

2019 Douglas County Adopted Budget



Table of Contents

2019 RECOMMENDED PROPOSED BUDGET

| | |
|--------------------------|---|
| Table of Contents..... | i |
| Transmittal Letter | 1 |

COUNTY OVERVIEW

| | |
|--|----|
| Summary of Fund Balances, Revenues and Expenditures..... | 26 |
| Douglas County Fund Structure Overview..... | 27 |
| Fund Definitions | 28 |
| Property Taxes..... | 30 |
| Sales and Use Taxes..... | 31 |
| Revenues – Where does Douglas County get its money? | 32 |
| Expenditures – Where does Douglas County spend its money? | 33 |
| Expenditure Budget by Function and Fund..... | 34 |
| County-Wide Summary of Revenues and Expenditures by Category | 36 |
| Douglas County Mill Levy History..... | 37 |

COUNTY FUNDS

| | |
|---|----|
| General Fund [100] | |
| Fund Summary..... | 40 |
| Recommended New Requests..... | 41 |
| Recommended New Requests Vehicles..... | 44 |
| Recommended New Requests Explanation..... | 45 |
| Road and Bridge Fund [200] | |
| Fund Summary..... | 58 |
| Recommended New Requests..... | 59 |
| Recommended New Requests Vehicles..... | 61 |
| Recommended New Requests Explanation..... | 62 |
| Human Services Fund [210] | |
| Fund Summary..... | 67 |

| | |
|---------------------------------------|----|
| Developmental Disabilities Fund [215] | |
| Fund Summary..... | 69 |

| | |
|---|----|
| Law Enforcement Authority Fund [220] | |
| Fund Summary..... | 72 |
| Recommended New Requests..... | 73 |
| Recommended New Requests Vehicles..... | 74 |
| Recommended New Requests Explanation..... | 75 |

| | |
|---|----|
| Infrastructure Fund [225] | |
| Fund Summary..... | 78 |
| Recommended New Requests..... | 79 |
| Recommended New Requests Explanation..... | 80 |

| | |
|---|----|
| Road Sales and Use Tax Fund [230] | |
| Fund Summary..... | 82 |
| Recommended New Requests..... | 83 |
| Recommended New Requests Explanation..... | 84 |

| | |
|---|----|
| Justice Sales and Use Tax Fund [240] | |
| Fund Summary..... | 86 |
| Recommended New Requests..... | 87 |
| Recommended New Requests Explanation..... | 88 |

| | |
|---|----|
| Open Space Sales and Use Tax Fund [250] | |
| Fund Summary..... | 92 |
| Recommended New Requests..... | 93 |
| Recommended New Requests Vehicles..... | 94 |
| Recommended New Requests Explanation..... | 95 |

| | |
|---|-----|
| Parks Sales and Use Tax Fund [255] | |
| Fund Summary..... | 98 |
| Recommended New Requests..... | 99 |
| Recommended New Requests Explanation..... | 100 |
| Conservation Trust Fund [260] | |
| Fund Summary..... | 104 |
| Recommended New Requests..... | 105 |
| Recommended New Requests Explanation..... | 106 |
| Lincoln Station Sales Tax Improvement Fund [265] | |
| Fund Summary..... | 108 |
| Solid Waste Disposal Fund [275] | |
| Fund Summary..... | 110 |
| Woodmoor Mountain General Improvement District Fund [280] | |
| Fund Summary..... | 112 |
| Rocky Mountain High Intensity Drug Trafficking Area Fund [295] | |
| Fund Summary..... | 114 |
| Capital Expenditures Fund [330] | |
| Fund Summary..... | 116 |
| Recommended New Requests..... | 117 |
| Recommended New Requests Explanation..... | 119 |
| Local Improvement District Capital Construction Fund [350] | |
| Fund Summary..... | 123 |
| Capital Replacement Fund [390] | |
| Fund Summary..... | 125 |
| Debt Service Fund [410] | |
| Fund Summary..... | 127 |
| Debt Service Schedule | 128 |

| | |
|--|-----|
| Employee Benefits Self-Insurance Fund [620] | |
| Fund Summary..... | 130 |
| Liability and Property Insurance Fund [630] | |
| Fund Summary..... | 132 |
| Medical Self-Insurance Fund [640] | |
| Fund Summary..... | 134 |

AGENCY FUNDS

| | |
|--|-----|
| Office of the Public Trustee Fund [730] | |
| Fund Summary..... | 137 |

DEPARTMENT DATA

| | |
|--|-----|
| Assessor | 139 |
| Board of County Commissioners | 140 |
| Budget..... | 141 |
| Building Development Services | 142 |
| Clerk and Recorder | 143 |
| Communications and Public Affairs..... | 144 |
| Community Development | 145 |
| Community Justice Services..... | 146 |
| Coroner | 147 |
| County Administration..... | 148 |
| County Attorney..... | 149 |
| County Fair and Rodeo | 150 |
| Emergency/Disaster | 151 |
| Facilities | 152 |
| Finance | 153 |
| Fleet..... | 154 |
| Human Resources..... | 155 |
| Human Services | 156 |
| Information Technology | 157 |
| Mental Health Initiative..... | 158 |
| Open Space and Natural Resources..... | 159 |
| Other Governmental Services | 160 |

| | |
|--|-----|
| Parks, Trails and Building Grounds | 161 |
| Public Works - Engineering..... | 162 |
| Public Works - Operations | 163 |
| Rocky Mountain HIDTA..... | 164 |
| Sheriff | 165 |
| Solid Waste Disposal | 166 |
| Surveyor | 167 |
| Treasurer | 168 |

STAFFING

| | |
|---|-----|
| Douglas County Government Citizens Served Per Employee..... | 171 |
| FTE Employees Authorized 2019 Proposed Budget | 172 |

CAPITAL IMPROVEMENT PROJECTS [CIP]

| | |
|--|-----|
| Major Project Descriptions..... | 185 |
| Road and Bridge Fund..... | 197 |
| Infrastructure Fund..... | 197 |
| Road Sales and Use Tax Fund | 197 |
| Open Space Sales and Use Tax Fund | 198 |
| Parks Sales and Use Tax Fund | 198 |
| Conservation Trust Fund..... | 198 |
| Capital Expenditures Fund..... | 199 |
| Justice Center Sales and Use Tax Fund..... | 201 |

5-Year Capital Improvement Planning Documents

| | |
|---|-----|
| Road and Bridge Fund 5-Year CIP | 204 |
| Infrastructure Fund 5-Year CIP..... | 205 |
| Road Sales and Use Tax Fund 5-Year CIP | 206 |
| Open Space and Natural Resources 5-Year CIP | 207 |
| Parks Trails and Building Grounds 5-Year CIP | 208 |
| Douglas County Facilities Management 5-Year CIP | 210 |
| Douglas County Justice Center Fund 5-Year CIP..... | 212 |

FUND BALANCE DETAIL

| | |
|---|-----|
| Fund Balance Detail..... | 214 |
| Administrative Policy Commitment of Fund Balance..... | 215 |

ALIGNMENT TO DOUGLAS COUNTY BOARD PRIORITIES

| | |
|---------------------------------------|-----|
| Alignment with Board Priorities | 221 |
|---------------------------------------|-----|

MANAGEMENT LIMITATIONS 3.3 FINANCIAL PLANNING AND BUDGET

| | |
|---|-----|
| Policy 3.3 Financial Planning and Budget..... | 225 |
|---|-----|

GENERAL GOVERNMENTAL AND PROGRAM REVENUES

| | |
|--|-----|
| General Governmental and Program Revenue Summary | 237 |
| General Governmental Revenues | 238 |
| Assessor | 240 |
| Budget..... | 241 |
| Building Development Services | 242 |
| Clerk and Recorder | 243 |
| Communications and Public Affairs..... | 244 |
| Community Development | 245 |
| Community Justice Services..... | 246 |
| Coroner | 247 |
| County Administration..... | 248 |
| County Attorney..... | 249 |
| County Fair and Rodeo | 250 |
| Emergency/Disaster | 251 |
| Facilities | 252 |
| Finance | 253 |
| Fleet..... | 254 |
| Human Resources..... | 255 |
| Human Services | 256 |
| Information Technology | 257 |
| Open Space and Natural Resources..... | 258 |
| Other Governmental Services | 259 |
| Parks, Trails and Building Grounds | 260 |

| | |
|---------------------------------|-----|
| Public Works - Engineering..... | 261 |
| Public Works - Operations..... | 262 |
| Rocky Mountain HIDTA..... | 263 |
| Sheriff..... | 264 |
| Solid Waste Disposal..... | 266 |
| Surveyor..... | 267 |
| Treasurer..... | 268 |

DOUGLAS COUNTY REVENUE MANUAL

| | |
|--|-----|
| 311110; Real/Personal Property Tax & Revenue Graph | 270 |
| 341320; Tax Collection Fees & Revenue Graph..... | 271 |
| 341360; Certificate of Taxes Fees & Revenue Graph..... | 272 |
| 322500; Building Permits & Revenue Graph..... | 273 |
| 322600; Electrical Permits & Revenue Graph..... | 274 |
| 322700; Mechanical Permits & Revenue Graph..... | 275 |
| 322800; Roofing Permits & Revenue Graph..... | 276 |
| 341610; Development Review Fees & Revenue Graph..... | 277 |
| 342410; Elevator Inspections & Revenue Graph..... | 278 |
| 342420; Elevator Witness Test & Revenue Graph..... | 279 |
| 342450; Plan Checking Fees & Revenue Graph..... | 280 |
| 342460; Re-inspection Fees & Revenue Graph..... | 281 |
| 341635; Zoning Review Fees & Revenue Graph..... | 282 |
| 341730; Site Plans & Revenue Graph..... | 283 |
| 341790; Drainage Erosion Sediment Control Fees & Rev Graph..... | 284 |
| 322200; Handgun Permits & Revenue Graph..... | 285 |
| 342110; Service of Process & Revenue Graph..... | 286 |
| 342120; Booking Fees & Revenue Graph..... | 287 |
| 342220; Dispatch Services & Revenue Graph..... | 288 |
| 342230; Prisoner Boarding Charges & Revenue Graph..... | 289 |
| 342240; Work Release Fees & Revenue Graph..... | 290 |
| 342250; Sheriff Bond Fees & Revenue Graph..... | 291 |
| 342211; Community Service Programs & Revenue Graph..... | 292 |
| 322900; Driver's License Permits & Revenue Graph..... | 293 |
| 341150; Certificate of Title Fees..... | 294 |
| 341155; Clean Screen Vendor Fee & Revenue Graph..... | 295 |
| 341160; Motor Vehicle [MV] Sales Tax Vendor Fee & Revenue Graph..... | 296 |
| 341170; Temporary Permit Fees & Revenue Graph..... | 297 |

| | |
|---|-----|
| 341180; E-470 Vendor Fees & Revenue Graph | 298 |
| 341190; Sp Purpose \$.50 Specific Ownership Tax & Revenue Graph | 299 |
| 341200; Emissions Fee & Revenue Graph..... | 300 |
| 341220; Certified Copies & Revenue Graph..... | 301 |
| 341230; Motor Vehicle Clerk Hire & Revenue Graph..... | 302 |
| 341240; Security Agreements & Revenue Graph | 303 |
| 341250; Renewal Late Fees & Revenue Graph..... | 304 |
| 351150; Uninsured Driver Fines & Revenue Graph..... | 305 |
| 341110; Receptions & Revenue Graph..... | 306 |
| 341862; Compact Disc/Download Access & Revenue Graph..... | 307 |
| 341120; Document Fees-Real Property & Revenue Graph | 308 |
| 341280; Passport Execution Fee & Revenue Graph | 309 |
| 344200; Facilities Use Fees – Facility/Fairgrounds & Revenue Graph..... | 310 |
| 344201; Equipment Use Fees & Revenue Graph..... | 311 |
| 344301; Ticket Surcharge & Revenue Graph..... | 312 |
| 344302; Vendor Surcharge [Booth] & Revenue Graph..... | 313 |
| 344303; Participant Surcharge & Revenue Graph..... | 314 |
| 344401; Catering Fees & Revenue Graph..... | 315 |
| 321500; Cable TV Franchises & Revenue Graph | 316 |
| 335400; State Cigarette Tax & Revenue Graph..... | 317 |
| 341870; Sale of Books/Maps/Reports & Revenue Graph | 318 |
| 344100; Participation and Concession Fees & Revenue Graph | 319 |

GLOSSARY

| | |
|---------------|-----|
| Glossary..... | 321 |
|---------------|-----|

The image is a composite landscape photograph. The top half shows a bright blue sky with scattered white clouds. The middle section is obscured by a large, semi-transparent green rectangle that serves as a background for the title text. The bottom half of the image shows a dense field of tall, thin, green grasses or reeds, with some bare, brownish branches visible on the right side. In the far distance, a city skyline is visible on the horizon under a hazy sky.

Transmittal Letter



December 4, 2018

Board of County Commissioners
Douglas County Government
100 Third Street
Castle Rock, Colorado 80104

Commissioners Holbert, Partridge, and Thomas:

Please accept for your consideration the 2019 recommended Proposed Budgets for Douglas County Government (the County), Douglas County Law Enforcement Authority (LEA), Douglas County Woodmoor Mountain General Improvement District, Douglas County Local Improvement District No. 07-01 Lincoln Station, and Office of the Public Trustee for Douglas County.

These budgets have been prepared in accordance with all applicable Colorado State Statutes, Generally Accepted Accounting Principles, the Board of County Commissioner's Core Priorities and Douglas County Budget and Financial Policies.

This letter provides an overview of the 2019 recommended budgets including projected revenues, recommended expenditures and reserves. Economic conditions and forecasts, debt, and highlights of the 2019 budget priorities in all major funds are also provided.

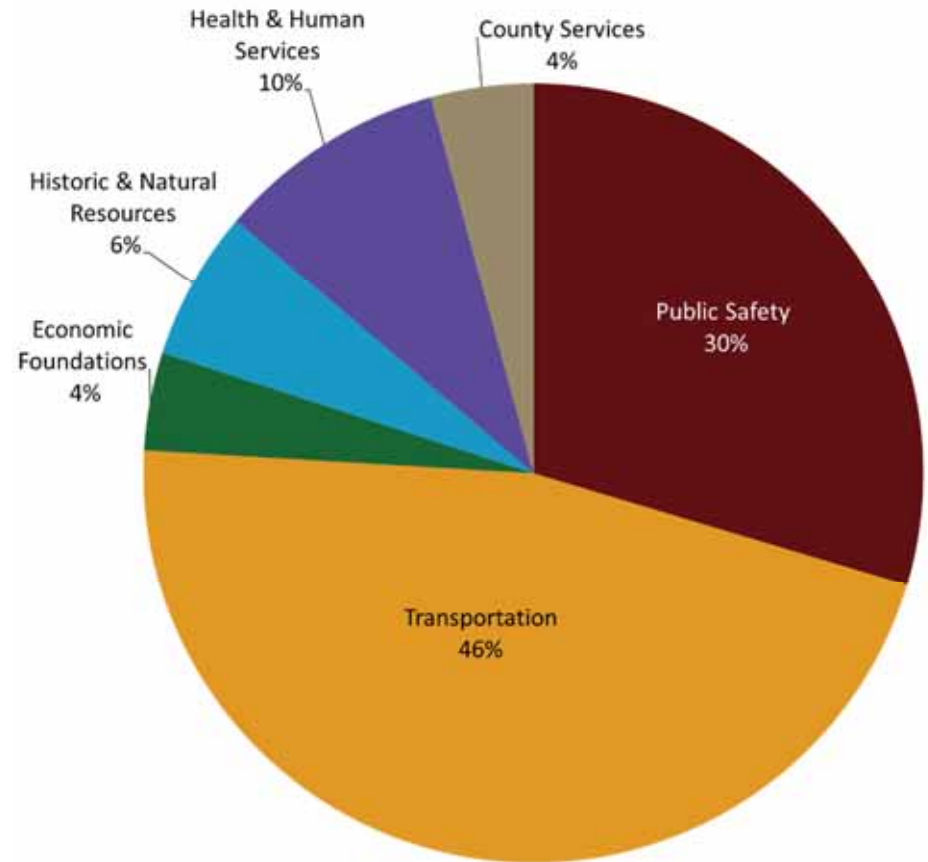
BUDGET OVERVIEW

The recommended Proposed Budget for 2019 is \$421.1 million for all funds: \$185.3 million for ongoing operating expenditures; \$4.6 million for debt service; \$174.4 million for one-time initiatives; \$32.0 million for federal and state funded expenditures and \$24.8 million for self-funded insurance funds.

The operating portion of the 2019 budget is projected to increase by \$9.9 million or 5.2% which is less than the percent of population growth plus consumer price index (CPI) ($3.1\% + 2.8\% = 5.9\%$). The budget is balanced for all funds.

In addition to being balanced, all funds meet the fund balance classifications set forth by accounting pronouncements, statute, and policy.

This graph depicts the 2019 recommended Proposed Budget alignment with the Board's Core Priorities.



DRIVING FORCES

The Board of County Commissioner's Core Priorities are the foundation for the development of the budget. These Core Priorities, along with citizen input, shape the 2019 recommended Proposed Budget's major investments of: Transportation, Public Safety, County Services, and Historic and Natural Resources.

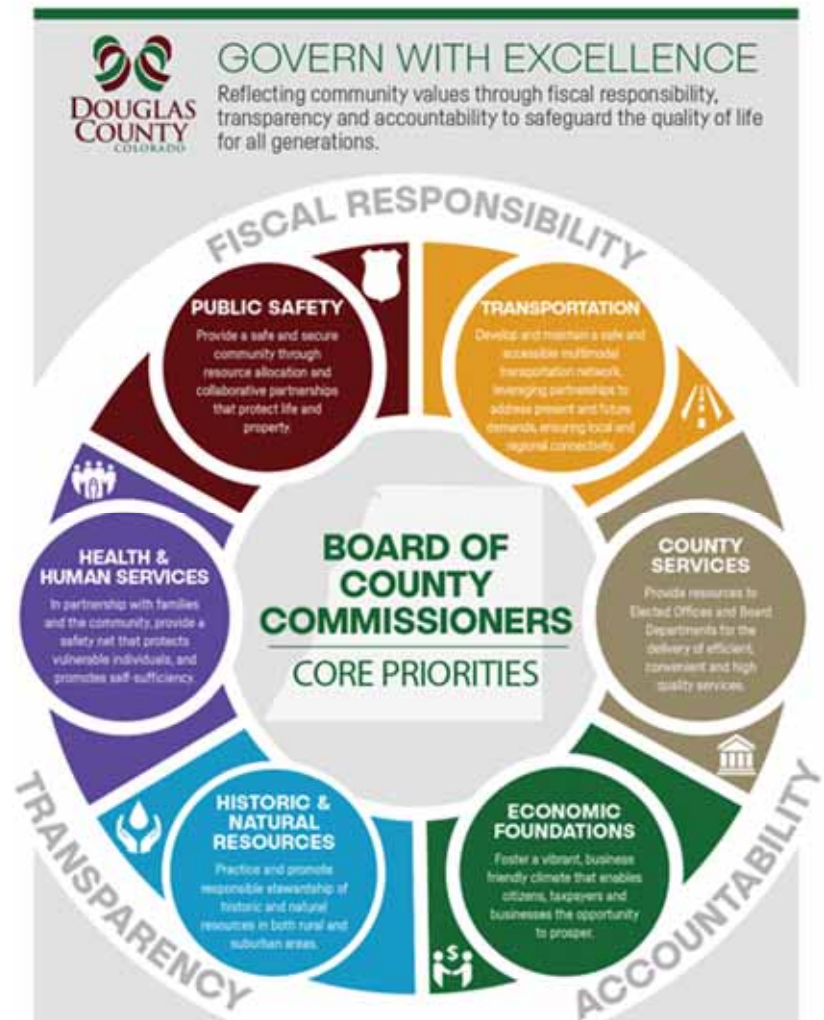
The Board's Core Priorities and fiscally conservative guiding principles play an important role in the development of the budget, providing a sound and balanced approach by:

- Avoiding raising fees or taxes;
- Relying upon realistic revenue forecasts;
- Maintaining stable reserves;
- Improving the quality of services provided to our community;
- Budgeting for one year, managing for two, and planning for five; and
- Matching ongoing revenues with ongoing expenditures.

The following budget guidelines were used to develop the 2019 Proposed Budget:

- Continue capital investment throughout Douglas County to address traffic congestion, road infrastructure, and public safety priorities;

- Keep the cost of government down through cost-effective purchasing; cash funding; outsourcing and contracting opportunities; and leveraging local funds;
- Continue an emphasis on increased efficiency through technology; and
- Maintain efficient staffing levels, with an emphasis on external service areas that directly impact Douglas County communities.



Strategic Partnerships – Create Connections – Build Community

Whether traveling on county roads, hiking or on horseback in the County's open space and parks or experiencing the services from the County's Motor Vehicle Division, citizens and taxpayers in Douglas County will see and experience the spending priorities in the 2019 Budget that are consistent with the Board of County Commissioner's Core Priorities, and informed by public input.

Connecting Communities through Road Improvements. Transportation investment priorities throughout the County in 2019 are focused on improving mobility and safety, as well as building capacity – leveraging the County's investments through strategic funding partnerships with the Colorado Department of Transportation, Douglas County Municipalities, the Denver Regional Council of Governments, the Federal Highway Administration, as well as a number of partners in the private sector.

Projects of significance include the I-25 South Gap project; US 85 Southern Connector (Roxborough area); Pine Drive Improvements (Parker area); US 85 – Highlands Ranch Parkway to Dad Clark Gulch; County Line Road/I-25 Operational Improvements; Chambers Road/Lincoln Avenue widening; Ridgeway Parkway widening; Happy Canyon Southwest Emergency Access; as well as roadway maintenance throughout Douglas County including asphalt overlays, concrete pavement panel repairs, gravel surfacing, and road surface stabilization projects.

Additional detail can be found in the 5-Year Capital Improvement Plan (CIP) documents specific to the Road and Bridge Fund, Road Sales & Use Tax Fund, and the Infrastructure Fund (pages 204 - 206).

Connecting People to History and Heritage. In 2019, Douglas County will continue to maintain our investment in the preservation of 63,037 acres of open space, including the Master Planning process for our newest acquisition, Sandstone Ranch. We have also prioritized maintenance of historic properties, including the historic Greenland Post Office; the Spring Valley School; the William Converse Ranch House; the Miksch-Helmer Cabin; and the Evans Homestead.

Connecting Communities – Building Trails. As we end 2018 and move into 2019, we do so knowing that over the past five years the County has witnessed a 98 % increase in trail use on our Open Space properties.

The County's investment in parks, trails, and open space has been cited as a contributing factor to the County being ranked first in Colorado for overall health outcomes for the third consecutive year – and one of the top two healthiest Colorado Counties since 2011 by the Robert Wood Johnson Foundation. In 2018, we were named the second healthiest County in the nation by U.S. News in collaboration with the Aetna Foundation.

The 2019 Budget will continue to invest in this funding priority with completion of the Cherry Creek Regional Trail; the Bayou Gulch Parking lot – connecting the new Two-Bridges Trail and the Regional Park; Reuter-Hess partnership; as well as master planning for the new Highline Canal Trail and the Macanta Regional Park.

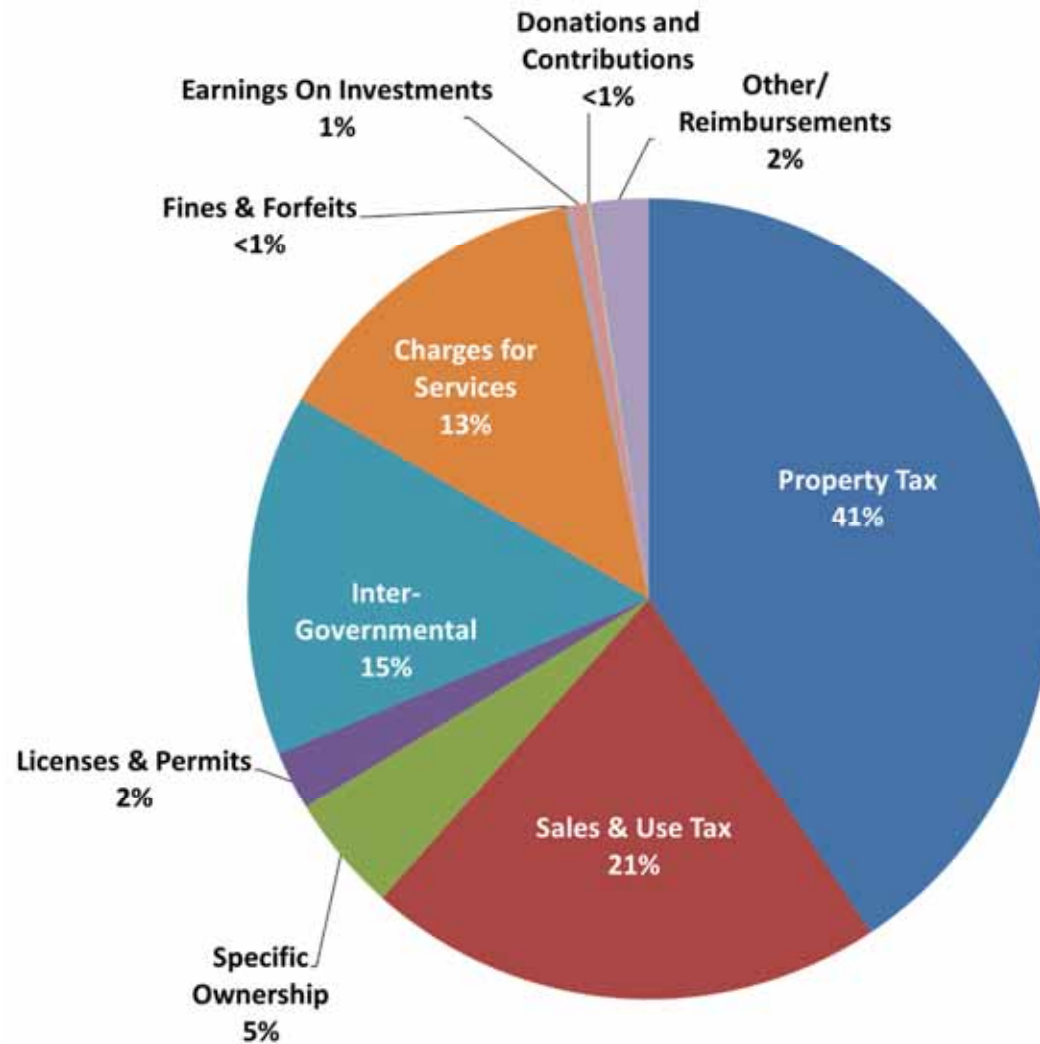
Connecting Customers to Streamlined Motor Vehicle Services. Consistent with the Board's focus on improved service delivery, the 2019 Budget reflects an investment in staff for creation of a new customer service model designed to reduce wait times for motor vehicle services, particularly during peak time demands.

Revenues

Budgeted revenues for 2019 total \$349.9 million, representing a \$9.8 million (2.9%) increase over 2018 forecasted revenues.

Revenues are forecasted by reviewing actual-to-budget performance and applying a conservative, yet realistic, approach to trending the various individual revenue streams.

This chart depicts Douglas County's revenue categories and the percentage of the total. Property taxes are the largest funding source, followed by sales and use tax.



Revenue Sharebacks to Municipalities

There are two types of sharebacks to municipalities: property tax sharebacks and sales tax sharebacks. Property tax sharebacks are distributed quarterly to incorporated municipalities with a presence in Douglas County. The shareback is based on 50% of the assessed valuation of each municipality multiplied by the Road and Bridge Mill Levy (4.493 mills).

Road sales and use tax is distributed directly to the municipality every month. The amount distributed is 75% of the roads sales and use tax collected within the wholly incorporated boundaries. Open Space sales and use tax for municipalities is 46% of the open space sales and use tax collected divided out based on the prior year auto registrations of that municipality.

The following table summarizes the sharebacks from the most recent actual year (2017).

| 2017 Sharebacks to Municipalities | Total Sharebacks | Road and Bridge Shareback (Property Tax) | Roads Sales and Use Tax .40% | Open Space Sales and Use Tax .17% |
|--|----------------------|--|---|--|
| | | (% of Total Collected) | (% of Total Collected) | (% of Total Collected) |
| Total Tax Collected (County-wide) Sharebacks: | | \$25,271,828 | \$26,076,856 | \$11,082,664 |
| Aurora | \$ 35,206 | 35,206 | | |
| Castle Pines | 628,870 | 374,824 | 254,046 | |
| Castle Rock | 6,057,417 | 1,723,091 | 3,451,699 | 882,627 |
| Larkspur | 43,004 | 14,247 | 25,721 | 3,036 |
| Littleton | 17,698 | 17,698 | | |
| Lone Tree | 3,550,396 | 1,439,996 | 2,110,400 | |
| Parker | 5,220,236 | 1,483,059 | 3,009,442 | 727,735 |
| Total Sharebacks | \$ 15,552,827 | \$ 5,088,121 20.1% | \$ 8,851,308 33.9% | \$ 1,613,398 14.6% |
| Calculation Basis | | 50% of assessed value within the incorporated boundaries times R&B mill levy (4.493 mills) | 75% of the actual 0.40% sales and use tax collected within the wholly incorporated boundaries | 46% of the actual 0.17% sales and use tax collected divided based on prior year auto registrations |
| Authority for Shareback | | CRS 43-2-202 | DC Resolution (R-995-100) - 1995 | DC Resolution (R-994-062) - 1994 |
| Distribution Frequency | | Quarterly | Monthly | Monthly |
| Distribution Method | | Direct payment to municipality | Direct payment to municipality | Deposited into holding account - funds released upon BCC approval |
| Accumulated Account Balances: | | | | |
| Castle Rock | | | | \$ 1,354,837 |
| Larkspur | | | | 48,295 |
| Parker | | | | 1,585,638 |

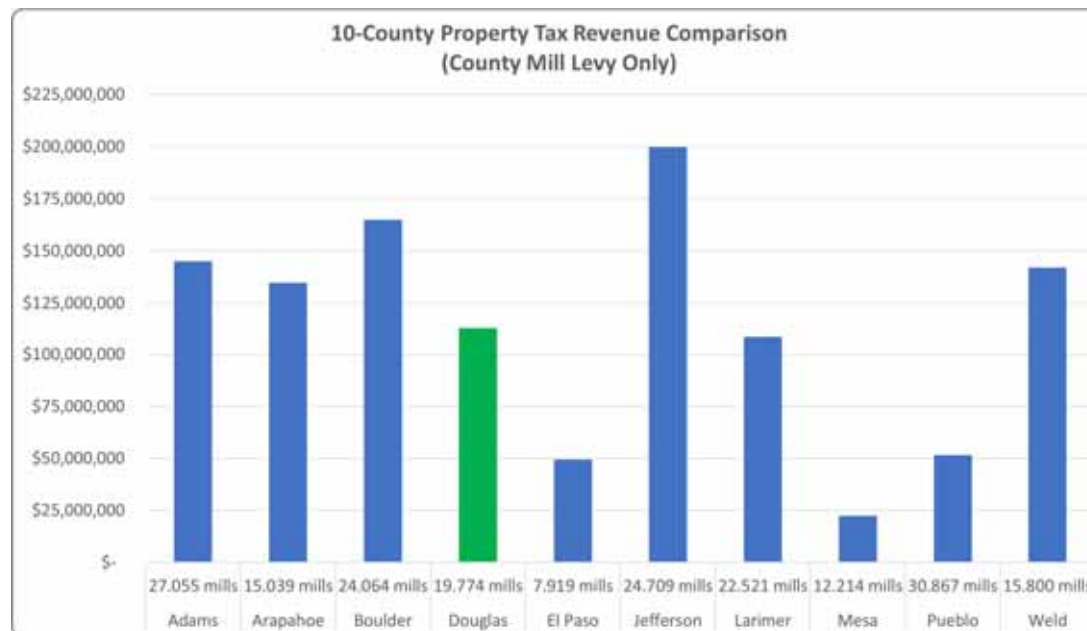
Property Taxes

Property taxes are the largest source of revenue and are used to fund general governmental operations. The County's mill levy is 18.774 mills plus 1.000 mills approved by citizens for intellectual and developmental disability services and 4.500 mills for law enforcement services in the unincorporated portion of Douglas County. Total property tax revenues for the County are projected to be \$142.3 million in 2019. This is an increase of \$2.1 million or 1.5% over the December 2017 certification of value. Property taxes collected in 2019 are based on taxes assessed in 2018, which is an intervening appraisal year.

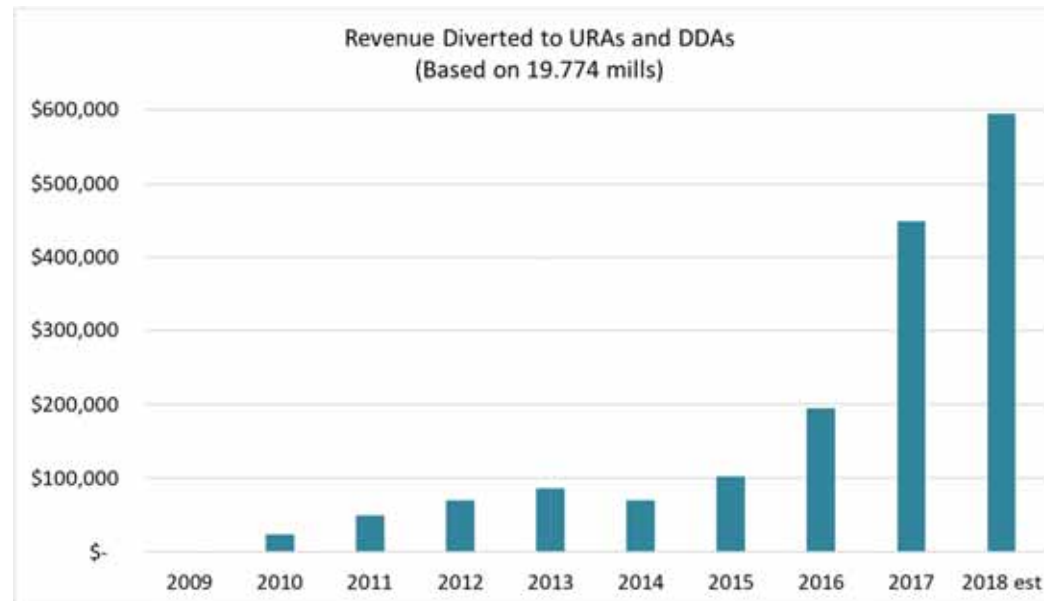
The Board of County Commissioners has discretion in the distribution of the 18.774 mills. The 2019 allocation is as follows:

- 13.288 mills General Fund
- 4.493 mills Road and Bridge Fund
- 0.316 mills Human Services Fund
- 0.500 mills Infrastructure Fund
- 0.177 mills Capital Expenditures Fund

The following chart provides a mill levy and property tax revenue comparison of the top 10 Colorado counties by population (excluding City/County governments). Douglas County has the 5th highest mill levy, but 6th highest revenue.



Within Douglas County there are five Urban Renewal Authorities (URAs) and five Downtown Development Authorities (DDAs) both of which are designed to eliminate blighted areas within cities and towns. These authorities utilize tax increment financing (TIF) to pay for capital improvements to mitigate blight. From December 2017 to August 25, 2018 there has been a 32.0 percent increase in the assessed value within the URAs and DDAs within Douglas County. As a result of tax increment financing, \$594,180 in annual ongoing revenues are being directed to these authorities instead of the County.



Other Revenues

Sales and use tax is the second largest revenue source and comes from the 1.0% sales and use tax within Douglas County. This source of revenue is restricted for specific uses by voters; 0.17% for the acquisition, preservation, development, and maintenance of open space lands, trail systems, and parks facilities; 0.40% is for improvements and maintenance of County roads and bridges; and 0.43% is for the operation, maintenance, and construction of the Robert A. Christensen Justice Center. Sales and use taxes are projected to be \$73.1 million, an increase of 4.1% or \$2.8 million over the 2018 year-end estimates.

For Douglas County's other group of largest revenue streams (excluding property and sales taxes), it is anticipated total revenue will be \$27.4 million, which is a decrease of 1.0% or \$290,000 from 2018 year-end estimates. Slight declines in building and public safety revenue streams are the cause of the decline.

Economic Conditions

Douglas County continues to experience economic growth: new construction is seen all around the County, unemployment is at an all-time low, job growth is strong, property values are increasing at double digit rates and sales tax revenues continue to grow at a constant pace. Economists anticipate these trends to continue into 2020.

On the horizon for governments, however, is the uncertainty of impacts on property tax revenues as a result of the Gallagher Amendment. State-wide residential values are growing at a greater pace than commercial values. The Colorado Legislative Council's December 2017 forecast indicates the residential assessment rate (RAR) could decrease from 7.20% to 6.11% for the next property reappraisal cycle, which will impact revenues collected in 2020. Douglas County is experiencing property value growth in the double digits and does not anticipate a reduction in total property tax revenue. If the RAR does decrease 15% as forecasted, revenues from our largest revenue stream could be relatively flat. However, as the largest source of funding of services, the County relies on the growth of this revenue to fund the increasing cost of services. The County is closely monitoring what is happening at the State level.

Douglas County's population is anticipated to increase 3.1% to 356,000 as of January 1, 2019. The chart shows Douglas County's population growth over the last 10 years.

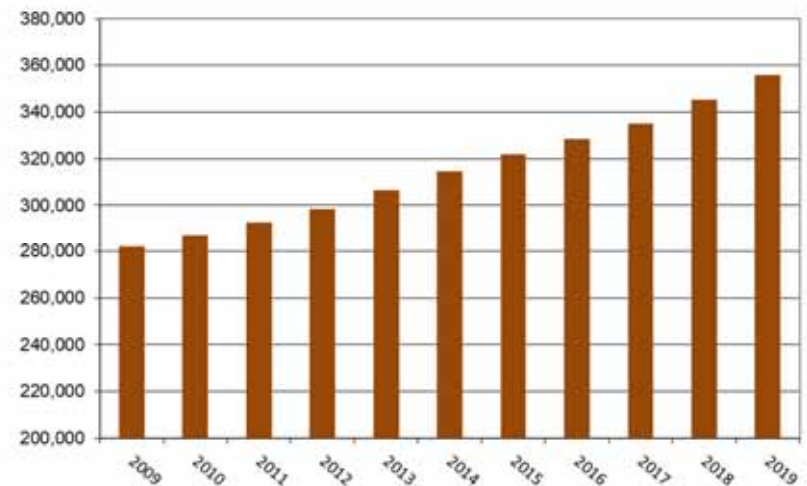
Assessed values under forecast assessment rates.

Actual Values × Assessment Rate = Assessed Values



Source: Division of Property Taxation and Legislative Council Staff December 2017 forecast.

Douglas County's Population Growth



2019 RECOMMENDED PROPOSED BUDGET

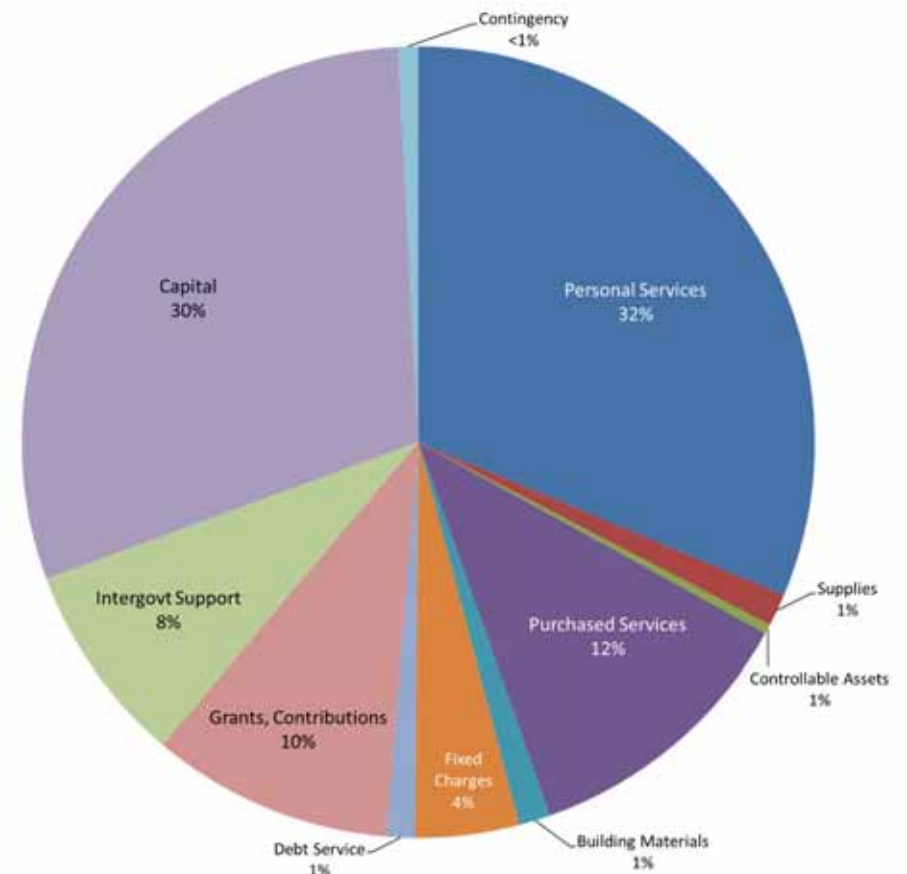
Expenditures

The 2019 expenditure budget is \$421.1 million: \$185.3 million for ongoing operating expenditures; \$4.6 million for debt service; \$174.4 million for one-time initiatives, including maintenance and capital projects; \$32.0 million for federal and state funded expenditures; and \$24.8 million for self-funded insurance funds.

The operating portion of the budget is increasing by \$9.9 million or 5.2%. The major increases are in the General Fund (\$8.0 million) and the LEA Fund (\$1.8 million).

New budget requests for 2019 are detailed within individual Fund Summaries that follow and are consistent with the Board's guiding principles requiring the pairing of ongoing revenues with ongoing expenditures. The County follows this best practice by matching funding sources (one-time or ongoing) with consistent uses (one-time or ongoing). This method provides a key budgeting discipline, ensuring the future financial stability of the County.

The following chart illustrates the distribution of the budget by spending categories.



Compensation and Benefit Costs

As with most service organizations, public or private, the salary and benefit portion is the largest expense within the operating budget. Maintaining a competitive, market-based, pay-for-performance total compensation package for employees is critical to recruit and retain a high performing workforce. The County follows fiscally conservative principles in designing our compensation and benefits strategy that includes the following tenets:

- No pension liability
- Non-union
- No retiree healthcare liability
- No sick leave cash-out upon leaving County employment
- Pay-for-performance based merit increases
- No Cost of Living Adjustments (COLA)
- No bonus structures
- Established market-based pay structure at the 50th percentile

Based on local survey data as of September 2018, the budget includes a 3.5% merit pool, which represents the average of local governments within Douglas County and other front-range counties, towns and cities.

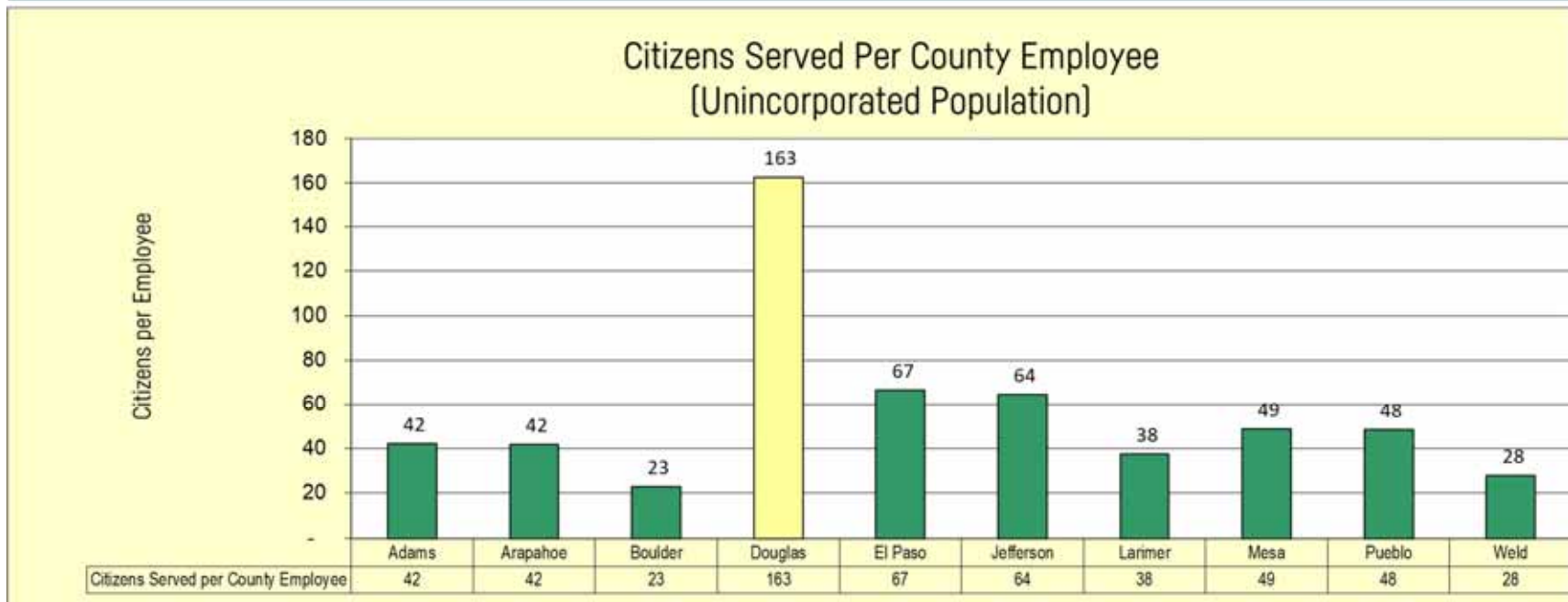
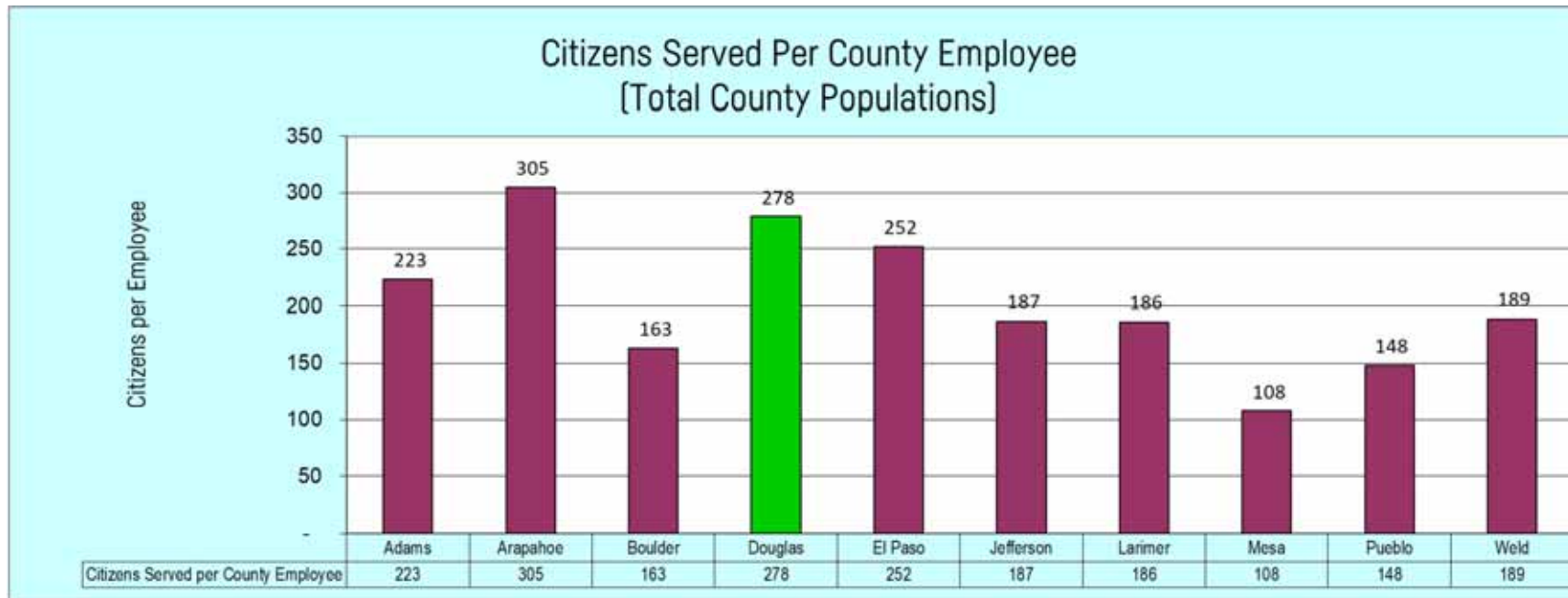
Medical premiums are increasing 1% or approximately \$700,000 countywide. This cost is being funded through the County contribution to medical premiums.

Staffing

Douglas County maintains staffing levels that are prudent in overall numbers of employees, while also ensuring that we adequately meet the service needs of our citizens. As depicted in the graphs on the next page, the County has one of the highest levels of citizens served (both overall and in unincorporated areas) per employee.

Staffing changes for 2019 include the recommendation to add 16 positions Countywide: 14 in the General Fund and two in the Road and Bridge Fund. In 2018, there were a total of 18.25 FTEs authorized during the year; 14.75 in Human Services; the remaining 3.50 are partial positions added in several departments. The 2019 recommended Proposed Budget itemizes all full and partial position additions. Note: authorization of full-time positions only occurs after departments have demonstrated a sustained need and other options such as external contracting, temporary assistance, and technological solutions are exhausted, and requires Board approval.

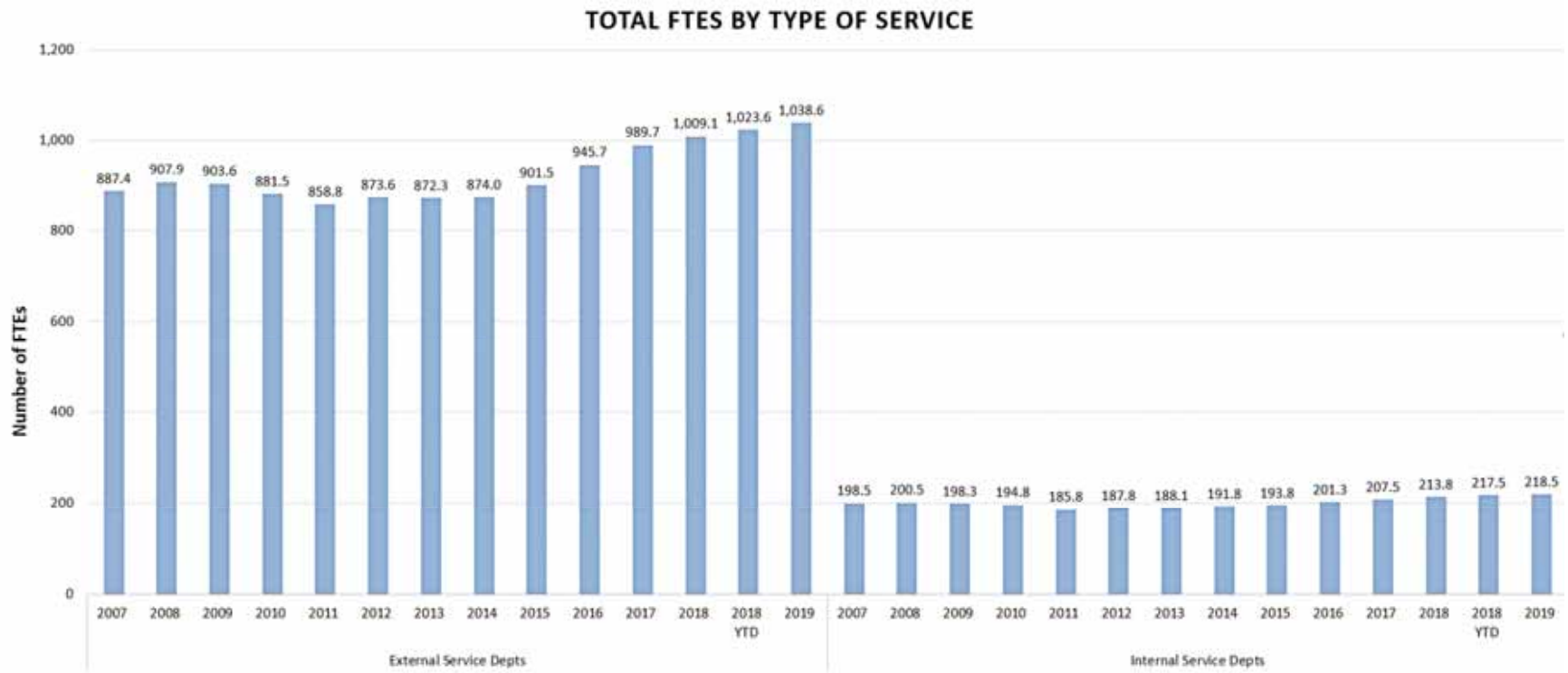
Low unemployment is causing a tight labor market in both Douglas County and the Denver-Front Range corridor. This has caused the County to review salaries for several job classifications in order to attract and retain employees. Most notably was the deputy tier structure which was modified mid-2018 to align more closely with surrounding jurisdictions.



These tables are from the 2018 10-County Databook, based on 2018 Adopted Budgets and Department of Local Government population forecasts.

Historical FTE Growth (External vs. Internal Services)

In reviewing growth in full-time equivalent (FTE) positions since 2007, the majority have been associated with areas of the County that provide direct services to the citizens. During this time period, there has been an increase of 17.4% in external service areas, with 10.1% growth related to internal service departments.



Note: Internal Service Departments include: Budget, County Administration, County Attorney, Facilities, Fairgrounds, Finance, Fleet, Human Resources, Information Technology and Public Affairs.

New Requests

Countywide new budget requests total \$75.9 million; \$71.3 million in one-time requests and \$4.6 million in ongoing requests. The following are key initiatives:

Transportation

- Road repair and maintenance, including continued asphalt, concrete and surface treatments to extend pavement life throughout unincorporated Douglas County (\$18.0 million).
- US Highway 85 Corridor Improvements (\$15.0 million from Road Sales and Use Tax Fund and Infrastructure Fund). Douglas County funds are being used to leverage funds from our other project financial partners including DRCOG, FHWA, CDOT and developers. The proposed improvements are currently estimated to cost a total of \$90.0 million.
- Moore Road to US 85 Southern Connector will construct a secondary access from US 85 to the Chatfield Basin Area by extending Airport Road to Moore Road based on traffic demands and emergency vehicle response times. (\$9.0 million).
- Pine Drive widening design, right-of-way acquisition, and utility relocation. The final project will result in Pine Drive being widened to four lanes (\$1.0 million).

Historic and Natural Resources

- Cherry Creek Regional Trail design and construction of 2.5 miles allowing users to travel from Castlewood Canyon to Cherry Creek Reservoir State Park (\$2.3 million).

- Stage and Canopy at Highlands Heritage Regional Park providing a concrete stage with electrical and stadium seating (\$1.2 million).
- Construction of acceleration / deceleration lanes for Spruce Mountain Open Space to provide safe entrance and exit along Spruce Mountain Road (\$550,000).
- Bayou Gulch Trailhead construction allowing easy access and parking to the Two-Bridges Trail on the south side of Bayou Gulch Road (\$180,000).

County Services

- Three new positions in the Motor Vehicle Division to implement a Greeter/Ushered queuing model to help citizens navigate motor vehicle services (\$216,200).
- Eight new ¾ time positions in the Motor Vehicle Division to augment mid-day service needs and lower wait times during heavy volume mid-day (\$473,200).

Public Safety

- Tactical Incident Command Post for the Sheriff's Office to use when responding to events that require on scene crime investigation, tactical dispatching, incident coordination/planning, and command level briefings of executives with inside/outside stakeholders and tactical command (\$819,700).

A complete list of recommended requests may be found with the fund summaries for each fund, including whether requests are one-time or ongoing and a detailed explanation of the need.

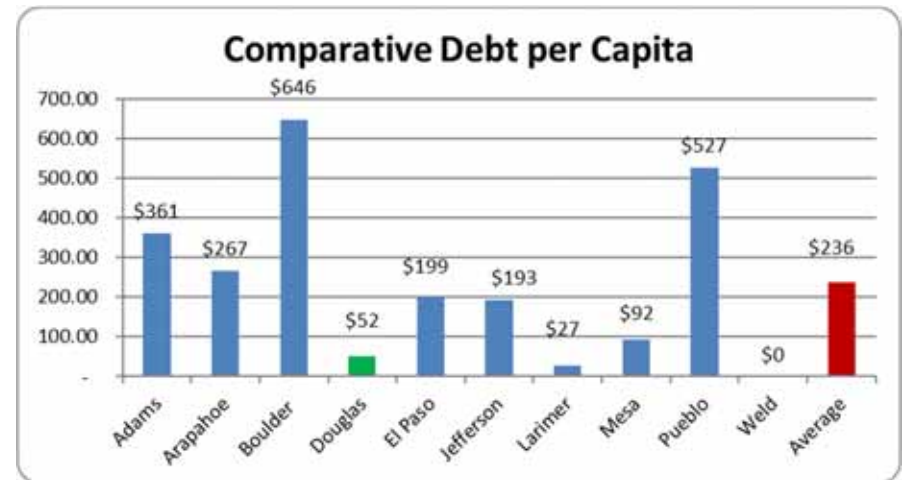
Debt

At the end of 2018, Douglas County's total debt is \$12.8 million. Douglas County has no general obligation debt and no outstanding certificates of participation. The County's debt is solely dedicated to road improvement projects (\$1.5 million), and open space (\$11.3 million).

By the end of 2019 Douglas County's total debt will be \$8.6 million. These are special revenue obligations secured by pledged revenues from voter-approved sales and use tax.

This debt was leveraged with funding from partners such as the Colorado Department of Transportation (CDOT) and Great Outdoors Colorado (GOCO).

One of the Board of County Commissioner's guiding principles is to cash fund capital projects versus incurring debt. By doing, so, the County minimizes interest paid so that taxpayer money goes to the project, not interest payments. Cash funding of projects requires the County to accumulate the necessary money, in many cases over multiple years. This results in higher levels of fund balance until the project is completed.



MAJOR FUNDS

General Fund Highlights:

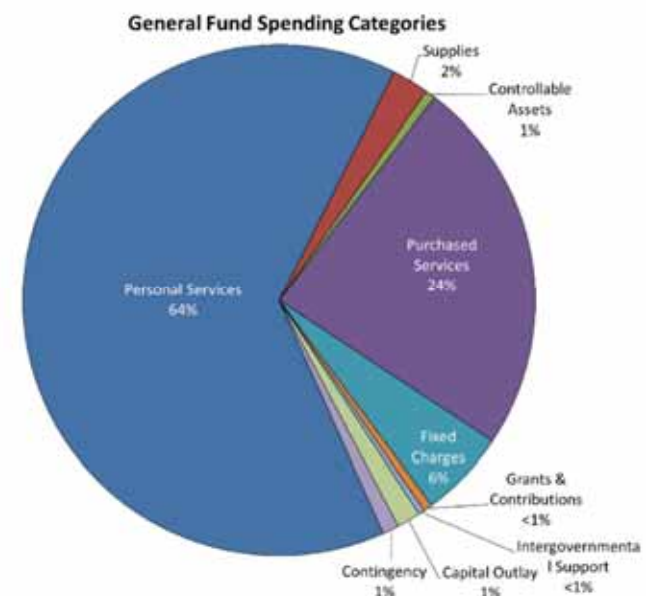
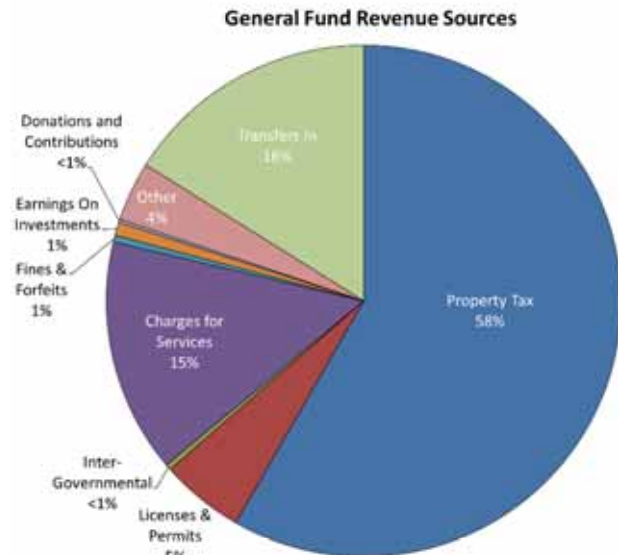
The General Fund, which is the largest and most diverse of all the County funds, accounts for a wide variety of services and functions. Revenues in the General Fund for 2019 are projected to increase 8.4% or \$9.3 million. Of the increase, \$1.4 million is due to a growth in property tax revenue and \$3.2 million is reallocating 0.5 mills from the Infrastructure Fund. The remaining increase is due to a one-time reimbursement of \$4.75 million from the Chatfield Reservoir Mitigation Company (CRMC) for the General Fund contribution to the Sandstone Ranch purchase in 2018. The CRMC also reimbursed the Open Space Sales and Use Tax Fund in the amount of \$1.25 million for a total county reimbursement of \$6.0 million.

The 2019 recommended Proposed Budget is \$143.0 million, an increase of 9.6% or \$12.5 million over the 2018 adopted budget. There are \$7.6 million in recommended new requests, of which \$4.3 million are one-time requests. The ongoing operating budget is increasing 7.3% or \$8.8 million. The increase is attributed to new ongoing requests of \$3.4 million; \$1.3 million for deputy tier pay plan adjustments; \$1.6 million for 3.5% performance merit pool; and a \$2.0 million reduction in interdepartmental charges for internal fleet services.

The 2019 recommended Proposed Budget includes funding 14 new FTEs at a cost of \$1.2 million; also included is \$2.4 million

for county-wide technology system implementation/enhancements. These and other requests related to various operating needs are itemized with detailed explanations in the 2019 Proposed Budget.

The graphs below show the primary sources of revenues and expenditure categories for the General Fund.



Road and Bridge Fund Highlights:

Property taxes, auto ownership taxes and highway user taxes are the primary revenue sources accounted for in this fund, which for 2019, are expected to generate \$28.9 million, \$14.6 million and \$8.4 million respectively. In addition to ongoing funding for operational expenditures related to road maintenance, traffic services, and snow removal, this fund also expends \$6.2 million in property tax sharebacks with the municipalities located within the County.

This fund's primary focus is road and bridge maintenance and includes both County performed and contracted maintenance. Maintenance projects include asphalt and concrete repair and replacement; stormwater and drainage management; traffic signals repair and replacement; and pedestrian safety. Contracted road repair and maintenance are budgeted at \$18.0 million.

Other major budget requests/initiatives for this fund include: \$3.9 million storm drainage and stormwater projects, \$1.2 million for new equipment, and \$146,727 for two new positions, a Traffic Signal Technician and an Equipment Operator.

This fund includes \$4.5 million of unspent 2018 project dollars, as well as \$3.3 million in unspent purchase orders encumbered in 2018 that will not be fulfilled until 2019. Total capital projects budgeted in 2019 in this fund equals \$30.6 million. A complete list with detailed explanations of recommended projects can be found in the 2019 Proposed Budget for this fund.

Road Sales and Use Tax Fund Highlights:

The Road Sales and Use Tax Fund accounts for 0.40% of the County's 1.0% sales and use tax used for infrastructure improvements related to roads and bridges. The voters approved extending this sales and use tax in November 2007, which was effective January 1, 2011 through December 31, 2030. The extension included a shareback provision for all wholly incorporated entities at the time of the election. The road sales and use tax is collected within the incorporated boundaries of the Town of Castle Rock, the Town of Larkspur, the Town of Parker and the City of Lone Tree (excluding Park Meadows shopping center). The extension also modified the amount of the shareback from 100% of collected roads sales and use tax within the boundaries to 75% of the collected roads sales and use tax. Effective January 1, 2012, the County began sharing back with the City of Castle Pines.

Revenues for 2019 from the dedicated sales and use tax are projected to be \$29.2 million. After accounting for the \$9.9 million in tax sharebacks with the various municipalities and the debt service payment of \$1.6 million, there is \$17.0 million remaining for projects. The major projects include:

- Moore Road to US 85 Southern Connector (\$9.0 million)
- US Highway 85 Corridor Improvements (\$6.0 million)
- Pine Drive - Lincoln Drive to Inspiration (\$1.0 million)

This fund includes \$32.1 million of unspent 2018 project dollars, as well as \$8.0 million in unspent purchase orders encumbered in 2018 that will not be fulfilled until 2019. Total

capital projects budgeted in this fund equal \$57.1 million. A complete list with detailed explanations of recommended projects can be found in the 2019 Proposed Budget for this fund.

Infrastructure Fund Highlights:

This fund, which was created in 2017, accounts for monies from various sources to be used for infrastructure projects within the County. The 2019 Proposed Budget shows 0.5 mills, \$3.2 million, with an additional \$6.4 million transferred from the General Fund for US 85 Corridor Improvement projects. The 2019 Proposed Budget provides a complete list of projects with detailed explanations.

Law Enforcement Authority (LEA) Fund Highlights:

The LEA Fund relies primarily on property tax revenue received from property owners within the unincorporated areas of Douglas County. The 2019 revenue forecast is \$16.6 million. These revenues fund the Patrol and Traffic divisions within the Sheriff's Office.

Prior to 2018, deputy cadet training was funded out of the LEA Fund. Starting in 2018 and continuing for 2019 funding for deputy cadet training is in the General Fund. The major capital expenditure for this fund is vehicle replacements. A complete list with detailed explanations of the requests for this fund is included in the 2019 Proposed Budget.

Justice Center Sales and Use Tax Fund Highlights:

The Justice Center Sales and Use Tax Fund accounts for the 0.43% of the County's 1.0% sales and use tax and is for the ongoing operations, maintenance, and construction of the Robert A. Christensen Justice Center and related facilities. In November 2007 voters approved extending this sales and use tax effective January 1, 2011 as follows: 0.30% in perpetuity and sunsets 0.13% December 31, 2020. Currently, no plans are in place to extend the 0.13%.

Sales and use tax revenues are projected to be \$31.4 million. The major expenditure shown in this fund is the transfer to the General Fund, which represents the portion of the sales and use tax that extends in perpetuity and defrays the cost of operations paid from the General Fund. For 2019, this transfer equals \$21.5 million, representing 0.20% of sales and use tax revenues, plus the additional operating costs for the Highlands Ranch Substation, and new requests recommended in the General Fund for the Sheriff's Office.

The major request for this fund is \$819,700 for a Tactical Incident Command Post. A complete list with detailed explanations of recommended requests can be found in the 2019 Proposed Budget for this fund.

Open Space Sales and Use Tax Fund Highlights:

The Open Space Sales and Use Tax Fund accounts for 0.17% of the County's voter-approved, 1.0% sales and use tax and provides for the development, preservation, and protection of land dedicated as open space within the County. Revenues generated from this dedicated sales and use tax provide funding for operational needs as well as capital projects and land acquisitions. This sales and use tax will sunset January 1, 2024. Currently, there are no plans to extend this tax, therefore fund balance is being accumulated to fund maintenance of open space properties after the sunset date.

Sales and use tax revenues are projected to be \$12.4 million; however, per voter approval, a portion of this revenue (\$1.9 million) is dedicated for parks development and maintenance and is accounted for in the Parks Sales and Use Tax Fund. Additional revenues of \$4,750,000 are also anticipated; \$3.5 million from a Colorado Outdoors grant and \$1.25 million from Chatfield Reservoir Mitigation Company, both of which will provide funding for Sandstone Ranch Open Space.

The major projects for this fund are the design and construction of acceleration and deceleration lanes for Spruce Mountain Road Open Space, which was delayed from 2018, and a new trailhead parking lot at Bayou Gulch Open Space. The complete list with detailed explanations of recommended projects is included in the 2019 Proposed Budget for this fund.

A master plan is currently under development for the Sandstone Ranch Open Space acquired in early 2018. The 2019

Proposed Budget does not reflect any new funding requests for Sandstone Ranch Open Space as a result.

Parks Sales and Use Tax Fund Highlights:

The Parks Sales and Use Tax Fund accounts for the parks portion of the Open Space Sales and Use Tax monies referenced above (\$1.9 million). Projects are funded with these monies as well as cash-in-lieu monies received from developers which are dedicated to park lands. This fund is also impacted by the sunset of the Open Space Sales and Use Tax on January 1, 2024. After the sunset of the tax, the General Fund will be responsible for ongoing maintenance costs.

The 2019 Proposed Budget reflects funding to complete the Cherry Creek Regional Trail, expansion of the Highlands Ranch Regional Park building, continued funding of the Rueter-Hess Reservoir Partnership, and partnerships to fund a pedestrian bridge in Parker and underpass along US 85. The complete list of requests with detailed explanations is included in the 2019 Proposed Budget for this fund.

Conservation Trust Fund Highlights:

In accordance with Colorado Statute, this fund accounts for the proceeds allocated to the County from the State Lottery Fund, estimated to be \$1.0 million for 2019. Funds must be used for the development and maintenance of parks, trails, open space, and other recreational facilities.

The 2019 priorities for this fund include the completion of the East-West Regional Trail Extension, which is partially funded with a Great Outdoors Colorado grant for \$1.6 million and the construction of a stage/canopy at Highlands Heritage Regional Park. More information is provided in the 2019 Proposed Budget for this fund.

Capital Expenditures Fund Highlights:

This fund pays for routine maintenance on all County facilities except for the Justice Center. Property taxes of 0.177 mills is the sole funding source, generating \$1.1 million in 2019. A complete list with detailed explanations of maintenance requests is included in the 2019 Proposed Budget for this fund.

Human Services Fund Highlights:

Funding for the programs and services provided to eligible citizens served by the Human Services Department comes from a portion of the County's mill levy (0.316 mills or \$2.0 million) and from various federal and state grants (\$28.5 million). The 2019 Proposed Budget reflects \$13.7 million appropriated for direct payments to qualified participants (which includes \$11.5 million in food assistance benefits that are 100% federally funded), and \$5.7 million in client services, e.g., child welfare and child care support services.

Every year the County completes a cost allocation plan for expenses that support Human Services, but are not directly within the Department, e.g., Human Resources, IT, and Facilities. The State reimburses approximately 33% of these

expenses. In 2015 and 2016, Human Services experienced higher than normal technology and IT related expenses, and correspondingly received a higher than normal State reimbursement. When the cost allocation plan was compiled this year the 2017 technology expenses dropped and as such the federal and state reimbursement dropped \$451,232 compared to the prior year. This does not reflect a decrease in service dollar allocation or drop in the reimbursement rate; rather it reflects a reduction in technology costs.

Human Services programs are mandated by the State of Colorado. Increases in the demand for services requires increased county expenditures thus requiring this fund to use existing fund balance to cover these costs. Should available fund balance become inadequate to cover operations, additional mill levy dollars may be required from the General Fund. There are no new requests for this fund.

Developmental Disabilities Fund Highlights:

Revenues recognized in this fund are generated from a 1.0 mill property tax approved by the voters in 2001 and is expected to produce \$6.4 million for 2019. Through an interagency agreement, the County remits more than 90% of these funds to Developmental Pathways, Inc., Douglas County's regional provider. These funds support programs and services for individuals with intellectual and developmental disabilities. The remaining funds are then dispersed by the County through its Developmental Disabilities Grant Program.

Internal Services Funds:

The County maintains three self-funded insurance funds: Employee Benefits, Liability and Property, and Medical. Internal service funds are used to charge the costs of insurance from one County fund to another. Payments are made through an internal billing transfer. These funds account for \$24.8 million in insurance premiums and claims.

RESERVES

As the budget is developed, attention is focused on each fund's balance to ensure it can absorb the proposed recommendations. The guiding principles that prescribe the use of the County's fund balance are to:

- Seek opportunities to maximize impacts to our communities;
- Leverage funds by partnering;
- Cash fund versus incurring debt;
- Maintain adequate fund balance to withstand economic fluctuations; and
- Prepare for emergencies.

The County's fund balance policy outlines appropriate fund balance levels necessary to conform with legal requirements.

These levels also help to maintain a strong financial position.

The County has met its TABOR requirements, which specify that 3% (\$7.5 million) of operating expenditures must be reserved for emergencies.

Basis of Budgetary Accounting

The budgets for the County, Law Enforcement Authority (LEA), Woodmoor Mountain GID, and Lincoln Station LID are all presented on the modified accrual basis, which is consistent with Generally Accepted Accounting Principles (GAAP). Under modified accrual accounting, revenues are recognized as soon as they are both measurable and available. Expenditures are recognized when the liability is incurred. Governmental funds' financial statements are also presented on a modified accrual basis of accounting. However, the government-wide financial statements and the proprietary funds' financial statements are presented on a full accrual basis of accounting, which means all transactions and events that affect the total economic resources (net assets) during the period are reported. Under the full accrual basis of accounting, revenues are recorded when earned and expenses are recorded at the time an obligation (liability) is incurred, regardless of the timing of related cash inflows and outflows. Fiduciary funds use the accrual basis of accounting.

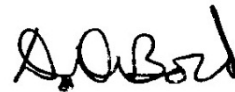
CONCLUSION & ACKNOWLEDGEMENTS

The budget process is one of the County's most significant undertakings each year. The process creates opportunities for dialog and priority setting in each Elected Office and Department in the County.

The success of this process is a direct reflection of the efforts of the many participants in the process – including the Board of County Commissioners, other Elected Officials, Department Directors and the numerous staff throughout the County who dedicate numerous hours to work through the budget development process. We sincerely appreciate the hard work and dedication of all who make this important task possible but especially the members of the Budget Department.

We are pleased to present this 2019 recommended Proposed Budget as our County's financial plan for 2019. We believe this budget reflects our commitment to fiscal stewardship, as well as our resolve to focus on the implementation and achievement of the Board of County Commissioner's core priorities.

Respectfully submitted,



Douglas DeBord
County Manager



Martha Marshall
Budget Director





County Overview



Douglas County Government

Summary of Fund Balances, Revenues, and Expenditures

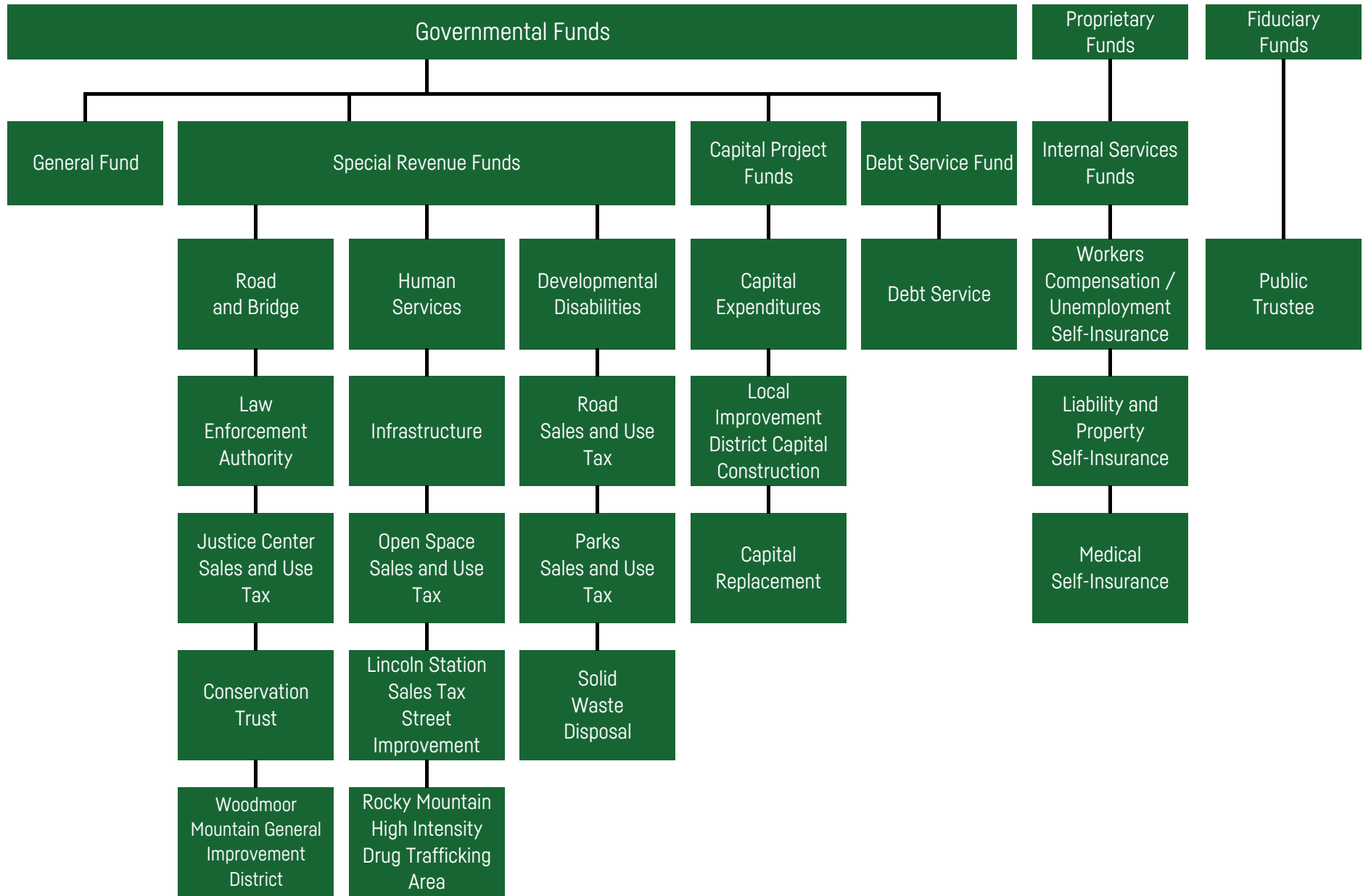
| Fund | Fund Name | Estimated Beginning Fund Balance | 2019 Revenues (Less Transfers) | 2019 Expenditures (Less Transfers) | Transfers In | Transfers (Out) | Net Change In Fund Balance | Non-Spendable/ Restricted/ Committed Fund Balance | Assigned/ Unassigned Fund Balance | Projected Ending Fund Balance | 2019 Appropriation |
|--|--|--|--------------------------------------|--|-----------------|--------------------|-------------------------------|--|---|-------------------------------------|-----------------------|
| <u>County Funds</u> | | | | | | | | | | | |
| 100 | General | \$ 35,620,386 | \$ 120,907,025 | \$ 143,014,302 | \$ 23,167,072 | \$ (7,358,872) | \$ (6,299,077) | \$ 9,560,525 | \$ 19,760,784 | \$ 29,321,309 | \$ 150,373,174 |
| Special Revenue Funds: | | | | | | | | | | | |
| 200 | Road and Bridge | 26,091,762 | 53,969,855 | 64,982,769 | 0 | (107,000) | (11,119,914) | 2,721,546 | 12,250,303 | 14,971,849 | 65,089,769 |
| 210 | Human Services | 4,661,118 | 31,141,895 | 33,042,530 | 958,872 | 0 | (941,763) | 71,696 | 3,647,659 | 3,719,355 | 33,042,530 |
| 215 | Developmental Disabilities | 100,000 | 6,428,189 | 6,428,189 | 0 | 0 | 0 | 100,000 | 0 | 100,000 | 6,428,189 |
| 225 | Infrastructure | 24,801,038 | 3,248,000 | 30,725,008 | 6,400,000 | 0 | (21,077,008) | 0 | 3,724,030 | 3,724,030 | 30,725,008 |
| 230 | Road Sales and Use Tax | 51,017,685 | 33,153,984 | 66,998,463 | 0 | (2,066,000) | (35,910,479) | 263,100 | 14,844,106 | 15,107,206 | 69,064,463 |
| 240 | Justice Center Sales and Use Tax | 28,909,646 | 31,814,940 | 2,809,446 | 0 | (21,535,072) | 7,470,422 | 2,452,486 | 33,927,582 | 36,380,068 | 24,344,518 |
| 250 | Open Space Sales and Use Tax | 6,060,435 | 17,294,860 | 5,131,591 | 12,381 | (4,911,934) | 7,263,716 | 5,873,521 | 7,450,630 | 13,324,151 | 10,043,525 |
| 255 | Parks Sales and Use Tax | 6,783,342 | 130,000 | 6,616,650 | 1,926,934 | (58,212) | (4,617,928) | 0 | 2,165,414 | 2,165,414 | 6,674,862 |
| 260 | Conservation Trust | 2,056,035 | 2,610,000 | 3,698,828 | 0 | 0 | (1,088,828) | 967,207 | 0 | 967,207 | 3,698,828 |
| 275 | Solid Waste Disposal | 279,054 | 60,000 | 60,000 | 0 | 0 | 0 | 0 | 279,054 | 279,054 | 60,000 |
| 295 | Rocky Mountain HIDTA | 0 | 2,193,198 | 2,193,198 | 0 | 0 | 0 | 0 | 0 | 0 | 2,193,198 |
| Capital Projects Funds: | | | | | | | | | | | |
| 330 | Capital Expenditures | 2,528,746 | 1,137,790 | 1,516,167 | 0 | 0 | (378,377) | 0 | 2150369 | 2150369 | 1,516,167 |
| 350 | LID Capital Construction | 618,563 | 10,000 | 1,000 | 0 | 0 | 9,000 | 0 | 627,563 | 627,563 | 1,000 |
| 390 | Capital Replacement | 5,726,297 | 0 | 0 | 58,212 | (1,037,381) | (979,169) | 2,040,000 | 2,707,128 | 4,747,128 | 1,037,381 |
| Debt Service Fund: | | | | | | | | | | | |
| 410 | Debt Service | 91,897 | 0 | 4,552,500 | 4,551,000 | 0 | (1,500) | 0 | 90,397 | 90,397 | 4,552,500 |
| Total County Funds | | \$ 195,346,004 | \$ 304,099,736 | \$ 371,770,641 | \$ 37,074,471 | \$ (37,074,471) | \$ (67,670,905) | \$ 24,050,081 | \$ 103,625,019 | \$ 127,675,100 | \$ 408,845,112 |
| <u>Law Enforcement Authority Fund</u> | | | | | | | | | | | |
| 220 | Law Enforcement Authority | \$ 13,093,529 | \$ 21,025,015 | \$ 24,578,201 | \$ - | \$ - | \$ (3,553,186) | \$ 650,000 | \$ 8,890,343 | \$ 9,540,343 | \$ 24,578,201 |
| <u>Woodmoor Mountain General Improvement District Fund</u> | | | | | | | | | | | |
| 280 | Woodmoor Mountain GID | \$ 4,061 | \$ 29,086 | \$ 31,686 | \$ - | \$ - | \$ (2,600) | \$ 950 | \$ 511 | \$ 1,461 | \$ 31,686 |
| <u>Lincoln Station Sales Tax Street Improvement Fund</u> | | | | | | | | | | | |
| 265 | Lincoln Station Sales Tax Street Improvement | \$ - | \$ 20,000 | \$ 20,000 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 20,000 |
| <u>Internal Service Funds</u> | | | | | | | | | | | |
| 620 | Employee Benefits Self-Insurance | 1,982,117 | 2,430,900 | 2,430,900 | 0 | 0 | 0 | 0 | 1,982,117 | 1,982,117 | 2,430,900 |
| 630 | Liability and Property Self-Insurance | 3,166,301 | 2,357,100 | 2,357,100 | 0 | 0 | 0 | 0 | 3,166,301 | 3,166,301 | 2,357,100 |
| 640 | Medical Insurance Self-Insurance | 831,165 | 19,965,741 | 19,965,741 | 0 | 0 | 0 | 0 | 831,165 | 831,165 | 19,965,741 |
| | | \$ 5,979,583 | \$ 24,753,741 | \$ 24,753,741 | \$ - | \$ - | \$ - | \$ - | \$ 5,979,583 | \$ 5,979,583 | \$ 24,753,741 |
| Total Douglas County Funds | | \$ 214,423,177 | \$ 349,927,578 | \$ 421,154,269 | \$ 37,074,471 | \$ (37,074,471) | \$ (71,226,691) | \$ 24,701,031 | \$ 112,515,873 | \$ 137,216,904 | \$ 458,228,740 |
| <u>Agency Funds</u> | | | | | | | | | | | |
| 730 | Public Trustee | \$ 481,200 | \$ 459,744 | \$ 433,184 | \$ - | \$ - | \$ 26,560 | \$ - | \$ 507,760 | \$ 507,760 | \$ 433,184 |

Abbreviation Key:

GID - General Improvement District

HIDTA - High Intensity Drug Trafficking Area

DOUGLAS COUNTY FUND STRUCTURE OVERVIEW



Fund Definitions

Governmental accounting is based upon fund accounting. Each separate fund has a unique purpose and must be self-balancing. Required by statute, governmental funds have a spending focus and include:

General Fund

The General Fund is used to account for all resources associated with traditional government functions that are not required legally or by sound financial management practices to be accounted for in another fund. As the County's main operating fund, the General Fund accounts for general County operations such as public safety, planning and zoning; parks and recreation; tax assessments and collection; motor vehicle licensing, elections; finance, and administration.

| <u>Fund Name</u> | <u>Fund Number</u> |
|------------------|--------------------|
| General | 100 |

Special Revenue Funds

Special Revenue Funds are used to account for the proceeds derived from sources that are legally restricted to be expended for a designated program or specific purpose.

| <u>Fund Name</u> | <u>Fund Number</u> |
|---|--------------------|
| Road and Bridge | 200 |
| Human Services | 210 |
| Developmental Disabilities | 215 |
| Law Enforcement Authority (LEA) | 220 |
| Infrastructure | 225 |
| Road Sales and Use Tax | 230 |
| Justice Center Sales and Use Tax | 240 |
| Open Space Sales and Use Tax | 250 |
| Parks Sales and Use Tax | 255 |
| Conservation Trust | 260 |
| Lincoln Station Sales Tax Street Improvement | 265 |
| Solid Waste Disposal | 275 |
| Woodmoor Mountain General Improvement District (GID) | 280 |
| Rocky Mountain High Intensity Drug Trafficking Area (HIDTA) | 295 |

Capital Projects Funds

Capital Projects Funds are used to account for the financial resources used to fund equipment replacement and to acquire or construct major public capital facilities and improvements.

| <u>Fund Name</u> | <u>Fund Number</u> |
|---|--------------------|
| Capital Expenditures | 330 |
| Local Improvement District (LID) Capital Construction | 350 |
| Capital Replacement | 390 |

Debt Service Fund

Debt Service Fund is used to account for the accumulation of resources and the payment of principal and interest related to long-term debt used to finance capital construction and acquisition. Types of debt obligations that are accounted for in this fund are revenue bonds paid from restricted revenue sources pledged towards repayment of the debt.

| <u>Fund Name</u> | <u>Fund Number</u> |
|------------------|--------------------|
| Debt Service | 410 |

Internal Service Funds

Internal Service Funds are proprietary-type funds that are used to account for the financing of goods or services provided by one department or agency to other departments or agencies of the County on a cost reimbursement basis.

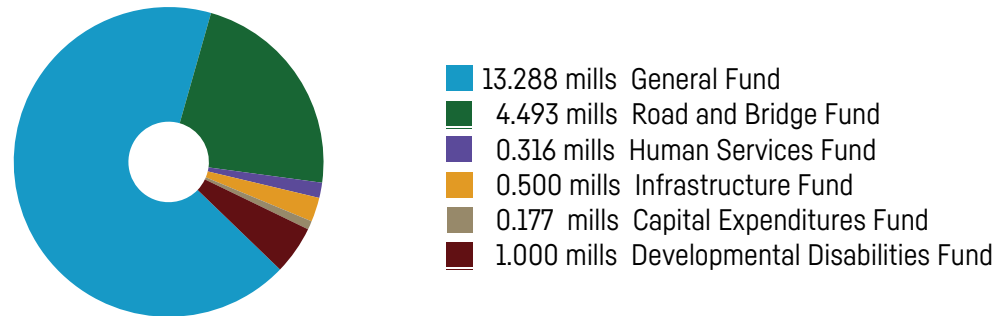
| <u>Fund Name</u> | <u>Fund Number</u> |
|--|--------------------|
| Workers Compensation and Unemployment Self-Insurance | 620 |
| Liability and Property Insurance | 630 |
| Medical Self-Insurance | 640 |

Property Taxes

Douglas County

Douglas County is a governmental taxing entity empowered to levy its own property taxes. The total mill levy for the 2019 Douglas County Budget is 19.774 mills. A 1.000 mill dedicated to persons with developmental disabilities was approved by voters in 2001. Revenues for property taxes budgeted in 2019 are levied in December 2018. The County, municipalities, school districts and various forms of special districts are all taxing entities. A mill levy is expressed in thousands, so to convert the 19.774 mills into cents, the decimal place must be moved 3 places, resulting in \$.019774. The rate set by the taxing entity is applied to the 1/1000 of the assessed value of the property, thus generating property taxes.

Mill Levy Distribution - Douglas County 2019 Budget



Statutorily, Douglas County is required to shareback the Road and Bridge mill levy with all incorporated jurisdictions within the County. The jurisdictions that receive a shareback are: Aurora, Castle Pines, Castle Rock, Larkspur, Littleton, Lone Tree, and Parker. The shareback is 50% of the assessed value within the incorporated boundaries times the mill levy.

Douglas County Law Enforcement Authority

The Douglas County Law Enforcement Authority (LEA) levies a property tax of 4.500 mills to those in unincorporated areas of the County.

Douglas County Woodmoor Mountain General Improvement District (GID)

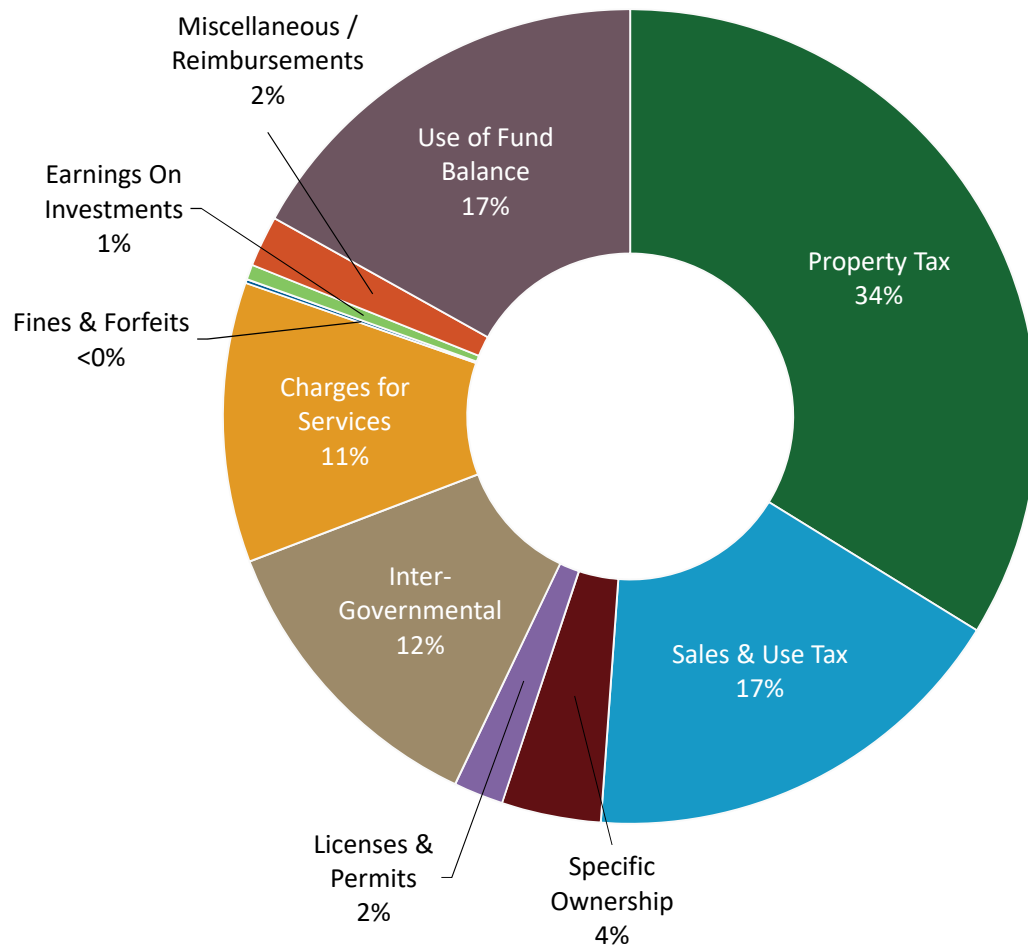
The Woodmoor Mountain General Improvement District is a special taxing General Improvement District (GID) created for the purpose of maintenance and improvement of roads in the Woodmoor Mountain District. On November 2, 1993, a referred measure was passed at an election to allow the district to extend a mill levy on the assessed value of the District so as to generate \$10,000 in general property tax revenue in 1994, increasing by an amount not to exceed 5.5% thereof annually in the following years. The Woodmoor Mountain GID mill levy for 2019 is 10.864 mills.

