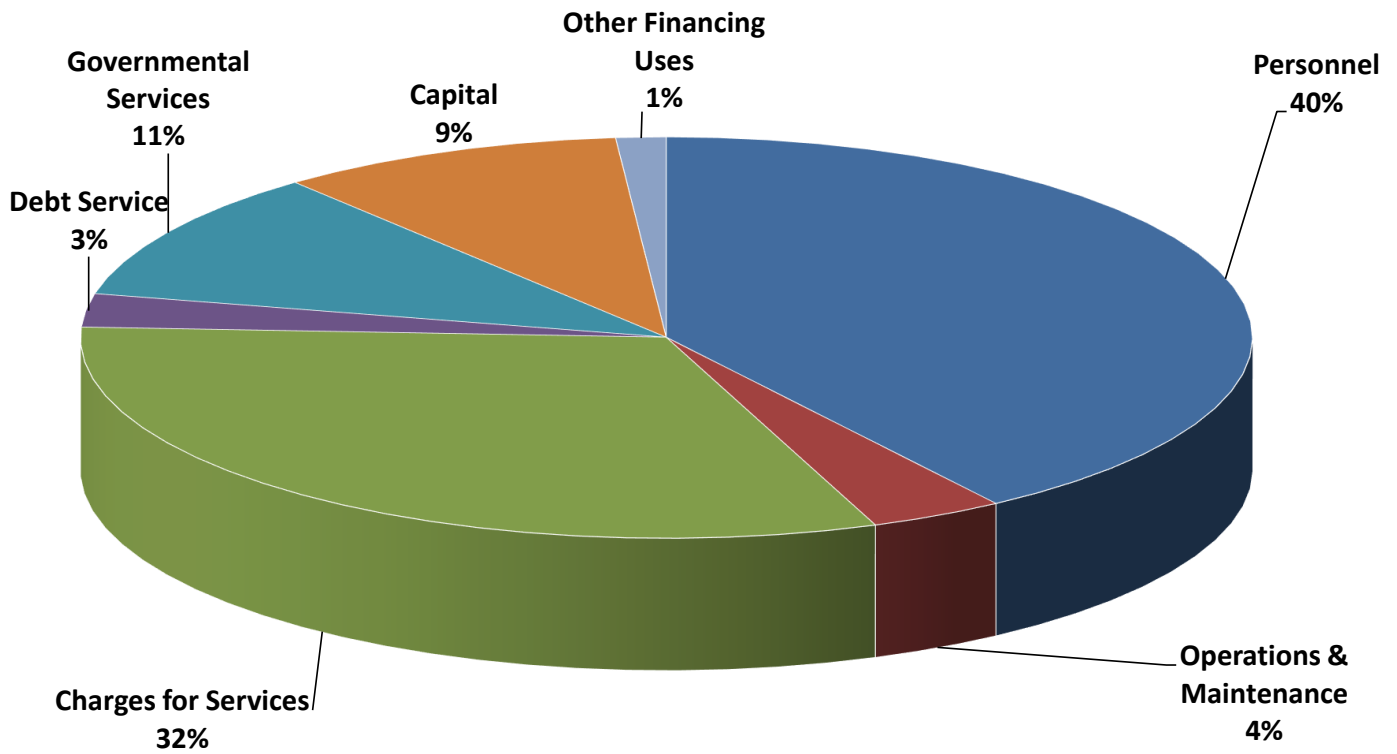
Date/Timeline	Activities
March 18-20, 2020	Strategic Planning & Budget Summit.
April 30, 2020	CIP Portal Priority submissions due.
May 2020	Prepare Budget Entry materials.
	Development of financial and fund balance policies, as needed.
	Development of budget policy statement, mission, values, principles, goals, and objectives for 2021 Budget Development Process.
May 31, 2020	New FTE request forms and job descriptions due to Budget Dept and P&C.
	Final CIP portal submissions due.
June 1, 2020	Budget Module is open for 5 weeks.
	Budget entry packet distributed to Elected Officials and Departments.
June 2020	Update 5-year revenue and expenditure forecast.
	Revise 5-year CIP projections.
	Department Presentations to CIP Committee
	IT Governance members to review IT project requests.
July 10, 2020	Operating Budgets due to Budget Office.
July 22, 2020	Capital Improvement Plan portal submissions evaluated, prioritized and recommendations finalized by CIP Committee.
August 10-21, 2020	Department and Elected Official Proposed Budget meetings with Budget Dept.
September 2020	Proposed Budget Review Meetings with Budget Dept and ELT.
September 2020	10 County Budget Conference/Roundtable.
Early October 2020	Review of Proposed Budget with Budget Dept, ELT and Dept Directors.
October 6, 2020	Presentation of County Manager's 2021 Proposed Budget at Public Hearing.
October 13, 2020	Deadline for Assessor's Preliminary Certification of Values.
October 27, 2020	Review of Proposed Budget with BoCC and Budget Team in Study Session.
Late October 2020	Elected Officials meetings with BoCC and Budget Team, if requested.
November 10, 2020	Review of 2021 Proposed Budget with BoCC and Budget Team.
December 8, 2020	Public posting of 2021 Proposed Budget.
December 15, 2020	Adoption and appropriation of 2021 Budget.
	Adoption of 2021 Fee Schedules & 2021 Certification of Mill Levies
January 31, 2021	Deadline for filing certified budget with the state Division of Local Government.

### 2021 Revenues by Category



Revenue Type	2020 Adopted Budget	2021 Proposed Budget	Increase / (Decrease)	Percent Change
Property Tax	\$ 216,282,025	\$ 214,119,205	\$ (2,162,820)	(1.0%)
Sales Tax	64,317,819	64,350,819	33,000	0.1%
Highway Users Tax	9,704,485	9,011,717	(692,768)	(7.1%)
Specific Ownership Tax	14,532,115	15,219,047	686,932	4.7%
<b>Subtotal Taxes</b>	<b>\$ 304,836,444</b>	<b>\$ 302,700,788</b>	<b>\$ (2,135,656)</b>	<b>(0.7%)</b>
Licenses & Permits	\$ 2,800,983	\$ 2,855,983	\$ 55,000	2.0%
Intergovernmental	132,052,382	135,287,220	3,234,838	2.4%
Charges for Services	68,294,688	72,529,602	4,234,914	6.2%
Fines & Forfeitures	856,000	620,000	(236,000)	(27.6%)
Investment Income	5,306,439	2,310,500	(2,995,939)	(56.5%)
Miscellaneous	17,802,759	18,694,086	891,327	5.0%
<b>Total Revenues</b>	<b>\$ 531,949,695</b>	<b>\$ 534,998,179</b>	<b>\$ 3,048,484</b>	<b>0.6%</b>
Transfers In	\$ 15,260,942	\$ 7,816,416	\$ (7,444,526)	(48.8%)
<b>Total Revenues Including Transfers</b>	<b>\$ 547,210,637</b>	<b>\$ 542,814,595</b>	<b>\$ (4,396,042)</b>	<b>(0.8%)</b>

## 2021 Expenditures by Category



Expenditure Type	2020 Adopted Budget	2021 Proposed Budget	Increase / (Decrease)	Percent Change
Personnel	\$ 222,184,576	\$ 229,122,097	\$ 6,937,521	3.1%
Operations & Maintenance	20,870,044	20,887,755	17,711	0.1%
Charges for Services	177,435,689	178,802,889	1,367,200	0.8%
Debt Service	24,497,624	15,168,609	(9,329,015)	(38.1%)
Governmental Services	57,350,233	59,784,445	2,434,212	4.2%
Capital	56,684,273	54,084,393	(2,599,880)	(4.6%)
<b>Total Expenditures</b>	<b>\$ 559,022,439</b>	<b>\$ 557,850,188</b>	<b>\$ (1,172,251)</b>	<b>(0.2%)</b>
Transfers Out	\$ 15,260,942	\$ 7,816,416	\$ (7,444,526)	(48.8%)
<b>Total Expenditures Including Transfers</b>	<b>\$ 574,283,381</b>	<b>\$ 565,666,604</b>	<b>\$ (8,616,777)</b>	<b>(1.5%)</b>