Sales and Use Taxes

- General Sales Tax: Sales tax of 1.0% on all tangible personal property, not specifically exempted.
- Douglas County voters approved the levying of the sales/use taxes for the following purposes:

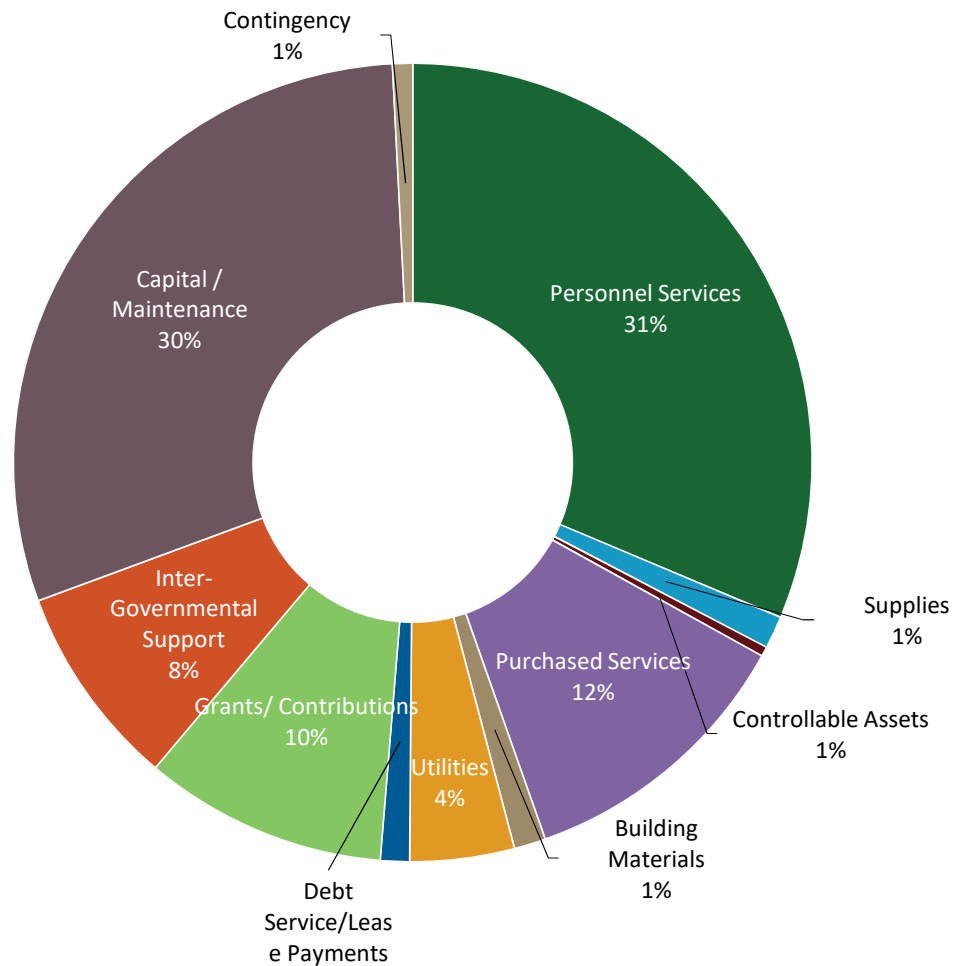
| Tax | Amount | Beginning Date | Sunset Date |
|---|--------|-----------------|-------------------|
| Open Space Sales & Use Tax | 0.17% | January 1, 1995 | January 1, 2024 |
| <p>Use: Dedicated for the maintenance and acquisition of Parks, Trails, and Open Space.</p> <p>Funds are shared at the rate of 50% of collections allocated as a percentage of vehicles registered within the municipalities that existed at the time of voter approval.</p> <p>In November 1998, the voters extended the sunset date from January 1, 2009 to January 1, 2024 for the 0.17% sales and use tax.</p> | | | |
| Road Sales & Use Tax | 0.40% | January 1, 1996 | December 31, 2030 |
| <p>Use: Dedicated for the improvement and maintenance of County roads and bridges.</p> <p>Funds are shared with the municipalities of Castle Pines, Castle Rock, Larkspur, Lone Tree and Parker, at the rate of 75% of all collections on point of sales within the municipality boundary.</p> <p>In November 2007, the voters extended the sunset date from December 31, 2010 to December 31, 2030.</p> | | | |
| Justice Center Sales & Use Tax | 0.43% | January 1, 1996 | December 31, 2020 |
| <p>Use: Dedicated for the construction, operation, and maintenance of the County's Robert Christensen Justice Center and related facilities.</p> <p>In November 2007, the voters extended the sunset date from December 31, 2010 to December 31, 2020 for 0.13% of the tax, the remaining 0.10% that was to sunset on December 31, 2010 will now remain in perpetuity along with the existing 0.20% for ongoing operating costs.</p> | | | |

Revenues - Where does Douglas County get its money?



| Sources of Funding | Forecast |
|---------------------------------|-----------------------|
| Property Tax | \$ 142,340,464 |
| Sales & Use Tax | 73,078,000 |
| Specific Ownership | 16,626,300 |
| Licenses & Permits | 8,325,175 |
| Inter- Governmental | 51,113,223 |
| Charges for Services | 46,784,297 |
| Fines & Forfeits | 628,325 |
| Earnings On Investments | 2,518,050 |
| Miscellaneous / Reimbursements | 8,513,744 |
| Total Revenues-All Funds | \$ 349,927,578 |
| Use of Fund Balance | 71,226,687 |
| Total | \$ 421,154,269 |

Expenditures - Where does Douglas County spend its money?



| Fund | Expenditures |
|-----------------------------|-----------------------|
| Personnel Services | \$ 132,005,337 |
| Supplies | 5,555,620 |
| Controllable Assets | 1,631,853 |
| Purchased Services | 48,701,992 |
| Building Materials | 5,402,331 |
| Utilities | 17,825,731 |
| Debt Service/Lease Payments | 4,920,100 |
| Grants/ Contributions | 41,480,288 |
| Intergovernmental Support | 34,657,904 |
| Capital/Maintenance | 125,547,213 |
| Contingency | 3,425,900 |
| Total | \$ 421,154,269 |

| Expenditure Budget by Function and Fund <i>(Excluding Transfers)</i> | | | | | | | | | | |
|---|--------------------|--------------------|-------------------|-------------------|-------------------|------------------------------|-------------------|----------------------|-----------------------------------|-------------------------------|
| Function | Total All Funds | General | Road & Bridge | Human Services | Develop. Disabil. | Law Enforcement Authority | Infrastructure | Road Sales & Use Tax | Justice Center Sales & Use Tax | Open Space Sales & Use Tax |
| Assessor | 4,534,028 | 4,534,028 | | | | | | | | |
| Board of County Commissioners | 1,011,483 | 1,011,483 | | | | | | | | |
| Budget | 952,393 | 952,393 | | | | | | | | |
| Building Development Services | 3,974,067 | 3,974,067 | | | | | | | | |
| Clerk and Recorder | 8,320,525 | 8,320,525 | | | | | | | | |
| Community Development | 6,222,409 | 6,222,409 | | | | | | | | |
| Community Justice Services | 2,011,747 | 2,011,747 | | | | | | | | |
| Community Safety | 1,544,400 | 1,544,400 | | | | | | | | |
| Coroner | 1,244,614 | 1,244,614 | | | | | | | | |
| County Administration | 1,722,625 | 1,722,625 | | | | | | | | |
| County Attorney | 2,151,053 | 2,151,053 | | | | | | | | |
| County Fair | 630,041 | 630,041 | | | | | | | | |
| CSU Extension | 484,100 | 484,100 | | | | | | | | |
| Debt Service | 4,552,500 | | | | | | | | | |
| Developmental Disabilities | 6,428,189 | | | | 6,428,189 | | | | | |
| District Attorney | 7,888,504 | 7,888,504 | | | | | | | | |
| Emergency/Disaster | 1,761,647 | 1,761,647 | | | | | | | | |
| Facilities | 11,580,826 | 11,580,826 | | | | | | | | |
| Finance | 1,157,577 | 1,157,577 | | | | | | | | |
| Fleet | 2,627,656 | 2,627,656 | | | | | | | | |
| Human Resources | 1,864,606 | 1,864,606 | | | | | | | | |
| Human Services | 33,049,730 | 7,200 | | 33,042,530 | | | | | | |
| Information Technology | 17,603,726 | 17,603,726 | | | | | | | | |
| Mental Health Initiative | 534,063 | 534,063 | | | | | | | | |
| Open Space & Natural Resources | 5,488,456 | 356,865 | | | | | | | | 5,131,591 |
| Other Gov Svcs. & Contingency | 4,769,709 | 4,769,709 | | | | | | | | |
| Public Affairs | 786,546 | 786,546 | | | | | | | | |
| Parks Maintenance | 3,263,966 | 3,263,966 | | | | | | | | |
| Public Works - Engineering | 11,491,588 | 6,465,525 | 5,026,063 | | | | | | | |
| Public Works - Operations | 29,394,822 | | 29,394,822 | | | | | | | |
| Rocky Mountain HIDTA | 2,193,198 | | | | | | | | | |
| Internal Service Funds | 24,753,741 | | | | | | | | | |
| Law Enforcement Authority | 24,578,201 | | | | | 24,578,201 | | | | |
| Sheriff | 43,957,188 | 43,957,188 | | | | | | | | |
| Solid Waste Disposal | 147,238 | 87,238 | | | | | | | | |
| Surveyor | 8,037 | 8,037 | | | | | | | | |
| Treasurer | 1,122,599 | 1,122,599 | | | | | | | | |
| Tri-County Health | 2,367,339 | 2,367,339 | | | | | | | | |
| Capital Improvement Projects | 142,927,446 | - | 30,561,884 | | | | 30,725,008 | 66,998,463 | 2,809,446 | |
| Lincoln Station Sales Tax St. Impr. | 20,000 | | | | | | | | | |
| Woodmoor Mountain GID | 31,686 | | | | | | | | | |
| Fund Totals | 421,154,269 | 143,014,302 | 64,982,769 | 33,042,530 | 6,428,189 | 24,578,201 | 30,725,008 | 66,998,463 | 2,809,446 | 5,131,591 |

| Expenditure Budget by Function and Fund <i>(Excluding Transfers)</i> | | | | | | | | | | | |
|---|--------------------|---------------------|------------------------|--------------|------------------|------------------|----------------------|-------------------|-------|-------------------------------------|-------------------------------------|
| Parks Sales & Use Tax | Conservation Trust | Capital Expenditure | Capital Imprv. Project | Debt Service | Woodmoor Mtn GID | Rocky Mtn. HIDTA | Solid Waste Disposal | Internal Services | LID | Lincoln Station SalesTax St.Improve | Function |
| | | | | | | | | | | | Assessor |
| | | | | | | | | | | | Board of County Commissioners |
| | | | | | | | | | | | Budget |
| | | | | | | | | | | | Building Development Services |
| | | | | | | | | | | | Clerk and Recorder |
| | | | | | | | | | | | Community Development |
| | | | | | | | | | | | Community Justice Services |
| | | | | | | | | | | | Community Safety |
| | | | | | | | | | | | Coroner |
| | | | | | | | | | | | County Administration |
| | | | | | | | | | | | County Attorney |
| | | | | | | | | | | | County Fair |
| | | | | | | | | | | | CSU Extension |
| | | | | 4,552,500 | | | | | | | Debt Service |
| | | | | | | | | | | | Developmental Disabilities |
| | | | | | | | | | | | District Attorney |
| | | | | | | | | | | | Emergency/Disaster |
| | | | | | | | | | | | Facilities |
| | | | | | | | | | | | Finance |
| | | | | | | | | | | | Fleet |
| | | | | | | | | | | | Human Resources |
| | | | | | | | | | | | Human Services |
| | | | | | | | | | | | Information Technology |
| | | | | | | | | | | | Mental Health Initiative |
| | | | | | | | | | | | Open Space & Natural Resources |
| | | | | | | | | | | | Other Gov Svcs. & Contingency |
| | | | | | | | | | | | Public Affairs |
| | | | | | | | | | | | Parks Maintenance |
| | | | | | | | | | | | Public Works - Engineering |
| | | | | | | | | | | | Public Works - Operations |
| | | | | | | 2,193,198 | | | | | Rocky Mountain HIDTA |
| | | | | | | | | 24,753,741 | | | Internal Service Funds |
| | | | | | | | | | | | Law Enforcement Authority |
| | | | | | | | | | | | Sheriff |
| | | | | | | | 60,000 | | | | Solid Waste Disposal |
| | | | | | | | | | | | Surveyor |
| | | | | | | | | | | | Treasurer |
| | | | | | | | | | | | Tri-County Health |
| 6,616,650 | 3,698,828 | 1,516,167 | | | | | | | 1,000 | | Capital Improvement Projects |
| | | | | | | | | | | 20,000 | Lincoln Station Sales Tax St. Impr. |
| | | | | | 31,686 | | | | | | Woodmoor Mountain GID |
| 6,616,650 | 3,698,828 | 1,516,167 | - | 4,552,500 | 31,686 | 2,193,198 | 60,000 | 24,753,741 | 1,000 | 20,000 | Fund Totals |

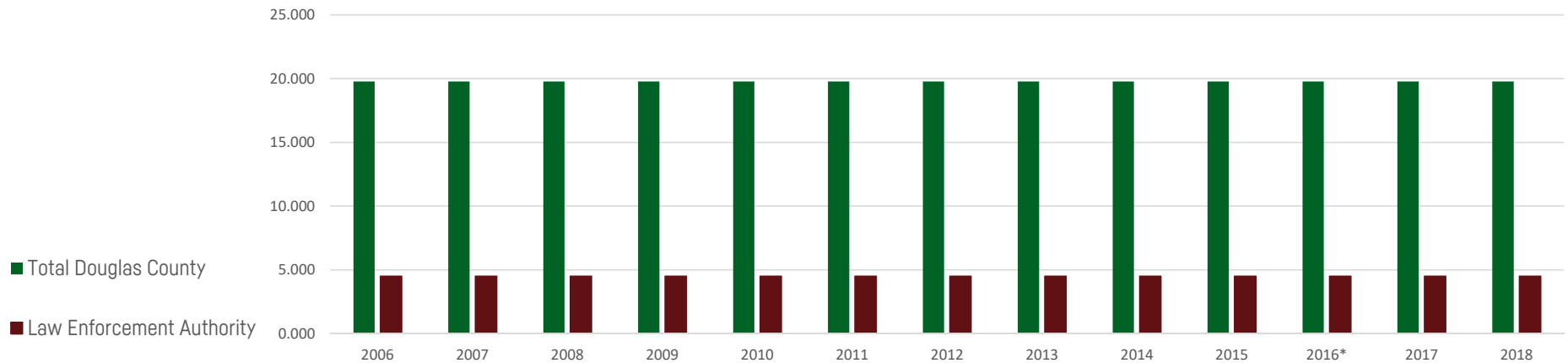
County-Wide Summary of Revenues and Expenditures by Category

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget |
|-----------------------------------|-------------------------|------------------------|------------------------|---------------------------|-------------------------|
| <u>Revenues</u> | | | | | |
| 1 Taxes | \$202,532,522 | \$223,548,325 | \$225,513,326 | \$226,375,266 | \$232,044,764 |
| 2 Licenses & Permits | 9,172,963 | 8,688,850 | 8,688,850 | 8,419,909 | 8,325,175 |
| 3 Intergovernmental | 41,064,067 | 44,487,635 | 48,460,778 | 49,801,898 | 51,113,223 |
| 4 Charges for Services | 42,411,295 | 45,098,373 | 45,115,483 | 45,232,899 | 46,784,297 |
| 5 Fines & Forfeits | 850,951 | 649,632 | 649,632 | 623,325 | 628,325 |
| 6 Earnings on Investment | 2,904,536 | 2,243,035 | 2,233,035 | 3,445,479 | 2,518,050 |
| 7 LID Assessments & Contributions | 139,699 | 61,240 | 61,240 | 9,174 | 10,000 |
| 8 Other Revenues | 4,947,308 | 1,168,373 | 4,796,962 | 5,844,013 | 8,048,744 |
| 9 Donations & Contributions | 2,362,940 | 0 | 300,500 | 318,550 | 300,000 |
| 10 Other Financing Sources | 31,724 | 225,000 | 25,000 | 50,126 | 155,000 |
| 11 Use of Fund Balance | 0 | 64,624,838 | 119,175,264 | 31,206,050 | 71,226,691 |
| 12 Total Revenues | \$306,418,005 | \$390,795,301 | \$455,020,070 | \$371,326,689 | \$421,154,269 |
| <u>Expenditures by Function</u> | | | | | |
| 13 Personnel Services | \$116,058,792 | \$123,630,968 | \$126,904,860 | \$126,904,860 | \$132,676,575 |
| 14 Supplies | 6,374,636 | 8,775,673 | 9,096,241 | 9,096,241 | 8,686,080 |
| 15 Controllable Assets | 1,652,825 | 1,923,588 | 3,179,058 | 3,179,058 | 1,631,853 |
| 16 Purchased Services | 45,344,298 | 45,099,313 | 54,540,366 | 53,672,045 | 49,404,962 |
| 17 Building Materials | 4,528,482 | 5,540,349 | 5,534,136 | 5,534,136 | 5,402,331 |
| 18 Fixed Charges | 13,446,229 | 17,821,572 | 17,986,583 | 18,008,722 | 17,825,731 |
| 19 Debt Service | 4,936,326 | 4,935,000 | 4,935,000 | 4,931,100 | 4,920,100 |
| 20 Grants and Contributions | 35,363,085 | 40,986,955 | 42,097,538 | 42,410,538 | 41,480,288 |
| 21 Intergovernmental Support | 19,181,589 | 42,824,494 | 25,418,929 | 25,418,929 | 34,657,904 |
| 22 Interdepartmental Charges | (3,728,065) | (4,926,237) | 6,409,148 | 6,409,148 | (4,504,668) |
| 23 Capital Outlay | 55,544,591 | 100,508,626 | 154,926,336 | 72,020,037 | 125,547,213 |
| 24 Contingency | 0 | 3,675,000 | 3,991,875 | 3,741,875 | 3,425,900 |
| 25 Source of Fund Balance | 7,715,217 | 0 | 0 | 0 | 0 |
| 26 Total Expenditures | \$306,418,005 | \$390,795,301 | \$455,020,070 | \$371,326,689 | \$421,154,269 |

Douglas County Mill Levy History

| Fund | 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 |
|---------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| General Fund | 11.308 | 9.780 | 9.888 | 10.225 | 12.515 | 12.515 | 12.515 | 12.619 | 13.225 | 12.814 | 12.965 | 13.465 | 13.465 |
| Road and Bridge Fund | 5.100 | 4.693 | 4.693 | 4.493 | 4.493 | 4.493 | 4.493 | 4.493 | 4.493 | 4.493 | 4.493 | 4.493 | 4.493 |
| Human Services Fund | 0.538 | 0.726 | 0.518 | 0.316 | 0.316 | 0.316 | 0.316 | 0.424 | 0.141 | 0.316 | 0.316 | 0.316 | 0.316 |
| Capital Expenditures Fund | 1.000 | 3.000 | 3.100 | 3.189 | 1.000 | 1.000 | 1.000 | 1.000 | 0.764 | 1.000 | 1.000 | 0.500 | 0.500 |
| Developmental Disabilities Fund | | | | | | | | | | 1.000 | 1.000 | 1.000 | 1.000 |
| Infrastructure Fund | | | | | | | | | | | | | |
| Debt Service Fund | 0.828 | 0.575 | 0.575 | 0.551 | 0.450 | 0.450 | 0.450 | 0.238 | 0.151 | 0.151 | | | |
| Total Douglas County | 18.774 | 18.774 | 18.774 | 18.774 | 18.774 | 18.774 | 18.774 | 18.774 | 18.774 | 19.774 | 19.774 | 19.774 | 19.774 |
| Law Enforcement Authority | 4.500 | 4.403 | 4.500 | 4.500 | 4.500 | 4.500 | 4.500 | 4.500 | 4.500 | 4.500 | 4.500 | 4.500 | 4.500 |

| Fund | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016* | 2017 | 2018 |
|---------------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| General Fund | 13.465 | 13.465 | 13.965 | 13.965 | 13.965 | 13.965 | 13.965 | 13.965 | 13.965 | 13.788 | 13.788 | 12.788 | 13.288 |
| Road and Bridge Fund | 4.493 | 4.493 | 4.493 | 4.493 | 4.493 | 4.493 | 4.493 | 4.493 | 4.493 | 4.493 | 4.493 | 4.493 | 4.493 |
| Human Services Fund | 0.316 | 0.316 | 0.316 | 0.316 | 0.316 | 0.316 | 0.316 | 0.316 | 0.316 | 0.316 | 0.316 | 0.316 | 0.316 |
| Capital Expenditures Fund | 0.500 | 0.500 | | | | | | | | 0.177 | 0.177 | 0.177 | 0.177 |
| Developmental Disabilities Fund | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 | 1.000 |
| Infrastructure Fund | | | | | | | | | | | | 1.000 | 0.500 |
| Debt Service Fund | | | | | | | | | | | | | |
| Total Douglas County | 19.774 | 19.774 | 19.774 | 19.774 | 19.774 | 19.774 | 19.774 | 19.774 | 19.774 | 19.774 | 19.774 | 19.774 | 19.774 |
| Law Enforcement Authority | 4.500 | 4.500 | 4.500 | 4.500 | 4.500 | 4.500 | 4.500 | 4.500 | 4.500 | 4.500 | 4.500 | 4.500 | 4.500 |



*2016 - Board of County Commissioners authorized a one-time temporary property tax credit on the General Fund of 0.500 mills.



COUNTY FUNDS

A man with glasses and a mustache, wearing a grey polo shirt and a yellow lanyard, is seated at a desk in a mail processing facility. He is looking down at a large stack of white envelopes and forms. In the foreground, a white box with 'UNITED STATES POSTAL SERVICE' and 'WARNING' printed on it is visible. The background shows more stacks of mail and a metal shelving unit.

General Fund

THE GENERAL FUND IS USED TO ACCOUNT FOR ALL RESOURCES ASSOCIATED WITH TRADITIONAL GOVERNMENT FUNCTIONS WHICH ARE NOT REQUIRED LEGALLY OR BY FINANCIAL MANAGEMENT PRACTICES TO BE ACCOUNTED FOR IN ANOTHER FUND. AS THE COUNTY'S MAIN OPERATING FUND, THE GENERAL FUND ACCOUNTS FOR GENERAL COUNTY OPERATIONS SUCH AS PUBLIC SAFETY, PLANNING AND ZONING, PARKS AND RECREATIONS, TAX ASSESSMENT AND COLLECTION, MOTOR VEHICLE LICENSING, ELECTIONS, FACILITIES, FAIRGROUNDS, STORMWATER, FINANCE, AND ADMINISTRATION.

**Douglas County Government
General Fund (Fund 100)
Fund Summary - Budget**

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 Beginning Fund Balance | \$ 61,755,535 | \$ 45,397,290 | \$ 65,440,706 | \$ 65,440,706 | \$ 35,620,386 | \$ 29,321,309 | \$ 31,419,108 | \$ 31,441,420 | \$ 34,120,697 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ 74,745,995 | \$ 79,390,489 | \$ 79,390,489 | \$ 80,050,840 | \$ 83,983,875 | \$ 88,059,470 | \$ 89,243,054 | \$ 95,054,134 | \$ 95,941,822 |
| 3 Licenses and Permits | 8,307,862 | 8,078,850 | 8,078,850 | 7,540,350 | 7,456,475 | 7,198,228 | 7,270,167 | 6,991,099 | 6,510,167 |
| 4 Intergovernmental | 2,367,613 | 464,350 | 2,977,601 | 3,191,529 | 495,350 | 495,350 | 495,350 | 495,350 | 495,350 |
| 5 Charges for Services | 19,901,624 | 21,055,956 | 21,073,066 | 21,165,394 | 21,324,900 | 20,825,291 | 20,648,180 | 21,365,863 | 21,863,012 |
| 6 Fines and Forfeits | 153,457 | 564,632 | 564,632 | 618,325 | 618,325 | 618,325 | 618,325 | 618,325 | 618,325 |
| 7 Earnings on Investments | 1,053,913 | 1,200,000 | 1,200,000 | 2,000,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 |
| 8 Donations and Contributions | 2,362,940 | 300,000 | 300,500 | 318,550 | 5,050,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| 9 Other Revenues | 184,009 | 493,172 | 1,348,065 | 1,050,924 | 557,000 | 562,000 | 762,000 | 637,000 | 637,000 |
| Transfers In: | | | | | | | | | |
| 10 Capital Replacement Fund | 2,232,000 | 693,000 | 693,000 | 693,000 | 1,025,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| 11 Road & Bridge Fund | 0 | 0 | 0 | 0 | 107,000 | 107,000 | 107,000 | 107,000 | 107,000 |
| 12 Justice Center Sales Tax Fund | 17,607,296 | 19,038,682 | 19,913,682 | 19,913,682 | 19,952,737 | 20,307,677 | 20,712,200 | 21,257,256 | 21,776,241 |
| 13 Road Sales Tax Fund-Engineering Svc | 500,001 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| 14 HIDTA | 19,444 | 24,900 | 24,900 | 24,900 | 0 | 24,900 | 24,900 | 24,900 | 24,900 |
| 15 Total Transfers In | 20,358,741 | 20,256,582 | 21,131,582 | 21,131,582 | 21,584,737 | 21,939,577 | 22,344,100 | 22,889,156 | 23,408,141 |
| 16 Recommended New Requests - One-Time - Transfer from Justice Center Sales & Use Tax Fund | | | | | 638,775 | | | | |
| 17 Recommended New Requests - On-Going - Transfer from Justice Center Sales & Use Tax Fund | | | | | 943,560 | 943,560 | 943,560 | 943,560 | 943,560 |
| 18 Recommended New Requests - One-Time | | | | | 129,700 | | | | |
| 19 Recommended New Requests - On-Going | | | | | 91,400 | 91,400 | 91,400 | 91,400 | 91,400 |
| 20 Total Revenues and Transfers In | \$ 129,436,153 | \$ 131,804,031 | \$ 136,064,784 | \$ 137,067,493 | \$ 144,074,097 | \$ 142,233,201 | \$ 143,916,136 | \$ 150,585,888 | \$ 152,008,777 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 21 Personnel | \$ 80,272,176 | \$ 87,382,521 | \$ 89,072,030 | \$ 89,072,030 | \$ 91,785,843 | \$ 93,526,676 | \$ 97,222,600 | \$ 101,083,507 | \$ 105,114,343 |
| 22 Supplies | 4,808,980 | 6,192,817 | 6,315,459 | 6,315,459 | 6,385,630 | 6,427,171 | 6,511,508 | 6,597,755 | 4,590,931 |
| 23 Controllable Assets | 983,420 | 1,142,538 | 1,176,221 | 1,176,221 | 727,814 | 649,414 | 649,414 | 649,414 | 649,414 |
| 24 Purchased Services | 29,395,609 | 30,339,562 | 38,955,879 | 38,062,879 | 29,660,688 | 28,954,788 | 28,954,788 | 28,954,788 | 28,954,788 |
| 25 Building Materials | 4,672 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 26 Fixed Charges | 6,457,926 | 8,800,692 | 8,820,894 | 8,820,894 | 7,949,173 | 8,102,818 | 8,186,058 | 8,359,301 | 8,432,561 |
| 27 Grants and Contributions | 3,380,579 | 852,499 | 1,105,121 | 1,105,121 | 745,976 | 745,976 | 745,976 | 745,976 | 745,976 |
| 28 Intergovernmental Support | 400,238 | 517,474 | 517,474 | 517,474 | 517,484 | 517,484 | 517,484 | 517,484 | 517,484 |
| 29 Interdepartmental Charges | (7,504,895) | (7,996,598) | (7,996,598) | (7,996,598) | (5,941,576) | (6,614,192) | (6,719,271) | (6,826,881) | (6,937,061) |
| 30 Capital Outlay | 792,815 | 93,000 | 2,307,273 | 2,307,273 | 0 | 0 | 0 | 0 | 0 |
| 31 Computer Equipment | 627,261 | 1,000,000 | 1,103,201 | 1,103,201 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| 32 Vehicle Replacements | 2,339,567 | 723,000 | 1,505,057 | 1,505,057 | 1,025,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| 33 Contingency | 0 | 1,450,329 | 993,962 | 993,962 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 | 1,500,000 |
| Transfers Out | | | | | | | | | |
| 34 To Infrastructure Fund | 0 | 16,200,000 | 16,200,000 | 16,200,000 | 6,400,000 | 0 | 0 | 0 | 0 |
| 35 To Capital Expenditures Fund | 1,240,000 | 802,000 | 882,975 | 882,975 | 0 | 0 | 0 | 0 | 0 |
| 36 To Human Services Fund | 2,552,630 | 2,071,865 | 2,071,865 | 2,071,865 | 958,872 | 958,872 | 958,872 | 958,872 | 958,872 |
| 37 To Open Space | | 0 | 4,750,000 | 4,750,000 | 0 | 0 | 0 | 0 | 0 |
| 38 Total Transfers Out | 3,792,630 | 19,073,865 | 23,904,840 | 23,904,840 | 7,358,872 | 958,872 | 958,872 | 958,872 | 958,872 |
| 39 Recommended New Requests - One-Time | | | | | 4,291,875 | | | | |
| 40 Recommended New Requests - On-Going | | | | | 3,366,395 | 3,366,395 | 3,366,395 | 3,366,395 | 3,366,395 |
| 41 Total Expenditures and Transfers Out | \$ 125,750,982 | \$ 149,571,699 | \$ 167,780,813 | \$ 166,887,813 | \$ 150,373,174 | \$ 140,135,403 | \$ 143,893,824 | \$ 147,906,611 | \$ 149,893,703 |
| 42 Change In Fund Balance | 3,685,171 | (17,767,668) | (31,716,029) | (29,820,320) | (6,299,077) | 2,097,798 | 22,312 | 2,679,277 | 2,115,074 |
| 43 Ending Fund Balance | \$ 65,440,706 | \$ 27,629,622 | \$ 33,724,677 | \$ 35,620,386 | \$ 29,321,309 | \$ 31,419,108 | \$ 31,441,420 | \$ 34,120,697 | \$ 36,235,771 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 44 Non-spendable Fund Balance | \$ 2,221,576 | \$ 1,524,646 | \$ 1,524,646 | \$ 2,221,576 | \$ 2,221,576 | \$ 2,221,576 | \$ 2,221,576 | \$ 2,221,576 | \$ 2,221,576 |
| 45 Restricted Fund Balance | 7,991,585 | 7,106,562 | 6,994,897 | 7,350,073 | 7,331,562 | 7,331,562 | 7,331,562 | 7,331,562 | 7,331,562 |
| 46 Committed Fund Balance | 8,846,479 | 7,387 | 27,387 | 27,387 | 7,387 | 7,387 | 7,387 | 7,387 | 7,387 |
| 47 Assigned Fund Balance | 35,443,024 | 16,355,314 | 10,426,936 | 16,726,013 | 9,533,936 | 9,533,936 | 9,533,936 | 9,533,936 | 9,533,936 |
| 48 Unassigned Fund Balance | 10,938,042 | 2,635,713 | 14,750,811 | 9,295,337 | 10,226,848 | 12,324,647 | 12,346,959 | 15,026,236 | 17,141,310 |
| 49 Ending Fund Balance | \$ 65,440,706 | \$ 27,629,622 | \$ 33,724,677 | \$ 35,620,386 | \$ 29,321,309 | \$ 31,419,108 | \$ 31,441,420 | \$ 34,120,697 | \$ 36,235,771 |

Douglas County Government
2019 Recommended New Requests

| Fund / Department | Division/ Project | Request Description | FTE | One-time Amount | Ongoing Amount | Offsetting Revenues | Net Impact to Fund |
|--|----------------------|---|-----|--------------------|-------------------|------------------------|-----------------------|
| General Fund | | | | | | | |
| Clerk and Recorder | | | | | | | |
| | 12400 | Motor Vehicle Staffing | 3.0 | | \$ 216,182 | | \$ 216,182 |
| | 12400 | Remodel Motor Vehicle Work Stations - Wilcox Bldg | | 55,000 | | | 55,000 |
| | 12400 | Part-Time Positions (8 Headcount @ 0.75 FTE) | 6.0 | | 473,152 | | 473,152 |
| | 12400 | Support Mobile Queuing | | | 2,264 | | 2,264 |
| | 12400 | American Association of Motor Vehicle Administrators Membership | | | 3,750 | | 3,750 |
| Community Development | | | | | | | |
| | 55400 | History Repository Curator | 1.0 | | 47,678 | | 47,678 |
| | 55400 | Historic Structure Maintenance & Repair | | 200,000 | | | 200,000 |
| | 65500 | S-I25 Urban Corridor TMA Fee | | | 31,994 | | 31,994 |
| County Administration | | | | | | | |
| | 41400 | Volunteer Stipend - Veterans Services | | | 5,400 | (6,400) | (1,000) |
| Colorado State University (CSU) Extension Office | | | | | | | |
| | 55100 | Personnel Salary and Benefit Increases | | | 56,971 | | 56,971 |
| District Attorney | | | | | | | |
| | 19600 | Per Capita and Staffing Increases | | | 418,961 | | 418,961 |
| Douglas County Sheriff | | | | | | | |
| | 21100 | Search & Rescue Contribution Increase | | | 12,000 | | 12,000 |
| | 21125 | Criminal Justice Records Specialist | 1.0 | 4,100 | 99,559 | (40,000) | 63,659 |
| | 21150 | Body Armor Improvements | | | 37,300 | | 37,300 |
| | 21150 | Officer Eye/Ear Protection | | | 21,000 | | 21,000 |
| | 21175 | Concealed Handgun Permits Temporary Employee | | 129,700 | | (129,700) | |
| | 21350 | Softcode Civil Services & Mobile License | | 12,700 | 2,600 | (15,300) | |
| | 21350 | Axon Fleet Camera Systems (15) | | 43,500 | 17,800 | (61,300) | |

Douglas County Government
2019 Recommended New Requests

| Fund / Department | Division/ Project | Request Description | FTE | One-time Amount | Ongoing Amount | Offsetting Revenues | Net Impact to Fund |
|----------------------|----------------------|--|-----|--------------------|-------------------|------------------------|-----------------------|
| | 21350 | Motorola APX 7500 Mobile Radios | | 296,000 | | (296,000) | |
| | 21350 | In-Car Camera System Maintenance | | | 108,000 | (108,000) | |
| | 21350 | Motorola Radio GPS Service License | | 199,500 | | (137,000) | 62,500 |
| | 21350 | Interview Room Recording Tech | | 37,400 | 7,700 | (45,100) | |
| | 21500 | Inmate Food Service CPI Base Increase | | | 55,300 | (55,300) | |
| | 21500 | Inmate Medical Contract | | | 511,100 | (511,100) | |
| | 23150 | Detective - Persons/Crimes + Vehicle | 1.0 | 54,200 | 140,022 | | 194,222 |
| | 23200 | Unified Metropolitan Forensic Crime Lab DNA Consumables | | | 60,000 | | 60,000 |
| | 23375 | Rocky Mtn Computer Forensic Laboratory - Forensic Examiner | 1.0 | 1,600 | 113,347 | (45,000) | 69,947 |
| | 55500 | Animal Control Contract Increase | | | 38,000 | | 38,000 |
| Engineering | | | | | | | |
| | 24100 | Temporary for Scanning | | 35,000 | | | 35,000 |
| | 24100 | Temporary Professional Services | | 100,000 | | | 100,000 |
| | 24100 | Wildfire Mitigation Consultant | | 70,000 | | | 70,000 |
| | 24100 | Driveway Consulting | | 50,000 | | | 50,000 |
| | 30200 | Contracted Inspection Observation Services | | 468,000 | | | 468,000 |
| Facilities | | | | | | | |
| | 19100 | Staff Training & Development | | 20,000 | 20,000 | | 40,000 |
| | 19150 | Repair and Maintenance Supplies Increase | | | 27,750 | (27,750) | |
| | 19150 | Staff Training & Development | | | 15,000 | (15,000) | |
| | 19150 | BAS Controller Upgrades | | 13,000 | | (13,000) | |
| | 19150 | Increase in CA Other Equipment | | 20,000 | 2,900 | (22,900) | |
| | 19150 | Five Radio Towers Rent Increase | | | 8,800 | (8,800) | |
| | 19150 | Parking Lot Maintenance | | 45,000 | | (45,000) | |
| | 19150 | Additional Uniform/Equipment/Tool Allowance | | | 7,200 | (7,200) | |
| | 19150 | Additional Employee Phone Allowance | | | 6,550 | (6,550) | |
| | 19150 | Increase in Other Professional Services | | | 6,000 | (6,000) | |
| | 19150 | Repair and Maintenance Service Increase | | | 10,000 | (10,000) | |

Douglas County Government
2019 Recommended New Requests

| Fund / Department | Division/ Project | Request Description | FTE | One-time Amount | Ongoing Amount | Offsetting Revenues | Net Impact to Fund |
|--------------------------|----------------------|---|------|--------------------|-------------------|------------------------|-----------------------|
| | 19175 | Repair and Maintenance Supplies Increase | | | 10,000 | (10,000) | |
| | 19175 | Switchgear Maintenance | | 5,000 | | (5,000) | |
| | 19175 | HVAC Spare Parts | | 14,175 | | (14,175) | |
| | 19175 | BAS Controller Upgrades | | 15,000 | | (15,000) | |
| | 19180 | UMFCL Base Budget (8 Months) | | | 146,860 | (146,860) | |
| Fleet | | | | | | | |
| | 19910 | Fleet Supervisor | 1.0 | 3,000 | 124,090 | | 127,090 |
| Human Resources | | | | | | | |
| | 17200 | Increase in Training Services | | | 13,089 | | 13,089 |
| Information Technology | | | | | | | |
| | 18900 | Software Maintenance | | | 396,877 | | 396,877 |
| | 800900 | System Implementation/Enhancement | | 2,400,000 | | | 2,400,000 |
| Mental Health Initiative | | | | | | | |
| | 802014 | Increase in Mental Health Contracts | | | 14,630 | | 14,630 |
| Other General Fund | | | | | | | |
| | 861538 | Juvenile Assessment Center (JAC) Funding Increase | | | 482 | | 482 |
| Tri-County Health | | | | | | | |
| | 41100 | 2019 Per Capital Increase | | | 41,533 | | 41,533 |
| | 41100 | 2019 Population Increase | | | 34,554 | | 34,554 |
| General Fund Total | | | 14.0 | \$ 4,291,875 | \$ 3,366,395 | \$ (1,803,435) | \$ 5,854,835 |

2019 Vehicle Replacement Requests - General Fund

| Unit # to be Replaced | Business Unit | Year | Make | Model | Meter Points | Maintenance Points | Age Points | Total Points | Replacement Cost |
|----------------------------|---------------|------|----------|---------------|--------------|--------------------|------------|--------------|---------------------|
| A-1 | 14100 | 2004 | CHEV | TRAILBLAZER | 4.7 | 4.9 | 5.0 | 14.6 | \$ 35,000 |
| PL-22 | 16200 | 2007 | CHEV | 1500 | 4.5 | 5.4 | 5.0 | 14.9 | \$ 35,000 |
| M-24 | 19100 | 2000 | CHEV | ASTRO VAN | 3.3 | 6.8 | 5.0 | 15.1 | \$ 50,000 |
| MJ-2 | 19100 | 2006 | JD | GATOR HPX 4X4 | 5.0 | 3.6 | 5.0 | 13.6 | \$ 10,000 |
| FS-11 | 19910 | 2001 | CHEV | 3500 | 1.8 | 10.0 | 5.0 | 16.8 | \$ 230,000 |
| 931-S | 21100 | 2009 | CHEV | TAHOE | 5.0 | 4.2 | 4.6 | 13.8 | \$ 45,000 |
| 1429 | 21100 | 2014 | FORD | F-150 | 4.1 | 5.2 | 3.4 | 12.7 | \$ 50,000 |
| EX-2 | 21115 | 2003 | GMC | YUKON | 5.0 | 7.2 | 5.0 | 17.2 | \$ 45,000 |
| 928-S | 21150 | 2009 | JEEP | LIBERTY | 4.5 | 7.8 | 4.7 | 17.0 | \$ 40,000 |
| 1209 | 21175 | 2012 | JEEP | GRND CHEROKEE | 5.0 | 8.5 | 3.2 | 16.7 | \$ 40,000 |
| 1210 | 21450 | 2012 | MERCEDES | SPRINTER 2500 | 5.0 | 6.1 | 3.1 | 14.2 | \$ 110,000 |
| 1213 | 23150 | 2012 | CHEV | EQUINOX | 5.0 | 6.2 | 3.1 | 14.3 | \$ 40,000 |
| 768-S | 23375 | 2007 | CHEV | AVALANCHE | 5.0 | 10.0 | 3.3 | 18.3 | \$ 45,000 |
| I-16 | 24100 | 2006 | CHEV | TRAILBLAZER | 4.7 | 4.6 | 5.0 | 14.3 | \$ 35,000 |
| I-2 | 24100 | 2008 | CHEV | TRAILBLAZER | 5.0 | 6.4 | 5.0 | 16.4 | \$ 35,000 |
| I-27 | 24100 | 2012 | CHEV | 1500 | 5.0 | 4.8 | 3.2 | 13.0 | \$ 35,000 |
| E-1 | 30200 | 2002 | CHEV | TRAILBLAZER | 5.0 | 5.0 | 5.0 | 15.0 | \$ 35,000 |
| E-18 | 30200 | 2011 | CHEV | 1500 | 5.0 | 7.2 | 3.7 | 15.9 | \$ 35,000 |
| 93 | 55500 | 2013 | GMC | SIERRA 3500 | 5.0 | 5.7 | 2.5 | 13.2 | \$ 75,000 |
| REPLACEMENT TOTALS: | | | | | | | | | \$ 1,025,000 |

| RANGE | 15 POINT REPLACEMENT SCALE |
|-----------|--|
| <10 | Do Not Replace |
| 10 - 12.5 | Early Replacement Candidate |
| 12.5 - 15 | Optimal Replacement Time, Unit is in 10% of usefule life and at optimal resale value |
| > 15 | Overdue Replacement, Unit should be replaced as soon as possible |

GENERAL FUND

\$4,291,875 One-time; \$3,366,395 Ongoing

CLERK AND RECORDER

Motor Vehicle Ushers / Support Mobile Queuing – Ongoing \$218,446 and 3.0 FTE

The motor vehicle usher model is designed to ensure citizens requiring motor vehicle, driver's license, and passport services are adequately prepared with all necessary paper work prior to entering the queuing system. The proposed funding will fund ushers in county motor vehicle offices to streamline the flow of citizens through the office. This model will ensure citizens are not needlessly waiting in the queue and are able to access online services in lieu of waiting where appropriate. The proposed funding will be used to add three full-time ushers who engage with citizens when they enter the building and address any questions or concerns related to required documents and the process.

Motor Vehicle Peak Time Staffing – Ongoing \$473,152 (including benefits) and 8.0 Part-Time (0.75 FTE) Positions

The 2019 proposed budget reflects the County's commitment to service by adding eight three-quarter time staff members to improve customer wait times during peak demand periods.

The additional staff will be distributed across all four offices to ensure wait times are consistent throughout the day. The goal is to keep wait times within 20 minutes of when the customer arrives.

Remodel Motor Vehicle Workstations (Wilcox) – One-time \$55,000

Due to the implementation of the new Colorado DRIVES system in August 2018, it has been deemed necessary to reconfigure the Motor Vehicle workstations in the Wilcox building in order to accommodate the additional computer equipment required on each desktop. The remodeling project will widen workstations which will necessitate removing a closet and expanding into this area to retain the same number of workstations.

American Association of Motor Vehicle Administrators Membership – Ongoing \$3,750

The 2019 budget includes funding for staff to gain professional development and training through the American Association of Motor Vehicle Administrators. This will enable staff to have access to industry training, best practices and procedures.

COMMUNITY DEVELOPMENT

History Repository Curator – Ongoing \$47,678 and 1.0 FTE

Prior to 2017, the County Curator position was a volunteer position for approximately eight years. Upon retirement of the volunteer who worked within this position, the County issued two requests for proposals to fill the position with a contracted employee. Both processes resulted in responses which exceeded the budget. The current curator is a contractor who lowered her cost in order to take the position. Standard contract rates for this type of position is \$73 per hour (or \$151,840 per year) plus travel per diem. The County has a fiduciary responsibility to collect and care for artifacts in an appropriate manner. The following projects will add to the existing 10,990 curated artifacts the County currently has: the Rueter-Hess Collection will add 33,812 artifacts and unknown amounts from the Cherokee Ranch and Castle, Bayou Gulch, and Sandstone Ranch.

In order to perform excavation work in the county, like the work at Rueter-Hess, Cherokee Ranch and Castle, the county must have a state-approved repository. There are no academic institutions or historical societies within the county that have the capability to provide this service, therefore the County has been designated as one of the fourteen state-approved repositories and is the repository for the projects occurring within the county. In order to continue the work of

the curator and ensure that the County is able to meet future workload demands while utilizing county resources in a fiscally conservative manner, the 2019 budget includes funding to convert the current contracted curator position to a full-time permanent position.

Historic Structure Maintenance and Repair – One-time \$200,000

Douglas County owns a number of historic structures which require maintenance, stabilization, and repair. The work of maintaining and repairing historic structures is typically a cost shared with the State Historical Fund. Projects typically require twenty-four months to complete to ensure the preservation of the building's historic integrity in accordance with the Secretary of the Interior's Standards for Treatment of Historic Properties. Following these standards ensures the buildings context, design, setting, feeling, materials, workmanship, and association are not irreparably harmed. The 2019 budget includes funding to address up to six historical structures owned by the County based on the 2013 evaluation of structures requiring maintenance and repair.

I25 Urban Corridor Transportation Management Association Adjustment – Ongoing \$31,994

The South I-25 Urban Corridor Transportation Management Association (TMA) Transportation Demand Management program provides a credit to businesses for the use of ride

arrangement to address traffic congestion. The Association's Board of Directors' 2019 budget includes a base increase for maintenance contracts related to property management and repairs that occurred in 2018 and are planned for 2019. The 2019 budget includes an increase for these purposes because of the benefit citizens receive from ride arrangement incentives.

COUNTY ADMINISTRATION

Veterans Services Volunteer Stipend Increase – Ongoing \$5,400 and Offsetting Revenue \$6,400

The Office of Veterans Affairs utilizes veterans service officers who provide counseling and guidance to veterans, surviving spouses and family members and assist them in submitting disability and pension claims to the federal Department of Veterans Affairs. The Colorado Department of Veterans Affairs increased the county reimbursement for the volunteer stipend, and the 2019 budget includes funding to increase the monthly stipend paid to veteran service officers by \$150 per month based on the increase from the state. The increased stipend funded by the Colorado Department of Veterans Affairs should assist with filling the third authorized Veteran Service Officer position which was vacant for the majority of 2018. The revenue received above the increased monthly stipend costs will be used to fund existing activities of the Office of Veteran Affairs.

COLORADO STATE UNIVERSITY (CSU) EXTENSION OFFICE

Personnel Salary and Benefit Increases - \$56,971 Ongoing

The 2019 budget includes contract wage increases for Douglas County's CSU Extension employees. Of the new funding, \$5,971 will fund the County's portion of promoting the current Assistant Director to Director in January 2019; a formula-based increase for an existing 4-H Outreach Agent; and mid-year merit increases for five agent positions. Another \$51,000 allows for an additional agent position to be brought on staff to improve and enhance the 4-H program.

DISTRICT ATTORNEY

Per Capita and Staffing Increases – Ongoing \$418,961

The funding for the 18th District Attorney's Office is partially based on the population of the four counties served by the office (Arapahoe, Douglas, Elbert and Lincoln). Since the Douglas County population is projected to increase for 2019, the budget includes a commensurate increase for the District Attorney's Office. The total ongoing increase is itemized as follows:

- New Courtroom Staffing – Ongoing \$96,552

The Colorado Judicial Branch will be opening a new courtroom in Arapahoe County to support the criminal and civil docket in 2018 and will be operating at full capacity by the end of the first quarter in 2019. The

new courtroom requires permanent staffing, which will be covered in 2018 and through April 2019 with existing staff due to the gradual increase in cases. The budget includes funding for permanent staff for seven months in 2019 so that there are two prosecutors for the new court room docket. The proposed staffing aligns with staffing for the other nine divisions within the District Attorney's Office. The costs for the new staffing is split between the four counties served by this District Attorney's Office.

- Domestic Violence Team – Ongoing \$44,456

The 18th Judicial District has experienced a 26.0 percent growth in the number of domestic case filings from 2016 to 2017. Of the 1,588 domestic violence filings in 2017, 37.0 percent were felonies. In order to provide consistency to each case, the Office uses a vertical prosecution model for these filings. This model allows for the victim to have the same individual building their case and not have to retell their concerns to multiple people. The industry standard for best outcomes for domestic violence filings is a prosecutor caseload of 60 to 70 cases. Due to the actual and projected continued increase in these filings, the caseload per prosecutor is 90 to 100 cases. The costs for the new staffing in the District Attorney's Office are split between the four counties

served by this office and supplemented by grant funds. In order to ensure county funds invested in the District Attorney's Office, victims, and defendants get the correct and timely resolutions to filings, the budget includes the county portion of funding for an additional prosecutor, investigator, and victim or witness assistant.

- Salary and Benefit Increases – Ongoing \$247,507

The 2019 Budget includes a 3% increase merit pool adjustment and related taxes and retirement contributions. Based on the budget guidance issued by the largest counties, the District Attorney's Office find this funding to be consistent with making compensation and benefits for current employees a high priority.

- Operating Budget Increase – Ongoing \$30,446

The budget includes funds for increases in operating supplies due to adding new staff, professional services contract increases for IT services, operating software increases, and increase in external telecom services.

DOUGLAS COUNTY SHERIFF

Search and Rescue Funding – Ongoing \$12,000

Douglas County Search and Rescue is a statutory requirement of the Sheriff's Office and is comprised of more than 50 volunteers who respond to more than a 100 rescue calls and missions. The budget includes an \$12,000 increase for Douglas County Search and Rescue. This additional funding will be used for maintenance on equipment including trailers, ATVs, snowmobiles and revitalization of topographic maps so rescuers are using current information for rescues.

Criminal Justice Records Specialist – One-time \$4,100, Ongoing \$99,559, Offsetting Revenue \$40,000, and 1.0 FTE

The budget includes funding for an additional criminal justice records specialist in order to meet the statutory required deadlines related to the provision of documents, videos, and other information when requested by victims, the media, attorneys, and others. The workload increase is partly driven by the increase in data recorded by officer-worn body cameras and associated requests for that information. For each request the footage must be reviewed and redacted for the protection of information or persons in the footage.

Officer Equipment Improvements – Ongoing \$58,300

Sheriff deputies wear body armor plates as part of their uniform. The budget includes funding to upgrade this protective equipment to Level 3 trauma plates for the front and add back plates to increase officer safety. These improvements will ensure officers have body armor plates that are able to stop high velocity rifle rounds at point blank range and are light weight. The budget includes funding to purchase essential safety equipment like ear and eye protection for new deputies.

Background Check Staffing – One-time \$129,700 and Offsetting Revenue \$129,700

The budget includes funding for the additional temporary staff to address background check workload changes based on consumer demand. Background checks for handgun permits, public fingerprinting, court ordered fingerprinting, and Douglas County School District employee fingerprinting are the services that the proposed staff would provide. The Sheriff's Office charges hourly fees for open records request which generates offsetting revenue to cover the cost of this proposed funding. Since the workload for these functions is constantly changing the funding allows the Sheriff's Office to utilize temporary employees when workload demands exceed existing staffing capacities.

Patrol Vehicle Equipment and System Maintenance – One-time \$43,500, Ongoing \$125,800, and Offsetting Revenue \$169,300

Eight patrol vehicles were added to the fleet during 2018 and due to a delay in in-car camera cost finalization, the original funding did not include funding for the installation of in-car camera systems. The cost of the in-car camera system has been finalized and is included in the budget so that every patrol car is similarly equipped. The budget includes funding for maintenance and software upgrades for all patrol car in-car camera systems. The upgrades will provide for rear seat recording cameras and infrared illuminators to enable better night visibility of the rear passenger cage.

Officer Radio Upgrades – One-time \$495,500 and Offsetting Revenue \$433,000

The 2019 budget includes funding for software upgrades to the Motorola radios used by the Sheriff's Office to ensure the ability to communicate with other jurisdictions on encrypted channels when necessary. The budget also includes funding to update the GPS service on officer radios so that an officer's location can be determined even when they are outside of their vehicle.

Interview Room Equipment Replacement and Softcode License – One-time \$50,100, Ongoing \$10,300 and Offsetting Revenue \$60,400

The 2019 budget includes funding to replace outdated recording and camera systems in the four interview rooms and funding for a second Softcode Civil Module license so that a Lieutenant and Sergeant can enter information related to the tracking of civil papers in a timely manner. The upgraded interview room equipment will include a touch panel and camera that can utilize existing interview room infrastructure. The ongoing cost is related to software and equipment maintenance.

Inmate Food Cost Adjustment – Ongoing \$55,300 and Offsetting Revenue \$55,300

The budget includes an inmate food cost adjustment based on increases in food costs.

Inmate Medical Contract – Ongoing \$511,100 and Offsetting Revenue \$511,100

The Sheriff's Office solicited proposals to provide comprehensive healthcare services for inmates in the Douglas County Detention Facility. After extensive review and careful consideration of each response and vendor presentation, the Sheriff's Office awarded the contract to Armor Health Correctional Services because of their extensive experience with providing medical services in county jails in nine states, including Colorado. The feedback received from three other Colorado facilities currently contracting with this vendor was extremely positive. The

budget includes \$511,100 for this new contract. (Note: \$156,000 of this increase would have been needed to accommodate even the lowest of the three finalist's bids with essentially no increase in services.)

Crimes Against Person Unit Detective – One-time \$54,200, Ongoing \$140,022, and 1.0 FTE

The Crimes Against Persons Unit investigates domestic violence cases and cases involving all manners of death, felony assaults, felony menacing, missing persons, kidnappings, extortion and staking. Investigators in this unit have training in interview and interrogation, as well as specialized training in death investigation. Detectives take part in a domestic violence task force, community service videos, the Child Abduction Response Team, the Colorado Homicide Investigators Association, and are part of the 18th Judicial District Crisis Response Team. Staffing for this unit has remained constant since 2007 at one sergeant and four detectives. From 2007 to 2017 the number of cases assigned to the Crimes Against Persons Unit have increased by an average of 5.0 percent per year. Death investigations have increased by 9.0 percent since 2011, while criminal domestic violence cases rose 41.0 percent from 2012 through 2017. The 2019 budget includes funding for an additional detective to accommodate the workload increase in the Crimes Against Persons Unit.

United Metropolitan Forensic Crime Laboratory DNA Supplies – Ongoing \$60,000

Pursuant to the intergovernmental agreement on the operation and funding for the United Metropolitan Forensic Crime Laboratory, the 2019 budget includes funding to purchase DNA testing supplies.

Rocky Mountain Computer Forensic Laboratory Forensic Examiner – One-time \$1,600, Ongoing \$113,347, Offsetting Revenue \$45,000, and 1.0 FTE

The Rocky Mountain Regional Computer Forensic Laboratory is one of seventeen regional computer forensic laboratories that provides computer forensic services to any law enforcement agency operating in Colorado and Wyoming. Priority is given to participating law enforcement agencies which include local, state and federal agencies. The Town of Castle Rock and City of Lone Tree are requesting to partner with Douglas County to fund an additional forensic examiner position at the lab in order to receive priority services. Training, equipment, and travel costs are paid for by the Federal Bureau of Investigation. The Douglas County lieutenant assigned to the lab has recently been promoted to the Laboratory Director position. The 2019 budget includes funding for an additional position partially offset by contributions from the City of Lone Tree and Town of Castle Rock. This additional position funded in partnership with the City of Lone Tree and Town of Castle Rock will ensure that

the lab is able to meet workload demands and the three agencies receive priority services.

Animal Control Funding – Ongoing \$38,000

The County contracts with the Humane Society of the Pikes Peak Region for animal control services in Douglas County. The contract was last increased by \$14,000 in 2012. Due to compounding increases in personnel and operating costs, the Humane Society requested, and the 2019 budget includes a \$38,000 increase for animal control services in 2019.

ENGINEERING

Document Scanning Services – One-time \$35,000

The Public Works – Engineering Department is responsible for review of construction, development, and traffic reports to ensure proposed projects are consistent with the comprehensive master plan and requirements set forth in the zoning and subdivision resolutions. Typically, applications contain construction plans, drainage reports, pavement design reports, grading plans, and/or traffic reports which must be scanned into the county database. The database is intended to eventually support a paperless/online process for permit applications and reviews. With the substantial development in Sterling Ranch and multiple large commercial projects the 2019 budget includes funding for contract scanning services to meet workload demands. This funding

will allow engineers to focus on permit reviews, inspections, and other customer facing services.

Contract Roofing and Driveway Inspections – One-time \$150,000

The workload demands for roofing inspections is cyclical throughout the year and varies from year to year depending largely on weather events. In order to maximize the effective use of county resources, the County has contracted building inspections since 2015. The 2016 hail storm created the demand for more than 10,000 roofing inspections while 2017 and 2018 have not had a storm of that magnitude. The 2019 budget includes funding for contractors to perform roofing inspections in 2019 which allows for the flexibility to meet inspection demands while not having to overstaff. The 2019 budget includes funding for contracted driveway inspection work based on workload demands. Since the workload for driveway construction projects varies throughout the year and existing staff workload from other obligations including wildfire mitigation projects tends to increase at the same time, the 2019 budget includes contract funding if workload demands exceed the capacity of existing staff.

Wildfire Mitigation Consultant – One-time \$70,000

The goals of the Wildfire Mitigation Program are to increase citizen and public education about proactive wildfire mitigation and local community outreach efforts. The 2019

budget includes funding for a six to nine-month consultant to assist existing staff within the Wildfire Mitigation Program with outreach and education on what actions can be taken to reduce the risk of wildfires and property damage resulting from wildfires. This proposed funding will be used for materials, demonstration sites, equipment and workshops, as well as provide a resource who can partner with local communities on education and application for wildfire mitigation funding.

Engineering and Erosion Control Contractors – One-time \$468,000

The Public Works Engineering Department issues all construction permits and grading permits, excluding building permits, for the construction of public infrastructure within Douglas County. The inspection requirements for engineering permits will increase in 2019 due to changes in state regulations. The increased rate of inspection (from once every 45 days to at least once every 14 days) will result in a workload increase that cannot be met with existing staff. In order to effectively utilize county resources, the 2019 budget includes two contractors for engineering inspections to address the increased inspection workload. The county has its own municipal separate storm sewer system (MS4) permit which requires the County to create and enforce stormwater control practices to minimize the discharge of pollutants into the sewer system. As the amount of building

and construction continues to increase in Douglas County, the number of inspections associated with the County's MS4 permit increase. The increase cannot be met with existing staff and since building and construction work is cyclical in nature, the budget includes funding for a contract inspector to address the workload increase in 2019.

FACILITIES

Multi-Discipline Staff Training – One-time \$20,000 and Ongoing \$20,000

As county buildings continue to age and become more software based for operational maintenance, the 2019 budget (including funding for multi-discipline training for electrical, HVAC, plumbing, welding, and security to ensure staff) is equipped with the skills required to meet the maintenance and repair needs. Ensuring staff is adequately trained minimizes the chance of costly errors or omissions while performing maintenance and repair work.

Justice Center Facilities Maintenance – One-time \$78,000, Ongoing \$84,200, and Offsetting Revenue \$162,200

The budget includes funding for maintenance costs, staff training, and equipment used at various Sheriff Office facilities including the Justice Center and Evidence Tech Building. The 2019 budget includes:

- \$78,000 in one-time funding and \$46,650 in ongoing funding, all with offsetting revenue, for new building controls at the Evidence Tech Building, security and freezer equipment replacement in Detentions, parking lot maintenance and repair for the Justice Center, and general repair and maintenance costs at the Justice Center. The total square footage of the Justice Center has extended over recent years to the current 666,000 square feet. The funding provided to expand the Justice Center did not include maintenance and repair costs as those would be addressed in future years once the costs were quantified.
- \$28,750 in ongoing funding with offsetting revenue for multi-discipline training and equipment for electrical, HVAC, plumbing, welding, and security to ensure staff is equipped with the skills required to meet the maintenance and repair needs of the Justice Center.
- \$8,800 in ongoing funding with offsetting revenue for lease space escalators for various radio towers throughout the County.

Highlands Ranch Substation Maintenance Costs – One-time \$34,175, Ongoing \$10,000, and Offsetting Revenue \$44,175

The Highlands Ranch Substation requires regular maintenance to remain in optimal operating capacity essential to ensuring public safety. Included in the 2019 budget is \$10,000 for general maintenance costs at the

Highlands Ranch Substation due to maintenance supply costs and the age of the building, \$19,175 for the purchase of heating, ventilation, and air conditioning parts and electrical switchgear maintenance, and \$15,000 to replace outdated and no longer supported building controls essential to controlling the flow of personnel and citizens through the building.

Full Year Funding for the Unified Metropolitan Forensic Crime Laboratory – Ongoing \$146,860 and Offsetting Revenue \$146,860

The intergovernmental agreement for the Unified Metropolitan Forensic Crime Laboratory required Douglas County to pay for the operating costs of the crime lab, excluding laboratory equipment. The 2018 budget included eight months of operating costs for the Laboratory based on the operational timeline. The 2019 budget includes an increase to provide funding to support the full year cost of operating the lab.

FLEET

Fleet Supervisor – One-time \$3,000, Ongoing \$124,090 and 1.0 FTE

As the County has grown in population and density, the demands on Fleet Services to ensure vehicles are available so that employees are able to serve citizens in a timely manner (either through competition of inspections, road maintenance, or traffic services) have increased. In order to meet workload demands while continuing to provide citizens and departments with top quality services, the budget includes funding for a Fleet Supervisor. This position will back up the Fleet Manager with all aspects of managing and replacing county vehicles and equipment. The addition of this position ensures that vehicles will be available to staff as needed and equipment will be able to perform when the demand arises

HUMAN RESOURCES

System Development of Citizen Engagement – Ongoing \$13,089

Citizen education about the workings and services of Douglas County is fundamental to the success of implementing county initiatives. In order to identify areas where improvements can be made to the processes used to engage citizens in county initiatives and education about county

processes, the 2019 budget includes funding for contract staff to supplement the Human Resources Department in the develop of practices and policies to improve citizen engagement.

INFORMATION TECHNOLOGY

Software Maintenance – Ongoing \$396,877

Information technology software is essential to the efficient operation of county functions and requires constant support and maintenance. The budget includes funding to maintain software support provided by vendors upon installation of software programs.

System Implementation and Enhancements – One-time \$2,400,000

The Information Technology Department is revitalizing the Department's role in the maintenance, implementation, and upgrade of various software programs and information technology infrastructure throughout the County. Included in the 2019 budget is funding for various projects in multiple departments including: roadmap for re-envisioning the information technology system for the Department of Human Services, implementation of web-based permit submissions in the Building Department, and improvements to the county's financial transparency platform.

MENTAL HEALTH INITIATIVE

Mental Health Initiative Contracts – Ongoing \$14,630

The Mental Health Initiative is designed to connect community partners to address unmet mental health needs, connect people to mental health services and prevent those in need from falling through the cracks of the mental health system. The Mental Health Initiative is funded by Douglas County and a portion of the funding is used for contract with provider services. The contract includes an annual cost escalator; therefore the 2019 budget includes an increase to account for these contractual escalators.

OTHER GOVERNMENTAL SERVICES

Juvenile Assessment Center – Ongoing \$482

The Juvenile Assessment Center works to improve the lives of juveniles by helping to strengthen and support children and families who are involved, or at risk of becoming involved with the juvenile justice system. The goal of the Juvenile Assessment Center is to divert all eligible youth from formal processing, while recommending interventions to prevent further law violations, and enhance productive growth of young citizens. There is a memorandum of understanding between Douglas County, other user agencies, and the Juvenile Assessment Center regarding utilization of the Center and standard fee for service charges each year. Pursuant to the funding formula agreed to by the County when signing the memorandum of understanding, there is an

annual fee for service adjustment based on utilization. The 2019 budget includes \$482 for the Juvenile Assessment Center in accordance to utilization and fee for service adjustments.

TRI-COUNTY HEALTH

Per Capita and Personnel Cost Adjustment – Ongoing \$76,087

The Tri-County Health Department is a partnership of Douglas County, Arapahoe County, and Adams County to provide public health services. Funding for the Tri-County Health Department is on a per capita basis; therefore the 2019 budget includes an increase based on the 2019 projected population increase in Douglas County. The public health services provided by Tri-County Health Department are dependent on employees in various health fields which are increasingly competitive. In order to retain qualified and experienced staff the 2019 budget includes a per capita increase for employee merit costs to maintain the Department's ability to remain competitive with other agencies. The Tri-County Health Department is reliant on software systems for efficient operations. As systems like electronic health records become more common the 2019 budget includes a per capita adjustment to support an informatics program manager to oversee and administer the 11 major systems as they are converted or expanded over the next four years.

Road & Bridge Fund

AS REQUIRED BY STATE LAW THIS FUND IS USED TO ACCOUNT FOR THE COSTS ASSOCIATED WITH THE CONSTRUCTION AND MAINTENANCE OF COUNTY ROADS AND BRIDGES. RESTRICTED REVENUE SOURCES INCLUDE PROPERTY TAXES AND HIGHWAY USER FEES. THE COUNTY MUST SHARE BACK WITH INCORPORATED MUNICIPALITIES ONE-HALF OF THE TAXES COLLECTED ON PROPERTIES WITHIN THE INCORPORATED AREAS.

Douglas County Government
Road and Bridge Fund (Fund 200)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|----------------------|----------------------|----------------------|----------------------|
| 1 Beginning Fund Balance | \$ 31,911,317 | \$ 30,003,719 | \$ 39,245,504 | \$ 39,245,504 | \$ 26,091,762 | \$ 14,971,849 | \$ 16,331,445 | \$ 17,920,782 | \$ 21,002,989 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ 37,166,602 | \$ 41,695,335 | \$ 41,695,334 | \$ 41,695,334 | \$ 43,522,855 | \$ 46,022,221 | \$ 47,356,644 | \$ 50,255,943 | \$ 52,321,908 |
| 3 Licenses and Permits | 865,101 | 610,000 | 610,000 | 879,559 | 739,000 | 739,000 | 739,000 | 739,000 | 739,000 |
| 4 Intergovernmental | 10,130,176 | 9,498,018 | 9,558,256 | 11,045,764 | 9,574,000 | 9,315,000 | 9,315,000 | 9,215,000 | 9,115,000 |
| 5 Charges for Services | 19,350 | 10,000 | 10,000 | 8,250 | 9,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| 6 Fines and Forfeits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 Earnings on Investments | 5,985 | 0 | 0 | 11,760 | 0 | 0 | 0 | 0 | 0 |
| 8 Donations and Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 9 Other Revenues | 487,942 | 250,000 | 250,000 | 154,561 | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 |
| 10 Transfers In: | | | | | | | | | |
| 11 From Capital Replacement Fund | 6,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 Total Revenues and Transfers In | \$ 54,675,156 | \$ 52,063,353 | \$ 52,123,590 | \$ 53,795,228 | \$ 53,969,855 | \$ 56,211,221 | \$ 57,545,644 | \$ 60,344,943 | \$ 62,310,908 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 13 Personnel | \$ 9,392,601 | \$ 10,438,193 | \$ 10,438,193 | \$ 10,438,193 | \$ 10,699,379 | \$ 11,480,679 | \$ 12,197,511 | \$ 13,071,580 | \$ 13,908,697 |
| 14 Supplies | 525,518 | 1,636,051 | 1,574,713 | 1,574,713 | 792,020 | 788,970 | 788,970 | 788,970 | 788,970 |
| 15 Controllable Assets | 152,317 | 57,600 | 79,200 | 79,200 | 27,600 | 27,600 | 27,600 | 27,600 | 27,600 |
| 16 Purchased Services | 3,418,414 | 1,296,594 | 1,501,091 | 1,501,091 | 1,030,347 | 1,030,357 | 1,030,357 | 1,030,357 | 1,030,357 |
| 17 Building Materials | 4,523,810 | 5,540,349 | 5,534,136 | 5,534,136 | 5,402,331 | 5,402,331 | 5,402,331 | 5,402,331 | 5,402,331 |
| 18 Fixed Charges | 2,981,153 | 3,912,775 | 3,912,775 | 3,912,775 | 3,725,655 | 3,847,861 | 3,960,893 | 4,101,878 | 4,224,445 |
| 19 Grants and Contributions | (183,464) | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| 20 Intergovernmental Support | 5,279,004 | 8,603,163 | 8,708,545 | 8,708,545 | 6,190,326 | 6,460,099 | 6,734,918 | 7,026,293 | 7,335,532 |
| 21 Equipment Replacements/New | - | 4,205,000 | 8,476,232 | 8,476,232 | 3,885,000 | 4,000,000 | 4,000,000 | 4,000,000 | 4,000,000 |
| 22 Pavement Management | 17,657,987 | 18,646,140 | 17,227,381 | 17,227,381 | 0 | 18,000,000 | 18,000,000 | 18,000,000 | 18,000,000 |
| 23 Traffic Signal Management | 71,616 | 711,643 | 330,736 | 330,736 | 0 | 400,000 | 400,000 | 400,000 | 400,000 |
| 24 Emergency Storm Drainage | 0 | 14,045,936 | 4,221,577 | 4,221,577 | 0 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| 25 Capital Projects | 3,522,014 | 0 | 1,844,390 | 1,844,390 | 7,811,884 | 0 | 0 | 0 | 0 |
| 26 Reappropriation | | | 11,039,129 | | | | | | |
| 27 Contingency | 0 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| 28 Transfers Out: | | | | | | | | | |
| 29 To General Fund | 0 | 0 | 0 | 0 | 107,000 | 107,000 | 107,000 | 107,000 | 107,000 |
| 30 To Capital Expenditures Fund | 0 | 2,000,000 | 2,000,000 | 2,000,000 | 0 | 0 | 0 | 0 | 0 |
| 31 Total Transfers Out | 0 | 2,000,000 | 2,000,000 | 2,000,000 | 107,000 | 107,000 | 107,000 | 107,000 | 107,000 |
| 32 Recommended New Requests - One-Time | | | | | 24,111,500 | | | | |
| 33 Recommended New Requests - On-Going | | | | | 206,727 | 206,727 | 206,727 | 206,727 | 206,727 |
| 34 Total Expenditures and Transfers Out | \$ 47,340,969 | \$ 72,193,444 | \$ 77,988,099 | \$ 66,948,970 | \$ 65,089,769 | \$ 54,851,624 | \$ 55,956,307 | \$ 57,262,736 | \$ 58,531,659 |
| 35 Change In Fund Balance | 7,334,187 | (20,130,091) | (25,864,509) | (13,153,742) | (11,119,914) | 1,359,597 | 1,589,337 | 3,082,207 | 3,779,249 |
| 36 Ending Fund Balance | \$ 39,245,504 | \$ 9,873,628 | \$ 13,380,995 | \$ 26,091,762 | \$ 14,971,849 | \$ 16,331,445 | \$ 17,920,782 | \$ 21,002,989 | \$ 24,782,239 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 37 Non-spendable Fund Balance | \$ 2,721,546 | \$ 2,441,027 | \$ 2,441,027 | \$ 2,721,546 | \$ 2,721,546 | \$ 2,721,546 | \$ 2,721,546 | \$ 2,721,546 | \$ 2,721,546 |
| 38 Restricted Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 39 Committed Fund Balance | 16,364,742 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 40 Assigned Fund Balance | 20,159,216 | 7,432,601 | 10,939,968 | 23,370,216 | 12,250,303 | 13,609,899 | 15,199,236 | 18,281,443 | 22,060,693 |
| 41 Ending Fund Balance | \$ 39,245,504 | \$ 9,873,628 | \$ 13,380,995 | \$ 26,091,762 | \$ 14,971,849 | \$ 16,331,445 | \$ 17,920,782 | \$ 21,002,989 | \$ 24,782,239 |

Douglas County Government
2019 Recommended New Requests

| Fund | Division/ Project | Request Description | FTE | One-time Amount | Ongoing Amount | 2018 Encumbrances Re-Appropriated in 2019 | 2018 Unspent Project Dollars Re-Appropriated in 2019 | Net Impact to Fund |
|------------------------------|--------------------------------|--|-----|--------------------|-------------------|--|---|-----------------------|
| Road and Bridge Fund | | | | | | | | |
| | Traffic | | | | | | | |
| | 31600 | Portable Retroreflectometers for Traffic Signs | | \$ 40,000 | | \$ - | \$ - | \$ 40,000 |
| | 31620 | Traffic Count Trailer Replacements (2) | | 40,000 | | | | 40,000 |
| | 31640 | Surveying Equipment Upgrade | | 40,000 | | | | 40,000 |
| | 31650 | Traffic Signal Technician | 1.0 | 31,500 | 86,727 | | | 118,227 |
| | 31650 | Traffic Monitoring Workstation Upgrades | | 50,000 | | | | 50,000 |
| Public Works Operations | | | | | | | | |
| | <u>Public Works Equipment:</u> | | | | | | | |
| | 31400 | Tandem Truck - District | | 345,000 | | | | 345,000 |
| | 31400 | Tandem Truck - Special Projects District | | 345,000 | | | | 345,000 |
| | 31400 | Truck 5th Wheel - Dedicated Haul - District 1 | | 195,000 | | | | 195,000 |
| | 31400 | Pickup - 1 Ton - Special Projects District | | 85,000 | | | | 85,000 |
| | 31400 | Excavator - Special Projects District | | 190,000 | | | | 190,000 |
| | | Total - Public Works Equipment | | 1,160,000 | | | | |
| | 31400 | Equipment Operator | 1.0 | | 60,000 | | | 60,000 |
| | 31550 | Noxious Weed Contract Increase | | | 60,000 | | | 60,000 |
| Capital Improvement Projects | | | | | | | | |
| | 800100 | Contracted Maintenance of Condition Program | | 18,000,000 | | 1,580,656 | 62,292 | 19,642,948 |
| | 800110 | Concrete Repair | | | | | 6,076 | 6,076 |
| | 800234 | Highlands Ranch Transportation Plan | | | | | 83,680 | 83,680 |
| | 800244 | Traffic Communications | | | | 37,200 | 374,786 | 411,986 |
| | 800292 | Airport Road Bridge Replacement | | | | 2,709 | 3,709 | 6,418 |
| | 800301 | Roxborough - US85 South Connector | | | | 3,500 | 95,736 | 99,236 |
| | 800302 | US85 Corridor Improvements | | | | 391,733 | 400,001 | 791,734 |
| | 800307 | Red Rock Drive Plum Creek Bridge | | | | | 2,942 | 2,942 |
| | 800316 | Dransfeld Extension | | | | | 105,382 | 105,382 |
| | 800490 | Drainage Projects | | | | 3,188 | 4,949 | 8,137 |
| | 800503 | Emergency Storm Drainage Projects | | 2,000,000 | | 806,880 | 311,272 | 3,118,152 |
| | 800504 | Galen Buck Center Improvements | | | | | 6,985 | 6,985 |
| | 800506 | Stormwater Priority Projects | | 1,900,000 | | 35,460 | 973,660 | 2,909,120 |

| Fund | Division/ Project | Request Description | FTE | One-time Amount | Ongoing Amount | 2018 Encumbrances Re-Appropriated in 2019 | 2018 Unspent Project Dollars Re-Appropriated in 2019 | Net Impact to Fund |
|----------------------------|----------------------|--|-----|--------------------|-------------------|--|---|-----------------------|
| | 800513 | Happy Canyon Southwest Emergency Access | | 300,000 | | 20,248 | 84,536 | 404,784 |
| | 800516 | Daniels Park | | | | 66,707 | | 66,707 |
| | 800853 | School and Pedestrian Safety | | 150,000 | | 23,464 | 158,439 | 331,903 |
| | 800903 | Intelligent Transportation System | | | | | 250,000 | 250,000 |
| | 800901 | Traffic Signal Upgrades | | | | | 51,131 | 51,131 |
| | 800909 | Traffic Signal Consultant | | | | 47,870 | 184,669 | 232,539 |
| | 800912 | DRCOG Installation | | | | 62,638 | 264,952 | 327,590 |
| | 800914 | Transportation Plan 2030 | | | | 38,806 | | 38,806 |
| | 800916 | Traffic Signal Maintenance | | 400,000 | | 113,365 | 250,000 | 763,365 |
| | 800963 | Local Road Restoration Program | | | | | 6,459 | 6,459 |
| | 800990 | Emergency Flood Planning Project | | | | | 21,008 | 21,008 |
| | 801004 | Safety and Congestion Management | | | | | 100,000 | 100,000 |
| | 801009 | Tomah / I-25 West Frontage Road Intersection | | | | 41,898 | 730,675 | 772,573 |
| | 861560 | CDOT Traffic Records 405C | | | | | 2,223 | 2,223 |
| Road and Bridge Fund Total | | | 2.0 | \$ 24,111,500 | \$ 206,727 | \$ 3,276,322 | \$ 4,535,562 | \$ 32,130,111 |

2019 Vehicle Replacement Requests - Road and Bridge Fund

| Unit # to be Replaced | Business Unit | Year | Make | Model | Meter Points | Maintenance Points | Age Points | Total Points | Replacement Cost |
|----------------------------|---------------|------|--------------|---------------|--------------|--------------------|------------|--------------|---------------------|
| T-1 | 31600 | 2006 | STERLING | CONDOR | 3.6 | 6.1 | 5.0 | 14.7 | \$ 205,000 |
| E-22 | 31640 | 2008 | CHEV | 1500 | 5.0 | 8.8 | 5.0 | 18.8 | \$ 45,000 |
| SP-19 | 31400 2 | 2006 | GMC | C5500 | 2.2 | 8.5 | 5.0 | 15.7 | \$ 70,000 |
| DC-38-1 | 31400 1 | 1997 | ETNYRE | 6000 GAL TANK | 0.0 | 6.4 | 5.0 | 11.4 | \$ 80,000 |
| 4-37 | 31400 4 | 2008 | WESTERN STAR | 4900 | 4.4 | 10.0 | 5.0 | 19.4 | \$ 345,000 |
| 4-38 | 31400 4 | 2009 | WESTERN STAR | 4900 | 3.4 | 7.0 | 4.9 | 15.3 | \$ 345,000 |
| DC-99-3 | 31400 3 | 2004 | CAT | 950G II | 5.0 | 4.6 | 5.0 | 14.6 | \$ 305,000 |
| 4-7 | 31400 4 | 2005 | GMC | C5500 | 4.3 | 6.6 | 5.0 | 15.9 | \$ 95,000 |
| 4-20 | 31400 4 | 2008 | WESTERN STAR | 4900 | 4.5 | 9.8 | 5.0 | 19.3 | \$ 345,000 |
| 1-26A | 31400 1 | 2007 | ELGIN | ROAD WIZARD | 5.0 | 3.8 | 5.0 | 13.8 | \$ 280,000 |
| 2-61 | 31400 2 | 1992 | CAT | 936F | 4.7 | 10.0 | 5.0 | 19.7 | \$ 225,000 |
| 2-1 | 31400 2 | 2010 | DODGE | 2500 | 5.0 | 10.0 | 4.2 | 19.2 | \$ 85,000 |
| 1-63 | 31400 1 | 2007 | CAT | 950H | 5.0 | 4.4 | 5.0 | 14.4 | \$ 305,000 |
| DC-51-SP | 31400 SP | 2006 | WACKER | 82-SC | 4.7 | 2.9 | 5.0 | 14.6 | \$ 35,000 |
| DC-73-3 | 31400 3 | 1990 | ING/RAND | DD-90 | 5.0 | 10.0 | 5.0 | 20.0 | \$ 165,000 |
| DC-21-SP | 31400 SP | 2002 | CAT | 143H | 5.0 | 7.9 | 5.0 | 17.9 | \$ 230,000 |
| 4-21A | 31400 4 | 2007 | ELGIN | ROAD WIZARD | 5.0 | 2.8 | 5.0 | 14.8 | \$ 280,000 |
| SP-26A | 31400 SP | 2007 | ELGIN | ROAD WIZARD | 4.3 | 6.8 | 5.0 | 16.1 | \$ 280,000 |
| DC 48-2 | 31400 2 | 1992 | HTC | 2000 | 4.5 | 4.4 | 5.0 | 13.9 | \$ 95,000 |
| DC 48-2-3 | 31400 2 | 2007 | CHEVY | 3500 | 3.9 | 9.3 | 5.0 | 18.2 | \$ 70,000 |
| REPLACEMENT TOTALS: | | | | | | | | | \$ 3,885,000 |

| RANGE | 15 POINT REPLACEMENT SCALE |
|-----------|--|
| <10 | Do Not Replace |
| 10 - 12.5 | Early Replacement Candidate |
| 12.5 - 15 | Optimal Replacement Time, Unit is in 10% of usefule life and at optimal resale value |
| > 15 | Overdue Replacement, Unit should be replaced as soon as possible |

ROAD AND BRIDGE FUND

\$24,111,500 One-time; \$206,727 Ongoing

TRAFFIC

Portable Retroreflectometers for Traffic Signs – One-time \$40,000

Currently, when staff replaces signs and markings throughout the county, they must replace the entire marking or sign. With the implementation of the Board approved Traffic Operations Management System (Cartegraph) and this proposed funding, the Department will be able to identify which signs require replacement (including portions of signs or markings that require replacement). This new operational process for sign and marking replacement will ensure the county resources are used in the most efficient manner. Therefore, the 2019 budget includes funding to purchase the retroreflectometers which are used to determine which signs and markings require replacement.

Traffic Count Trailers Replacement – One-time \$40,000

The Traffic Engineering Department uses traffic count trailers to collect traffic data and identify feasible traffic alternatives in the event of traffic congestion. With the recent start of the I-25 South project between Castle Rock and

Monument as well as general traffic congestion increases resulting from population growth, the 2019 budget includes funding for the replacement of two aging traffic count trailers. Replacement of these two trailers will ensure the Public Work Engineering Department has accurate and timely traffic information that can be used to reduce traffic congestion.

Survey Equipment Upgrade – One-time \$40,000

The Department uses surveying equipment to document the geographical landscape of the County. This survey and documentation is essential to decision making processes related to land use, construction, and ownership boundaries. Accurately recording the landscape in one survey is the most efficient use of staff time. Currently, the equipment used by staff to conduct surveys requires multiple site revisits to fully document the site. The 2019 budget includes funding to upgrade the surveying equipment to equipment with three-dimensional technology that allows for single survey capturing of difficult landscapes like tall grass and tree areas, which will reduce the need for multiple site revisits.

Traffic Signal Technician – One-time \$31,500, Ongoing \$86,727 and 1.0 FTE

The County has 104 traffic signals and six additional signals will be added by the end of 2019. Currently, there are three traffic signal technicians to maintain these traffic signals and communications infrastructure. The United State Department of Transportation Federal Highway Administration's recommended staff ratio of traffic signals to technician is 27 to one. The County's ratio is 34 traffic signals per technician, increasing to 36 signals per technician by the end of 2019. To ensure traffic signals are adequately maintained and operational, the 2019 budget includes funding for one new signal traffic technician. This additional technician will reduce the ratio to 27 traffic signals per technician. Ensuring adequate maintenance and operation of traffic signals and the communication infrastructure is essential to the management of traffic flow and congestion mitigation.

Traffic Monitoring Workstation Upgrades – One-time \$50,000

The 2019 budget includes funding to replace the current static workstation used by staff responsible for traffic monitoring with ergonomic, flexible workstations. The upgraded workstations will include ergonomic furniture, higher quality monitor mounts and improved cable management.

PUBLIC WORKS OPERATIONS

Public Works Equipment – One-time \$1,160,000

The 2019 budget includes funding to purchase five new pieces of public works equipment to ensure the County can respond to road maintenance demands. The budget includes funding for two truck tandem axle dumps and a truck tandem axle tractor to address workload increases resulting from 75 new road miles added to the County over the last three years. These trucks will be used primarily for snow removal purposes and road maintenance. Funding is also proposed for a new one-ton pickup truck so that each of the Special Projects Crew supervisors have a county vehicle to take out to job sites. Funding is included for the purchase of a new excavator based on workload demands that cannot be met with the existing equipment inventory.

Equipment Operator – Ongoing \$60,000 and 1.0 FTE

As county population has grown and the population has expanded into previously undeveloped areas of the County, new road miles have been added to facilitate traffic flows and mitigate congestion issues. As a result of the additional road miles, which require maintenance including snow removal, the 2019 budget includes funding for one new equipment operator. This position will enable the County to ensure roads are being maintained and traffic is not adversely impacted during weather events due to failure to keep roads clear.

Noxious Weed Contract Increase – Ongoing \$60,000

The County contracts out the provision of noxious weed control activities which include biological control, hand pulling, and revegetation. The contract for these services includes an annual cost escalator. The 2019 budget includes an increase for the contractual increase for these services.

CAPITAL IMPROVEMENT PROJECTS

Contracted Road Maintenance – One-time \$18,000,000

The 2019 budget reflects the County's continued investment in transportation by including \$18.0 million for road maintenance. This proposed funding will be used for patching, milling the top surface of the pavement and overlaying it with new asphalt to continue positive driver experience when traveling on county roads. Additionally, this funding will be used for new striping to ensure driver awareness of traffic flows, and repairs to curbs and gutters, cross-pans, and installation of ADA ramps. The Department will use two performance measures (average condition and percent in fair or better condition) to maintain high average pavement conditions and ensure roads do not fall into poor or very poor condition.

Emergency Storm Drainage Projects – One-time \$2,000,000

Storm drainage systems move untreated waters into rivers or streams or other bodies of water and are essential to minimizing the risk of flooding or water backups. The Department of Public Works Engineering has identified several storm drainage projects that should be repaired to ensure continued functionality. The 2019 budget includes funding to complete these repairs and any repairs that occur unexpectedly during the year. Projects that will occur with this funding include culvert repairs at Madras Drive and at University and drainage system and erosion repair projects at East Parker Road.

Stormwater Priority Projects – One-time \$1,900,000

Stormwater projects are designed to ensure the controlled flow and drainage of stormwaters typically flowing off construction sites. Stormwater controls ensure there is not unnecessary sediment deposits and pollutants in waterways. As construction and infrastructure aging continues in Douglas County, the 2019 budget includes funding to partner with other agencies on stormwater projects throughout the County, including drainage studies in Castle Pines and facilities pond operations and maintenance projects.

Happy Canyon Southwest Emergency Access – One-time \$300,000

The 2019 budget includes funding to add a gated emergency access road between the Happy Canyon and Silver Heights subdivisions to provide a second exit route that can be accessed in the event of road closures or emergencies.

School and Pedestrian Safety Projects – One-time \$150,000

The 2019 budget includes funding to ensure students, parents, and pedestrians have safe and accessible routes to school and for general pedestrian and biking purposes. This funding will be used for enhanced pedestrian crossings, traffic circulation changes near schools, complete missing sidewalk links, establishing sidewalks at bus turn outs, and improvements to the pedestrian and bicycle network. The majority of the 2019 proposed funding will be used to construct a multi-use path along the north side of Lincoln Avenue between Chambers Road and Stonegate Parkway.

Traffic Signal Maintenance – One-time \$400,000

The 2019 budget includes funding for traffic signal pole maintenance to ensure traffic signals are operational. Ensuring traffic signals are fully operational is essential to managing traffic flow across the county and to identify traffic congestion alternatives. This funding will be used for traffic signal foundation, pole and mast arms replacement, as well as pole repainting.



Human Services Fund

AS REQUIRED BY STATE LAW THIS FUND IS USED TO ACCOUNT FOR ALL FEDERAL AND STATE PUBLIC AID AND ASSISTANCE PROGRAMS ADMINISTERED BY THE COUNTY. RESTRICTED REVENUE SOURCES INCLUDE DESIGNATED PROPERTY TAXES AND INTERGOVERNMENTAL AGENCY GRANTS.

Douglas County Government
Human Services Fund (Fund 210)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|-----------------------------|-----------------------------|-----------------------------|------------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| 1 Beginning Fund Balance | \$ 5,466,934 | \$ 2,884,599 | \$ 5,203,052 | \$ 5,203,052 | \$ 4,661,118 | \$ 3,719,355 | \$ 3,143,310 | \$ 2,440,649 | \$ 1,798,250 |
| <u>Revenues</u> | | | | | | | | | |
| 2 <i>Taxes</i> | \$ 1,777,445 | \$ 1,996,388 | \$ 1,996,388 | \$ 1,996,388 | \$ 2,031,304 | \$ 2,124,714 | \$ 2,151,840 | \$ 2,285,021 | \$ 2,305,366 |
| 3 <i>Intergovernmental</i> | 22,665,465 | 28,910,229 | 30,288,752 | 30,288,752 | 28,539,591 | 29,039,591 | 29,239,591 | 29,539,591 | 29,539,591 |
| 4 <i>Earnings on Investments</i> | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 <i>Other Revenues</i> | 555,837 | 46,000 | 237,343 | 630,623 | 571,000 | 571,000 | 571,000 | 571,000 | 571,000 |
| <i>Transfers In</i> | | | | | | | | | |
| 6 <i>General Fund</i> | 2,552,630 | 2,071,865 | 2,071,865 | 2,071,865 | 958,872 | 958,876 | 958,876 | 958,876 | 958,876 |
| 7 <i>Capital Replacement Fund</i> | 25,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 <i>Total Transfers In</i> | <u>2,578,130</u> | <u>2,071,865</u> | <u>2,071,865</u> | <u>2,071,865</u> | <u>958,872</u> | <u>958,876</u> | <u>958,876</u> | <u>958,876</u> | <u>958,876</u> |
| 9 Total Revenues and Transfers In | <u>\$ 27,576,877</u> | <u>\$ 33,024,482</u> | <u>\$ 34,594,348</u> | <u>\$ 34,987,628</u> | <u>\$ 32,100,767</u> | <u>\$ 32,694,181</u> | <u>\$ 32,921,307</u> | <u>\$ 33,354,488</u> | <u>\$ 33,374,833</u> |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 10 <i>Personnel</i> | \$ 6,749,930 | \$ 7,750,723 | \$ 8,088,521 | \$ 8,088,521 | \$ 8,937,115 | \$ 9,163,774 | \$ 9,516,750 | \$ 9,888,825 | \$ 10,281,332 |
| 11 <i>Supplies</i> | 44,861 | 61,650 | 61,875 | 61,875 | 38,200 | 38,200 | 38,200 | 38,200 | 38,200 |
| 12 <i>Controllable Assets</i> | 29,317 | 27,500 | 599,227 | 599,227 | 41,500 | 41,500 | 41,500 | 41,500 | 41,500 |
| 13 <i>Purchased Services</i> | 2,550,665 | 2,896,466 | 3,350,168 | 3,350,168 | 2,966,470 | 2,966,470 | 2,966,470 | 2,966,470 | 2,966,470 |
| 14 <i>Fixed Charges</i> | 19,408 | 22,905 | 22,905 | 22,905 | 30,219 | 31,256 | 32,022 | 32,866 | 33,794 |
| 15 <i>Grants and Contributions</i> | 14,625,413 | 19,509,180 | 19,835,380 | 19,835,380 | 19,618,918 | 19,618,918 | 19,618,918 | 19,618,918 | 19,618,918 |
| 16 <i>Interdepartmental Charges</i> | 3,753,867 | 3,046,861 | 3,046,861 | 3,046,861 | 1,410,108 | 1,410,108 | 1,410,108 | 1,410,108 | 1,410,108 |
| 17 <i>Capital Outlay</i> | 42,798 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 18 <i>Contingency</i> | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>Transfers Out</i> | | | | | | | | | |
| 19 <i>Capital Expenditures Fund</i> | 24,500 | 450,000 | 524,625 | 524,625 | 0 | 0 | 0 | 0 | 0 |
| 20 <i>Total Transfers Out</i> | <u>24,500</u> | <u>450,000</u> | <u>524,625</u> | <u>524,625</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 21 Total Expenditures and Transfers Out | <u>\$ 27,840,759</u> | <u>\$ 33,765,285</u> | <u>\$ 35,529,562</u> | <u>\$ 35,529,562</u> | <u>\$ 33,042,530</u> | <u>\$ 33,270,226</u> | <u>\$ 33,623,968</u> | <u>\$ 33,996,887</u> | <u>\$ 34,390,322</u> |
| 22 <i>Change In Fund Balance</i> | (263,882) | (740,803) | (935,214) | (541,934) | (941,763) | (576,045) | (702,661) | (642,399) | (1,015,489) |
| 23 Ending Fund Balance | <u>\$ 5,203,052</u> | <u>\$ 2,143,796</u> | <u>\$ 4,267,838</u> | <u>\$ 4,661,118</u> | <u>\$ 3,719,355</u> | <u>\$ 3,143,310</u> | <u>\$ 2,440,649</u> | <u>\$ 1,798,250</u> | <u>\$ 782,761</u> |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 24 <i>Non-spendable Fund Balance</i> | \$ 7,587 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 25 <i>Restricted Fund Balance</i> | 538,015 | 71,696 | 71,696 | 71,696 | 71,696 | 71,696 | 71,696 | 71,696 | 71,696 |
| 26 <i>Committed Fund Balance</i> | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 27 <i>Assigned Fund Balance</i> | 4,657,450 | 2,072,100 | 4,196,142 | 4,589,422 | 3,647,659 | 3,071,614 | 2,368,953 | 1,726,554 | 711,065 |
| 28 Ending Fund Balance | <u>\$ 5,203,052</u> | <u>\$ 2,143,796</u> | <u>\$ 4,267,838</u> | <u>\$ 4,661,118</u> | <u>\$ 3,719,355</u> | <u>\$ 3,143,310</u> | <u>\$ 2,440,649</u> | <u>\$ 1,798,250</u> | <u>\$ 782,761</u> |



Developmental Disabilities Fund

AS REQUIRED BY STATE LAW THIS FUND IS USED TO ACCOUNT FOR REVENUES DERIVED FROM A 1.0 MILL PROPERTY TAX APPROVED BY THE VOTERS IN NOVEMBER 2001 DESIGNATED TO BE USED IN PROVIDING SERVICES FOR DOUGLAS COUNTY CITIZENS WITH INTELLECTUAL AND DEVELOPMENTAL DISABILITIES.

**Douglas County Government
Developmental Disabilities Fund (Fund 215)
Fund Summary**

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|---------------------|---------------------|---------------------|---------------------|
| 1 Beginning Fund Balance | \$ 316,038 | \$ 100,000 | \$ 381,761 | \$ 381,761 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ 5,689,603 | \$ 6,317,681 | \$ 6,317,681 | \$ 6,317,681 | \$ 6,428,189 | \$ 6,723,779 | \$ 6,809,621 | \$ 7,231,080 | \$ 7,295,461 |
| 3 Licenses and Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 Intergovernmental | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 Fines and Forfeits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 Earnings on Investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 Donations and Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 9 Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 Transfers In | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 Total Revenues and Transfers In | \$ 5,689,603 | \$ 6,317,681 | \$ 6,317,681 | \$ 6,317,681 | \$ 6,428,189 | \$ 6,723,779 | \$ 6,809,621 | \$ 7,231,080 | \$ 7,295,461 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 12 Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 13 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Purchased Services | 5,293,123 | 5,875,444 | 5,875,444 | 5,875,444 | 5,978,216 | 6,253,071 | 6,332,892 | 6,724,871 | 6,784,711 |
| 15 Fixed Charges | 85,246 | 94,765 | 94,765 | 94,765 | 96,423 | 100,900 | 102,200 | 108,500 | 109,500 |
| 16 Grants and Contributions | 245,510 | 347,472 | 629,233 | 629,233 | 353,550 | 369,808 | 374,529 | 397,709 | 401,250 |
| 17 Interdepartmental Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 18 Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 19 Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 20 Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 21 Total Expenditures and Transfers Out | \$ 5,623,880 | \$ 6,317,681 | \$ 6,599,442 | \$ 6,599,442 | \$ 6,428,189 | \$ 6,723,779 | \$ 6,809,621 | \$ 7,231,080 | \$ 7,295,461 |
| 22 Change In Fund Balance | 65,723 | 0 | (281,761) | (281,761) | 0 | 0 | 0 | 0 | 0 |
| 23 Ending Fund Balance | \$ 381,761 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 24 Nonspendable Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 25 Restricted Fund Balance | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| 26 Committed Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 27 Assigned Fund Balance | 281,761 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 28 Ending Fund Balance | \$ 381,761 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 | \$ 100,000 |





Law Enforcement Authority (LEA) Fund

AS REQUIRED BY STATE LAW THIS FUND IS USED TO ACCOUNT FOR DESIGNATED PROPERTY TAXES LEVIED BY THE DOUGLAS COUNTY LAW ENFORCEMENT AUTHORITY (A SPECIAL TAXING DISTRICT, WHICH EXCLUDES PROPERTIES LOCATED WITHIN INCORPORATED MUNICIPALITIES) AND OTHER SPECIAL REVENUES THAT ARE RESTRICTED FOR THE USE OF LAW ENFORCEMENT SERVICES PROVIDED BY THE SHERIFF'S OFFICE IN THE UNINCORPORATED AREAS LOCATED WITHIN THE COUNTY.

Douglas County Government
Law Enforcement Authority Fund (Fund 220)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|----------------------|----------------------|----------------------|----------------------|
| 1 Beginning Fund Balance | \$ 17,534,799 | \$ 14,854,372 | \$ 16,418,107 | \$ 16,418,107 | \$ 13,093,529 | \$ 9,540,343 | \$ 8,226,857 | \$ 6,084,413 | \$ 4,134,534 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ 16,929,668 | \$ 18,493,021 | \$ 18,493,021 | \$ 18,493,021 | \$ 18,585,715 | \$ 19,277,747 | \$ 19,403,847 | \$ 20,596,148 | \$ 20,832,348 |
| 3 Licenses and Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 Intergovernmental | 794,544 | 709,800 | 730,931 | 730,931 | 751,900 | 774,457 | 797,691 | 821,621 | 846,270 |
| 5 Charges for Services | 2,706,589 | 1,491,817 | 1,491,817 | 1,496,640 | 1,259,400 | 1,259,400 | 1,259,400 | 1,259,400 | 1,259,400 |
| 6 Fines and Forfeits | 681,222 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 Earnings on Investments | 263,633 | 233,000 | 233,000 | 233,000 | 233,000 | 191,000 | 170,000 | 154,000 | 131,000 |
| 8 Miscellaneous Revenues | 213,905 | 119,200 | 158,060 | 179,086 | 118,000 | 118,000 | 118,000 | 118,000 | 118,000 |
| 9 Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 Other Financing Sources | 31,724 | 25,000 | 25,000 | 50,126 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| 11 Recommended New Requests - On-Going | | | | | 22,000 | 22,000 | 22,000 | 22,000 | 22,000 |
| 12 Total Revenues and Transfers In | \$ 21,621,286 | \$ 21,071,838 | \$ 21,131,829 | \$ 21,182,804 | \$ 21,025,015 | \$ 21,697,604 | \$ 21,825,938 | \$ 23,026,169 | \$ 23,264,018 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 13 Personnel | \$ 18,653,067 | \$ 17,075,389 | \$ 18,272,303 | \$ 18,272,303 | \$ 18,525,933 | \$ 19,374,073 | \$ 20,249,053 | \$ 21,152,706 | \$ 22,087,016 |
| 14 Supplies | 399,237 | 454,700 | 617,993 | 617,993 | 406,100 | 406,100 | 406,100 | 406,100 | 406,100 |
| 15 Controllable Assets | 80,917 | 183,200 | 390,256 | 390,256 | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 |
| 16 Purchased Services | 551,506 | 632,700 | 637,961 | 637,961 | 605,000 | 605,000 | 605,000 | 605,000 | 605,000 |
| 17 Fixed Charges | 1,385,358 | 1,791,484 | 1,801,484 | 1,801,484 | 2,144,168 | 2,229,817 | 2,312,129 | 2,416,142 | 2,510,463 |
| 18 Grants and Contributions | 436 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 19 Intergovernmental Support | 75 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 | 12,000 |
| 20 Interdepartmental Charges | 22,963 | 23,500 | 23,500 | 23,500 | 26,800 | 26,800 | 26,800 | 26,800 | 26,800 |
| 21 Capital Outlay | 1,644,419 | 2,270,700 | 2,570,598 | 2,570,598 | 2,180,000 | 0 | 0 | 0 | 0 |
| 22 Contingency | 0 | 250,000 | 181,287 | 181,287 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| 23 Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 24 Recommended New Requests - One-Time | | | | | 320,900 | | | | |
| 25 Recommended New Requests - On-Going | | | | | 57,300 | 57,300 | 57,300 | 57,300 | 57,300 |
| 26 Total Expenditures and Transfers Out | \$ 22,737,978 | \$ 22,693,673 | \$ 24,507,382 | \$ 24,507,382 | \$ 24,578,201 | \$ 23,011,090 | \$ 23,968,382 | \$ 24,976,048 | \$ 26,004,679 |
| 27 Change In Fund Balance | (1,116,692) | (1,621,835) | (3,375,553) | (3,324,578) | (3,553,186) | (1,313,486) | (2,142,445) | (1,949,879) | (2,740,661) |
| 28 Ending Fund Balance | \$ 16,418,107 | \$ 13,232,536 | \$ 13,042,554 | \$ 13,093,529 | \$ 9,540,343 | \$ 8,226,857 | \$ 6,084,413 | \$ 4,134,534 | \$ 1,393,873 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 29 Non-spendable Fund Balance | \$ 5,441 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 30 Restricted Fund Balance | 650,000 | 625,000 | 625,000 | 650,000 | 650,000 | 650,000 | 650,000 | 650,000 | 650,000 |
| 31 Committed Fund Balance | 186,638 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32 Assigned Fund Balance | 15,576,028 | 12,607,536 | 12,417,554 | 12,443,529 | 8,890,343 | 7,576,857 | 5,434,413 | 3,484,534 | 743,873 |
| 33 Ending Fund Balance | \$ 16,418,107 | \$ 13,232,536 | \$ 13,042,554 | \$ 13,093,529 | \$ 9,540,343 | \$ 8,226,857 | \$ 6,084,413 | \$ 4,134,534 | \$ 1,393,873 |

Douglas County Government
2019 Recommended New Requests

| Fund | Division/ Project | Request Description | One-time Amount | Ongoing Amount | Offsetting Revenues | Net Impact to Fund |
|--------------------------------------|-------------------------|---|--------------------|-------------------|------------------------|-----------------------|
| Law Enforcement Authority Fund | | | | | | |
| | Patrol | | | | | |
| | 22100 | Body Armor Improvements | | \$ 25,300 | | \$ 25,300 |
| | 22100 | License Plate Reader (LPR) Camera Systems (4) | 81,400 | 8,800 | | 90,200 |
| | Volunteer Programs | | | | | |
| | 22650 | Reserve Deputy Vehicle | 86,700 | 1,200 | | 87,900 |
| | School Resource Officer | | | | | |
| | 800550 | School Resource Officer (SRO) Training | | 22,000 | (22,000) | 0 |
| | Swat Team | | | | | |
| | 822110 | Binocular Goggles & Laser Sights | 152,800 | | | 152,800 |
| Law Enforcement Authority Fund Total | | | \$ 320,900 | \$ 57,300 | \$ (22,000) | \$ 356,200 |

2019 Vehicle Replacement Requests - Law Enforcement Authority Fund

| Unit # to be Replaced | Business Unit | Year | Make | Model | Meter Points | Maintenance Points | Age Points | Total Points | Replacement Cost |
|----------------------------|---------------|------|-------|-----------|--------------|--------------------|------------|---------------------|------------------|
| 1102 | 22100 | 2011 | DODGE | CHARGER | 3.8 | 6.6 | 5.0 | 15.4 | \$ 70,000 |
| 1111 | 22100 | 2011 | CHEV | TAHOE | 5.0 | 6.0 | 5.0 | 16.0 | \$ 70,000 |
| 1112 | 22100 | 2011 | CHEV | TAHOE | 5.0 | 5.8 | 5.0 | 15.8 | \$ 70,000 |
| 1114 | 22100 | 2011 | CHEV | TAHOE | 4.9 | 7.3 | 5.0 | 17.2 | \$ 70,000 |
| 1115 | 22100 | 2011 | CHEV | TAHOE | 4.8 | 3.8 | 5.0 | 13.6 | \$ 70,000 |
| 1229 | 22100 | 2012 | DODGE | CHARGER | 4.0 | 5.3 | 5.0 | 14.3 | \$ 70,000 |
| 1230 | 22100 | 2012 | DODGE | CHARGER | 4.5 | 6.5 | 5.0 | 16.0 | \$ 70,000 |
| 1231 | 22100 | 2012 | DODGE | CHARGER | 4.7 | 5.8 | 5.0 | 15.5 | \$ 70,000 |
| 1232 | 22100 | 2012 | DODGE | CHARGER | 4.2 | 7.5 | 5.0 | 16.7 | \$ 70,000 |
| 1233 | 22100 | 2012 | DODGE | CHARGER | 4.7 | 5.3 | 5.0 | 15.0 | \$ 70,000 |
| 1238 | 22100 | 2012 | DODGE | CHARGER | 5.0 | 8.0 | 5.0 | 18.0 | \$ 70,000 |
| 1240 | 22100 | 2012 | DODGE | CHARGER | 3.5 | 5.4 | 5.0 | 15.9 | \$ 70,000 |
| 1243 | 22100 | 2012 | DODGE | CHARGER | 4.1 | 5.3 | 5.0 | 14.4 | \$ 70,000 |
| 1310 | 22100 | 2013 | CHEV | TAHOE | 5.0 | 10.0 | 5.0 | 20.0 | \$ 70,000 |
| 1311 | 22100 | 2013 | CHEV | TAHOE | 5.0 | 6.4 | 5.0 | 16.4 | \$ 70,000 |
| 1313 | 22100 | 2013 | CHEV | TAHOE | 5.0 | 5.4 | 5.0 | 15.4 | \$ 70,000 |
| 102-S | 22100 | 2001 | FORD | F-250 | 5.0 | 4.8 | 5.0 | 14.8 | \$ 40,000 |
| 1001 | 22650 | 2010 | DODGE | CHARGER | 5.0 | 3.6 | 5.0 | 13.6 | \$ 70,000 |
| 1119 | 22650 | 2011 | JEEP | LIBERTY | 3.9 | 10.0 | 3.6 | 17.5 | \$ 50,000 |
| 1120 | 22650 | 2011 | JEEP | LIBERTY | 4.2 | 6.6 | 3.6 | 14.4 | \$ 50,000 |
| 1121 | 22650 | 2011 | JEEP | LIBERTY | 4.4 | 8.8 | 3.6 | 16.8 | \$ 50,000 |
| 1235 | 800540 | 2012 | CHEV | TAHOE | 4.3 | 10.0 | 3.2 | 17.5 | \$ 80,000 |
| 1236 | 800540 | 2012 | CHEV | TAHOE | 5.0 | 10.0 | 3.2 | 18.2 | \$ 80,000 |
| 1009 | 800550 | 2010 | DODGE | CHARGER | 4.3 | 2.9 | 5.0 | 14.2 | \$ 70,000 |
| 1011 | 800550 | 2010 | DODGE | CHARGER | 5.0 | 2.8 | 4.2 | 14.0 | \$ 70,000 |
| 200-S | 822110 | 2002 | FORD | EXCURSION | 3.9 | 4.3 | 5.0 | 13.2 | \$ 75,000 |
| 340-S | 822110 | 2003 | GMC | YUKON | 5.0 | 7.3 | 5.0 | 17.3 | \$ 75,000 |
| +PATROL | 22100 | 2019 | CHEV | TAHOE | | | | | \$ 70,000 |
| +PATROL | 22100 | 2019 | CHEV | TAHOE | | | | | \$ 70,000 |
| +PATROL | 22100 | 2019 | CHEV | TAHOE | | | | | \$ 70,000 |
| +PATROL | 22100 | 2019 | CHEV | TAHOE | | | | | \$ 70,000 |
| +PATROL | 22100 | 2019 | CHEV | TAHOE | | | | | \$ 70,000 |
| REPLACEMENT TOTALS: | | | | | | | | \$ 2,180,000 | |

+ PATROL RESERVE unit to go into service for totaled units or end of year for replacements

| 15 POINT REPLACEMENT SCALE | | | |
|----------------------------|-----------------------------|-----------|--|
| <10 | Do Not Replace | 12.5 - 15 | Optimal Replacement Time, Unit is in 10% of usefule life and at optimal resale value |
| 10 - 12.5 | Early Replacement Candidate | > 15 | Overdue Replacement, Unit should be replaced as soon as possible |

LAW ENFORCEMENT AUTHORITY FUND

\$320,900 One-time; \$57,300 Ongoing

Body Armor Improvements – Ongoing \$25,300

Sheriff deputies wear body armor plates as part of their uniform. The 2019 budget includes funding to upgrade this protective equipment to Level 3 trauma plates for the front and add back plates to increase officer safety. These improvements will ensure officers have body armor plates that are able to stop high velocity rifle rounds at point blank range and are light weight.

License Plate Reader (LPR) Camera Systems – One-time \$81,400; Ongoing \$8,800

The County has seen an increase in the number of auto thefts and vehicle break-ins. Currently there are five patrol vehicles, one for each shift and two for the Strategic and Tactical Analysis of Crime and Crashes Enforcement Team that are equipped with license plate reading technology which allows officers to determine in real time if a vehicle has been reported stolen or is associated with any outstanding warrants. The 2019 budget includes funding to add the license plate reading technology to four additional vehicles to increase the ability of officers to identify stolen vehicles and vehicles involved with outstanding warrants.

Reserve Deputy Vehicle – One-time \$86,700; Ongoing \$1,200

The Douglas County Sheriff's Office has twenty-seven reserve deputy sheriff's who augment patrol deputies for shift staffing and facilitation of special events. Reserve deputies may be assigned to special events like the county fair and National Night Out, assist with disaster response and serving civil papers. Currently, the Sheriff's Office does not have a dedicated vehicle for reserve deputies which can create difficulty if they are assigned to special events or patrol duties. The 2019 budget includes funding for a vehicle designated for reserve deputies to ensure these deputies have an official vehicle when on duty.

School Resource Officer Training – Ongoing \$22,000 and Offsetting Revenue \$22,000

School resource officers are deputy sheriffs assigned to work in each of the middle and high schools within their service area. School resource officers ensure the school is a safe learning environment, act as a resource for staff members, foster positive relationships with students, and develop problem solving strategies for problems and issues impact students. The unique structure of school resource officers requires specialty training that is offered during non-school days. Trainings are typically provided by professional and fraternal organizations that represent school resource officers. The 2019 budget includes funding which is offset by

revenue from partner schools for training costs for school resource officers.

Binocular Goggles and Laser Sights – One-time \$152,800

The Douglas County SWAT Team depends on night vision binocular's when responding to calls. The terrain and conditions under which the SWAT Team operates requires officers to operate in no or low light conditions. Currently there are three sets of these binoculars for the 39 SWAT Team officers. The 2019 budget includes funding to add eleven dual tube binocular night vision goggles and weapon mounted laser targeting that works in unison with the binoculars to the SWAT Team equipment.



Infrastructure Fund

THIS FUND IS USED TO ACCOUNT FOR FUNDING FOR INFRASTRUCTURE PROJECTS WITHIN THE COUNTY.

**Douglas County Government
Infrastructure Fund (Fund 225)
Fund Summary**

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|---------------------|----------------------|----------------------|----------------------|
| 1 Beginning Fund Balance | \$ - | \$ - | \$ 2,500,000 | \$ 2,500,000 | \$ 24,801,038 | \$ 3,724,030 | \$ 6,923,310 | \$ 10,122,590 | \$ 13,321,870 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ - | \$ 6,317,680 | \$ 6,317,680 | \$ 6,321,500 | \$ 3,248,000 | \$ 3,248,000 | \$ 3,248,000 | \$ 3,248,000 | \$ 3,248,000 |
| 3 Licenses and Permits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 Intergovernmental | 0 | 0 | 0 | 153,015 | 0 | 0 | 0 | 0 | 0 |
| 5 Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 Fines and Forfeits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 Earnings on Investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 Donations and Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 9 Other Revenues | 2,500,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 Transfers In from General Fund | 0 | 16,200,000 | 16,200,000 | 16,200,000 | 6,400,000 | 0 | 0 | 0 | 0 |
| 11 Total Revenues and Transfers In | \$ 2,500,000 | \$ 22,517,680 | \$ 22,517,680 | \$ 22,674,515 | \$ 9,648,000 | \$ 3,248,000 | \$ 3,248,000 | \$ 3,248,000 | \$ 3,248,000 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 12 Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 13 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Purchased Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 15 Fixed Charges | 0 | 94,765 | 94,765 | 94,765 | 48,720 | 48,720 | 48,720 | 48,720 | 48,720 |
| 16 Grants and Contributions | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 17 Interdepartmental Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 18 Capital Outlay | 0 | 20,555,000 | 278,712 | 278,712 | 0 | 0 | 0 | 0 | 0 |
| 19 Re-Appropriation | | | 20,276,288 | | 20,276,288 | | | | |
| 20 Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 21 Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 22 Recommended New Requests - One-Time | | | | | 10,400,000 | | | | |
| 23 Total Expenditures and Transfers Out | \$ - | \$ 20,649,765 | \$ 20,649,765 | \$ 373,477 | \$ 30,725,008 | \$ 48,720 | \$ 48,720 | \$ 48,720 | \$ 48,720 |
| 24 Change In Fund Balance | 2,500,000 | 1,867,915 | 1,867,915 | 22,301,038 | (21,077,008) | 3,199,280 | 3,199,280 | 3,199,280 | 3,199,280 |
| 25 Ending Fund Balance | \$ 2,500,000 | \$ 1,867,915 | \$ 4,367,915 | \$ 24,801,038 | \$ 3,724,030 | \$ 6,923,310 | \$ 10,122,590 | \$ 13,321,870 | \$ 16,521,150 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 26 Nonspendable Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 27 Restricted Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 28 Committed Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 29 Assigned Fund Balance | 2,500,000 | 1,867,915 | 4,367,915 | 24,801,038 | 3,724,030 | 6,923,310 | 10,122,590 | 13,321,870 | 16,521,150 |
| 30 Ending Fund Balance | \$ 2,500,000 | \$ 1,867,915 | \$ 4,367,915 | \$ 24,801,038 | \$ 3,724,030 | \$ 6,923,310 | \$ 10,122,590 | \$ 13,321,870 | \$ 16,521,150 |

Douglas County Government
2019 Recommended New Requests

| Fund | Division/ Project | Request Description | One-time Amount | 2018 Unspent Project Dollars Re-Appropriated in 2019 | Net Impact to Fund |
|---------------------|----------------------|--|-----------------|---|-----------------------|
| Infrastructure Fund | | | | | |
| | 801201 | US 85 Improvements (Highlands Ranch Parkway to C-470 to north of County Line Rd) | \$ 9,000,000 | \$ 19,000,000 | \$ 28,000,000 |
| | 801202 | Highway Corridor Study - US 85 C-470 to I-25 | 150,000 | 400,000 | 550,000 |
| | 801203 | Relocate I-25 Frontage Road | | 871,000 | 871,000 |
| | 801205 | Highway Corridor Study - SH 83 Between Bayou Gulch & Palmer Divide Roads | 500,000 | 5,288 | 505,288 |
| | 801208 | Baldwin Gulch Dam Rehabilitation | 750,000 | | 750,000 |
| Infrastructure Fund | | | \$ 10,400,000 | \$ 20,276,288 | \$ 30,676,288 |

INFRASTRUCTURE FUND

\$10,400,000 One-time

US Highway 85 Improvements – One-time \$9,000,000

Improvements for the segment of US 85 from Highlands Ranch Parkway through the C-470 Interchange and extending further north of County Line Road to Dad Clark Gulch. Construction is currently estimated to begin in summer of 2019 and will continue into the spring of 2021. This funding in partnership with funding from DRCOG, the Colorado Department of Transportation, and the federal Highway Administration will be used to fund the expansion of US Highway 85 to mitigate traffic congestion.

Highway Corridor Studies – One-time \$650,000

The 2019 budget includes funding for two corridor studies, one on the north section of US Highway 85 and one on state Highway 83 between Bayou Gulch Road and Palmer Divide Road. Both studies will provide the County with proposed traffic congestion and safety improvements. Both studies are being done in partnership with state and local agencies.

Baldwin Gulch Dam Rehabilitation – One-time \$750,000

The 2019 budget includes funding for the rehabilitation of the Baldwin Gulch Dam which is required due to safety and performance standards required by the Federal Emergency Management Agency. Improvements to the dam will ensure the dam is meeting state and federal safety and performance requirements. The funding for the work will be split 65.0 percent federal and 35.0 percent county.



Road Sales & Use Tax Fund

AS REQUIRED BY STATE LAW THIS FUND IS USED TO ACCOUNT FOR REVENUES DERIVED FROM THE 0.4% SALES AND USE TAX APPROVED BY VOTERS IN NOVEMBER 1995 AND EXTENDED BY VOTERS IN NOVEMBER 2007. MONIES ARE DESIGNATED FOR THE IMPROVEMENT AND MAINTENANCE OF COUNTY ROADS AND BRIDGES. THE FIVE WHOLLY INCORPORATED MUNICIPALITIES LOCATED WITHIN THE COUNTY RECEIVE A SHAREBACK OF THESE REVENUES IN ACCORDANCE WITH EXTENDED INTERGOVERNMENTAL AGREEMENTS.

Douglas County Government
Road Sales and Use Tax Fund (Fund 230)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|----------------------|----------------------|----------------------|----------------------|
| 1 Beginning Fund Balance | \$ 29,200,981 | \$ 38,761,816 | \$ 38,867,113 | \$ 38,867,113 | \$ 51,017,685 | \$ 15,107,206 | \$ 15,651,346 | \$ 16,054,286 | \$ 16,598,907 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ 26,076,856 | \$ 27,268,200 | \$ 28,068,200 | \$ 28,266,040 | \$ 29,223,200 | \$ 29,680,840 | \$ 30,224,040 | \$ 31,033,321 | \$ 31,744,369 |
| 3 Intergovernmental | 250,000 | 0 | 0 | 0 | 3,430,784 | 0 | 0 | 0 | 0 |
| 4 Earnings on Investments | 535,133 | 425,000 | 425,000 | 468,034 | 500,000 | 450,000 | 450,000 | 450,000 | 450,000 |
| 5 Other Revenues | 0 | 0 | 2,633,494 | 3,034,278 | 0 | 0 | 0 | 0 | 0 |
| 6 Transfers In | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 Total Revenues and Transfers In | \$ 26,861,989 | \$ 27,693,200 | \$ 31,126,694 | \$ 31,768,352 | \$ 33,153,984 | \$ 30,130,840 | \$ 30,674,040 | \$ 31,483,321 | \$ 32,194,369 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 8 Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 9 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 Controllable Assets | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 Purchased Services | 548,639 | 380,862 | 384,617 | 384,617 | 0 | 0 | 0 | 0 | 0 |
| 12 Building Materials | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Fixed Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Debt Issuance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 15 Grants, Contributions, Indemnities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 Intergovernmental Support | 11,870,133 | 31,995,957 | 14,295,010 | 14,295,010 | 9,931,400 | 10,086,700 | 10,271,100 | 10,438,700 | 10,787,200 |
| 17 Interdepartmental Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 18 Capital Projects | 2,695,885 | 28,765,622 | 2,859,153 | 2,859,153 | 40,067,063 | 19,000,000 | 19,500,000 | 20,000,000 | 20,500,000 |
| 19 Re-Appropriation | 0 | 0 | 47,467,063 | 0 | 0 | 0 | 0 | 0 | 0 |
| 20 Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 21 Transfers Out: | | | | | | | | | |
| 22 To General Fund | 500,001 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| 23 To Debt Service Fund | 1,581,200 | 1,579,000 | 1,579,000 | 1,579,000 | 1,566,000 | 0 | 0 | 0 | 0 |
| 24 Total Transfers Out | 2,081,201 | 2,079,000 | 2,079,000 | 2,079,000 | 2,066,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| 25 Recommended New Requests - One-Time | | | | | 17,000,000 | | | | |
| 26 Total Expenditures and Transfers Out | \$ 17,195,857 | \$ 63,221,441 | \$ 67,084,843 | \$ 19,617,780 | \$ 69,064,463 | \$ 29,586,700 | \$ 30,271,100 | \$ 30,938,700 | \$ 31,787,200 |
| 27 Change In Fund Balance | 9,666,132 | (35,528,241) | (35,958,149) | 12,150,572 | (35,910,479) | 544,140 | 402,940 | 544,621 | 407,169 |
| 28 Ending Fund Balance | \$ 38,867,113 | \$ 3,233,575 | \$ 2,908,964 | \$ 51,017,685 | \$ 15,107,206 | \$ 15,651,346 | \$ 16,054,286 | \$ 16,598,907 | \$ 17,006,076 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 29 Non-spendable Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 30 Restricted Fund Balance | 263,100 | 263,533 | 263,533 | 263,100 | 263,100 | 0 | 0 | 0 | 0 |
| 31 Committed Fund Balance | 33,520,341 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32 Assigned Fund Balance | 5,083,672 | 2,970,042 | 2,645,431 | 50,754,585 | 14,844,106 | 15,651,346 | 16,054,286 | 16,598,907 | 17,006,076 |
| 33 Ending Fund Balance | \$ 38,867,113 | \$ 3,233,575 | \$ 2,908,964 | \$ 51,017,685 | \$ 15,107,206 | \$ 15,651,346 | \$ 16,054,286 | \$ 16,598,907 | \$ 17,006,076 |

Douglas County Government
2019 Recommended New Requests

| Division/ Project | | Request Description | One-time Amount | 2018 Encumbrances Re-Appropriated in 2019 | 2018 Unspent Project Dollars Re-Appropriated in 2019 | Net Impact to Fund |
|---------------------------|--------|--|--------------------|--|---|-----------------------|
| Road Sales & Use Tax Fund | | | | | | |
| | 800117 | Contracted Maintenance - Concrete | \$ - | 29,037 | 493 | \$ 29,530 |
| | 800156 | Hilltop Road (Reata-Singing Hills) | | | 1,217,892 | 1,217,892 |
| | 800163 | Chambers Extension (Lincoln-South Broadway) | | 3,281,251 | 459,319 | 3,740,570 |
| | 800166 | Daniels Park Road | | | 3,866 | 3,866 |
| | 800202 | Bayou Gulch Road - Pradera to Scott | | 36,197 | 103,024 | 139,221 |
| | 800205 | C-470 Trail Extension over Yosemite Bridge | 500,000 | 32,379 | 493,352 | 1,025,731 |
| | 800207 | I25 PEL Study | | 64,032 | 264,142 | 328,174 |
| | 800262 | Lincoln Ave (Yosemite-Jordan) | | 290,148 | 90,000 | 380,148 |
| | 800267 | Waterton Central Road Extension | 5,000,000 | | | 5,000,000 |
| | 800269 | County Line Road / I-25 Operations Improvements | 500,000 | 19,475 | 1,489,396 | 2,008,871 |
| | 800287 | Ridgegate Widening | | 2,500,000 | | 2,500,000 |
| | 800308 | US 85 - Sterling Ranch | | | 3,430,784 | 3,430,784 |
| | 800423 | Moore Road to US 85 Connector | 9,000,000 | 64,083 | 5,020,000 | 14,084,083 |
| | 800424 | Jackson Creek over Plum Creek | | 116,791 | 40,799 | 157,590 |
| | 800425 | Daken Road over W. Plum Creek Bridge | | 191,158 | 14,999 | 206,157 |
| | 800426 | Havana / Lincoln Intersection | | | 200,000 | 200,000 |
| | 800428 | Allens Way / Founders Intersect | | | 250,000 | 250,000 |
| | 800429 | DC67 Over Bear Creek Structure Replacement | | 9,754 | 3,050 | 12,804 |
| | 800464 | Pine Lane Improvements | | | 400,000 | 400,000 |
| | 800505 | Happy Canyon / I-25 SL Update | | 35,000 | 10,996 | 45,996 |
| | 800770 | Pine Drive Construction (Lincoln Drive to Inspiration) | 1,000,000 | | | 1,000,000 |
| | 800833 | Traffic Comm / Fiber / CCTV | | | 1,599,500 | 1,599,500 |
| | 800854 | Multimodal Safety Enhancement | | 214,208 | 2,196,974 | 2,411,182 |
| | 800855 | Highlands Ranch Transportation Improvement Program | | 54,730 | 1,153,930 | 1,208,660 |
| | 800863 | Meridian Intersection Improvements | | | 1,100,000 | 1,100,000 |
| | 800957 | SH 85 / C-470 [2] Interchange Rec | | 50,000 | 1,396,059 | 1,446,059 |
| | 800998 | US Highway 85 Improvements | 1,000,000 | 1,010,717 | 11,129,528 | 13,140,245 |
| Road Sales & Use Tax Fund | | | \$ 17,000,000 | 7,998,960 | 32,068,103 | \$ 57,067,063 |

ROAD SALES AND USE TAX FUND

\$17,000,000 One-time

ROAD SALES AND USE TAX FUND

C-470 Trail Extension Over Yosemite Street – One-time \$500,000

The 2019 budget includes funding for the construction of an overpass over Yosemite Street and the C-470 Westbound On-ramp for the C-470 trail. This construction will eliminate traffic congestion caused by the current trail path which requires direct crossing of Yosemite Street and allow for trail users to safely cross above heavily trafficked streets.

Waterton Central Road Extension – One-time \$5,000,000

The 2019 budget includes funding to accelerate construction of Waterton Road Central (between Rampart Range Road and Moore Road) to improve safety, incident management and reduce congestion on both Titan Road and Rampart Range Road. The project is estimated to cost \$20 million, Sterling Ranch is fronting \$15 million and paying back the County \$5.8 million.

County Line Road Improvements – One-time \$500,000

The 2019 budget includes funding for traffic flow improvements on County Line Road between Chester Street and Inverness

Parkway including access to and from I-25. The proposed funding will be used for construction projects which will mitigate current traffic congestion as well as improve traffic flow through intersections on this section of road.

Moore Road to US 85 Connector – One-time \$9,000,000

The 2019 budget includes funding for a secondary access from U.S. Highway 85 to the Chatfield Basin Area, which includes the Roxborough Area, based on traffic demands and the need for emergency vehicle response time.

Pine Drive Construction – One-time \$1,000,000

The 2019 budget includes funding for the preliminary work required prior to when the widening of Pine Drive in Parker can be completed. This proposed funding will be used for design, right-of-way acquisition and utility relocation. Once these activities are complete Pine Drive can be widened to four lanes which will be enough to meet traffic demands and reduce congestion pressures.

US Highway 85 Improvements – One-time \$1,000,000

The 2019 budget includes funding to widen US Highway 85 between Highlands Ranch Parkway and C-470 in order to mitigate traffic congestion due to population density increases.

The image shows the exterior of the Robert Christensen Justice Center, a large brick building with blue-tinted windows. The name "CHRISTENSEN JUSTICE CENTER" is visible on the upper part of the building. In the foreground, there is a paved walkway, some landscaping with mulch and small trees, and a statue on a pedestal. A green semi-transparent box is overlaid on the left side of the image, containing the title and a paragraph of text.

Justice Center Sales & Use Tax Fund

AS REQUIRED BY STATE LAW THIS FUND IS USED TO ACCOUNT FOR REVENUES DERIVED FROM THE 0.43% SALES AND USE TAX APPROVED BY VOTERS IN NOVEMBER 1995 AND EXTENDED BY VOTERS IN NOVEMBER 2007. MONIES ARE DESIGNATED FOR THE CONSTRUCTION, OPERATION AND MAINTENANCE OF THE COUNTY'S ROBERT CHRISTENSEN JUSTICE CENTER AND RELATED FACILITIES.

Douglas County Government
Justice Center Sales and Use Tax Fund (Fund 240)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|----------------------|----------------------|----------------------|----------------------|
| 1 Beginning Fund Balance | \$ 36,685,180 | \$ 18,840,446 | \$ 33,829,530 | \$ 33,829,530 | \$ 28,909,646 | \$ 36,380,068 | \$ 46,386,180 | \$ 47,099,771 | \$ 47,656,856 |
| <u>Revenues</u> | | | | | | | | | |
| 2 <i>Taxes</i> | \$ 28,032,621 | \$ 29,313,315 | \$ 30,188,315 | \$ 30,188,315 | \$ 31,414,940 | \$ 31,906,903 | \$ 22,668,030 | \$ 23,274,991 | \$ 23,808,277 |
| 3 <i>Intergovernmental</i> | 1,499,989 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 <i>Charges for Services</i> | 11,200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 <i>Earnings on Investments</i> | 473,626 | 200,000 | 200,000 | 500,000 | 400,000 | 400,000 | 400,000 | 200,000 | 200,000 |
| 6 <i>Other Revenues</i> | 3,644 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 Total Revenues and Transfers In | \$ 30,021,080 | \$ 29,513,315 | \$ 30,388,315 | \$ 30,688,315 | \$ 31,814,940 | \$ 32,306,903 | \$ 23,068,030 | \$ 23,474,991 | \$ 24,008,277 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 8 <i>Supplies</i> | \$ 85,125 | \$ - | \$ 24,274 | \$ 24,274 | \$ - | \$ - | \$ - | \$ - | \$ - |
| 9 <i>Controllable Assets</i> | 42,457 | 163,000 | 287,570 | 287,570 | 0 | 0 | 0 | 0 | 0 |
| 10 <i>Purchased Services</i> | 54,389 | 0 | 84,619 | 84,619 | 0 | 0 | 0 | 0 | 0 |
| 11 <i>Building Materials</i> | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 <i>Fixed Charges</i> | 164,153 | 288,762 | 342,329 | 342,329 | 406,746 | 421,954 | 438,679 | 457,090 | 477,326 |
| 13 <i>Debt Service (Lease Payment)</i> | 367,575 | 367,600 | 367,600 | 367,600 | 367,600 | 367,600 | 0 | 0 | 0 |
| 14 <i>Intergovernmental Support</i> | 7,731 | 8,000 | 8,000 | 8,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| 15 <i>Interdepartmental Charges</i> | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 <i>Capital Outlay</i> | 14,548,004 | 1,909,720 | 14,509,276 | 14,509,276 | 323,900 | 0 | 0 | 0 | 0 |
| 17 <i>Contingency</i> | 0 | 250,000 | 70,849 | 70,849 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 |
| 18 <i>Transfers Out:</i> | | | | | | | | | |
| 19 <i>To General Fund</i> | 17,607,296 | 19,038,682 | 19,913,682 | 19,913,682 | 19,952,737 | 20,307,677 | 20,712,200 | 21,257,256 | 21,776,241 |
| 20 <i>Total Transfers Out</i> | 17,607,296 | 19,038,682 | 19,913,682 | 19,913,682 | 19,952,737 | 20,307,677 | 20,712,200 | 21,257,256 | 21,776,241 |
| 21 <i>Recommended New Requests - One-Time</i> | | | | | 1,451,200 | | | | |
| 22 <i>Recommended New Requests - Transfer Out to General Fund - One Time</i> | | | | | 638,775 | | | | |
| 23 <i>Recommended New Requests - Transfer Out to General Fund - On-Going</i> | | | | | 943,560 | 943,560 | 943,560 | 943,560 | 943,560 |
| 24 Total Expenditures and Transfers Out | \$ 32,876,730 | \$ 22,025,764 | \$ 35,608,199 | \$ 35,608,199 | \$ 24,344,518 | \$ 22,300,791 | \$ 22,354,439 | \$ 22,917,906 | \$ 23,457,127 |
| 25 <i>Change In Fund Balance</i> | (2,855,650) | 7,487,551 | (5,219,884) | (4,919,884) | 7,470,422 | 10,006,112 | 713,591 | 557,085 | 551,150 |
| 26 Ending Fund Balance | \$ 33,829,530 | \$ 26,327,997 | \$ 28,609,646 | \$ 28,909,646 | \$ 36,380,068 | \$ 46,386,180 | \$ 47,099,771 | \$ 47,656,856 | \$ 48,208,006 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 27 <i>Non-spendable Fund Balance</i> | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 28 <i>Restricted Fund Balance</i> | 1,499,988 | 0 | 1,511,189 | 2,452,486 | 2,452,486 | 0 | 0 | 0 | 0 |
| 29 <i>Committed Fund Balance</i> | 10,922,741 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 30 <i>Assigned Fund Balance</i> | 21,406,801 | 26,327,997 | 27,098,457 | 26,457,160 | 33,927,582 | 46,386,180 | 47,099,771 | 47,656,856 | 48,208,006 |
| 31 Ending Fund Balance | \$ 33,829,530 | \$ 26,327,997 | \$ 28,609,646 | \$ 28,909,646 | \$ 36,380,068 | \$ 46,386,180 | \$ 47,099,771 | \$ 47,656,856 | \$ 48,208,006 |

Douglas County Government
2019 Recommended New Requests

| Fund | Division/ Project | Request Description | One-time Amount | Ongoing Amount |
|---|----------------------|--|--------------------|-------------------|
| Justice Center Sales and Use Tax Fund | | | | |
| | 33210 | Operating Transfer To General Fund | \$ 638,775 | \$ 943,560 |
| | | <u>Mobile Data Terminal and Radio Equipment</u> | | |
| | 33210 | Reserve Vehicle | 5,500 | |
| | 33220 | New Positions in General Fund | 21,000 | |
| | | Total - Mobile Data Terminal and Radio Equipment | 26,500 | |
| | | <u>Courtroom Improvements:</u> | | |
| | 33215 | Audio/Visual Retrofit | 200,000 | |
| | 33215 | Millwork | 78,800 | |
| | | Total - Courtroom Improvements | 278,800 | |
| | | <u>Justice Center Improvements:</u> | | |
| | 33215 | Access Control Upgrades | 82,500 | |
| | 33215 | UPS Battery Replacements - Dispatch | 25,200 | |
| | 33215 | UPS Component Replacements - EOC | 18,000 | |
| | 33215 | X-Ray Scanner Replacement | 31,500 | |
| | 33215 | Carpet Replacement | 84,000 | |
| | | Total Justice Center Improvements | 241,200 | |
| | 33215 | Maintenance Shop Building Out | 85,000 | |
| | 33220 | Tactical Incident Command Post | 819,700 | |
| Justice Center Sales and Use Tax Fund Total | | | \$ 2,089,975 | \$ 943,560 |

JUSTICE CENTER SALES AND USE TAX FUND

\$2,089,975 One-time; \$943,560 Ongoing

Justice Center Fund Operating Transfer – One-time \$638,775 and Ongoing \$943,560

The 2019 budget includes an operating transfer from the Justice Center Sales and Use Tax Fund, which receives revenue from the extension of the sales tax approved in November 2007, to the General Fund to offset associated 2019 proposed funding items. Both the ongoing and one-time components of the associated requests directly relate to the functions designated in the Justice Center Fund ballot language.

Mobile Data Terminal and Radio Equipment – One-time \$26,500

The 2019 budget includes funding for a mobile data terminal and radio for the new vehicle proposed for reserve deputies so that the vehicles is adequately equipped for the officer when on duty. This terminal allows for the deputy to communicate with dispatch, display important information and maps. The 2019 budget includes funding for radios for the Crimes Against Persons Detective that is proposed to be funded from the General Fund, one portable radio for the detective and one for the vehicle that will be assigned to the detective.

Courtroom Improvements – One-time \$278,800

The 2019 budget includes funding to upgrade the audio, visual, and technological equipment in three courtrooms to ensure the rooms have the equipment necessary for video testimony, remote evidence viewing, and other activities. These upgrades will result in five of the twelve courtrooms having the same type of equipment which provides consistency for the judges. The intent is that eventually all twelve courtrooms have similar equipment. The 2019 budget includes funding to replace delaminating wood panels in the three courtrooms. This proposed funding is the first in a multiyear effort to replace the wood panels in court rooms to ensure court rooms illustrate the importance and respect due to the justice system.

Justice Center Building Improvements – One-time \$241,200

The 2019 budget includes funding to replace the x-ray scanner located on the Justice Center loading dock and the access controls for the building which are no longer supported by the vendor. At more than ten years old, the current x-ray scanner has exceeded its life expectancy and requires constant rebooting with limited replacement parts. The x-ray scanner is integral to ensuring safety and security within the Justice Center. The access controls are essential to ensuring there is control over the flow of people throughout the Justice Center. The 2019 budget includes funding to replace the aged and worn out carpets on the second and third floor of the Justice Center. The uninterrupted power source for dispatch, the data center,

and the Emergency Operations Center ensures there is not a shutdown of systems which support these functions in the event of a power loss which typically occurs when these functions are in high demand. The 2019 budget includes funding to replace batteries, capacitors, and fans that ensure continued operation of the uninterrupted power source.

Maintenance Shop Build Out - One-time \$85,000

With the recent opening of the Unified Metropolitan Forensic Crime Laboratory there is available space in the Justice Center that was previously occupied by personnel moving to the new crime lab. The 2019 budget includes funding to build out this recently vacated space for the maintenance shop to provide enough space to accommodate maintenance and Sheriff Office personnel responsible for facilities maintenance.

Tactical Incident Command Post – One-time \$819,700

The current tactical incident command post was built in 2003, upgraded once, but due to the construction of the vehicle cannot be reconfigured further. The 2019 budget includes funding to purchase a new tactical incident command post to meet space, technology, and logistical needs of the Sheriff's Office when responding to high pressure situations. The proposed funding will be used to build a command post which can support the everyday roles of our Sheriff's Office such as crime scene investigation briefings, tactical dispatching, incident coordination and planning, command level briefings of executives with inside/outside stakeholders and tactical command which the current command post cannot do. The

December 31, 2017 multi-casualty incident highlighted the need to replace the current command post due to space and privacy inadequacies, briefings were conducted in freezing temperatures and media personnel were able to encroach on tactical planning sessions.

The proposed funding will be used for a tactical incident command post that will have enough power to accommodate the altitude, terrain and the most up to date technology, including four slide outs that will facilitate two separate large work spaces and conference rooms. In the front area, there will be six workstations and the ability to erect a conference table on the open floor and draw everyone together. Each work station will have connectivity necessary with a radio and a computer with two monitors that will allow the user to have a similar functionality found in the office. The middle section will have a server and be the heart of on-board technology, where staff can monitor the technological functions. In that same space is a small galley with a central printer, refrigerator and restroom that is accessible to both external and internal users. The rear of the vehicle is where the incident/tactical command will work with internal and mutual aid partners. This area provides seating for eight at a permanent conference table and four bench seats located on the street side. There will be a multi-functional monitor on the back wall, four other monitors on two walls, plotter printer, dry erase boards and connectivity to the server on board. This area will be able to accommodate technology in place such as the BearCat live feed, pole cams and later,

drone video. Each of the rooms will have a pocket door and can close for privacy. The functionality of this vehicle will allow for twelve or more people to operate in the vehicle comfortably and will facilitate a collaborative environment, free of the outside distractions. The outside of the vehicle will allow for external briefings to occur on the curb side with a monitor and mitigate the need for line level members to enter the command center. There will be an abundance of exterior lighting and cameras for safety and security.



Open Space Sales & Use Tax Fund

AS REQUIRED BY STATE LAW THIS FUND IS USED TO ACCOUNT FOR REVENUES DERIVED FROM THE 0.17% SALES AND USE TAX APPROVED BY VOTERS IN NOVEMBER 1994 AND EXTENDED BY VOTERS IN NOVEMBER 2000. MONIES ARE DESIGNATED FOR THE ACQUISITION, PRESERVATION, DEVELOPMENT, AND MAINTENANCE OF OPEN SPACE LANDS, TRAIL SYSTEMS, AND PARKS FACILITIES. THE THREE INCORPORATED MUNICIPALITIES LOCATED WITHIN THE COUNTY AT THE TIME THE SALES TAX WAS APPROVED RECEIVE A SHAREBACK OF THE REVENUES IN ACCORDANCE WITH APPROVED INTERGOVERNMENTAL AGREEMENTS.

Douglas County Government
Open Space Sales and Use Tax Fund (Fund 250)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|----------------------|----------------------|----------------------|----------------------|
| 1 Beginning Fund Balance | \$ 14,940,727 | \$ 15,154,388 | \$ 18,237,599 | \$ 18,237,599 | \$ 6,060,435 | \$ 13,324,151 | \$ 17,413,995 | \$ 21,600,249 | \$ 25,976,448 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ 11,082,664 | \$ 11,588,985 | \$ 11,878,985 | \$ 11,878,985 | \$ 12,419,860 | \$ 12,614,357 | \$ 12,845,217 | \$ 13,189,161 | \$ 13,491,357 |
| 3 Intergovernmental | 5,950 | 0 | 0 | 0 | 3,500,000 | 0 | 0 | 0 | 0 |
| 4 Earnings on Investments | 277,930 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| 5 Other Revenues | 40,902 | 25,000 | 25,000 | 25,000 | 1,275,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| Transfer In | | | | | | | | | |
| 6 General Fund | 0 | 0 | 4,750,000 | 4,750,000 | 0 | 0 | 0 | 0 | 0 |
| 7 Capital Replacement Fund | 88,000 | 50,000 | 50,000 | 50,000 | 12,381 | 0 | 0 | 0 | 0 |
| 8 Total Transfers In | 88,000 | 50,000 | 4,800,000 | 4,800,000 | 12,381 | 0 | 0 | 0 | 0 |
| 9 Total Revenues and Transfers In | \$ 11,495,446 | \$ 11,763,985 | \$ 16,803,985 | \$ 16,803,985 | \$ 17,307,241 | \$ 12,739,357 | \$ 12,970,217 | \$ 13,314,161 | \$ 13,616,357 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 10 Personnel | \$ 762,321 | \$ 805,915 | \$ 805,915 | \$ 805,915 | \$ 895,722 | \$ 847,254 | \$ 878,779 | \$ 911,860 | \$ 946,596 |
| 11 Supplies | 158,675 | 298,330 | 298,330 | 298,330 | 378,330 | 298,330 | 298,330 | 298,330 | 298,330 |
| 12 Controllable Assets | 3,106 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Purchased Services | 522,023 | 479,750 | 552,652 | 552,652 | 739,750 | 479,750 | 479,750 | 479,750 | 479,750 |
| 14 Fixed Charges | 109,773 | 111,094 | 111,094 | 111,094 | 156,589 | 160,257 | 165,064 | 170,016 | 175,117 |
| 15 Intergovernmental Support | 1,616,454 | 1,667,900 | 1,857,900 | 1,857,900 | 1,794,700 | 1,795,200 | 1,828,500 | 1,878,100 | 1,921,600 |
| 16 Capital Outlay | 239,919 | 491,500 | 20,271,865 | 20,271,865 | 18,500 | 0 | 0 | 0 | 0 |
| 17 Vehicle Replacements | 78,565 | 50,000 | 50,000 | 50,000 | 78,000 | 0 | 0 | 0 | 0 |
| 18 Contingency | 0 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 | 150,000 |
| Transfers Out: | | | | | | | | | |
| 19 Parks Sales & Use Tax Fund | 1,720,487 | 1,799,393 | 1,899,393 | 1,899,393 | 1,926,934 | 1,930,722 | 1,966,540 | 2,019,906 | 2,066,810 |
| 20 Debt Service Fund for Series 2009 | 1,983,963 | 1,983,000 | 1,983,000 | 1,983,000 | 1,981,000 | 1,982,000 | 0 | 0 | 0 |
| 21 Debt Service Fund for Series 2012 | 1,003,288 | 1,001,000 | 1,001,000 | 1,001,000 | 1,004,000 | 1,006,000 | 3,017,000 | 3,030,000 | 0 |
| 22 Total Transfers Out | 4,707,738 | 4,783,393 | 4,883,393 | 4,883,393 | 4,911,934 | 4,918,722 | 4,983,540 | 5,049,906 | 2,066,810 |
| 23 Recommended New Requests - One-Time | | | | | 920,000 | | | | |
| 24 Total Expenditures and Transfers Out | \$ 8,198,574 | \$ 8,837,882 | \$ 28,981,149 | \$ 28,981,149 | \$ 10,043,525 | \$ 8,649,513 | \$ 8,783,963 | \$ 8,937,962 | \$ 6,038,203 |
| 25 Change In Fund Balance | 3,296,872 | 2,926,103 | (12,177,164) | (12,177,164) | 7,263,716 | 4,089,844 | 4,186,254 | 4,376,199 | 7,578,154 |
| 26 Ending Fund Balance | \$ 18,237,599 | \$ 18,080,491 | \$ 6,060,435 | \$ 6,060,435 | \$ 13,324,151 | \$ 17,413,995 | \$ 21,600,249 | \$ 25,976,448 | \$ 33,554,602 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 27 Non-spendable Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 28 Restricted Fund Balance | 4,813,183 | 4,813,216 | 4,813,216 | 4,813,216 | 5,873,521 | \$ 5,874,021 | \$ 5,878,854 | \$ 5,881,021 | \$ 5,376,021 |
| 29 Committed Fund Balance | 13,776,725 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 30 Assigned Fund Balance | 949,421 | 13,267,275 | 1,247,219 | 1,247,219 | 7,450,630 | 11,539,974 | 15,721,395 | 20,095,427 | 28,178,581 |
| 31 Unassigned Fund Balance | (1,301,730) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 32 Ending Fund Balance | \$ 18,237,599 | \$ 18,080,491 | \$ 6,060,435 | \$ 6,060,435 | \$ 13,324,151 | \$ 17,413,995 | \$ 21,600,249 | \$ 25,976,448 | \$ 33,554,602 |

Douglas County Government
2019 Recommended New Requests

| Fund | Division/ Project | Request Description | One-time Amount | Ongoing Amount |
|---|----------------------|--|--------------------|-------------------|
| Open Space Sales and Use Tax Fund | | | | |
| | Major Maintenance | | | |
| | 53300 | Bayou Gulch Parking Lot | \$ 180,000 | |
| | 53300 | Huntsville Picnic Shelter | 100,000 | |
| | 53310 | Spruce Mountain Road - Accel/Decel Lanes | 550,000 | |
| | 53310 | Evans Homestead Stabilization | 45,000 | |
| | 53310 | Williams Converse Stabilization | 45,000 | |
| Open Space Sales and Use Tax Fund Total | | | \$ 920,000 | \$ - |

2019 Vehicle Replacement Requests - Open Space Sales and Use Tax Fund

| Unit # to be Replaced | Business Unit | Year | Make | Model | Meter Points | Maintenance Points | Age Points | Total Points | Replacement Cost |
|----------------------------|---------------|------|------------|----------|--------------|--------------------|------------|--------------|------------------|
| OS-15 | 53310 | 2011 | JEEP | WRANGLER | 4.1 | 4.0 | 4.8 | 12.9 | \$ 60,000 |
| OS-3 | 53330 | 2004 | SILVER FOX | PAFB12 | 0.0 | 8.8 | 4.7 | 13.5 | \$ 18,000 |
| REPLACEMENT TOTALS: | | | | | | | | | \$ 78,000 |

| RANGE | 15 POINT REPLACEMENT SCALE |
|-----------|--|
| <10 | Do Not Replace |
| 10 - 12.5 | Early Replacement Candidate |
| 12.5 - 15 | Optimal Replacement Time, Unit is in 10% of usefule life and at optimal resale value |
| > 15 | Overdue Replacement, Unit should be replaced as soon as possible |

OPEN SPACE SALES AND USE TAX FUND

\$920,000 One-time

Bayou Gulch Trailhead – One-time \$180,000

The 2019 budget includes funding for the construction of a trailhead on the south side of Bayou Gulch Road for users of the Two Bridges at Bayou Gulch trail system and the soft surface Open Space trail. Currently, trail users must cross Bayou Gulch Road to access the trails and there is limited existing parking. The proposed funding will expand available trail parking and ensure trail users are able to safely access the trail systems.

Huntsville Picnic Shelter – One-time \$100,000

The Colorado Front Range Trail, when completed will be an 876-mile trail system connecting Wyoming to New Mexico through Colorado. Currently, a portion of the trail runs through the old town of Huntsville in Larkspur. The 2019 budget includes funding for construction of a picnic shelter at Huntsville to enhance user experience on the Colorado Front Range Trail.

Spruce Mountain Road Acceleration and Deceleration

Lanes – One-time \$550,000

The 2019 budget includes funding to construct acceleration/deceleration lanes to provide safe public access to and from Spruce Mountain Road. The construction on I-25 has increased traffic on Spruce Mountain Road as drivers seek out alternatives to construction delays on I-25 between Larkspur and Monument. The increased traffic has raised the risk of accidents and congestion on this road and the addition of acceleration and deceleration lanes will help alleviate congestion and mitigate the chance for accidents.

Evans Homestead and William Converse Ranch

Stabilizations – One-time \$90,000

The 2019 budget includes funding for structural stabilization of the Evans Homestead and the Williams Converse Ranch. The Evans Homestead which is on the National Register of Historic Places is located in Franktown on the Evans Homestead Rural Historic Landscape. Once stabilized, the property has the potential to yield information on the way of life and material culture of rural ranchers and farmers, and information on broad historical pattern of farming and sheep and cattle ranching. The Williams Converse Ranch contains examples of vernacular architecture because the structures have retained their original physical integrity and design features. The ranch has retained the historical and spatial integrity associated with the operation of successful working ranch.



An aerial photograph of a football field with yard lines and numbers (20, 30, 40, 50, 40, 30, 20) visible. In the background, there is a residential area with houses and a large hill. A semi-transparent green rectangle is overlaid on the left side of the image, containing the title and a paragraph of text.

Parks Sales & Use Tax Fund

AS REQUIRED BY STATE LAW THIS FUND IS USED TO ACCOUNT 0.20% OF SALES AND USE TAX FOR REVENUES DERIVED FROM THE 0.17% OPEN SPACE SALES AND USE TAX APPROVED BY VOTERS IN NOVEMBER 1994 AND EXTENDED BY VOTERS IN NOVEMBER 2000. MONIES ARE DESIGNATED FOR DEVELOPMENT, AND MAINTENANCE OF PUBLIC TRAIL SYSTEMS, PARKS RECREATIONAL FACILITIES.

Douglas County Government
Parks Sales and Use Tax Fund (Fund 255)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|---------------------|---------------------|---------------------|----------------------|
| 1 Beginning Fund Balance | \$ 4,219,185 | \$ 5,862,029 | \$ 5,972,520 | \$ 5,972,520 | \$ 6,783,342 | \$ 2,165,414 | \$ 4,208,452 | \$ 6,301,672 | \$ 8,462,946 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3 Charges for Services | 28,579 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 | 25,000 |
| 4 Earnings on Investments | 138,311 | 75,000 | 75,000 | 122,685 | 75,000 | 75,000 | 75,000 | 75,000 | 75,000 |
| 5 Other Revenues | 963,394 | 30,000 | 30,000 | 156,786 | 30,000 | 30,000 | 30,000 | 30,000 | 30,000 |
| 6 Transfers In - Open Space S&U Tax Fund | 1,720,487 | 1,799,393 | 1,899,393 | 1,899,393 | 1,926,934 | 1,957,102 | 1,992,920 | 2,046,286 | 2,093,190 |
| 7 Total Revenues and Transfers In | \$ 2,850,771 | \$ 1,929,393 | \$ 2,029,393 | \$ 2,203,864 | \$ 2,056,934 | \$ 2,087,102 | \$ 2,122,920 | \$ 2,176,286 | \$ 2,223,190 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 8 Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 9 Supplies | 11,796 | 80,000 | 80,000 | 80,000 | 100,000 | 0 | 0 | 0 | 0 |
| 10 Controllable Assets | 6,052 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 Purchased Services | 348,774 | 350,000 | 350,000 | 350,000 | 0 | 0 | 0 | 0 | 0 |
| 12 Fixed Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Grants, Contributions, Indemnities | 50,000 | 0 | 0 | 400,000 | 0 | 0 | 0 | 0 | 0 |
| 14 Capital Outlay | 595,277 | 2,012,500 | 2,115,997 | 491,006 | 2,149,650 | 0 | 0 | 0 | 0 |
| 15 Major Maintenance & Repairs | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 17 Transfers Out | | | | | | | | | |
| 18 Capital Replacement Fund | 85,536 | 72,036 | 72,036 | 72,036 | 58,212 | 44,064 | 29,700 | 15,012 | 0 |
| 19 Total Transfers Out | 85,536 | 72,036 | 72,036 | 72,036 | 58,212 | 44,064 | 29,700 | 15,012 | 0 |
| 20 Recommended New Requests - One-Time | | | | | 4,367,000 | | | | |
| 21 Total Expenditures and Transfers Out | \$ 1,097,436 | \$ 2,514,536 | \$ 2,618,033 | \$ 1,393,042 | \$ 6,674,862 | \$ 44,064 | \$ 29,700 | \$ 15,012 | \$ - |
| 22 Change In Fund Balance | 1,753,335 | (585,143) | (588,640) | 810,822 | (4,617,928) | 2,043,038 | 2,093,220 | 2,161,274 | 2,223,190 |
| 23 Ending Fund Balance | \$ 5,972,520 | \$ 5,276,886 | \$ 5,383,880 | \$ 6,783,342 | \$ 2,165,414 | \$ 4,208,452 | \$ 6,301,672 | \$ 8,462,946 | \$ 10,686,136 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 24 Non-spendable Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 25 Restricted Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 26 Committed Fund Balance | 9,510 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 27 Assigned Fund Balance | 5,963,010 | 5,276,886 | 5,383,880 | 6,783,342 | 2,165,414 | 4,208,452 | 6,301,672 | 8,462,946 | 10,686,136 |
| 28 Ending Fund Balance | \$ 5,972,520 | \$ 5,276,886 | \$ 5,383,880 | \$ 6,783,342 | \$ 2,165,414 | \$ 4,208,452 | \$ 6,301,672 | \$ 8,462,946 | \$ 10,686,136 |

Douglas County Government
2019 Recommended New Requests

| Fund | Division/ Project | Request Description | One-time Amount | Ongoing Amount |
|------------------------------------|----------------------|--|--------------------|-------------------|
| Park Sales and Use Tax Fund | | | | |
| | 850600 | Highlands Ranch Regional Park - Building Addition | \$ 1,000,000 | |
| | 850620 | Solar Trash Compactors - Bayou Gulch Regional Park | 99,000 | |
| | 850625 | Solar Trash Compactors - Bluffs Regional Park | 27,000 | |
| | 850621 | High Line Canal Pedestrian Underpass and Maintenance | 200,000 | |
| | 850630 | Fairgrounds Regional Park Playground Equipment | 30,000 | |
| | 850650 | Cherry Creek Regional Trail | 2,300,000 | |
| | 850660 | High Line Canal Trail - Tree Pruning | 5,000 | |
| | 850660 | High Line Canal Trail - Phase II | 6,000 | |
| | 850670 | Parker Pedestrian Bridge | 400,000 | |
| | 850715 | Rueter-Hess Master Plan | 300,000 | |
| Parks Sales and Use Tax Fund Total | | | \$ 4,367,000 | \$ - |

PARKS SALES AND USE TAX FUND

\$4,367,000 One-time

Highlands Ranch Regional Park Building Addition – One-time \$1,000,000

The 2019 budget includes funding for the design and construction of an addition to the Park, Trails and Building Grounds Building in Highland Heritage Regional Park. The funding will be used to address issues with limited meeting space, inadequate number of work stations, and drainage issues. Currently the district supervisor and staff have meetings in the lobby or shop area because existing meeting rooms have been converted staff offices. Even with the additional office space, the building only has room for four computer workstations to meet the needs of fourteen full time and 30 seasonal employees. The funding will be used to mitigate an existing site drainage issue which results in building flooding during high water flow events.

Solar Trash Compactors – One-time \$126,000

The 2019 budget includes funding for installation of twenty-eight solar-powered trash compactors at the Bayou Gulch Regional Park (twenty-two trash compactors) and Bluffs Regional Park (six trash compactors). Solar-powered trash compactors are able to work in all weather conditions and

compress contents so as to reduce the number of times it must be emptied.

High Line Canal Pedestrian Underpass and Maintenance – One-time \$200,000

The 2019 budget includes funding for construction of a High Line Canal Trail pedestrian underpass at Highway 85, tree pruning along the trail, and phase two of High Line Canal master plan and signage design. The construction of the pedestrian underpass is in partnership with other county departments which are simultaneously making capital improvements to the same sections of Highway 85 which intersect with the trail. Establishing a pedestrian underpass ensures trail users have a safe and continuous path from one end of the High Line Canal to the other.

Fairgrounds Regional Park Playground Equipment – One- time \$30,000

The 2019 budget includes funding to replace the playground equipment at the Fairgrounds Regional Park. The current playground equipment is approximately fifteen years old and is showing signs of deterioration. The funding will ensure the playground equipment is replaced before safety issues begin to emerge.

Cherry Creek Regional Trail – One-time \$2,300,000

The 2019 budget includes funding for the design and construction of 2.5 miles of the Cherry Creek Regional Trail from the current end of the trail to Castlewood Canyon State Park. The completion of this final section of the trail in unincorporated Douglas County and allow users to travel from Castlewood Canyon to Cherry Creek Reservoir State Park.

High Line Canal Trail – One-time \$11,000

The High Line Canal is an important recreational connection traversing northwest Douglas County. The canal is owned by Denver Water, but available for recreational use by agreements with Douglas County and other jurisdictions. The 2019 budget includes funding for deferred maintenance, tree trimming and master planning in conjunction with surrounding jurisdictions and the High Line Canal Conservancy.

Parker Pedestrian Bridge – One-time \$400,000

The 2019 budget includes funding for Douglas County to partner with other local agencies for the construction of a pedestrian bridge for the portion of the E-470 trail that intersects with Parker Road. Partners on this project include the Town of Parker, City of Aurora, and Arapahoe County. The construction of a pedestrian bridge will address trail gap and safety issues. The bridge will connect the portion of the trail in Aurora to the remainder of the trail, allowing for the trail to flow from Aurora to Littleton and Highlands Ranch.

Rueter Hess Master Plan– One-time \$300,000

The 2019 budget includes funding for Douglas County's continued participation in the development of projects outlined in the Rueter Hess Master Plan. The Rueter-Hess Reservoir is located in north eastern Douglas County and has a rich history and is a valuable artifact resource. The intent of the master plan is to preserve the land and educate users about the regional importance of the reservoir. This funding reflects the value the County has placed on the work of the Rueter-Hess Recreation Authority in ensuring the reservoir can provide safe clean drinking water while safely incorporating recreational activities to the site.





Conservation Trust Fund

AS REQUIRED BY STATE LAW THIS FUND IS USED TO ACCOUNT FOR REVENUES RECEIVED FROM THE STATE LOTTERY FUND TO BE USED FOR THE DEVELOPMENT AND MAINTENANCE OF PARKS, TRAILS, OPEN SPACE, AND OTHER RECREATIONAL PURPOSES WITHIN THE COUNTY.

**Douglas County Government
Conservation Trust Fund (Fund 260)
Fund Summary**

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|---------------------|---------------------|---------------------|---------------------|
| 1 Beginning Fund Balance | \$ 3,318,039 | \$ 634,487 | \$ 3,715,814 | \$ 3,715,814 | \$ 2,056,035 | \$ 967,207 | \$ 1,977,207 | \$ 2,987,207 | \$ 3,997,207 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3 Intergovernmental | 1,191,697 | 2,600,000 | 2,600,000 | 1,000,000 | 2,600,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| 4 Earnings on Investments | 47,866 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| 5 Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 Total Revenues and Transfers In | \$ 1,239,563 | \$ 2,610,000 | \$ 2,610,000 | \$ 1,010,000 | \$ 2,610,000 | \$ 1,010,000 | \$ 1,010,000 | \$ 1,010,000 | \$ 1,010,000 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 7 Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 8 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 9 Controllable Assets | 53,677 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 Purchased Services | 21,774 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 Grants, Contributions, Indemnities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 Intergovernmental Support | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Capital Outlay: | | | | | | | | | |
| 14 Highlands Heritage Regional Park | 432,324 | 0 | 215,000 | 215,000 | 0 | 0 | 0 | 0 | 0 |
| 15 Parks-Local/Multi-Purpose | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 Fairgrounds Regional Parks | 0 | 950,000 | 1,150,000 | 1,150,000 | 0 | 0 | 0 | 0 | 0 |
| 17 Bluffs Regional Park | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 18 Regional Parks | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 19 Bayou Gulch Regional Park | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 20 Challenger Regional Park | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 21 East-West Regional Trail | 139,203 | 1,600,000 | 2,653,607 | 154,779 | 2,498,828 | 0 | 0 | 0 | 0 |
| 22 Rueter Hess Trail | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 23 Macanta Regional Park | 0 | 0 | 150,000 | 150,000 | 0 | 0 | 0 | 0 | 0 |
| 24 Lone Tree Entertainment District / Trail | 0 | 500,000 | 1,000,000 | 1,000,000 | 0 | 0 | 0 | 0 | 0 |
| 25 Major Maintenance & Repairs | 194,810 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 26 Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 27 Recommended New Requests - One-Time | | | | | 1,200,000 | | | | |
| 28 Total Expenditures and Transfers Out | \$ 841,788 | \$ 3,050,000 | \$ 5,168,607 | \$ 2,669,779 | \$ 3,698,828 | \$ - | \$ - | \$ - | \$ - |
| 29 Change In Fund Balance | 397,775 | (440,000) | (2,558,607) | (1,659,779) | (1,088,828) | 1,010,000 | 1,010,000 | 1,010,000 | 1,010,000 |
| 30 Ending Fund Balance | \$ 3,715,814 | \$ 194,487 | \$ 1,157,207 | \$ 2,056,035 | \$ 967,207 | \$ 1,977,207 | \$ 2,987,207 | \$ 3,997,207 | \$ 5,007,207 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 31 Non-spendable Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 32 Restricted Fund Balance | 3,715,814 | 194,487 | 1,157,207 | 2,056,035 | 967,207 | 1,977,207 | 2,987,207 | 3,997,207 | 5,007,207 |
| 33 Committed Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 34 Assigned Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 35 Ending Fund Balance | \$ 3,715,814 | \$ 194,487 | \$ 1,157,207 | \$ 2,056,035 | \$ 967,207 | \$ 1,977,207 | \$ 2,987,207 | \$ 3,997,207 | \$ 5,007,207 |

Douglas County Government
2019 Recommended New Requests

| Fund | Division/ Project | Request Description | One-time Amount | Ongoing Amount |
|-------------------------------|----------------------|---|--------------------|-------------------|
| Conservation Trust Fund | | | | |
| | 800600 | Stage/Canopy - Highlands Heritage Regional Park | \$ 1,200,000 | \$ - |
| Conservation Trust Fund Total | | | \$ 1,200,000 | \$ - |

CONSERVATION TRUST FUND

\$1,200,000 One-time

Stage and Canopy Replacement - One-time \$1,200,000

The 2019 budget includes funding to replace the concrete stage, electrical system, stadium seating and stage cover at the Highlands Heritage Regional Park to address current safety issues with the stage and stage cover.



Lincoln Station Sales Tax Street Improvement Fund

THIS FUND IS USED TO ACCOUNT FOR THE REVENUES DERIVED FROM A SALES TAX LEVIED IN THE LINCOLN STATION LOCAL IMPROVEMENT DISTRICT. ALL REVENUES ARE COLLECTED TO HELP DEFRAY COSTS ASSOCIATED WITH THE CONSTRUCTION/DESIGN, AND MAINTENANCE OF PUBLIC IMPROVEMENTS WITHIN THE LOCAL IMPROVEMENT DISTRICT.

Douglas County Government
Lincoln Station Sales Tax Street Improvement (Fund 265)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|--------------------|--------------------|--------------------|--------------------|
| 1 Beginning Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ 7,954 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| 3 Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 Intergovernmental | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 Earnings on Investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 Transfers In | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 Total Revenues and Transfers In | \$ 7,954 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 9 Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 10 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 Purchased Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 Fixed Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Intergovernmental Support | 7,954 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| 14 Interdepartmental Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 15 Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 17 Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 18 Total Expenditures and Transfers Out | \$ 7,954 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| 19 Change In Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 20 Ending Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 21 Nonspendable Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 22 Restricted Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 23 Committed Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 24 Assigned Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 25 Ending Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |



Solid Waste Disposal Fund

THIS FUND IS A SPECIAL PURPOSE FUND ESTABLISHED TO ACCOUNT FOR REVENUES RECEIVED AND MONIES EXPENDED IN MANAGING SOLID WASTE DISPOSAL SITES LOCATED IN THE COUNTY.

Douglas County Government
Solid Waste Disposal Fund (Fund 275)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|--------------------|--------------------|--------------------|--------------------|
| 1 Beginning Fund Balance | \$ 337,220 | \$ 337,220 | \$ 360,296 | \$ 360,296 | \$ 279,054 | \$ 279,054 | \$ 279,054 | \$ 279,054 | \$ 279,054 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3 Charges for Services | 69,979 | 45,000 | 45,000 | 45,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 |
| 4 Intergovernmental | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 Earnings on Investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 Transfers In | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 Total Revenues and Transfers In | \$ 69,979 | \$ 45,000 | \$ 45,000 | \$ 45,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 9 Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 10 Supplies | 365 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 Purchased Services | 6,545 | 41,500 | 41,500 | 41,500 | 55,000 | 55,000 | 55,000 | 55,000 | 55,000 |
| 12 Fixed Charges | 39,993 | 3,500 | 84,742 | 84,742 | 5,000 | 5,000 | 5,000 | 5,000 | 5,000 |
| 13 Intergovernmental Support | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Interdepartmental Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 15 Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 17 Transfers Out - General Fund | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 18 Total Expenditures and Transfers Out | \$ 46,903 | \$ 45,000 | \$ 126,242 | \$ 126,242 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 | \$ 60,000 |
| 19 Change In Fund Balance | 23,076 | 0 | (81,242) | (81,242) | 0 | 0 | 0 | 0 | 0 |
| 20 Ending Fund Balance | \$ 360,296 | \$ 337,220 | \$ 279,054 | \$ 279,054 | \$ 279,054 | \$ 279,054 | \$ 279,054 | \$ 279,054 | \$ 279,054 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 21 Non-spendable Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 22 Restricted Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 23 Committed Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 24 Assigned Fund Balance | 360,296 | 337,220 | 279,054 | 279,054 | 279,054 | 279,054 | 279,054 | 279,054 | 279,054 |
| 25 Ending Fund Balance | \$ 360,296 | \$ 337,220 | \$ 279,054 | \$ 279,054 | \$ 279,054 | \$ 279,054 | \$ 279,054 | \$ 279,054 | \$ 279,054 |



Woodmoor Mountain General Improvement District Fund

AS REQUIRED BY STATE LAW THIS FUND IS USED TO ACCOUNT FOR THE REVENUES DERIVED FROM A DESIGNATED PROPERTY TAX LEVIED BY THE WOODMOOR MOUNTAIN GENERAL IMPROVEMENT DISTRICT, A SPECIAL TAXING DISTRICT, AND DESIGNATED FOR THE IMPROVEMENT AND MAINTENANCE OF ROADS LOCATED WITHIN THAT DISTRICT.

Douglas County Government
Woodmoor Mountain General Improvement District (GID) Fund (Fund 280)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|--------------------|--------------------|--------------------|--------------------|
| 1 Beginning Fund Balance | \$ 13,869 | \$ 1,190 | \$ 4,477 | \$ 4,477 | \$ 4,061 | \$ 1,461 | \$ 1,411 | \$ 1,461 | \$ 1,511 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ 29,394 | \$ 29,004 | \$ 29,004 | \$ 28,898 | \$ 29,036 | \$ 29,901 | \$ 31,147 | \$ 32,878 | \$ 34,798 |
| 3 Intergovernmental | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 Changes for Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 Earnings on Investments | 227 | 35 | 35 | 35 | 50 | 50 | 50 | 50 | 50 |
| 6 Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 Transfers In | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 Total Revenues and Transfers In | \$ 29,621 | \$ 29,039 | \$ 29,039 | \$ 28,933 | \$ 29,086 | \$ 29,951 | \$ 31,197 | \$ 32,928 | \$ 34,848 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 9 Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 10 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 Purchased Services | 38,616 | 28,949 | 28,949 | 28,949 | 31,256 | 29,541 | 30,667 | 32,378 | 34,268 |
| 12 Fixed Charges | 397 | 400 | 400 | 400 | 430 | 460 | 480 | 500 | 530 |
| 13 Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 15 Total Expenditures and Transfers Out | \$ 39,013 | \$ 29,349 | \$ 29,349 | \$ 29,349 | \$ 31,686 | \$ 30,001 | \$ 31,147 | \$ 32,878 | \$ 34,798 |
| 16 Change in Fund Balance | (9,392) | (310) | (310) | (416) | (2,600) | (50) | 50 | 50 | 50 |
| 17 Ending Fund Balance | \$ 4,477 | \$ 880 | \$ 4,167 | \$ 4,061 | \$ 1,461 | \$ 1,411 | \$ 1,461 | \$ 1,511 | \$ 1,561 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 18 Non-spendable Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 19 Restricted Fund Balance | 900 | 880 | 880 | 880 | 950 | 900 | 930 | 990 | 1,040 |
| 20 Committed Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 21 Assigned Fund Balance | 3,577 | 0 | 3,287 | 3,181 | 511 | 511 | 531 | 521 | 521 |
| 22 Total Fund Balance | \$ 4,477 | \$ 880 | \$ 4,167 | \$ 4,061 | \$ 1,461 | \$ 1,411 | \$ 1,461 | \$ 1,511 | \$ 1,561 |



Rocky Mountain High Intensity Drug Trafficking Area Fund

THIS FUND IS USED TO ACCOUNT FOR REVENUES AND EXPENDITURES ASSOCIATED WITH THE HIGH INTENSITY DRUG TRAFFICKING AREAS (HIDTA) PROGRAM, WHICH PROVIDES ASSISTANCE TO LAW ENFORCEMENT AGENCIES OPERATING IN AREAS DETERMINED TO BE CRITICAL DRUG-TRAFFICKING REGIONS OF THE UNITED STATES. THE PROGRAM IS 100% FUNDED BY FEDERAL MONIES.

Douglas County Government
Rocky Mountain High Intensity Drug Trafficking Area Fund (Fund 295)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|
| 1 Beginning Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - |
| <u>Revenues</u> | | | | | |
| 2 Taxes | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3 Licenses and Permits | 0 | 0 | 0 | 0 | 0 |
| 4 Intergovernmental | 2,158,632 | 2,305,238 | 3,391,907 | 3,391,907 | 2,193,198 |
| 5 Charges for Services | 0 | 0 | 0 | 0 | 0 |
| 6 Fines and Forfeits | 0 | 0 | 0 | 0 | 0 |
| 7 Earnings on Investments | 0 | 0 | 0 | 0 | 0 |
| 8 Miscellaneous Revenues | 0 | 0 | 0 | 0 | 0 |
| 9 Other Financing Sources | 0 | 0 | 0 | 0 | 0 |
| 10 Transfers In | 0 | 0 | 0 | 0 | 0 |
| 11 Total Revenues and Transfers In | \$ 2,158,632 | \$ 2,305,238 | \$ 3,391,907 | \$ 3,391,907 | \$ 2,193,198 |
| <u>Expenditures by Function</u> | | | | | |
| 12 Personnel | \$ 228,697 | \$ 227,898 | \$ 227,898 | \$ 227,898 | 238,386 |
| 13 Supplies | 49,999 | 39,625 | 39,625 | 39,625 | 33,158 |
| 14 Controllable Assets | 55,374 | 4,000 | 19,892 | 19,892 | 0 |
| 15 Purchased Services | 1,469,342 | 1,832,320 | 1,832,320 | 1,832,320 | 1,604,237 |
| 16 Fixed Charges | 160,260 | 176,495 | 176,495 | 176,495 | 106,877 |
| 17 Grants and Contributions | 148,843 | 0 | 0 | 0 | 209,640 |
| 18 Intergovernmental Support | 0 | 0 | 0 | 0 | 0 |
| 19 Interdepartmental Charges | 0 | 0 | 0 | 0 | 0 |
| 20 Capital Outlay | 26,673 | 0 | 0 | 0 | 0 |
| 21 Contingency | 0 | 0 | 1,070,777 | 1,070,777 | 900 |
| 22 Transfers Out - General Fund | 19,444 | 24,900 | 24,900 | 24,900 | 0 |
| 23 Total Expenditures and Transfers Out | \$ 2,158,632 | \$ 2,305,238 | \$ 3,391,907 | \$ 3,391,907 | \$ 2,193,198 |
| 24 Change In Fund Balance | 0 | 0 | 0 | 0 | 0 |
| 25 Ending Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - |
| <u>Fund Balance Detail</u> | | | | | |
| 26 Non-spendable Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - |
| 27 Restricted Fund Balance | 0 | 0 | 0 | 0 | 0 |
| 28 Committed Fund Balance | 0 | 0 | 0 | 0 | 0 |
| 29 Assigned Fund Balance | 0 | 0 | 0 | 0 | 0 |
| 30 Ending Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - |

This fund is used to account for the federal grant monies received and disbursements issued as approved and directed by the Rocky Mountain High Intensity Drug Trafficking Executive Board



Capital Expenditures Fund

THIS FUND IS USED TO ACCOUNT FOR THE CONSTRUCTION, IMPROVEMENT, AND/ OR PURCHASE OF PUBLIC FACILITIES, INCLUDING LAND, BUILDINGS, EQUIPMENT, AND FURNISHINGS.

Douglas County Government
Capital Expenditures Fund - (Fund 330)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|-----------------------------|----------------------------|----------------------------|------------------------------|----------------------------|----------------------------|----------------------------|----------------------------|----------------------------|
| 1 Beginning Fund Balance | \$ 9,687,858 | \$ 436,662 | \$ 1,369,540 | \$ 1,369,540 | \$ 2,528,746 | \$ 2,150,369 | \$ 3,322,627 | \$ 4,509,850 | \$ 5,770,552 |
| <u>Revenues</u> | | | | | | | | | |
| 2 <i>Taxes</i> | \$ 993,719 | \$ 1,118,229 | \$ 1,118,229 | \$ 1,118,229 | \$ 1,137,790 | \$ 1,190,109 | \$ 1,205,303 | \$ 1,279,901 | \$ 1,291,297 |
| 3 <i>Other Revenues</i> | 48,737 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>Transfers In:</i> | | | | | | | | | |
| 4 From General Fund | 1,240,000 | 802,000 | 882,974 | 882,974 | 0 | 0 | 0 | 0 | 0 |
| 5 From Road and Bridge Fund | 0 | 2,000,000 | 2,000,000 | 2,000,000 | 0 | 0 | 0 | 0 | 0 |
| 6 From Human Services Fund | 24,500 | 450,000 | 524,626 | 524,626 | 0 | 0 | 0 | 0 | 0 |
| 7 <i>Total Transfers In</i> | <u>1,264,500</u> | <u>3,252,000</u> | <u>3,407,600</u> | <u>3,407,600</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 8 Total Revenues and Transfers In | <u>\$ 2,306,956</u> | <u>\$ 4,370,229</u> | <u>\$ 4,525,829</u> | <u>\$ 4,525,829</u> | <u>\$ 1,137,790</u> | <u>\$ 1,190,109</u> | <u>\$ 1,205,303</u> | <u>\$ 1,279,901</u> | <u>\$ 1,291,297</u> |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 9 <i>Supplies and Purchased Services</i> | \$ 466,499 | \$ 12,500 | \$ 83,972 | \$ 83,972 | \$ - | \$ - | \$ - | \$ - | \$ - |
| 10 <i>Controllable Assets</i> | 246,190 | 345,750 | 626,692 | 626,692 | 0 | 0 | 0 | 0 | 0 |
| 11 <i>Fixed Charges</i> | 17,132 | 16,773 | 16,773 | 16,773 | 17,067 | 17,852 | 18,080 | 19,199 | 19,369 |
| 12 <i>Capital Improvements</i> | | | | | | | | | |
| 13 Other General Governmental Buildings | 120,285 | 70,365 | 70,365 | 70,365 | 0 | 0 | 0 | 0 | 0 |
| 14 Fairgrounds Improvements | 232,067 | 279,500 | 218,500 | 218,500 | 0 | 0 | 0 | 0 | 0 |
| 15 Health & Human Services - Improvements | 15,374 | 470,000 | 553,752 | 553,752 | 0 | 0 | 0 | 0 | 0 |
| 16 Parks Maintenance Facilities | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 17 Public Works Facilities - Improvements | 62,582 | 342,000 | 342,000 | 342,000 | 0 | 0 | 0 | 0 | 0 |
| 18 Miller Building - Improvements/Remodel | 119,528 | 15,000 | 15,000 | 15,000 | 0 | 0 | 0 | 0 | 0 |
| 19 Park Meadows Ctr. - Improvements | 9,693 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 20 Wilcox Building - Improvements | 9,742 | 0 | 4,151 | 4,151 | 0 | 0 | 0 | 0 | 0 |
| 21 Facilities Administration - Improvements | 35,735 | 0 | 77,047 | 77,047 | 0 | 0 | 0 | 0 | 0 |
| 22 Galen Buck Improvements | 7,315,526 | 0 | 434,671 | 434,671 | 0 | 0 | 0 | 0 | 0 |
| 23 Fairgrounds - Performance Platform | 36,300 | 802,000 | 923,700 | 923,700 | 0 | 0 | 0 | 0 | 0 |
| 24 Castle Rock Fuel Tanks | 786,413 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 25 104 Fourth Street | 425,290 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 26 Elections Warehouse | 726,920 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 27 <i>Total Capital Improvements</i> | <u>9,895,454</u> | <u>1,978,865</u> | <u>2,639,186</u> | <u>2,639,186</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> | <u>0</u> |
| 28 <i>Recommended New Requests - One-Time</i> | | | | | 1,499,100 | | | | |
| 29 Total Expenditures and Transfers Out | <u>\$ 10,625,274</u> | <u>\$ 2,353,888</u> | <u>\$ 3,366,623</u> | <u>\$ 3,366,623</u> | <u>1,516,167</u> | <u>17,852</u> | <u>18,080</u> | <u>19,199</u> | <u>19,369</u> |
| 30 <i>Change in Fund Balance</i> | (8,318,318) | 2,016,341 | 1,159,206 | 1,159,206 | (378,377) | 1,172,257 | 1,187,223 | 1,260,702 | 1,271,928 |
| 31 Ending Fund Balance | <u>\$ 1,369,540</u> | <u>\$ 2,453,003</u> | <u>\$ 2,528,746</u> | <u>\$ 2,528,746</u> | <u>\$ 2,150,369</u> | <u>\$ 3,322,627</u> | <u>\$ 4,509,850</u> | <u>\$ 5,770,552</u> | <u>\$ 7,042,480</u> |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 32 <i>Non-spendable Fund Balance</i> | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 33 <i>Restricted Fund Balance</i> | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 34 <i>Committed Fund Balance</i> | 307,364 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 35 <i>Assigned Fund Balance</i> | 1,062,176 | 2,453,003 | 2,528,746 | 2,528,746 | 2,150,369 | 3,322,627 | 4,509,850 | 5,770,552 | 7,092,480 |
| 36 Ending Fund Balance | <u>\$ 1,369,540</u> | <u>\$ 2,453,003</u> | <u>\$ 2,528,746</u> | <u>\$ 2,528,746</u> | <u>\$ 2,150,369</u> | <u>\$ 3,322,627</u> | <u>\$ 4,509,850</u> | <u>\$ 5,770,552</u> | <u>\$ 7,092,480</u> |

Douglas County Government
2019 Recommended New Requests

| Fund | Division/ Project | Request Description | One-time Amount | Ongoing Amount |
|----------------------------------|----------------------|---|--------------------|-------------------|
| Capital Expenditures Fund | | | | |
| | | <u>Building Maintenance:</u> | | |
| | 33100 | Miller Building - UPS Battery Replacement (3rd Floor) | \$ 15,000 | |
| | 33190 | Elections - UPS Battery Replacement | 7,900 | |
| | 33190 | Public Trustee - UPS Battery Replacement | 7,900 | |
| | 33400 | Human Services - UPS Battery Replacement | 14,700 | |
| | 33190 | Elections - Access Control Upgrades | 30,000 | |
| | 33190 | South East BAS Controller Upgrades | 5,000 | |
| | 33190 | Highlands Ranch Regional Park - Access Control | 14,000 | |
| | 33300 | Operations Campus - Access Control | 28,000 | |
| | 33400 | Human Services - Access Control Upgrade | 71,000 | |
| | 870054 | Parker - Access Control Upgrade | 63,500 | |
| | 33110 | Wilcox Building - Avigilon Server Replacement | 17,500 | |
| | 33110 | Wilcox Building - Exterior Camera Additions | 7,500 | |
| | 33190 | Elections - Avigilon Server Replacement | 17,500 | |
| | 33190 | County-wide Avigilon SW Upgrade | 35,000 | |
| | 33190 | Security Component Replacement | 16,600 | |
| | 33190 | Floor Covering Replacements | 13,500 | |
| | 33190 | Furniture/Equipment/Ergonomics Replacements | 155,000 | |
| | | <u>Exterior Building Maintenance:</u> | | |
| | 33190 | Exterior Building Maintenance | 25,000 | |
| | 33190 | Roof Maintenance | 10,000 | |
| | 33300 | El Tech Roof Maintenance | 58,000 | |
| | 33190 | Trumble Yard Fence Replacement | 35,000 | |

Douglas County Government
2019 Recommended New Requests

| Fund | Division/ Project | Request Description | One-time Amount | Ongoing Amount |
|---------------------------------|----------------------|---|--------------------|-------------------|
| | 33300 | OpTech Exterior Painting | 48,000 | |
| | 33190 | Parking Lot Maintenance | 132,200 | |
| | 33190 | Parking Lot Restriping | 12,200 | |
| | | <u>Fleet Services:</u> | | |
| | 33300 | Fleet - Realignment Rack | 35,000 | |
| | 33300 | Fleet - HD Mobile Column Lifts | 50,000 | |
| | 33300 | Fleet - Diesel Exhaust Fluid | 60,000 | |
| | | <u>TinTech Building South Remodel:</u> | | |
| | 33300 | TinTech South Remodel | 62,000 | |
| | | <u>Fairground Facilities Maintenance and Improvements:</u> | | |
| | 33550 | Event Center - IDF Upgrade | 64,500 | |
| | 33550 | CSU - Fiber Replacement | 10,000 | |
| | 33550 | Furniture/Equipment/Ergonomics Replacements | 15,000 | |
| | 33550 | Event Center - Additional Parking | 25,000 | |
| | 33550 | Event Center - Access Control - Final | 74,600 | |
| | 33550 | Events Center - North Drainage | 58,000 | |
| | 33550 | Exterior Building Maintenance | 15,000 | |
| | 33550 | Parking Lot Maintenance | 20,000 | |
| | 33550 | Floor Covering Replacements | 15,000 | |
| | | <u>Grading, Erosion and Sediment Control Permit Requirements:</u> | | |
| | 870054 | GESC Permit Maintenance & Close-out | 155,000 | |
| Capital Expenditures Fund Total | | | \$ 1,499,100 | \$ - |

CAPITAL EXPENDITURES FUND

\$1,499,100 One-time

CAPITAL EXPENDITURES FUND

Building Maintenance – One-time \$519,600

The 2019 budget includes funding for various building maintenance needs throughout county buildings including:

- \$45,500 one-time funds for universal power source replacements which ensure there is not equipment failure for systems including the information technology servers and the heating, ventilation, and air conditioning system in the event of a power failure. Universal power source batteries will be replaced in the Miller, Elections, Public Trustee, and Human Services buildings.
- \$211,500 one-time funds for building automation and access control upgrades to various county buildings in order to replace access control panels no longer manufactured or supported, which inhibit the County's ability to ensure appropriate and sustained building access controls in the event of equipment failure at any of these facilities.

- \$94,100 one-time funds for the replacement and/or installation of security camera servers and software in county buildings;
- \$168,500 one-time funding to replace furniture, equipment, and flooring within county facilities. Furniture and equipment is aging and requires replacement, rebuilding or new parts. Ergonomic advancements have also lead to equipment replacement.

Exterior Building Maintenance – One-time \$320,400

The 2019 budget includes funding for maintenance work needed on the exterior of buildings and on outdoor county properties like parking lots. This proposed funding includes:

- \$25,000 one-time funding for minor repairs of exterior buildings including repainting handrails, and replacement of caulk in sidewalks;
- \$68,000 for roof maintenance including \$58,000 for the recoat of the roof at the traffic services, storage and warehouse buildings;
- \$35,000 to replace the fence around the road and bridge yard at Trumble near Deckers because the current fence is failing due to rotting support posts. Due to the maintenance requirements and time travel required the

budget includes replacement of the fence with a galvanized chain link fence;

- \$48,000 one-time funding to reseal and repaint the Public Works Operations and Fleet Services buildings; and
- \$144,400 one-time funding for parking lot maintenance, repair, and restriping at various county facilities.

Fleet Services – One-time \$145,000

The 2019 budget includes funding for the following three items for fleet services:

- \$60,000 one-time funding for the installation of diesel tanks and diesel exhaust fluid tanks at the Castle Rock and Parker fuel sites to streamline the filling of vehicles which use diesel to operate;
- \$50,000 one-time funding for the replacement of heavy-duty mobile column lifts, which are used to lift heavy trucks and equipment that require service and repairs. The current heavy-duty lifts are aging and there are no longer replacement parts when they require repairs; and
- \$35,000 one-time funding for replacement of the alignment rack which is used by the fleet mechanics to align tires on county vehicles. The technology on newer vehicles is more sophisticated than can be accommodated by the current alignment rack.

Tin Tech Building South Remodel – One-time \$62,000

The 2019 budget includes funding to remodel existing space within the Tin Tech Building South to add dedicated cubicle work space for maintenance staff, a conference room and floor covering replacement. The current space used by staff lacks adequate work space and privacy for supervisors.

Fairground Facilities Maintenance and Improvements – One-time \$297,100

The 2019 budget includes funding for maintenance and improvements to the Fairground land and facilities including:

- \$74,600 one-time funding to complete the access control system to ensure event and staff safety;
- \$15,000 one-time funding for exterior building maintenance including sealing retaining walls, painting, repairing handrails and walkways;
- \$30,000 one-time funding for floor covering, furniture, and equipment replacements within the facility;
- \$45,000 one-time funding to add eleven parking spaces in front of the Indoor Arena including one handicap space to meet usage demands, and regular parking lot maintenance;
- \$58,000 for drainage repair on the west side of the Events Center to prevent flooding; and

- \$74,500 one-time funding to upgrade to fiber for the Colorado State University extension in order to support network speed and capabilities as well as data cabling infrastructure within the Fairground facility.

Grading, Erosion and Sediment Control Permit Requirements –
One-time \$155,000

The 2019 budget includes funding to meet the requirements of the grading, erosion and sediment control permit needed to build the Galen Buck Service Center in Parker. This facility is used by the County for fleet maintenance, storage, and road maintenance preparation. This proposed funding will be used to comply with permit requirements for specific actions related to seeding and irrigation necessary to mitigate erosion and sediment deposit in the drainage systems.



Local Improvement District Capital Construction Fund

THIS FUND IS USED TO ACCOUNT FOR ROAD IMPROVEMENTS AND UTILITIES LOCATED WITHIN LOCAL IMPROVEMENT DISTRICTS (LIDS). FUNDING FOR THESE IMPROVEMENTS IS PROVIDED FROM SPECIAL ASSESSMENTS LEVIED AGAINST THE PROPERTIES LOCATED WITHIN THE LIDS, WITH SOME ASSISTANCE FROM GENERAL GOVERNMENTAL REVENUES OF THE COUNTY FOR ENGINEERING AND CONSTRUCTION MANAGEMENT COSTS.

Douglas County Government
Local Improvement District (LID) Capital Construction Fund (Fund 350)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|--------------------|--------------------|--------------------|--------------------|
| 1 Beginning Fund Balance | \$ 504,299 | \$ 533,109 | \$ 614,389 | \$ 614,389 | \$ 618,563 | \$ 627,563 | \$ 636,563 | \$ 645,563 | \$ 654,563 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3 Intergovernmental | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 Earnings on Investment | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 Other Revenues | 139,699 | 61,240 | 61,240 | 9,174 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| 6 Transfers In | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 Total Revenues and Transfers In | \$ 139,699 | \$ 61,240 | \$ 61,240 | \$ 9,174 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 8 Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 9 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 Purchased Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 Fixed Charges | 330 | 5,000 | 5,000 | 5,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| 12 Grants, Contributions, Indemnities | 29,279 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Intergovernmental Support | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 15 Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 17 Total Expenditures and Transfers Out | \$ 29,610 | \$ 5,000 | \$ 5,000 | \$ 5,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 | \$ 1,000 |
| 18 Change In Fund Balance | 110,090 | 56,240 | 56,240 | 4,174 | 9,000 | 9,000 | 9,000 | 9,000 | 9,000 |
| 19 Ending Fund Balance | \$ 614,389 | \$ 589,349 | \$ 670,629 | \$ 618,563 | \$ 627,563 | \$ 636,563 | \$ 645,563 | \$ 654,563 | \$ 663,563 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 20 Non-spendable Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 21 Restricted Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 22 Committed Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 23 Assigned Fund Balance | 614,389 | 589,349 | 670,629 | 618,563 | 627,563 | 636,563 | 645,563 | 654,563 | 663,563 |
| 24 Ending Fund Balance | \$ 614,389 | \$ 589,349 | \$ 670,629 | \$ 618,563 | \$ 627,563 | \$ 636,563 | \$ 645,563 | \$ 654,563 | \$ 663,563 |



Capital Replacement Fund

THIS FUND IS USED TO ACCOUNT FOR THE ACCUMULATION OF FUNDS CONTRIBUTED BY OPERATING DEPARTMENTS FOR THE FUTURE REPLACEMENT OF COUNTY VEHICLES AND CAPITAL EQUIPMENT USED BY THOSE DEPARTMENTS.

Douglas County Government
Capital Replacement Fund (Fund 390)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|---------------------|---------------------|---------------------|---------------------|
| 1 Beginning Fund Balance | \$ 14,549,312 | \$ 6,289,348 | \$ 6,397,261 | \$ 6,397,261 | \$ 5,726,297 | \$ 4,747,128 | \$ 3,791,192 | \$ 2,820,892 | \$ 1,835,904 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3 Intergovernmental | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 Charges for Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 Earnings on Investments | 107,913 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 Other Revenues | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>Transfers In:</i> | | | | | | | | | |
| 7 From Parks Sales & Use Tax Fund | 85,536 | 72,036 | 72,036 | 72,036 | 58,212 | 44,064 | 29,700 | 15,012 | 0 |
| 8 Total Revenues and Transfers In | \$ 193,449 | \$ 72,036 | \$ 72,036 | \$ 72,036 | \$ 58,212 | \$ 44,064 | \$ 29,700 | \$ 15,012 | \$ - |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 9 Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 10 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 Purchased Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 Fixed Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Grants, Contribution, Indemnities | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 15 Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>Transfers Out:</i> | | | | | | | | | |
| 16 To General Fund | 2,232,000 | 693,000 | 693,000 | 693,000 | 1,025,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| 17 To Road & Bridge Fund | 6,000,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 18 To Human Services Fund | 25,500 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 19 To Open Space Sales & Use Tax Fund | 88,000 | 50,000 | 50,000 | 50,000 | 12,381 | 0 | 0 | 0 | 0 |
| 20 Total Transfers Out | 8,345,500 | 743,000 | 743,000 | 743,000 | 1,037,381 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 |
| 21 Total Expenditures and Transfers Out | \$ 8,345,500 | \$ 743,000 | \$ 743,000 | \$ 743,000 | \$ 1,037,381 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 | \$ 1,000,000 |
| 22 Change In Fund Balance | (8,152,051) | (670,964) | (670,964) | (670,964) | (979,169) | (955,936) | (970,300) | (984,988) | (1,000,000) |
| 23 Ending Fund Balance | \$ 6,397,261 | \$ 5,618,384 | \$ 5,726,297 | \$ 5,726,297 | \$ 4,747,128 | \$ 3,791,192 | \$ 2,820,892 | \$ 1,835,904 | \$ 835,904 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 24 Non-spendable Fund Balance | \$ 3,370,000 | \$ 2,695,000 | \$ 2,695,000 | \$ 2,695,000 | \$ 2,040,000 | \$ 1,375,000 | \$ 695,000 | \$ - | \$ - |
| 25 Restricted Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 26 Committed Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 27 Assigned Fund Balance | 3,027,261 | 2,923,384 | 3,031,297 | 3,031,297 | 2,707,128 | 2,416,192 | 2,125,892 | 1,835,904 | 835,904 |
| 28 Ending Fund Balance | \$ 6,397,261 | \$ 5,618,384 | \$ 5,726,297 | \$ 5,726,297 | \$ 4,747,128 | \$ 3,791,192 | \$ 2,820,892 | \$ 1,835,904 | \$ 835,904 |



Debt Service Fund

THIS FUND IS USED TO ACCOUNT FOR THE DEBT SERVICE ACTIVITIES RELATED TO THE COUNTY'S OUTSTANDING REVENUE BONDS. THESE OUTSTANDING OBLIGATIONS INCLUDE THE FOLLOWING REVENUE BONDS:

- 1) OPEN SPACE SALES AND USE TAX REVENUE REFUNDING BOND, SERIES 2009 ISSUED MAY 2009 FOR \$18,010,000 TO ACHIEVE INTEREST RATE SAVINGS BY ADVANCE REFUNDING THE COUNTY'S SALES AND USE TAX REVENUE BOND, SERIES 1999 AND SERIES 2000. THESE REVENUE BONDS MATURE IN OCTOBER 2020.
- 2) ROAD SALES AND USE TAX REVENUE BOND, SERIES 2010 ISSUED IN MARCH 2010 FOR \$13,775,000 TO CONSTRUCT BROADWAY/C-470 IMPROVEMENTS AND HESS ROAD EXTENSION PROJECT MATURING IN OCTOBER 2019.
- 3) OPEN SPACE SALES AND USE TAX REVENUE REFUNDING BONDS, SERIES 2012 ISSUED NOVEMBER 2012 FOR \$12,140,000 TO REDUCE THE NET EFFECTIVE INTEREST, BY ADVANCE REFUNDING OF THE COUNTY'S OPEN SPACE SALES AND USE TAX REVENUE BONDS SERIES 2002. THE NEW REVENUE BONDS MATURE IN OCTOBER 2022.

**Douglas County Government
Debt Service Fund (Fund 410)
Fund Summary**

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|---------------------|---------------------|---------------------|--------------------|
| 1 Beginning Fund Balance | \$ 92,697 | \$ 88,297 | \$ 92,397 | \$ 92,397 | \$ 91,897 | \$ 90,397 | \$ 89,997 | \$ 89,797 | \$ 89,597 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3 Intergovernmental | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 Earnings on Investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 Grants and Donations | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 Bond Proceeds | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| <i>Transfers In:</i> | | | | | | | | | |
| 7 From Road Sales & Use Tax Fund | 1,581,200 | 1,579,000 | 1,579,000 | 1,579,000 | 1,566,000 | 0 | 0 | 0 | 0 |
| 8 From Open Space Sales & Use Tax Fund | 2,987,251 | 2,984,000 | 2,984,000 | 2,984,000 | 2,985,000 | 2,988,000 | 3,017,000 | 3,030,000 | 0 |
| 9 Total Transfers In | 4,568,451 | 4,563,000 | 4,563,000 | 4,563,000 | 4,551,000 | 2,988,000 | 3,017,000 | 3,030,000 | 0 |
| 10 Total Revenues and Transfers In | \$ 4,568,451 | \$ 4,563,000 | \$ 4,563,000 | \$ 4,563,000 | \$ 4,551,000 | \$ 2,988,000 | \$ 3,017,000 | \$ 3,030,000 | \$ - |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 11 Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 12 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 Purchased Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 Fixed Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 15 Intergovernmental Support | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 Interdepartmental Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 17 Debt Service | 4,568,751 | 4,567,400 | 4,567,400 | 4,563,500 | 4,552,500 | 2,988,400 | 3,017,200 | 3,030,200 | 0 |
| 18 Contingency | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 19 Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 20 Total Expenditures and Transfers Out | \$ 4,568,751 | \$ 4,567,400 | \$ 4,567,400 | \$ 4,563,500 | \$ 4,552,500 | \$ 2,988,400 | \$ 3,017,200 | \$ 3,030,200 | \$ - |
| 21 Change In Fund Balance | (300) | (4,400) | (4,400) | (500) | (1,500) | (400) | (200) | (200) | - |
| 22 Ending Fund Balance | \$ 92,397 | \$ 83,897 | \$ 87,997 | \$ 91,897 | \$ 90,397 | \$ 89,997 | \$ 89,797 | \$ 89,597 | \$ 89,597 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 23 Non-spendable Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 24 Restricted Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 25 Committed Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 26 Assigned Fund Balance | 92,397 | 83,897 | 87,997 | 91,897 | 90,397 | 89,997 | 89,797 | 89,597 | 89,597 |
| 27 Ending Fund Balance | \$ 92,397 | \$ 83,897 | \$ 87,997 | \$ 91,897 | \$ 90,397 | \$ 89,997 | \$ 89,797 | \$ 89,597 | \$ 89,597 |

Debt Schedules

The following schedules depict the principal and interest payments remaining on outstanding revenue bonds and certificates of participation. The revenue bonds each have a dedicated revenue source that comes from the appropriate portion of the County's 1.0% sales and use tax.