2021 PROPOSED BUSINESS CASES					
Department - Division	Description	One-Time	On-Going	Total	Revenue Offset
County Attorney	Consulting for Treasurer	\$ 200,000	\$ -	\$ 200,000	
CLK Elections	2021 Coordinated Election	710,600	-	710,600	
Poverty Reduction	Housing Counseling & Mediation	56,000	-	56,000	
Poverty Reduction	Severe Weather Activation Plan	-	110,000	110,000	
Poverty Reduction	Homelessness Outreach	-	51,000	51,000	
County Assessor	Harris	-	30,000	30,000	
District Attorney	DA Attorney Laptops	193,000	-	193,000	
Criminal & Social Justice CC	Equity and Justice Summit	44,200	-	44,200	
IT Security	Network Penetration Testing	50,000	-	50,000	
IT GIS	Oblique Aerial imagery	120,662	-	120,662	
IT GIS	GIS Server Software Licensing	18,000	-	18,000	
IT Help Desk & Servers	Maintenance Contract Renewal	72,800	-	72,800	
IT Application Support	Application Consulting	100,000	-	100,000	
IT Network/Telecom	Switch Replacements (various locations)	26,000	-	26,000	
IT Network/Telecom	UPS Battery Replacements	10,000	-	10,000	
IT Network/Telecom	GC Camera Replacements	25,000	-	25,000	
IT Network/Telecom	Gov Ctr - Phone Replacements	192,500	-	192,500	
IT Network/Telecom	Wireless Controller Licenses	36,612	-	36,612	
FO - Community Corrections	Dalia salt dome wall repairs	48,000	-	48,000	
FO - Honnen/Plan&Devel/MV Ware	2 new security guards	-	100,000	100,000	
FO - Justice Center	Increase to account 7975	-	56,000	56,000	
FO - Justice Center	Justice Center-Cabinetry	150,000	-	150,000	
FO - Adams County Svc Center	Weekend occupation costs	-	30,000	30,000	
Long Range Strategic Planning	Comprehensive Plan Update	275,000	-	275,000	
FO - Administration	Janitorial cleaning increase	-	72,060	72,060	
FO - Parks Facilities	RRP - Utility Demand Study	100,000	-	100,000	
FO - District Attorney Bldg.	DA HVAC JACE controller upgrad	18,000	-	18,000	
FO - Sheriff Maintenance	HVAC Jace controller upgrade	40,000	-	40,000	
FO - Sheriff Maintenance	DF - Roof Repairs	350,000	-	350,000	
FO - Sheriff Maintenance	Property Millwork	25,000	-	25,000	
SHF- MIS Unit	Law Enf. Speech Recognition	138,000	-	138,000	
SHF- MIS Unit	Replace Dataworks Equipment	12,000	-	12,000	
SHF- MIS Unit	Checkpoint Maintenance	-	52,000	52,000	
SHF- Admin Services Division	DOJ COVID-19 Grant	153,439	-	153,439	153,439
SHF- Admin Services Division	SnapEval performance appraisal	-	16,000	16,000	
SHF- Detective Division	DNA Continued funding	-	95,000	95,000	
SHF- Patrol Division	Vests/plates	20,800	-	20,800	
County Coroner	CME Software (annual cost)	-	35,000	35,000	
County Coroner	Pathology fees	-	84,200	84,200	
County Coroner	Death related services	-	55,850	55,850	
Emerg Mngt-Administration	BOLD Planning contract	-	9,800	9,800	
Control/Enforcement	Radio Replacement	57,044	-	57,044	
SHF- Detention Facility	Inmate Laundry Increase	-	25,550	25,550	
SHF- Detention Facility	Inmate food service contract	-	43,800	43,800	
SHF- Detention Facility	Medical/Mental Health Contract	-	3,209,961	3,209,961	
SHF- Detention Facility	Jail Security Camera Upgrade	84,000	-	84,000	
SHF- Detention Facility	Uniforms & Vest Detention Fac	-	128,000	128,000	
SHF- Justice Center	Justice Ctr Contract Security	-	24,120	24,120	
SHF- Justice Center	Lobby Efficiency	250,000	-	250,000	
Code Compliance	Parking Management	68,000	333,250	401,250	100,000
PKS-Park Rangers	Increase Operating Supplies	-	15,000	15,000	
PKS- Fair	General Fair	250,000	-	250,000	
PKS- Fair	EventPro Cloud Migration	-	14,220	14,220	
PKS- Fair	Fairgrounds Security Cameras	35,000	-	35,000	
PKS- Administration	Baumgartner Nature Center	200,000	-	200,000	
PKS- Trail Ranger Patrol	Trail Corridor Restoration GF	750,000	-	750,000	
PKS- Special Events	Concert in the Park	300,000	-	300,000	350,000
Economic Development Center	OZ Task Force Facilitation	36,000	-	36,000	
GF- Admin/Org Support	Adams County Scholarship Fund	535,000	-	535,000	
Office of Cultural Affairs	C.A.Master Plan Implementation	35,000	-	35,000	
Community Corrections	Azure Cloud Platform	-	13,398	13,398	
CC Program Services	CC Program Services	-	451,633	451,633	451,633
CC Facility Payment	CC Facility Payments	-	21,791	21,791	21,791
<b>Total - General Fund</b>		<b>\$ 5,785,657</b>	<b>\$ 5,077,633</b>	<b>\$ 10,863,290</b>	<b>\$ 1,076,863</b>

2021 PROPOSED BUSINESS CASES					
Department - Division	Description	One-Time	On-Going	Total	Revenue Offset
Golf Course- Pro Shop	Janitorial Increase	-	2,000	2,000	
Golf Course- Pro Shop	Security Increase	-	10,000	10,000	
Golf Course- Pro Shop	Merchandise Increase	-	5,000	5,000	
Golf Course- CIP	Replacement of Signage	30,000	-	30,000	
Golf Course- CIP	Tie wall repair	70,000	-	70,000	
<b>Total - Golf Course Fund (Enterprise)</b>		<b>\$ 100,000</b>	<b>\$ 17,000</b>	<b>\$ 117,000</b>	<b>\$ -</b>
Stormwater Administration	Utility location serv on-going	-	143,000	143,000	
Stormwater Administration	UNCC ticket fees	-	7,000	7,000	
Stormwater Drainage Master	Master Planning Studies	-	135,000	135,000	
<b>Total - Stormwater Utility (Enterprise)</b>		<b>\$ -</b>	<b>\$ 285,000</b>	<b>\$ 285,000</b>	<b>\$ -</b>
PW - Admin/Org	Commitments & Contributions	5,000,000	-	5,000,000	
PW - Streets Program	Pavement Maint. Recommendation	-	1,000,000	1,000,000	
<b>Total - Road &amp; Bridge</b>		<b>\$ 5,000,000</b>	<b>\$ 1,000,000</b>	<b>\$ 6,000,000</b>	<b>\$ -</b>
HSX - Human Services	WBC Work expenses for TANF	373,416	-	373,416	
<b>Total - Social Services</b>		<b>\$ 373,416</b>	<b>\$ -</b>	<b>\$ 373,416</b>	<b>\$ -</b>
Insurance - UHC HDHP	Claims Increase - UHC HDHP	-	3,362	3,362	
Insurance - CO Doctors Plan	Claims Increase - UHC CDP	-	721	721	
Insurance- Property/Casualty	Insurance premium increase	-	500,000	500,000	
Insurance- Property/Casualty	Outside Counsel Increase	750,000	-	750,000	
Insurance- Property/Casualty	Increase in settlements	-	600,000	600,000	
Insurance - UHC EPO Medical	Claims Increase - UHC EPO	-	175,275	175,275	
Insurance- Delta Dental	Claims Increase - Dental	-	54,000	54,000	
Insurance- UHC Retiree Medical	Claims Increase - UHC Retiree	-	179,975	179,975	
Insurance -Benefits & Wellness	Benefit Guide Printing	-	4,500	4,500	
Insurance -Benefits & Wellness	Benefits Broker Increase	-	7,000	7,000	
Insurance -Benefits & Wellness	Outsourcing FSA administration	-	20,000	20,000	
Care Here Clinic - GC	Monitoring Program - Fees	-	2,000	2,000	
Care Here Clinic - GC	Mental Health Services	-	43,100	43,100	
Care Here Clinic - GC	Staff increase	-	3,300	3,300	
CareHere - HSC	Mental Health Services	-	40,500	40,500	
CareHere - HSC	Monitoring Program Fee	-	5,000	5,000	
<b>Total - Insurance (Internal Service)</b>		<b>\$ 750,000</b>	<b>\$ 1,638,733</b>	<b>\$ 2,388,733</b>	<b>\$ -</b>
Open Space Projects	Lowell Ponds Improve Yr 1 of 3	300,000	-	300,000	
Open Space Projects	Countywide Fencing	75,000	-	75,000	
Open Space Projects	Parks FF&E	75,000	-	75,000	
Open Space Projects	Pier Cap Repairs at Confluence	150,000	-	150,000	
<b>Total - Open Space Projects Fund</b>		<b>\$ 600,000</b>	<b>\$ -</b>	<b>\$ 600,000</b>	<b>\$ -</b>
Comm Services Blk Grant Fund	Increase Allocations	201,834	-	201,834	
<b>Total - Comm Services Blk Grant Fund</b>		<b>\$ 201,834</b>	<b>\$ -</b>	<b>\$ 201,834</b>	<b>\$ -</b>
All Locations Overhead Pool	Rent Relief	(335,000)	-	(335,000)	
<b>Total - Workforce &amp; Business Center</b>		<b>\$ (335,000)</b>	<b>\$ -</b>	<b>\$ (335,000)</b>	<b>\$ -</b>
CASP Administration	Master Drainage Study	185,000	-	185,000	
CASP Administration	Infrastructure Design	180,000	-	180,000	
CASP Administration	NEPA cultural resource survey	70,000	-	70,000	
<b>Total - Colorado Air &amp; Space Port Fund</b>		<b>\$ 435,000</b>	<b>\$ -</b>	<b>\$ 435,000</b>	<b>\$ -</b>
<b>GRAND TOTAL</b>		<b>\$ 12,910,907</b>	<b>\$ 8,018,366</b>	<b>\$ 20,929,273</b>	<b>\$ 1,076,863</b>

**2021 PROPOSED 5-YEAR CAPITAL IMPROVEMENT PLAN**

Department - Division	Description	2021	Projected <sup>1</sup>				Total
			2022	2023	2024	2025	
District Attorney	Cisco Core Switches	51,261	-	-	-	-	51,261
District Attorney	Dell FX Server and Chassis	26,220	-	-	-	-	26,220
District Attorney	Dell storage area network	177,476	-	-	-	-	177,476
IT GIS	DRCOG Lidar Addition <sup>2</sup>	69,100	-	-	-	-	69,100
IT Help Desk & Servers	JeffCo Data Center <sup>2</sup>	35,000	-	-	-	-	35,000
IT Help Desk & Servers	HSC Disaster Recover Hosts	107,000	-	-	-	71,000	178,000
IT Help Desk & Servers	GC Data Center Storage	337,000	-	-	-	300,000	637,000
IT Network/Telecom	GC to Justice P2P Wireless	12,000	-	-	-	-	12,000
IT Network/Telecom	Fiber Optic Network Expansion	194,300	-	-	-	-	194,300
FO - Justice Center	Justice Center HVAC Controls	65,000	-	-	-	-	65,000
FO - West Services Center	Irrigation wiring replacement	65,000	-	-	-	-	65,000
FO - West Services Center	WSC HVAC Controller Upgrade	108,000	-	-	-	-	108,000
FO - West Services Center	WSC Elevator Modernization	250,000	-	-	-	-	250,000
FO - Adams County Svc Center	Manlift Replacement	21,000	-	-	-	-	21,000
FO - Adams County Svc Center	HVAC Controller Upgrade	112,000	-	-	-	-	112,000
FO - Adams County Svc Center	AHU 5 Replacement	200,000	-	-	-	-	200,000
FO - Parks Facilities	Exhibit Hall Re-Roof	300,000	-	-	-	-	300,000
FO - Parks Facilities	Al Lesser Re-Roof	200,000	-	-	-	-	200,000
FO - Parks Facilities	Admin Parks Fire Panel Upgrade	75,000	-	-	-	-	75,000
Environmental Programs	Oil and Gas Infrared Camera	100,025	-	-	-	-	100,025
FO - Sheriff Maintenance	Exterior Gutter & Downspout	1,000,000	-	-	-	-	1,000,000
FO - Sheriff Maintenance	Customer Entry ADA ramp	800,000	-	-	-	-	800,000
FO - Sheriff Maintenance	Module C,D, & E Sewer Line Rplmt	1,300,000	-	-	-	-	1,300,000
FO - Sheriff Maintenance	Roof Top Unit Replacement	-	25,000,000	-	-	-	25,000,000
SHF- MIS Unit	Video Sharing Solution	40,000	5,000	5,000	5,000	5,000	60,000
SHF- Detective Division	Forensic Scene Capture Solution	131,511	-	-	-	-	131,511
SHF- Patrol Division	K9 Dog <sup>2</sup>	15,000	-	-	-	-	15,000
Code Compliance	Parking Mgmt - Mobile Cameras	100,000	-	-	-	-	100,000
PKS- Regional Complex	120th Wayfinding Signage	-	1,000,000	-	-	-	1,000,000
PKS- Regional Complex	Veteran's Memorial <sup>3</sup>	-	-	-	-	-	-
PKS- Grounds Maintenance	Cab for Mower	10,000	-	-	-	-	10,000
Office of Cultural Affairs	Art Projects Countywide	350,000	300,000	300,000	300,000	300,000	1,550,000
<b>Total - General Fund</b>		<b>\$ 6,251,893</b>	<b>\$ 26,305,000</b>	<b>\$ 305,000</b>	<b>\$ 305,000</b>	<b>\$ 676,000</b>	<b>\$ 33,842,893</b>
General Capital Improvements	Relocation of SO Memorial <sup>2</sup>	125,000	-	-	-	-	125,000
General Capital Improvements	Coroner's Facility Renovation	4,000,000	3,100,000	-	-	-	7,100,000
General Capital Improvements	GC - Space Utilization & TI	1,500,000	1,000,000	-	-	-	2,500,000
General Capital Improvements	RRP - Multi Use Arena <sup>5</sup>	1,500,000	-	-	-	-	1,500,000
General Capital Improvements	South Parks Maintenance Shop	650,000	6,500,000	-	-	-	7,150,000
General Capital Improvements	Jail Renovation	-	10,000,000	30,000,000	30,000,000	30,000,000	100,000,000
Fleet/Public Works Bldg Constr	Fleet & Public Works Facility	9,500,000	11,750,000	4,000,000	-	-	25,250,000
<b>Total - Capital Facilities Fund</b>		<b>\$ 17,275,000</b>	<b>\$ 32,350,000</b>	<b>\$ 34,000,000</b>	<b>\$ 30,000,000</b>	<b>\$ 30,000,000</b>	<b>\$ 143,625,000</b>
FO - Club House Maintenance	Riverdale Golf Re-Roof	120,000	-	-	-	-	120,000
Golf Course- CIP	Toro Pro Sweep	15,200	-	-	-	-	15,200
Golf Course- CIP	Vacu Cutter	10,800	-	-	-	-	10,800
Golf Course- CIP	Groundsmaster 4500	73,500	-	-	-	-	73,500
Golf Course- CIP	Greensmaster 3150-Q	33,000	-	-	-	-	33,000
Golf Course- CIP	Greensmaster with 14" blades	36,000	-	-	-	-	36,000
Golf Course- CIP	Dunes Irrigation Renovation	3,000,000	-	-	-	-	3,000,000
Golf Course- CIP	Indoor Driving Range <sup>2</sup>	-	750,000	-	-	-	750,000
Golf Course- CIP	9 hole Par 3 Design <sup>2</sup>	-	100,000	-	-	-	100,000
Golf Course- CIP	Native Enhancement <sup>2</sup>	-	35,000	-	-	-	35,000
Golf Course- CIP	Tie wall repair - Yr.2 <sup>2</sup>	-	70,000	-	-	-	70,000
Golf Course- CIP	Cart Path Improvements <sup>2</sup>	-	100,000	-	-	-	100,000
Golf Course- CIP	Equipment Rotation <sup>2</sup>	-	170,000	-	-	-	170,000
Golf Course- CIP	Tie wall repair - Yr.3 <sup>2</sup>	-	-	80,000	-	-	80,000
Golf Course- CIP	Bunker Renovation - phase 1 <sup>2</sup>	-	-	50,000	-	-	50,000
Golf Course- CIP	Cart Path Improvements - yr 2 <sup>2</sup>	-	-	100,000	-	-	100,000
Golf Course- CIP	Silt in Knolls lakes <sup>2</sup>	-	-	30,000	-	-	30,000
Golf Course- CIP	Equipment Rotation <sup>2</sup>	-	-	170,000	-	-	170,000
Golf Course- CIP	Equipment Rotation <sup>2</sup>	-	-	-	-	170,000	170,000
Golf Course- CIP	Equipment Rotation <sup>2</sup>	-	-	-	170,000	-	170,000
Golf Course- CIP	Cart Path Improvements - yr 3 <sup>2</sup>	-	-	-	100,000	-	100,000
Golf Course- CIP	Bunker Renovation - phase 2 <sup>2</sup>	-	-	-	60,000	-	60,000
Golf Course- CIP	Bunker Renovation - phase 3 <sup>2</sup>	-	-	-	-	60,000	60,000
Golf Course- CIP	Tie wall repair - Yr.4 <sup>2</sup>	-	-	-	-	100,000	100,000
<b>Total - Golf Course Fund</b>		<b>\$ 3,288,500</b>	<b>\$ 1,225,000</b>	<b>\$ 430,000</b>	<b>\$ 330,000</b>	<b>\$ 330,000</b>	<b>\$ 5,603,500</b>