Summary of revenue bond payments

| Year | Principal | Interest | Total |
|-------|---------------|------------|---------------|
| 2019 | 4,185,000 | 363,988 | 4,548,988 |
| 2020 | 2,765,000 | 221,244 | 2,986,244 |
| 2021 | 2,890,000 | 126,468 | 3,016,468 |
| 2022 | 2,965,000 | 64,044 | 3,029,044 |
| Total | \$ 12,805,000 | \$ 775,744 | \$ 13,580,744 |

Open Space Sales and Use Tax Revenue Refunding Bonds Series, 2009 dated May 28, 2009 [\$18,010,000] were issued by the County for the advance refunding, redeeming and defeasing all of the County's outstanding Open Space Sales and Use Tax Revenue Bonds, Series 1999 and Series 2000 and paying the costs of issuing the Series 2009 Bonds. Interest is payable semiannually on October 15th and April 15 at rates increasing from 2.5% to 4.00%, and bond principal is payable annually on October 15. Final maturity is 2020.

| Year | Principal | Interest | Total |
|-------|--------------|------------|--------------|
| 2019 | 1,840,000 | 140,600 | 1,980,600 |
| 2020 | 1,905,000 | 76,200 | 1,981,200 |
| Total | \$ 3,745,000 | \$ 216,800 | \$ 3,961,800 |

Road Improvement Sales & Use Tax Revenue Bonds Series, 2010 dated April 28, 2010 [\$13,770,000] were issued by the County for the purpose of providing funds for the improvement of County streets, roads and bridges and paying the costs of issuing the Series 2010 Bonds. Interest is payable semiannually each October 15 and April 15 at interest rates increasing from 2.00% to 4.00%. Final maturity is 2019.

| Year | Principal | Interest | Total |
|-------|--------------|-----------|--------------|
| 2019 | 1,505,000 | 60,200 | 1,565,200 |
| Total | \$ 1,505,000 | \$ 60,200 | \$ 1,565,200 |

Open Space Sales and Use Tax Revenue Refunding Bonds, Series 2012 dated November 14, 2012 [\$12,140,000] were issued by the County for the purposes of 1) reducing the net effective interest rate, 2) reducing the total principal and interest payable and 3) creating a present value savings for the County on the obligations represented by the advance refunding of the Open Space Sales and Use Tax Revenue Bonds series 2002. The bonds are special revenue obligations secured by the Open Space, Trails and Parks Fund pledged revenues. Interest is payable semiannually on April 15 and October 15 at an interest rate of 2.16%, and bond principal is payable annually on October 15. Final maturity is 2022.

| Year | Principal | Interest | Total |
|-------|--------------|------------|--------------|
| 2019 | 840,000 | 163,188 | 1,003,188 |
| 2020 | 860,000 | 145,044 | 1,005,044 |
| 2021 | 2,890,000 | 126,468 | 3,016,468 |
| 2022 | 2,965,000 | 64,044 | 3,029,044 |
| Total | \$ 7,555,000 | \$ 498,744 | \$ 8,053,744 |



Employee Benefit Self-Insurance Fund

THIS FUND IS USED TO ACCOUNT FOR THE ACCUMULATION OF FUNDS GENERATED FROM INTERDEPARTMENTAL ASSESSMENTS TO BE USED IN THE ADMINISTRATION OF VARIOUS INSURED EMPLOYEE BENEFIT PROGRAMS INCLUDING SHORT-TERM DISABILITY, UNEMPLOYMENT, AND WORKERS' COMPENSATION BENEFITS INCLUDING CLAIMS AND STOP-LOSS INSURANCE PREMIUMS.

Douglas County Government
Employee Benefits Self-Insurance Fund (Fund 620)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Budget | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|-----------------------------|----------------------------|---------------------|---------------------|---------------------|---------------------|
| 1 Beginning Fund Balance | \$ 1,773,137 | \$ 2,136,094 | \$ 1,984,421 | \$ 1,984,421 | \$ 1,982,117 | \$ 1,982,117 | \$ 1,982,117 | \$ 1,982,117 | \$ 1,982,117 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3 Intergovernmental | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 Charges for Services | 2,009,287 | 1,859,875 | 1,859,875 | 1,859,875 | 2,430,900 | 2,636,400 | 2,862,300 | 3,110,600 | 3,383,700 |
| 5 Fines and Forfeits | 488 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 Earnings on Investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 Other Revenues | 138,243 | 0 | 0 | 149,410 | 0 | 0 | 0 | 0 | 0 |
| 8 Transfers In | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 9 Total Revenues and Transfers In | \$ 2,148,018 | \$ 1,859,875 | \$ 1,859,875 | \$ 2,009,285 | \$ 2,430,900 | \$ 2,636,400 | \$ 2,862,300 | \$ 3,110,600 | \$ 3,383,700 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 10 Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 11 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 Purchased Services | 11,510 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| 13 Fixed Charges | 343,555 | 425,700 | 425,700 | 447,839 | 614,900 | 667,400 | 725,100 | 788,600 | 858,500 |
| 14 Awards and Indemnities | 1,381,670 | 1,137,750 | 1,387,750 | 1,387,750 | 1,640,000 | 1,793,000 | 1,961,200 | 2,146,000 | 2,349,200 |
| 15 Intergovernmental Support | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 Interdepartmental Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 17 Major Maintenance and Repair | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 18 Contingency | 0 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 |
| 19 Transfers Out | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 20 Total Expenditures and Transfers Out | \$ 1,936,734 | \$ 1,739,450 | \$ 1,989,450 | \$ 2,011,589 | \$ 2,430,900 | \$ 2,636,400 | \$ 2,862,300 | \$ 3,110,600 | \$ 3,383,700 |
| 21 Change In Fund Balance | 211,284 | 120,425 | (129,575) | (2,304) | 0 | 0 | 0 | 0 | 0 |
| 22 Ending Fund Balance | \$ 1,984,421 | \$ 2,256,519 | \$ 1,854,846 | \$ 1,982,117 | \$ 1,982,117 | \$ 1,982,117 | \$ 1,982,117 | \$ 1,982,117 | \$ 1,982,117 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 23 Non-spendable Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 24 Restricted Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 25 Committed Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 26 Assigned Fund Balance | 1,984,421 | 2,256,519 | 1,854,846 | 1,982,117 | 1,982,117 | 1,982,117 | 1,982,117 | 1,982,117 | 1,982,117 |
| 27 Ending Fund Balance | \$ 1,984,421 | \$ 2,256,519 | \$ 1,854,846 | \$ 1,982,117 | \$ 1,982,117 | \$ 1,982,117 | \$ 1,982,117 | \$ 1,982,117 | \$ 1,982,117 |

A photograph of the Douglas County Events Center, a large building with a green metal roof and a central entrance. A dark green semi-transparent rectangle is overlaid on the left side of the image, containing the title and description text. In the foreground, there is a paved walkway leading to the entrance, flanked by gravel areas and small black bollards. To the right, a green sign on a metal frame reads "DOUGLAS COUNTY EVENTS CENTER" and "500 Fairgrounds Drive".

Liability & Property Insurance Fund

THIS FUND IS USED TO ACCOUNT FOR THE ACCUMULATION OF FUNDS GENERATED FROM INTERDEPARTMENTAL ASSESSMENTS TO BE USED FOR THE ADMINISTRATION OF VARIOUS INSURED PROPERTY AND LIABILITY INSURANCE PROGRAMS.

Douglas County Government
Liability and Property Insurance Fund (Fund 630)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|---------------------|---------------------|---------------------|---------------------|
| 1 Beginning Fund Balance | \$ 3,809,900 | \$ 2,378,398 | \$ 4,241,273 | \$ 4,241,273 | \$ 3,166,301 | \$ 3,166,301 | \$ 3,166,301 | \$ 3,166,301 | \$ 3,166,301 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3 Intergovernmental | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 Charges for Services | 1,183,564 | 1,981,400 | 1,981,400 | 1,981,400 | 2,327,100 | 2,426,300 | 2,535,400 | 2,655,500 | 2,787,500 |
| 5 Fines and Forfeits | 15,783 | 85,000 | 85,000 | 5,000 | 10,000 | 10,000 | 10,000 | 10,000 | 10,000 |
| 6 Earnings on Investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 Other Revenues | 394,358 | 15,000 | 15,000 | 418,845 | 20,000 | 20,000 | 20,000 | 20,000 | 20,000 |
| 8 Transfers In | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 9 Total Revenues and Transfers In | \$ 1,593,705 | \$ 2,081,400 | \$ 2,081,400 | \$ 2,405,245 | \$ 2,357,100 | \$ 2,456,300 | \$ 2,565,400 | \$ 2,685,500 | \$ 2,817,500 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 10 Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 11 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 Purchased Services | 5,557 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 | 65,000 |
| 13 Fixed Charges | 529,593 | 816,400 | 816,400 | 816,400 | 992,100 | 1,091,300 | 1,200,400 | 1,320,500 | 1,452,500 |
| 14 Grants, Contribution, Indemnities | 627,183 | 2,459,957 | 2,459,957 | 2,459,957 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 |
| 15 Interdepartmental Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 Contingency | 0 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 | 100,000 |
| 17 Transfers Out - LEA Fund | 0 | 0 | 38,860 | 38,860 | 0 | 0 | 0 | 0 | 0 |
| 18 Total Expenditures and Transfers Out | \$ 1,162,332 | \$ 3,441,357 | \$ 3,480,217 | \$ 3,480,217 | \$ 2,357,100 | \$ 2,456,300 | \$ 2,565,400 | \$ 2,685,500 | \$ 2,817,500 |
| 19 Change In Fund Balance | 431,373 | (1,359,957) | (1,398,817) | (1,074,972) | 0 | 0 | 0 | 0 | 0 |
| 20 Ending Fund Balance | \$ 4,241,273 | \$ 1,018,441 | \$ 2,842,456 | \$ 3,166,301 | \$ 3,166,301 | \$ 3,166,301 | \$ 3,166,301 | \$ 3,166,301 | \$ 3,166,301 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 21 Non-spendable Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 22 Restricted Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 23 Committed Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 24 Assigned Fund Balance | 4,241,273 | 1,018,441 | 2,842,456 | 3,166,301 | 3,166,301 | 3,166,301 | 3,166,301 | 3,166,301 | 3,166,301 |
| 25 Ending Fund Balance | \$ 4,241,273 | \$ 1,018,441 | \$ 2,842,456 | \$ 3,166,301 | \$ 3,166,301 | \$ 3,166,301 | \$ 3,166,301 | \$ 3,166,301 | \$ 3,166,301 |



Medical Self-Insurance Fund

THIS FUND IS USED TO ACCOUNT FOR MEDICAL PREMIUMS COLLECTED (BOTH THE EMPLOYEE AND COUNTY PORTIONS), AS WELL AS, PAYMENT OF MEDICAL CLAIMS INCLUDING PHARMACEUTICAL CLAIMS. THIS FUND ONLY ACCOUNTS FOR MEDICAL INSURANCE COSTS, DENTAL AND VISION PREMIUMS ARE PAID BY THE EMPLOYEE.

Douglas County Government
Medical Self-Insurance Fund (Fund 640)
Fund Summary

| | 2017 Audited Actuals | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actuals | 2019 Proposed Budget | 2020 Projection | 2021 Projection | 2022 Projection | 2023 Projection |
|--|----------------------------|---------------------------|---------------------------|------------------------------|----------------------------|----------------------|----------------------|----------------------|----------------------|
| 1 Beginning Fund Balance | \$ 1,246,616 | \$ 1,109,299 | \$ 792,329 | \$ 792,329 | \$ 831,165 | \$ 831,165 | \$ 831,165 | \$ 831,165 | \$ 831,165 |
| <u>Revenues</u> | | | | | | | | | |
| 2 Taxes | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3 Intergovernmental | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 Charges for Services | 16,481,124 | 18,629,325 | 18,629,325 | 18,651,340 | 19,347,997 | 21,447,300 | 23,593,400 | 25,962,900 | 28,580,200 |
| 5 Fines and Forfeits | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 Earnings on Investments | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 Other Revenues | 5,570 | 90,000 | 90,000 | 44,500 | 617,744 | 0 | 0 | 0 | 0 |
| 8 Transfers In | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 9 Total Revenues and Transfers In | \$ 16,686,693 | \$ 18,719,325 | \$ 18,719,325 | \$ 18,695,840 | \$ 19,965,741 | \$ 21,447,300 | \$ 23,593,400 | \$ 25,962,900 | \$ 28,580,200 |
| <u>Expenditures by Function</u> | | | | | | | | | |
| 10 Personnel | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 11 Supplies | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 Purchased Services | 931,392 | 879,166 | 879,166 | 903,845 | 917,675 | 969,700 | 1,025,200 | 1,084,400 | 1,147,800 |
| 13 Fixed Charges | 1,151,952 | 1,260,062 | 1,260,062 | 1,260,062 | 1,508,344 | 1,734,600 | 1,994,800 | 2,294,000 | 2,638,100 |
| 14 Awards and Indemnities | 15,057,637 | 16,580,097 | 16,580,097 | 16,493,097 | 17,539,722 | 18,743,000 | 20,573,400 | 22,584,500 | 24,794,300 |
| 15 Intergovernmental Support | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 Interdepartmental Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 17 Major Maintenance and Repair | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 18 Contingency | 0 | 250,000 | 250,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| 19 Transfers Out | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 20 Total Expenditures and Transfers Out | \$ 17,140,981 | \$ 18,969,325 | \$ 18,969,325 | \$ 18,657,004 | \$ 19,965,741 | \$ 21,447,300 | \$ 23,593,400 | \$ 25,962,900 | \$ 28,580,200 |
| 21 Change In Fund Balance | (454,287) | (250,000) | (250,000) | 38,836 | 0 | 0 | 0 | 0 | 0 |
| 22 Ending Fund Balance | \$ 792,329 | \$ 859,299 | \$ 542,329 | \$ 831,165 | \$ 831,165 | \$ 831,165 | \$ 831,165 | \$ 831,165 | \$ 831,165 |
| <u>Fund Balance Detail</u> | | | | | | | | | |
| 23 Non-spendable Fund Balance | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 24 Restricted Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 25 Committed Fund Balance | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 26 Assigned Fund Balance | 792,329 | 859,299 | 542,329 | 831,165 | 831,165 | 831,165 | 831,165 | 831,165 | 831,165 |
| 27 Ending Fund Balance | \$ 792,329 | \$ 859,299 | \$ 542,329 | \$ 831,165 | \$ 831,165 | \$ 831,165 | \$ 831,165 | \$ 831,165 | \$ 831,165 |



AGENCY FUNDS



Office of the Public Trustee Fund

THIS FUND IS USED TO ACCOUNT FOR THE FIDUCIARY ACTIVITIES OF THE PUBLIC TRUSTEE INCLUDING FORECLOSURES AND RELEASES OF DEEDS OF TRUST.

THE PUBLIC TRUSTEE'S OFFICE IS FUNDED WITH PROGRAM REVENUES SUCH AS FORECLOSURE FEES, RECORDING, AND PROCESSING FEES. NO TAXES ARE USED TO FUND ANY PORTION OF OPERATIONS.

Office of the Public Trustee (Fund 730)
Douglas County, Colorado
Fund Summary

| | 2017 Audited Actual | 2018 Adopted Budget | 2018 Amended Budget | 2018 Estimated Actual | 2019 Proposed Budget |
|--|---------------------------|---------------------------|---------------------------|-----------------------------|----------------------------|
| 1 Beginning Fund Balance | \$ 433,156 | \$ 502,231 | \$ 380,467 | \$ 380,467 | \$ 481,200 |
| <u>Revenues</u> | | | | | |
| 2 Charges for Services | 427,956 | 521,819 | 521,819 | 521,819 | 451,896 |
| 3 Earnings on Investments | 4,868 | 4,500 | 4,500 | 4,500 | 7,848 |
| 4 Other Revenues | 0 | 0 | 0 | 0 | 0 |
| 5 Transfers In | 0 | 0 | 0 | 0 | 0 |
| 6 Total Revenues and Transfers In | <u>\$ 432,824</u> | <u>\$ 526,319</u> | <u>\$ 526,319</u> | <u>\$ 526,319</u> | <u>\$ 459,744</u> |
| <u>Expenditures by Function</u> | | | | | |
| 7 Personnel | 316,725 | 338,566 | 338,566 | 338,566 | 362,181 |
| 8 Supplies | 756 | 4,541 | 4,541 | 4,541 | 2,700 |
| 9 Purchased Services | 61,392 | 73,679 | 73,679 | 73,679 | 62,303 |
| 10 Fixed Charges | 6,000 | 8,800 | 8,800 | 8,800 | 6,000 |
| 11 Capital Outlay | 0 | 0 | 0 | 0 | 0 |
| 12 Transfers Out- General Fund (Excess Revenues) | 100,640 | 0 | 0 | 0 | 0 |
| 13 Total Expenditures | <u>\$ 485,513</u> | <u>\$ 425,586</u> | <u>\$ 425,586</u> | <u>\$ 425,586</u> | <u>\$ 433,184</u> |
| 14 Change In Fund Balance | (52,689) | 100,733 | 100,733 | 100,733 | 26,560 |
| 15 Ending Fund Balance | <u>\$ 380,467</u> | <u>\$ 602,964</u> | <u>\$ 481,200</u> | <u>\$ 481,200</u> | <u>\$ 507,760</u> |
| <u>Fund Balance Detail</u> | | | | | |
| 16 Assigned Fund Balance | \$ 380,467 | \$ 602,964 | \$ 481,200 | \$ 481,200 | \$ 507,760 |
| 17 Ending Fund Balance | <u>\$ 380,467</u> | <u>\$ 602,964</u> | <u>\$ 481,200</u> | <u>\$ 481,200</u> | <u>\$ 507,760</u> |



Department Data

Assessor

Lisa Frizell

301 Wilcox Street, Castle Rock, CO 80104

Division Description and Mission

The Assessor's Office locates, appraises and records all of Douglas County's real and personal properties in accordance with the Colorado Constitution, statutes, and State Board of Equalization procedures. As Douglas County grows, the Assessor's Office is responsible for maintaining the geospatial parcel layer for the county, processing subdivisions as they occur, and adding newly constructed improvements to property records. The Assessor certifies valuations to approximately 300 special districts, municipalities and other local taxing entities, and tracks value and annual tax increments within the county's five tax increment financing plan areas. As properties are sold or otherwise transferred, the Assessor's staff updates ownership so that the tax warrant can be accurately prepared and delivered to the Treasurer. In addition, the Assessor's Office maintains records on senior citizen and other tax exemptions, generates value notices for all taxpayers, and processes all valuation appeals.

Mission Statement:

We are committed to a high standard of excellence and integrity in public service through:

- Accurate & Equitable property values for tax assessments
- Superior customer service
- Cost efficient information management
- Innovative use of advanced technology

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 30,930 | \$ 40,359 | \$ 48,591 | \$ 46,688 | \$ 35,000 | \$ 35,000 | \$ 40,000 |
| Total Revenues | \$ 30,930 | \$ 40,359 | \$ 48,591 | \$ 46,688 | \$ 35,000 | \$ 35,000 | \$ 40,000 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 3,476,567 | \$ 3,476,613 | \$ 3,695,594 | \$ 3,898,108 | \$ 4,098,263 | \$ 4,177,441 | \$ 4,320,176 |
| Supplies/C.A./Purchased Services | 227,431 | 281,804 | 243,213 | 302,731 | 202,372 | 251,372 | 202,372 |
| Fixed Charges | 10,723 | 9,280 | 6,151 | 9,617 | 11,011 | 11,011 | 11,480 |
| Interdepartmental | 4,728 | 3,320 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 3,719,449 | \$ 3,771,017 | \$ 3,944,957 | \$ 4,210,456 | \$ 4,311,646 | \$ 4,439,824 | \$ 4,534,028 |
| General Fund Support | \$ 3,688,519 | \$ 3,730,658 | \$ 3,896,366 | \$ 4,163,767 | \$ 4,276,646 | \$ 4,404,824 | \$ 4,494,028 |

Board of County Commissioners

Lora Thomas, Chair

100 Third Street, Castle Rock, CO 80104

Division Description and Mission

Douglas County's three-member Board of County Commissioners is the main policy-making body in the County and works to represent the interests of the citizens of Douglas County at local, state, and national levels. Commissioners are elected at large from one of three geographic districts for four-year staggered terms. In Douglas County, Commissioners are limited to serving two four-year terms.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 4,768 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenues | \$ 4,768 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditures: | | | | | | | |
| Personal Services | \$ 348,479 | \$ 355,493 | \$ 348,982 | \$ 408,297 | \$ 403,553 | \$ 403,553 | \$ 450,801 |
| Supplies/C.A./Purchased Services | 442,626 | 480,414 | 418,678 | 418,631 | 492,995 | 619,770 | 492,995 |
| Fixed Charges | 9,852 | 5,548 | 6,333 | 10,821 | 13,523 | 13,523 | 11,120 |
| Grants, Contributions, Idemnities | 18,318 | 14,299 | 8,753 | 21,115 | 2,000 | 2,000 | 2,000 |
| Intergovernmental | 48,912 | 51,843 | 51,235 | 50,597 | 54,567 | 54,567 | 54,567 |
| Interdepartmental | 1,582 | 1,426 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 869,769 | \$ 909,023 | \$ 833,981 | \$ 909,461 | \$ 966,638 | \$ 1,093,413 | \$ 1,011,483 |
| General Fund Support | \$ 865,001 | \$ 909,023 | \$ 833,981 | \$ 909,461 | \$ 966,638 | \$ 1,093,413 | \$ 1,011,483 |

Budget

Martha Marshall

100 Third Street, Castle Rock, CO 80104

Division Description and Mission

Budget assists county leadership in making informed decisions by providing financial forecasting and analysis. The development and management of the annual budget is guided by the Board of County Commissioners' Core Priorities, guiding principles, and Policy Manual which outlines the principles of governance.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ - | \$ - | \$ 175 | \$ - | \$ - | \$ - | \$ - |
| Total Revenues | \$ - | \$ - | \$ 175 | \$ - | \$ - | \$ - | \$ - |
| Expenditures: | | | | | | | |
| Personal Services | \$ 567,353 | \$ 574,912 | \$ 587,502 | \$ 690,560 | \$ 829,081 | \$ 829,081 | \$ 947,128 |
| Supplies/C.A./Purchased Services | 8,017 | 12,111 | 4,190 | 5,298 | 5,265 | 5,265 | 5,265 |
| Fixed Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interdepartmental | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 575,370 | \$ 587,023 | \$ 591,692 | \$ 695,858 | \$ 834,346 | \$ 834,346 | \$ 952,393 |
| General Fund Support | \$ 575,370 | \$ 587,023 | \$ 591,517 | \$ 695,858 | \$ 834,346 | \$ 834,346 | \$ 952,393 |

Building Development Services

Janet Herman

100 Third Street, Castle Rock, CO 80104

Division Description and Mission

The Douglas County Building Division provides professional building inspection and permitting services to all *unincorporated* areas of Douglas County to ensure compliance with Building Codes as amended and adopted by the Board of County Commissioners.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 6,361,184 | \$ 7,274,944 | \$ 7,077,498 | \$ 7,407,635 | \$ 7,100,850 | \$ 7,100,850 | \$ 6,678,375 |
| Total Revenues | \$ 6,361,184 | \$ 7,274,944 | \$ 7,077,498 | \$ 7,407,635 | \$ 7,100,850 | \$ 7,100,850 | \$ 6,678,375 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 2,879,794 | \$ 2,907,380 | \$ 3,061,146 | \$ 3,271,746 | \$ 3,441,332 | \$ 3,441,332 | \$ 3,512,312 |
| Supplies/C.A./Purchased Services | 182,926 | 568,348 | 605,398 | 423,294 | 468,355 | 468,355 | 388,355 |
| Fixed Charges | 63,170 | 52,445 | 62,538 | 58,723 | 68,104 | 68,104 | 73,400 |
| Interdepartmental | 12,724 | 13,800 | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 23,745 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 3,138,614 | \$ 3,541,973 | \$ 3,752,827 | \$ 3,753,763 | \$ 3,977,791 | \$ 3,977,791 | \$ 3,974,067 |
| General Fund Support | \$ (3,222,570) | \$ (3,732,971) | \$ (3,324,671) | \$ (3,653,872) | \$ (3,123,059) | \$ (3,123,059) | \$ (2,704,308) |

Clerk and Recorder

Merlin Klotz

301 Wilcox Street, Castle Rock, CO 80104

Division Description and Mission

Chief Election Official of Douglas County. Agent of the State of Colorado for motor vehicle titling and licensing. Ex-officio recorder of property and other legal documents for Douglas County. Agent of the State of Colorado for issuing marriage licenses and certificates. Clerk to the Board of Douglas County Commissioners.

Mission Statement:

- Serving with Integrity
 - Exceeding Expectations

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 6,833,554 | \$ 8,081,573 | \$ 8,359,365 | \$ 8,075,226 | \$ 7,785,600 | \$ 7,785,600 | \$ 7,429,100 |
| Total Revenues | \$ 6,833,554 | \$ 8,081,573 | \$ 8,359,365 | \$ 8,075,226 | \$ 7,785,600 | \$ 7,785,600 | \$ 7,429,100 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 4,325,165 | \$ 4,526,224 | \$ 5,314,456 | \$ 5,424,203 | \$ 6,028,790 | \$ 6,540,090 | \$ 6,688,188 |
| Supplies/C.A./Purchased Services | 1,139,789 | 861,891 | 1,292,851 | 1,005,222 | 1,983,970 | 2,783,051 | 1,572,947 |
| Fixed Charges | 39,975 | 8,500 | 29,313 | 5,990 | 48,000 | 48,000 | 4,390 |
| Grants, Contributions, Indemnities | 0 | 0 | 0 | 14 | 0 | 0 | 0 |
| Interdepartmental | 767 | 362 | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 74,231 | 0 | 9,615 | 0 | 20,000 | 20,000 | 55,000 |
| Total Expenditures | \$ 5,579,927 | \$ 5,396,977 | \$ 6,646,235 | \$ 6,435,430 | \$ 8,080,760 | \$ 9,391,141 | \$ 8,320,525 |
| General Fund Support | \$ (1,253,627) | \$ (2,684,596) | \$ (1,713,130) | \$ (1,639,797) | \$ 295,160 | \$ 1,605,541 | \$ 891,425 |

Communications and Public Affairs

Wendy Manitta Holmes, APR

100 Third Street, Castle Rock, CO 80104

Department Description and Mission

Mission

The Public Affairs Department will contribute to a perspective that helps Douglas County create and maintain mutually beneficial relationships with individuals and organizations vital to the successful fulfillment of the Board's Core Priorities and the organization's strategic plan. As such the Department's leadership will bring strategy and best practices from the public affairs and public relations profession to the organization's decision-making and planning. The Department will provide the expertise and services that help to personify and sustain the presence of the County's brand, as we serve the citizens and taxpayers of Douglas County. Ultimately the Department will protect, reinforce and elevate the County's reputation for good works and build the public's understanding of the value, importance and impact of our work in their lives.

Department Description

Knowing that effective public affairs is so much more than an end product, more than the placement of a news story or a social media post, a logo design, a poster, a video, or a community event, the deliverables of the Public Affairs Department, a strategic management function within the County Administrator's Office, begin purposefully, informed by the organization's strategic plan and the intent of the Board's Core Priorities, and influenced by best practices in the profession. Our work informs, seeks feedback from and engages citizens, taxpayers and other key stakeholders through deliberate, sustainable integrated communications and citizen engagement initiatives.

Our approach integrates multiple online and traditional disciplines and distribution-means, consistent with how our key stakeholders prefer to receive information, working to communicate with them in the spaces they trust, often where they already are. Our approach leads with a positive and authentic narrative that reflects our core values and personifies the organization. The Department tells stories that allow us to consistently demonstrate the role and purpose of Douglas County Government in the competent delivery of services, organizational compassion for community, and engagement opportunities that genuinely influence policy choices.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ - | \$ - | \$ - | \$ 2,748 | \$ - | \$ - | \$ - |
| Total Revenues | \$ - | \$ - | \$ - | \$ 2,748 | \$ - | \$ - | \$ - |
| Expenditures: | | | | | | | |
| Personal Services | \$ 440,569 | \$ 560,716 | \$ 491,749 | \$ 407,734 | \$ 426,154 | \$ 426,154 | \$ 501,356 |
| Supplies/C.A./Purchased Services | 278,960 | 217,150 | 184,711 | 209,360 | 283,850 | 289,959 | 283,850 |
| Fixed Charges | 1,073 | 916 | 4,786 | 1,670 | 892 | 892 | 1,340 |
| Capital Outlay | 0 | 0 | 54,932 | 5,000 | 0 | 0 | 0 |
| Interdepartmental | 528 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 721,130 | \$ 778,782 | \$ 736,178 | \$ 623,764 | \$ 710,896 | \$ 717,005 | \$ 786,546 |
| General Fund Support | \$ 721,130 | \$ 778,782 | \$ 736,178 | \$ 621,016 | \$ 710,896 | \$ 717,005 | \$ 786,546 |

Community Development

Terence Quinn

100 Third Street, Castle Rock, CO 80104

Division Description and Mission

The Department of Community Development (DCD) has a pivotal role in managing and protecting the County's resources (land, water, minerals), environment and quality of life. The Department assists the Board of County Commissioners with recommendations to ensure that the County grows in a manner that is fiscally sound and economically beneficial to the County and its taxpayers and businesses. Meeting both responsibilities in a growing environment presents considerable challenges and opportunities.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Program Revenues | \$ 221,016 | \$ 267,284 | \$ 258,804 | \$ 413,500 | \$ 238,500 | \$ 417,150 | \$ 240,000 |
| Intergovernmental | 711,661 | 233,266 | 258,579 | 833,437 | 0 | 1,675,523 | 0 |
| Total Revenues | \$ 932,677 | \$ 500,550 | \$ 517,383 | \$ 1,246,937 | \$ 238,500 | \$ 2,092,673 | \$ 240,000 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 3,221,087 | \$ 3,222,843 | \$ 3,493,580 | \$ 3,767,241 | \$ 3,943,414 | \$ 4,029,273 | \$ 4,156,221 |
| Supplies/C.A./Purchased Services | 1,049,016 | 601,916 | 638,883 | 1,409,028 | 850,843 | 2,590,394 | 678,543 |
| Fixed Charges | 157,552 | 277,631 | 1,040,361 | 804,915 | 1,249,707 | 1,249,707 | 1,183,434 |
| Grants, Contributions, Indemnities | 20,500 | 11,700 | 10,000 | 163,500 | 135,000 | 135,000 | 135,000 |
| Intergovernmental | 62,500 | 22,217 | 36,687 | 37,217 | 37,217 | 37,217 | 69,211 |
| Interdepartmental | 2,262 | 1,295 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 4,512,917 | \$ 4,137,602 | \$ 5,219,511 | \$ 6,181,901 | \$ 6,216,181 | \$ 8,041,591 | \$ 6,222,409 |
| General Fund Support | \$ 3,580,240 | \$ 3,637,052 | \$ 4,702,128 | \$ 4,934,964 | \$ 5,977,681 | \$ 5,948,918 | \$ 5,982,409 |

Community Justice Services

Scott Matson

4000 Justice Way, Suite 1801, Castle Rock, CO 80109

Division Description and Mission

Douglas County Community Justice Services operates out of the Eighteenth Judicial District in the Robert A. Christensen Justice Center and is under the general direction of the Douglas County Manager. Community Justice Services (CJS) currently has 17 full-time positions, which include a Director, Support Services Supervisors, ten CJS Officers and three CJS Specialists.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 551,787 | \$ 553,481 | \$ 580,340 | \$ 488,515 | \$ 523,000 | \$ 523,000 | \$ 480,000 |
| Transfers from Justice Center Sales & Use Tax | 422,167 | 474,598 | 571,263 | 638,883 | 790,772 | 790,772 | 885,354 |
| Total Revenues | \$ 973,954 | \$ 1,028,079 | \$ 1,151,603 | \$ 1,127,398 | \$ 1,313,772 | \$ 1,313,772 | \$ 1,365,354 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 1,164,902 | \$ 1,304,078 | \$ 1,259,715 | \$ 1,314,621 | \$ 1,454,448 | \$ 1,459,850 | \$ 1,542,377 |
| Supplies/C.A./Purchased Services | 269,241 | 318,220 | 454,232 | 444,934 | 298,970 | 298,970 | 468,970 |
| Fixed Charges | 634 | 449 | 129 | 180 | 280 | 280 | 400 |
| Interdepartmental | 346 | 71 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 1,435,123 | \$ 1,622,818 | \$ 1,714,076 | \$ 1,759,735 | \$ 1,753,698 | \$ 1,759,100 | \$ 2,011,747 |
| General Fund Support | \$ 461,169 | \$ 594,739 | \$ 562,473 | \$ 632,337 | \$ 439,926 | \$ 445,328 | \$ 646,393 |

Coroner

Jill Romann

4000 Justice Way, Castle Rock, CO 80109

Division Description and Mission

The Coroner's Office is a statutory office, mandated by the Colorado Constitution and Colorado Revised Statutes (C.R.S.) 30-10-601 through 621. Under these statutes, the Coroner shall make all proper inquiry in order to determine the cause and manner of death of any person in his or her jurisdiction who had died under any of the following circumstances:

- If the death is or may be unnatural as a result of external influences, violence or injury
- Due to the influence of or the result of intoxication by alcohol or drugs or poisons
- As the result of an accident, including at the workplace
- When the death of an infant or child is unexpected or unexplained
- When no physician is in attendance or when, though in attendance, the physician is unable to certify the cause of death
- From a death that occurs within twenty-four hours of admission to a hospital
- From a disease which may be hazardous or contagious or which may constitute a threat to the health of the general public
- If the death occurs from the action of a peace officer or while in the custody of law enforcement officials or while incarcerated in a public institution
- When the death was sudden and happened to a person who was in apparent good health
- When the body is unidentifiable, decomposed, charred or skeletonized or circumstances that the coroner otherwise determines may warrant further inquiry to determine cause and manner of death or further law enforcement investigation.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 15,708 | \$ 18,215 | \$ 8,609 | \$ 1,135 | \$ - | \$ - | \$ - |
| Total Revenues | \$ 15,708 | \$ 18,215 | \$ 8,609 | \$ 1,135 | \$ - | \$ - | \$ - |
| Expenditures: | | | | | | | |
| Personal Services | \$ 665,430 | \$ 683,529 | \$ 739,357 | \$ 785,218 | \$ 852,211 | \$ 852,211 | \$ 948,900 |
| Supplies/C.A./Purchased Services | 247,763 | 262,121 | 277,412 | 245,396 | 284,394 | 284,394 | 284,394 |
| Fixed Charges | 13,255 | 6,660 | 9,578 | 8,082 | 12,586 | 12,586 | 11,320 |
| Interdepartmental | 2,737 | 2,223 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 929,185 | \$ 954,533 | \$ 1,026,347 | \$ 1,038,697 | \$ 1,149,191 | \$ 1,149,191 | \$ 1,244,614 |
| General Fund Support | \$ 913,477 | \$ 936,318 | \$ 1,017,738 | \$ 1,037,562 | \$ 1,149,191 | \$ 1,149,191 | \$ 1,244,614 |

County Administration

Douglas DeBord

100 Third Street, Castle Rock, CO 80104

Division Description and Mission

The County Manager is responsible for implementing policies set by the Board of County Commissioners, recommending improved management practices, and directing county operating divisions. The County Manager and his staff prepare current and long-range operational plans; review all existing and future planning systems, personnel, equipment and facility requirements; and recommend procedures and standards for sound, effective county management. The County Manager also coordinates and maintains relations with other jurisdictions and agencies.

Mission Statement:

- Implement Board of County Commissioner policies by providing an efficient and effective support system that enhances each department's ability to carry out its mission
- Cultivate an environment of respect, support, and leadership that inspires and encourages organizational excellence, cooperation, innovation, superior customer service, and empowered employees
- Act as a liaison between the Board of County Commissioners and other county departments, governmental entities, and the business community

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 213,656 | \$ 256,421 | \$ 219,411 | \$ 236,134 | \$ 213,050 | \$ 257,544 | \$ 226,450 |
| Total Revenues | \$ 213,656 | \$ 256,421 | \$ 219,411 | \$ 236,134 | \$ 213,050 | \$ 257,544 | \$ 226,450 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 1,458,967 | \$ 1,229,587 | \$ 1,247,455 | \$ 1,349,471 | \$ 1,297,248 | \$ 1,533,485 | \$ 1,430,567 |
| Supplies/C.A./Purchased Services | 550,377 | 233,455 | 265,788 | 322,475 | 308,778 | 343,378 | 290,498 |
| Building Materials | 0 | 0 | 35 | 0 | 0 | 0 | 0 |
| Fixed Charges | 2,195 | 1,735 | 647 | 592 | 1,143 | 1,143 | 1,560 |
| Grants, Contributions, Indemnities | 26,823 | 0 | 314 | 0 | 0 | 0 | 0 |
| Interdepartmental | 763 | 776 | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 750 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 2,039,875 | \$ 1,465,553 | \$ 1,514,239 | \$ 1,672,538 | \$ 1,607,169 | \$ 1,878,006 | \$ 1,722,625 |
| General Fund Support | \$ 1,826,219 | \$ 1,209,132 | \$ 1,294,828 | \$ 1,436,404 | \$ 1,394,119 | \$ 1,620,462 | \$ 1,496,175 |

County Attorney

Lance Ingalls

100 Third Street, Castle Rock, CO 80104

Division Description and Mission

The County Attorney's Office provides legal advice and representation for the Board of County Commissioners. The County Attorney, with the approval of the Board of County Commissioners, also advises and represents all other Douglas County elected officials, the County Manager, department and division heads, and appointed commissions, boards, and committees.

Mission Statement:

The County Attorney's Office mission is to provide the highest quality legal services to the Board of County Commissioners, elected officials, appointed officials, and staff.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ - | \$ 1,500 | \$ 97 | \$ - | \$ - | \$ - | \$ - |
| Total Revenues | \$ - | \$ 1,500 | \$ 97 | \$ - | \$ - | \$ - | \$ - |
| Expenditures: | | | | | | | |
| Personal Services | \$ 1,076,211 | \$ 1,151,473 | \$ 1,175,490 | \$ 1,267,940 | \$ 1,951,303 | \$ 1,958,342 | \$ 2,041,143 |
| Supplies/C.A./Purchased Services | 103,191 | 76,574 | 131,626 | 104,665 | 109,570 | 126,570 | 109,570 |
| Fixed Charges | 143 | 265 | 2,340 | 99 | 1,717 | 1,717 | 340 |
| Interdepartmental | 80 | 235 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 1,179,625 | \$ 1,228,547 | \$ 1,309,456 | \$ 1,372,704 | \$ 2,062,590 | \$ 2,086,629 | \$ 2,151,053 |
| General Fund Support | \$ 1,179,625 | \$ 1,227,047 | \$ 1,309,359 | \$ 1,372,704 | \$ 2,062,590 | \$ 2,086,629 | \$ 2,151,053 |

County Fair and Rodeo

Vicky Starkey

500 Fairgrounds Dr., Castle Rock, CO 80104

Division Description and Mission

The Douglas County Fair and Rodeo continues to be a family tradition for the residents of Douglas County, Colorado. Highlights include 2 entertainment stages, 3 PRCA Rodeos, Xtreme Bulls, Carnival, Antique Tractor Pull, Mutton Bustin', Stick Horse Rodeo, Pancake Breakfast, 4- H and FFA exhibits - including livestock, general projects and the Jr. Livestock Sale.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 309,570 | \$ 328,354 | \$ 338,363 | \$ 400,313 | \$ 425,000 | \$ 425,000 | \$ 412,000 |
| Total Revenues | \$ 309,570 | \$ 328,354 | \$ 338,363 | \$ 400,313 | \$ 425,000 | \$ 425,000 | \$ 412,000 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 81,234 | \$ 97,858 | \$ 137,713 | \$ 114,250 | \$ 152,661 | \$ 152,661 | \$ 140,121 |
| Supplies/C.A./Purchased Services | 281,956 | 322,147 | 397,149 | 388,835 | 565,470 | 565,470 | 489,920 |
| Fixed Charges | 14,890 | 7,739 | 11,198 | 5,444 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Grants, Contributions, Indemnity | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interdepartmental | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 378,080 | \$ 427,744 | \$ 546,060 | \$ 508,529 | \$ 718,131 | \$ 718,131 | \$ 630,041 |
| General Fund Support | \$ 68,510 | \$ 99,390 | \$ 207,697 | \$ 108,216 | \$ 293,131 | \$ 293,131 | \$ 218,041 |

Emergency / Disaster

Douglas DeBord

100 Third Street, Castle Rock, CO 80104

Division Description and Mission

The Douglas County Office of Emergency/Disaster is the main hub for the coordination of disaster management and training; homeland security; emergency preparedness and education; multi-agency cooperation; and emergency medical and trauma system coordination within the County.

The County works in cooperation with other agencies including the Douglas County Sheriff's Office, Tri-County Health, Public Works, and various municipal and district Fire/Rescue and Police Departments.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 2,879 | \$ 5,186 | \$ 2,100 | \$ 4,934 | \$ 2,100 | \$ 2,100 | \$ 2,100 |
| Total Revenues | \$ 2,879 | \$ 5,186 | \$ 2,100 | \$ 4,934 | \$ 2,100 | \$ 2,100 | \$ 2,100 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 368,478 | \$ 506,566 | \$ 591,909 | \$ 522,845 | \$ 744,012 | \$ 747,986 | \$ 729,137 |
| Supplies/C.A./Purchased Services | 541,725 | 378,352 | 126,163 | 54,391 | 490,700 | 695,434 | 493,300 |
| Fixed Charges | 13,251 | 25,542 | 38,215 | 92,231 | 45,217 | 45,217 | 39,210 |
| Capital Outlay | 0 | 108,173 | 13,856 | 0 | 17,500 | 17,500 | 0 |
| Contingencies & Reserves | 66,992 | 0 | 0 | 0 | 500,000 | 500,000 | 500,000 |
| Grants, Contributions, Indemnity | 0 | (962) | 9,837 | (3,694) | 0 | 0 | 0 |
| Interdepartmental | 3,176 | 7,980 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 993,622 | \$ 1,025,651 | \$ 779,980 | \$ 665,773 | \$ 1,797,429 | \$ 2,006,137 | \$ 1,761,647 |
| General Fund Support | \$ 990,743 | \$ 1,020,465 | \$ 777,880 | \$ 660,839 | \$ 1,795,329 | \$ 2,004,037 | \$ 1,759,547 |

Facilities

Vicky Starkey

3026 North Industrial Way, Castle Rock, CO 80109

Division Description and Mission

Facilities currently manages 33 buildings/sites across 844 square miles. Our facilities house multiple functions, supporting all County departments and a current County population of 346,000. One of our core missions is to provide safe, secure, comfortable, efficient and sustainable environments for citizens and employees.

Mission Statement:

- Provide a safe, secure, comfortable, efficient sustainable environment for citizens and employees.
- Manage all Douglas County Facilities including the Douglas County Fairgrounds and Events Center
- Manage County building construction projects
- Prepare and implement annual budget and continue implementation and updates of the Facilities Master Plan
- Facilities Maintenance – planned and unplanned maintenance
- Procure supplies, equipment, materials and services to protect our capital investments
- Address environmental concerns for Facilities by developing policies and procedures pertaining to environmental and sustainable initiatives

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 422,338 | \$ 430,911 | \$ 474,714 | \$ 630,535 | \$ 362,200 | \$ 362,200 | \$ 347,000 |
| Transfers from Justice Center Sales & Use Tax | 1,785,251 | 1,782,109 | 2,048,804 | 2,323,720 | 2,533,702 | 2,664,432 | 2,947,724 |
| Total Revenues | \$ 2,207,589 | \$ 2,213,020 | \$ 2,523,518 | \$ 2,954,255 | \$ 2,895,902 | \$ 3,026,632 | \$ 3,294,724 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 3,781,147 | \$ 3,916,504 | \$ 4,167,644 | \$ 4,203,201 | \$ 4,502,613 | \$ 4,505,732 | \$ 4,818,754 |
| Supplies/C.A./Purchased Services | 1,469,388 | 1,443,820 | 2,800,406 | 2,254,794 | 2,803,469 | 2,859,742 | 2,938,484 |
| Fixed Charges | 2,910,602 | 3,013,646 | 2,924,437 | 3,053,956 | 4,027,496 | 4,047,118 | 3,748,588 |
| Capital Outlay | 0 | 52,972 | 17,144 | 74,506 | 75,500 | 104,922 | 45,000 |
| Grants, Contributions, Indemnity | 30,000 | 30,000 | 30,000 | 28,776 | 30,000 | 30,000 | 30,000 |
| Interdepartmental | 17,459 | 18,352 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 8,208,596 | \$ 8,475,294 | \$ 9,939,631 | \$ 9,615,233 | \$ 11,439,078 | \$ 11,547,514 | \$ 11,580,826 |
| General Fund Support | \$ 6,001,007 | \$ 6,262,274 | \$ 7,416,113 | \$ 6,660,978 | \$ 8,543,176 | \$ 8,520,882 | \$ 8,286,102 |

Finance

Andrew Copland

100 Third Street, Castle Rock, CO 80104

Division Description and Mission

Mission Statement:

- Promoting a culture of accountability and ethical conduct.
- Ensuring compliance through adequate internal controls for the purpose of safeguarding resources and minimizing liabilities.
- Valuing the contributions of our employees and encouraging their professional growth and development.
- Analyzing information to forecast trends and assist in decision making.
- Fostering an environment of open communication, education, cooperation and service.
- Providing timely and accurate financial reports.
- Leading local government through the development of innovative financial solutions.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 48,185 | \$ 74,107 | \$ 79,111 | \$ 96,707 | \$ 97,000 | \$ 97,000 | \$ 108,000 |
| Operating Transfer - RMHIDTA | 21,207 | 17,786 | 18,508 | 19,444 | 24,900 | 24,900 | 0 |
| Total Revenues | \$ 69,392 | \$ 91,893 | \$ 97,619 | \$ 116,151 | \$ 121,900 | \$ 121,900 | \$ 108,000 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 981,780 | \$ 1,031,106 | \$ 1,077,375 | \$ 1,090,152 | \$ 1,100,434 | \$ 1,107,639 | \$ 1,122,520 |
| Supplies/C.A./Purchased Services | 30,023 | 35,066 | 135,252 | 32,116 | 35,057 | 35,057 | 35,057 |
| Fixed Charges | 0 | 0 | 100 | 0 | 0 | 0 | 0 |
| Interdepartmental | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 1,011,803 | \$ 1,066,172 | \$ 1,212,727 | \$ 1,122,268 | \$ 1,135,491 | \$ 1,142,696 | \$ 1,157,577 |
| General Fund Support | \$ 942,411 | \$ 974,279 | \$ 1,115,108 | \$ 1,006,117 | \$ 1,013,591 | \$ 1,020,796 | \$ 1,049,577 |

Fleet

Vicky Starkey

3030 North Industrial Way, Castle Rock, CO 80109

Division Description and Mission

The Fleet Division manages and maintains over 1,200 assets. The fleet contains vehicles ranging from motorcycles to heavy construction equipment. Light equipment accounts for approximately one-third of the fleet and consists of sedans and pickup trucks operated by various County departments. Heavy equipment operated by Public Works staff accounts for approximately one-third of the fleet which consists of heavy construction and snow removal equipment. Law enforcement accounts for the remaining third of the fleet and consists of marked/unmarked patrol units, investigation vehicles and special purpose vehicles.

Mission Statement:

- Providing preventive maintenance and repair services to ensure a safe and efficient County fleet at a competitive cost
- Asset management including replacement planning, spec writing, acquisitions of all vehicles and equipment, new equipment up-fit and used equipment disposal
- Fleet fueling services in nine locations including inventory management, fuel acquisition, tracking utilization, and state regulatory requirements for fuel sites
- Administering in-house warranty program for Ford, General Motors, Dodge Chrysler, Jeep, Western Star and Freightliner
- Procuring and maintain records on all County vehicle license plates and emissions
- Performing all heavy-duty emissions testing through self-certifications program

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 31,275 | \$ 81,955 | \$ 19,390 | \$ 48,437 | \$ - | \$ - | \$ - |
| Total Revenues | \$ 31,275 | \$ 81,955 | \$ 19,390 | \$ 48,437 | \$ - | \$ - | \$ - |
| Expenditures: | | | | | | | |
| Personal Services | \$ 1,314,716 | \$ 1,377,208 | \$ 1,656,040 | \$ 1,796,982 | \$ 1,994,142 | \$ 2,006,709 | \$ 2,164,003 |
| Supplies/C.A./Purchased Services | 122,133 | 306,336 | 3,595,876 | 3,447,330 | 4,933,363 | 4,819,698 | 4,968,323 |
| Fixed Charges | 9,102 | (39,413) | 53,136 | 20,156 | 23,264 | 23,264 | 0 |
| Capital Outlay | 0 | 12,876 | 82,341 | 39,707 | 0 | 0 | 0 |
| Grants, Contributions, Indemnity | 0 | 0 | (136,332) | (65,926) | 0 | 278,786 | 0 |
| Interdepartmental | (682,908) | (667,877) | (4,055,143) | (3,728,065) | (4,949,737) | (4,949,737) | (4,504,670) |
| Total Expenditures | \$ 763,043 | \$ 989,130 | \$ 1,195,918 | \$ 1,510,184 | \$ 2,001,032 | \$ 2,178,720 | \$ 2,627,656 |
| General Fund Support | \$ 731,768 | \$ 907,175 | \$ 1,176,528 | \$ 1,461,747 | \$ 2,001,032 | \$ 2,178,720 | \$ 2,627,656 |

Human Resources

Laura Leary

100 Third Street, Castle Rock, CO 80104

Division Description and Mission

Mission Statement:

- Stewardship of our Human Resources by honoring confidentiality, being honest, objective, proactive and responsive, and providing a supportive, knowledgeable sounding board to all who seek our assistance
- Strategic Focus by designing and implementing strategies that advance the County's vision and mission
- Service Excellence by providing quality, timely service that exceeds expectations and promotes an environment of education and learning
- Effective Communication by listening, learning and responding in a consistent manner to reach understanding and achieve effective solutions
- Collaborative Partnership by creating an environment of teamwork and collaboration for building effective working relationships
- Continuous Advancement by fostering innovation and advancing change efforts that lead to performance excellence

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 68,841 | \$ 95,842 | \$ 75,411 | \$ 54,481 | \$ 163,000 | \$ 163,500 | \$ 185,000 |
| Total Revenues | \$ 68,841 | \$ 95,842 | \$ 75,411 | \$ 54,481 | \$ 163,000 | \$ 163,500 | \$ 185,000 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 735,468 | \$ 827,559 | \$ 997,329 | \$ 1,054,148 | \$ 1,114,964 | \$ 1,294,864 | \$ 1,177,041 |
| Supplies/C.A./Purchased Services | 164,979 | 302,275 | 324,487 | 413,131 | 674,476 | 674,976 | 687,565 |
| Fixed Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Grants, Contributions, Indemnity | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interdepartmental | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 900,447 | \$ 1,129,834 | \$ 1,321,816 | \$ 1,467,279 | \$ 1,789,440 | \$ 1,969,840 | \$ 1,864,606 |
| General Fund Support | \$ 831,606 | \$ 1,033,992 | \$ 1,246,405 | \$ 1,412,798 | \$ 1,626,440 | \$ 1,806,340 | \$ 1,679,606 |

Human Services

Daniel Makelky

4400 Castleton Court, Castle Rock, CO 80109

Division Description and Mission

Our vision is an informed community that is safe, connected and thriving.

Mission Statement:

To engage and partner with our community to achieve safety and self-sufficiency. The values of the Department are:

- Integrity – the Department holds itself to honesty and ethical professionalism without compromise in all aspects of work
- Respect – the Department values, appreciates, and treats each person with dignity
- Accountability – the Department measures, evaluates and follows through. We do what we say
- Compassion – the Department establishes connections with others that motivate us to serve
- Innovation – the Department encourages creativity in continual improvement and progressive practices
- Collaboration – the Department approaches their work by engaging others to obtain effective and optimal outcomes

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | \$ 1,464,012 | \$ 1,481,791 | \$ 1,732,815 | \$ 1,777,445 | \$ 1,996,388 | \$ 1,996,388 | \$ 2,031,304 |
| Operating Transfer - General Fund | 1,430,034 | 1,872,126 | 2,625,626 | 2,578,130 | 2,071,865 | 2,071,865 | 958,876 |
| Program Revenues | 20,848,461 | 21,352,705 | 21,735,778 | 23,221,304 | 28,956,229 | 30,526,095 | 29,110,591 |
| Total Revenues | \$ 23,742,507 | \$ 24,706,622 | \$ 26,094,219 | \$ 27,576,879 | \$ 33,024,482 | \$ 34,594,348 | \$ 32,100,771 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 4,365,765 | \$ 5,338,948 | \$ 5,931,039 | \$ 6,749,930 | \$ 7,750,723 | \$ 8,088,521 | \$ 8,937,115 |
| Supplies/C.A./Purchased Services | 1,204,591 | 1,701,894 | 2,281,612 | 2,624,843 | 2,985,616 | 4,011,270 | 3,053,370 |
| Fixed Charges | 16,020 | 17,388 | 18,601 | 19,408 | 22,905 | 22,905 | 30,219 |
| Capital Outlay | 0 | 20,098 | 20,980 | 42,798 | 0 | 0 | 0 |
| Grants, Contributions, Indemnity | 15,958,767 | 15,014,450 | 14,293,684 | 14,625,413 | 19,509,180 | 19,835,380 | 19,618,918 |
| Interdepartmental | 2,135,732 | 2,794,619 | 3,847,098 | 3,753,866 | 3,046,861 | 3,046,861 | 1,410,108 |
| Interfund Transfer | 5,700 | 0 | 2,900 | 24,500 | 0 | 0 | 0 |
| Total Expenditures | \$ 23,686,575 | \$ 24,887,397 | \$ 26,395,914 | \$ 27,840,758 | \$ 33,315,285 | \$ 35,004,937 | \$ 33,049,730 |
| General Fund Support | \$ (55,932) | \$ 180,775 | \$ 301,695 | \$ 263,879 | \$ 290,803 | \$ 410,589 | \$ 948,959 |

Information Technology

John Huber

100 Third Street, Castle Rock, CO 80104

Division Description and Mission

Douglas County's Department of Information Technology plays an integral role in County operations by developing, integrating and maintaining innovative information systems and services. IT provides service to all Douglas County departments and offices, as well as selected services to local municipalities.

Services:

- Delivering on the promise of technology
- Balance IT Services with Organizational Needs and Funding Priorities
- Acquire, Retain and Develop Qualified Staff
- Protect County Data and Systems
- Extend Electronic Services
- Establish and Conform to Enterprise Technology Standards

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 138,926 | \$ 112,739 | \$ 368,247 | \$ 188,927 | \$ - | \$ - | \$ - |
| Total Revenues | \$ 138,926 | \$ 112,739 | \$ 368,247 | \$ 188,927 | \$ - | \$ - | \$ - |
| Expenditures: | | | | | | | |
| Personal Services | \$ 6,805,947 | \$ 7,523,553 | \$ 8,230,191 | \$ 7,971,777 | \$ 8,827,583 | \$ 8,854,110 | \$ 9,180,240 |
| Supplies/C.A./Purchased Services | 4,682,210 | 6,824,553 | 6,034,252 | 6,465,614 | 4,519,609 | 8,246,978 | 7,423,486 |
| Fixed Charges | 618 | 661 | 155 | 20 | 254 | 254 | 0 |
| Capital Outlay | 1,126,525 | 1,268,068 | 1,789,718 | 626,513 | 1,000,000 | 1,116,686 | 1,000,000 |
| Grants, Contributions, Indemnity | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interdepartmental | 79 | 307 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 12,615,379 | \$ 15,617,142 | \$ 16,054,316 | \$ 15,063,924 | \$ 14,347,446 | \$ 18,218,028 | \$ 17,603,726 |
| General Fund Support | \$ 12,476,453 | \$ 15,504,403 | \$ 15,686,069 | \$ 14,874,997 | \$ 14,347,446 | \$ 18,218,028 | \$ 17,603,726 |

Mental Health Initiative

Barbara Drake

100 Third Street, Castle Rock, CO 80104

Division Description and Mission

The Douglas County Mental Health Initiative (DCMHI) was formed in 2014 at the request of the County Commissioners to address unmet mental health needs in the County. Today, the Initiative is made up of forty community partners working to develop an integrated system of mental health care so that people in need don't fall through the cracks. The Community Response Teams (CRT) are a key program of the DCMHI. These co-responder teams pair law enforcement and mental health clinicians to respond to 911 and unit to unit calls, as well as, other referrals when mental health is the primary issue. The teams connect people with mental health services directly while avoiding the use of emergency departments and jail. Fire/EMS provides medical clearance when needed. Major CRT partners include Douglas County, Douglas County Sheriff's Office, Castle Rock Police and Fire/Rescue and South Metro Fire/Rescue, in cooperation with other municipal and district fire and police departments. The County and DCMHI also created the Mental Health Navigator and supports anti-stigma and community education efforts in partnership with DCMHI members. The collaborative effort to address complex community issues is one of the most valuable aspects of the DCMHI.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Total Revenues | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Expenditures: | | | | | | | |
| Personal Services | \$ - | \$ - | \$ 15,810 | \$ 89,074 | \$ 170,386 | \$ 170,386 | \$ 109,157 |
| Supplies/C.A./Purchased Services | 0 | 7,755 | 13,271 | 197,494 | 370,276 | 775,300 | 424,906 |
| Total Expenditures | \$ - | \$ 7,755 | \$ 29,081 | \$ 286,568 | \$ 540,662 | \$ 945,686 | \$ 534,063 |
| General Fund Support | \$ - | \$ 7,755 | \$ 29,081 | \$ 286,568 | \$ 540,662 | \$ 945,686 | \$ 534,063 |

Open Space and Natural Resources

Cheryl Matthews

100 Third Street, Castle Rock, CO 80104

Division Description and Mission

Mission:

Douglas County Division of Open Space and Natural Resources seeks to enhance the quality of life for residents by protecting wildlife habitat, natural resources, historic sites, scenic views and Douglas County's rural heritage while providing a wide range of compatible outdoor recreation and educational opportunities.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | \$ 9,328,395 | \$ 10,007,287 | \$ 10,294,437 | \$ 11,082,664 | \$ 11,588,985 | \$ 11,878,895 | \$ 12,419,860 |
| Intergovernmental | 0 | 0 | 0 | 0 | 0 | 3,500,000 | 3,500,000 |
| Miscellaneous | 0 | 0 | 0 | 0 | 0 | 1,250,000 | 1,250,000 |
| Earnings On Investment - Open Space Fund | 151,072 | 187,060 | 199,477 | 277,929 | 100,000 | 100,000 | 100,000 |
| Operating Transfer - Capital Replacement | 49,975 | 19,730 | 0 | 88,000 | 50,000 | 50,000 | 12,381 |
| Program Revenues | 161,813 | 174,218 | 101,712 | 48,420 | 25,000 | 25,000 | 25,000 |
| Total Revenues | \$ 9,691,255 | \$ 10,388,295 | \$ 10,595,626 | \$ 11,497,013 | \$ 11,763,985 | \$ 16,803,895 | \$ 17,307,241 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 996,917 | \$ 912,882 | \$ 946,833 | \$ 955,569 | \$ 1,003,988 | \$ 1,003,988 | \$ 1,089,169 |
| Supplies/C.A./Purchased Services | 561,390 | 441,184 | 638,719 | 717,627 | 941,498 | 1,017,302 | 1,281,498 |
| Building Materials | 684 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fixed Charges | 72,263 | 65,469 | 86,455 | 109,773 | 111,094 | 111,094 | 156,589 |
| Grants, Contributions, Ideminities | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Intergovernmental | 1,287,742 | 1,401,872 | 1,469,820 | 1,616,454 | 1,667,900 | 1,857,900 | 1,794,700 |
| Interdepartmental | 11,094 | 7,015 | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 1,397,796 | 465,187 | 3,010,340 | 318,484 | 541,500 | 20,321,865 | 1,016,500 |
| Contingencies & Reserves | 0 | 0 | 0 | 0 | 150,000 | 150,000 | 150,000 |
| Total Expenditures | \$ 4,327,886 | \$ 3,293,609 | \$ 6,152,167 | \$ 3,717,907 | \$ 4,415,980 | \$ 24,462,149 | \$ 5,488,456 |
| General Fund Support | \$ 246,004 | \$ 219,017 | \$ 206,518 | \$ 227,074 | \$ 361,491 | \$ 364,393 | \$ 356,865 |

Other Governmental Services

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes-Developmental Disabilities | \$ 4,633,105 | \$ 4,753,800 | \$ 5,546,440 | \$ 5,689,603 | \$ 6,317,681 | \$ 6,317,681 | \$ 6,428,189 |
| Program Revenues | 669,714 | 516,295 | 604,941 | 776,097 | 300,000 | 300,000 | 300,000 |
| Total Revenues | \$ 5,302,819 | \$ 5,270,095 | \$ 6,151,381 | \$ 6,465,700 | \$ 6,617,681 | \$ 6,617,681 | \$ 6,728,189 |
| Expenditures: | | | | | | | |
| Animal Control | \$ 117,421 | \$ 104,816 | \$ 93,283 | \$ 101,489 | \$ 150,000 | \$ 150,000 | \$ 150,000 |
| Soil Conservation District | 56,500 | 56,500 | 56,500 | 56,500 | 56,500 | 56,500 | 56,500 |
| Colorado State University Extension | 275,316 | 312,804 | 256,568 | 221,643 | 427,129 | 427,129 | 484,100 |
| Developmental Disabilities | 4,680,494 | 4,788,319 | 5,377,533 | 5,623,880 | 6,317,681 | 6,599,442 | 6,428,189 |
| District Attorney | 6,153,939 | 6,624,600 | 7,055,394 | 7,286,222 | 7,462,442 | 7,462,442 | 7,888,504 |
| Juvenile Assessment Center | 91,691 | 92,403 | 98,856 | 101,589 | 104,676 | 104,676 | 105,158 |
| Housing Authority | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 | 60,000 |
| Other Regional Boards | 134,553 | 132,553 | 139,678 | 172,425 | 189,300 | 189,300 | 189,300 |
| Philip Miller Grant | 395,366 | 229,263 | 277,600 | 243,929 | 300,000 | 351,071 | 300,000 |
| Tri-County Health | 1,968,948 | 2,006,688 | 2,104,227 | 2,215,429 | 2,291,252 | 2,291,252 | 2,367,339 |
| Vehicle Replacement (General Fund) | 509,461 | 570,805 | 853,256 | 2,329,075 | 693,000 | 1,196,271 | 1,025,000 |
| Other General Fund Admin | 130,433 | 1,095,304 | 2,357,034 | 684,455 | 575,254 | 138,531 | 2,782,835 |
| Water Initiatives | 4,939,481 | 206,994 | 142,859 | 100,803 | 100,916 | 590,343 | 100,916 |
| Total Expenditures | \$ 19,513,603 | \$ 16,281,049 | \$ 18,872,788 | \$ 19,197,439 | \$ 18,728,150 | \$ 19,616,957 | \$ 21,937,841 |
| General Fund Support | \$ 14,210,784 | \$ 11,010,954 | \$ 12,721,407 | \$ 12,731,739 | \$ 12,110,469 | \$ 12,999,276 | \$ 15,209,652 |

Parks, Trails and Building Grounds

Terence Quinn

9651 S. Quebec Street, Littleton, CO 80130

Division Description and Mission

Mission:

To provide an ever- evolving organization that creates, maintains and improves a safe and high quality regional park, trail and building grounds system for public use.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 442,144 | \$ 450,025 | \$ 460,598 | \$ 524,138 | \$ 460,000 | \$ 460,000 | \$ 575,000 |
| Total Revenues | \$ 442,144 | \$ 450,025 | \$ 460,598 | \$ 524,138 | \$ 460,000 | \$ 460,000 | \$ 575,000 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 1,614,283 | \$ 1,677,111 | \$ 1,768,476 | \$ 1,942,924 | \$ 2,214,748 | \$ 2,214,748 | \$ 2,296,996 |
| Supplies/C.A./Purchased Services | 256,845 | 232,780 | 242,576 | 220,647 | 274,100 | 274,100 | 274,100 |
| Fixed Charges | 440,871 | 598,682 | 547,631 | 531,715 | 710,157 | 710,157 | 692,870 |
| Interdepartmental | 26,744 | 21,093 | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 749 | 0 | 0 | 0 |
| Total Expenditures | \$ 2,338,743 | \$ 2,529,666 | \$ 2,558,683 | \$ 2,696,035 | \$ 3,199,005 | \$ 3,199,005 | \$ 3,263,966 |
| General Fund Support | \$ 1,896,599 | \$ 2,079,641 | \$ 2,098,085 | \$ 2,171,897 | \$ 2,739,005 | \$ 2,739,005 | \$ 2,688,966 |

Public Works Engineering

Janet Herman

100 Third Street, Castle Rock, CO 80104

Division Description and Mission

The Department of Public Works Engineering works in accordance with sound engineering principles and practices providing oversight, design, construction, operation, maintenance, and implementation of infrastructure and program needs for Douglas County in compliance with adopted criteria, policies, and procedures. This included review and approval of construction plans and reports for new development of subdivisions and commercial site plans, as well as all capital improvement projects. All road construction and grading permits (excluding building permits) are issued by Public Works Engineering. In addition, all inspection of the construction of public infrastructure is performed by the Department of Public Works Engineering.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Property Taxes - Road & Bridge Fund | \$ 3,344,330 | \$ 3,443,950 | \$ 4,108,260 | \$ 4,006,056 | \$ 4,838,569 | \$ 4,988,271 | \$ 5,026,063 |
| Program Revenues | 357,033 | 326,803 | 405,555 | 384,307 | 301,500 | 301,500 | 301,500 |
| Operating Transfer Road S & U Tax | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Total Revenues | \$ 4,201,363 | \$ 4,270,753 | \$ 5,013,815 | \$ 4,890,363 | \$ 5,640,069 | \$ 5,789,771 | \$ 5,827,563 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 6,741,949 | \$ 7,264,792 | \$ 7,630,611 | \$ 8,076,198 | \$ 8,496,101 | \$ 8,505,366 | \$ 8,537,146 |
| Supplies/C.A./Purchased Services | 910,246 | 830,896 | 1,082,861 | 1,245,691 | 1,722,720 | 2,146,219 | 2,009,602 |
| Building Materials | 344,572 | 400,476 | 408,391 | 332,347 | 429,790 | 423,577 | 429,790 |
| Fixed Charges | 190,121 | 120,359 | 232,348 | 251,795 | 268,284 | 268,284 | 283,050 |
| Grants, Contributions, Ideminities | 65,500 | 75,000 | 0 | 0 | 0 | 0 | 0 |
| Intergovernmental | 8,100 | 4,395 | 4,050 | 53,373 | 162,000 | 162,000 | 162,000 |
| Interdepartmental | 31,286 | 36,072 | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 18,165 | 124,480 | 105,208 | 205,000 | 269,404 | 70,000 |
| Major Maintenance & Repairs | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 8,291,774 | \$ 8,750,155 | \$ 9,482,741 | \$ 10,064,612 | \$ 11,283,895 | \$ 11,774,850 | \$ 11,491,588 |
| General Fund Support | \$ 4,090,411 | \$ 4,479,402 | \$ 4,468,926 | \$ 5,174,249 | \$ 5,643,826 | \$ 5,985,079 | \$ 5,664,025 |

Public Works Operations

Rod Meredith

3030 North Industrial Way, Castle Rock, CO 80109

Division Description and Mission

Road and Bridge currently maintains and repairs 1,745 lane miles of paved roadways and 599 lane miles of gravel roadways in unincorporated Douglas County. Additional mileage is added annually as new roads are accepted. The Road and Bridge section consists of 4 geographical maintenance districts, as well as a special projects district, providing drainage and concrete maintenance. During snow and ice removal operations, Road and Bridge resources are deployed into 5 geographical districts.

Mission Statement:

The Public Works Operations team is dedicated to proficiently maintaining our County road and drainage system infrastructure, controlling noxious weeds countywide, and providing quality services for the economic benefit and safety of our community while efficiently utilizing and preserving County resources.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Property Taxes - Road & Bridge | \$ 7,557,893 | \$ 10,157,692 | \$ 15,210,809 | \$ - | \$ 9,919,697 | \$ 14,359,571 | \$ 7,797,496 |
| Specific Ownership Tax | 8,319,516 | 8,971,649 | 10,059,439 | 9,214,364 | 13,310,000 | 13,310,000 | 14,641,000 |
| Earnings on Investment | 584 | 925 | 3,048 | 5,985 | 0 | 0 | 0 |
| Program Revenues | 1,208,419 | 1,598,530 | 1,333,001 | 1,503,611 | 1,008,018 | 1,008,018 | 873,000 |
| Other Financing Sources | 3,806,876 | 2,059,519 | 900,000 | 6,000,000 | 0 | 0 | 0 |
| Total Revenues | \$ 20,893,288 | \$ 22,788,315 | \$ 27,506,297 | \$ 16,723,960 | \$ 24,237,715 | \$ 28,677,589 | \$ 23,311,496 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 5,914,243 | \$ 6,143,247 | \$ 6,025,148 | \$ 6,616,684 | \$ 7,411,802 | \$ 7,411,802 | \$ 7,617,214 |
| Supplies/C.A./Purchased Services | 559,312 | 646,080 | 824,797 | 831,537 | 893,926 | 857,568 | 953,926 |
| Building Materials | 4,359,133 | 4,678,029 | 4,380,485 | 4,191,347 | 5,110,559 | 5,110,559 | 4,972,541 |
| Fixed Charges | 3,030,658 | 2,799,392 | 3,341,149 | 2,791,022 | 3,721,428 | 3,721,428 | 3,515,815 |
| Capital Outlay | 2,467,950 | 3,001,858 | 2,577,106 | 2,475,244 | 4,000,000 | 8,476,232 | 5,045,000 |
| Major Maintenance & Repair | 0 | 173,709 | 81,371 | 1,590 | 0 | 0 | 0 |
| Grants, Contributions, Indemnity | 390,779 | (693,543) | (723,760) | (183,464) | 100,000 | 100,000 | 100,000 |
| Interdepartmental | 364,337 | 364,543 | 0 | 0 | 0 | 0 | 0 |
| Contingencies & Reserves | 0 | 0 | 0 | 0 | 1,000,000 | 1,000,000 | 1,000,000 |
| Operating Transfers | 3,806,876 | 5,675,000 | 11,000,000 | 0 | 2,000,000 | 2,000,000 | 107,000 |
| Total Expenditures | \$ 20,893,288 | \$ 22,788,315 | \$ 27,506,297 | \$ 16,723,960 | \$ 24,237,715 | \$ 28,677,589 | \$ 23,311,496 |
| General Fund Support | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |

*Current Budget Summary does not include Sharebacks of \$6,190,326

Rocky Mountain High Intensity Drug Trafficking Area

Thomas Gorman

Division Description and Mission

To support the national drug control strategy of reducing drug use. Specifically, the Rocky Mountain HIDTA's ultimate mission is to facilitate cooperation and coordination among federal, state and local drug enforcement efforts to enhance combating the drug trafficking problem locally, regionally and nationally. This mission is accomplished through intelligence driven joint multi-agency collocated drug task forces sharing information and working cooperatively with other drug enforcement initiatives including interdiction. The aim is to:

- Reduce drug availability by eliminating or disrupting drug trafficking organizations
- Improve the efficiency and effectiveness of law enforcement organizations in their efforts with HIDTA

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 2,005,841 | \$ 2,019,521 | \$ 2,017,559 | \$ 2,158,632 | \$ 2,305,238 | \$ 3,391,907 | \$ 2,193,198 |
| Total Revenues | \$ 2,005,841 | \$ 2,019,521 | \$ 2,017,559 | \$ 2,158,632 | \$ 2,305,238 | \$ 3,391,907 | \$ 2,193,198 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 312,279 | \$ 336,196 | \$ 224,276 | \$ 228,697 | \$ 227,898 | \$ 227,898 | \$ 238,386 |
| Supplies/C.A./Purchased Services | 1,307,334 | 1,357,073 | 1,519,771 | 1,574,715 | 1,875,945 | 1,891,837 | 1,637,395 |
| Fixed Charges | 161,323 | 101,750 | 143,017 | 160,260 | 176,495 | 176,495 | 106,877 |
| Capital Outlay | 16,539 | 11,194 | 111,987 | 26,673 | 0 | 0 | 0 |
| Grants, Contributions, Indemnity | 186,373 | 193,344 | 0 | 148,843 | 0 | 0 | 209,640 |
| Interdepartmental | 21,993 | 20,183 | 18,508 | 19,444 | 24,900 | 24,900 | 900 |
| Contingencies | 0 | 0 | 0 | 0 | 0 | 1,070,777 | 0 |
| Total Expenditures | \$ 2,005,841 | \$ 2,019,740 | \$ 2,017,559 | \$ 2,158,632 | \$ 2,305,238 | \$ 3,391,907 | \$ 2,193,198 |
| General Fund Support | \$ - | \$ 219 | \$ - | \$ - | \$ - | \$ - | \$ - |

Sheriff

Tony Spurlock

4000 Justice Way, Castle Rock, CO 80109

Division Description and Mission

The Sheriff is responsible for the civil, court security, detentions, and emergency management functions for all of Douglas County as well as dispatch, law enforcement response, and criminal investigations for unincorporated areas within Douglas County and provides contract police services to the City of Castle Pines and the Town of Larkspur.

Our Vision: DEDICATED TO SERVE

Mission Statement: To provide professional SERVICE through EXCELLENCE in our devotion to duty, personal integrity, collaboration, and community partnerships.

Values: Judgment, Unity, Skill, Trust, Ingenuity, Courage, Empowerment

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Property Taxes - LEA | \$ 12,698,648 | \$ 12,919,033 | \$ 14,869,244 | \$ 15,263,753 | \$ 16,657,021 | \$ 16,657,021 | \$ 16,602,815 |
| Specific Ownership Taxes - LEA | 1,148,696 | 1,247,801 | 1,379,164 | 1,665,915 | 1,836,000 | 1,836,000 | 1,982,900 |
| Earnings on Investments - LEA | 213,960 | 231,781 | 246,131 | 263,633 | 233,000 | 233,000 | 233,000 |
| Program Revenues | 4,841,533 | 5,753,333 | 6,374,076 | 7,226,144 | 4,905,421 | 5,744,048 | 5,283,525 |
| Transfers from Justice Center Sales & Use Tax | 10,612,615 | 11,217,706 | 12,456,005 | 14,644,692 | 15,583,478 | 15,583,478 | 17,701,994 |
| Total Revenues | \$ 29,515,452 | \$ 31,369,654 | \$ 35,324,620 | \$ 39,064,137 | \$ 39,214,920 | \$ 40,053,547 | \$ 41,804,234 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 40,906,150 | \$ 43,021,994 | \$ 45,923,756 | \$ 49,427,877 | \$ 50,679,540 | \$ 52,583,424 | \$ 54,519,871 |
| Supplies/C.A./Purchased Services | 5,127,948 | 5,660,995 | 6,761,078 | 7,132,773 | 7,207,200 | 8,354,085 | 8,493,450 |
| Fixed Charges | 1,339,524 | 1,134,143 | 1,465,549 | 1,707,578 | 2,175,543 | 2,185,543 | 2,546,568 |
| Capital Outlay | 1,131,851 | 1,012,808 | 1,320,493 | 1,703,100 | 2,280,700 | 2,588,598 | 2,516,100 |
| Grants, Contributions, Indemnity | 93,227 | 61,772 | 115,574 | 83,418 | 64,900 | 83,497 | 106,200 |
| Intergovernmental | 87,169 | 92,464 | 82,369 | 86,701 | 103,190 | 103,190 | 103,200 |
| Interdepartmental | 200,338 | 186,125 | 0 | 0 | 23,500 | 23,500 | 0 |
| Contingencies | 0 | 0 | 0 | 0 | 250,000 | 181,287 | 250,000 |
| Total Expenditures | \$ 48,886,207 | \$ 51,170,301 | \$ 55,668,819 | \$ 60,141,447 | \$ 62,784,573 | \$ 66,103,124 | \$ 68,535,389 |
| General Fund Support | \$ 19,370,755 | \$ 19,800,647 | \$ 20,344,199 | \$ 21,077,310 | \$ 23,569,653 | \$ 26,049,577 | \$ 26,731,155 |

Solid Waste Disposal

Terence Quinn

100 Third Street, Castle Rock, CO 80104

Division Description and Mission

The County operates two residential trash transfer sites as an alternative to curbside residential trash pickup in rural areas of Douglas County. Additionally, there is a landfill that accepts “non-putrescible” solid waste, such as construction and demolition debris, inert materials, and freon-free appliances. Recycling is also offered for plastic, aluminum and cardboard.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 47,928 | \$ 72,952 | \$ 88,460 | \$ 76,729 | \$ 48,500 | \$ 48,500 | \$ 65,000 |
| Total Revenues | \$ 47,928 | \$ 72,952 | \$ 88,460 | \$ 76,729 | \$ 48,500 | \$ 48,500 | \$ 65,000 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 12,159 | \$ 11,418 | \$ 12,262 | \$ 13,024 | \$ 15,348 | \$ 15,348 | \$ 15,938 |
| Supplies/C.A./Purchased Services | 60,563 | 67,262 | 77,237 | 49,645 | 112,800 | 112,800 | 126,300 |
| Fixed Charges | 11,999 | 10,350 | 37,209 | 67,263 | 3,500 | 3,500 | 5,000 |
| Total Expenditures | \$ 84,721 | \$ 89,030 | \$ 126,708 | \$ 129,932 | \$ 131,648 | \$ 131,648 | \$ 147,238 |
| General Fund Support | \$ 36,793 | \$ 16,078 | \$ 38,248 | \$ 53,202 | \$ 83,148 | \$ 83,148 | \$ 82,238 |

Surveyor

Robert Snodgrass

Division Description and Mission

The Surveyor is an elected position that represents the County in boundary disputes.

Budget Summary

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 1,140 | \$ 1,240 | \$ 1,060 | \$ 970 | \$ - | \$ - | \$ - |
| Total Revenues | \$ 1,140 | \$ 1,240 | \$ 1,060 | \$ 970 | \$ - | \$ - | \$ - |
| Expenditures: | | | | | | | |
| Personal Services | \$ 5,886 | \$ 5,974 | \$ 5,931 | \$ 5,948 | \$ 5,946 | \$ 5,946 | \$ 8,037 |
| Supplies/C.A./Purchased Services | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fixed Charges | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Capital Outlay | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Grants, Contributions, Indemnity | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Interdepartmental | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 5,886 | \$ 5,974 | \$ 5,931 | \$ 5,948 | \$ 5,946 | \$ 5,946 | \$ 8,037 |
| General Fund Support | \$ 4,746 | \$ 4,734 | \$ 4,871 | \$ 4,978 | \$ 5,946 | \$ 5,946 | \$ 8,037 |

Treasurer

Dave Gill

100 Third Street, Castle Rock, CO 80104

Division Description and Mission

The Treasurer's office bills and collects property taxes, based on assessed valuations provided by the Douglas County Assessor and mill levies set by approximately 285 taxing authorities (County, School District, Municipalities and Special Districts). Collected taxes and special assessments are then apportioned and disbursed to the various taxing authorities. We offer an on-line sale of tax liens, process abatements, and monitor bankruptcy proceedings.

We manage the County's investment portfolio in accordance with Colorado State Statutes and the Douglas County Investment Policy with the focus being first safety and liquidity and second yield. We deposit all other revenues collected within the County (except for a few accounts managed by the Sheriff's department) and act as the banker for the County.

Mission Statement:

We are committed to:

- Timely and accurate collection and disbursement of tax to fund government services
- Ensuring fiduciary responsibility of funds entrusted to our care
- Quality service in a timely, proficient manner
- Recognizing, encouraging, educating and valuing our employees
- Building professional relationships
- Managing growth responsibly through current technology

Budget Summary

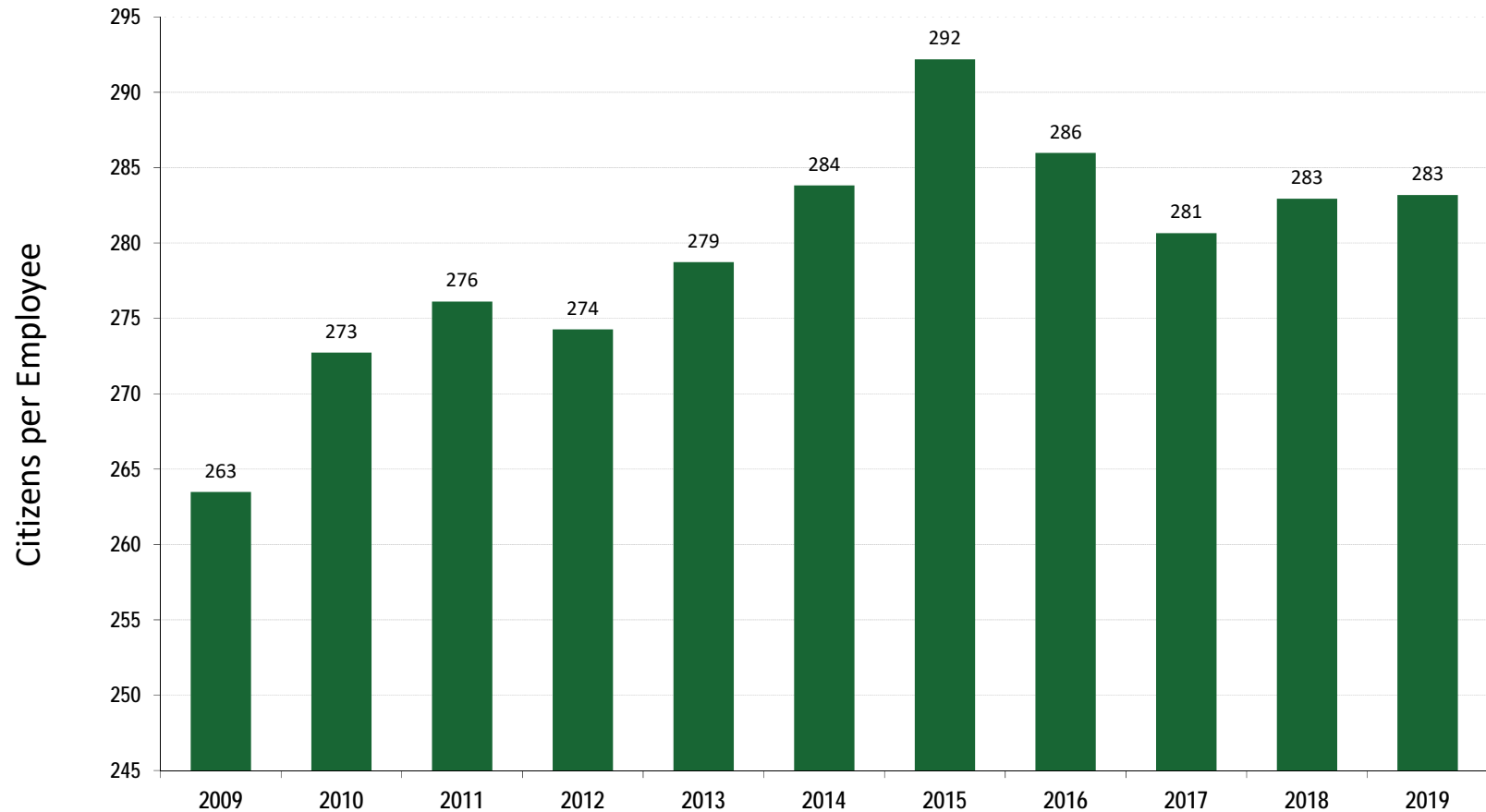
| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Revenues: | | | | | | | |
| Taxes | | | | | | | |
| Program Revenues | \$ 4,723,417 | \$ 4,902,932 | \$ 5,483,109 | \$ 5,565,266 | \$ 6,157,100 | \$ 6,157,100 | \$ 6,297,000 |
| Total Revenues | \$ 4,723,417 | \$ 4,902,932 | \$ 5,483,109 | \$ 5,565,266 | \$ 6,157,100 | \$ 6,157,100 | \$ 6,297,000 |
| Expenditures: | | | | | | | |
| Personal Services | \$ 829,243 | \$ 810,418 | \$ 793,338 | \$ 770,421 | \$ 793,983 | \$ 793,983 | \$ 847,239 |
| Supplies/C.A./Purchased Services | 140,570 | 182,843 | 143,101 | 206,011 | 267,030 | 268,096 | 267,030 |
| Fixed Charges | 830 | 517 | 3,607 | 4,195 | 615 | 615 | 330 |
| Grants, Contributions, Idemnities | 312 | 2,286 | 1,214 | 581 | 8,000 | 8,000 | 8,000 |
| Interdepartmental | 267 | 82 | 0 | 0 | 0 | 0 | 0 |
| Total Expenditures | \$ 971,222 | \$ 996,146 | \$ 941,260 | \$ 981,208 | \$ 1,069,628 | \$ 1,070,694 | \$ 1,122,599 |
| General Fund Support | \$ (3,752,195) | \$ (3,906,786) | \$ (4,541,849) | \$ (4,584,058) | \$ (5,087,472) | \$ (5,086,406) | \$ (5,174,401) |





Staffing

DOUGLAS COUNTY GOVERNMENT CITIZENS SERVED PER EMPLOYEE



| | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
|---------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| County Population * | 290,311 | 293,521 | 288,430 | 291,083 | 295,689 | 302,464 | 320,000 | 328,000 | 336,000 | 346,000 | 356,000 |
| Total Full-Time Employees | 1101.85 | 1076.25 | 1044.60 | 1061.35 | 1060.85 | 1065.70 | 1095.20 | 1146.95 | 1197.20 | 1222.90 | 1257.15 |
| Citizens per Employee | 263 | 273 | 276 | 274 | 279 | 284 | 292 | 286 | 281 | 283 | 283 |

* County population prepared by Douglas County Community Development (2018)

2019 Recommended Staffing

| FTES SUMMARY | | | 2018 Adopted FTEs | | | | 2018 Transfers | | | 2018 New FTEs Additions/Changes | | | |
|-------------------------------------|------|-----------------------------|-------------------|----------|------------|-------|----------------|----------|-------|---------------------------------|----------|------------|-------|
| Div | Fund | Department/Division | Reg | LB Temps | Over-Hires | Total | Reg | LB Temps | Total | Reg | LB Temps | Over-Hires | Total |
| ASSESSOR | | | | | | | | | | | | | |
| 14100 | 100 | Assessor | 45.00 | 2.00 | 0.00 | 47.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Assessor | | | 45.00 | 2.00 | 0.00 | 47.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | | | | | | | | | |
| BOARD OF COUNTY COMMISSIONERS | | | | | | | | | | | | | |
| 11100 | 100 | Office of The Board | 3.00 | 0.00 | 0.00 | 3.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Board of County Commissioners | | | 3.00 | 0.00 | 0.00 | 3.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | | | | | | | | | |
| BUDGET | | | | | | | | | | | | | |
| 15300 | 100 | Budget | 7.00 | 0.00 | 0.00 | 7.00 | 0.25 | 0.00 | 0.25 | 0.25 | 0.00 | 0.00 | 0.25 |
| Total Budget | | | 7.00 | 0.00 | 0.00 | 7.00 | 0.25 | 0.00 | 0.25 | 0.25 | 0.00 | 0.00 | 0.25 |
| | | | | | | | | | | | | | |
| CLERK AND RECORDER | | | | | | | | | | | | | |
| 12100 | 100 | Clerk Administration | 7.75 | 0.00 | 0.00 | 7.75 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 12200 | 100 | Recording | 11.00 | 2.00 | 0.00 | 13.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 12400 | 100 | Motor Vehicle | 44.00 | 8.00 | 5.00 | 57.00 | 0.00 | -2.00 | -2.00 | 0.00 | 0.00 | -2.00 | -2.00 |
| 12500 | 100 | Elections & Registration | 11.75 | 0.00 | 0.00 | 11.75 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 12600 | 100 | Driver's License Office | 4.00 | 0.00 | 0.00 | 4.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| Total Clerk And Recorder | | | 78.50 | 10.00 | 5.00 | 93.50 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | -1.00 | -1.00 |
| | | | | | | | | | | | | | |
| COMMUNITY DEVELOPMENT | | | | | | | | | | | | | |
| 16100 | 100 | Planning Administration | 3.00 | 0.00 | 0.00 | 3.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 16200 | 100 | Planning & Zoning Services | 33.00 | 0.00 | 0.00 | 33.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 51100 | 100 | Park Maintenance | 22.00 | 0.00 | 0.00 | 22.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 55400 | 100 | Historic Preservation | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 65500 | 100 | Economic Develop.Srvcs. | 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 861541 | 100 | 5310 CDOT Mobility Mgmt. Gt | 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Community Development | | | 60.00 | 0.00 | 0.00 | 60.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | | | | | | | | | |
| COMMUNITY JUSTICE SERVICES | | | | | | | | | | | | | |
| 19700 | 100 | Community Justice Services | 16.50 | 1.00 | 0.00 | 17.50 | -0.25 | 0.00 | -0.25 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Community Justice Svc | | | 16.50 | 1.00 | 0.00 | 17.50 | -0.25 | 0.00 | -0.25 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | | | | | | | | | |
| CORONER | | | | | | | | | | | | | |
| 23100 | 100 | Coroner | 9.00 | 0.00 | 0.00 | 9.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Coroner | | | 9.00 | 0.00 | 0.00 | 9.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

2019 Recommended Staffing

| 2018 Ending FTEs | | | | 2019 New FTEs/Changes | | | | 2019 Recommendation FTEs | | | | | |
|------------------|--------------|-------------|--------------|-----------------------|-------------|-------------|--------------|--------------------------|-------------|-------------|--------------|-----------------------------|------|
| Reg | LB Temps | Over-Hires | Total | Reg | LB Temps | Over-Hires | Total | Reg | LB Temps | Over-Hires | Total | Div | Fund |
| | | | | | | | | | | | | ASSESSOR | |
| 45.00 | 2.00 | 0.00 | 47.00 | 0.00 | 2.00 | 0.00 | 2.00 | 45.00 | 2.00 | 2.00 | 49.00 | 14100 | 100 |
| 45.00 | 2.00 | 0.00 | 47.00 | 0.00 | 2.00 | 0.00 | 2.00 | 45.00 | 2.00 | 2.00 | 49.00 | Total Assessor | |
| | | | | | | | | | | | | BOCC | |
| 3.00 | 0.00 | 0.00 | 3.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3.00 | 0.00 | 0.00 | 3.00 | 11100 | 100 |
| 3.00 | 0.00 | 0.00 | 3.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3.00 | 0.00 | 0.00 | 3.00 | Total BOCC | |
| | | | | | | | | | | | | BUDGET | |
| 7.50 | 0.00 | 0.00 | 7.50 | 0.00 | 0.00 | 0.00 | 0.00 | 7.50 | 0.00 | 0.00 | 7.50 | 15300 | 100 |
| 7.50 | 0.00 | 0.00 | 7.50 | 0.00 | 0.00 | 0.00 | 0.00 | 7.50 | 0.00 | 0.00 | 7.50 | Total Budget | |
| | | | | | | | | | | | | CLERK & RECORDER | |
| 7.75 | 0.00 | 0.00 | 7.75 | 0.00 | 0.00 | 0.00 | 0.00 | 7.75 | 0.00 | 0.00 | 7.75 | 12100 | 100 |
| 11.00 | 3.00 | 0.00 | 14.00 | 0.00 | 3.00 | 0.00 | 3.00 | 11.00 | 3.00 | 0.00 | 14.00 | 12200 | 100 |
| 44.00 | 6.00 | 3.00 | 53.00 | 9.00 | 0.00 | 0.00 | 9.00 | 53.00 | 0.00 | 3.00 | 56.00 | 12400 | 100 |
| 11.75 | 0.00 | 0.00 | 11.75 | 0.00 | 0.00 | 0.00 | 0.00 | 11.75 | 0.00 | 0.00 | 11.75 | 12500 | 100 |
| 4.00 | 1.00 | 1.00 | 6.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4.00 | 0.00 | 1.00 | 5.00 | 12600 | 100 |
| 78.50 | 10.00 | 4.00 | 92.50 | 9.00 | 3.00 | 0.00 | 12.00 | 87.50 | 3.00 | 4.00 | 94.50 | Total C&R | |
| | | | | | | | | | | | | COMM. DEVELOP. | |
| 3.00 | 0.00 | 0.00 | 3.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3.00 | 0.00 | 0.00 | 3.00 | 16100 | 100 |
| 33.00 | 0.00 | 0.00 | 33.00 | 0.00 | 0.00 | 0.00 | 0.00 | 33.00 | 0.00 | 0.00 | 33.00 | 16200 | 100 |
| 22.00 | 0.00 | 0.00 | 22.00 | 0.00 | 0.00 | 0.00 | 0.00 | 22.00 | 0.00 | 0.00 | 22.00 | 51100 | 100 |
| 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 1.00 | 55400 | 100 |
| 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 1.00 | 65500 | 100 |
| 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 1.00 | 861549 | 100 |
| 60.00 | 0.00 | 0.00 | 60.00 | 1.00 | 0.00 | 0.00 | 1.00 | 61.00 | 0.00 | 0.00 | 61.00 | Total Comm Dev | |
| | | | | | | | | | | | | CJS | |
| 16.25 | 1.00 | 0.00 | 17.25 | 0.00 | 1.00 | 0.00 | 1.00 | 16.25 | 1.00 | 0.00 | 17.25 | 19700 | 100 |
| 16.25 | 1.00 | 0.00 | 17.25 | 0.00 | 1.00 | 0.00 | 1.00 | 16.25 | 1.00 | 0.00 | 17.25 | Total CJS | |
| | | | | | | | | | | | | CORONER | |
| 9.00 | 0.00 | 0.00 | 9.00 | 0.00 | 0.00 | 0.00 | 0.00 | 9.00 | 0.00 | 0.00 | 9.00 | 23100 | 100 |
| 9.00 | 0.00 | 0.00 | 9.00 | 0.00 | 0.00 | 0.00 | 0.00 | 9.00 | 0.00 | 0.00 | 9.00 | Total Coroner | |