**2021 PROPOSED 5-YEAR CAPITAL IMPROVEMENT PLAN**

Department - Division	Description	2021	Projected <sup>1</sup>				Total
			2022	2023	2024	2025	
Fleet - Admin	NS Animal MGMT 2 Trucks <sup>2</sup>	120,000	-	-	-	-	120,000
Fleet - Admin	District Attorney 2 Sedans <sup>2</sup>	60,000	-	-	-	-	60,000
Fleet - Admin	Facility Courier Van/SUV <sup>2</sup>	30,000	-	-	-	-	30,000
Fleet - Admin	Facilities County Campus Truck <sup>2</sup>	55,000	-	-	-	-	55,000
Fleet - Admin	Fleet-Strasburg Service Truck <sup>2</sup>	275,000	-	-	-	-	275,000
Fleet - Admin	Human Services 2 SUV's <sup>2</sup>	64,000	-	-	-	-	64,000
Fleet - Admin	Parks Ranger Truck	32,000	-	-	-	-	32,000
Fleet - Admin	Parks Ranger ATV	15,000	-	-	-	-	15,000
Fleet - Admin	Parks Regional Gator Utility <sup>2</sup>	30,000	-	-	-	-	30,000
Fleet - Admin	Parks Regional Mower	-	-	-	48,000	-	48,000
Fleet - Admin	Parks South Gator Utility <sup>2</sup>	30,000	-	-	-	-	30,000
Fleet - Admin	Parks South Truck <sup>2</sup>	55,000	-	-	-	-	55,000
Fleet - Admin	Parks South Gator Utility <sup>2</sup>	30,000	-	-	-	-	30,000
Fleet - Admin	Parks South Skidsteer	-	92,000	-	-	-	92,000
Fleet - Admin	Parks South Tractor	100,000	-	-	-	-	100,000
Fleet - Admin	Parks South Mower	28,000	-	-	-	-	28,000
Fleet - Admin	Parks South Terrain Mower <sup>2</sup>	48,000	-	-	-	-	48,000
Fleet - Admin	Parks South Sloper Mower	-	60,000	-	-	-	60,000
Fleet - Admin	R & B Grader <sup>2</sup>	345,000	-	-	-	-	345,000
Fleet - Admin	R & B Track Skidsteer <sup>2</sup>	82,000	-	-	-	-	82,000
Fleet - Admin	R & B Sweeper <sup>2</sup>	285,000	-	-	-	-	285,000
Fleet - Admin	R & B Truck <sup>2</sup>	55,000	-	-	-	-	55,000
Fleet - Admin	R & B Air Compressor <sup>2</sup>	25,000	-	-	-	-	25,000
Fleet - Admin	Sheriff Admin 2 SUV's <sup>2</sup>	100,000	-	-	-	-	100,000
Fleet - Admin	Sheriff Civil SUV <sup>2</sup>	52,000	-	-	-	-	52,000
Fleet - Admin	Sheriff Civil SUV	52,000	-	-	-	-	52,000
Fleet - Admin	Sheriff Detective 2 Tahoe's <sup>2</sup>	110,000	-	-	-	-	110,000
Fleet - Admin	Sheriff Detective SUV <sup>2</sup>	48,000	-	-	-	-	48,000
Fleet - Admin	Sheriff Detention Tahoe <sup>2</sup>	55,000	-	-	-	-	55,000
Fleet - Admin	Sheriff Detention Transit Van <sup>2</sup>	68,000	-	-	-	-	68,000
Fleet - Admin	Sheriff Patrol 6 Tahoe's <sup>2</sup>	372,000	-	-	-	-	372,000
Fleet - Admin	Sheriff Patrol K9 4 Tahoe's <sup>2</sup>	272,000	-	-	-	-	272,000
Fleet - Admin	5 Year Vehicle Replacement <sup>2</sup>	-	2,408,000	3,336,000	4,898,000	5,331,000	15,973,000
<b>Total - Fleet Management Fund</b>		<b>\$ 2,893,000</b>	<b>\$ 2,560,000</b>	<b>\$ 3,336,000</b>	<b>\$ 4,946,000</b>	<b>\$ 5,331,000</b>	<b>\$ 19,066,000</b>
Stormwater CIP	Dahlia Pond s/o I-76 & Hwy 85	1,500,000	-	-	-	-	1,500,000
<b>Total - Stormwater Utility Fund</b>		<b>\$ 1,500,000</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,500,000</b>
PW - Bridges	Calhoun-Byers Road Bridge	3,140,000	2,160,000	-	-	-	5,300,000
PW - Bridges	88th Ave Bridge at Wolf Creek	1,500,000	680,000	-	-	-	2,180,000
PW - Capital Improvement Plan	Welby Rd Ext. (Steele St) <sup>4</sup>	2,200,000	-	-	-	-	2,200,000
PW - Capital Improvement Plan	York St Hwy 224 to 78th Av TIF <sup>4</sup>	8,000,000	-	-	-	-	8,000,000
PW - Capital Improvement Plan	58th Ave Washgtn to York - TIF <sup>4</sup>	120,000	-	-	-	-	120,000
PW - Capital Improvement Plan	Dahlia St Asph SW SH 224 I-76 <sup>4</sup>	3,000,000	-	-	-	-	3,000,000
PW - Capital Improvement Plan	York St 78th to 88th - TIF <sup>4</sup>	430,000	-	-	-	-	430,000
PW - Capital Improvement Plan	York St 58th to Hwy 224 - TIF <sup>4</sup>	500,000	-	-	-	-	500,000
PW - Capital Improvement Plan	Pecos St 52nd/58th Ave - TIF <sup>4</sup>	100,000	-	-	-	-	100,000
PW - Capital Improvement Plan	66th Ave W of Broadway Design <sup>4</sup>	100,000	-	-	-	-	100,000
PW - Capital Improvement Plan	Park Ave Roundabout <sup>4</sup>	50,000	-	-	-	-	50,000
PW - Capital Improvement Plan	Dahlia St Hwy 224 to 70th Ave <sup>4</sup>	50,000	-	-	-	-	50,000
PW - Capital Improvement Plan	Goat Hill: Irving St, Hooker <sup>4</sup>	100,000	-	-	-	-	100,000
PW - Capital Improvement Plan	Berkley Gardens Neighborhood <sup>4</sup>	100,000	-	-	-	-	100,000
PW - Capital Improvement Plan	Goat Hill East of Federal <sup>4</sup>	50,000	-	-	-	-	50,000
PW - Capital Improvement Plan	62nd Ave; Huron to Washington <sup>4</sup>	50,000	-	-	-	-	50,000
PW - Capital Improvement Plan	E 73rd Ave: Race to Washington <sup>4</sup>	50,000	-	-	-	-	50,000
PW - Capital Improvement Plan	W 70 Ave: Pecos St to Kidder D <sup>4</sup>	50,000	-	-	-	-	50,000
PW - Capital Improvement Plan	Zuni St and 70th Ave <sup>4</sup>	50,000	-	-	-	-	50,000
PW - Capital Improvement Plan	Road & Bridge CIP	-	15,000,000	15,000,000	15,000,000	15,000,000	60,000,000
<b>Total - Road &amp; Bridge Fund</b>		<b>\$ 19,640,000</b>	<b>\$ 17,840,000</b>	<b>\$ 15,000,000</b>	<b>\$ 15,000,000</b>	<b>\$ 15,000,000</b>	<b>\$ 82,480,000</b>
Open Space Projects	Open Space Projects	2,000,000	-	-	-	-	2,000,000
Open Space Projects	Riverdale Bluffs Open Space	750,000	-	-	-	-	750,000
Open Space Projects	Irrigation System Improvements	150,000	75,000	75,000	75,000	75,000	450,000
Open Space Projects	Twin Lakes Aeration	100,000	-	-	-	-	100,000
<b>Total - Open Space Projects Fund</b>		<b>\$ 3,000,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 75,000</b>	<b>\$ 3,300,000</b>

**2021 PROPOSED 5-YEAR CAPITAL IMPROVEMENT PLAN**

Department - Division	Description	2021	Projected <sup>1</sup>				Total
			2022	2023	2024	2025	
CASP Operations/Maintenance	Purchase 3/4 ton pick up truck	50,000	53,000	56,000	59,000	-	218,000
CASP Operations/Maintenance	Replace snow equipment	50,000	50,000	50,000	50,000	50,000	250,000
CASP Operations/Maintenance	SRE overhead door replacement	-	115,000	-	-	-	115,000
CASP ATCT	Replace ATCT radios	80,000	-	-	-	-	80,000
<b>Total - Colorado Air &amp; Space Port Fund</b>		<b>\$ 180,000</b>	<b>\$ 218,000</b>	<b>\$ 106,000</b>	<b>\$ 109,000</b>	<b>\$ 50,000</b>	<b>\$ 663,000</b>
<b>GRAND TOTAL</b>		<b>\$ 54,028,393</b>	<b>\$ 80,573,000</b>	<b>\$ 53,252,000</b>	<b>\$ 50,765,000</b>	<b>\$ 51,462,000</b>	<b>\$ 290,080,393</b>

<sup>1</sup>Projected expenditures in 2022-2025 are based on the best information available at the time of budget development. As multi-year projects progress, these amounts are subject to change.

<sup>2</sup>These projects are recommended, but were not reviewed by the CIP Committee.

<sup>3</sup>The Veteran's Memorial is an ongoing project. The design of this project will be completed with 2020 budgeted expenditures, and the projected expenditures will be updated as the design is completed.

<sup>4</sup>Expenditures planned for 2021 are based on current contracts and are subject to change based on project readiness.

<sup>5</sup>The RRP - Multi Use Arena is in the process of being designed. Projected expenditures will be updated as the design is completed.

**Adams County, Colorado**  
**Countywide Fund Summary Overview**  
**As of 10/9/2020**

<b>2021 Proposed Budget - Fund Balance Summary Overview</b>													
Fund Name	Est. Beginning Fund Balance	2021 Proposed Revenues	Transfers In	2021 Total Proposed Revenues	2021 Proposed Operating Expenditures	Transfers Out	2021 Total Proposed Operating Expenses	2021 Proposed Capital Expenditures	2021 Total Proposed Expenditures	Projected Reserves/ Designations	Estimated Unrestricted Funds Available for FY2021	Estimated Ending Fund Balance	% Change in Fund Balance FY20 vs. FY21
<b>General</b>	\$108,695,891	\$236,976,796	-	\$236,976,796	\$223,649,710	\$4,537,000	\$228,186,710	\$6,251,893	\$234,438,603	\$61,775,772	49,458,312	\$111,234,084	2%
<b>Special Revenue Funds</b>													
CDBG	1,398,833	6,935,078	-	6,935,078	7,132,823	-	7,132,823	-	7,132,823	-	1,201,088	1,201,088	-14%
Conservation Trust	2,285,490	745,000	-	745,000	666,945	-	666,945	-	666,945	-	2,363,545	2,363,545	3%
CSBG	20,564	690,000	-	690,000	690,000	-	690,000	-	690,000	-	20,564	20,564	0%
Developmentally Disabled	922,063	2,044,383	-	2,044,383	1,651,177	-	1,651,177	-	1,651,177	-	1,315,269	1,315,269	43%
DIA Mitigation & Coord	357,289	10,000	-	10,000	45,000	-	45,000	-	45,000	-	322,289	322,289	-10%
FLATROCK Facility	958,062	751,475	-	751,475	351,620	-	351,620	-	351,620	100,000	1,257,917	1,357,917	42%
Head Start	18,649	5,330,845	50,000	5,380,845	5,380,845	-	5,380,845	-	5,380,845	-	18,649	18,649	0%
Open Space Projects	1,957,585	40,000	3,254,416	3,294,416	694,800	-	694,800	3,000,000	3,694,800	-	1,557,201	1,557,201	-20%
Open Space Sales Tax	49,587,513	21,833,606	-	21,833,606	19,930,471	3,254,416	23,184,887	-	23,184,887	38,588,986	9,647,246	48,236,232	-3%
Retirement	-	2,497,806	-	2,497,806	2,497,806	-	2,497,806	-	2,497,806	-	-	-	0%
Road and Bridge	74,404,707	54,203,882	-	54,203,882	55,202,233	25,000	55,227,233	19,640,000	74,867,233	15,000,000	38,741,356	53,741,356	-28%
Social Services	10,386,219	122,635,553	-	122,635,553	122,536,777	-	122,536,777	-	122,536,777	2,558,093	7,926,902	10,484,995	1%
Waste Management	4,595,387	545,000	-	545,000	376,255	-	376,255	-	376,255	3,007,143	1,756,989	4,764,132	4%
Workforce Development	270,137	5,272,210	-	5,272,210	5,272,210	-	5,272,210	-	5,272,210	-	270,137	270,137	0%
<b>Enterprise Funds</b>													
Colorado Air & Space Port	864,249	3,132,548	400,000	3,532,548	4,195,996	-	4,195,996	180,000	4,375,996	-	20,801	20,801	-98%
Golf Course	5,180,953	3,203,000	-	3,203,000	2,571,609	-	2,571,609	3,288,500	5,860,109	-	2,523,844	2,523,844	-51%
Stormwater Utility	6,168,363	2,322,000	-	2,322,000	897,003	-	897,003	1,500,000	2,397,003	100,000	5,993,360	6,093,360	-1%
<b>Capital Project Funds</b>													
Capital Facilities	1,857,934	27,775,328	3,770,000	31,545,328	16,048,609	-	16,048,609	17,275,000	33,323,609	-	79,653	79,653	-96%
<b>Internal Service Funds</b>													
Fleet	8,271,941	9,151,728	342,000	9,493,728	5,127,965	-	5,127,965	2,893,000	8,020,965	2,396,500	7,348,204	9,744,704	18%
Insurance	7,818,998	28,901,941	-	28,901,941	28,901,941	-	28,901,941	-	28,901,941	975,000	6,843,998	7,818,998	0%
<b>TOTAL ADAMS COUNTY</b>	<b>\$286,020,827</b>	<b>\$534,998,179</b>	<b>\$7,816,416</b>	<b>\$542,814,595</b>	<b>\$503,821,795</b>	<b>\$7,816,416</b>	<b>\$511,638,211</b>	<b>\$54,028,393</b>	<b>\$565,666,604</b>	<b>\$124,501,494</b>	<b>\$138,667,324</b>	<b>\$263,168,818</b>	<b>-8%</b>

**2021 Fund Summary Operating Report**

**00001 General**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00001 General						
5000 Revenues						
5001 Taxes	148,182,612.25-	183,462,082.00-	181,663,631.00-			181,663,631.00-
5120 Licenses & Permits	2,824,539.77-	2,450,983.00-	2,555,983.00-			2,555,983.00-
5219 Intergov'tl Revenue	11,854,887.10-	12,596,854.00-	11,935,686.00-			11,935,686.00-
5800 Charges for Services	29,618,455.42-	30,221,773.00-	31,791,138.00-			31,791,138.00-
6480 Fines & Forfeitures	693,029.89-	836,000.00-	600,000.00-			600,000.00-
6550 Investment Income	7,724,123.51-	3,630,451.00-	1,500,000.00-			1,500,000.00-
6600 Misc Revenues	9,215,520.25-	6,752,773.00-	6,930,358.00-			6,930,358.00-
6900 Gain(Loss) On Sales						
6920 Other Finance Sources						
5000 Revenues	210,113,168.19-	239,950,916.00-	236,976,796.00-			236,976,796.00-
7000 Expenditures						
7001 Personnel Services	131,045,764.70	143,573,562.00	147,900,886.00	140,000.00		148,040,886.00
7200 O&M and Services	57,221,500.96	64,330,727.00	58,021,655.00	10,142,290.00		68,163,945.00
8700 Debt Service		9,330,000.00				
8800 Governmental Services	7,260,203.37	7,297,569.00	6,863,879.00	525,000.00		7,388,879.00
9000 Capital	6,754,380.58	9,160,547.00		56,000.00	6,251,893.00	6,307,893.00
9800 Other Financing Uses	1,799,539.50	8,564,216.00	4,537,000.00			4,537,000.00
7000 Expenditures	204,081,389.11	242,256,621.00	217,323,420.00	10,863,290.00	6,251,893.00	234,438,603.00
00001 General	6,031,779.08-	2,305,705.00	19,653,376.00-	10,863,290.00	6,251,893.00	2,538,193.00-