2019 Recommended Staffing

| FTES SUMMARY | | | 2018 Adopted FTEs | | | | 2018 Transfers | | | 2018 New FTEs Additions/Changes | | | |
|-----------------------------|------|---------------------------------|-------------------|----------|------------|-------|----------------|----------|-------|---------------------------------|----------|------------|-------|
| Div | Fund | Department/Division | Reg | LB Temps | Over-Hires | Total | Reg | LB Temps | Total | Reg | LB Temps | Over-Hires | Total |
| COUNTY ADMINISTRATION | | | | | | | | | | | | | |
| 11400 | 100 | County Administration | 6.75 | 0.00 | 0.00 | 6.75 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 11500 | 100 | Risk Management | 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 11900 | 100 | Central Services | 2.00 | 0.00 | 0.00 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 19250 | 100 | Youth Services Program Mgmt. | 3.00 | 1.00 | 0.00 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 41400 | 100 | Veterans Services | 0.50 | 0.00 | 0.00 | 0.50 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 802014 | 100 | Mental Health Initiative | 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 802015 | 100 | Juvenile Justice Services/1451 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total County Administration | | | 14.25 | 1.00 | 0.00 | 15.25 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| COUNTY ATTORNEY | | | | | | | | | | | | | |
| 11200 | 100 | County Attorney | 14.00 | 0.00 | 0.00 | 14.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total County Attorney | | | 14.00 | 0.00 | 0.00 | 14.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| FACILITIES | | | | | | | | | | | | | |
| 19100 | 100 | Facilities Administration | 4.75 | 0.00 | 0.00 | 4.75 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 19125 | 100 | Facilities Management | 22.00 | 0.00 | 0.00 | 22.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 19150 | 100 | Justice Center Fac. Mgmt. | 19.00 | 0.00 | 0.00 | 19.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 19175 | 100 | Highlands Ranch Substation Fac. | 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 19180 | 100 | Forensic Crime Lab Fac. Mgmt. | 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 19910 | 100 | Fleet Maintenance | 22.00 | 0.00 | 0.00 | 22.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| 55100 | 100 | CSU Extension | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 55200 | 100 | Fairgrounds Operations | 8.00 | 0.00 | 0.00 | 8.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 55250 | 100 | County Fair | 2.00 | 0.00 | 0.00 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Facilities | | | 79.75 | 0.00 | 0.00 | 79.75 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 1.00 |
| FINANCE | | | | | | | | | | | | | |
| 15100 | 100 | Finance Administration | 1.00 | 0.00 | 0.00 | 1.00 | 9.00 | 0.00 | 9.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 15200 | 100 | Accounting | 5.00 | 0.00 | 0.00 | 5.00 | -5.00 | 0.00 | -5.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 15400 | 100 | Payroll | 2.00 | 0.00 | 0.00 | 2.00 | -2.00 | 0.00 | -2.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 15600 | 100 | Purchasing | 2.00 | 0.00 | 0.00 | 2.00 | -2.00 | 0.00 | -2.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 11500 | 100 | Risk Management | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Finance | | | 10.00 | 0.00 | 0.00 | 10.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| HUMAN RESOURCES | | | | | | | | | | | | | |
| 17100 | 100 | Human Resources | 9.75 | 0.00 | 0.00 | 9.75 | 0.00 | 0.00 | 0.00 | 0.25 | 0.00 | 0.00 | 0.25 |
| Total Human Resouces | | | 9.75 | 0.00 | 0.00 | 9.75 | 0.00 | 0.00 | 0.00 | 0.25 | 0.00 | 0.00 | 0.25 |

2019 Recommended Staffing

| 2018 Ending FTEs | | | | 2019 New FTEs/Changes | | | | 2019 Recommendation FTEs | | | | | |
|------------------|----------|------------|-------|-----------------------|----------|------------|-------|--------------------------|----------|------------|-------|---------------------------|------|
| Reg | LB Temps | Over-Hires | Total | Reg | LB Temps | Over-Hires | Total | Reg | LB Temps | Over-Hires | Total | Div | Fund |
| 6.75 | 0.00 | 0.00 | 6.75 | 0.00 | 0.00 | 0.00 | 0.00 | 6.75 | 0.00 | 0.00 | 6.75 | CTY ADMIN. | |
| 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 1.00 | 11400 | 100 |
| 2.00 | 0.00 | 0.00 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 | 0.00 | 0.00 | 2.00 | 11500 | 100 |
| 3.00 | 1.00 | 0.00 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3.00 | 0.00 | 0.00 | 3.00 | 11900 | 100 |
| 0.50 | 0.00 | 0.00 | 0.50 | 0.00 | 0.00 | 0.00 | 0.00 | 0.50 | 0.00 | 0.00 | 0.50 | 19250 | 100 |
| 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 1.00 | 41400 | 100 |
| 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 802014 | 100 |
| 14.25 | 1.00 | 0.00 | 15.25 | 0.00 | 0.00 | 0.00 | 0.00 | 14.25 | 0.00 | 0.00 | 14.25 | 802015 | 100 |
| | | | | | | | | | | | | Total Cty Admin | |
| 14.00 | 0.00 | 0.00 | 14.00 | 0.00 | 0.00 | 0.00 | 0.00 | 14.00 | 0.00 | 0.00 | 14.00 | CTY ATTORNEY | |
| 14.00 | 0.00 | 0.00 | 14.00 | 0.00 | 0.00 | 0.00 | 0.00 | 14.00 | 0.00 | 0.00 | 14.00 | 11200 | 100 |
| | | | | | | | | | | | | Total Cty Attorney | |
| 4.75 | 0.00 | 0.00 | 4.75 | 0.00 | 0.00 | 0.00 | 0.00 | 4.75 | 0.00 | 0.00 | 4.75 | FACILITIES | |
| 22.00 | 0.00 | 0.00 | 22.00 | 0.00 | 0.00 | 0.00 | 0.00 | 22.00 | 0.00 | 0.00 | 22.00 | 19100 | 100 |
| 19.00 | 0.00 | 0.00 | 19.00 | 0.00 | 0.00 | 0.00 | 0.00 | 19.00 | 0.00 | 0.00 | 19.00 | 19125 | 100 |
| 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 1.00 | 19150 | 100 |
| 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 1.00 | 19175 | 100 |
| 22.00 | 0.00 | 1.00 | 23.00 | 1.00 | 0.00 | 0.00 | 1.00 | 23.00 | 0.00 | 0.00 | 23.00 | 19180 | 100 |
| 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 19910 | 100 |
| 8.00 | 0.00 | 0.00 | 8.00 | 0.00 | 0.00 | 0.00 | 0.00 | 8.00 | 0.00 | 0.00 | 8.00 | 55100 | 100 |
| 2.00 | 0.00 | 0.00 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 | 0.00 | 0.00 | 2.00 | 55200 | 100 |
| 79.75 | 0.00 | 1.00 | 80.75 | 1.00 | 0.00 | 0.00 | 1.00 | 80.75 | 0.00 | 0.00 | 80.75 | 55250 | 100 |
| | | | | | | | | | | | | Total Facilities | |
| 10.00 | 0.00 | 0.00 | 10.00 | 0.00 | 0.00 | 0.00 | 0.00 | 10.00 | 0.00 | 0.00 | 10.00 | FINANCE | |
| 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 15100 | 100 |
| 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 15200 | 100 |
| 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 15400 | 100 |
| 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 15600 | 100 |
| 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 11500 | 100 |
| 10.00 | 0.00 | 0.00 | 10.00 | 0.00 | 0.00 | 0.00 | 0.00 | 10.00 | 0.00 | 0.00 | 10.00 | Total Finance | |
| 10.00 | 0.00 | 0.00 | 10.00 | 0.00 | 0.00 | 0.00 | 0.00 | 10.00 | 0.00 | 0.00 | 10.00 | HUMAN RESOURCES | |
| 10.00 | 0.00 | 0.00 | 10.00 | 0.00 | 0.00 | 0.00 | 0.00 | 10.00 | 0.00 | 0.00 | 10.00 | 17100 | 100 |
| | | | | | | | | | | | | Total HR | |

2019 Recommended Staffing

| FTES SUMMARY | | | 2018 Adopted FTEs | | | | 2018 Transfers | | | 2018 New FTEs Additions/Changes | | | |
|--|------|----------------------------------|-------------------|----------|------------|-------|----------------|----------|-------|---------------------------------|----------|------------|-------|
| Div | Fund | Department/Division | Reg | LB Temps | Over-Hires | Total | Reg | LB Temps | Total | Reg | LB Temps | Over-Hires | Total |
| HUMAN SERVICES | | | | | | | | | | | | | |
| 41900 | 100 | HHS Technology Support | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 44100 | 210 | Administration Block Grant | 30.00 | 0.00 | 2.00 | 32.00 | -1.00 | 0.00 | -1.00 | 11.00 | 0.00 | 0.00 | 11.00 |
| 44150 | 210 | Adult Services | 2.00 | 0.00 | 0.00 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 44175 | 210 | 1451 & Integrated Services | 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 44500 | 210 | Child Welfare | 34.00 | 0.00 | 0.00 | 34.00 | 1.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 44550 | 210 | Child Welfare SFY 1617 | 11.00 | 0.00 | 0.50 | 11.50 | -1.00 | 0.00 | -1.00 | 3.75 | 0.00 | 1.00 | 4.75 |
| 44600 | 210 | Child Care | 2.00 | 0.00 | 0.00 | 2.00 | 1.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 44800 | 210 | LEAP | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 44900 | 210 | Child Support Enforcement | 4.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 861552 | 210 | Title IV-E Waiver Demon. Project | 2.00 | 0.00 | 0.00 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Human Services | | | 86.00 | 0.00 | 2.50 | 88.50 | 0.00 | 0.00 | 0.00 | 14.75 | 0.00 | 1.00 | 15.75 |
| INFORMATION TECHNOLOGY | | | | | | | | | | | | | |
| 18100 | 100 | Administration | 3.50 | 0.00 | 0.00 | 3.50 | -0.50 | 0.00 | -0.50 | 0.00 | 0.00 | 0.00 | 0.00 |
| 18125 | 100 | Business Analysis | 5.00 | 0.00 | 0.00 | 5.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 18150 | 100 | Strategic Align & Support | 5.00 | 0.00 | 0.00 | 5.00 | -1.00 | 0.00 | -1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 18200 | 100 | Program Management | 9.00 | 0.00 | 0.00 | 9.00 | -1.00 | 0.00 | -1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 18300 | 100 | Networking | 4.00 | 0.00 | 0.00 | 4.00 | 1.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 18400 | 100 | Application Develop. System | 9.00 | 0.00 | 0.00 | 9.00 | 2.00 | 0.00 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 18450 | 100 | Quality Assurance | 2.00 | 0.00 | 0.00 | 2.00 | 2.00 | 0.00 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 18475 | 100 | Security | 0.00 | 0.00 | 1.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 18500 | 100 | Systems Support | 7.00 | 0.00 | 1.00 | 8.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 18600 | 100 | Systems Administration | 10.00 | 0.00 | 0.00 | 10.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 18650 | 100 | Asset Inventory | 0.00 | 0.00 | 0.00 | 0.00 | 1.50 | 0.00 | 1.50 | 0.00 | 0.00 | 0.00 | 0.00 |
| 18700 | 100 | Geographic Information Systems | 8.00 | 0.00 | 0.00 | 8.00 | -1.00 | 0.00 | -1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 800899 | 100 | LUCI | 2.00 | 0.00 | 0.00 | 2.00 | -2.00 | 0.00 | -2.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Information Technology | | | 64.50 | 0.00 | 2.00 | 66.50 | 1.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| OPEN SPACE AND NATURAL RESOURCES | | | | | | | | | | | | | |
| 60100 | 100 | Natural Resources | 1.70 | 0.00 | 0.00 | 1.70 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 53100 | 250 | Open Space Administration | 3.20 | 0.00 | 0.00 | 3.20 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 53310 | 250 | Open Space Maint. 80% | 2.00 | 0.00 | 0.00 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 53320 | 250 | Open Space Patrol 80% | 0.80 | 0.00 | 0.00 | 0.80 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 53330 | 250 | Open Space - Land Mgmt 80% | 1.30 | 0.00 | 0.00 | 1.30 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Open Space and Natural Resources | | | 9.00 | 0.00 | 0.00 | 9.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

2019 Recommended Staffing

| 2018 Ending FTEs | | | |
|------------------|----------|------------|-------|
| Reg | LB Temps | Over-Hires | Total |

| 2019 New FTEs/Changes | | | |
|-----------------------|----------|------------|-------|
| Reg | LB Temps | Over-Hires | Total |

| 2019 Recommendation FTEs | | | |
|--------------------------|----------|------------|-------|
| Reg | LB Temps | Over-Hires | Total |

| Div | Fund |
|-----|------|
|-----|------|

| | | | |
|---------------|-------------|-------------|---------------|
| 0.00 | 0.00 | 0.00 | 0.00 |
| 40.00 | 0.00 | 2.00 | 42.00 |
| 2.00 | 0.00 | 0.00 | 2.00 |
| 1.00 | 0.00 | 0.00 | 1.00 |
| 35.00 | 0.00 | 0.00 | 35.00 |
| 13.75 | 0.00 | 1.50 | 15.25 |
| 3.00 | 0.00 | 0.00 | 3.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 4.00 | 0.00 | 0.00 | 4.00 |
| 2.00 | 0.00 | 0.00 | 2.00 |
| 100.75 | 0.00 | 3.50 | 104.25 |

| | | | |
|-------------|-------------|-------------|-------------|
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |

| | | | |
|---------------|-------------|-------------|---------------|
| 0.00 | 0.00 | 0.00 | 0.00 |
| 40.00 | 0.00 | 2.00 | 42.00 |
| 2.00 | 0.00 | 0.00 | 2.00 |
| 1.00 | 0.00 | 0.00 | 1.00 |
| 35.00 | 0.00 | 0.00 | 35.00 |
| 13.75 | 0.00 | 1.50 | 15.25 |
| 3.00 | 0.00 | 0.00 | 3.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 4.00 | 0.00 | 0.00 | 4.00 |
| 2.00 | 0.00 | 0.00 | 2.00 |
| 100.75 | 0.00 | 3.50 | 104.25 |

| HUMAN SERVICES | |
|-----------------|-----|
| 41900 | 100 |
| 44100 | 210 |
| 44150 | 210 |
| 44175 | 210 |
| 44500 | 210 |
| 44550 | 210 |
| 44600 | 210 |
| 44800 | 210 |
| 44900 | 210 |
| 861552 | 210 |
| Total HS | |

| | | | |
|--------------|-------------|-------------|--------------|
| 3.00 | 0.00 | 0.00 | 3.00 |
| 5.00 | 0.00 | 0.00 | 5.00 |
| 4.00 | 0.00 | 0.00 | 4.00 |
| 8.00 | 0.00 | 0.00 | 8.00 |
| 5.00 | 0.00 | 0.00 | 5.00 |
| 11.00 | 0.00 | 0.00 | 11.00 |
| 4.00 | 0.00 | 0.00 | 4.00 |
| 0.00 | 0.00 | 1.00 | 1.00 |
| 7.00 | 0.00 | 1.00 | 8.00 |
| 10.00 | 0.00 | 0.00 | 10.00 |
| 1.50 | 0.00 | 0.00 | 1.50 |
| 7.00 | 0.00 | 0.00 | 7.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 65.50 | 0.00 | 2.00 | 67.50 |

| | | | |
|-------------|-------------|-------------|-------------|
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |

| | | | |
|--------------|-------------|-------------|--------------|
| 3.00 | 0.00 | 0.00 | 3.00 |
| 5.00 | 0.00 | 0.00 | 5.00 |
| 4.00 | 0.00 | 0.00 | 4.00 |
| 8.00 | 0.00 | 0.00 | 8.00 |
| 5.00 | 0.00 | 0.00 | 5.00 |
| 11.00 | 0.00 | 0.00 | 11.00 |
| 4.00 | 0.00 | 0.00 | 4.00 |
| 0.00 | 0.00 | 1.00 | 1.00 |
| 7.00 | 0.00 | 1.00 | 8.00 |
| 10.00 | 0.00 | 0.00 | 10.00 |
| 1.50 | 0.00 | 0.00 | 1.50 |
| 7.00 | 0.00 | 0.00 | 7.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 65.50 | 0.00 | 2.00 | 67.50 |

| INFORMATION TECH. | |
|-------------------|-----|
| 18100 | 100 |
| 18125 | 100 |
| 18150 | 100 |
| 18200 | 100 |
| 18300 | 100 |
| 18400 | 100 |
| 18450 | 100 |
| 18475 | 100 |
| 18500 | 100 |
| 18600 | 100 |
| 18650 | 100 |
| 18700 | 100 |
| 800899 | 100 |
| Total IT | |

| | | | |
|-------------|-------------|-------------|-------------|
| 1.70 | 0.00 | 0.00 | 1.70 |
| 3.20 | 0.00 | 0.00 | 3.20 |
| 2.00 | 0.00 | 0.00 | 2.00 |
| 0.80 | 0.00 | 0.00 | 0.80 |
| 1.30 | 0.00 | 0.00 | 1.30 |
| 9.00 | 0.00 | 0.00 | 9.00 |

| | | | |
|-------------|-------------|-------------|-------------|
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |

| | | | |
|-------------|-------------|-------------|-------------|
| 1.70 | 0.00 | 0.00 | 1.70 |
| 3.20 | 0.00 | 0.00 | 3.20 |
| 2.00 | 0.00 | 0.00 | 2.00 |
| 0.80 | 0.00 | 0.00 | 0.80 |
| 1.30 | 0.00 | 0.00 | 1.30 |
| 9.00 | 0.00 | 0.00 | 9.00 |

| OS & NAT. RES. | |
|--------------------------|-----|
| 60100 | 100 |
| 53100 | 250 |
| 53310 | 250 |
| 53320 | 250 |
| 53330 | 250 |
| Total OS & NR | |

2019 Recommended Staffing

| FTES SUMMARY | | | 2018 Adopted FTES | | | | 2018 Transfers | | | 2018 New FTES Additions/Changes | | | |
|----------------------------------|------|-------------------------------------|-------------------|----------|------------|--------|----------------|----------|-------|---------------------------------|----------|------------|-------|
| Div | Fund | Department/Division | Reg | LB Temps | Over-Hires | Total | Reg | LB Temps | Total | Reg | LB Temps | Over-Hires | Total |
| | | | | | | | | | | | | | |
| PUBLIC AFFAIRS | | | | | | | | | | | | | |
| 11600 | 100 | Public Affairs | 4.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Public Affairs | | | 4.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | | | | | | | | | |
| PUBLIC TRUSTEE | | | | | | | | | | | | | |
| 13200 | 100 | Public Trustee County Support | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 13730 | 730 | Public Trustee Agency | 4.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Public Trustee | | | 4.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | | | | | | | | | |
| PUBLIC WORKS - ENGINEERING | | | | | | | | | | | | | |
| 24100 | 100 | Building Develop. Svcs. | 34.50 | 0.00 | 0.00 | 34.50 | 0.00 | 0.00 | 0.00 | 0.25 | 0.00 | 0.00 | 0.25 |
| 30100 | 100 | Engineering Administration | 2.00 | 0.00 | 0.00 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 30200 | 100 | Engineering | 42.00 | 0.00 | 0.00 | 42.00 | -1.00 | 0.00 | -1.00 | 0.00 | 1.00 | 1.00 | 2.00 |
| 31600 | 200 | Traffic Signs & Striping | 12.00 | 0.00 | 0.00 | 12.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 31620 | 200 | Traffic Engineering | 6.00 | 0.00 | 0.00 | 6.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 31630 | 200 | Engineering Special Projects | 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 31640 | 200 | Pavement Management Program | 4.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 31650 | 200 | Engineering/ITS-Traffic Signal Ops. | 6.00 | 0.00 | 0.00 | 6.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Public Works - Engineering | | | 107.50 | 0.00 | 0.00 | 107.50 | -1.00 | 0.00 | -1.00 | 0.25 | 1.00 | 1.00 | 2.25 |
| | | | | | | | | | | | | | |
| PUBLIC WORKS - OPERATIONS | | | | | | | | | | | | | |
| 32100 | 100 | Waste Transfer Sites | 0.30 | 0.00 | 0.00 | 0.30 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 31100 | 200 | Road & Bridge Admin. | 6.00 | 0.00 | 0.00 | 6.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 31400 | 200 | Maintenance of Condition | 69.00 | 0.00 | 0.00 | 69.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 31550 | 200 | Weed Control | 5.00 | 0.00 | 0.00 | 5.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Public Works - Operations | | | 80.30 | 0.00 | 0.00 | 80.30 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | | | | | | | | | |
| RM HIDTA | | | | | | | | | | | | | |
| 861310 | 295 | HIDTA Gangs | 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 861320 | 295 | HIDTA Front Range | 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| 861350 | 295 | HIDTA Training | 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total RM HIDTA | | | 3.00 | 0.00 | 0.00 | 3.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | | | | | | | | | | | |
| SURVEYOR | | | | | | | | | | | | | |
| 12900 | 100 | Surveyor | 0.10 | 0.00 | 0.00 | 0.10 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| Total Surveyor | | | 0.10 | 0.00 | 0.00 | 0.10 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

2019 Recommended Staffing

| 2018 Ending FTEs | | | | 2019 New FTEs/Changes | | | | 2019 Recommendation FTEs | | | | | |
|------------------|-------------|-------------|---------------|-----------------------|-------------|-------------|-------------|--------------------------|-------------|-------------|---------------|-----------------------------|------|
| Reg | LB Temps | Over-Hires | Total | Reg | LB Temps | Over-Hires | Total | Reg | LB Temps | Over-Hires | Total | Div | Fund |
| 4.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 4.00 | PUBLIC AFFAIRS | |
| 4.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 4.00 | 23100 | 100 |
| | | | | | | | | | | | | Total Public Affairs | |
| 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | PUBLIC TRUSTEE | |
| 4.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 4.00 | 13200 | 100 |
| 4.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 4.00 | 13730 | 730 |
| | | | | | | | | | | | | Total Public Trustee | |
| 34.75 | 0.00 | 0.00 | 34.75 | 0.00 | 0.00 | 0.00 | 0.00 | 34.75 | 0.00 | 0.00 | 34.75 | PW-ENGINEERING | |
| 2.00 | 0.00 | 0.00 | 2.00 | 0.00 | 0.00 | 0.00 | 0.00 | 2.00 | 0.00 | 0.00 | 2.00 | 24100 | 100 |
| 41.00 | 1.00 | 1.00 | 43.00 | 0.00 | 0.00 | 0.00 | 0.00 | 41.00 | 0.00 | 1.00 | 42.00 | 30100 | 100 |
| 12.00 | 0.00 | 0.00 | 12.00 | 0.00 | 0.00 | 0.00 | 0.00 | 12.00 | 0.00 | 0.00 | 12.00 | 30200 | 100 |
| 6.00 | 0.00 | 0.00 | 6.00 | 0.00 | 0.00 | 0.00 | 0.00 | 6.00 | 0.00 | 0.00 | 6.00 | 31600 | 200 |
| 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 1.00 | 31620 | 200 |
| 4.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 0.00 | 0.00 | 4.00 | 0.00 | 0.00 | 4.00 | 31630 | 200 |
| 6.00 | 0.00 | 0.00 | 6.00 | 1.00 | 0.00 | 0.00 | 1.00 | 7.00 | 0.00 | 0.00 | 7.00 | 31640 | 200 |
| 106.75 | 1.00 | 1.00 | 108.75 | 1.00 | 0.00 | 0.00 | 1.00 | 107.75 | 0.00 | 1.00 | 108.75 | 31650 | 200 |
| | | | | | | | | | | | | Total PW Engineering | |
| 0.30 | 0.00 | 0.00 | 0.30 | 0.00 | 0.00 | 0.00 | 0.00 | 0.30 | 0.00 | 0.00 | 0.30 | PW-OPERATIONS | |
| 6.00 | 0.00 | 0.00 | 6.00 | 0.00 | 0.00 | 0.00 | 0.00 | 6.00 | 0.00 | 0.00 | 6.00 | 32100 | 100 |
| 69.00 | 0.00 | 0.00 | 69.00 | 1.00 | 0.00 | 0.00 | 1.00 | 70.00 | 0.00 | 0.00 | 70.00 | 31100 | 200 |
| 5.00 | 0.00 | 0.00 | 5.00 | 0.00 | 0.00 | 0.00 | 0.00 | 5.00 | 0.00 | 0.00 | 5.00 | 31400 | 200 |
| 80.30 | 0.00 | 0.00 | 80.30 | 1.00 | 0.00 | 0.00 | 1.00 | 81.30 | 0.00 | 0.00 | 81.30 | 31550 | 200 |
| | | | | | | | | | | | | Total PW Operations | |
| 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 1.00 | RM HIDTA | |
| 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 1.00 | 861310 | 295 |
| 1.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 0.00 | 0.00 | 1.00 | 0.00 | 0.00 | 1.00 | 861320 | 295 |
| 3.00 | 0.00 | 0.00 | 3.00 | 0.00 | 0.00 | 0.00 | 0.00 | 3.00 | 0.00 | 0.00 | 3.00 | 861350 | 295 |
| | | | | | | | | | | | | Total RM HIDTA | |
| 0.10 | 0.00 | 0.00 | 0.10 | 0.00 | 0.00 | 0.00 | 0.00 | 0.10 | 0.00 | 0.00 | 0.10 | SURVEYOR | |
| 0.10 | 0.00 | 0.00 | 0.10 | 0.00 | 0.00 | 0.00 | 0.00 | 0.10 | 0.00 | 0.00 | 0.10 | 12900 | 100 |
| | | | | | | | | | | | | Total Surveyor | |

2019 Recommended Staffing

| 2018 New FTEs Additions/Changes | | | |
|---------------------------------|----------|------------|-------|
| Reg | LB Temps | Over-Hires | Total |

| | | | |
|-------------|-------------|-------------|-------------|
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |

| | | | |
|------|-------|-------|-------|
| 0.25 | 0.00 | 0.00 | 0.25 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 1.00 | -0.75 | 0.00 | 0.25 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 1.00 | 0.00 | 1.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 1.00 | 0.00 | 0.00 | 1.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | -3.00 | -3.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | -1.00 | -1.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |

| | |
|-----|------|
| | |
| Div | Fund |

| TREASURER | |
|-----------------|-----|
| 13100 | 100 |
| Total Treasurer | |

| SHERIFF | |
|--------------|-----|
| General Fund | |
| 21100 | 100 |
| 21105 | 100 |
| 21115 | 100 |
| 21125 | 100 |
| 21150 | 100 |
| 21175 | 100 |
| 21200 | 100 |
| 21300 | 100 |
| 21350 | 100 |
| 21400 | 100 |
| 21450 | 100 |
| 21500 | 100 |
| 21600 | 100 |
| 21650 | 100 |
| 21700 | 100 |
| 23150 | 100 |
| 23200 | 100 |
| 23250 | 100 |
| 23300 | 100 |
| 23320 | 100 |
| 23350 | 100 |
| 23375 | 100 |
| 803032 | 100 |

2019 Recommended Staffing

| FTES SUMMARY | | |
|--------------|------|---------------------|
| Div | Fund | Department/Division |

| 2018 Adopted FTEs | | | |
|-------------------|----------|------------|-------|
| Reg | LB Temps | Over-Hires | Total |

| 2018 Transfers | | |
|----------------|----------|-------|
| Reg | LB Temps | Total |

| 2018 New FTEs Additions/Changes | | | |
|---------------------------------|----------|------------|-------|
| Reg | LB Temps | Over-Hires | Total |

| LEA Fund | | |
|----------------------|-----|-----------------------------------|
| 22100 | 220 | Patrol - LEA |
| 22115 | 220 | Training - LEA |
| 22150 | 220 | Traffic - LEA |
| 22260 | 220 | Patrol - District 8 - LEA |
| 22300 | 220 | YESS Program - LEA |
| 22400 | 220 | Youth/Community Programs - LEA |
| 22500 | 220 | Pattern Crimes - LEA |
| 23225 | 220 | FBI Safe Streets Initiative |
| 800540 | 220 | K-9 Unit - LEA |
| 800550 | 220 | School Resource Officers - LEA |
| 800551 | 220 | SRO - Valor Christian High School |
| 800552 | 220 | SRO - Charter Schools |
| Total Sheriff | | |

| | | | |
|---------------|-------------|--------------|---------------|
| 120.00 | 0.00 | 3.00 | 123.00 |
| 1.00 | 0.00 | 0.00 | 1.00 |
| 11.00 | 0.00 | 0.00 | 11.00 |
| 2.00 | 0.00 | 0.00 | 2.00 |
| 4.00 | 0.00 | 0.00 | 4.00 |
| 4.50 | 0.00 | 0.00 | 4.50 |
| 4.00 | 0.00 | 0.00 | 4.00 |
| 1.00 | 0.00 | 0.00 | 1.00 |
| 6.00 | 0.00 | 0.00 | 6.00 |
| 9.00 | 0.00 | 0.00 | 9.00 |
| 1.00 | 0.00 | 0.00 | 1.00 |
| 1.00 | 0.00 | 0.00 | 1.00 |
| 507.75 | 2.75 | 14.00 | 524.50 |

| | | |
|-------------|-------------|-------------|
| 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 |
| -1.00 | 0.00 | -1.00 |
| 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 |
| 1.00 | 0.00 | 1.00 |
| 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 |

| | | | |
|-------------|-------------|--------------|--------------|
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.50 | 0.00 | 0.00 | 0.50 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 2.75 | 0.25 | -4.00 | -1.00 |

| | | |
|---------------------|--|--|
| GRAND TOTALS | | |
|---------------------|--|--|

| | | | |
|-----------------|--------------|--------------|-----------------|
| 1,222.90 | 16.75 | 23.50 | 1,263.15 |
|-----------------|--------------|--------------|-----------------|

| | | |
|-------------|-------------|-------------|
| 0.00 | 0.00 | 0.00 |
|-------------|-------------|-------------|

| | | | |
|--------------|-------------|--------------|--------------|
| 18.25 | 1.25 | -2.00 | 17.25 |
|--------------|-------------|--------------|--------------|

| REGULAR FTES BY FUND | | |
|----------------------|-----|--------------------------------|
| Fund | 100 | General Fund |
| Fund | 200 | Road and Bridge Fund |
| Fund | 210 | Human Services Fund |
| Fund | 250 | Open Space Fund |
| Fund | 295 | RM HIDTA Fund |
| Fund | 730 | Public Trustee Fund |
| Fund | 220 | Law Enforcement Authority Fund |

| Regular FTE's By Fund | |
|-----------------------|-----------------|
| | 849.10 |
| | 109.00 |
| | 86.00 |
| | 7.30 |
| | 3.00 |
| | 4.00 |
| | 164.50 |
| TOTAL | 1,222.90 |

| LB Temps |
|--------------|
| 16.75 |
| 0.00 |
| 0.00 |
| 0.00 |
| 0.00 |
| 0.00 |
| 0.00 |
| 0.00 |
| 16.75 |

| Regular FTE's By Fund | |
|-----------------------|-------------|
| | 0.00 |
| | 0.00 |
| | 0.00 |
| | 0.00 |
| | 0.00 |
| | 0.00 |
| | 0.00 |
| TOTAL | 0.00 |

| Regular FTE's By Fund | |
|-----------------------|--------------|
| | 3.00 |
| | 0.00 |
| | 14.75 |
| | 0.00 |
| | 0.00 |
| | 0.00 |
| | 0.50 |
| TOTAL | 18.25 |

2019 Recommended Staffing

| 2018 Ending FTEs | | | |
|------------------|----------|------------|-------|
| Reg | LB Temps | Over-Hires | Total |

| | | | |
|---------------|-------------|--------------|---------------|
| 120.00 | 0.00 | 3.00 | 123.00 |
| 1.00 | 0.00 | 0.00 | 1.00 |
| 10.00 | 0.00 | 0.00 | 10.00 |
| 2.00 | 0.00 | 0.00 | 2.00 |
| 4.00 | 0.00 | 0.00 | 4.00 |
| 5.00 | 0.00 | 0.00 | 5.00 |
| 5.00 | 0.00 | 0.00 | 5.00 |
| 1.00 | 0.00 | 0.00 | 1.00 |
| 6.00 | 0.00 | 0.00 | 6.00 |
| 9.00 | 0.00 | 0.00 | 9.00 |
| 1.00 | 0.00 | 0.00 | 1.00 |
| 1.00 | 0.00 | 0.00 | 1.00 |
| 510.50 | 3.00 | 10.00 | 523.50 |

| | | | |
|-----------------|--------------|--------------|-----------------|
| 1,241.15 | 18.00 | 21.50 | 1,280.65 |
|-----------------|--------------|--------------|-----------------|

| Regular FTE's By Fund | LB Temps | Overhires |
|-----------------------|-----------------|--------------|
| 852.10 | 18.00 | 15.00 |
| 109.00 | 0.00 | 0.00 |
| 100.75 | 0.00 | 3.50 |
| 7.30 | 0.00 | 0.00 |
| 3.00 | 0.00 | 0.00 |
| 4.00 | 0.00 | 0.00 |
| 165.00 | 0.00 | 3.00 |
| TOTAL | 1,241.15 | 21.50 |

| 2019 New FTEs/Changes | | | |
|-----------------------|----------|------------|-------|
| Reg | LB Temps | Over-Hires | Total |

| | | | |
|-------------|-------------|-------------|-------------|
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 0.00 | 0.00 | 0.00 | 0.00 |
| 3.00 | 0.00 | 0.00 | 3.00 |

| | | | |
|--------------|-------------|-------------|--------------|
| 16.00 | 6.00 | 0.00 | 22.00 |
|--------------|-------------|-------------|--------------|

| Regular FTE's By Fund | |
|-----------------------|-------|
| | 14.00 |
| | 2.00 |
| | 0.00 |
| | 0.00 |
| | 0.00 |
| | 0.00 |
| | 0.00 |
| TOTAL | 16.00 |

| 2019 Recommendation FTEs | | | |
|--------------------------|----------|------------|-------|
| Reg | LB Temps | Over-Hires | Total |

| | | | |
|---------------|-------------|--------------|---------------|
| 120.00 | 0.00 | 3.00 | 123.00 |
| 1.00 | 0.00 | 0.00 | 1.00 |
| 10.00 | 0.00 | 0.00 | 10.00 |
| 2.00 | 0.00 | 0.00 | 2.00 |
| 4.00 | 0.00 | 0.00 | 4.00 |
| 5.00 | 0.00 | 0.00 | 5.00 |
| 5.00 | 0.00 | 0.00 | 5.00 |
| 1.00 | 0.00 | 0.00 | 1.00 |
| 6.00 | 0.00 | 0.00 | 6.00 |
| 9.00 | 0.00 | 0.00 | 9.00 |
| 1.00 | 0.00 | 0.00 | 1.00 |
| 1.00 | 0.00 | 0.00 | 1.00 |
| 513.50 | 0.00 | 10.00 | 523.50 |

| | | | |
|-----------------|-------------|--------------|-----------------|
| 1,257.15 | 5.00 | 22.50 | 1,285.65 |
|-----------------|-------------|--------------|-----------------|

| Regular FTE's By Fund | |
|-----------------------|----------|
| | 866.10 |
| | 111.00 |
| | 100.75 |
| | 7.30 |
| | 3.00 |
| | 4.00 |
| | 165.00 |
| TOTAL | 1,257.15 |

| LB Temps |
|-------------|
| 5.00 |
| 0.00 |
| 0.00 |
| 0.00 |
| 0.00 |
| 0.00 |
| 0.00 |
| 5.00 |

| Div | Fund |
|-----|------|
|-----|------|

| LEA Fund | |
|----------------------|-----|
| 22100 | 220 |
| 22115 | 220 |
| 22150 | 220 |
| 22260 | 220 |
| 22300 | 220 |
| 22400 | 220 |
| 22500 | 220 |
| 23225 | 220 |
| 800540 | 220 |
| 800550 | 220 |
| 800551 | 220 |
| 800552 | 220 |
| Total Sheriff | |

The image is a landscape photograph showing a wide, green valley. In the foreground, there are rolling green hills. In the background, there are mountains under a blue sky with some clouds. A semi-transparent green rectangular box is overlaid on the left side of the image, containing the text "Capital Improvement Projects (CIP)".

Capital Improvement Projects (CIP)

MAJOR CAPITAL IMPROVEMENT PROJECTS

2019 CONTRACTED ROAD MAINTENANCE

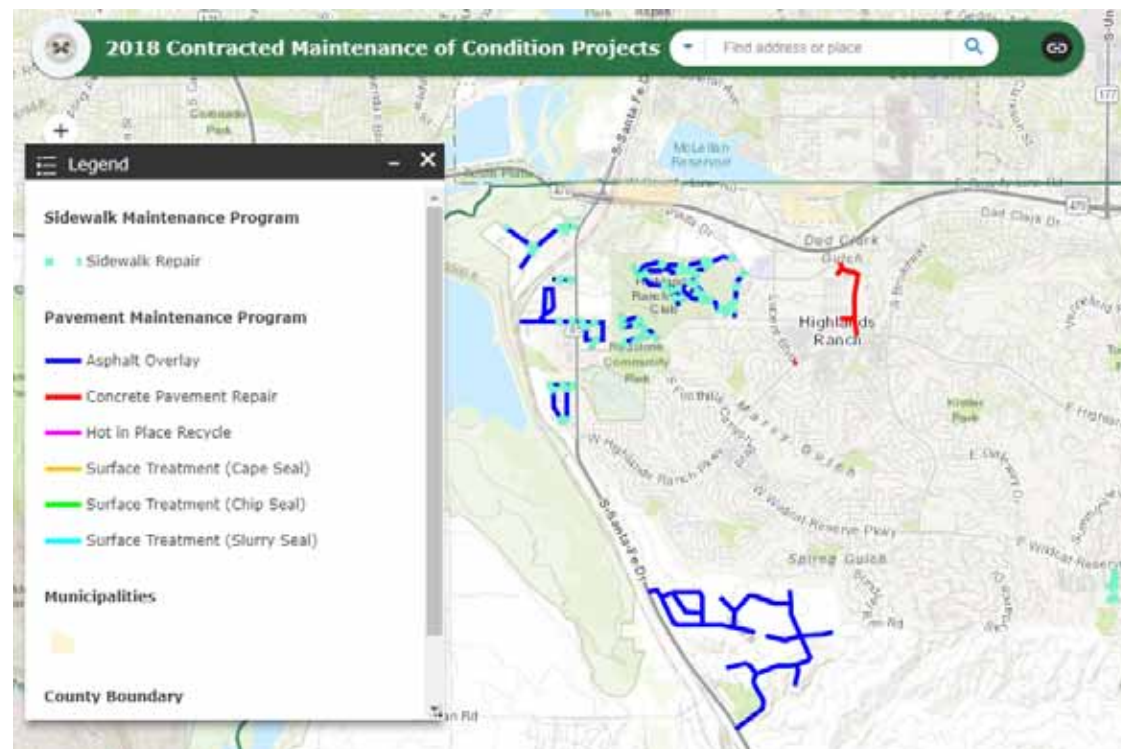
The 2019 budget includes \$18.0 million for road maintenance. The Department of Public Works Engineering administers several public contracts to private contractors through a competitive bid process with regards to repairing sidewalks, curb and gutter, providing surface treatments, asphalt overlays, and concrete repair projects throughout unincorporated Douglas County – in both subdivisions and on our major arterial roadways. To maintain the high standards established for the County’s roads, many of the local streets and major arterial roadways are in need of repairs and ongoing preventative maintenance, which is dependent on the age and condition of the road.

Asphalt Roads - This annual maintenance program funds both asphalt overlays as well as other surface treatments, including but not limited to chip-seals and cape-seals materials on various Douglas County local, collector and arterial roadways that comprise our transportation network. Work regularly consists of patching, milling the top surface of the pavement and overlaying it with new asphalt, and providing new striping. Often the pavement management program manager recommends other effective surface treatments. For example, a chip-seal or a cape-seal surface treatment is warranted as a means to cost-effectively manage surface distresses such as oxidation. The purpose of these various surface treatment applications is to preserve the integrity and extend the life of the asphalt pavement. Funding in this business unit is also used for replacing substandard adjacent curb and gutter, cross-pans, installing required ADA ramps in advance of our asphalt overlay projects or concrete repairs. Project locations are prioritized on an annual basis with input from both Engineering staff and Operations / Road & Bridge staff, as well as other governing bodies, such as the Highlands Ranch Metro District. Periodically, significantly additional funding is anticipated to properly address the aging infrastructure that is due at the same time as a result of the rapid growth the County experienced over a short period of time, especially within Highlands Ranch.

Concrete Roads - This annual maintenance program funds the repairs and replacement of concrete pavements on various Douglas County collector and arterial roadways that comprise our transportation network. Funding in this business unit is also used for replacing substandard adjacent curb and gutter, concrete cross-pans, installing required ADA ramps in advance of our asphalt overlay projects or concrete repairs. Repair and panel replacement locations are prioritized on an annual basis with input from both Engineering and Road and Bridge Operation’s staff, and other governing bodies, such as the Highlands Ranch Metro District. Periodically, significant additional funding is anticipated to

properly address the aging infrastructure that is due at the same time as a result of the rapid growth the County experienced over a short period of time, especially within Highlands Ranch.

The current road condition analysis indicates that the percentage of roads in poor and very poor condition is increasing, therefore the 2019 budget includes \$18.0 million to maintain acceptable road conditions. The County will use two performance measures (average condition, and percent in fair or better condition) to ensure that roads do not drop into poor or very poor condition. Keeping the public well informed of upcoming construction activities is paramount in making these projects successful. The County utilizes a number of resources to reach out to the public to get their input and keep them informed about upcoming construction activities that may impact specific areas. Each year, staff updates the Public Works and Engineering website (<https://www.douglas.co.us/road-work/maintenance-projects/>) to show where this year's proposed construction will occur. The following is an example of the information provided to the public via the website.



US 85 CORRIDOR IMPROVEMENTS

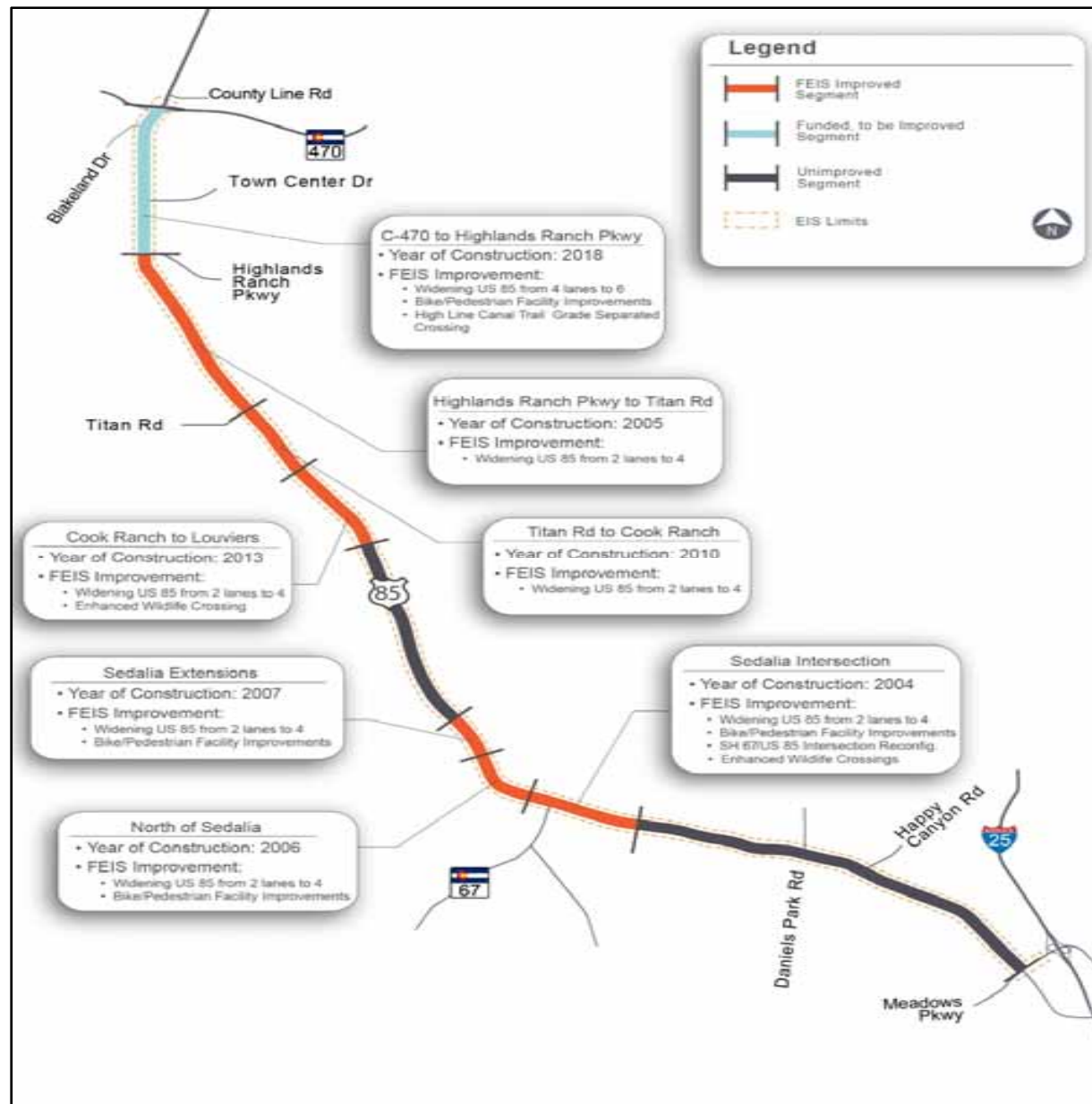
As part of the 2019 Budget, the County is allocating \$24.0 million in new funding, including \$9.0 million from the Infrastructure Fund and \$15.0 million from the Road Sales and Use Tax Fund for U.S. 85 improvements. This funding, in addition to funding appropriations from prior years, will be used to advance numerous improvements along US 85, extending from north of County Line Road to Daniels Park Road. Douglas County funding is being used to leverage state and federal funds to improve this increasingly congested corridor.

Background

In 2002, CDOT and FHWA initially approved the South I-25/US 85 Environmental Impact Statement (EIS) and Record of Decision (ROD) outlining a set of improvements to address transportation needs in the region for both the I-25 and US 85 corridors. Since then, Douglas County has partnered with CDOT to help provide funding to construct numerous improvements on several segments of US 85. As additional residential and commercial growth occurs in the county, further studies were needed to identify what additional transportation improvements are necessary to support this growth and mitigate the increased congestion along the corridor. Accordingly, in the summer of 2015, Douglas County initiated two important studies for US 85. The two studies are separate but were closely coordinated at each step in the process to allow citizen and stakeholder input. These studies are discussed in more detail below. For more project information please visit the project website at us85douglascounty.com

County Early-Action Project (Widen US 85 between Highlands Ranch Parkway & C-470)

The goal of the Early-Action Project is to update the 2002 Record of Decision (ROD) to address changes to conditions that have occurred since it was issued by the Federal Highway Administration, (FHWA) and to reanalyze impacts of recommended improvements for the segment of US 85 from Highlands Ranch Parkway to C-470. Douglas County was selected to receive funding from the Denver Regional Council of Governments in order to construct the Early-Action Project in which an environmental re-evaluation was required by FHWA. The Early-Action Project identified how to improve capacity, operational performance and safety for anticipated traffic volumes in 2040 (originally the study looked at traffic volumes thru 2020). This project process will assist the County and other agencies in identifying issues of importance to implement the highest-priority, near-term improvements as soon as possible. In the July 2017, CDOT and FHWA approved the Record of Decision regarding the re-evaluation of the section of US 85 between Highlands Ranch Parkway and C-470.



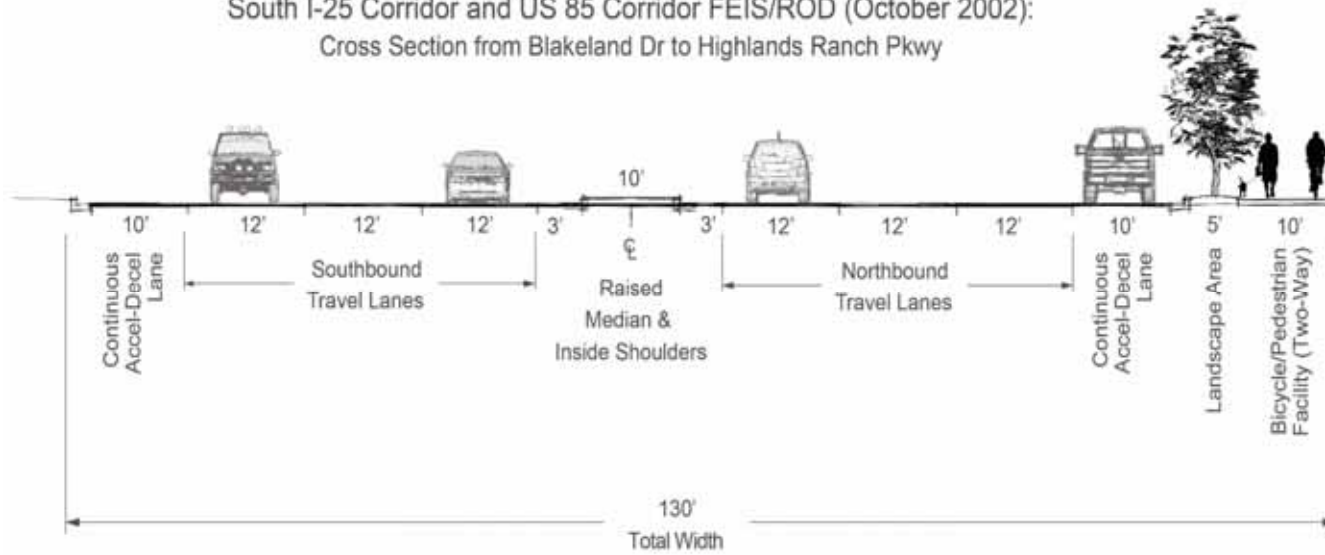
US 85 / C-470 Intersection Reconstruction (Phase 2)

The 2019 budget proposes \$15.0 million in new funding, including \$9.0 million from the Infrastructure Fund and \$6.0 million from the Road Sales and Use Tax Fund for construction improvements to US 85 from Highlands Ranch Parkway through the C-470 Interchange and extending further north of County Line Road to Dad Clark Gulch. Construction is currently anticipated to begin in summer of 2019 and will continue into the spring of 2021. Approximately \$19.0 million funds appropriated in the 2018 budget will be reappropriated for use in 2019.

In the summer 2017, the project design team completed the Environmental Re-Evaluation and the 30.0 percent (preliminary) plans. In 2018, attention was placed on initiating final design, design and coordination associated with relocating several utilities and initiating an extensive right-of-way acquisition process, which is needed to accommodate the proposed widening of US 85. Douglas County funds are being used to leverage funds from several other project financial partners, which include DRCOG, FHWA, CDOT and new development that will directly benefit from the US 85 improvements. The construction costs are estimated to be \$77.0 million and the total project is currently estimated to cost \$90.0 million which includes survey, environmental, design, utility relocation costs, right of way acquisition and construction costs. Currently, the County estimates receiving \$26.273 million in federal funds via the 2014 DRCOG TIP Project Selection Process, \$7.6 million from CDOT, and \$2.6 million from Sterling Ranch. However, Douglas County is responsible for the remaining project costs which are estimated to be \$54.5 Million. Sterling Ranch's contribution for the US 85 improvements continues to increase with approval of each filing for a total contribution estimated to be \$30.0 to \$35.0 million at full build out of their proposed development – and their contribution will be used to reimburse Douglas County for a large portion the County's initial project contribution. Sterling Ranch's contribution is directly related to the percentage of traffic projected on US 85 from their development, (about 28.0 percent). Other new development within Chatfield Basin will be responsible for contributing their pro-rata share based on their portion of US 85 traffic use.

The County recognizes the importance of completing the proposed widening of the US 85 Corridor and the critical role this regional north / south arterial has in moving people, goods and services. Many Douglas County constituents rely on US 85 for their daily commuting needs. This arterial roadway is part of the National Highway System (NHS) and plays a critical part in the I-25 incident management plan - by providing an alternate route should a major incident occur on I-25 that requires a closure or significant traffic delays. Unfortunately, the State has very limited resources for building new capacity improvements, and CDOT presently does not have sufficient funds to complete the US 85 Corridor improvements that were identified in the Final Environmental Impact Statement Record of Decision document signed in 2002.

South I-25 Corridor and US 85 Corridor FEIS/ROD (October 2002):
Cross Section from Blakeland Dr to Highlands Ranch Pkwy



US85 - Highlands Ranch Parkway to County Line Road



Moore Road to U.S. 85 Southern Connector

The need for an additional full-time access from U.S. Highway 85 into the Chatfield Basin Area has been identified in the County Transportation Plan since 1995. This additional access is needed to improve mobility, improve traffic operations, improve emergency vehicle response time, and to provide a more reliable transportation network in a part of Douglas County where there is limited points of access and lack of redundancy in the roadway network. Currently, the Chatfield Basin is only served by Titan Road and Wadsworth (SH 121) which is located in Jefferson County. The 2019 budget includes \$9.0 million for construction beginning in 2019. The current 2030 Transportation Plan identified that this connection would be completed by 2020. The current cost for construction is estimated to be \$14.0 million. Most of the right of way has been acquired; and a significant portion of the design work has already been completed. It is anticipated that \$5.0 million of the 2018 project budget will be reappropriated for use in 2019.

Southern Connector / Waterton Rd



COUNTY LINE ROAD / I-25 OPERATIONAL IMPROVEMENTS

As part of the 2019 budget, the County will allocate \$500,000 to complete the improvements in 2019 on County Line Road between Chester Street and Inverness Parkway as well as improvements to the access to and from I-25. These improvements are in addition to the 2018 improvements. The combined improvements (east and west side of I-25) are estimated to cost \$10.0 to \$12.0 million and will be constructed over a four year period in order to minimize impacts to the traveling public.

The initial traffic study, completed in August 2016, identified the need to make operational improvements that will help reduce congestion at the I-25 Interchange and the adjacent intersections east and west of I-25. The first phase of construction, located on the west side of I-25, was completed in the fall of 2017; and the second phase of construction, also on the west side, will be completed in the fall of 2018. The additional proposed improvements are anticipated to begin construction in 2019; they include additional modifications on the west side of I-25, namely the southbound off-ramp. Improvements for 2019 and 2020 include fully reconstructing the County Line Road, Inverness Parkway, and Inverness Drive West closely space paired intersections that currently operate at a poor level of service. The proposed improvements on the east side of I-25 will combine these two T-intersections into a single traditional four-legged intersection. Without implementing the proposed intersection improvements, the traffic congestion will continue to worsen and could negatively impact economic growth from the adjacent commercial and retail area. Retaining good access to and from I-25 and County Line Road is of paramount importance.

In the spring of 2017, the Board of County Commissioners approved the submittal of a formal funding request to the Denver South Transportation Management Association (TMA) and to the Southeast Partnership Improvement Metropolitan District (SPIMD); and Douglas County was successful in securing a \$3.0 million contribution from SPIMD for improving County Line Road. The total cost of these projects is currently estimated to be \$16.3 million. Because these projects benefit a number of other stakeholders, there is a potential for many other financial partners, which most likely will include: the City of Lone Tree, (in kind contribution by providing construction management), the City of Centennial (\$500,000), Arapahoe County (\$1,000,000), the Park Meadows Metro District (\$850,000), the Inverness Metro Improvement District (\$1,000,000 of in kind contributions for right of way and landscaping) and CDOT (\$400,000) for the new traffic signal installed in 2018 at the southbound off-ramp. Douglas County's total project contribution is currently estimated to be \$9.6 million. An additional \$4.0 million will be needed in 2020 to augment the current project budget and complete the east side improvements by 2021. Furthermore, approximately \$1.5 million of the current project budget will be reappropriated from 2018 to 2019 to advance construction.

C-470 MULTI-MODAL TRAIL IMPROVEMENTS OVER YOSEMITE STREET

In 2015, Douglas County was notified by DRCOG that the project to construct a grade separation that will carry the C-470 Multimodal Trail over Yosemite Street and the C-470 Westbound On-Ramp was selected to receive \$2.0 million in federal funding. The project will make it safer for C-470 trail users to cross this busy intersection, which has limited visibility in the northwest quadrant. It will also greatly improve traffic operations along the Yosemite Street and Park Meadows Center Drive corridors. This intersection experiences significant traffic delays, especially on the weekends when Park Meadows shoppers and C-470 trail users are both present. This project is currently estimated to cost \$5.7 million. Although both the City of Lone Tree and the Park Meadows Metro District (PMMD) have indicated support this project, neither agency has made a commitment to contribute financially. Note: PMMD previously stated there was a possibility of contributing \$400,000 at the time the DRCOG application was submitted. Douglas County is responsible for all project costs over and above the DRCOG funding. Without the PMMD contribution, the total County contribution for this project is now estimated to be \$3.7 Million. Staff anticipates bidding this project before September 30, 2019 to meet federal deadlines.



EMERGENCY STORM DRAINAGE PROJECTS

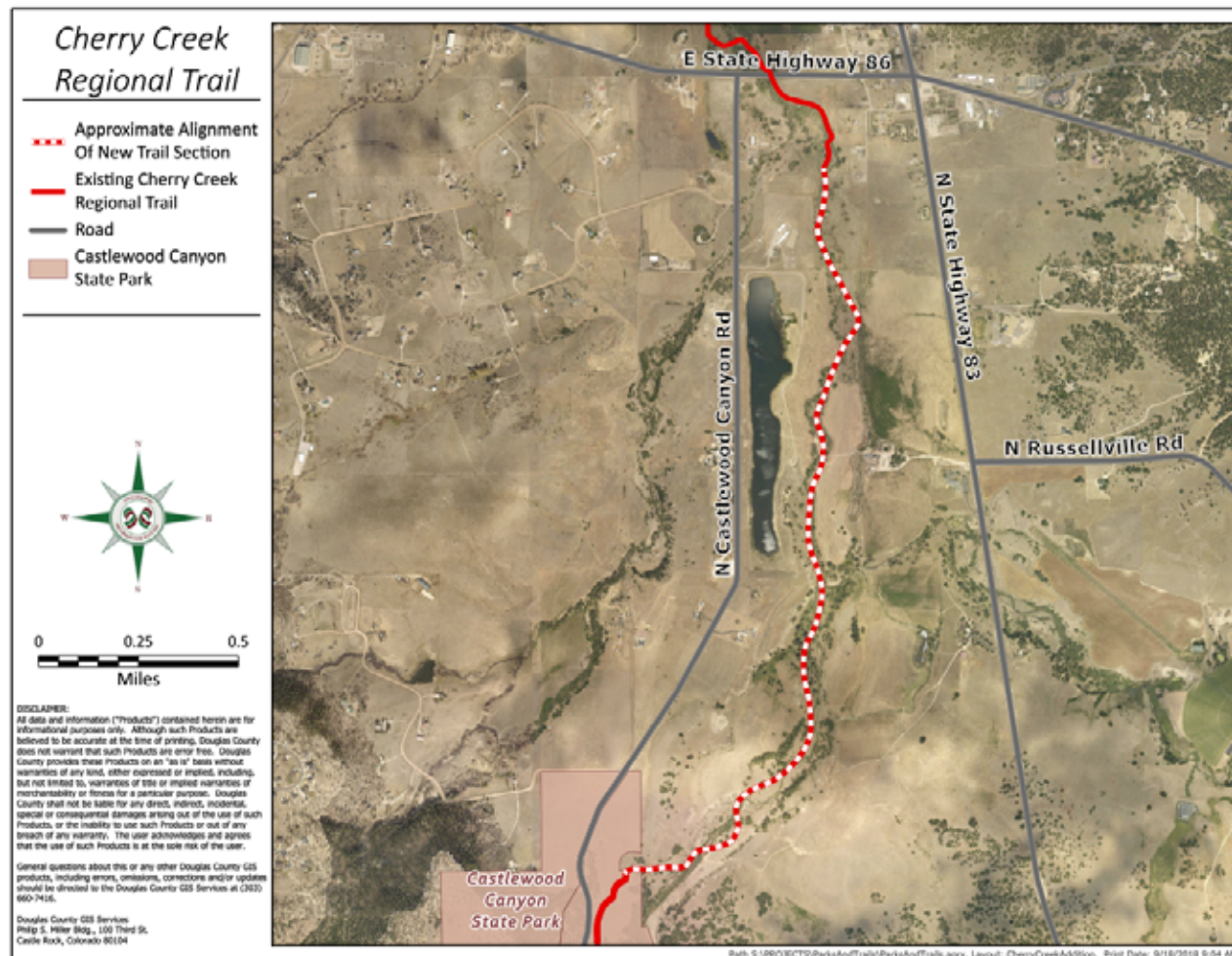
The 2019 budget includes \$2.0 million for emergency storm drainage projects. The Storm Sewer Video Inspection Program has identified nearly 100 pipe sections that need some form of repair in Highlands Ranch. Both PW Engineering and PW Operations have drainage repair project lists with many locations throughout the County in need of some form of repair to keep the County's infrastructure in place and working correctly. The 2019 proposed funding will be used to continue repairing storm drainage pipes identified by the Storm Sewer Video Inspection Program and to complete emergency & high priority drainage repair projects throughout the County.

STORMWATER PRIORITY PROJECTS

As our infrastructure continues to age, preventative maintenance and new capital drainage improvements will be increasingly more important to fund. These projects help reduce flooding on private property and protect our roadway infrastructure. Several of these projects have been on the capital improvements list for more than 10 years. Presently, Public Works Engineering and Operations staff has identified a list of priority projects with estimated costs of more than \$65.0 million. The 2019 budget includes \$1.9 million to continue partnerships for joint drainage projects throughout the County, and to prepare drainage studies in Castle Pines Village and other areas of concern within the County. A portion of these funds will be used for facilities pond operations and maintenance projects.

CHERRY CREEK TRAIL EXTENSION

The 2019 budget includes \$2.3 million for the completion of the Cherry Creek Trail that runs through unincorporated Douglas County. Douglas County started construction on the Cherry Creek Regional Trail in the mid-1980's and has completed approximately 18 miles of hard surface trail between the Town of Parker and Highway 86. Currently, there is a gap of approximately 2.5 miles between the current end of the trail and Castlewood Canyon State Park. The construction of this section of the trail will complete the portion of the Cherry Creek Regional Trail that is in unincorporated Douglas County and will connect Castlewood Canyon State Park to Cherry Creek Reservoir State Park in Arapahoe County.



SPRUCE MOUNTAIN ACCELERATION/DECELERATION LANES

The 2019 budget includes \$550,000 for the construction of an acceleration / deceleration lanes on Spruce Mountain Road. The addition of this lane is necessary to provide safe public access to this property. With the significant increase in visitation, along with the nearly daily closures of I-25 due to the GAP project construction, getting in and out of this property has become a public safety hazard. Spruce Mountain Road, an alternate route/bypass to I-25 between Larkspur and Monument, is experiencing large increases in volume and rate of travel during these closure/construction periods.

RUETER-HESS RECREATION AUTHORITY

The Rueter-Hess Recreation Authority is a regional collaboration between Douglas County, Town of Parker, Parker Water and Sanitation District, Town of Castle Rock, City of Castle Pines, and City of Lone Tree, to bring recreational opportunities to the Rueter-Hess Reservoir. Douglas County contributes annually to the Rueter-Hess Recreation Authority for design and construction projects located at the Rueter-Hess Reservoir. The 2019 budget allocates \$300,000 for this purpose.



The following schedules summarize all capital projects planned for 2019.

Road and Bridge Fund

| Project Title | Proposed Budget |
|--|----------------------|
| Contracted Maintenance (Asphalt Surface Treatments and Concrete) | \$ 18,000,000 |
| Emergency Storm Drainage | 2,000,000 |
| Stormwater Priority Projects | 1,900,000 |
| Happy Canyon Southwest Emergency Access | 300,000 |
| School and Pedestrian Safety | 150,000 |
| Traffic Signal Replacement & Major Maintenance | 400,000 |
| Total Road & Bridge Fund Project | \$ 22,750,000 |

Infrastructure Fund

| Project Title | Proposed Budget |
|--|----------------------|
| US 85 Highway Improvements (HR Parkway to C-470 North of County Line Rd) | \$ 9,000,000 |
| US 85 Highway Improvements (C-470 to Alameda) PEL Study | 150,000 |
| SH 83 Improvements (Bayou Gulch to Palmer Divide Road) | 500,000 |
| Dam Infrastructure Projects (Baldwin Gulch 2019 Priority) | 750,000 |
| Total Infrastructure Fund Project | \$ 10,400,000 |

Road Sales and Use Tax Fund

| Project Title | Proposed Budget |
|--|----------------------|
| C-470 Multi-Modal Trail Improvements (Yosemite Street) | \$ 500,000 |
| County Line Road/ I-25 Operational Improvements (Chester to Inverness) | 500,000 |
| Waterton Road Central Extension | 5,000,000 |
| Moore Road - US 85 South Connector | 9,000,000 |
| Pine Drive (Lincoln Drive to Inspiration) | 1,000,000 |
| US Highway 85 Improvements | 1,000,000 |
| Total Road Sales and Use Tax Fund Project | \$ 17,000,000 |

Open Space Sales and Use Tax Fund

| Project Title | Proposed Budget |
|--|-------------------|
| Evans Homestead Stabilization (with Planning) | \$ 45,000 |
| William Converse Structure Stabilization (with Planning) | 45,000 |
| Bayou Gulch Parking Lot | 180,000 |
| Huntsville Picnic Shelter/Connector Trail | 100,000 |
| Acceleration/Deceleration Lanes on Spruce Mountain Road | 550,000 |
| Total Open Space Sales and Use Tax Fund | <u>\$ 920,000</u> |

Parks Sales & Use Tax Fund

| Project Title | Proposed Budget |
|---|---------------------|
| Highlands Ranch Regional Park - Building Addition | \$ 1,000,000 |
| 22 Solar Trash compactors for Bayou Gulch Regional Park | 99,000 |
| Highway 85 Pedestrian Underpass | 200,000 |
| 6 Solar Trash compactors for Bluffs Regional Park | 27,000 |
| Fairgrounds Regional Park - Playground Equipment | 30,000 |
| Cherry Creek Regional Trail | 2,300,000 |
| High Line Canal Trail Tree Pruning | 5,000 |
| High Line Canal Trail Phase II Design | 6,000 |
| Parker Pedestrian Bridge | 400,000 |
| Rueter-Hess Reservoir | 300,000 |
| Total Parks Sales & Use Tax Fund | <u>\$ 4,367,000</u> |

Conservation Trust Fund

| Project Title | Proposed Budget |
|--|---------------------|
| Highland Heritage Regional Park - Stage/Canopy | \$ 1,200,000 |
| Total Conservation Trust Fund | <u>\$ 1,200,000</u> |

Capital Expenditures Fund

| Project Title | Proposed Budget |
|---|-----------------|
| <u>Miller Building</u> | |
| UPS Battery Replacements - 3rd floor | \$ 15,000 |
| TOTAL Miller Building | \$ 15,000 |
| <u>Wilcox Building</u> | |
| Avigilon Exterior Camera System Additions | \$ 7,500 |
| Avigilon Server Replacement | 17,500 |
| TOTAL Wilcox Building | \$ 25,000 |
| <u>Other General Governmental Buildings</u> | |
| Elections - Ccure Access Control Upgrades | \$ 30,000 |
| Elections - Avigilon Server Replacement | 17,500 |
| Highlands Ranch Regional park - CCure Access Control Upgrades | 14,000 |
| Avigilon Server Software Upgrade - Countywide | 35,000 |
| BAS Controller Upgrades/Replacements - HHRP, CSU, FAC, Traffic Services | 5,000 |
| County Floor Covering Replacement | 13,500 |
| County Furniture/Equipment/Ergonomic Replacements | 155,000 |
| Exterior Building Maintenance Repairs | 25,000 |
| Fence Replacement - Trumble Yard | 35,000 |
| Parking Lot Maintenance - All Facilities | 132,200 |
| Parking Lot Restriping | 12,200 |
| Roof Patching/Repair - Maintenance | 10,000 |
| Security system Component Replacement | 16,600 |
| UPS Battery Replacement - Elections (every 3 years) | 7,900 |
| UPS Battery Replacement - Public Trustee (every 3 years) | 7,900 |
| TOTAL Other General Governmental Buildings | \$ 516,800 |

Capital Expenditures Fund *(Continued)*

| Project Title | Proposed Budget |
|---|-------------------|
| <u>Human Services Building</u> | |
| Access Control [CCure] | \$ 71,000 |
| UPS Battery Replacement - Human Services | 14,700 |
| TOTAL Human Services Facilities | <u>\$ 85,700</u> |
| <u>Facilities/Public Works Complex</u> | |
| Operations Campus Access Control Update [CCure Panels, Readers] | \$ 28,000 |
| Diesel Exhaust Fluid (DEF) Dispenser at CR and Parker | 60,000 |
| Heavy Duty Mobile Column Lifts | 50,000 |
| OpTech Exterior Painting - PW Ops & Fleet | 48,000 |
| Realignment Rack Replacement | 35,000 |
| Roof Maintenance - ElTech Roof Coating | 58,000 |
| Tin Tech South Remodel & Furniture Replacement | 62,000 |
| TOTAL Facilities/Public Works Complex | <u>\$ 341,000</u> |
| <u>Fairgrounds</u> | |
| Event Center Access Control Update [CCure Panels, Readers] | \$ 74,600 |
| CSU Fiber Replacement | 10,000 |
| Event Center Access IDF Upgrade | 64,500 |
| Event Center North Drainage Repairs & Widen Sidewalk | 58,000 |
| Exterior Building Maintenance Repairs | 15,000 |
| Fairgrounds Floor Covering & Replacements | 15,000 |
| Furniture/Equipment Replacement | 15,000 |
| Event Center Additional Parking | 25,000 |
| Parking Lot Maintenance [pot holes, crack seal, chip seal] | 20,000 |
| TOTAL Facilities - Fairgrounds | <u>\$ 297,100</u> |

Capital Expenditures Fund *(Continued)*

| Project Title | Proposed Budget |
|---------------------------------------|-----------------|
| <u>Parker</u> | |
| GESC Permit Maintenance and Close-out | \$ 155,000 |
| Parker - Access Control Upgrade | 63,500 |
| TOTAL Facilities - Parker | \$ 218,500 |
| Total Capital Expenditures Fund | \$ 1,499,100 |

Justice Center Sales and Use Tax Fund

| Project Title | Proposed Budget |
|--|-----------------|
| Mobile Data Terminal (MDT) for Reserve Vehicle | \$ 5,500 |
| Courtroom Audio/Visual Retrofit (4 phases) | 200,000 |
| X-ray Scanner Replacement for Loading Dock | 31,500 |
| Carpet Replacement - Sheriff's 2nd & 3rd Floors (3 phases) | 84,000 |
| Courtroom Wood Panel/Millwork Replacements [3 rooms per year x 4 years] | 78,800 |
| Access Control (Cure Panels, readers) - Justice Center | 82,500 |
| UPS Battery Replacement - Dispatch | 25,200 |
| UPS MGE Component Replacement - Dispatch | 18,000 |
| Radios | 21,000 |
| Maintenance Shop Build Out | 85,000 |
| Tactical Incident Command Post | 819,700 |
| Total Justice Center Sales and Use Tax Fund | \$ 1,451,200 |





5-Year Capital Improvement Planning Documents

Preliminary Budget (October 5, 2018)
5-Year Capital Improvement Program (CIP) List of Priority Projects

| Fund 200 - Road and Bridge Fund (4.493 Mill Levy) | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| | | | | | |
| Contracted Maintenance (Asphalt & Concrete Pavements) | 18,000,000 | 18,000,000 | 18,000,000 | 18,000,000 | 18,000,000 |
| Emergency Storm Drainage | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Stormwater Priority Projects | 1,900,000 | 2,300,000 | 2,300,000 | 2,300,000 | 2,300,000 |
| Happy Canyon Southwest Emergency Access | 300,000 | - | - | - | - |
| Missing Sidewalk Links, School & Pedestrian Safety Programs | 150,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Traffic - Engineering Consultants | - | 100,000 | 100,000 | 100,000 | 100,000 |
| Traffic Signal Replacement & Major Maintenance | 400,000 | 400,000 | 400,000 | 400,000 | 400,000 |
| | | | | | |
| Fund 200 - Subtotal for CIP | 22,750,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 |

Note: The Board of County Commissioners adopts a budget for one year. The report is not intended to imply the Board has approved projects in future years.

Preliminary Budget (October 5, 2018)
5-Year Capital Improvement Program (CIP) List of Priority Projects

| Fund 230 - Road Sales and Use Tax Fund (from 4/10's of one cent sales and use tax for transportation) | 2019 \$17.0 M | 2020 \$19.0 M | 2021 \$19.5 M | 2022 \$20.0 M | 2023 \$20.5 M |
|--|--------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| | | | | | |
| Best Road Improvements | - | 500,000 | 500,000 | 500,000 | 500,000 |
| Hilltop Road (Reata to Singing Hills) | - | 2,500,000 | 10,000,000 | 1,000,000 | - |
| Inspiration Drive Improvements | | 500,000 | 500,000 | 2,000,000 | - |
| Bayou Gulch Road Extension (Pradera Parkway to Scott Road) | - | 3,000,000 | - | - | - |
| C-470 Multi-Modal Trail Improvements (at Yosemite Street in 2019 and @ Acres Green in 2023) | 500,000 | 1,700,000 | - | - | 1,000,000 |
| Lincoln Avenue Improvements (Yosemite to Jordan) | - | - | - | 5,000,000 | - |
| Waterton Central Road Extension (Rampart Range Rd to Moore Rd to Titan Rd) Phase II | 5,000,000 | - | - | - | - |
| County Line Road / I-25 Operational Impr. (Chester to Inverness) | 500,000 | 4,000,000 | - | - | - |
| Moore Road - US 85 Southern Connector Phase I | 9,000,000 | - | - | - | - |
| Jackson Creek Road over West Plum Creek Bridge Replacement | - | - | 100,000 | 2,800,000 | - |
| Dakan Road over West Plum Creek Bridge Replacement | - | - | - | 500,000 | 2,500,000 |
| SH 83 Improvements, (Bayou Gulch Road to Palmer Divide Road) | | | - | 1,000,000 | - |
| Park Meadows Center Drive / East Mall Entrance | - | - | 500,000 | - | - |
| Dransfeldt Road Extension (20 Mile Rd to Motsenbocker) | - | - | - | 800,000 | 2,000,000 |
| Havana South of RidgeGate Improvements | - | - | - | 1,500,000 | - |
| County Line Road (University to Broadway) | - | 1,000,000 | 4,000,000 | - | - |
| Happy Canyon / I-25 Interchange - West Side Improvements) | - | - | - | - | 4,000,000 |
| Pine Drive (Lincoln Drive to Inspiration) | 1,000,000 | - | 2,400,000 | 2,600,000 | - |
| Traffic Signal System and Traffic Communications Upgrades | - | 300,000 | 500,000 | 700,000 | 700,000 |
| Hazard Elimination / Congestion Management | - | 500,000 | 1,000,000 | - | - |
| Broadway / HR Pkwy Intersection (HR TIP Priority Project) | - | - | - | 1,200,000 | 2,800,000 |
| University @ C-470 Improvements (Dad Clark to County Line Road), (HR TIP Priority Project) | - | - | - | 400,000 | 3,000,000 |
| US 85 (Highlands Ranch Pkwy to Dad Clark Gulch (1,200-ft north of County Line Road) | 1,000,000 | 5,000,000 | - | - | - |
| US 85 (SH 67 to Meadows) | - | - | - | - | 4,000,000 |
| | | | | | |
| Fund 230 - Subtotal for CIP | 17,000,000 | 19,000,000 | 19,500,000 | 20,000,000 | 20,500,000 |

Note: The Board of County Commissioners adopts a budget for one year. The report is not intended to imply the Board has approved projects in future years.

Preliminary Budget (October 5, 2018)
5-Year Capital Improvement Program (CIP) List of Priority Projects

| New Infrastructure Fund - Fund 225 | 2019 | 2020 | 2021 | 2022 | 2023 |
|---|-------------------|------------------|------------------|------------------|------------------|
| | \$10.4 M | \$6.4 M | \$6.4 M | \$6.4 M | \$6.4 M |
| | | | | | |
| US 85 (Highlands Ranch Pkwy to Dad Clark Gulch (1,200-ft north of County Line Road) | 9,000,000 | 6,400,000 | - | - | - |
| US 85 (SH 67 to Meadows) | - | - | - | - | 6,000,000 |
| US 85 Improvements (C-470 to Alameda) PEL Study | 150,000 | - | - | - | - |
| SH 83 Improvements (Bayou Gulch Road to Palmer Divide Road) | 500,000 | - | - | 2,000,000 | - |
| I-25 GAP Construction, CI 2017-020 | - | - | 6,000,000 | 4,000,000 | - |
| Dransfeldt Road Extension (20 Mile Rd to Motsenbocker Rd) | - | - | 400,000 | 400,000 | 400,000 |
| Dam Infrastructure Projects (Baldwin Gulch 2019 Priority) | 750,000 | - | - | - | - |
| | | | | | |
| Fund 225 - Subtotal for CIP | 10,400,000 | 6,400,000 | 6,400,000 | 6,400,000 | 6,400,000 |

Note: The Board of County Commissioners adopts a budget for one year. The report is not intended to imply the Board has approved projects in future years.

Open Space and Natural Resources
5-Year Capital Improvement Plan

| | |
|--|---------------------|
| <u>2019</u> | |
| Evans Homestead Stabilization (with Planning) | \$ 45,000 |
| William Converse structure stabilization (with Planning) | \$ 45,000 |
| Bayou Gulch Parking Lot | \$ 180,000 |
| Huntsville picnic shelter/connector trail | \$ 100,000 |
| Accel/Decel lane on Spruce Mtn Rd | <u>\$ 550,000</u> |
| Total | \$ 1,031,500 |
| <u>2020</u> | |
| Sandstone Bridge Stabilization | \$ 21,500 |
| Hidden Mesa trail connection to Cobblestone | \$ 30,000 |
| Historic Structure Stabilization – Sandstone | \$ 150,000 |
| Accel/Decel lane on Hwy 83 at Hidden Mesa | \$ 650,000 |
| Accel/Decel land on Hwy 83 @ Prairie Canyon | \$ 750,000 |
| Phase I – Sandstone trail/trailhead development | <u>\$ 1,500,000</u> |
| Total | \$ 3,080,000 |
| <u>2021</u> | |
| Martinez/Snortland riparian restoration | \$ 200,000 |
| Historic Structure Stabilization – Sandstone | \$ 150,000 |
| Phase II – Sandstone Development | <u>\$ 3,000,000</u> |
| Total | \$ 3,350,000 |
| <u>2022</u> | |
| Historic Structure Stabilization – Sandstone | \$ 150,000 |
| Colorado Front Range Trail-Columbine to Castle Rock | \$ 250,000 |
| Iron Horse bridge replacement | <u>\$ 2,200,000</u> |
| Total | \$ 2,600,000 |
| <u>2023*</u> | |
| Henry trail and trailhead (joint with Cherokee Ranch) | <u>\$ 1,500,000</u> |
| Total | \$ 1,500,000 |
| GRAND TOTAL | \$11,561,500 |

*Open Space sales and use tax sunsets in 2023 unless extended by the voters

**Parks Trails and Building Grounds
5-Year Capital Improvement Plan**

2019

| | |
|---|--------------------|
| • Highlands Ranch Regional Park - Building Addition | \$1,000,000 |
| • Highway 85 Pedestrian Underpass | \$ 200,000 |
| • Playground Equipment - Fairgrounds Regional Park | \$ 30,000 |
| • Parker Pedestrian Bridge | \$ 400,000 |
| • Rueter-Hess Reservoir | \$ 300,000 |
| • High Line Canal | \$ 6,000 |
| • High Line Canal Tree Pruning | \$ 5,000 |
| • Cherry Creek Regional Trail | <u>\$2,300,000</u> |
| TOTAL | \$4,241,000 |

2020

| | |
|--|--------------------|
| • Rueter-Hess Reservoir | \$ 250,000 |
| • Synthetic Turf Replacement BGRP Field #2 | \$ 600,000 |
| • Synthetic Turf Replacement CRP Field #3 | \$ 600,000 |
| • Town of Parker – Parker Road Trail Bridge | \$ 350,000 |
| • Professional Services | \$ 350,000 |
| • Parking Lot Maintenance | \$ 200,000 |
| • Equipment Replacement | \$ 100,000 |
| • Cherry Creek Regional Trail Design | \$ 150,000 |
| • City of Lone Tree - Crooked Stick Parking Improvements (BRP) | \$ 150,000 |
| • High Line Canal | \$ 6,000 |
| • High Line Canal Tree Pruning | <u>\$ 5,000</u> |
| TOTAL | \$2,761,000 |

2021

| | |
|-------------------------------|-------------|
| • Rueter-Hess Reservoir | \$ 250,000 |
| • Cherry Creek Regional Trail | \$1,500,000 |
| • Professional Services | \$ 350,000 |
| • Parking Lot Maintenance | \$ 200,000 |

Parks Trails and Building Grounds (Continued)
5-Year Capital Improvement Plan

| | |
|---|--------------------|
| • Equipment Replacement | \$ 100,000 |
| • Picnic Shelter Replacement (Perry Pines) | \$ 40,000 |
| • High Line Canal | \$ 6,000 |
| • High Line Canal Tree Pruning | \$ 5,000 |
| • Picnic Shelter Replacement (Chatfield East) | <u>\$ 40,000</u> |
| TOTAL | \$2,491,000 |

2022

| | |
|--|---------------------|
| • Rueter-Hess Reservoir | \$ 250,000 |
| • High Line Canal Partnership (Chatfield Connection) | \$ 250,000 |
| • Cherry Creek Regional Trail | \$1,000,000 |
| • Professional Services | \$ 350,000 |
| • Parking Lot maintenance | \$ 200,000 |
| • Equipment Replacement | \$ 100,000 |
| • Dog Park Shelters (BGRP, FGRP) | \$ 100,000 |
| • High Line Canal | \$ 6,000 |
| • High Line Canal Tree Pruning | \$ 5,000 |
| • Playground Replacement (2 @ CRP) | <u>\$ 350,000</u> |
| TOTAL | \$ 2,611,000 |

2023

| | |
|--|---------------------|
| • Rueter-Hess Reservoir | \$ 250,000 |
| • Grand Golf Road Widening | \$1,000,000 |
| • Bayou Gulch Shelter | \$ 200,000 |
| • Playground Replacement HHRP | \$ 250,000 |
| • E-470 Parker Road Crossing (partnership) | \$ 750,000 |
| • Parking Lot Maintenance | \$ 200,000 |
| • Professional Services | \$ 350,000 |
| • High Line Canal | \$ 6,000 |
| • Equipment Replacement | <u>\$ 100,000</u> |
| TOTAL | \$ 3,106,000 |

Douglas County Facilities Management
5-Year Capital Improvement Plan (Updated 10-5-18)

| | | FUND 330 CAPITAL PROJECTIONS | | | | |
|--|---------------|------------------------------|------------|------------|------------|------------|
| | Business Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
| Fund 330 - Capital Improvement Schedule for Facilities | | | | | | |
| 33100 - PS Miller Building | | | | | | |
| Alarm Panel Replacement | 33100 | | \$ 3,000 | | | |
| Avigilon Server Replacement - Replace Every 5 Years | 33110 | | \$ 25,000 | | | |
| Roof Replacement - PS Miller | 33100 | | | \$ 100,000 | | |
| UPS Battery Replacements (new 2016 unit) - 1st Floor (Every 4 Years) | 33100 | | \$ 15,000 | | | |
| UPS Battery Replacement (new) - (new 2017 unit) 2nd Floor (Every 34 Years) | 33100 | | | \$ 15,000 | | |
| UPS Battery Replacement (new 2015 unit) - 3rd Floor (Every 4 Years) - (A Unit) | 33100 | \$ 15,000 | | | | \$ 17,300 |
| UPS Battery Replacement (new 2017 Unit) - 3rd Floor (Every 4 Years) - (B Unit) | 33100 | | | \$ 15,000 | | |
| Parking Maintenance Schedule - SUBMIT UNDER 33190 | | | | | | |
| Parking Lot Maintenance (pot holes, crack seal, pmm sealer) - Every 4 Yrs | 33100 | | \$ 23,000 | | | |
| Restriping North, West & South Lots - Every 2 Years | 33100 | | \$ 8,800 | | \$ 9,200 | |
| Restriping Parking Garage - Every 4 Years | 33100 | | | \$ 9,900 | | |
| TOTAL - 33100 PS Miller Building | | \$ 15,000 | \$ 43,000 | \$ 130,000 | \$ - | \$ 17,300 |
| 33110 - Wilcox Building | | | | | | |
| Alarm Panel Replacement | 33110 | | \$ 5,000 | | | |
| Avigilon Exterior Camera System Adds | 33110 | \$ 7,500 | | | | |
| Avigilon Server Replacement - Replace Every 5 Years | 33110 | \$ 17,500 | | | | |
| Roof Replacement - Wilcox | 33110 | | | | \$ 60,000 | |
| UPS Battery Replacement - Wilcox Building (Every Four Years) | 33110 | | | | \$ 7,300 | |
| Parking Maintenance Schedule - SUBMIT UNDER 33190 | | | | | | |
| Parking Lot Maintenance (pot holes, crack seal, pmm sealer) - Every 4 Yrs | 33110 | | \$ 8,600 | | | |
| Restriping Parking Lots - Every 2 Years | 33110 | \$ 3,600 | | \$ 4,000 | | \$ 4,400 |
| TOTAL - 33110 Wilcox Building | | \$ 25,000 | \$ 5,000 | \$ - | \$ 67,300 | \$ - |
| 33190 - Other General Government Buildings | | | | | | |
| Election - Ccure Access Control Upgrades | 33190 | \$ 30,000 | | | | |
| HHRP - Ccure Access Control Upgrades | 33190 | \$ 14,000 | | | | |
| Wildcat MV - Ccure Access Control Upgrades | 33190 | | \$ 14,000 | | | |
| Access Control Card Printer | | | | | | |
| Avigilon Server Replacement - Elections - Replace Every 5 Years | 33190 | \$ 17,500 | | | | |
| Avigilon Server SOFTWARE Upgrade - County Wide - Every 5 Years | 33190 | \$ 35,000 | | | | |
| BAS Controllor Upgrades/Replacements - HHRP, CSU, FAC, Traffic Services | 33190 | \$ 5,000 | | | | |
| County Floor Covering Replacement (rotating) | 33190 | \$ 13,500 | \$ 14,200 | \$ 14,900 | \$ 15,600 | \$ 16,400 |
| County Furniture/Equipment/Ergonomic Replacements | 33190 | \$ 105,000 | \$ 110,300 | \$ 115,800 | \$ 121,600 | \$ 127,700 |
| County WIDE Chair Replacements (5 Years) | 33190 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 | \$ 50,000 |
| Election - Roof & Gutter Repair | 33190 | | | \$ 32,000 | | |
| Exterior Building Maintenance Repairs | 33190 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| Fence Replacement - Trumble Yard | 33190 | \$ 35,000 | | | | |
| Highland Heritage Regional Park - Design & Planning for Building Expansion | 33190 | 80,000 | | | | |
| Parking Lot Maintenance - All Facilities | 33190 | \$ 132,200 | \$ 31,600 | \$ 46,200 | \$ - | \$ 117,500 |
| Parking Lot Restriping | 33190 | \$ 12,200 | \$ 22,600 | \$ 23,600 | \$ 24,400 | \$ 15,020 |
| Roof Patching/Repair - Maintenance | 33190 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Security System Component Replacement | 33190 | \$ 16,600 | \$ 17,400 | \$ 18,300 | \$ 19,200 | \$ 20,200 |
| UPS Battery Replacement - Elections (Every 3 Years) | 33190 | \$ 7,900 | | | \$ 8,300 | |
| UPS Battery Replacement - Public Trustee (Every 3 Years) | 33190 | \$ 7,900 | | | \$ 8,300 | |
| Parking Maintenance Schedule - SUBMIT UNDER 33190.473600 | | | | | | |
| Louviers Village Clubhouse | 33190 | \$ 5,500 | | | | \$ 6,100 |
| Louviers Village Clubhouse | 33190 | \$ 1,900 | | \$ 2,100 | | \$ 2,300 |
| TOTAL - 33190 Other General Government Buildings | | \$ 596,800 | \$ 295,100 | \$ 335,800 | \$ 282,400 | \$ 381,820 |

Douglas County Facilities Management
5-Year Capital Improvement Plan (Updated 10-5-18)

| | | FUND 330 CAPITAL PROJECTIONS | | | | |
|--|---------------|------------------------------|------------|------------|------------|------------|
| | Business Unit | 2019 | 2020 | 2021 | 2022 | 2023 |
| 33300 - Facilities/Public Works Complex | | | | | | |
| Access Control Update (Ccure Panels, Readers) - Carwash/Operations | 33300 | \$ 28,000 | | | | |
| Avigilon Server Replacement - TinTech/ElTech - Replace Every 5 Years | 33300 | | \$ 20,000 | | | |
| Diesel Exhaust Fluid (DEF) Dispenser @ CR & Parker | 33300 | \$ 60,000 | | | | |
| Heavy Duty Mobile Column Lifts | 33300 | \$ 50,000 | | | | |
| OpTech Exterior Painting - PW Ops & Fleet | 33300 | \$ 48,000 | | | | |
| Realignment Rack Replacement | 33300 | \$ 35,000 | | | | |
| Roof Maintenance - ElTech Roof Coating | 33300 | \$ 58,000 | | | | |
| Tin Tech South Remodel & Furniture Replacement | 33300 | \$ 62,000 | | | | |
| Parking Maintenance Schedule - SUBMIT UNDER 33190 | | | | | | |
| Facilities Management | | \$ 60,000 | | | | \$ 38,000 |
| Operations | | \$ 23,100 | | | | \$ 25,400 |
| Traffic Services | | \$ 43,600 | | | | \$ 48,000 |
| Facilities Management | | | \$ 6,700 | | \$ 7,400 | |
| Operations | | | \$ 3,100 | | \$ 3,400 | |
| Traffic Services | | \$ 3,100 | | \$ 3,400 | | \$ 3,700 |
| TOTAL - 33300 Facilities/Public Works Complex | | \$ 341,000 | \$ 20,000 | \$ - | \$ - | \$ - |
| 33400 - Human Services | | | | | | |
| Access Control (Ccure) | 33400 | \$ 71,000 | | | | |
| Avigilon Server Replacement - Replace Every 5 Years | 33400 | | \$ 25,000 | | | |
| UPS Battery Replacement - Human Services (Every Four Years) | 33400 | \$ 14,700 | | | | \$ 16,900 |
| Parking Maintenance Schedule - SUBMIT UNDER 33190 | | | | | | |
| Parking Lot Maintenance (pot holes, crack seal, pmm sealer) - Every 4 Yrs | 33400 | | | \$ 44,000 | | |
| Restriping Parking Lots - Every 2 Years | 33400 | | \$ 4,000 | | \$ 4,400 | |
| TOTAL - 33400 Human Services | | \$ 85,700 | \$ 25,000 | \$ - | \$ - | \$ 16,900 |
| 33550 - Fairgrounds | | | | | | |
| Access Control Update (Ccure Panels, Readers) | 33550 | \$ 74,600 | | | | |
| Avigilon Server Replacement - Replace Every 5 Years | 33550 | | | \$ 25,000 | | |
| CSU Fiber Replacement | 33550 | \$ 10,000 | | | | |
| CSU Roof Replacement | 33550 | | | \$ 60,000 | | |
| Event Center IDF Upgrade | 33550 | \$ 64,500 | | | | |
| Event Center Main Chair Replacements - V Phases | 33550 | \$ - | \$ 100,000 | \$ 100,000 | \$ 100,000 | |
| Event Center NORTH Drainage Repairs & Widen Sidewalk | 33550 | \$ 58,000 | | | | |
| Exterior Building Maintenance Repairs | 33550 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| Fairgrounds Floor Covering Replacement (Rotating) | 33550 | \$ 15,000 | | \$ 15,000 | | \$ 15,000 |
| Floor Repairs & Maintenance - 2018 (Walk Off @ EC, EC Admin Office Carpet, EC Main Flo | 33550 | | \$ 20,000 | | \$ 20,000 | |
| Furniture/Equipment Replacements | 33550 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 | \$ 15,000 |
| Indoor Arena Additional Parking | 33550 | \$ 29,000 | | | | |
| Kitchen Floor Repair/Maintenance | 33550 | | | | \$ 25,000 | |
| Livestock Panel Repairs/Powder - Every 5 Year | 33550 | | | \$ 50,000 | | |
| Parking Lot Maintenance (pot holes, crack seal, chip seal) | 33550 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 | \$ 20,000 |
| Parking Lot & Drainage Restructuring (ALL) | 33550 | | \$ 250,000 | | | |
| TOTAL - 33550 Fairgrounds | | \$ 301,100 | \$ 420,000 | \$ 300,000 | \$ 195,000 | \$ 65,000 |
| 33600 - Park Meadows Center | | | | | | |
| Avigilon Server Replacement - Replace Every 5 Years | 33600 | | | \$ 25,000 | | |
| UPS Battery Replacement (new 2017 unit) - Every 4 Years | 33600 | | | \$ 11,000 | | |
| Parking Maintenance Schedule - SUBMIT UNDER 33190 | | | | | | |
| Restriping Parking Lots - Every 2 Years | 33600 | \$ 3,600 | | \$ 4,000 | | \$ 4,400 |
| TOTAL - 33600 Park Meadows Center | | \$ - | \$ - | \$ 36,000 | \$ - | \$ - |
| 870054 - Parker R&B Expansion | | | | | | |
| GESC Permit Maintenance and Close Out | 870054 | \$ 155,000 | | | | |
| Access Control/Security/Fiber Upgrades - Building B&D | 870054 | \$ 63,500 | | | | |
| Avigilon Server Replacement - Replace Every 5 Years | 870054 | | | \$ 25,000 | | |
| TOTAL FACILITIES MANAGEMENT PROJECTIONS | | \$ 1,583,100 | \$ 808,100 | \$ 826,800 | \$ 544,700 | \$ 481,020 |

Douglas County Justice Center Fund
5-Year Capital Outlay Projections (Updated 10-5-18)

| | Business Unit | JC PROJECTIONS | | | | |
|---|---------------|---------------------|----------------------|----------------------|---------------------|-------------------|
| | | 2019 | 2020 | 2021 | 2022 | 2023 |
| <u>CAPITAL OUTLAY (47XXXX):</u> | | | | | | |
| Improvements (472300) | | | | | | |
| CAT6A/Future Technology Upgrades | 33215 | | | \$ 1,000,000 | | |
| Crime Lab | 870058 | | | | | |
| Garage Space for DCSAR (Contingent on approval of Shared Use) | TBD | | \$ 400,000 | \$ 3,000,000 | | |
| Maintenance Shop Build Out (Vacated Crime Lab Space) | 33215 | \$ 85,000 | | | | |
| Remodel of JC 3rd Floor (Contingent on approval of Shared Use) | TBD | | \$ 500,000 | \$ 4,000,000 | \$ 500,000 | |
| Shared Use Building (45,000 sq ft - existing land north of JC) | TBD | | \$ 2,500,000 | \$ 20,000,000 | \$ 2,000,000 | |
| Other Improvements (473600) | | | | | | |
| Cars, Vans, Pickups (474300) | | | | | | |
| Tactical Incident Command Post | 33550 | \$ 760,000 | | | | |
| Communications Equipment (474350) | | | | | | |
| Message Switch Replacement (2 switches) | 33220 | | | \$ 12,500 | | |
| Radio Replacement Program/Other Radios - Portable Radios (Lease Payments - Years 4&5) | 33220 | \$ 367,600 | \$ 367,600 | \$ - | \$ - | \$ - |
| Radio Replacement Program/Mobile Radios | 33220 | \$ 142,200 | \$ 142,200 | \$ 142,200 | \$ 142,200 | \$ 142,200 |
| Radios for Sheriff's Office Budget Requests | 33220 | \$ 35,000 | | | | |
| Simulcast Project (2018 - Additional Pike National Forest site - B. Heyden) | 870053 | | \$ 2,500,000 | | | |
| Computer Equipment/Software (474500/474600) | | | | | | |
| Jail Management/CAD System Enhancements | 870033 | | \$ 3,000,000 | | | |
| MDT Refresh Program | 33210 | \$ 181,700 | \$ 187,200 | \$ 192,800 | \$ 198,600 | \$ 204,600 |
| MDT for Reserve Vehicle | 33210 | \$ 5,500 | | | | |
| UPS Unit Replacement - Evidence Storage (Every 15 Years) | 33215 | | | | | |
| Video Arraignment/Conferencing Replacement/Expansion (Every 5 years) | 33210 | | \$ 78,800 | | | |
| Furniture & Office Equipment (474400) | | | | | | |
| Other Machinery & Equipment (474800) | | | | | | |
| Access Card Printer | 33215 | | | | | |
| Avigilon Server Replacement PHASED - Replace Every 5 Year | 33215 | | \$ 125,000 | \$ 143,800 | \$ 165,400 | |
| Courtroom A/V Retrofit (4 phases) | 33215 | \$ 200,000 | \$ 200,000 | \$ 200,000 | | |
| Detentions Security Equipment Refresh (Existing Workstations/Servers) - Every 4 years | 33215 | | \$ 325,000 | | | |
| Tenprinter/Mug Photo System Replacements | 33210 | | \$ 156,000 | | | |
| Xray Scanner Replacement for Loading Dock | 33215 | \$ 31,500 | | | | |
| Major Repair and Maintenance/Replacement (478300) | | | | | | |
| Carpet Replacement - Sheriff's 2nd & 3rd Floors (3 Phases) | 33215 | \$ 84,000 | \$ 84,000 | \$ 84,000 | | |
| Courtroom Wood Panel/Millwork Replacement (3 Rooms per Year x 4 Years) | 33215 | \$ 78,800 | \$ 82,700 | \$ 86,800 | | |
| Elevator Operating System Upgrades - Every 15 Years | 33215 | | | \$ 227,500 | \$ 260,000 | |
| Parking Garage Resurfacing/Maintenance (Every 5 Years) | 33215 | | \$ 100,000 | | | |
| Roof Replacements (By Section) - Phased Project | 33215 | | \$ 100,000 | \$ 110,000 | \$ 121,000 | \$ 133,100 |
| Total Capital Outlay | | \$ 1,211,300 | \$ 10,848,500 | \$ 29,199,600 | \$ 3,387,200 | \$ 479,900 |
| <u>CONTROLLABLE ASSETS (438XXX):</u> | | | | | | |
| Access Control (Ccore panels, readers) - HRSSS | 33215 | | \$ 97,500 | | | |
| Access Control (Ccore panels, readers) - Justice Center | 33215 | \$ 82,500 | | | | |
| Air Handler Units Secondary Filters - Every 3 Years | 33215 | | \$ 48,400 | | | \$ 53,200 |
| Avigilon Camera Server Software Upgrades - Every 5 Years | 33215 | | \$ 75,000 | | | |
| Radio Site Battery Backup - Potential E911 Funding (\$50,000 for 10 sites split over 2 years) | 33210 | \$ - | \$ 25,000 | \$ 25,000 | \$ 25,000 | \$ 25,000 |
| Detentions Security Software Upgrade (touch screen video software) - Every Five Years | 33215 | | | | \$ 109,300 | |
| UPS Battery Replacement - Dispatch (Replace Every Two Years) | 33215 | \$ 25,200 | | \$ 27,700 | | \$ 30,500 |
| UPS Battery Replacement - Evidence Storage (Replace Every Four Years) | 33215 | | | | \$ 17,000 | |
| UPS Battery Replacement - HRSSS Data Center (Replace Every Three Years) | 33215 | | \$ 50,000 | | | \$ 55,000 |
| UPS Battery Replacement - HRSSS End User (Replace Every Four Years) | 33215 | | | | \$ 17,500 | |
| UPS Battery Replacement - Radio Towers (Replace Every Two Years) - 4 Towers @ \$6500/ea | 33215 | | \$ 42,900 | | \$ 47,200 | |
| UPS MGE Component Replacement - Dispatch | 33215 | \$ 18,000 | | | | |
| Total Controllable | | \$ 125,700 | \$ 338,800 | \$ 52,700 | \$ 216,000 | \$ 163,700 |
| Total - Facilities-Related Projects | | \$ 605,000 | \$ 7,230,500 | \$ 28,879,800 | \$ 3,237,400 | \$ 271,800 |
| Total - Sheriff-Related Projects | | \$ 726,500 | \$ 3,956,800 | \$ 372,500 | \$ 365,800 | \$ 371,800 |
| GRAND TOTAL - JUSTICE CENTER FUND PROJECTS | | \$ 1,331,500 | \$ 11,187,300 | \$ 29,252,300 | \$ 3,603,200 | \$ 643,600 |
| <i>Justification Details Provided by Facilities</i> | | | | | | |
| <i>Justification Details Provided by Sheriff's Office</i> | | | | | | |



Fund Balance Detail

2019 Proposed Budget - Fund Balance Detail

| Fund Balance Categories | County Total | General Fund | Road and Bridge Fund | Human Services Fund | Developmental Disabilities Fund | LEA Fund | Infrastructure | Road Sales and Use Tax Fund | Justice Center Sales and Use Tax Fund | Open Space Sales and Use Tax Fund | Parks Sales and Use Tax Fund | Conservation Trust Fund | Solid Waste Disposal Fund | Capital Expenditures Fund | LID Capital Construction Fund | Capital Replacement Fund | Debt Service Fund | Workers Comp /Unemployment Self-Insurance Fund | Liability and Property Self-Insurance Fund | Medical Self-Insurance Fund |
|--|----------------|---------------|----------------------|---------------------|---------------------------------|--------------|----------------|-----------------------------|---------------------------------------|-----------------------------------|------------------------------|-------------------------|---------------------------|---------------------------|-------------------------------|--------------------------|-------------------|--|--|-----------------------------|
| Total Fund Balance | \$ 143,195,026 | \$ 29,321,309 | \$ 14,971,849 | \$ 3,719,355 | \$ 100,000 | \$ 9,540,343 | \$ 3,724,030 | \$ 15,107,206 | \$ 36,380,068 | \$ 13,324,151 | \$ 2,165,414 | \$ 967,207 | \$ 279,054 | \$ 2,150,369 | \$ 627,563 | \$ 4,747,128 | \$ 90,397 | \$ 1,982,117 | \$ 3,166,301 | \$ 831,165 |
| Non-Spendable: | \$ 6,983,122 | \$ 2,221,576 | \$ 2,721,546 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 2,040,000 | \$ - | \$ - | \$ - | \$ - |
| 1 Inventory | 4,761,546 | - | 2,721,546 | - | - | - | - | - | - | - | - | - | - | - | - | 2,040,000 | - | - | - | - |
| 2 Accounts Receivable | 2,221,576 | 2,221,576 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Restricted: | \$ 17,709,572 | \$ 7,331,562 | \$ - | \$ 71,696 | \$ 100,000 | \$ 650,000 | \$ - | \$ 263,100 | \$ 2,452,486 | \$ 5,873,521 | \$ - | \$ 967,207 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 3 Emergencies (TABOR) | 7,525,000 | 6,875,000 | - | - | - | 650,000 | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 4 Grant/Programs | 9,423,972 | 456,562 | - | 71,696 | 100,000 | - | - | - | 2,452,486 | 5,376,021 | - | 967,207 | - | - | - | - | - | - | - | - |
| 5 Debt Service | 760,600 | - | - | - | - | - | - | 263,100 | - | 497,500 | - | - | - | - | - | - | - | - | - | - |
| Committed: | \$ 7,387 | \$ 7,387 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 6 Miller Grant | 7,387 | 7,387 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 7 Specific Needs (see Fund Summary Worksheet) | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| Assigned: | \$ 108,268,097 | \$ 9,533,936 | \$ 12,250,303 | \$ 3,647,659 | \$ - | \$ 8,890,343 | \$ 3,724,030 | \$ 14,844,106 | \$ 33,927,582 | \$ 7,450,630 | \$ 2,165,414 | \$ - | \$ 279,054 | \$ 2,150,369 | \$ 627,563 | \$ 2,707,128 | \$ 90,397 | \$ 1,982,117 | \$ 3,166,301 | \$ 831,165 |
| 8 Working Capital | 2,262,373 | - | - | 1,201,350 | - | - | - | - | - | 855,330 | 205,693 | - | - | - | - | - | - | - | - | - |
| 9 Subsequent Year's Expenditures | 1,889,531 | - | - | 576,045 | - | 1,313,486 | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 10 Risk Reserve (85% Confidence) | | 9,333,936 | 8,157,997 | - | - | 4,463,346 | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 11 Revenue Shortfall | 7,216,182 | - | - | 500,000 | - | - | 162,400 | 3,315,398 | 3,181,494 | - | - | - | - | 56,890 | - | - | - | - | - | - |
| 12 Required Per Policy | 1,920,000 | 200,000 | 200,000 | 100,000 | - | 100,000 | 100,000 | 200,000 | 50,000 | 100,000 | 50,000 | - | 10,000 | 50,000 | 10,000 | - | - | 250,000 | 250,000 | 250,000 |
| 13 Fleet Replacement | 2,707,128 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | 2,707,128 | - | - | - | - |
| 14 County Emergency/Disaster | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 15 Accounts Receivable | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |
| 16 Cash-in-Lieu | 705,286 | - | - | - | - | - | - | - | - | 705,286 | - | - | - | - | - | - | - | - | - | - |
| 17 Specific Needs (see Fund Summary Worksheet) | 15,827,245 | - | 3,227,245 | - | - | - | 3,200,000 | 7,400,000 | - | - | - | - | - | 2,000,000 | - | - | - | - | - | - |
| 18 Residual Fund Balance | 53,785,073 | - | 665,061 | 1,270,264 | - | 3,013,511 | 261,630 | 3,928,708 | 30,696,088 | 6,495,300 | 1,204,435 | - | 269,054 | 43,479 | 617,563 | - | 90,397 | 1,732,117 | 2,916,301 | 581,165 |
| Unassigned: | \$ 10,226,848 | \$ 10,226,848 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| 19 Residual Fund Balance | 10,226,848 | 10,226,848 | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - | - |



DOUGLAS COUNTY
ADMINISTRATIVE POLICIES AND PROCEDURES

| | |
|---|--|
| TITLE Commitment of Fund Balance | Approval Date 7/11/06 |
| POLICY CUSTODIAN Finance | Revision Date 2-1-17 |

PURPOSE: To formalize the County's practice of maintaining adequate fund balance levels for mitigating current and future risks of revenue shortfalls or unanticipated expenditures and to protect the County's creditworthiness and financial position from unforeseen emergencies.