**2021 Fund Summary Operating Report**

**00004 Capital Facilities Fund**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00004 Capital Facilities Fund						
5000 Revenues						
5001 Taxes	26,676,556.86-	25,600,328.00-	25,600,328.00-			25,600,328.00-
5219 Intergov'tl Revenue	18,780.00-					
5800 Charges for Services						
6550 Investment Income	463,720.35-	421,088.00-	175,000.00-			175,000.00-
6600 Misc Revenues	200,821.74-		2,000,000.00-			2,000,000.00-
6920 Other Finance Sources	1,070,000.00-	4,120,000.00-	3,770,000.00-			3,770,000.00-
5000 Revenues	28,429,878.95-	30,141,416.00-	31,545,328.00-			31,545,328.00-
7000 Expenditures						
7001 Personnel Services						
7200 O&M and Services	104,335.84	1,275,000.00	880,000.00			880,000.00
8700 Debt Service	15,166,703.50	15,167,624.00	15,168,609.00			15,168,609.00
8800 Governmental Services						
9000 Capital	16,372,647.36	22,885,000.00			17,275,000.00	17,275,000.00
9800 Other Financing Uses						
7000 Expenditures	31,643,686.70	39,327,624.00	16,048,609.00		17,275,000.00	33,323,609.00
00004 Capital Facilities Fund	3,213,807.75	9,186,208.00	15,496,719.00-		17,275,000.00	1,778,281.00



**2021 Fund Summary Operating Report**

**00005 Golf Course Fund (Enterprise)**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00005 Golf Course Fund (Enter						
5000 Revenues						
5001 Taxes						
5219 Intergov'tl Revenue	376,071.84-					
5800 Charges for Services	3,005,781.99-	2,903,500.00-	2,920,500.00-			2,920,500.00-
6550 Investment Income	79,597.92-	75,487.00-	37,500.00-			37,500.00-
6600 Misc Revenues	316,658.95-	245,000.00-	245,000.00-			245,000.00-
6900 Gain(Loss) On Sales	2,704.08					
6920 Other Finance Sources						
5000 Revenues	3,775,406.62-	3,223,987.00-	3,203,000.00-			3,203,000.00-
7000 Expenditures						
7001 Personnel Services						
7200 O&M and Services	2,958,777.61	2,744,609.00	2,454,609.00	117,000.00		2,571,609.00
8700 Debt Service						
9000 Capital		105,000.00			3,288,500.00	3,288,500.00
9800 Other Financing Uses						
7000 Expenditures	2,958,777.61	2,849,609.00	2,454,609.00	117,000.00	3,288,500.00	5,860,109.00
00005 Golf Course Fund (Enter	816,629.01-	374,378.00-	748,391.00-	117,000.00	3,288,500.00	2,657,109.00

**2021 Fund Summary Operating Report**

**00006 Fleet Mgmt. (Internal Service)**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00006 Fleet Mgmt. (Internal S						
5000 Revenues						
5800 Charges for Services	1,453.00-					
6600 Misc Revenues	6,889,861.90-	8,621,236.00-	8,741,728.00-			8,741,728.00-
6900 Gain(Loss) On Sales	461,008.65-	410,000.00-	410,000.00-			410,000.00-
6920 Other Finance Sources	269,000.00-	1,193,726.00-	342,000.00-			342,000.00-
5000 Revenues	7,621,323.55-	10,224,962.00-	9,493,728.00-			9,493,728.00-
7000 Expenditures						
7001 Personnel Services	1,578,952.06	1,717,034.00	1,738,612.00			1,738,612.00
7200 O&M and Services	7,065,213.64	3,383,701.00	3,389,353.00			3,389,353.00
8800 Governmental Services						
9000 Capital		5,143,726.00			2,893,000.00	2,893,000.00
9800 Other Financing Uses						
7000 Expenditures	8,644,165.70	10,244,461.00	5,127,965.00		2,893,000.00	8,020,965.00
00006 Fleet Mgmt. (Internal S	1,022,842.15	19,499.00	4,365,763.00-		2,893,000.00	1,472,763.00-

**2021 Fund Summary Operating Report**

**00007 Stormwater Utility(Enterprise)**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00007 Stormwater Utility(Ente						
5000 Revenues						
5001 Taxes						
5219 Intergov'tl Revenue						
5800 Charges for Services	2,348,457.15-	2,322,000.00-	2,322,000.00-			2,322,000.00-
6550 Investment Income						
6600 Misc Revenues	2,689.31					
6900 Gain(Loss) On Sales	9,399.00					
6920 Other Finance Sources						
5000 Revenues	2,336,368.84-	2,322,000.00-	2,322,000.00-			2,322,000.00-
7000 Expenditures						
7001 Personnel Services	308,222.20	337,623.00	357,215.00			357,215.00
7200 O&M and Services	129,996.09	505,496.00	254,788.00	285,000.00		539,788.00
8800 Governmental Services						
9000 Capital		2,900,000.00			1,500,000.00	1,500,000.00
9800 Other Financing Uses						
7000 Expenditures	438,218.29	3,743,119.00	612,003.00	285,000.00	1,500,000.00	2,397,003.00
00007 Stormwater Utility(Ente	1,898,150.55-	1,421,119.00	1,709,997.00-	285,000.00	1,500,000.00	75,003.00

**2021 Fund Summary Operating Report**

**00013 Road & Bridge**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00013 Road & Bridge						
5000 Revenues						
5001 Taxes	41,340,527.04-	42,044,690.00-	42,627,165.00-			42,627,165.00-
5120 Licenses & Permits	288,975.94-	350,000.00-	300,000.00-			300,000.00-
5219 Intergov'tl Revenue	11,828,654.30-	9,704,485.00-	9,011,717.00-			9,011,717.00-
5800 Charges for Services	4,914,630.53-	2,270,000.00-	2,215,000.00-			2,215,000.00-
6480 Fines & Forfeitures	17,506.56-	20,000.00-	20,000.00-			20,000.00-
6550 Investment Income	413,294.82-	42,431.00-	28,000.00-			28,000.00-
6600 Misc Revenues	1,108.60-	10,000.00-	2,000.00-			2,000.00-
6920 Other Finance Sources						
5000 Revenues	58,804,697.79-	54,441,606.00-	54,203,882.00-			54,203,882.00-
7000 Expenditures						
7001 Personnel Services	6,770,839.45	9,200,435.00	9,681,736.00			9,681,736.00
7200 O&M and Services	17,408,411.35	23,977,796.00	21,559,547.00	1,000,000.00		22,559,547.00
8700 Debt Service						
8800 Governmental Services	16,790,040.45	20,997,352.00	17,960,950.00	5,000,000.00		22,960,950.00
9000 Capital	6,660,572.14	10,140,000.00			19,640,000.00	19,640,000.00
9800 Other Financing Uses		396,726.00	25,000.00			25,000.00
7000 Expenditures	47,629,863.39	64,712,309.00	49,227,233.00	6,000,000.00	19,640,000.00	74,867,233.00
00013 Road & Bridge	11,174,834.40-	10,270,703.00	4,976,649.00-	6,000,000.00	19,640,000.00	20,663,351.00

**2021 Fund Summary Operating Report**

**00015 Social Services**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00015 Social Services						
5000 Revenues						
5001 Taxes	15,316,617.76-	18,103,184.00-	17,922,152.00-			17,922,152.00-
5120 Licenses & Permits						
5219 Intergov'tl Revenue	95,846,708.15-	102,619,462.00-	104,713,401.00-			104,713,401.00-
5800 Charges for Services						
6480 Fines & Forfeitures						
6550 Investment Income						
6600 Misc Revenues	28.72					
6900 Gain(Loss) On Sales						
6920 Other Finance Sources						
5000 Revenues	111,163,297.19-	120,722,646.00-	122,635,553.00-			122,635,553.00-
6995 Cost of Goods Sold						
6996 Cost of Goods Sold						
6995 Cost of Goods Sold						
7000 Expenditures						
7001 Personnel Services	47,903,545.81	55,748,242.00	57,298,352.00	373,416.00		57,671,768.00
7200 O&M and Services	63,842,005.10	64,781,595.00	64,865,009.00			64,865,009.00
8700 Debt Service						
8800 Governmental Services						
9000 Capital						
9800 Other Financing Uses						
7000 Expenditures	111,745,550.91	120,529,837.00	122,163,361.00	373,416.00		122,536,777.00
00015 Social Services	582,253.72	192,809.00-	472,192.00-	373,416.00		98,776.00-