DEPARTMENT RESPONSIBLE: Finance

DEPARTMENT(S) AFFECTED: All

POLICY:

It shall be county policy to maintain appropriate levels of non-spendable, restricted, committed, assigned, and unassigned fund balances in order to conform to legal requirements and to insure a continued strong financial position.

The Comprehensive Annual Financial Report (CAFR) shall show all fund balance classifications as required by Generally Accepted Accounting Principles (GAAP).

Non-spendable, restricted, committed, assigned, and unassigned fund balance levels shall be considered when developing and amending the County budget.

Scope:

This policy will apply to all funds approved by the Board of County Commissioners, including new funds when established.

Definitions:

Fund Balance – Fund balance is the excess of assets over liabilities. Fund balance is accumulated when revenues exceed expenditures and decreased when revenues are less than expenditures.

Non-spendable Fund Balance – The portion of fund balance that cannot be spent because it is either not in a spendable form or is legally or contractually required to be maintained intact.

Restricted Fund Balance – The portion of fund balance constrained for a specific purpose by external parties, constitutional provisions, or enabling legislation. Effectively, restrictions on fund balance may only be changed or lifted with the consent of resource providers.

Committed Fund Balance – The portion of fund balance that can only be used for specific purposes according to limitations imposed by the Board of County Commissioners prior to the end of the current fiscal year. The constraint may be removed or changed only by formal action of the Board of County Commissioners.

Assigned Fund Balance – The portion of fund balance set aside for planned or intended actions. The intended use may be expressed by the Board of County Commissioners or other individuals authorized to assign funds to be used for a specific purpose. In governmental funds, other than the general fund, assigned fund balance represents the amount that is not non-spendable, restricted, or committed. This indicates that resources in these funds are, at a minimum, intended to be used for the purpose of that fund.

Unassigned Fund Balance – This is the residual portion of fund balance that does not meet any of the above criteria. The County will only report a positive unassigned fund balance in the General Fund.

Fund Balance Classifications:

The appropriate fund balance classifications shall be included in each fund as necessary or required by GAAP. In the CAFR, all governmental funds report various fund classifications that comprise a hierarchy primarily based on the extent to which the County is bound to honor constraints on the specific purposes for which amounts in those funds can be spent. Policy cannot consider every situation that could occur, therefore, the County Manager shall have discretion to deviate should circumstances warrant. However, the following descriptions are a guideline of what can be expected to be appropriate in each fund balance classification.

Non-spendable

- Accounts Receivable – Long-term receivables for intergovernmental loans.
- Inventory – The value of inventories that are not expected to be converted into cash.
- Prepaid Items – The valued of the prepaid assets held as non-cash assets.

Restricted

- TABOR Reserves – Amendment One to the state constitution (Article X, Section 20), passed by voters in 1992, requires that reserves equal to 3% of the fiscal year spending be established for declared emergencies.
- Grant Funding – Unspent grant funding that must be used for specific programs as stipulated by the Grantor.
- Debt Service Reserves – Any amounts required to be held according to creditor requirements.

Committed

- Contractual Obligations – Resources specifically committed for use in satisfying contractual requirements. Could include amounts encumbered on outstanding purchase orders.
- Emergency Operating Funds – Funds set aside to meet operating expenses in the event of an emergency/disaster – as set forth in the County's emergency operations policies.

Assigned

- Working Capital / Revenue Shortfall –
 - Working Capital - calculated as the greater of \$100,000 or 10% of expenditures including transfers out, less capital outlay, less any legally enforced emergency reserves (TABOR), less electronic benefit transfers (EBT) and cost allocations.
 - Revenue Shortfall - calculated as follows:
 - Property Tax Funds - 5% of adopted revenues, not including transfers-in.
 - Sales and Use Tax Funds - the greater of \$100,000 or 10% of adopted revenues, not including transfers-in.
- Subsequent Year Expenditures – Appropriation of existing fund balance to eliminate a projected budgetary deficit in the subsequent year's budget.
- Designated Projects – The estimated cost of planned or desired, but not required, specific projects as requested by the Board of County Commissioners or other authorized individuals.
- Residual Fund Balance – In governmental funds, other than the General Fund, assigned fund balance will include any amount that is not non-spendable, restricted, or committed. This indicates that these resources are, at a minimum, intended to be used for the purpose of that fund.

Unassigned

- Residual Fund Balance – This is the residual fund balance classification for the General Fund and will contain any fund balance not already classified. If for any reason any other governmental fund should have a negative fund balance the negative fund balance would be reported as unassigned.

All county funds are included in the following matrix with the exception of the High Intensity Drug Trafficking Area (HITDA) Fund which Douglas County is a fiscal agent and does not have oversight of the fund balance.

Fund Balance Categories by Fund Matrix

| Fund Balance Categories: | General Fund | Road & Bridge Fund | Human Services Fund | Developmental Disabilities Fund | LEA Fund | Road Sales & Use Tax Fund | Justice Center Sales & Use Tax Fund | Open Space Sales & Use Tax Fund | Parks Sales & Use Tax Fund | Conservation Trust Fund |
|---------------------------------------|-------------------------|-------------------------|-------------------------|---------------------------------|-------------------------|---------------------------|-------------------------------------|---------------------------------|----------------------------|-------------------------|
| Non-Spendable | | | | | | | | | | |
| Accounts Receivable | X | X | | | X | | | | | |
| Inventory | X | X | | | X | | | | | |
| Prepaid Items | X | X | | | X | | | | | |
| Restricted | | | | | | | | | | |
| TABOR Reserves | For All County Funds | | | | For All LEA Funds | | | | | |
| Grant Funding | X | X | X | | X | X | | X | X | X |
| Debt Service Reserves | | | | | | X | | X | X | |
| Committed | | | | | | | | | | |
| Contractual Obligations | X | X | X | X | X | X | X | X | X | X |
| Emergency Operating Funding | X | | | | | | | | | |
| Assigned | | | | | | | | | | |
| Working Capital /Revenue Shortfall | X | X | X | X | X | X | X | X | X | X |
| Subsequent Years Expenditures | X | X | X | X | X | X | X | X | X | X |
| Designated Projects | X | X | X | | X | X | X | X | X | X |
| Residual Fund Balance | X | Not Less Than \$200,000 | Not Less Than \$100,000 | Not Required | Not Less Than \$100,000 | Not Less Than \$200,000 | Not Less Than \$50,000 | Not Less Than \$100,000 | Not Less Than \$50,000 | Not Less Than \$50,000 |
| Unassigned (Only General Fund) | | | | | | | | | | |
| Residual Fund Balance | Not Less Than \$200,000 | | | | | | | | | |

Fund Balance Categories by Fund Matrix

| Fund Balance Categories: | DC Lincoln Station LID Fund | Solid Waste Disposal Fund | Woodmoor Mountain GID Fund | Capital Expenditures Fund | LID Construction Fund | Capital Replacement Fund | Debt Service Fund | Employee Benefits Self- Insurance Fund | Property & Liability Self- Insurance Fund | Medical Self- Insurance Fund |
|---|--------------------------------|------------------------------|----------------------------------|---------------------------------|---------------------------|--------------------------------|---------------------------|--|---|---------------------------------|
| Non-Spendable | | | | | | | | | | |
| Accounts Receivable | | | | | | | | | | |
| Inventory | | | | | | | | | | |
| Prepaid Items | | | | | | | | | | |
| Restricted | | | | | | | | | | |
| TABOR Reserves | | | X | | | | | | | |
| Grant Funding | | | | | | | | | | |
| Debt Service Reserves | | | | | | | | | | |
| Committed | | | | | | | | | | |
| Contractual Obligations | | X | X | X | | | | X | X | |
| Emergency Operating Funding | | | | | | | | | | |
| Assigned | | | | | | | | | | |
| Working Capital /Revenue Shortfall | | | | X | | | | | | |
| Subsequent Years Expenditures | X | X | X | X | X | X | X | X | X | X |
| Designated Projects | | | | X | | | | X | | |
| Residual Fund Balance | Not Required | Not Less Than \$10,000 | Not Required | Not Less Than \$50,000 | Not Less Than \$10,000 | Not Required | Not Less Than \$50,000 | Not Less Than \$250,000 | Not Less Than \$250,000 | Minimum 5% of Claims |
| Unassigned (Only General Fund) | | | | | | | | | | |
| Residual Fund Balance | | | | | | | | | | |



Alignment to Douglas County Board Priorities

2019 Proposed Budget Aligned to Board Core Priorities

| Department | Public Safety | | Transportation | | Economic Foundations | | Historic & Natural Resources | | Health & Human Services | | County Services | |
|--|----------------|--------|----------------|--------|----------------------|-------|------------------------------|-------|-------------------------|-------|-----------------|--------|
| | Budget | FTEs | Budget | FTEs | Budget | FTEs | Budget | FTEs | Budget | FTEs | Budget | FTEs |
| | \$ 117,567,975 | 667.85 | \$ 182,446,513 | 212.48 | \$ 15,916,208 | 99.52 | \$ 24,573,317 | 40.43 | \$ 37,585,544 | 80.42 | \$ 16,714,884 | 152.45 |
| | 36% | | 43% | | 4% | | 5% | | 11% | | | |
| Direct Budget | \$ 104,704,090 | 616.50 | \$ 162,483,841 | 132.80 | \$ 12,779,604 | 93.25 | \$ 19,225,316 | 31.00 | \$ 33,473,063 | 64.00 | \$ 1,011,483 | 3.00 |
| Operational Support Budget | \$ 12,863,885 | 51.35 | \$ 19,962,672 | 79.68 | \$ 3,136,605 | 6.27 | \$ 5,348,001 | 9.43 | \$ 4,112,481 | 16.42 | \$ 1,718,212 | 6.86 |
| Direct Budgets Detail: | | | | | | | | | | | | |
| Board of County Commissioners | | | | | | | | | | | 1,011,483 | 3.00 |
| Sheriff | 43,957,188 | 348.50 | | | | | | | | | | |
| Public Safety Grants & Projects | 2,193,198 | 3.00 | | | | | | | | | | |
| Law Enforcement Authority | 24,578,201 | 165.00 | | | | | | | | | | |
| District Attorney | 7,888,504 | - | | | | | | | | | | |
| Juvenile Accountability Block Grant | 105,158 | - | | | | | | | | | | |
| Tri-County Health | 2,367,339 | - | | | | | | | | | | |
| Coroner | 1,244,614 | 9.00 | | | | | | | | | | |
| Community Justice Services | 2,011,747 | 16.25 | | | | | | | | | | |
| Contingency - Emergency/Disaster | 2,761,647 | - | | | | | | | | | | |
| County Administration - Risk Management | 147,189 | 1.00 | | | | | | | | | | |
| County Administration - Mental Health Initiative | 534,063 | 1.00 | | | | | | | | | | |
| Other Gov Services-Animal Control | 150,000 | - | | | | | | | | | | |
| Human Services-Child Welfare | 9,394,611 | 48.75 | | | | | | | | | | |
| Justice Center-Capital Projects | 2,809,446 | | | | | | | | | | | |
| Facilities-Justice Center - 19150 | 3,516,511 | 19.00 | | | | | | | | | | |
| Facilities-HR Substation - 19175 | 392,828 | 1.00 | | | | | | | | | | |
| Facilities - Unified Metropolitan Forensic | 265,017 | 1.00 | | | | | | | | | | |
| County Adm-Youth Services Programs | 261,829 | 3.00 | | | | | | | | | | |
| WCC Funding | 125,000 | - | | | | | | | | | | |
| Roads-Capital Projects | | | 128,286,155 | - | | | | | | | | |
| Public Works | | | 25,597,060 | 81.30 | | | | | | | | |
| CPSD-Traffic / CDOT Grants | | | 5,026,263 | 30.00 | | | | | | | | |
| CPSD-Stormwater Management/Drainage | | | 304,600 | - | | | | | | | | |

2019 Proposed Budget Aligned to Board Core Priorities

| Department | Public Safety | | Transportation | | Economic Foundations | | Historic & Natural Resources | | Health & Human Services | | County Services | |
|--|-----------------------|---------------|-----------------------|---------------|----------------------|--------------|------------------------------|--------------|-------------------------|--------------|---------------------|-------------|
| | Budget | FTEs | Budget | FTEs | Budget | FTEs | Budget | FTEs | Budget | FTEs | Budget | FTEs |
| | \$ 117,567,975 | 667.85 | \$ 182,446,513 | 212.48 | \$ 15,916,208 | 99.52 | \$ 24,573,317 | 40.43 | \$ 37,585,544 | 80.42 | \$ 16,714,884 | 152.45 |
| Other Regional Boards (Transportation) | | | 189,300 | - | | | | | | | | |
| Engineering | | | 3,080,462.50 | 21.50 | 3,080,463 | 21.50 | | | | | | |
| CPSD-Planning | | | | | 4,082,126 | 36.00 | | | | | | |
| Building | | | | | 3,974,067 | 34.75 | | | | | | |
| CPSD-Economic Development | | | | | 1,582,948 | 1.00 | | | | | | |
| Other Gov Services-Housing Authority | | | | | 60,000 | | | | | | | |
| Open Space | | | | | | | 5,131,591 | 7.30 | | | | |
| Conservation Trust | | | | | | | 3,698,828 | - | | | | |
| CD-Parks | | | | | | | 9,880,616 | 22.00 | | | | |
| Parks-Capital Projects | | | | | | | - | - | | | | |
| Other Gov Services-Water Initiatives | | | | | | | 100,916 | - | | | | |
| Natural Resources | | | | | | | 356,865 | 1.70 | | | | |
| Soil Conservation | | | | | | | 56,500 | | | | | |
| Human Services | | | | | | | | | 23,655,119 | 52.00 | | |
| Developmental Disabilities | | | | | | | | | 6,428,189 | - | | |
| Facilities-Fairgrounds & Fair | | | | | | | | | 2,113,320 | 10.00 | | |
| CSU Extension | | | | | | | | | 484,100 | - | | |
| Miller Grant | | | | | | | | | 300,000 | - | | |
| CDOT 5310 | | | | | | | | | 99,757 | 1.00 | | |
| Waste Management | | | | | | | | | 60,000 | - | | |
| CPSD-Historic Preservation Board | | | | | | | | | 332,578 | 1.00 | | |
| Total Direct Budgets | \$ 104,704,090 | 616.50 | \$ 162,483,841 | 132.80 | \$ 12,779,604 | 93.25 | \$ 19,225,316 | 31.00 | \$ 33,473,063 | 64.00 | \$ 1,011,483 | 3.00 |
| Operational Support Budgets Detail: | | | | | | | | | | | | |
| County Administration | 307,268.15 | 2.19 | 476,830.55 | 3.40 | 37,503.45 | 0.27 | 56,419.26 | 0.40 | 98,231.18 | 0.70 | 41,041.41 | 0.29 |
| County Administration-Central Services | 89,499.74 | 0.60 | 138,889.14 | 0.94 | 10,923.84 | 0.07 | 16,433.56 | 0.11 | 28,612.35 | 0.19 | 11,954.36 | 0.08 |
| Public Affairs | 237,571.96 | 1.21 | 368,673.33 | 1.87 | 28,996.72 | 0.15 | 43,621.95 | 0.22 | 75,949.86 | 0.39 | 31,732.18 | 0.16 |
| County Attorney | 649,713.92 | 4.23 | 1,008,251.09 | 6.56 | 79,300.50 | 0.52 | 119,297.68 | 0.78 | 207,708.36 | 1.35 | 86,781.44 | 0.56 |
| Roads-Debt Service | - | | | | 1,566,510.00 | | | | - | | - | |

2019 Proposed Budget Aligned to Board Core Priorities

| Department | Public Safety | | Transportation | | Economic Foundations | | Historic & Natural Resources | | Health & Human Services | | County Services | |
|--|-----------------------|---------------|-----------------------|---------------|----------------------|--------------|------------------------------|--------------|-------------------------|--------------|----------------------|---------------|
| | Budget | FTEs | Budget | FTEs | Budget | FTEs | Budget | FTEs | Budget | FTEs | Budget | FTEs |
| | \$ 117,567,975 | 667.85 | \$ 182,446,513 | 212.48 | \$ 15,916,208 | 99.52 | \$ 24,573,317 | 40.43 | \$ 37,585,544 | 80.42 | \$ 16,714,884 | 152.45 |
| Open Space-Debt Service | - | | - | | - | | 2,985,990.00 | | - | | - | |
| Parks-Debt Service | - | | - | | - | | - | | - | | - | |
| Facilities-Administration - 19100 | 1,021,772.15 | 1.43 | 1,585,625.38 | 2.23 | 124,711.87 | 0.18 | 187,613.42 | 0.26 | 326,652.41 | 0.46 | 136,476.78 | 0.19 |
| Facilities-Management | 767,295.65 | 6.64 | 1,190,718.95 | 10.31 | 93,651.87 | 0.81 | 140,887.54 | 1.22 | 245,298.30 | 2.12 | 102,486.68 | 0.89 |
| Facilities-Fleet | 793,669.28 | 6.95 | 1,231,646.56 | 10.78 | 96,870.89 | 0.85 | 145,730.15 | 1.28 | 253,729.74 | 2.22 | 106,009.37 | 0.93 |
| Finance | 349,639.87 | 3.02 | 542,584.62 | 4.69 | 42,675.11 | 0.37 | 64,199.37 | 0.55 | 111,777.08 | 0.97 | 46,700.94 | 0.40 |
| Budget | 287,665.15 | 2.27 | 446,409.87 | 3.52 | 35,110.82 | 0.28 | 52,819.84 | 0.42 | 91,964.26 | 0.72 | 38,423.06 | 0.30 |
| Human Resources | 563,194.15 | 3.02 | 873,986.39 | 4.69 | 68,740.37 | 0.37 | 103,411.30 | 0.55 | 180,048.68 | 0.97 | 75,225.11 | 0.40 |
| Information Technology | 5,317,110.20 | 19.78 | 8,251,296.45 | 30.70 | 648,977.13 | 2.41 | 976,304.97 | 3.63 | 1,699,837.75 | 6.32 | 710,199.49 | 2.64 |
| Other Gov Services-General Fund Admin | 538,495.67 | - | 835,658.32 | - | 65,725.81 | - | 98,876.27 | - | 172,152.77 | - | 71,926.17 | - |
| GF Vehicle Replacements | 1,483,038.94 | - | 2,301,436.96 | - | 181,011.55 | - | 272,309.25 | - | 474,115.73 | - | 198,087.58 | - |
| Capital Expenditures Fund | 457,950.04 | | 710,664.51 | | 55,894.86 | | 84,086.82 | | 146,402.98 | | 61,167.79 | |
| Total Operational Support Budgets | \$ 12,863,885 | 51.35 | \$ 19,962,672 | 79.68 | \$ 3,136,605 | 6.27 | \$ 5,348,001 | 9.43 | \$ 4,112,481 | 16.42 | \$ 1,718,212 | 6.86 |
| Statutory Functions Budgets Detail: | | | | | | | | | | | | |
| Assessor | | | | | | | | | | | 4,534,028 | 45.00 |
| Clerk & Recorder-Administration | | | | | | | | | | | 875,044 | 7.75 |
| Clerk & Recorder-Recording | | | | | | | | | | | 1,010,218 | 11.00 |
| Clerk & Recorder-Motor Vehicle | | | | | | | | | | | 3,763,096 | 53.00 |
| Clerk & Recorder-Elections | | | | | | | | | | | 2,024,460 | 11.75 |
| Clerk & Recorder-Driver's License | | | | | | | | | | | 286,307 | 4.00 |
| Clerk & Recorder-E-Recording | | | | | | | | | | | 361,400 | - |
| Surveyor | | | | | | | | | | | 8,037 | 0.10 |
| Treasurer | | | | | | | | | | | 1,122,599 | 10.00 |
| Total Statutory Functions Budgets | \$ - | - | \$ - | - | \$ - | - | \$ - | - | \$ - | - | \$ 13,985,189 | 142.6 |
| Total Budgets (Direct/Operational Support/ Statutory Functions) | \$ 117,567,975 | 667.85 | \$ 182,446,513 | 212.48 | \$ 15,916,208 | 99.52 | \$ 24,573,317 | 40.43 | \$ 37,585,544 | 80.42 | \$ 16,714,884 | 152.45 |

Note: Does not include Internal Services Funds, Woodmoor Mountain GID, Lincoln Station LID



Management Limitations

3.3 Financial Planning & Budget



**POLICY 3.3 FINANCIAL PLANNING AND BUDGET
MONITORING REPORT**

To: Board of County Commissioners
From: County Manager
RE: Internal Monitoring Report – Management Limitations – Draft Report
Policy: Policy 3.3 Financial Planning and Budget
Date: December 4, 2018

I hereby present my monitoring report on your Management Limitations Policy 3.3 *Financial Planning and Budget* in accordance with the monitoring schedule set forth in Board Policy Manual. I certify that the information contained in this report is true for the 2019 Proposed Budget submitted on December 4, 2018.

Signed: _____*Doug DeBord*_____, County Manager

Date: __November 20, 2018_____

**POLICY 3.3 FINANCIAL PLANNING AND BUDGET
MONITORING REPORT MATRIX
2019 Proposed Budget**

| Management Limitation | Compliance | Partial-Compliance | Non-Compliance | Management Limitation | Compliance | Partial-Compliance | Non-Compliance |
|--|------------|--------------------|----------------|---|------------|--------------------|----------------|
| 3.3 With respect to strategic planning for projects, services and activities with a fiscal impact, the County Manager may not jeopardize either programmatic or fiscal integrity of county government. | | | | | | | |
| 3.3.1 Deviates materially from the Board's Goal priorities, risks financial jeopardy, or is not derived from a plan projecting in two and five year increments. | X | | | 3.3.8 Fail to protect, within his or her ability to do so, the integrity of the current or future bond ratings of the County. | X | | |
| 3.3.2 Deviate from statutory requirements. | X | | | 3.3.9 Result in new positions or additions to the staffing without specific approval of the Board of County Commissioners. | X | | |
| 3.3.3 Deviate materially from BOCC-stated priorities in its allocation among competing budgetary needs. | X | | | 3.3.10 Present a risk that relates to situations or conditions described as unacceptable in the Fiscal Management and Controls Policy (Policy 3.4). | X | | |

| Management Limitation | Compliance | Partial-Compliance | Non-Compliance | Management Limitation | Compliance | Partial-Compliance | Non-Compliance |
|---|------------|--------------------|----------------|---|------------|--------------------|----------------|
| 3.3.4 Contain inadequate information to enable credible projection of revenues and expenses; separation of capital and operational items; cash flow projections; audit trails; identification of reserves, designations and undesignated fund balances; and disclosure of planning assumptions. | X | | | 3.3.11 Provides less for Board activities during the year than is set forth in the Governance Investment Policy (Policy 2.10). | X | | |
| 3.3.5 Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, or which are otherwise available. | X | | | 3.3.12 Fails to show reserves and designations subject to the requirements of the law and "Generally Accepted Accounting Principles." | X | | |
| 3.3.6 Allow designated working capital (or revenue shortfall) fund balance to fall below 10% of operating expenditures (or adopted revenues for sales tax or capital expenditures funds). | X | | | 3.3.13 Fails to adequately plan for short and long-term capital or facility needs | X | | |
| 3.3.7 Fail to maintain a Budget Contingency Plan capable of responding to significant shortfalls within the County's budget. | X | | | | | | |

3.3 With respect to strategic planning for projects, services and activities with a fiscal impact, the County Manager may not jeopardize either programmatic or fiscal integrity of county government.

Accordingly, the County Manager shall not allow budgets or financial planning that:

3.3.1 Deviates materially from the Board's Goal priorities, risks financial jeopardy, or is not derived from a plan projecting in two and five-year increments.

Report: Compliance is reported based on my interpretation that all funds are in compliance with Administrative Policy III.2.7 (Commitment of Fund Balance Policy) and the fund summaries for the 2019 Proposed Budget are published with the five-year forecast.

Monitoring Reports:

- Compliance with Administrative Policy III.2.7 (Commitment of Fund Balance)
 - 2019 published Fund Summaries (five-year forecast)
 - Alignment of Board goals to budget spreadsheet
-

3.3.2 Deviate from statutory requirements.

Report: Compliance is reported based on my interpretation as the 2019 Proposed Budget is presented to the Board by December 15, 2018.

Monitoring Reports:

- Per statute, the Preliminary Budget is presented to Board of County of Commissioners by October 15, 2018
 - Per statute the Budget must be adopted by Board of County Commissioners by December 15, 2018
-

3.3.3 Deviate materially from BOCC-stated priorities in its allocation among competing budgetary needs.

Report: The Board adopts and supports the budget. The 2019 budget is derived using the Board's written goals which were approved on October 27, 2009 and revised again March 2013.

Monitoring Reports:

- Alignment of Board goals to budget spreadsheet
-

3.3.4 Contain inadequate information to enable credible projection of revenues and expenses; separation of capital and operational items; identification of non-spendable, restricted, committed, assigned and unassigned fund balances; and disclosure of planning assumptions.

Report: I report compliance as adequate information exists that:

- enables the credible projection of revenues and expenses as shown in the fund summaries;
- illustrates the segregation of capital and operational budget items as demonstrated in the fund summaries;
- specifically identifies fund balance type within the fund summaries; and
- discloses planning assumptions in both the budget memo and the transmittal letter.

Monitoring Reports:

- Revenue manual (information for projections of revenues)
 - Revenue analysis (information for projections of revenues)
 - Quarterly financial statements and proposed budget
 - Fund summaries (expenditure forecasting, separation of capital and operational items, identification of non-spendable, restricted, committed, assigned and unassigned fund balances)
 - Budget Memo and Transmittal letter (disclosure of planning assumptions)
-

3.3.5 Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, or which are otherwise available.

Report: Compliance is reported. Assigned and Unassigned fund balances are in compliance with Administrative Policy III.2.7 (Commitment of Fund Balance Policy) demonstrating that I have not planned for expenditures greater than projected revenues and available assigned / unassigned fund balance.

Monitoring Reports:

- Fund Summaries – change in fund balance, restricted, committed, assigned and unassigned fund balance
-

3.3.6 Allow designated working capital (or revenue shortfall) fund balance to fall below 10% of operating expenditures (or adopted revenues for sales tax or capital expenditures funds).

Report: Compliance is reported based on my compliance with Administrative Policy III.2.7 (Commitment of Fund Balance Policy).

Monitoring Reports:

- Compliance with Administrative Policy III.2.7 (Commitment of Fund Balance)
 - Fund Summaries – Assignment for revenue shortfall and working capital
-

3.3.7 Fail to maintain a Budget Contingency Plan capable of responding to significant shortfalls within the County's budget.

Report: Compliance is reported based on my compliance with Administrative Policy III.2.7 (Commitment of Fund Balance Policy). In addition, a Risk Reserve has been incorporated into the General Fund, Road and Bridge Fund and Law Enforcement Authority Fund based on a variety of different risk factors and the probability of these events happening; to include natural and man-made disasters and economic downturns. The County also has various of insurance policies to mitigate financial impacts on insurable events.

Monitoring Reports:

- Compliance with Administrative Policy III.2.7 (Commitment of Fund Balance)
 - Fund Summaries – Assignment for revenue shortfall and working capital
-

3.3.8 Fail to protect, within his or her ability to do so, the integrity of the current or future bond ratings of the County.

Report: Compliance is reported based on my interpretation that:

- Fiscal policies including the Administrative Policy III.2.7 (Commitment of Fund Balance Policy) are being adhered to;
- No debt has been incurred to fund operations; and
- The County has no general obligation debt and therefore is within the legal debt margins.

Monitoring Reports:

- Compliance with Administrative Policy III.2.7 (Commitment of Fund Balance)
 - Unbudgeted or unplanned use of Fund balance.
 - Issuance of debt to finance operating expenditures
 - Issuance of General Obligation debt or revenue bonds have been issued beyond the capacity to repay them
-

3.3.9 Result in new positions or additions to the staffing without specific approval of the Board of County Commissioners.

Report: I report compliance based on my interpretation.

Monitoring Reports:

- Budget adoption resolution (baseline report for year)
 - Position tracking report – HR – show change in staffing levels (addition/deletions)
-

3.3.10 Present a risk that relates to situations or conditions described as unacceptable in Policy 3.4 Fiscal Management and Controls.

Report: Compliance is reported based on my interpretation and my compliance with Policy 3.4.

Monitoring Reports:

- Policy 3.4 Fiscal Management and Control Report
-

3.3.11 Provides less for Board activities during the year than is set forth in the Governance Investment Policy (Policy 2.10).

Report: Compliance is reported based on my interpretation that budget exists for 2019 for the areas of the Board's spending authority including the Board's specific business unit, Board of Equalization, Legislative Services, and Audit Services.

Monitoring Reports:

- Compliance with Policy 2.10 which requires the budget established by the Board in October and November be appropriated (will include all Business Units in their spending authority, BOCC, BOE, Legislative Services, Audit Services, etc.)
-

3.3.12 Fails to show non-spendable, restricted, committed, assigned and unassigned fund balances subject to the requirements of the law and "Generally Accepted Accounting Principles."

Report: Compliance is reported based on my interpretation that I am in compliance with Administrative Policy III.2.7 (Commitment of Fund Balance Policy), which was developed based on statutory requirements and best practices.

Monitoring Reports:

- Compliance with Administrative Policy III.2.7 (Commitment of Fund Balance) – developed based on statutory requirements and GASB best practices
 - Fund Summaries – non-spendable, restricted, committed, assigned and unassigned
-

3.3.13 Fails to adequately plan for short and long-term capital or facility needs.

Report: I report compliance based on my interpretation.

Monitoring Reports:

- The departments prepare 5-year capital improvement plans each year for roads, open space, parks, and facilities. These are published in the preliminary and proposed budgets each year.
- Facilities Management reviews and updates the Five-Year Capital Improvement Schedule for Facilities annually during the budget process.
 - Facilities Management contracts with third party consultants to update Long Term Master Facility plans for up to 20 years on an as needed basis. The update schedule is determined by current economic and staffing conditions in consultation with the Elected Officials, County Manager and Department Directors. The last overall update for county facilities covers from April 2001 to 2020 and the one for the Douglas County Sheriff's Office covers from May 2007 to 2025. A Master Plan Study for Clerk and Recorder, Assessor, Traffic Services and Tri-County Health Department was completed in 2016. Facilities Management has updated the Facilities Internal Planning Assessment in 2017.

Interpretations

3.3 With respect to strategic planning for projects, services and activities with a fiscal impact, the County Manager may not jeopardize either programmatic or fiscal integrity of county government.

County Manager's Interpretation: I submit that the Board's concerns about jeopardizing the programmatic or fiscal integrity of County government is comprehensively interpreted in these policy provisions. I interpret Jeopardize to mean knowingly put at risk by internal parties.

Accordingly, the County Manager shall not allow budgets or financial planning that:

3.3.1 Deviates materially from the Board's Goal priorities, risks financial jeopardy, or is not derived from a plan projecting in two and five-year increments.

County Manager's Interpretation: I interpret *deviates materially* to mean impacting the Board's ability to accomplish its Goals. I interpret *risks financial jeopardy* to mean that I shall not risk maintaining adequate reserve levels for mitigating current and future risks and unforeseen emergencies. I interpret *a plan projecting in two- and five-year increments* to mean that I shall ensure that Finance maintains a five-year forecast.

3.3.2 Deviate from statutory requirements.

County Manager's Interpretation: I interpret *statutory requirements* to not only apply to state statutes but also any related regulations and/or court opinions relevant to the statute. I interpret *deviate* to mean that, while all statutes are subject to some degree of reasonable interpretation and may allow differing approaches within the letter of the law, County financial planning and budgeting will interpret statutes and regulations conservatively rather than creatively.

3.3.3 Deviate materially from BOCC-stated priorities in its allocation among competing budgetary needs.

County Manager's Interpretation: I interpret *BOCC-stated priorities* to be Board goals, expressed in writing, in which the Board makes clear its intention to support these priorities over others in the allocation of County resources, and as such, all subsequent financial planning must reflect these priorities. I interpret *deviate materially* to mean impacting the Board's ability to accomplish its Goals including any re-alignment of priorities and subsequent financial re-allocation based on the Board's re-aligned priorities.

3.3.4 Contain inadequate information to enable credible projection of revenues and expenses; separation of capital and operational items; identification of non-spendable, restricted, committed, assigned and unassigned fund balances; and disclosure of planning assumptions.

County Manager's Interpretation: I interpret *inadequate information* to be budgetary background data that enables informed forecasting. I interpret *credible projection* to mean the assumptions about income and expenses are based on realistic expectations based on likely

events and current circumstances that will be present during the planning periods in question, two-year, five-year or any subset of these periods. I interpret *separation of capital and operational items* to mean that capital or one-time expenditures should be segregated from operational or on-going expenditures. I interpret *cash flow projections and audit trails* to be functions of monitoring and are addressed in Policy 3.4 Fiscal Management and Controls. I interpret the *identification of reserves, designations and undesignated fund balances* to mean the specific identification of fund balance type within the fund summaries. I interpret the *disclosure of planning assumptions* to mean articulation (unambiguously in writing) of the assumptions used in the budget or other planning processes.

3.3.5 Plan the expenditure in any fiscal year of more funds than are conservatively projected to be received in that period, or which are otherwise available.

County Manager's Interpretation: I interpret *plan the expenditure in any fiscal year* to mean projected expenditures in any individual fund may not exceed projected revenues for the current fiscal year plus restricted, committed, assigned and unassigned fund balance. I interpret *conservatively projected to be received* to mean the assumptions about income is based on realistic expectations based on likely events and current circumstances that will be present during the planning periods in question, two-year, five-year or any subset of these periods.

3.3.6 Allow designated working capital (or revenue shortfall) fund balance to fall below 10% of operating expenditures (or adopted revenues for sales tax or capital expenditures funds).

County Manager's Interpretation: I interpret this to mean that fund balance shall be forecasted for each fund to maintain adequate reserves levels for mitigating current and future risks and unforeseen emergencies. This is specifically addressed in Administrative Policy III.2.7 (Commitment of Fund Balance) and states that revenue shortfalls be 5% of adopted revenues and not 10%.

3.3.7 Fail to maintain a Budget Contingency Plan capable of responding to significant shortfalls within the County's budget.

County Manager's Interpretation: I interpret this to mean that I shall ensure that adequate reserves, as interpreted earlier in this policy, will be maintained to enable the County to respond to significant shortfalls within the County's budget.

3.3.8 Fail to protect, within his or her ability to do so, the integrity of the current or future bond ratings of the County.

County Manager's Interpretation: I interpret this to mean that I shall maintain prudent fiscal policies and budget processes to ensure the County is doing all it can, within its ability, to protect its bond ratings.

3.3.9 Result in new positions or additions to the staffing without specific approval of the Board of County Commissioners.

County Manager's Interpretation: I interpret *new position or additions to the staffing* to be in total county-wide and exclusive of temporary or contract personnel and reclassification of positions. I interpret this policy to mean that not only do I need Board approval to add new positions or staff as I interpret; I may not plan for it. I interpret that I may allow for funding of temporary, contract, and reclassifications in the budget within the approval set forth in Policy 3.2 Compensation, Benefits, Employment.

3.3.10 Present a risk that relates to situations or conditions described as unacceptable in Policy 3.4 Fiscal Management and Controls.

County Manager's Interpretation: I interpret *present a risk* as to mean not expose the County to financial jeopardy as defined earlier in the policy as maintaining adequate reserve levels for mitigating current and future risks and unforeseen emergencies.

3.3.11 Provides less for Board activities during the year than is set forth in the Governance Investment Policy (Policy 2.10).

County Manager's Interpretation: I interpret this to mean that the overall county budget will provide for the Board's budget as defined by Policy 2.10 Governance Investment.

3.3.12 Fails to show non-spendable, restricted, committed, assigned and unassigned fund balances subject to the requirements of the law and "Generally Accepted Accounting Principles."

County Manager's Interpretation: I interpret *reserves* to mean funds that are reserved legally in fund balance and *designations* to mean those that are designated by the Board for other purposes in the fund balance. I interpret the *requirements of the law* to not only apply to state statutes but also any related regulations and/or court opinions relevant to the statute. I interpret *requirements of Governmental Accounting Standards Board* to mean professional best practices set forth by GASB (Governmental Accounting Standards Board).

3.3.13 Fails to adequately plan for short and long-term capital or facility needs.

County Manager's Interpretation:

- I interpret *short term capital and facility needs* to mean those we will need in the next 5 years.
- I interpret *long-term capital and facility needs* to mean those we will need in 5 to 20 years.



General Governmental And Program Revenues

General Governmental and Program Revenues Summary

| | Total Revenues | Taxes | Earnings on Investments | Licenses & Permits | Inter-Governmental | Charges for Services | L.I.D Assessments | Fines and Forfeits | Other Revenues |
|------------------------------------|----------------|----------------|-------------------------|--------------------|--------------------|----------------------|-------------------|--------------------|----------------|
| General Governmental Revenues | | | | | | | | | |
| Taxes: | | | | | | | | | |
| Property | \$ 142,340,468 | \$ 142,340,468 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sales | 73,078,000 | 73,078,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Auto Ownership | 16,626,300 | 16,626,300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Licenses and Permits | 2,280,000 | 0 | 0 | 2,280,000 | 0 | 0 | 0 | 0 | 0 |
| Intergovernmental | 15,874,784 | 0 | 0 | 0 | 15,874,784 | 0 | 0 | 0 | 0 |
| Charges for Services | 24,105,997 | 0 | 0 | 0 | - | 24,105,997 | 0 | 0 | 0 |
| Earnings on Investment | 2,518,050 | 0 | 2,518,050 | 0 | 0 | 0 | 0 | 0 | 0 |
| L.I.D. Assessments & Contributions | 10,000 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 | 0 |
| Fines & Forfeits | 10,000 | 0 | 0 | 0 | 0 | 0 | 0 | 10,000 | 0 |
| Miscellaneous: | | | | | | | | | |
| Miscellaneous | 5,917,740 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5,917,740 |
| Total General Governmental Revenue | \$ 282,761,339 | \$ 232,044,768 | \$ 2,518,050 | \$ 2,280,000 | \$ 15,874,784 | \$ 24,105,997 | \$ 10,000 | \$ 10,000 | \$ 5,917,740 |
| Program Revenues | | | | | | | | | |
| Assessor | 40,000 | 0 | 0 | 0 | 0 | 40,000 | 0 | 0 | 0 |
| Building Development Services | 6,678,375 | 0 | 0 | 4,668,375 | 0 | 2,010,000 | 0 | 0 | 0 |
| Clerk and Recorder | 7,429,100 | 0 | 0 | 250,000 | 0 | 7,154,100 | 0 | 25,000 | 0 |
| Community Development | 240,000 | 0 | 0 | 11,000 | 0 | 229,000 | 0 | 0 | 0 |
| Community Justice Services | 480,000 | 0 | 0 | 0 | 0 | 365,000 | 0 | 115,000 | 0 |
| County Administration | 226,450 | 0 | 0 | 15,000 | 189,450 | 22,000 | 0 | 0 | 0 |
| Community Safety | 1,544,400 | 0 | 0 | 0 | 0 | 1,544,400 | 0 | 0 | 0 |
| County Fair | 412,000 | 0 | 0 | 0 | 0 | 412,000 | 0 | 0 | 0 |
| Emergency / Safety | 2,100 | 0 | 0 | 2,100 | 0 | 0 | 0 | 0 | 0 |
| Facilities | 347,000 | 0 | 0 | 0 | 0 | 297,000 | 0 | 0 | 50,000 |
| Finance | 108,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 108,000 |
| Human Resources | 185,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 185,000 |
| Human Services | 29,110,591 | 0 | 0 | 0 | 28,539,591 | 0 | 0 | 0 | 571,000 |
| Open Space | 4,775,000 | 0 | 0 | 0 | 3,500,000 | 0 | 0 | 0 | 1,275,000 |
| Parks Maintenance | 575,000 | 0 | 0 | 0 | 0 | 575,000 | 0 | 0 | 0 |
| Public Works | 873,000 | 0 | 0 | 739,000 | 0 | 9,000 | 0 | 0 | 125,000 |
| Public Works - Engineering | 301,500 | 0 | 0 | 0 | 0 | 301,500 | 0 | 0 | 0 |
| RMHIDTA | 2,193,198 | 0 | 0 | 0 | 2,193,198 | 0 | 0 | 0 | 0 |
| Sheriff | 5,283,525 | 0 | 0 | 359,700 | 816,200 | 3,371,300 | 0 | 478,325 | 258,000 |
| Solid Waste Disposal | 65,000 | 0 | 0 | 0 | 0 | 65,000 | 0 | 0 | 0 |
| Treasurer | 6,297,000 | 0 | 0 | 0 | 0 | 6,283,000 | 0 | 0 | 14,000 |
| Total Program Revenues | \$ 67,166,239 | \$ - | \$ - | \$ 6,045,175 | \$ 35,238,439 | \$ 22,678,300 | \$ - | \$ 618,325 | \$ 2,586,000 |
| Total Revenues | \$ 349,927,578 | \$ 232,044,768 | \$ 2,518,050 | \$ 8,325,175 | \$ 51,113,223 | \$ 46,784,297 | \$ 10,000 | \$ 628,325 | \$ 8,503,740 |

General Governmental Revenues

| Description | 2017 Actual Revenues | 2018 Adopted Budget | 2018 Amended Budget | 2019 Proposed Budget |
|----------------------------|----------------------------|---------------------------|---------------------------|----------------------------|
| <u>Taxes:</u> | | | | |
| Property | | | | |
| General | \$ 74,795,995 | \$ 79,390,488 | \$ 79,390,488 | \$ 83,983,875 |
| Road and Bridge | 25,271,828 | 28,385,334 | 28,385,334 | 28,881,855 |
| Law Enforcement Authority | 15,263,752 | 16,657,021 | 16,657,021 | 16,602,815 |
| Infrastructure | - | 6,317,680 | 6,317,680 | 3,248,000 |
| Capital Expenditures | 993,719 | 1,118,229 | 1,118,299 | 1,137,790 |
| Developmental Disabilities | 5,689,603 | 6,317,681 | 6,317,681 | 6,428,189 |
| Woodmoor Mountain GID | 20,502 | 26,804 | 26,804 | 26,636 |
| Human Services | 1,777,445 | 1,996,388 | 1,996,388 | 2,031,308 |
| Sales and Use | | | | |
| Road | 26,076,856 | 27,268,200 | 27,268,200 | 29,223,200 |
| Justice Center | 28,032,621 | 29,313,315 | 29,313,315 | 31,414,940 |
| Open Space | 11,082,664 | 11,588,985 | 11,588,985 | 12,419,860 |
| Lincoln Station | 7,954 | 20,000 | 20,000 | 20,000 |
| Auto Ownership | | | | |
| Road and Bridge | 11,894,774 | 13,310,000 | 13,310,000 | 14,641,000 |
| Law Enforcement Authority | 1,665,915 | 1,836,000 | 1,836,000 | 1,982,900 |
| Woodmoor Mountain GID | 2,893 | 2,200 | 2,200 | 2,400 |
| Total Taxes | \$ 202,576,522 | \$ 223,548,325 | \$ 223,548,395 | \$ 232,044,768 |
| Cable TV Franchise | \$ 2,519,080 | \$ 2,575,000 | \$ 2,575,000 | \$ 2,280,000 |

General Governmental Revenues

| Description | 2017 Actual Revenues | 2018 Adopted Budget | 2018 Amended Budget | 2019 Proposed Budget |
|---|----------------------------|---------------------------|---------------------------|----------------------------|
| <u>Intergovernmental:</u> | | | | |
| Highway User | \$ 8,431,311 | \$ 8,300,000 | \$ 8,300,000 | \$ 8,459,000 |
| Motor Vehicle | 751,990 | 730,000 | 730,000 | 750,000 |
| State Cigarette | 230,652 | 218,000 | 218,000 | 240,000 |
| Miscellaneous | 3,088,082 | 2,965,000 | 2,925,000 | 6,425,784 |
| Total Intergovernmental | \$ 12,502,035 | \$ 12,213,000 | \$ 9,248,000 | \$ 15,874,784 |
| <u>Charges for Services:</u> | | | | |
| Liability/Property Coverage | 1,183,564 | 1,981,400 | 1,981,400 | 2,327,100 |
| Employer STD/UI Charges | 149,299 | 137,750 | 137,750 | 140,000 |
| Employer Worker Comp | 1,859,988 | 1,722,125 | 1,722,125 | 2,290,900 |
| Self-Insurance Medical Premium | 15,624,526 | 17,697,340 | 17,697,340 | 18,417,261 |
| Self-Insurance Dental Premium | 739,136 | 807,802 | 807,802 | 787,813 |
| Self-Insurance Vision Premium | 117,461 | 124,183 | 124,183 | 142,923 |
| Miscellaneous Charges for Services | 23,755 | - | - | - |
| Total Charges for Services | \$ 19,697,730 | \$ 22,470,600 | \$ 22,470,600 | \$ 24,105,997 |
| <u>Fines & Forfeits</u> | \$ 16,271 | \$ 85,000 | \$ - | \$ 10,000 |
| <u>Earnings on Investment</u> | \$ 2,796,683 | \$ 2,243,035 | \$ 2,243,035 | \$ 2,518,050 |
| <u>L.I.D. Assessments & Contributions</u> | \$ 139,699 | \$ 61,240 | \$ 61,240 | \$ 10,000 |
| <u>Miscellaneous</u> | \$ 3,599,674 | \$ 550,001 | \$ 435,000 | \$ 5,917,740 |
| Total General Governmental Revenues | \$ 243,707,995 | \$ 263,746,201 | \$ 260,581,270 | \$ 282,761,339 |

Assessor

Lisa Frizell

301 Wilcox Street, Castle Rock, CO 80104

Assessor - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Charges for Services: | | | | | | | |
| Penalty - Personal Property Filing | \$ 24,780 | \$ 38,031 | \$ 44,759 | \$ 45,029 | \$ 35,000 | \$ 35,000 | \$ 40,000 |
| Sale of Books/Maps/Reports | 6,150 | 2,327 | 3,832 | 1,660 | 0 | 0 | 0 |
| Total Program Revenues | <u>\$ 30,930</u> | <u>\$ 40,359</u> | <u>\$ 48,591</u> | <u>\$ 46,688</u> | <u>\$ 35,000</u> | <u>\$ 35,000</u> | <u>\$ 40,000</u> |

Budget

Martha Marshall

100 Third Street, Castle Rock, CO 80104

Budget - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|-------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Miscellaneous Revenues: | | | | | | | |
| Other Reimbursements | \$ - | \$ - | \$ 175 | \$ - | \$ - | \$ - | \$ - |
| Total Program Revenues | \$ - | \$ - | \$ 175 | \$ - | \$ - | \$ - | \$ - |

Building Development Services

Janet Herman

100 Third Street, Castle Rock, CO 80104

Building - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|---------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Licenses & Permits: | | | | | | | |
| Driveway & Street Cut Permits | \$ 5,160 | \$ 6,680 | \$ 6,840 | \$ 7,200 | \$ 5,500 | \$ 5,500 | \$ 5,500 |
| Wildfire Mitigation | 14,760 | 19,080 | 16,920 | 16,200 | 15,000 | 15,000 | 13,000 |
| Building Permits | 3,445,339 | 3,796,123 | 3,538,568 | 4,394,662 | 4,200,000 | 4,200,000 | 4,000,000 |
| Elevator Permits | 23,450 | 21,350 | 14,700 | 23,375 | 16,000 | 16,000 | 20,000 |
| Electrical Permits | 99,237 | 107,554 | 73,820 | 129,670 | 120,250 | 120,250 | 100,000 |
| Mechanical Permits | 206,597 | 242,587 | 295,559 | 298,412 | 280,000 | 280,000 | 329,875 |
| Roofing Permit Fees | 899,205 | 1,481,609 | 1,540,910 | 406,782 | 300,000 | 300,000 | 200,000 |
| Charges for Services: | | | | | | | |
| DESC Permit Fees | 0 | 0 | (64) | (142) | 0 | 0 | 0 |
| DESC Plan Check Fee | 0 | 0 | (42) | 0 | 82,000 | 82,000 | 110,000 |
| Elevator Inspections | 95,850 | 97,425 | 108,475 | 111,430 | 130,000 | 130,000 | 110,000 |
| Elevator Witness Test | 12,290 | 4,100 | 15,100 | 21,600 | 22,100 | 22,100 | 15,000 |
| Plan Checking Fees | 1,475,765 | 1,400,426 | 1,340,080 | 1,905,601 | 1,875,000 | 1,875,000 | 1,700,000 |
| Reinspection Fees | 27,429 | 38,915 | 38,198 | 22,395 | 25,000 | 25,000 | 20,000 |
| Insp/Plan Review - Lone Tree | 47,591 | 47,080 | 74,060 | 47,745 | 30,000 | 30,000 | 45,000 |
| Investigation Fees | 0 | 0 | 7,896 | 16,732 | 0 | 0 | 10,000 |
| Other Revenues: | | | | | | | |
| Miscellaneous Revenues | 4,941 | 3,585 | 3,213 | 1,414 | 0 | 0 | 0 |
| Other Financing Sources: | | | | | | | |
| Sale of Fixed Assets | 3,570 | 8,430 | 3,265 | 4,560 | 0 | 0 | 0 |
| Total Program Revenues | \$ 6,361,184 | \$ 7,274,944 | \$ 7,077,498 | \$ 7,407,635 | \$ 7,100,850 | \$ 7,100,850 | \$ 6,678,375 |

Clerk and Recorder

Merlin Klotz

301 Wilcox Street, Castle Rock, CO 80104

Clerk and Recorder - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Licenses & Permits: | | | | | | | |
| Marriage Licenses & Certificates | \$ 10,509 | \$ 10,540 | \$ 10,452 | \$ 12,020 | \$ 10,000 | \$ 10,000 | \$ 10,000 |
| Drivers Licenses | 126,896 | 142,013 | 167,454 | 213,701 | 215,000 | 215,000 | 240,000 |
| Invergovernmental: | | | | | | | |
| Other State Grants | 0 | 0 | 4,000 | 0 | 0 | 0 | 0 |
| State Park Passes | 410 | 503 | 308 | 243 | 300 | 300 | 0 |
| Charges for Services: | | | | | | | |
| Receptions | 2,185,582 | 2,821,499 | 3,147,644 | 2,563,339 | 2,600,000 | 2,600,000 | 2,150,000 |
| Document Fees - Real Property | 489,087 | 563,694 | 584,748 | 601,833 | 594,000 | 594,000 | 633,600 |
| Plat Filing Fees | 1,440 | 1,840 | 1,710 | 1,950 | 1,500 | 1,500 | 1,700 |
| Police Training Vendor Fees | 9,604 | 11,956 | 14,228 | 14,942 | 13,000 | 13,000 | 15,000 |
| Duplicate Registration Fees | 7,331 | 7,945 | 8,319 | 9,047 | 6,500 | 6,500 | 9,000 |
| Certificate of Title Fees | 387,462 | 410,677 | 404,672 | 434,065 | 437,000 | 437,000 | 470,000 |
| Clean Screen Vendor Fee | 26,433 | 21,504 | 23,377 | 18,834 | 20,000 | 20,000 | 15,000 |
| MV Sales Tax Vendor Fee | 526,312 | 610,543 | 635,129 | 669,861 | 735,000 | 735,000 | 733,000 |
| Temporary Permit Fee | 79,607 | 76,969 | 67,440 | 22,464 | 20,000 | 20,000 | 21,000 |
| E-470 Vendor Fees | 120,811 | 125,590 | 127,144 | 130,673 | 0 | 0 | 0 |
| Special Purpose - .50 SOT | 182,854 | 190,389 | 192,873 | 198,311 | 208,000 | 208,000 | 209,100 |
| Emissions Fees | 178,093 | 185,148 | 189,177 | 193,330 | 204,000 | 204,000 | 200,000 |
| Confidentiality Fees | 38 | 32 | 120 | 258 | 0 | 0 | 0 |
| Certified Copies | 16,014 | 20,487 | 17,884 | 18,573 | 15,000 | 15,000 | 20,000 |
| Clerk Hire (MV) | 1,218,144 | 1,267,920 | 1,296,987 | 1,378,423 | 1,404,000 | 1,404,000 | 1,452,300 |
| Security Agreements | 532,225 | 568,110 | 559,045 | 588,750 | 667,000 | 667,000 | 618,000 |
| Renewal Late Fees | 249,130 | 248,850 | 250,490 | 251,710 | 250,000 | 250,000 | 265,000 |
| Electronic Filing Surcharge | 78,657 | 94,531 | 100,155 | 91,267 | 85,000 | 85,000 | 85,000 |
| Copy Requests - Mail S&H | 474 | 444 | 487 | 500 | 300 | 300 | 400 |
| Passport Execution Fees | 112,075 | 152,918 | 180,975 | 193,300 | 215,000 | 215,000 | 195,000 |
| Passport Picture Fees | 25,780 | 34,165 | 38,896 | 43,920 | 30,000 | 30,000 | 40,000 |
| SMM Penalty | 500 | 0 | 1,739 | 0 | 0 | 0 | 0 |
| Service Plan Reviews | 1,500 | 750 | 2,000 | 1,000 | 500 | 500 | 0 |
| CD/Download Access | 25,997 | 29,023 | 27,495 | 22,254 | 26,000 | 26,000 | 21,000 |
| Fines & Forfeits: | | | | | | | |
| Uninsured Driver Fines | 37,519 | 41,312 | 25,652 | 24,150 | 25,000 | 25,000 | 25,000 |
| Other Revenues: | | | | | | | |
| Elections Reimbursements | 195,980 | 433,371 | 274,833 | 372,766 | 0 | 0 | 0 |
| Bad Check Charges | 7,200 | 4,940 | 4,400 | 4,680 | 3,500 | 3,500 | 0 |
| Miscellaneous Revenues | (110) | 2,126 | (469) | (938) | 0 | 0 | 0 |
| Other Financing Sources: | | | | | | | |
| Sale of Fixed Assets | 0 | 1,785 | 0 | 0 | 0 | 0 | 0 |
| Total Program Revenues | \$ 6,833,554 | \$ 8,081,572 | \$ 8,359,865 | \$ 8,075,226 | \$ 7,785,600 | \$ 7,785,600 | \$ 7,429,100 |

2019 Proposed Budget: 243

Communications and Public Affairs

Wendy Manitta Holmes, APR

100 Third Street, Castle Rock, CO 80104

Public Affairs - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Production Reimbursements: | \$ - | \$ - | \$ - | \$ 2,748 | \$ - | \$ - | \$ - |
| Total Program Revenues | \$ - | \$ - | \$ - | \$ 2,748 | \$ - | \$ - | \$ - |

Community Development

Terence Quinn

100 Third Street, Castle Rock, CO 80104

Community Development - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Licenses & Permits: | | | | | | | |
| Sign Permits | \$ 10,217 | \$ 10,218 | \$ 11,775 | \$ 11,651 | \$ 11,000 | \$ 11,000 | \$ 11,000 |
| Intergovernmental: | | | | | | | |
| CSBG Block Grant | 31,367 | 0 | 0 | 88,730 | 0 | 120,254 | 0 |
| Other State Grants | 130,844 | 0 | 0 | 337,718 | 0 | 921,098 | 0 |
| Other Federal Grants | 549,450 | 233,266 | 258,579 | 406,989 | 0 | 634,171 | 0 |
| Charges for Services: | | | | | | | |
| Rezoning Fees | 8,975 | 55,159 | 29,428 | 25,102 | 25,000 | 25,000 | 30,000 |
| Zoning Review Fees | 50,250 | 57,480 | 52,130 | 59,600 | 55,000 | 55,000 | 60,000 |
| Preliminary Plat Fees | 1,500 | 1,500 | 26,265 | 55,747 | 25,000 | 25,000 | 15,000 |
| Final Plat Fees | 5,700 | 3,810 | 10,100 | 2,800 | 3,000 | 3,000 | 3,000 |
| Amended Plan Plat Fee | 15,395 | 11,055 | 22,425 | 18,170 | 15,000 | 15,000 | 15,000 |
| Combined Preliminary/Final Plat | 16,334 | 6,000 | (4,900) | 2,000 | 0 | 0 | 0 |
| Sketch Plan | 6,867 | 9,765 | 5,200 | 0 | 0 | 0 | 0 |
| Minor Developments | 2,600 | 15,600 | 7,800 | 5,200 | 5,000 | 5,000 | 5,000 |
| Service Plan Reviews | 0 | 0 | 0 | 0 | 500 | 500 | 1,000 |
| Exemption Fees (SB 35) | 2,125 | 4,125 | 1,350 | 2,575 | 1,000 | 1,000 | 1,000 |
| Site Plans | 60,875 | 60,375 | 60,675 | 79,675 | 75,000 | 75,000 | 75,000 |
| Use by Special Reiew Fees | 6,125 | 9,855 | 7,150 | 12,651 | 6,000 | 6,000 | 8,000 |
| Home Occupation Permit Fee | 0 | 0 | 0 | 80 | 0 | 0 | 0 |
| Variance/Appeal Fees (BOA) | 5,250 | 5,000 | 4,500 | 4,875 | 4,000 | 4,000 | 4,000 |
| Seasonal Use Permit Fees | 0 | 0 | 900 | 1,050 | 0 | 0 | 0 |
| Location and Extent Fees | 3,250 | 5,200 | 6,175 | 4,550 | 4,000 | 4,000 | 4,000 |
| Mapping / Platting Fees | 9,070 | 3,620 | 4,330 | 180 | 2,000 | 2,000 | 1,000 |
| Water Consultant Fees | 10,654 | 5,548 | 6,021 | 17,593 | 6,000 | 6,000 | 7,000 |
| Project Extension Fees | 1,350 | 1,350 | 975 | 750 | 1,000 | 1,000 | 0 |
| Sale of Books/Maps/Reports | 0 | 0 | 5,460 | 75 | 0 | 0 | 0 |
| Copy Fees | 14 | 25 | 45 | 0 | 0 | 0 | 0 |
| Other Revenues: | | | | | | | |
| Other Reimbursements | 0 | 0 | 0 | 107,650 | 0 | 178,650 | 0 |
| Contributions - General | 0 | 400 | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous Revenues | 1,125 | 1,200 | 1,000 | 1,526 | 0 | 0 | 0 |
| Other Financing Sources: | | | | | | | |
| Sale of Fixed Assets | 3,340 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total Program Revenues | \$ 932,677 | \$ 500,550 | \$ 517,883 | \$ 1,246,937 | \$ 238,500 | \$ 2,092,673 | \$ 240,000 |

Community Justice Services

Scott Matson

4000 Justice Way, Suite 1801, Castle Rock, CO 80109

Community Justice Services - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Adopted | 2019 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Charges for Services: | | | | | | | |
| CJS - Electronic Alcohol Monitoring \$ | 95,725 | \$ 117,936 | \$ 106,340 | \$ 77,664 | \$ 95,000 | \$ 95,000 | \$ 70,000 |
| CJS - Pre-Trial Intake Fees | 37,529 | 41,813 | 41,413 | 35,955 | 40,000 | 40,000 | 37,000 |
| CJS - Pre-Trial EM Fees | 83,196 | 65,409 | 47,474 | 61,551 | 60,000 | 60,000 | 55,000 |
| CJS - UA/PBT Fees | 4,358 | 5,000 | 4,017 | 2,318 | 3,000 | 3,000 | 3,000 |
| CJS - Post EM | 130,058 | 105,650 | 102,464 | 94,449 | 100,000 | 100,000 | 100,000 |
| CJS - DC-MOP Elec.Monitoring | 63,221 | 88,158 | 148,070 | 102,141 | 100,000 | 100,000 | 100,000 |
| Fine & Forfeits: | | | | | | | |
| Community Service Court Fines | 137,700 | 129,535 | 130,089 | 114,357 | 125,000 | 125,000 | 115,000 |
| Other Revenues: | | | | | | | |
| Other Reimbursements | 0 | (20) | 474 | 80 | 0 | 0 | 0 |
| Other Financing Sources: | | | | | | | |
| Operating Transfer - JC S & U Tax | 422,167 | 474,598 | 571,263 | 638,883 | 790,772 | 790,772 | 885,354 |
| Total Program Revenues | \$ 973,954 | \$ 1,028,079 | \$ 1,151,603 | \$ 1,127,398 | \$ 1,313,772 | \$ 1,313,772 | \$ 1,365,354 |

Coroner

Jill Romann

4000 Justice Way, Castle Rock, CO 80109

Coroner - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Charges for Services: | | | | | | | |
| Coroner Autopsy Fees | \$ - | \$ - | \$ - | \$ 1,135 | \$ - | \$ - | \$ - |
| Other Revenues: | | | | | | | |
| Miscellaneous Revenues | 15,708 | 18,215 | 8,609 | 0 | 0 | 0 | 0 |
| Total Program Revenues | \$ 15,708 | \$ 18,215 | \$ 8,609 | \$ 1,135 | \$ - | \$ - | \$ - |

County Administration

Douglas DeBord

100 Third Street, Castle Rock, CO 80104

County Administration - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|-----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Licenses and Permits: | | | | | | | |
| Liquor/Dance Hall Licenses | \$ 8,268 | \$ 10,088 | \$ 10,114 | \$ 13,195 | \$ 10,000 | \$ 10,000 | \$ 15,000 |
| Intergovernmental: | | | | | | | |
| Veterans Allotment | 1,600 | 1,200 | 8,316 | 8,316 | 8,300 | 8,300 | 14,700 |
| Other Federal Grants | 0 | 0 | 0 | 16,000 | 0 | 40,494 | 0 |
| Managed Care Incentives | 0 | 47,455 | 0 | 0 | 0 | 0 | 0 |
| Municipalities | 19,800 | 19,800 | 0 | 0 | 99,000 | 99,000 | 99,000 |
| RE-1 School District | 155,850 | 154,950 | 174,750 | 174,750 | 75,750 | 75,750 | 75,750 |
| Charges for Services: | | | | | | | |
| Research/Investigation Fees | 10,474 | 13,350 | 11,108 | 12,050 | 10,000 | 10,000 | 12,000 |
| Wrap-Around Service Fee | 0 | 0 | 14,000 | 6,000 | 10,000 | 14,000 | 10,000 |
| Other Sales, Charges & Fees | 88 | 68 | 144 | 22 | 0 | 0 | 0 |
| Production Reimbursements | 16,976 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other Revenues: | | | | | | | |
| Contribution - General | 600 | 2,600 | 500 | 5,800 | 0 | 0 | 0 |
| Miscellaneous Revenues | 0 | 0 | 480 | 0 | 0 | 0 | 0 |
| Other Financing Sources: | | | | | | | |
| Sale of Fixed Assets | 0 | 6,910 | 0 | 0 | 0 | 0 | 0 |
| Total Program Revenues | \$ 213,656 | \$ 256,421 | \$ 219,411 | \$ 236,133 | \$ 213,050 | \$ 257,544 | \$ 226,450 |

County Attorney

Lance Ingalls

100 Third Street, Castle Rock, CO 80104

County Attorney - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Other Revenues: | | | | | | | |
| Miscellaneous Revenues | \$ - | \$ 1,500 | \$ 97 | \$ - | \$ - | \$ - | \$ - |
| Total Program Revenues | \$ - | \$ 1,500 | \$ 97 | \$ - | \$ - | \$ - | \$ - |

County Fair and Rodeo

Vicky Starkey

500 Fairgrounds Dr., Castle Rock, CO 80104

County Fair and Rodeo - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|-----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Charges for Services: | | | | | | | |
| Facilities Use Fees | \$ 7,620 | \$ 8,288 | \$ 7,617 | \$ 8,008 | \$ - | \$ - | \$ - |
| Admissions Surcharge | 14,758 | 12,930 | 20,106 | 17,552 | 30,000 | 30,000 | 25,000 |
| Ticket Surcharge | 118,029 | 141,993 | 118,082 | 137,622 | 155,000 | 155,000 | 145,000 |
| Vendor Surcharge | 27,220 | 30,770 | 26,666 | 24,037 | 40,000 | 40,000 | 42,000 |
| Participant Surcharge | 0 | 0 | 0 | 0 | 20,000 | 20,000 | 20,000 |
| Event Sponsorships | 62,023 | 69,195 | 70,383 | 77,359 | 85,000 | 85,000 | 85,000 |
| Event Commission | 32,882 | 36,116 | 44,620 | 66,661 | 45,000 | 45,000 | 45,000 |
| Catering Fee | 28,473 | 29,050 | 32,055 | 30,631 | 50,000 | 50,000 | 50,000 |
| Other Revenues: | | | | | | | |
| Contrib.-Foundation/Estates | 18,565 | 0 | 18,835 | 38,443 | 0 | 0 | 0 |
| Miscellaneous Revenues | 0 | 12 | 0 | 0 | 0 | 0 | 0 |
| Total Program Revenues | \$ 309,570 | \$ 328,354 | \$ 338,363 | \$ 400,313 | \$ 425,000 | \$ 425,000 | \$ 412,000 |

Emergency / Disaster

Douglas DeBord

100 Third Street, Castle Rock, CO 80104

Emergency/Disaster - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Other Revenues: | | | | | | | |
| Ambulance Licenses | \$ 2,879 | \$ 2,100 | \$ 2,100 | \$ 2,270 | \$ 2,100 | \$ 2,100 | \$ 2,100 |
| Other Reimbursements | 0 | 260 | 0 | 1,902 | 0 | 0 | 0 |
| Miscellaneous Revenues | 0 | 2,826 | 0 | 762 | 0 | 0 | 0 |
| Total Program Revenues | \$ 2,879 | \$ 5,186 | \$ 2,100 | \$ 4,934 | \$ 2,100 | \$ 2,100 | \$ 2,100 |

Facilities

Vicky Starkey

3026 North Industrial Way, Castle Rock, CO 80109

Facilities - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|-----------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Intergovernmental: | | | | | | | |
| Arapahoe County | \$ - | \$ - | \$ 4,105 | \$ - | \$ - | \$ - | \$ - |
| Charges for Services: | | | | | | | |
| Facilities Use Fees | 226,473 | 223,807 | 243,850 | 233,616 | 245,000 | 245,000 | 245,000 |
| Equipment Use Fees | 47,631 | 52,993 | 50,511 | 53,483 | 50,000 | 50,000 | 52,000 |
| Admissions Surcharge | 5,193 | 7,385 | 9,634 | 5,618 | 0 | 0 | 0 |
| Ticket Surcharge | 2,183 | 410 | 1,110 | 6,170 | 0 | 0 | 0 |
| Vendor Surcharge | 4,676 | 4,734 | 7,643 | 18,715 | 0 | 0 | 0 |
| Participant Surcharge | 21,041 | 23,987 | 21,309 | 13,987 | 0 | 0 | 0 |
| Kitchen Rental | 13,805 | 20,808 | 19,905 | 200 | 15,000 | 15,000 | 0 |
| Catering Fee | 21,485 | 15,335 | 17,351 | 17,010 | 0 | 0 | 0 |
| Other Revenues: | | | | | | | |
| Utility Refunds | 53,331 | 42,154 | 54,095 | 68,335 | 45,000 | 45,000 | 45,000 |
| Miscellaneous Revenues | 17,749 | 25,196 | 11,250 | 178,403 | 0 | 0 | 0 |
| ATM Fees | 2,838 | 3,473 | 4,305 | 2,936 | 2,200 | 2,200 | 2,000 |
| Recycling Program Revenue | 5,933 | 6,139 | 14,672 | 1,735 | 5,000 | 5,000 | 3,000 |
| Other Financing Sources: | | | | | | | |
| Sale of Fixed Assets | 0 | 4,490 | 14,975 | 30,327 | 0 | 0 | 0 |
| Operating Transfer - JC S & U Tax | 1,785,251 | 1,782,109 | 2,048,804 | 2,323,720 | 2,533,702 | 2,664,432 | 2,947,724 |
| Total Program Revenues | \$ 2,207,589 | \$ 2,213,020 | \$ 2,523,518 | \$ 2,954,255 | \$ 2,895,902 | \$ 3,026,632 | \$ 3,294,724 |

Finance

Andrew Copland

100 Third Street, Castle Rock, CO 80104

Finance - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Other Revenues: | | | | | | | |
| Vendor Incentive Reimbursement | \$ 48,185 | \$ 74,107 | \$ 79,111 | \$ 96,707 | \$ 97,000 | \$ 97,000 | \$ 108,000 |
| Other Financing Sources: | | | | | | | |
| Operating Transfer - RMHIDTA | 21,207 | 17,786 | 18,508 | 19,444 | 24,900 | 24,900 | 0 |
| Total Program Revenues | \$ 69,392 | \$ 91,893 | \$ 97,619 | \$ 116,150 | \$ 121,900 | \$ 121,900 | \$ 108,000 |

Fleet

Vicky Starkey

3030 North Industrial Way, Castle Rock, CO 80109

Fleet - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|---------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Charges for Services: | | | | | | | |
| Fleet Maintenance Charges | \$ 18,743 | \$ 4,419 | \$ 1,586 | \$ - | \$ - | \$ - | - |
| Other Revenues: | | | | | | | |
| Warranty Refunds | 8,729 | 45,420 | 7,160 | 3,695 | 0 | 0 | 0 |
| Miscellaneous Revenues | 0 | 0 | 2,719 | 8,426 | 0 | 0 | 0 |
| Recycling Program Revenue | 3,661 | 809 | 2,081 | 1,145 | 0 | 0 | 0 |
| Other Financing Sources: | | | | | | | |
| Sale of Fixed Assets | 141 | 31,307 | 5,844 | 35,171 | 0 | 0 | 0 |
| Total Program Revenues | \$ 31,275 | \$ 81,955 | \$ 19,390 | \$ 48,437 | \$ - | \$ - | - |

Human Resources

Laura Leary

100 Third Street, Castle Rock, CO 80104

Human Resources - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|--------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Intergovernmental: | | | | | | | |
| Other State Grants | \$ - | \$ - | \$ - | \$ - | \$ - | \$ 500 | \$ - |
| Other Revenues: | | | | | | | |
| Other Reimbursements | 13 | 65 | 0 | 0 | 0 | 0 | 0 |
| Wellness Credits - Aetna | 0 | 0 | 20,551 | 0 | 110,000 | 110,000 | 110,000 |
| Miscellaneous Revenues | 50,000 | 53,100 | 51,520 | 25,041 | 50,000 | 50,000 | 50,000 |
| Employee Program Rev. | 18,828 | 42,677 | 3,340 | 29,440 | 3,000 | 3,000 | 25,000 |
| Total Program Revenues | \$ 68,841 | \$ 95,842 | \$ 75,411 | \$ 54,481 | \$ 163,000 | \$ 163,500 | \$ 185,000 |

Human Services

Daniel Makelky

4400 Castleton Court, Castle Rock, CO 80109

Human Services - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Intergovernmental: | | | | | | | |
| Other Federal Grants | \$ 52,984 | \$ 41,300 | \$ 54,891 | \$ 99,318 | \$ - | \$ 41,106 | \$ - |
| Federal Reimbursement HS Program | 13,513,391 | 12,690,663 | 12,434,148 | 12,961,686 | 17,283,534 | 17,706,523 | 17,071,429 |
| Federal Reimbursement HS Program | 647,738 | 865,497 | 1,168,404 | 1,124,244 | 1,005,464 | 1,005,464 | 451,232 |
| IV-D Incentives | 131,978 | 195,136 | 192,610 | 200,746 | 239,067 | 239,067 | 219,200 |
| IV-D Collections | 10,507 | 10,434 | 11,711 | 4,978 | 0 | 0 | 10,000 |
| State Reimbursement - Aid/Programs | (26,257) | (20,599) | 6,630 | (137,024) | 0 | 0 | 0 |
| State Reimbursement - HS/Programs | 1,693,493 | 2,491,406 | 3,261,698 | 3,844,556 | 3,393,616 | 4,062,316 | 3,864,533 |
| Managed Care Incentives | 36,506 | | | | | 245,728 | |
| Unrealized Revenue | 4,166,109 | 4,569,572 | 4,056,802 | 4,566,962 | 6,988,548 | 6,988,548 | 6,923,197 |
| Other Revenues: | | | | | | | |
| Human Services Refunds | 251,446 | 185,331 | 224,085 | 239,660 | 0 | 0 | 225,000 |
| State Collected Refunds | 232,990 | 222,258 | 204,580 | 227,202 | 0 | 0 | 220,000 |
| Parental Fee Recovery | 128,111 | 82,593 | 84,864 | 77,190 | 0 | 0 | 80,000 |
| Other Reimbursements | 462 | 0 | 100 | 0 | 0 | 0 | 0 |
| Miscellaneous Revenues | 429 | 12,395 | 29,035 | 6,250 | 46,000 | 237,343 | 46,000 |
| FSR Payments | 8,570 | 6,721 | 6,220 | 5,536 | 0 | 0 | 0 |
| Other Financing Sources: | | | | | | | |
| Operating Transfer - General Fund | 1,430,034 | 1,872,126 | 2,600,626 | 2,552,630 | 2,071,865 | 2,071,865 | 958,876 |
| Operating Transfer - Cap Rep Fund | 0 | 0 | 25,000 | 25,500 | 0 | 0 | 0 |
| Total Program Revenues - All Funds | \$ 22,278,491 | \$ 23,224,831 | \$ 24,361,404 | \$ 25,799,434 | \$ 31,028,094 | \$ 32,597,960 | \$ 30,069,467 |

Information Technology

John Huber

100 Third Street, Castle Rock, CO 80104

Information Technology - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Intergovernmental: | | | | | | | |
| Other Federal Grants | \$ 5,346 | \$ 687 | \$ 146,993 | \$ - | \$ - | | \$ - |
| Charges for Services: | | | | | | | |
| Sale of Data | 6,340 | 36,636 | 55 | 0 | 0 | 0 | 0 |
| Sale of Books/Maps/Reports | 1,261 | 681 | 472 | 449 | 0 | 0 | 0 |
| Other Revenues: | | | | | | | |
| Other Reimbursements | 115,979 | 64,735 | 210,727 | 187,275 | 0 | 0 | 0 |
| Miscellaneous Revenues | 10,000 | 10,000 | 10,000 | 1,203 | 0 | 0 | 0 |
| Total Program Revenues | \$ 138,926 | \$ 112,739 | \$ 368,247 | \$ 188,927 | \$ - | \$ - | \$ - |

Open Space and Natural Resources

Cheryl Matthews

100 Third Street, Castle Rock, CO 80104

Open Space - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Intergovernmental: | | | | | | | |
| Other State Grants: | \$ 77,182 | \$ 70,588 | \$ 29,497 | \$ 5,950 | \$ - | \$ - | \$ - |
| Go Colorado Grants | 0 | 0 | 0 | 0 | 0 | 0 | \$ 3,500,000 |
| Fines and Forfeits: | | | | | | | |
| Poaching Surcharge | 0 | 0 | 0 | 1,568 | 0 | 0 | 0 |
| Other Revenues: | | | | | | | |
| Rents from Buildings | 14,010 | 16,000 | 8,000 | 15,800 | 0 | 0 | 0 |
| Rent from Open Space | 16,957 | 0 | 0 | 0 | 0 | 0 | 0 |
| Rental for Cell Tower Usage | 24,110 | 24,834 | 25,579 | 21,988 | 25,000 | 25,000 | 25,000 |
| Utility Refunds | 331 | 368 | 9,178 | 442 | 0 | 0 | 0 |
| Other Reimbursements | 26,608 | 640 | 0 | 0 | 0 | 0 | 0 |
| Grants - Private | 0 | 17,110 | 6,885 | 0 | 0 | 0 | 1,250,000 |
| Contributions - General | 273 | 0 | 0 | 0 | 0 | 0 | 0 |
| Miscellaneous Revenues | 1,652 | 39,573 | 12,833 | 2,672 | 0 | 0 | 0 |
| Other Financing Sources: | | | | | | | |
| Sale of Fixed Assets | 690 | 5,135 | 9,740 | 0 | 0 | 0 | 0 |
| Operating Transfer - General Fund | 0 | 0 | 0 | 0 | 0 | 4,750,000 | 0 |
| Operating Transfer - Capital Replacement | 49,975 | 19,730 | 0 | 88,000 | 50,000 | 50,000 | 12,381 |
| Total Program Revenues | \$ 211,788 | \$ 193,978 | \$ 101,712 | \$ 136,420 | \$ 75,000 | \$ 4,825,000 | \$ 4,787,381 |

Other Governmental Services

Other Governmental Services - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Other Revenues: | | | | | | | |
| District Attorney's Office | \$ 204,858 | \$ 185,466 | \$ 277,164 | \$ 394,696 | \$ - | \$ - | \$ - |
| Contributions - Animal Control | 17,200 | 15,300 | 0 | 20,831 | 0 | 0 | 0 |
| Contributions - Miller Grant | 308,000 | 310,000 | 322,188 | 295,000 | 300,000 | 300,000 | 300,000 |
| Other Reimbursements | 137,285 | 5,529 | 2,417 | 0 | 0 | 0 | 0 |
| Sale of Fixed Assets | 2,371 | 0 | 3,172 | 65,570 | 0 | 0 | 0 |
| Total Program Revenues | \$ 669,714 | \$ 516,295 | \$ 604,941 | \$ 776,097 | \$ 300,000 | \$ 300,000 | \$ 300,000 |

Parks, Trails and Building Grounds

Terence Quinn

9651 S. Quebec Street, Littleton, CO 80130

Parks - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Charges for Services: | | | | | | | |
| Participation & Concession Fee | \$ 428,034 | \$ 428,042 | \$ 421,069 | \$ 518,014 | \$ 460,000 | \$ 460,000 | \$ 575,000 |
| Facilities Use Fees | (1,128) | (1,700) | (825) | (2,105) | 0 | 0 | 0 |
| Other Revenues: | | | | | | | |
| Miscellaneous Revenues | 8,837 | 5,962 | 7,068 | 8,229 | 0 | 0 | 0 |
| Other Financing Sources: | | | | | | | |
| Sale of Fixed Assets | 6,400 | 17,721 | 33,286 | 0 | 0 | 0 | 0 |
| Total Program Revenues | \$ 442,144 | \$ 450,025 | \$ 460,598 | \$ 524,138 | \$ 460,000 | \$ 460,000 | \$ 575,000 |

Public Works Engineering

Janet Herman

100 Third Street, Castle Rock, CO 80104

Public Works Engineering - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|-------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Intergovernmental | | | | | | | |
| Other Federal Grants | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Other Special Districts | 13,652 | 12,988 | 13,238 | 14,212 | 0 | 0 | 0 |
| Charges for Services | | | | | | | |
| Development Review Fees | 251,221 | 199,208 | 295,007 | 271,059 | 300,000 | 300,000 | 300,000 |
| DESC Plan Check Fees | 65,184 | 85,454 | 81,256 | 89,375 | 0 | 0 | 0 |
| Event Application Fees | 2,050 | 2,000 | 1,700 | 1,850 | 1,500 | 1,500 | 1,500 |
| Sale of Books/Maps/Reports | 4,885 | 3,228 | 2,681 | 160 | 0 | 0 | 0 |
| Miscellaneous Revenues | | | | | | | |
| Other Reimbursements | 0 | 0 | 1,141 | 7,651 | 0 | 0 | 0 |
| Other Financing Sources | | | | | | | |
| Sale of General Fixed Assets | 20,041 | 23,926 | 10,532 | 0 | 0 | 0 | 0 |
| Operating Transfer - Road S & U Tax | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 | 500,000 |
| Total Program Revenues | \$ 857,033 | \$ 826,803 | \$ 905,555 | \$ 884,307 | \$ 801,500 | \$ 801,500 | \$ 801,500 |

Public Works Operations

Rod Meredith

3030 North Industrial Way, Castle Rock, CO 80109

Public Works Operations - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|--|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Licenses & Permits: | | | | | | | |
| Driveway & Street Cut Permits | \$ 68,683 | \$ 75,851 | \$ 94,288 | \$ 74,688 | \$ 60,000 | \$ 60,000 | \$ 50,000 |
| Permanent Access Permit | 75 | 600 | 300 | 0 | 0 | 0 | 0 |
| Temporary Access Permit | 3,600 | 2,425 | 3,475 | 9,000 | 5,000 | 5,000 | 9,000 |
| Right of Way Use/Construction | 495,479 | 284,683 | 649,111 | 561,388 | 400,000 | 400,000 | 500,000 |
| Oversize/Overweight Permit | 3,480 | 1,560 | 12,000 | 13,080 | 5,000 | 5,000 | 5,000 |
| GESC Permit-Grading | 39,681 | 53,898 | 58,878 | 49,677 | 40,000 | 40,000 | 50,000 |
| GESC Permit-Low Impact Grading | 50 | 750 | 350 | 0 | 0 | 0 | 0 |
| GESC Permit-Maintenance | 905 | 550 | 278 | 1,317 | 0 | 0 | 0 |
| GESC Permit-Temp Batch Plant | 400 | 100 | 0 | 300 | 0 | 0 | 0 |
| GESC Permit - Multi-lot DESC | 100 | 300 | 250 | 350 | 0 | 0 | 0 |
| GESC Permit - DESC | 103,100 | 139,437 | 140,214 | 154,350 | 100,000 | 100,000 | 125,000 |
| GESC Permit-Small Utility | 450 | 600 | 650 | 850 | 0 | 0 | 0 |
| State Permits | 50 | 350 | 250 | 100 | 0 | 0 | 0 |
| Intergovernmental: | | | | | | | |
| Municipalities | 232,492 | 365,681 | 104,334 | 240,832 | 138,018 | 138,018 | 0 |
| Charges for Services: | | | | | | | |
| Development Review Fees | 0 | 0 | 13,800 | 13,600 | 5,000 | 5,000 | 4,000 |
| GESC Permit- Small Utility | 450 | 0 | 0 | 5,750 | 0 | 0 | 0 |
| Pavement Design Review | 5,500 | 4,000 | 5,000 | 0 | 5,000 | 5,000 | 5,000 |
| Other Revenues: | | | | | | | |
| Other Reimbursements | 7,606 | 51,962 | 8,856 | 8,181 | 50,000 | 50,000 | 25,000 |
| Miscellaneous Revenues | 1,685 | 1,072 | 1,263 | 291 | 0 | 0 | 0 |
| Other Financing Sources: | | | | | | | |
| Sale of General Fixed Assets | 244,633 | 614,711 | 239,704 | 369,857 | 200,000 | 200,000 | 100,000 |
| Operating Transfer - JC S & U Tax | 0 | 1,000,000 | 0 | 0 | 0 | 0 | 0 |
| Operating Transfer - Capital Replacement | 3,806,876 | 1,059,519 | 900,000 | 6,000,000 | 0 | 0 | 0 |
| Total Program Revenues | \$ 5,015,295 | \$ 3,658,049 | \$ 2,233,001 | \$ 7,503,611 | \$ 1,008,018 | \$ 1,008,018 | \$ 873,000 |

Rocky Mountain High Intensity Drug Trafficking Area

Thomas Gorman

Rocky Mountain High Intensity Drug Trafficking Area - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Intergovernmental: | | | | | | | |
| Other Federal Grants | \$ 2,005,841 | \$ 2,019,521 | \$ 2,017,559 | \$ 2,158,632 | \$ 2,305,238 | \$ 3,391,907 | \$ 2,193,198 |
| Total Program Revenues | \$ 2,005,841 | \$ 2,019,521 | \$ 2,017,559 | \$ 2,158,632 | \$ 2,305,238 | \$ 3,391,907 | \$ 2,193,198 |

Sheriff

Tony Spurlock

4000 Justice Way, Castle Rock, CO 80109

Sheriff - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|---------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Licenses & Permits: | | | | | | | |
| Solicitor Licenses | \$ 1,890 | \$ 4,531 | \$ 4,110 | \$ 2,700 | \$ 4,000 | \$ 4,000 | \$ 5,000 |
| Handgun Permits | 237,297 | 276,356 | 329,222 | 256,945 | 315,000 | 315,000 | 354,700 |
| Intergovernmental: | | | | | | | |
| Other Federal Grants | 58,350 | 67,730 | 43,525 | 194,513 | 0 | | 0 |
| DEA Task Force | 23,662 | 18,712 | 13,643 | 12,727 | 0 | 14,004 | 0 |
| FBI Task Force | 20,297 | 15,840 | 16,526 | 27,049 | 0 | 34,307 | 0 |
| Social Security Incentive | 200 | 200 | 1,200 | 0 | 0 | 0 | 0 |
| DUI Grant | 12,834 | 17,298 | 10,293 | 9,119 | 0 | 12,141 | 0 |
| Other State Grants | 16,668 | 13,070 | 0 | 14,338 | 0 | 14,748 | 0 |
| Prisoner Transport Reimbursemen | 0 | 38,985 | 32,833 | 38,890 | 25,000 | 25,000 | 35,000 |
| 18th Judicial / VALE | 68,250 | 63,250 | 69,552 | 61,500 | 0 | 29,000 | 0 |
| RE-1 School District | 402,865 | 462,567 | 428,006 | 656,607 | 595,600 | 595,600 | 656,000 |
| Private Schools | 52,688 | 105,070 | 109,449 | 113,373 | 114,200 | 114,200 | 117,900 |
| Extradition Reimbursements | 4,568 | 3,607 | 2,978 | 8,353 | 3,000 | 3,000 | 7,300 |
| Charges for Services: | | | | | | | |
| Sex Offender Registration Fees | 4,940 | 5,200 | 5,550 | 6,455 | 5,000 | 5,000 | 5,000 |
| Sale of Books/Maps/Reports | 24,350 | 26,595 | 32,249 | 30,472 | 30,000 | 30,000 | 35,000 |
| Service of Process | 96,286 | 97,536 | 103,451 | 104,437 | 100,000 | 100,000 | 105,000 |
| Booking Fees | 102,054 | 114,721 | 131,039 | 134,989 | 140,000 | 140,000 | 120,000 |
| License Plate Repossessions | 2,173 | 1,185 | 1,146 | 1,304 | 1,000 | 1,000 | 1,000 |
| VIN Verification Fee | 6,896 | 8,216 | 6,096 | 6,240 | 5,000 | 5,000 | 5,000 |
| Cost of Care | 13,762 | 13,017 | 11,653 | 15,226 | 12,000 | 12,000 | 13,000 |
| Photo Processing Fee | 25 | 0 | 0 | 0 | 0 | 0 | 0 |
| Training Fees | 3,000 | 0 | 100 | 8,475 | 3,500 | 5,935 | 0 |
| Dispatch Services | 428,471 | 458,940 | 413,168 | 445,692 | 386,000 | 386,000 | 441,900 |
| Prisoner Boarding Charges | 84,980 | 838,882 | 751,710 | 1,434,963 | 800,000 | 800,000 | 1,200,000 |
| Work Release Fees | 169,674 | 228,263 | 245,758 | 224,156 | 225,000 | 225,000 | 150,000 |
| Sheriff's Bond Fees | 26,062 | 30,102 | 35,644 | 36,713 | 38,500 | 38,500 | 33,000 |
| Prisoner Health Fees | 4,150 | 3,080 | 1,834 | 3,351 | 2,000 | 2,000 | 3,000 |
| Special Police Services | 50,206 | 36,571 | 28,948 | 35,504 | 34,000 | 34,000 | 36,000 |
| Forest Service Patrol | 14,400 | 14,400 | 14,400 | 14,400 | 14,400 | 14,400 | 14,400 |
| Castle Pines Patrol | 656,495 | 674,209 | 785,104 | 780,643 | 812,917 | 812,917 | 831,400 |
| Larkspur Patrol | 25,677 | 25,163 | 27,019 | 34,230 | 35,000 | 35,000 | 34,600 |
| Alarm Registration Fees | 424,409 | 464,126 | 471,095 | 501,182 | 544,000 | 578,200 | 303,000 |
| All other Alarm Fees | 67,875 | 75,245 | 67,085 | 54,650 | 51,500 | 51,500 | 40,000 |

Sheriff

Tony Spurlock

4000 Justice Way, Castle Rock, CO 80109

Fines & Forfeits:

| | | | | | | | |
|----------------------------------|---------|---------|---------|---------|---------|---------|---------|
| Traffic Fines | 697,395 | 701,107 | 722,814 | 557,644 | 340,219 | 340,219 | 360,800 |
| Handicapped Parking Fines | 1,575 | 1,958 | 1,225 | 350 | 0 | 0 | 0 |
| Uninsured Driver Fines | 16,441 | 18,017 | 9,882 | 9,094 | 8,398 | 8,398 | 8,400 |
| Leaf/DUI Fines | 101,302 | 107,143 | 93,429 | 98,949 | 51,658 | 51,658 | 90,000 |
| Safety Belt Fines | 2,274 | 2,145 | 1,315 | 3,350 | 1,257 | 1,257 | 600 |
| Drug Offender Surcharge | 2,079 | 3,073 | 2,183 | 3,342 | 1,236 | 1,236 | 3,300 |
| Liquor License Fines | 0 | 364 | 5,416 | 2,384 | 0 | 0 | 0 |
| CO Trauma Brain Injury Admin Sur | 9,512 | 9,629 | 10,647 | 7,766 | 4,585 | 4,585 | 4,700 |
| Dog at Large Fines | 5,842 | 7,178 | 4,989 | 5,578 | 4,500 | 4,500 | 4,500 |
| Restitution Payments | 3,698 | 2,338 | 2,447 | 818 | 1,254 | 1,254 | 1,000 |
| Sales of Seized Property | 110,938 | 176,558 | 261,047 | 376,812 | 1,500 | 1,500 | 5,000 |
| Other Fines and Forfeits | 0 | 5,015 | 0 | 200 | 25 | 25 | 25 |

Other Revenues:

| | | | | | | | |
|----------------------------|---------|---------|---------|---------|---------|---------|---------|
| Other Reimbursements | 666,514 | 331,563 | 923,396 | 709,057 | 119,200 | 827,604 | 163,000 |
| DUI Chemical Test Reimb | 11,227 | 3,356 | 2,249 | 2,490 | 0 | 0 | 0 |
| Impound/Storage Cost Recov | 12,561 | 12,841 | 91 | 185 | 0 | 0 | 0 |
| Warranty Refunds | 0 | 0 | 4,032 | 0 | 0 | 0 | 0 |
| Grants - Private | 5,500 | 3,200 | 0 | 0 | 0 | 0 | 0 |
| Contributions - General | 13,226 | 27,959 | 43,497 | 56,918 | 0 | 500 | 0 |
| Insurance Recoveries | 0 | 70,367 | 0 | 26,210 | 0 | 38,860 | 0 |
| Miscellaneous Revenues | 41,280 | 45,509 | 72,118 | 47,414 | 49,972 | 0 | 40,000 |

Other Financing Sources:

| | | | | | | | |
|-----------------------------|------------|------------|------------|------------|------------|------------|------------|
| Operat Trsfr - JC S & U Tax | 10,612,615 | 11,217,706 | 12,456,005 | 14,644,692 | 15,583,478 | 15,583,478 | 17,701,994 |
|-----------------------------|------------|------------|------------|------------|------------|------------|------------|

Other Financing Sources:

| | | | | | | | |
|----------------------|--------|--------|--------|--------|--------|--------|--------|
| Sale of Fixed Assets | 34,715 | 21,345 | 18,912 | 48,389 | 25,000 | 25,000 | 55,000 |
|----------------------|--------|--------|--------|--------|--------|--------|--------|

| | | | | | | | |
|------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Total Program Revenues | \$ 15,454,148 | \$ 16,971,039 | \$ 18,830,081 | \$ 21,870,836 | \$ 20,488,899 | \$ 21,327,526 | \$ 22,985,519 |
|------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|

Solid Waste Disposal

Terence Quinn

100 Third Street, Castle Rock, CO 80104

Solid Waste Disposal - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|--------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Charges for Services: | | | | | | | |
| Waste Collection Charges | \$ 47,298 | \$ 72,952 | \$ 87,876 | \$ 76,729 | \$ 48,500 | \$ 48,500 | \$ 65,000 |
| Other Revenues: | | | | | | | |
| Miscellaneous Revenues | 0 | 0 | 584 | 0 | 0 | 0 | 0 |
| Total Program Revenues | \$ 47,298 | \$ 72,952 | \$ 88,460 | \$ 76,729 | \$ 48,500 | \$ 48,500 | \$ 65,000 |

Surveyor

Robert Snodgrass

Public Affairs - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Production Reimbursements: | \$ - | \$ - | \$ - | \$ 2,748 | \$ - | \$ - | \$ - |
| Total Program Revenues | \$ - | \$ - | \$ - | \$ 2,748 | \$ - | \$ - | \$ - |

Treasurer

Dave Gill

100 Third Street, Castle Rock, CO 80104

Treasurer - Program Revenues

| | 2014 Actuals | 2015 Actuals | 2016 Actuals | 2017 Actuals | 2018 Adopted | 2018 Amended | 2019 Proposed |
|--------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|
| Charges for Services: | | | | | | | |
| Treasurer's Fees - SIDS | \$ 9,824 | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Tax Collection Fees | 4,327,349 | 4,479,115 | 5,118,103 | 5,176,468 | 5,953,000 | 5,953,000 | 6,100,000 |
| Redemption Fees | 6,643 | 4,116 | 5,355 | 6,062 | 5,000 | 5,000 | 5,000 |
| Tax Sale | 2,048 | 2,480 | 2,652 | 2,676 | 2,000 | 2,000 | 2,000 |
| Treasurer's Deeds | 2,190 | 1,795 | 775 | 2,075 | 2,000 | 2,000 | 2,000 |
| Certificate of Taxes | 178,970 | 216,040 | 214,830 | 175,140 | 178,600 | 178,600 | 170,000 |
| Miscellaneous Treasurer Fees | 1,325 | (240) | (299) | (120) | 0 | 0 | 0 |
| Delinquent Process Service Fee | 5,274 | 2,904 | 4,113 | 3,467 | 2,000 | 2,000 | 2,000 |
| Internet Auction Fee | 2,072 | 2,496 | 3,846 | 3,994 | 2,000 | 2,000 | 2,000 |
| Research/Investigation Fees | 98 | 251 | 23 | 15 | 0 | 0 | 0 |
| Sale of Data | 3,446 | 169 | 75 | 25 | 0 | 0 | 0 |
| Copy Fees | 57 | 54 | 67 | 3 | 0 | 0 | 0 |
| Other Revenues: | | | | | | | |
| Advertising Reimbursement | 9,980 | 9,118 | 10,655 | 9,676 | 9,000 | 9,000 | 9,000 |
| Certified Mail Reimbursements | 2,347 | 2,943 | 546 | 2,746 | 0 | 0 | 0 |
| Bad Check Charges | 1,009 | 2,445 | 2,234 | 1,140 | 3,500 | 3,500 | 5,000 |
| Premium on Tax Sale | 170,785 | 179,246 | 120,135 | 181,899 | 0 | 0 | 0 |
| Total Program Revenues | \$ 4,723,417 | \$ 4,902,932 | \$ 5,483,109 | \$ 5,565,266 | \$ 6,157,100 | \$ 6,157,100 | \$ 6,297,000 |



Revenue Manual

Description: One of the primary tax revenue sources for Douglas County. An ad valorem tax based on the value of real property.



RECIPIENT: Multiple County operating funds: General Fund [100], Road & Bridge Fund [200], Human Services Fund [210], Developmental Disabilities Fund [215], Law Enforcement Authority Fund [220], Woodmoor Mountain GID [280], and Capital Projects Fund [330].

AUTHORITY: General County: Section **29-1-301, C.R.S.**, Annual Levy; and **39-5-101, C.R.S.**, Valuation and Taxation. Law Enforcement Authority: Section **30-11-406.5, C.R.S.** Developmental Disabilities.

USE: Any general governmental use at the discretion of the Board of County Commissioners. Restricted use for Law Enforcement Authority, Developmental Disability revenue, and Woodmoor Mountain GID.

PROJECTION METHODOLOGY: Computed on the assessed value of all County taxable real property. For example, the formula for General County tax revenues is: Actual Value x Assessment Rate x Mill Levy. Note: The current assessment rates (7.96% Residential, 29% Commercial, Industrial, all other non-residential) are authorized by the State via the recommendation of the Division of Property Taxation [DPT]. The residential rate is reviewed every two years by the Department of Property Taxation (based on re-appraisal year).

ACTIONS REQUIRED TO INCREASE/DECREASE: Increases require voter approval. Temporary decreases at the discretion of Board of County Commissioners.

LAST DATE REVIEWED FOR INCREASE/DECREASE: The mill levy has remained the same since 1991.

2018 YEAR END PROJECTION:

Based on the actual revenues received through November of 2018, the year-ending projection was moved to \$79,457,955. Fiscal 2018 was not a reappraisal year.

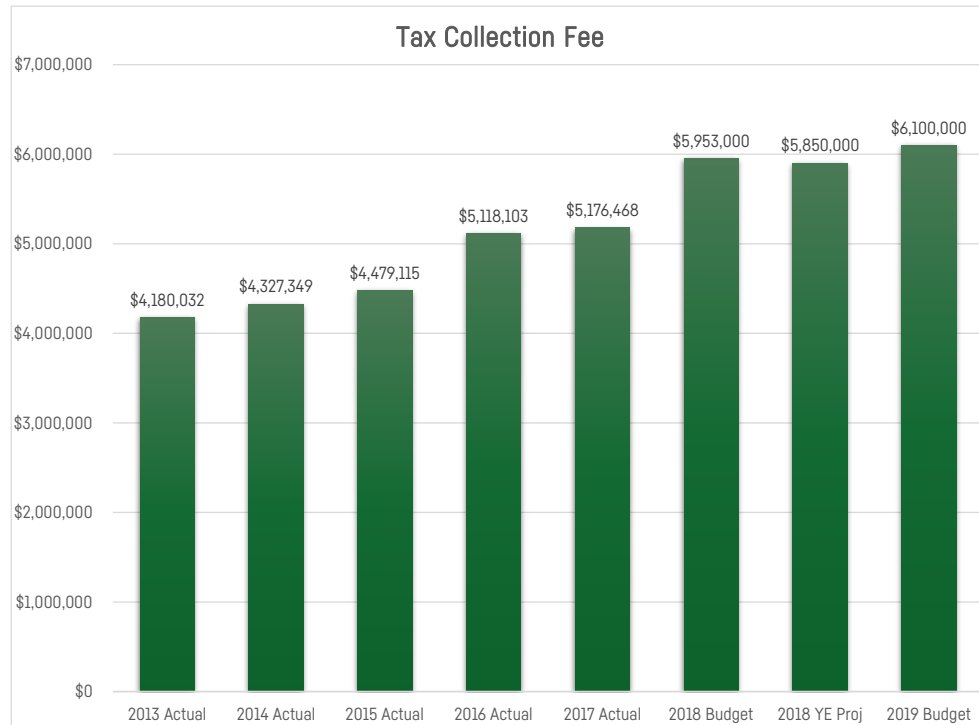
2019 REVENUE BUDGET:

The 2019 proposed budget is \$83,983,875.

Title: Tax Collection Fee

GL Account # 341320

Description: Towns, cities, schools, special districts, and the County pay the County Treasurer a fee for all monies collected on their behalf. In Douglas County, a Class One County, fees for tax collection are 0.25% for schools, 1.5% for towns and cities, and 1.5% for the County. Fees for non-tax monies are 1%.



RECIPIENT: General Fund - (100)

AUTHORITY: Section 30-1-102, C.R.S., Fees of County Treasurer

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: Under the direction of the State of Colorado.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County control.

2018 YEAR END PROJECTION:

Based on the actuals through September the 2018 projection is estimated to be \$5,850,000.

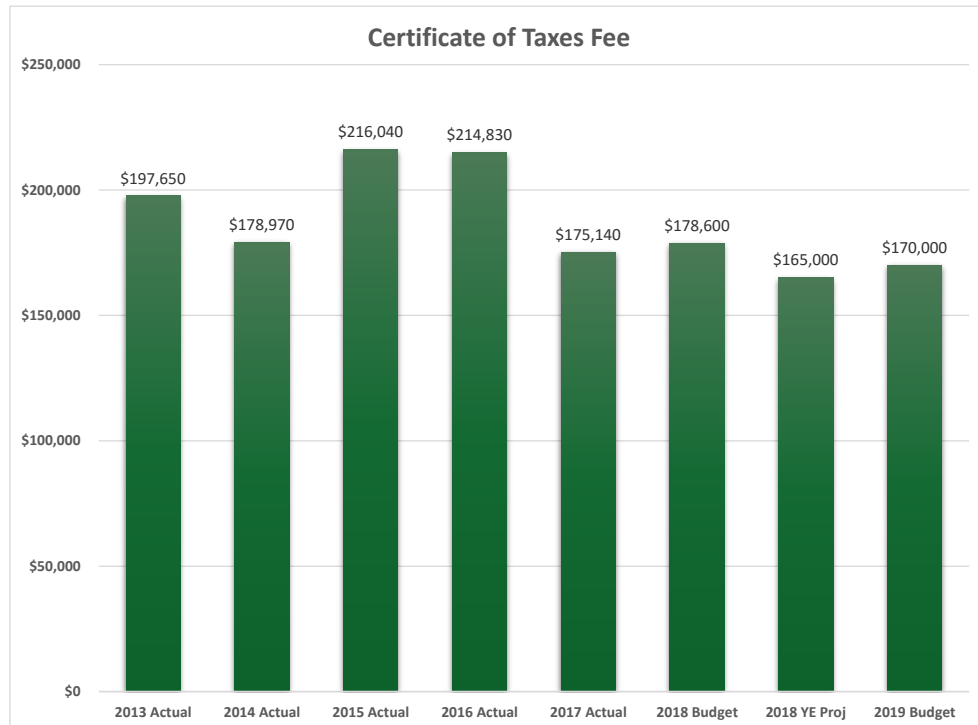
2019 REVENUE BUDGET:

The 2019 proposed budget was increased to \$6,100,000. This revenue stream is roughly 7.3% of total budgeted property tax revenue. For proposed 2019 this is \$89,983,875 x 7.3%.

Title: Certificate of Taxes Fee

GL Account # 341360

Description: The County Treasurer collects a \$10 fee for certifying the taxes due on any parcel of real estate or outstanding sales for unpaid taxes and the amount required for redemption.



RECIPIENT: General Fund - (100)

AUTHORITY: Section **30-1-102, C.R.S.**, Fees of County Treasurer

USE: Any general governmental purpose.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County authority.

2018 YEAR END PROJECTION:

As interest rates continue to be at record setting lows during 2018, more individuals are purchasing new homes; or refinancing existing homes. The Treasurer collects \$10 in order to verify outstanding taxes owed. YTD actuals through September \$136,480. The year-end projection is \$165,000.

A variable impacting this revenue stream is excess housing inventory (which is currently low).

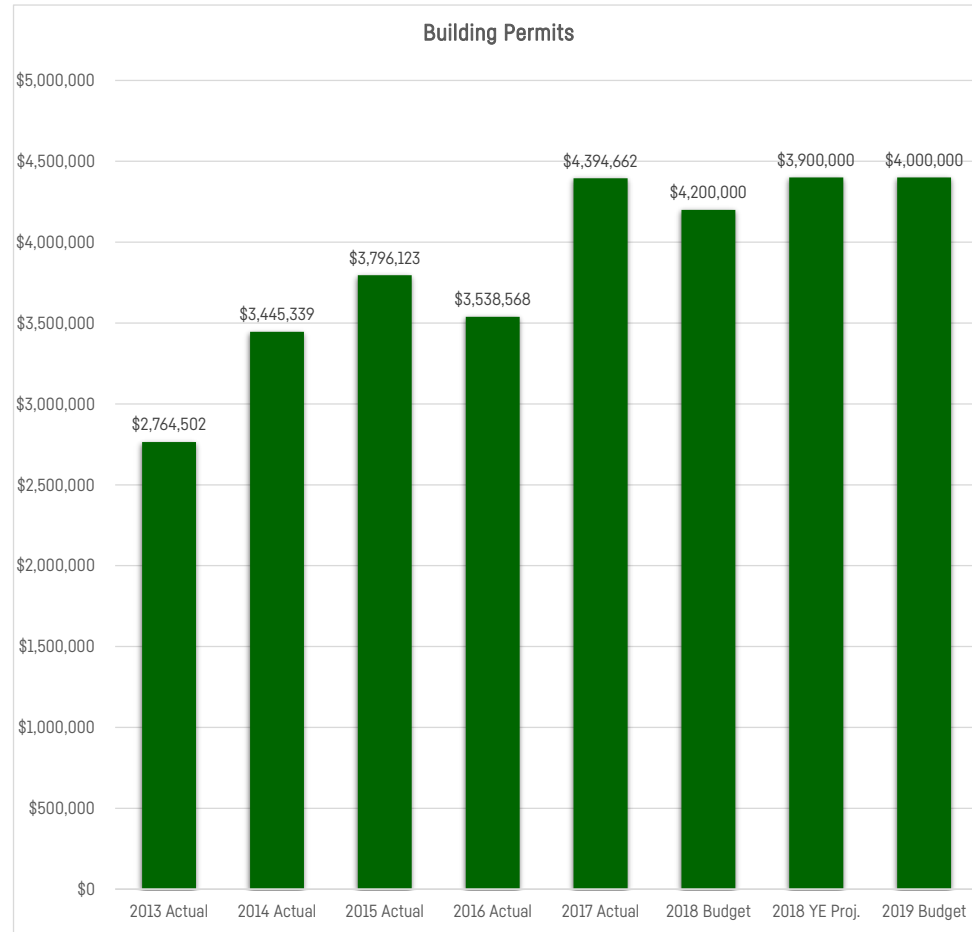
2019 REVENUE BUDGET:

The 2019 proposed budget has been adjusted to \$170,000. A conservative approach was used during budget preparation as interest rates are still a variable that needs to be considered.

Title: Building Permits

GL Account # 322500

Description: This revenue is generated by issuing and inspecting construction work occurring in Douglas County.



RECIPIENT: General Fund - [100]

AUTHORITY: Sections **30-28-205, C.R.S.** County building inspector--permit required--appeal, and **30-28-114, C.R.S.**, Enforcement - inspector - permits, and **30-28-113, C.R.S.** Regulation of size and use - districts and the International Building Code. Douglas County Resolution **R-12-110**.

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: The Board of County Commissioners re-adopted the latest schedule on August 09, 2016. This fee schedule utilizes the 1997 Uniform Building Code Table 1-A.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: A public meeting with the Douglas County Planning Commission who then certifies the fee schedule to the Board of County Commissioners. The certification is not binding until final adoption by the Board of County Commissioners.

LAST DATE REVIEWED FOR INCREASE/DECREASE: August 09, 2016 (no change).

2018 YEAR END PROJECTION:

Residential real estate in Douglas County continues to be strong in 2018. The sales momentum and higher home prices in Douglas County are expected to slow down in the fourth quarter of 2018, and the year-end projection of \$3.9M reflects the slight correction. This rising home sales activity continues to drive inventory to new lows and as a result, significant new construction is underway with additional construction planned through 2019.

Overall, Douglas County has continued gains in 2018, and it is hoped that the economy will continue to experience steady growth. While some national fiscal policy decisions are keeping businesses and consumers uneasy, this revenue will continue to be monitored monthly to determine if adjustments need to be made due to rising interest rates, and home affordability.

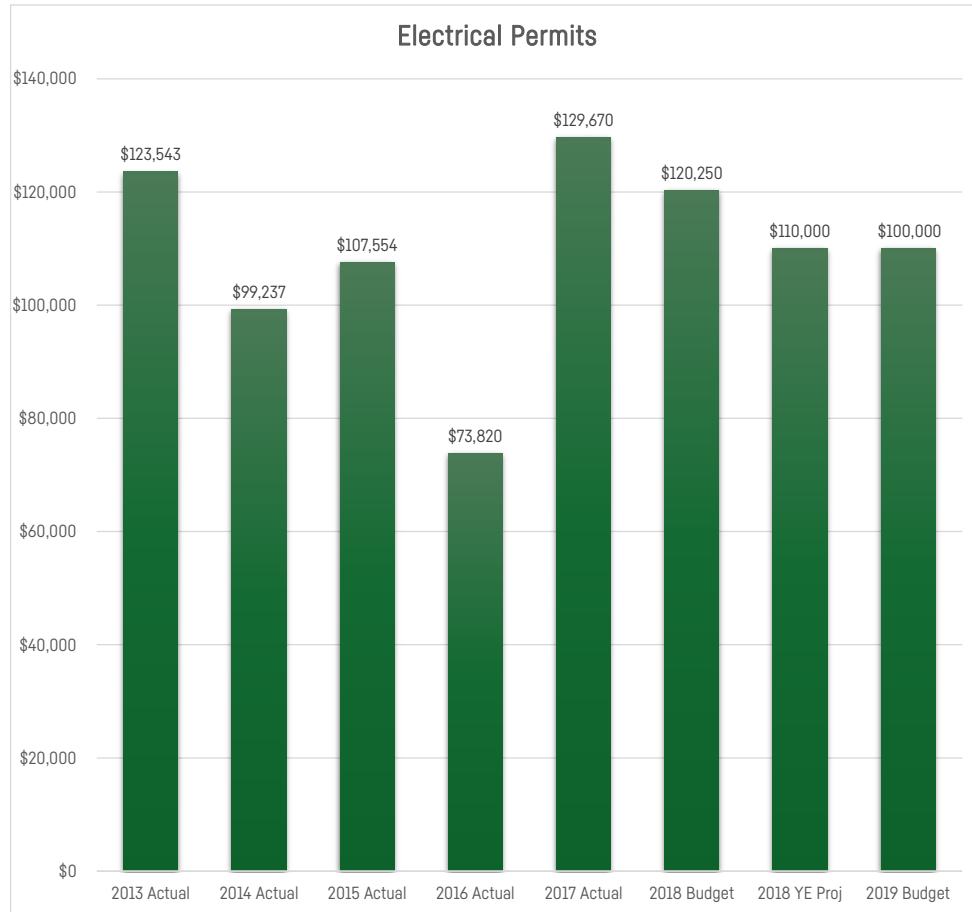
2019 REVENUE BUDGET:

The 2019 proposed budget was moved to \$4,000,000. As interest rates have the possibility of being increased several times in 2019, a conservative approach is being taken through fiscal year 2020.

Title: Electrical Permits

GL Account # 322600

Description: This revenue is generated by construction work. Electrical permits consist of such items as construction meters, signage, service change/upgrade, hot tubs and low voltage wiring.



RECIPIENT: General Fund - (100)

AUTHORITY: Douglas County Resolution **R-015-079** – The fees for electrical permits shall be established by the State of Colorado Electrical Board, pursuant to Section **12-23-117, C.R.S.**

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: The Board of County Commissioners adopted the latest schedule on July 21, 2015.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: A public meeting with the Douglas County Planning Commission who then certifies the fee schedule to the Board of County Commissioners. The certification is not binding until final adoption by the Board of County Commissioners.

LAST DATE REVIEWED FOR INCREASE/DECREASE: July 21, 2015.

2018 YEAR END PROJECTION:

The revenue in this area is based on a number of factors, including square footage of the area under construction, and the valuation of the job itself. As of September 2018, volumes over the same period 2017 are down 3.53%, for a decrease of \$21,215. The 2018 projected revenues are \$110,000, which is a decrease of 15.2% from the 2017 actuals of \$129,670. Historical volumes for this revenue are below:

2013 – 1,020
2014 – 1,117
2015 – 1,157
2016 – 1,168
2017 – 1,294
2018 September 30 - 985

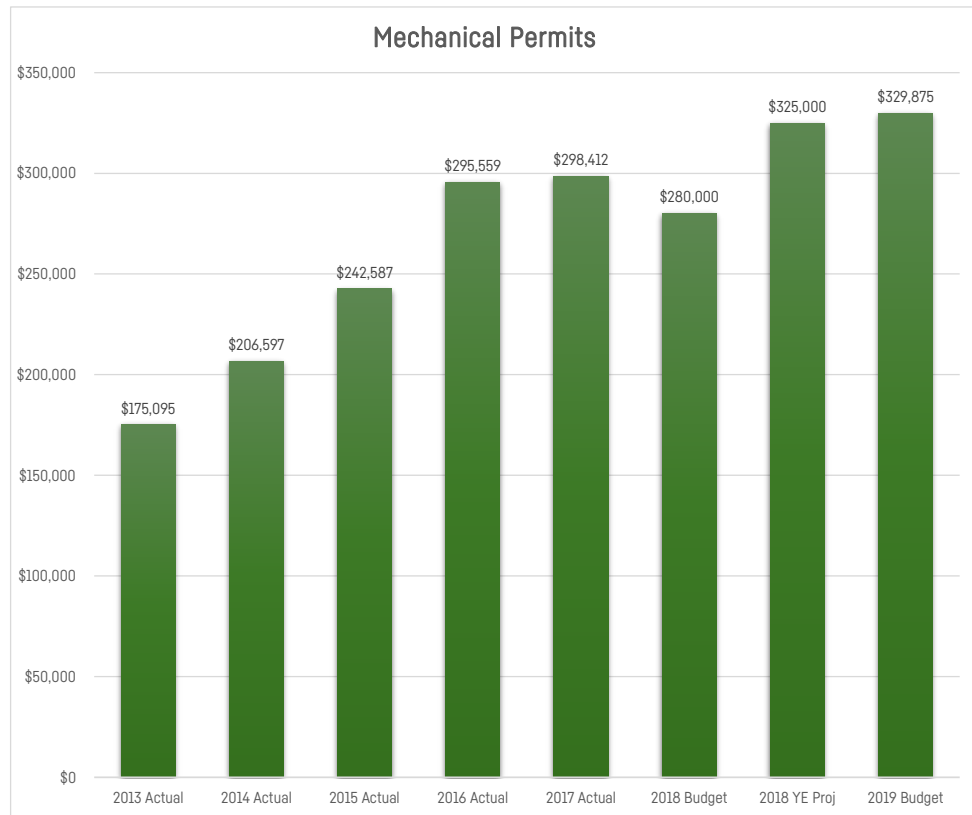
2019 REVENUE BUDGET:

The 2019 proposed budget was conservatively moved to \$100,000. Although there is new construction underway in several pockets of Douglas County, it is not known at this time the valuations of the jobs, or when the electrical permits will be pulled.

Title: Mechanical Permits

GL Account # 322700

Description: This revenue is generated by construction work. Mechanical permits consist of such items as: air conditioners, unit heaters, furnaces, and gas conversion.



RECIPIENT: General Fund - (100)

AUTHORITY: Douglas County Resolution R-012-110

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: Fee schedule utilizes the 1997 Uniform Building Code Table 1-A, readopted by the Board of County Commissioners on August 9, 2016.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: A public meeting with the Douglas County Planning Commission who then certifies the fee schedule to the Board of County Commissioners. The certification is not binding until final adoption by the Board of County Commissioners.

LAST DATE REVIEWED FOR INCREASE/DECREASE: August 9, 2016.

2018 YEAR END PROJECTION:

The year-end projection was moved to \$325,000. The revenue in this area is based on many factors, including square footage of the area under construction, or the valuation of the job itself. Volumes through September are up 8.99% over same period 2017, totaling roughly \$36.5K. Historical volumes are:

2013 - 1,960

2014 - 2,147

2015 - 2,405

2016 - 2,804

2017 - 2,804

2018 September 30 - 2,280

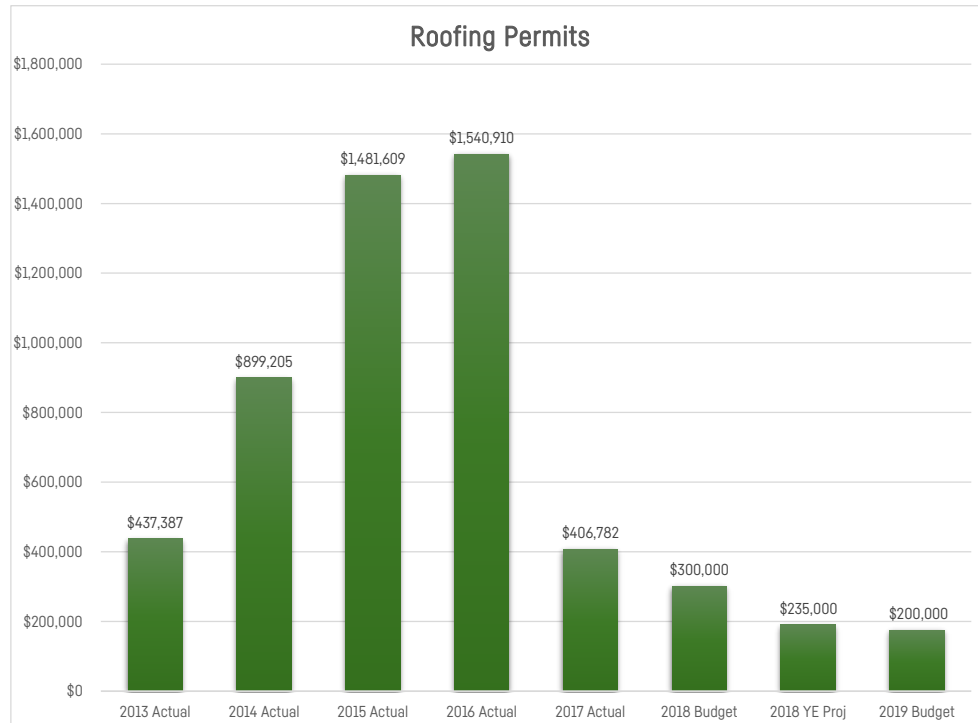
2019 REVENUE BUDGET:

The 2019 proposed budget was modestly increased by 1.5% in 2019, to \$329,975. It is not known what type and size of structures will be built in 2019; therefore, a conservative approach was used during budget preparation.

Title: Roofing Permits

GL Account # 322800

Description: A fee to recover the cost of providing inspection services for new roofs, repairing roofs on residential and commercial buildings.



RECIPIENT: General Fund - (100)

AUTHORITY: Section **30-28-114, C.R.S.**, Enforcement-inspector-permits [Planning and Building Codes]. Douglas County Resolution **R-12-110**.

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: Fee schedule utilizes the 1997 Uniform Building Code Table 1-A, readopted by the Board of County Commissioners on August 9, 2016.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: A public meeting with the Douglas County Planning Commission who then certifies the fee schedule to the Board of County Commissioners. The certification is not binding until final adoption by the Board of County Commissioners.

LAST DATE REVIEWED FOR INCREASE/DECREASE: August 9, 2016.

2018 YEAR END PROJECTION:

The year-end projection was moved to \$235,000. Permits for roof replacements due to hail damage have dramatically tapered downward since 2016, ending with a projected 42.2% decrease from 2017. As this revenue is primarily based on weather and aging of homes in Douglas County, there is not a specific trend in which to follow. A single large hail event like the three major hailstorms experienced in Douglas County since 2015, would have a significant impact on roofing permits.

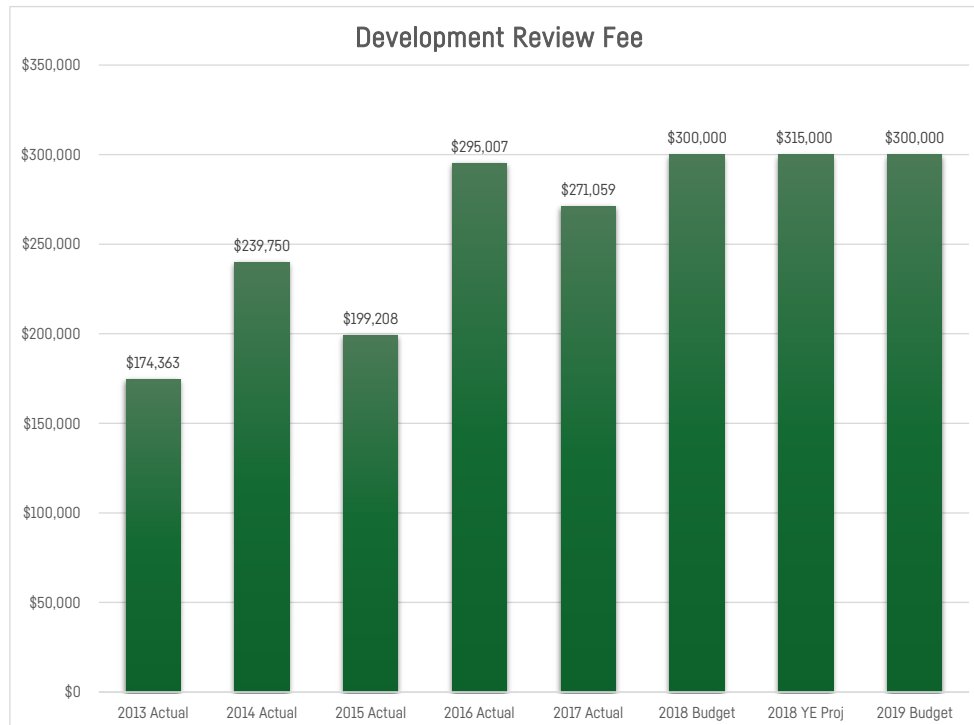
2019 REVENUE BUDGET:

The 2019 proposed budget was moved to \$200,000. A conservative approach was used during budget preparation.

Title: Development Review Fee

GL Account # 341610

Description: The County has the responsibility to protect public health, safety, and welfare by maintaining smooth traffic flow, right-of-way drainage, and the functional level of public highways. Therefore, in 1990, the County established roadway design and construction standards. To enforce these standards, the County's engineering department performs on-going site inspections and plan reviews to ensure construction in accordance with plans and infrastructure standards.



RECIPIENT: General Fund - [100]

AUTHORITY: Section **43-2-147(1)(a), C.R.S.**, Access to public highways. Douglas County Roadway Design and Construction Standards.

USE: Any general governmental purpose.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Board of County Commissioner resolution increasing fees.

LAST DATE REVIEWED FOR INCREASE/DECREASE: January 2005

2018 YEAR END PROJECTION:

The 2018 year-end revenue projection is \$315,000, or 16.2% over the 2017 actuals. As there is no reliable method to predict revenues comprised of so many variables, forecasted numbers are extremely conservative. This fee structure is set by the BOCC.

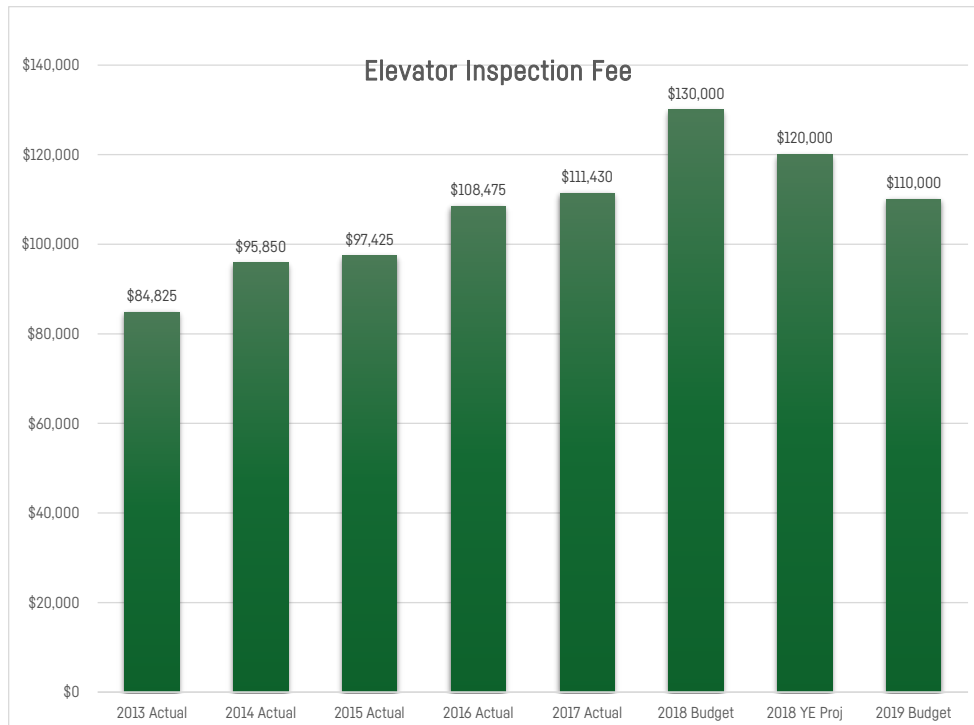
2019 REVENUE BUDGET:

The proposed budget for fiscal year 2019 was moved to \$300,000. With fewer roads being designed and constructed, it is unlikely this revenue stream will continue to increase in future years.

Title: Elevator Inspection Fee

GL Account # 342410

Description: Per Colorado Statutes 8-20-101 C.R.S., 9-5-5 C.R.S. the state does not regulate elevators and other conveyances, such as material and ADA-compliant lifts and escalators. Douglas County contracts with Colorado Code Consultants (CCC) to inspect all of Douglas County commercial moving conveyances such as freight elevator, dumbwaiters, material lifts, chair lifts, and escalators. These inspections assure safety compliance with ASME A-17.1, 2007 edition, Addendums A17.1a and A177.1b 2009.



RECIPIENT: General Fund - [100]

AUTHORITY: Sections **8-20-101, C.R.S.** and **9-5-5, C.R.S.**, Douglas County Resolution **R-15-079**.

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: Contract with Colorado Code Consultants (CCC) and the County through March 31, 2022.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Contract amendment, extension, with CCC.

LAST DATE REVIEWED FOR INCREASE/DECREASE: March 21, 2016.

2018 YEAR END PROJECTION:

The 2018 forecast is \$120,000. There are 496 elevators currently under inspection in Douglas County.

2019 REVENUE BUDGET:

The 2019 proposed budget was decreased to \$110,000. This revenue will be revisited prior to budget adoption to ensure all elevators are being accounted for in the budget projection.

Title: Elevator Witness Test Fee

GL Account # 342420

Description: Per Colorado Statutes 8-20-101 C.R.S., 9-5-5 C.R.S. the state does not regulate elevators and other conveyances, such as material and ADA-compliant lifts and escalators. Douglas County contracts with Colorado Code Consultants (CCC) to inspect all of Douglas County commercial moving conveyances such as freight elevator, dumbwaiters, material lifts, chair lifts, and escalators. These inspections assure safety compliance with ASME A-17.1, 2007 edition, Addendums A17.1a and A177.1b 2009.



RECIPIENT: General Fund - [100]

AUTHORITY: Sections **8-20-101, C.R.S.** and **9-5-5, C.R.S.**, Douglas County Resolution **R-15-079**.

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: Contract with Colorado Code Consultants (CCC) and the County through March 31, 2022.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Contract amendment, extension, with CCC.

LAST DATE REVIEWED FOR INCREASE/DECREASE: March 21, 2016.

2018 YEAR END PROJECTION:

The 2018 forecast is \$12,000. It is expected that the year-end projection will be revised prior to the proposed budget, as there are still roughly 90 witness tests that are scheduled to be completed prior to year end. Cable elevators take roughly 4 hours to test with a charge of \$500; while the hydraulic elevators process only takes about 30 minutes with a charge of \$300.

2019 REVENUE BUDGET:

The 2019 proposed budget is \$15,000. It expected there will be 63 witness tests in 2019 (once every five years).

Title: Plan Checking Fee

GL Account # 342450

Description: These revenues are generated from the review of building plans prior to issuance of building permits.



RECIPIENT: General Fund - [100]

AUTHORITY: Section **30-28-205, C.R.S.**, County building inspector - permit required - appeal. **2003 International Building Code.**

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: Fee schedule utilizes the 1997 Uniform Building Code 1-A, readopted by the Board of County Commissioners on September 09, 2016.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: A public meeting with the Douglas County Planning Commission who then certifies the fee schedule to the Board of County Commissioners. The certification is not binding until final adoption by the Board of County Commissioners.

LAST DATE REVIEWED FOR INCREASE/DECREASE: September 09, 2016.

2018 YEAR END PROJECTION:

The 2018 year-end projection is \$1,900,000. Revenues received through October 2018 are \$1,659,430.

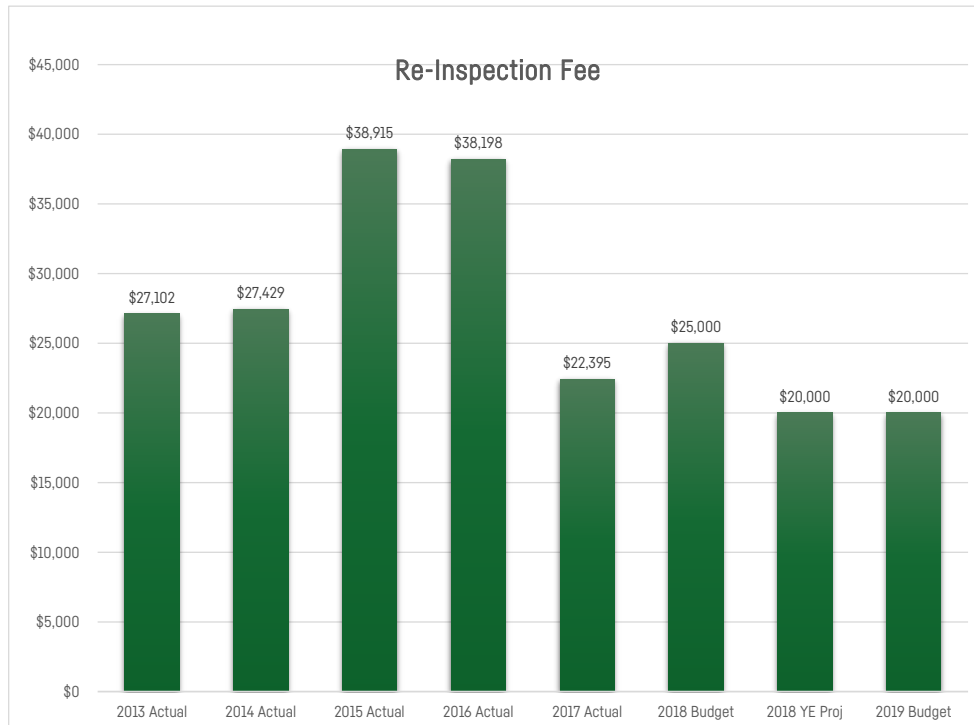
2019 REVENUE BUDGET:

The 2019 proposed budget was conservatively lowered to \$1,700,000.

Title: Re-Inspection Fee

GL Account # 342460

Description: A re-inspection fee may be assessed for each inspection when such portion or work for which inspection is called not complete or when corrections called for are not made. Re-inspection fees may be assessed when the inspection record card is not posted or otherwise available on the work site, the approved plans are not readily available to the inspector, failure to provide access on the date for which inspection is requested, or for deviating from plans requiring the approval of the building official.



RECIPIENT: General Fund - [100]

AUTHORITY: Assessed under provisions of Section **108.2 IBC** or **R108.2 IRC** as amended. Douglas County Resolution **R-12-110**.

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: Fee schedule utilizes the 1997 Uniform Building Code 1-A, readopted by the Board of County Commissioners on September 09, 2016.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Increase or decrease at the discretion of the Board of County Commissioners.

LAST DATE REVIEWED FOR INCREASE/DECREASE: September 09, 2016.

2018 YEAR END PROJECTION:

The 2018 year-end projection is \$20,000. The YTD actuals through September are \$15,745. The last quarter receipts are usually between \$4-\$5K.

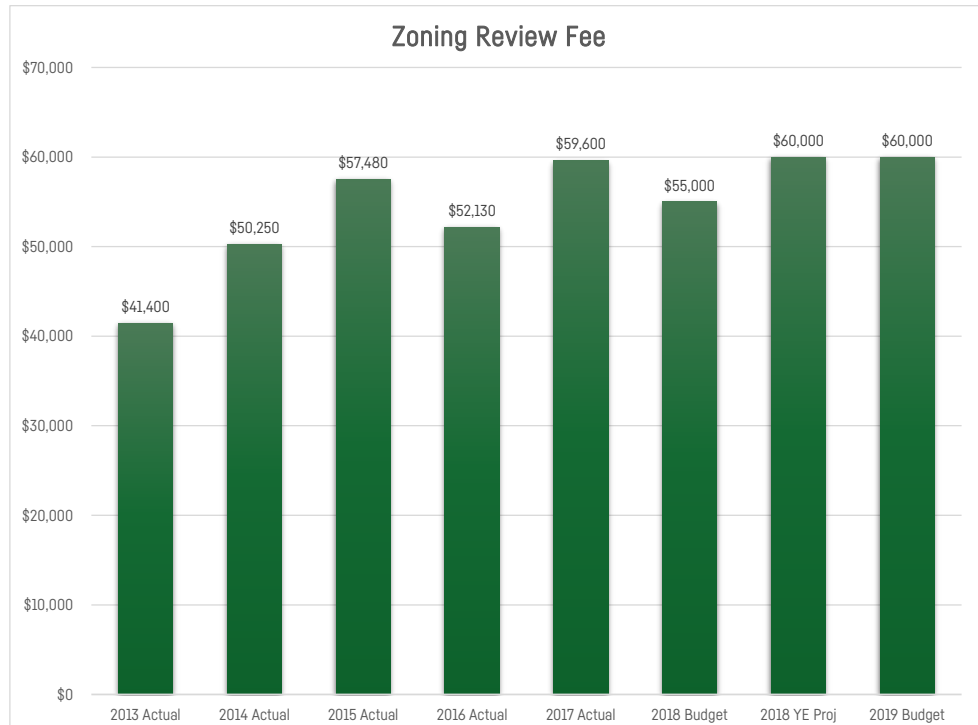
2019 REVENUE BUDGET:

The 2019 proposed budget was left flat at \$20,000.

Title: Zoning Review Fee

GL Account # 341635

Description: Zoning review fees are assessed on all building permits for new structures. Fees recover the cost of reviewing the building permit applications to verify that the proposed structure complies with all applicable zone district requirements including allowed uses, setbacks, height restrictions, and an approved Site Improvement Plan (SIP). A fee of \$50 is charged for new principal structures (commercial buildings, apartment buildings, condominiums, townhouses, single-family residences, etc.) A fee of \$30 is charged for new accessory structures (barns, attached garages, retaining walls, sheds, etc).



RECIPIENT: General Fund - (100)

AUTHORITY: Douglas County Resolution **R-005-136** adopted on September 28, 2005.

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: September 28, 2005.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Board of County Commissioners' approval of revised fee schedule.

LAST DATE REVIEWED FOR INCREASE/DECREASE: September 28, 2005.

2018 YEAR END PROJECTION:

The 2018 year-end projection is \$60,000.

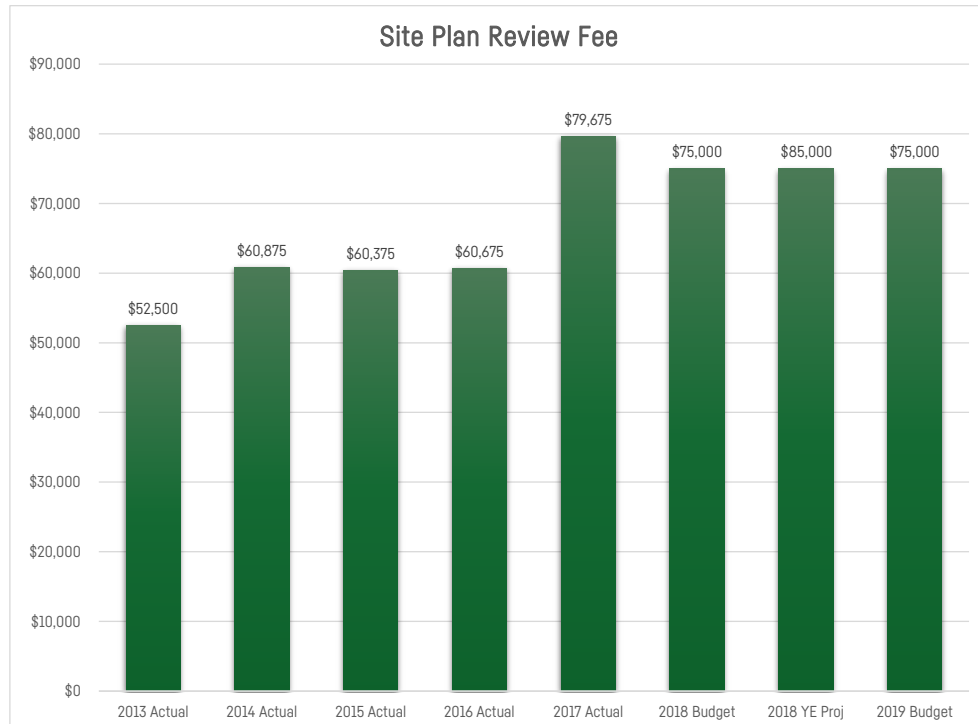
2019 REVENUE BUDGET:

The 2019 proposed budget remains at \$60,000. There is not a solid trend in this revenue stream that can be relied upon for future collections; therefore, a conservative approach is used.

Title: Site Plan Review Fee

GL Account # 341730

Description: Zoning review fees are assessed on all building permits for new structures. Fees recover the cost of reviewing the building permit applications to verify that the proposed structure complies with all applicable zone district requirements including allowed uses, setbacks, height restrictions, and an approved Site Improvement Plan (SIP). A fee of \$50 is charged for new principal structures (commercial buildings, apartment buildings, condominiums, townhouses, single-family residences, etc.) A fee of \$30 is charged for new accessory structures (barns, attached garages, retaining walls, sheds, etc).



RECIPIENT: General Fund - [100]

AUTHORITY: Section **30-28, C.R.S.**, Planning and Building Codes; Douglas County Resolution **R-009-153**.

USE: Any general governmental purpose.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Board of County Commissioners' approval of a resolution.

LAST DATE REVIEWED FOR INCREASE/DECREASE: 2005.

2018 YEAR END PROJECTION:

Based on the YTD collections of \$74,950 through October, the 2018 year-end projection is \$85,000.

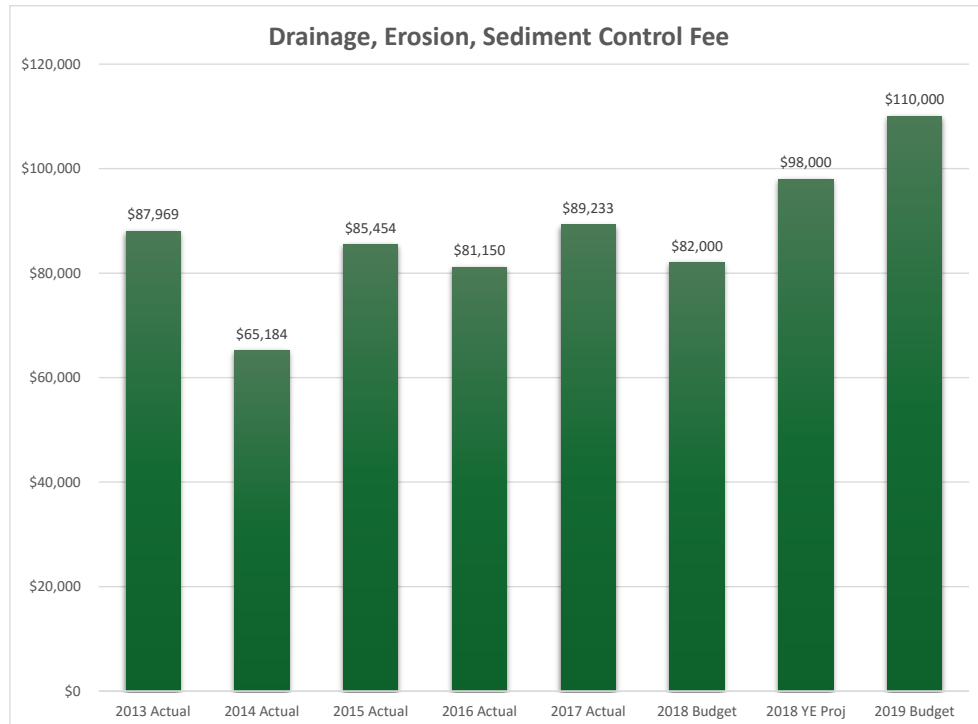
2019 REVENUE BUDGET:

The 2019 proposed budget changed from the 2018 year-end projection to \$75,000. There is not a solid trend for this revenue stream that can be relied upon for future conditions; therefore, a conservative approach is used.

Title: Drainage Erosion Sediment Control Fee

GL Account # 341791

Description: Fees charged for Drainage Erosion Sediment Control (DESC) Grading, Erosion and Sediment Control (GESC) Permit - Permit fees include inspection of all over-lot clearing, grubbing and grading projects to ensure compliance with the GESC Permit, GESC Plan and GESC Manuals.



RECIPIENT: General Fund - (100)

AUTHORITY: Douglas County Resolution R-009-153.

USE: Any general governmental purpose.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Approval by the Board of County Commissioners.

LAST DATE REVIEWED FOR INCREASE/DECREASE: March 18, 2009.

2018 YEAR END PROJECTION:

The 2018 year-end projection is \$95,000, which is a 9.8% increase over the 2017 actuals. Since 2016, this revenue has experienced larger increases (roughly 9.0%) therefore, the year-end forecast appears reasonable.

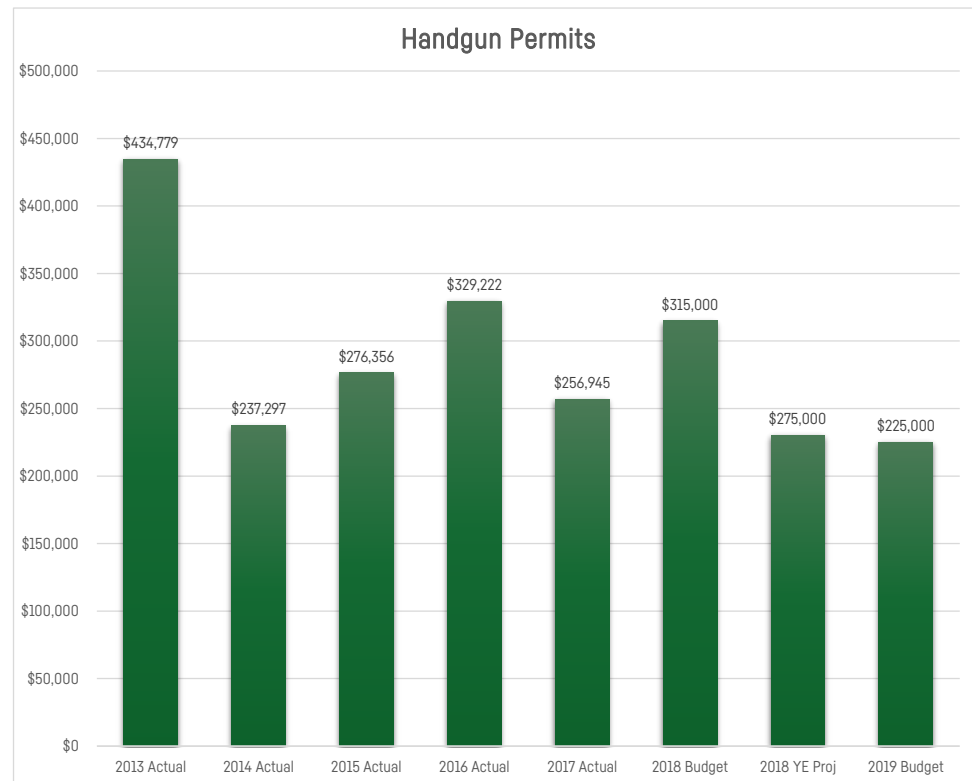
2019 REVENUE BUDGET:

The 2019 proposed budget was increased to \$110,000. This revenue is typically 2-3% of building revenues. The hope is this revenue will increase in 2019, and then will be conservatively scaled back in 2020 until the possibility of a recession is no longer a concern.

Title: Handgun Permits

GL Account # 322200

Description: The Sheriff issues written permits for carrying concealed handguns. Permits are issued for five-years, and an application fee of \$100 for new permits and \$50 for renewals applies in addition to the processing fee charged by the Colorado Bureau of Investigations [CBI].



RECIPIENT: General Fund [100]

AUTHORITY: Section **18-12-205, C.R.S.**, Permits to Carry Concealed Handguns.

USE: Any general government purpose.

LATEST FEE SCHEDULE DATE: October 1, 2010. – Reviewed annually.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: The statute states that the Sheriff may set the application fee and renewal fee but that the fee shall not exceed \$100, legislative action would be required to increase the fee.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Legislative action on August 31, 2010. The initial application fee of \$152.50 includes \$52.50 that is charged by Colorado Bureau of Investigation for fingerprint processing. The renewal fee of \$63 includes \$13 that is charged by CBI for fingerprint processing and the background check.

2018 YEAR END PROJECTION:

The year-end projection for 2018 is \$275,000; and is comprised of both new permits and renewals. Colorado is a “shall-issue” state for concealed carry. Permits are issued by the county sheriff and are valid for 5 years. The actual number of new permits issued is volatile based upon political election campaigns, political election results, as well as unfortunate mass incidents and other crimes that may occur.

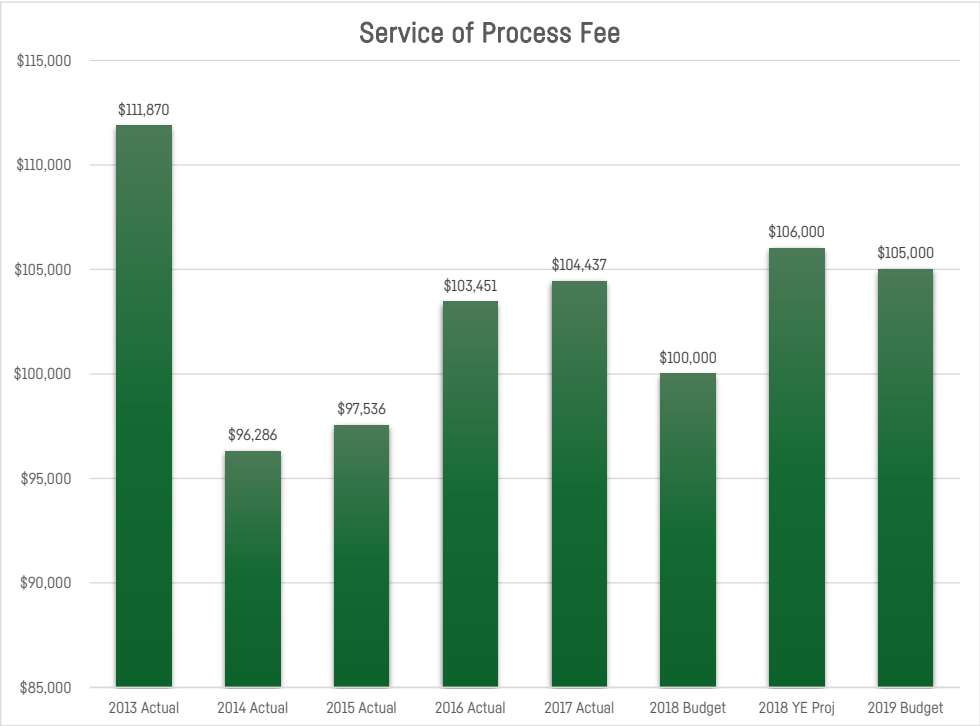
2019 REVENUE BUDGET:

The 2019 proposed budget was lowered to \$225,000 based on various assumptions as to how many new permits may be issued and a percentage of permits due to be renewed in 2019. It is, however, difficult to determine with accuracy how many new permits will be issued, as many factors (as mentioned above) contribute to the volume.

Title: Service of Process Fee

GL Account # 342110

Description: These are fees collected for civil services provided by the Sheriff's Office. Examples include delivering and returning a summons, subpoena, writ, or garnishment and civil assists pertaining to keeping the peace relative to an eviction.



RECIPIENT: General Fund - [100]

AUTHORITY: Section **30-1-104, C.R.S.**, Sheriff fees.

USE: Any general governmental purpose.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action.

LAST DATE REVIEWED FOR INCREASE/DECREASE: August 31, 2010.

2018 YEAR END PROJECTION:
The 2018 year-end projection is \$106,000.

2019 REVENUE BUDGET:
The ~~2019~~ proposed budget was moved to \$105,000. Per the DCSO, this revenue stream cannot be tied to population increases, as there is no direct correlation. The fees associated with each type of service vary widely and the actual “mix” is impossible to project with any certainty.

Title: Booking Fee

GL Account # 342120

Description: A booking fee is collected from inmates at the time of booking. The fees are refunded to inmates who are not convicted upon their written request and proof of disposition. The use of the fees is restricted by statute.



RECIPIENT: General Fund - [100]

AUTHORITY: Section 30-1-104(1)(n), C.R.S., Fee of Sheriff, and 30-1-119, C.R.S., Separate fee funds kept - definition.

USE: Per C.R.S. 30-1-119 the revenues generated annually from the fee for committing and discharging prisoners [1] 20% for community-based treatment programs for mental illness and/or addiction treatment, if the County has established such a program, [2] 20% for training of peace officers, including crisis intervention training, to meet the needs of offenders with mental illness; [3] 60% to defray the cost of processing prisoners into and out of custody.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action.

2018 YEAR END PROJECTION:

Booking fee collections can vary depending upon the ability of inmates to pay. The 2018 year-end projection is \$120,000. This revenue will be revised prior to budget adoption. At the time of this analysis it was not clear if all revenues had been booked through September 30, 2018. There is potential that this revenue could be approximately \$140K at year's end.

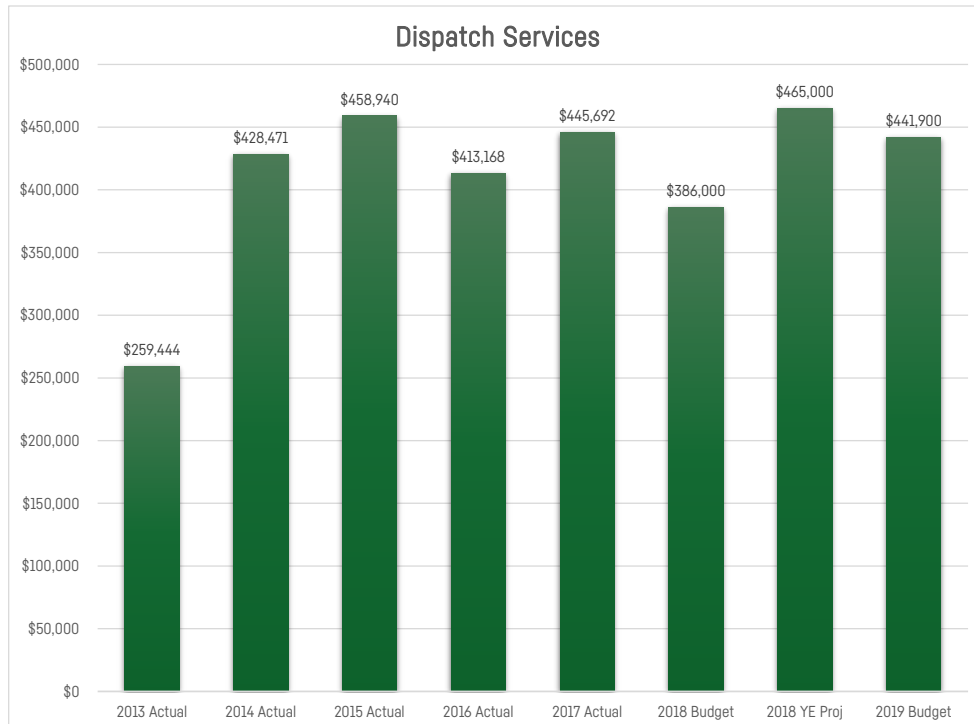
2019 REVENUE BUDGET:

The 2019 budget is \$120,000. As the 2018 projection is revised, the 2019 proposed budget will be readdressed as well.

Title: Dispatch Services

GL Account # 342220

Description: The Douglas County Regional Dispatch Center provides 911 emergency communication services and is a fully operational dispatch center. In addition to dispatching for Sheriff's Office calls for service, dispatching services are provided to other agencies through various contract on a cost-per-call basis.



RECIPIENT: General Fund - (100)

AUTHORITY: Authority to collect dispatch services revenue is granted by the agreement with each specific agency/organization.

USE: Any general governmental purpose.

PROJECTION METHODOLOGY: Projected contract costs with formal contracts approved by the Board of County Commissioners when applicable.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Annual negotiation based upon service level requirements and cost-per-call formula with formal contract approval by the Board of County Commissioners when applicable.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Costs and contracts are reviewed annually.

The current contracts for dispatch services in 2014 are in place with the United Fire Dispatch Authority (UFDA), the Elbert County Communications Authority (ECCA), and the Elbert County Sheriff's Office (ECSO).

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Annual negotiation based upon service level requirements and cost-per-call formula with formal contract approved by the Board of County Commissioners when applicable.

2018 YEAR END PROJECTION:

The 2018 year-end forecast is \$465,000 which represents the contract cost for dispatch services to United Fire Dispatch Authority (UFDA), the Elbert County Community Communications Authority (ECCA), and the Elbert County Sheriff's Office.

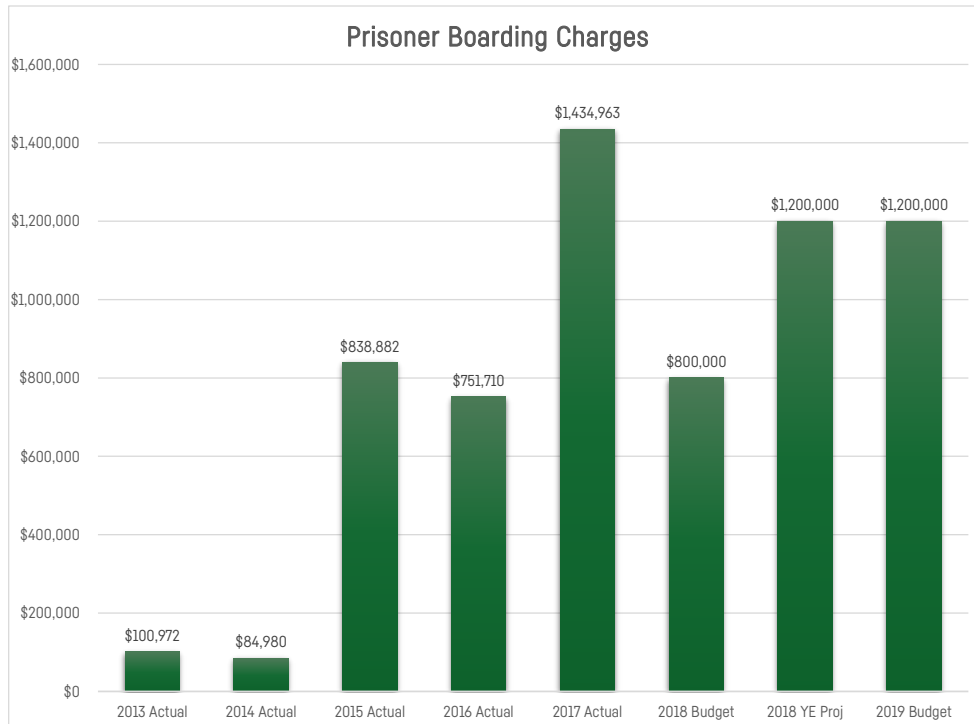
2019 REVENUE BUDGET:

The 2019 budget is \$441,900, as it was established prior to the 2019 dispatch services contract amounts being finalized. The actual 2019 revenue based upon the final contract amounts for 2019 is expected to be \$465,200. Please note that call volume and cost-per-call changes from year-to-year, so future projections should be based on the contract amounts for the prior year using the assumptions that the agencies currently receiving dispatch services are likely to continue to do so.

Title: Prisoner Boarding Charges

GL Account # 342230

Description: The Douglas County Sheriff's Office may house prisoners for other jurisdictions, federal agencies, and/or the Department of Corrections based on available bed space and the classification of prisoners.



RECIPIENT: General Fund - [100]

AUTHORITY: Sections **17-26-123, C.R.S.**, Federal Prisoners-expense and **17-26-124, C.R.S.**, Charges for foreign prisoners and intergovernmental agreements with applicable agencies.

USE: Any general governmental purpose.

PROJECTION METHODOLOGY: Available bed space and projected demand for boarding.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Sheriff negotiates rate(s) with outside agencies. The Department of Corrections sets the rate for DOC prisoners.

LAST DATE REVIEWED FOR INCREASE/DECREASE: On-going.

2018 YEAR END PROJECTION:

The 2018 year-end projection is \$1,200,000 which includes prisoner boarding revenue from housing of U.S. Marshall (USMS) prisoners, the Department of Corrections (DOC) prisoners, prisoners in the Colorado Sure and Swift program, DOC technical parole violators, , Elbert County prisoners, Pueblo County prisoners, City of Pueblo prisoners, as well as the United States Army and United States Air Force prisoners.

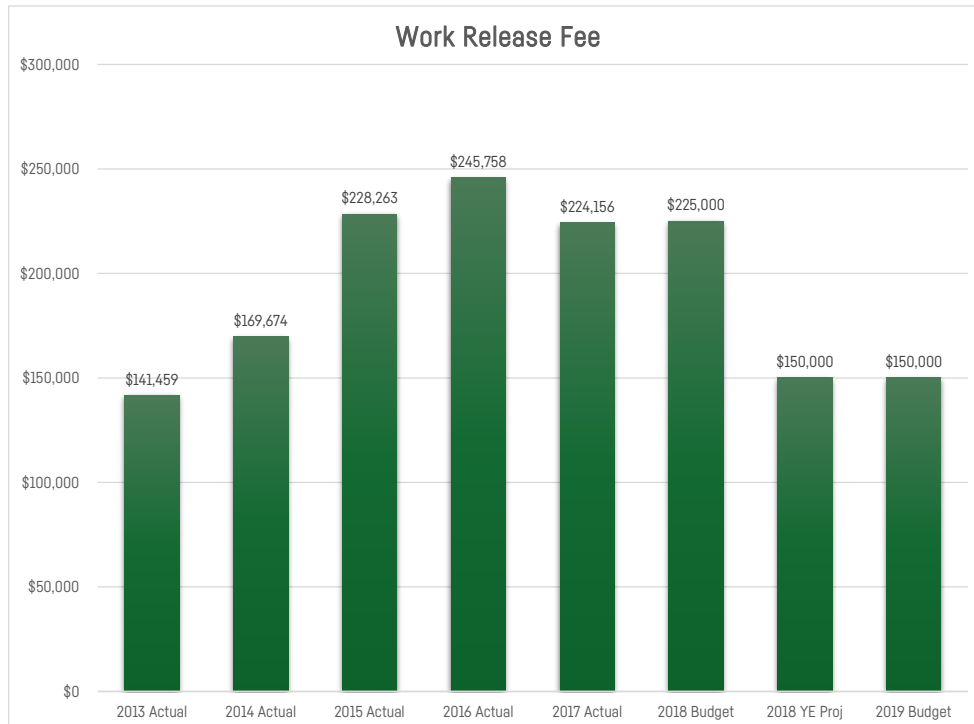
2019 REVENUE BUDGET:

The 2019 proposed budget is \$1,200,000. The number of prisoners varies depending on the needs of the various agencies, available bed space, and the classification of the prisoners.

Title: Work Release Fee

GL Account # 342240

Description: Inmates who are eligible and participate in the Work Release Program are charged a fee according to their income based upon a sliding scale.



RECIPIENT: General Fund - [100]

AUTHORITY: Section **18-1.3-106, C.R.S.**, County jail sentencing alternatives - work, educational and medical release - home detention - day reporting.

USE: Any general governmental purpose.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Implementation of a fee change.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Ongoing review of fees and sliding scale.

2018 YEAR END PROJECTION:

The 2018 year-end projection is \$150,000.

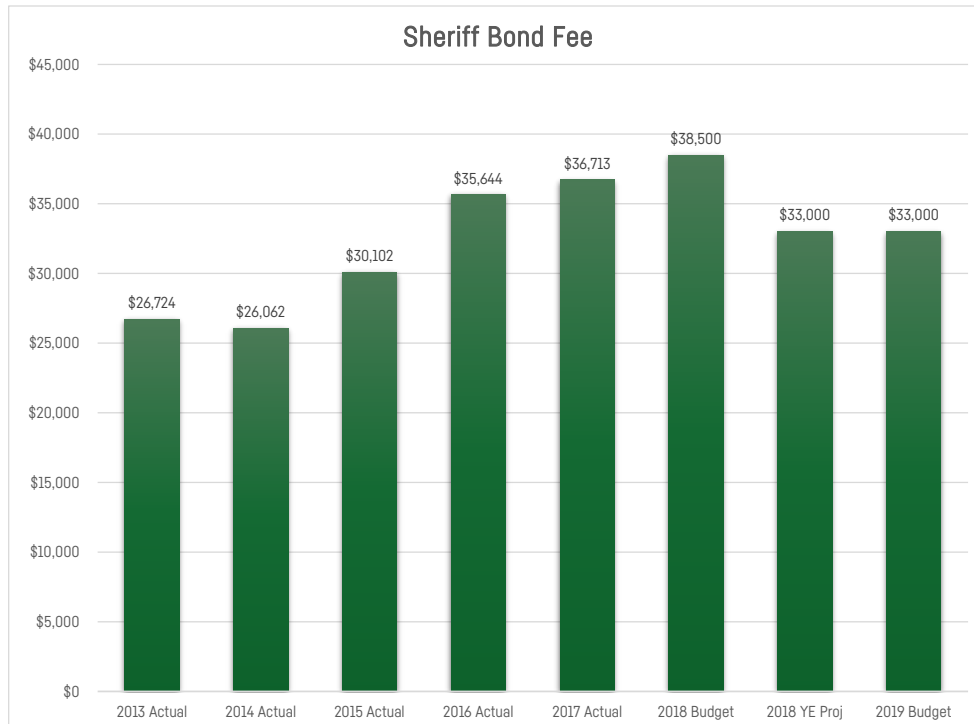
2019 REVENUE BUDGET:

The 2019 proposed budget is \$150,000 but it is difficult to project. This is due to the fact that participants in the program are charged based upon a sliding scale according to their income. It is hoped that this revenue will increase year over year as the Work Release Program is viewed favorably by both the Sheriff's Office and the Courts

Title: Sheriff Bond Fee

GL Account # 342250

Description: Sheriff Fee collected for taking, approving, and returning bail bonds.



RECIPIENT: General Fund - [100]

AUTHORITY: Section **30-1-104(1)(u)**, C.R.S., Fees of Sheriff

USE: Any general governmental purpose.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action.

2018 YEAR END PROJECTION:

The 2018 year-end projection is \$33,000.

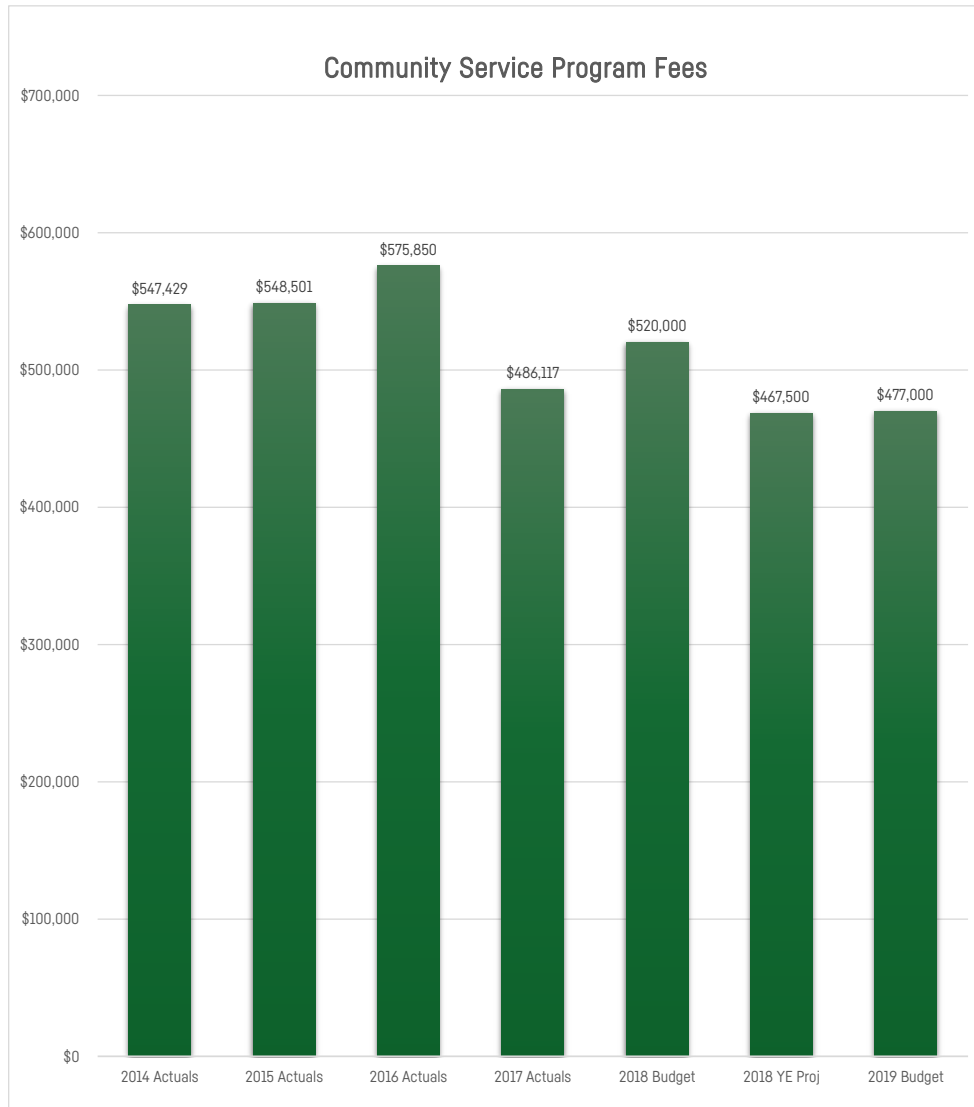
2019 REVENUE BUDGET:

The 2019 proposed budget is \$33,000.

Title: Community Service Program-Alcohol Monitoring/Pre-Trial Intake Fee/Pre-Trial EM Fee/Post EM Fee/MOP Electronic Monitor/ CJS Court Fine Fee
342211/342212/342214/342216/342217/351500

GL Account #

Description: Community Justice Services currently operates three programs for which program fees are assessed. They are as follows: Alternative services / Useful Public Service, Pretrial Release Supervision and In-home Detention.



RECIPIENT: General Fund - [100]

Alternative Services / Useful Public Service program fees are collected from those persons ordered by the Court to complete community service. A \$75.00 program fee is assessed for all (CR, M & T Cases). Any juvenile case that has a (JD or JV) case number is assessed a \$40.00 fee. An additional (\$25.00-reactivation) fee is collected in the event the defendant exceeds the original court order, or probation term date, as ordered by the Court.

Pretrial Release Supervision as defined in **C.R.S. 16-4-105 (3)** assess program fees according to services provided. An intake fee is assessed at \$40.00 for felony supervision and \$25.00 for misdemeanor supervision. The defendant is responsible for the cost of electronic monitoring as follows: GPS monitoring \$12.00 per day, Passive GPS \$8.00 per day, Electronic monitoring \$5.00 per day and In-home Alcohol Monitoring at \$5.00 per day. Urine Analysis testing is \$10.00 per test and \$25.00 per confirmation.

In-home Detention as defined in **C.R.S. 18-1.3-106(4)** assess program fees according to electronic monitoring equipment utilized and referral received. Court Referrals will include a \$50.00 intake fee and the defendant will be assessed a \$14.00 per day charge for passive GPS and \$10.00 electronic monitoring (RF). Probation referrals include a \$75.00 intake fee and the defendant will be assessed a \$3.75 per day charge for electronic monitoring (RF). Court referral for in-home alcohol monitoring will be assessed at \$5.00 per day and Probation referrals at \$3.75 per day.

AUTHORITY: Sections **42-4-1301, C.R.S.**, Driving under the influence driving impaired-etc.; **42-4-1301.4, C.R.S.**, Compulsory insurance-penalty; and **18-1.3-507, C.R.S.**, Community or useful public service-misdemeanors.

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: 2004.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action and approval from the Policy Oversight Advisory Committee (P.O.A.C.).

LAST DATE REVIEWED FOR INCREASE/DECREASE: The legislature passed S.B. 02-36 which authorized fee increase of \$120 per occurrence. Douglas County Community Justice Services in coordination with Arapahoe County Judicial Services increased community service fees in September of 2002. Increased fees from \$60.00 to \$75.00, \$25.00 to \$40.00 and reoccurrence fee from \$10.00 to \$25.00.

MOP - Multiple Offender Program.

2018 YEAR END PROJECTION:

The 2018 year-end projection for all of the above-mentioned revenues is \$467,500.

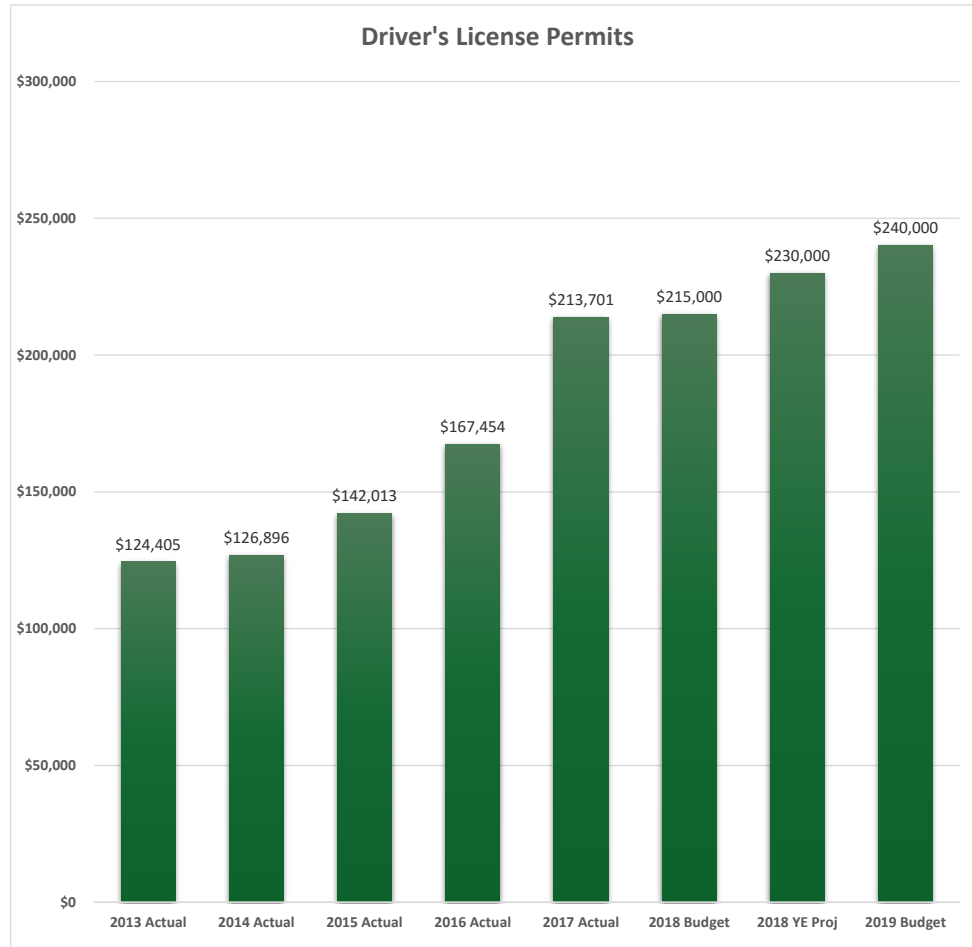
2019 REVENUE BUDGET:

The 2019 proposed budget is \$477,000.

Title: Driver's License Permits

GL Account # 322900

Description: (Limited Services - Duplicates only) - Issuance of "duplicate temporary driver's license to a first time applicant in Colorado for a minor driver's license that will permit applicant to operate a motor vehicle while the department completes its verification of all facts relative to such applicant's right to receive a minor driver's or driver's license including the age, identity, and residency of the applicant.



RECIPIENT: General Fund - (100)

DESCRIPTION: (Limited Services - Duplicates only) - Issuance of "duplicate" temporary driver's license to a first time applicant in Colorado for a minor driver's license that will permit applicant to operate a motor vehicle while the department completes its verification of all facts relative to such applicant's right to receive a minor driver's or driver's license including the age, identity, and residency of the applicant.

AUTHORITY: Section **42-2-106(2)(b), C.R.S.** - instruction permits and temporary licenses.

USE: Any general governmental purpose.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative Action.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County control.

Services provided by the Express Driver's License Office:

Driver's License Renewals

Permit to License - \$27; add \$2 if renewal includes motorcycle endorsement

Duplication and Replacement Licenses - \$14.50 for the first, \$18.50 for second

Addition of Motorcycle Endorsement (if test is already completed

ID Cards - \$16.50

Name and Address Changes - \$27

Motor Vehicle Driving Records - \$11.50 per record

2018 YEAR END PROJECTION:

The 2018 projection is \$230,000, based on the YTD actuals of \$175,914 through September. YTD results are up roughly 11.1% over prior September collections, so, the year-end forecast is considered conservative at best.

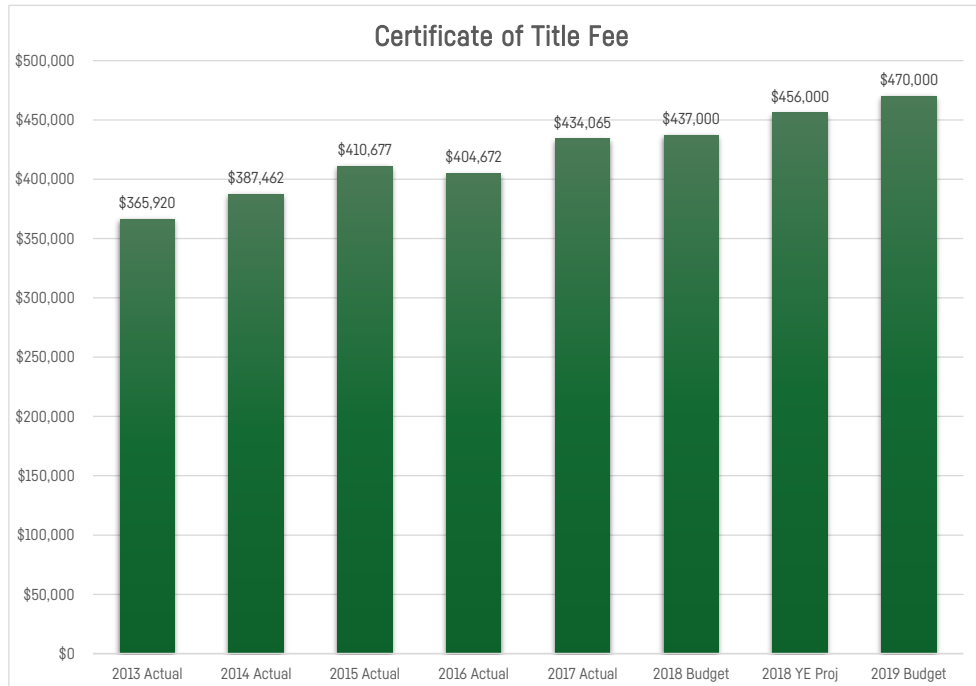
2019 REVENUE BUDGET:

The 2019 proposed budget was moved to \$240,000.

Title: Certificate of Title Fee

GL Account # 341150

Description: The County Clerk and Recorder collects a fee of \$7.20 for each motor vehicle certificate of title. Of this amount, \$4 remains in the county, the remaining portion is distributed to the state. A fee of \$8.20 is collected for each duplicate title; \$6.50 is retained in the county.



RECIPIENT: General Fund - (100)

AUTHORITY: Section **42-6-137, C.R.S.**, and **42-6-138, C.R.S.** Disposition of Fees.

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: Under the direction of the State of Colorado, variable.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County control.

2018 YEAR END PROJECTION:

This revenue stream is affected by several factors including the following: population growth/decline, gasoline prices, programs by car manufacturers (0% financing), and most importantly, the economy. Auto purchases within Douglas County remained strong in 2018; however through July, auto use tax is trending 2.7% below budget. This direct relationship, perhaps shows Douglas County is starting to experience slower growth of vehicle purchases. The 2018 projection of \$456,000 considers the above-mentioned factors. The actuals through August 2018 are \$319,469. This forecast may need to be revised depending on corrections by the Clerk & Recorder due to "Drives" reporting.

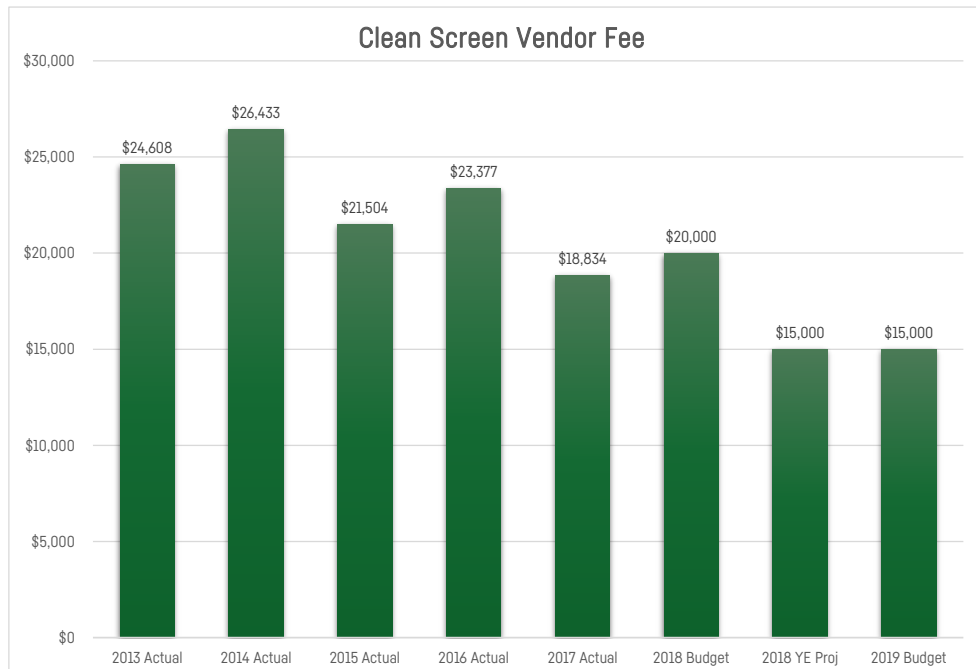
2019 REVENUE BUDGET:

The 2019 proposed budget was moved to \$470,000, a 3.1% increase over 2018 based on historical trends. While the economy is still moving at a positive pace, and consumer confidence remains high, it is believed that many constituents will have disposable income to purchase vehicles in the upcoming year.

Title: Clean Screen Vendor Fee

GL Account # 341155

Description: An alternative to standard emissions testing, Rapid Screen gives citizens the opportunity to have their vehicles emissions screened as they drive, rather than having to visit an emissions testing facility. If citizens record two clean Rapid Screen readings within a ten-month window in the year prior to their registration renewal, citizens will receive a notification in the mail of their vehicle's registration renewal card. If they choose to accept Rapid Screen's readings, they simply pay their emissions fee along with their registration renewal fee. The county collects \$25, and then pays the vendor the cost of the test itself. This is a pass-through revenue for the Clerk & Recorder.



RECIPIENT: General Fund - (100)

AUTHORITY: Sections **42-4-310(5)(a)**, **C.R.S.**, Periodic emissions control inspection required and **42-4-31(6)(a)**, **C.R.S.**, Operation - enhanced inspection centers.

USE: Any general governmental purpose.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County control. Section **42-4-306(3)(IV)(V)(A)**, **C.R.S.**, - on and after May 26, 1998 any contract for inspection services shall have a term of no more than five years and shall be subject to rebidding under the provisions of this paragraph (b). Notwithstanding an contrary provision in the "procurement code" articles 101 to 112 of title 24, C.R.S., of this article, any contract for inspection services may be renewed for a term not to exceed two years, after which the contract may be renewed for a single term of up to four years or rebid; except that inspection fees during any such four-year renewal contract shall be determined under Section **42-4-211(6)**, **C.R.S.**

2018 YEAR END PROJECTION:

This revenue is based on constituent participation in the program. The 2018 projection is estimated to be \$15,000, based on actuals of \$10,243 through September.

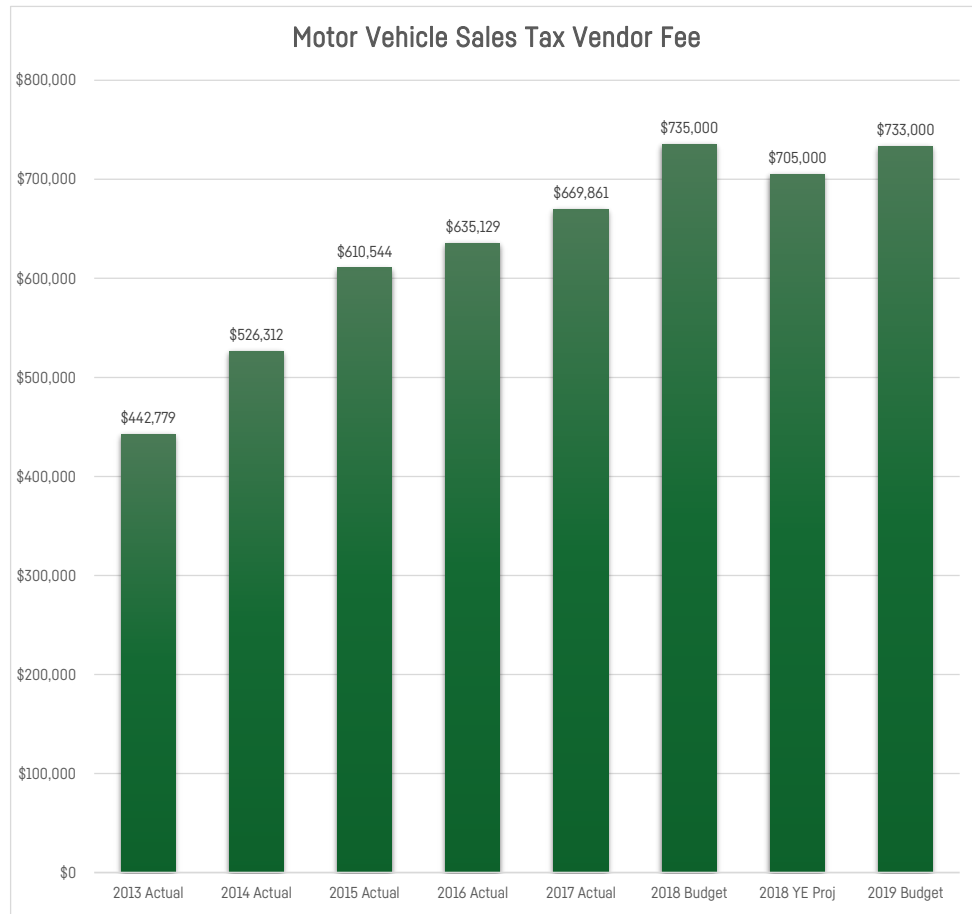
2019 REVENUE BUDGET:

The 2019 proposed budget remains at \$15,000, due to emission requirements moving from 4 to 7 years on new vehicles.

Title: Motor Vehicle Sales Tax Vendor Fee

GL Account # 341160

Description: Per state statute, all sales tax must be paid before a vehicle registration or certificate of title is issued. The County Clerk and Recorder collects the State sales tax and remits it to the State Department of Revenue for distribution to the respective taxing entities. The Clerk retains 3.33% of the tax dollars collected on the behalf of the Town of Parker, 5.0% of the tax dollars to the Towns of Castle Rock and Larkspur, 2.5% for the City of Littleton, and 5.0% for the City of Aurora, and Castle Pines.



RECIPIENT: General Fund - (100)

AUTHORITY: Section **39-26-113, C.R.S.**, Collection of sales tax-motor vehicles-exemption; **29-2-106(3)(b), C.R.S.**, Collection-Administration-Enforcement.

USE: Any general governmental purpose.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Each jurisdiction (state, county, city or town) may initiate actions (guided by statute) regarding their respective sales tax.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not applicable.

2018 YEAR END PROJECTION:

Auto Use Tax Collections have historically been used to determine the trends of collections in this revenue for the past 5 years. Douglas County auto sales is forecasted to decrease from 2018 budget by 4.7%; therefore this revenue will be reduced proportionally. The year-end projection was moved to \$705,000. There are a variety of factors at play concerning this revenue, i.e. carry-over payments, gas prices, price of vehicles, and interest rates. This revenue may need to be revised based on any corrections to the reporting from the State of Colorado "Drives" system.