**2021 Fund Summary Operating Report**

**00018 Retirement Fund**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00018 Retirement Fund						
5000 Revenues						
5001 Taxes	2,043,421.17-	2,523,036.00-	2,497,806.00-			2,497,806.00-
5800 Charges for Services						
6600 Misc Revenues						
6920 Other Finance Sources						
5000 Revenues	2,043,421.17-	2,523,036.00-	2,497,806.00-			2,497,806.00-
7000 Expenditures						
7001 Personnel Services						
7200 O&M and Services	2,043,421.17	2,523,036.00	2,497,806.00			2,497,806.00
9800 Other Financing Uses						
7000 Expenditures	2,043,421.17	2,523,036.00	2,497,806.00			2,497,806.00
00018 Retirement Fund						

**2021 Fund Summary Operating Report**

**00019 Insurance (Internal Service)**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00019 Insurance (Internal Ser						
5000 Revenues						
5001 Taxes						
5800 Charges for Services	20,236,453.69-	26,430,422.00-	28,901,941.00-			28,901,941.00-
6480 Fines & Forfeitures						
6600 Misc Revenues	177,229.01-					
6920 Other Finance Sources						
5000 Revenues	20,413,682.70-	26,430,422.00-	28,901,941.00-			28,901,941.00-
7000 Expenditures						
7001 Personnel Services	762,923.51	908,620.00	986,996.00			986,996.00
7200 O&M and Services	18,861,638.68	25,521,802.00	25,526,212.00	2,388,733.00		27,914,945.00
8700 Debt Service						
8800 Governmental Services						
9000 Capital						
9800 Other Financing Uses						
7000 Expenditures	19,624,562.19	26,430,422.00	26,513,208.00	2,388,733.00		28,901,941.00
00019 Insurance (Internal Ser	789,120.51-		2,388,733.00-	2,388,733.00		

**2021 Fund Summary Operating Report**

**00020 Developmentally Disabled Fund**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00020 Developmentally Disable						
5000 Revenues						
5001 Taxes	1,672,919.86-	2,065,033.00-	2,044,383.00-			2,044,383.00-
5800 Charges for Services						
5000 Revenues	1,672,919.86-	2,065,033.00-	2,044,383.00-			2,044,383.00-
7000 Expenditures						
7001 Personnel Services						
7200 O&M and Services	25,078.40	29,536.00	30,665.00			30,665.00
8800 Governmental Services	1,780,095.00	1,620,512.00	1,620,512.00			1,620,512.00
7000 Expenditures	1,805,173.40	1,650,048.00	1,651,177.00			1,651,177.00
00020 Developmentally Disable	132,253.54	414,985.00-	393,206.00-			393,206.00-



**2021 Fund Summary Operating Report**

**00024 Conservation Trust**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00024 Conservation Trust						
5000 Revenues						
5120 Licenses & Permits						
5219 Intergov'tl Revenue	852,627.86-	750,000.00-	725,000.00-			725,000.00-
5800 Charges for Services						
6480 Fines & Forfeitures						
6550 Investment Income	44,336.72-	43,225.00-	20,000.00-			20,000.00-
6600 Misc Revenues						
6900 Gain(Loss) On Sales						
6920 Other Finance Sources						
5000 Revenues	896,964.58-	793,225.00-	745,000.00-			745,000.00-
7000 Expenditures						
7001 Personnel Services	592,062.93	607,055.00	601,045.00			601,045.00
7200 O&M and Services	53,073.80	65,900.00	65,900.00			65,900.00
8800 Governmental Services						
9000 Capital	196,094.34					
9800 Other Financing Uses						
7000 Expenditures	841,231.07	672,955.00	666,945.00			666,945.00
00024 Conservation Trust	55,733.51-	120,270.00-	78,055.00-			78,055.00-

**2021 Fund Summary Operating Report**

**00025 Waste Management**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00025 Waste Management						
5000 Revenues						
5800 Charges for Services	597,675.14-	575,000.00-	545,000.00-			545,000.00-
6550 Investment Income						
6600 Misc Revenues						
6920 Other Finance Sources		2,700,000.00-				
5000 Revenues	597,675.14-	3,275,000.00-	545,000.00-			545,000.00-
7000 Expenditures						
7001 Personnel Services						
7200 O&M and Services	490,974.63	3,076,255.00	376,255.00			376,255.00
8800 Governmental Services						
9000 Capital						
9800 Other Financing Uses						
7000 Expenditures	490,974.63	3,076,255.00	376,255.00			376,255.00
00025 Waste Management	106,700.51-	198,745.00-	168,745.00-			168,745.00-

**2021 Fund Summary Operating Report**

**00027 Open Space Projects Fund**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00027 Open Space Projects Fun						
5000 Revenues						
5219 Intergov'tl Revenue	391,415.96-					
6550 Investment Income	94,253.84-	86,604.00-	40,000.00-			40,000.00-
6600 Misc Revenues	98,354.27-					
6920 Other Finance Sources	4,688,802.00-	6,300,000.00-	3,254,416.00-			3,254,416.00-
5000 Revenues	5,272,826.07-	6,386,604.00-	3,294,416.00-			3,294,416.00-
7000 Expenditures						
7001 Personnel Services						
7200 O&M and Services	402,912.85	519,800.00	94,800.00	600,000.00		694,800.00
8800 Governmental Services	150,000.00					
9000 Capital	3,131,417.83	6,300,000.00			3,000,000.00	3,000,000.00
9800 Other Financing Uses						
7000 Expenditures	3,684,330.68	6,819,800.00	94,800.00	600,000.00	3,000,000.00	3,694,800.00
00027 Open Space Projects Fun	1,588,495.39-	433,196.00	3,199,616.00-	600,000.00	3,000,000.00	400,384.00

**2021 Fund Summary Operating Report**

**00028 Open Space Sales Tax Fund**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00028 Open Space Sales Tax Fu						
5000 Revenues						
5001 Taxes	22,256,267.01-	21,333,606.00-	21,333,606.00-			21,333,606.00-
6550 Investment Income	1,058,830.22-	975,439.00-	500,000.00-			500,000.00-
6600 Misc Revenues						
6920 Other Finance Sources						
5000 Revenues	23,315,097.23-	22,309,045.00-	21,833,606.00-			21,833,606.00-
7000 Expenditures						
7001 Personnel Services	140,121.58	147,412.00	179,631.00			179,631.00
7200 O&M and Services	47,593.39	180,414.00	98,322.00			98,322.00
8800 Governmental Services	10,709,244.32	19,652,518.00	19,652,518.00			19,652,518.00
9000 Capital						
9800 Other Financing Uses	3,634,225.76	6,300,000.00	3,254,416.00			3,254,416.00
7000 Expenditures	14,531,185.05	26,280,344.00	23,184,887.00			23,184,887.00
00028 Open Space Sales Tax Fu	8,783,912.18-	3,971,299.00	1,351,281.00			1,351,281.00

**2021 Fund Summary Operating Report**

**00029 Noise Mitigation Fund**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00029 Noise Mitigation Fund						
5000 Revenues						
5219 Intergov'tl Revenue						
5800 Charges for Services						
6480 Fines & Forfeitures						
6550 Investment Income	30,684.29-	31,714.00-	10,000.00-			10,000.00-
6920 Other Finance Sources						
5000 Revenues	30,684.29-	31,714.00-	10,000.00-			10,000.00-
7000 Expenditures						
7200 O&M and Services		45,000.00	45,000.00			45,000.00
8800 Governmental Services						
9800 Other Financing Uses	1,054,576.24					
7000 Expenditures	1,054,576.24	45,000.00	45,000.00			45,000.00
00029 Noise Mitigation Fund	1,023,891.95	13,286.00	35,000.00			35,000.00