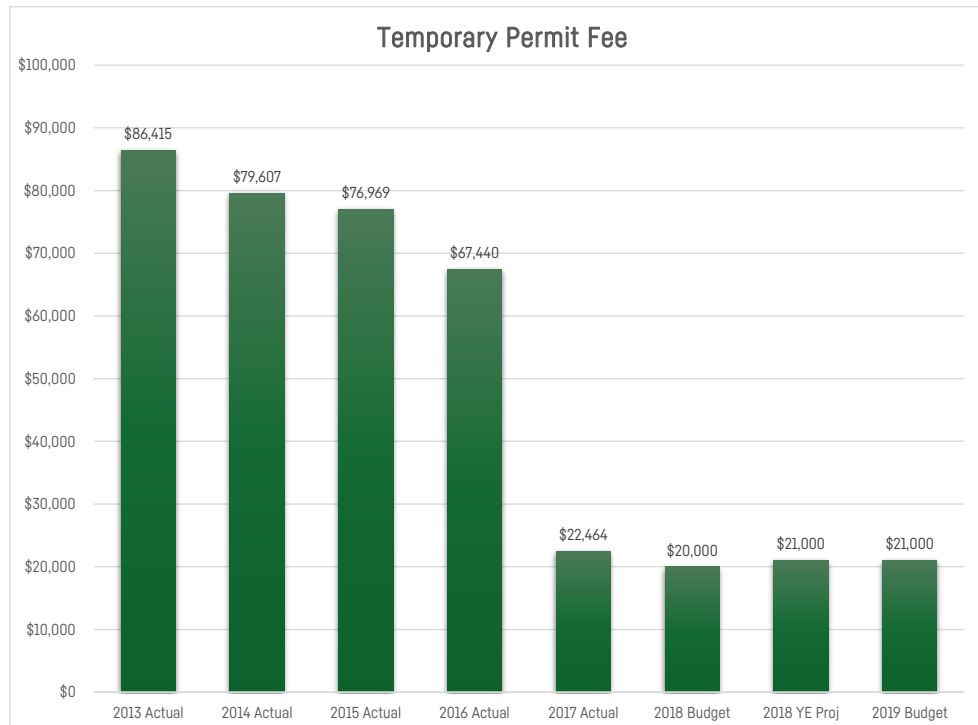
2019 REVENUE BUDGET:

The 2019 proposed budget was increased to \$733,000. Once the reporting from the "Drives" system is verified, this revenue may be reduced prior to formal budget adoption. It is believed that auto purchases will start to slowdown in the years 2019-2020; and this will need to be incorporated into final budget figures.

Title: Temporary Permit Fee

GL Account # 341170

Description: The County Clerk and Recorder is authorized to issue temporary motor vehicle registration number plates, tags, or certificates for up to 60 days as a result of formal application by the vehicle owner or agent. Requests occur most frequently when a vehicle is purchased and the new owner operates the vehicle using "temporary plates" until permanent license plates are acquired. The fee for these temporaries is \$7.08 per application by an individual, of which the county retains \$5.60.



RECIPIENT: General Fund - {100}

AUTHORITY: Section **42-3-203(3)(a), (b), C.R.S.**, Expiration - temporary, new, and old plates, - reflectorized plates.

USE: Any general governmental purpose.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative Action

LAST DATE REVIEWED FOR INCREASE/DECREASE: 1986 Not under County control.

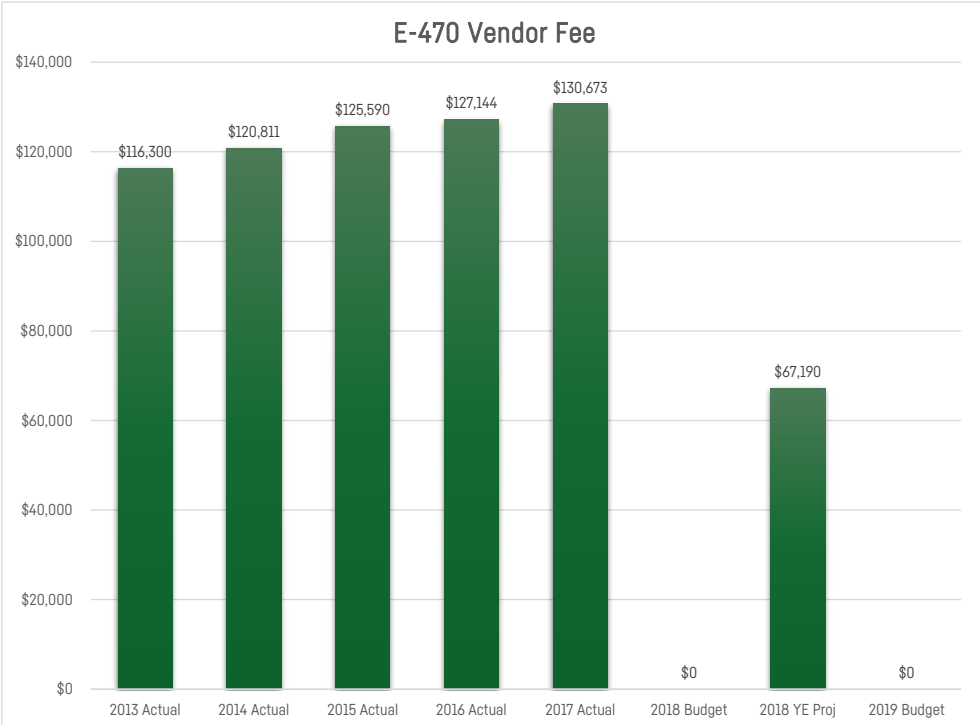
2018 YEAR END PROJECTION:

The year-end projection for fiscal year 2018 is \$21,000, based on actuals through August of \$15,331.

2019 REVENUE BUDGET:

The 2019 proposed budget was left flat at \$21,000.

Description: In 1988 citizens within the E-470 Highway Authority district voted a special \$10 surcharge on their vehicle registration fees to begin the construction of the E-470 toll road. The State Department of Revenue entered into an agreement with each County Clerk and Recorder to collect the \$10 surcharge during the Clerk's routine motor vehicle registration process. This revenue account captures the County Clerk and Recorder collection fee of 5% of surcharge revenues.



RECIPIENT: General Fund - [100]

AUTHORITY: Section **29-2-106(3)(b)**, C.R.S., Sales or Use Tax, Collection, administration, enforcement.

USE: Any general governmental purpose.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Voter approval.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County control.

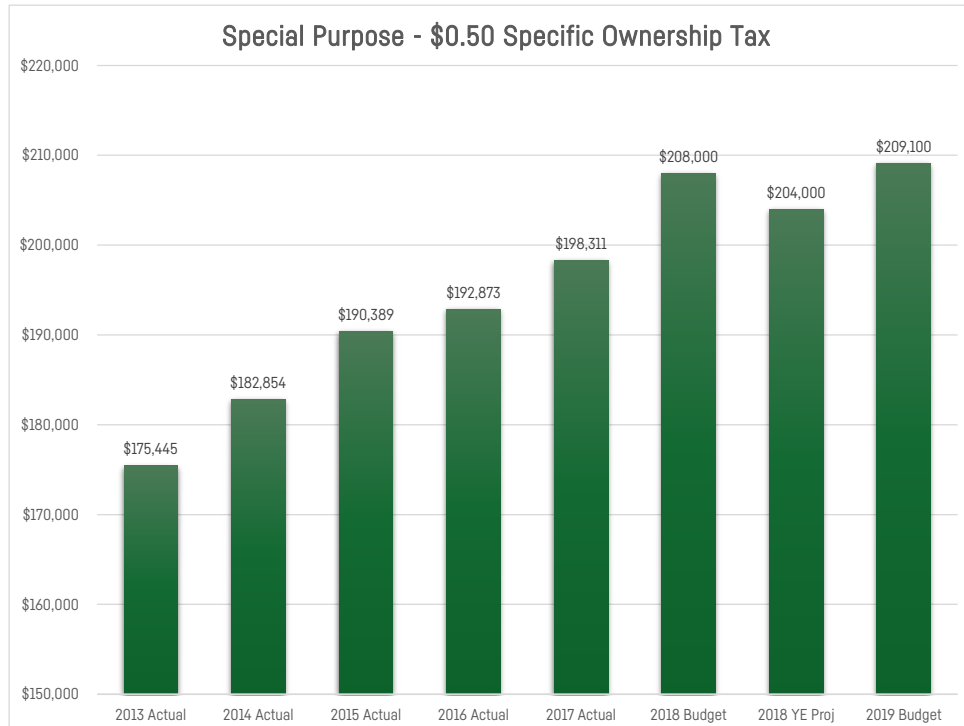
2018 YEAR END PROJECTION:
This revenue is collected from individuals within the E-470 boundaries. The 2018 projection is \$67,190. It was understood that this revenue would not be collected at all in 2018, thus no budget was input. The revenue officially stopped being collected effective September 1, 2018.

2019 REVENUE BUDGET:
This revenue has been retired, and is no longer collected.

Title: Special Purpose \$0.50 Specific Ownership Tax

GL Account # 341190

Description: The County Clerk and Recorder is authorized to retain \$0.50 of each specific ownership tax collection as a processing fee for collecting the tax and issuing receipts.



RECIPIENT: General Fund - (100)

AUTHORITY: Section **42-1-213 C.R.S.**, Commission of County Clerk and Recorders and Manager of Revenue

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: Under the direction of the State of Colorado, variable.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County control.

2018 YEAR END PROJECTION:

The year to date dollars collected through August are \$136,025. It is not certain if the collections year-to-date are accurate due to the reporting issues related to the State of Colorado "Drives" implementation: therefore, the year-end forecast is \$204,000.

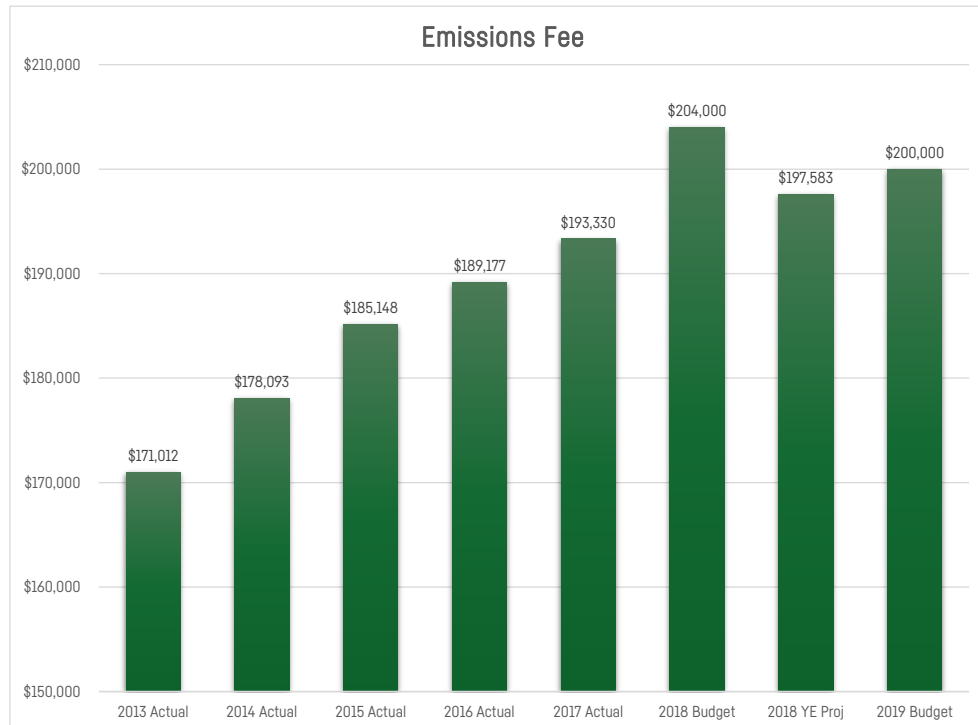
2019 REVENUE BUDGET:

The 2019 proposed budget was increased 2.5% to \$209,100 based off historical trends. This revenue may need to be revised if the State of Colorado "Drives" reporting needs further corrections.

Title: Emissions Fee

GL Account # 341200

Description: The County Clerk and Recorder retains a fee of \$0.70 on every vehicle registration to offset costs for administering the emissions compliance aspect of vehicle registration.



RECIPIENT: General Fund - (100)

AUTHORITY: Section **25-7-11.7, C.R.S.**, Emission fees - fund.

USE: Any general governmental purpose.

ACTION REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County authority..

2018 YEAR END PROJECTION:

The 2018 projection is \$197,583 as actuals through August are \$133,896. This revenue will be re-visited prior to budget adoption due to the State of Colorado "Drives" reporting issues.

2019 REVENUE BUDGET:

The 2019 proposed budget was increased to \$200,000 due to emission regulation changes. This budget could begin to decrease as newer vehicles require testing less often. This revenue will be revisited prior to budget adoption due to the State of Colorado "Drives" reporting issues.

Title: Certified Copies

GL Account # 341220

Description: The County Clerk and Recorder may issue a certified copy of any officially recorded document. Examples of certified copies frequently requested include marriage licenses, voter registrations, commercial financial statements, vehicle ownerships, plats, and maps. Fees are charged to offset the costs of preparing copies. The fees vary depending on the document.



RECIPIENT: General Fund - (100)

AUTHORITY: Section **4-11-102(1)(g)(II), C.R.S.** Fees for filing, indexing, and furnishing data pursuant to Sections **4-9-403, C.R.S.** to **-408 C.R.S.**, [commercial financial statements]; **42-3-125, C.R.S.** Access to records of license plate holders [vehicle ownership]; and **30-1-103 C.R.S.** Fees of County Clerk and Recorder [maps, marriage licenses, etc.].

USE: Any general governmental purpose.

ACTION REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County authority.

2018 YEAR END PROJECTION:

The 2018 year-end projection is \$20,000.

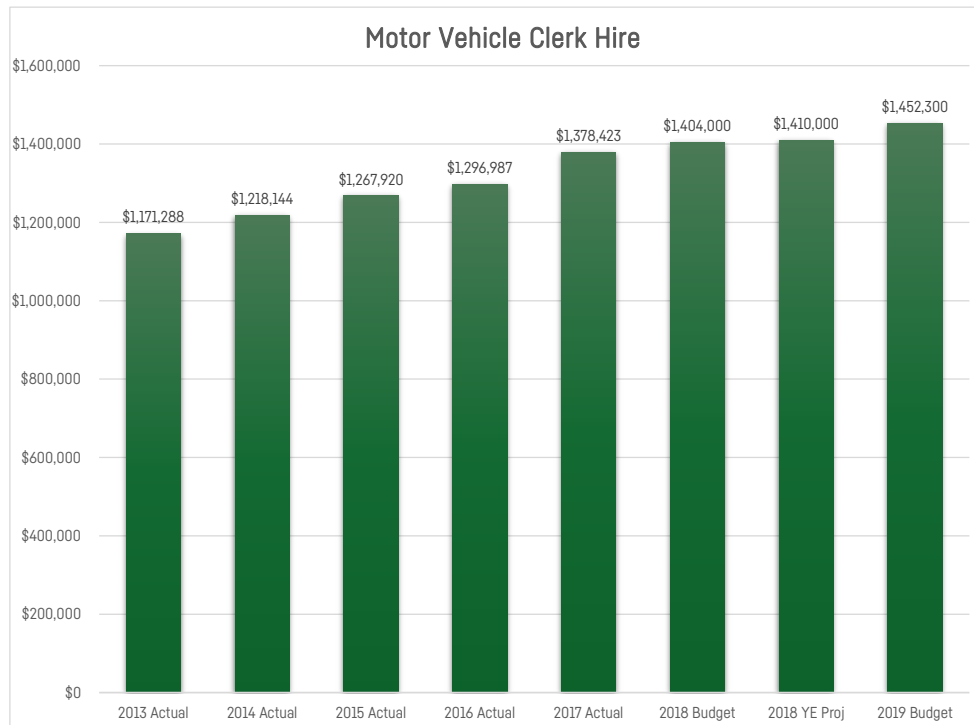
2019 REVENUE BUDGET:

The 2019 proposed budget remains flat at \$20,000.

Title: Motor Vehicle Clerk Hire

GL Account # 341230

Description: The County Clerk and Recorder is the State Department of Revenue's agent for registration of motor vehicles. For performing this administrative function, the County Clerk and Recorder collects \$4.00 per every registration.



RECIPIENT: General Fund - (100)

AUTHORITY: Section **42-1-210, C.R.S.**, County Clerk and Recorders and Manager of Revenue as agents.

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: Under the direction of the State of Colorado, variable.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County authority.

2018 YEAR END PROJECTION:

The 2018 projection is \$1,410,000. Revenues collected through August 2018 are \$952,989, up 2.5% from August 2017. This revenue will be revisited prior to budget adoption due to the State of Colorado "Drives" reporting issues.

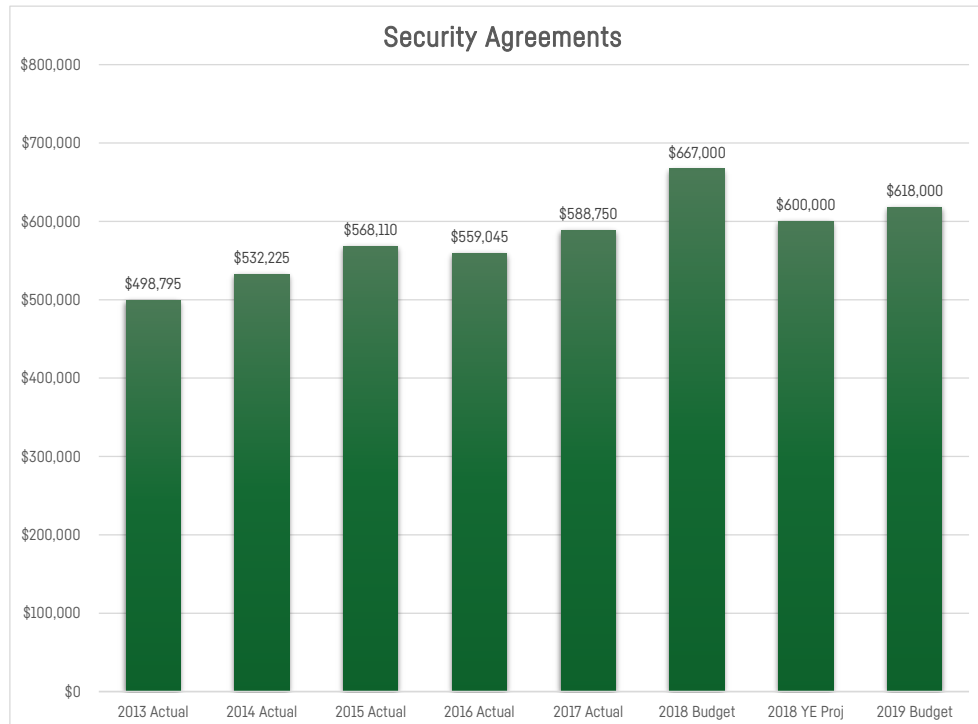
2019 REVENUE BUDGET:

The 2019 proposed budget was increased \$1,452,300. It is expected that this revenue will rise in year 2019 due to population growth in Douglas County. However, as interest rates continue to increase, this economic factor will have a negative impact on auto sales. Therefore, a modest 3.0% increase was used in forecasting, as opposed to the larger amounts that were seen in prior year collections.

Title: Security Agreements

GL Account # 341240

Description: When a motor vehicle is used as collateral for indebtedness, a security agreement is recorded in the County Clerk and Recorder's office. Likewise, when the indebtedness is paid in full, the security agreement release is recorded. There is a fee of \$5 for each security agreement page of 8 1/2" by 11" or 8 1/2" by 14". A charge of \$10 is collected for each page larger than 8 1/2" by 14".



RECIPIENT: General Fund - (100)

AUTHORITY: Section **42-6-137, C.R.S.**, Fees

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: Under the direction of the State of Colorado, variable.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County authority.

2018 YEAR END PROJECTION:

The 2018 projection is \$600,000. New auto purchases continue to remain strong in Douglas County. This revenue will be positively impacted by net population growth in Douglas County, and inversely affected by the increase in interest rates and cost of vehicles.

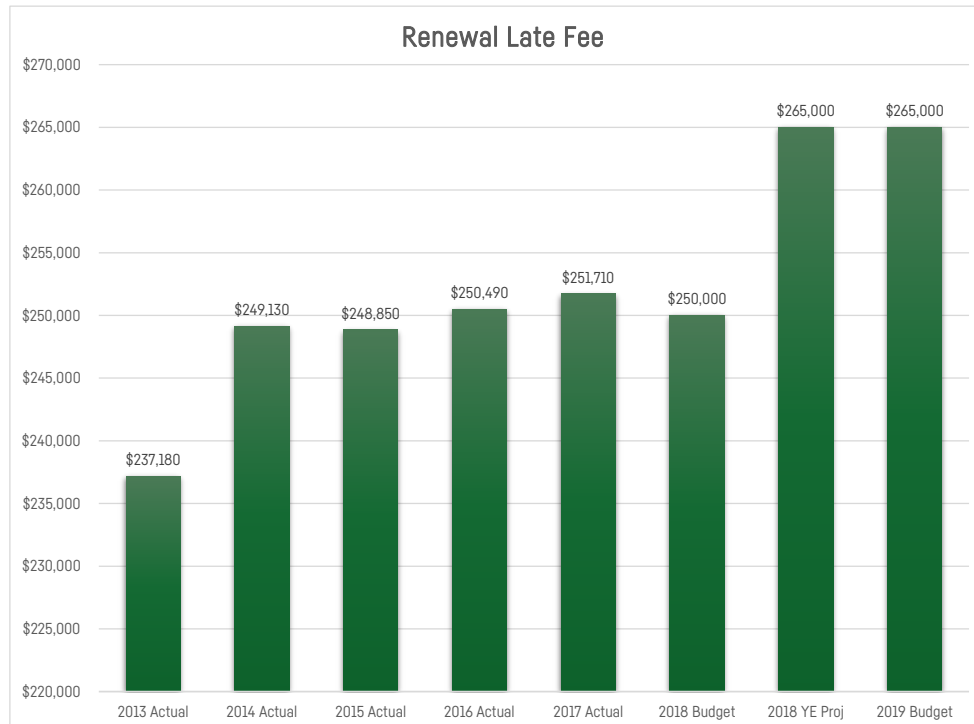
2019 REVENUE BUDGET:

The 2019 proposed budget was increased by 3.0% to \$618,000. Again, this revenue is impacted by changes in interest rates; and interest rates are predicted to increase next year. As this revenue continues to be volatile and heavily impacted by current economic conditions, a conservative approach will be utilized. Fiscal years 2013-2017 increased at an average of 6.1% per year.

Title: Renewal Late Fee

GL Account # 341250

Description: The County Clerk and Recorder may charge a late fee if vehicle registrations are renewed past their 30 day grace period.



RECIPIENT: General Fund - (100)

AUTHORITY: Section **42-3-112, C.R.S.**, Failure to pay tax penalty - rules. (1) If a vehicle subject to taxation under this article is not registered when required by law, the vehicle owner is subject to a late fee of twenty-five dollars for each month or portion of a month following the expiration of the registration period, or, if applicable, the expiration of the grace period described in section **42-3-114, C.R.S.**, for which the vehicle is unregistered; except that the amount of the late fee shall not exceed one hundred dollars. The late fee shall be due when the vehicle is registered. On or after July 1, 2010, the amount of the late fee of a vehicle without motor power that weighs sixteen thousand pounds or less or a camper trailer or a multipurpose trailer regardless of its weight, that is not registered when required by laws shall be ten dollars.

USE: Highway user fund projects

LATEST FEE SCHEDULE DATE: Effective date 3/2/09. Douglas County began collecting the late fee in July 2009.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County authority.

2018 YEAR END PROJECTION:

As there isn't a specific trend to follow with this revenue stream, the year-end projection is based on the actual amounts collected through August. The 2018 projection is \$265,000.

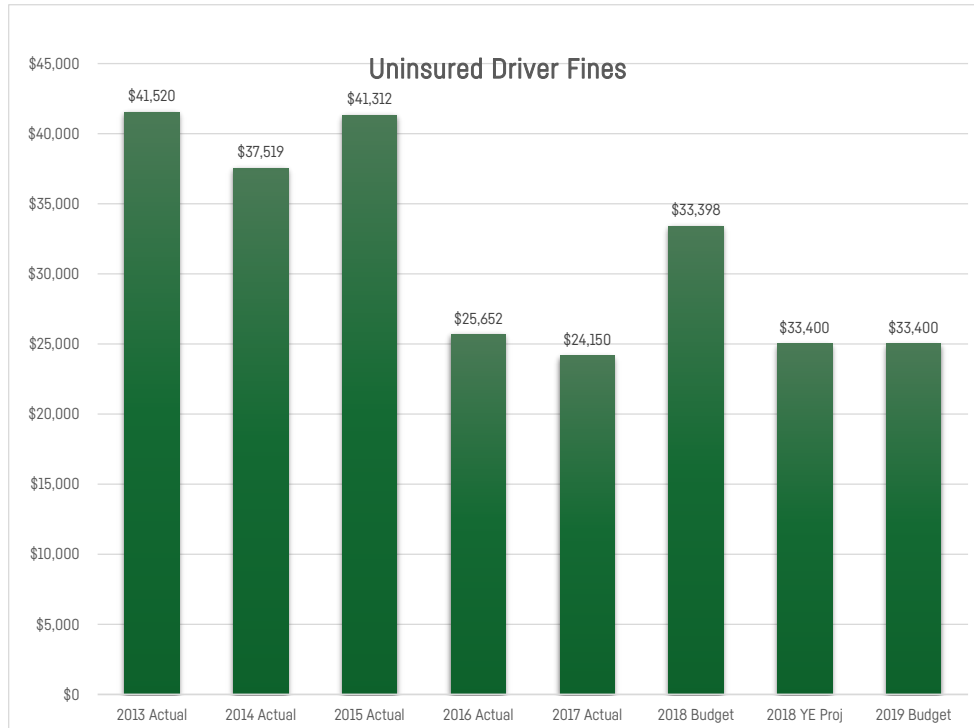
2019 REVENUE BUDGET:

To remain conservative, the 2019 proposed budget was left at the 2019 year-end forecast, which is \$265,000.

Title: Uninsured Driver Fines

GL Account # 351150

Description: Fines for vehicles operated without valid proof of complying insurance coverage.



RECIPIENT: General Fund - [100]

AUTHORITY: 42-4-1409(9), C.R.S.. The remaining fifty percent of the moneys collected from fines for violations of paragraph (a) or (b) of subsection (4) of this section shall be transmitted to the clerk and recorder for the county in which the violation occurred.

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: Effective January 1, 2005.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County authority.

2018 YEAR END PROJECTION:

The 2018 year-end projection for 2018 is \$33,400, based on actuals through September 30, 2018 of \$21,768.

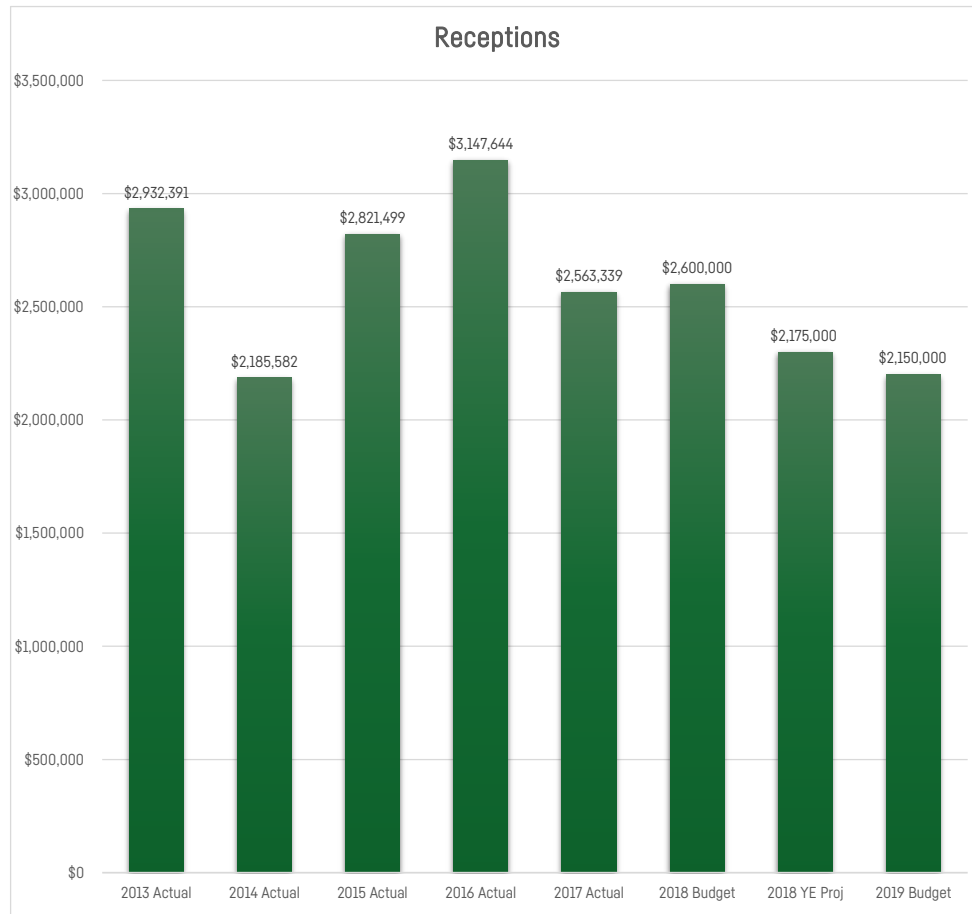
2019 REVENUE BUDGET:

The 2019 proposed budget was left flat at \$33,400 based on historical trends.

Title: Receptions

GL Account # 341110

Description: This account captures fees for filing or recording papers. These fees are set by statute. Fees varies by type of document recorded - \$10 for 1st page/\$5 for each additional page.



RECIPIENT: General Fund - [100]

AUTHORITY: Section **30-1-103(1)**, C.R.S., Fees of County Clerk and Recorders sets a maximum dollar amount.

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: Under the direction of the State of Colorado, variable.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County control.

2018 YEAR END PROJECTION:

The 2018 year-end projection is \$2,175,00. The projection is based on YTD actuals through September of \$1,704,393. Due to several years of record setting low interest rates, re-financing efforts were strong in Douglas County. But, as interest rate increases continue to be implemented by the Federal Reserve, the re-finance options won't be as plentiful. Consumer confidence continues to remain positive as it relates to the housing market, and individuals are continuing to look at new home purchases. The months of November and December are typically slower months for buying/selling homes; and the year-end projection reflects the slow-down.

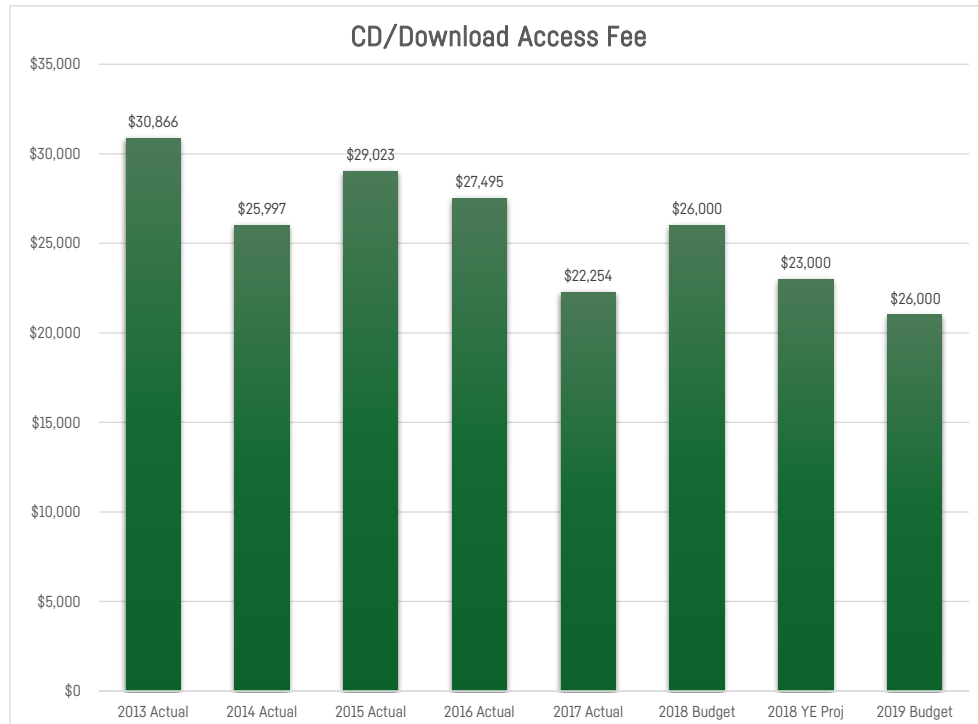
2019 REVENUE BUDGET:

The 2019 proposed budget is being moved to \$2,150,000. This is conservative in nature; as, at the time of budget preparation it was not certain if home purchases would continue at such a rapid clip. It is predicted that there may be more than one interest rate increase in 2019 by the Federal Reserve, which will impact the ability to purchase new/existing homes. In addition, the affordability of housing in Douglas County continues to be an issue, which then impacts new entrants into the housing market.

Title: Compact Disc/Download Access Fee

GL Account # 341862

Description: The County Clerk & Recorder offers this service. This service allows individuals to obtain images and/or index [grantor/grantee] historical information. It is not required by State Statute. Users utilize computer facilities and make inquiries to the County C&R database for title and ownership verification of real property and acquire C&R computer index data, digital copies of electronic recorded document files, and copies of electronic recorder map plats. One-time setup fee \$650, Grantor/Grantee Index \$.04/document, Recorded Documents \$.03/image, and Plat Map \$.10/image. Compact Discs are \$4.00 each.



RECIPIENT: General Fund - [100]

AUTHORITY: Douglas County Resolution

USE: Any general governmental purpose.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Resolution by the Board of County Commissioners.

LAST DATE REVIEWED FOR INCREASE/DECREASE: January 2005.

2018 YEAR END PROJECTION:

YTD actuals through November are \$19,114, thus projecting an actual of \$23,000.

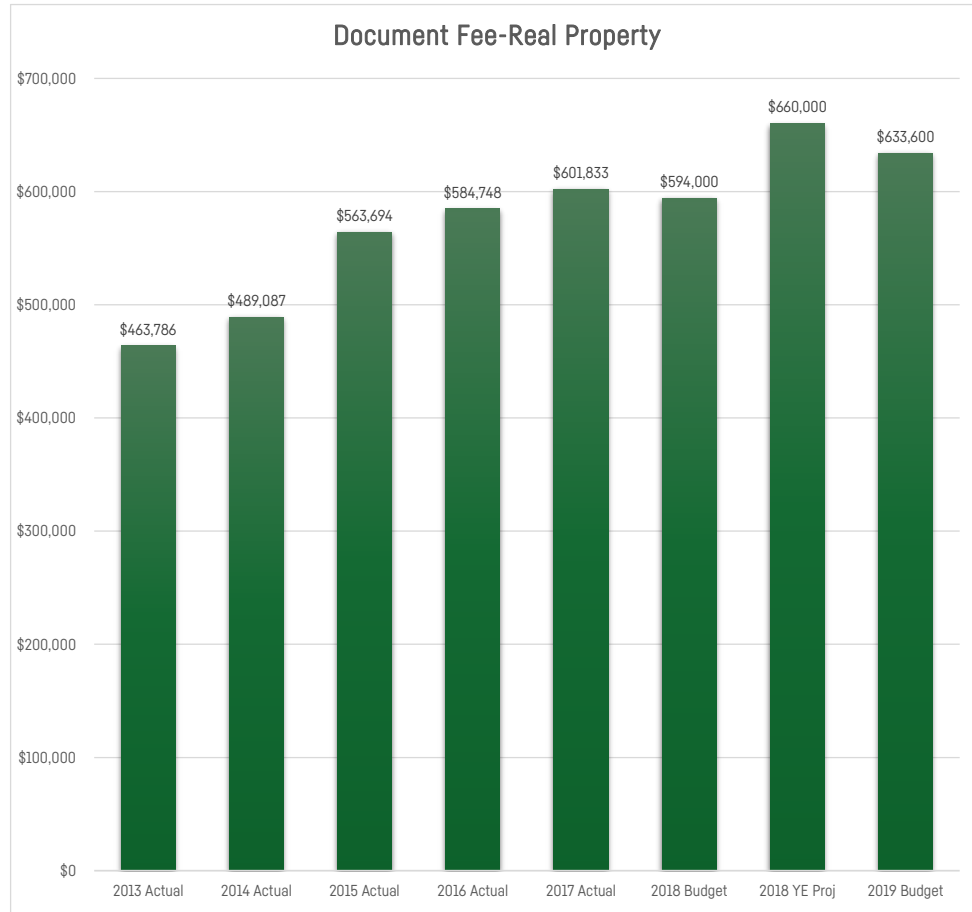
2019 REVENUE BUDGET:

The 2019 proposed budget was moved up slightly to \$26,000. This revenue could be impacted by the anticipated interest rate increase.

Title: Document Fee-Real Property

GL Account # 341120

Description: Whenever real property is granted or conveyed, a fee, referred to as a “documentary fee” is paid to the County Clerk & Recorder. The fee is \$0.01 per \$100 consideration, if the consideration is greater than \$500.



RECIPIENT: General Fund - (100)

AUTHORITY: Section **39-13-102, C.R.S.**, Documentary fee imposed - amount - to whom payable.

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: Under the direction of the State of Colorado, variable.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County control.

2018 YEAR END PROJECTION:

The 2018 year-end projection of \$660,000 is based on the year to date actuals of \$524,788 through September. The Federal Reserve did not implement as many interest rate increases as predicted in 2018; thus, new home purchases are expected to remain strong through the end of the year. The months of October - December are typically slower months for buying and selling homes; therefore, this number may be revised downward prior to adoption to reflect the slow-down by constituents.

2019 REVENUE BUDGET:

The 2019 proposed budget was decreased to \$633,600. As the Federal Reserve disseminates information on the rise of interest rates, consumer spending could be affected. The revenue submission is conservative.

Title: Passport Execution Fee

GL Account # 341280

Description: As a Passport Acceptance Facility, the Clerk and Recorder through its agreement with the US Department of State, collects a \$25 application acceptance fee for each DS-11 application processed. Fees cannot be collected for renewal applications.



RECIPIENT: General Fund - (100)

AUTHORITY: United States Department of State

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: February, 2008.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Congressional Approval.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County control.

2018 YEAR END PROJECTION:

The YTD revenues through September are up 1.3% over September 2017. The year-end projection has been moved to \$194,000 - down from the 2018 budget of \$215K.

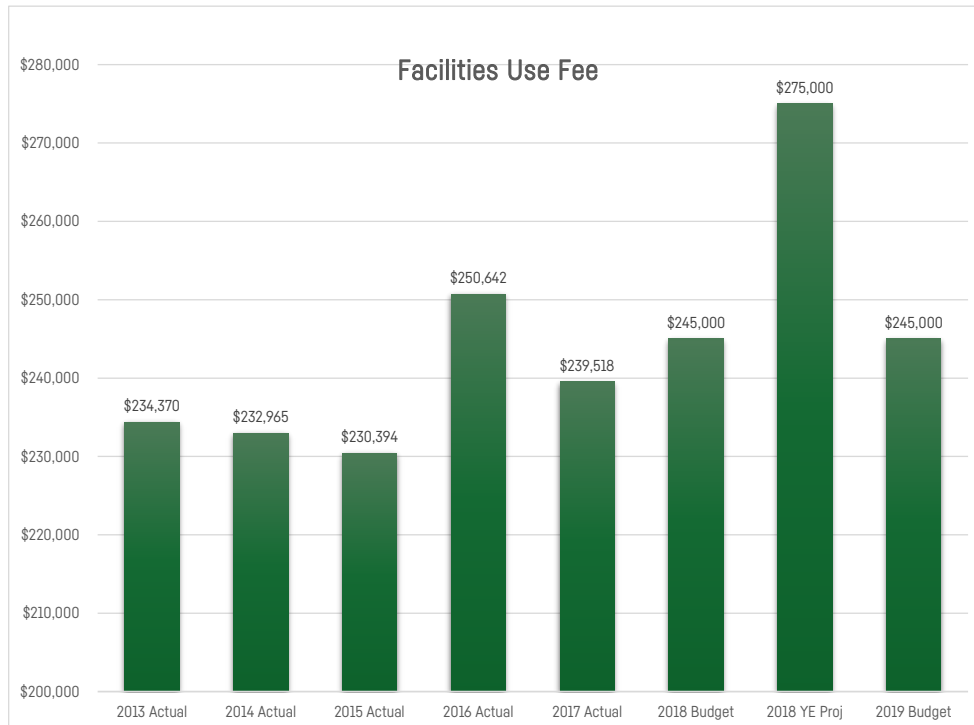
2019 REVENUE BUDGET:

The 2019 proposed budget remains the same as the 2018 projection of \$195K. As there is really no way in which to forecast future year renewals, historical trending and a conservative approach has been used in determining this budget.

Title: Facilities Use Fee - Facility/Fairgrounds

GL Account # 344200

Description: Revenues that are generated from the use of public facilities or rentals of facilities at the County Fairgrounds.



RECIPIENT: General Fund - [100]

AUTHORITY: Douglas County Board of County Commissioners, Douglas County Facilities Management Policies and Procedures of Facility Rental Information:

- 1.Fairgrounds – revenues that are generated from the use of public facilities or rental of County facilities.
- 2.Fair – Fair & Rodeo souvenir program advertisement sales.

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: County Fair - March 2012 and Fairgrounds - April 2017.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Approval of Board of County Commissioners.

LAST DATE REVIEWED FOR INCREASE/DECREASE: County Fair - March 2012 and Fairgrounds - April 2017

2018 YEAR END PROJECTION:

The 2018 projection is \$275,000. The YTD results through September are \$216,683; so, this figure seems attainable.

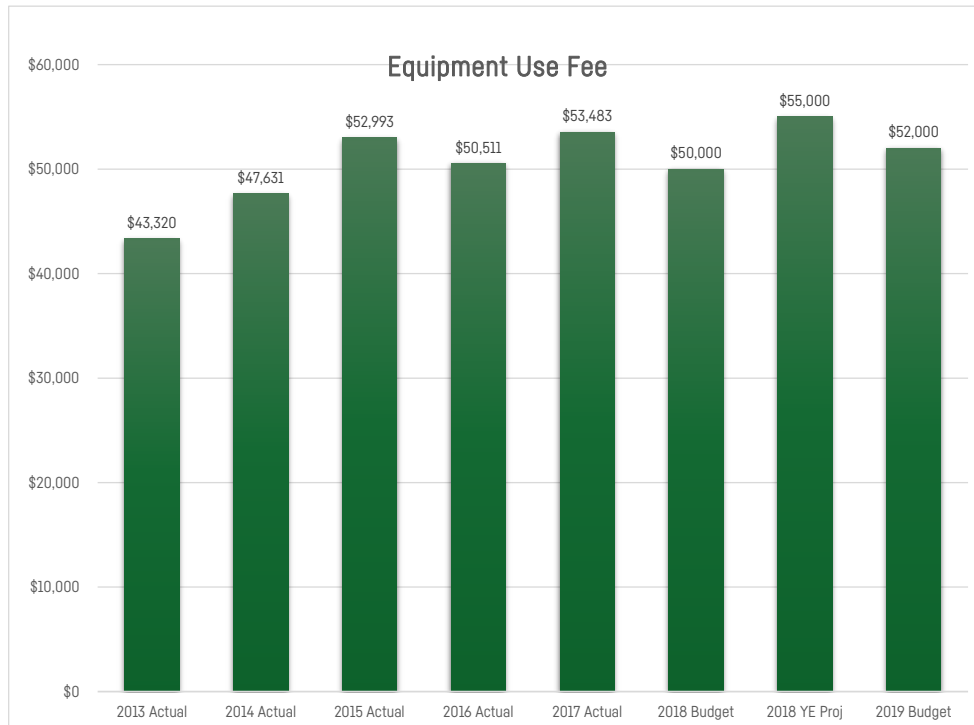
2019 REVENUE BUDGET:

The 2019 proposed budget was lowered to \$245,000. As 2018 was the 100th year of the County Fair, the revenues were scaled downward to follow the historical trend of prior year collections.

Title: Equipment Use Fee

GL Account # 344201

Description: Additional Extras/Equipment Rental fees - varies by equipment. Equipment such as tables, chairs, AV equipment, and tractor time are available to vendors who utilize DC facilities vs. bringing in their own equipment on site.



RECIPIENT: General Fund - [100]

AUTHORITY: Approved by the BOCC on August 30, 2005.

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: Fairgrounds - April 2017.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Approval of Board of County Commissioners.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Fairgrounds - April 2017

2018 YEAR END PROJECTION:

The 2018 projection is \$55,000. This revenue has been increasing year over year.

2019 REVENUE BUDGET:

The 2019 proposed budget was slightly lowered to \$52,000. It is believed that the 100th anniversary of the County Fair played a role in increased revenues in 2018.

Title: Ticket Surcharge

GL Account # 344301

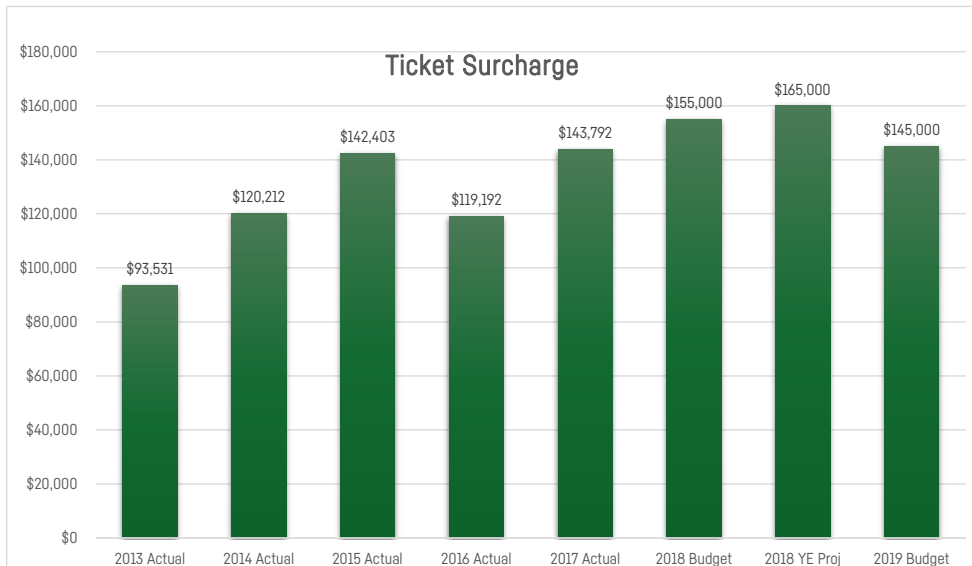
Description:

Fairgrounds: A ticket surcharge shall be paid by all event holders who charge \$5.00 or more to enter their event.

1. The ticket surcharge requires the event holder to collect 5% of the ticket price or \$1.00, whichever is greater, to be paid to DC.
2. This fee is collected at the time a ticket is sold whether the ticket is sold at the gate or in advance.
3. DC allows event holder up to 5% total ticket sales for complimentary tickets [CT]. CT beyond 5% of total ticket sales will be assessed the surcharge.
4. Ticket sales must be accounted for within 48 hours after the conclusion of the event. Payment shall be made to DC Facilities Management within two weeks.

County Fair: A ticket charge shall be paid by visitors coming to events at the Fair and Rodeo. All fees paid to Douglas County.

1. Exhibitor Pass Sales (4-H wristbands) – a \$5 fee is charged to exhibitors' immediate family members for ground admission only.
2. Rodeo Ticket Sales – a fee is charged to all visitors attending a rodeo performance.
3. Bull Riding Ticket Sales – a fee is charged to all visitors attending the Bull Riding Performance.
4. Grounds Admission – a fee is charged to visitors for grounds admission only.



RECIPIENT: General Fund – (100)

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: County Fair – March 2012 and Fairgrounds – April 2017.

ACTIONS REQUIRED TO INCREASE / DECREASE REVENUE: Approval of Board of County Commissioners.

LAST DATE REVIEWED FOR INCREASE / DECREASE: Fairgrounds – August 30, 2005; County Fair – March 2012.

2018 YEAR END PROJECTION:

The 2018 year-end projection is \$165,000. The majority of this revenue is collected during the annual County Fair. The revenues expected for 2018 are higher due to this year being the 100th anniversary of the Douglas County Fair.

2019 REVENUE BUDGET:

The 2019 proposed budget was lowered to \$145,000 to account for the 100th Anniversary of the County Fair collections.

Title: Vendor Surcharge (Booth)

GL Account # 344302

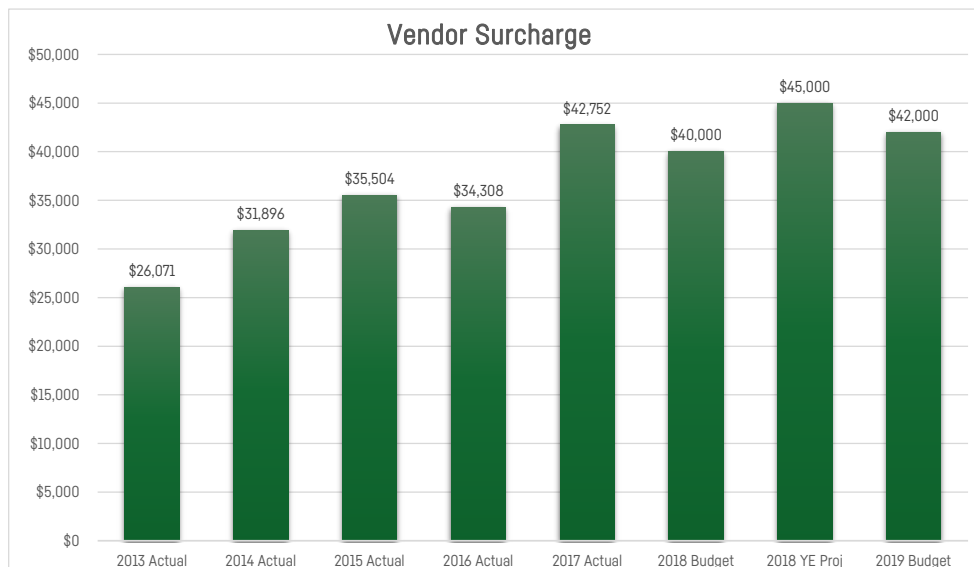
Description: Vendor Booth charge or surcharge

Fairgrounds: All event holders who charge vendors for booth space shall pay a Vendor Booth Surcharge:

1. The vendor booth surcharge requires the event holder to collect and pay DC either:
\$15 from each 10 x 10 or smaller booth space OR 10% of booth rental amount if booth spaces are large than 10 x 10
2. This fee is to be collected at the time of the booth agreement.
3. Vendor booths must be accounted for within 48 hours after the conclusion of the event. Pymt. shall be made to DC Facilities Mgmt within two weeks.

County Fair:

1. The vendor booth charge requires all vendors to pay Douglas County for vendor booth space during County Fair:
\$300 for each 10 x 10 booth space OR \$350 for each 10 x 10 space reserved after May 1st.



RECIPIENT: General Fund – (100)

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: County Fair – March 2012 and Fairgrounds – April 2017.

ACTIONS REQUIRED TO INCREASE / DECREASE REVENUE: Approval of Board of County Commissioners.

LAST DATE REVIEWED FOR INCREASE / DECREASE: Fairgrounds – August 30, 2005; County Fair – March 2012.

2018 YEAR END PROJECTION:

The 2018 year-end projection was increased from the 2018 budget to \$45,000. The majority of this revenue is collected during the annual County Fair.

2019 REVENUE BUDGET:

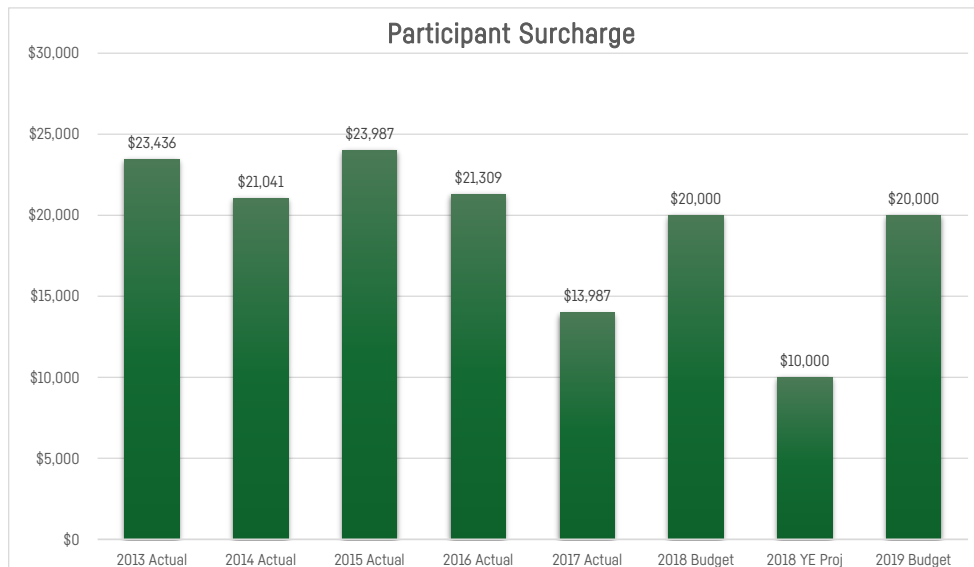
The 2019 proposed budget was lowered to \$42,000 due to the Douglas County Fair celebrating its 100th anniversary in 2018. The 2019 fair is not expected to pull in the number of vendors as was seen in 2018.

Title: Participant Surcharge

GL Account # 344303

Description: All event holders who charge a participation or registration fee shall pay a Participant Surcharge.

1. The participant surcharge requires the event holder to collect \$1.00 per participant registration, to be paid to DC.
2. This fee is collected at the time of registration whether done in advance or if the registration is sold at the gate.
3. All participants must be accounted for within 48 hours after the conclusion of the event. Pmt shall be made to DC Facilities Mgmt. within two weeks.



RECIPIENT: General Fund – (100)

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: County Fair – March 2012 and Fairgrounds – April 2017.

ACTIONS REQUIRED TO INCREASE / DECREASE REVENUE: Approval of Board of County Commissioners.

LAST DATE REVIEWED FOR INCREASE / DECREASE: County Fair - March 2012 and Fairgrounds – April 2017.

2018 YEAR END PROJECTION:

The 2018 year-end projection is \$10,000. The majority of this revenue is collected during the annual County Fair.

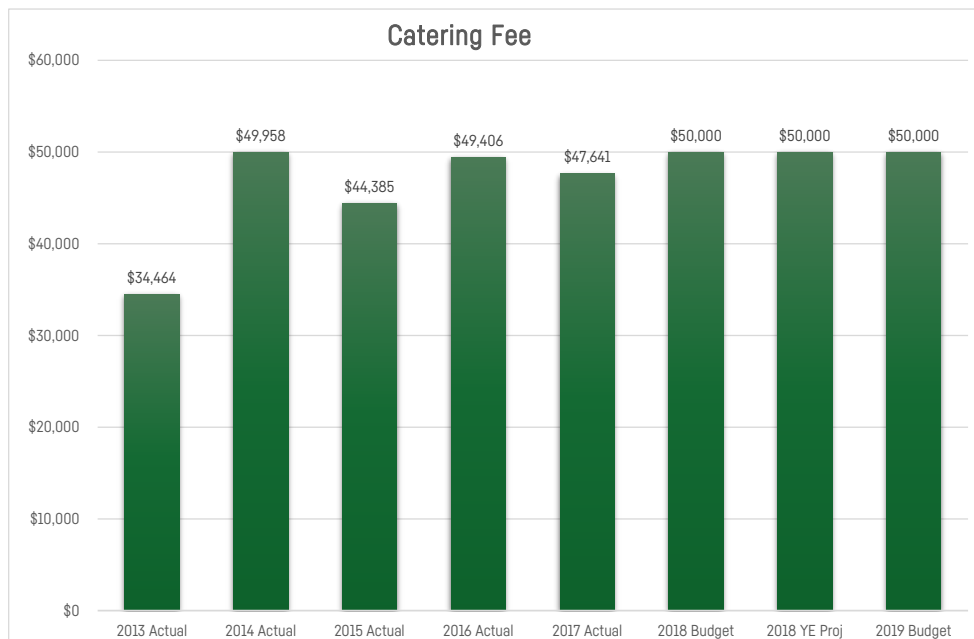
2019 REVENUE BUDGET:

The 2019 proposed budget is \$20,000. This revenue will be revised downward prior to the 2019 budget adoption. Per staff at the Douglas County fairgrounds, the number of booking for groups/individuals that qualify for the discounted surcharge is down from prior years. Loss of revenue for 2019 could be approximately \$10K from 2018 budget.

Description: All event holders who contract catering or beverage services within the Event Center shall pay an Event Catering Fee.

Fairgrounds – All caterers are required to pay a percentage of sales on food and beverages to Douglas County Facilities.

County Fair – Caterer is required to pay 10% of sales to Douglas County, within 2 weeks after County Fair, for liquor and concession sales during County Fair. The open class department is required to pay 10% of proceeds from County Fair bake sale to Douglas County following the bake sale.



RECIPIENT: General Fund – (100)

AUTHORITY: Douglas County Board of County Commissioners, Douglas County Facilities Management Policies and Procedures of Facility Rental Information.

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: County Fair – March 2012 and Fairgrounds – April 2017.

ACTIONS REQUIRED TO INCREASE / DECREASE REVENUE: Approval of Board of County Commissioners.

LAST DATE REVIEWED FOR INCREASE / DECREASE: County Fair - March 2012 and Fairgrounds – April 2017.

2018 YEAR END PROJECTION:

The 2018 projection is 50,000. The majority of this revenue is collected is from one vendor. All other revenue is from the Fairgrounds (55200) or Fair (55250). In prior years, the majority of food that was offered for events held at Douglas County facilities, was catered. As the prices for these services continue to increase, event holders are choosing to bring in their own food and beverages.

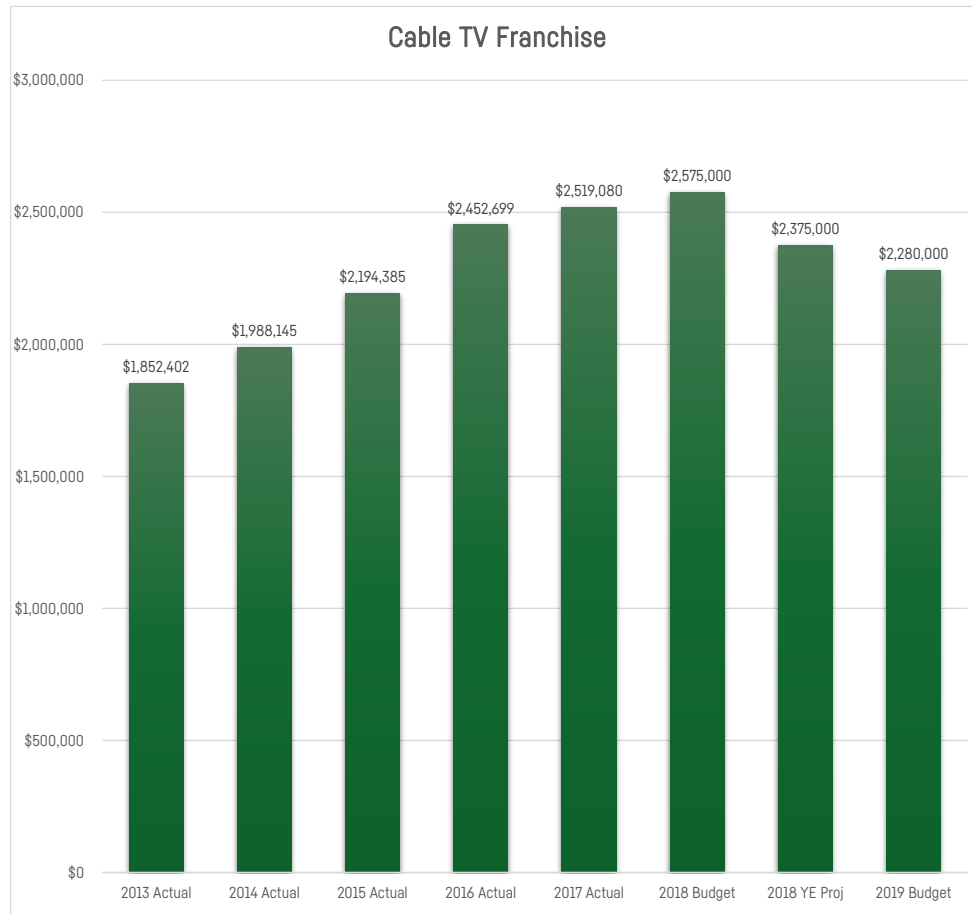
2019 REVENUE BUDGET:

The 2019 proposed budget was left flat at \$50,000.

Title: Cable TV Franchise

GL Account # 321500

Description: For use of public right-of-way, an annual fee is collected from each cable television company operating within the County. Comcast acquired several local cable companies in the 1980s and currently controls 99 percent of Douglas County's cable television market.



RECIPIENT: General Fund - [100]

AUTHORITY: Section **30-11-101(c)**, **C.R.S.**, Powers of counties, and individually negotiated agreements. Douglas County Resolution **R-81-12** establishing a Procedure for Letting of Right of Way Leases to Lessees of Cable Television Systems dated August 5, 1981.

USE: Any general governmental purpose.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Douglas County could initiate a "Peg Fee" - Increase taxation of subscribers by \$.50/month.

LAST DATE REVIEWED FOR INCREASE/DECREASE: The franchise agreement with Comcast was renewed in 1998. As part of this renewal, the County increased the fee to 5%, which is the standard fee charged throughout Colorado and the United States.

2018 YEAR END PROJECTION:

The year-end projection as of the end of November 2018 is \$2,375,000. This amount reflects revenues collected through the third quarter being down 7.0% over the same period in 2017. The subscriber counts for Comcast were not available at the time this report was being prepared.

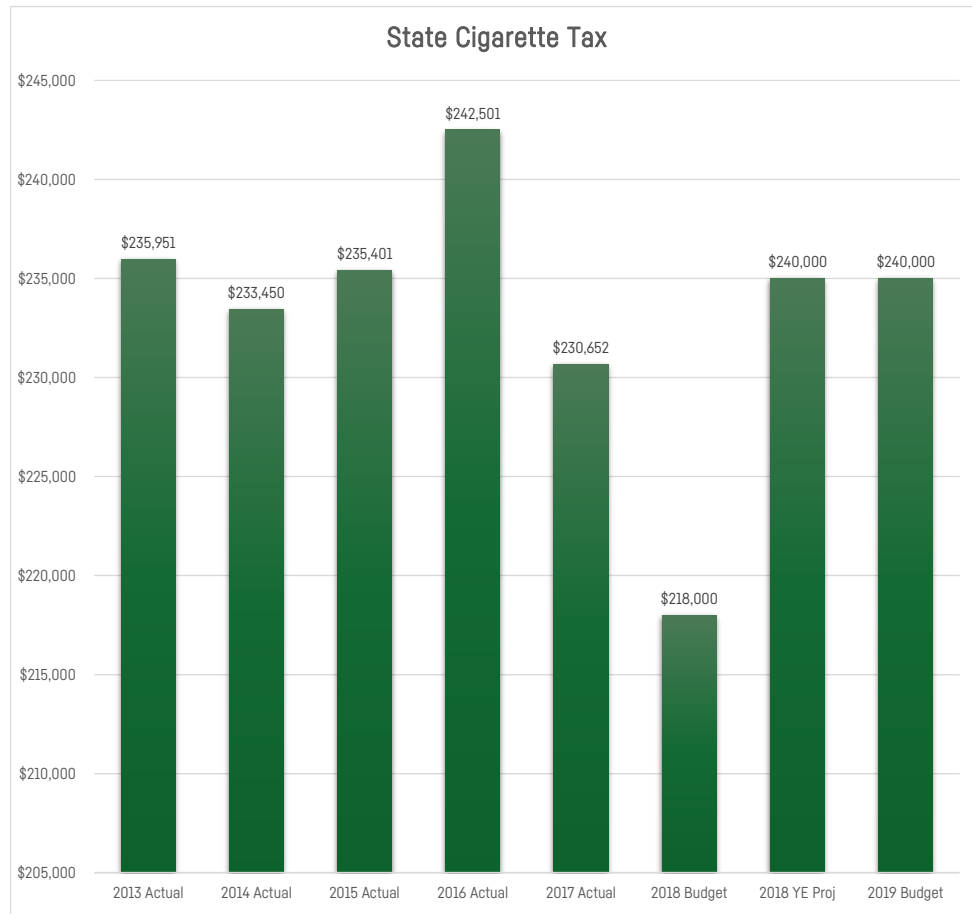
2019 REVENUE BUDGET:

The 2019 proposed budget was decreased to \$2,280,000 which is a 4.17% decrease from the 2018 year-end projection. As more consumers move into Douglas County (new home builds, migration etc.), this revenue stream will be conservatively modified. Another factor on this revenue is internet-based streaming services. As this option becomes the cheaper or preferred service for consumers, the reliance on cable programming will start to diminish.

Title: State Cigarette Tax

GL Account # 335400

Description: Colorado Department of Revenue collects taxes on all cigarette wholesalers; 27% of the revenues are distributed to local governments based upon their proportion of statewide State tax collected during the preceding two years. Distributions are made by the 15th of the month for the preceding two months. As municipal annexations increase, the amount of cigarette taxes distributed to the unincorporated County will decline.



RECIPIENT: General Fund - [100]

AUTHORITY: Section 39-28-103.5, C.R.S., Taxation, Cigarette Tax.

USE: Any general governmental purpose.

PROJECTION METHODOLOGY OR LATEST FEE SCHEDULE DATE: Historical trend tempered by State cigarette tax projections.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Legislative action.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Not under County control.

2018 YEAR END PROJECTION:

The 2018 year-end projection is \$240,000. Douglas County recognized \$230,652 in revenues in 2017, and is year-to-date September trending roughly 5.8% higher over September 2017.

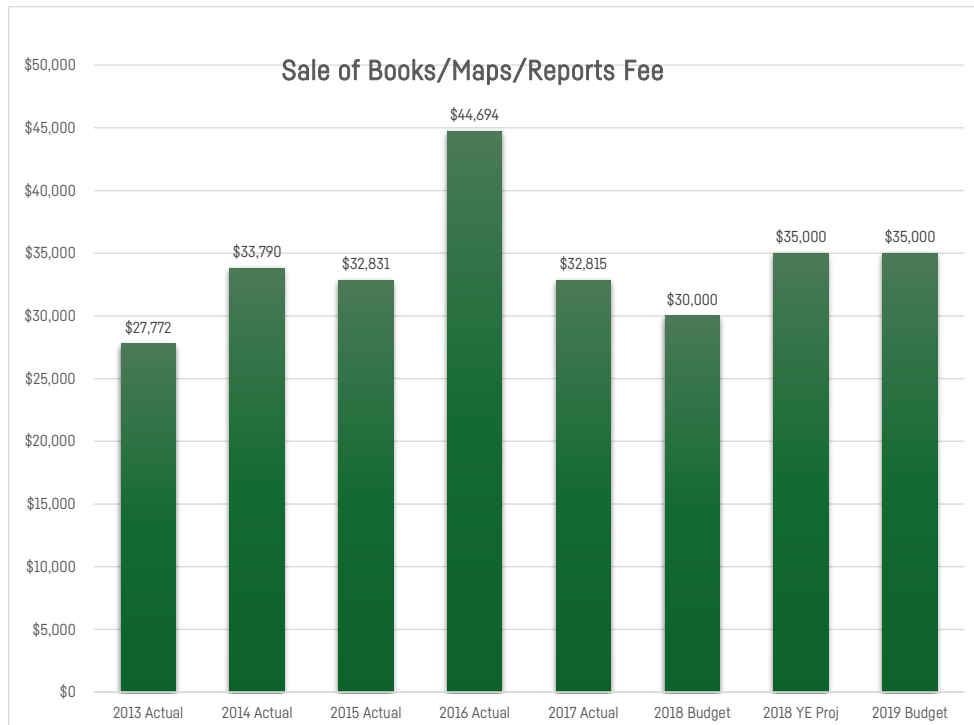
2019 REVENUE BUDGET:

The 2019 proposed budget is being left flat at \$240,000. In 2018, the Colorado voters rejected Amendment 72, which would have increased the taxes on a pack of cigarettes from \$.84 cents to \$2.59.

Title: Sale of Books/Maps/Reports Fee

GL Account # 341870

Description: Several county departments make available to the public books or reports that they create in the performance of their general functions. Examples include the County Master Plan, the Annual Budget, the Comprehensive Annual Financial Report, and criminal histories, criminal/accident reports, records searches, and dispatched tapes from the Sheriff Office. Each department charges a minimal fee for these documents to partially recover costs. On occasion, county departments function as an intermediary for state documents, such as building codes, and charge a slight handling fee for these documents.



RECIPIENT: General Fund - [100]

AUTHORITY: Section 24-72-205, C.R.S., Copies, printouts, or photographs of public records. Douglas County policy V.2.1, Public Request For Information, Document Fees, dated 7/1/97.

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: July 1, 1997.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Decision by department based on cost to initial document production.

LAST DATE REVIEWED FOR INCREASE/DECREASE: July 1, 1997.

2018 YEAR END PROJECTION:

This revenue has no historical trend and will vary greatly year over year, YTD revenues through November were used as a guide. The 2018 year-end projection is \$35,000.

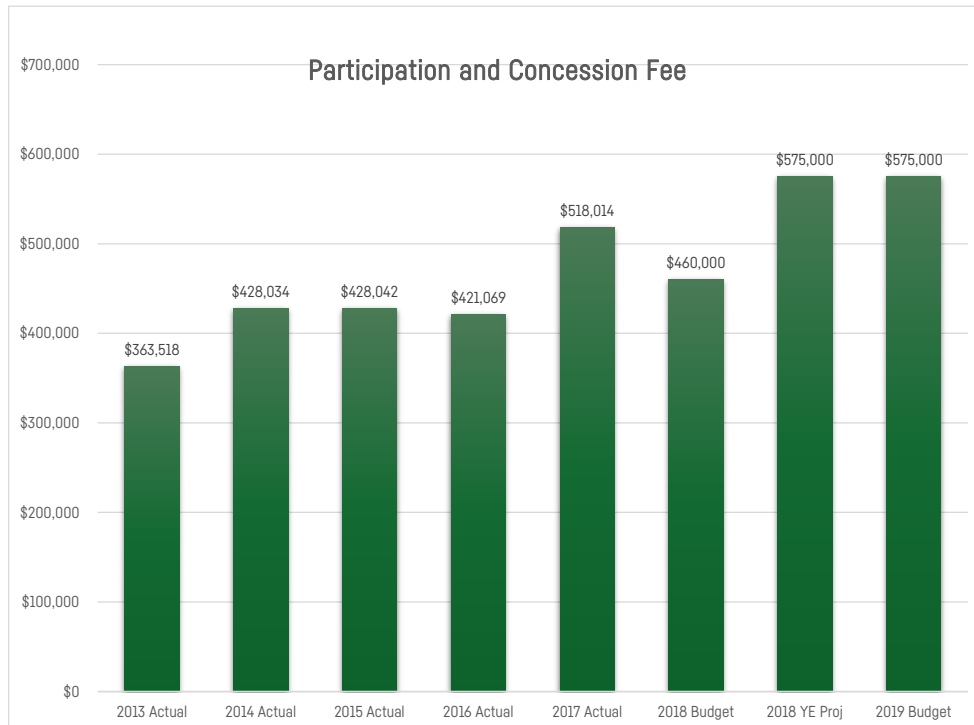
2019 REVENUE BUDGET:

The 2019 proposed budget was left flat at \$35,000.

Title: Participation and Concession Fee

GL Account # 344100

Description: Revenues that are generated through various uses including: use of fields, park shelter reservations, rents from lands, and concession rent, [Sprint/Nextel, Qwest cell towers].



RECIPIENT: General Fund - [100]

AUTHORITY: County Resolution

USE: Any general governmental purpose.

LATEST FEE SCHEDULE DATE: Metro Area fee comparison, annually.

ACTIONS REQUIRED TO INCREASE/DECREASE REVENUE: Recommendation for approval by Parks & Trails Advisory Board with final adoption by the BOCC.

LAST DATE REVIEWED FOR INCREASE/DECREASE: Reviewed every year in December and January.

2018 YEAR END PROJECTION:

The 2018 projection is \$575,000. With the completion of 3 synthetic fields at the Fairgrounds Regional Park, the newly renovated fields at Highland Heritage Regional Park and Challenger Regional Park, the County has approximately 26.5 acres of synthetic turf that can be rented out year-round. The County typically only charges enough revenues to cover the cost of utilities at all parks in Douglas County (water/sewer, trash, electric).

2019 REVENUE BUDGET:

The 2019 proposed budget was conservatively left at \$575,000. As 2017 was the first year the additional booking at the new synthetic fields in Highlands Ranch were recognized, there is not a trend to follow, Future year collections and forecasts will be revised accordingly; this is a demand based revenue.



Glossary

GLOSSARY

ACCRUAL BASIS - The method of accounting in which transactions are recognized when they occur, regardless of the timing of related cash flows. Under this method, revenue is recognized when it is earned, regardless of when cash is received. Likewise, expenditures are recognized when liabilities are incurred, not when cash is paid.

ACTUAL VALUE - The value of real and personal property as appraised by the County Assessor for the purpose of determining assessed value and assessing property taxes.

ADDENDUM - A written change, addition, alteration, correction or revision to a bid, proposal or contract document. An addendum is not to be confused with a change order.

ADOPTED BUDGET - Refers to the amounts originally approved by the Board of County Commissioners at the beginning of the year and the document, which consolidates all beginning-of-the-year operating and new capital project appropriations. See also Capital Budget and Operating Budget.

AGENCY, OUTSIDE - A governmental or community-based unit outside county government that is receiving county funding (e.g. mental health agencies, soil district, health department, etc.)

AGENCY, SPENDING - An official or unit exercising budgetary control over its operations. Elected officials, department officials/directors and outside agencies are examples of spending agencies.

APPROPRIATION - The legal authorization made by the Board of County Commissioners to the departments, offices, and agencies of the County which approves their budgets and allows them to make expenditures and incur obligations for specific purposes within the amounts approved.

ASSESSED VALUATION, COUNTY - The total value of all real and personal property in the County, which is used as a basis for levying taxes. Tax-exempt property is excluded from the assessable base.

ASSESSED VALUE - The value of real and personal property which is subject to a taxing entity's tax rate (mill levy), calculated as the actual (market) value multiplied by the assessment rate.

ASSESSMENT RATE - The rate established by the State legislature which, when applied to the actual value of real and personal property, determines the assessed value of property. Residential assessment rates change every reappraisal [odd] year to keep the residential property taxes generated statewide to 45% of all property taxes.

ASSIGNED FUND BALANCE-The portion of fund balance set aside for planned or intended actions. The intended use may be expressed by the Board of County Commissioners or other individuals authorized to assign funds to be used for a specific purpose. In governmental funds other than the general fund, assigned fund balance represents the amount that is not restricted or committed. This indicates that resources in these funds are, at a minimum, intended to be used for the purpose of that fund.

AUTHORIZED SIGNATURE - Each Department Head/Elected Official shall designate individuals in their department/office who are authorized to sign purchasing documents. The Finance Department maintains an authorized signature log that is used to monitor signing authority. All documents received by Finance, Budget or Human Resource without the proper authorized signature(s) will be returned for correction.

AWARD - The acceptance of a bid or proposal; the presentation of a purchase order and a fully-executed contract, as applicable.

BALANCED BUDGET – A budget in which revenues plus unreserved fund balance is equal to or greater than expenditures.

BALANCED SCORECARD - A strategic planning and management system that is used extensively in business and industry, government, and nonprofit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals.

BEST INTEREST OF THE COUNTY - A term used to take action that is felt to be the most advantageous to the County, including the award of a contract to the lowest best price bid or proposal.

BEST PRACTICE - A business process, activity or operation that is considered outstanding, innovative or exceptionally creative by a recognized peer group. It may be considered as a leading-edge activity that has been successfully adopted or implemented and has brought efficiency and effectiveness to an organization. It may result in improved productivity, quality, reduced costs and increased customer service.

BEST PRICE - Pricing, in the form of a bid, proposal, or quote, which is not necessarily the lowest, but rather what best fits the needs and interests of the County. Best Price is based on price, quality of goods or services to be provided, on-going maintenance, warranty, support, prior experience with the vendor, the ability to meet all of the County's specifications and requirements, and any other factors reasonably related to the overall cost to the County.

BID BOND - An insurance agreement in which a third-party surety agrees to be liable to pay a certain amount of money in the event that the respondents bid/proposal is accepted by the County and the respondent fails to accept the contract as awarded and approved as to form by the County Attorney.

BOND - An interest-bearing note issued to borrow monies on a long-term basis.

BUDGET - The financial plan for the operation of a program or organization. The plan may be single or multi-year.

BUSINESS - Any corporation, limited liability company, partnership, individual, sole proprietorship, joint-stock company, joint venture, or other private legal entity.

CHANGE ORDER - A written order, signed by the Department Director/Elected Official, or their designee, directing the vendor to make changes to the original purchase order and/or contract. A Change Order shall be prepared before the requested change(s) are made and are not to be performed by the vendor until the Change Order is properly approved and the Purchase Order amended to reflect the requested change.

CAPITAL BUDGET - The budget for capital improvement projects and vehicle, equipment, and major computer systems purchases. The capital budget includes infrastructure improvements, facilities, automated systems, fleet replacement and parks development.

CAPITAL EXPENDITURE OR OUTLAY - The use of resources to acquire or construct a capital asset.

CAPITAL IMPROVEMENTS OR EQUIPMENT - Public facilities and infrastructure [buildings, bridges, roads] and major shared equipment resources [computer systems, telephone systems].

CAPITAL IMPROVEMENT PLAN [C.I.P.] - A schedule of capital project expenditures for facilities, infrastructure improvements [road and bridge] and parks and trails development and open space acquisition.

CASH-IN-LIEU - Monies donated by new developments as an alternative to allocating prescribed amounts of open space or providing certain improvements.

CERTIFICATE OF PARTICIPATION [COP] - A form of lease revenue bond that permits the investor to participate in a stream of lease payments, installment payments or loan payments relating to the acquisition or construction of specific equipment, land, or facilities.

COLORADO REVISED STATUTES [C.R.S.] - A body of laws governing conduct within the State of Colorado.

COMMITTED FUND BALANCE-The portion of fund balance that can only be used for specific purposes according to limitations imposed by the Board of County Commissioners prior to the end of the current fiscal year. The constraint may be removed or changed only by formal action of the Board of County Commissioners.

COMPETITIVE SEALED BID - A process used to acquire supplies and/or services that involves the review of written sealed bids presented by vendors. Such bids are awarded on the basis of criteria contained in the bid documents.

CONFLICT OF INTEREST - A clash between the public interest and the private interest of the individual concerned. The term identifies those situations where contractors may obtain a benefit from a public contract. Conflicts of interest may result in a breach of ethics.

CONSERVATION TRUST - State of Colorado lottery funds remitted to the County for parks and recreation use.

CONSTRUCTION - The process of building, altering, repairing, improving, or demolishing any County structure or building or any other County improvements of any kind to any County property.

CONTINGENCY – A budget line item specifically appropriated for unforeseen and unbudgeted expenditures.

CONTRACT - Any type of agreement, regardless of what it may be called, for the procurement or disposal of supplies, services or construction.

CONTRACT AMENDMENT - Any written alteration of specifications, delivery point, rate of delivery, period of performance, price, quantity, or other provision of a contract accomplished by mutual action of the parties of the contract.

COOPERATIVE PROCUREMENT - The combining of requirements of two or more public procurement entities to leverage the benefits of volume purchases, delivery and supply chain advantages, best practices and the reduction of administrative time and expenses. Cooperative procurement solutions offer resource challenged agencies the opportunity to gain needed operating efficiencies as well as hard dollar savings. The demonstrated effectiveness of cooperative procurement to save taxpayer dollars makes it a viable alternative to conventional, independent procurement processes.

CREDCO – The acronym for Castle Rock Economic Development Council Organization.

D.A.R.E. - The acronym for the national Drug Awareness and Resistance Education program, which encourages the nation's youth to say "no" drugs.

DESIGNATION FOR CAPITAL REPLACEMENT – The amount accumulated in fund balance to replace assets.

DESIGNATION FOR FUTURE YEAR OPERATIONS – The estimated amount needed to pay for the future cost of operations.

DESIGNATION FOR RESTRICTED USES – The estimated cost of planned or desired but non-required specific projects.

DESIGNATION FOR WORKING CAPITAL – The amount deemed necessary to continue operations for a specific period of time in the event revenues are not collected on a timely manner.

DESIGNEE - A duly-authorized representative of a person holding a position of authority within the County.

DEVELOPMENT-RELATED FEES - Those fees and charges generated by building, development and growth in the County. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

DEBT SERVICE - The annual payment of principal and interest on the County's indebtedness.

ELECTRONIC BENEFITS TRANSFER [EBT] – Electronic payments made directly from the State to recipients and providers under Welfare Reform programs.

EMERGENCY AND DISASTER AUTHORIZATIONS RESOLUTION [EDAR] – A resolution that authorizes the County Manager, in the absence of the Board of County Commissioners, to act with the full authority of the Board of County Commissioners during a State of Emergency and/or period.

ENCUMBRANCE - An amount of money committed and set aside, but not yet expended, for the purchase of a specific good or service.

EMERGENCY CONDITION/EMERGENCY PURCHASE - An emergency condition is a situation that creates a threat to public health, welfare, or safety such as a situation that may arise by reason of fire, flood, epidemic, riot, equipment failure, or other such reasons as may be proclaimed by a using department/office. The existence of such conditions creates an immediate and serious need for supplies, equipment, materials, and services that cannot be met through normal procurement methods and the lack of which would threaten the function of County government, or the health, safety or welfare of County residents.

EMERGENCY VEHICLE OPERATORS COURSE [EVOC] – Public safety driving facility for training law enforcement and first responders.

EXPENDITURE - An actual payment made by county check, wire or ACH.

FEES - Any charge levied by government associated with providing a service or imposing a fine or penalty. Major types of fees include zoning/platting fees, user charges, building permits and vehicle registrations.

FEMA - The acronym is for the Federal Emergency Management Agency.

FISCAL POLICY - The County Government's policies with respect to taxes, spending and debt management as these relate to government services, programs and capital investment. Fiscal policy provides a consistent set of principles for planning and programming government budgets.

FISCAL YEAR - The 12-month period (January 1 - December 31) to which the annual budget applies and after which the County determines its financial position and operating results.

FIXED CHARGES - Expenditures which are constant from one period to another. For example, the monthly rental amount of an annual lease would be a fixed charge.

FOB [FREE ON BOARD] - A term used in conjunction with an identified physical location to determine the responsibility and basis for payment of freight charges, and the point at which title for the shipment passes from seller to buyer. FOB Destination: A shipment to be delivered to a destination designated by the buyer and the point at which the buyer accepts title. FOB Shipping Point (Origin): A shipment to be delivered to a destination designated by the buyer; the buyer accepts title at the shipping point.

FRINGE BENEFITS - Personnel costs (social security taxes, medical/dental insurance premiums, life/disability insurance premiums, workers' compensation etc.) supplemental to employees' salary and wages which are paid wholly or in part by the County.

FULL-TIME EQUIVALENT [FTE] - The conversion of staff time into the decimal equivalent. One full-time position (1.0 FTE) is defined as containing 2,080 work hours; a half-time position (.50 FTE) requires 1,040 work hours, and etc.

FUND BALANCE - The excess of assets over liabilities. Fund balance is accumulated when revenues exceed expenditures and decreased when revenues are less than expenditures.

GENERAL IMPROVEMENT DISTRICT [GID] - General Improvement District

GEOGRAPHICAL INFORMATION SYSTEM [GIS] - A computerized database of all land attributes within the County. The "base map" contains the least amount of common data, which is supplemented by attribute overlays.

GOAL - A long-range desirable development attained by time-phased objectives designed to implement a strategy.

GOVERNMENTAL FUND - An accounting term for a fund with a spending focus.

HAZMAT - An acronym for a substance designated as a hazardous material by the Environmental Protection Agency.

HIDTA - High Intensity Drug Trafficking Area.

INFRASTRUCTURE - Public domain fixed assets such as roads, bridges, curbs, gutters, streets, sidewalk drainage systems, lighting, and similar immovable assets.

INTERGOVERNMENTAL AGREEMENT [IGA] - An agreement between two or more governmental units to jointly identify, plan, and/or implement a task for their mutual benefit.

INTERDEPARTMENTAL CHARGES - The charges to user departments for internal services provided by another County agency, such as information processing, or for insurance funded from a central pool.

INTERGOVERNMENTAL REVENUES - Revenue from other governments, primarily Federal and State grants, but also other local governments.

INTERNAL SERVICE FUND - A fund which accounts for goods or services provided to other departments or agencies on a cost-reimbursement basis. Such funds are generally referred to as "charge back" agencies and include self-insurance funds (Employee Benefits and Property & Liability Insurance).

INVITATION FOR BID [IFB] - All documents, whether attached or incorporated by reference, utilized for soliciting bids.

LAW ENFORCEMENT AUTHORITY [LEA] - A taxing authority created in 1975 for the purpose of providing additional law enforcement by the county sheriff to the residents of the developed or developing unincorporated areas of the County.

LEAP [LOW-INCOME ENERGY ASSISTANCE PROGRAM] - LEAP is a federally funded program administered by the Colorado Department of Human Services and is designed to assist with winter heating costs for low income families.

LEGAL NOTICE - A public notice/announcement of a forthcoming solicitation generally placed in a newspaper of general circulation.

LIMITED BENEFIT TEMPORARY – A temporary benefits employee who is working a minimum of 30 hours a week is eligible for medical insurance and paid County Holidays.

LIQUIDATED DAMAGES - A specific sum stated in the contract to be paid by the party who is in default, or who breached the contract, to the other party in settlement for damages.

LOCAL IMPROVEMENT DISTRICT (L.I.D.) - An administrative subdivision of the County that exists primarily to assess the cost of public improvements to those who benefit from the improvements.

MDT - Mobile Data Terminal - a computerized device used in patrol vehicles to communicate with dispatch.

MANAGEMENT LIMITATIONS – Boundaries established by the Board of County Commissioners within which the County Manager and staff may freely operate. These limiting policies identify all conditions which are unacceptable. Also see Policy Governance.

MILL LEVY- The tax rate expressed in thousands. The rate set by a taxing entity which, when applied to 1/1000th of the assessed value of property, generates property taxes. A 19.774 mill levy against a home with an actual value of \$350,000 would generate \$523 in property taxes. *See also Tax Rate.*

NON-SPENDABLE FUND BALANCE-The portion of fund balance that cannot be spent because it is either not in spendable form or legally or contractually required to be maintained intact.

OBJECTIVE - The planned attainment of a certain condition or specific accomplishment [quantifiable or measurable], which is an integral part or phase of a strategy that contributes to accomplishing a goal. An objective should be stated in terms of results, not processes or activities, and should reflect a reasonable estimate of what is practical.

OPERATING EXPENSE - Those costs, other than capital improvements and debt service, necessary to support the primary services of the organization.

OPERATING BUDGET - A comprehensive plan expressed in financial terms, by which an operating program is funded for a single fiscal year. It includes estimates of a) the services, activities and sub-activities comprising the County's operation; b) the resultant expenditure requirement; and c) the resources available for their support.

OPERATING FUND - A fund which supports normal County operations and has regular expenditures (payroll, supplies, etc). Included are the General, Road & Bridge, Human Services, Open Space and Law Enforcement Authority funds.

OVERLAPPING DEBT - A term used to describe the use of land to obtain debt for multiple governmental or quasi-governmental entities.

PASS-THROUGH [SPECIAL PURPOSE] FUND - A fund which accounts for revenues or expenditures that are not directly related to County operations. Examples are the Cash-in-Lieu Schools Fund which receives developer contributions and passes them on to the school district; and the Local Improvement District Bond Fund which accounts for bonded debt service fully paid by property-owner assessments and for which the County carries only a contingent liability.

PAYMENT BOND - A contract of guaranty executed subsequent to award by a successful bidder to protect the County from loss due to the contractor's inability to pay their suppliers and/or subcontractors who assisted in the performance of the work.

PERFORMANCE BOND - A contract of guaranty executed subsequent to award by a successful bidder to protect the County from loss due to the contractor's inability to complete the project [contract] as agreed.

PERSONAL SERVICES - The cost of salary and wages and fringe benefits for full-time, part-time, and temporary employees of the County.

POLICY - The County's official position regarding a specific need, problem, or issue. It establishes guidelines and direction for the County's actions. A policy may be stated as a goal or an overall plan. A governing set of principles which establish the parameters for an organization to follow in carrying out its responsibilities.

POLICY GOVERNANCE - A model of governance designed to empower boards of directors to fulfill their obligation of accountability for the organizations they govern. The model enables the board to focus on the larger issues, to delegate with clarity, to control management's job without meddling, to rigorously evaluate the accomplishment of the organization; to truly lead its organization.

PREFERRED VENDOR - Is a vendor that the County prefers to work with for a variety of different reasons ... they may have a long-standing historical knowledge of the project and/or work that is being done or the deciding department may feel that they are the most qualified to perform the work. The selection of a preferred vendor usually doesn't follow the formal bid/proposal process but does include a lengthy justification memo detailing all of the reasons why that vendor should be selected over another vendor that could provide the same type of services for a similar (and sometimes lower) price. The use of a preferred vendor must be well documented and approved by the County Manager.

PRELIMINARY BUDGET - The recommended county budget annually submitted by the County Manager to the Board of County Commissioners by October 15th.

PROCUREMENT - Buying, purchasing, renting, leasing, or otherwise acquiring any supplies, services or construction. Procurement includes all functions that pertain to the obtaining of any supply, service or construction, including description of requirements, selection and solicitation of sources, preparation and award of contracts and all phases of contract administration. Procurement and Purchasing are used interchangeably.

PROFESSIONAL SERVICES - Services which are essentially intellectual in character and which include analysis, evaluation, prediction, planning, or recommendation. Professional services involve extended analysis, the exercise of discretion and independent judgment in their performance, and an advanced, specialized type of knowledge, expertise, or training customarily acquired either by a prolonged course of study or equivalent experience in the field. Professional services include, but are not limited to, services performed by accountants, architects, auditors, analysts, consultants, engineers, lawyers, physicians, and planners.

PROGRAM - A specific set of activities directed at attaining specific objectives. The means through, which a long-range strategy is achieved. Significant strategies may be accomplished through multiple programs.

PROPERTY TAX - An assessment on real or personal property creating a funding source for governmental operations, capital equipment, or public infrastructure.

PROPOSED BUDGET - Next fiscal years requested budget which is presented to the Board of County Commissioners for adoption.

PROPRIETARY FUND - An accounting term for a fund with a cost-of-service focus, such as internal service funds.

PROPRIETARY INFORMATION - Subject to the Colorado Revised Statutes Open Records Act, information or data describing technical processes, mechanisms, or operational factors that a business wishes to keep confidential and restricted from public access.

PURCHASING - Buying, purchasing, renting, leasing, or otherwise acquiring any supplies, services or construction. Purchasing includes all functions that pertain to the obtaining of any supply, service or construction, including description of requirements, selection and solicitation of sources, preparation and award of contracts and all phases of contract administration. Purchasing and Procurement are used interchangeably.

PURCHASE ORDER - Legal authorization to purchase goods/services from a vendor.

PURCHASE REQUISITION - Request from a department/office for a purchase order.

PURCHASED SERVICES - The cost to obtain the efforts of individuals who are not on county payroll and who can provide a capability not available through the County's own resources. An example is the cost of printing services.

REQUEST FOR PROPOSAL (RFP) - All documents, whether attached or incorporated by reference, utilized for soliciting proposals.

REQUEST FOR QUOTE (RFQ) - All documents, whether attached or incorporated by reference, utilized for soliciting quotes.

RESOLUTION - A formal position or action taken and documented by the Board of County Commissioners.

RESPONSIBLE BIDDER- A vendor who has the capability in all respects to perform fully the contract requirements, and the experience, integrity, perseverance, reliability, capacity, facilities, equipment, and credit which will assure a good faith performance.

RESPONSIVE BIDDER - A vendor who has submitted a bid which conforms in all material respects to the requirements stated in the IFB.

RESTRICTED FUND BALANCE- The portion of fund balance constrained to being used for a specific purpose by external parties, constitutional provisions or enabling legislation. Effectively, restrictions on fund balance may only be changed or lifted with the consent of resource providers.

REVENUE - Income received by the County in support of the government's program of services to the community. It includes such items as property taxes, fees, user charges, grants and fines.

SALES TAX - A fixed rate tax (1%) imposed on the sale of all tangible personal property not specifically exempted. The most notable exemptions are groceries and home heating fuel.

SEBP - The acronym for Southeast Business Partnership

SERVICE MEASURES - A unit of work to be done; e.g., number of permit applications received, the number of property parcels appraised, or the number of arrests.

SERVICES - The furnishing of labor, time, or effort by a contractor not involving the delivery of a specific end product other than reports that are merely incidental to the required performance.

SINGLE SOURCE PROCUREMENT - A contract for the purchase of goods and services entered into after soliciting and negotiating with only one source, usually because of the technology required or uniqueness of the service provided.

SOLE SOURCE PROCUREMENT - A situation created due to the inability to obtain competition. May result because only one vendor or supplier possesses the unique ability or capability to meet the particular requirements of the solicitation.

SOLE SOURCE VENDOR - Is a vendor that is selected [with the formal bid/proposal requirements waived] because, they are the **ONLY** provider of a specialty product or specific service. The use of a sole source vendor must be well documented and approved by the County Manager.

SPECIAL IMPROVEMENT DISTRICT [SID] - A special district that has Title 32 power to assess a mill levy for property tax to support local services provided by the district along with infrastructure.

SPECIAL REVENUE FUND - A fund used to account for the proceeds of specific revenue sources that are legally restricted to expenditures for specific purposes.

SPECIFICATIONS - A description of the physical characteristics, functional characteristics or the nature of supplies or services to be purchased. Specifications are created to fulfill the requirements of a department/office, to assure maximum productivity.

SUPPLEMENTAL APPROPRIATION - An act by the Board of County Commissioners to transfer budgeted and appropriated moneys from one spending agency to another, whether the agencies are in the same or different funds. Also, if the County receives revenues that were not anticipated or assured at the time of budget adoption, those revenues can be used in the current fiscal year only after being approved for use via supplemental appropriation.

SUPPLIES - The cost of goods acquired for consumption or resale. All property including, but not limited to equipment, materials, and insurance. The term does not include land, water or mineral rights, workers' compensation insurance or benefit insurance for County employee

TANF [TEMPORARY AID TO NEEDY FAMILIES BLOCK GRANT] - Federally funded program to provide temporary assistance to needy families.

TAX RATE - The tax rate set by a taxing entity which, when applied to the assessed value of property, generates property taxes. A 1.9774% levy against a home with an actual value of \$350,000 would generate \$523 in property taxes for Douglas County Government. *See also Mill Levy.*

TAXING ENTITY - A governmental unit empowered to levy its own property taxes. The County, municipalities, school district, and various forms of special districts are all taxing entities.

TELECOMMUNICATIONS - Telephones and the associated systems hardware and software for complete telephone operations.

TITLE IV-E WAIVER – The Colorado Department of Human Services uses funding from the Title IV-E capped allocation to meet three federal goals in permanency for children, positive outcomes for children and families and prevention of child abuse and neglect, with focus on the implementation of family engagement, permanency roundtables and kinship supports.

TRANSFERS - The movement of monies from one fund to another. The monies are considered a revenue source for the receiving fund and a revenue use for the originating fund.

UNASSIGNED FUND BALANCE-This is the residual portion of fund balance that does not meet any of the other fund balance restrictions. The County will only report a positive unassigned fund balance in the General Fund.

USE TAX - A tax [1%] for the privilege of using or consuming in Douglas County construction materials and motor vehicles purchased at retail. The construction use tax is collected by the Building Department at the time building permits are issued and is applied to 50% of the building permit value. The Clerk and Recorder collects the motor vehicle use tax.