**2021 Fund Summary Operating Report**

**00030 Community Dev Block Grant Fund**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00030 Community Dev Block Gra						
5000 Revenues						
5001 Taxes						
5219 Intergov'tl Revenue	1,463,733.53-	4,960,658.00-	6,585,078.00-			6,585,078.00-
5800 Charges for Services						
6550 Investment Income	2,665.44-					
6600 Misc Revenues	458,154.47-	1,750,000.00-	350,000.00-			350,000.00-
6920 Other Finance Sources						
5000 Revenues	1,924,553.44-	6,710,658.00-	6,935,078.00-			6,935,078.00-
7000 Expenditures						
7001 Personnel Services	167,435.23	278,434.00	273,173.00			273,173.00
7200 O&M and Services	54,807.00	148,992.00	148,992.00			148,992.00
8700 Debt Service						
8800 Governmental Services	1,329,119.57	6,710,658.00	6,710,658.00			6,710,658.00
9000 Capital						
9800 Other Financing Uses						
7000 Expenditures	1,551,361.80	7,138,084.00	7,132,823.00			7,132,823.00
00030 Community Dev Block Gra	373,191.64-	427,426.00	197,745.00			197,745.00

**2021 Fund Summary Operating Report**

**00031 Headstart Fund**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00031 Headstart Fund						
5000 Revenues						
5120 Licenses & Permits						
5219 Intergov'tl Revenue	4,741,388.56-	5,165,615.00-	5,330,845.00-			5,330,845.00-
6600 Misc Revenues	9,066.63-					
6920 Other Finance Sources	50,000.00-	147,000.00-	50,000.00-			50,000.00-
5000 Revenues	4,800,455.19-	5,312,615.00-	5,380,845.00-			5,380,845.00-
7000 Expenditures						
7001 Personnel Services	3,975,423.54	4,185,926.00	4,278,806.00			4,278,806.00
7200 O&M and Services	823,423.93	1,126,689.00	1,102,039.00			1,102,039.00
8700 Debt Service						
8800 Governmental Services						
9000 Capital						
9800 Other Financing Uses						
7000 Expenditures	4,798,847.47	5,312,615.00	5,380,845.00			5,380,845.00
00031 Headstart Fund	1,607.72-					

**2021 Fund Summary Operating Report**

**00034 Comm Services Blk Grant Fund**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00034 Comm Services Blk Grant						
5000 Revenues						
5219 Intergov'tl Revenue	459,886.24-	500,000.00-	690,000.00-			690,000.00-
6600 Misc Revenues						
6920 Other Finance Sources						
5000 Revenues	459,886.24-	500,000.00-	690,000.00-			690,000.00-
7000 Expenditures						
7001 Personnel Services	103,942.85	144,368.00	153,098.00			153,098.00
7200 O&M and Services	13,755.48	33,950.00	33,950.00			33,950.00
8700 Debt Service						
8800 Governmental Services	342,187.91	301,118.00	301,118.00	201,834.00		502,952.00
9000 Capital						
9800 Other Financing Uses						
7000 Expenditures	459,886.24	479,436.00	488,166.00	201,834.00		690,000.00
00034 Comm Services Blk Grant		20,564.00-	201,834.00-	201,834.00		



**2021 Fund Summary Operating Report**

**00035 Workforce & Business Center**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00035 Workforce & Business Ce						
5000 Revenues						
5219 Intergov'tl Revenue	4,668,893.30-	5,434,793.00-	5,272,210.00-			5,272,210.00-
6600 Misc Revenues	3,822.04-					
6920 Other Finance Sources	10,539.50-	400,216.00-				
5000 Revenues	4,683,254.84-	5,835,009.00-	5,272,210.00-			5,272,210.00-
7000 Expenditures						
7001 Personnel Services	3,468,492.00	3,754,002.00	3,484,514.00			3,484,514.00
7200 O&M and Services	1,214,762.84	1,310,501.00	1,174,720.00	335,000.00-		839,720.00
8800 Governmental Services		770,506.00	947,976.00			947,976.00
9000 Capital						
7000 Expenditures	4,683,254.84	5,835,009.00	5,607,210.00	335,000.00-		5,272,210.00
00035 Workforce & Business Ce			335,000.00	335,000.00-		

**2021 Fund Summary Operating Report**

**00043 Colorado Air & Space Port Fund**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00043 Colorado Air & Space Po						
5000 Revenues						
5001 Taxes						
5120 Licenses & Permits						
5219 Intergov'tl Revenue	1,097,946.60-	25,000.00-	35,000.00-			35,000.00-
5800 Charges for Services	3,084,659.70-	3,062,525.00-	3,097,548.00-			3,097,548.00-
6480 Fines & Forfeitures						
6550 Investment Income						
6600 Misc Revenues	628,504.88-					
6900 Gain(Loss) On Sales						
6920 Other Finance Sources	400,000.00-	400,000.00-	400,000.00-			400,000.00-
5000 Revenues	5,211,111.18-	3,487,525.00-	3,532,548.00-			3,532,548.00-
6995 Cost of Goods Sold						
6996 Cost of Goods Sold						
6995 Cost of Goods Sold						
7000 Expenditures						
7001 Personnel Services	1,466,388.73	1,459,886.00	1,545,285.00			1,545,285.00
7200 O&M and Services	3,240,044.45	2,302,789.00	2,215,711.00	435,000.00		2,650,711.00
8700 Debt Service						
8800 Governmental Services						
9000 Capital		50,000.00			180,000.00	180,000.00
9800 Other Financing Uses						
7000 Expenditures	4,706,433.18	3,812,675.00	3,760,996.00	435,000.00	180,000.00	4,375,996.00
00043 Colorado Air & Space Po	504,678.00-	325,150.00	228,448.00	435,000.00	180,000.00	843,448.00

**2021 Fund Summary Operating Report**

**00050 FLATROCK Facility Fund**

Description	2019 Actual	2020 Budget Adopted	2021 Budget Proposed	2021 Business Case Proposed	2021 5 Year Plan Proposed	2021 Total Budget Proposed
00050 FLATROCK Facility Fund						
5000 Revenues						
5001 Taxes						
5219 Intergov'tl Revenue						
5800 Charges for Services	628,126.00-	509,468.00-	736,475.00-			736,475.00-
6550 Investment Income						
6600 Misc Revenues	25,619.87-	13,750.00-	15,000.00-			15,000.00-
6920 Other Finance Sources						
5000 Revenues	<u>653,745.87-</u>	<u>523,218.00-</u>	<u>751,475.00-</u>			<u>751,475.00-</u>
7000 Expenditures						
7001 Personnel Services	121,881.83	121,977.00	129,332.00			129,332.00
7200 O&M and Services	202,095.06	422,145.00	222,288.00			222,288.00
8800 Governmental Services						
9000 Capital						
9800 Other Financing Uses						
7000 Expenditures	<u>323,976.89</u>	<u>544,122.00</u>	<u>351,620.00</u>			<u>351,620.00</u>
00050 FLATROCK Facility Fund	<u>329,768.98-</u>	<u>20,904.00</u>	<u>399,855.00-</u>			<u>399,855.00-</u>
GRAND TOTAL	<u><u>1,594,734.30</u></u>	<u><u>27,072,744.00</u></u>	<u><u>52,105,657.00-</u></u>	<u><u>20,929,273.00</u></u>	<u><u>54,028,393.00</u></u>	<u><u>22,852,009.00</u></u>

**Appendix I: Public Works Project Details**

**Anticipated Commitments/Contributions**

- 270 EA (project management) - CDOT
- SH 7 Corridor - Broomfield (primary); others
- East 144th at Sable Signal - Brighton
- Brighton Road, 104th to 112th - Commerce City
- East 112th, Chambers to Richfield - Commerce City

**Current Active Capital Projects**

- Welby Rd Ext. (Steele St)
- York St Hwy 224 to 88th Av TIF
- 58th Ave Washington to York - TIF
- Dahlia St Asphalt SW SH 224 I-76
- York St 78th to 88th - TIF
- York St 58th to Hwy 224 - TIF
- Pecos St 52nd/58th Ave - TIF
- 66th Ave W of Broadway Design
- Park Ave Roundabout
- Dahlia St Hwy 224 to 70th Ave
- Goat Hill: Irving St, Hooker
- Berkley Gardens Neighborhood
- Goat Hill East of Federal
- 62nd Ave; Huron to Washington
- E 73rd Ave: Race to Washington
- W 70 Ave: Pecos St to Kidder D
- Zuni St and 70th Ave

